

The ultimate guide to successful TMS tendering





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What's involved in selecting a TMS, and which questions should you ask yourself in advance?

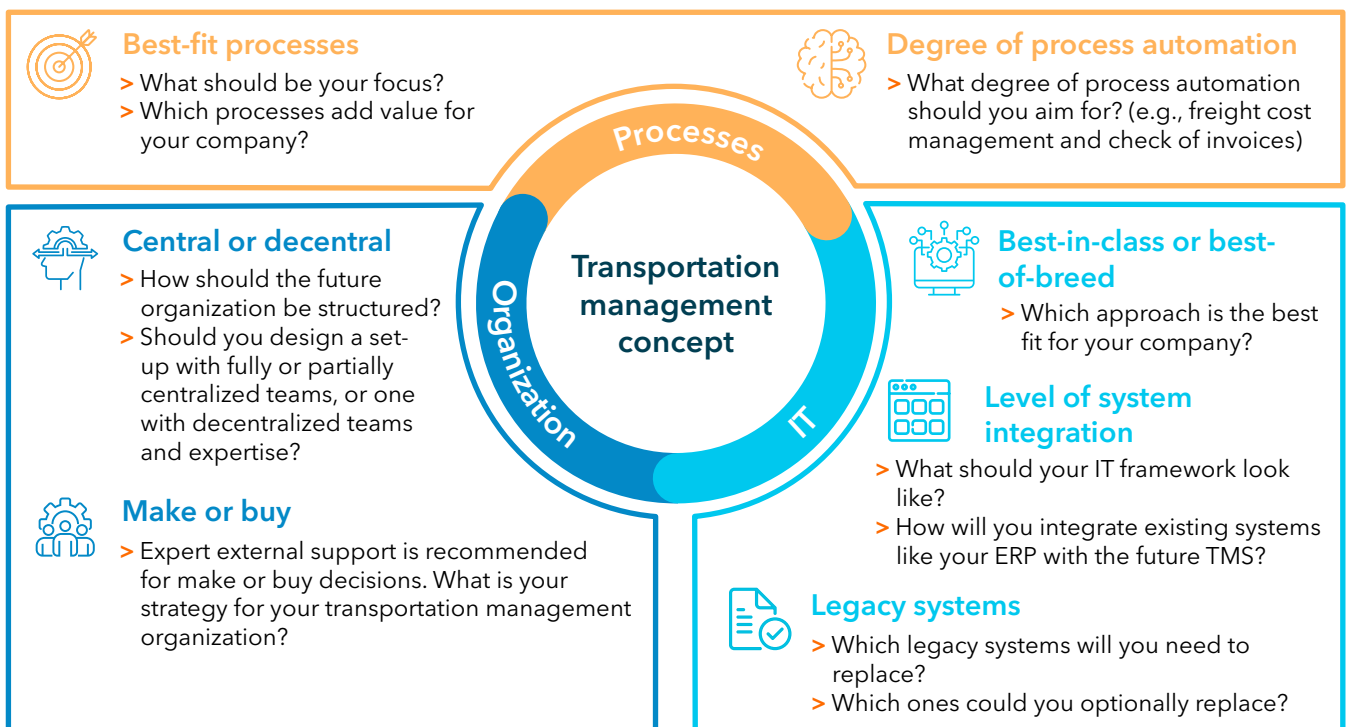
As a reader of this guide, you are likely considering purchasing a TMS. Maybe you've never been involved in selecting a TMS or even a software solution before. If you've been assigned such a comprehensive project for the first time, it's a good first step to look for expertise in this area. And of course, you want to make this project a success - meaning it's completed on schedule, within the agreed budget and, above all, it achieves the identified objectives. Look no further - we have put together a comprehensive guide to support you through the process.

Transformation projects are large by nature and bring a certain risk, and you'll need to involve the right partners and project participants. In this guide, we walk you through the various phases, discuss which roles to involve, where obstacles can occur and what documentation is recommended.

What does the selection of a TMS entail?

In short: you'll need to understand and document existing processes and requirements, and combine this knowledge with your expectations for a future partner for a long-term collaboration. A TMS has an impact across your organization, not only on processes, but also the people in front of the screen - the users - and the IT landscape. All aspects of selecting a TMS can be categorized in these three areas. By following key questions, you can strategically determine at an early stage - even before a tender for a TMS - which key points should be aligned within your company or business unit.

Which questions should you ask yourself before searching for a TMS?





Which stakeholders should be involved?

- > Both your **supply chain team** and **IT team** will need to work together, often with separate **project management** or a **project lead**
- > **Other departments** across your organization: purchasing, freight cost billing or finance, data integration and management, material management
- > **Sponsors:** this group will influence the TMS selection process and, later, its implementation and running, without being directly involved

Here's a closer look at stakeholders to involve and their roles.



Control tower team lead

This person is responsible for managing the control tower or execution team. The team lead has decision authority, e.g., if freight costs above a specific limit need to be approved.



Finance department

The finance department is involved in all topics related to invoicing (e.g., invoicing suppliers).



LSP manager or team

The LSP manager or LSP team is the major point of contact at your business for all external logistics service providers (LSPs) or carriers. This team is responsible for all topics related to LSP performance and tender management processes.



Master data team

The master data team is responsible for adapting master data and ensuring its quality.



Network design specialist

The network design specialist is responsible for all network analysis and design activities with a planning horizon of one year or more, as well as for tactical planning on a rolling quarterly basis.



Control tower or execution team

The control tower or execution team is either a 4PL team or an in-house team responsible for all processes related to transportation planning, execution and exception management. If you're working with a 4PL execution team, they should be in direct contact with your suppliers, carriers and your internal departments, just as an in-house team would be.



Goods receipt team (GR team)

The GR team is responsible for goods receipt processes, including unloading trucks, staging unloaded goods in the GR area, performing checks (e.g., quantity checks) and submitting final goods receipts in the system.



Material availability planning team

The material availability planning team is responsible for ensuring material availability to enable production as planned. Therefore, this team needs to be informed about any major deviations regarding materials delivered to the plant.



Procurement team

The procurement team supports all processes related to sourcing materials from suppliers or services from service providers, such as freight capacity from carriers. The team is also responsible for ensuring compliance with your company's procurement guidelines.



