

AI in supply chain: Better decisions, earlier action

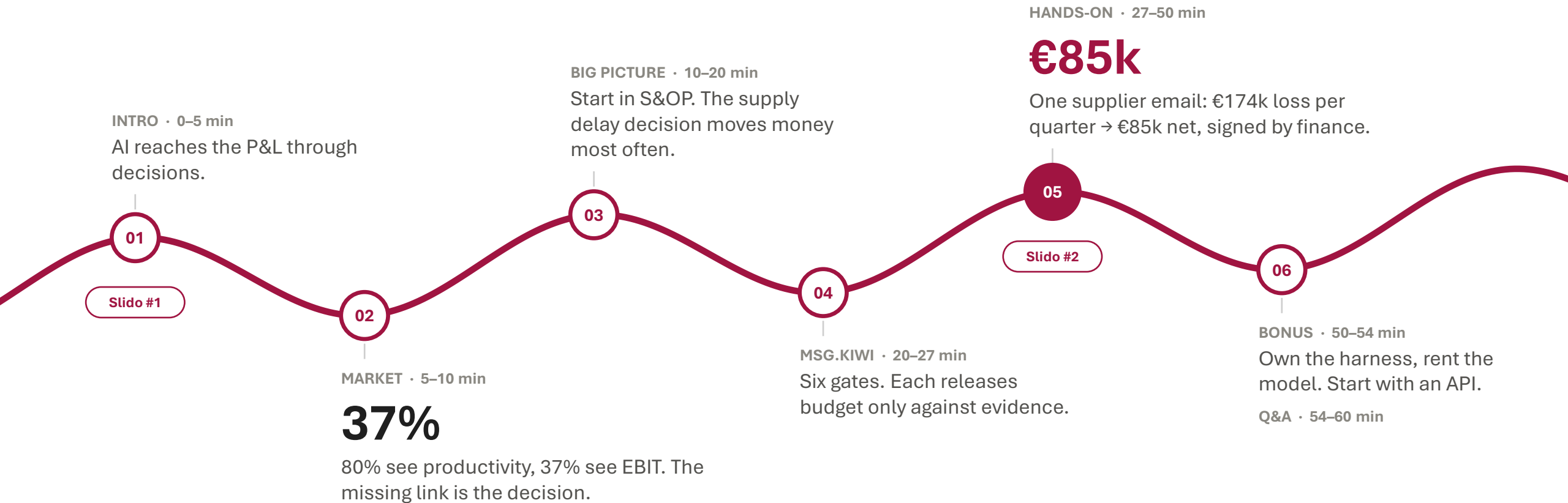
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*How to pick one supply chain decision for AI
and prove its financial effect*

*“Convergence
creates Advantage”*



The red thread – In the next 60 minutes, we take one supply decision from first signal to €85k per quarter signed by finance



You leave with: one decision worth starting with · a six-gate decision card · a way to prove the effect to finance

THE IDEA

AI reaches the P&L through **decisions**
– not through more data or faster
tasks

The decisions that create or destroy value cross sales, operations, finance – and have an economic consequence. Yet they are rarely named, owned or measured, and nobody owns the trade-off.

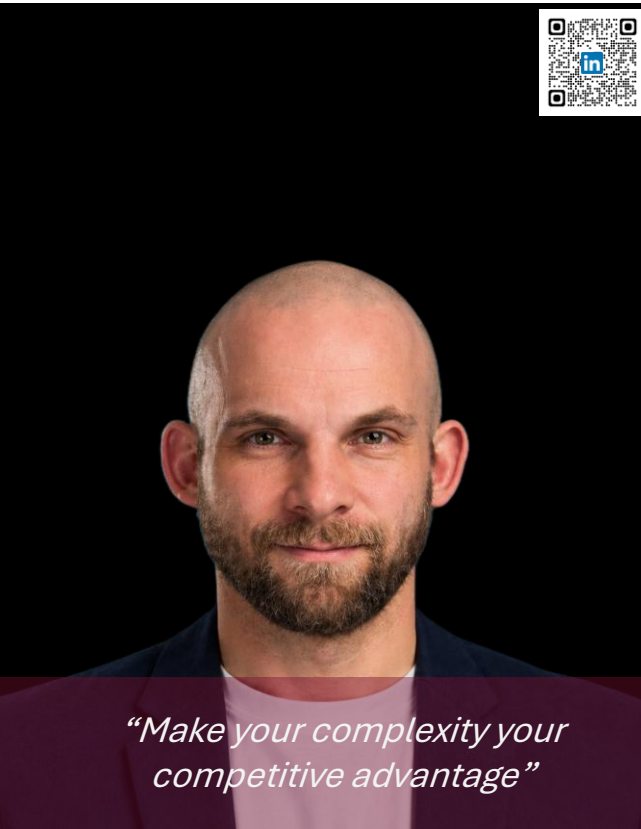


01

Intro: why this
webinar and
what you take
away

Your hosts today

Daniel Hirtreiter | SCM GTM Lead



"Make your complexity your competitive advantage"



Timo Robens | SCM CoE Lead



"Strong fundamentals today, autonomous planning tomorrow"



Slido #1

Where is your team with AI in supply chain?

“Where is your team with AI in supply chain?”

- Looking for a first use case
- One use case identified
- Running a proof of concept
- AI in daily use
- Not sure



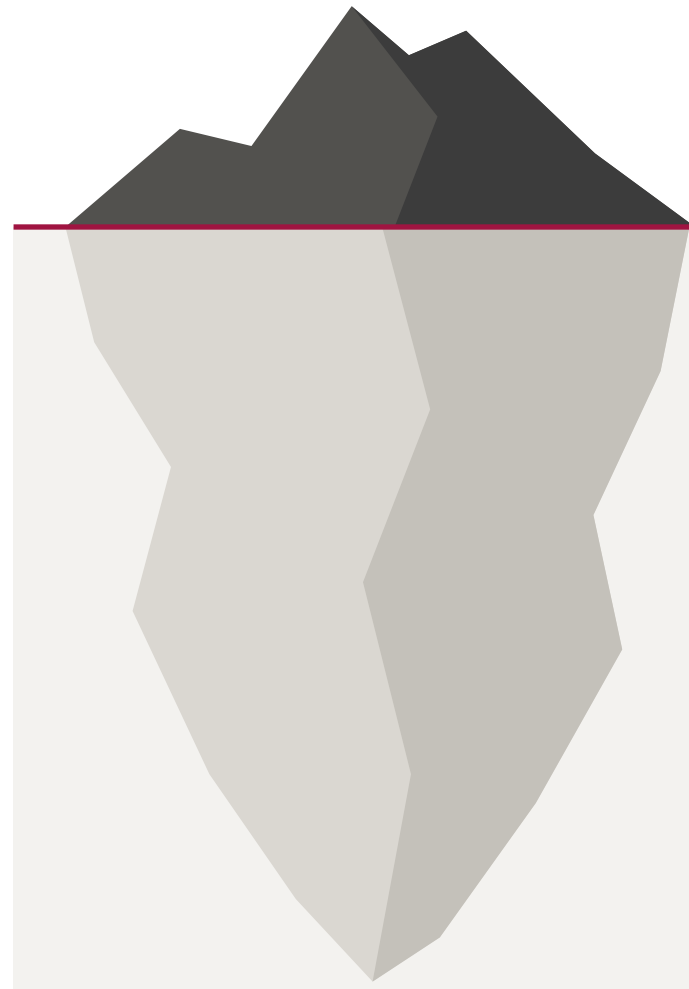
<https://app.sli.do/event/cGHpAP4QhZN8o16KAredWa>

