Five Forces Transforming Transport & Logistics
PwC CEE Transport & Logistics Trend Book 2019
As the complexity of modern transport and logistics grows, it is increasingly difficult to understand what to focus on, so we have identified five key forces transforming the T&L segment.

Our approach and the 5 major forces transforming Transport & Logistics

Based on our analysis of PESTEL trends and the impact and time-to-entry of relevant solutions....

...we have identified 5 major forces transforming Transport & Logistics, including urban transport:

- Digitalization
- Shifts in international trade
- Software-driven process changes
- Changes in markets’ domestic commerce
- Machine-driven process changes
These forces are visible in the expectations expressed by T&L CEOs regarding the near future – concerning such factors as favorable economic growth outlooks, the impact of technology changes, and changes in distribution channels.

Selected answers from the PwC CEO Survey 2018 (T&L cut)

- **85%** of the T&L heads in our 2018 CEO Survey
  - Are confident about their company’s prospects for **revenue growth** over the next 12 months (45% responded they were ‘very confident’, 40% ‘somewhat confident’).

- **78%** of the T&L heads in our 2018 CEO Survey
  - Are concerned about the **availability of digital skills** in both their workforce and their industry.

- **68%** of the T&L heads in our 2018 CEO Survey
  - Anticipate that **changes in core technologies** of service provision will disrupt their business in the next five years (the sum of responses ‘disruptive’ and ‘very disruptive’).

- **65%** of the T&L heads in our 2018 CEO Survey
  - Expect **changes in distribution channels** to disrupt their business in the next five years (the sum of responses ‘disruptive’ and ‘very disruptive’).

- **60%** of the T&L heads in our 2018 CEO Survey
  - Believe **global economic growth** will improve over the next 12 months.

**Comments**
- Globally, T&L CEOs are clear that disruptions should be anticipated.
- PwC conducted 1,239 interviews with CEOs in 85 countries and 85 of these were in the transport and logistics industry.
- Transport and logistics respondents presented the following profile: 60% had 1–5 years of tenure, 94% were male and 5% were female, 36% were younger than 50.

Source: PwC CEO Survey 2018.
We expect each of the transformation forces to impact the market successively, due to the trends driving them.

### The five forces transforming transport and logistics and their key driving trends

<table>
<thead>
<tr>
<th>Transforming Forces</th>
<th>Driving trends</th>
<th>Time to entry</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Digitalization</td>
<td>Digitalization of operational and contractual processes is already happening, with:</td>
<td>1 year+</td>
</tr>
<tr>
<td></td>
<td>• Changes in consumer behaviors</td>
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<td></td>
<td>• Talent supply gap</td>
<td></td>
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<td></td>
<td>• Availability of technology</td>
<td></td>
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<tr>
<td></td>
<td>• Changing data protection and labor regulations</td>
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<tr>
<td>2. Shifts in international trade</td>
<td>… are as follows:</td>
<td>2 years+</td>
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<tr>
<td></td>
<td>• Growth in Asia-Europe trade</td>
<td></td>
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<td></td>
<td>• Free trade agreements</td>
<td></td>
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<tr>
<td></td>
<td>• Trade wars and barriers</td>
<td></td>
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<td></td>
<td>• Internationalization of the transport businesses</td>
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<td></td>
<td>• Belt and Road Initiative</td>
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<td></td>
<td>• Land infrastructure development (rail &amp; road)</td>
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<tr>
<td>3. Software-driven process changes</td>
<td>… will be soon enabled by:</td>
<td>3 years+</td>
</tr>
<tr>
<td></td>
<td>• Evolution of base technologies, such as Artificial Intelligence (AI), Internet of Things, Big Data Analytics, Blockchain/Distributed Ledger Technology (DLT)</td>
<td></td>
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<td></td>
<td>• Data Protection Act(s) coming into force</td>
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<tr>
<td></td>
<td>• Pressure on business effectiveness</td>
<td></td>
</tr>
<tr>
<td>4. Shifts in markets’ domestic commerce</td>
<td>… will create a need for new solutions due to:</td>
<td>4 years+</td>
</tr>
<tr>
<td></td>
<td>• Maturing eCommerce</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Optimistic economic growth forecasts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Growth of sharing economy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Emergence of global players and pressure on effectiveness</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Changing consumer behaviors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ageing Society*</td>
<td></td>
</tr>
<tr>
<td>5. Machine-driven process changes</td>
<td>… will be enabled and supported in the longer term by:</td>
<td>5 years+</td>
</tr>
<tr>
<td></td>
<td>• Transport machine technology development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fuel price fluctuations</td>
<td></td>
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<td></td>
<td>• Advancements in Electro-mobility</td>
<td></td>
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<td></td>
<td>• Environmental sustainability focus</td>
<td></td>
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<tr>
<td></td>
<td>• Changing labor regulations</td>
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</tr>
</tbody>
</table>

Source: PwC analysis, unescap.org; *Transportation services for the aging population; Full PESTEL analysis available in section 6

PwC
All five forces transforming T&L – digitalization, shifts in international trade, software-driven process changes, changes in markets’ domestic commerce and machine-driven process changes – will be accompanied by new solutions.

The five forces transforming transport and logistics and the accompanying solutions, with an assessment of impact and maturity.

1. **Digitalization**
   - 1.1. Digitalization solutions

2. **Shifts in international trade**
   - 2.1. New trade route solutions

3. **Software-driven process changes**
   - 3.1 Intelligent transportation systems (ITS)
   - 3.2 Robotic Process Automation (RPA)
   - 3.3 Predictive maintenance and drone supervision
   - 3.4 Blockchain (DLT**) solutions
   - 3.5 Artificial Intelligence (AI) solutions for T&L

4. **Changes in markets’ domestic commerce**
   - 4.1 Big business entering eCommerce
   - 4.2 eCommerce investing in Logistics
   - 4.3 CEP*** solutions for eCommerce
   - 4.4 Sharing economy solutions
   - 4.5 Logistics consolidation

5. **Machine-driven process changes**
   - 5.1 Warehousing robotization (including drones)
   - 5.2 Electro-mobility
   - 5.3 Warehousing supported by AR, VR****
   - 5.4 High Speed Rail (HSR)
   - 5.5 Last mile delivery optimization (incl. drones)