Requester of special transports

The requester of a special transport can be any party asking for a special transport and communicating this demand to the control tower or execution team.



Study requester

The requester of the transportation network study can be any party who is designing major changes in the supply chain with an impact on the transportation network. The study requester provides information about the supply chain changes and asks the network design specialist to analyze their impact on the transportation network.



Supply chain management team

The supply chain management team consists of the leads of all supply chain departments and is responsible for major decisions regarding the transportation network set-up. This team should receive quarterly business reports on the TMS implementation and, later, on operations.



Warehouse team

The warehouse team refers to operators performing physical tasks within the warehouse, e.g., deconsolidation, repacking or decanting, and returns to vendor.



Yard management team

The yard management team is responsible for the trailer or container yard. The team manages all trailer or container movements in the yard as well as the provision of trailers or containers to the dock.



Sales and operations planning team (S&OP team)

The S&OP team supports tactical and strategic network optimization with relevant data regarding inventory policy and space availability.



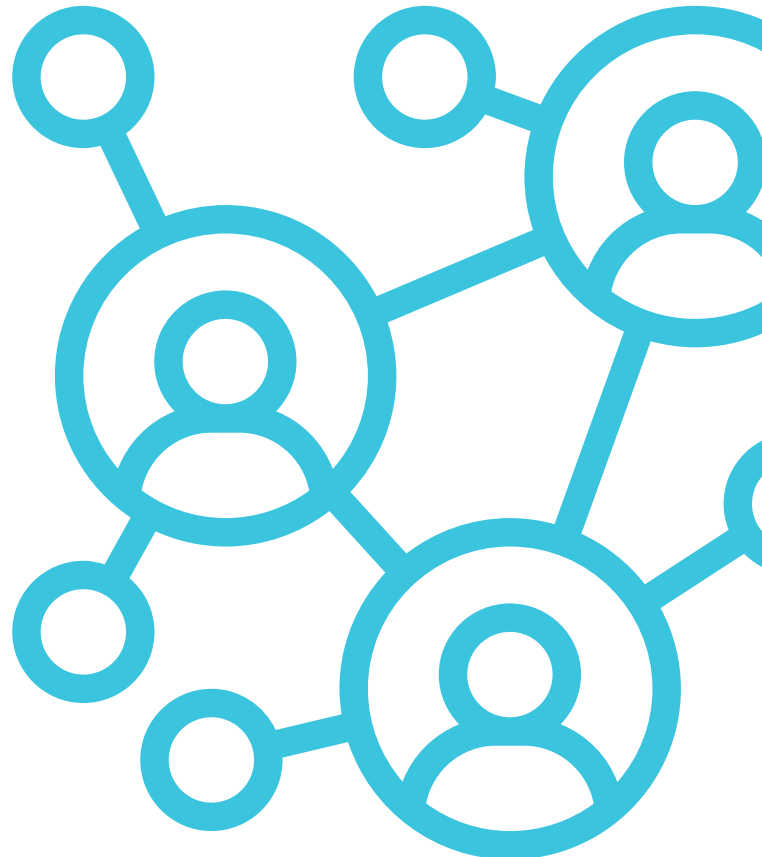
Supplier quality or development team

The supplier quality or development team is responsible for evaluating supplier and carrier performance to calculate KPIs within the transportation network analysis.



Supply chain operations manager

The supply chain operations manager is the head of all operational supply chain departments, including the transportation planning, transportation execution and carrier management teams.

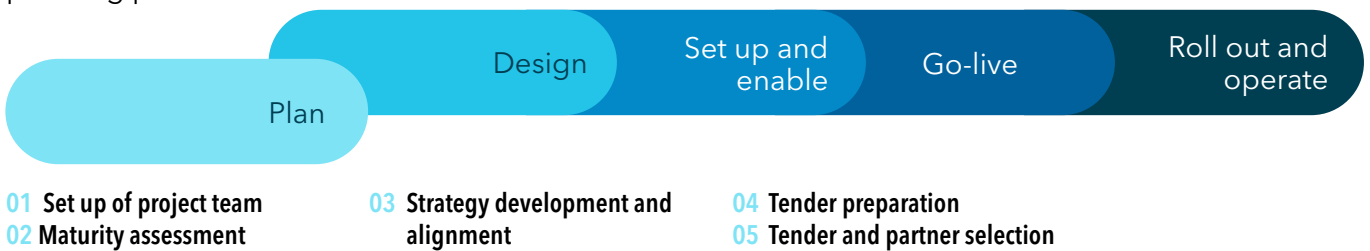




What are the different phases of TMS tendering?

In the planning phase, you'll define your strategy. In this phase, it is up to you as a company to analyze your current setup and define your strategic direction, but don't hesitate to bring in external support with appropriate expertise and experience if necessary. Based on the results of this phase, you will tender and select a TMS partner for the software solution and technical implementation. The later phases - design, setup and enable, go-live, and roll-out and operate - are steps you'll take together with your TMS partner and are therefore beyond the scope of this e-book.

The following graphic shows all the phases of a TMS implementation and sub-phases in the planning phase.



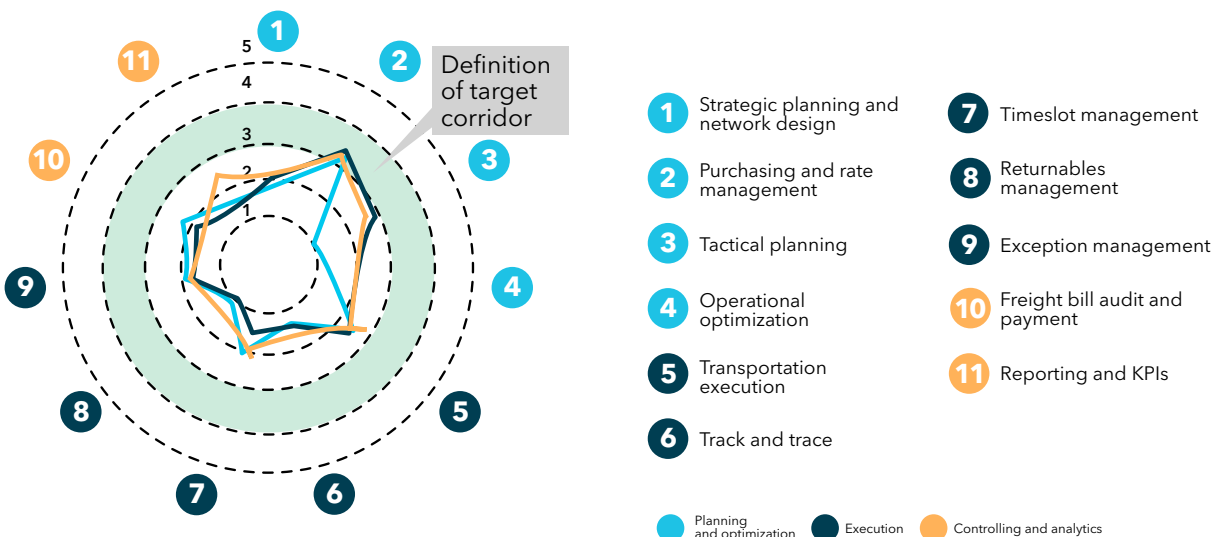
In the next few pages, we'll take a closer look at each of these planning sub-phases.

