

EDI: Workhorse of the Value Chain

*A Closer Look at B2B Connectivity Benchmarks
in the Extended Supply Chain*

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Research

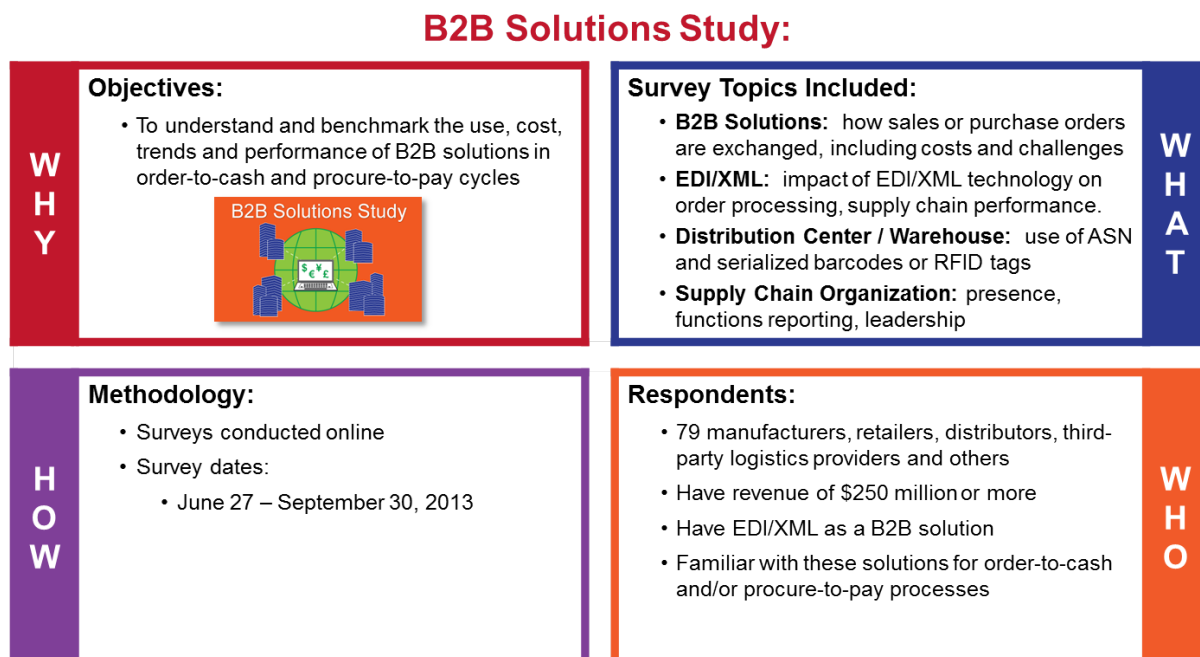
Electronic Data Interchange (EDI) is now four decades old. Over this period, company processes have matured. Today, for companies using EDI/XML, roughly 1/3 of all orders are processed automatically (hands-free processing). When they are automatically processed, fulfillment is faster and the collection of funds happens more quickly with fewer errors. The net result is better customer service and faster cash-to-cash cycles.

As technology has evolved, the pace to automate the extended supply chain and improve connectivity has taken several twists and turns. Technologies like portals, trading exchanges, and business networks have evolved, making many believe that EDI is obsolete. Nothing could be further from the truth. It is the workhorse of the extended supply chain.

Progress has happened slowly primarily because many do not understand the benefits. The goal of this study was to better understand the current state of B2B connectivity. As part of the study, we surveyed to understand the use of EDI/XML and other forms of B2B connectivity. We also used the study to benchmark benefits and understand the barriers.

The respondents in this study were selected based on their understanding of the current state of B2B connectivity and were knowledgeable with mature B2B processes. In order to participate, respondents were required to have \$250 million or more in company revenue, have EDI/XML as a B2B solution, and be knowledgeable of B2B connectivity in either order-to-cash and/or procure-to-pay processes.

Figure 1. Overview of the Quantitative Study Used to Develop This Report



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Disclosure

This analysis is an independent and objective report on the B2B Solutions Survey completed by Supply Chain Insights in the fall of 2013.

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Executive Overview

The evolution of Electronic Data Interchange (EDI) standards and the evolution of Business-To-Business (B2B) connectivity processes are now four decades old. Most executives see the progress as slow and expensive. They are frustrated. They question the value.

Companies want to power value networks. They want to connect with trading partners. They want to make the process both faster and easier. As a result, many are asking, “Does EDI use really matter? Is there value in the automation of B2B/EDI connectivity to power value networks?” Increasingly, companies are looking for the truth. This report attempts to answer these questions.

Companies want to build value networks and connect with trading partners. In our work with manufacturing clients, we see that nine out of ten companies want to build a more effective end-to-end value network. There is a growing understanding that the enterprise-centric endeavors over the last decade have plateaued, and that there are significant costs and waste improvements to be had with the building of effective connectivity for the extended supply chain.

However, most companies see EDI, and the exchange of documents through established protocols, as old-school processes. They are looking for “a better mousetrap.” In the last decade, many techniques evolved and they were overhyped. Early in the decade there were claims that XML was going to make EDI outdated.

Similarly, the use of business portals and business networks, sometimes termed trading partner exchanges, were touted as better ways of improving trading partner connectivity. The promise was lower cost, faster onboarding, and greater partner penetration. However, today EDI is the predominate method for B2B connectivity.

No company studied uses just one method for B2B connectivity. Connectivity between trading partners is usually a mix of portal, business network, and manual processes. While companies have invested in portals, trading exchanges, and automated business networks, the adoption is low. Portals are one-way communication. The use of portals is too passive and companies struggle to synchronize the many changes that occur in sales and purchase order processing through this passive form of connectivity. Likewise, the adoption of business networks in the establishment of B2B connectivity has been too slow. The networks require a mass of partners connected as a community, and this development has been too slow.

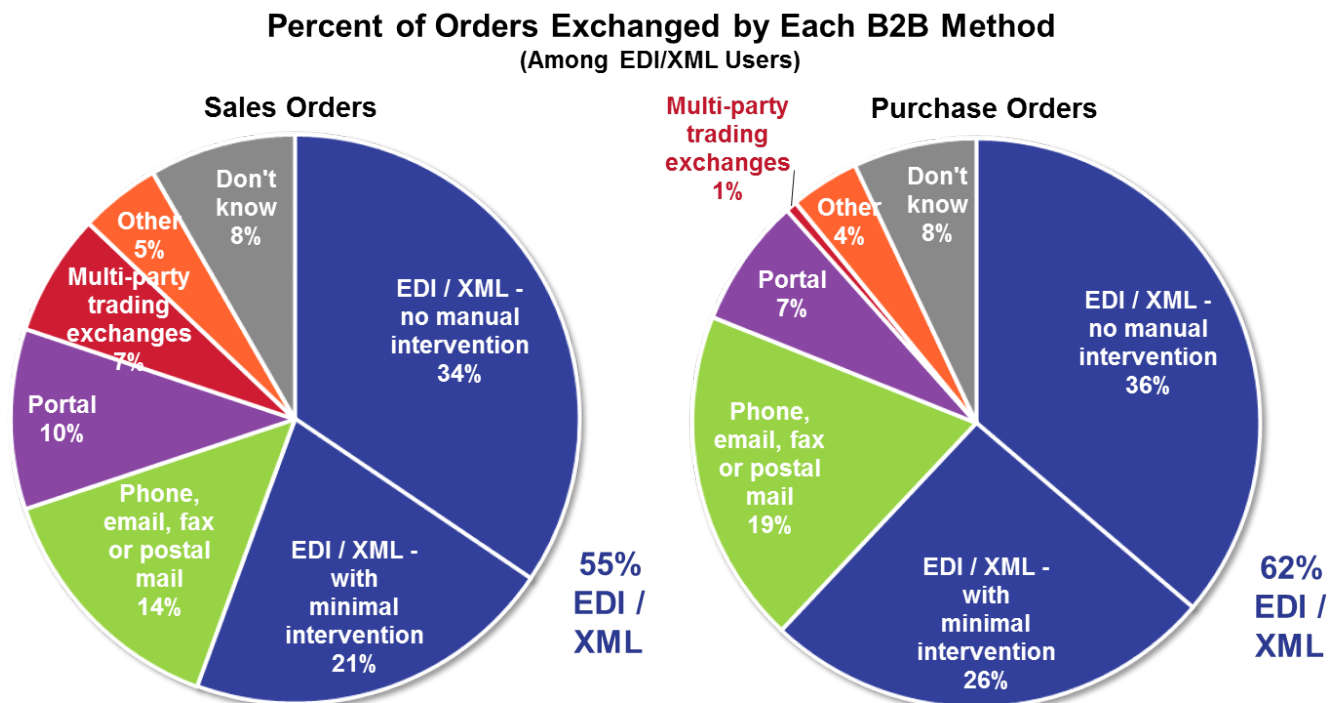
Among the EDI/XML users surveyed for this report, EDI is used nearly six times more frequently in the connection of trading partners than portals, and eight times more frequently than the use of business networks (e.g., trading exchanges or specialized industry hubs). We also find that the process of sales order management is more mature, and better automated, than those of procurement. EDI/XML is the *workhorse* of the extended supply chain.

Maturity in EDI/XML matters. In this study, we find that when companies successfully use EDI, there are REAL and meaningful business results. For example, when companies can achieve hands-free orders, order-to-shipment cycles decrease by 50%, there is greater accuracy in fulfillment, and business relationships improve. For more on this story, read this report.

The Current State of B2B Connectivity

The journey for effective B2B connectivity is now four decades old. It is not new. Many executives see the progress as slow and B2B through EDI as tedious. Today, as shown in figure 2, one in three orders can move hands-free in business networks. The automation of sales processes is important for growth. Similarly, the automation of the procurement processes is important in order to take out the *friction* in B2B trade. B2B connectivity sounds easy, but the progress is slow because of the need for synchronization, data harmonization and data translation.