**Time to entry**

- 1 year+
- 2 years+
- 3 years+
- 4 years+
- 5 years+

**Source:** PwC analysis; *Forces were categorized in time based on maturity of solutions evaluated as the most impactful; **DLT = Distributed Ledger Technologies; ***CEP = Courier Express Parcel; ****VR = Virtual Reality, AR = Augmented Reality.**
Emerging solutions: a closer look into the most impactful trends

INTRO – The 5 forces driving changes in T&L

1 Digitalization – trends and solutions
   1.1 Adjusting to changes: Digitalization overview
   1.2 Digitalization solutions

2 Shifts in international trade – trends and solutions

3 Software-driven core process changes – trends and solutions

4 Changes in markets’ domestic commerce – trends and solutions

5 Machine-driven core process changes – trends and solutions

6 Additional information – sector definitions, solutions analysis grid, list of future speculated growth drivers
Digitalization is already transforming all T&L segments and it is expected to be the most impactful trend over the coming years, reshaping entire businesses.

**Impact on T&L**

Percentage of commercial transportation companies reporting advanced levels of digitization and integration:

- **Horizontal value-chain integration**: 44%
- **Customer access, sales, channels and marketing**: 37%
- **Vertical value-chain integration**: 36%
- **Overall digitalization**: 28%
- **Product development and engineering**: 25%
- **Digital business models, product service portfolio**: 21%

Source: PwC Analysis, PwC “Global Digital IQ” survey.

**Opportunities for business**

- Simplified internal processes with wider application of digital solutions
- Increased revenues with extended digital reach to customers
- Extended possibilities for online marketing
- Lower business risk due to online payments
- Lower impact of talent supply gaps
- Lower cost to serve client
- Opportunities to address clients’ needs with completely new services

**Solutions**

**Digitalization solutions** no longer concern simple ICT (Information and Communication Technologies) as they are enabling new business models, transaction types, marketplaces and services offering revenue sources.

They concern all T&L segments.

**Impact on Consumers**

- More convenience for consumers and business clients and more possibilities for personalization with regards to online ordering, tracking, payments for services

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**Past: ICT / Workplace**

- Collaboration, Office Packages, Communication
- Automation of administration
- ERP Systems

**Present: Business model / Company**

- New business models
- New processes
- New transaction types and places where they’re created
- Marketplaces
- New services / revenue sources

Find more on Transport Digitalization in PwC “Global Digital IQ®” survey 2016 here.

Find this year’s edition of PwC “Global Digital IQ®” 2018 survey here.
Digitalization solutions influence business processes and models, and their application is driven by consumer behavior, the availability of technology and tangible business opportunities.

Digitalization – solution definition and overview of relevant information

Solution: digital technologies which change business processes and models to generate value for the business

Key drivers of digitalization

- **Consumer pull**
  Consumers, and particularly Generation C, are already fully adapted to the digital environment. They naturally expect to be always connected and they are increasingly willing to share their data.

- **Technology push**
  Digital technology continues to expand its influence. The infrastructure backbone of the digital world now brings affordable broadband to billions of consumers.

- **Economic benefits**
  The economic benefits to be captured through digitalization are real. A wave of capital has poured into the new digitalization technologies and companies, and the public markets reward early innovators with unprecedented valuations.

Companies’ expectations towards digitalization

What value do you expect from your digital technology investments? They will enable us to… (top-ranked choice)

- Grow revenue: 54% (2015: 45%, 2017: 54%)
- Increase profits: 16% (2015: 12%, 2017: 16%)
- Create better customer experiences: 25% (2015: 20%, 2017: 25%)
- Other: 11% (2015: 13%, 2017: 11%)

Barriers and ways to overcome them

- **Believe it is difficult for them to attract digital talent**
  - **58%** of the T&L heads in our 2018 CEO Survey believe it is difficult for them to attract digital talent.

Our digitalization framework assumes 3 steps:

1. **Understanding client and end-user needs as well as industry changes and applying lean startup and growth hacking approaches to prototype growth solutions**
2. **Redesigning existing and developing new services, products and business models, including mobile solutions, business architecture, digitized functions, managerial, transactional, back-end and core T&L processes**
3. **Developing base digital capabilities in the areas of innovation management, data, system interactions, digital talent, digital culture, partner networks, digital tools and resources**

Source: PwC Analysis, PwC Strategy&, PwC Global Digital IQ Surveys.

Find more information in PwC report “PwC’s 21st CEO Survey T&L Cut” here.
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4 Changes in markets’ domestic commerce – trends and solutions

5 Machine-driven core process changes – trends and solutions

6 Additional information – sector definitions, solutions analysis grid, list of future speculated growth drivers
Shifts in international trade are already visible in growing numbers of land transports from China to the EU and we expect them to intensify in the mid-term.

### Impact on T&L
- The transport corridors between China and the EU with the Road and Belt Initiative as well as other connections of emerging economies are expected to grow rapidly over the next few years.
- Such developments will lead to lower costs of transport and will enable the creation of new services.

### Opportunities for business
- Lower costs of trade and investments along emerging trade routes, especially associated with the Belt and Road Initiative corridors from China to Europe.
- Modernization of railways, highways, telecommunication and hubs located along main transport corridors.
- Increasing accessibility to new business areas, which were not popular before because of high logistics costs.
- New trade agreements altering the profitability of trade along specific routes.
- Emerging market trade flows enabling services to be offered on a larger scale.
- Adjustment of supply chain strategy to benefit from decreasing costs and delivery time.

### Solutions
New Trade route solutions will revolutionize international trade between Europe and China, in such areas as:
- **Investments in transportation infrastructure**, including intermodal terminals, customs processing centers.
- **New, cross-border services** offered by service providers.

The T&L segments that will be impacted to the largest extent are:

#### Impact on Consumers
- Cost reduction meaning larger accessibility to products and goods from foreign markets.
- Shorter transit times and, consequently, shorter delivery time.
- An increasing inflows of goods from emerging economies increasing competition and choice across different product categories.

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**Legend**
- **Posts, Courier, Express Parcel**
- **eCommerce**
- **Supply Chain Management**
- **Transport & Warehousing infrastructure**
- **Railways**
- **Sea & Inland Transport**
- **Road transport**
- **Freight forwarding**

Source: PwC Analysis, Reuters.
With growing China-EU volumes, new investments and the opportunities to quickly enlarge land transport fleet, new trade route solutions such as services and infrastructure development can be expected in approximately two years’ time.

