

CREATING A FRAMEWORK FOR THE DIGITALIZATION OF LOGISTICS CORRIDOR BETWEEN THE SOUTH CAUCASUS AND CENTRAL ASIA

**PLATFORM OF PLATFORMS LOW
FIDELITY PROTOTYPE**

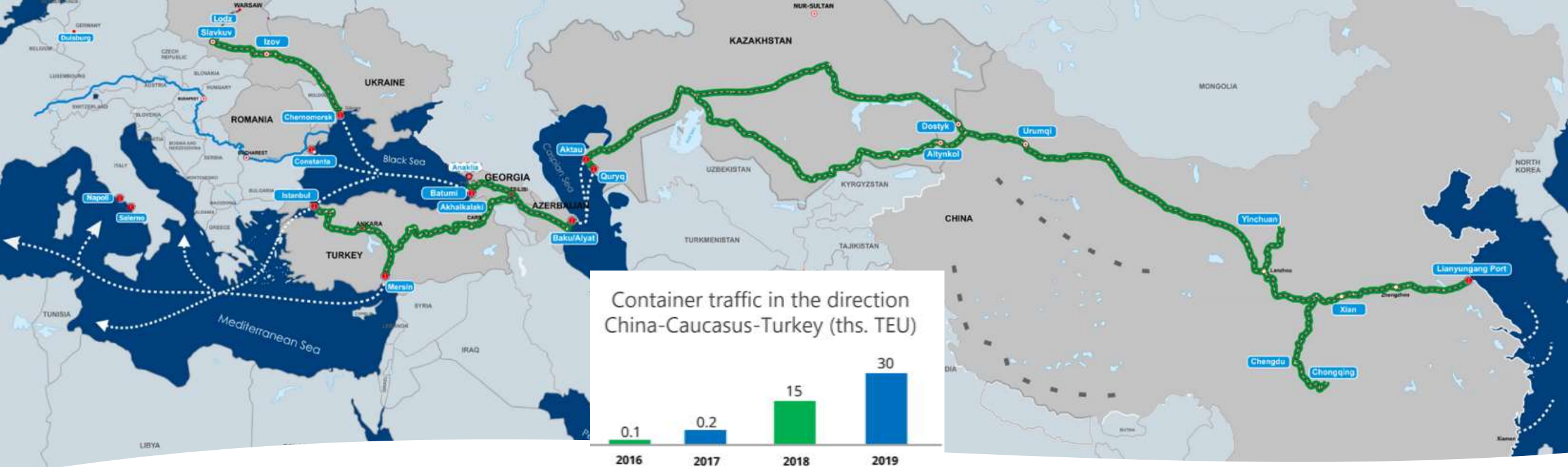


WORLD BANK GROUP

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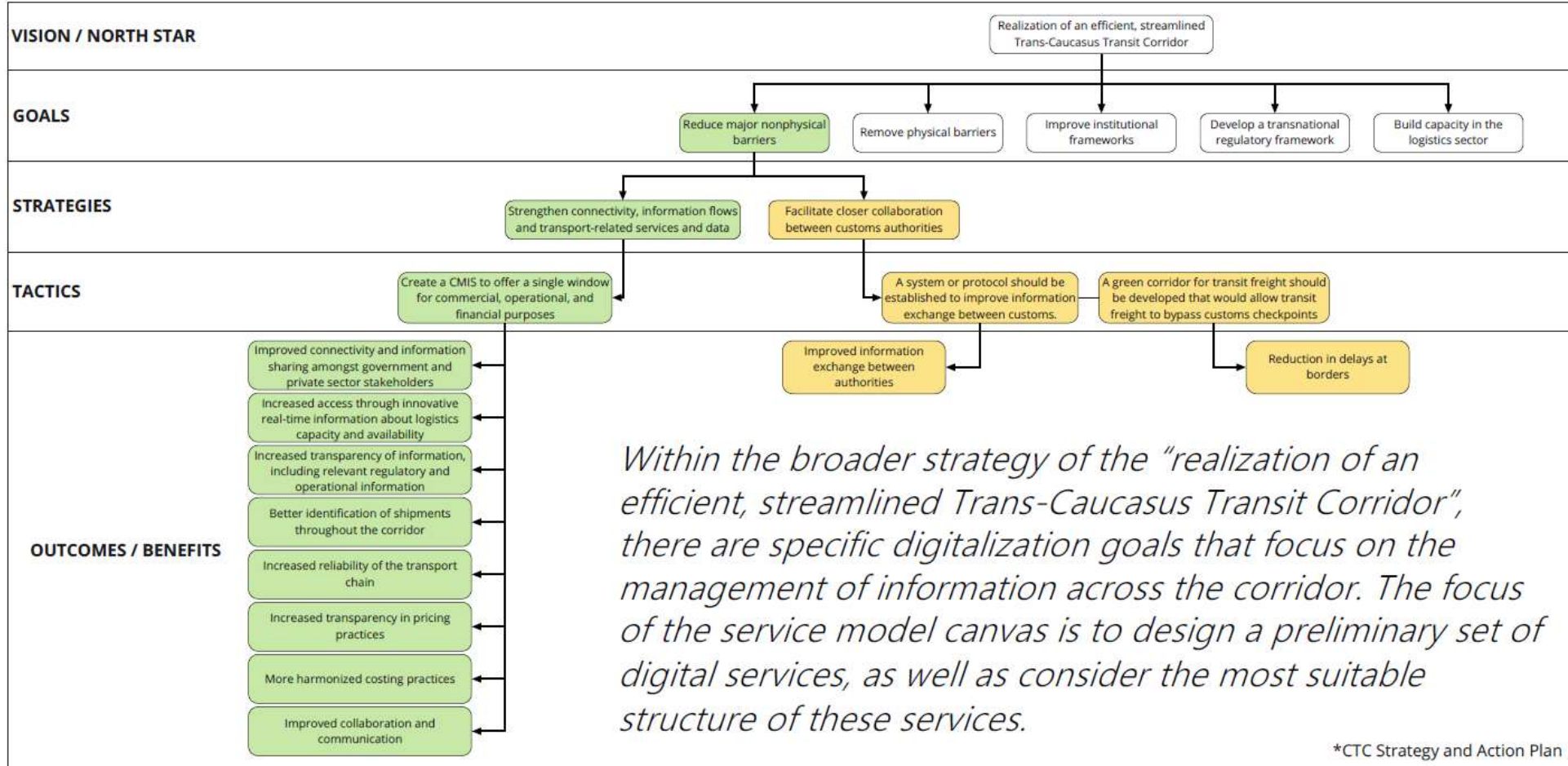




