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WBR INSIGHTS

A white semi-truck is driving on a highway towards the viewer. The sun is setting in the background, creating a warm, golden glow. The sky is filled with soft, colorful clouds. The truck's headlights are on, and its trailer is visible. The overall scene is a mix of blue, orange, and white tones.

# LogiChem

20<sup>th</sup> Anniversary

Leveraging data analytics and real-time transport visibility technology to meet sustainability goals

Here is what our delegates have had to say about the LogiChem event:

**“The super informative and interactive agenda allows you to learn from all the great minds in the audience as well as the speakers.”**

**“The unrivalled seniority of the audience and intimate setting makes this the most productive and enjoyable supply chain event of the year.”**

**“An essential conference to learn from and network with the ‘who is who’ in the chemical supply chain industry.”**

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# Contributors



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LogiChem 2022

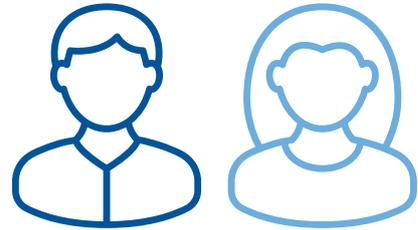
# Methodology

In Q1 of 2022, WBR Insights surveyed 100 Heads of Supply Chain Management and similar across Europe, to find out about the challenges they are facing in 2022.

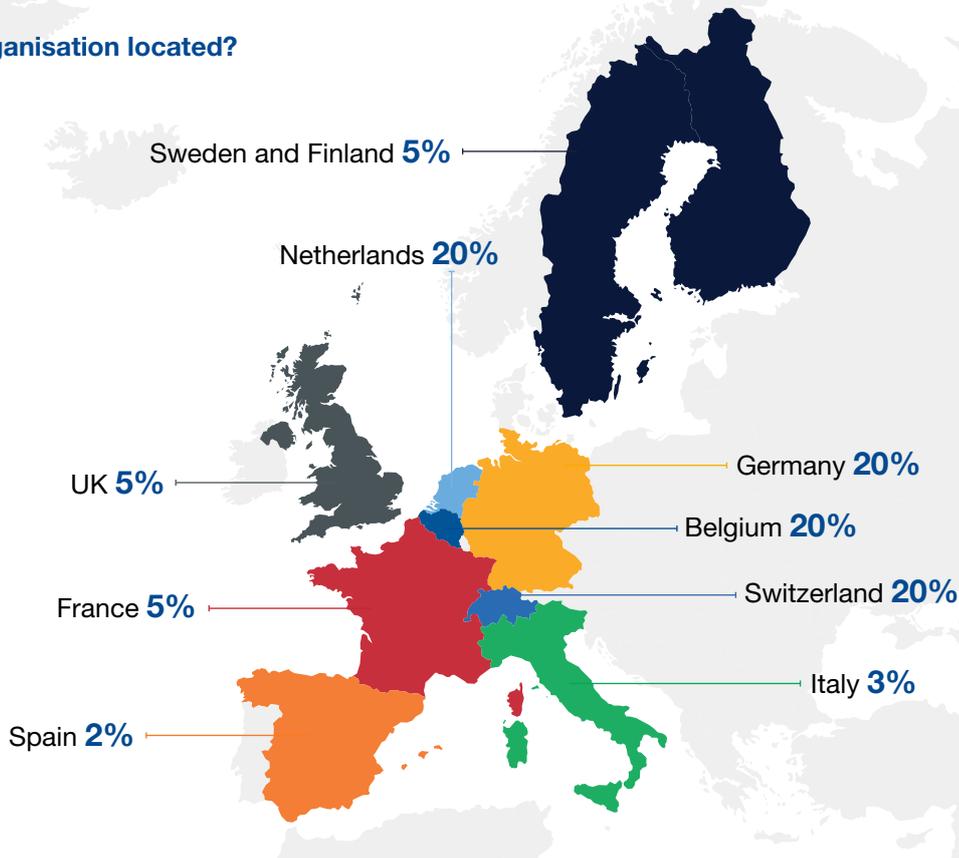
The survey was conducted by appointment over the telephone. The results were compiled and anonymised by WBR Insights in collaboration with Conexiom, Shippeo, and the LogiChem community.

## Which of the following best describes your job title?

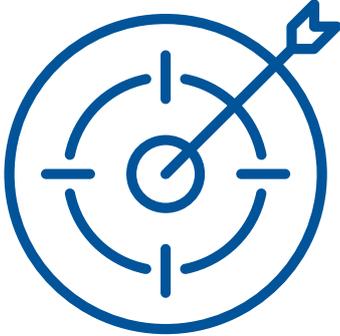
VP/SVP/Director of Supply Chain Management	<b>30%</b>
Director/Head/Manager of Logistics/Transport/Distribution	<b>25%</b>
Director/Head/Global Head of Planning/Inventory Management	<b>25%</b>
Head of Digital Innovation	<b>10%</b>
Director/Head/Manager of Customer Service	<b>10%</b>



## Where is your organisation located?



# Key Findings



## Strategic priorities for 2022

1

According to our survey, our respondents have several key objectives they aim to meet in the next 12 months. 43% said their firms will be optimising warehouse staff workload, with the key priority in 2022 being forecasting their inventory projection.