New trade route solutions - definition and overview of relevant information

Solution: developments of new infrastructure, operations and services along newly opening trade routes

New trade route solutions: planned investments in Europe, related to Road & Belt Initiative

China-EU trade value in 2007-2017 (billion USD)

Volume of goods transported by modes of transport in 2016, (million tones)

from China to the European Union

from the European Union to China

Source: PwC Analysis, European Commission, Reuters.
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Emerging solutions: a closer look into the most impactful trends

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   3.3 Robotic Process Automation
   3.4 Predictive maintenance and drone supervision
   3.5 Blockchain (DLT) solutions
   3.6 Artificial Intelligence solutions

4 Changes in markets’ domestic commerce – trends and solutions

5 Machine-driven core process changes – trends and solutions

6 Additional information – sector definitions, solutions analysis grid, list of future speculated growth drivers
Software-driven processes solutions are expected to grow dynamically over the next few years, generating even larger benefits for the business, but they still need to find their way into the mainstream.

Adjusting to changes: Overview of software-driven core process changes

<table>
<thead>
<tr>
<th>Impact on T&amp;L</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Global ITS market in roadways is expected to reach over 72.3 billion USD by 2022.</td>
</tr>
<tr>
<td>• Global predictive maintenance market expected to expand by 37% in '18-'22 reaching over 10.9 billion USD in 2022.</td>
</tr>
<tr>
<td>• Global Robotic Process Automation Market is expected to reach more than 1.2 billion USD by 2021.</td>
</tr>
</tbody>
</table>

>35% are the growth rate forecasts for Global RPA and Predictive Maintenance Markets in 2016-2021.

<table>
<thead>
<tr>
<th>Opportunities for business</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implementation of freight management systems, intelligent transport systems</td>
</tr>
<tr>
<td>• Avoidance of unnecessary maintenance costs and mistakes in simple, repetitive processes</td>
</tr>
<tr>
<td>• Improved control over processes and human behaviors leading to improved quality of services</td>
</tr>
<tr>
<td>• Software automation due to development of AI and RPA solutions</td>
</tr>
<tr>
<td>• RPA solving talent supply gaps and make tracking, calculation or claims management faster and better in quality, contributing to higher consumer satisfaction</td>
</tr>
<tr>
<td>• Predictive Maintenance stabilizing delivery times and ensuring that the fleet is always available</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Solutions</th>
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<tbody>
<tr>
<td>• The following emerging solutions were analyzed in relation to software-driven core process changes</td>
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<table>
<thead>
<tr>
<th>Impact on Consumers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Smoother transportation services with improved safety</td>
</tr>
<tr>
<td>• Larger reliability of transport systems</td>
</tr>
<tr>
<td>• AI solutions such as autonomous trucking and delivery are already being developed by Uber Technologies Inc., which is expected to improve the efficiency and reduce the delivery time of commercial shipments, since there would be no need for rest periods</td>
</tr>
</tbody>
</table>

Legend – applicable segments

- applicable segments
- Posts, Courier, Express Parcel
- eCommerce
- Supply Chain Management
- Transport & Warehousing infrastructure
- Railways
- Sea & Inland Transport
- Road transport
- Freight forwarding

Source: PwC Analysis, BIS Research, Statista, HIS Research.
Intelligent Transportation Systems are used to optimize and improve efficiency of transportation networks are already applied, whereas we expect their more dynamic growth beyond 2 years’ time as standards develop in the market.

### Intelligent transportation systems – solution definition and overview of relevant information

**Solution: systems and technologies integrating different elements of transport infrastructure, vehicles and software to improve safety and efficiency of transportation networks**

<table>
<thead>
<tr>
<th>Solution</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic management systems</td>
<td>Systems that make transportation networks more efficient, share real-time information, synchronize traffic lights and assign street space dynamically</td>
</tr>
<tr>
<td>Toll collection systems</td>
<td>Solutions which automatically collect tolls from vehicles moving through certain roads, highways or tunnels, resulting in time savings</td>
</tr>
<tr>
<td>Freight management</td>
<td>Already applied solutions with growing popularity, usually optimizing freight and gathering information to control efficiency and conditions of fleet</td>
</tr>
<tr>
<td>Data collection (V2I, V2V, GPS)</td>
<td>Using big data to analyze movement and traffic to dynamically react to changing situation when something unexpected happens on the road</td>
</tr>
<tr>
<td>Parking guidance</td>
<td>Solutions using real-time data to inform drivers where they will be able to easily leave their cars, resulting in more convenient and smoother transport</td>
</tr>
<tr>
<td>Public transportation</td>
<td>Public transport systems gathering and analyzing data, adjusting operations to the needs of citizens, enabling greater efficiency</td>
</tr>
</tbody>
</table>

**Examples of cities using Intelligent Transportation Systems**

- **Barcelona**: implementing ITS solutions for traffic light synchronization and collection of previously incomplete or missing mobility data.
- **Copenhagen**: implementing many ITS solutions: traffic management systems, collecting data in order to optimize transportation network and promote "green driving".
- **Montreal**: implementing ITS solutions for traffic light synchronization and collection of previously incomplete or missing mobility data.

Source: PwC Analysis, TechTarget.

73% of executives in our 2017 Digital IQ Survey said they are already making investments in the Internet of Things and 63% are planning further investments in the next 3 years.
Robotic Process Automation is expected to have moderate influence and its large-scale spread in T&L segments such as posts, courier, express parcel, eCommerce, forwarding and supply chain management can be expected in the mid-term.

Robotic Process Automation – solution definition and overview of relevant information

Key areas requiring RPA support

RPA might be used as an automation and support tool for companies operating in various T&L sub-segments.

Soft robots can support a variety of business activities such as Transactions, HR services, IT, Finance & Accounting and document processing.

So far banking companies have shown the greatest interest in this technology, whereas T&L companies are already experimenting with their application and / or using it to accelerate their businesses.