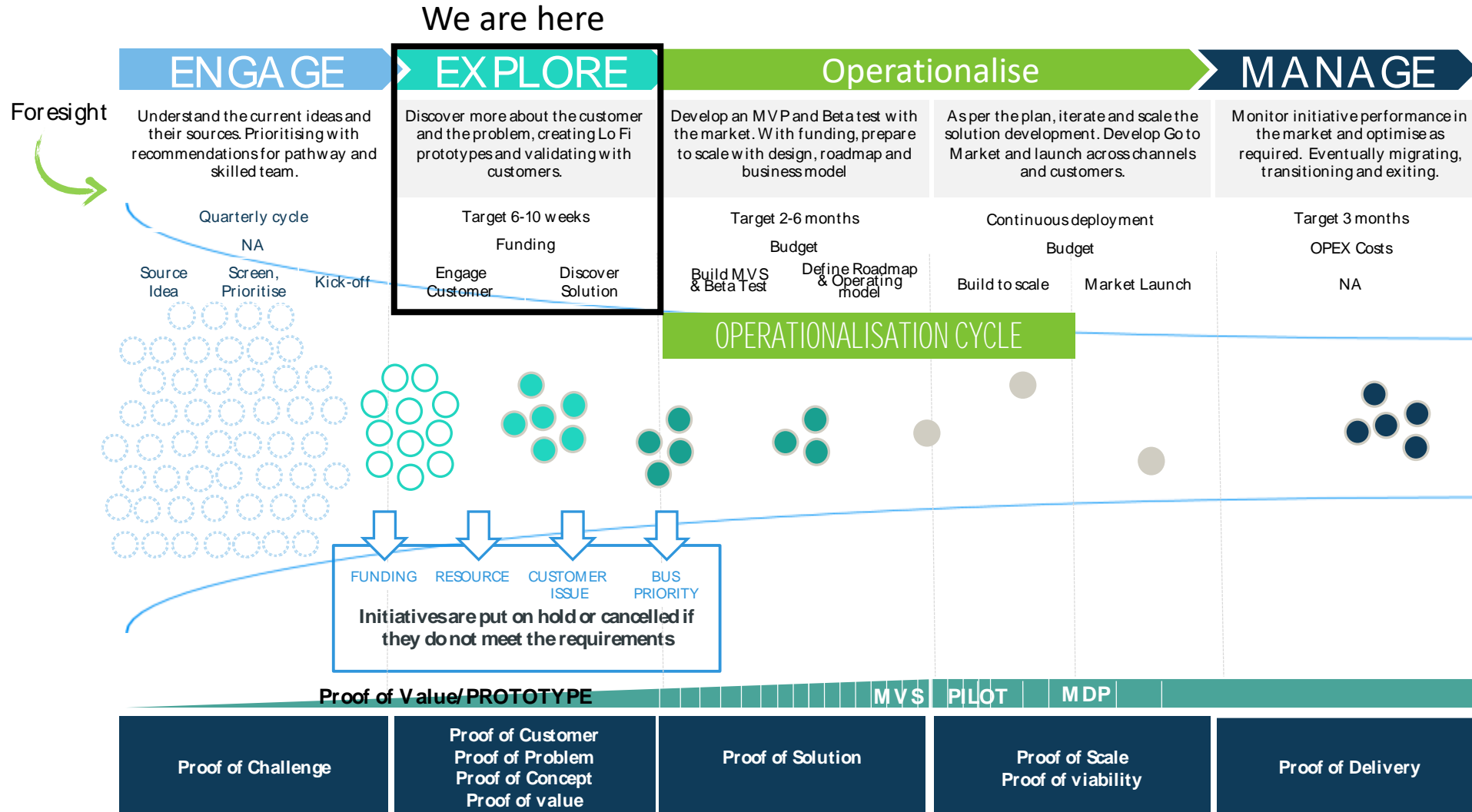
The technical Assistance

The World Bank’s proposed “Strategy and Action Plan for the CTC” highlighted that the digitalization of this corridor segment would offer many benefits. Corridor digitalization could offer a single window for commercial, operational, and financial purposes. The end-to-end data enabled by digitalization can also help to target continuous improvement in logistics efficiency of the corridor.

This is one of many issues along the corridor, albeit a very important one!



The Innovation Approach



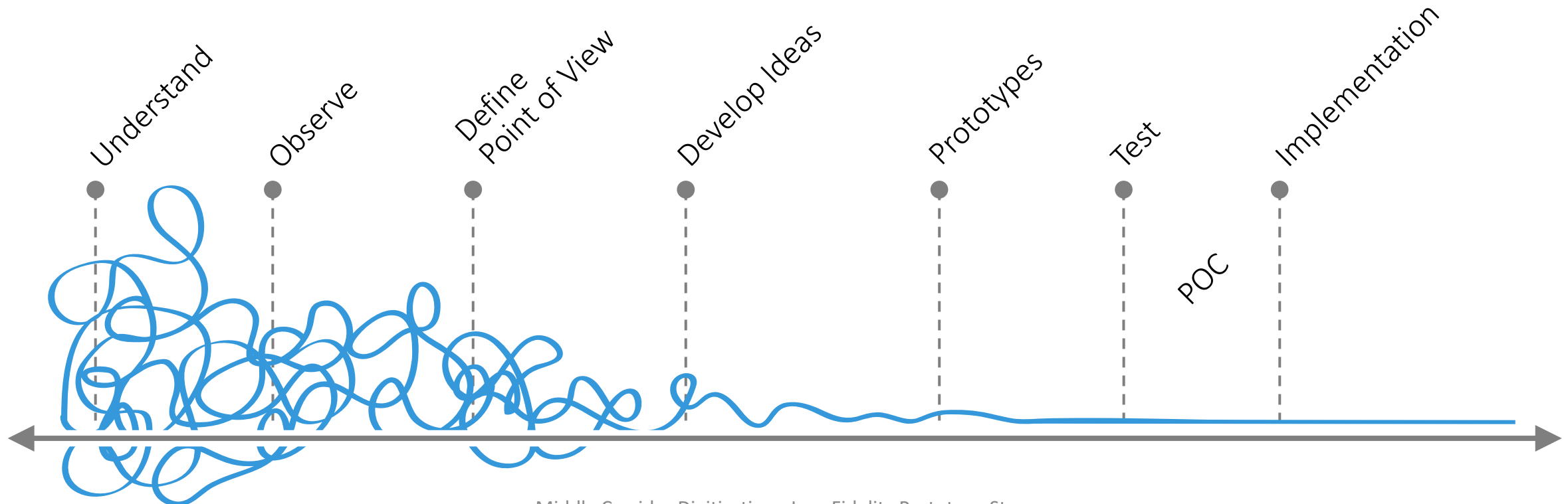
Moving from Prototype to Proof-of-Concept

- A prototype is an activity that is designed to provide an understanding of how a concept might work.
- Prototypes are designs that are implemented for a short time, adjusted through a few iterations and improved upon.
- In Design we use prototypes to learn
- Through many prototypes, we eventually prove the concept
- The purpose of a prototype is to put something into play and look at its performance. You need to have some success with a prototype in order to know what parts of it are worth building upon.
- A proof of concept is the first attempt to make a working model that might be real-world usable.
- Whilst a design prototype does not focus on creating the actual technology and integrations, a POC now shifts focus to working with the possible technologies and solutions that can be integrated to prove the solution.
- The solution can be realised through commercial off the shelf or custom developed options.



Different Approaches

- The design approach allows us to continually experiment and test ideas with stakeholder across the business, refining, pausing, pivoting and persevering until the right solution resonates with all stakeholders.
- This moves us away from developing long abstract documents, to working with tangible and actionable strategic options through prototypes.
- It allows stakeholders to look at, feel and play with possible solutions to get a more accurate degree of feedback for continual improvement.



The purpose of today

- We have developed a concept called the “Platform-of-platforms”.
- We have created an initial design prototype to give stakeholders a more tangible view of what this platform-of-platforms concept looks like.
- We are looking for:
 - Validation and feedback; and
 - Expression of interest from partners who are interested in being involved in the next stage POC

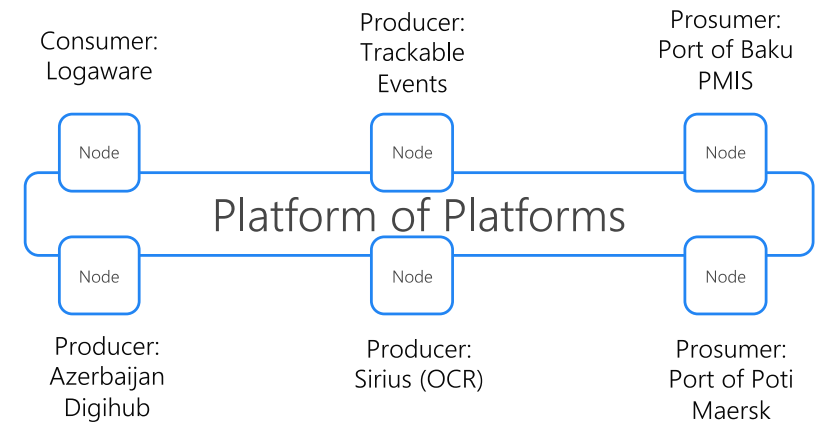
The Platform-of-Platforms Concept

- The platform-of-platforms concept has the following key value propositions:

- It does not mandate a platform for the members but instead allows them to pursue and implement their own digital transformations and simply “plug-into” the platform-of-platforms to produce and consume services and data.
- The concept allows members to add and share services and data using a multi-sided platform model. This helps reduce duplication and facilitates a build and share once principle where all members get the benefit of services created by other members.
- Supports the network effect for scalability Future members, routes and services can be “bolted” onto the solution, each new addition increases the value of the platform and the services that are provided.