01 Project team setup

In this step, a project team is put together and initial objectives such as an overall timeline for the project are documented in detail. During this step, we recommend considering the stakeholders mentioned in the chapter above. The core team should at least include representatives from logistics and supply chain management, IT or business architecture, and procurement.

02 Maturity assessment

To estimate the scope of your transformation, it is important to compare your current transportation management to your target transportation management strategy. You can create an as-is picture by recording and evaluating your organization and process maturity and documenting pain points. In addition to process documentation and reports on current key figures, on-site visits and stakeholder surveys are recommended methods for a maturity assessment. You can then plot the current and target maturity levels in a spider web diagram and analyze the gaps. An external consultancy can support this process by providing an outside perspective and benchmarking your organization against comparable companies and starting situations.



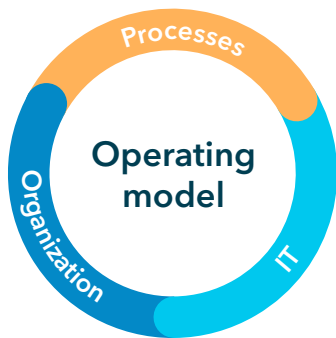


03 Strategy development and alignment

As a strategic anchor, you'll need to establish overarching project goals to guide you before and during the project.

At a minimum, you should have: ✓

- > **Aligned objectives:** consider overall corporate objectives, strategy papers, and similar sources for input
- > **A defined network scope:** define the scope in terms of geography (e.g., only locations in two out of four regions) and transportation flows (e.g., only road, rail and sea freight)
- > **A coordinated approach:** consider the pilot scope and plan further phases, setting priorities based on business volume, current challenges, availability of smaller tools to bridge systems, etc.



The result is an aligned target operating model or target vision. It serves as the basis for your transformation roadmap, TMS requirements and management presentation when seeking approval for the project.

Another outcome should be lists of objectives for the TMS implementation and the required core capabilities of the future TMS. These core capabilities can be derived from the objectives. Once these lists are completed, you'll have the main criteria for the later step of selecting a TMS partner.

Example objectives and core capabilities

Objectives	Required core capabilities		
Benefit from synergies across the business units	Centralized transport control tower	Centralized data and information availability	Network planning capabilities
Purchasing strategy – leverage and more direct contracting	Cross-divisional procurement	System integration for carrier management	Reliable cost and performance data
Agile transportation management	All transport modes (FTL, LTL, milkrun and hub)	Mid-term and short-term optimization	Container management
Increase of network performance	Track and trace	System-supported non-conformity management	Structured carrier performance management
Standardization and digitization	Process automation	System integration for transport ordering and billing	CO ₂ measuring and reporting

➔

As part of the strategy development and alignment step, your organization should create a list of objectives and core capabilities for your future TMS



04 Tender preparations

To prepare for your TMS tender, your team must define target processes, create a requirements catalogue, design the target IT landscape including required interfaces, and define the future roles and responsibilities. If applicable, you should also use these results to update your business case, which might have been created as part of the decision to implement a TMS.

This means that you should have at least:



- a) **A main tender document** with a strategy outline, a core objective and required TMS core capabilities, timelines for the tender and TMS implementation, a list of involved stakeholders, and any other key details
- b) **A process description document**
- c) **A system landscape description**, including a description of the as-is state and a draft for the to-be state
- d) **A requirements catalogue or description document**
- e) **A questionnaire template** for the providers to ask you questions about your organization's requirements
- f) **Optional: a pricing template** - this is relevant for later tender steps, but not for the first request for information

When creating the documents, you should start with the strategy document, which should already have been created in the transportation management strategy step. Assign the other documents to the project team members as work packages.

In the next few pages, we'll take a look at each of these documents in detail.



Main tender document

Software providers and implementation partners must understand your requirements and objectives. This requires solid documentation aligned within your organization. Your ability to comprehensively evaluate and select potential partners or providers relies on complete and consistent documentation.

Create a comprehensive tender document including your strategy outline, objectives, scope, implementation project phases and timeline. Define the scope of your project in terms of sites, regions or countries and the included flows; the number of shipments per year, per mode of transportation and per region; and the processes to be covered in the first phase of the TMS implementation and potential additions for later.

This document (typically a PDF) is the main document for your tender and should be supported by the system landscape description, requirements documentation (e.g., in XLS format) and the additional documents listed above.

If there are new findings along the way, such as required functions you were not aware of before the initial discussions with providers, update your documentation and share it with the partners or providers.



Process description documentation

You'll also need to document target processes you'd like to achieve with a TMS and share this documentation with the TMS vendors during the tender. This enables the vendors to better understand your business and its requirements. To maximize efficiency, consider documenting the processes using levels 1, 2 or 3 of detail as illustrated on the next page and narrow them down to level 4 later as you continue to work on other tasks.

If possible, document both the relevant role(s) and module(s) of the future TMS for each process to make the target picture more comprehensive.

There are many different methods to describe your processes. Business process modeling notation (BPMN) is one good option that uses symbols to represent the individual steps of a business process visually.

