RE-BALANCING OUR WORLD BY

EMPOWERING DIGITAL ECONOMY

PREFACE

For the first time in history, our interrelated economies have the real possibility of affecting a new paradigm: A universally connected Digital Economy representing a win-win formula for all the countries of the world. This formula can achieve a 19% increase in global GDP, generating more than 400 million new jobs, and creating a new B2B Digital Economy Industry that can reach USD 20 trillion by 2035.

The Digital Economy today, has numerous opportunities to reap the benefits of digitization that are before us. While countries are embarking upon individual programs to digitize their national economies, this individual approach will not succeed when addressing the interdependent requirements of the global B2B marketplace. Why? Consider this:

First, digitization on a national basis will cost billions of dollars as technology service providers will charge exorbitant fees on a recurring basis to build, maintain and enhance replicative systems that are not able to generate sufficient self-sustaining revenues.

Second, in today's interdependent global economy with commerce involving multiple parties across countries, the use of multiple systems merely exacerbates the current fragmentation among value chains which increase inefficiencies.

Third, national systems alone will fail to capture the business performance and risk measures of their international B2B trade partners thereby hindering business decisions, trade and job growth.

Fourth, the overall efficiency of national commerce is dependent upon the efficiency of international commerce as the optimization of global value chains must be measured from shelf to shelf.

Fifth, a national solution alone limits the ability for buyers and sellers of products and services to find each other, including the required financing, insurance and logistics to move products globally.

Clearly, digitizing the global value chains country-by-country will not work.

Therefore, to achieve the promise of a truly global Digital Economy, a global solution is required covering all countries in order to maximize efficiency within the global B2B value chains as commercial transactions pass from shelf to shelf. Such a solution must be delivered by a trusted technology network involving multiple firms to offset geopolitical and monopolistic concerns, yet provided free of cost to the end users, sustained by a unique business model.

In this way, we can maximize user participation across the global value chains to capture the necessary Big Data from trade transactions providing greater business transparency and efficiency throughout the B2B marketplace to reduce risk and increase performance. In turn, this will unleash greater levels of e-commerce, e-finance and e-insurance services generating significant revenues to be shared with the technology network as well as offset the total life cycle cost of data collection, storage, and maintenance.

Thus, the Council's global digital solution ensures sustainability since it costs significantly less than multiple national solutions due to its global revenue generation and cost optimization. Instead of individual countries constantly paying billions of dollars for a technology service provider to develop, maintain and enhance a fragmented system in isolation, a global solution requires only a nominal initial cost to trigger its development. From there, it becomes self-sustaining and no longer needs outside financing.

At the same time, the global deployment of a solution must be monitored by an impartial authority to safeguard the privacy and security of trade data, which is of national security importance to all nations. Hence, under a Public - Private Partnership, 150 countries through their pan regional organizations and 26 IGOs/ NGOs will monitor the delivery of the global solution. In addition, 48 organizations from 48 countries will govern the deployment of the solution in a balanced and neutral manner meeting the needs of the B2B participants.

This holistic approach involving the public and private sectors across multiple nations also addresses the fundamental socio-demographic issue affecting the global community. Today, the world is made up of High-Income Countries (HIC) representing 15% of the world's population, and Mid and Low-Income Countries (MIC and LIC respectively) comprising the remaining 85%. HIC are challenged with an aging population with low birth rates. They have efficient production that far exceeds their market demand. Meanwhile, the MIC and LIC have large populations and high birth rates. But their populations cannot afford the products and services of the HIC. Their own industries are concentrated in SMEs, making them risky for HIC to work with, and preventing them from becoming wealthy enough to

afford high-value products. This imbalance is at the heart of our current and recurring economic problems.

Through the digitation of the global B2B marketplace under a universal system, the Digital Economy will result in the creation of a new level of transparency among B2B participants. The resulting de-risking of trade between High, Mid, and Low-income countries will spur a new era of sustainable growth in international trade, resilient to economic cycles and political uncertainty. In addition, the incremental revenues generated through the unique business model will sustain its operations and growth, and will amply reward the parties that contributed to its development.

This campaign is the result of over 10 years of R&D in the development of the state-of-the-art technology system needed to create the Digital Economy. This global initiative delivers a viable proposition for the global community and individual countries alike – providing them with a more cost-effective solution to digitizing their economies while providing the only system capable of successfully integrating the various technologies needed to affect a global solution. To date, this approach has the consensus of public and private sectors globally and is widely recognized as the only viable proposition for the successful implementation of a Digital Economy capable of balancing our world now and for generations to come.

TABLE OF CONTENTS

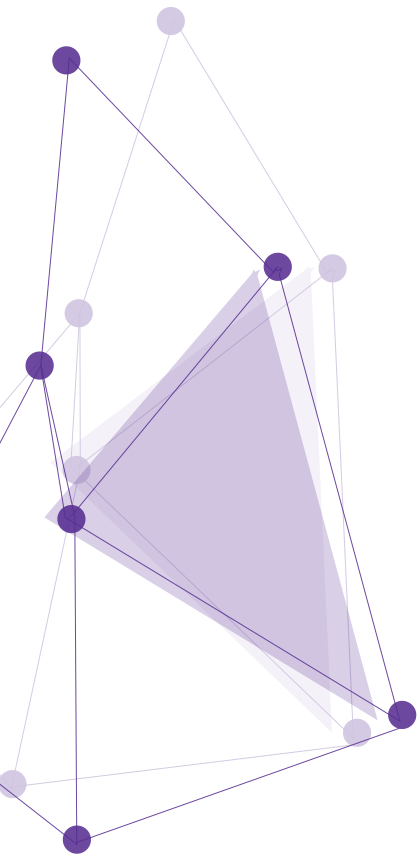
1. OUR ECONOMIES

1.1 | INTRODUCTION

Once again global leaders have sounded the alarm about an impending recession amid warning signs of a slowing world economy. In response to the last recession, billions of dollars were invested in stimulus packages that have greatly ballooned national debts, placing an extraordinary burden upon future generations. Creatively "leveraging" our way out of a looming economic recession is no longer a viable solution.

In the words of leading economists, the approach that central bankers are using is best described as "Riders on the Storm". They design and implement policies that are buffeted by global forces beyond their control. This time, however, the world's citizens are asking: When will we stop this approach of financial engineering that threatens our future and start providing real solutions that address the root cause of our problems?

The Global Coalition for Efficient Logistics (Coalition) has taken the first step to providing a tangible solution to the world's recurring economic recessions through its design of a global Digital Economy initiative. By addressing the root cause of the problem, the Coalition is architecting the sustainable solution needed for rebalancing our world and preventing it from slipping into inevitable cyclical economic recession. As a neutral and impartial authority able to orchestrate the collaboration of



public/private partnership, the Coalition's response addresses the global B2B value chain, which is the engine that drives our economic growth and prosperity.

Beyond digitizing B2B global trade, the Digital Economy will ultimately result in unsurpassed economic growth by balancing the economies of high, mid, and low-income countries. This will allow them to collaboratively grow the global economic pie, rather than force them to compete for its limited resources. For the adoption and implementation of the Digital Economy, the Coalition recognized that gaining global support is a critical foundation for securing the consensus and collaboration it needs from the public and private sectors. Subsequently, and through its participation in the G20 / B20 Forums during the past four years, it has contributed to the G20 Leaders' adoption of the Digital Economy as a key policy directive towards achieving this sustainable global economic growth model.

As the G20 countries embark on digitizing their countries and enabling their economies with information technologies, they are faced with the realization that they cannot do this in isolation. They need a solution that is congruent with that of other countries worldwide. Specifically, they need solutions that can allow them to digitize their local economies in parallel to that of the USD 150 trillion global B2B marketplace. That way, each nation can digitize its marketplace in concert with its trade partners, as well as with every party involved along the global value chain.

However, no single technology service provider can deliver a Point-to-World solution that safeguards sovereign country monopolistic, geopolitical, and data privacy concerns. In

addition, no country will place itself at the mercy of one "Technology Service Provider" who can set unrestricted billing and resource demands because it is placed as the irreplaceable option for the country's digital infrastructure.

Following more than 10 years of R&D, the Coalition's global Digital Economy initiative resolves the foregoing through a unique Global Structural Formula involving the cooperation of public and private sector entities from around the world. Accordingly, the Coalition has executed strategic agreements with the world's top technology firms, as well as with national e-commerce, finance and insurance firms, to form a Global Deployment Network of more than 70 organizations that will provide the required Point-to-World solution that digitizes B2B markets and connects the G20 countries with their trade partners. The result is a neutral and geopolitically balanced approach that draws on the strengths of each sector towards jointly digitizing the world's global B2B marketplace.

Through an innovative business model that shares finance, insurance, and marketing services revenue streams among the Global Deployment Network, the participants are effectively incentivized to adopt and deploy the Digital Economy, and to offer it at no cost to the B2B end users – a critical success factor for its effective adoption by the participants in the global value chain.

Powered by a Digital Economy that safeguards national interests, the global economy can finally deliver the promise of new levels of prosperity to the world's citizens.

1.2 | UNCONTROLLABLE CHALLENGES

> **"A tangible innovation that can join these significant global demographic strengths will enlarge the global economic "pie" instead of nations competing on the same one that we have today."**

The root cause of our economic problems stems from the fact that the world is essentially competing for pieces of the same economic pie. Fundamentally, this can only result in "winners" vs. "losers", where countries gain at the expense of each other. This creates an unstable economic model that has repeatedly resulted in economic recession, inequality.

Currently, the world's countries are divided into three income classes: High Income Countries (HIC), Mid Income Countries (MIC), and Low Income Countries (LIC). The HIC, inhabited by approximately 15% of the world's population, are characterized as having low birth rates and an aging population. This is an efficient and productive community challenged by excess production capacity with saturated market demand. On the other hand, in MIC and LIC, representing 85% of the world's citizens, birth rates remain high and populations are young. These are growing communities with enormous potential, but they are challenged with low purchasing power (Fig 1.1).

As countries compete for the same economic pie, the HIC continue to produce products and services at efficiencies beyond what their local market demand can absorb, and what consumers in MIC and LIC can afford. At the same time, the output of MIC and LIC remains without sufficient buyers because HIC simply do not have the visibility on the MIC and LIC markets to quantify and mitigate the risks involved in doing business with them. The resulting surplus across markets means that economies remain in a perpetual state of imbalance marked

by inefficient trade practices, resulting in lost opportunities and wasted potential.

Addressing this problem requires a new approach. HIC cannot grow their birth rates any more effectively than MIC and LIC have been able to reduce theirs. Migration policies have also not been effective to balance demographics between nations. Disparities in levels of skill, education, and productivity remain the norm. Underlying these gaps is the risk of doing business between these countries. As long as there is risk in doing business between HIC, MIC, and LIC, these gaps will continue to widen, and will trigger protectionist measures that will only exasperate the challenges.

GLOBAL DEMOGRAPHICS

HIGH INCOME COUNTRIES

15%
of the world population

STRENGTHS

- Enormous buying power
- Vast experience
- Well-established service industry

WEAKNESSES

- Low birth rate
- Aging population
- Excess capacity

MID & LOW INCOME COUNTRIES

85% **(45%-MIC & 40%-LIC)**
of the world population

STRENGTHS

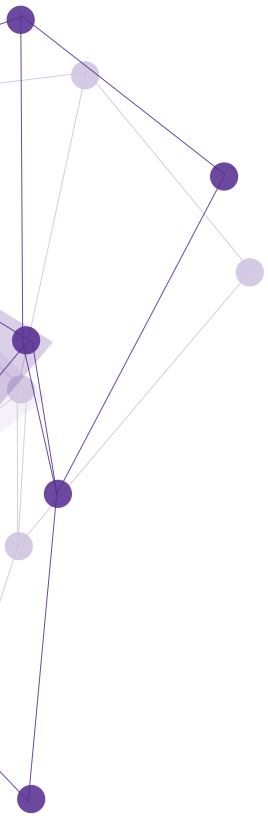
- High birth rate
- Young, low-cost labor force
- Huge market potential

WEAKNESSES

- Low and medium buying power
- Weak and medium experience
- Lack of physical and moderate infrastructure

Fig 1.1

1.3 | GLOBAL REQUIREMENTS



In order to overcome these challenges and re-balance our economies, we must grow our global economic pie rather than compete for bigger parts of the same one. We must create a unified approach that will address the needs of the citizens of HIC, MIC, and LIC alike – an approach that would unite the enormous strengths of the differing economies and orchestrate them to work in a complementary manner.

Accordingly, we must build the purchasing power of the MIC/LIC by strengthening their capabilities, thereby creating a vast new market for goods and services generated by HIC. The key to building the buying power of MIC/LIC is to provide them with the opportunities to trade their goods and services with the HIC. We need to provide them with the tools that enable them to work with greater transparency and efficiency, and that will de-risk – and subsequently lower the cost – of doing business with HIC. This will create more trade and jobs among the countries, effectively growing the global economic pie.

This will also allow the HIC to focus on transitioning their economies from low and mid-value products to high-value products and the services industries, providing the higher wages required by their educated workforce to achieve and maintain their desired standard of living.

By providing the MIC/LIC with the required digital tools to increase transparency and efficiency within their value chains, the MIC/LIC can produce and sell more and better low and mid-value products to the HIC. The increased trade will create

more jobs for the vast populations in MIC/LIC, enhancing their domestic standard of living, and building their purchasing power to enable them to buy more high-value products and services from the HIC.

So, the key to growing the global economic pie lies in empowering SMEs in the MIC/LIC with the tools that will allow them to work more efficiently and with greater transparency. This allows buyers from HIC to have greater visibility and confidence to work with them, effectively de-risking business between them. This de-risking can be achieved through a global business performance scoring mechanism that: 1. Assures the quality of the products, 2. Facilitates securing insurance to cover commercial risk, 3. Expedites financing to mitigate financial risk, and 4. Enables procurement of qualified partners across logistics services to move the product from shelf to shelf. By improving the capabilities of SMEs, and subsequently their standard of living, the HIC can create the buying power needed for their high-end products and services.

The national objectives of MIC/LIC countries of raising the standards of living of their SMEs is, in reality, the global objective that equally benefits the HICs. The resulting impact of every 1% growth in the buying power of MIC/LIC will result in the generation of an additional USD 166 billion to the world GDP (Fig 1.2).

As a real-world illustration of how this works, and taking India as an example, we can see how while its nominal GDP ranks fifth highest in the world, its nominal per-capita GDP ranks 155! Similarly, the aggregate GDP and per-capita GDP of the Developing-8 (D-8) countries are similar to India's rankings. These countries alone represent nearly 32% of the world's population, yet only contribute less than 10% of the world's GDP. In order to deliver on their country's national objective

of improving the standard of living of their citizens, they must increase the operational efficiency and transparency of their SMEs for them to conduct higher volumes of business.

On the other hand, Germany, is faced with negative growth from declining exports, and is seeking to find greater demand for its excess output. Accordingly, it is Germany's objective to build the buying power of India and the D8 Countries through greater trade, thereby growing the customer base for its high-end products and services.

Therefore, the national economic objectives of Germany as well as India and the D8 Countries are one and the same: To grow the capabilities of the SMEs! The national economic objective of individual countries becomes a unified global target for all.

No matter how big the economic challenges may seem now, the high, mid, and low-income countries still have enormous strengths waiting to be unleashed. A tangible innovation is required that can combine these significant global demographic strengths and allow nations to collaborate in their efforts to grow the global economy sustainably.

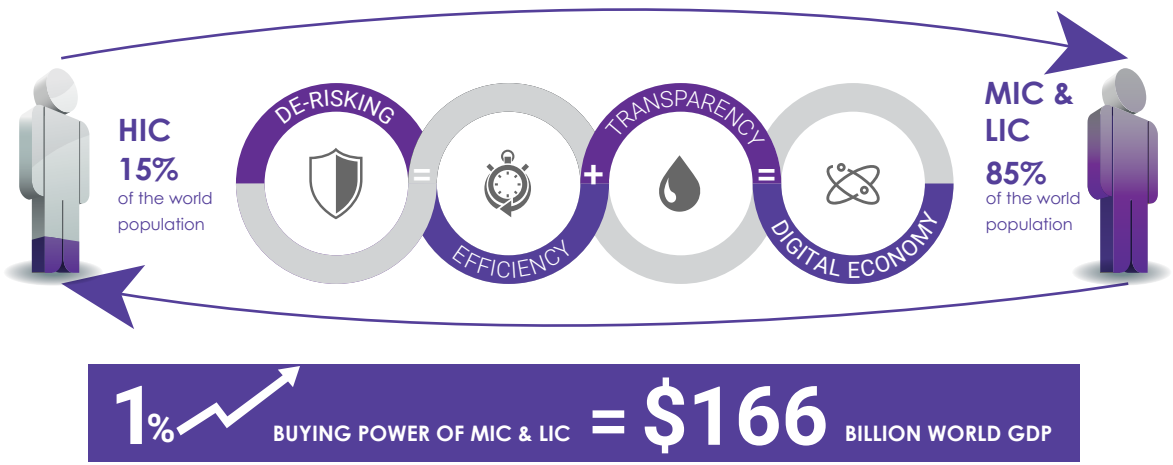


Fig 1.2

1.4 | INNOVATION IS THE ANSWER

Throughout history, innovation has been instrumental in creating the paradigm shifts needed for our evolution and growth. From the advent of farming to the industrial revolution, and now the dawn of computers and the Internet, innovation has been at the heart of our rechanneled and revitalized productivity. Today, our ability to harness computing power into ever-smaller desktops and devices has sparked an entrepreneurial era unlike any other in history. The Internet connected the world — first through email, then through social media. Together, these innovations have revolutionized B2C commerce by putting products in the hands of consumers at the click of a mouse. Yet, the B2B marketplace is lagging behind and has not fully harnessed technology's full potential.

Currently, banks and insurance firms service less than 3% of the global B2B trade. As the majority of parties are SMEs located across international markets, they simply do not have the transparency nor the reliability levels needed to meet the qualification requirements of international financial institutions. Hence, there is a huge potential to bridge this finance and insurance gap. Through the creation of a new Digital Economy, the B2B SMEs can operate with the required transparency and reliability that they need to demonstrate, and that will reduce the risk and cost of doing business with them.

In order for countries to boost their economies, the adoption of the Digital Economy is essential to match the level of experience

and education of populations with the value of their products manufactured and services rendered. In doing so, the Digital Economy will result in creating more efficient trade around the world, resulting in stronger local economies, more new jobs, and higher standards of living.

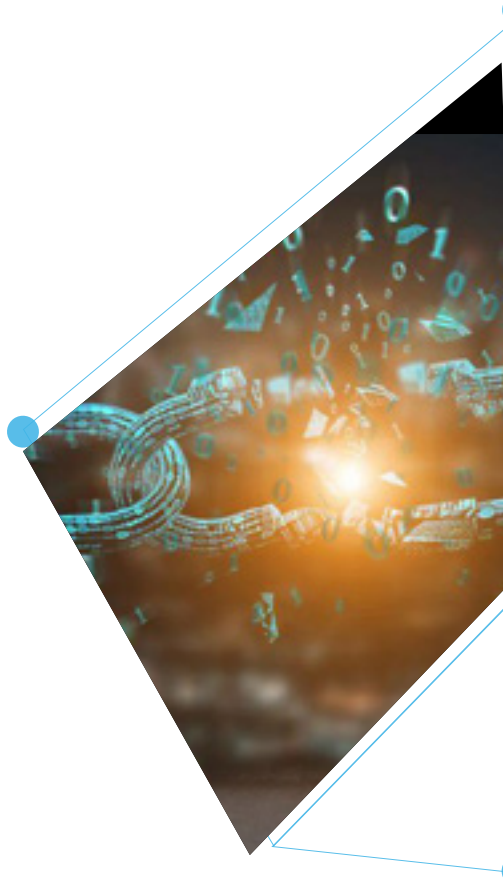
On successful implementation, the Digital Economy will generate new digital services for the global community to the value of USD 20.5 trillion by 2035 across 3 sectors: e-Finance – USD 7.5 trillion, e-Commerce – USD 12 trillion, and e-Insurance – USD 1 trillion. This will rebalance and grow global trade, generating nearly 400 million new manufacturing, agriculture, and service industry jobs by 2035.

In conclusion: Through its efforts to gain global consensus through the G20, the Coalition's global Digital Economy initiative is recognized for defining goals that meet the aspirations of the world's citizens, developing the road map for taking us from the present condition of uncertainty, providing the required tools to implement the road map, and fostering global consensus to support its development. All the foregoing represent the foundations needed to ensure the successful deployment and adoption of the Digital Economy and its promise to deliver sustainable prosperity to all.

2. FOUNDATIONS OF THE DIGITAL ECONOMY

2.1 | INTRODUCTION

Now that the Digital Economy is a prime directive for all nations, and realizing that it is a global imperative, let us look at what are the foundations that we need to build it on. There are seven foundations working in unison. Like individual pieces of a puzzle, they cannot work independently, and they are all needed to successfully build the Digital Economy.



It starts with setting a New Millennium Standard for Growth for the global value chain. There are six elements that ultimately determine the efficiency of the Global Value Chain. These are 21st Century Trade Efficiency Indicators that measure Integration, e-Documentation, Tracking and Visibility, Competence, Processes, and Cargo Security.

By defining and using these, we are able to empower the Digital Economy in six steps: First we develop the digital catalogues that businesses need to sell their products and services electronically – all over the world. Once products and services are catalogued, matching buyers and sellers needs to be optimized based on actual, validated, real-time data. AI and Blockchain technologies are then used to enhance conversion ratios. This allows the Finance, Insurance, and Logistics companies to better identify prospects, target them with specific options that suit their risk profiles, and effectively generate new business that will finance the creation of the Digital Economy in a sustainable manner.

In order to implement this, a governance strategy is needed that balances the interests of all concerned. As with the other pieces of the puzzle, this is a critical success factor that needs to be addressed in order to create the foundation needed for the creation of a neutral Public-Private Partnership for the ownership, governance, deployment, and use of the Digital Economy by all, and for all. Only through the creation of an effective and neutral governance structure can the Digital Economy succeed in addressing the requirements of public and private interests, while managing the distribution of profits to sustain the model.

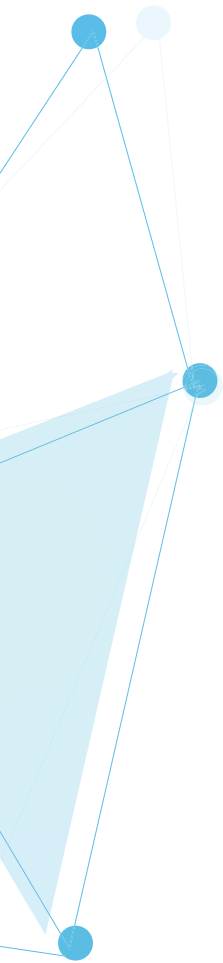
The business model needed to implement the Digital Economy hinges on the provision of thousands of free apps for the B2B business community to use to improve transparency, efficiency, and de-risking of trade. This will generate the Big Data needed to grow the global economic pie, and allow for the creation of new revenue streams for the banking, insurance, and logistics sectors. It will also provide the commission revenue that will be needed to distribute profits among the technology firms that provide the apps free of charge to end users, as well as the other key stakeholders needed to ensure global acceptance and deployment of the Digital Economy.

Another vital piece of the puzzle concerns data security and privacy. This is a global solution that needs to address these concerns, and implement a solution that addresses national data security and privacy issues through a neutral and impartial system, that is supported by comprehensive checks and balances.

The E-Hub of the World is the structure that the Coalition has architected to harness the strengths of the world's public, private, and academic communities in the development, hosting, deployment, and continuous enhancement of the Digital Economy. This is the critical success factor that has contributed to gaining global acceptance from the international community, achieved by the Council through its participation in the G20/B20 policy forums.

These are the foundations that will support the development and continuity of the Digital Economy, allowing the global economy to grow like never before.

2.2 | NEW MILLENNIUM STANDARD FOR GROWTH



The global B2B marketplace is the mother of all industries, and involves the national and global value chains. The efficinecy of these value chains must be measured based on what technology makes possible today, and in the future. The Digital Economy Platform (DEP) delivers new 21st century trade efficiency standards that maximize what technology makes possible. Combining a robust set of advanced technological features, it maximizes the efficient movement of goods from shelf-to-shelf, resulting in significant cost reductions and productivity gains for all entities involved in the national and global value chains.

Increased efficiency can be achieved by targeting six elements that ultimately determine the efficiency of the global value chains. The World Bank, OECD, APEC, and many other international organizations have identified similar critical elements that affect overall commerce efficiency. For the first time ever, the Digital Economy Platform can comprehensively enhance the efficiency of commerce by combining all six efficiency elements into a New Millennium Standard for Growth called the 21st Century 6 Elements Trade Efficiency Indicators (21-6-ETEI) as described below: (Fig 2.1)

» **Integration**
The DEP provides horizontal integration (Point-to-World) of common trade data, allowing information to be shared dynamically in real-time among all global value chain participants. This can either be done through web portal access (portal-in) or via non-intrusive integration with existing vertical systems (plug-in).

21ST CENTURY SIX ELEMENTS TRADE EFFICIENCY INDICATORS

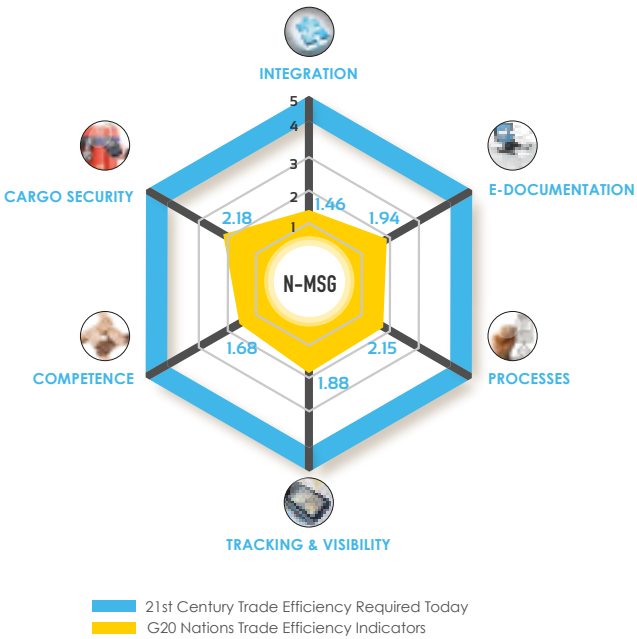


Fig 2.1

» E-Documentation

The DEP reduces paperwork to minimize manual data entry errors and data redundancies while maximizing data validation through multiple sources in the interdependent pipeline process environment (IPPE). This seamless electronic sharing of essential information roughly corresponds to what has been achieved with the use of Universal Data Elements (UDE) in the global airline passenger reservation systems, which minimized the need for paper airline tickets and greatly increased operational efficiency.

» Tracking and Visibility

Tracking & Visibility is defined as the ability to obtain real-time information regarding a shipment's location and movements. Tracking mainly refers to goods in transit between locations. Visibility mainly refers to idle goods at a specific location.

The DEP optimizes the efficiency of the supply chain by enhancing planning and decision-making for all participants. Real-time information enables banks and insurance companies to do business with minimized credit and investment risks. Organizations in global supply chains can do business at the lowest cost and with the greatest capacity to execute on time. Real-time information also enhances cargo security that enables advanced clearance and facilitates faster movement of goods through ports.

» Competence

In the context of trade, competence is achieved when a defined obligation is met on time, with optimal quality and at minimum cost. Any system that facilitates trade is only as good as the people who manage, implement, and execute it. The DEP puts heavy emphasis on initial training and on-going context-sensitive help online. It provides the right digital tools built on the most efficient processes so that people can competently meet their contractual obligations (Quality, Time, and Cost). Close monitoring and visibility into contracted, forecasted, and actual performance metrics serve as a self-monitoring system providing real-time information on areas of underperformance, ensuring that any breakdowns in the supply chain can be pre-empted or addressed efficiently.

» **Processes**

Processes are generally defined as the blueprint for maximizing the use of available tools and manpower to achieve a desired output in a specific business environment. The DEP is a system specifically designed to horizontally integrate the processes of all the industry clusters involved in the National and Global Value Chains to enhance operational efficiency for all participants of the global value chains in the real economy.

» **Cargo Security**

The DEP dramatically enhances cargo security by providing dynamically validated information from multiple-sources about each shipment and its supply chain. It also amplifies efficiency in meeting import/export security requirements by providing customs officials with real-time tracking of shipment movements for advanced clearance. This amounts to a greatly expanded base of information with which border security officials can identify and flag anomalies. In effect, governments can gain a comprehensive understanding of all salient information concerning a given shipment in order to maximize cargo security.

