2015 GLOBAL TRADE MANAGEMENT SURVEY

BY THOMSON REUTERS AND KPMG INTERNATIONAL

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FOREWORD

To our readers:

Technology's promise is to enable humans to do more with less, and all companies have an obligation to allow innovation to improve society.

One might assume that the complexity of global trade — the myriad rules and regulations; the increasing number of multinational companies; the massively complex nature of today's supply chains — has sufficiently enabled global trade management (GTM) technology to streamline how goods and services move around the globe, and that such technology is as ubiquitous in our industry as it is in other industries.

That assumption isn't entirely accurate. When it comes to global trade, companies are leaving their people without the necessary scalable technology tools equipped to handle today's enormous volumes and complexities. Routine trade activities not requiring highly technical skills are still being processed manually when technology is better equipped to facilitate.

This is one primary finding of an extensive, multinational survey on global trade practices conducted by Thomson Reuters and KPMG International. We surveyed 446 global trade professionals at companies that import and export. The respondents come from 11 countries across Asia, Latin America, and the United States. We investigated these aspects of global trade:

- Trade operations activity
- Global trade management systems
- Free Trade Agreements (FTAs)
- Tariff classification
- Systems integration
- Centralization
- Transfer pricing

We concluded with a look at the future landscape of trade as our respondents see it.

At the time this research was conducted, the two largest and most ambitious trade agreements ever — the Trans-Pacific Partnership and the Trans-Atlantic Trade and Investment Partnership — were being negotiated, making clear, timely information about global trade operations uniquely important to every global business.

The data, and the reasons and logic underneath it, comprise our inaugural Global Trade Management Survey, which will annually track the challenges and opportunities in global trade management.

Best regards,

Taneli Ruda
SVP and Managing Director
Thomson Reuters
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Doug Zuvich
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KEY LEARNINGS

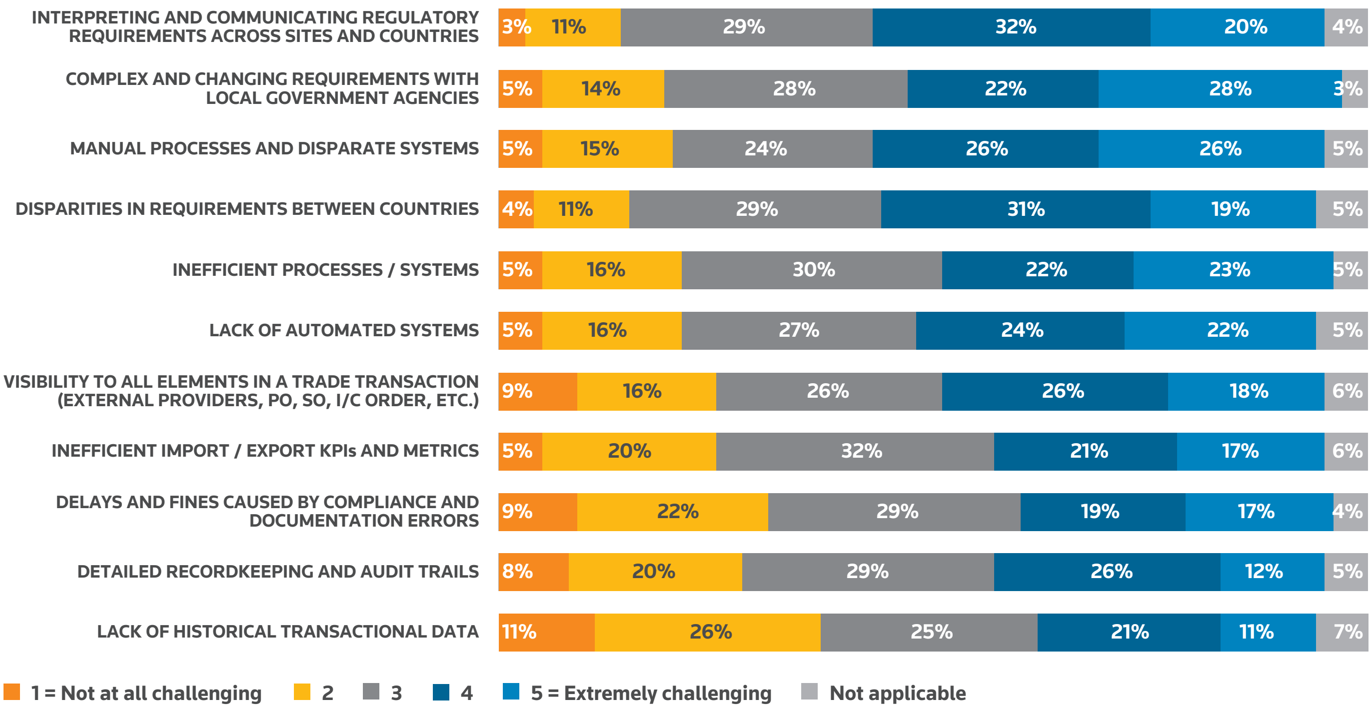
Global trade specialists are spending most of their time on documentation and licensing. They perceive product import classification, import documentation and licensing as the trade-related activities most likely to increase costs or result in greater government scrutiny for non-compliance.

They cite interpreting rules across borders, changing requirements with local government agencies, and dealing with antiquated processes and systems as their main challenges.

Almost two-thirds of the survey respondents said they expect global trade to become more complicated over the next 3 to 5 years. This is the lens through which our research should be viewed. With new trade agreements sitting on the docket, China transitioning to a consumption-oriented economy, new business models changing how consumption occurs, and shifting demographics, this assumption is probably the correct one.

CHALLENGES TO MANAGING TRADE-RELATED ACTIVITIES

Please rate the following factors in terms of the challenge they pose to managing trade activities within your organization.



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International
Please note that the charts for questions that were multiple-mention will not add up to 100%

"We are seeing our customers use technology to transform their trade compliance focus from playing catch-up with compliance activities to proactively managing their risks and utilizing tariff reduction programs as effectively as possible."

Taneli Ruda
SVP and Managing Director
Thomson Reuters
ONESOURCE Global Trade

GLOBAL TRADE MANAGEMENT TECHNOLOGIES ADD SIGNIFICANT VALUE

Among companies that do not have global trade management (GTM) technology in place, the primary reason is simply that they've never looked into it. This lack of awareness was especially prevalent among respondents from India. Among those that do, the primary barrier for not using GTM technology for all trade activity is a lack of support or budget within the company.

These responses make sense. A positive return on GTM technology is well-established — user cases make it hard to argue such automation is a cost and not an investment. And business-to-business technologies are often one generation ahead of the corporate budgetary cycles used to purchase them.