02

Market:

AI budgets rise,
P&L impact does
not

Productivity rises, P&L impact lags: four beliefs keep AI below the surface



WHAT EVERYONE SEES

AI makes **individuals faster**: drafting, searching, summarising

80%

say AI has improved their **individual productivity**

FOUR BELIEFS THAT KEEP AI OFF THE P&L

“Just another tech cycle”

AI changes who does the cognitive work, not only how it is delivered

“A project for IT”

New workflows and decision rights need CEO authority

“The best model wins”

Competitors buy the same model. Your data and know-how are the moat

“AI saves headcount”

Measure revenue, margin and cash, and what your people can now achieve

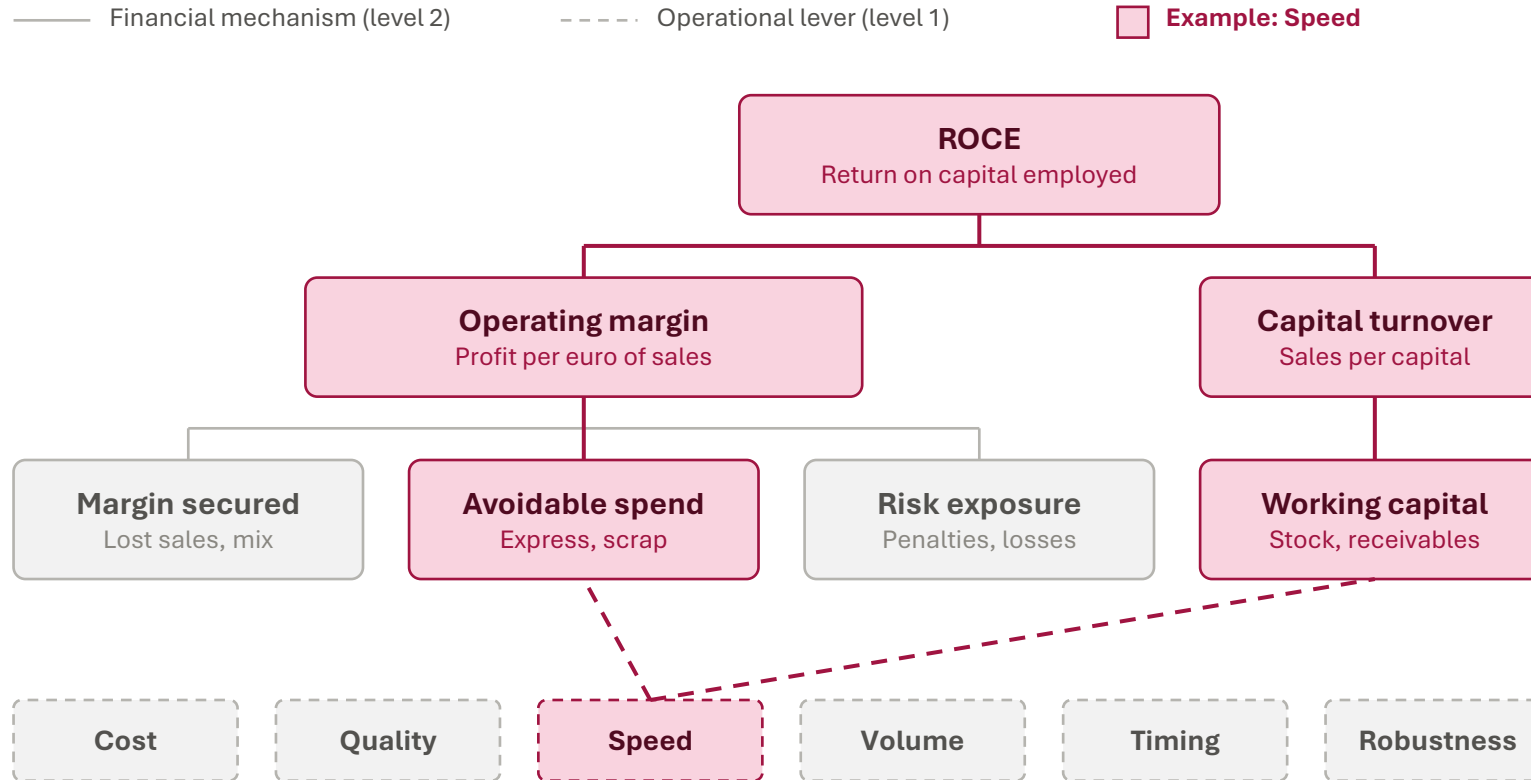
37%

attribute any **EBIT impact** to AI, flat on last year

This webinar is about the gap between the two numbers.

Sources: McKinsey, The state of AI in 2026: On the road to ROI (Aug 2026, n = 1,719); four beliefs adapted from Kai-Fu Lee, AI Native

Time saved only counts once it moves margin, cost, risk or cash



Speed: faster handling lowers effort per case and shortens cycle times, which brings stock down.

A use case reaches the P&L only if every link holds

- 1 The signal arrives earlier or is more accurate.
- 2 Someone with authority acts differently because of it.
- 3 The action happens before the window closes.
- 4 The change moves one of the four mechanisms in the tree.
- 5 Finance can measure it against a baseline.

One broken link, no P&L effect.



**If you want to run a
better supply chain –
you have to make
better decisions¹**

03

Big picture:
from monthly
plan to
continuous
decisions

S&OP was built to align functions. It underdelivers on speed and on finance.

Why it was introduced

One plan that sales, operations, supply chain and finance agree on, reviewed monthly, with clear escalation.

Why it falls short

65%

Planners spend 65% of their time collecting data.