An overview of symbols used in business process modeling notation (BPMN)



Jump to next page



Jump to other (sub-)process



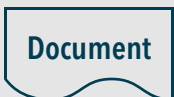
Process trigger or end result



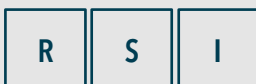
Single step or activity within the process



Decision within the process; can be answered with "yes" or "no", and answer triggers different process sections



Document generated as output of a process step or used as input to execute a process step



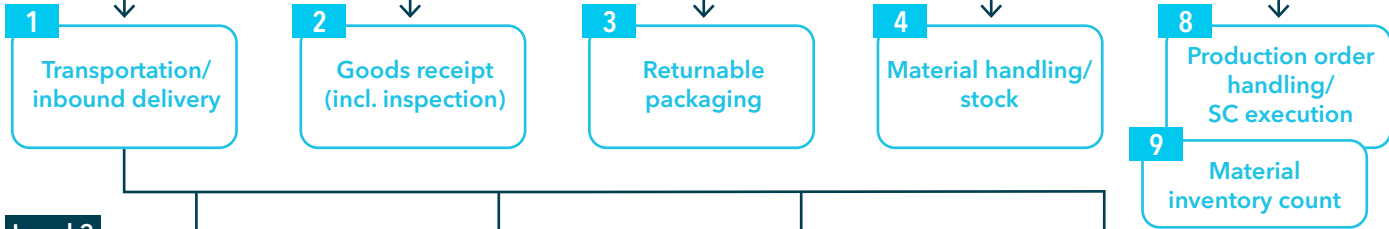
R: Responsible
S: Support
I: Informed



Level 1

Procure to pay (SCM)