However, the practical consequences of failing to sufficiently automate trade operations is that a company's employees are too consumed with routine tasks to think and act strategically in a way that serves the company's broader vision. This shows through in the survey data.

For example, non-GTM users spend the majority of their time on documentation and licensing, which are the most common GTM use cases. But GTM users are spending the majority of their time on classification, a risk-prone and difficult task that also is one of the biggest risks the survey identified. Two of the top three concerns of non-GTM users represent a fundamental lack of automating manual processes, but for GTM users, the top three concerns pertain to the actual substance of global trade regulation.

The issue isn't that GTM users and non-GTM users worry about different things. That's relatively consistent, but rather that GTM users are just able to spend more of their time on their biggest challenges.

GTM technology is enabling people to move from lower-value to higher-value activities within an organization. GTM users may still have room to improve process and further automate tasks, but they have moved past the initial hurdles that prevent trade management specialists from focusing on the underlying intellectual and strategic issues associated with doing their jobs. This is the real power of automation.

Even incremental improvements in the technology available to trade specialists can facilitate this benefit.

Spending time, energy, and capital keeping the proverbial "lights on" instead of allowing technology to play its part as a growth engine is a regressive way to operate in today's highly competitive, fast-moving, global economy. Thirty-seven percent of respondents indicated that their company uses GTM which suggests that, for every company that doesn't, one of its competitors probably is. It's not a matter of doing it perfectly; it's a matter of doing it better.

"The global supply chain is being redefined. The life cycle of today's products continues to shrink, the delivery of goods to customers is being redesigned, and technology has the ability to further enable innovation in areas of global trade unthinkable several years ago. At the same time, the global regulatory landscape is ever more uncertain. The complexities associated with the simultaneous tightening and easing of sanctions and embargoes, the growing number of multilateral agreements such as the Trans-Pacific Partnership, and the strengthening of non-tariff regulations, including environment and product safety, are challenging the response times and identification of regulatory risk and opportunities."

Doug Zuvich
KPMG LLP in the US
Senior Global Lead Partner
Trade and Customs

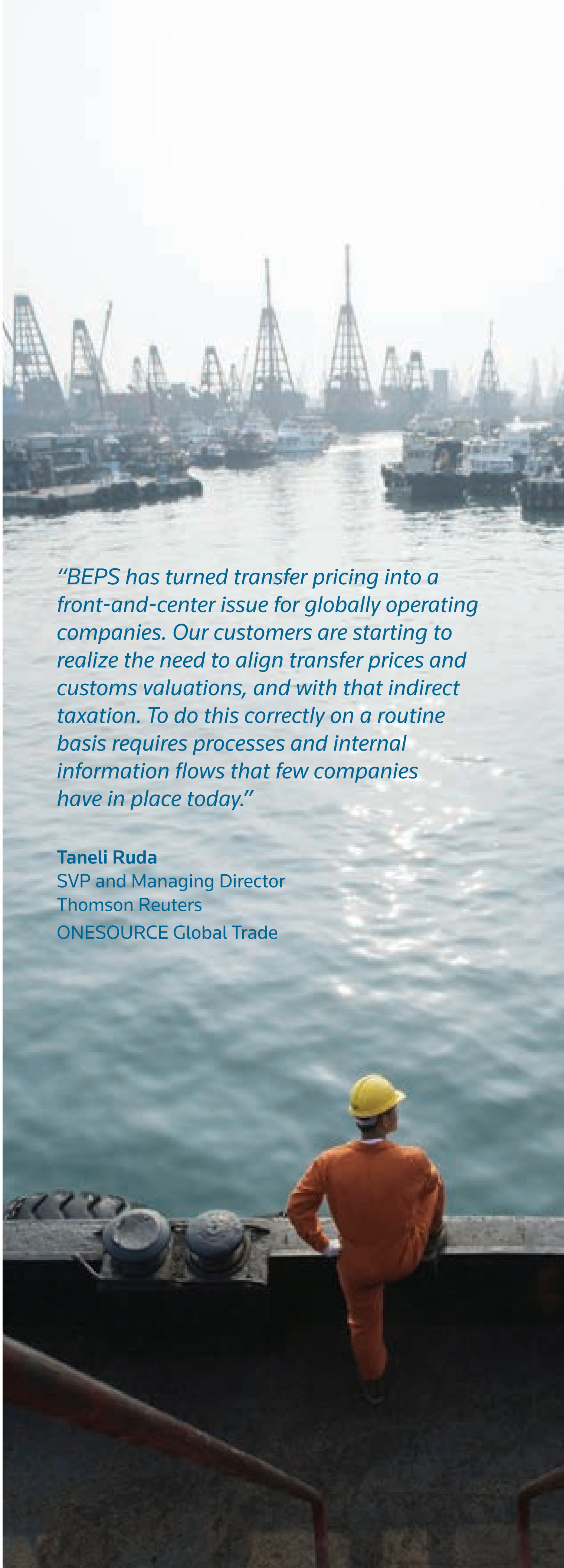
LARGE EXPORTERS WORRY A LOT ABOUT TRANSFER PRICING

Concern about transfer pricing among respondents was high, which is noteworthy because the respondents are largely trade professionals, not tax professionals.

Many large importers and exporters have policies that permit retroactive adjustment of values. This increases a company's risk because the value of related-party transactions is an area of increased scrutiny for customs authorities across the globe. The problem is amplified by the fact that not all custom authorities accept post transactional adjustments. As a result this leaves companies in a difficult position where retroactive value adjustments created for valid transfer pricing reasons create unintended customs risk.

More generally, transfer prices tend to be adjusted upwards or downwards during the year, often time retroactively, and it is difficult to manage the adjustments with customs officials without the right tools and processes. This difficulty is anticipated to become more complex with the Organisation for Economic Cooperation and Development's (OECD) recent release of its action plan on Base Erosion and Profit Shifting (BEPS). While the full impact of BEPS on customs compliance is not fully realized, many companies are reconsidering their transfer pricing policies and supply chain structures, including potential realignments of intangibles and key services.

The potential realignment of company activities may have far reaching ramifications beyond the immediate operational and tax considerations, including a company's trade and customs policies, procedures and compliance. For example, any changes impacting profit margins or prices could impact whether a customs value meets one of the customs arm's length tests, and require the use of an alternative method of customs valuation which could result in one price for tax purposes and a different value for customs. This would make it challenging to administer for most companies as they would prefer to use the same basis for both tax purposes and the customs valuation of imported goods.