Almost 40% of our respondents' organisations track and trace solutions are integrated with their transport management system (TMS). However, the top three challenges they are facing include: low performance of available solutions (67%), lack of investment (49%), and limited coverage (49%).



## Sustainability goals and challenges

2

45% of our respondents said that their organisations are focusing on automatic analysis of contract compliance to meet sustainability goals. In addition, half of our respondents said they are investing in eco-friendly waste management solutions this year. However, 61% said that implementing their sustainability goals has impacted their supply chain resiliency.



## Improving supply chain visibility

Real-time transport visibility (RTTV) technology is ranked highly with our survey respondents. 86% have already put in place an RTTV platform or are looking to implement one to help them predict shipments estimated time of arrival.

The top drivers for RTTV platform adoption are supply chain agility (65% of our respondents), cost-effectiveness (58%), and customer service levels (57%). 70% of respondents said the top benefit of this solution is building supply chain resiliency and 59% said that it assists their organisations by identifying carbon footprint and sustainability ambitions.

3

# Real-time transportation visibility: From a 'nice to have' to a 'must have' capability

By Anand Medepalli, Chief Product Officer, Shippeo

*On the topic of supply chain visibility and predictability, Supply Chain Expert, Paul Gooch sat down with Shippeo's Chief Product Officer, Anand Medepalli to discuss recent trends and expected developments in the near future.*

Chemical supply chains, especially upstream and intermediate products, rarely face the same delivery challenges as companies confronted with tight retail windows or automotive just in time (JIT) demands. The nature of chemical ecosystems means that companies are either integrated into clusters or usually equipped with sufficient storage to maintain operations.

Nevertheless, real-time logistics data and predictive analytics are equally valuable and require consideration as an integral part of digital transformation initiatives for the chemicals sector. The impact of the pandemic on global supply chains has undoubtedly accelerated the move towards digitalisation and real-time transportation visibility (RTTV) solutions, and, as a result, we are seeing a variety of trends emerging.

Some companies are already well advanced in their digital strategies, seeing digital as the basis for building new business models, improving productivity, gaining a competitive advantage, and leveraging their workforce's capabilities and expertise. They also recognise the need to improve supply chain resilience, having seen the impact of previous 'black swan' events on global supply chains.

We know of a major chemical company that has been on a significant digitalisation strategy for several years. When the pandemic hit, they needed to establish new ways of working quickly, and thanks to the investments already made, they were able to hit the ground running. Their people were already trained, and there was a 'can do' culture in place, supported by the necessary infrastructure and tools. Consequently, they faced few operational issues as they moved to remote working.

Other companies, less advanced in developing a digital strategy, were more impacted by the supply chain disruption. They either hurried to acquire RTTV solutions or expected their Freight Forwarders or 3PLs to provide that capability. However, it has to be recognised that stand-alone solutions, not integrated with other business processes, will rarely realise the full potential benefits and lead to frustrated expectations. Nevertheless, as a general observation, it is clear that the pandemic has wiggled the needle in moving supply chain visibility and resilience up the agenda.

Although glimpses are starting to appear of a post-pandemic world, the reality is that supply chains will still be faced with challenges. Along with personnel and container shortages, political tensions, port congestion and a move away from 'just-in-time' to 'just-in-case', the increasing freight rate challenge and exceptionally sky-high container shipping costs will pressure supply chains to keep cost management high on the agenda. The key to responding to these challenges remains the same. Data, operational insights and the predictive analytics capabilities of RTTV platforms, integrated with other key business processes, offers the knowledge decision-makers need to respond to disruption decisively and confidently.



**Anand Medepalli**

Chief Product Officer, Shippeo

*Anand has over 25 years of experience as a trusted advisor with leading companies in product strategies, commercial account strategies, and asset planning decisions in transportation, supply chain, and financial services. He has spent much of his career advising companies and defining innovative solutions to drive their growth. Before Shippeo, Anand was Head of AI Solutions at ServiceNow, following the acquisition of Element AI, where he was Head of Products. Previous to this experience, Anand worked for several years at Blue Yonder, as the VP of Retail Planning products.*



**Paul Gooch**

Founder and Managing Director, The Logical Group

*Paul has been a 30-year career executive with Dow Chemical, a member of the European Petrochemical Association (EPCA) Logistics Committee, the European Chemical Industry Council (CEFIC) Logistics Committee, Chairman of the Board, Chemical Distribution Institute (CDI), and has been a frequent speaker on logistics at industry conferences.*

# Part One

## Leveraging data analytics and innovative technology to reduce the environmental footprint

The chemicals industry has been operating in an atmosphere of heightened customer awareness of social, environmental and corporate responsibility. Regulations have also increased across the industry adding complex legal frameworks that heads of supply chain need to navigate to reduce their impact on the environment and their carbon footprint.

By identifying areas that are primed for introducing recycling and reducing overall waste across the supply chain, new sustainable practices can also increase resiliency with the use of data analytics. According to our survey, 45% of respondents are focusing on automatic analysis of contract compliance, 45% are optimising their warehouse staff workload and 43% will be forecasting their inventory projection to meet their sustainability goals in 2022.