The Platform-of-platforms service model Canvas (Function)

USERS Who are / will be the service users? Who are the most important users? <ul style="list-style-type: none"> Shippers – individual or companies wishing to ship cargo across the middle corridor Other platform providers – companies who have transport and logistics digital solutions who want to produce or consume data and services that the MC provides Customs – government border control agencies Operators – those members who handle the cargo (air/way, shipping, logistics, 3PL) Freight forwarders who manage the shipping process from start to finish 	SERVICE PROPOSITION Why should someone use the service? What value does the service bring? <ul style="list-style-type: none"> Seamless and secure data and document exchange across language, geographic and organisational boundaries Access and leverage services that other members provide without building them myself (OCR and translation services for POO) Share and monetise my data and services securely with other members across the network Securely manage and control my data and services made available to the network Securely and securely onboard my platforms and technologies into the solution Securely share my data and ensure compliance to data sovereignty legislation Dynamically scale technology for large volume spikes 	CHANNELS Through which channels (e.g. online, mobile, telephone, shop) is / should the service be available? Which channels are most cost effective? Which channels are users like to favour? <ul style="list-style-type: none"> Self service through mobile and desktop channels Consulting for onboarding and initial integration Help desk for technical support B2B B2C G2G 	KEY ACTIVITIES Which activities are required to deliver the service? Which are the most important activities? <ul style="list-style-type: none"> Tiered support for members, users, producers and consumers Acquisition and standardisation of services under the middle corridor brand Management of smart contracts Provisioning mediation and billing for services Manage security (electronic signatures, keys, wallets, users, rights) Manage and govern standards for (data, documents, services, integration protocols, etc) Connect new member's technology, data and services into the platform Onboard new members onto the platform Provision and manage the technology infrastructure Billing services for fee sharing 	CHALLENGES What current challenges exist? What challenges do you foresee in the future? <ul style="list-style-type: none"> Proof of work computation requirements (if applicable) Low levels of technology maturity of members Acceptance of electronic signatures OCR challenges for language and quality Adoption of standards for data, documents, integrations, meta-data Onboarding effort per member Legal constraints for sharing of data Centralisation of revenue streams Regional free trade / green zone agreements Data ownership and use constraints
ACTORS Who are / will be involved in delivering the service? Who are / will be the key partners, suppliers and stakeholders? <ul style="list-style-type: none"> Members Suppliers – finance, weather etc. Other platform providers like LogAware (customers) Government representatives Customs officials and customs IT services Member IT departments Transport and logistics vendors Member's technology platform vendors 	USAGE <ul style="list-style-type: none"> Once onboarded, users consume AND produce data and services within the platform Users off run their own technology, platform expertise and decide what data and services from these platforms to share The platform holds a catalogue of data and services available. This means that the MC does not have to provide ALL the services, only manage the trust relationships between them Some of these services are data centric and some are process centric Data and services are distributed (i.e. stored in cloud) in which members "unlock" application and governed by smart rules An agreed set of trackable and standardised data events are published to the network when they occur Members subscribe to events and consume the data for their own services "Bolted" services are brought into the catalogue when necessary (i.e. document OCR and translation) 	COMPETITORS or Complementors What other actors or services are available? Who are the key competitors? What other options do users have? <ul style="list-style-type: none"> TradeLens Logistics Community System Crimson Logic DBA Group Ferret Networks Synergy – Sirius TRACECA AWS Azure IBM Cloud Private sector companies Government monopolies Other transport and logistics platforms 	KEY RESOURCES Which key resources are / will be required to deliver the service? (physical, technology, people etc.) <ul style="list-style-type: none"> Composite services and intelligent BPMN at the edge Distributed data storage Document management OCR / translation services Security Management of IIS and resources Data, service and meta-data standards Help desk Edge integration DevOps / DevOps skills and resources Cloud / IT infrastructure support and management 	COSTS What costs are involved delivering the service? What is the most cost effective way to deliver the service? <ul style="list-style-type: none"> Oper Onboarding and integration of members Staff costs <ul style="list-style-type: none"> Help Desk IT support Legal and regulatory Consulting support Cloud Hosting services Payment to data/service providers Capex POC MVP Development IT infrastructure and software development Data centres (if applicable) License fees
ROI How will the service deliver a return on investment? <ul style="list-style-type: none"> FIRST One-time registration / integration and setup fees THEN Monthly / annual volume based subscription fee THEN post volume pay-per-use transaction fee (pay per service request) AND pay data and service providers a pay-per-use transaction fee 		KPIs <ul style="list-style-type: none"> Number of subscriptions Number of services Data and service calls per month # of trackable events per month Shipper experience Number of security threats Growth in subscription fees Revenue from digital services Number of onboarded data and service providers 	<ul style="list-style-type: none"> Cost per service Price consistency TEU handled through digital services Consignment size and frequency Competitiveness of products traded in the corridor (imports and exports) Volume of trade passing through corridor Time taken to transit the middle corridor Cost of inspectors or shippers to move cargo through corridor Variation in time and cost for the whole vs the parts 	<ul style="list-style-type: none"> Security of goods transported and safety of its people Number of times transit is reinstated and terminated within the corridor Number of documents required to initiate transit Differences in transit requirements by road and rail





Prototype Walkthrough

Prototype Version 1

Low Fidelity Prototype of the Platform-of-Platforms Concept

Persona: Francis the Freight Forwarder

Perspective: Francis subscribes to another platform to manage her customers and logistics operations. Will subscribing to the platform-of-platforms allow her to get more accurate cargo tracking information from operators and carriers across the middle corridor?



Francis uses another platform to provide services to his clients.

Hi I am Francis. I am a freight forwarder. I subscribe to a logistics platform (For this Example we will call it EDGE) that helps me connect with logistics companies, cargo importers and exporters. This platform helps me send transport requests, receive transport offers and control the logistics operations.

The challenge I have is the middle corridor route has many different operators, carriers and providers of services. Not all of them are part of the same platform I use, so pricing, routing and tracking data is not always consistent or available for me to service my clients more effectively.

I am also concerned about sharing my data with competitors across the corridor who can then outbid me.



What if: you could continue to use your platform of choice, as well as seamlessly connect to data and services across the whole of the transport corridor, and get accurate location and costing for your platform and clients?



Value proposition :

Subscribers to continue using the platforms they are comfortable with, but securely and seamlessly connect to a broader network where they can get access to more accurate shipping and cargo information and services



Benefits/Outcome:

Shipper will have the ability to connect seamlessly to the platform of Platforms, share content as well as view content to enhance the efficiency of their services and promote more transparency across their clients and partners.



Question: Would other vendors find value in “subscribing” to the pop to increase their value proposition? How would members feel about a permission-based model for the sharing of data into the network?



Francis the Freight Forwarder Workflow



- Automation of shipment requests occurs only with other subscribers of the EDGE solution.
- Other carriers and operators across the middle corridor use and manage their own platform solutions for business operations.
- Most of the communication between these different entities is in email form with low security, reliability and accuracy.

- Whilst the EDGE solution manages requests and offers automatically, this occurs only within that solution and not across the diversity of solutions and platforms across the corridor.
- Other non-edge offers come in via email resulting in re-entry of information and prone to errors

- Contracts generated as PDF or SMGS and other standards
- These are emailed out to the various entities across the corridor and are duplicated across geographic, language and company boundaries

- There is limited visibility of location detail of the cargo
- Location details are entered manually, and mainly by Francis following up on the location of the cargo via email for phone.



The Middle Corridor Platform-of-Platforms (POP) Example



Whilst the POP can support the flow of requests and offers across all attached platforms....

....the focus for this initial prototype has been on publishing a contract and tracking the cargo in this contract.

Links

17°
Melbourne

LOGIN



Username

Password

[Forgot it?](#)

Remember me on this computer



Search

GO Advanced



Account Information

Name Francis

email Francis@forward.com



Organisation Information

Name Francis the Freight Forwarder

email Francis@forward.com



Push Services



Connect My Order to SMGS

Connect My Order to CIM

Connected My Company Details

Connected My Request for offer

Pull Services



Connect Cargo Track and Trace

Connected Member Offers

Connect Route Pricing

...