Examples of companies supporting implementation of RPA

Examples of companies already using RPA

Source: PwC Analysis, HfS Research.
Predictive maintenance solutions are used to foresee upcoming events, save costs and better respond to needs; drone supervision is also applied with similar objective, facilitating the supervision of vehicles and infrastructure.

### Predictive maintenance and drone supervision – solution definition and overview of relevant information

**Solution:** smart technologies using software, data and monitoring tools (as well as drones and sensors) to prevent equipment / asset failures and maximize asset performance

<table>
<thead>
<tr>
<th>Benefits of predictive maintenance</th>
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</thead>
<tbody>
<tr>
<td>Cost reduction</td>
<td>Predictive maintenance helps <strong>reduce downtime</strong> and allows companies to <strong>use their equipment without breaks</strong>. Moreover, regular periodic maintenance is a waste of money if the assets are in good condition.</td>
<td><strong>Improvement in quality of services</strong></td>
<td>Predictive maintenance helps companies to stabilize delivery times and to ensure that all of the companies’ fleet is available and ready to work at full capacity.</td>
</tr>
<tr>
<td><strong>Positive impact on employees</strong></td>
<td>Reacting to problems with equipment before they occur improves safety and comfort for staff, resulting in better efficiency and morale, since accidents become rare.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CSR and environmental issues</strong></td>
<td>Better maintenance has a <strong>positive impact on environment and waste management</strong>. Sub-optimal operation is spotted, allowing machines to be used for longer times, resulting in savings in raw materials and natural resources.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Levels of predictive maintenance**

<table>
<thead>
<tr>
<th>Past</th>
<th>Now</th>
<th>Near Future</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Corrective</th>
<th>Preventive</th>
<th>Proactive</th>
<th>Predictive</th>
</tr>
</thead>
<tbody>
<tr>
<td>An asset is fixed when it is damaged</td>
<td>Periodic check to verify assets’ condition and prevent failures, may include visual checks and instrument inspections</td>
<td>Frequent maintenance aimed at improving asset’s performance, may include ongoing condition monitoring</td>
<td>Asset issues are spotted and solved before they occur, requires applying technology and data to predict performance</td>
</tr>
</tbody>
</table>

Drones are becoming a more popular tool for predictive maintenance in different areas due to the high time- and cost-effectiveness as well as accuracy that they provide.

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Source: PwC Analysis, ABB.
Blockchain, and in the wider sense all distributed ledger technologies, are expected to have a moderate influence on all T&L segments, with effects visible in 3 years’ time at minimum

**Blockchain (DLT) solutions for T&L – definition and overview of relevant information**

**Solution:** technologies enabling storage of uniform data spread across multiple sites via a peer-to-peer network by using consensus algorithms

### Advantages of DLT

<table>
<thead>
<tr>
<th>Security</th>
<th>End-to-end product identification and audibility while maintaining privacy with hash keys</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>Reduced need for document processing (thanks to automation)</td>
</tr>
<tr>
<td>Transparency</td>
<td>Easier and reliable tracking and source checking</td>
</tr>
<tr>
<td>Reliability</td>
<td>Once a piece of information is put into the network it cannot be easily changed</td>
</tr>
</tbody>
</table>

### Main types of DLT

**Blockchain**
- Transaction validation based on calculation of all transactions in the current block – done by “miners”; results in fees

**Directed Acyclic Graph**
- Transaction validated by verifying preceding transfers – done by the transaction maker; no fees

**Authorized party validation**
- (only permissioned ledger) – a few selected parties validate all transactions; results in fees

### Main use cases for DLT solutions in Transportation & Logistics

- **Digitalization and automation of document flows**
- **Automation of warehouse activities**
- **Tracking**
- **Authentication of products**
- **Authentication of payments**

### Comments

- Overall, companies from the Transportation and Logistics sector tend to value Blockchain-based solutions for the possibility to create internally robust, transparent and secure systems that allow them to deliver higher service levels at a lower cost.
- Postal and CEP operators are expected to profit greatly from the use of DLT due to high dispersion of their activities.
- The technology is already being implemented in large Logistics companies, such as Maersk, which is cooperating with IBM on developing its Blockchain platform.

Artificial intelligence solutions can reshape the way operations, traffic and networks are managed, but the current maturity of such solutions suggests that they will need more than three years to find their way into the mainstream.

### Artificial Intelligence (AI) solutions – definition and overview of relevant information

**Solution:** computer systems with capabilities of sensing the environment, learning and taking action in response to what they are sensing and their objectives

#### Types of AI

<table>
<thead>
<tr>
<th>Human in the Loop</th>
<th>No Human in the Loop</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assisted Intelligence</strong></td>
<td>AI systems that assist humans in making decisions or taking actions. Hard-wired systems that do not learn from their interactions.</td>
</tr>
<tr>
<td><strong>Automation</strong></td>
<td>Automation of manual cognitive tasks that are either routine or non-routine. This does not involve new ways of doing things – it automates existing tasks.</td>
</tr>
<tr>
<td><strong>Augmented Intelligence</strong></td>
<td>AI systems that augment human decision making and continuously learn from their interactions with humans and the environment.</td>
</tr>
<tr>
<td><strong>Autonomous Intelligence</strong></td>
<td>AI systems that can adapt to different situations and can act autonomously without human assistance.</td>
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</tbody>
</table>

#### Hardwired / Specific systems

#### Adaptive systems

#### AI’s potential* to impact on consumption in industries (PwC rating)

<table>
<thead>
<tr>
<th>Sector</th>
<th>Potential AI Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare</td>
<td>3.7</td>
</tr>
<tr>
<td>Automotive</td>
<td>3.7</td>
</tr>
<tr>
<td>Financial Services</td>
<td>3.3</td>
</tr>
<tr>
<td>Transportation and Logistics</td>
<td>3.2</td>
</tr>
<tr>
<td>Technology, Communications and Entertainment</td>
<td>3.1</td>
</tr>
<tr>
<td>Retail</td>
<td>3.0</td>
</tr>
<tr>
<td>Energy</td>
<td>2.2</td>
</tr>
</tbody>
</table>

Scores based on PwC’s AI impact index evaluation. Potential scores range from 1-5, with 5 being the highest potential impact due to AI, and 1 being the lowest.