### Where in the supply chain is the main focus in leveraging data analytics to enhance resiliency?

*Respondents were asked to select three options*



43% will be forecasting their inventory projection to meet their sustainability goals in 2022.

"I find it surprising that sustainability is considered the top priority for some. In our company, sustainability is also a priority, but our main focus is digitalising the entire supply chain planning."



**Annemie Wagemans**  
Global Director Supply Chain  
Business Transformation, Chemours

"It's not surprising that the results spread pretty evenly across all touchpoints; however, 'automatic analysis of contract compliance to meet sustainability goals', which is a top answer, stands out for me. Data analytics has always been one of the priorities to add more value, and automation to replace non-value-added tasks. Currently, it looks like both tools are the key for supply chain organisations to build well-performing sustainability reporting processes".



**Evelina Zemziulina**  
Conference Director, LogiChem 2022

Sustainability is becoming increasingly important for heads of supply chain. Digital logistics solutions can empower chemical organisations to innovate their practices, enabling them to meet their shareholders and customers expectations. Developing ethical supply chain practices can also help to meet new regulatory challenges. 61% of our respondents said implementing sustainability goals has impacted their supply chain resiliency.

**Has implementing sustainability goals across your organisation impacted supply chain resiliency?**



**Yes 61%**



**No 39%**

“I agree with the majority of respondents here that it definitely has an impact on supply chain resiliency. If you’re aiming for sustainability, you’ll have to change processes throughout your entire supply chain.”



**Annemie Wagemans**  
Global Director Supply Chain Business Transformation, Chemours

“Going 3-4 years back, sustainability was perceived as a greenwash either due to a lack of urgency to implement green initiatives or due to a lack of knowledge on how it can create more efficiencies. Now, many more supply chain leaders admit that sustainability goals do impact supply chain resiliency. It’s quite encouraging to see that green initiatives are actually affecting the bottom line of the supply chains.”



**Evelina Zemziulina**  
Conference Director, LogiChem 2022

Introducing new sustainability goals has enabled chemicals organisations to diversify and better manager their supply chain. We asked our respondents who answered ‘yes’ to the previous question, in what ways their supply chain resiliency has been impacted. Here is what they told us:

“Our local initiatives have provided positive impacts but at the international level we need more time for sustainable solutions to make impactful progress.”

“The very nature of our supply chain has diversified and now seems more manageable.”

“More than resiliency we now see more innovation coming through because of the implementation of environmental sustainability.”

“Productivity has slowed down and reduced as we are still getting acquainted to the changes in the supply chain.”

“We have achieved a whole new level of resiliency. We have better results to show and set an example for sustainable supply chain resilience.”

“There is more attention on recycling and cutting down wastage within the supply chain. This is creating a positive impact on the resilience of the supply chain.”

“Certain features are application-oriented and not manual anymore; this has increased the time factor of the supply chain.”

“Stretching towards sustainability targets, the supply chain has lowered its momentum to accommodate changes.”

“In our experience, we found that you always assume that if you focus on sustainability, your performance is going to suffer, but that’s not always the case. We realised in some cases sustainable solutions are more effective than conventional ones.

Consider, for instance, the intermodal options available within Europe. Typically, you think it will increase the lead time. But it’s not always true and the impact is minimal.”



**Annemie Wagemans**  
Global Director Supply Chain Business Transformation, Chemours

“Currently we are observing a shift in supply chain environment and how supply chain leaders are taking sustainability as a direction, and it’s not just to become greener because the regulation said so, but it’s also about how those initiatives can improve their resiliency.

One of the comments that stood out for me is about seeing more innovation coming through because of environmental sustainability implementation. If this link is more observed among other companies, it can open a new door of opportunities.”



**Evelina Zemziulina**  
Conference Director, LogiChem 2022



# Part Two

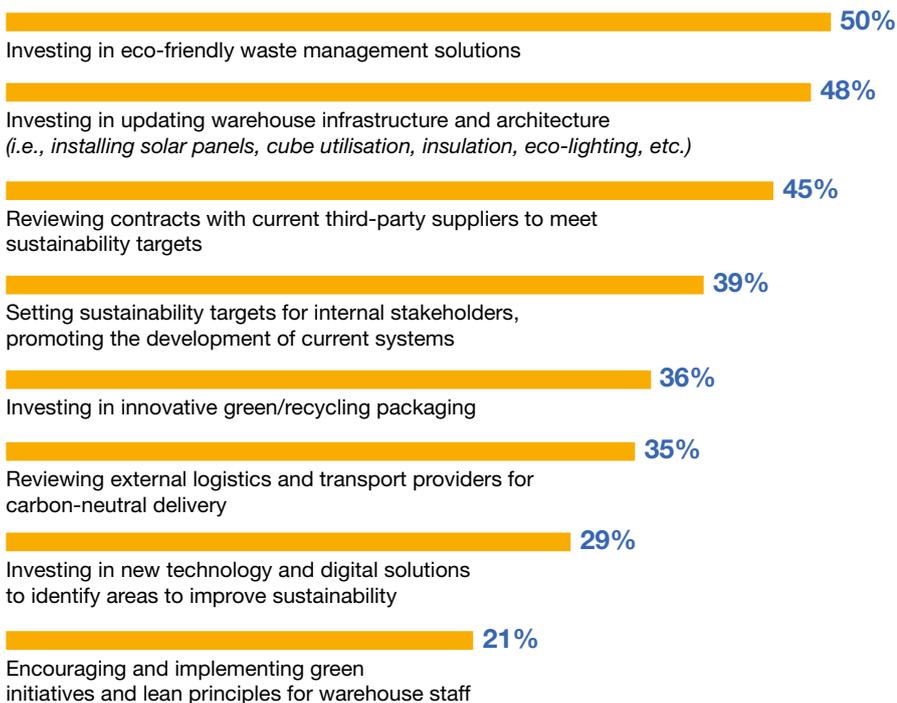
## Leveraging real-time transportation visibility technology for shipments