"BEPS has turned transfer pricing into a front-and-center issue for globally operating companies. Our customers are starting to realize the need to align transfer prices and customs valuations, and with that indirect taxation. To do this correctly on a routine basis requires processes and internal information flows that few companies have in place today."

Taneli Ruda
SVP and Managing Director
Thomson Reuters
ONESOURCE Global Trade

THE UNITED STATES IS A UNIQUE ENVIRONMENT FOR TRADE

The survey uncovered some regional variance in what trade management specialists are concerned about.

The top three concerns of respondents from the United States were related to process efficiency. For all other countries in the survey, the primary emphasis was on strategic functions, such as understanding regulations and reconciling them between multiple countries involved in the supply chain.

The sheer size of the United States' consumption probably has something to do with this finding. Since the United States is a primary export market for many countries, multinationals have invested more resources in understanding its tax and regulatory framework for imports and exports.

The regulatory environment in the United States differs from that of other nations. It is uniquely complex. United States regulators also publish and communicate potential changes well before making them, and industry is given the opportunity to comment on regulations in order to influence them. Most countries do not have this partnering approach to regulations.

USE OF FREE TRADE AGREEMENTS IS NOT MAXIMIZED

A chronic underutilization of free trade agreements is noteworthy. Only 30 percent of respondents indicated that their companies fully use all of the free trade agreements (FTAs) available to them. Brazil and India lag here, with a full FTA utilization rate of just 18 percent and 19 percent, respectively.

Twenty-five percent of respondents said their companies utilize no FTAs, and 36 percent are using just one or two. Respondents indicated that difficulty identifying opportunities to qualify goods under FTA-specific rules of origin — a process that GTM technology can simplify — is the biggest reason these opportunities are missed. Respondents from the United States deviated from their global peers, indicating that their biggest FTA challenge is origin documentation and determination.

The potential to better leverage the more than 400 free trade agreements seems to be an opportunity globally, particularly with new agreements pending.

"We see trade professionals reporting into a variety of departments; that is a reflection of the multifaceted nature of the trade function. Trade processes are intertwined with processes and requirements from supply chain, finance to internal audit. That is the challenge and the opportunity for trade professionals since to be successful they need to be skilled in various areas and in a way become a 'tool of all trades.' "

Gisele Belotto
KPMG LLP in the US
Senior Manager
Trade and Customs

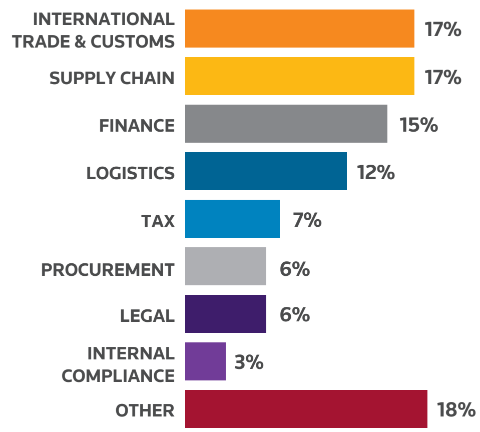
METHODOLOGY

The 2015 Global Trade Survey was conducted digitally between 25 March 2015 and 1 June 2015 in order to better understand the environment in which global trade specialists operate. It achieved 446 responses from 11 countries — Argentina, Brazil, Chile, China, Colombia, India, Japan, Korea, Mexico, Peru, and the United States — and in six languages: English, Spanish, Portuguese, Chinese, Korean, and Japanese.

Respondents included primarily a mix of managers, associates, and directors reporting into a variety of departments from international trade & customs to internal compliance.

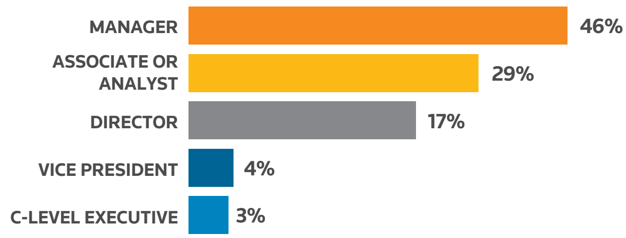
DEPARTMENT

What department do you currently report into?