[McKinsey, 2024/25]

28%

of companies run S&OP fully aligned with finance. Plans balance volumes, not P&L trade-offs.

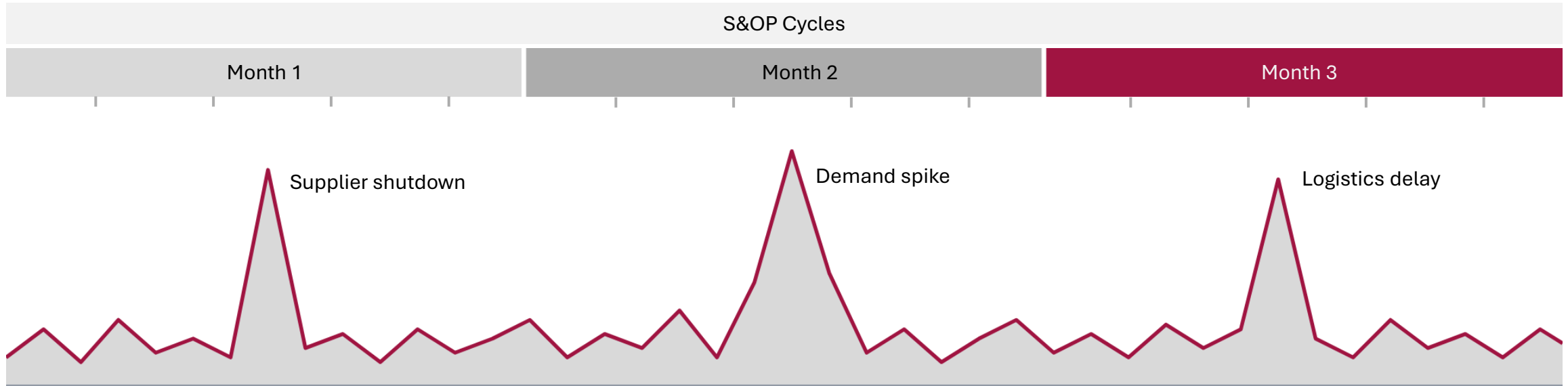
[Gartner, 2023]

Monthly

The cycle is monthly because data used to be slow. Volatility no longer is.

Alignment takes weeks. By the time the plan is approved, the situation it planned for has moved.

S&OP plans **monthly**, S&OE **weekly**, disruptions hit **any day**



The Problem

Disruptions do not follow the calendar

The Cost

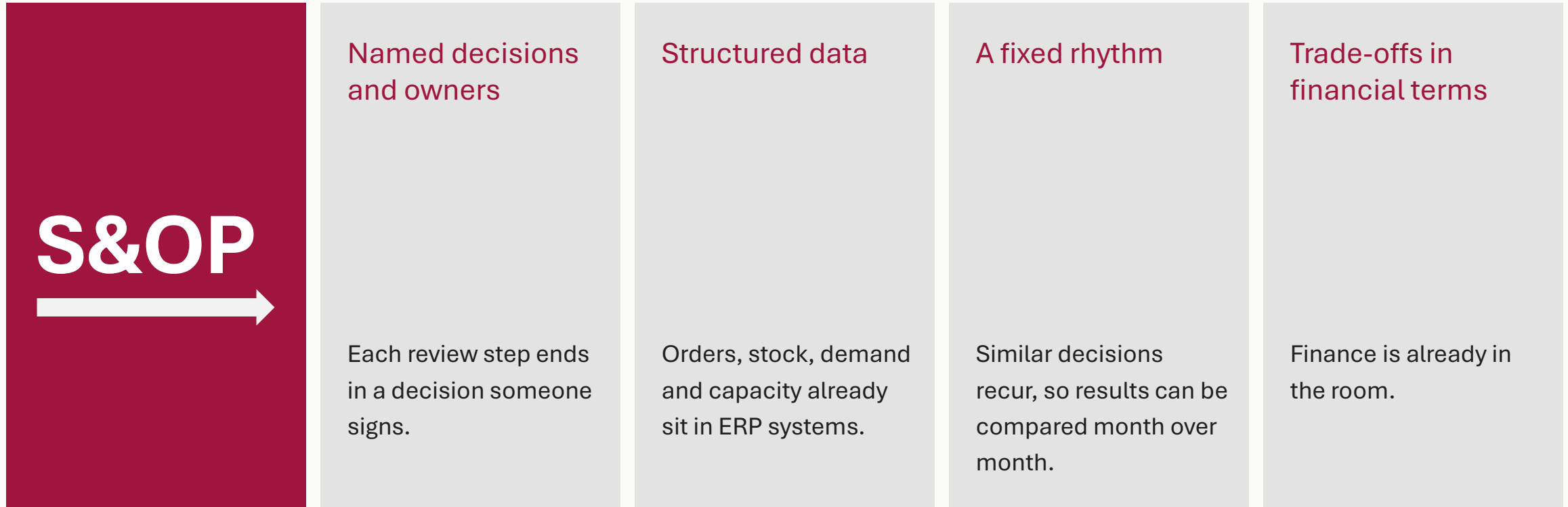
Late reactions cost more:
express freight, line stops,
plans patched in
spreadsheets

What must change

Detect daily, cost the
options, let the owner
decide before the cutoff

*S&OE: Sales & Operations Execution

S&OP is the right starting point because the frame already exists



AI keeps the cycle and adds speed between cycles.

Three jobs for AI in planning. People keep the judgement.

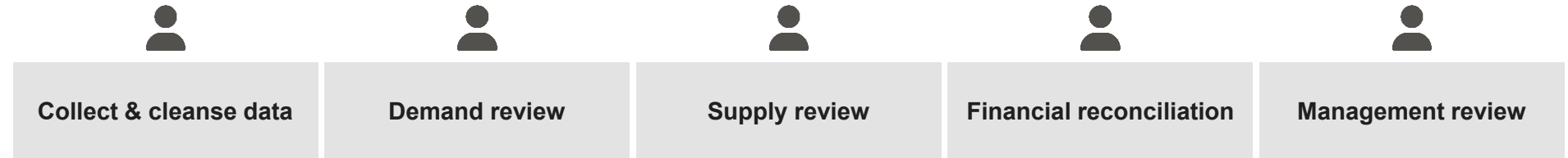
JOB	METHOD	WHAT IT DOES
Predict <i>Knowing what's next</i>	Statistics, machine learning	Flags forecast demand and lead times when actuals drift from plan
Explain <i>Understanding why</i>	Language Models	Reads supplier emails and notes Explains deviations in plain language Answers planner questions
Decide <i>Choosing what to do</i>	Optimization and business rules	Costs the options Ranks cases by money at risk Acts alone only within limits the owner sets Escalates the rest

Language models read and explain. The ranking, the costs and the limits are rules and models you own.

