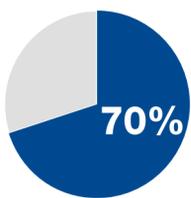
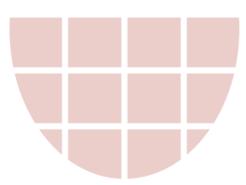


# CLIMBING THE VISIBILITY SOPHISTICATION LADDER

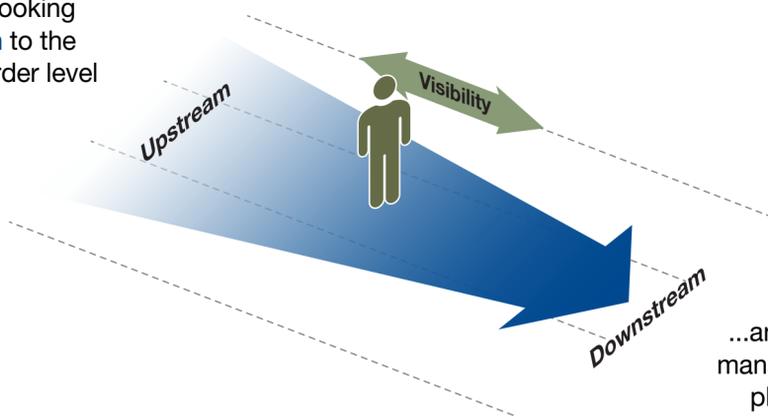


More than two-thirds of shippers say visibility means little more than **track and trace**



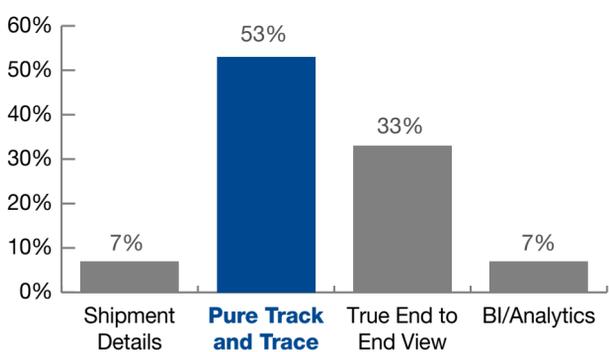
But visibility increasingly means more than knowing "where's my stuff"

It means looking **upstream** to the purchase order level



...and **downstream** to manage disruptions and plan at destination

## 3PLs and technology providers define visibility as:



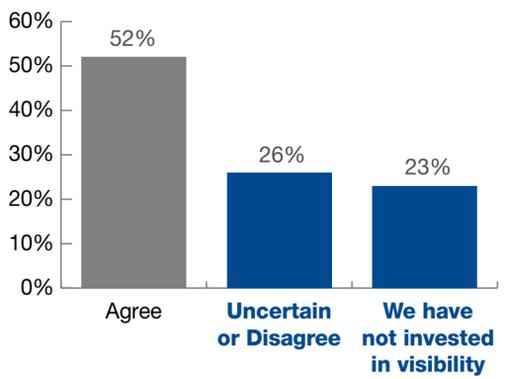
To increase efficiency, reduce inventory, and optimize routing, a **true end-to-end focus** is needed

## Return on \$ Investment

The trouble is, many shippers can't wrap their arms around the **cost benefits** of visibility

- Nearly a quarter of shippers have not invested at all in visibility
- A third of shippers that have invested in visibility have no sense of what their ROI is

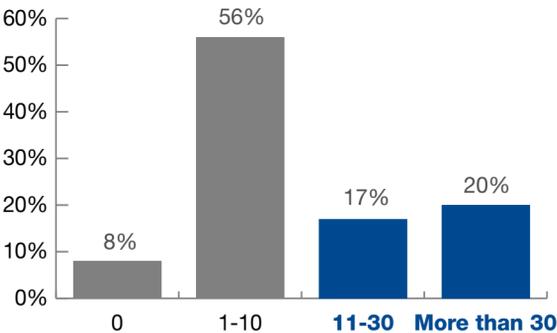
### Shippers were asked: Do you agree that Visibility Provides Quantifiable ROI?



Without a concrete **business case for visibility**, it's difficult to sell to upper management the need to invest and upgrade

## Data is the Key

### Number of Unique Integrations



Every good global visibility process is underlined by quality data

- Nearly two in five shippers have **at least 11** unique systems integrations
- One in five shippers have more than **30 integrations!**

Such complexity requires data from partners to be:

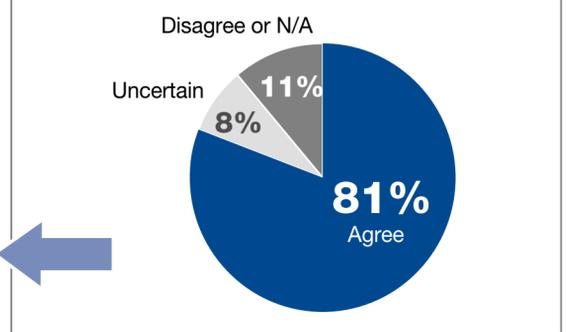
- Accurate
- Complete
- Timely

Yet a sizable percentage of shippers say the data their partners provides them is **no better than fair**

- Average data quality produces average visibility results
- It also hinders communication of the benefits of visibility to upper management

No surprise then that more than 80 percent of shippers are actively working to **improve their data quality**

### Are You Working to Improve Data Quality?



## Control

3PLs increasingly see themselves as technology providers and data aggregators

It's a steep learning curve to climb the visibility sophistication ladder, and nearly every shipper relies on 3PLs to provide at least part of their visibility



Shippers with complex supply chains like the idea of having more control over their visibility

...but are they ready for that?

To learn more, read the American Shipper report: **Global Transportation Management Benchmark Study**



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Source of data used in this infographic: Global Transportation Management Benchmark Study: Climbing the Visibility Sophistication Ladder, an American Shipper Report. Copyright© 2013 by Howard Publications, Inc. All rights reserved. Published November 2013