Thus, by using a comprehensive framework of the 21-6-ETEI – Integration, E-Documentation, Tracking & Visibility, Competence, Processes, and Cargo Security – the Digital Economy Platform is able to maximize the efficiencies of the National and Global Value Chains. The G20 Nations Case Study, conducted in cooperation with more than 90 ministries, IGOs/NGOs, and private sector experts, utilized the 21-6-ETEI framework to diagnose existing practices in the global B2B marketplace. As reflected in section 2.8, the results yielded that 90.4% of B2B participants do not have an integrated system, and 94.5% want new digital tools to allow them to do a better job at the ground level.

2.3 | EMPOWERING DIGITAL ECONOMY IN SIX STEPS

Even though the G20 Leaders have agreed on the adoption of the Digital Economy as a key policy directive, it has not been properly defined. The technology firms referred to for answers clouded the definition by introducing technologies that they are trying to promote to suit their own purposes. Artificial intelligence, blockchain, robotics, and other technologies were proposed are important tools, but they do not constitute a holistic solution that defines the overall digital economy as a cohesive ecosystem.

However, defining the digital economy and the steps needed to actualize it are quite logical and rational. The economy is built on Manufacturing, Agriculture, and Services. The first two represent “Products”, and they are complemented with “Services”. Both Products and Services need to be captured in digital catalogues for buyers to be able to find them. Once digitized, these product and service catalogues can be optimized and matched with buyers, and enhanced with high quality Big Data to increase the conversion ratio from visibility to acquisition in the e-commerce part of the digital economy. Once the commercial transaction is agreed to, it is financed, and then insured in the e-finance and e-insurance segments. Finally, the commercial transaction is delivered through logistics and operations execution in the e-logistics side. Together, the e-Commerce, e-Finance, e-Insurance, and e-Logistics platforms constitute the Multi-Dimensional Digital Economy Application System that digitizes the global B2B marketplace across products and services. These steps are further explained below: (Fig 2.2)

1- Creation of Digital Catalog

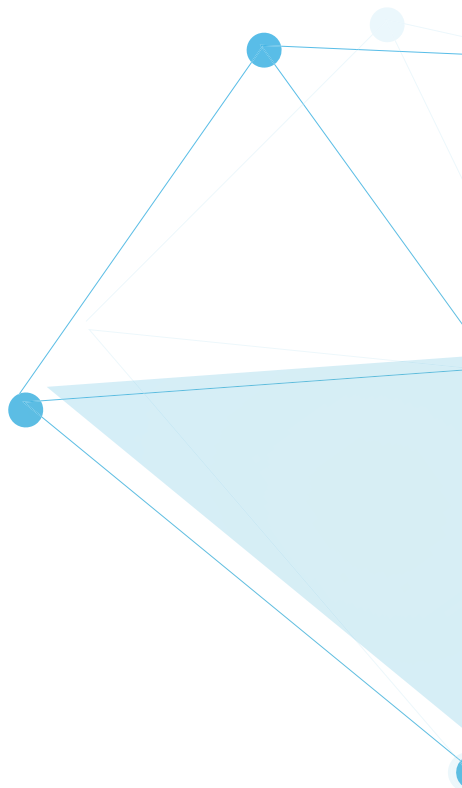
- Provide a global platform to digitize participating entity profiles creating an International Digital I.D. (IDID).
- Provide thousands of business apps to users free of cost (e.g. Warehouse Management System including Digital Catalog Module) to generate comprehensive trade data.
- Produce and publish product/service catalogues through multiple on-line marketplace channels.
- Deliver a complete system achieving an efficient Order-to-Delivery Process (ODP) for products/services.

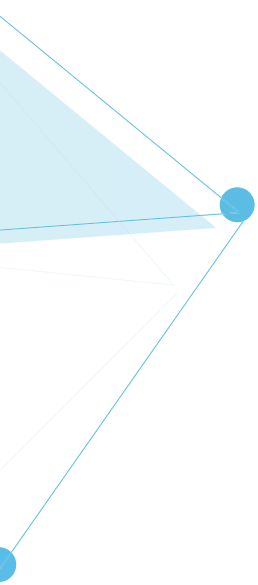
2- Optimization of Matching

- System recognizes users based on historical, current, and planned commercial activities.
- Smart presentation of products & services based on user profile and activities.
- Power searches based on personal commercial activities or industry activities or general keyword search.
- Personalized digital billboard including targeted advertising and promotions.

3 - Increase Conversion Ratios

- Buyers and sellers can evaluate each other based on an objective scoring of performance “AxioScore”.
- Users can sort their search results in a “priority display” based on five key “QFILI” Attributes: Quality, Finance-ability, Insure-ability, Logistics Reliability, and Value Chain Integration.
- System uses Artificial Intelligence to automatically match Products & Services Offerings that a buyer is most likely to acquire.





» System provides real time interactive communication tools to accelerate the negotiation and purchasing process.

4 - Facilitate Finance Services

» System provides banks the tools to create automated financing offers that match prospective borrowers.

» Buyers can sort products and services that are more likely to be financed by Banks.

» Borrowers gain ease of access to product and services financing at the point of transaction.

» Banks can reduce their risk by automatically matching financial offers with trade finance insurance.

5 - Facilitate Insurance Services

» System provides insurance firms the tools to create automated insurance offers that match prospective customers.

» Buyers can sort products and services that are more likely to be insured.

» System provides ease of access to insurance products at the point of transaction.

» System provides online access to Digital Policy documentation and expedites claim processes.

6 - Enhance Logistics & Operations

» System provides different options for single, multiple, and recurring shipments.

» System provides digital tools to manage contract obligations based on performance metrics.

» System provides end-to-end tracking & visibility capability.

- System provides a global invoicing and payment capability that connects all the relevant parties, and automates the direct release of payments according to smart contracts.
- System provides end-to-end global value chain integration and visibility.

The foregoing represents a summary of how we can empower the Digital Economy in Six Steps and realize the benefits of a seamlessly integrated e-Commerce, e-Finance, e-Insurance, and e-Logistics Platform, known as the Multi-Dimensional Digital Economy Application System - MDDEAS®.

THE SIX STEPS FOR DIGITIZATION

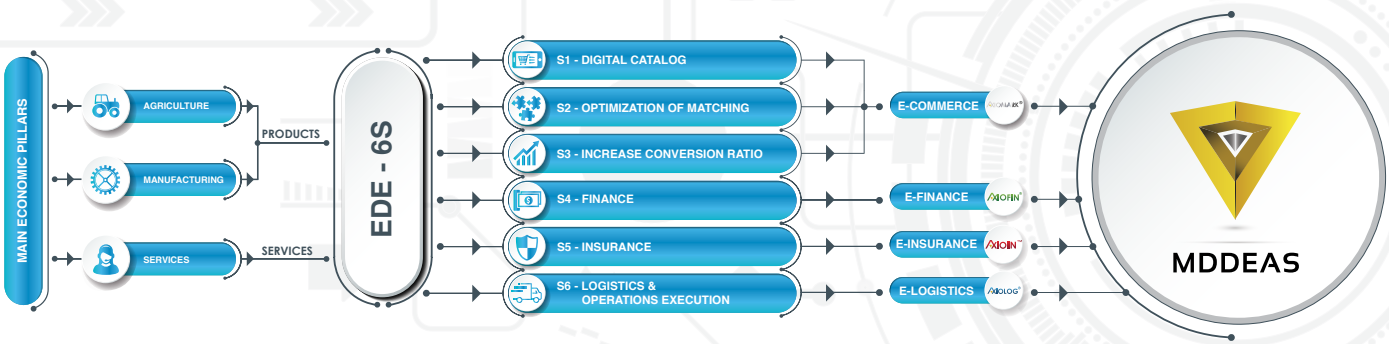


Fig 2.2

> B2B MOTHER OF ALL INDUSTRIES
> 2018 USD 150 TRILLION
> PROJECTED TO REACH USD 337 TRILLION BY 2035

2.4 | GOVERNANCE – THE GLOBAL STRUCTURAL FORMULA

Since trade and trade data are of national security importance, the Multi-Dimensional Digital Economy Application System (MDDEAS®) must be governed and deployed in a manner that offsets geopolitical, monopolistic and data privacy concerns. Hence, the **Global Structural Formula (GSF)**, the first of its kind in the world, has been carefully designed to meet these concerns by enabling Public-Private Partnerships to participate in a variety of roles including ownership, governance, deployment, and use of the MDDEAS®.

The GSF includes the participation of all forms of organizations that deliver an independent global monitoring mechanism. The GSF provides the unifying link between the public and private sectors. It combines the efforts of the nonprofit Global Coalition for Efficient Logistics (Coalition), the revenue-sharing World Logistics Council (Council), the World Logistics Council Development (WLCD), and the profit driven World Logistics Council Network (WLCN) as the means to rapidly deploy the global solution to spur economic growth. The GSF has four key components that combine in a robust way to support swift deployment of the Digital Economy Platform as described below (Fig 2.3).

Global Coalition for Efficient Logistics (Coalition) is a Swiss-based nonprofit global Public-Private Partnership (PPP) that brings together leading firms, governments, and non-profit organizations to trigger economic development around the world. The Coalition's governing body provides monitoring oversight on the Council, ensuring the delivery of the global solution in a rapid and impartial manner, thus offsetting geopolitical and data privacy concerns.

BALANCED ORGANIZATIONAL STRUCTURE

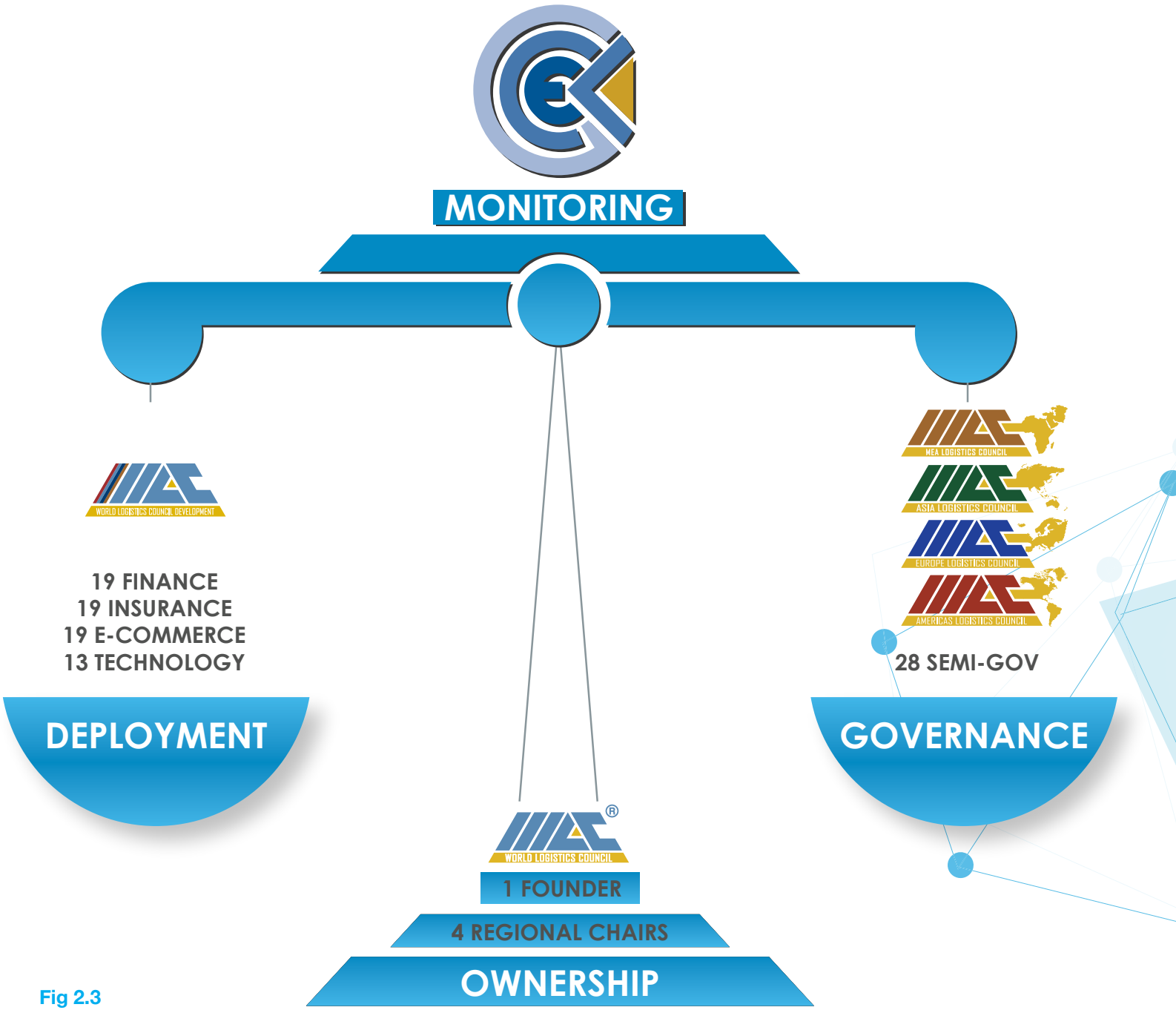


Fig 2.3

World Logistics Council (Council) is an international for-profit semi-government, revenue sharing organization, domiciled in the Republic of Ireland, governed by 28 entities across the Americas, Asia, Europe and Middle East / Africa, representing the interests of the multiple regions of the world while offsetting geopolitical, monopolistic and data privacy concerns. The Council manages the development, enhancement and deployment of the MDDEAS® technology through the WLCD.

World Logistics Council Development (WLCD) is a wholly owned subsidiary of the Council, presently based in Delaware, (USA). Its Technology Governance Advisory Board, which includes the world's leading technology firms, will oversee the commercialization, deployment, and enhancement of MDDEAS®, as well as manage and maintain the technical relationships with the e-Hub partners and strategic partners in commerce, finance, and insurance.

World Logistics Council Network (WLCN) is comprised of capable technology, finance, insurance, and commerce organizations selected through a transparent equal opportunity process. The WLCN will work in a co-operative environment with a global governance structure to monitor their performance while maintaining and deploying the MDDEAS®. These companies, with their market opportunity and profit-driven motives, will ensure rapid, global deployment, benefiting their customers in high, mid, and low-income countries alike. Initially, one e-commerce, one finance, and one insurance firm will be selected from each of the 19 G20 countries. Additional firms will be selected as the MDDEAS® penetrates the B2B marketplace. Thus, the GSF ensures rapid global deployment through the reach and capabilities of world-class firms, providing benefits to all participants at no cost to the end user. The GSF innovation addresses the aforementioned concerns inherent within today's era of digitization through the creation of a transparent network of Public-Private Partnerships.

2.5 | BUSINESS MODEL

Limitations of Existing Business Models

The information technology sector has ingeniously created innovative supply chain solutions, and many global companies as well as Logistics Service Providers (LSP) operate highly sophisticated vertical supply chain management systems. However, these systems are costly and are typically out of reach of small and medium enterprises. Accordingly, if a party in the supply chain does not provide their related trade information, there will be a gap in the information flow, hence creating inefficiencies for all trade participants when moving a shipment from shelf-to-shelf.

Today there are three main fee-based business models that are used for national, regional, or global solutions: Transactional, Subscription, and User Seat based. However, none of these work in an Interdependent Pipeline Process Environment (IPPE) involving multiple parties in a trade pipeline. The limitations of these business models include:

Limitations of Transactional and Subscription Fee Based Models:

- If one party fails to pay its transactional fee, it cannot use the system, which results in efficiency and security gaps.
- It is not fair for a party that pays its fees to incur diminished efficiency due to parties who do not pay theirs.
- Considering the number of transactions per shipment, the volume of shipments per Global Value Chain (GVC) and the number of GVCs worldwide, it would require an army of accountants to properly account for financial activities if these models were employed to build a global Digital Economy Platform (DEP).

Limitations of User Seat Fee Models:

- The cost of a system and the salesforce required to deploy it globally can limit its global reach.
- System maintenance and upgrades can be cost prohibitive, which can create multiple versions in the same IPPE that are incompatible among users.

In order for a global solution to be rapidly adopted involving multiple parties in an IPPE, it must be **"free of cost"**. Therefore, a new business model is needed in order to achieve efficient and secure supply chains.

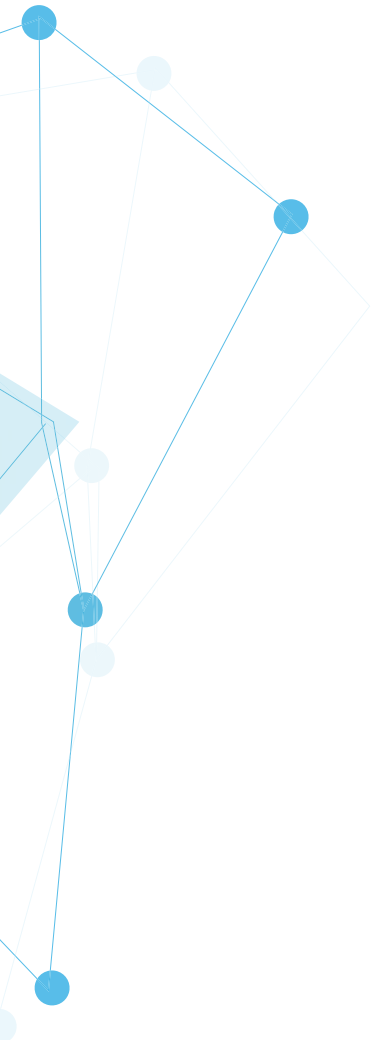
A New Business Model

The Council has a new business model that overcomes the inadequacies of the current IT business models to ensure global participation, drive rapid global deployment, and offer truly global inclusion.

MDDEAS® will be provided free of cost to end users, while the platform will be sustained through the Council's revenue sharing arrangement with the World Logistics Council Network (WLCN).

The Council's revenue sharing model starts with deployment of MDDEAS® through leading firms from four different industries: Technology, Finance, Insurance, and Commerce (Advertising/ Market Exchange). Collectively, they provide the comprehensive services required for global trade from shelf-to-shelf, and make business Apps available to users free of cost.

The Council will receive a percentage of the revenue generated by the e-Commerce, e-Finance, and e-Insurance dimensions of the platform and the Integrated Technology Providers through the following:



- Financial transactions
- Insurance premiums
- Data messaging
- Tracking messaging
- Advertising revenues
- Market exchange revenues
- Information exchange fees
- Carbon trading services

The Council will then remit a percentage of the foregoing revenues to the WLCD and the Technology Gateways that will maintain and enhance MDDEAS® while making the digital Apps available free of cost to all end users.

The Council will remit a percentage of its pre-tax income to the four Regional Councils comprised of 28 semi-government organizations that represent the voice of the public and private sectors within their respective countries, thus ensuring their geopolitical support and participation.

A form of this business model has been successfully implemented by the airline industry by Sabre, Amadeus, Galileo, and Worldspan. Today, when we book our airline tickets through the Internet, we can also choose to finance our ticket or arrange a rental car, hotel, or vacation package without paying for the systems that provide us access to these services. The incremental revenues generated from these services are then used to help these technology systems pay for themselves. As another example, Google and Yahoo provide a multitude of free services such as email, e-calendar, news, photos, etc. in addtion to Internet search; where revenues are generated within the network, allowing for the free use of the systems.

BUSINESS MODEL - USD 5.5 TRILLION BY 2030

Similarly, WLCN firms will realize significant market opportunity and a have a tremendous incentive to provide their value-added services through MDDEAS® (Fig 2.4).

The Council's global business model will ensure rapid global adoption of MDDEAS® in concert with market need, the Global Structural Formula, the Council's deployment strategy, and the comprehensive value propositions for all B2B participants.

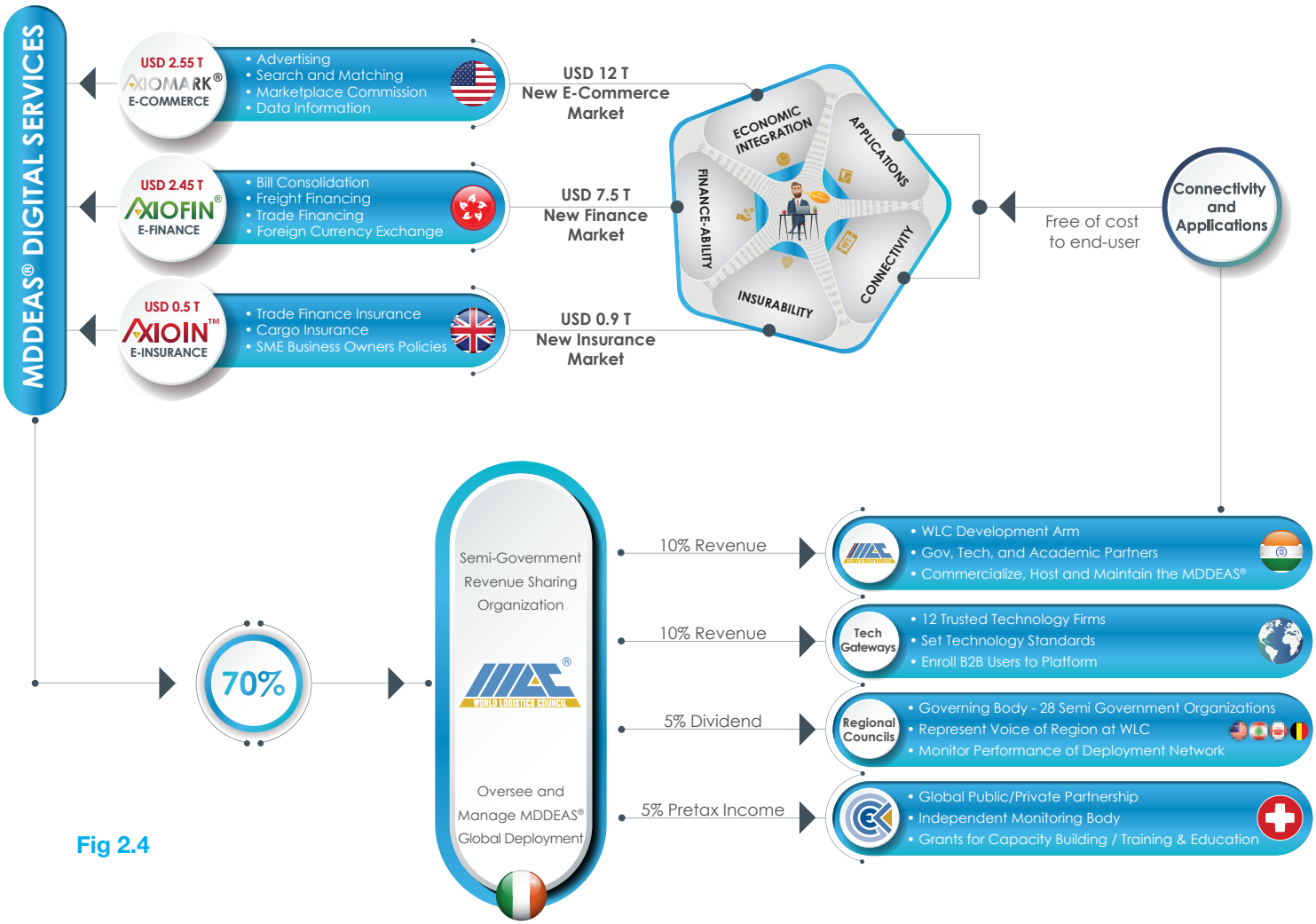


Fig 2.4

2.6 | DATA SECURITY AND PRIVACY

The custodians of the global economy agree that trade is the engine to drive economic prosperity around the world. In today's 21st century technology era the digitization of trade has become a policy imperative of the G20 / B20. However, its power can only be unleashed when accompanied by a **Global Data Security Standard (GDSS)** that safeguards the privacy of individuals, and the security of public and private organizations' data.

It is clear that data security requires a comprehensive and global solution, one that serves the needs of high, mid, and low-income countries alike. It should allow the public and private sectors to contribute to the development and the implementation of the standard in a geo-politically diverse and non-monopolistic manner, thereby garnering acceptance from all the regions of the world. It must also involve multiple layers of governance within a true Public-Private Partnership. Only then will information be truly protected and become the currency that can be safely exchanged throughout the world, securing our economic prosperity, now and for generations to come.

Through the Global Structural Formula, more than 150 countries through their pan regional organizations, 26 NGOs/IGOs and prominent international service industry firms have embraced the GDSS. The GDSS is based on the following "Axioms of the 5Cs" (Fig 2.5):

C1. Consortium of Globally Balanced Ownership

It is necessary to ensure a globally balanced ownership of any organization entrusted to manage the storage and dissemination of information in order to offset monopolistic

THE FIVE CS OF DATA SECURITY

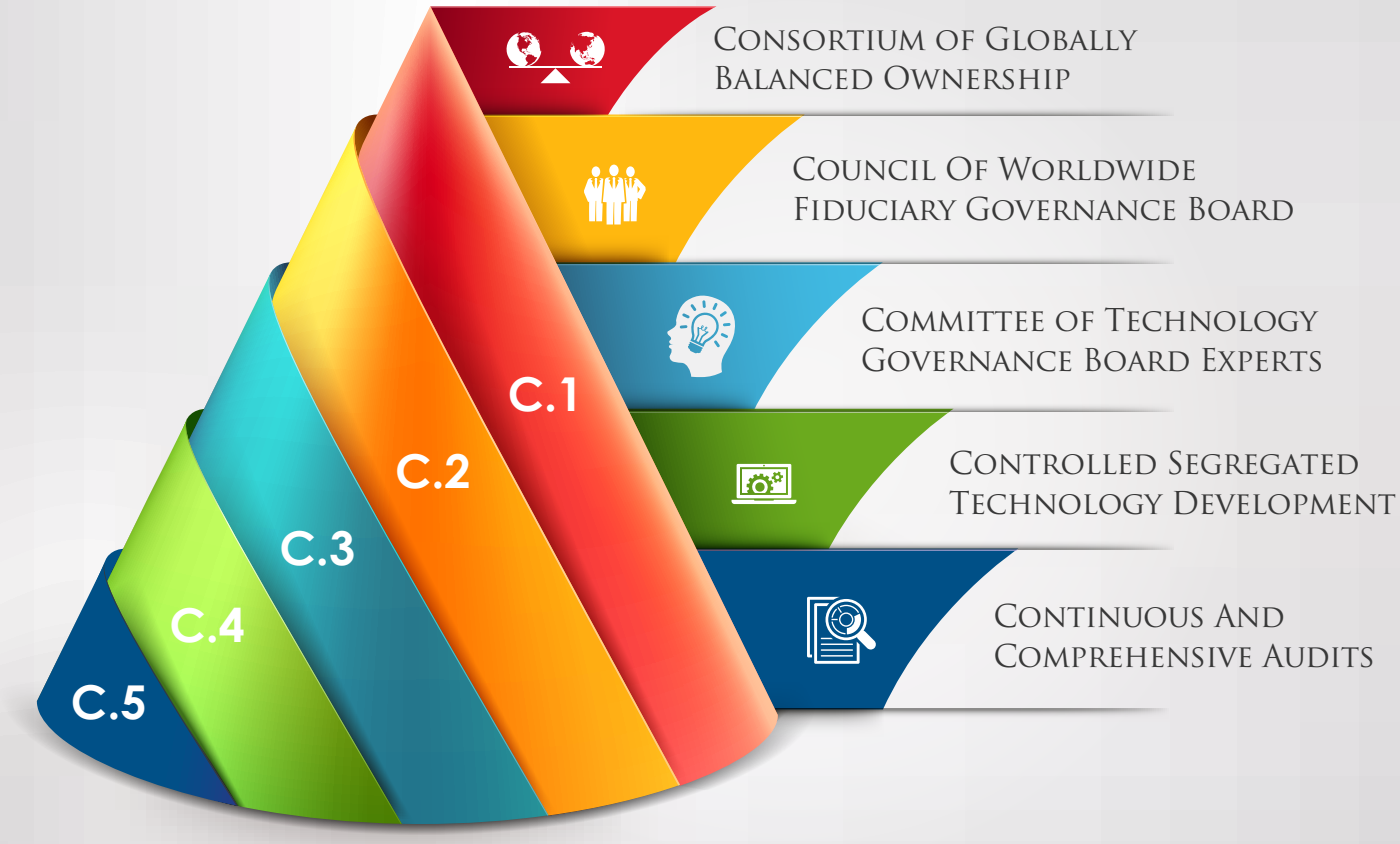
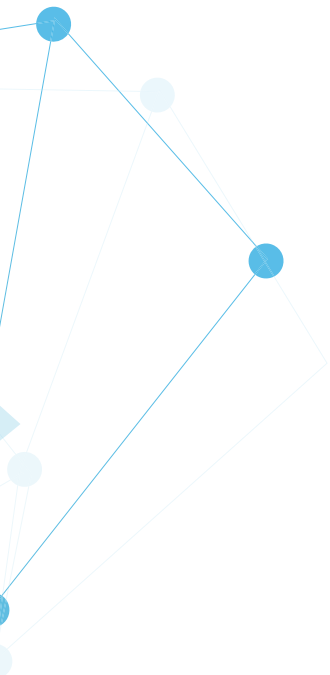


Fig 2.5



concerns. Furthermore, such ownership must involve semi-government organizations whose mission is to impartially serve the public good.