S&OP 2.0: agents do the preparation, people only validate and decide

Classic S&OP

Monthly, ~4 weeks of preparation



People in every step. 65% of planner time goes into collecting data; reviews align more than they decide.

S&OP 2.0

AI-enabled, days of preparation



Agents collect, reconcile, forecast and cost the options. People check the inputs and own the decision.

5 manual steps become 2: validate the data, take the decision.

Pick the decision that moves your P&L most often

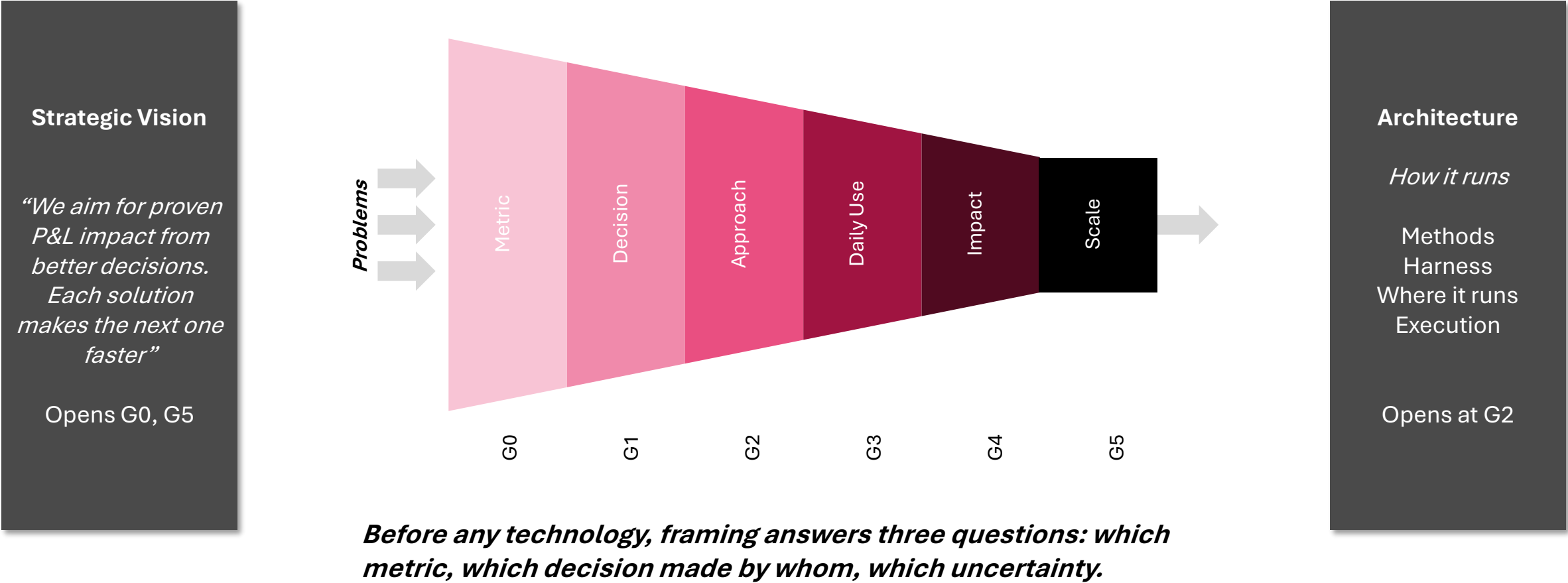
S&OP step	Decision	Margin	Spend	Risk	Working Capital	Frequency
Product review	Which SKUs do we merge or delist?	M	L	L	H	Quarterly
Demand review	Which forecast overrides do we accept?	M	L	L	M	Monthly
Supply review	Which delay cases do we act on before the cutoff?	H	H	M	L	Daily
Financial review	Which trade-off do we take when volume and margin conflict?	H	L	M	M	Monthly
Management review	Which open decisions need an owner and a date?	L	L	L	L	Monthly

Ratings are judgment. Writing them down makes the choice visible and open to challenge.

04

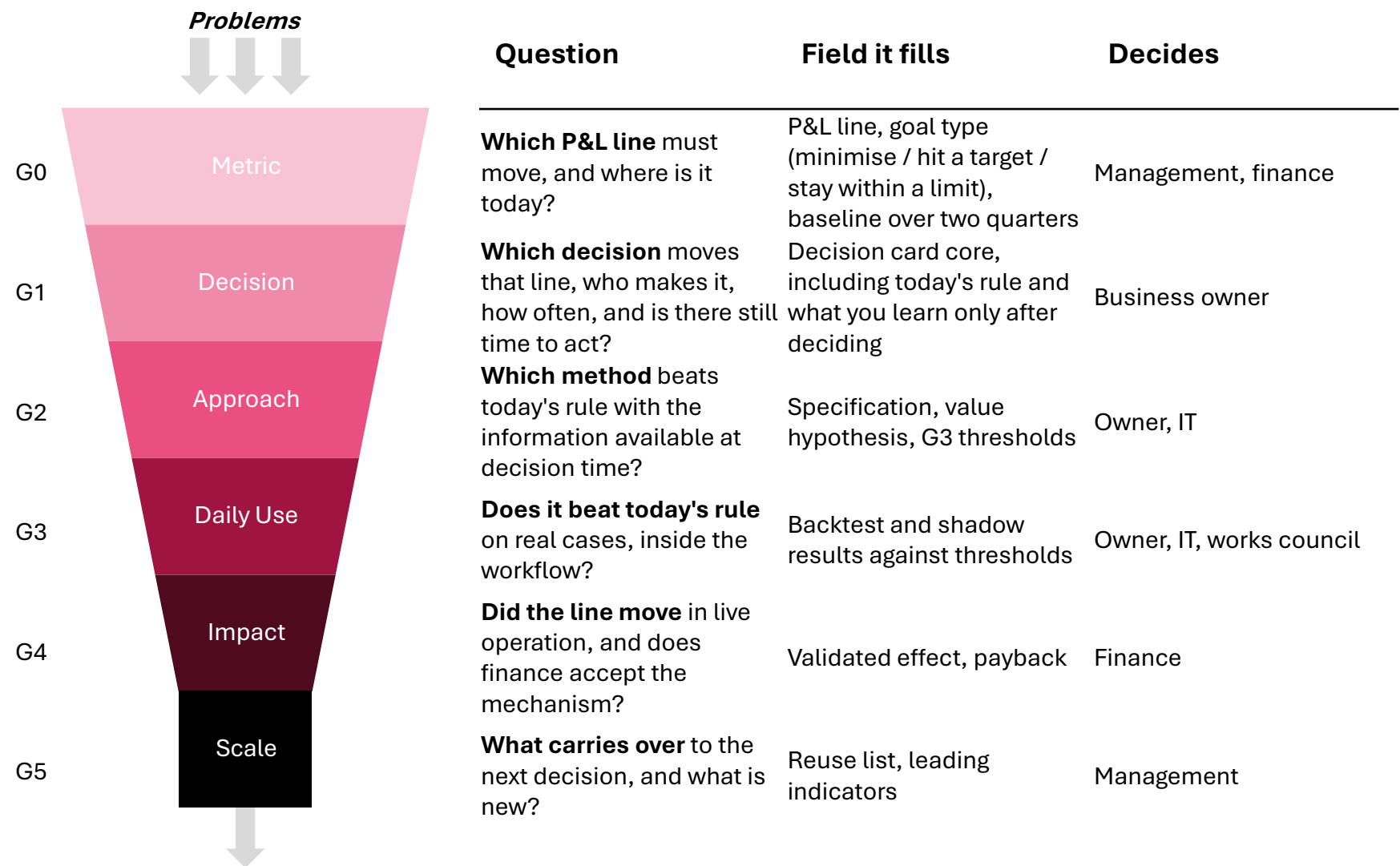
msg.KIWI – from
one decision to
proven P&L impact