Figure 2. Current State of Trading Partner Connectivity



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Sales Orders (n=36), Purchase Orders (n=43)

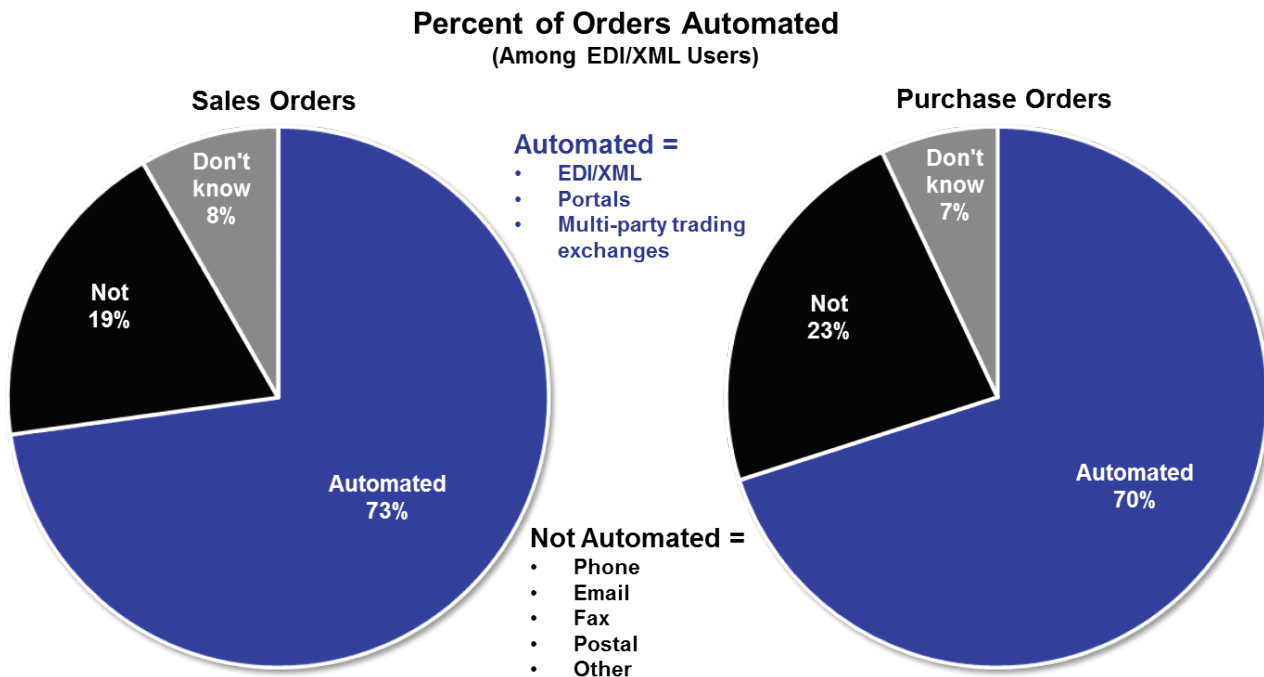
Q11. Please indicate what percent of your company's sales orders are exchanged by the methods below. Please note that it should add up to 100%.

Q19. Please indicate what percent of your company's purchase orders move in the ways shown. Please note that it should add up to 100%.

Suppliers have less power than customers to define B2B programs; and, the programs over the last decade are more complex. To be effective in business relationships the company needs to be effective at the management of data in the value networks. As a result, the process for sales orders management is slightly more mature on the use of B2B connectivity than those in procurement (procure-to-pay).

Today, business networks are more complex. The number of change orders has increased. The percentage of new products launched and number of market offers (price, promotion and special packaging) has escalated. B2B connectivity is more important today than it was at the start of the decade.

Figure 3. Current State of Trading Partner Connectivity (Automated vs. Not)



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Sales Orders (n=36), Purchase Orders (n=43)

Q11. Please indicate what percent of your company's sales orders are exchanged by the methods below. Please note that it should add up to 100%.

Q19. Please indicate what percent of your company's purchase orders move in the ways shown. Please note that it should add up to 100%.

To better understand these dynamics, we share detailed findings for the two processes as an overview of the quantitative project:

Order-To-Cash Process Overview:

- **EDI Hands-Free Orders Improve Order Cycle Times.** When orders are managed B2B hands-free (no manual intervention) through EDI/XML, the time from order receipt to shipment is halved. In the survey, the average response changed from three days—if the order could be received and processed without manual intervention through hands-free EDI—to seven days to ship an order that needs manual manipulation.
- **Progress Is Slow.** For these EDI/XML users, 34% of orders are moving through the systems hands-free. While it is hard to compare studies with different demographics, and with a different survey design, this is a 30% improvement over a prior analysis completed in 2004.
- **EDI Usage Reduces Fulfillment Errors.** Irrespective of how they are processed, over 40% of customer orders change at least once. Based on the survey results, we can clearly see that the use of EDI reduces errors and improves processing times.
- **Few Incentives to Use EDI in Trading Partner Relationships.** Despite the strong value proposition, only 6% of respondents offer order discounts to customers for using EDI for order processing.

Procure-To-Pay Process Overview:

- **Hands-Free Purchase Orders Are Approximately 1/3 of Order Stream.** For these EDI/XML users, 36% of purchase orders are handled through EDI without manual intervention while 26% are moving through the system manually.
- **EDI for Trading Partner Connectivity Is the Workhorse of the Industry.** After a decade of hype, the use of multi-party trading exchanges for purchase order fulfillment is in its infancy in procure-to-pay processes.
- **The Use of EDI Reduces Costs.** Today, an average of 30% of shipments are received without Advance Shipment Notification (ASN). Shipments without an ASN cost the average company an additional \$78 per purchase order to process.
- **The Industry Is Slowly Making Improvements in B2B Automation through EDI.** In this study, 62% of purchase orders move through the system using EDI (EDI hands-free plus EDI with some manual intervention). However the need for manual intervention is directionally higher than that with customer orders.

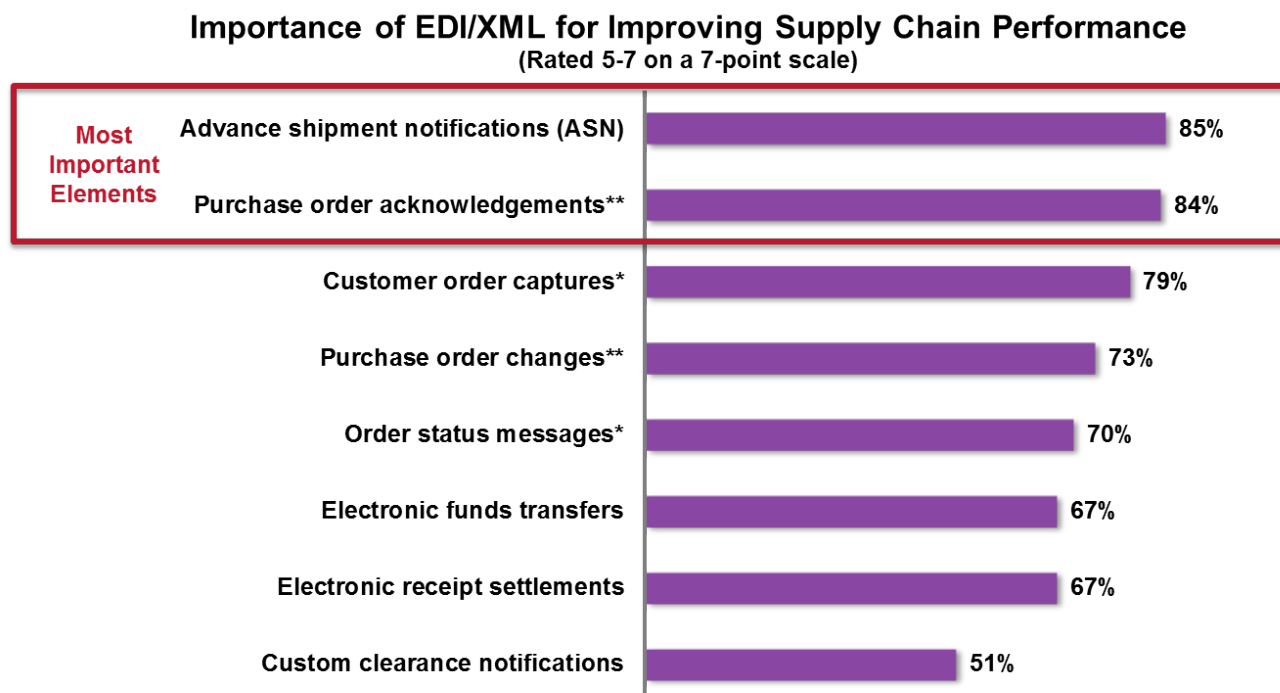
Importance to Supply Chain Execution

The supply chain is becoming more complex and dependent on third-party B2B interaction. With the growth of global value networks, companies today are more dependent on B2B standards and connectivity. Documents like ASN and PO Acknowledgements take some of the “friction” out of the trading network, reducing the dependency on phone/fax and email communication. As shown in figure 4, it should come as no surprise to see Advance Shipment Notification and Purchase Order Acknowledgements ranked as the most important type of “document” or “message” for improving supply chain performance.

Supply chain flows are dependent on thousands of orders. They have growing complexity—order changes, master/blanket orders, drop shipments through third-parties, shipping compliance, receipt by a third-party or 3PL—that needs automation. Keeping the order/shipment data current and accurate is paramount to ensure quick and accurate receiving. The lack of ASNs and PO Acknowledgement leads to longer receiving times and lower efficiency due to unplanned shipments. The awareness/importance of these documents is a top-to-top discussion. However, as seen in this study, 30% of orders are still received without the issuance of a B2B document. This business pain is shown in figure 5.

Case automation is less automated. In this study, as shown in figure 6, one in two cases do not have a barcode or a RFID tag to accelerate warehouse receiving. The lack of case tagging and ASNs/Purchase Order Acknowledgement is estimated to cost \$1.50 per order. As this cost is multiplied over thousands of orders, the cost becomes significant.