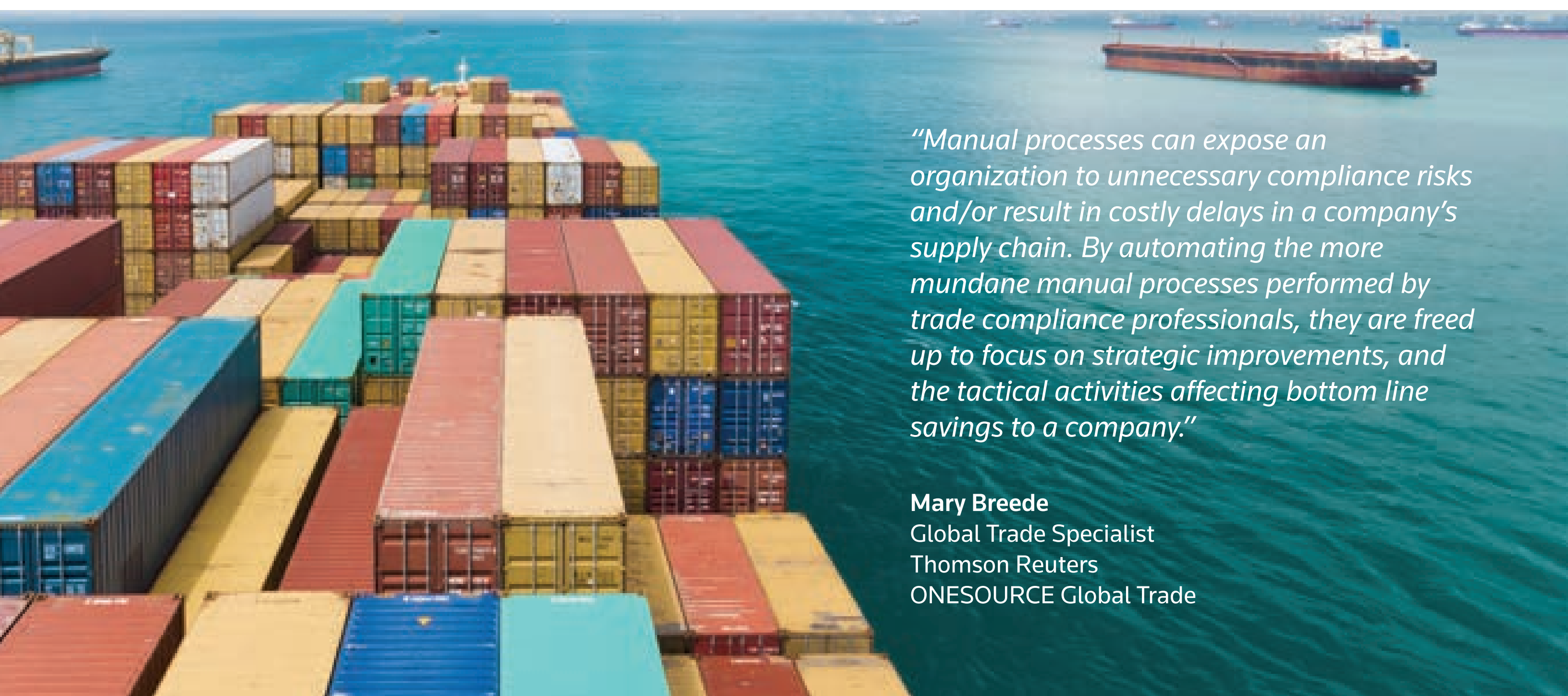


FUNCTIONAL ROLE

Please select from the options below the best description of your position



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International



"Manual processes can expose an organization to unnecessary compliance risks and/or result in costly delays in a company's supply chain. By automating the more mundane manual processes performed by trade compliance professionals, they are freed up to focus on strategic improvements, and the tactical activities affecting bottom line savings to a company."

Mary Breede
Global Trade Specialist
Thomson Reuters
ONESOURCE Global Trade

TAKEAWAY 1

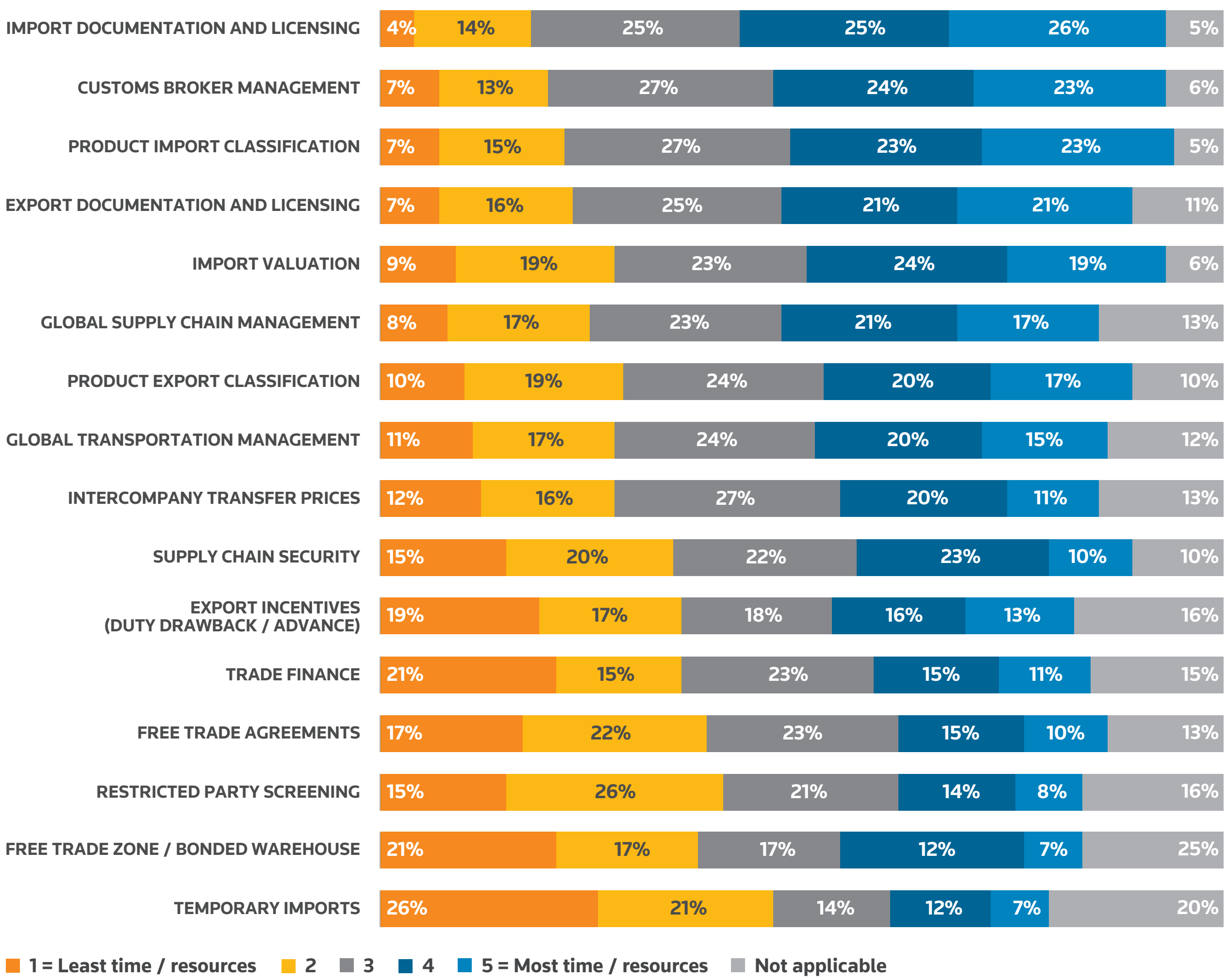
MANUAL PROCESSES MONOPOLIZE TIME

The processes that respondents said drain the most time and create the most perceived risk are manual ones that could be automated.

Import documentation and licensing and customs broker management are the two activities that respondents said take up most of their time and resources. Overall, the prime operational activities of import and export compliance are a significant time drain. That there is a positive correlation between risk and resource allocation makes sense. The responses show that global trade specialists are spending the most time on the activities that are perceived to have the highest risk. But examining the perception of risk data in isolation begs some questions.

TIME AND RESOURCES ALLOCATED TO ACTIVITIES

Rate the following trade-related activitites in terms of where your organization's time and resources are spent.



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International

Please note that the charts for questions that were multiple-mention will not add up to 100%

Several regional trends stand out:

- Respondents from India spend comparatively more time and resources on export incentives.
- Respondents from East Asia are not as consumed with customs broker management as the other regions are.
- Respondents from East Asia and Latin America spend comparatively more time and resources on import valuation.

Product documentation and licensing was also perceived as the greatest risk, along with import classification.

The positive correlation between risk and resource allocation makes sense. The responses show that global trade specialists are spending the most time on the activities perceived to have the highest risk. But examining the perception of risk data in isolation begs questions.

Notably, restricted party screening (RPS) and FTAs are both far down the list of perceived risks. Why?