By investing in environmentally-friendly packaging and waste management processes, organisations can reduce costs and improve their brand reputation at a time of intense public and regulatory scrutiny. Heads of supply chain management are investing in eco-friendly waste management solutions (50% of our respondents), updating warehouse infrastructure (48%), and reviewing contracts (45%).

Recycling or reusing packaging materials, reducing package sizes, and shipping in bulk all contribute to reducing waste, as does streamlining production and supply chain processes. Warehouse management software and inventory management systems can increase efficiency, while also improving working conditions for warehouse staff. A continuous programme of contract reviews assists in keeping all stakeholders in the loop, and in line with the organisation’s sustainability practices.

### What strategic initiatives is your organisation implementing across the entire supply chain to reduce the environmental footprint?

*Respondents were asked to select all options that apply*



Recycling or reusing packaging materials, reducing package sizes, and shipping in bulk all contribute to reducing waste...

“These results don’t surprise me. Eco-friendly waste management solutions is definitely one that deserves attention.

Due to the lack of our own warehouse infrastructure, the second statement is less true for us, but it is true for our suppliers. Investment in the infrastructure there is also needed.”



**Annemie Wagemans**  
Global Director Supply Chain  
Business Transformation, Chemours

“It cannot be said that companies need to prioritise only a few initiatives over various possibilities. Utilising a full range of sustainable solutions would give a better outcome.

This is what we see from the results – the majority of companies are focusing equally on both internal initiatives, which are in their control, as well as external ones, by influencing their third parties and partners.”

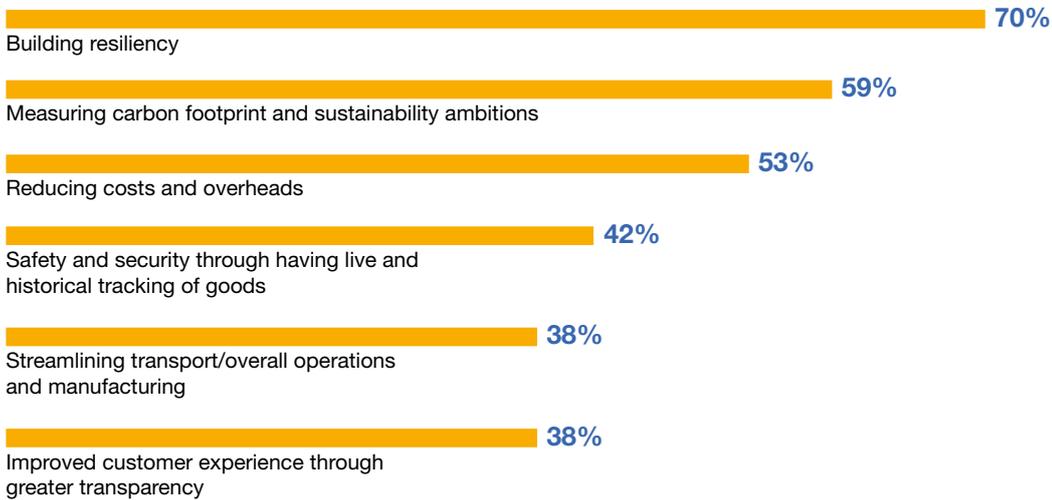


**Evelina Zemziulina**  
Conference Director, LogiChem 2022

Investing in real-time transportation visibility (RTTV) can increase labour and network efficiency in the short-term and optimise effective planning and supply chain strategy in the long-term. Our respondents said building resiliency (70%), identifying carbon footprint and sustainability ambitions (59%), and reducing costs (53%) were the top benefits of RTTV.

**Which benefits of RTTV are most important for your organisation?**

*Respondents were asked to select three options*



“It’s no surprise given the impact of the pandemic that building resilience (70%) was the most important benefit of RTTV to organisations. RTTV solutions are increasingly being incorporated into business continuity plans in the face of supply chain disruptions, thanks to the ease in which their rich operational data sets and predictive analytics generated can be integrated into other BI systems. Given the current focus on sustainability, it’s also unsurprising that the carbon emission calculating benefits of RTTV are also widely understood (59%).”



**Paul Gooch**  
 Founder and Managing Director, The Logical Group

“Building resiliency and improving customer experience through RTTV are the most important benefits for us. It is mainly used to inform our customers whether a shipment has been delayed, etc., so the proactive communication enabled by RTTV is the main driver for us.”