Figure 4. Types of EDI Documents That Are the Most Important to Improving Supply Chain Performance



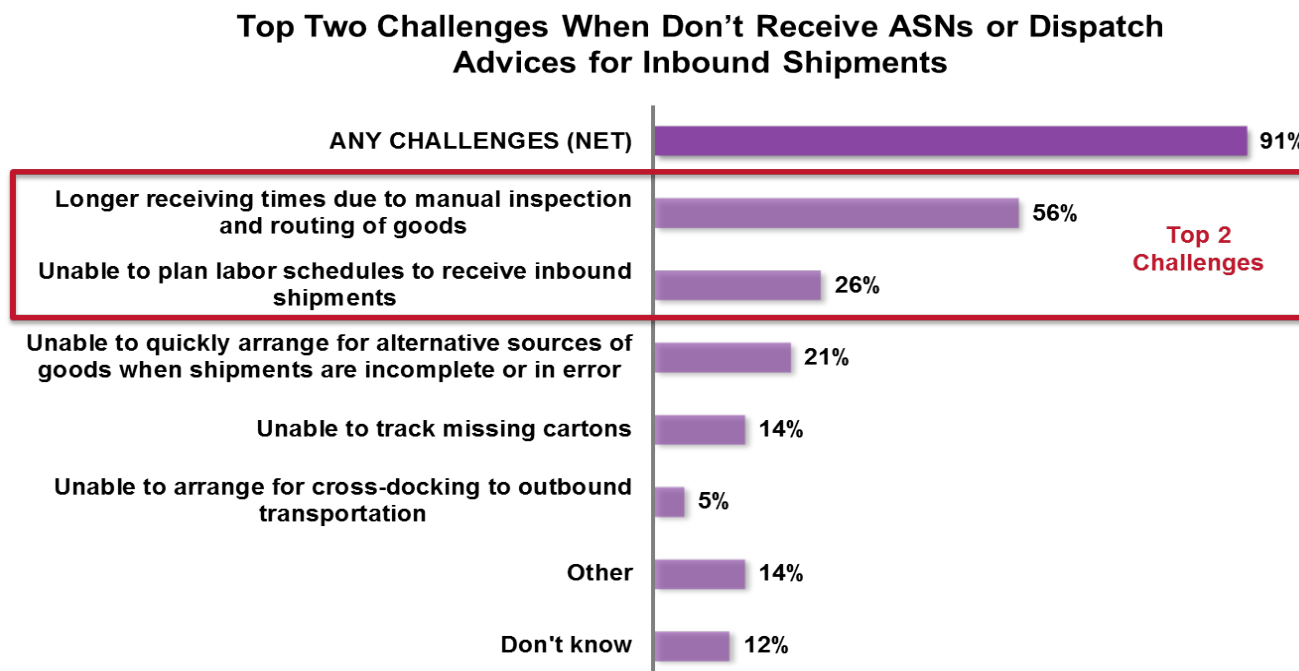
Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML—Total (n=79)

Q31. How important is each of the following elements of EDI / XML technology in terms of improving supply chain performance? SCALE: 1=Not at all important, 7=Extremely important

*Asked of only those familiar with Order-to-Cash (n=76); ** Asked of only those familiar with Procure-to-Pay (n=75)

Figure 5. Top Two Challenges in the Supply Chain When ASNs Are Not Published through B2B Connectivity



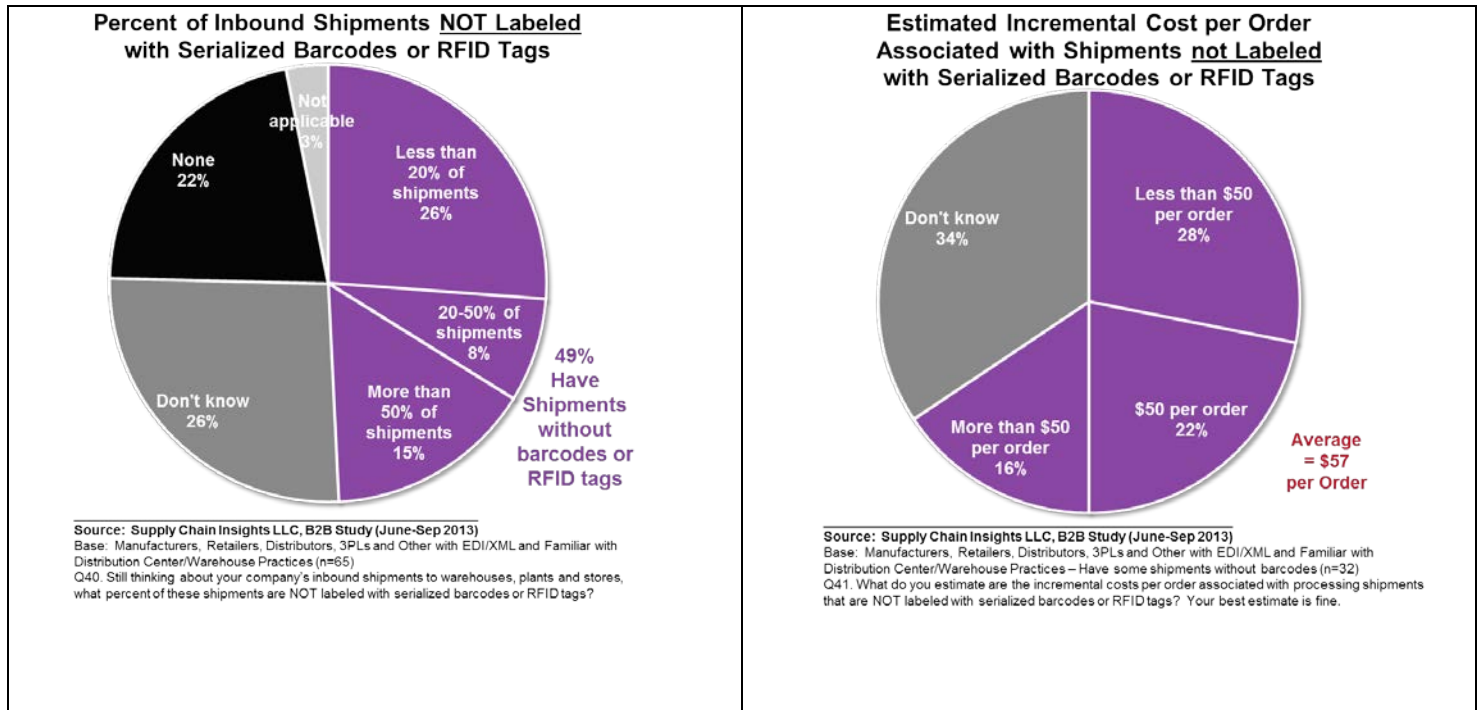
Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML and Familiar with Distribution Center/Warehouse Practices – Have some shipments without ASN (n=43)

Q37. What are the top two challenges your company experiences when you do NOT receive advance shipment notices (ASN) or dispatch advices? Please select no more than three.

With the pressure on IT costs, many companies are closely evaluating their EDI connectivity programs. The cost of automation is \$0.01–0.02 per order; however, the cost to NOT automate (as shown by figures 6-8) is \$78 per order on average. As a result, many companies are having discussions on how to reduce pennies when they should be changing the conversation to save dollars. With the thousands of orders processed, this impact is significant and important.

Figure 6. Case Labeling Benchmarking



The impact of EDI/B2B is significant as shown in figures 7-8. It impacts costs, fulfillment and completion. Despite the many decades of work on EDI processing and ASNs, 30% of inbound shipments, in this study, still have no ASNs.

Figure 7. Use of Advance Shipping Notifications (ASNs) and Incremental Costs without ASNs

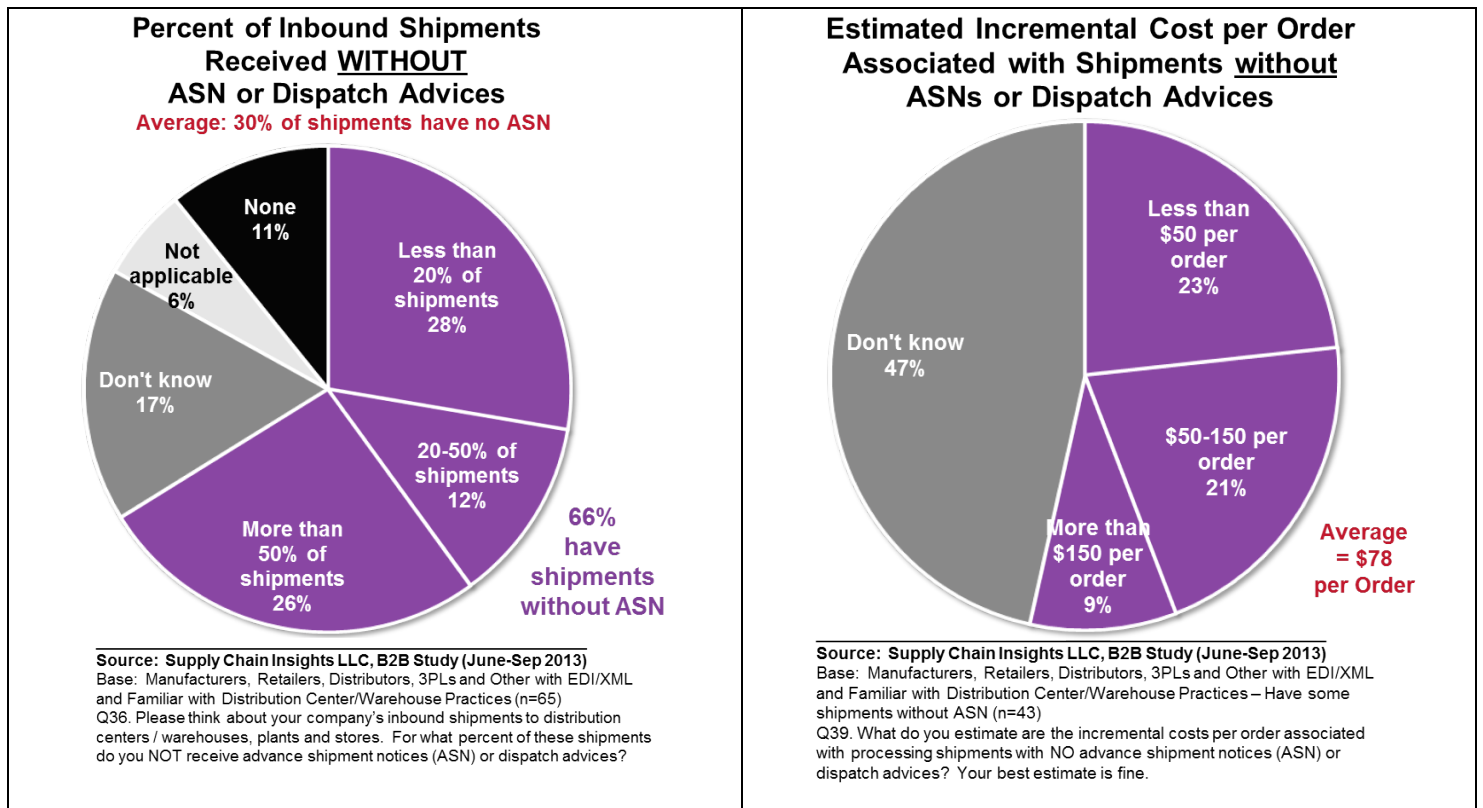
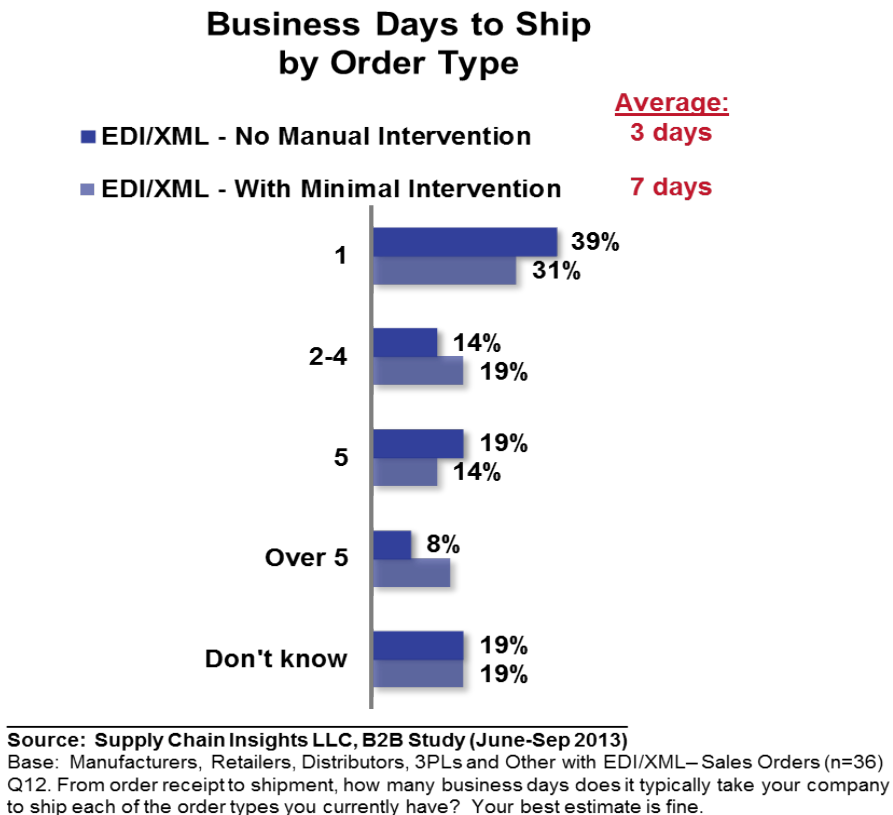