Connected Members





Search GO Advanced



email Francis@forward.com



email Francis@forward.com



Push Services

Push Services

- +
- Connect My Order to SMGS
- Connect My Order to CIM
- Connected My Company Details
- Connected My Request for offer

Pull Services

Pull Services

- +
- Connect Cargo Track and Trace
- Connected Member Offers
- Connect Route Pricing
- ...

Connected Members

Port of Aktau

Connections

Connected Members

Refine: PUSH

- Connected My Company Details
- Connected My Request for offer

★★★★★ ★★★★★



Search

GO Advanced



Account Information

Name Francis

email Francis@forward.com

Organisation Information

Name Francis the Freight Forwarder



Push Services



Connect My Order to SMGS

Connect My Order to CIM

Connect Service

WHEN SELECT OPTION

THEN PUSH TO SMGS

Cancel OK

Connected Member Offers

Connect Route Pricing

...

Connected Members

Port of Aktau logo



Search

GO Advanced



Account Information

Name Francis

email Francis@forward.com

Organisation Information

Name Francis the Freight Forwarder



Push Services



Connect My Order to SMGS

Connect My Order to CIM

Connect Service

WHEN

Select Option

THEN

File Uploaded

Event Occurs

Offer Requested

Company Details Updated

Connected Member Offers

Connect Route Pricing

...

Connected Members

Port of Aktau logo



Search GO Advanced



Account Information

Name Francis

email Francis@forward.com

Organisation Information

Name Francis the Freight Forwarder



Push Services



Connect My Order to SMGS

Connect My Order to CIM

Connect Service WHEN EVENT OCCURS THEN PUSH TO SMGS Cancel OK

Connected Member Offers

Connect Route Pricing

...

Connected Members

Port of Aktau logo



Search GO Advanced



Account Information

Name Francis

email Francis@forward.com

Organisation Information

Name Francis the Freight Forwarder



Push Services



Connect My Order to SMGS

Connect My Order to CIM

Connect Service

WHEN EVENT OCCURS

THEN PUSH TO SMGS

Push to CIM

Push to SMGS

Call Service

Push to Member

Connected Member Offers

Connect Route Pricing

...

Connected Members

Port of Aktau logo



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Account Information

Name Francis

email Francis@forward.com

Organisation Information

Name Francis the Freight Forwarder



Push Services



Connect My Order to SMGS

Connect My Order to CIM

Connect Service

WHEN EVENT OCCURS

THEN PUSH TO SMGS

Cancel OK

Connected Member Offers

Connect Route Pricing

...

Connected Members

Port of Aktau logo



Search

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EDGE Logistics Platform

Verify it's you

Francis@forward.com

To keep your account secure, we need to verify it's you. Please sign into EDGE with your platform credentials

Next

English (United States) ▾

[Help](#) [Privacy](#) [Terms](#)





Search

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Sign into my logistics platform



MC wants to get access to your EDGE platform information

Francis@forward.com

This will allow MC to:

- Access services that are provided by EDGE
- Login on your behalf to call those services

Make sure you trust MC

You may be sharing sensitive info with this site or app. You can always see or remove access in you [Platform Account](#)

Learn how EDGE helps you [share data safely](#)

See [MC Privacy Policy](#) and [Terms of Service](#).

Cancel

Allow



Connecting Platform events to the Middle Corridor Platform-of-platform

Search **GO** [Advanced](#)



Source Event on EDGE

PUSH

Available Events



AS

SMGS

Target Service on the middle corridor platform

MAP DATA FIELDS

Connection Rules

WHEN

Available Actions



WHO CAN ACCESS

RULE
Port of Aktau

RULE
KTZ

RULE
Port of Baku

Cancel

OK





Connecting Platform events to the Middle Corridor Platform-of-platform

Search

GO Advanced



Source Event on EDGE

PUSH

Available Events



Company Details

Contract

Offer

Connection Rule

WHEN

Available Events



AS

Target Service on the middle corridor platform

SMGS

WHO CAN ACCESS

RULE
Port of Aktau

RULE
KTZ

RULE
Port of Baku

Cancel

OK





Connecting Platform events to the Middle Corridor Platform-of-platform

Search GO [Advanced](#)



Source Event on EDGE

PUSH

Contract



AS

SMGS

MAP DATA FIELDS

Target Service on the middle corridor platform

Connection Rules

WHEN

Available Actions



WHO CAN ACCESS

RULE
Port of Aktau

RULE
KTZ

RULE
Port of Baku

Cancel

OK



Connecting Platform events to the Middle Corridor Platform-of-platform

Search **GO** [Advanced](#)



Source Event on EDGE

PUSH **Contract** ▼

AS **SMGS**



Target Service on the middle corridor platform

Connection Rules

WHEN **Available Actions** ▼

When Time to agree expires

WHO C **When Status is FINALIZED**

When Offer accepted

RULE
KTZ

RULE
Port of Baku

Cancel **OK**



Connecting Platform events to the Middle Corridor Platform-of-platform

Search

GO [Advanced](#)



Source Event on EDGE

PUSH

Contract



AS

SMGS

MAP DATA FIELDS

Target Service on the middle corridor platform

Connection Rules

WHEN

When Status is Finalized



WHO CAN ACCESS

RULE

Port of Aktau

RULE

KTZ

RULE

Port of Baku

Cancel

OK



Connecting Platform events to the Middle Corridor Platform-of-platform

Search **GO** [Advanced](#)



Source Event on EDGE

PUSH **Contract**



Create Rule

id platform

ALLOW **Port of Aktau**

Connection Rules

TO **RETURN**

WHEN **When Status is Finalize**

AVAILABLE SERVICES

NO
Cargo Track and Trace

NO
Route Pricing

WHO CAN ACCESS

RU
Port of Aktau

Cancel

OK

Cancel

OK





Connecting Platform events to the Middle Corridor Platform-of-platform

Search **GO** Advanced



Source Event on EDGE

PUSH **Contract**



Create Rule

id platform

ALLOW **Port of Aktau**

Connection Rules

TO **RETURN**

WHEN **When Status is Finalize** AVAILABLE SERVICES

YES NO

Cargo Track and Trace

Route Pricing

WHO CAN ACCESS RU **Port of Aktau**

Cancel **OK**

Cancel **OK**





Connecting Platform events to the Middle Corridor Platform-of-platform

Search

GO Advanced



Source Event on EDGE

PUSH

Contract



AS

SMGS



Target Service on the middle corridor platform

Connection Rules

WHEN

When Status is Finalized



WHO CAN ACCESS

RULE

Port of Aktau

RULE

KTZ

RULE

Port of Baku

Cancel

OK



Connecting Platform events to the Middle Corridor Platform-of-platform

Search **GO** [Advanced](#)



Source Event on EDGE

PUSH

AS



Target Service on the middle corridor platform

Connection Rules

REQUIRED

<input type="text" value="NAME"/>	<input type="text" value="PUSH"/>	<input type="text" value="CLIENT NAME"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> RULE
<input type="text" value="ADDRESS"/>	<input type="text" value="PUSH"/>	<input type="text" value="LOCATION"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/> RULE
<input type="text" value="NUMBER"/>	<input type="text" value="PUSH"/>	<input type="text" value="ID"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/> RULE
<input type="text" value="CARGO ID"/>	<input type="text" value="PUSH"/>	<input type="text" value="CONSIGNMENT #"/>	<input type="checkbox"/>	<input type="checkbox"/> RULE
<input type="text" value="COORDINATES"/>	<input type="text" value="PULL"/>	<input type="text" value="LOCATION EVENT"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> RULE

Cancel **OK**





Search

GO Advanced



Account Information

Name Francis

email Francis@forward.com



Organisation Information

Name Francis the Freight Forwarder

email Francis@forward.com



Push Services



Connected My Order to SMGS

Connect My Order to CIM

Connected My Company Details

Connected My Request for offer

Pull Services



Connected Cargo Track and Trace

Connected Member Offers

Connect Route Pricing

...