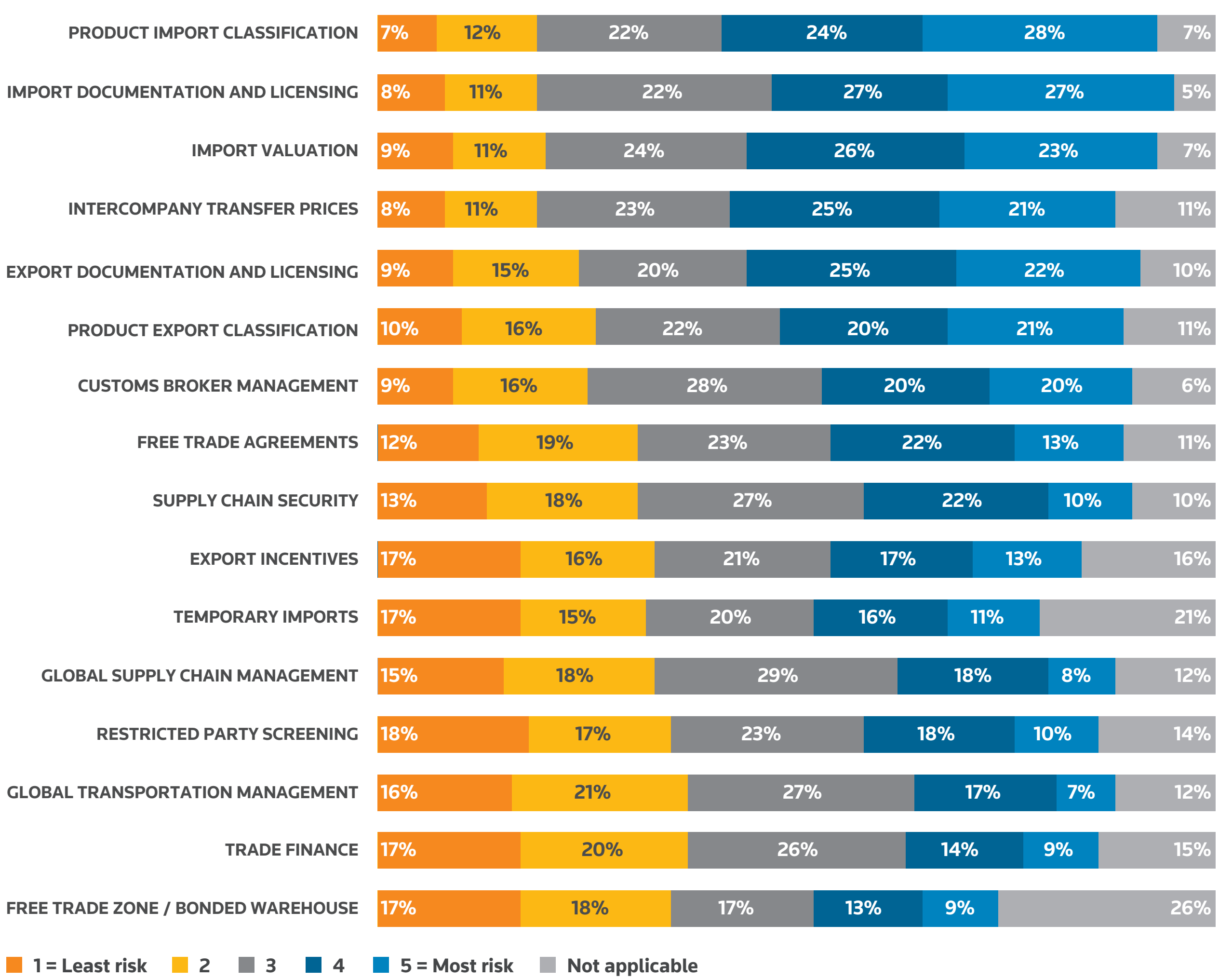
Companies may not deal with blacklisted parties. This is an easy mistake to make when RPS is done manually, which would suggest a contradiction. One likely explanation: RPS is already sufficiently automated among the respondents who ranked it as a comparatively low risk.

Second, just 30 percent of respondents indicated their companies fully utilize all of the free trade agreements available to them. One would expect FTAs to be higher on the list of perceived risks because the outcome of not fully utilizing them is money left on the table.

There was no meaningful variance in risk perception between GTM technology users and non-users. This suggests that, when trade specialists support greater investments in trade technology, they do so by focusing on benefits other than risk reduction.

PERCEPTION OF RISK

Rate the following trade-related activities in terms of how you perceive the risk for penalties, other government sanctions, or increased import costs.



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International
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TAKEAWAY 2

GTM TECHNOLOGY OFFERS UNTAPPED UPSIDE

Global trade management technology is still not used by most companies. However, survey responses reveal that its utilization is highest in the United States at 46 percent and Latin America at 37 percent compared to Asia at 21 percent and India at 16 percent.

The decision to invest in enterprise technology is often the result of some tangible event. In the GTM field, the precipitating event is usually a customs audit, a government penalty, or downsizing.

The survey revealed the processes that consume the most time are those that can be automated. The payoff of technology for this part of the enterprise seems to be a familiar one: GTM technology frees up an organization's people from spending time on routine processes and instead enables them to devote more time and intellectual capital to strategic matters that provide higher value. Aside from automation, it also can reduce inventory buffer stock and lower expenses related to the many duties, fees, and taxes that apply to global commerce.

Respondents who did not use GTM technology were also more likely to cite the lack of historical transactional data as a major challenge. Keeping tabs on transactional data is one feature of GTM technology. But respondents say that not having this data searchable and on-demand is problematic.

Despite these figures, just 40 percent of respondents said they had formally sought more information about it during the past year, with 64 percent of respondents from the United States having done so compared to 28 percent of respondents from elsewhere.

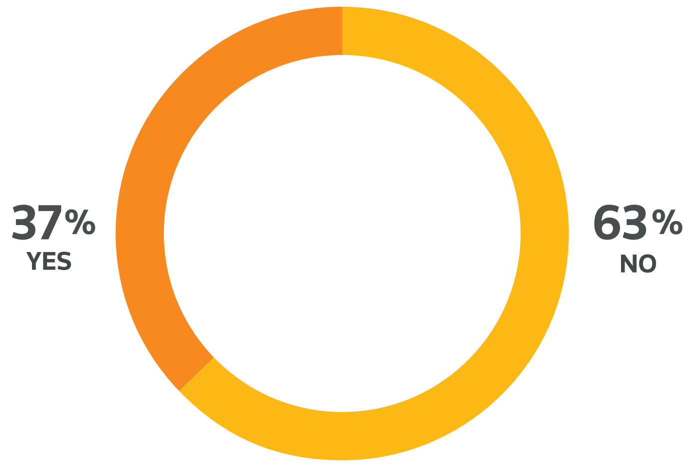
Trade specialists are very challenged when assessing the likelihood of getting funding for an IT project. Simply showing efficiencies is not usually enough to gain priority over other projects that show tangible ROI.