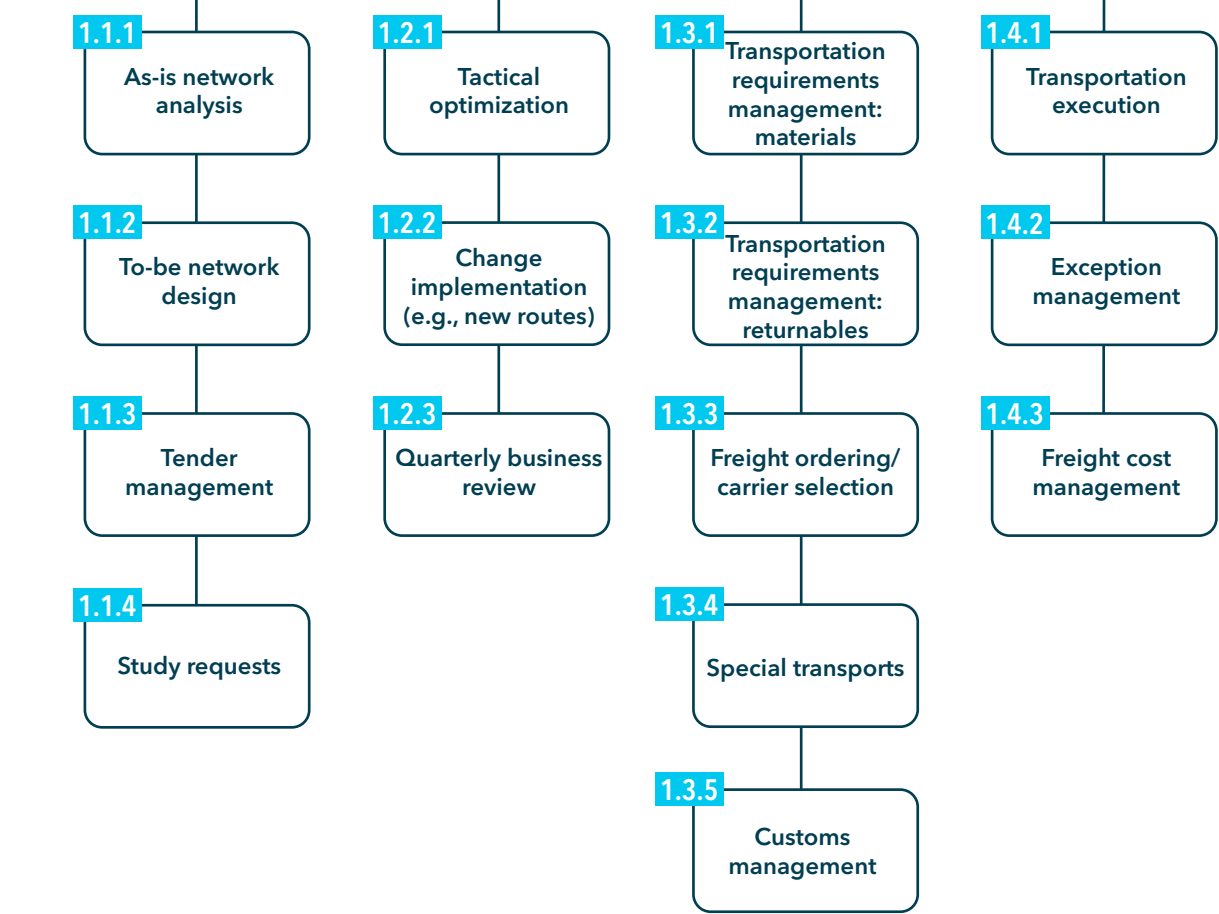
Level 2

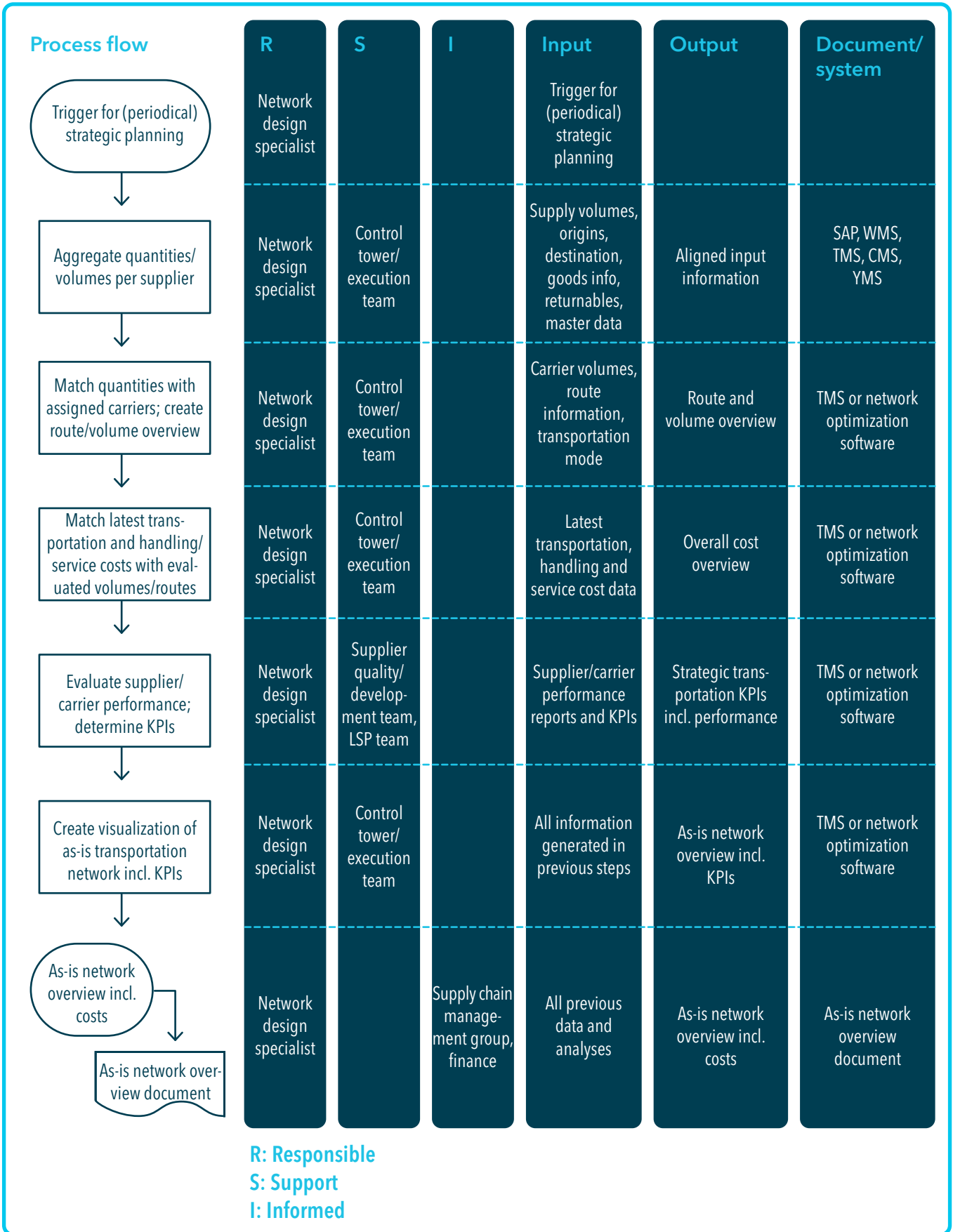


Level 3



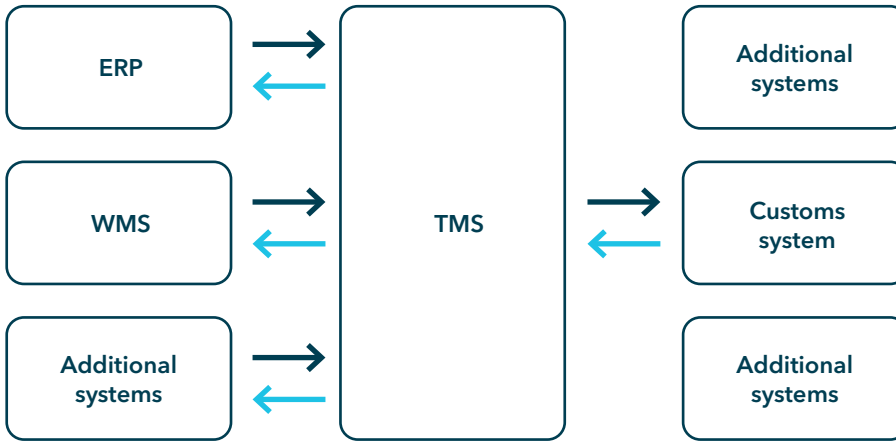
Level 4







System landscape description



Just as the process description documentation above explains the intended impact of the future TMS on your team’s processes, you should also define its impact on the flow of data and the integration of related systems such as an enterprise resource planning system (ERP) or warehouse management system (WMS).

As a TMS adds a component to your IT landscape, this information is required for solution design and pricing purposes. It lets software vendors assess how their solution fits your business.

Create an overview of your as-is system landscape with all software solutions and existing integrations. This gives TMS providers a clear view of your initial system landscape and lets them account for systems or partial solutions you already have. In addition, you should provide an overall description of the system or IT landscape and note which versions of the solutions are in place. It’s also helpful to include available integration options (e.g., ERP outgoing > Order data > EDIFACT standard interface “XYZ” or iDoc “XYZ” > TMS ingoing). Any plans to discontinue, replace or migrate certain systems or partial solutions should also be noted in this document.

In a draft for the future system landscape, you can communicate how the future TMS should be integrated: Which systems will send data to the TMS, and how often? What data does the TMS send to other systems, and how frequently? You can then discuss this draft with the potential TMS vendors and use it as a basis for evaluating the integration effort.



Requirements analysis and documentation

For this document, functional and non-functional requirements are drafted with the support of different subject matter experts and stakeholders discussed above and compiled in a requirements catalogue. You can document these requirements very simply, with bullet points in a spreadsheet, or in more detail as user stories.

This catalog is then used to identify potential providers. Additionally, it should include other important information about your network and space for the providers to provide input.

The following information should be included:



- > **Network overview:**
serves as an explanation for the TMS providers
- > **Processes in scope:**
as an overview - or alternatively only in the more detailed description mentioned above. It is important to indicate the priority of coverage by the TMS. The providers can enter here what they can cover.
- > **System landscape (as-is and to-be):**
as an overview, alternatively only in the description, the providers can enter here what they can cover
- > **Questions about the provider:**
contact details, service portfolio, locations, strategic orientation and vision, etc.
- > **Functional requirements:**
divided into processes (e.g., network design, transportation planning, etc.), data management and a general or miscellaneous category
- > **Non-functional requirements:**
i.e., global use, master data and transactional data integration, implementation, training, support, architecture requirements

Important advice: Double check your questionnaire for repeated questions. Repetition can lead to skewed evaluation of providers, as it unintentionally gives these questions more weight.