Connected Members





Search GO Advanced



email Francis@forward.com



email Francis@forward.com



Push Services

Push Services

- +
- Connected My Order to SMGS
- Connect My Order to CIM
- Connected My Company Details
- Connected My Request for offer

Pull Services

Pull Services

- +
- Connected Cargo Track and Trace
- Connected Member Offers
- Connect Route Pricing
- ...

Connected Members

Port of Aktau

Connections

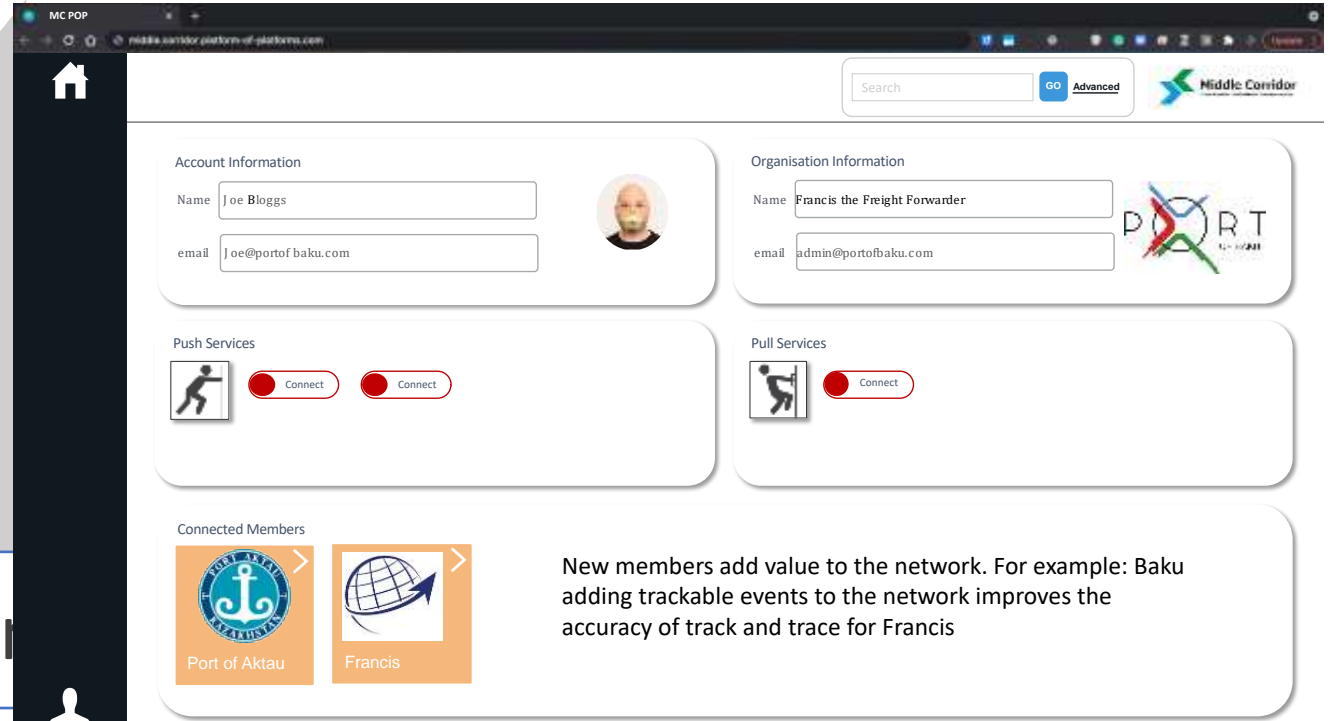
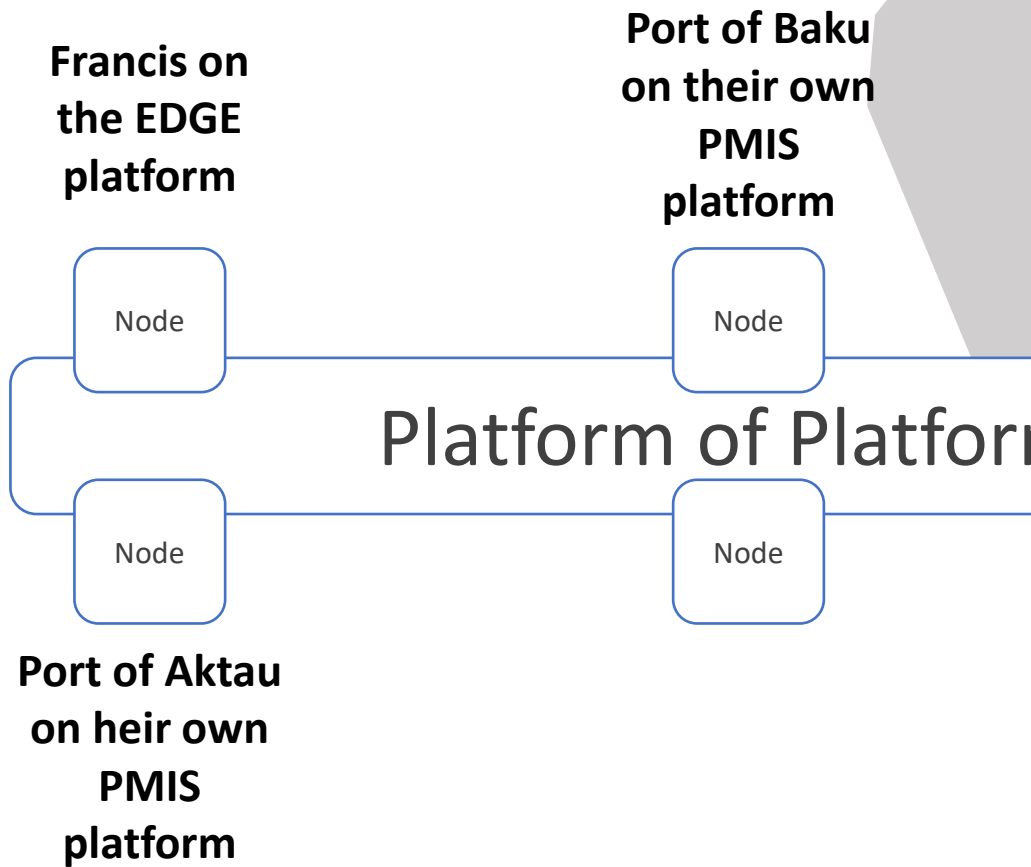
Connected Members

Refine: PUSH

- Connected My Company Details
- Connected My Request for offer
- Connected My Order to SMGS