Source: PwC Analysis. *The economic potential for AI between now and 2030, including four regional economies and eight commercial sectors worldwide

54% of the executives in our 2017 Digital IQ Survey said they are already making investments in AI and 63% are planning further investments in the next 3 years.
## CONTENTS – Section 4

### Emerging solutions: a closer look into the most impactful trends

**INTRO – The 5 forces driving changes in T&L**

1. **Digitalization – trends and solutions**
2. **Shifts in international trade – trends and solutions**
3. **Software-driven core process changes – trends and solutions**
4. **Changes in markets’ domestic commerce – trends and solutions**
   - 4.1 Adjusting to changes: Overview of changes in markets’ domestic commerce
   - 4.2 Big business entering eCommerce
   - 4.3 eCommerce investing in Logistics
   - 4.4 CEP solutions for eCommerce
   - 4.5 Sharing economy solutions
   - 4.6 Logistics consolidation
5. **Machine-driven core process changes – trends and solutions**
6. **Additional information – sector definitions, solutions analysis grid, list of future speculated growth drivers**
eCommerce growing across regions, coupled with increasing levels of optimization in T&L, are highly likely to create a push for sharing economy and value chain integrations between T&L companies, eCommerce and producers.
Big companies and brand owners start looking towards opportunities to offer their products online, which may yet have high impact on eCommerce as such initiatives gain momentum over the next four years.

Solution: platforms, campaigns and contract setups enabling big brands to sell their products to consumers online, either directly or through a selected partner.

### Different product categories progressing in online penetration phases

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
<th>Digital share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase I: Incubation</td>
<td>• Low or medium level of growth&lt;br&gt;• Occurrence of exceptional periods is possible&lt;br&gt;Grocery products are still at the beginning of the growth stage, in terms of both online purchasing and online researching</td>
<td>Groceries, Health and beauty</td>
</tr>
<tr>
<td>Phase II: Growth</td>
<td>• Significant increase in growth rate&lt;br&gt;Books (ebooks)</td>
<td>Electronics, Household equipment, Furniture and Decoration</td>
</tr>
<tr>
<td>Phase III: Slowdown</td>
<td>• A decrease in growth rate below the level achieved in Phase II</td>
<td>Travelling</td>
</tr>
<tr>
<td>Phase IV: Saturation</td>
<td>• Very low level of growth&lt;br&gt;• Maturity of online channels</td>
<td></td>
</tr>
</tbody>
</table>

### Reasons which make eCommerce attractive to Brand Owners

<table>
<thead>
<tr>
<th>Market factors</th>
<th>Company factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Online stores are gradually becoming industry standard for brick and mortar companies&lt;br&gt;• Market entry barriers falling due to talent availability. Investing in online marketing and SEO allows companies to raise their share in the eCommerce market quickly</td>
<td>• Big companies already gathering knowledge based on first experiences in eCommerce&lt;br&gt;• Retail companies using their physical stores as click-and-collect points to make delivery smooth and drive the cost down&lt;br&gt;• Entering eCommerce requires the right competencies, but big businesses have the ability to fund this development when needed</td>
</tr>
</tbody>
</table>
eCommerce businesses are expected to start investing in Logistics in the longer term, seeking possibilities to close value chains, and such a trend is already visible in the activities of eCommerce giants

eCommerce investing in Logistics – solution definition and overview of relevant information

Solution: logistics startups and acquisitions done by eCommerce companies to integrate elements of the digital sales value chain

Examples of eCommerce companies investing in Logistics

Amazon
- Developing delivery service
- Shipping with Amazon
- Investing 1.5 billion USD in air cargo hub
- Building warehouses and fulfilment centers across various geographies

Otto Group
- By 2020 the Hermes Group planning to invest up to 580 million USD in building and expanding high technology logistics centers, goods warehouses and ParcelShop network
- Investment of 116 million USD in expanding the otto.de platform, expanding eCommerce

ASOS
- Expected CAPEX for the full year to be 297-323 million USD
- ASOS investing in upgrade of its 200 localized websites, is incorporating more Artificial Intelligence into services like its recommendations engine and visual search
- Investments in new warehouses in Atlanta, United States

Revenue of internet retailing in Europe (USD bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>179</td>
<td>214</td>
<td>244</td>
<td>234</td>
<td>255</td>
<td>290</td>
</tr>
</tbody>
</table>

+10% growth

Revenue of CEP market by region (EUR bn)

<table>
<thead>
<tr>
<th>Region</th>
<th>2015</th>
<th>2020</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia-Pacific*</td>
<td>60</td>
<td>70</td>
<td>10</td>
</tr>
<tr>
<td>North America</td>
<td>10</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Europe</td>
<td>60</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Rest of the world</td>
<td>200</td>
<td>200</td>
<td>420</td>
</tr>
</tbody>
</table>

+8% growth

Demand for logistics floor space generated by non-traditional sales, omnichannel sales (for EU-7) (million sq.m.)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2020F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>46</td>
<td>73</td>
</tr>
</tbody>
</table>

+10% growth

Source: PwC analysis, Euromonitor, Statista, Reuters; *Asia-Pacific includes India, China, Japan, Korea, Southeast Asia, Indonesia and Australia.
CEP companies are being pushed to design tailor-made solutions for eCommerce and we expect such solutions to have medium impact on CEP companies over the longer term, due to the shift to Omnichannel sales.

**CEP solutions for eCommerce – definition and overview of relevant information**

**Solution: varied CEP services tailored by carriers to the needs of eCommerce businesses**

<table>
<thead>
<tr>
<th>Factors taken into consideration when choosing an e-retailer</th>
<th>Example CEP solutions for eCommerce</th>
</tr>
</thead>
<tbody>
<tr>
<td>41% Factors related to logistics</td>
<td>• Dynamic parcel redirections, delivery form changes</td>
</tr>
<tr>
<td>59% “traditional” factors</td>
<td>• Integrated shipping of purchases from different shops</td>
</tr>
<tr>
<td></td>
<td>• Automated/pre-readied returns documentation</td>
</tr>
<tr>
<td></td>
<td>• Automated delivery / repeated deliveries</td>
</tr>
<tr>
<td>Number of delivery options offered</td>
<td>• Ship from shop/ship to shop</td>
</tr>
<tr>
<td>Ability to pick up at a location that is convenient to me</td>
<td>• Customer service data / CRM integration</td>
</tr>
<tr>
<td>Return policy</td>
<td>• Additional services such as consumer loans, ePayments, Transactional security, Marketing automation / lead generation and even corporate loan scoring</td>
</tr>
<tr>
<td>Delivery speed</td>
<td></td>
</tr>
<tr>
<td>Retailer reputation</td>
<td></td>
</tr>
<tr>
<td>Product selection</td>
<td></td>
</tr>
<tr>
<td>Consumer / peer reviews</td>
<td></td>
</tr>
<tr>
<td>Detailed product information and photos</td>
<td></td>
</tr>
</tbody>
</table>

Source: PwC analysis, 2014 UPS Pulse of the Online Shopper.
As a substitute for rental economy, sharing economy is finding applications in supply chain management, road transport and freight forwarding, but it has yet to find a way of functioning in the mass market.

