



Unlock a competitive edge in logistics sourcing

Managing market volatility with Coupa Sourcing Optimization



Logistics has evolved from an operational necessity to a strategic driver for growth. Market volatility and supply chain disruptions—including the latest US tariffs, trade disputes and regulatory changes, and rising energy costs—have made agility and resilience essential to companies looking to stay ahead of these trends and remain competitive.

Organizations that lack advanced logistics capabilities in this market may be at risk of falling behind, especially as critical skills may be lost to experienced talent exiting the workforce. To stay ahead, companies must evolve from reactive logistics planning to continuous optimization with a focus on long-term strategy.

By integrating tools like Coupa Sourcing Optimization (CSO), companies can enhance cost efficiency, improve service levels, and align logistics with their broader business goals.

At KPMG LLP (KPMG), we help clients unlock value by combining CSO's analytics with established logistics sourcing practices. This approach enables smarter decisions, streamlined operations, and stronger supplier relationships that turn logistics into a competitive advantage and a source of growth for the company.

Logistics landscape shifts considerations

Rate variability

Logistics rates fluctuate considerably. Truckload rates are falling due to excess capacity and inventory destocking, while ocean freight sees periodic increases as carriers adjust to inconsistent demand. These shifts call for flexible and agile pricing strategies.

Operational transformations

Digital technologies and new operational models, like the "Uberization" of transport, are boosting flexibility and efficiency. Real-time analytics and artificial intelligence forecasting are becoming standard, enhancing visibility and enabling smarter decisions.

Regulatory and trade pressures

Constantly evolving regulations and environmental mandates require strategic agility. Forward-looking companies turn compliance challenges into opportunities for innovation.

Opportunities for value

While the current logistics landscape presents challenges, it also offers opportunities for those ready to innovate. By strategically using market insights, businesses can capture significant value, enhancing supply chain resilience and efficiency. KPMG and CSO can help.

How KPMG and CSO can help

In this complex logistics environment, companies need more than tactical fixes. They need strategic foresight. KPMG helps organizations elevate their logistics sourcing by integrating advanced technologies like CSO's tested sourcing practices. This approach enables data-driven decisions that enhance performance, reduce costs, and build supply chain resilience.

CSO is a strategic enabler that empowers sourcing teams with robust analytics and scenario modeling, allowing for continuous improvement and agile responses to market shifts. When paired with the deep industry insight of KPMG, it becomes a catalyst for transforming procurement and supply chain into a strategic growth engine that unlocks long-term value through smarter logistics planning and the execution of effective sourcing strategies.

Execution of an effective sourcing strategy

1

Develop a logistics sourcing strategy

Coordinate with clients to align logistics goals with business objectives, integrating Coupa's capabilities for enhanced strategic flexibility.

2

Market research and analysis

Conduct thorough market research, utilizing Coupa's analytics to assess logistics providers and develop a targeted short list of potential partners.

3

Source selection

Use CSO to evaluate providers based on cost, quality, service level, and reliability, assisting in requests for proposals (RFPs) or requests for qualifications development and analyzing responses for optimal selection.

4

Negotiation and contracts

Leverage CSO insights to guide strategic negotiations, securing favorable terms and enhancing cost efficiency.

5

Implementation and vendor management

Oversee logistics strategy implementation, using Coupa's monitoring capabilities for effective vendor management and performance reporting.

At each stage, KPMG provides actionable insights through analytical benchmarks, empowering clients to make informed decisions and optimize their logistics networks.

CASE STUDY 1

Fortune 500 paint and coatings retailer

Situation

A Fortune 500 company collaborated with KPMG to address logistics inefficiencies and drive substantial cost savings. Focusing on supplier pricing and historical shipping lane data, the project delivered over \$15 million in savings and created a dependable vendor pool.

Approach

KPMG undertook a detailed cost optimization analysis aimed at minimizing shipping delays and enhancing logistics efficiency. The approach involved consolidating vendors to strengthen relationships, streamline services, and secure improved terms and conditions. Using CSO and constraint-based sourcing, KPMG analyzed proposal submissions containing over 500 shipping lanes globally to identify optimization opportunities.

Outcomes

- Achieved enterprise-wide savings exceeding \$15.4 million
- Developed a consolidated regional vendor pool, enhancing support and reducing shipping roadblocks and delays
- Established new relationships, paving the way for contract renewals with enhanced terms and conditions



CASE STUDY 2

Fortune 500 auto parts retailer

Situation

A national auto parts retailer with \$11 billion in annual revenue sought to enhance profitability through sales growth and transportation cost reduction across 25 distribution centers, over 5,500 stores, and a diverse carrier portfolio. Contract inconsistencies, poor data management, and lack of industry cost clarity hindered visibility and savings. The retailer aimed to evolve its procurement function into a strategic sourcing organization with industry knowledge.

Approach

With annual transportation and logistics spend of \$305 million, the procurement team enlisted the supply chain knowledge of KPMG and expertise of CSO to analyze spend across six transportation modes, including: ocean, small parcel, dedicated fleet, TL/LTL, intermodal, end-to-end port to door freight, courier, and drayage services. KPMG assessed baseline spending and contractual commitments across sites and carriers, aligning pricing with industry standards and optimizing contract terms. Immediate savings were realized through rate negotiations, lane optimization, shipment consolidation, and overhead standardization. KPMG organized targeted RFP events for specific carriers and broader events to diversify providers.

Outcomes

- Detailed mode and carrier spend analysis with actionable insights
- Reduced Ocean spend via renegotiation to industry rates and optimized lanes
- Savings in Small Parcel by addressing shipment corrections
- Reduced Dedicated Fleet costs through standardized management fees
- TL/LTL savings achieved via lane optimization and standardization
- Implemented route management and demand planning across processes
- Captured over \$25 million in year-over-year savings through detailed RFP events



Realizing value

Strategic logistics sourcing is a powerful lever for unlocking business value. KPMG helps organizations elevate their logistics programs by combining deep domain experience with CSO, a leading technology that enables smarter, data-driven decisions. Together, we help clients move beyond traditional procurement methods to achieve measurable improvements in cost efficiency, service levels, and supply chain performance.

Our approach is grounded in practical execution. We support clients in establishing clear objectives and performance metrics, selecting the right logistics partners, and defining expectations through well-structured contracts. With CSO's advanced analytics and scenario modeling, companies gain the agility to adapt quickly and optimize continuously.

Our methodology also includes implementing vendor management programs and conducting regular performance monitoring and reporting. This helps ensure accountability, transparency, and alignment with broader business goals, turning logistics into a strategic growth driver rather than a cost center.

By teaming with KPMG and integrating CSO into logistics sourcing, companies gain the tools and insight needed to streamline operations, reduce risk, and deliver greater value to customers. It's an established path to transforming logistics into a source of competitive advantage.

Call us today for a consultation and find out how we can help you optimize logistics sourcing:



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