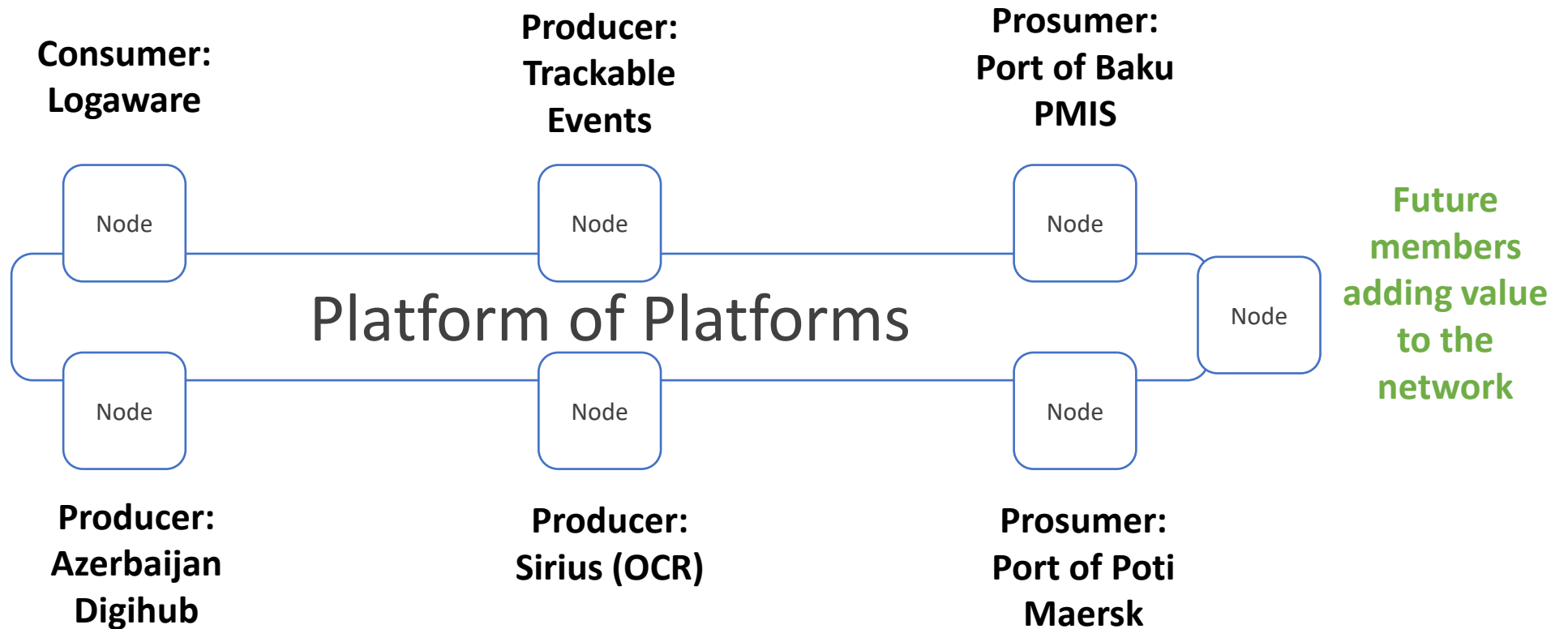
★★★★★ ★★★★★

Growing the Network



New members add value to the network. For example: Baku adding trackable events to the network improves the accuracy of track and trace for Francis

Growing the Network



The network Effect is achieved as more members add their services and data into the network.



Adding and Creating New Services

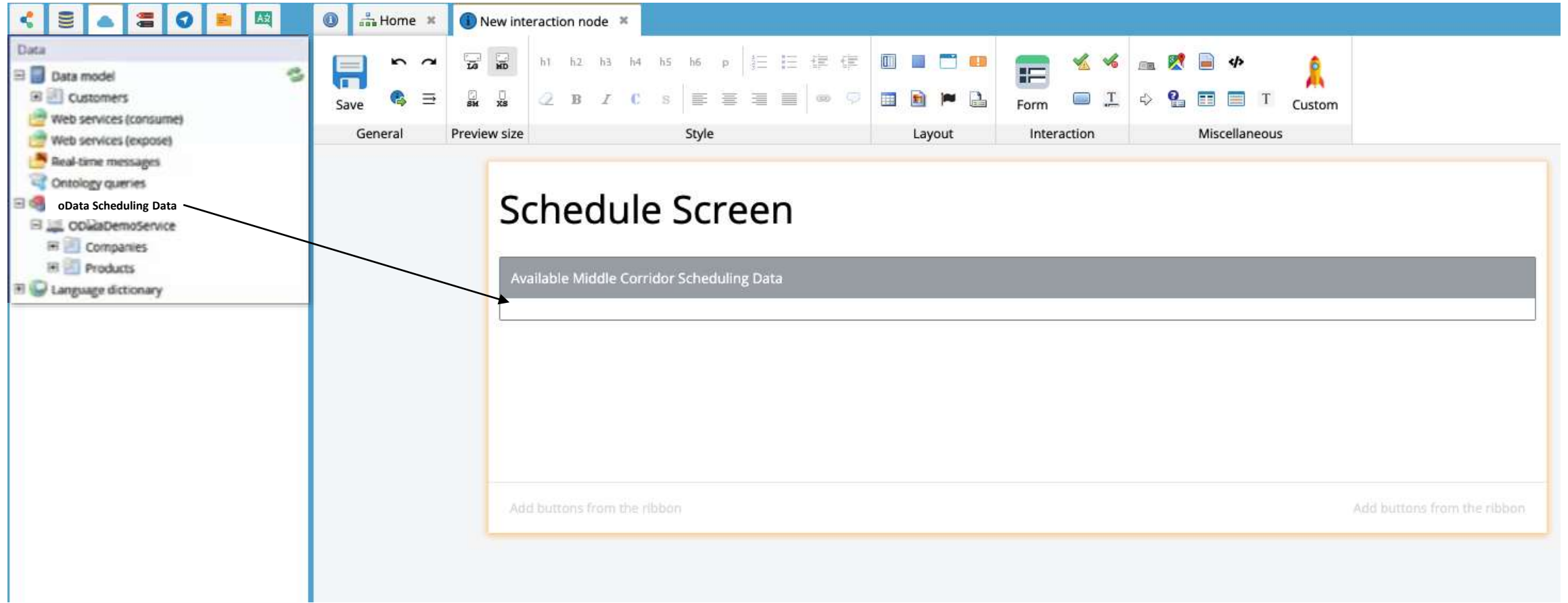
- Fast Francis decides to use the data from the POP to create a new serviced for her customers
- She also makes this service available to the rest of the network
- New Service: Scheduling a Blocktrain

Using Exposed Data and Services in the POP

The screenshot displays a software interface with a sidebar on the left and a main content area. The sidebar contains a search bar and a list of navigation items: 'Web services (consume)', 'Web services (expose)', 'Remote data sources' (highlighted with a red box), 'SAML 2.0 authentication', 'OAuth 2.0 authorization', 'Real-time messages', and 'Certificates'. The main content area is titled 'Scheduling cargo on a Blocktrain summary' and contains a table of website portals and a 'Project info' section. The 'Project info' section includes details such as 'Workspace: DesignChain', 'Created by: Craig Martin', 'Created on: 2021-10-18 03:56', and 'Database usage: Portals share the same database'. An 'Import OData Source' dialog box is open in the foreground, containing the following fields and buttons:

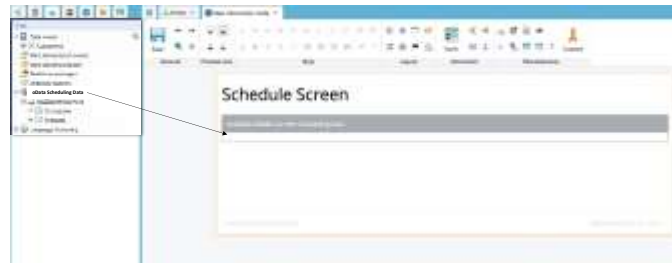
- Name:** Middle Corridor Scheduling Data
The name as displayed in WEM.
- OData service URL:** https://odata-middle-corridor.com/odata
The public URL of the OData service meta data.
- Username (optional):** SuperUser
- Password (optional):** [show password](#)
- Buttons:** Cancel, Import

Build Applications and Services from Available Data and Services in the POP

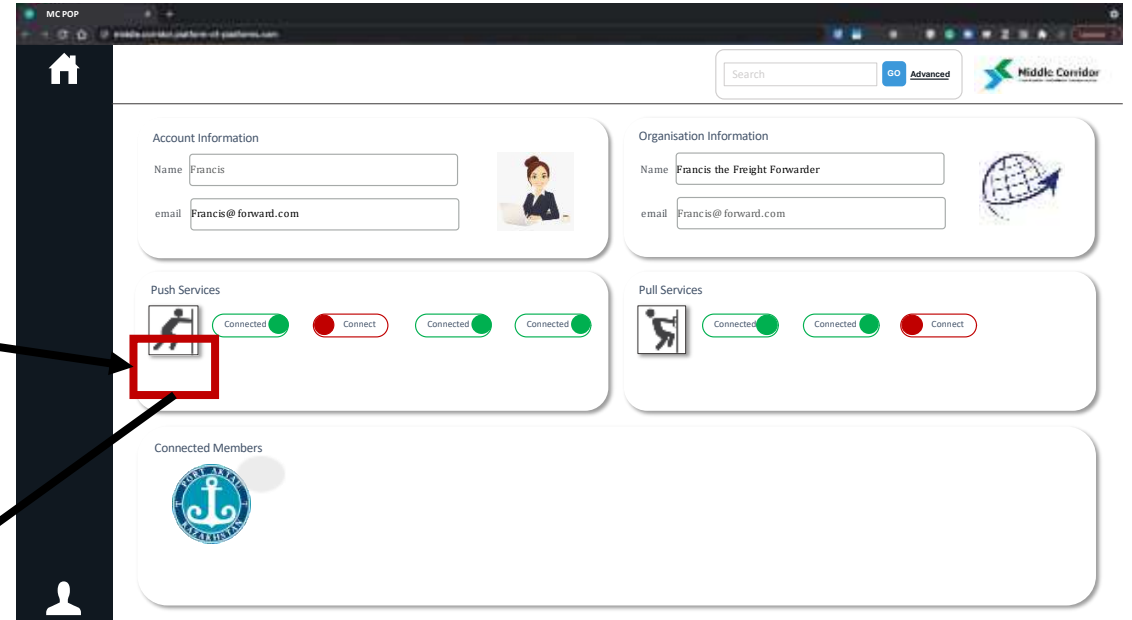


Members reuse data and services for their own benefit or the benefit of the broader corridor