C2. Council of Worldwide Fiduciary Governance Board

To oversee any system of data management it is fundamental that the governance is geo-politically neutral and non-monopolistic so that no one country or company has undue influence. To ensure an equitable balance, the governance board requires representation from the four regions of the world: Europe, Asia, Americas, and Middle East/Africa.

Each region should be represented by semi-government organizations from the six major economies in that area, with a representative from another country to act as the Chair. In this way 28 countries across the world will represent the governing body.

C3. Committee of Technology Governance Board Experts

It is not enough that the ownership and governance is geo-politically balanced. There also needs to be a balance at the technical level through a technology board that brings together the best minds of the world to ensure the quality and security of the data.

Even at the technical level we must ensure a non-monopolistic balance by selecting the most qualified technology firms under an equal opportunity process from the world's four regions, represented by at least three companies within each region. It is essential that the technology board be diverse so that all regions of the

globe have a seat at the table in terms of responsibility, accountability, and decision-making to ensure that data is secure and continuously available for all.

C4. Controlled Segregated Technology Development

While all the above is necessary, privacy and security at the data hosting and coding levels are a must. This requires multiple layers of security and segregation of duties, multiple data centers with state-of-the-art firewalls and physical access constraints, as well as multiple companies and employees from diverse countries.

Further, all software coding must be segregated into a minimum of five separate departments. Each will work on isolated modules that will then be integrated by a separate, independent integrator who would not be involved in the coding. This will ensure the highest level of security for the data centers and prevent any backdoor entry to the data.

C5. Continuous and Comprehensive Audits

To ensure the utmost transparency, there must be additional checks and balances through a hierarchy of audits. First, continuous audits at every level of the operations will flag exceptions and weaknesses in internal controls thanks to a layered management structure. Second, periodic external audits will be performed by world class auditors, who will provide reports related to security compliance. Third, on-demand audits can be requested by interested parties in order to address specific concerns and verify compliance with data privacy requirements. In short, this multi-layered audit mechanism will ensure that organizations do what they say and say what they do.

2.7 | CENTER OF EXCELLENCE - THE E-HUB OF THE WORLD

The world is clamouring for the Digital Economy, as evidenced by the G20 Leader's Communiques. Leading universities around the world are innovating to create bodies of knowledge related to global economic growth and are pushing the boundaries of what is possible from technology. Global technology firms are leveraging those innovations to bring about next generation gadgets and services that aspire to revolutionize global trade.

Governments are promulgating policies and providing incentives to foster the global Digital Economy within their countries. Yet, we are not seeing its full emergence. The problem is that the public entities, academic institutions, and private firms are working in silos. In reality, it is imperative that they join together to solve this problem collaboratively under independent and imparital leadership.

Public, Academic, and Private Entities Work Collaboratively
The solution must synergistically combine the strengths of public, academic, and private entities. Public entities care for the creation of public goods – and desire the widest access of those public goods by its citizens to maximize their welfare. Academic institutions produce long and medium-term innovations that can fundamentally transform the global economy but seek industry partners to validate them. Private entities strive to push the frontiers of innovation to build winning products and services that can empower the real economy participants with the aim of maximizing their own profits. However, only a solution that creates a collaborative environment, where these natural strengths of public, academic, and private organizations are woven together, can produce the synergies required for sustaining continual innovation of MDDEAS®.

E-Hub of the World

The E-Hub of the World, or the World Logistics Council Development (WLCD) is responsible for developing, hosting, deploying, and continually enhancing MDDEAS®. The traditional approach for building a platform such as MDDEAS® is to house it primarily as part of a software development department within the confines of a private firm. However, when we need to build a fail-safe Digital Economy Platform that will be used free of cost by millions of people in all corners of the world, there is a need to cooperate with public entities to ensure protection of MDDEAS® operations by the international community. Since there has been no prior history with a Digital Economy Platform that horizontally integrates the processes in global value chains, academic innovation is a must – both to produce the original body of knowledge, as well as to prepare the next generation of Digital Economy leaders across the world.

The innovation of the Council is to use a creative organizational structure – The E-Hub of the World. The E-Hub of the World consists of a world-renowned academic institution to lead the innovation program, a global technology firm to pioneer development of the Digital Economy tools, and a visionary public institution to champion the adoption of the Digital Economy – all under one roof. Since the global value chains will be dependent on the platform, it is imperative that its operations be protected by the United Nations to ensure continuous uninterrupted access to the platform by all. The E-Hub will be governed by two Boards: a Fiduciary Board that includes representation of twenty eight semi-government organizations to oversee its operations; and a Technology Governance Board involving 15 technology, finance, insurance, and e-commerce firms to manage the MDDEAS®. This unique organizational structure allows the partners to consolidate their competencies in order to build the knowledge-intensive organization necessary to orchestrate the development and enhancement of MDDEAS®.

2.8 | GLOBAL MARKET ACCEPTANCE

Global leaders have been desperately searching for a mechanism that allows them to implement their great macro-economic policies and provide rapid relief from the current economic conditions. The inability to achieve this to date has created the conditions for diminishing trust between the real economy participants and their leaders. In order to change this, the Coalition has developed an Implementable Policy Formula (IPF) to produce a global solution with the following characteristics:

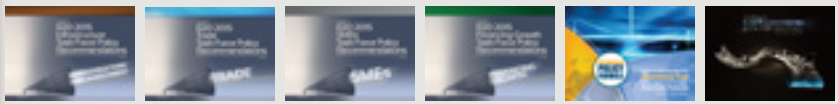
Common Denominator Among Policies. Through the Coalition's active participation in the B20/G20 policy forums (Fig 2.6):

- **2015 Turkey B20/G20:** The G20 adopted the Digital Economy as a key policy initiative. Seventeen out of 25 key B20 Taskforce recommendations involved the Digital Economy.
- **2016 China B20/G20:** The G20 Leaders' Communique adopted the Digital Economy Development and Cooperation Initiative as a key policy directive to achieve sustainable growth.
- **2017 Germany G20/B20:** The 2017 G20 established the B20 "Digitalization Task Force" to follow-up on implementation of Digital Economy policies.
- **2018 Argentina G20/B20:** The 2018 G20 advocated the adoption of innovative Digital Economy business models, with focus work on Artificial Intelligence and new business platforms.

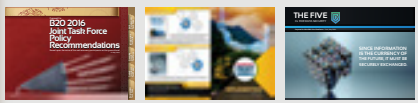
COMMON DENOMINATOR AMONG POLICIES

THERE WAS NO MENTION OF DIGITAL ECONOMY IN THE AUSTRALIA 2014 G20 LEADERS' COMMUNIQUE

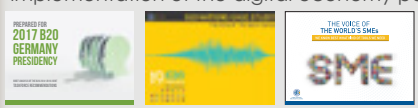
The 2015 G20 Turkey embraced the Digital Economy as a key policy. 17 out of 25 key B20 policy recommendations involved digital economy.



The 2016 China G20 has adopted the Digital Economy Development and Cooperation Initiative as a key policy directive to achieve sustainable growth.



The 2017 G20 Germany established the B20 Digitalization Taskforce to follow up on implementation of the digital economy policies.



The 2018 G20 Argentina advocated the adoption of innovative Digital Economy business models, with focus work on artificial intelligence and new business platforms.

Fig 2.6

It is important to note there was no mention of the Digital Economy in the 2014 Australia G20 Leaders' Communique. Accordingly, the Coalition's participation during the past 4 years at the G20/B20 forums has contributed to the G20 Leaders' adoption of the Digital Economy as a comprehensive denominator towards diversifying economies and achieving economic growth.

Validation from the Ground Level. It is of paramount importance that policy benefits are validated by listening to the voice of the real economy participants impacted by these policies at the ground level. The Coalition has gained a global consensus of MDDEAS® from the following perspectives:

- **Global Perspective:** More than 75% of the world's citizens, represented by 150 governments through their pan-regional organizations and industry associations entrusted to develop tangible growth plans, have executed MOUs and published economic Road Maps with the Coalition towards deploying MDDEAS® globally.

- **Micro Perspective**: More than 90 G20 ministries, NGOs/IGOs, and academia, along with Deloitte, Frost & Sullivan, and the Nielsen Company have conducted diagnostic assessments of current trade practices based on what today's technology makes possible. The results of the global study, including 1.2 million data points, have been staggering: 90.4% do not have an integrated system and more than 94.5% want MDDEAS® tools in order to be more competitive in the global marketplace (Fig 2.7).

G20 NATIONS INTEGRATION

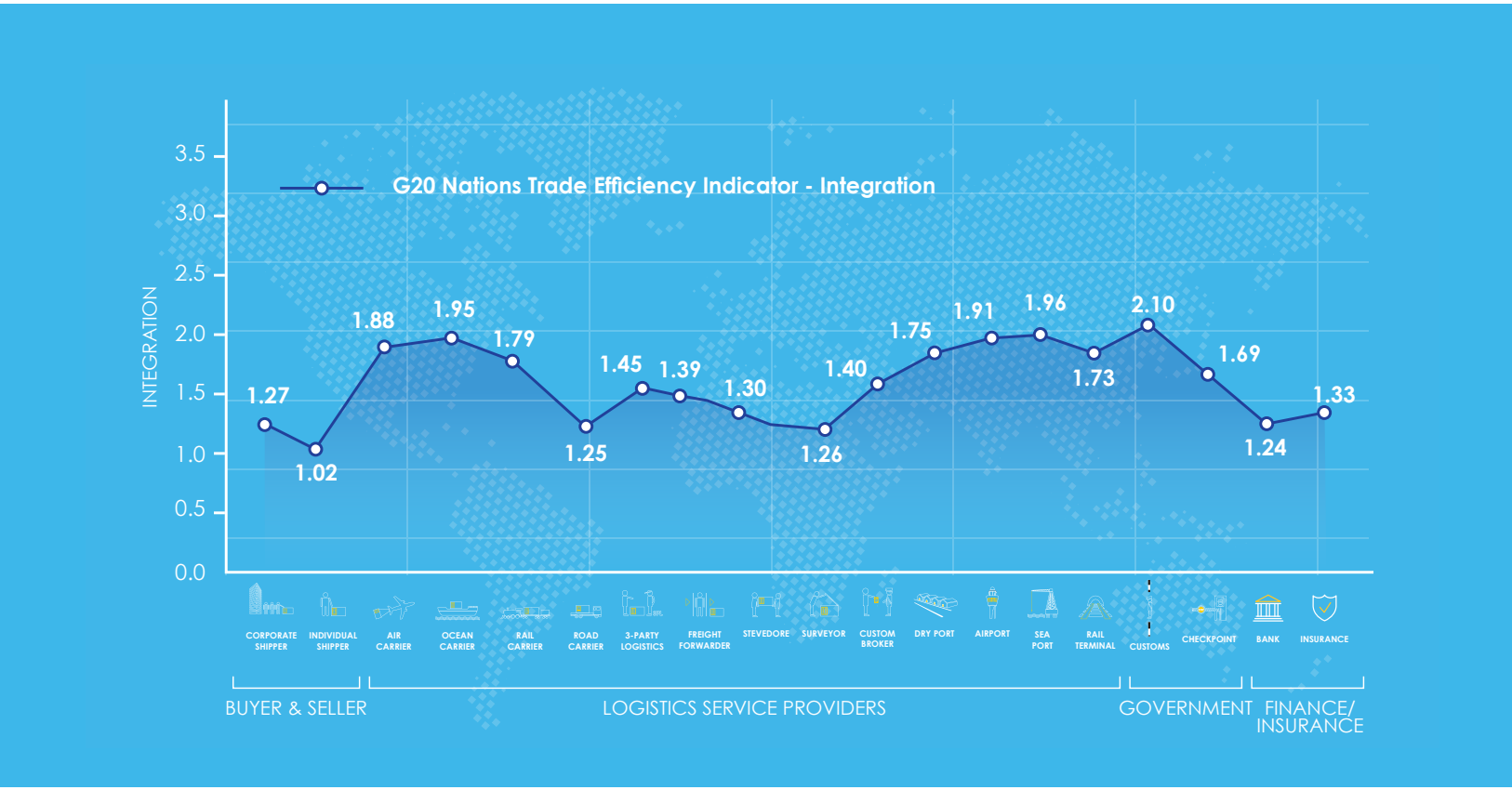
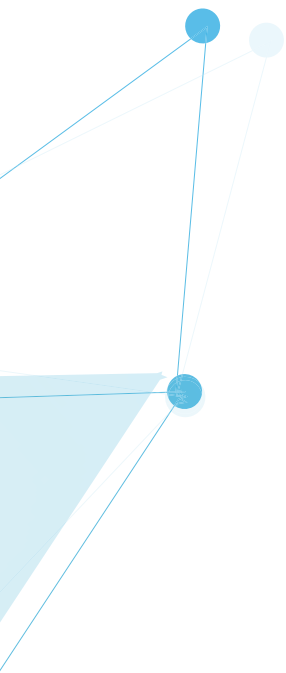


Fig 2.7

Industry Capability & Commitment. Once the policy's benefits are validated at the ground level, we must secure the related industry resources for rapid implementation (Fig 2.8).

To date, 30 technology firms with annual revenues of nearly USD 350 billion and 3.1 million experts operating in more than 130 countries around the world, have executed non-compete agreements with the Council as a first step under an equal opportunity selection process to occupy 13 exclusive seats that will deploy MDDEAS® globally. To date, 11 firms have executed preliminary agreements towards final selection.



These firms have executed the non-compete agreements because they:

- Have validated the technology, business model, value proposition, and deployment strategy.
- Realize that they cannot deploy such a vast solution by themselves due to geopolitical, monopolistic, and data privacy concerns.
- Can triple their EBIT through the Council's revenue sharing model, thus greatly increasing their shareholder value.

In addition, more than 57 National e-Commerce, Finance and Insurance firms will digitize their countries' B2B participants.

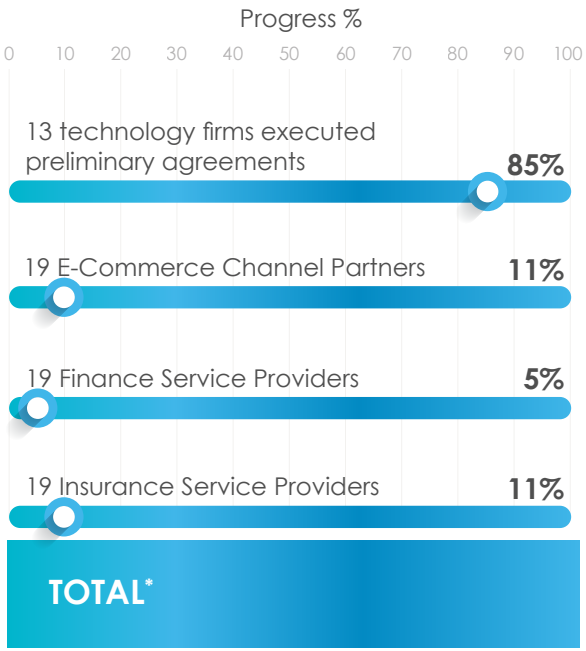
As a starting point, one e-commerce, one finance, and one insurance firm will be selected from each of the 19 G20 countries to digitize their national B2B participants. Additional firms will be selected as the MDDEAS® penetrates the B2B marketplace.

To date, the council has executed agreements with e-Commerce firms that will enroll 1.8 billion of their B2B and B2C customers to the platform.

Center of Excellence Establishment. Telangana State executed an agreement with the Council to host the E-Hub of the World under the protection of the United Nations, ensuring uninterrupted use of the Digital Economy Platform by users around the world.

Deployment Program. Agreements have been executed to deploy the Digital Economy Platform in India, Indonesia, Malaysia, Italy, United Kingdom, and Germany (the perennial #1 in trade efficiency).

INDUSTRY CAPABILITY & COMMITMENT



* Approximate figures based on available public information

Revenues (USD billion)	Employees	Customers (Million)
287	2,400,000	>1.1
175	450,000	950
575	1,200,000	370
500	700,000	500
1,537	**4,750,000**	**1,821**

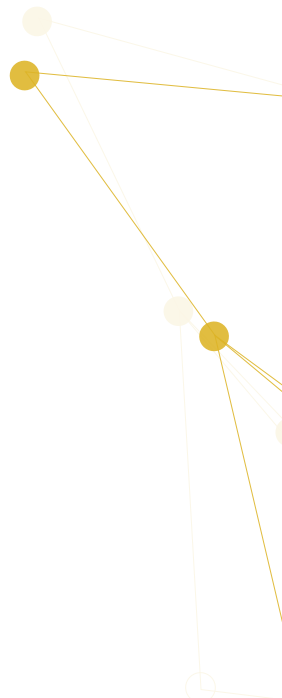
Fig 2.8

3. A DIGITAL ECONOMY PLATFORM – MDDEAS®

MDDEAS®

Multi-Dimensional Digital Economy Application System

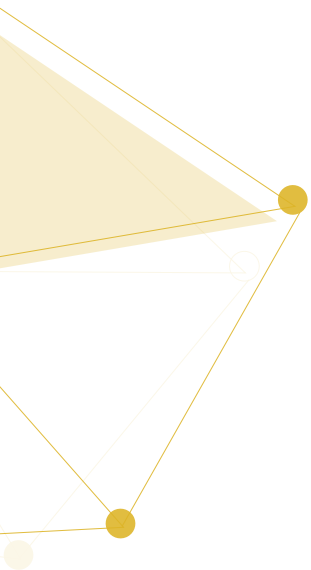
3.1 | INTRODUCTION



There are several industry related challenges that a global Digital Economy Platform needs to comprehensively address in order to develop a national and international digital solution. These challenges apply throughout the logistics, financial, insurance, and e-commerce industries, including the need to insure data privacy and security, address industry wide systems fragmentation, and achieve logistics industry integration across industry clusters.

Logistics Industry
Domestic as well as international trade is founded upon four interdependent pillars: Commerce, Finance, Insurance and Logistics. Logistics has historically being the weakest link because of industry fragmentation and high operational inefficiencies. The lack of technologically optimized logistics systems and processes has prevented the other pillars of the economy from growing and realizing their full potential.

Financial Industry
Following the 2008 Global Financial Crisis (GFC), new restrictive regulations, including Basel III and FATCA, have affected the determination of banks' capital bases. Coupled with the financial industry's lack of integration into the global value chains (per the G20 Nations Case Study), this has negatively impacted the level of loan activity and support for trade, particularly for small and medium-sized enterprises (SMEs). According to the Asia Development Bank, only 3% of the global B2B marketplace receives trade finance.



Insurance Industry

The compliance burden from GFC regulations such as Solvency II has raised the operating expenses of the insurance industry and restricted the level of their activities, especially for SMEs. The insurance industry faces several challenges including increased risks from supply chain interdependencies, inefficiency and fraud, high costs of new-customer acquisition, and lack of visibility to new opportunities across global markets. According to the G20 Nations Case Study, the insurance industry is among the least integrated to the global value chains.

E-Commerce Industry

The B2B e-Commerce industry faces a great number of challenges despite its accelerated growth. These challenges include ineffective tools and applications to optimize matching of professional buyers with sellers, and inadequate tools to increase the conversion ratio from viewing a product or service to its acquisition.

Data Privacy and Security

Global bodies such as the UN, WTO, APEC, OECD and the World Bank have attempted to address data security, with each organization releasing separate guidelines to cover these concerns. However, some of these guidelines are generally unenforceable as they are restricted by country jurisdictions. Understanding that data must be shared across borders, one must address nations' interdependent security needs and respect their sovereignties.

Industry Wide Systems Fragmentation

The global value chain consists of 19 industry clusters that include Shipper/Receiver, Logistics Service Providers, Government Agencies, Banks, and Insurance Firms. Digital solutions applied in isolation in selected industry clusters will only lead to further system fragmentation as well as process and data bottlenecks.

Since global logistics is a horizontal process that cuts across all of these clusters, we need a comprehensive global value chain approach that optimizes the overall logistics solution, in order to achieve efficient shipment of goods from shelf-to-shelf. Furthermore, different systems and standards across supply chains hamper the adoption of innovative technologies such as AI and Blockchain.

Lack of Logistics Integration to Industry Clusters

Logistics is the backbone of the economy as it is the linchpin that connects our world. However, the implementation of a logistics solution in isolation will only be sub-optimal. It is imperative to achieve the horizontal integration of domestic and global logistics operations across the industry clusters in order to maximize the operational efficiency needed to empower the other three industries (finance, insurance, and e-commerce).

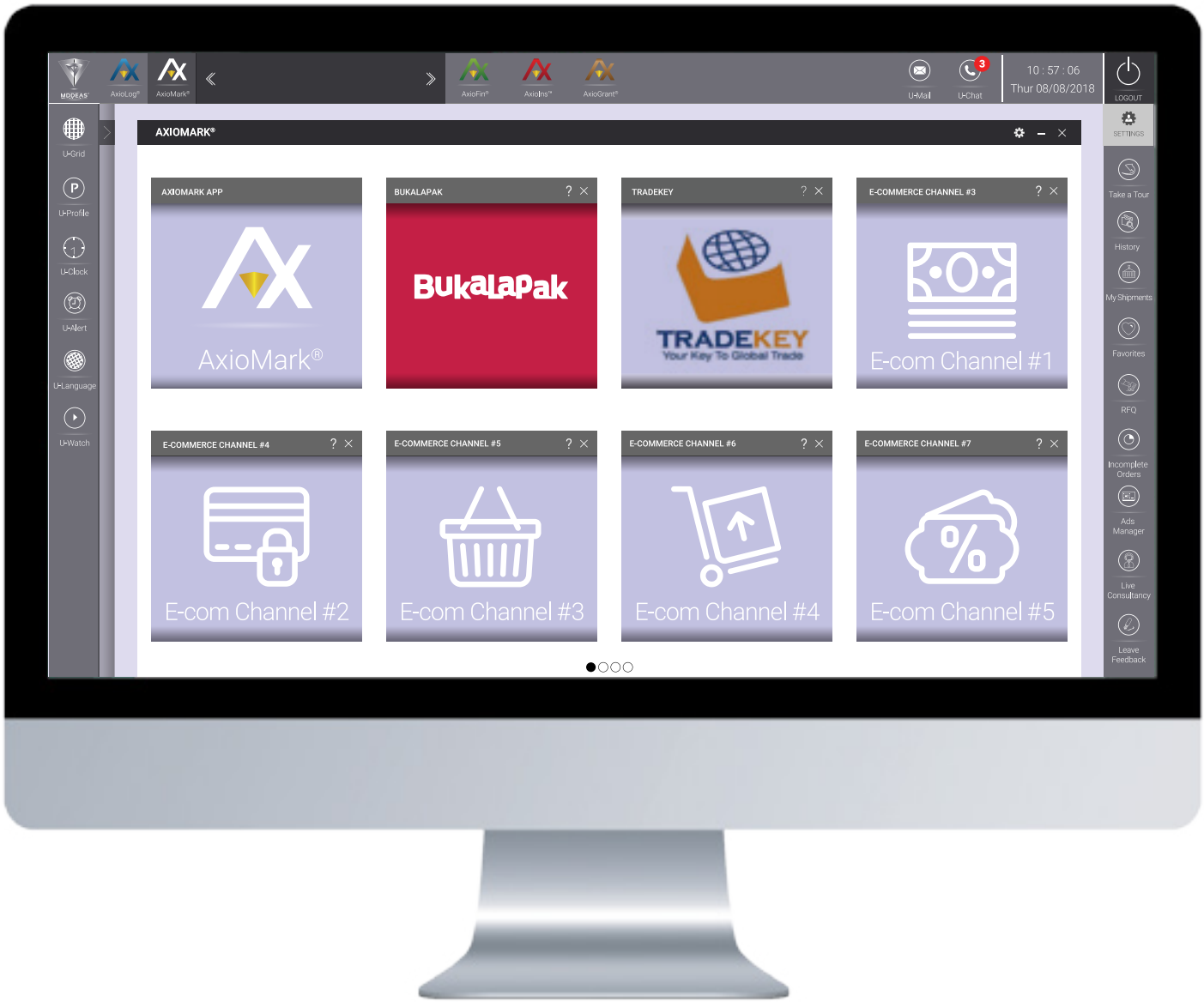
In order to address the complexity and magnitude of the foregoing challenges on a national and global scale, we need an innovative approach to unleash the power of the Digital Economy by leveraging the full potential of the latest tools and technologies.

What is needed to resolve these challenges is a comprehensive, online, fully integrated Digital Economy Platform Solution offering globally scalable e-Commerce, e-Finance, e-Insurance services, underpinned by the e-Logistics pillar. That solution is the Multi-Dimensional Digital Economy Application System (MDDEAS®): A worldwide-patented, open-access software technology platform for seamlessly and efficiently conducting domestic and international trade - delivered free of cost to end users.

3.2 | THE DIGITAL ECONOMY PLATFORM - MDDEAS®

The MDDEAS® is a next generation global B2B Digital Economy Platform built upon a catalog of product and service innovations, and integrating with existing country/region or industry-specific platforms. It is a registered trademark protected by a worldwide patent. At the core of the MDDEAS® is a comprehensive suite of free business Apps for digitizing the global value chains of the USD 150 trillion B2B marketplace. The MDDEAS® represents a bold new approach for digitizing national economies across all world regions by:

- Partnering with existing national e-Commerce, Finance, and Insurance firms, and empowering them to expand their service offerings to customers domestically, regionally, and globally. This strategy benefits from the collaboration with existing platforms, since they have the distinct advantage of in-depth knowledge and understanding of their local customers as well as national customs and regional considerations. Integrating them into the MDDEAS® ensures inclusion, adoption, effectiveness, and continuity of the platform. Towards this goal, partnership agreements have been executed with several e-Commerce and insurance firms in countries across Asia and the Middle East. These firms will engage millions of their customers to participate in the Benchmark Trade Lane Deployment program and help accelerate global adoption of the MDDEAS® Platform. For the G20 countries alone, at least 57 leading e-commerce, finance, and insurance firms are projected to enroll 1.8 billion of their B2B and B2C customers to the MDDEAS®.



- Providing numerous innovative platform features compared with current industry offerings that significantly improve performance to higher levels of efficiency. These digital innovations include the Dynamic Product Offering (DPO) capability for sellers to optimize their profitability by directly targeting their qualified buyers through automated matching duly supported by the intelligent business performance and risk scoring mechanism AxioScore™ (explained in the following sections). MDDEAS® also provides secure access to powerful utilities, real-time interactive communication tools, and u-Grid based MDDEAS® Apps Marketplace, enabling users to select business Apps to customize their workspace and create a personalized platform.

This bold new approach empowers the B2B marketplace with the digital tools required for the 21st Century Digital Economy. It begins with a state-of-the-art e-Logistics suite of services that streamlines the flow of goods from Shelf-to-Shelf. In doing so, it harnesses the Ultimate Data Quality (UDQ) from continually validated rich data related to the commercial activities of B2B participants enabling the expansion of e-Commerce, e-Finance, and e-Insurance services.

Through the use of Artificial Intelligence, Big Data Analytics, and Blockchain technologies, MDDEAS® provides seamless Point-to-World integration via plug-in or portal-in access for large, medium, and small enterprises to utilize innovative features that increase transparency and efficiency to de-risk trade, reduce costs, and create greater access to finance and insurance services to grow trade (Fig 3.1).

DYNAMIC PRODUCTS OFFERING

T= USD TRILLION	PROJECTED REVENUE	INDUSTRY BENEFITS
AXIOMARK® Axiom of Marketing	2.5 T	12 T COM. BENEFITS
AXIOLOG® Axiom of Logistics	N/A	LIEC = -3.7 T TRADE INC. = 7.7 T
AXIOIN™ Axiom of Insurance	0.5 T	1T INS. BENEFITS
AXIOFIN® Axiom of Finance	2.4 T	7.5 T BANKS BENEFITS

Fig 3.1

3.3 | AXIOLOG® - E-LOGISTICS SERVICES

In today's logistics world, businesses demand quality of service, easy access to trade facilitation services, as well as speed and reliability of on-time shipment delivery. Axiolog® is the future of e-logistics and the backbone of the Digital Economy Platform. It provides end-to-end global value chain integration to resolve logistics industry challenges, bridge performance gaps, and remove bottlenecks from traditional processes.