**Annemie Wagemans**  
 Global Director Supply Chain Business Transformation, Chemours

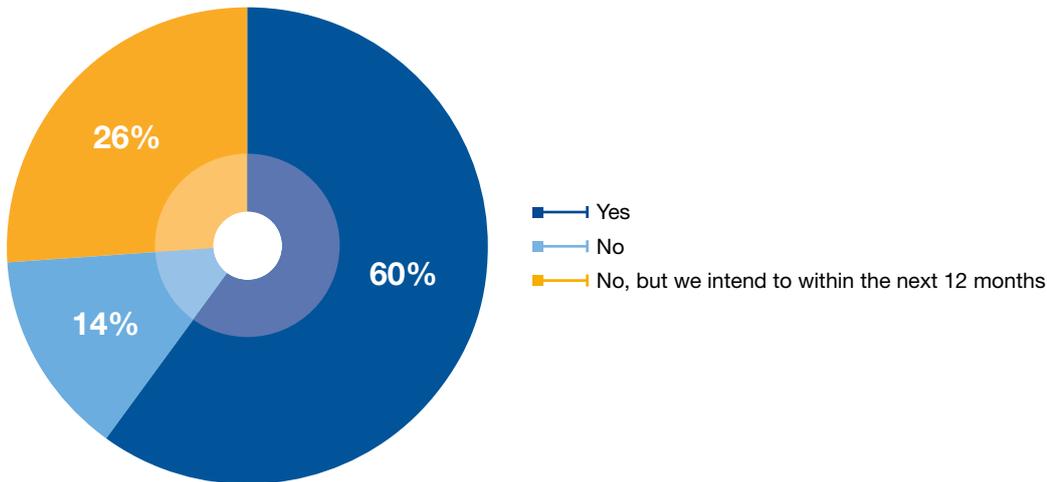
“Currently supply chain professionals are dealing with various challenges, one of which is the result of global disruptions caused by supply chain turbulences during and post-pandemic; others are more concerned with meeting the requirements of the EU Green deal. There are many benefits of RTTV, but building resiliency and measuring carbon footprint are perceived as the main ones.”



**Evelina Zemziulina**  
 Conference Director, LogiChem 2022

RTTV can also optimise inventory management and improve delivery and fulfilment performance. 86% of our respondents have already put in place an RTTV solution or are looking to implement a real-time visibility platform to predict the estimated time of arrival (ETA) of their shipments. Having accurate ETAs and setting up automated delay alerts reduces the need for check calls to transporters and provides a significant saving in costs and labour.

**Has your organisation implemented a real-time visibility platform to predict the ETA of shipments?**



“A quarter (26%) of the market plans to implement RTTV one in the coming 12 months. Not surprising given the disruptions over the last two years, competitive pressures, evolving customer expectations, desire to build resiliency and reach more ambitious sustainability targets.

Greater ETA accuracy is advantageous, as it can also help manufacturers and suppliers to avoid paying significantly high D&D fees each year. The more precise level of ETA prediction also equates to significant savings in waiting time and penalties by suppliers and carriers.”



**Paul Gooch**  
 Founder and Managing Director, The Logical Group

“We have implemented RTTV platforms to predict ETA of shipments, which I think is quite important. Looking at our private lives, we are ordering more and more online, through Amazon and other online tools where we can see everything. Similarly, this applies to our business, and I think that it is vital for successful B2B operations to implement this.”



**Annemie Wagemans**  
 Global Director Supply Chain Business Transformation, Chemours

“It is quite surprising to see that some respondents have not adopted an real-time visibility platform to predict ETA. With this functionality companies are not only getting a better control over their shipments, but also providing better customer service, especially in a time when customers are becoming more sophisticated and demanding.”

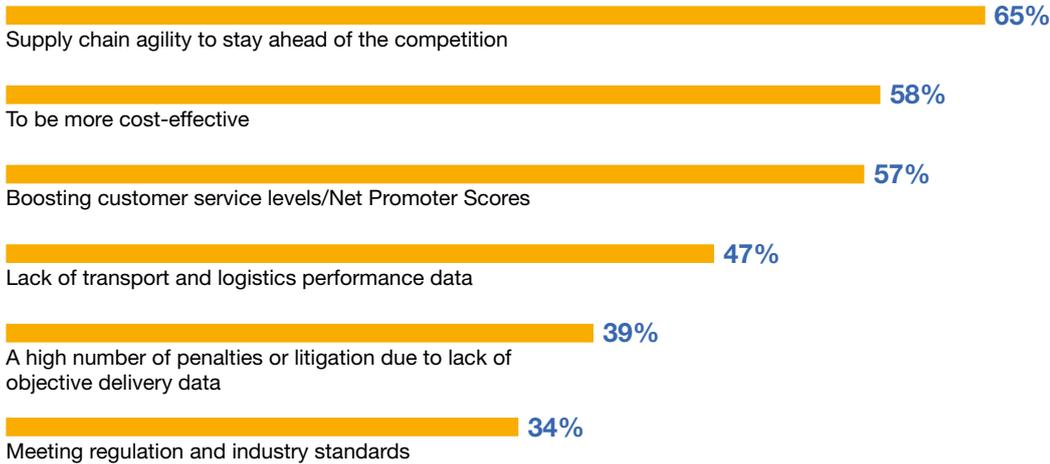


**Evelina Zemziulina**  
 Conference Director, LogiChem 2022

According to our respondents, the key drivers for investing in an RTTV platform are supply chain agility (65%), cost-effectiveness (58%) and customer service levels (57%). Real-time visibility enables organisations to spot potential disruptions early and take remedial action. In turn, this empowers them to take a more proactive approach to supply chain, delivery, and customer experience management.