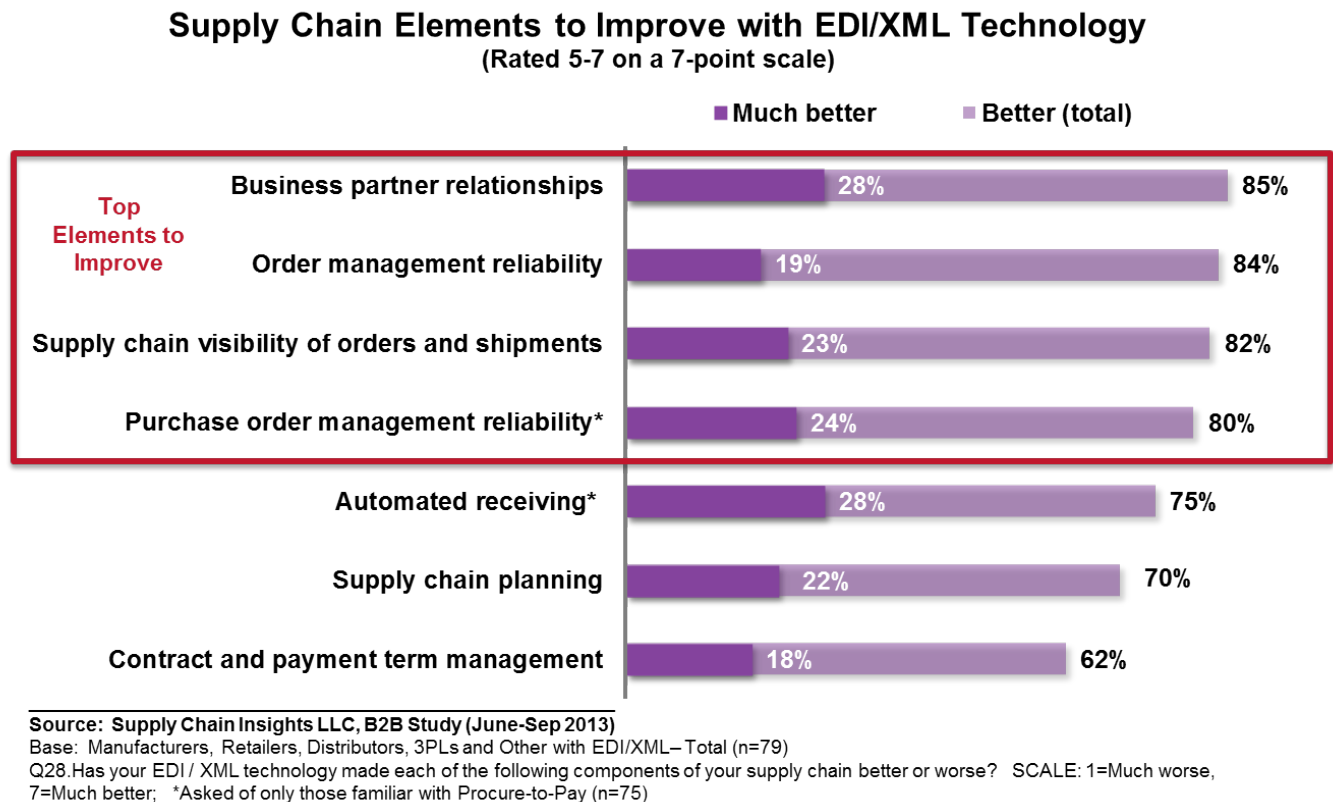
Figure 8. Impact of EDI Connectivity on Order Cycle Time



Impact on Business Relationships

As shown in figure 9, the impact of B2B connectivity is significant in improving business partner relationships and order reliability. Ask any supply chain leader if they care about these two factors, and the response is a unanimous, “Yes!”

Figure 9. B2B Connectivity: The Impact on the Supply Chain

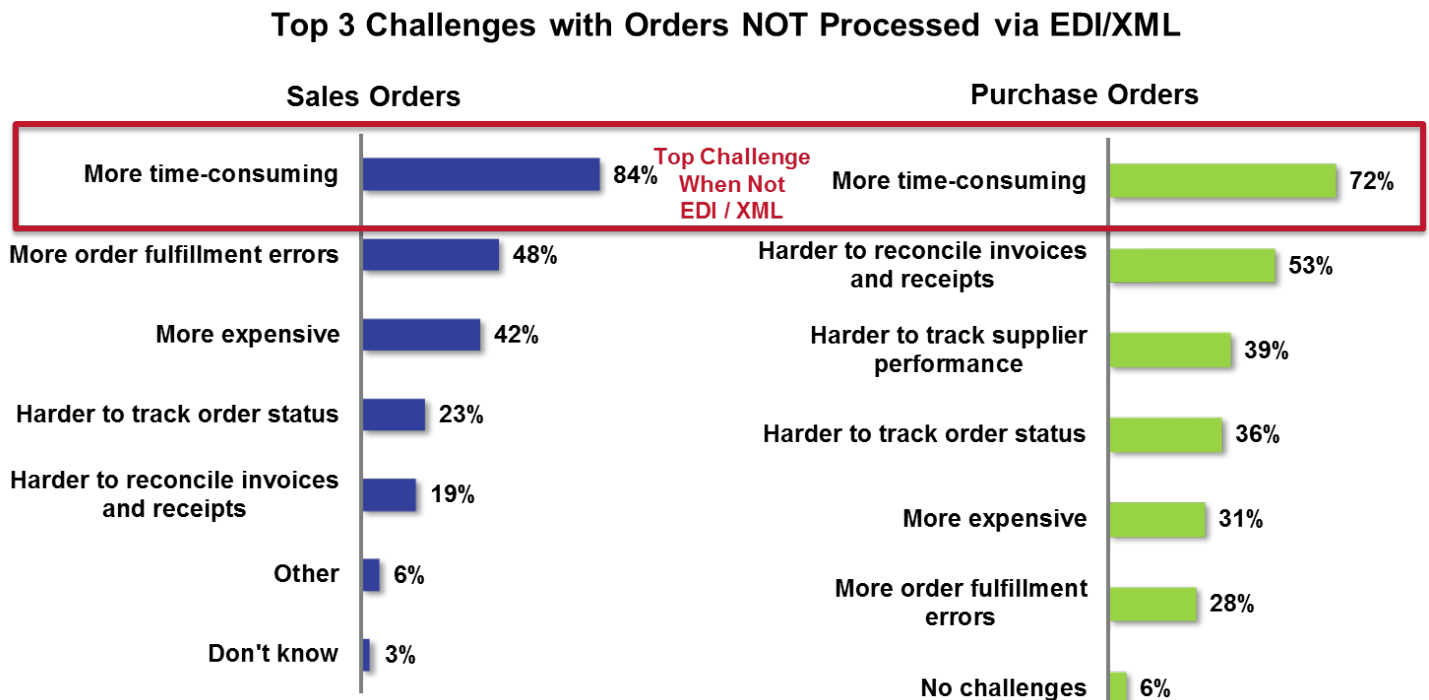


Why EDI/XML?

While there are a lot of projects on how to build the end-to-end supply chain, there are few industry studies showing a definitive value proposition. This is one of the reasons that we find this data so compelling.

As shown in figure 10, orders not processed through EDI are more time consuming with more frequent errors. On sales orders, the errors lead to fulfillment issues; and in procurement, the errors lead to greater time in invoice reconciliation. As companies become larger, more global and with increasing complexity, investments in EDI connectivity are critical. There are just too many order changes, nuances, and reconciliation issues without it.