Strategy picks the decision, the card proves its value, and architecture follows from G2



Each gate releases budget only against evidence

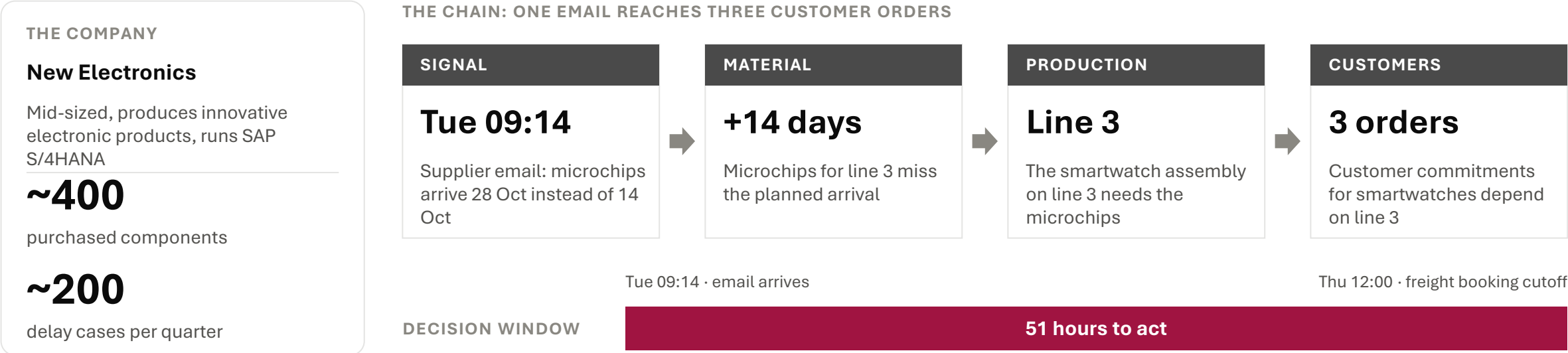
Design rule. One decision card runs through all six gates. Each gate asks one question, and the answer becomes a field on the card. The next gate's question cannot be answered until the previous field is filled. An empty field keeps the gate closed. This makes KIWI a template that guides the process without dictating answers: the card fixes the questions and their order, and the client supplies the content.



05

**Hands-on: one
supply decision
through the
gates**

One supplier email puts three customer orders at risk and leaves the planner 51 hours to act



THE HANDS-ON: THREE QUESTIONS, ANSWERED ON ONE DECISION CARD

What does it cost? Put a euro figure on late delays before choosing a method G0 Metric	Who sees it in time? Name the decision, its owner and the rule the AI must beat G1 Decision G2 Approach	How do we prove the AI helped? Test on real cases, let finance sign, reuse for the next decision G3 Daily use G4 Impact G5 Scale
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All figures illustrative; company, supplier and dates are fictitious. Decision window: Tue 09:14 to Thu 12:00 = 50 h 46 min, rounded.

Late-detected delays cost €174,000 per quarter

Decision card

G0 Metric

€174k per quarter lost

G1 Decision

Open

G2 Approach

Open

G3 Daily use

Open

G4 Impact

Open

G5 Scale

Open

15 shortfalls × €8,000 = €120,000

45 × €1,200 = €54,000

Weak answer

"Improve supplier reliability"

