

# CSCRL SPING SYMPOSIUM

AI AND THE FUTURE OF WORK IN SUPPLY CHAIN: PEOPLE, CULTURE  
AND PERFORMANCE  
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ABSTRACT

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## CHANGE MANAGEMENT IN THE AGE OF AI-DRIVEN SUPPLY CHAINS: WHY AI IMPROVES DECISIONS BUT FAILS TO CHANGE OUTCOMES

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Most organizations adopt AI faster than they redesign the structures that govern it. The result is a familiar pattern: capability improves; outcomes do not. Forecast accuracy rises; service levels stay flat. Models perform in pilots; they stall at scale.

This session argues that AI implementation in supply chains is, at its core, an organizational transformation problem. The barrier is not the technology. It is the operating model around it: decision rights that are implicit, incentives that reward legacy behavior, and governance structures built for a slower world. Drawing on supply chain transformations across demand, inventory, and network operations, the session presents a sequenced framework for closing the gap between AI capability and sustained performance: structuring decisions before automating them, establishing signal integrity, assigning explicit decision authority, and realigning incentives to reward model adoption over manual override. The central argument is for disciplined acceleration. Move fast on capability while slowing deliberately around governance and operating design. Speed without structure creates fragility. Structure without speed creates irrelevance. Together, they create compounding advantage.