05 Tender and partner selection

Based on the documentation you've now created, you can approach TMS providers and begin tendering.

The tender itself is often split into multiple phases: creation of a longlist of potential providers, request for information (RFI) from the longlist, request for quotation (RFQ) from a qualified longlist, request for proposal (RFP) from the qualified longlist, creation of a shortlist, and negotiations and awarding. Throughout the tender, you will explain and discuss your business processes and requirements with the provider step-by-step to create a mutual understanding of the requirements, processes, scope, system landscape, timeline, etc.



Creation of a longlist

When looking for a TMS provider, you can first approach a large number of businesses. There are many different sources to compile a longlist of providers, for instance:

- > **Search engines:** Use the key words "TMS" or "transportation management system"
- > **Online listing platforms:** Be aware that the information on these sites is not always accurate and up to date
- > **Market research companies (e.g., Gartner)**
- > **Strategy consulting businesses:** Keep in mind that businesses implementing large software suites often earn commissions and are therefore not always objective

Depending on the desired breadth of your search and how much you can automate the processing and evaluation of feedback from potential TMS providers, you should decide on a small number of TMS providers to pre-qualify for your longlist (maximum 5 providers, e.g., based on information available online).



Request for information (RFI)

Most companies start with a pre-qualified longlist and go straight to the RFI phase, where the TMS initiative is described briefly, and the potential providers are asked about their coverage. At this stage, the information exchanged is high-level, with no details on requirements, system integration, or other elements. The intent of the RFI is to gain general information about the vendors' capabilities, including their ability to meet your requirements. This should include information such as whether or not the solutions offer network design. Level 4 of process detail is not required here.

For the RFI, we suggest using Excel or a similar tool to partially automate evaluation of the providers' input based on your requirements catalog.

This short checklist includes documents we recommend sending potential TMS providers in the RFI phase:



- > **Main tender document:** a short version, including your objectives, a brief, high-level description of the scope, the timeline for questions, submission and processing, the contacts at your organization for TMS providers
- > **Requirements catalog with functional and non-functional requirements:** designed to simplify comparison and evaluation of providers
- > **Template for Q&A**
- > **Non-disclosure agreement (optional)**

Additional documents about your system landscape and other details can be shared later.



Request for quotation (RFQ)

Based on the RFI, you probably reduced the number of potential TMS vendors to around 10 for a qualified longlist. In the RFQ stage, you exchange more detailed information with these TMS vendors.

The following checklist outlines recommended documents to share in the RFQ phase:



- > **Main tender document:** in this stage, include information to the scope recommended above for this document (level 4 of detail)
- > **Requirements catalog:** supplemented compared to the RFI to the scope recommended above for this document
- > **Template for Q&A**
- > **Additional documents not shared during RFI:**
 - > Process description document
 - > System landscape description (as-is and draft for to-be)
 - > Pricing template

Based on the quoted cost, you should check if you need to adjust your TMS budget. This should cover one-time costs for setup and implementation, as well as running costs for the system, maintenance, future releases, support, integration, etc.

Parallel to the RFQ phase, you should start to evaluate the providers' ability to fulfill your functional and non-functional requirements, or intensify this evaluation if you've already begun. Usually, subject matter experts, your project management team and senior management will participate in these deep dives into use cases, using sample data from the TMS vendor. It's also an opportunity to ask providers further questions regarding their solution, implementation, and more.

We highly recommend splitting the workshops for different process steps and roles within your company, as well as for the senior management team.



Request for proposal (RFP)

In this step, you are asking for a proposal. Maybe you've narrowed your list of TMS vendors again. 5 is a good number to include in this step. Now your purchasing or procurement and legal departments should get more involved to support the commercial and legal evaluation. The TMS vendors will submit commercial proposals based on the current understanding and your documentation.

Building on the RFQ, you should consider sharing templates for contracting with potential TMS providers. This could include, for instance, terms and conditions and service level requirements regarding software availability and support for your team.

The TMS vendors usually provide initial comments on the templates, but the actual legal alignment will be done only with the shortlisted TMS vendors, in the next step. During the RFP step, there are additional sessions with the TMS providers to understand their capabilities - these could include demo workshops, IT integration workshops and implementation approach workshops.



Shortlist

Based on the overall ranking of the TMS vendors, you'll probably start negotiations with 2 or 3 TMS vendors. Sometimes companies ask for reference meetings or calls with other customers of the TMS provider. The exchange between the TMS vendors and your purchasing and legal departments will pick up in this phase as they evaluate various aspects of the TMS providers and their software: technology, functionality, pricing, company and vision, implementation approach, team and track record, contracts and other legal documents.

Consider the following areas to help you identify key differences between TMS vendors:



- > **Competence in organization and process understanding**, as well as the success rate of the implementation team. The timeline and cost of your project could be affected if the implementation team makes mistakes and causes delays due to a lack of experience.
- > **Implementation approach and support** will likely vary between the potential vendors. Make sure you understand what each provider offers.
- > **Willingness and ability to support** you with experience and capacity throughout the implementation.
- > The **size of the TMS provider** should be the right fit for your company. How important are you to the provider?



Awarding

Among the last remaining TMS providers, you have now generated a very deep understanding of what the decision entails, including each provider's strengths and weaknesses. In most companies, this decision must be approved by a board of directors or even a higher level of management.



What is the timeline for TMS tendering?

Each TMS tender project must be planned differently based on the framework conditions, objectives, the team and its capacities, scope (both in terms of network and flows) and more. At 4flow, we support businesses to select a TMS partner with great success. Below is a sample timeline based on our expertise.

Sample timeline towards a TMS partner selection



First there is a strategic phase, which starts with defining the new processes, collecting requirements in a catalog and creating an outline of the current system landscape. In addition, future roles and responsibilities are defined and aligned. The provider selection takes place directly afterwards.

In your planning, ensure the providers have enough time to process your documents. For each iteration in the selection process, you should allow a period of time for the TMS providers to read and understand your documentation, ask questions and understand your answers. You'll also need time to prepare responses and additional documentation. Adequate time is essential for the quality of the tender. Do not plan to make your decisions in just a few days, as implementing software on this scale is an important financial decision with significant implications across the business.

When supporting our customers, we often see several iterations of various steps in the tendering process, each requiring a period of several weeks up to several months.