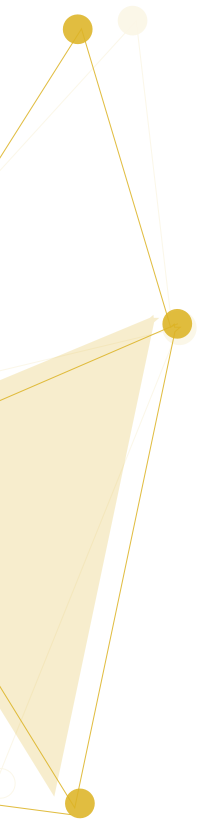
Logistics Industry Challenges

The flow of trade is by definition, a horizontal process. Efficiency is determined by the characteristics of a shipment's movement through the entire length of the trade pipeline. Therefore, the efficiency of the overall system cannot exceed that of its lowest performing member. Logistics has historically been the weakest link in the supply chain, despite being the industry that connects our world and makes trade possible. Its fragmentation has prevented the other pillars of trade – commerce, finance and insurance – from reaching their full potential.

The Global Logistics Industry (GLI) is a large, critical industry with many components, yet it suffers from a serious crisis due to a number of fundamental problems including:

- Complexity of end-to-end collaboration in globalized logistics processes.
- Inability of vertical systems to share common information effectively and maximize the efficient flow of goods and services.
- Vulnerability to cargo terrorism and fraud.

- High costs of complying with unprecedented levels of new government regulations and industry requirements.
- Paper-based and analog systems creating an inefficient exchange of trade related information.
- Integration. Fragmentation of current logistics' systems.



Inefficiencies of the current global logistics industry contribute to excess domestic and international trade costs that hinder economic growth.

AXIOLOG® Overview

Axiolog® is the smart e-logistics dimension of the MDDEAS® platform, and provides the UDQ "gold mine" of data to help manage shipment flows more efficiently from shelf-to-shelf. This in turn will boost the performance of the commerce, finance, and insurance industries, enabling them to reach their full potential.

Axiolog® makes it possible to:

- Minimize standardization requirements and costs.
- Create a Point-to-World integration environment.
- Transform logistics service providers' contract obligations into electronic performance metrics, enabling real-time monitoring of Contracted vs. Forecasted vs. Actual performance.
- Establish an optimum e-documentation environment that validates data from multiple sources within the same pipeline, while minimizing keystrokes and subsequent manual data entry errors.
- Provide the logistics tools required to plan and manage global trade lanes at no cost to the end-users.

Axiolog® is the next generation e-logistics platform that digitizes the logistics operations of the the B2B marketplace. In doing so, it will increase trade volumes by trillions of dollars, affect greater efficiency and transparency resulting in dramatic operational cost savings, as well as create millions of net new jobs globally.

Despite vertical efficiencies achieved by some integrated systems providers, the G20 countries' logistics industry suffers from the same problems facing the industry worldwide. It remains fragmented and unnecessarily costly, and the lack of technologically optimized systems and processes prevents it from achieving the highest 21-6-ETEI ratings.

AXIOLOG® Platform Capabilities

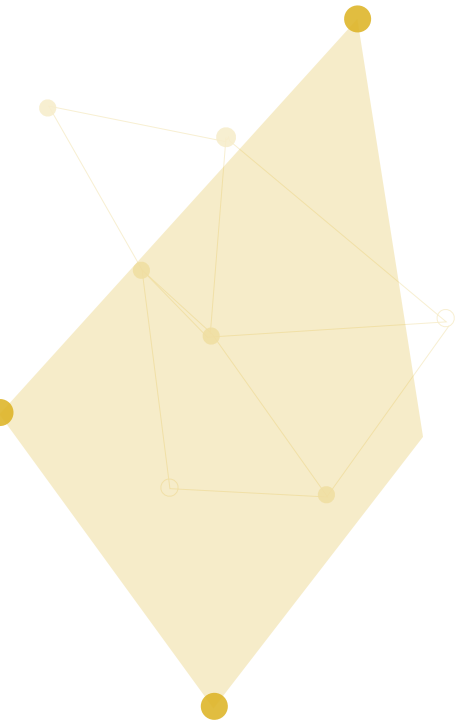
The AxioLog® platform's capabilities are designed to address the logistics industry challenges currently faced by B2B participants in the global value chain. These include:

I. Fully Integrated e-Logistics Platform as Part of B2B e-Services Portfolio

MDDEAS® includes the AxioLog® e-Logistics Platform as part of an end-to-end fully integrated B2B e-Services environment consisting of e-Commerce (AxioMark®), e-Finance (AxioFin®) and e-Insurance (AxioIn™) - resulting in a seamless user navigation experience.

II. Shelf-to-Shelf System Integration Across Global Value Chains

The MDDEAS® AxioLog® e-Logistics Platform features the Virtual Value Stream (VVS) App, which digitally interlinks all Logistics Service Providers, seamlessly sharing data across the entire global value chain. This allows leveraging blockchain distributed ledger technologies, enabling smart contracts for performance monitoring and direct release of payments.



III. Automated and Streamlined Logistics Processes for the Entire Global Value Chain

AxioLog® e-Logistics Platform automates manual processes and streamlines logistics processes for route, load, cost, and schedule optimization of shipments.

IV. Digital Dynamic Data Environment to Automatically Create E-Documentation

Data-driven digitization of Buyer/Seller, Country, Industry, Finance, and Insurance (BSCIFI) related documentation for dynamic generation and storing of data for reporting and compliance purposes.

V. Enhanced Cargo Security Through Dynamic Monitoring of Shipments and Enterprises

Global Dynamic Shipment Flagging, which provides real-time advanced global shipping activity based alerts; along with Global Advanced Dynamic Data Visibility, which provides advanced dynamic shipment scheduling information; are used to monitor suspicious shipments and enterprises for data anomalies. Shipment deviations are flagged for taking necessary preventive and corrective actions.

Multi-layered security defense mechanisms through virtual fencing help to proactively address security threats as far away from the national country borders as possible, as soon as security threats are detected.

VI. Real-time Tracking and Visibility

Real-time tracking using GPS coordinates of shipment location provides timely and necessary data for proactively preparing the next steps in the logistics processes to ensure efficient functioning of the value chains.

Real-time visibility through IP cameras helps to monitor the condition of the shipment for assessment of transit damages in support of insurance claims, thereby reducing underwriter risk and inspection costs.

VII. Digital Tools to Manage Contract Performance

Unit Cost Timetable (UCT) contract framework enables e-Logistics marketplace to comprehensively capture, negotiate, and agree on the procurement and service contract terms. UCT-based performance matrix converts contract obligations into electronic performance metrics for measuring and monitoring the forecasted/actual performance metrics against contractual obligations.

3.4 | AXIOSCORE™, MULTI DIMENSIONAL SCORING

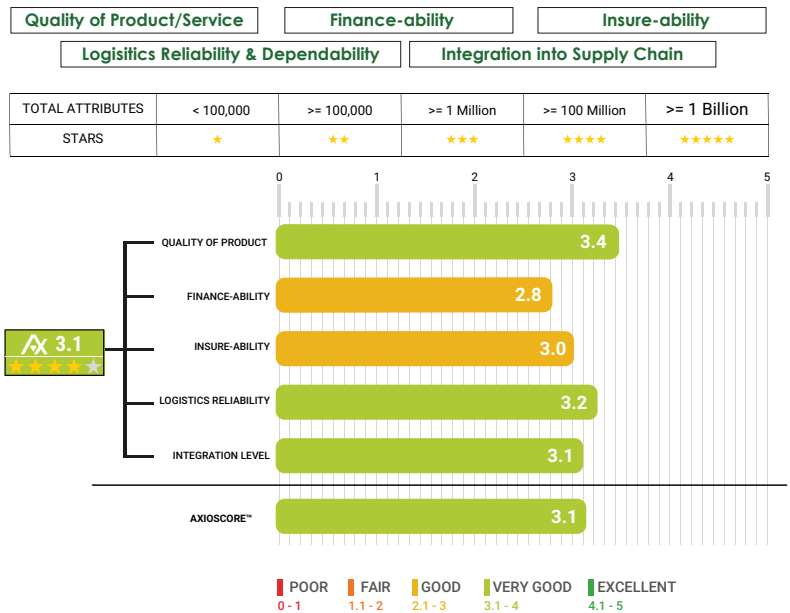
AxioScore™ is a multi-dimensional objective measure of business performance and risk for B2B participants utilizing Artificial Intelligence and Big Data Analytics to process and compute Ultimate Data Quality information into specific attributes and factors. AxioScore™ represents a weighted average of attribute scores related to the 5-key "QFILI" attributes (Quality, Finance-ability, Insurability, Logistics Reliability and Dependability, and Integration). Each AxioScore™ attribute is calculated from numerous factors based on high quality data validated by multiple parties in the trade pipeline, as opposed to unsubstantiated reviews and self-generated promotional materials (Fig 3.2).

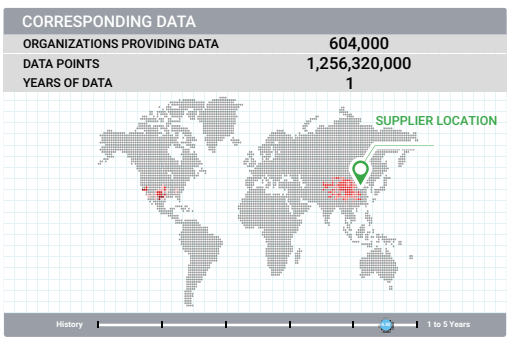
Ultimate Data Quality

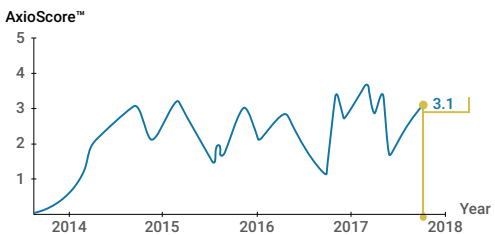
Today, 80% of the data available online is what we call single source non-validated data. However, in order to advance our Digital Economy and particularly to digitize the global B2B marketplace, the nature of data available to the world will need to change. To have a truly Digital Economy means that we have a dynamic and real time decision-enabling process throughout the global value chains. This can only be achieved if the decision-making process is based on the data of the highest quality.

The MDDEAS® Apps will generate high volumes of real-time transactional data to perform real-life actions that are continuously validated by multiple parties in the same trade pipeline. This dynamically validated Big Data is called Ultimate Data Quality (UDQ) - information that has a high degree of veracity, and that can positively impact time-critical business decisions.

AXIOSCORE™, MULTI DIMENSIONAL SCORING







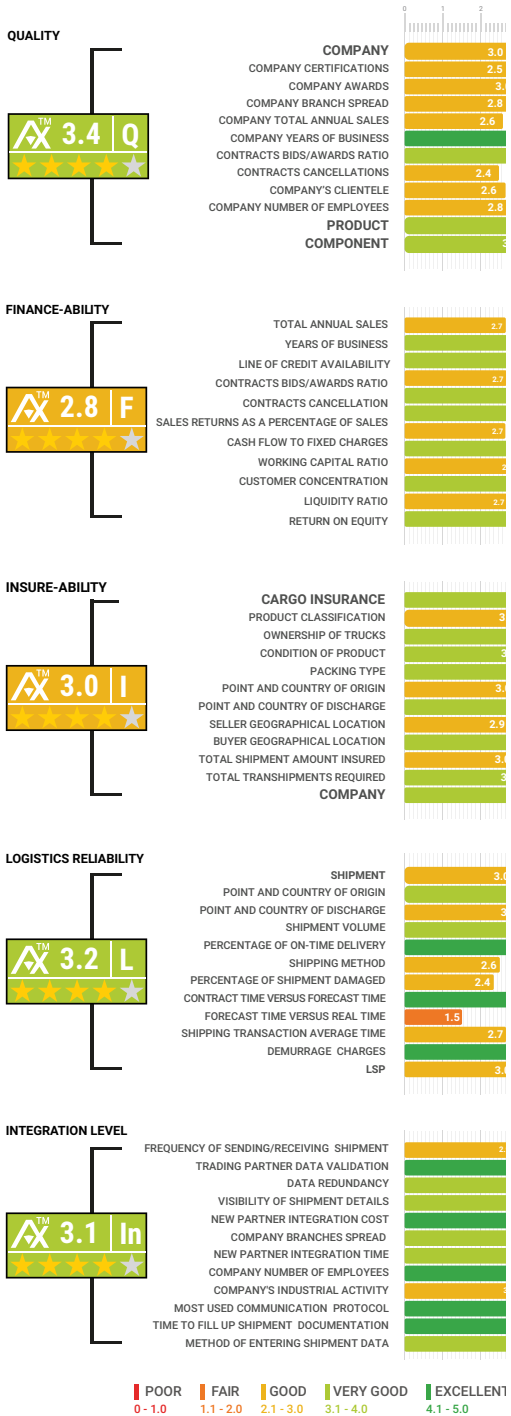


Fig 3.2

The UDQ is the gold mine of high quality validated real-time data, providing comprehensive visibility of business transactions, and facilitating informed decisions across all of the industry clusters engaged in global trade. This information is used to detect and correct errors and anomalies by cross-checking against historical, current, and planned data shared throughout the trade pipeline. It is also used to generate the AxioScore™ which delivers the required business transparency to de-risk and optimize the e-Commerce, e-Finance, e-Insurance and e-Logistics marketplaces.

For example, in a typical supply chain, a furniture maker buys raw material from 20 suppliers to make several lines of furniture. These are sent to 500 customers in weekly shipments where each customer has 1,000 items in its showroom. Each supplier also has 20 sub-suppliers and serves 500 other manufacturers. From a logistics viewpoint, there are 10 logistics service providers in each pipeline, exchanging 20 documents per pipeline, with 20 data points per document. Over the course of one year, this value chain will generate 1.2 billion data points! The operational usage of the MDDEAS® business Apps by the B2B participants independently validates these data points 604,000 times by different entities in the global value chain - all in real time. This is the power of MDDEAS® (Fig 3.3)!

Multi Dimensional Scoring - QFILI Attributes

The big data with UDQ generated on a real-time basis from actual B2B transactions will feed into the calculation of AxioScore™ factors under each of the QFILI attributes:

- **Quality of Product/Service** assesses the user's product, components of the product, and company overall quality.
- **Finance-ability** of the transaction measures the credit worthiness of a borrower and the financial institution's ability to provide compliant and robust services.

ULTIMATE DATA QUALITY - UDQ

Generate huge volumes of
Real-Time Transaction Data
1,256,320,000

Validated by B2B Participants
604,000 times/entities

ULTIMATE DATA QUALITY

Fig 3.3

- **Insurability** of the transaction provides an objective method for risk evaluation and insurance coverage pricing.
- **Logistics Reliability and Dependability** measures the logistics provider's ability to deliver shipments on time, on a regular basis.
- **Integration** considers the ease, cost, and time to integrate a trade partner into the supply chain.

AxioScore™ is measured on a scale from 1 to 5, with 5 being the most attractive score, signaling the overall commercial viability of a potential product or service provider, based on the aggregation of its QFILI attribute scores. AxioScore™ is further substantiated by the accompanying "5-Star Rating" which is a data reliability indicator based on the volume of underlying data that went into the calculation of the AxioScore™ (Fig 3.4).

AxioScore™ leverages reliable, validated, and real-time information about B2B participants in the global value chain and their transactions in its computation to provide unprecedented levels of business transparency, accuracy, and access to reliable information. AxioScore™ will simplify decision-making processes through reducing risk, thereby triggering business actions with confidence, ultimately resulting in business growth and trade efficiencies to the B2B market participants.

The AxioScore™ contributes to real economic integration by increasing the conversion from seeing a product or service to its acquisition through multidimensional sorting and optimized matching of search results based on buyer and seller commercial activities, industry, and general search criteria. AxioScore™ is the key enabler powering the innovation of Dynamic Product Offering, futher described in section 3.5.IV below.

Fig 3.4

3.5 | AXIOMARK®, E-COMMERCE SERVICES

AxioMark® is a sophisticated B2B e-Commerce platform that resolves e-Commerce industry challenges by empowering existing national e-Commerce platforms with powerful and unique features to search, contract, and manage B2B transactions with speed and precision across the global value chain.

E-Commerce Industry Challenges

Currently, there are several challenges faced by the e-Commerce industry. These include:

I. Unsubstantiated Rating System

Current e-Commerce platforms have subjective rating systems, such as 'like', 'dislike' and unsubstantiated reviews – whereas decision makers require a validated and objective performance based rating system.

II. Inadequate Search and Match Capabilities

Existing e-Commerce platforms lack detailed, authenticated, and impartial product and company information related to buyers and sellers to deliver targeted results.

III. Poor Conversion Ratios

There are limited tools to mitigate risk between parties towards increasing the conversion ratio from viewing a product or service to its acquisition.

IV. Low Customer Retention

Existing B2B e-Commerce channels do not provide the required range of integrated services delivering sufficient value to retain customers.

V. Limited Market Reach

B2B Commerce platforms are largely sectoral in nature and lack global scope.

AXIOMARK® Overview

AxioMark® provides targeted behavioral contextual matching capabilities to connect buyers and sellers across industries around the globe using real-time, transparent, and high-quality validated data provided by MDDEAS®, thereby increasing the conversion ratio from researching, finding, engaging, and completing B2B transactions.

AxioMark® addresses the exacting needs of the B2B marketplace by delivering a comprehensive suite of services, including:

- Online advertising and dynamic search services
- E-Commerce enablement
- Research and information services
- Carbon trading services

AxioMark® offers the following unique e-Commerce platform capabilities:

- Facilitates global access to and strategic sourcing from the USD 150 trillion B2B marketplace – nearly four times the size of the B2C marketplace.

- Provides a fully-integrated B2B platform offering e-Finance, e-Insurance and e-Logistics services with seamless user navigation experience and sustained customer retention.
- Leverages AxioScore™, the powerful Artificial Intelligence driven business performance and risk scoring mechanism to increase business transparency and de-risk business transactions.

Through its unique features, AxioMark® empowers current e-Commerce platform providers to become AxioMark® Channel Partners who can offer their products and services with significant levels of success, taking their performance to a completely new level (Fig 3.5).

AXIOMARK® Platform Capabilities

AxioMark® delivers a powerful set of e-Commerce features that result in sustained customer aquisition, growth, and retention.

I. Objective Business Performance and Risk Scoring

AxioScore™, an AI driven performance rating mechanism, provides AxioMark® ratings through dynamic scoring of trade partners based on UDQ information generated from historic, real-time, and planned commercial activities validated by multiple B2B participants. This further extends throughout a trading party's supply chain, reflecting the commercial performance to set quality standards and contractual requirements of their entire network of partners.

II. Smart Optimized Matching

AxioMark® provides specific behavioral and contextual smart matching based on historic, real-time, planned commercial activities resulting in higher relevance and

Fig 3.5

sustained by comprehensive, powerful, and unique e-Commerce services fully integrated with e-Finance, e-Logistics, and e-Insurance Platforms.

III. Multi-Dimensional Sorting

AxioMark® has superior search and sorting capability achieved through filtering and sorting of AxioScore's specific business performance related attributes including Quality of product/service, Finance-ability, Insurability, Logistics reliability and Integration into supply chain (QFILI).

IV. Dynamic Product Offering

Using Dynamic Product Offering (DPO) capability, product suppliers and service providers can use AxioScores™ to devise new trade instruments with tailored product and service offerings. These allow for smart personalization of offers pre-defined according to customer and transaction criteria. Sophisticated searching and sorting of products and services can be matched with targeted promotions and tailored pricing congruent with customer and transaction risk profiles, allowing for streamlined and expedited transactions.

V. Repeat Business Facilitation

Readily-built package of product, shipment, insurance, and financing combinations bundled together for repeat orders at regular frequencies using pre-built virtual value stream lanes helps in facilitating repeat and sustained business.

VI. Targeted Digital Advertising

AxioMark® platform enables sellers and service providers to create targeted advertising campaigns based on the real-time commercial activities of buyers and inventory levels of the sellers.


FRAGILE
FRAGILE

3.6 | AXIOFIN®, E-FINANCE SERVICES

AxioFin® is the future of B2B e-Finance that empowers existing national banks and financial institutions as well as buyers and sellers in the B2B marketplace to resolve financial industry challenges by providing a comprehensive suite of e-Finance applications. These include Bill Consolidation, Payment Processing, Credit Facilitation, Foreign Currency Exchange, and more.

Financial Industry Challenges

There are several challenges currently faced by banks and financial institutions.

I. Lack of Integration into Global Trade

Banks are among the least integrated into the global value chains, with impaired visibility resulting in increased risk.

II. Increasing Public Pressure to Fuel Economic Growth

Public pressure on banks to unleash more finance capital to fuel economic growth, including financing for unserved and underserved market segments.

III. High Credit and Transaction Risks

Banks are risk-averse, and are relecutant to provide trade finance for SMEs - especially in new markets - due to lack of sufficient high-quality validated customer data to assess credit worthiness. Less than 3% of the B2B marketplace receives bank financing.

IV. Lack of Profitability and Revenue Diversification

Insufficient revenue growth and profitability levels to meet shareholder expectations because of negligible growth from highly saturated markets, increasingly competitive environments, and high cost of customer acquisition.

V. Burden of Regulatory Requirements

Increasing burden of regulatory compliance requirements due to changing rules and regulations, data privacy and data security concerns, and lack of dynamic and real-time data validation and monitoring of exceptions.

AXIOFIN® Overview

AxioFin® gives banks unrestricted visibility to all the details and documentation of a trade transaction, effectively extending the de-risking of B2B trade to financial services. This encourages banks to offer both buyers and sellers the most competitive terms, including lower trade financing costs, to complete business transactions.

Once a trade transaction is in effect, AxioFin® dynamically links the bank's financial services with the transactions and documents associated with the physical movement and delivery of goods and services within the global value chains.

AxioFin® enables banks and financial institutions to:

- Create and offer tailored services including trade financing loans through Dynamic Product Offerings (DPOs).
- Leverage the power of AxioScore™ that measures the business performance and risk of the borrowers and trade partners to define the pre-qualification criteria of DPOs for qualified customers in target markets and specific transaction profiles.

AXIOFIN® Platform Capabilities

AxioFin® boasts a powerful set of e-Finance features to facilitate access to finance while delivering critical benefits to financial institutions.

I. Full Integration with B2B e-Services Portfolio

The AxioFin® e-Finance Platform works seamlessly within the MDDEAS® fully integrated B2B trade facilitation e-Services consisting of e-Commerce (AxioMark®), e-Logistics (AxioLog®) and e-Insurance (AxioIn™) - with an uninterrupted user navigation experience.

II. Comprehensive Suite of e-Financial Services

AxioFin® platform empowers banks and financial institutions to provide a full portfolio of e-Finance services including Trade Finance, Freight Finance, Bill Consolidation, Payment Processing, and Foreign Currency Exchange; as well as ease of Regulatory Compliance through e-Documentation, and data and process integration.

III. Minimizes Underwriting, Transaction, and Asset Recovery Risks

- Reduce underwriting risk by facilitating access to validated borrower information, including historical, current, and future activity with customers and vendors. This enables automated queries to dynamically score a borrower's credit profile through AxioScore™.
- Lower transactional risk by dynamically monitoring and directing the use of loan proceeds through real-time access to contract, forecast, and actual performance metrics validated by third parties directly linked to transaction events.

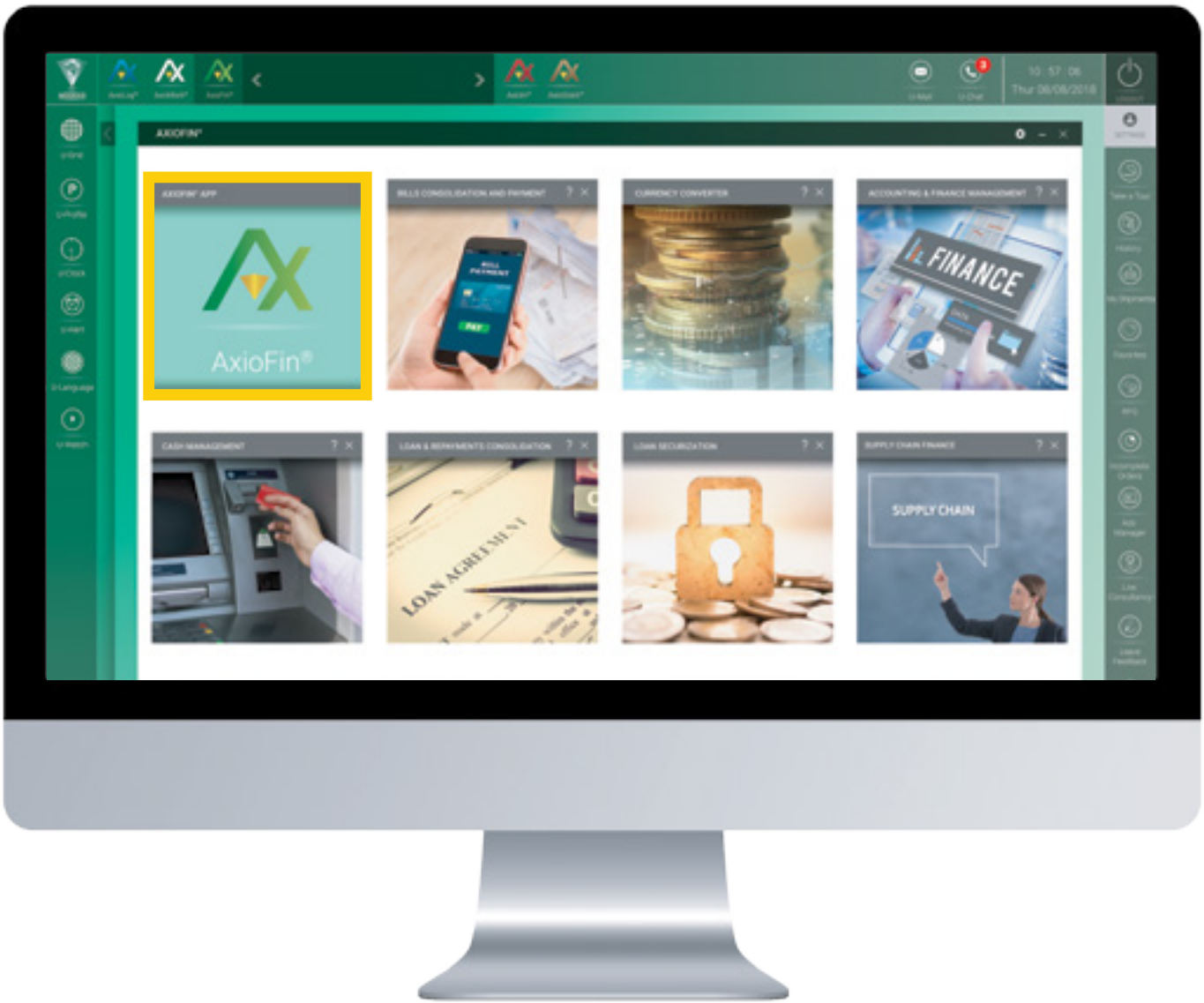
- Minimize collateral risk and asset impairment losses by providing a dynamic mechanism, backed by credit insurance, to identify the asset location and enhance the ability to seize it for rerouting or liquidation.

IV. Increase Market Penetration and Greater Return on Equity

The Dynamic Product Offering™ (DPO) innovation enables banks and financial institutions to leverage business intelligence analytics tools with an automated mechanism to match financial services through pre-qualified financial offers for target customers to obtain trade finance, bill consolidation and foreign currency exchange services, etc.

V. Lowers Burden of Regulatory Compliance Requirements

MDDEAS® Data Security Standards and e-Documentation capability for digitization and automatic generation of electronic documentation pertaining to Buyer, Seller, Country, Industry, Finance, and Insurance (BSCIFI) information requirements lowers the burden of regulatory compliance.




Index
▲1.56

3.7 | AXIOIN™, E-INSURANCE SERVICES

AxioIn™ is the future of B2B e-Insurance and is a unique online platform that empowers existing national insurance firms to address industry challenges by digitally connecting them with businesses across the global value chain.

Insurance Industry Challenges

The insurance industry is badly in need of higher revenue streams with increased margins to achieve targeted ROI. Furthermore, the compliance burden from regulations such as Solvency II has raised the operating expenses of the insurance industry and restricted the level of their investments.

Furthermore, the insurance industry is largely recognized as ripe for disruption by InsurTech delivering information enabling technology to the sector. In addition, the insurance industry faces further challenges including:

- High claim-costs due to mis-priced risk and inadequate risk information.
- Increased risks from supply chain interdependencies, inefficiency and fraud.
- Major losses from regional catastrophes.
- High costs of new-customer acquisition.
- Lack of visibility to new opportunities across global markets.
- Losses from political risks and barriers between countries.
- Over-reliance on inflated real estate markets.
- Competition from new ‘Online InsurTech’ disruptors.