Figure 10. Challenges with Orders not Processed Using EDI/XML Technologies



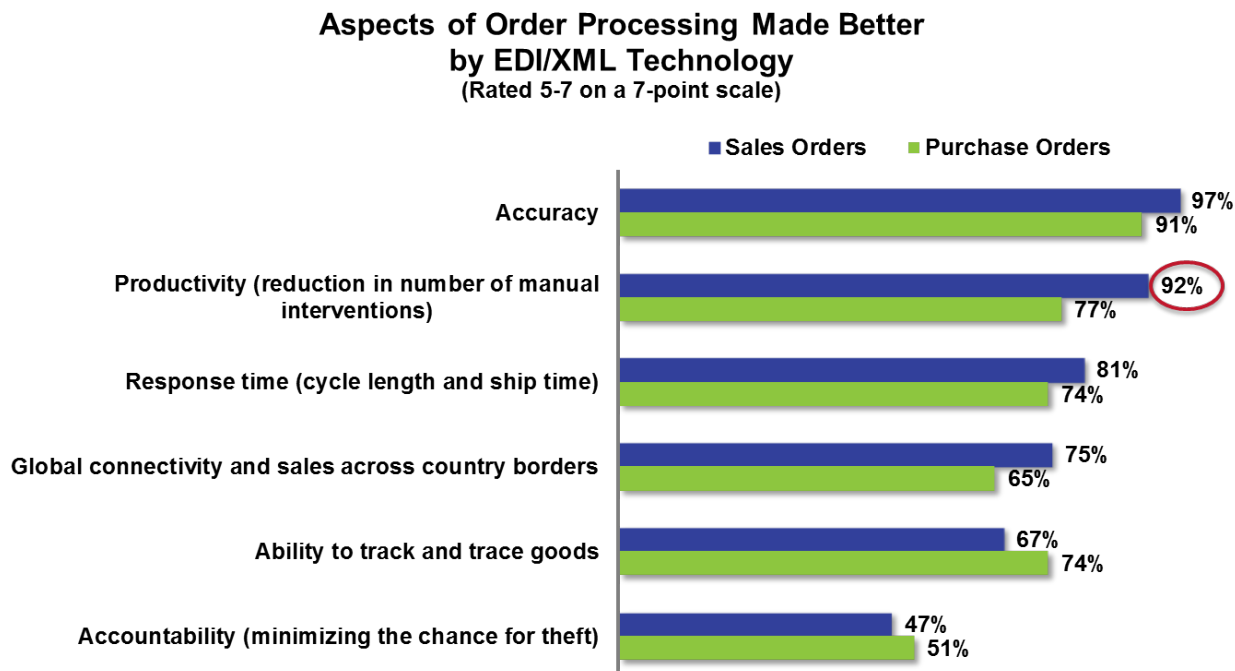
Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML -- and Not All Orders Processed via EDI/XML -- Sales Orders (n=31), Purchase Orders (n=36)

Q15. What are the top 3 challenges your company experiences with sales orders that are NOT processed via EDI / XML? Please select no more than three.

Q22. What are the top 3 challenges your company experiences with purchase orders that are NOT processed via EDI / XML? Please select no more than three.

Figure 11.a Benefits of Using EDI/XML Technologies



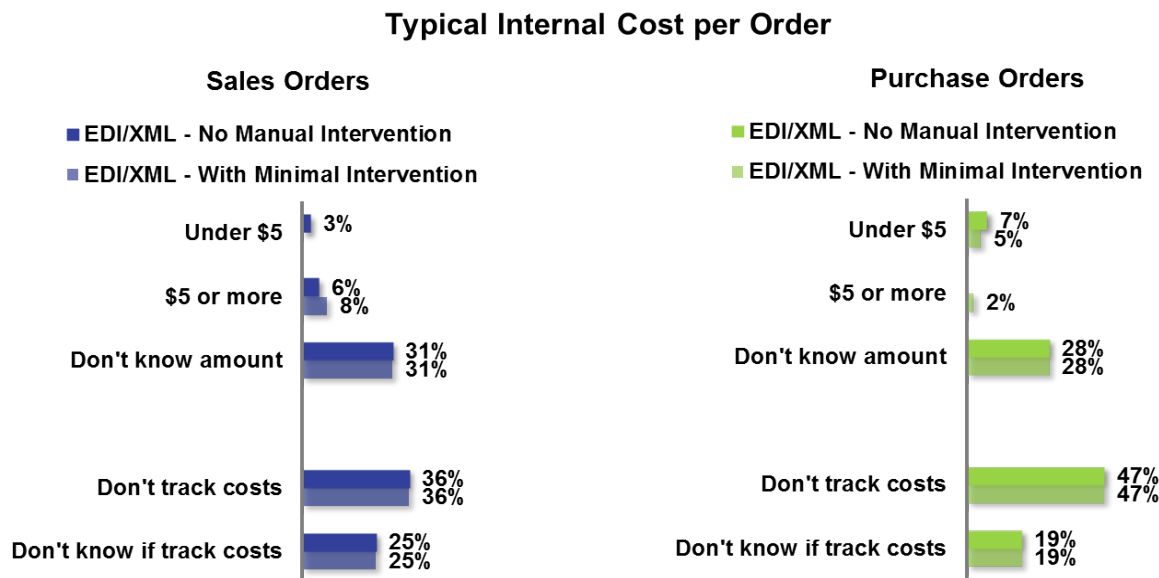
Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML-- Sales Orders (n=36), Purchase Orders (n=43)

Q29. Please think about the following aspects of [sales order][purchase order] processing. Has your EDI / XML technology made each of these aspects better or worse? SCALE: 1=Much worse, 7=Much better

● Higher than the other group at a 90% level of confidence

Figure 11.b Benefits of Using EDI/XML Technologies



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML—Sales Orders (n=36), Purchase Orders (n=43)

Q14. What do you estimate your typical internal cost per order is for each of the following types of orders? Your best estimate is fine. Please answer in US dollars.

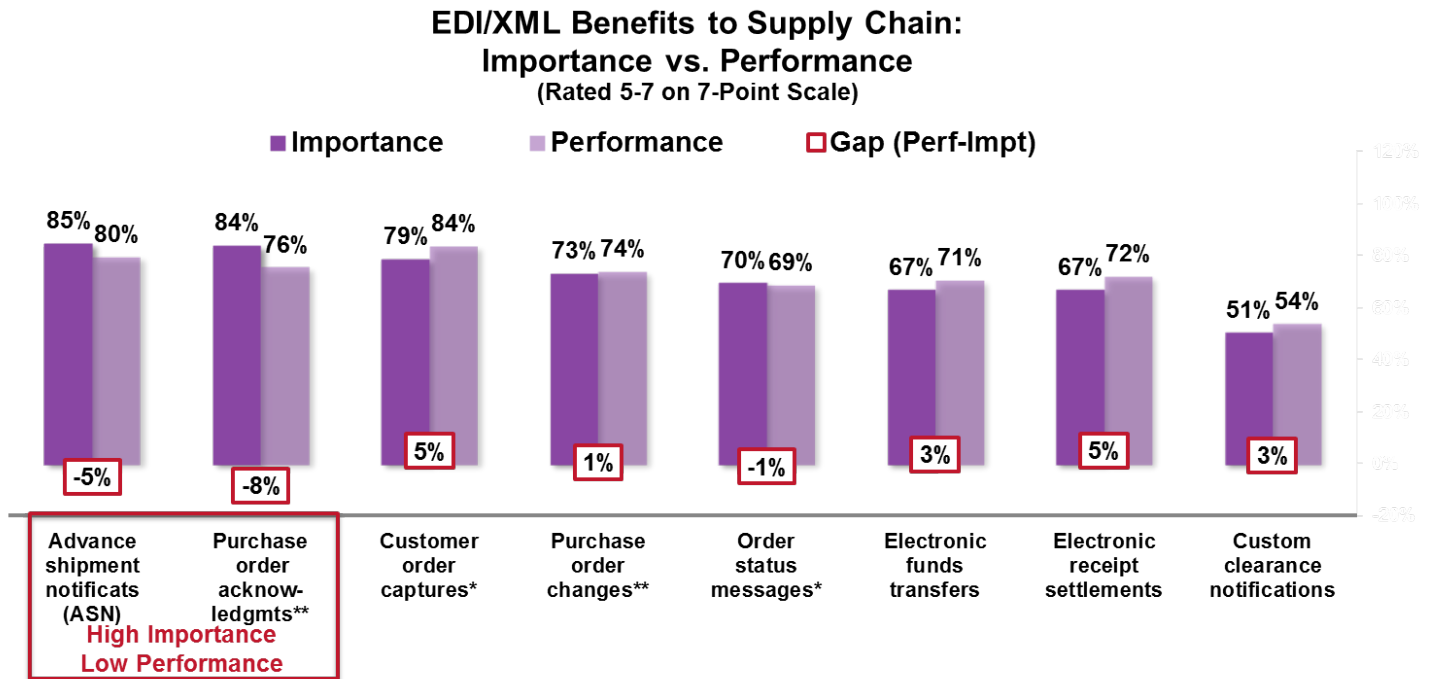
Q21. What do you estimate your typical internal cost per order is for each of the following types of purchase orders? Your best estimate is fine. Please answer in US dollars.

Where Do We Go From Here?

Current satisfaction with EDI processes is high. They are both important and performing well. In figure 12, note that when respondents are asked to rate the importance and performance of EDI by document type as related to their supply chain processes, the gaps between importance and performance are low. Overall, companies are very happy with EDI technologies.

So why, if the gaps are low and the benefits are high, is the progress and evolution slow? In short, it is hard work. It is not glamorous. It requires work of the supply chain and IT teams collectively with sales and procurement to integrate B2B connectivity into trading partner policies. In most companies, sales incentives are not aligned to aggressively pursue the improvement of B2B connectivity. Similarly, in procurement, with so many conflicting priorities, it does not become a driving priority. We think that the time has come to make it a higher priority.

Figure 12. Performance versus Importance of EDI/XML by Document Type in the Extended Supply Chain



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML— Total (excluding those rating Q32 'not applicable' (n=59-79)

Q31. How important is each of the following elements of EDI / XML technology in terms of improving supply chain performance? SCALE: 1=Not at all important, 7=Extremely important

Q32. How effective is each of the following elements of your EDI / XML technology at improving supply chain performance? SCALE: 1=Not at all effective, 7=Very effective

*Asked of only those familiar with Order-to-Cash (n=76); ** Asked of only those familiar with Procure-to-Pay (n=75)

Recommendations

Here we share five recommendations:

- 1) Use Carrots, Not Sticks.** Include B2B connectivity into customer terms and policies giving those that share data and use the standards a break in pricing and delivery schedules. Similarly, track the sharing of ASNs and reward suppliers that have automated the process. Use incentives to drive adoption.
- 2) Make It a Business Initiative, Not Just an IT Program.** B2B connectivity is about driving improvements in business results. Many companies fail by having it seen as an IT program. Lead the initiative through a line-of-business leader that has an understanding of the benefit proposition to the end-to-end supply chain.
- 3) Drive Awareness of the Value with Trading Partners.** Make the concepts of B2B automation part of trading partner scorecards and top-to-top meetings.
- 4) Build a Guiding Coalition. Work Cross-functionally.** Track costs and levels of automation to drive awareness. Build a guiding coalition, cross-functionally, to include EDI/XML automation into your processes.
- 5) Educate Executive Teams on the Value Proposition.** Use the findings from this report to educate the organization. Drive a more holistic understanding of the processes and benefits for the greater organization.