Sharing economy solutions – definition and overview of relevant information

Solution: services where free capacities are shared between owners and recipients, leading to their improved utilization

Examples of sharing economy applications

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel from point A to B</td>
<td>Car sharing</td>
</tr>
<tr>
<td>Needed additional last mile capacity</td>
<td>Wholesale network access</td>
</tr>
<tr>
<td>Need for short-term cargo storage</td>
<td>Cloud warehousing</td>
</tr>
<tr>
<td>Irregular stock movement need</td>
<td>Transport capacity sharing</td>
</tr>
</tbody>
</table>

- **$15 bn** (2013): $15 bn
- **$240 bn** (2013): $240 bn
- **$335 bn** (2013): $335 bn
- **$335 bn** (2025)

More information is available in the PwC report “The sharing economy. Consumer Intelligence Series”

Source: PwC analysis.
The emergence of global players in eCommerce is likely to encourage unprecedented M&A activity, which will accelerate in T&L in three to five years.

**Logistics consolidation – solution definition and overview of relevant information**

**Solution: consolidation of businesses and services in order to improve network efficiency and profitability levels inside or across sub-segments**

**Share of sectors in T&L market in terms of deal value (2017)**

- Logistics: 14%
- Shipping: 28%
- Passenger Air: 38%
- Rail: 19%
- Trucking: 13%
- Passenger Ground: 3%

**Global T&L deals count in years 2013-2017**

- 2013: 202
- 2014: 229
- 2015: 239
- 2016: 237
- 2017: 283

**T&L M&A activity – key statistics**

- 12%: Is the share of technology driven acquisitions
- $34B: Is the total value of transactions with European participants
- $20.5B: Is the value of the largest T&L transaction in 2017

More information is available in the PwC Report “M&A in the transport and logistics industry”
## Emerging solutions: a closer look into the most impactful trends

**INTRO** – The 5 forces driving changes in T&L

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4. **Changes in markets’ domestic commerce** – trends and solutions

5. **Machine-driven core process changes** – trends and solutions
   - 5.1 Adjusting to changes: Overview of machine-driven core process changes
   - 5.2 Warehousing robotization
   - 5.3 Electro-mobility
   - 5.4 Warehousing supported by AR&VR
   - 5.5 High Speed Rail
   - 5.6 Last mile delivery optimization

6. **Additional information** – sector definitions, solutions analysis grid, list of future speculated growth drivers
Among other benefits, machine-driven core process changes can increase the efficiency of deliveries and warehousing; however, they require investment in new technologies, thoughtful implementation and legal changes.

Adjusting to changes: Overview of machine-driven core process changes overview

### Impact on T&L

- **36%** is the growth in numbers of electric cars worldwide forecasted annually between 2018 and 2030 (CAGR)

- **12.6%** was the growth rate in the number of industrial robots shipped in Asia, Europe and North America between 2011 and 2016 (CAGR)

### Opportunities for business

- Improving efficiency of warehousing using new transport technologies
- Solving the talent supply gap problem in the T&L sector by automating core operations
- Further Last Mile Robotization leading to increased reliability, speed and efficiency
- Further advancements in transport technologies, from high speed rails offering higher speeds, to the development of electro-mobility supported by regulators

### Solutions

We have identified the following solutions in the area of machine-driven core processes:

- Warehousing robotization (including drones)
- Electro-mobility
- Warehousing supported by AR & VR
- High Speed Rail
- Last mile delivery optimization

### Impact on Consumers

- To consumers and employees, machine-driven process changes will mean interacting less with people and more with machines in the future, but ultimately, will also result in a greater availability of flexible services.
- Overall costs of use may be one of the main factors to make consumers move from traditional engines to electric ones and in the long term, such solutions may reduce the impact of using fossil fuels from the cost and environmental perspectives.

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Robotization is expected to improve logistics processes in supply chain management, warehousing and transport infrastructure in the long term.

 warehousing robotization – solution definition and overview of relevant information

Solution: technologies using autonomous machines and/or cooperation between robots and staff to improve efficiency of logistics services

Examples of warehousing robotization application in respective logistics processes

1. Product quality check
2. Sorting
3. Intra-warehouse transport
4. Picking
5. Cargo loading and unloading
6. Delivery

Estimated worldwide annual shipments of industrial robots by regions (thousands)

- Asia/Australia
- Europe
- Americas

Source: PwC analysis, “Mobile Robots – 2018” report by Interact Analysis, International Federation of Robotics; PwC / NVCA; MoneyTree Report based on data from Thomson Reuters.

CEOs’ views on warehousing robotization

- 31% of the Business and Technology executives in our 2017 Digital IQ Survey are planning to make substantial investments in robotics within three years.
- 78% of the T&L heads in our 2018 CEO Survey are planning cost reductions, and the same percentage say they make decisions on the automation of tasks and jobs primarily based on how best to deliver their corporate purpose.

Old approach to robotization

- Old face of automation – all simple tasks are delegated to robots that replace workforce.

New approach to robotization

- Robots work to support people instead of replacing workforce.

US venture capital investment in robotics technology start-ups

- 2010: 30 million USD
- 2013: 172 million USD
Electro-mobility is expected to have a moderate impact on transport & warehousing infrastructure as well as on road transport in the long term, as it still needs innovation to gain the cost advantage.