AXIOIN™ Overview

AxioIn™ provides insurance firms with real-time access to continuously updated and validated data about insurable and insured assets, including the state of shipments within the trade pipeline, to effectively manage risk.

AxioIn™ provides the Dynamic Product Offering (DPO) Builder for insurance firms to configure product offerings that can either be dynamically matched with portfolio offerings of financial institutions, or directly with qualified end-customers. When creating a DPO, the insurance firm can specify the risk parameters that it wants to operate within, including the insurer's AxioScore™, the asset coverage value, and other details of the insurable transactions.

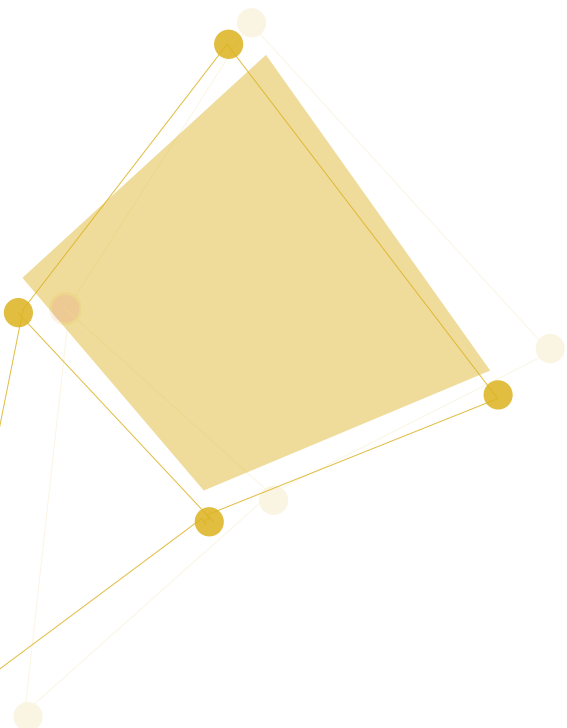
AxioIn™ assists insurance firms to continuously monitor and improve the performance of the DPO through a comprehensive real-time dashboard that measures market acceptance as well as the financial profitability of the offerings to increase market share, improve customer retention, closely align risk and the price of risk to produce superior loss ratios, and achieve return on capital objectives.

AXIOIN™ Platform Capabilities

The power of AxioIn™ allows insurance firms to address industry challenges and enables them to:

I. Minimize Underwriting Risk

Minimizing underwriter risk based on trade-lane participants' historic performance, as well as specific trade pipeline routes and destinations.



II. Maximize Global Coverage

Facilitating seamless integration of firms into the global trade insurance market, thereby enabling them to provide door-to-door coverage with minimum risk.

III. Model Risk Accumulation

Enabling insurers to track the accumulation of risks so as to uncover and manage their aggregate exposure, whether to a party, a facility, an industry, a country, a natural disaster, a terrorism incident, or a geopolitical event.

IV. Expedite Claim Processes

Accessing current and historic information gathered throughout the trade pipeline, thereby providing firms with the requisite data to process claims quickly and accurately.

V. Deliver Fully Integrated e-Insurance Services

E-Insurance services are provided as part of end-to-end fully integrated B2B trade facilitation e-Services including e-Commerce, e-Logistics, and e-Finance.

VI. Reduce Cost of New Customer Acquisition

AxioIn™ features detailed online access to the vast global B2B marketplace, mitigating the traditional prohibitively high-cost insurer and broker distribution models to acquire new customers.

VII. De-Risk Business Transactions

The AxioScore™ innovation provides a new dynamic scoring mechanism of business performance and risk measures based on high-quality validated big-data powered by Artificial Intelligence and blockchain technologies for insurance firms and businesses to gain greater transparency, effectively manage risk, and confidently conduct transactions across national and international markets.

VIII. Create Dynamic Product Offering of Insurance Services

The DPO innovation enables insurance firms to leverage business intelligence analytics tools with an automated mechanism to match insurance services through pre-qualified insurance offers for target customers to obtain cargo insurance, trade finance, credit insurance, and business owners' policy coverage.

4. CENTER OF EXCELLENCE-THE E-HUB OF THE WORLD

4.1 | INTRODUCTION

Building the Digital Economy Platform (MDDEAS®) requires a solid foundation, one that overcomes the core problems of today's trade inefficiencies. Overcoming those problems is not a small matter. It requires an extensive catalogue of innovations centered on the four key pillars required for a global solution:

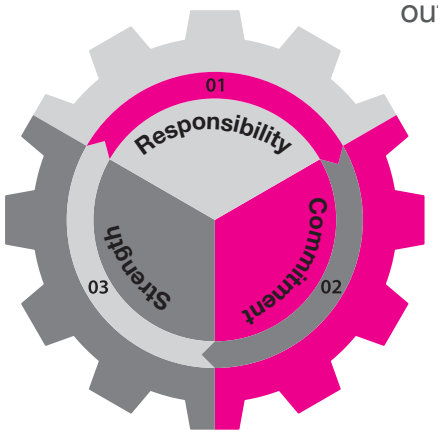
- Governance: The MDDEAS® governance and ownership must offset any monopolistic or geopolitical concerns.
- Deployment: The MDDEAS® must be developed, deployed, and maintained by a globally trusted network.
- Availability: The MDDEAS® must be available to every end user around the world at any time under any circumstance.
- Sustainability: The MDDEAS® must be provided free of cost to the end user, and at the same time, must secure the funds it needs for its growth and sustainability.

Building on these pillars and working with international public and private organizations, the World Logistics Council (WLC) has championed the deployment of the world's first Digital Economy Platform.

4.2 | WHAT IS THE E-HUB OF THE WORLD?

The Coalition brings together more than 150 governments, 26 IGOs / NGOs, and a network of globally renowned private firms to deploy the Digital Economy. The E-Hub of The World is a mirror of this global community. It is comprised of an Academic, a Technology, and a Public Partner entrusted with the mission of boosting the engine that powers the global Digital Economy. Specifically, members of this E-Hub of The World will be responsible for developing, operating, and enhancing the MDDEAS® while being supported by the top 12 technology firms in the world (Fig 4.1).

The development and innovation of the MDDEAS® must be entrusted to all parties of the E-Hub of The World concurrently. This will ensure that the engine at the heart of the global Digital Economy combines the best of each part to yield three critical outcomes:



- **Strength**. The E-Hub of The World will be at its strongest when it combines the knowledge of the Academic Partner, the support of the Public Partner, and the ingenuity of the Technology Partner.
- **Commitment**. The engine will power the Digital Economy for generations to come. Therefore, it must represent the combined commitment of the above three entities, all working together to ensure its long-term effectiveness and efficiency.

E-HUB OF THE WORLD GLOBAL COMMUNITY

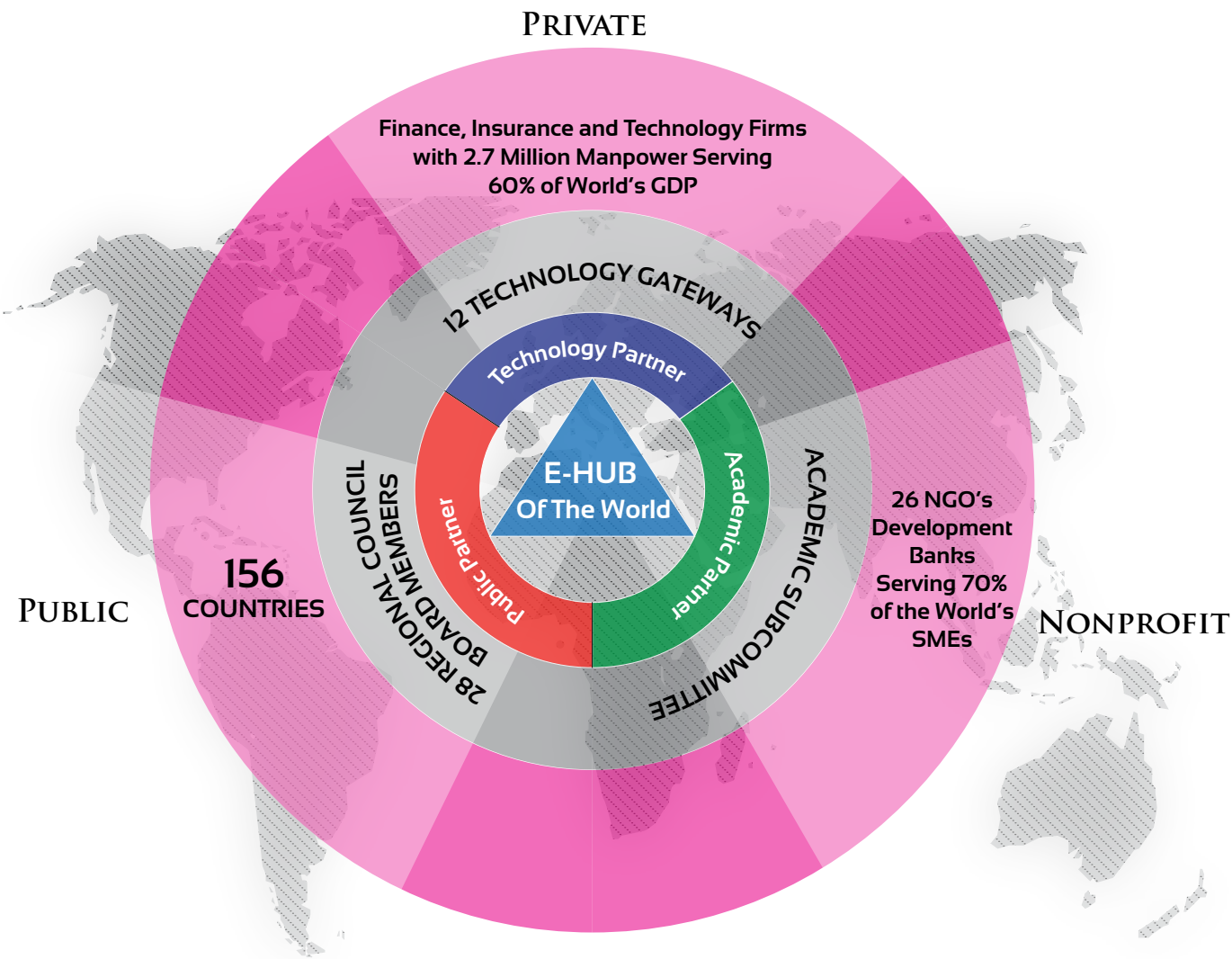


Fig 4.1

» **Responsibility**. Shared responsibility ensures that the engine receives the ongoing priority and support that it deserves.

Because it reflects state-of-the-art innovation, the ongoing enhancement of MDDEAS® is, by definition, an evolutionary process. It will require world-class expertise and a continuous commitment to attract the best talent in the world with sustained public support. For all these reasons, the three strategic partners have a unique opportunity as part of the E-Hub of The World to align their near-term and long-term vision to be at the heart of the global Digital Economy, mirroring WLC's global community as shown in the previous image (page 85).

4.3 | OWNERSHIP AND GOVERNANCE

In order to safeguard the interests of the global B2B community, the ownership structure of the MDDEAS® platform must safeguard the interests of all concerned. The Council's answer to this is the creation of World Logistics Council Development (WLCD) - The E-Hub of the World. The WLCD will be owned 70% by the 28 Regional Council Board Members along with the Council, and 30% collectively by the Technology, Public, and Academic partners of The E-Hub of The World. Governance of the WLCD is provided by the E-Hub of The World partners and the Council. In addition, the WLCD's Technology Governance Advisory Board involves the 12 Technology Gateways, the e-Commerce Channel Partners, e-Finance and e-Insurance Service Partners. This unique shared ownership structure in the WLCD creates an unprecedented value proposition for the E-Hub of The World Partners.

4.4 | ROLES AND RESPONSIBILITIES

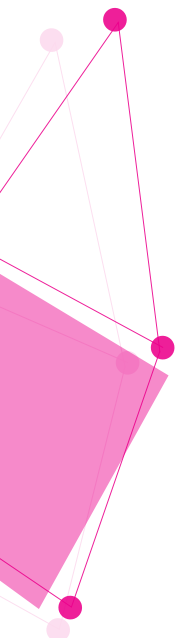
As a member of the E-Hub Core Triangle, each Partner will have major responsibilities. Each organization must represent not only the interests of its respective sector to the best of its abilities but also contribute to the full achievement of the Digital Economy. A summary of the respective responsibilities of each E-Hub Core Triangle partner follows.

A. Academic Partner Responsibilities

The E-Hub Academic Partner needs to be adequately funded and submit to GCEL a Strategic Plan to demonstrate that it is fully capable of discharging the following critical responsibilities in the governance and operations of the E-Hub of the World. The contributions of the Academic Partner fall into three categories: Provide Knowledge, Provide Talent, and Govern Core Triangle.

1. Provide Knowledge: The Academic Partner is the custodian of the repository of knowledge on leading edge technology, supply chain management, e-Commerce, e-Finance, e-Insurance, and global trade. Accordingly, the Academic Partner will provide:

- A multi-disciplinary Core Triangle Expert Panel to advise the WLCD on the development and ongoing operation of the MDDEAS®. This Panel will include experts from all critical subject areas listed above. The Panel acts as a sounding board for the WLCD management.
- A multi-disciplinary Core Triangle R&D Program that will receive R&D funds from the WLCD. The Academic Partner will be responsible for crafting an R&D Strategic



Plan to be approved by the WLCD board. The Strategic Plan must demonstrate how the Academic Partner will provide leading edge research on all aspects of the Digital Economy Platform, how it will engage the best researchers in the world to carry out its critical strategic thrusts, and how it will accelerate the implementation of new research to enhance the MDDEAS®.

2. Provide Talent: The Academic Partner will be a critical source of talent for the E-Hub. Accordingly, the Academic Partner shall establish:

- A Digital Economy multidisciplinary curriculum — at the undergraduate and graduate level — to create a stream of specialists available to contribute to the ongoing success and global excellence of the E-Hub of the World.

3. Participate in E-Hub of the World Governance: The Academic Partner shall designate a Provost or President to serve as a member of the Board of the WLCD. This individual will be an active participant in all strategic decisions and fiduciary oversight of the WLCD. In this role, the Academic Partner official will supply worldwide leadership and provide a global voice for all academic interests in the E-Hub of the World. In this respect, it is expected that the Academic Partner will establish an effective process of collaboration with global peer institutions.

B. Technology Partner Responsibilities

The E-Hub Technology Partner is at the center of delivering the engine of the Digital Economy. It needs to be adequately capitalized and will submit to WLC a Strategic Pan to demonstrate that it is fully capable of discharging the following critical responsibilities in the governance and operations of the E-Hub of the World.

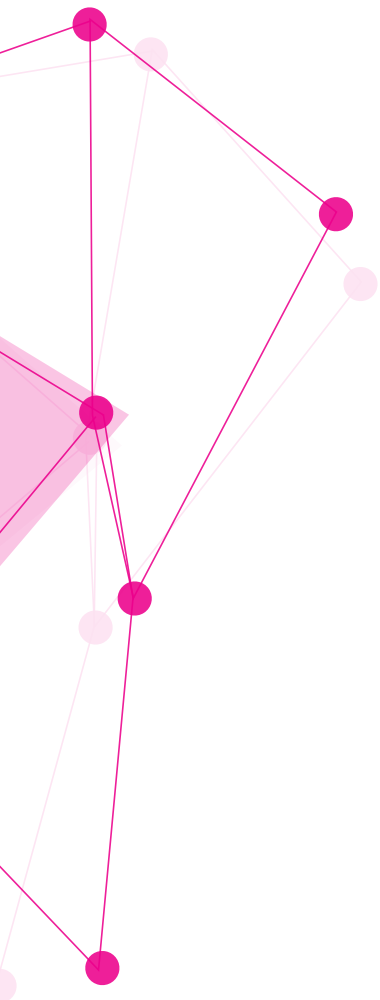
1. Manage Diverse Operations with Industry Outreach

- The development of the MDDEAS® requires expertise from across a wide range of desciplines. The Technology Partner will source and select its MDDEAS® team drawing on its network of experts and contacts from around the world.
- The E-Hub Technology Partner will reach out to its clients across multiple industries, particularly those in manufacturing, distribution, transportation, commerce, finance, and insurance to allow them to participate in all phases (design, pilot, and implementation) of the platform development and rollout.
- The Technology Partner will mobilize human resources that have experience with government and IGOs/NGOs, and with expertise in the development of online government customs and compliance systems.

2. Deliver Technology Capabilities

The Technology Partner will:

- Contribute technical expertise across all required functions within The E-Hub of the World.
- Deliver the MDDEAS® in a cloud environment on a SaaS basis, free of charge to end users worldwide.
- Demonstrate industry leadership and ability to collaborate with other industry leaders to complement its in-house team.
- Draw on expertise from outside its existing resources for best management of MDDEAS® development and delivery.



3. Manage Complex Programs

The E-Hub Technology Partner will:

- Possess extensive experience in the global logistics industry supporting both private companies and governments.
- Deploy a team with expertise in developing and managing large enterprise programs in commerce, finance, insurance, and logistics industries.
- Provide background information for a joint decision on the formation of the core team in two areas:
  a) Horizontal services: Supply chain and logistics management for global value chains digitally linking their services shelf-to-shelf.
  b) Vertical industry services: e-Commerce, e-Finance, and e-Insurance.

4. Drive Technology and Innovation

The E-Hub Technology Partner will:

- Provide technology expertise and innovation capable of extending the power and productive capacity of the MDDEAS®.
- Create R&D programs in appropriate domains including logistics, commerce, finance, insurance, and the Digital Economy.

5. Participate in the E-Hub of The World Technology Governance

The Technology Partner shall designate a senior executive to serve as a member of the board of the WLCD. This individual will be an active participant in all strategic decisions and fiduciary oversight of the WLCD. In this role, the executive will supply

worldwide leadership and provide a global voice for all technology interests in the E-Hub including:

- Technology Strategy.
- Technology Architecture and best practices.
- Data Privacy.
- Innovation.
- Technology Standards.
- Application Standards.

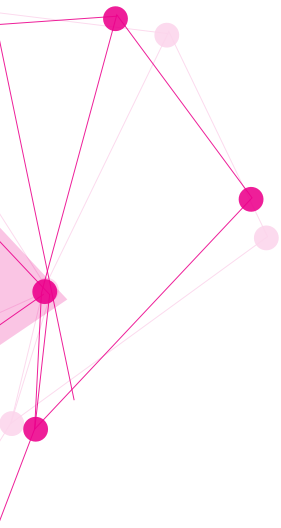
In this respect, it is expected that the Technology Partner will utilize the Technology Governance Board to gather insights and inputs from the 12 Technology Gateways.

C. Public Partner Responsibilities

As a representative for the general public, the Public Partner is powerfully positioned to help unleash global benefits that will serve the world's interests for succeeding generations.
The Public Partner will be have the following critical responsibilities in the governance and operations of the E-Hub of the World.

1. Provide Attractive Location

- The Public Partner's jurisdiction will be home to E-Hub of the World, and will house the teams from the Academic and Technology Partners.
- The Public Partner will work with other governments in all regions of the world to secure protection from the community of nations, thus ensuring uninterrupted operations of all E-Hub of the World facilities within its jurisdiction.



2. Build the E-Hub of the World Facility

- The Public Partner will build a state-of-the-art facility that operates as the headquarters of the E-Hub of the World. It should have a capacity to house 5,000 staff members, with room to expand to accommodate up to 50,000 by 2030.
- The Public Partner will provide for the safe and continuous operations of the E-Hub.
- The Public Partner will provide the E-Hub of the World civil, central, and state services on par with a facility of National Security priority, and will develop facilities capable of supporting the data center operations certified to Tier-4, as specified by the Uptime Institute.

3. Prioritize Policies and Legislation

The Public Partner will enact policies and legislative priorities that are conducive to:

- Trade and economic development.
- Innovation, entrepreneurial investment, technology development and other attributes of e-Commerce, e-Finance, and e-Insurance that underpin the Digital Economy.

4. Provide Business Incentives

The government will provide incentive-based packages to the E-Hub Technology Partner. The government will have proven programs to advance innovation, including a range of support measures such as tax incentives, grants, and infrastructure support.

5. Act as an Ambassador of the E-Hub of the World

The Public Partner will demonstrate an appreciation of its role in helping to deliver the promise of economic prosperity and well-being — not just to its own citizens, but also to the world's population at large through the Digital Economy as it unfolds.

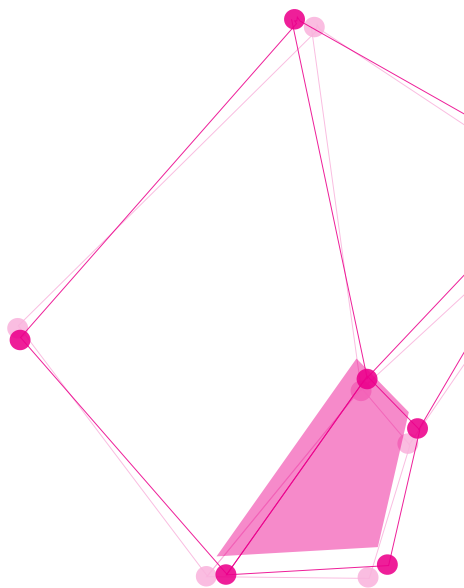
6. Participate in the E-Hub of The World Governance

The Public Partner shall designate a high ranking public official to serve as a member of the Board of the WLCD. This individual will be an active participant in all strategic decisions and the fiduciary oversight of the WLCD. In this role, the public official will supply worldwide leadership and provide a global voice for all public interests in the E-Hub of the World. In this respect, it is expected that the Public Partner will establish an effective process to collaborate with other governments around the world.

D. Technology Gateway Responsibilities

Representing the voice of the customers, the Technology Gateways from all regions of the world will work closely with the E-Hub of The World partners to ensure that the MDDEAS® is built to meet the market needs and support their customers in gaining easy access to the Digital Economy platform. Hence, the specific responsibilities of a Technology Gateway include:

- Provide non-intrusive integration access to the MDDEAS® at no cost to the end users via a unique revenue sharing model.
- Commercialize the use of the MDDEAS® in the B2B marketplace by interfacing the MDDEAS® to their existing systems (plug-in) or directly via the MDDEAS® portal (portal-in).
- Ensure that the service delivery strategy of supporting its existing client systems is aligned with that of the E-Hub of the World service delivery strategy.
- Work collaboratively in the WLCD Technology Governance Board to:
  a) Ensure the leadership of the MDDEAS® through Continual Innovation of MDDEAS® Apps and Technologies.
  b) Govern Technology Standards of the MDDEAS®



platform to address monopolistic and geopolitical concerns.

c) Govern the Application Standards for automating different business processes in the MDDEAS®.

» Designate a senior level executive to serve on the global Technology Governance Board of the E-Hub of the World.

» Participate in the Benchmark Trade Lane deployment of the MDDEAS® by connecting their customers to the platform in the regions in which they have been awarded a Technology Gateway license.

» Participate in Benchmark Tradelane Showcase program and similar events to demonstrate the balanced economic development benefits of the Program to the region.

4.5 | GLOBAL OPERATIONS

A. Data Center Infrastructure Strategy

Central to the reliable, secure, and sustainable operations of the MDDEAS® is the Data Center Infrastructure Strategy and how the Applications echo system is hosted and operated.

This section provides the guidelines for the Data Center architecture, deployment, growth, hosting, and partner selection.

Data Center Infrastructure and Service Partner Strategy Guidelines

- The MDDEAS® platform will consist of e-Commerce, e-Logistics, e-Finance, and e-Insurance dimensions.
- The initial deployment of the MDDEAS® Data Centers will be done in the G20 countries, and will focus Zon connecting the G20 countries globally.
- Requests for own data centers from non-G20 nations will be considered on a case-by-case bases, depending on the data center load, cost of operation, and benefit to the world citizens.
- Each G20 country participating in the deployment of MDDEAS® will have one Primary Data Center (Tier4 Hyperscale Data Center for high performance availability) and one Secondary Data Center (for redundancy, backup, and disaster recovery).

- The Secondary Data Center can be Tier 3 or 2 with reduced capacity levels, but should be able to fully support platform functionality for all users. In disaster recovery, it may operate at a reduced performance level during the recovery and restoration period.
- The Secondary Data Center will be physically and strategically located at a safe distance from the Primary, Data Center. It should have uninterrupted power and utilities supplied through a different power grid, and its internet and network connectivity infrastructure should be independent from those of the Primary Data Center.
- The Secondary Data Center can also house non-production environments including Development, Testing, Training, and Pre-production to minimize operating costs.
- Hosting starts with private leased and secured cages during the initial phase of the platform development, and migrates to Secured Data Center Rooms in a Multi-Tenant Co-location Facilities as the platform is launched and is scaled up during early revenue stages.
- Eventually, fully dedicated Data Centers in each G20 country will be implemented based on technical feasibility and financial viability. Those data centers will be Cloud based and carrier neutral.

The data center deployment network strategy is depicted in the accompanying diagram (fig 4.2).

DATA CENTER NETWORK OVERVIEW

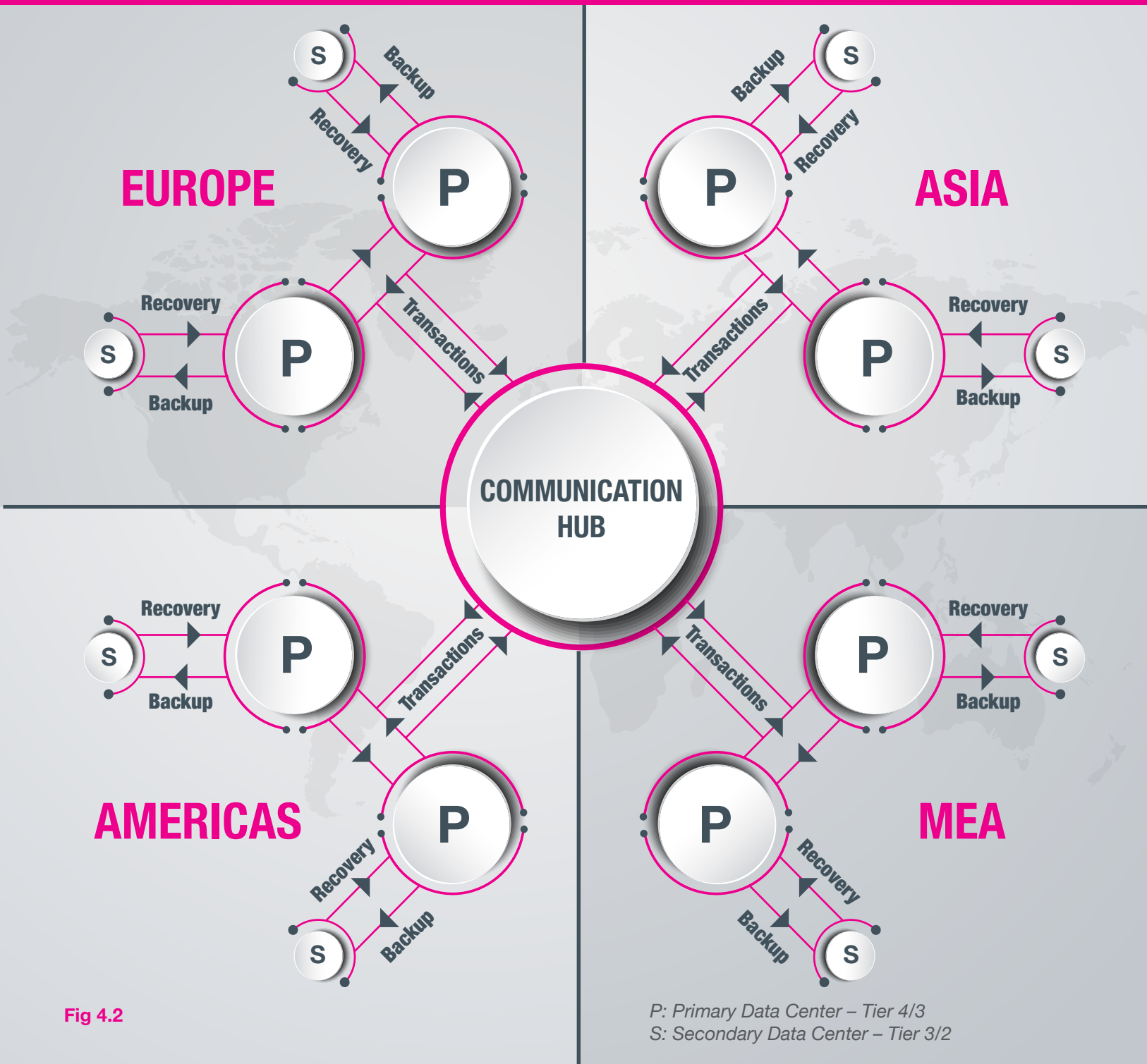


Fig 4.2

P: Primary Data Center – Tier 4/3
S: Secondary Data Center – Tier 3/2

Data Center Partner Strategy Options

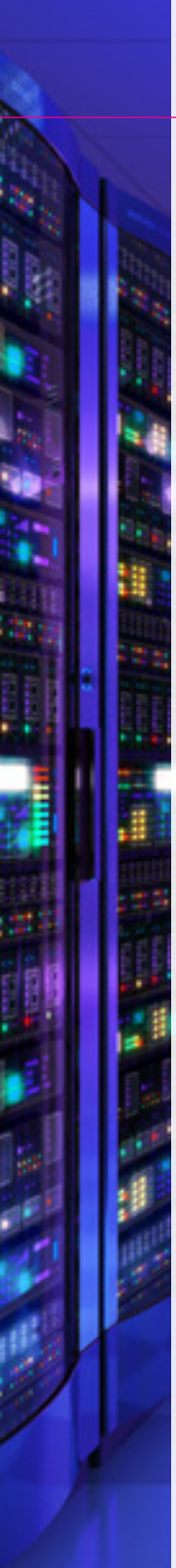
The Data Center Partner Strategy adopted will be based on the phase of commercialization of the platform and the level of revenue generation. The three phases identified are:

Phase I. Development and Deployment

During Phase I (Development and Deployment), the requirements from the Data Center Provider are to provide a hosting environment for development, integration, and testing of the platform. Qualified and selected Data Center Provider(s) will be engaged on a fee-for-service basis for Data Center infrastructure services, as well as Data Center operations and support. At that time, and subject to the successful fulfillment of their service obligations, Data Center Provider can be offered an equity ownership opportunity in return for continued service on the platform commercialization and growth.