Summary

EDI/XML is the workhorse of the industry in building the extended supply chain. Despite the slow progression of adoption, the processes have a high level of importance and a high level of performance with significant benefits for both the order-to-cash and the procure-to-pay processes.

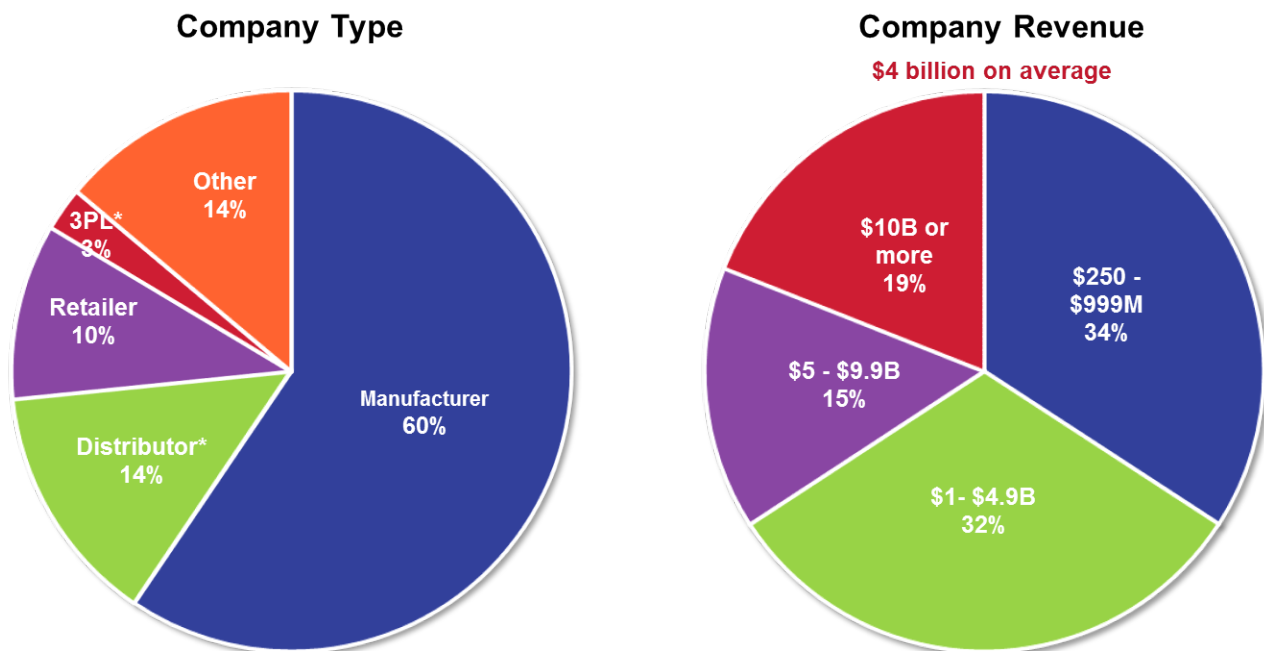
Appendix

In this section, we share the demographic information of survey respondents and provide additional charts referenced in the report. The participants in this research answered the surveys of their own free will. A small portion of the respondents were given either a Starbucks gift card or a copy of Lora Cecere's book *Bricks Matter*, as an honorarium. In addition, the response was stimulated by an offer to share and discuss the survey results in the form of Open Content research at the end of the study.

The names, both of individual respondents and companies participating, are held in confidence. At no point do we share these. To better understand the responses, the demographics are shared to help the readers of this report gain a better perspective on the results. The demographics and additional charts are found below in figures A–J.

In general, this survey was completed by information technology specialists who use and are familiar with EDI/XML and are knowledgeable of business-to-business connectivity, at manufacturing companies with an average of \$4 billion in annual revenue. While the survey was open to supply chain leaders worldwide, the response rate was higher from leaders in the United States. Each respondent was screened for familiarity on B2B connectivity. The group represents a mature group managing B2B at a manufacturing organization one decade after its inception.

Figure A. Overview of Company Respondents



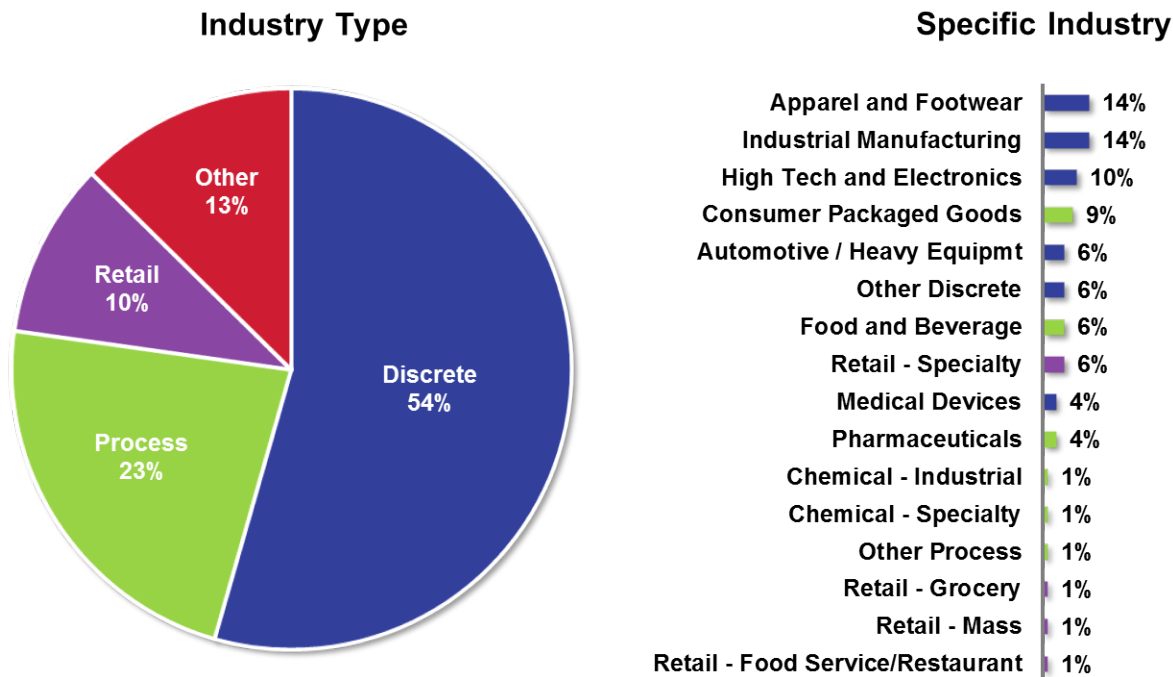
Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Total (n=79)

Q2. Which of the following best describes you or your company? Please select the one that fits best, even if the terminology isn't quite right.

Q4. What was your company's last fiscal year revenue? Your best estimate is fine.

Figure B. Industry Definition of Respondents in This Survey

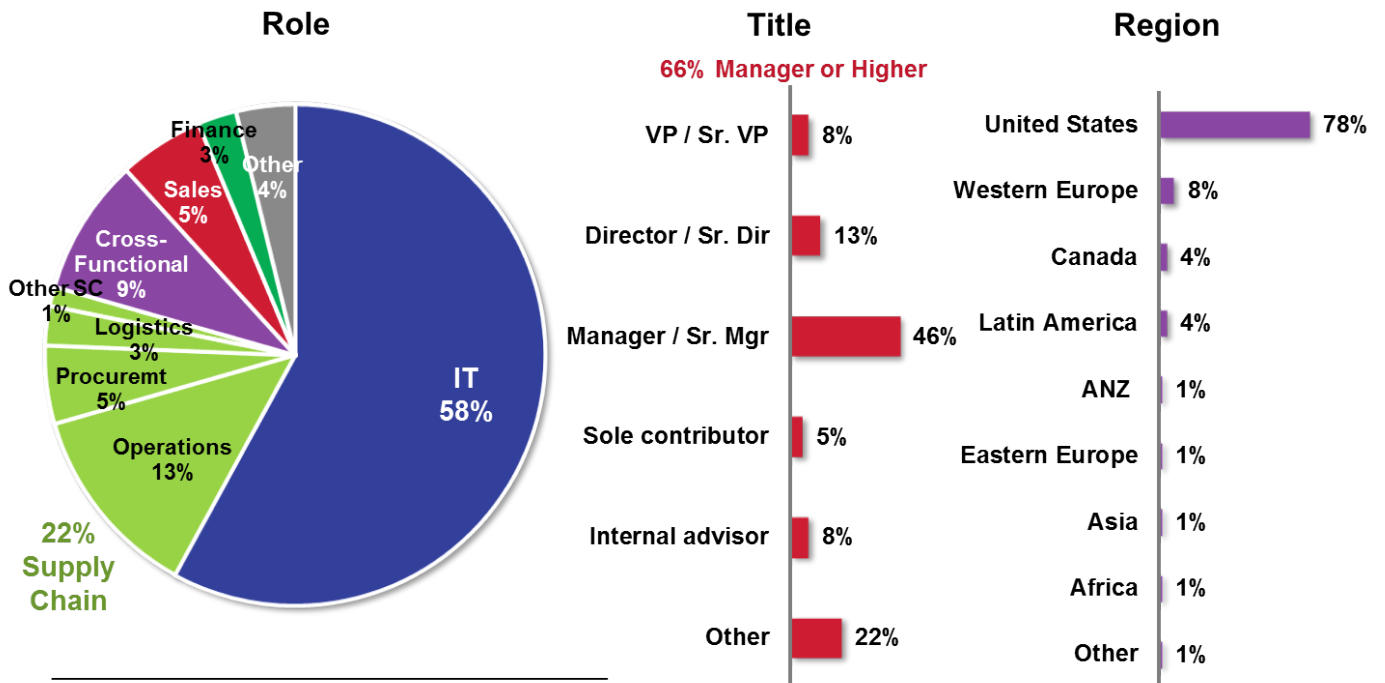


Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Total (n=79)

Q3. Which industry grouping best defines your company? Please select the one that best applies – even if the terminology isn't exactly right.