### What is driving the adoption of RTTV platforms in your organisation?

Respondents were asked to select three options



“It seems for many organisations, the use of RTTV visibility by robust and agile competition has led them to consider implementation to offer end-customers a complete digital and real-time transportation visibility experience on their orders. The main reason being punctuality of delivery transparency is a crucial differentiating factor for boosting customer service levels/NPS scores.”



**Paul Gooch**  
 Founder and Managing Director, The Logical Group

“I completely agree with the results here, it is not a surprise to me at all. For us, customer experience is paramount, so we have to make sure we have those e-portals for our customers and these track and trace solutions to provide the necessary information to stay competitive.”



**Annemie Wagemans**  
 Global Director Supply Chain Business Transformation, Chemours

“It’s seen that respondents have different motives for adopting RTTV; however, the main reason is to get supply chain resiliency, especially post-COVID. Boosting cost-effectiveness is quite an obvious one; while improving customer service levels is a top-three reason, which is also linked to a previous question about ETA.”

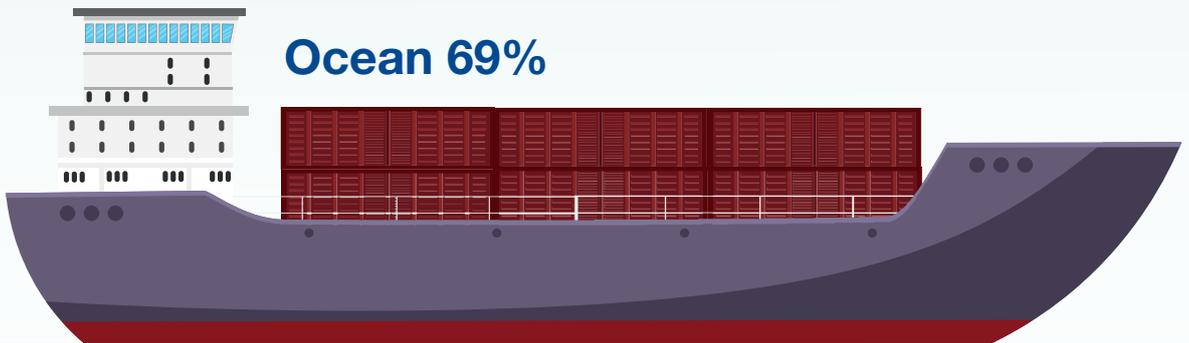
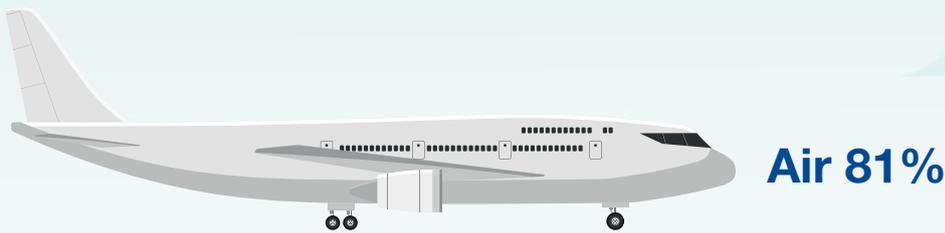


**Evelina Zemzulina**  
 Conference Director, LogiChem 2022

It should come as little surprise that 94% of our respondents' organisations use road as a mode of transport in their supply chain. The central role of road transport therefore makes real-time transportation visibility a must for sustainable supply chain management.

### Which modes of transport are used in your organisation's end-to-end supply chain?

*Respondents were asked to select all options that apply*



"I am quite surprised that over 80% of respondents have said air, assuming it's the least popular transport mode. Possibly, due to global supply chain disruptions, many companies had to find alternative transport solutions to get their products shipped on time."



**Evelina Zemziulina**  
Conference Director, LogiChem 2022

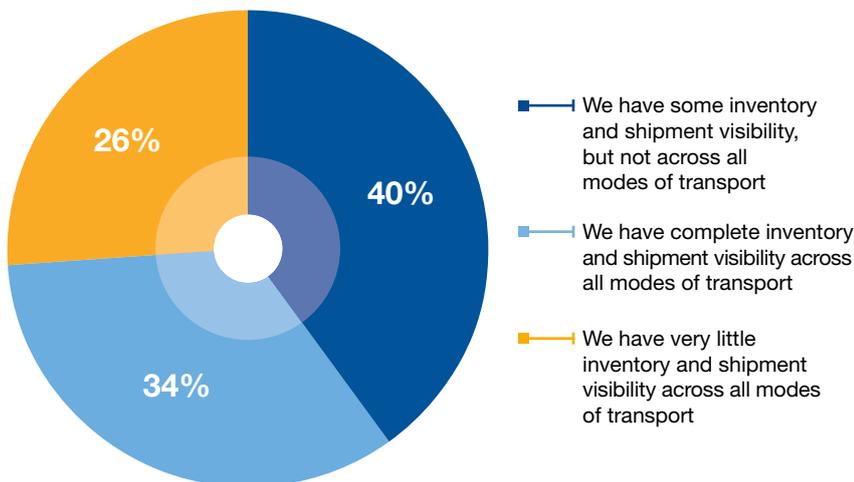
# Part Three

## Identifying the best track and trace tools to achieve complete transport visibility

Implementing new track and trace tools into the supply chain protocol can enhance transport visibility and ensure orders are delivered on time to customers. The ability to quickly identify what is happening, where and when can help make any necessary trade-offs between service levels and demand, to ensure the supply chain operates effectively.