Among respondents who don't use GTM technology, 41 percent said they have never looked into it and know little about it. The survey showed budgetary limitations, with 30 percent of those respondents saying there is no support or budget for the technology in-house.

The findings suggest trade specialists should arm themselves with the right information: an objective analysis of the costs and benefits associated with GTM technology. KPMG professionals provide nearly 100 distinct benefits of trade automation that have been documented to help clients make their case for trade management technology implementation or upgrades.

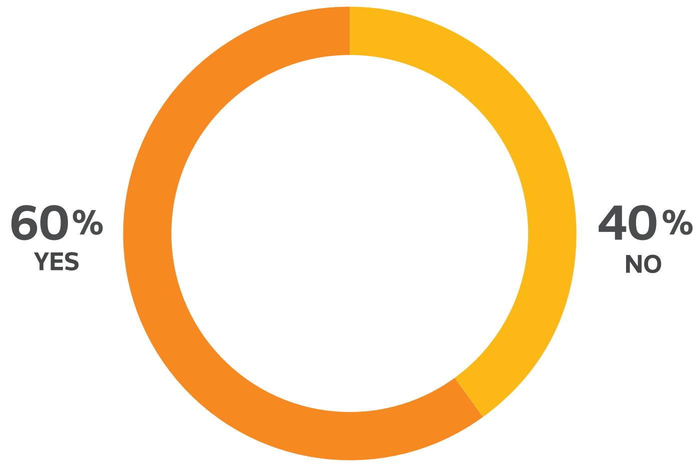
GTMS UTILIZATION

Does your organization currently utilize a global trade management system (GTMS) for any aspect of import / export activities?



GTMS ON TOPIC

Have you attended any conferences, webinars, demos, or presentations where GTMs were a topic of discussion during the last 12 months?



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International

"Managing regulatory compliance is a critical success factor for companies operating in the global trade landscape. Today's technology not only provides tools to manage compliance with existing trade regulations, they also help to see around the corner and assess impact of new risks and opportunities as they arise."

George Zaharatos
KPMG LLP in the US
Trade and Customs Partner

TAKEAWAY 3

FTAS ARE UNDERUTILIZED

Just 30 percent of respondents said that their companies are fully utilizing all of the free trade agreements available to them.

Full FTA utilization is highest in the United States, at 41 percent, and lowest in India, at 19 percent. Just 15 percent of respondents reported that their global company uses over 6 of the 400-plus FTAs in existence today.

This is noteworthy. Academic research on Japanese companies conducted by Kazunobu Hayakawa of the Japan External Trade Organization in 2012 found a correlation between high FTA utilization and better performance — specifically, the ability to export more goods without increasing employment costs.

Seventy-nine percent of respondents cited either complexity with rules of origin or difficulties gathering documentation as one of the primary roadblocks. But 59 percent said their companies miss available FTAs because they lack the internal expertise to identify them or the personnel to manage their compliance. And only 26 percent of respondents said full FTA utilization does not pay for itself.

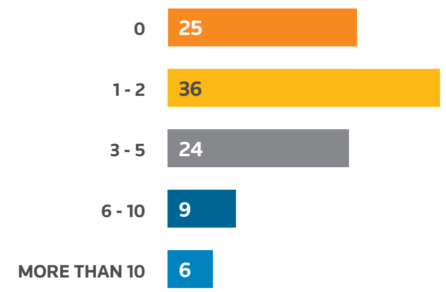
These respondents know identifying and leveraging FTAs are an investment, not an expense.

FTA usage is particularly complicated in Asia because there are so many overlapping FTAs in that region. Six Asian countries are party to 10 or more FTAs, and 12 are party to at least five. Asia is also home to a great deal of intraregional trade, with the China Plus One strategy in full force among multinationals. Shipments from one Asian country to another — for example, sending batteries made in China to India to put in cars — may be covered by more than one FTA. And Asian FTAs have particularly complicated and varying rules of origin.

Although companies incorporate FTAs that promise the highest returns, they're still leaving money on the table by foregoing the rest.

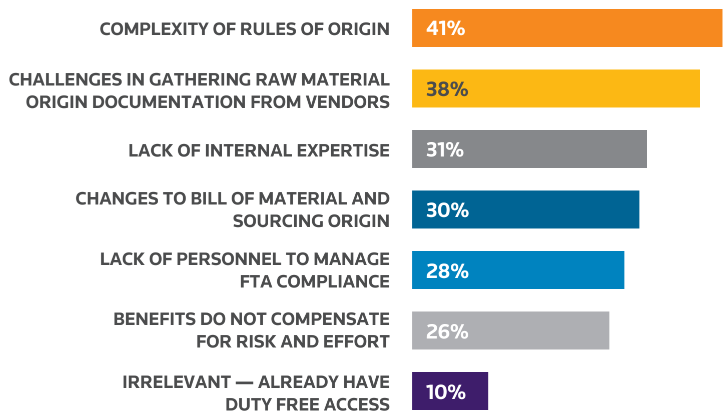
FTA UTILIZATION

How many FTAs are currently in use in your organization?

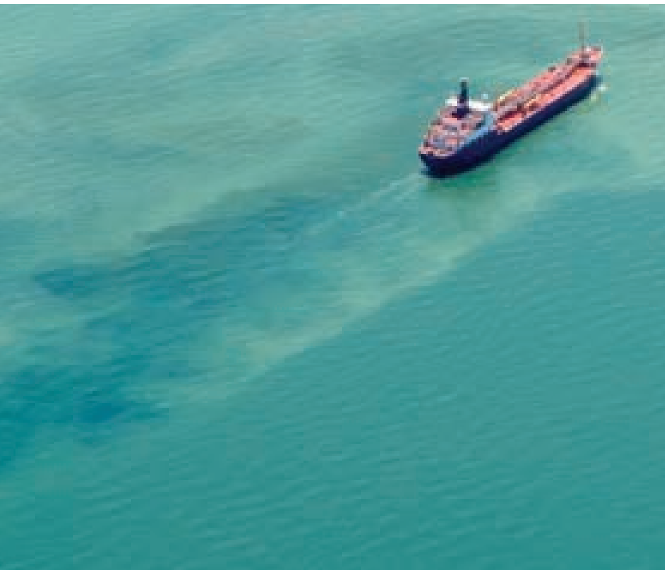


FTA CHALLENGES

What are the biggest challenges in using FTAs for Import or Export?



