3rdWave

Blinco Systems Inc.

Global Commerce Management Excellence Builds on Military Command and Control Philosophy

What do a global automotive supplier, a global food importer and an apparel manufacturer have in common? They all face the daunting requirement of managing highly competitive business environments over constantly changing, complex global networks. Success depends on their ability to gain command and control over all internal processes, suppliers, service providers, and regulatory and financial actors in their global space. How well they control their supply chain networks directly affects their profitability and business sustainability.

The global issues expressed today by management, business analysts and journalists are the same today as they were 10 years ago. The discussions are replete with references to the critical importance of the need to excel at the execution of core competencies, engage and manage best in-class third-party suppliers of products and services, and the critical value of information in support of organizational goals and objectives.

While it is inarguable that the level of sophistication in global trade has grown significantly over the past 10 years and the tools supporting global trade have evolved commensurately, the challenges to controlling the environment are more daunting and risk prone than ever before. The themes that analysts and reporters were discussing a decade ago and still are the main

challenges for global organizations:

- global visibility in support of global inventory optimization;
- global trade compliance;
- financial transaction management;
- cost landed cost management to ensure accounting accuracy and financial integrity; and
- integrated and synchronized physical, fiscal and information supply chains.

Each one of these challenges is important in and of itself. There are excellent point solutions providing global visibility, global trade compliance, financial transaction management and total landed cost. However, the critical element to achieving total command and control in global commerce management rests with the organization's ability to seamlessly integrate its available resources to allow it to observe and understand global supply chain activity, make optimal operational and financial decisions, and respond quickly and flexibly to ensure organizational goals and objectives are achieved.

Creating a command center is the cornerstone to gaining control over a global supply chain network. From a military perspective the command center involves three general components: inputs (communication usually manifest as intelligence on the "as is situation" or

the current situation measured against an objective), processes (evaluation and decision), and outputs (action commands). In a highly evolved command center the inputs are gathered through varying levels of sophistication; the evaluation processes are supported with massive computer analysis and human experience; and the outputs are issued electronically or personally, depending on the network. Ideally, systems supporting the command center quickly accumulate intelligence from the field and provide a visual interpretation of activities on the ground through data that support command decision-making processes.

While the sources and the veracity of the content are critical to a military command decision-support process, the ability to integrate the information into a meaningful perspective is vital to making highly informed decisions. With the "right" information providing an authentic and broad view of a situation, the most optimal decisions supporting the objectives are achieved.

The same fundamental principles relate to global supply chain command and control. Where the information originates, its timeliness and its accuracy are extremely vital in order to optimize global commerce management. However, like in the military, the power of command and control in a global commerce environment comes from being able to integrate and synchronize the information (intelligence) from all supply chain participants into a coherent visual for evaluation, so that the best and most appropriate decision can be made and actioned.

Because of the number of activities associated with a single shipment across a global supply chain, it is virtually impossible to command and control a highly complex global supply network without the support of highly integrated data warehouse and execution tools that support management in achieving corporate objectives and operators in carrying out their assigned tasks and responsibilities.

Command and Control Through Integrated 3rdwave GCM (Global Commerce Management)

So, what do the global automotive supplier, the global food importer and the apparel manufacturer have in common? 3rdwave GCM solutions that provide them with the command center infrastructure to control their global supply chain networks, business partners and third-party providers while

delivering execution infrastructure.

With 3rdwave GCM, clients capture the exceptionally large volumes of information related to the global supply chain (whether import or export) in one integrated repository. With EDI, XML and Web interfaces, 3rdwave GCM automates the capturing of data from any source (suppliers, service providers, best-in-class compliance and visibility content providers, and financial institutions) in support of all global activities. Synchronized information across 3rdwave GCM's virtual supply chain, presents managers and operators their unique view of the global supply chain as it unfolds. Augmented with 3rdwave's Flexible Reporting Environment information is graphically presented supporting fact-based decisions. Finally, 3rdwave GCM provides its clients the infrastructure to execute and monitor required actions with all supply chain actors to insure the highest levels of compliance at every level of the organization.

The benefits of implementing comprehensive global supply

command and control are deep and wide-ranging. Among the deliverables of an integrated command and control environment are:

1. increased utilization of global assets (inventory, cash);
2. optimization of total landed costs across the supply chain;
3. greater levels of regulatory, financial and business compliance;
4. 180-degree item-level visibility of the global procure-to-pay/sell-to cash life cycle, and
5. more efficient and effective global supply chain business process.

3rdwave GCM brings military like command-and-control capabilities to supply chain organizations so that managers and operators can intelligently observe, analyze, decide and act upon meaningful and contextualized information. Command and control is much greater that the sum of its parts (global supply chain visibility and alerting, trade compliance, cost management of financial settlements). With full command-and-control systems, managers and operators manage their global supply networks with rapid-response precision and effectiveness.