40% of our respondents said their organisation has some inventory and shipment visibility. The majority of our respondents' organisations (90%) have complete visibility across road as a mode of transport. Tracking and tracing enable stakeholders to establish the current location of all items being transported, their routing history, and estimated time of arrival (ETA).

### What statement best describes your organisation's current visibility into inventory and shipments across all modes of transport?



40% of our respondents said their organisation has some inventory and shipment visibility.

"There is an issue concerning the visibility of ocean shipments once they have arrived at port. A recent consultation with a key player indicated improvements are taking place in ETA data, but once the container is lifted off the vessel, it effectively disappears into a black hole, and tracking it on the ground, the commercial release, and customs release is all a manual effort. Visibility providers like Shippeo are exploring ways to plug this gap with partners to create true end-to-end intermodal visibility."



**Paul Gooch**  
Founder and Managing Director, The Logical Group

"At our organisation, we are in the same boat – we have some visibility but not across all modes of transport. Having 100% coverage is not yet realistic in my opinion. In some modes of transportation, even with more new technology available, complete visibility is difficult. There is an ongoing battle with suppliers who are hesitant to give that level of visibility."



**Annemie Wagemans**  
Global Director Supply Chain  
Business Transformation, Chemours

### Across which types of transportation modes does your organisation have complete visibility?

Respondents were asked to select all options that apply



“I think rail gaining complete visibility continues to be a struggle. Our ocean transport is now tracked and traced, and we are noticing improvements there. Nevertheless, these figures are not surprising to me.”

It’s a matter of suppliers being unwilling to share this information; relatively old industries, it’s not standard to get that kind of complete visibility for ocean and rail, whereas it’s fairly common with road and air.”



**Annemie Wagemans**  
Global Director Supply Chain  
Business Transformation  
Chemours

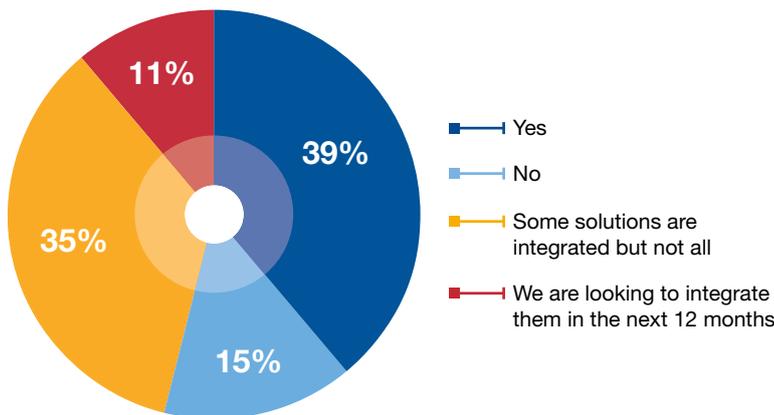
“Since road is one of the most used transport modes by chemical manufacturers, investments into this area have been prioritised and made a while ago. At the same time, we see that ocean and rail transport modes are behind. Hopefully, this will change soon.”



**Evelina Zemziulina**  
Conference Director, LogiChem 2022

Integrating tracking and tracing operations with a TMS automates the transportation process and reduces time taken and the administrative workload. Almost 40% of our respondents’ organisations track and trace solutions are integrated with their TMS. TMS technology uses a single source of data for the entire shipment, enabling heads of supply chain to have one solution for planning, executing, and analysing their inbound and outbound consignments.

### Are your organisation’s track and trace solutions integrated with your TMS?



“The variety and abundance of track and trace solutions on the market make it difficult to make the right choice as to which one to use as there are many factors involved, including the type of transport, geographical coverage, products that are shipped and so forth. Integration of those with TMSs is another challenge; however, nearly 40% of respondents do not have this problem.”

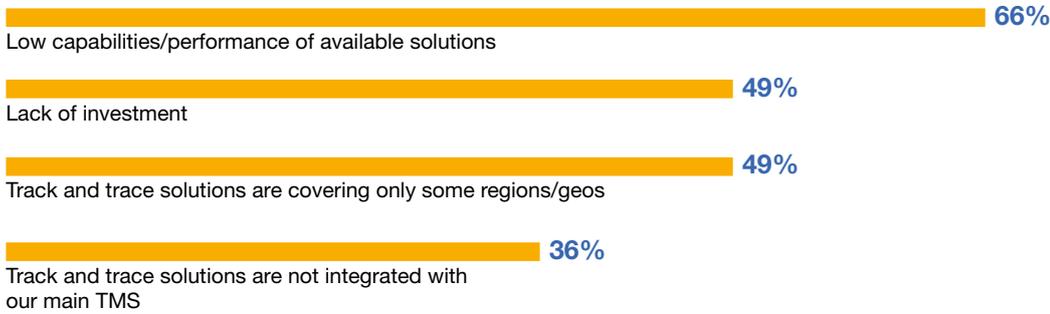


**Evelina Zemziulina**  
Conference Director, LogiChem 2022

However, not all TMS/track and trace integrations are created equal. Low performance of available solutions (67%), lack of investments (49%), and limited coverage (49%) are the top three challenges our respondents are currently facing.