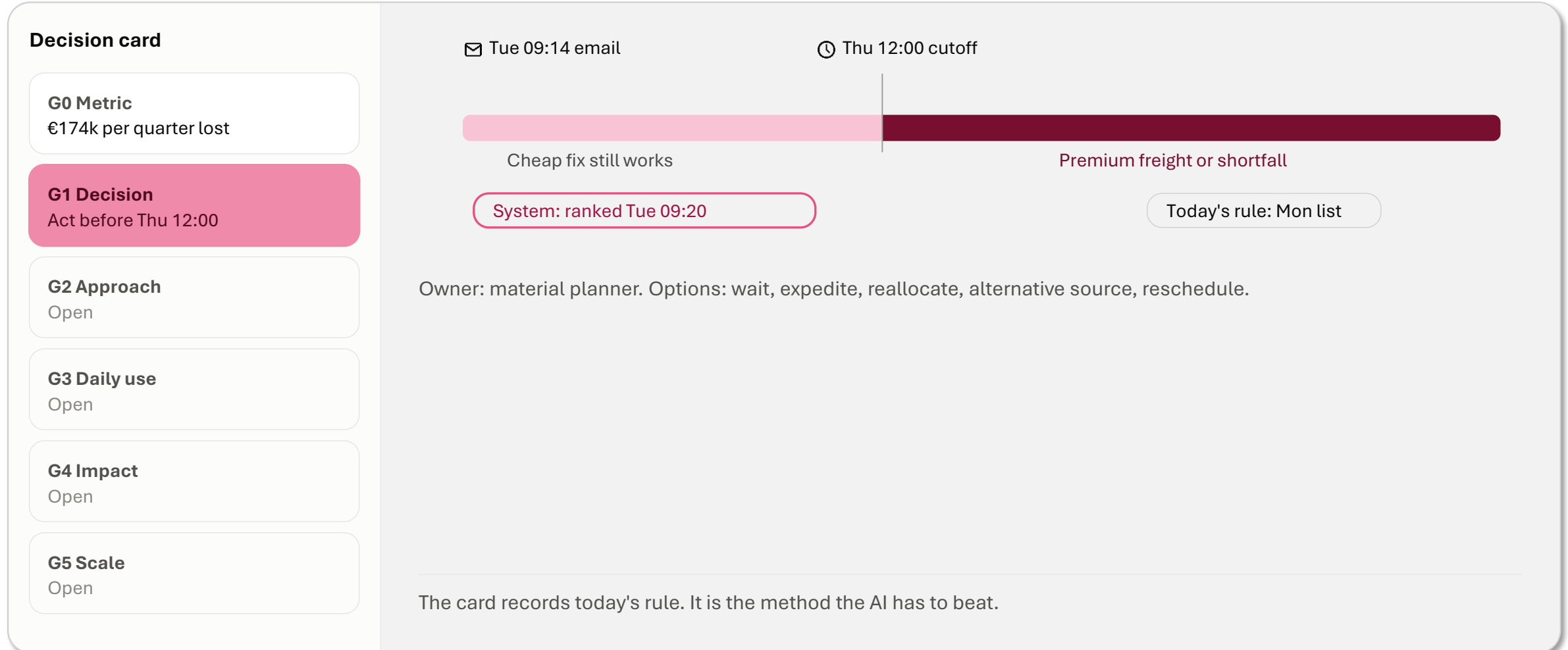
Usable answer

"Cut the €174k lost per quarter"

Baseline: 200 delay cases per quarter, 60 seen after the cutoff: 15 shortfalls at €8,000 margin per event, 45 late expedites at €1,200. Finance confirms the euros per event.

Goal type: minimize. Limit: on-time delivery stays at today's level.

Today's rule sees the email on Monday. The cheap fix expired on Thursday.



The system prepares the decision. The planner makes it.

Decision card

G0 Metric
€174k per quarter lost

G1 Decision
Act before Thu 12:00

G2 Approach
System ranks, planner decides ·
Level 1

G3 Daily use
Open

G4 Impact
Open

G5 Scale
Open

Read email

Check SAP orders

Cost options

Rank by € at risk

Wait
€8,000 margin at risk

Expedite
€1,200

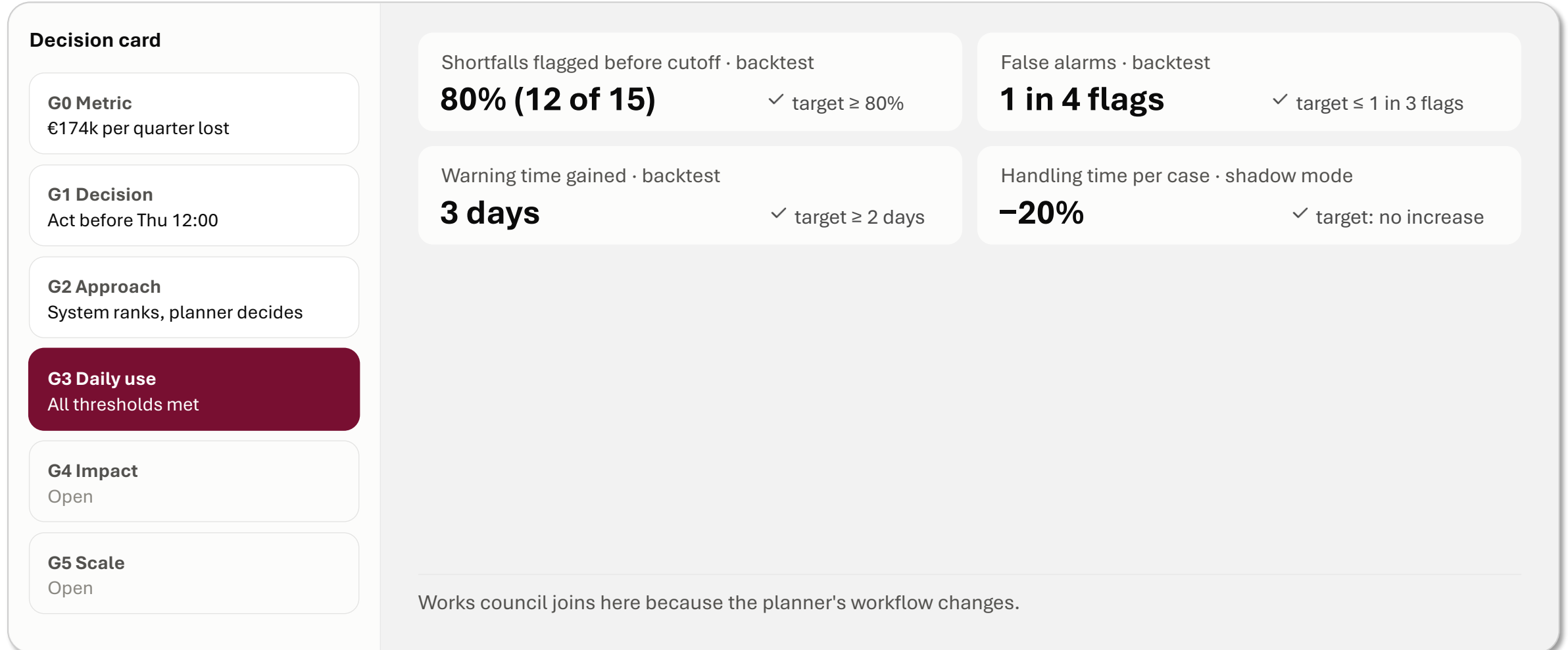
Reallocate 40 kits
No direct cost; order +5 days
Planner's choice