Phase II. Platform Commercialization and Revenue Generation

Upon successful deployment of the platform, Phase II (Commercialization and Revenue Generation) efforts will focus on generic, viral, and targeted growth in adoption from participants across the value chain. As user numbers increase and services used expand, the Data Center Provider responsibilities will grow to meet the expanding demand on the platform. This growth will also result in exponential adoption from other countries and regions, requiring further investment in capacity, versatility, and security. Data Center Partners will be given priority over new Data Center Providers to develop and commercialize new geographies and trade lanes.



Phase III. Accelerated Global Deployment and Sustenance of Operations

During this phase, the Data Center Partners and Service Providers will be given suitable partnership opportunities,to own and operate either networks of interconnected Global Data Centers, or Country or Regional Data Centers. Options will be given commensurate with partner capabilities and competencies, as well as the level of investment and resource commitment that they are willing to invest to sustain, enhance, and grow their segment of the platform.

5. DEPLOYMENT – BENCHMARK TRADE LANE

5.1 | INTRODUCTION

Through extensive collaboration with technical, commercial, political, and economic authorities from around the world, the Council has successfully transformed a catalog of organizational, process, product, and technology innovations into the Digital Economy Platform, MDDEAS®. The MDDEAS® is now ready for implementation through the deployment of the first Benchmark Trade Lane (BTL) between visionary nations and their trading partners.

On the path to deployment, the following achievements have been completed to date:

- Design of the Digital Economy, including the foundations and deployment structures needed for its adoption, implementation, and sustainability
- Support the adoption of the Digital Economy in the G20/B20 Leaders' Summits
- Gain endorsement of 70% of the world's population through their representative NGO/IGOs
- Secured the commitment of 30 of the world's top technology firms through signed non-compete agreements to collaborate in the development of the apps needed in the B2B industry
- Preparation of the requirements for the implementation of the first Benchmark Trade Lane

The implementation of the first Benchmark Trade Lanes will be the next step in the actualization of the Digital Economy and its operational deployment worldwide.

5.2 | GLOBAL DEPLOYMENT PROGRAM OVERVIEW

The Global Coalition for Efficient Logistics and the World Logistics Council have succeded in the creation of a globally agreed to Digital Economy Policy in support of the creation of the Digital Economy Platform, MDDEAS®. This development will rebalance our world economines, and will directly enhance the lives of millions of people worldwide. The MDDEAS® Global Deployment Program provides a pragmatic pathway to digitize the world economy region-by-region, and country-by-country. It will significantly benefit nations and their trade partners, changing the way that they work with each other for generations to come. Several significant milestones have already been achieved in the journey of digitizing the world economy *(Please refer to section 2.8)*.

The next steps in the implementation of the Global Deployment Program towards commercialization and deployment of the MDDEAS® B2B Platform are:

1. Finalize Selection of 12 Technology Gateways

- Responsible for establishment and governance of MDDEAS® technology, application standards, and roll out.
- Build the Application Program Interface (API) to integrate MDDEAS® with external systems for plug-in access.
- Undertake business development to enroll new users on the MDDEAS® platform.
- Participate in Revenue Sharing from their registered new user/customer base.

2. Finalize Selection of E-Hub Partners

- Finalize the selection of Public, Technology, and Academic organizations (E-Hub of the World Partners).
- Responsible for building, maintaining, and enhancing the MDDEAS® platform.

3. Platform Commercialization

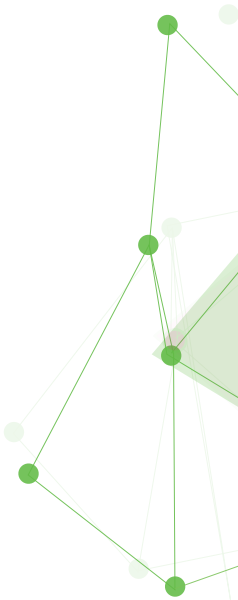
- Deploy MDDEAS® in three incremental product priorities - P1, P2 and P3 over 18 months.
- The initial product priority (P1) includes Minimally Viable Product (MVP) features with full functionality for the first Benchmark Trade Lane (BTL).

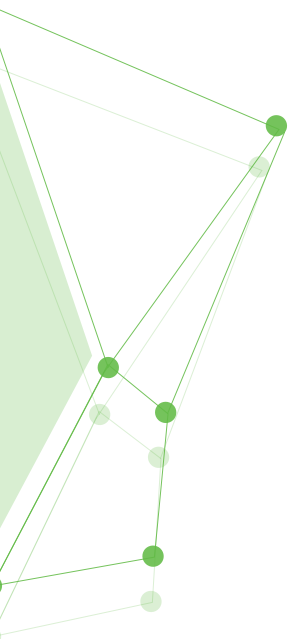
4. Showcase BTL Platform Deployment

- Deployment of MDDEAS® throughout four regions of the world.
- Showcase Events will be conducted for each BTL announcing the commercial availability of the platform and promoting its use to end users.
- The first Showcase Event for BTL1 is planned to commence in 16 months, to be followed by three successive BTL Showcase Events.

5. Business Development

- The Country Axio Channel Partners and BTL Service Providers, 12 Technology Gateways, and National Industry Associations will promote the use of the MDDEAS® to all the B2B participants in each participating country and region.





» Showcase Events will be held across nations and regions to promote the platform adoption and present its benefits to end customers, triggering the viral marketing effect among each country's value chain participants.

6. Revenue Generation

» The MDDEAS® platform will start generating revenues from the first BTL deployment.

» The first BTL participants will become the first users on AxioMark®, AxioLog®, AxioFin® and AxioIn™ platforms.

7. Implement Governance

» Technology Governance Board consisting of Technology Gateways, AxioFin®, AxioIn™, AxioMark® representatives, and World Logistics Council Development will oversee and govern MDDEAS® Technology and Application Standards.

» There will be Program Governance Boards both at the national and international level to exercise appropriate program oversight, governance, and risk assessment.

» The national level Program Governance body will consist of members from representative industries, government bodies, industry associations, and WLC executives.

8. Secure Axio Service Providers

» Select leading e-Commerce, e-Finance, and e-Insurance firms as AxioMark®, AxioFin®, and AxioIn™ Service Providers respectively from each country and region.

» These Service Providers are more aware of the country and regional requirements needed to provide digital offerings that better meet their end user requirements.

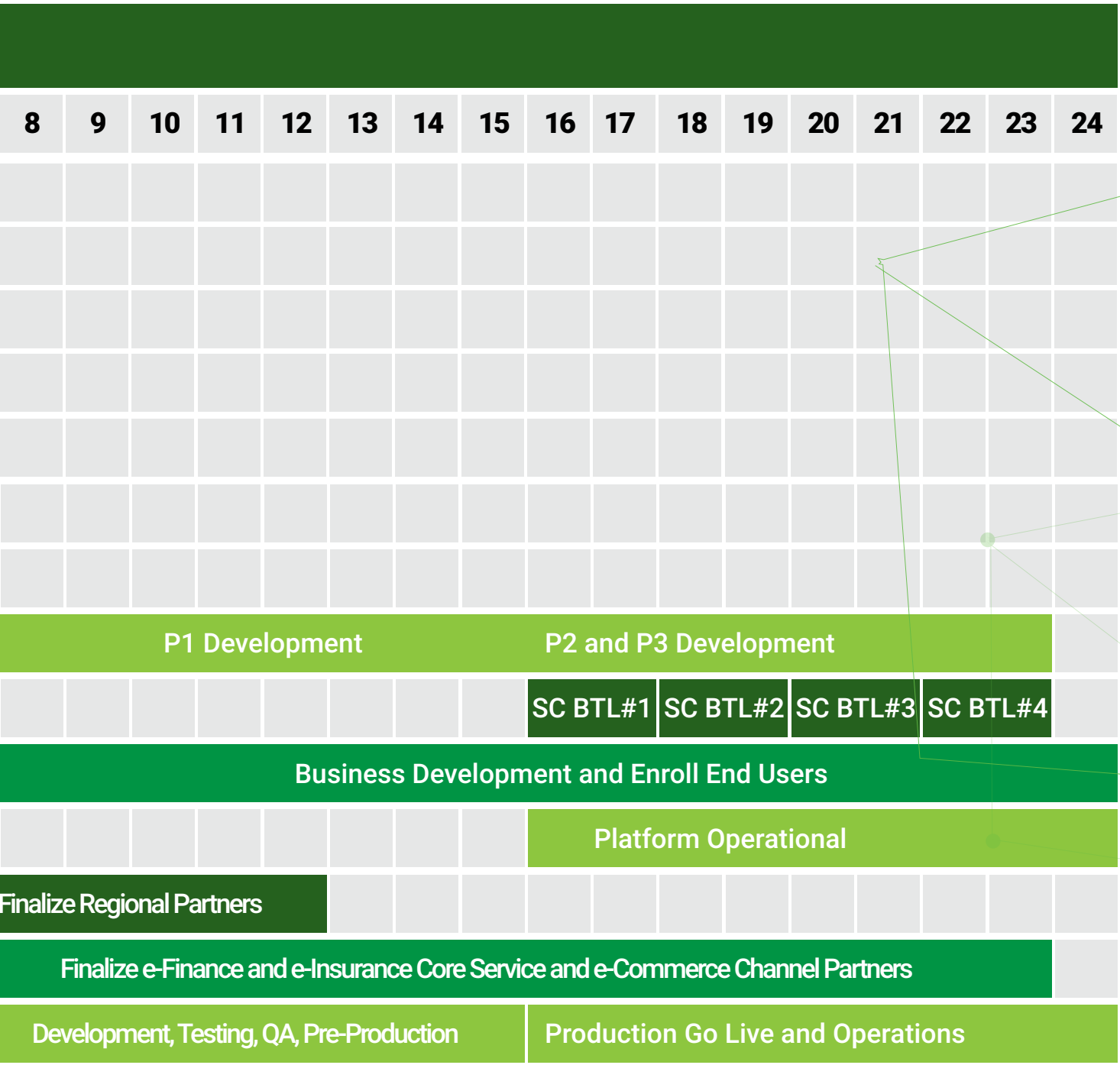
9. Data Center Operations

- MDDEAS® will be hosted in a primary Tier 4 Data Center.
- A redundant secondary Data Center will be strategically located to serve as a backup and disaster recovery facility.
- The primary and secondary Data Centers will be strategically located for efficiency and high availability of operations as well as to comply with the applicable national data privacy and security rules and regulations (Fig 5.1).

PRODUCT ROADMAP AND TIMELINE IN MONTHS

#	Milestone Activity	R&D	1	2	3	4	5	6	7
R&D	Global Policy Adoption	✓							
	End User Demand	✓							
	Technology Industry Commitment	✓							
	Deployment Program	✓							
	National Agreements	✓							
1	Finalize Technology Gateways		Engage Tech Gateways						
2	Finalize E-Hub Partners		Engage E-Hub Partners						
3	Platform Commercialization								
4	Show Case (SC) BTL Platform Deployment								
5	Business Development								
6	Revenue Generation								
7	Governance								
8	Secure Axio Core Service Providers								
9	Data Center Operations						Cloud Hosting,		

Fig 5.1



5.3 | BENCHMARK TRADE LANE DEPLOYMENT PROGRAM

The primary objective of the B2B Digital Economy Platform, MDDEAS® is to address the challenges with current value chain inefficiencies, including paper based documentation, security related issues, and vertical fragmentation of system and process silos. This is done by building an e-Logistics backbone platform to digitally connect all the B2B industry clusters in the value chain from shelf-to-shelf.

The MDDEAS® will be implemented through a Benchmark Trade Lane (BTL) Deployment Program via select trade lanes. This requires active involvement and participation of government, industry associations, academia, and leading technology, finance, insurance, and e-commerce firms. Each trade lane will include buyers, sellers, carriers, customs agencies, banks, insurance firms, and logistics service providers i.e. everyone participating in shipment and trade facilitation from shelf-to-shelf.

Based on the extensive benefits received, the BTL participants will promote the use of the MDDEAS® to their extended supply chain members and customers through a viral marketing effect.

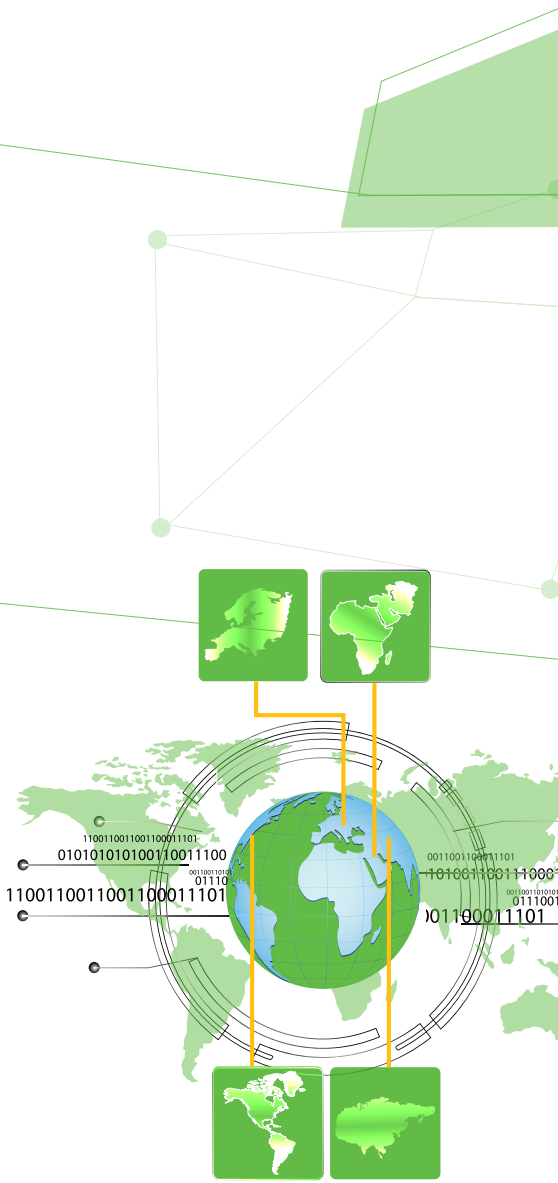
Through the BTL program the Council will:

- Implement the MDDEAS® digital tools and demonstrate the comprehensive benefits realized.

- Promote the MDDEAS® solution as an imperative for the country and its trade partners.
- Advance rapid national and international deployment through awareness campaigns involving all stakeholders at the national and international levels.

Activities and Deliverables

The Council, as well as the public and private sectors from each country, shall collaborate with each other in the BTL deployment as detailed below:



1. MDDEAS® Platform Commercialization

- Commercial platform is built by the Technology Partners, monitored by the Council.
- Fully-integrated B2B platform providing e-Commerce, e-Finance, e-Insurance, and e-Logistics services.
- Technology partners are rewarded from commissions paid by insurance and finance firms' incremental business generated by the platform.

2. Selection of Lane and Participants

- Selection criteria will be determined in consultation with all the BTL stakeholders.
- Criteria includes commodity type, traded product, volumes/values, modes of transportation, and selection of points of entry/exit.
- Qualification and selection of trade lane participants in the value chain.
- The Technology Gateways to integrate their existing customers into the platform.

» Public sector to assist with sourcing and securing the potential BTL participants.

3. BTL Users Platform Validation

» BTL user-participation during the testing phase of the platform development life cycle.

» Provide subject matter expertise to validate the functionality of the platform.

» Validation of e-commerce, e-finance, e-insurance and e-logistics platform functionality.

4. Education and Training

» Training of end users through online resources and 24/7 helpline.

» Includes group seminars, forums, and online training for all the BTL participants.

» "Train the Trainer" approach to cover all the end users and complement their existing operational processes and knowledge.

5. Platform Deployment

» Deployment of platform to primary and secondary data centers.

THE 19 B2B CLUSTERS

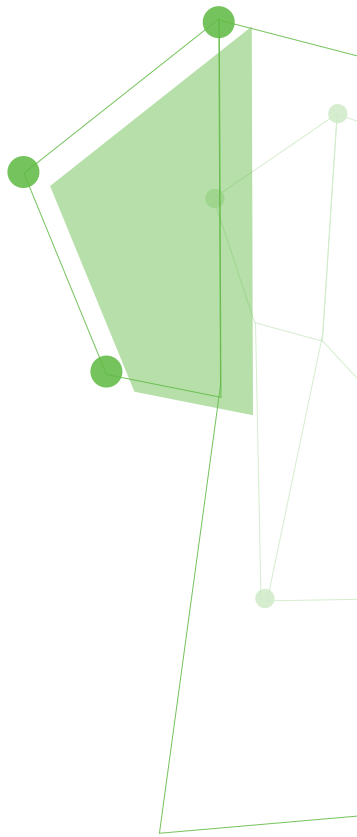
- Platform configuration and loading of relevant business data before Go-Live.
- Set-up end users for portal-in access to the MDDEAS®
- Conduct User Acceptance Testing (UAT) for readiness of the platform before Go-Live.

6. Go-Live and Operationalization

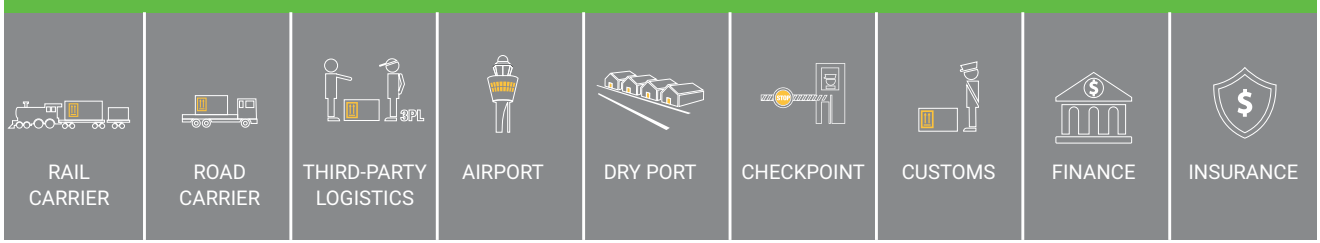
- Go-Live upon successful validation of the MDDEAS® Platform.
- The Deployment Committee communicates the Go-Live decision.
- End users are provided access to the platform.
- End users will register and start using the platform.

7. Performance Monitoring - Operational Assessments

- The National Shipment Efficiency Assessment provides the baseline measure of trade efficiency.
- The efficiency gains are dynamically measured to quantify the benefits of digitization for the B2B participants and its positive impact on national economies.
- National Commerce Dashboard to monitor B2B efficiency by each Economic Zone.



THE 19 B2B CLUSTERS



8. Showcase the Benchmark Results

- Completion of operational assessments and identification of benefits.
- Presentation of benefits in Showcase Forums over a 2-month period for each region.
- Public sector and Technology Gateways invite all the trade lane B2B participants.

9. Accelerate National Deployment

- National deployment will commence upon completion of the BTL phase.
- Promotion of MDDEAS® benefits through the high visibility Showcase Forums.

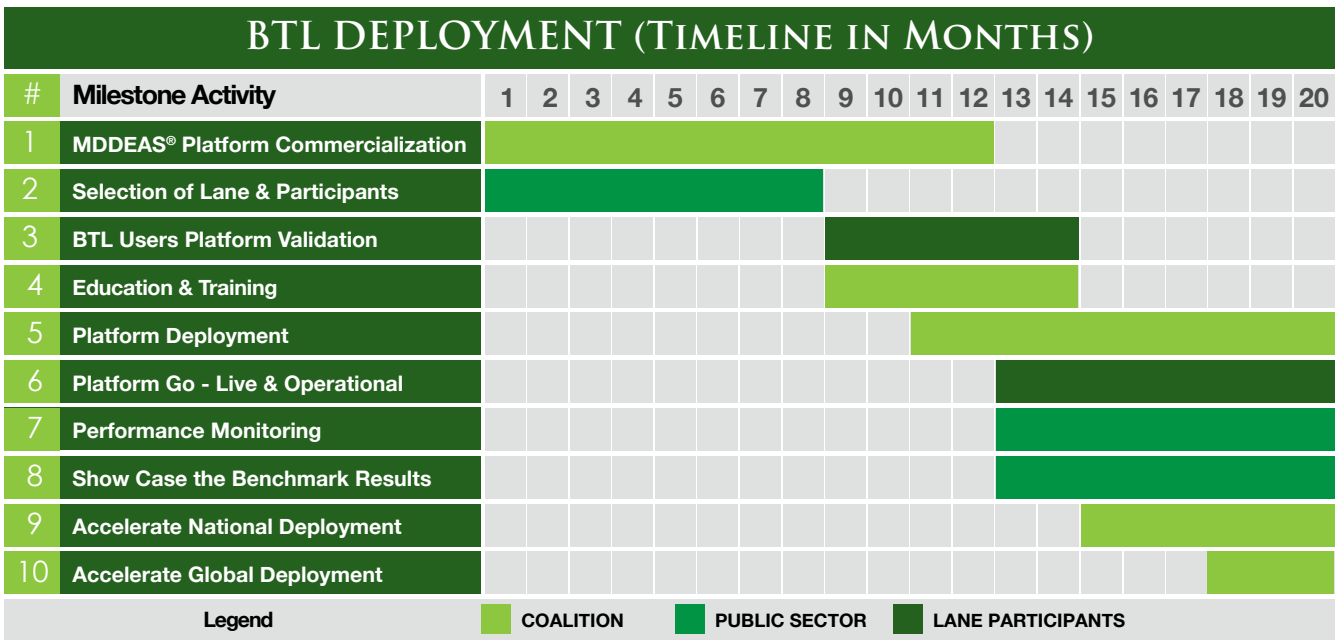


Fig 5.2

10. Accelerate Global Deployment

- Determine country's trade partners for digitization by analyzing its import and export partners, and assessing the impact of digitizing them.
- Finalize National Deployment and BTL Service Provider Agreements, and communicate timelines and stakeholder commitments.
- Finalize all data system integrations and tracking service requirements: Gather and document BSCIFI requirements, including country-specific localization requirement for language, currency, and time zones.
- Ensure regulatory compliance reporting, data security and privacy requirements are addressed.
- Digitize trade partners and onboard all the BTL stakeholders.
- Execute BTL Program Roadmap country by country (Fig 5.2)

In summary, the global adoption of the MDDEAS® will be ensured due to the extraordinary value proposition provided to the end users as well as its trusted deployment network of technology, e-commerce, finance, and insurance firms that will engage nearly 1.8 billion of their customers to the platform. Specifically, their benefits will be:

- USD 400 billion for the 13 technology firms
- USD 12.5 billion for the Commerce firms
- USD 7.5 billion for the Finance firms
- USD 1.0 billion for the Insurance firms

5.4 | ROLES & RESPONSIBILITIES

The Council will collaborate with qualified public and private sector organizations within each country towards completion of the BTL, and each respective organization will appoint representatives to complete the assigned responsibilities (Fig 5.3):

STEP	DESCRIPTION	COUNCIL	PUBLIC SECTOR	BTL PARTICIPANTS
1	Platform Commercialization	• Develop Platform features and functions • Document conversion	• Validate the list of Trade documents	
2	Selection of Lane and Participants	• Define the BTL parameters • Select the commodities, location and modes of transport	• Select the commodities, location and modes of transport • Source, inform and secure BTL participants	Agree to participate in the BTL
3	BTL Users Platform Validation	• Coordinate the validation of functional capabilities	• Validate the functional capabilities • Ensure the attendance of BTL participants	Validate the functional capabilities
4	Education and Training	• Prepare training plan and materials for operational use of the DEP • Deliver training to BTL participants	• Promote Education and Training to the End Users	Attend training sessions on the DEP
5	Platform Deployment	• Platform configuration and loading of relevant business data • Setup end users for portal-in access • Deploy platform to country specific production environments	• Promote the launch of MDDEAS® platform to the end users	Provide end users for registration and set up on the platform
6	Platform Go-Live and Operational	• Make fully functional system available to users	• Promote the operationalization of MDDEAS® platform	Use the DEP apps to conduct regular business transactions
7	Performance Monitoring and Operational Assessments	• Monitor and support the use and performance of the platform • Dynamically measure the post BTL efficiency gains against pre-BTL levels	• Monitor the usage of DEP by BTL participants • Review the post BTL efficiency gains	Provide feedback on the operational efficiencies and platform benefits
8	Showcase the Benchmark Results	• Co-Convene the Showcase Forums	• Secure participation of government & industry participants • Co-convene the Showcase Forums	Participate in the Showcase Forums
9	Accelerate National Deployment	• Promote awareness of the DEP globally • Enroll B2B participants to use the DEP globally	• Promote awareness of the DEP across the country • Assist enrollment of B2B participants	Promote awareness of the DEP to value chain National partners

Fig 5.3

5.5 | NATIONAL COMMERCE DASHBOARD

Following completion of the BTL deployment, the Digital Economy Platform will enable each country to utilize a National Commerce Dashboard to closely monitor, plan, and direct its economic activities (Fig 5.4).

Overview

This is an automated dashboard of a country's national commerce activity, assisting governments to achieve several economic development objectives. These including optimizing, prioritizing, and attracting physical infrastructure investment, as well as identifying economic zones and firms that have reached business excellence. This criterion is a required foundation to drive increased trade, finance, and investment.

Benefits

- Dynamic information of trade activity by economic zone.
- Accurately measure economic zone trade efficiency based on the 21-6-ETEI.
- Region and zone level risk performance rating through AxioScore™ with different views of economic interest including industry segment, economic zone, and individual participants.
- Visibility on the percentage of trade that is financed and insured.
- Assess the overall competitive strength and stability of industry clusters, economic zones, and individual B2B participants.

- Facilitate improvements in product and service quality, finance-ability, insurability, logistics reliability, dependability, and integration.
- Monitor economic development by economic zone with dynamic visibility of operating performance metrics.
- Establish enterprise zones in conjunction with economic development initiatives based on the operational excellence demonstrated by industries and regions.
- Identify opportunities to conduct training for enterprises and regions to enhance their operational excellence.
- Visibility of real time trade volume projections to better manage resources for improved flow velocity at points of entry/exit across borders.