**What are the main challenges to achieving full end-to-end transport visibility?**

*Respondents were asked to select two options*



“These results are somewhat expected for me. New technology is available, but it is often aimed at one specific area; a tool providing global coverage is rare. Also, I am not surprised that lack of investment is a big challenge for respondents - we focus on digitisation of the supply chain, but many others don’t see supply chain as a priority or do not see the benefit.”



**Annemie Wagemans**  
Global Director Supply Chain Business Transformation, Chemours

“Frankly speaking, investment is critical when talking about ways of achieving end-to-end transport visibility, and it’s not surprising that it’s still the second biggest challenge for the majority. The third one is limited geographical coverage – the problem is that not all track and trace solutions are covering all areas, meaning not all are integrated with TMSs, and data is flowing in real-time.

It’s quite interesting that low performance and capabilities of solutions are cited as the top challenge. It is a big message for technology and logistic service providers who need to understand shortfall areas of their tools and work towards closing this gap in the market.”



**Evelina Zemziulina**  
Conference Director, LogiChem 2022





## Conclusion

To reduce costs and improve their brand reputation at a time of intense public and regulatory scrutiny, heads of supply chain management are investing in eco-friendly waste management solutions such as streamlining processes, recycling, or reusing packaging materials, reducing package sizes, and shipping in bulk.

Our survey revealed that heads of supply chain are focusing on automatic analysis of contract compliance to meet sustainability goals, optimising warehouse staff workload, and forecasting inventory projection in 2022.

Real-time transportation visibility (RTTV) can assist organisations in optimising inventory management and improving their delivery and fulfilment performance. With road transport central to the operations of most of our respondents, over two thirds cited building resiliency as the top benefit of RTTV, while supply chain agility, cost-effectiveness, and boosting customer service levels are the top drivers for RTTV platform adoption.

Notably, well over three quarters of our respondents have already put in place an RTTV solution or are looking to implement a real-time visibility platform to predict the estimated time of arrival (ETA) of shipments.

Having visibility across the supply chain enables leaders to know what's happening where, and to make the necessary trade-offs between service levels and demand that keep the supply chain running. Over a third of our respondents said their organisation has some inventory and shipment visibility. The vast majority have complete visibility across road as a mode of transport.

Tracking and tracing enable stakeholders to establish the current location of all items being transported, their routing history, and ETA. Organisations that integrate their tracking and tracing operations with a transport management system (TMS) can automate these processes and reduce their administrative workload.

Over a third of our respondents' organisations track and trace solutions are integrated with their TMS. However, low performance of available solutions, lack of investment, and limited coverage are the top three challenges our respondents are currently facing.

## About Conexiom



Global manufacturers and distributors use Conexiom's cloud-based automation platform to eliminate manual steps in the order fulfillment process by transforming complex data into 100% accurate, touchless transactions, delivered seamlessly into the ERP.

Companies like Grainger, Genpak, Prysmian, Rexnord, USESI, and Compugen, trust Conexiom to improve efficiency, speed and accuracy, increase profitability, and elevate the customer experience, while eliminating unnecessary costs from manual approaches.

To find out more visit [www.conexiom.com](http://www.conexiom.com)

## About Shippeo



Shippeo, a global leader and European specialist in real-time transportation visibility, helps major shippers and logistics service providers leverage transportation to deliver exceptional customer service and achieve operational excellence. Their Multimodal Visibility Network connects FTL, LTL, parcel, and container transport and integrates 875+ TMS, telematics and ELD systems using a unique API. The Shippeo platform provides instant access to real-time delivery tracking, automates customer processes and offers unmatched ETA accuracy thanks to a proprietary and industry-leading algorithm developed in-house. Over 100 customers, including global brands like Coca-Cola HBC, Carrefour, Schneider Electric, Total, Faurecia, Saint-Gobain and Eckes Granini, trust Shippeo to track more than 28 million shipments per year across 75 countries.

Learn more at [www.shippeo.com](http://www.shippeo.com)

## About WBR Insights



We use research-based content to drive conversations, share insights and deliver results. Connect with our audience of high-level decision-makers in Europe and Asia from industries including Retail & eCommerce, Supply Chain & Procurement, Finance, as well as many more. From whitepapers focused on your priorities, to benchmarking reports, infographics, and webinars, we can help you to inform and educate your readers and reach your marketing goals at the same time.

Contact us to find out how your business could benefit from:

- Year-round access to our network of decision-makers and industry leaders
- Lead generation campaigns that fit your priorities
- In-depth research on current fast-moving issues and future trends
- Promoting your organisation as an authority in your industry

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