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International



"Even large companies tend to underutilize FTAs. Sometimes this is driven by lack of knowledge, but more often by concerns about the difficulty of compliance and fear of penalties. With more FTAs coming on stream every year, not using FTAs is going to mean a major competitive disadvantage. We have seen with our customers that solid processes and automation are keys to effortless and confident FTA adoption."

Hoon Sung
Head of FTA
Thomson Reuters
ONESOURCE Global Trade

TAKEAWAY 4

CLASSIFICATION IS AN INTERNAL CHALLENGE

The survey validates that product classification also challenges global trade specialists. A full 85 percent of respondents indicated that some part of performing product classification is problematic.

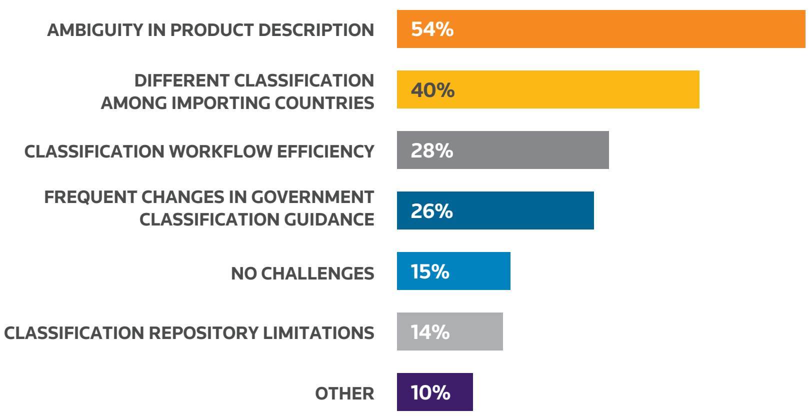
Problems with product description and differing classifications among importing countries — the two most frequently cited product classification challenges — can be resolved by having trade directly interface with other departments, such as engineering, to streamline the research process.

Interestingly, almost 60 percent of respondents indicated their companies employ specialists to determine tariff codes for their goods, effectively centralizing this portion of the global trade process. Survey-wide, most respondents said tariff classification is handled in-house, but specialists in India and the Asia Pacific region outsource it to customs brokers more frequently than do those in the United States.

Notably, slightly more GTM technology users (29 percent) spend most of their time and resources on product import classification than do non-users (20 percent), though the risk perception of this task is even across the two groups.

PRODUCT CLASSIFICATION CHALLENGES

What are the challenges while performing product classification?



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International

"Despite an increasing focus in automating trade processes, classification continues to be a manual, challenging task for most organizations. Industry studies suggest that as many as 20-30 percent of product classifications are incorrect leading to supply chain delays, overpayment of duties, risk of penalties, and an increased likelihood of customs audits. Companies can reduce their exposure by ensuring that their staff have the necessary tools and are adequately trained in classification procedures and that their classification process includes rigorous reviews and documentation to support their classification decisions."

Keith Haurie
VP Business Development
Thomson Reuters
ONESOURCE Global Trade

TAKEAWAY 5

SYSTEMS INTEGRATION IS A PRIORITY

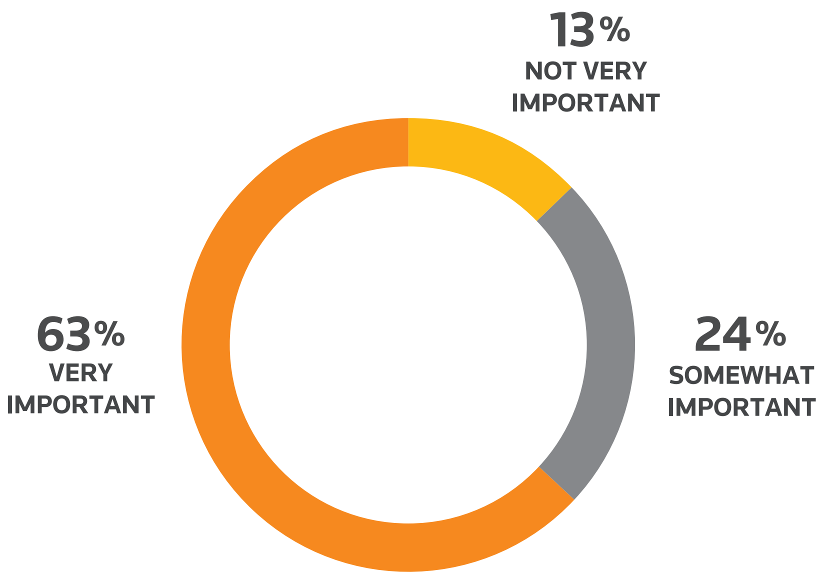
Technologies must seamlessly communicate with each other before systems can replicate human processes effectively.

Cross-platform connectivity is now taken for granted in consumer technology, where apps sync with each other fairly well. Business-to-business (B2B) technologies are of much larger stakes, but they are chasing this functionality, too. Integrating the tools that global trade specialists use to manage trade is of predictable importance globally, the survey found.

Regionally, respondents from East Asia said integration is less of a priority, with 54 percent indicating it is somewhat or not very important.

TRADE TOOL INTEGRATION

How important is it to be able to integrate your Global Trade tools with your ERP system?



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International

"We are witnessing a significant increase in companies that historically managed global trade in a decentralized manner move towards creating centers of excellence to support their business in areas like FTA solicitation and qualification, Harmonized Tariff Schedule (HTS) classification, audit defense and regulatory advisory support. Creating a blend of centralized and decentralized global trade management that allows for the creation of efficiencies and value with maintaining business autonomy."

Doug Zuvich
KPMG LLP in US
Senior Global Lead Partner
Trade and Customs

TAKEAWAY 6
CENTRALIZATION POSES A DILEMMA

Whether or not to centralize processes within an organization is equal parts operational practicality and management philosophy. Does it solve real problems? Is it worth the cost? What are the risks?

Respondents were almost evenly split on the question of process centralization for global trade.

The highest levels of centralization were found in India (59 percent) and the United States (56 percent); the lowest levels were found in Latin America (52 percent) and East Asia (46 percent).

GTM technology can enable process centralization otherwise too cumbersome to implement, particularly if the organization uses one centralized enterprise resource planning platform instead of different ERPs based on location or business division. This is a positive quality of the technology.