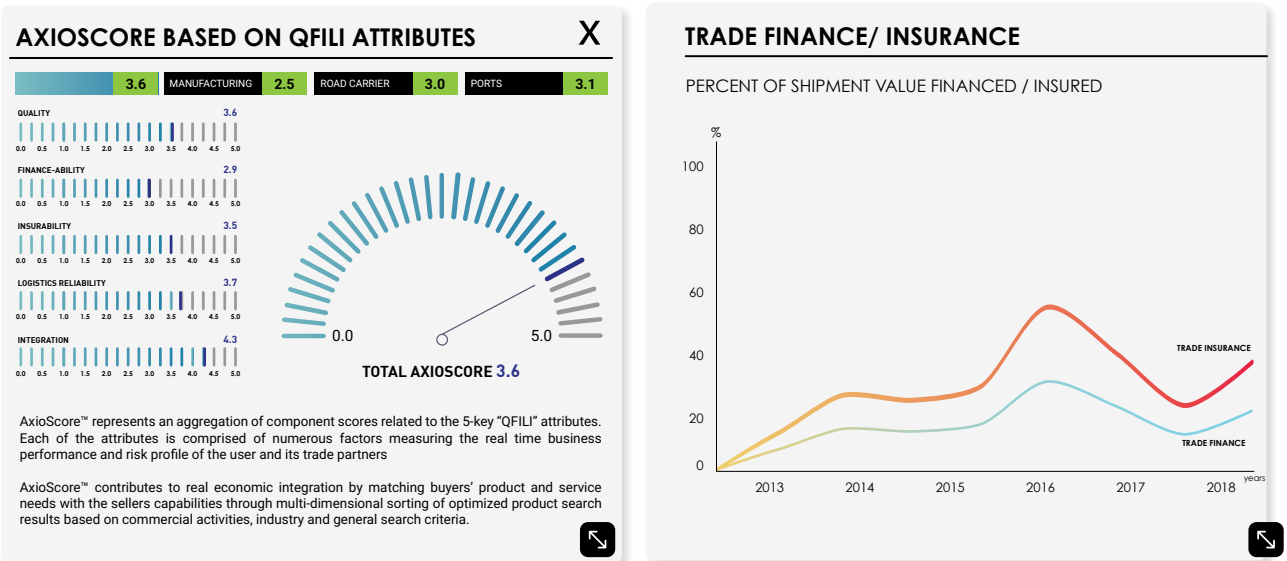
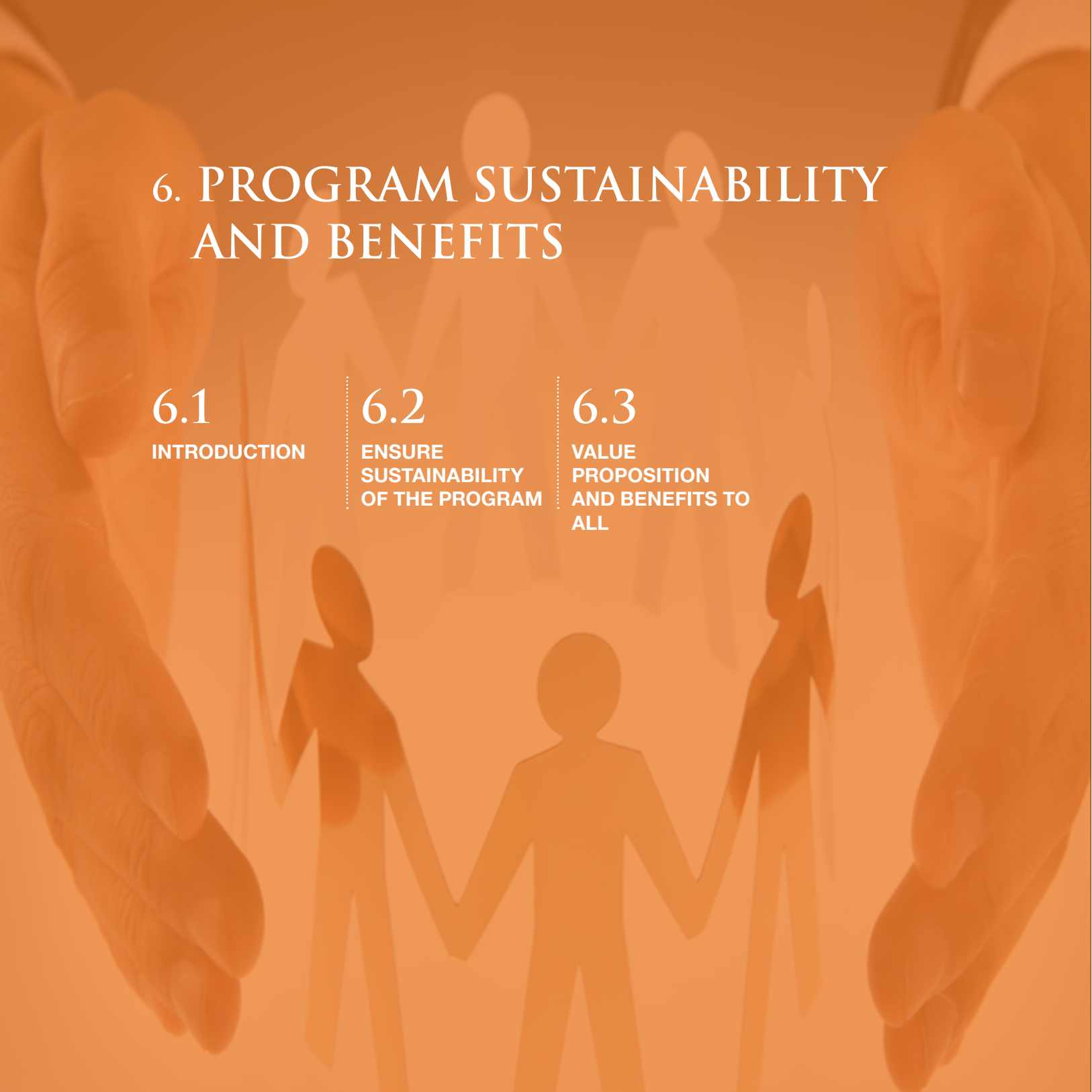


Fig 5.4

6. PROGRAM SUSTAINABILITY AND BENEFITS



6.1
INTRODUCTION

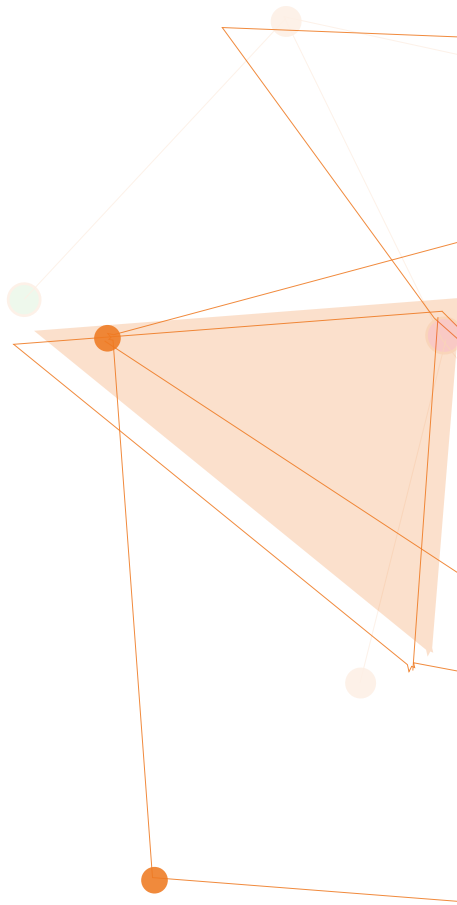
6.2
ENSURE SUSTAINABILITY OF THE PROGRAM

6.3
VALUE PROPOSITION AND BENEFITS TO ALL

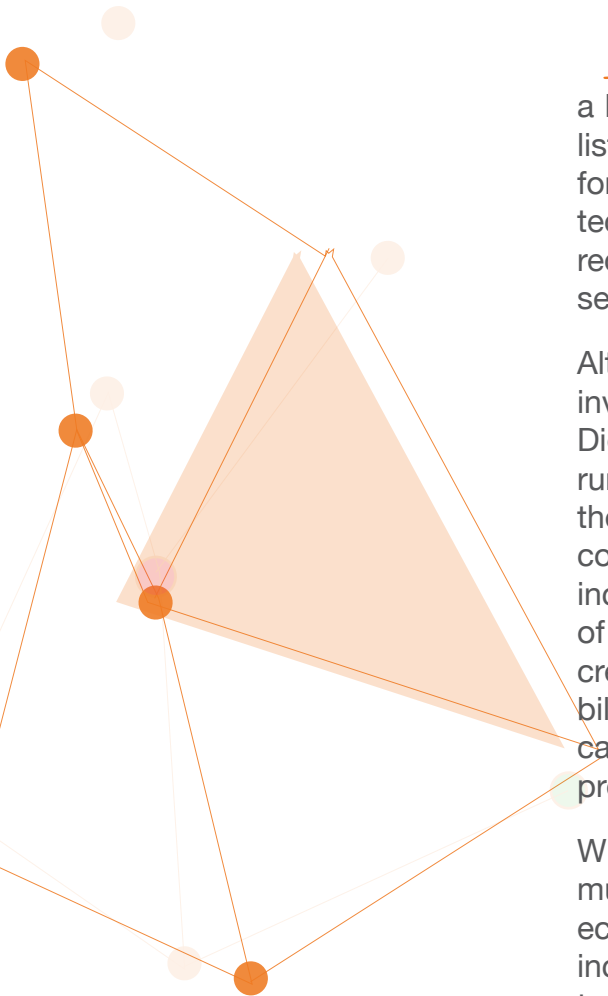
6.1 | INTRODUCTION

Today, nations are racing to digitize their countries to improve the efficiency of their economies, and reap the benefits that technology can deliver. When they try to achieve this in isolation, they discover the high cost of designing, implementing, integrating, maintaining, and updating systems. They also recognize that this could create a monopoly for the selected technology service provider. It also creates a system that may need to be replicated by its trading partners across different markets. The scope that nations are pursuing is fundamentally defective since it produces a model that is expensive to create and to maintain, that relies on a single technology service provider, and that can require endless integration with other systems. The cost to taxpayers is just not sustainable.

In order to address this, nations are recognizing that they need a different approach. The Council's approach ensures the delivery of a sustainable solution for nations and their trading partners by creating a model that only needs initial funding to trigger it, and from where it becomes self-sustaining. In addition, it relies on a structure that is non-monopolistic, and rewards participants through a revenue-sharing model from the multi-trillion digital services industry that it creates.



6.2 | ENSURE SUSTAINABILITY OF THE PROGRAM



The typical approach that a nation usually adopts for a digitization project starts with identifying a scope of work that suits their requirements. This is used to create a Request for Proposal (RFP), as well as to identify and short-list technology companies that can become potential suppliers for the project. Once they receive the RFP, the short-listed technology companies submit a tender that meets the RFP requirements, and price it in accordance with their fee-for-service pricing model.

Although this model is viable for most projects, when the scope involves digitizing a country, it can become very expensive. Digitizing the economy of a nation is a huge undertaking, and can run into the billions of dollars to develop and to maintain. Under the fee-for-service model, the solutions that the technology companies can offer are not self-sustaining, and will have to include continuous billings to account for the ongoing costs of data storage, maintenance, and upgrades. This approach creates an endless cost burden on taxpayers running into the billions of dollars. In addition, there is the concern that nations cannot entrust their Digital Economy to a single technology provider, because it will give them monopolistic powers.

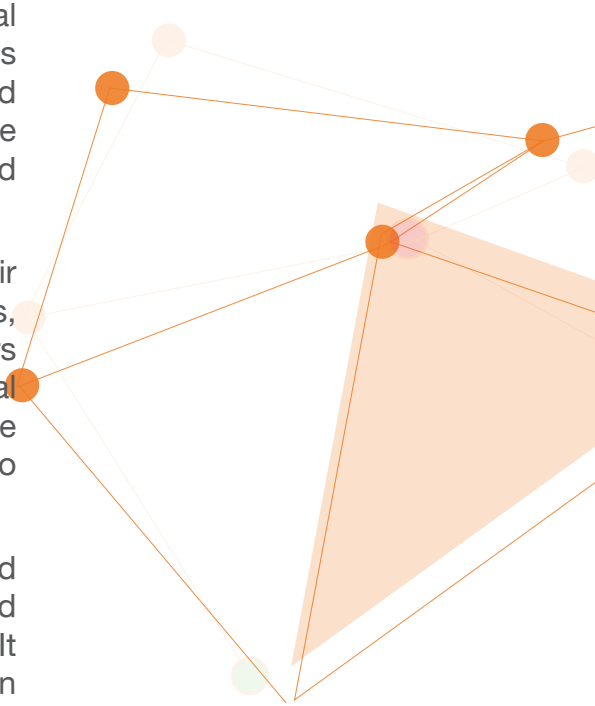
When the scope is to digitize the economy of a country, nations must adopt a different approach. The scope of digitizing national economies must be based on a comprehensive strategy that includes its international trading partners, due (but not limited) to the following:

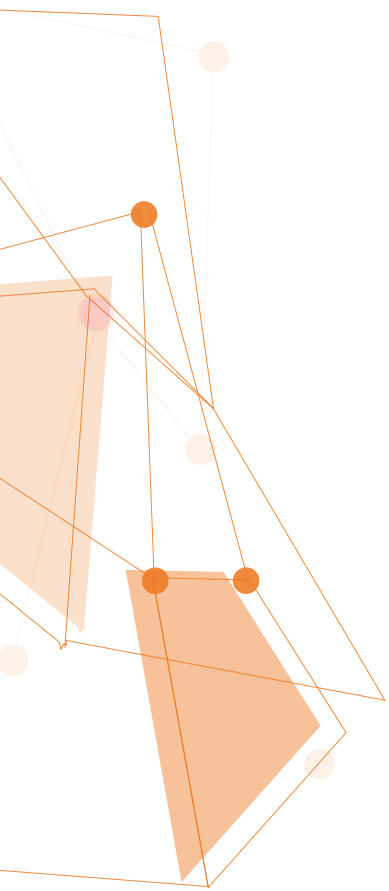
First: The overall efficiency of national commerce is dependent upon the commercial efficiency of a nation and as well as that of its trading partners, as the optimization of value chains must be measured from shelf-to-shelf. Ultimately, the overall efficiency of any system is only as strong as its weakest link – even if that link lies outside the nation's borders.

Therefore, the Council's solution provides the required digital tools for nations to efficiently manage and monitor shipments throughout the value chain life cycle – within their national borders as well as those of its trading partners. This extends from the procurement of raw materials, to the production and assembly of intermediate goods, the financing and insurance of the transaction, as well as the delivery of the finished product to its final shelf.

Second: National solutions alone limit the visibility of their trade participants' products and services to domestic parties, restricting their access to global markets. Buyers and sellers of products and services therefore lose out on the potential to work with international buyers and suppliers, as well as the services of international financing, insurance, and logistics to move products globally.

The global solution allows for targeted promotions and optimally matches buyers and sellers across borders based on historical, current, and planned transaction activities. It gives them visibility to each other's products and services in relation to defined risk, pricing, geography, and other criteria. In addition, it allows for securing the necessary finance, insurance, and logistics services to complete a desired transaction.





Third: National systems alone fail to capture the necessary validated information related to the business performance and risk measures of their international trade partners, especially for SMEs in different countries. This lack of information hampers business decisions, which in turn dampens trade and limits job growth.

The Council's solution addresses this challenge by delivering thousands of Apps for use by the B2B marketplace to capture high quality Big Data. The solution uses Artificial Intelligence to create a business performance and risk-based scoring mechanism that allows B2B participants to optimize decision making across business transactions and improve their conversion ratios from seeing a product or service to its acquisition. This de-risks doing business from identifying and selecting qualified trade parties, to securing finance and insurance services, to selecting the most appropriate logistics service providers to handle the product journey from shelf-to-shelf.

Fourth: In today's interdependent global economy as products move across countries and regions from shelf-to-shelf, the use of multiple systems by various B2B and B2G participants represents a silo approach contributing to the current fragmentation among value chains, increasing inefficiencies, and resulting in higher costs.

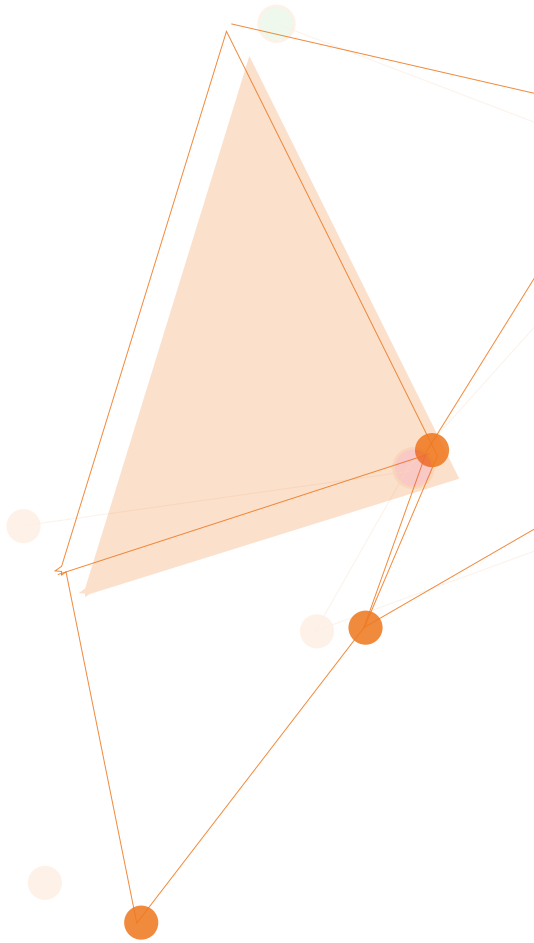
The Council's approach is to deliver a centralized platform that provides Point-to-World integration for all B2B and B2G participants – with or without vertical in house systems –

enabling greater efficiency across the global value chains. It allows for efficiency to be extended beyond local systems, including real-time transaction visibility, eliminating data redundancy, and improving data accuracy, among other benefits. This ensures that the efficiencies of national systems transcend borders and extend to trading partners – further contributing to the overall efficiency of national economies.

Fifth: Digitization on a national basis will be prohibitively expensive, costing billions of dollars, as technology service providers will charge exorbitant fees on a recurring basis to build, maintain, and enhance replicative systems that are not able to generate sufficient self-sustaining revenues.

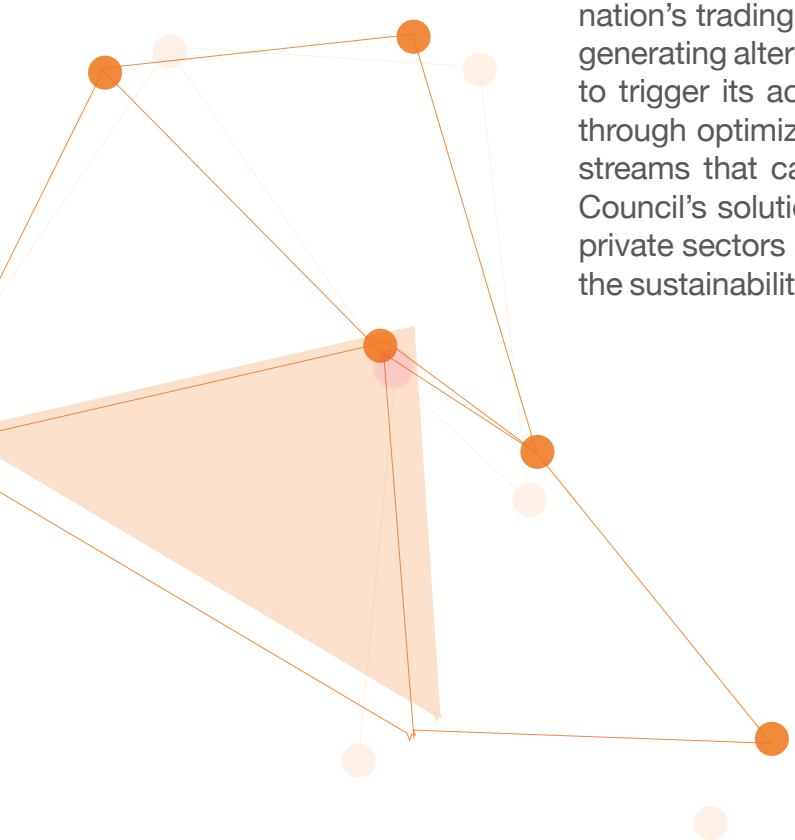
In response to this enhanced comprehensive scope, the Council's strategy for a Digital Economy creates a holistic solution whose cost is much smaller than that of isolated national ones.

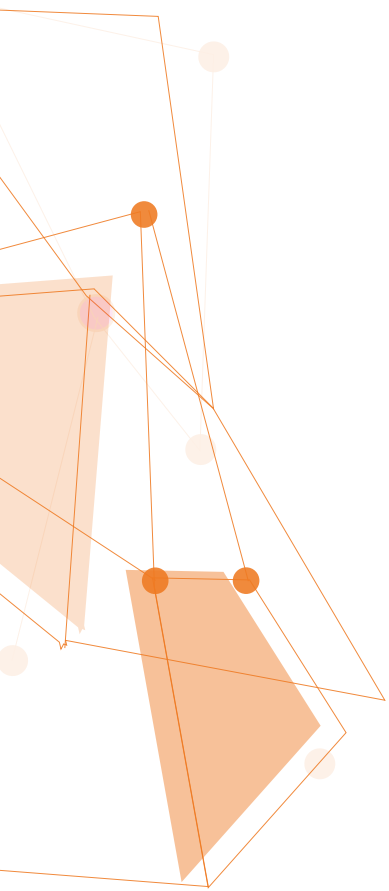
How? Based on this comprehensive scope, the Council will provide the national value chain and its trade partners with thousands of professional apps developed by a consortium of the world's leading technology firms to allow them to capitalize on the increased operational efficiency and transparency that today's technology can deliver when dealing with each other. In addition to optimizing business functions, these apps allow for streamlined integration and communications, effectively digitizing national economies concurrently with their trading partners. The high quality data generated from these apps can then be used to empower national commerce, finance, and insurance providers,



and allow them to generate a new USD 20 trillion digital services industry. The Council's revenue-sharing structure is then used to pay the technology industry for their services, as well as for the cost of redundant data centers around the world.

Therefore, the Council's solution is not cost-centric or dependent on a single technology provider using a fee-for-service pricing model, nor does it digitize a national economy in isolation from a nation's trading partners. It is, in fact, a revenue-sharing / profit-generating alternative that only needs a limited amount of funding to trigger its activation. From there, it becomes self-sustaining through optimized costs, as well as creating significant revenue streams that can offset initial triggering costs. In addition, the Council's solution delivers significant benefits to the public and private sectors as well as the service providers thereby ensuring the sustainability of the system now and for generations to come.





6.3 | VALUE PROPOSITION AND BENEFITS TO ALL

The Council delivers an unprecedented value proposition to the public, private and service sectors, while contributing to the public good through empowering the MDDEAS®This value proposition can be summarized as follow:

- *Greater Efficiency* - Participants will increase their operational efficiency, resulting in reductions of up to 30% in trade costs, and 15% in operations costs
- *No Cost* - Shippers, logistics service providers, points of entry, and country officials can use MDDEAS® at no cost
- *Ease of Integration* - Participants will have access to MDDEAS® Portal-in or Plug-in, providing Point-to-World integration that improves efficiency and reduces redundancy of data entry
- *Ease of Use* - Participants can optimize their work efforts through user-friendly and mobile device ready apps
- *Expedited Trade Finance and Insurance* - Participants will reduce transactional risk, thereby gaining greater access to finance and insurance services
- *Expanded Market Reach* - Access to MDDEAS® will enable B2B participants to digitally connect with new customers and suppliers globally
- *Enhanced Cargo Security Compliance* - Participants can comply with global cargo security requirements with minimal effort

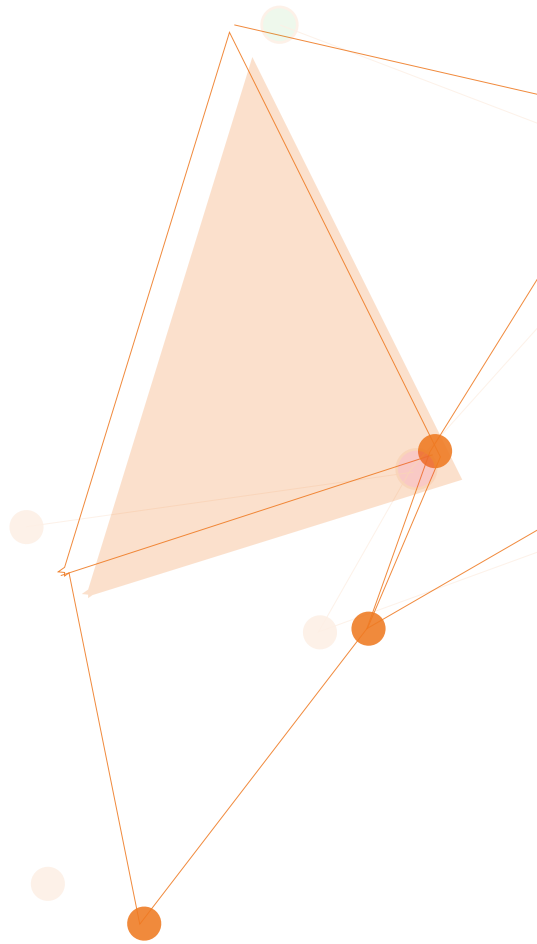
The power of MDDEAS® is its ability to link all participants in a shipment flow into a seamless process that provides savings and benefits to all. These savings and benefits become a powerful tool to attract more participants to the network.

The sustainability of the Digital Economy Platform is ensured through its inherent value proposition for all its stakeholders, summarized as follows (Fig 6.1):

GLOBAL AND REGIONAL BENEFITS

Benefits	Global	Americas	Asia	Europe	MEA
Annual Trade Cost Reduction (trillion)	5.4	1.3	2.2	1.1	0.8
Goods Trade Increase (trillion)	6.4	1.3	2.3	2.4	0.4
Services Trade Increase (trillion)	20.5	3.5	11.7	3.4	1.9
Job Creation (million)	470	82	259	75	54

Fig 6.1



Benefits to the Public Sector

Customs And Border Protection - Provide the tools to achieve the required multilayers of cargo security, protecting borders and commerce flow against acts of terrorism.

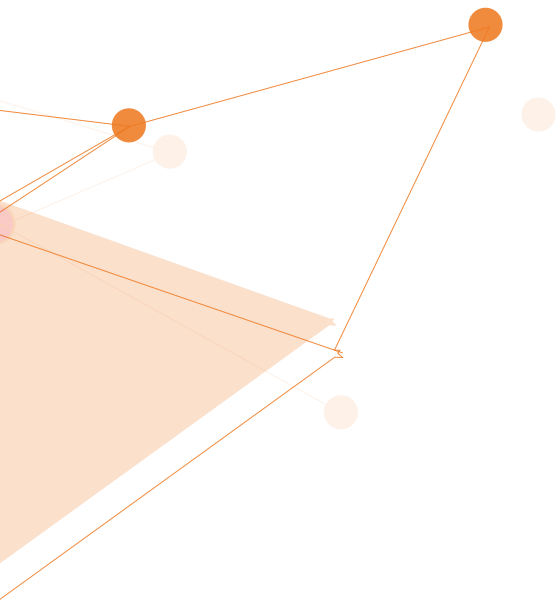
Improved Food Safety - Provide the tools to meet national and international food safety regulations, delivering a global agricultural health surveillance system to proactively contain food disease outbreaks.

Faster Disaster Relief Response - Provide global, real-time information on availability of emergency materials and mobilize global logistics to expedite the delivery of relief supplies.

Reduced Carbon Footprint - Provide greater logistics efficiency and visibility for better advance-planning, especially increasing throughput at ports and border crossings.

Increased Government Revenues - Generate significant tax and customs dues from various sources including: Cost savings, trade increase, new service industry market opportunity, and job creation.

Dynamic National Commerce Dashboard - Facilitate creation of a National Commerce Dashboard (NCD), a self-monitored console, to prioritize and attract physical infrastructure investments.



Benefits to the Private Sector

Large Corporate Shippers

- Reduce domestic and international trade cost by 30% and operational cost up to 15%.
- Provide digital tools to expand regional markets and reach new distant markets.
- Dynamically monitor performance of service providers in global value chains.
- Ease access to finance and trade insurance.

SMEs

- Enhance productivity through interactive communications tools (video conferencing, messaging, alerts, email, etc.)
- Increase efficiency with thousands of free Apps including logistics, operations, finance, and insurance.
- De-risk doing business with trade partners through objective business performance scoring mechanism.

Carriers

- Increase profitability by maximizing capacity utilization.
- Reduce operational costs, enhance customer service and cargo security in the global value chains.
- Provide tools to organize and expand the private market.

Logistics Service Providers (LSP)

- Global market expansion at no cost.
- Reduce operational cost & enhance customer service by enhancing shipment efficiency.
- Minimize efforts & costs to meet buyer, seller, country, industry, financial, and insurance (BSCIFI) documentation requirements.

Benefits to Service Providers

Financial Firms - Seamless integration into the dynamic market for global trade finance with a new USD 7.5 trillion market opportunity by 2035.

Insurance Firms - Seamless integration into the global trade insurance market, representing a new USD 1.0 trillion market opportunity.

Commerce Firms - Providers will have seamless integration into the global B2B marketplace with a new USD 12.5 trillion market opportunity by 2035.

Technology Firms - Access to new business model with access to a market opportunity that exceeds USD 500 billion by 2035.