Electro-mobility solutions – definition and overview of relevant information

Solution: all types of vehicles utilizing any type of electric motor propulsion

Reasons for implementing electro-mobility

- **Total cost of ownership over 3.5 years**
  - Overall costs of use of electric-powered vehicles will fall in the long run compared to traditional internal combustion engine (ICE) vehicles.

- **EU Transport GHG emissions**
  - Environmental hazards resulting from excessive burning of fossil fuels lead to emission restrictions penalizing ICE-based transport.

Example of electro-mobility implementation

- **Palma de Mallorca** has successfully reduced its dependency on petrol imports, noise pollution and carbon footprint through incentives for electro-mobility such as tax reliefs, parking privileges and public infrastructure investment in charging points.

Source: European Environment Agency, International Energy Agency, CIVITAS DYN@MO project; *ICE = Internal Combustion Engine; PHEV = Plug-in Hybrid Electric Vehicles; BEV = Battery Electric Vehicles

PwC
Augmented Reality and Mixed Reality devices offer effectiveness improvements in supply chain management which may gain wider market use in the shorter term with moderate impact.

Processes augmented by AR & VR – solution definition and overview of relevant information

**Definition**
- Augmented reality: Technology that layers digital information over real-world objects acting as a direct port to data stored in company’s computer system.
- Virtual reality: Offers complete visual separation from the real world and immersion into the virtual reality with interactive digital 3-dimensional objects.
- Mixed reality: A combination of the two, giving users the possibility to simultaneously interact with holographic and real-world objects that influence each other in real-time.

**T&L use cases**
- Augmented reality: Loading and unloading, Order picking, Intra-warehouse transporting, Security, information handling, information display
- Virtual reality: Complex structure/layout visualization, Training aid, Workflow simulation
- Mixed reality: Remote repairs and maintenance, Portable control panel, Off-site workstation (PC replacement)

**What does it look like**
- Augmented reality
- Virtual reality
- Mixed reality

**Solution: visual and/or interactive technologies in the areas of AR, VR and MR applied to improve effectiveness in business processes**

Source: PwC Analysis, “Augmented Reality in Warehousing and Logistics” report by ABI Research.
High Speed Rail infrastructure is already being developed, but given the pace we expect it to have moderate impact on T&L in the short term.

High Speed Rail – solution definition and overview of relevant information

**Solution:** passenger rail transport operating at high speeds. EU definition: 200 km/h (120 mph) for upgraded tracks and 250 km/h (160 mph) or faster for new tracks.

**Key numbers related to HSR development**

- **1964** 1st October world’s first high speed train service from Tokyo to Osaka
- **29,792 km** of high speed lines in the world (1 April 2015)
- **3,603 high speed train sets** in operation (April 2015)
- **575 km/h** world speed record (France 2007)
- **350 km/h** maximum speed in revenue operation (China)
- **1,600 million** passengers per year carried by High Speed Rail in the world (2015)
  - **800 million** passengers per year in China
  - **355 million** passengers per year in Japan
  - **130 million** passengers per year in France
  - **315 million** passengers per year in the rest of the world
- **80%** modal split obtained by High Speed Rail in relations to air transport when travel time by train is less than 2.5 hours

**High Speed Rail network in the World**

The significant increase in the length of High Speed Railway lines in Asia is mainly related to the development of high-speed railway lines in China.
Last mile delivery optimizations are expected to have moderate impact on T&L industry over the next five years, with the main focus on such solutions from the postal and CEP (courier, express, parcel) segment.

**Solution: technologies and process innovations focusing on increasing the speed, convenience and cost effectiveness of deliveries**

Share of delivery costs by part of shipping process:

- Last Mile: 53%
- Sorting: 37%
- Line haul: 6%
- Collection: 4%

Biggest challenges with the last mile reported by global T&L executives:

- Overall cost: 28%
- Adapting to customer demands: 26%
- Delivery efficiency: 20%
- Consistency: 8%
- Other: 18%

Top two future last mile developments planned by global T&L executives:

- Drop shipping: 41%
- Drop-off lockers: 35%

Example of a company using Drone programs for last mile optimization:

JD.com, the second biggest Chinese eCommerce company, has already operated drone programs in 4 regions in China. The JD drones can transport and deliver packages weighing between 5 to 15 kilos and cover distances as far as 50 kilometers.

Although some business leaders are planning to develop robot deliveries, in-car deliveries and even crowd-sourced deliveries, most are currently focusing on drop-shipping and locker solutions.

Sources: PwC analysis, “The Last Mile Retail Study 2018” by Localz/EFT.
## CONTENTS – Section 6

### Emerging solutions: a closer look into the most impactful trends

INTRO – The 5 forces driving changes in T&L

| 1 | Digitalization – a deeper look into the trend and its solution |
| 2 | Shifts in international trade – a deeper look into the trend and its solution |
| 3 | Software-driven core process changes – a deeper look into the trend and its solutions |
| 4 | Changes in markets’ domestic commerce – a deeper look into the trend and its solutions |
| 5 | Machine-driven core process changes – a deeper look into the trend and its solutions |

| 6 | Additional information – sector definitions, solutions analysis grid, list of future speculated growth drivers |
| 6.1 | Additional information – definitions |
| 6.2 | Additional information – complete solutions development grid and PESTEL analysis |
| 6.3 | Additional information – evaluation of least mature solutions |
| 6.4 | List of abbreviations |
| 6.5 | Authors |
For the purpose of detailed analysis of solutions the T&L industry has been divided into 8 sub-segments covering passenger and cargo transport*

**T&L industry sub-segments included in trends analysis**

<table>
<thead>
<tr>
<th>Sub-segment</th>
<th>Description – this segment is defined as companies dealing with…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Posts, Courier Express Parcel</td>
<td>Postal services including collection, distribution, sorting and delivery of letters and parcels as well as supporting (e.g. fulfilment) services</td>
</tr>
<tr>
<td>eCommerce</td>
<td>Internet sales delivered through an online buying experience and supplying products via physical distribution networks</td>
</tr>
<tr>
<td>Transport &amp; Warehouse Infrastructure</td>
<td>Ownership, management and maintenance of transport infrastructure (roads, hubs, gateways) and warehouse spaces, combined with transportation routes</td>
</tr>
<tr>
<td>Railways</td>
<td>Railway transport including all elements of the value chain, from rail roads &amp; infrastructure, through rolling stock, to commercial activities</td>
</tr>
<tr>
<td>Sea &amp; Inland Navigation Transport</td>
<td>Maritime transport, inland navigation transport, management and maintenance of ports</td>
</tr>
<tr>
<td>Road Transport</td>
<td>Road transport conducted mostly by cars and trucks</td>
</tr>
<tr>
<td>Supply Chain Management</td>
<td>All kinds of operational activities related to maintaining, managing and processing stocks of goods</td>
</tr>
<tr>
<td>Freight Forwarding</td>
<td>Forwarding, consolidation of orders, coordinating the process of service buyers and shippers</td>
</tr>
</tbody>
</table>

*Aviation and drones were excluded as separate transport segments since they are analyzed in specialized PwC reports – please refer to the links provided above.