Figure C. Overview of Company Respondents



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Total (n=79)

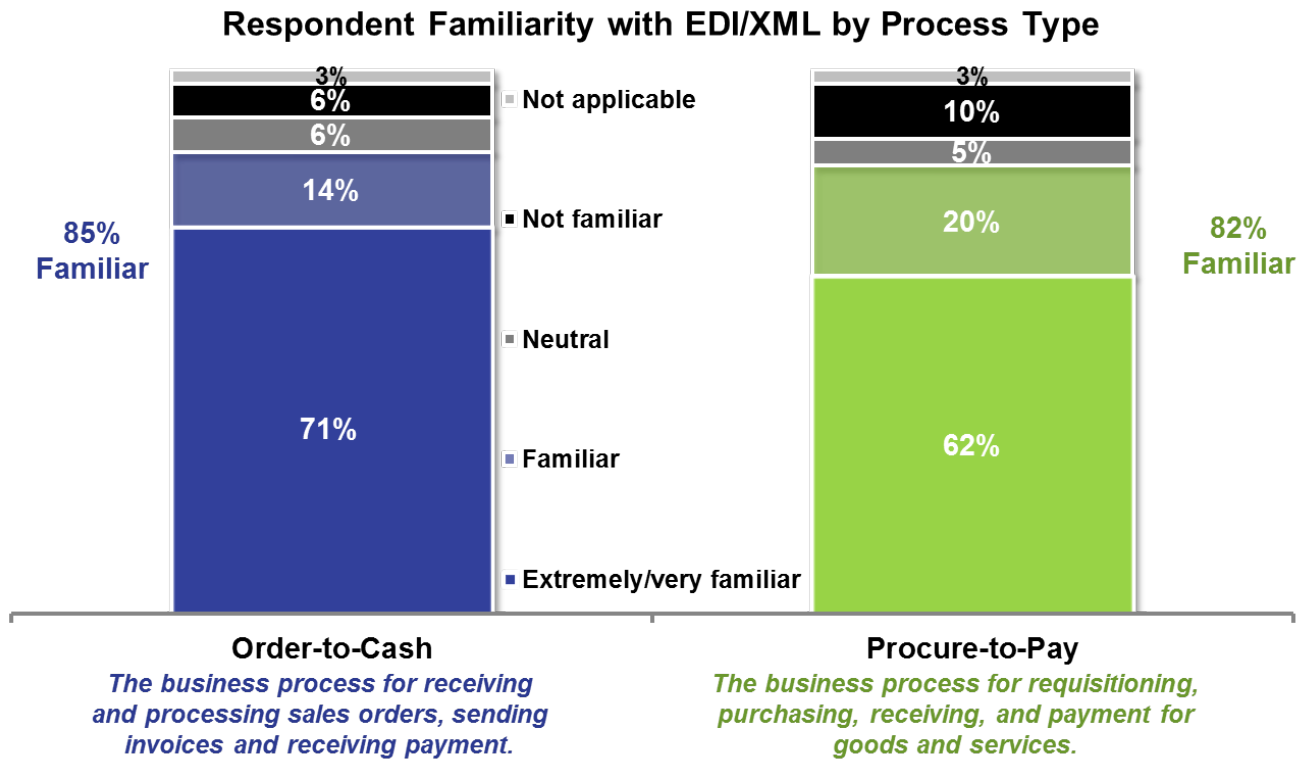
Q5. Which of the following best describes your current role, even if the terminology isn't exactly right?

Q6. Which of the following best describes your supply chain role, even if the terminology isn't exactly right?

Q7. Please indicate which of the following best describes your current level or title, even if the terminology isn't exactly right.

Q47. In what region of the world are you personally based at this time?

Figure D. Respondent Familiarity with B2B Solutions Using Electronic Data Interchange (EDI) Standards



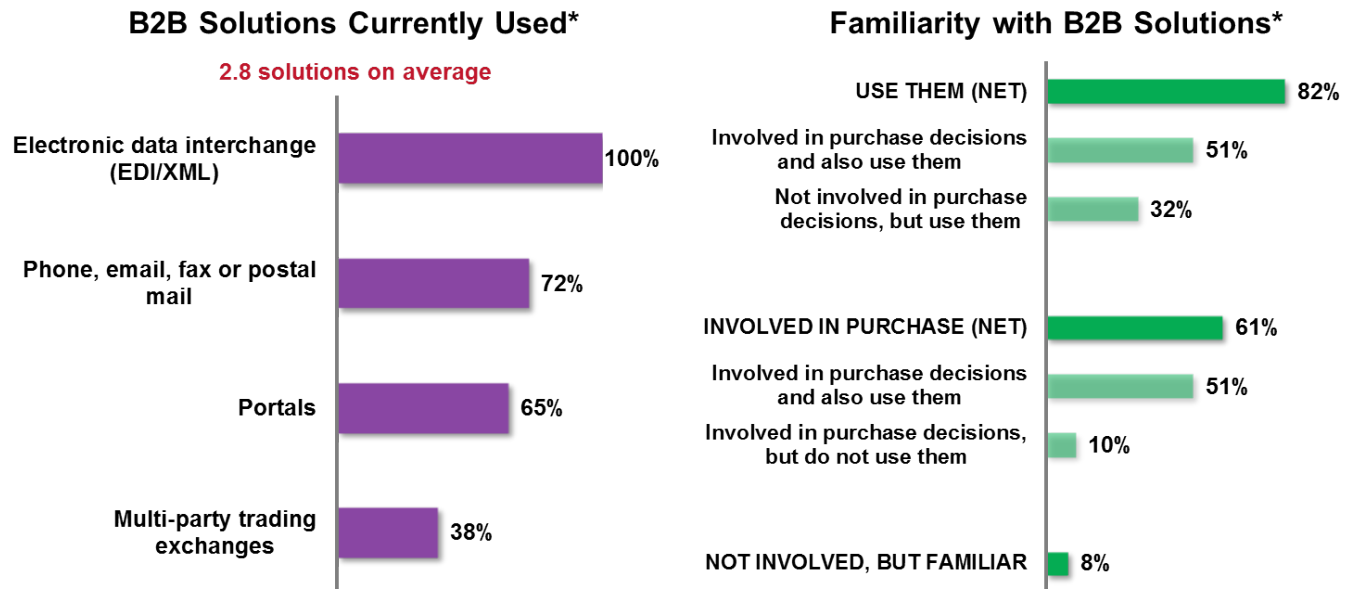
Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Total (n=79)

Q10. How familiar are you with the use of electronic data interchange (EDI / XML) for each of the following in your company?

Note: Respondents had to be at least somewhat familiar with one of these processes to continue (3-7 on a 7-points scale)

Figure E. Types of Solutions Used for B2B Connectivity



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

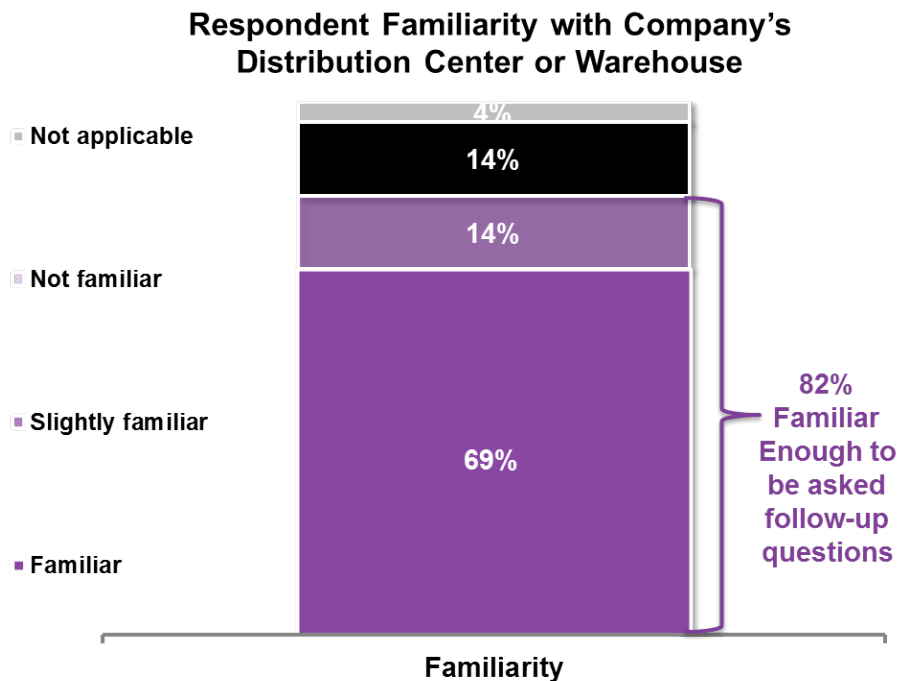
Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Total (n=79)

Q8. Please think about B2B (business-to-business) solutions your company uses. Which of the following B2B solutions, if any, does your company currently use? Please select all that apply.

Q9. What is your personal involvement in these B2B solutions (electronic data interchange (EDI / XML), email/fax/portals, or multi-party trading exchanges)?