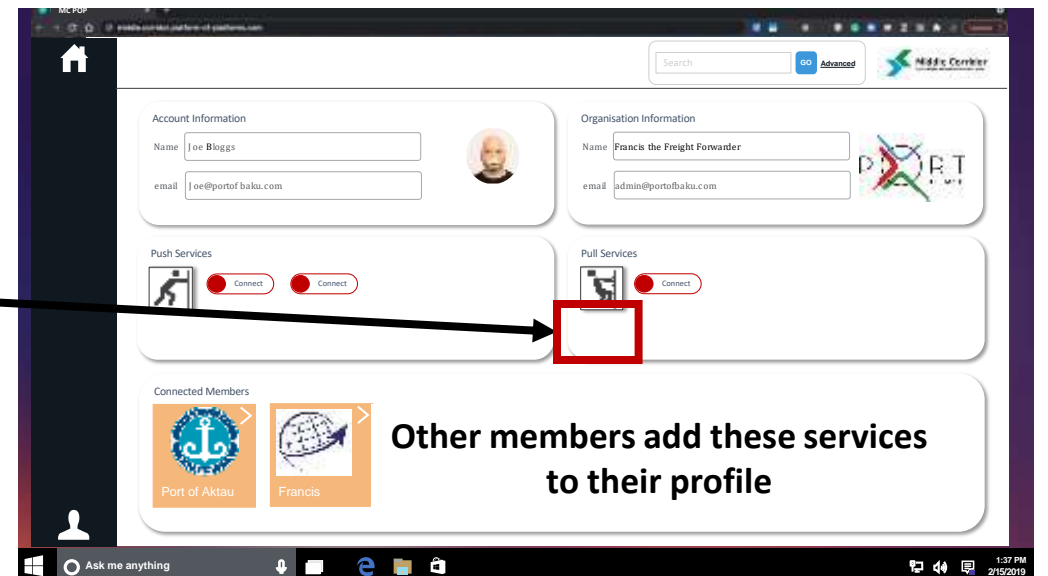
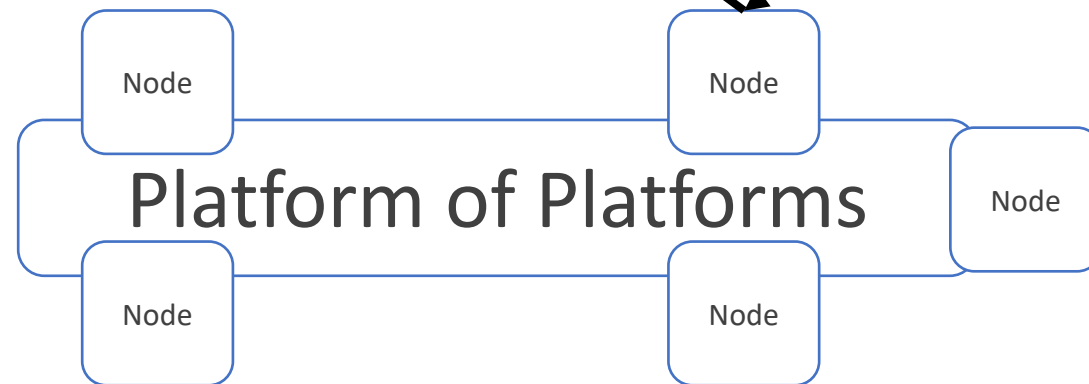
Member creates a service for their customers



Member adds the services to the POP for others to use



Member consumes data from the POP



Other members add these services to their profile



Ownership, operator, operating and business model

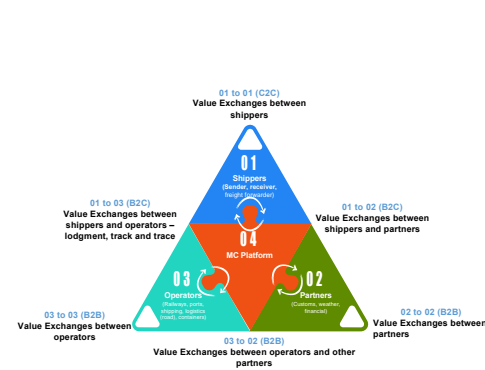
These are our initial recommendations for the “form” of the organisation that must support the solution

- **Ownership Model:**

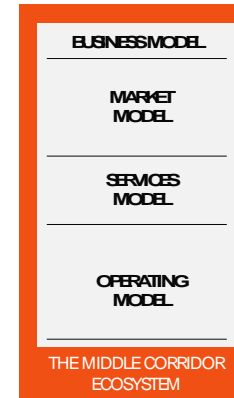
- We recommend a public private partnership (PPP) - a combination of public and private options, where entities from both sectors contribute to planning, financing and implementation.
- This will take the form of a **Special Purpose Vehicle (SPV) with government investment or subsidy** as the preferred option for the **ownership model** as it takes advantage of the strengths of both public and private ownership models.

- **Operator Model:**

- When weighing the options against each other with special regard to flexibility and efficiency, **a private operator model is preferable over a public operator model.**
- Especially in the context of digitalization and ICT, governmental agencies have been slow in adopting new developments, whether because of high bureaucratic hurdles or regulatory limitations (especially regarding data security). While private entities are subject to these obstacles as well, they tend to overcome them more quickly and efficiently.
- In addition, **a private operator from a non-participating country** might be more acceptable for the participating countries and their respective governments, especially when combined with a PPP-ownership model in which all participating countries, as well as, key stakeholders and the operating entity, receive representation in the SPV’s board.
- This could lead to efficient and legitimized control over the platform in general and the operator in particular.
- Choosing a private operator would partially resolve the question of liability. The operating entity should assume full responsibility for ensuring a stable and secure operation of the platform, thereby shifting a part of the financial risk towards the private sector.



Middle Corridor Business



- **Service model** – what services the middle corridor will provide?
- **Ownership structure** – who will own the entity that provides the services?
- **Operator Model** – who will operate / manage the entity that provides the services?
- **Operating Model** – what form will this entity take. How will it’s resources be structured to deliver the service?
- **Business/ Revenue Model** – how will this entity create, capture and deliver value?