✓ May draft and prepare

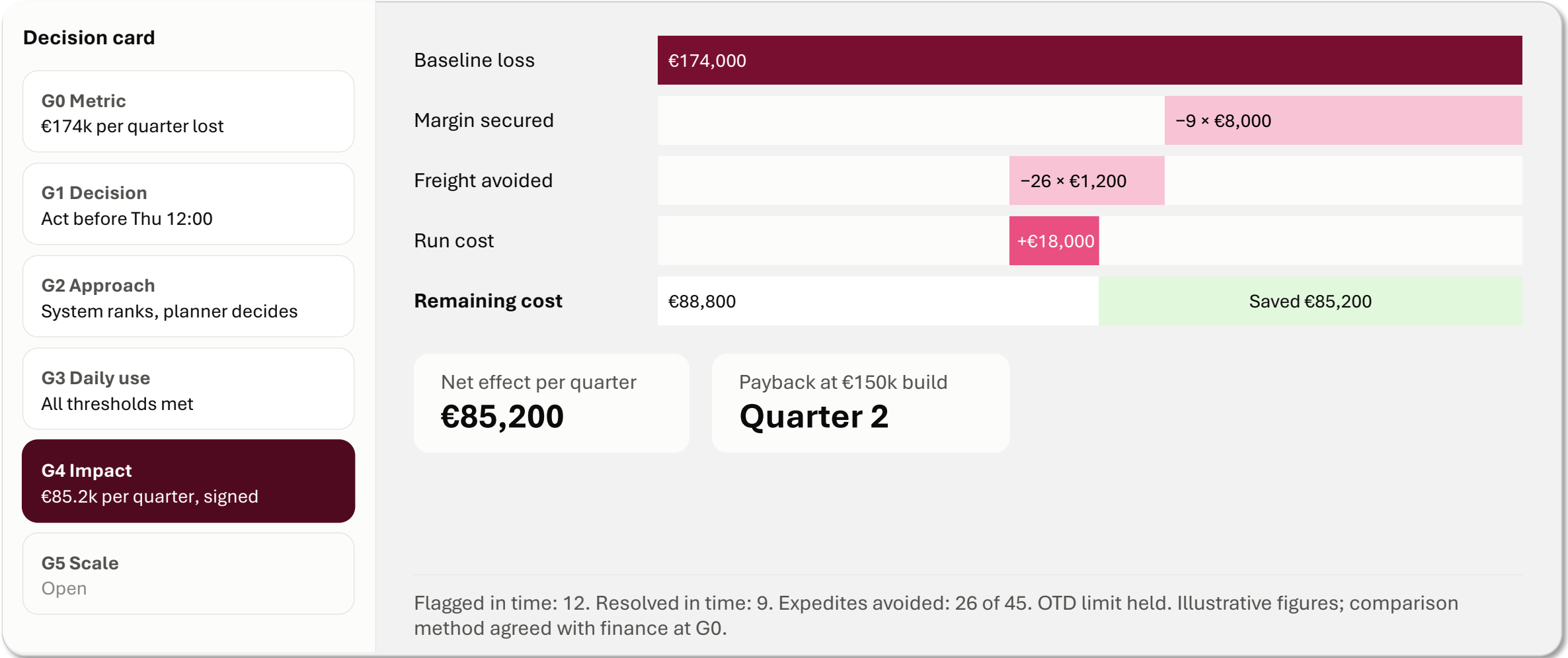
✗ May not book or change orders

The four steps cover the first four Slido #2 answers. Approval stays with the planner. G3 thresholds are agreed now, in writing.

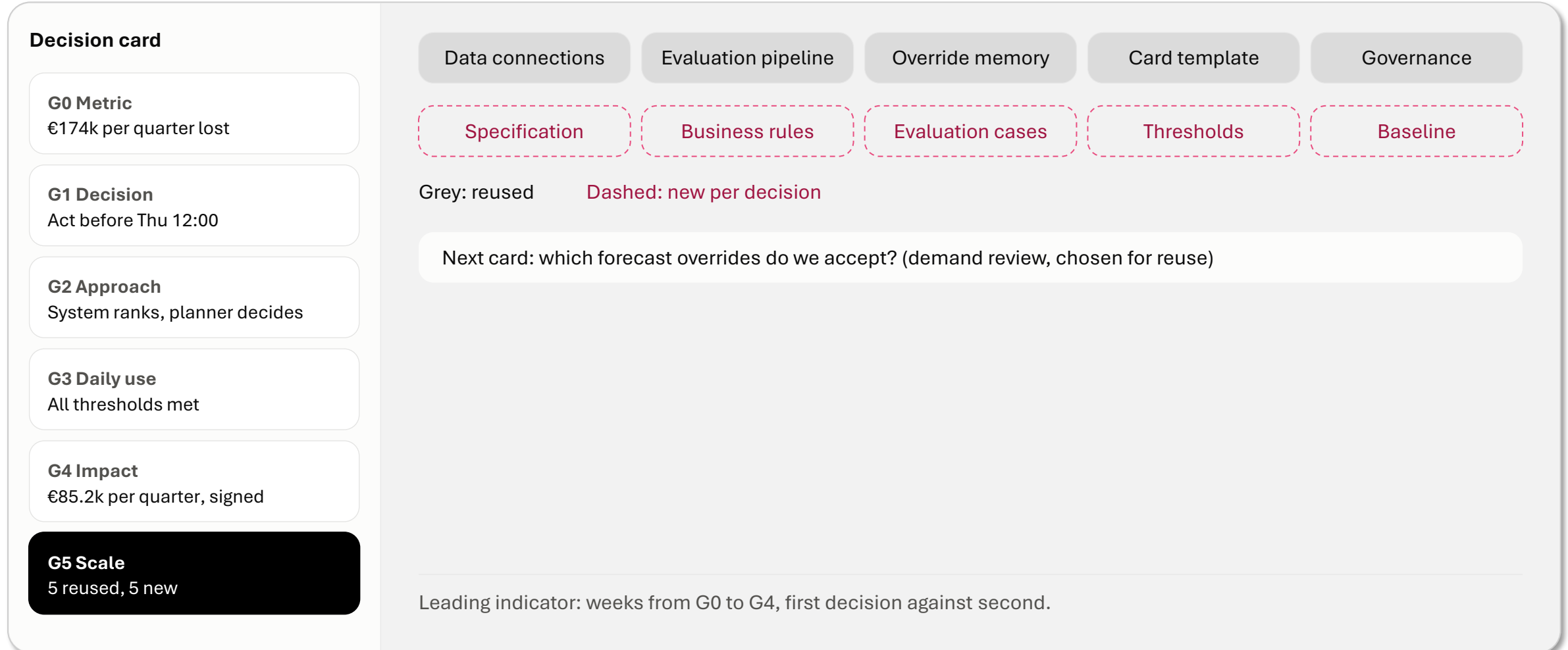
Backtest and shadow mode meet every threshold set at G2



