

## STRATEGIC INSIGHTS 2026

# The State of UK Procurement & Supply Chain Resilience

2026 Survey Analysis of 53 Senior Leaders across Aviation, Construction, Manufacturing, Pharma, Supply Chain and Retail industries.

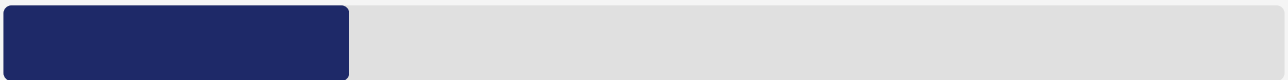
## Executive Summary

In 2026, the UK supply chain landscape has shifted from "recovery" to "intelligent resilience." However, our survey of 53 industry leaders reveals that the digital gap is widening. While investment in AI and automation is at an all-time high, the foundational blocks—data quality and process integration—remain the primary anchors dragging down ROI.

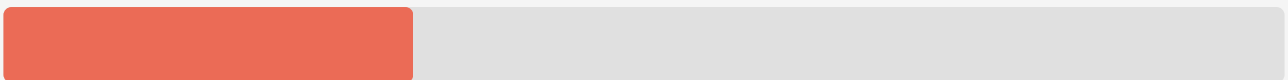
This report breaks down the four critical challenges identified by industry peers, providing a Value Weaver roadmap to turn operational friction into competitive advantage.

### Overview of Challenges

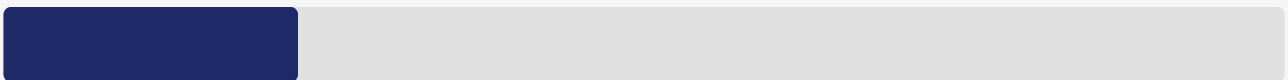
#### A) Fragmented processes or systems



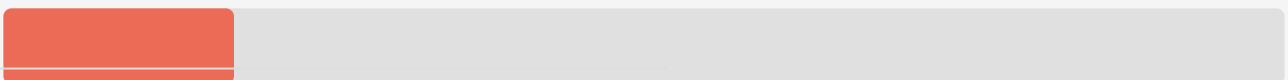
#### B) Poor supplier or spend data quality



#### C) Turning digital tools into real savings/ROI



#### D) Maintaining compliance without slowing business



# 32%

## Unlocking Value Through Data Visibility

### Empowering the C-Suite in Pharma, Supply Chain, and Manufacturing

In the UK's 2026 landscape, 32% of leaders identify data quality and visibility as their primary challenge. For the CFO and CPO, this isn't just a technical hurdle—it's a decision-making crisis. Without real-time spend data visibility, strategic efficiency is lost, and the roadmap for AI and automation initiatives becomes stalled by unreliable foundations.

**Strategic Imperative:** Visibility into supplier data is now the cornerstone of risk management and compliance. In sectors like Pharma, where Tier-n transparency is mandatory, visibility is the difference between a resilient chain and a multi-million-pound legal liability.

### UK Market Context: The 2026 Transparency Standard

Following the full implementation of the UK Procurement Act 2023 and the 2025 Digital Supply Chain Accords, British firms are under unprecedented pressure to demonstrate "Data Provenance." Leading UK manufacturers are pivoting from periodic audits to "Always-On" visibility platforms to stay ahead of regulatory shifts and inflation-driven cost spikes.

**Finding:** 68% of CPOs surveyed report that AI-driven predictive sourcing failed to meet ROI targets specifically due to "dark spend"—untracked data that eludes automated systems.

# 27%

## 27% Struggle with Fragmented Systems

### The Legacy Debt of the UK Mid-Market

Fragmented processes remain a thorn for 27% of our respondents. Following the rapid adoption of "point solutions" during the 2022-2024 period, many firms are now left with a "Frankenstein" tech stack that doesn't communicate.

### Key Impacts:

- **Siloed Visibility:** Cross-departmental data is often misaligned, leading to duplicated efforts and missed savings.
- **Manual Workarounds:** Over 40% of survey participants admit to still using Excel as the "glue" between their ERP and procurement tools.

### The 2026 Pivot

Successful UK firms are moving toward Composable ERP architectures, allowing them to swap out underperforming modules without a total system overhaul.

# 23%

## 23% Face a Digital ROI Gap

### Turning Software into Hard Savings

Almost a quarter of leaders (23%) are under pressure from CFOs to prove that their "Digital Transformation" is actually hitting the bottom line. In 2026, the novelty of "going digital" has worn off; boards now demand Realized ROI.

**Insight:** For every £1 spent on procurement tech in 2025, only £0.65 of tangible savings was tracked by year-end across our sample group.

### The "Value Weaver" Approach

The gap exists because companies buy features, not outcomes. In the UK, where labor costs and energy prices remain volatile, the most successful ROI models focus on Spend Avoidance and Process Automation.

# 18%

## 18% Navigating the Compliance Tightrope

### Compliance vs. Agility: The 2026 UK Standard

While only 18% chose this as their top challenge, it is the one with the highest legal risk. In 2026, the UK Procurement Act 2023 has fully integrated into workflows, requiring unprecedented levels of transparency.

### Key Compliance Trends:

- **ESG Mandatory Reporting:** UK firms face strict penalties for inaccurate supply chain environmental reporting.
- **Modern Slavery:** Automation is being used to vet Tier 2 and Tier 3 suppliers—a previously impossible task for 72% of our respondents.

**Finding:** 18% of respondents feel that compliance "red tape" has slowed their speed-to-market by an average of 14 days compared to 2023.

# Strategic Recommendations for 2026

The data from our 53 leaders is clear: **This year is about unification.**

## 1. Data Hygiene as a Service

Before launching your next AI initiative, conduct a total spend data audit. Clean, deduplicated supplier data is the single highest multiplier for procurement success.

## 2. Interoperability First

Evaluate your tech stack based on API readiness. If a system doesn't talk to your ERP and your supplier portal, it is a liability, not an asset.

## 3. Outcome-Based Digital Adoption

Stop measuring "users on system" and start measuring "touchless transactions" and "realized savings per employee."

### Let's Weave Your Value

Ready to bridge the 32% data gap or the 23% ROI divide? Value Weaver specializes in connecting the dots between your people, your data, and your bottom line.

**Contact us: [contact@valueweaver.com](mailto:contact@valueweaver.com) | [www.valuweaver.com](http://www.valuweaver.com)**