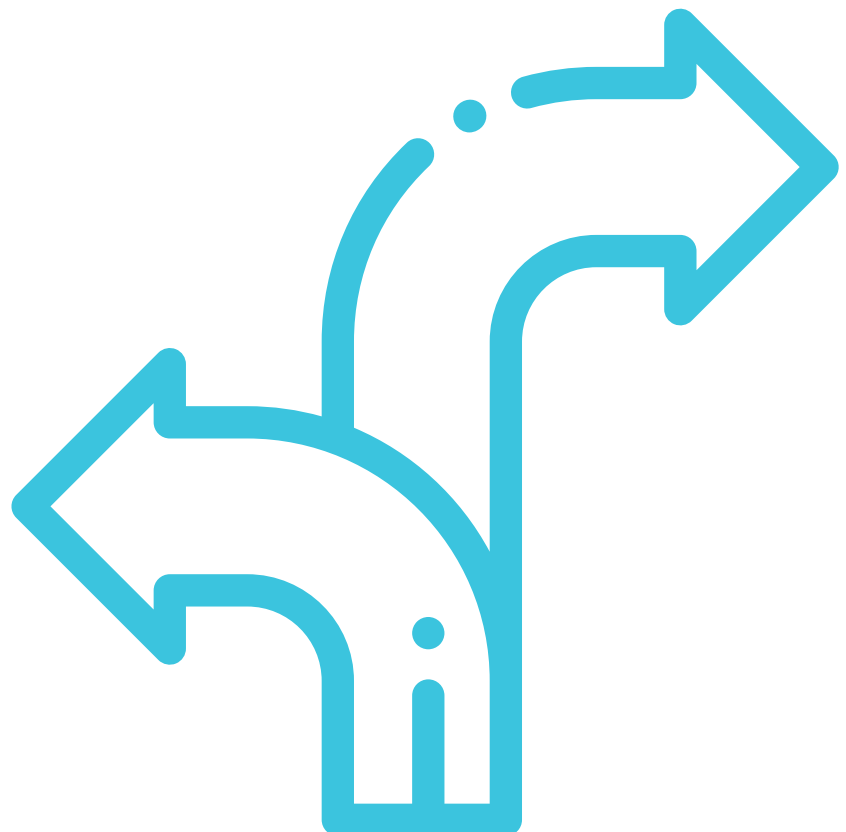


What are the differences between a corporate control tower and a 4PL or 3PL?

Now that you've selected a TMS provider, you'll need to decide how your organization will use it - either with an in-house team running a control tower, or by outsourcing transportation management to an external service provider (a 3PL or 4PL).

Key considerations when choosing a setup:

- > **Capacity:** Do you have a team to carry out transportation management processes within your own organization? If you work with just one LLP or 3PL, you'll need to gain capacity to have a complete team.
- > **Expertise:** Do you have the knowledge within your company to design and successfully implement the target processes? Expertise may also be required globally or locally and regionally for special aspects such as processing or verifying invoices, approving special transports or handling customs processes. Especially if you have outsourced transportation processes to date, your organization might not have a deep understanding of them.
- > **Core competencies:** Is transportation management a central core competence for your organization, where you'd like to build up your in-house expertise? Or is your main concern that transportation management is carried out efficiently? This strategic question should help guide your decision for in-house or outsourced transportation management.





Overview of differences:

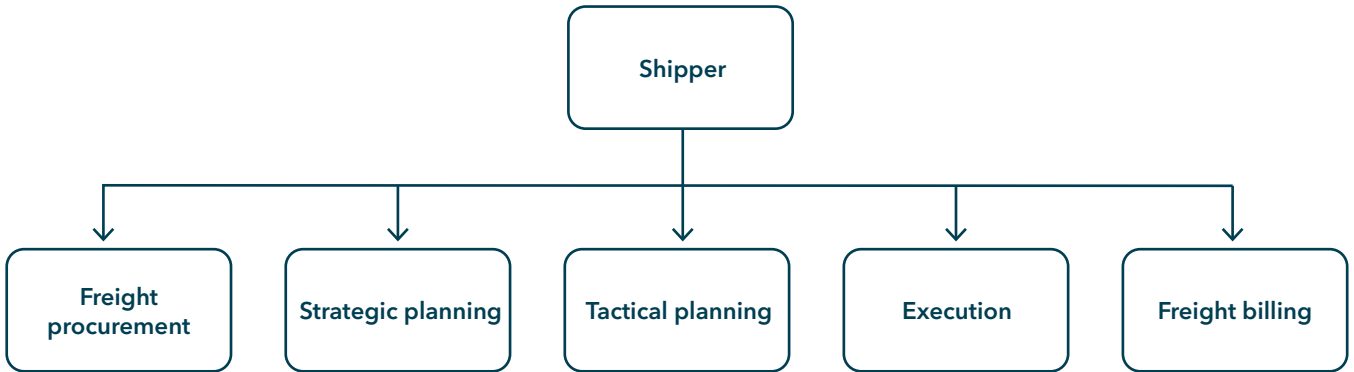
We would like to offer some guidance by comparing three different organizational frameworks. These are some of the points you should consider once decisions are made on the form of your (future) control tower with a new TMS.

	In-house department	4PL (without assets)	3PL (with own assets)
Concept	Internal organization to execute all transportation management processes. Your organization contracts carriers directly.	Appointment of independent 4PL who oversees all or some transportation management processes. Your organization contracts carriers to ensure cost control.	Contract with a 3PL that provides full transportation management and execution capabilities, including its own global network and fleet. Large network and all-in-one approach.
Degree of control and involvement	+ High. It can be a strategic advantage to build up expertise in your own company, but it also means your team needs the corresponding decision authority, skills and capacities. + Full control over transportation execution and planning stays within your business.	+ High. Aligned interfaces for processes, and results are tracked and discussed. 4PL acts independently and in a coordinated manner within this framework. Your involvement in results is very high. - Risk of dependency on external party + Your control over carrier contracts ensures a strong position	- Medium. 3PLs are often very focused on capacity utilization of their own fleet and subcontractors. The focus is not necessarily on cost optimization for shippers. As an advantage, capacity is secured thanks to the 3PL's own fleet.
Implementation time	- Longest timeline due to training and enablement of key and end users in your organization.	+ Shorter timeline thanks to a 4PL team with training and experience in implementation and operations.	+ Shorter timeline thanks to 3PL team with training and experience in implementation and operations; but transportation optimization and planning processes might remain with your organization.
Flexibility	-- Low. If you need to train your team first, new regions or additional scope can only be added in the medium term.	++ High. A 4PL can often add new capacities worldwide at short notice and provide local expertise.	- If some shipments are executed by the 3PL itself and no alternatives are implemented, your dependency on the 3PL is very high.
Costs	- High. This is due to required expansion of internal capabilities and growth of team.	+ Variable , as cost can be based on transactions or transport orders + Contractual setup ensures full cost control	+ Some cost variability - 3PL manages entire network, without a focus on optimizing your processes specifically - No transparency on 3PL cost management