- **Operating Model:**

- As an initial starting point, we recommend that a **co-ordination operating model** be used.
- This will structure the middle corridor entity around data and the sharing of this data with some limited sharing of processes.
- This model also allows each organisation to operate independently.
- As trust grows, and additional processes and services are brought under the middle corridor banner, there may be some areas of unification, where members adopt and standardise aspects of their own operations to be consistent across the corridor

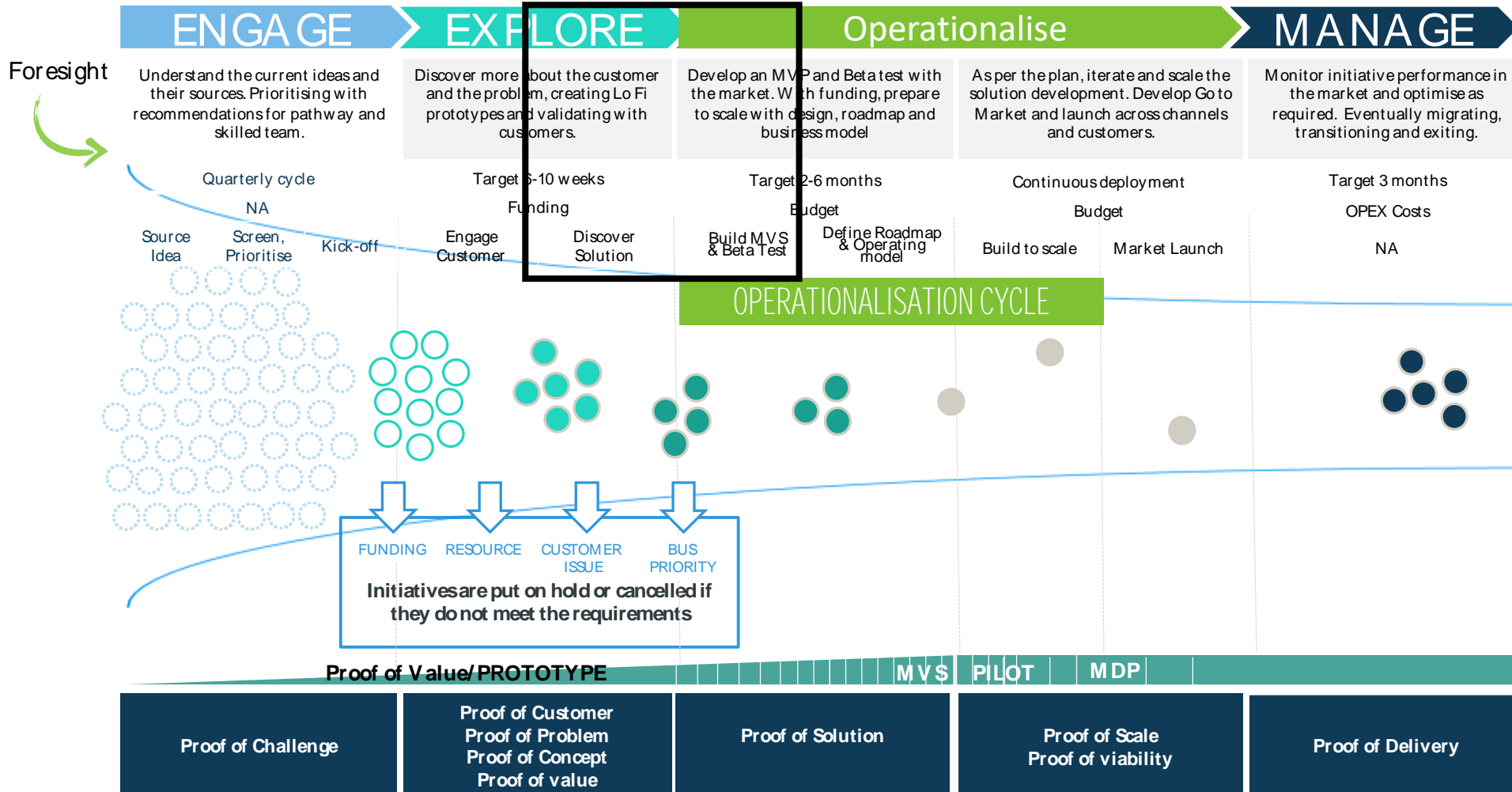
- **Business / Revenue Model**

- Finally We propose a mix of **revenue streams as a starting point for the business model:**
 - FIRST - One-time registration / integration and setup fees
 - THEN - Monthly / annual volume based subscription fee
 - THEN - post volume pay-per-use transaction fee (pay per service request)
 - AND pay data and service providers a pay-per-use transaction fee



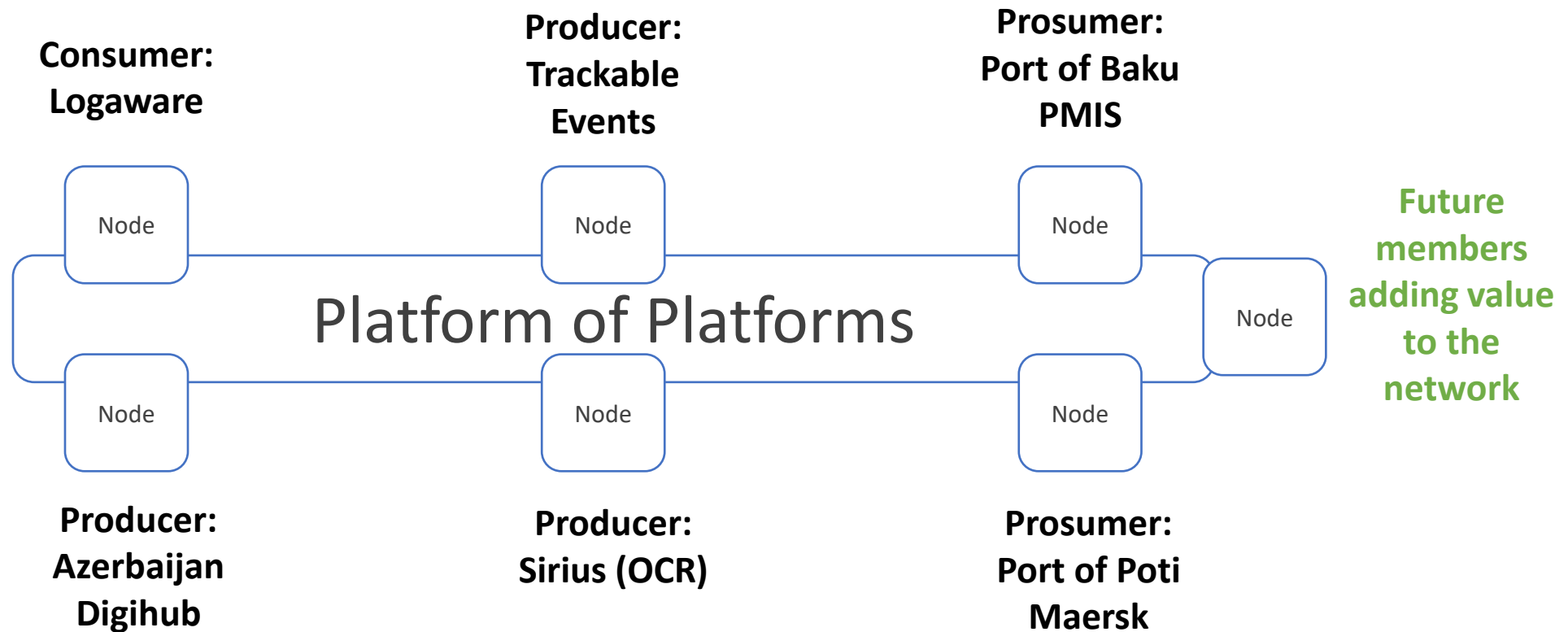
Next Steps

POC and Operationalisation






Next Steps: Proof of Concept

Develop a working POC with specific members to prove the POP concept further.



The Platform-of-Platforms Value Proposition

Demonstrated through the prototype:

1. It does not mandate a platform for the members but instead allows them to pursue and implement their own digital transformations and simply “plug-into” the platform-of-platforms to produce and consume services and data. 
2. The concept allows members to add and share services and data using a multi-sided platform model. This helps reduce duplication and facilitates a build and share once principle where all members get the benefit of services created by other members. 
3. Supports the network effect for scalability Future members, routes and services can be “bolted” onto the solution, each new addition increases the value of the platform and the services that are provided. 

The purpose of today

- We have developed a concept called the “Platform-of-platforms”.
- We have created an initial design prototype to give stakeholders a more tangible view of what this platform-of-platforms concept looks like.
- We are looking for:
 - Validation and feedback; and
 - Expression of interest from partners who are interested in being involved in the next stage POC

END



Search

GO Advanced



Account Information

Name Francis

email Francis@forward.com



Organisation Information

Name Francis the Freight Forwarder

email Francis@forward.com



Push Services



Connected My Order to SMGS

Connect My Order to CIM

Connected My Company Details

Connected My Request for offer

Pull Services



Connected Cargo Track and Trace

Connected Member Offers

Connect Route Pricing

...

Connected Members



Port of Aktau

WBG Middle Corridor

Platform of Platforms Low Fidelity Prototype



Business Design Services



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