7. CONCLUSION

7.1
OUR ECONOMIES

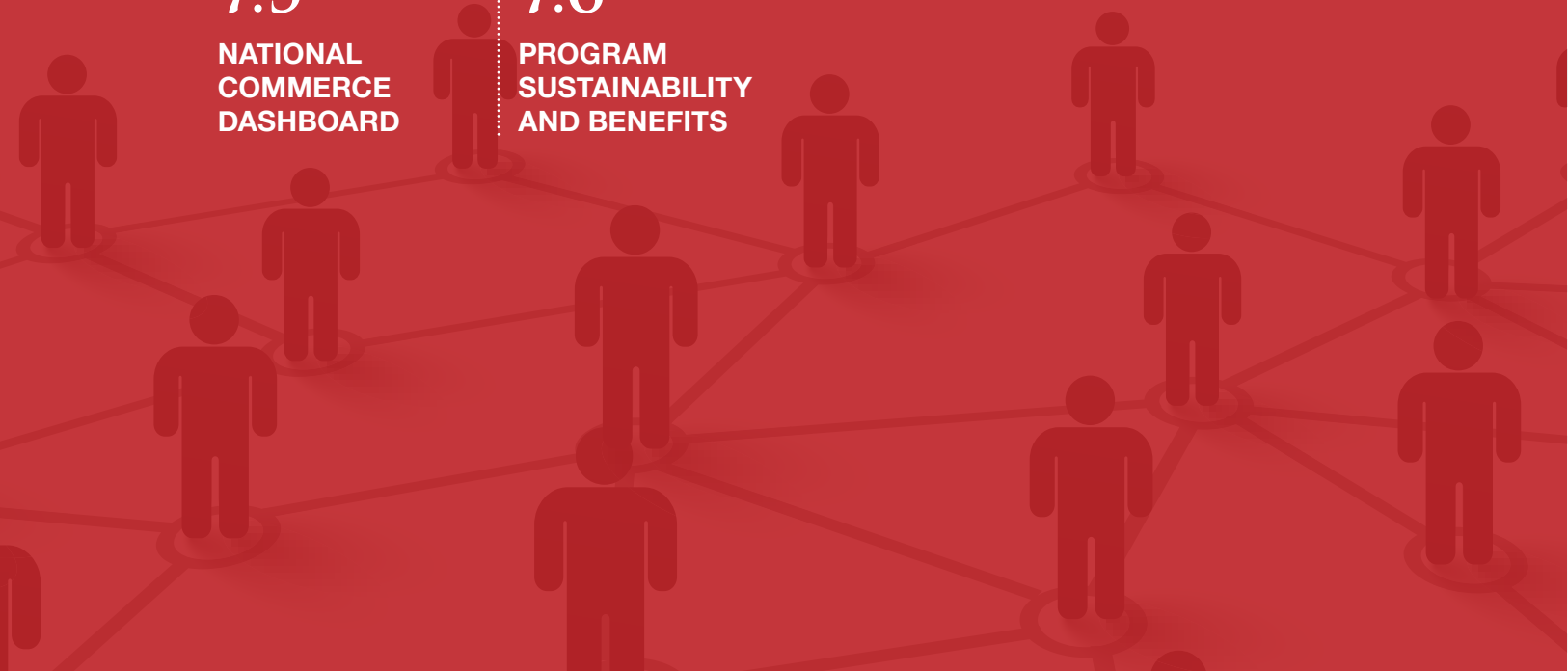
7.2
FOUNDATIONS OF THE DIGITAL ECONOMY

7.3
THE DIGITAL ECONOMY PLATFORM - MDDEAS®

7.4
CENTER OF EXCELLENCE E-HUB OF THE WORLD

7.5
NATIONAL COMMERCE DASHBOARD

7.6
PROGRAM SUSTAINABILITY AND BENEFITS



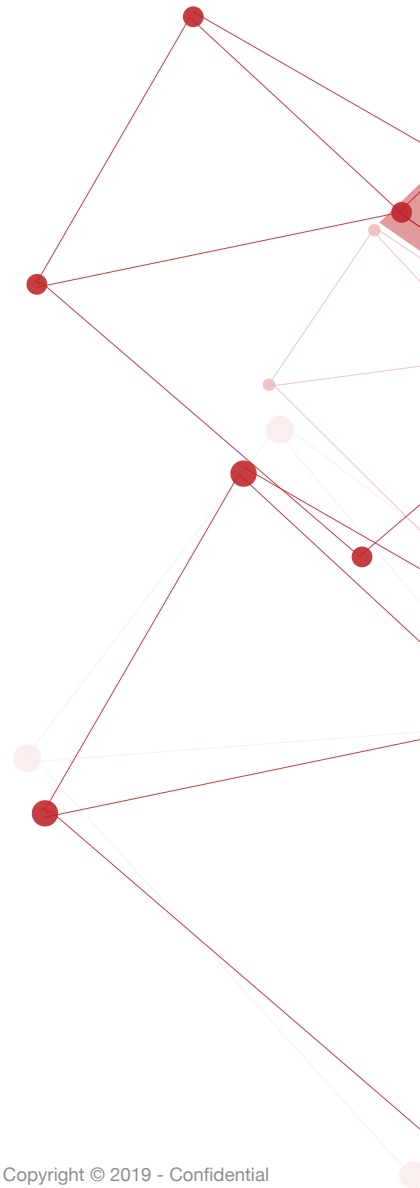
7.1 | OUR ECONOMIES

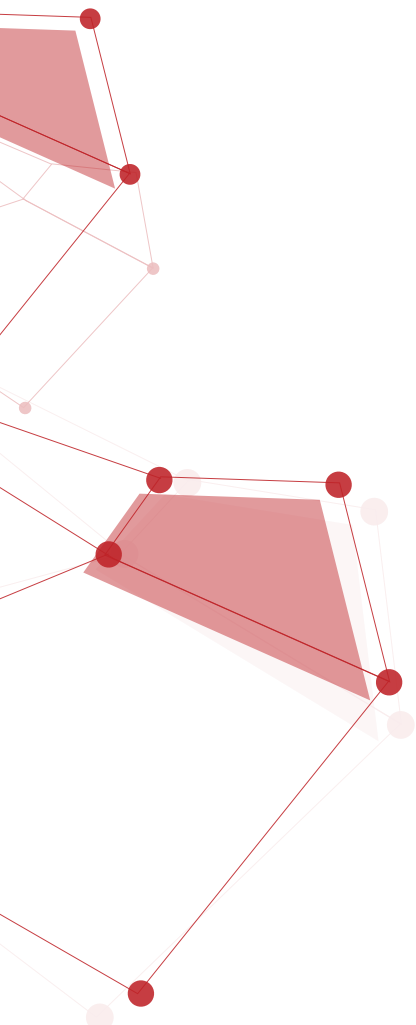
Today's economic challenges can be resolved if we address the needs of the High, Mid, and Low Income countries. By uniting their strengths, we can re-balance the global economy and enlarge our global economic pie rather than compete for bigger parts of the same one.

In today's digital era, we can deliver new digital tools for the B2B marketplace that will improve efficiency and transparency, thereby de-risking and growing trade among the HIC, MIC, and LIC. In this way, we will build the purchasing power of the MIC/LIC by strengthening their capabilities, thereby creating a vast new market for goods and services generated by HIC. As a result, more trade and jobs will be created, effectively growing the global economic pie.

The Digital Economy will ultimately create a 20% increase in our global GDP by 2035. It will also generate over 400 million new jobs and deliver countless benefits for its pioneering adopters, its original stakeholders, and the world at large.

Now that the G20 leaders have adopted the Digital Economy as a key policy directive to achieve sustainable economic growth, it is necessary to create a solid foundation upon which to build the Digital Economy.





7.2 | FOUNDATIONS OF THE DIGITAL ECONOMY

The deployment of the Digital Economy requires seven independent foundations:

First: A New Millennium Standard for Growth that measures the efficiency of the global value chain based on the 21st Century Trade Efficiency Indicators: Integration, e-Documentation, Tracking and Visibility, Competence, Processes, and Cargo Security.

Second: The Digital Economy can be empowered in six steps: Digitize product and service catalogues, optimize matching between buyers and sellers, increase conversion ratios from seeing to acquisition, secure finance, obtain insurance, and procure logistics services.

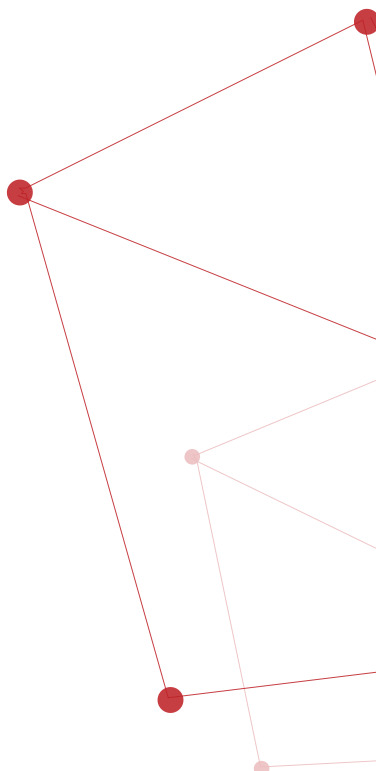
Third: An organization structure and governance strategy that includes representation from multiple countries in order to balance the interests of all concerned. This is achieved through the creation of a neutral Public-Private Partnership for the ownership, governance, deployment, and use of the Digital Economy by all, and for all.

Fourth: A business model that provides thousands of free apps for the B2B marketplace, generating the high quality Big Data for the creation of new revenue streams for the banking, insurance, and logistics industries. These revenues will be shared among the technology firms and key stakeholders that will sustain the platform.

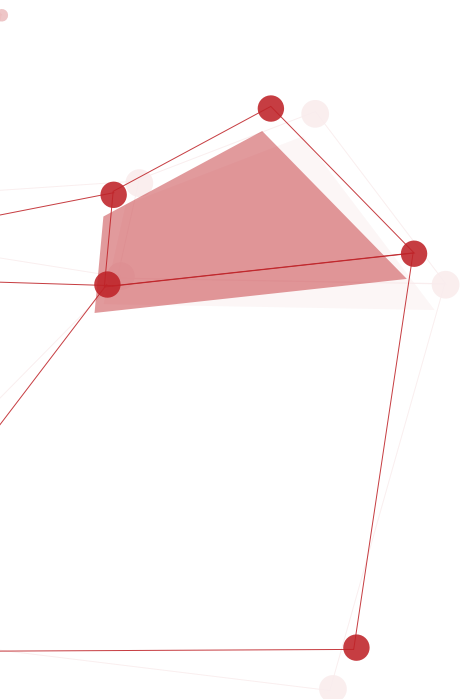
Fifth: Global Data Security Standard that includes the Five Cs of data security and privacy: Consortium of Globally Balanced Ownership, Council of Worldwide Fiduciary Governance Board, Committee of Technology Governance Board Experts, Controlled Segregated Technology Development, Continuous And Comprehensive Audits.

Sixth: The E-Hub of the World, a technology center of excellence, that harnesses the strengths of the world's public, private, and academic communities in the development, hosting, deployment, and enhancement of the Digital Economy platform, under the protection of the United Nations to ensure continuous uninterrupted use by all.

Seventh: Global market acceptance from the international community, including: G20 Digital Economy policy adoption, end user demand by nearly 95% of the G20 B2B participants, strategic agreements with 30 technology firms, national showcase agreements involving 150 countries, and deployment agreements involving the world's leading economies.



7.3 | THE DIGITAL ECONOMY PLATFORM - MDDEAS®



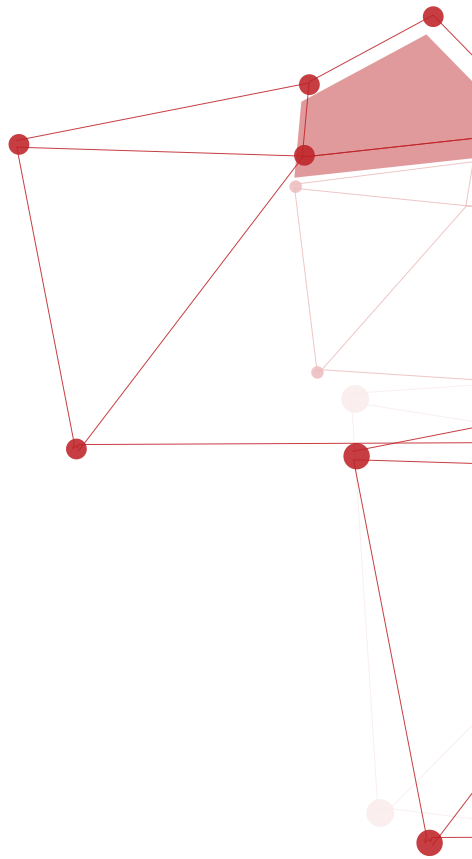
The Multi-Dimensional Digital Economy Application System (MDDEAS®) delivers thousands of free business apps that digitize the global value chains of the USD 150 trillion B2B marketplace. Through the use of Artificial Intelligence, Big Data Analytics, and Block Chain technologies, MDDEAS® provides seamless point-to-world integration via plug in or portal-in access for large, medium and small enterprises to access innovative platform features that de-risk commerce, reduce costs, and create greater access to finance and insurance services. The above will empower the e-Logistics, e-Commerce, e-Finance, and e-Insurance dimensions to a completely new 21st century efficiency level.

To date, partnership agreements have been executed with several e-Commerce and insurance firms in countries across Asia and the Middle East. These firms will engage millions of their customers to participate in the Benchmark Trade Lane Deployment program and help accelerate global adoption of the MDDEAS® Platform. For the G20 countries alone, at least 57 leading e-commerce, finance, and insurance firms are projected to enroll 1.8 billion of their B2B and B2C customers to the MDDEAS®.

MDDEAS® provides numerous innovative features that significantly improve performance to higher levels of efficiency. These innovations capitalize on the intelligent business performance and risk scoring mechanism AxioScore™. In addition, the Dynamic Product Offering (DPO) enhances the capability for sellers to optimize their profitability by directly targeting their qualified buyers through automated matching.

7.4 | CENTER OF EXCELLENCE E-HUB OF THE WORLD

The E-Hub of The World is the engine that powers the MDDEAS®. Specifically, the E-Hub is comprised of a visionary public entity, a renowned academic institution, and a pioneering technology firm partners that will deploy, maintain, and enhance the MDDEAS® while being supported by the top 12 technology firms in the world. The E-Hub involves state-of-the-art innovation requiring world-class expertise and a continuous commitment to attract the best talent in the world with sustained public support. For all these reasons, the three strategic partners have a unique opportunity to align their near-term and long-term vision to be at the heart of the global Digital Economy, mirroring WLC's global community.



7.5 | MDDEAS® GLOBAL PROGRAM ROADMAP

The digital tools of the MDDEAS® will be implemented via select trade lanes across the four world regions through the Benchmark Trade Lane (BTL) Deployment Program. Active involvement and participation from government, industry associations, academia, and leading technology, finance, insurance, and e-commerce firms will ensure comprehensive adoption. Each trade lane will include buyers, sellers, carriers, customs agencies, banks, insurance firms, and logistics service providers i.e. everyone participating in shipment and trade facilitation from shelf-to-shelf. The BTL participants will promote the use of the MDDEAS® to their extended supply chain members and customers through a viral marketing effect.

7.6 | PROGRAM SUSTAINABILITY AND BENEFITS

The primary objective of digitization is to achieve greater efficiency. Today, our world has witnessed the proliferation of multiple decentralized, fragmented systems throughout the public and private sectors. These decentralized systems are inherently inefficient since they fail to effectively communicate with other systems.

On the other hand, centralized systems provide the ability to achieve greater efficiency by streamlining the flow of information across systems. Historically, however, centralized systems have faced 2 primary challenges: 1) need for standardization and 2) dominant control of the centralized system.

In today's technology era, the need for standardization is eliminated due to the advent of the "App" technology process. Centralized system users are now able to "drag and drop" thousands of applications to benefit from customized solutions tailored to their individual needs. These apps now allow users to gain seamless interaction with each other, a capability that was never available before.

With respect to challenges over the control of a centralized system, these are offset through a balanced structure provided through a consortium of organizations that own, govern and deploy the centralized system. This provides the independent monitoring mechanism to mitigate geopolitical, monopolistic and data privacy concerns. (Figure 7.1)

EFFICIENCY = CENTRALIZED SYSTEM + BALANCED STRUCTURE

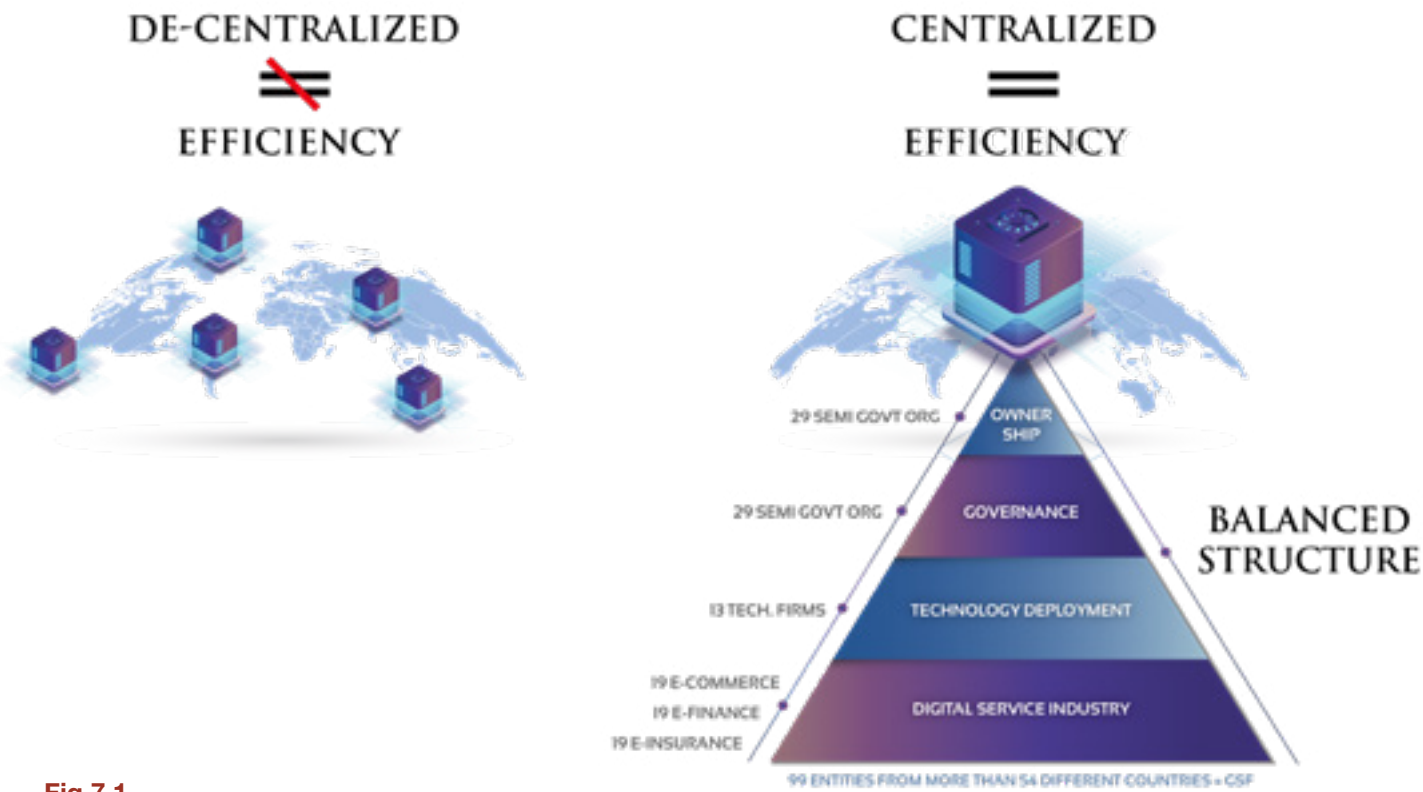


Fig 7.1

The Digital Economy Platform adds up to a super charged engine propelling greater efficiencies within the B2B marketplace that will significantly increase world trade. Thus rebalancing the global economy and achieving the sustainable economic growth demanded by all nations.

The rebalancing of our world by empowering the digital economy is no longer an option. It is an imperative. It is what will take us out of the recurring cycles of economic depressions, and will pave the way for a new era of prosperity now and for generations to come. This is how 21st century technology can boost our world economy.

REFERENCES

FiveThirtyEight. (2015, May 18). Big Business is Getting Bigger. Retrieved from fivethirtyeight.com: http://fivethirtyeight.com/datalab/big-business-is-getting-bigger/

Global Coalition for Efficient Logistics. (2016 A). G20 Nations Case Study: Shipment Efficiency Assessment. Switzerland: GCEL.

Global Coalition for Efficient Logistics. (2016 B). The 5 Cs for Data Security. Switzerland: GCEL.

Global Coalition for Efficient Logistics. (2016 C). Implementable Policy Formula: Implementing the Digital Economy Policy Recommendations for B20 2015 Turkey. Switzerland: GCEL.

OECD. (2016, June 11). Global Economic Outlook and Interim Economic Outlook. Retrieved from www.oecd.com: http://www.oecd.org/eco/economicoutlook.htm

Secure Cargo Anti-terrorism Coalition. (2003). Secure Cargo Anti-terrorism Coalition Report. Dearborn, MI, USA: AxioLog.

The World Bank. (2016, July 19). International LPI Ranking. Retrieved from http://lpi.worldbank.org: http://lpi.worldbank.org/international/global/2016

Visa. (2014). Commercial Consumption Expenditure Index 2013. Visa Corp.

GLOSSARY OF TERMS

21-6-ETEI Twenty-first Century 6 Elements Trade Efficiency Indicators – Integration, E-Documentation, Processes, Tracking & Visibility, Competence, Cargo Security

Academic Partner A member of E-Hub Core Triangle responsible for developing original knowledge and promoting its use for the growth of the global Digital Economy

API Application Program Interface. The interface to an application that external systems can call to receive documents/data from or deliver documents/data to that application

AxioFin An e-Finance product suite for the buyers and sellers in the B2B marketplace

AxioIn An e-Insurance product suite for the buyers and sellers in the B2B marketplace

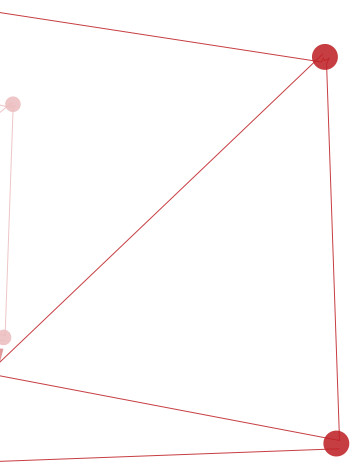
AxioLog An e-Logistics platform for managing the shipment flows from shelf to shelf in the B2B marketplace

AxioMark An e-Commerce product suite for the buyers and sellers in the B2B marketplace

AxioScore Is the multi-dimensional objective measure of business performance and risk for B2B participants

AU African Union

B20 The business advisory body comprising of the executives from the top 20 economies of the world that advises the leaders of G20 nations



B2B Business to Business marketplace

BAM Business Activity Monitoring of business events in real time to generate Key Performance Indicators and dashboard of business activities in real time

BPMS Business Process Management System to codify workflow of a business process, so that it can use simulation to identify process bottlenecks to optimize transaction throughput

BTL Regional Benchmark Trade Lanes implemented in each of the four regions deploying the MDDEAS®. Each deployment lane includes seller, buyer, carrier, finance, insurance, ports, customs, and logistics service providers - everyone participating in the shipment process from Shelf-to-Shelf.

Cargo Security Cargo Security, an element of 21-6-ETEI, is defined as the establishment and uniform practice of policies and procedures that secure the flow of commerce against acts of terrorism

Competence Competence, an element of the 21-6-ETEI, is when a defined obligation is met on time, with optimal quality and at minimum cost

DEP The Digital Economy Platform (MDDEAS®)

E-Documentation E-Documentation, an element of the 21-6-ETEI, is the creation, storage, and transmittal of necessary data related to trade in purely electronic form

E-Hub A technology center of excellence established by the WLCD to build and operate the MDDEAS® platform.

HumaWealth Program The HumaWealth Program is designed to Connect the Strengths of the World Community, Creating Well-being Across Humanity. It engages both public and private stakeholders to solve the inefficiencies in today's B2B marketplace through an empowered Digital Economy by implementing the MDDEAS®

e-Logistics The suite of Apps in the MDDEAS® that specifically integrates and automates the processes in the 19 industry clusters of the Global Logistics Industry (GLI)

G20 G20 nations, the top 20 economies of the world

GCEL Global Coalition for Efficient Logistics

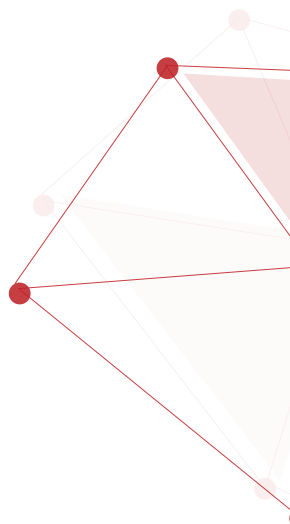
GDSS Global Data Security Standard based on the Axioms of the 5Cs (C1. Consortium of Globally Balanced Ownership; C2. Council of Worldwide Governance; C3. Council of Technology Governance; C4. Controlled Segregated Technology Development, and C5. Continuous & Comprehensive Audits.)

GFC The Global Financial Crisis of 2008

GLI Global Logistics Industry

GSF Global Structural Formula of GCEL brings together public, semi-government, non-profit, for-profit, and revenue sharing organizations, capitalizing on each organization's capabilities and jurisdictions to address the geopolitical and monopolistic concerns of launching and operating the Digital Economy Platform

IGO Inter-Governmental Organization



Integration Integration, an element of the 21-6-ETEI, is defined as the ability to connect all participants involved in the flow of a shipment within a seamless, dynamic information-sharing environment

IPPE Interdependent Pipeline Process Environment

IPF Implementable Policy Formula, which provides a framework for governments to develop and implement effective policies by identifying a common denominator, obtaining the voice of the citizens impacted, and securing the industry resources to implement

LAS League of Arab States

LSP Logistics Services Provider in the GLI

MDDEAS® Multi-Dimensional Digital Economy Application System, a Platform that provides the Digital Economy services including e-Commerce, e-Finance, e-Insurance, and e-Logistics

NGO Non-Governmental Organization

NSS The Nations Security Solution (NSS) is developed for a comprehensive adoption addressing nations' interdependent needs.

OAS Organization of American States

PDO Profit Driven Organization

Point-to-World An integrated information environment provided by the MDDEAS® where information about a business event occurring at a point is accessible in real-time to the stakeholders anywhere in the world

Processes Processes, an element of the 21-6-ETEI, is defined as the blueprint for how to maximize the use of available tools and manpower to achieve a desired output in a specific environment

Public Partner A member of the E-Hub of the World responsible for providing facilities capable of housing uninterrupted operations of the MDDEAS® under the protection of the international community

RSO Revenue Sharing Organization

SAAS Software As A Service model for making applications available for any registered user to access the services of the MDDEAS® from anywhere around the world

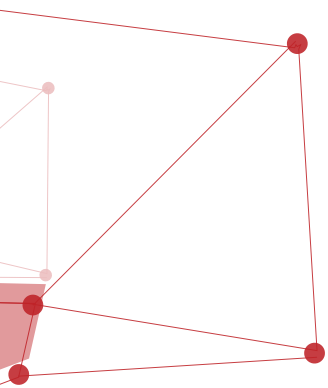
Shelf-to-Shelf Flow of goods from the shelf of a seller to the shelf of a buyer across several industry clusters involved in trade

Showcase Event The HumaWealth Showcase event is held in each region of the world after the successful completion the BTL to demonstrate the benefits realized from the MDDEAS® to build strong momentum for full regional and global deployment

SME Small and Medium Enterprise

Technology Partner A member of E-Hub of the World responsible for utilizing the innovations from the E-Hub Academic Partner and Gateways to build and continually enhance the MDDEAS® platform in the E-Hub of the World facilities

Tracking & Visibility Tracking refers to real-time information regarding a shipment's location in transit. Visibility refers to real-



time information regarding idle shipments at a specific location. Together, Tracking & Visibility, an element of 21-6-ETEI, is particularly important to indicate the time and duration that a shipment is in the jurisdiction of a specific cluster for purposes of planning and accountability.

UDE Universal Data Elements used by service providers to uniquely identify a shipment as it flows through any of the 19 industry clusters

UDQ Ultimate Data Quality (UDQ) is the data validated by multiple service providers in the same trade pipeline and is provided by the MDDEAS® to initiate an action with confidence in the real world with near certainty to the veracity of the data

USD United States Dollar

WLC World Logistics Council

WLCD World Logistics Council Development

WLCN World Logistics Council Network