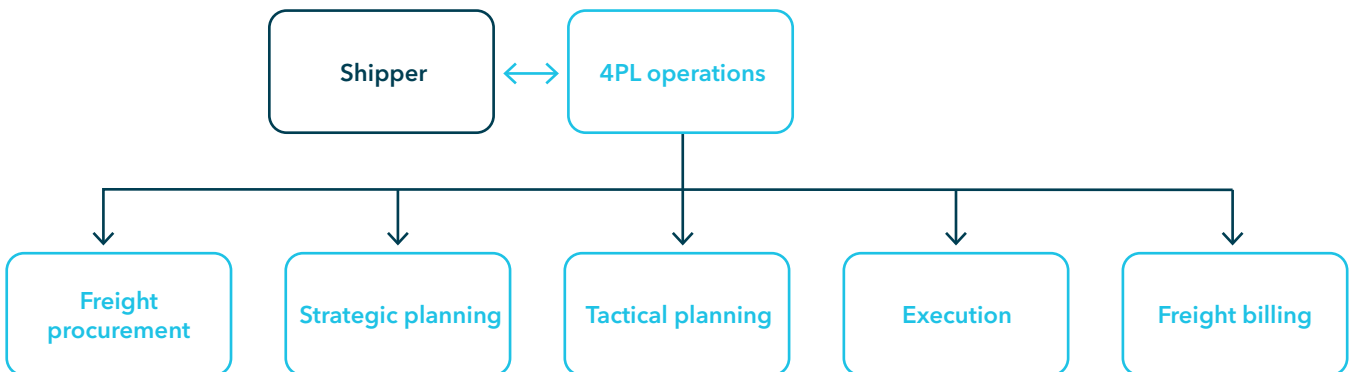
Consider the implications of the selected organizational framework.

Internal organization



- > Internal team executes all processes in own organization
- > All processes are insourced

Fully integrated 4PL



- > Shipper works directly with the 4PL
- > The 4PL handles all main processes





What are the key takeaways for your TMS selection team?

In summary, we've compiled the most important steps when it comes to selecting a transportation management system. These takeaways are based on 4flow's extensive experience spanning more than 20 years and can serve as a guide for readers who are leading such a project without prior experience. Project managers should adapt these to their business, its strategy and objectives.

01 Analyze current processes and maturity

Capture your current organizational structure: is it local, regional or central? Is it clearly defined which processes are taken over where and by which role? Which processes are doubled at different sites?

Capture your current processes: are processes different everywhere, do you have process templates, or are they completely harmonized across your organization? Which processes run smoothly? Which processes lead to bottlenecks and extra hours of work?

Capture your current system landscape: is it fragmented, are you using some of the same solutions, or is it completely harmonized? Which (partial) solutions are already in use? What are the dependencies and contractual periods for these solutions?

02 Design best fit for future processes

Define your transportation management strategy: should transportation management be a core competency to support your business?

Focus on value-adding processes. Draft new process descriptions and a future landscape for all stakeholders.

Define the desired level of process automation, e.g., automation of freight management.

03 Draft transportation management organization and operating model

Align on which processes should be taken over by which teams in the future organization. What responsibilities and budgets should be assigned?

Decide where these teams will be located: Draft new process descriptions and a future landscape for all stakeholders.

Create a process map of which processes you will perform in-house or outsource. Is the organization able to manage all future processes in the short term, or do you need to collaborate with partners in an outsourced or hybrid organizational structure?





04
Align on transportation network in scope to calculate a business case

Perform network structure optimization and conduct network analyses to create transparency on flows.

Identify and quantify optimization potential in your network structures (e.g., number and locations of hubs).

To optimize transportation, **conduct a transportation data analysis** and identify cost reduction potential with optimization levers such as changing transportation mode, exploring alternative routing, benchmarking rates, etc.

Conduct a freight cost re-audit: review invoices for inaccuracies, as well as claims and costs for expedited freight.

05
Determine the appropriate system framework

Roughly allocate and classify processes according to system solutions or areas of transportation management (e.g., TMS, RPM, customs system).

Derive the target IT setup based on the strategy and maturity assessment. Define the needed level of system integration.

Determine if best-in-class or best-of-breed solutions are the right fit for your organization. Evaluate available system modules and align with stakeholders on the right framework.

06
Create and share comprehensive documentation

The TMS providers, and possibly a separate implementation partner, must understand your requirements and objectives, which requires thorough documentation that has been aligned within your organization.

A comprehensive evaluation and optimal selection of partners or providers is only possible if your documentation is as complete and consistent as possible.

If there are new findings along the way, such as functions you were not technically aware of before the initial discussions with providers, **update your documentation** and share it with the partners or providers.

07
Select your partners for your system framework and implementation

Check providers' competence in organization and process understanding, as well as the success rate of the implementation team.

Make sure you **understand each provider's approach** to implementation and support.

Check for the providers' willingness and ability to support you with their experience and capacity throughout the implementation.

With these key considerations, you're on track to choose the right TMS partner for your organization – the basis for a successful implementation and long-term operation.

4flow is a leading global provider of supply chain consulting, software and fourth-party logistics (4PL) services. Our end-to-end solutions help our customers optimize their supply chains to be prepared for the future.

In projects with global customers, 4flow supports TMS selection and implementation processes, as well as optimizing and managing the networks of international businesses. The 4flow iTMS is a single platform solution for end-to-end transportation processes.

**Interested in learning more about how
4flow supports businesses with TMS
solutions and transportation management?
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