*NOTE: Respondents had to use EDI/XML and be at least familiar with the solutions to qualify for the study

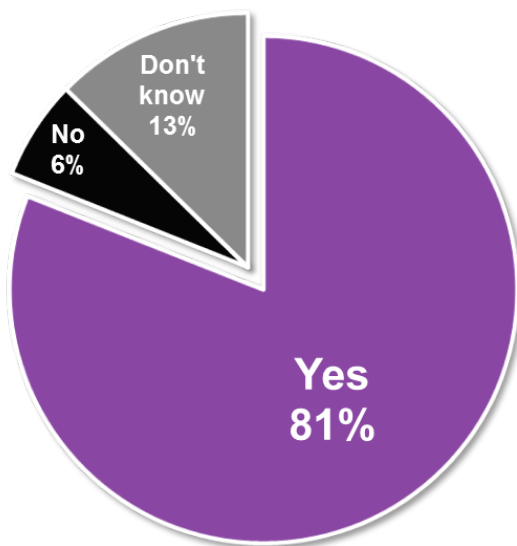
Figure F. Familiarity of the Respondent with the Company's Distribution Center



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)
 Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML -- Total (n=79)
 Q35. How familiar are you with the practices within your company's distribution center or warehouse? SCALE: 1=Not at all familiar, 7=Extremely familiar

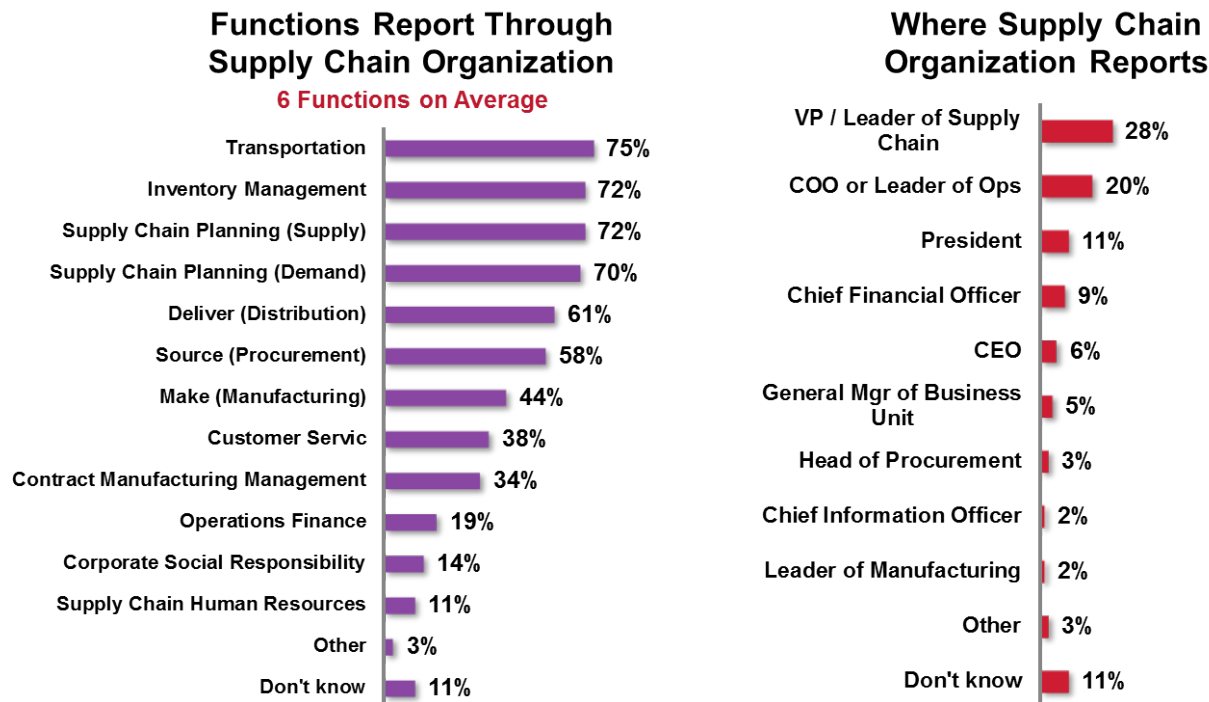
Figure G. Presence of a Supply Chain Organization in the Respondent's Organization

Have a Formal Supply Chain Organization



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)
 Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML -- Total (n=79)
 Q43. Does your company have a formal supply chain organization?

Figure H. Overview of the Supply Chain Organization of the Respondents



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Have supply chain organization (n=64)

Q44. Companies define their supply chain organizations in different ways. Please tell us how you define your company's supply chain by selecting which function(s) report through the supply chain organization. Please select all that apply.

Q45. To whom does your supply chain organization report?

Figure I. Industry Pain by Respondent Role and Company Size

Top 3 Elements of Business Pain in Supply Chain Management							
Top 3	TOTAL	INDUSTRY		REVENUE		FUNCTIONAL ROLE	
		Discrete	Non-Discrete	\$1B+	Under \$1B	IT	Non-IT
Base: Total	79	43	36	52	27	46	33
Ability to use data	41%	35%	47%	35%	52%	37%	45%
Management of value network relationships	35%	35%	36%	42%	22%	28%	45%
Talent issues	33%	37%	28%	42%	15%	30%	36%
Demand and supply volatility	33%	33%	33%	37%	26%	26%	42%
Software usability	25%	19%	33%	15%	44%	33%	15%
Clarity of supply chain strategy	23%	23%	22%	10%	48%	24%	21%
Increasing speed of business	22%	16%	28%	25%	15%	20%	24%
Organizational alignment	20%	21%	19%	17%	26%	20%	21%
Increasing regulations and compliance	16%	21%	11%	15%	19%	22%	9%

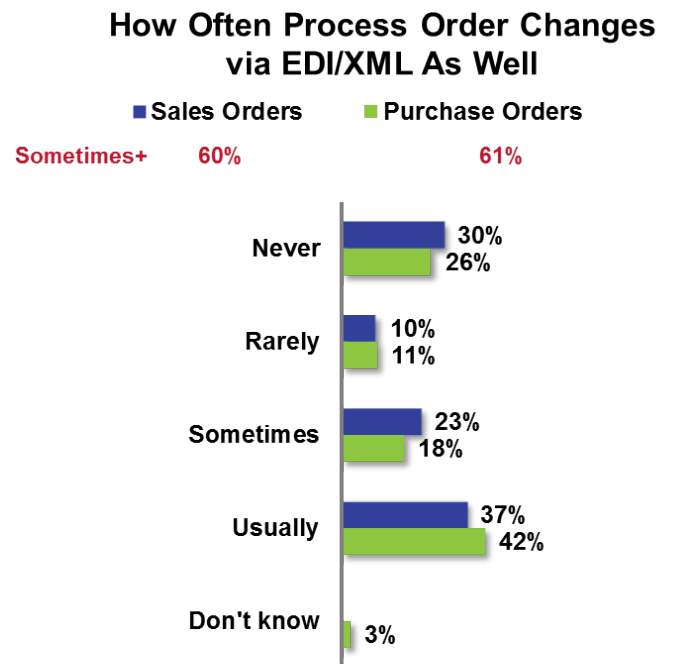
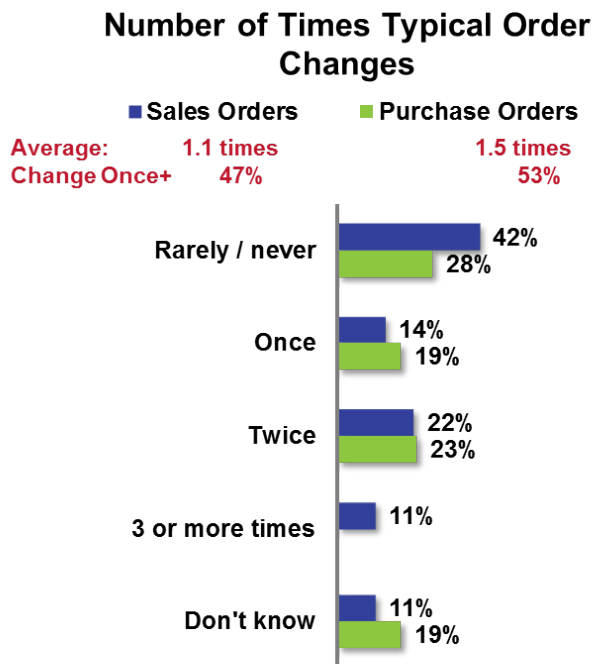
Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML – Total (n=79)

Q42. When it comes to supply chain management, which of the following are the top 3 elements of business pain for you personally? Please select no more than three.

Higher than the other group at a 90% level of confidence

Figure J. Frequency of Order Changes



Source: Supply Chain Insights LLC, B2B Study (June-Sep 2013)

Base: Manufacturers, Retailers, Distributors, 3PLs and Other with EDI/XML— Sales Orders (n=36), Purchase Orders (n=43); Sales Orders with EDI/XML (n=30), Purchase Orders with EDI/XML (n=38)

Q16. How many times does a typical sales order change?

Q23. How many times does a typical purchase order change?

Q17. For sales orders placed originally via EDI / XML, does your company typically also process the sales order changes via EDI / XML?

Q24. For purchase orders placed originally via EDI / XML, does your company typically also process the purchase order changes via EDI / XML?

Definitions Used in the Study

To ensure clarity in the survey, the respondents were provided with definitions of the options for B2B connectivity. These definitions are listed below.

Definitions Provided to Respondents

- **B2B Solutions:**
technologies designed to better connect your business-to-business trading partners, such as suppliers and customers.
- **Electronic Data Interchange (EDI / XML):**
the computer-to-computer exchange of standard business documents in electronic format between two companies. EDI standards include ANSI X12 and EDIFACT as well as XML-based standards, such as RosettaNet.
- **Portals**
a web-based interface that enables businesses to manually enter data to create business documents such as invoice and advance ship notices via electronic forms. The data entry is a manual process but the forms are integrated with back-end systems such as accounts payable or warehouse management systems, providing partial automation capabilities.
- **Phone, Email, Fax or Postal mail**
approaches that require manual processes by both the sender and the receiver of the business documents.
- **Multi-party Trading Exchanges**
specialized business networks and SaaS vendors that provide a platform for collaborating and information sharing between business partners (e.g., include Elemica, GHX, SupplyOn and E2open.)

About Supply Chain Insights LLC

Founded in February, 2012 by Lora Cecere, [Supply Chain Insights LLC](#) is focused on delivering **independent, actionable and objective advice for supply chain leaders**. If you need to know which practices and technologies make the biggest difference to corporate performance, turn to us. We are a company dedicated to this research. We help you understand supply chain trends, evolving technologies and which metrics matter.

About Lora Cecere



Lora Cecere (twitter ID [@lcecere](#)) is the Founder of [Supply Chain Insights LLC](#) and the author of popular enterprise software blog [Supply Chain Shaman](#) currently read by 5,000 supply chain professionals. Her book, *[Bricks Matter](#)*, (co-authored with Charlie Chase) published on December 26th, 2012. She is currently working on a second book, *Metrics That Matter*, to publish in September 2014.

With over nine years as a research analyst with **AMR Research, Altimeter Group, and Gartner Group** and now as a Founder of Supply Chain Insights, Lora understands supply chain. She has worked with over 600 companies on their supply chain strategy and speaks at over 50 conferences a year on the evolution of supply chain processes and technologies. Her research is designed for the early adopter seeking first mover advantage.