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LIVE POLLING INSIGHTS

The Agentic AI Readiness Gap

What supply chain leaders revealed at FutureLink Barcelona 2026

Live polling of over 125 leaders from all areas of supply chain across the globe reveals persistent manual work, gaps in operational visibility, and the governance challenges shaping the next phase of AI adoption in global supply chains.



EXECUTIVE TAKEAWAY

Supply chain organizations see the potential of agentic AI, but manual processes, limited visibility, and governance requirements remain significant barriers to adoption.

01 · MANUAL WORK

Agentic AI presents a significant opportunity to reduce manual work

Chargeback validation illustrates the potential, with 73% of organizations still relying primarily on manual processes.

Chargeback validation today

Mostly manual	73%
Partial automation	18%
Mostly automated	9%

Biggest chargeback challenge

Dispute cycle time	44%
Duplicates and overpayments	33%
Eligibility errors	11%
Partner data quality	11%

IN THEIR WORDS

Asked for one word, attendees pointed to missing and mismatched data as major challenges.

What is the hardest part of validating a sales order?

INCOTERMS, PAYMENT TERMS
SUPPLY
WRONG FORMATS
MASTER DATA
MISSING INFORMATION
PRICE INVENTORY

What makes CMO invoices hard to approve?

BIG RATE CARDS
MATCHING
DISCREPANCIES
MISSING INFORMATION
MISMATCHES
LACK OF DATA
TOO MUCH DATA

What makes chargebacks difficult for your organization?

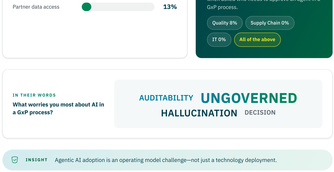
PRICING
DELAYED INFORMATION
NO GOOD DATA
INCOMPLETE INFORMATION
TRACKING TIME

INSIGHT The opportunity is not only to automate tasks, but to rethink how the work gets done.

02 · VISIBILITY

Visibility gaps create operational risk

Most partner data already moves on a shared network, yet it is reviewed periodically rather than monitored.



Confidence in not overpaying on chargebacks



83%
Not very confident they are not overpaying on chargebacks

17%
"We don't know"

0% said very or somewhat confident

How expiring MAH-owned inventory at CMOs is usually discovered

Periodic review	52%
When someone needs it	26%
After expiration	13%
Proactive monitoring	9%

60% Receive and review CMO inventory reports monthly or inconsistently; none selected daily or real-time reporting.

Weekly	Monthly	Inconsistently
40%	30%	30%

Daily or real time: 0%

INSIGHT Many organizations still rely on periodic review and reactive investigation rather than proactive monitoring.

03 · GOVERNANCE

Governance is central to adoption

Biggest barriers to letting an AI agent act in a GxP process

Internal policy	39%
Validation and compliance	26%
Audit and traceability	22%
Partner data access	13%

92%
Selected "All of the above"

when asked who needs to approve an agent in a GxP process.

Quality 8% · Supply Chain 0% · IT 0% · All of the above

IN THEIR WORDS

What worries you most about AI in a GxP process?

AUDITABILITY **UNGOVERNED** HALLUCINATION DECISION

INSIGHT Agentic AI adoption is an operating model challenge—not just a technology deployment.

04 · USE CASES

Leaders are identifying practical use cases

Order and commercial operations
- Sales order validation
- Purchase order acknowledgement handling
- Order-to-cash processes

Manufacturing and inventory
- Inventory expiration monitoring
- Batch status monitoring
- Batch record validation

Quality and compliance
- GMP documentation checks
- Regulatory reporting
- Process adherence monitoring
- Serialization validation

Operational support
- Master data management
- Exception investigation
- Ticket handling
- Standard operating procedure training
- IDoc monitoring

INSIGHT Attendees identified digital teammates that can perform meaningful business work—not just provide conversational assistance.

05 · SENTIMENT

Leaders are optimistic, with some uncertainty

81 responses to "What is one word that describes your feelings about Agentic AI?"

FUN TOOL **POTENTIAL** HELPFUL MAGICAL **CURIOUS**
EFFICIENCY NEEDED **EXCITING** UNCLEAR LOVE
INTERESTED **FUTURE** HYPE
OPPORTUNITY CHANGE **EXCITED**
UNCERTAIN PROGRESS **ENTHUSIASTIC** INTRIGUED **NEW** RESTLESS
SCALABILITY **FUTURISTIC** INDISPENSABLE MYSTERIOUS NEW TRAINEE
LEVEL UP THE ORGANIZATION STIMULI

06 · READINESS

Closing the gap takes three deliberate steps

1 Digitalize the work
Design coordinated business workflows, not isolated task automation.

2 Establish governance
Define how agents are qualified, authorized, supervised, and evaluated.

3 Measure outcomes
Focus on business value such as faster resolution, better visibility, and reduced financial leakage.

THE BOTTOM LINE

The future of agentic AI in supply chains will be determined not only by what agents are technically capable of doing, but by how effectively organizations prepare their business processes to put those capabilities to work.

Source: Interactive polls conducted during FutureLink Barcelona 2026, October 19–21. Participation varied by question, and respondents were self-selected session attendees. Results are directional and should not be interpreted as statistically representative of the global supply chain industry. Open-text responses have been grouped thematically for editorial clarity.

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