Finance signs €85,200 per quarter, not the project team



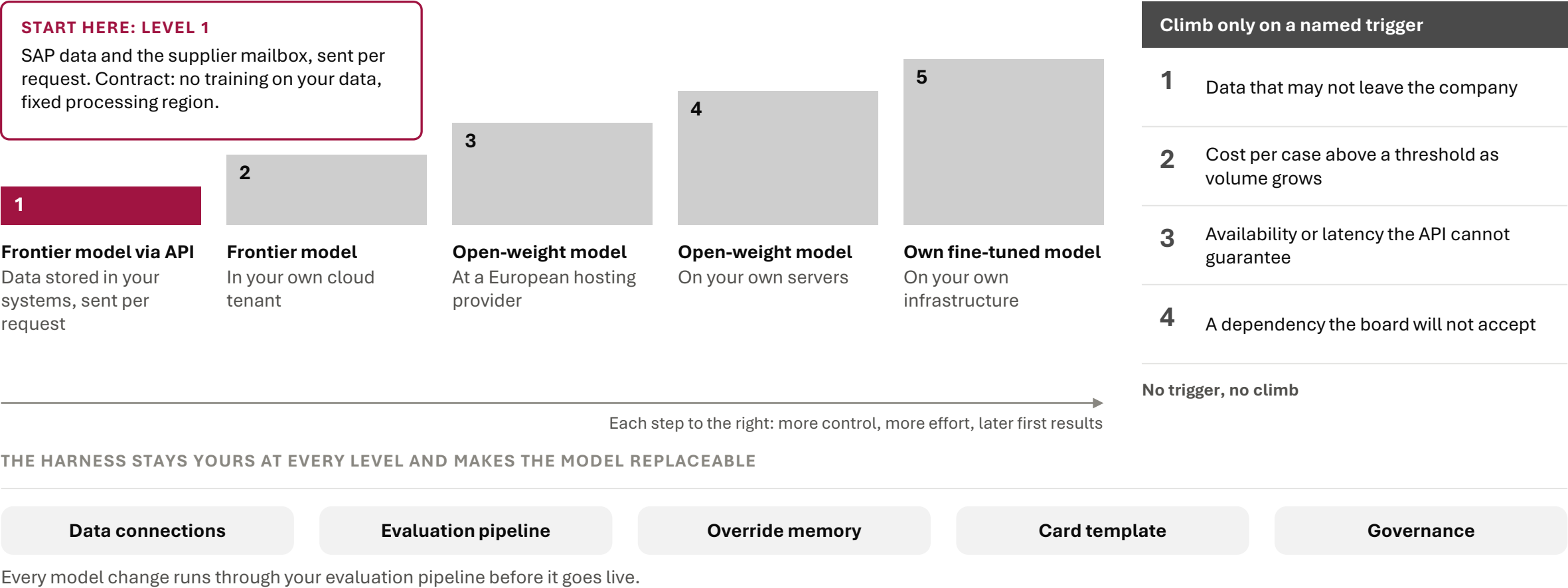
The second decision reuses five parts and builds five new ones



06

Bonus: keep
control of your AI
– but start simple

Control comes from owning the harness: start with an API model, climb only on a named trigger

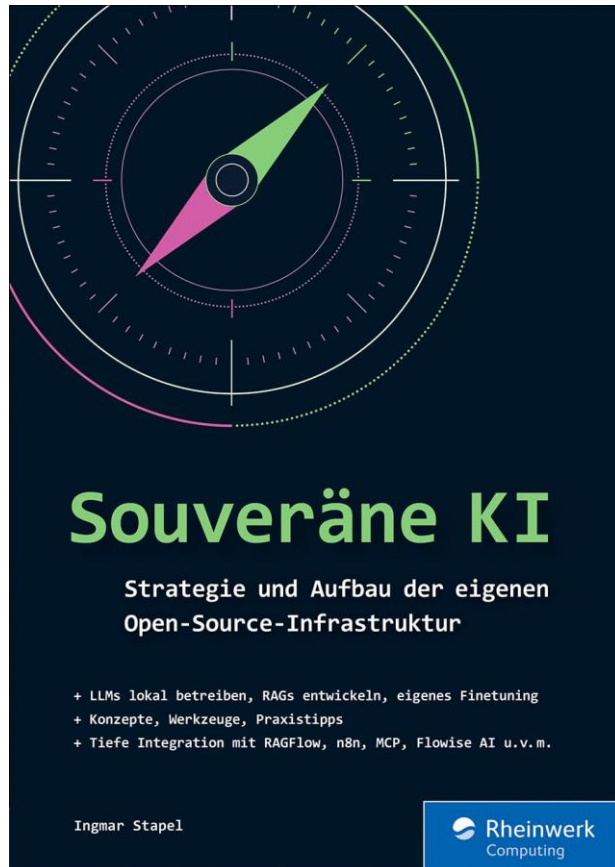


G2 Approach

Sovereignty is decided per decision at G2 and recorded on the decision card.

In the meanwhile...
you can pick up the following resources to broaden your perspective

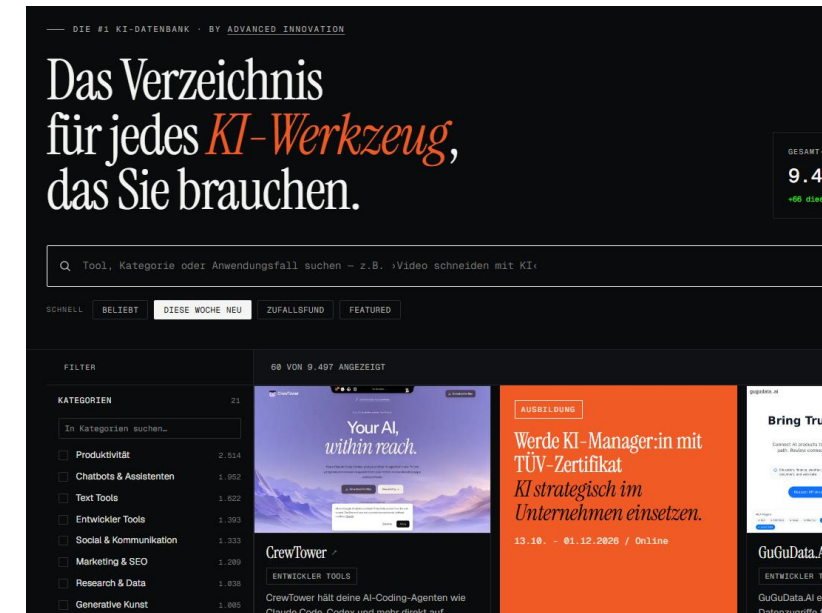
1 Book



2 Paper



1 Website



Ready

Name the decision and its owner.

Set

Pull two quarters of baseline data
for that decision

We offer a **framing session** for
for one decision in your supply
chain

You leave with:

- metric and baseline (G0)
- a filled decision card (G1)
- and a go/no-go for G2

TIE!

Run a framing session. Operations and finance
answer, IT listens.



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**We are now
open to
take your
questions**