It is sometimes argued that centralization can lead to service that fails to consider regional norms, and that decentralizing processes can allow a multinational organization to operate better at regional levels. But the survey found that respondents with decentralized processes were more, not less, likely to cite local government agencies as a challenge.

As a company matures, there will usually be a mandate from a corporate internal audit team or a process improvement initiative that finds real compliance pitfalls or inefficiencies of decentralization.

No matter how fast goods move around the globe, it seems it's never fast enough. Centralizing trade processes can conceivably eliminate bureaucracy within an organization that can suppress the speed of trade.

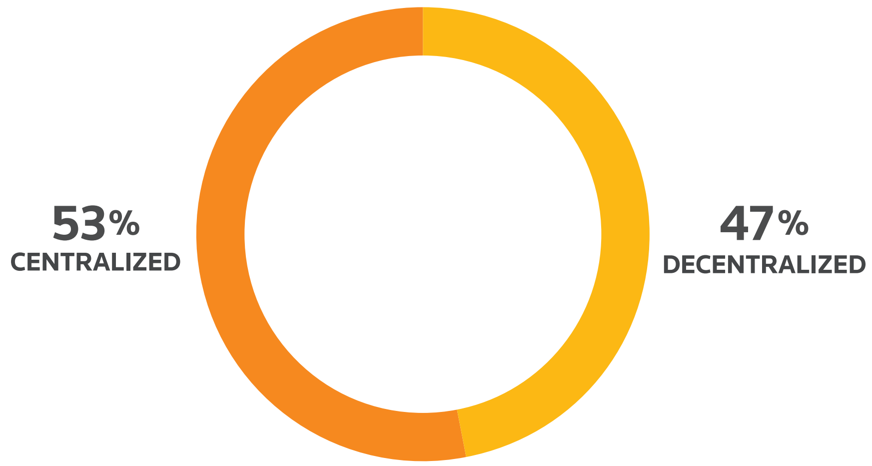
The survey found that centralization affects risk perception. Respondents who have decentralized processes perceive restricted party screening as a more risky activity than do respondents who have centralized processes. Those with centralized processes perceive classification and valuation as more risky activities than do their decentralized counterparts.

Respondents with centralized processes reported spending more time on classification and less time on RPS than those with decentralized processes.

Centralization was also associated with fewer frequent changes to duty rates. Neither geographic location nor the monetary value of trade had any effect on centralization.

PROCESS CENTRALIZATION

Is your Global Trade process centralized or decentralized?



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International

TAKEAWAY 7

TRANSFER PRICING IS AN INDUSTRY-WIDE SOFT SPOT

As companies expand globally, it is increasingly important they have the technology and the process to comply with transfer pricing rules. The research results suggest they don't.

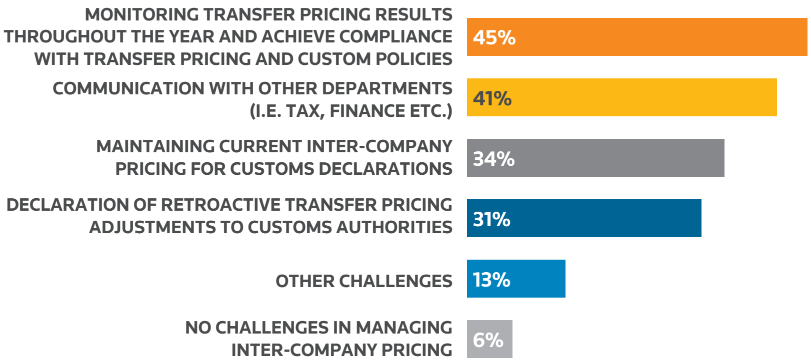
Transfer pricing is the top risk cited by respondents from large exporters and in the top three for importers of all sizes. Of the companies that conduct inter-company transactions across borders, only 54 percent have conducted a related party pricing analysis to ensure they've met customs requirements.

Transfer prices fluctuate often, and transfer pricing tasks are frequently carried out in departments outside trade and supply chain. These are the two most commonly cited problems. But keeping tabs on transfer pricing movements is something technology can do better, and streamlining how it is carried out is an internal issue related to process. Both these problems have concrete solutions. In this regard, companies are increasingly considering ERP-based and/or 'bolt-on' operational tax and customs technology solutions. This would allow multi-nationals to manage tax and customs transfer prices from both a tax and customs compliance perspective in an automated environment on a proactive basis.

Just 13 percent of respondents have no problems associated with transfer pricing.

INTER COMPANY PRICING CHALLENGES

What are the biggest challenges in managing inter-company pricing?



Graph sources: 2015 Global Trade Survey, Thomson Reuters and KPMG International

"Customs valuation will continue to be increasingly complex for related parties, and likely will be impacted by the anticipated changes in transfer pricing and BEPS requirements. Regulatory changes on the tax side may exacerbate already existing ambiguities and risks for importers arising from the differences between the tax and customs arm's length requirements. The most proactive companies are looking towards standardized processes and technology to help manage and reconcile the differences, and reduce their risk in this area."

Luis Abad
KPMG LLP in the US
Principal WNT
Trade and Customs

OUTLOOK
WHAT'S NEXT?

Historically, global trade volumes have tended to rise faster than GDP, reflecting continuous trade liberalization and increasingly complex supply chains. The global economy has experienced strong headwinds recently, but long-term trade growth is expected to resume due to its strong underlying drivers. Trade regulation has become a powerful tool for national economies, and indeed many countries are seeking to open up and incent foreign trade as a means to accelerate their economies. In the words of WTO Director-General Roberto Azevêdo:
"by withdrawing protectionist measures, improving market access, avoiding policies which distort competition and striving to agree reforms to global trade rules, governments can boost trade and seize the opportunities that it offers for everyone."

Meanwhile, technology continues to advance. Every single way of transmitting information — other than speaking out loud — is quicker, more efficient, and more intelligent today than it was a decade ago. Consumers adopt this technology at a voracious pace because it provides them with great value. The business sector does so with more caution because every enterprise technology buy is a significant undertaking. Companies are only beginning to implement the full breadth and depth of this generation's technology. Global trade is no exception to this rule.

Trade barriers are crumbling. New products are met with great demand from consumption-driven economies. Practically every market is a global one.

To take advantage of the cost savings that the many free trade agreements offer, companies must upgrade technologies and institute new processes. To better predict transportation and logistics costs, companies must use solutions designed to do that particular task. To comply with the many varying rules of origin and transfer pricing rules, companies must use programs that make this information available with one click, in real time, in their language of choice. The information accessible from all these disparate technologies must be unified in some organized way. Multinational companies need this to thrive in today's global economy.

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