**Timespan & regional definitions**

- This report assumes a 5-year timeframe as the precision of prognoses beyond that point becomes very low (for the sake of accuracy and applicability of the information contained herein).
- Geographically, this report is focused on the region of Central and Eastern Europe. Therefore some of the information presented in it may not be fully relevant or suitable to other markets and regions.
- Aviation solutions and drones as a separate transport mode were not included in this report, as recent PwC publications on aviation cover them in greater detail – please refer to reports linked below. However, drones serving as solutions for other T&L sub-segments were included.

[Links to reports](#)
From geopolitical changes, through the ever-present shift to digital economy and the internationalization of business, to growing consumer expectations and talent gaps as well as accelerating evolution of underlying technologies, we see that the identified PESTEL trends enable and urge the emergence of new solutions.
Having reviewed 25 identified solutions, we found that the most mature and impactful game changers include digitalization and new trade route solutions, followed by software solutions.

### PwC T&L Solutions’ Development Grid – maturity and impact assessment by PwC based on individual industry information and interviews

<table>
<thead>
<tr>
<th>LEVEL OF IMPACT*</th>
<th>1. Developed game changers</th>
<th>2. Emerging game changers</th>
<th>3. Speculated future change drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>4. Short &amp; mid-term potential quick wins</td>
<td>5.2 Electro-mobility</td>
<td>F.1 Fully autonomous road and sea/inland transportation</td>
</tr>
<tr>
<td>High</td>
<td>4.1 Big business entering eCommerce</td>
<td>5.1 Warehousing robotization (including drones)</td>
<td>F.5 Sustainability solutions</td>
</tr>
</tbody>
</table>

#### Areas coding:
- 1 = digitalization
- 2 = shifts in international trade
- 3 = software-driven process changes
- 4 = changes in markets’ domestic commerce
- 5 = machine driven processes
- F = future change drivers (speculated)

*Level of impact - assessment of the solution’s impact on the future shape of a given sub-segment **Market entry completion is considered as the establishment of profitable business models impacting the market in a noticeable way.

Source: PwC analysis.
A number of solutions were classified as speculated future change drivers due to their current level of maturity and impact, whereas they can be considered potential extensions of already identified forces transforming T&L.

### Evaluation of speculated future change drivers

<table>
<thead>
<tr>
<th>Group</th>
<th>Solution</th>
<th>Comments</th>
<th>Impact on the industry</th>
<th>Time to entry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machine-driven process changes</td>
<td>Fully autonomous road and sea/inland transportation</td>
<td>Autonomous transportation is already present in rail and air transport but application to road and sea is limited by safety of the technology*; currently tested solutions still involve security drivers behind the wheel; the full autonomy of trucking, for instance, will require large regulatory changes, so we expect full entry in 5 to 10 years.</td>
<td></td>
<td>&gt;5 years</td>
</tr>
<tr>
<td>Machine-driven process changes</td>
<td>New modes of transport</td>
<td>New modes of transport, including hyperloop, are currently being tested, whereas their mass implementation will surely take more than 5 years.</td>
<td></td>
<td>&gt;5 years</td>
</tr>
<tr>
<td>Software-driven process changes</td>
<td>Predictive logistics</td>
<td>Further beyond predictive maintenance, we expect software solutions to be put to use in predictive logistics. Such solutions used for forecasting logistics demand are already undergoing testing, whereas we expect ready, out-of-the-box solutions to become the preferred way of planning in the market more than 5 years from now.</td>
<td></td>
<td>&gt;6 years</td>
</tr>
<tr>
<td>Software-driven process changes</td>
<td>Data-driven and location-based marketing</td>
<td>As eCommerce is growing and native ad networks are expanding, we are witnessing big data companies attempting to utilize user data for better ad targeting, based on real geolocation, with solutions already present in offline-online-offline marketing. Due to GDPR we expect such solutions to become popular in 1.5-5 years.</td>
<td></td>
<td>1.5-5 years</td>
</tr>
<tr>
<td>Changes in markets' domestic commerce</td>
<td>Sustainability solutions</td>
<td>As Transport and Logistics importantly contributes to pollution and the significance of climate change is growing in public debates, we expect sustainability solutions to hit the mainstream in more than 5 years.</td>
<td></td>
<td>&gt;5 years</td>
</tr>
<tr>
<td>Changes in markets' domestic commerce</td>
<td>CEP services’ integration</td>
<td>With the growth of eCommerce, we expect CEP operators to start looking for opportunities to increase margins through integrating services by both consolidating shipments as well as integrating different services</td>
<td></td>
<td>1.5-5 years</td>
</tr>
<tr>
<td>Changes in markets' domestic commerce</td>
<td>Advanced multi / omni-channel</td>
<td>In parallel with expansion of CEP service integration in the mid term, we also expect the further spread of more integrated omni-channel services offering greater delivery convenience (across different operators)</td>
<td></td>
<td>1.5-5 years</td>
</tr>
<tr>
<td>Other – infrastructure developments</td>
<td>Investments in connected modes, road infrastructure &amp; tech</td>
<td>With the expansion of the Internet of Things, after the larger application of intelligent transportation systems we expect further developments in road infrastructure in connection with available technologies</td>
<td></td>
<td>&gt;5 years</td>
</tr>
<tr>
<td>Other – infrastructure developments</td>
<td>Rail infrastructure and technological development</td>
<td>With the expansion of the Internet of Things, we expect further developments in smart rail and rail infrastructure in the long term</td>
<td></td>
<td>&gt;5 years</td>
</tr>
</tbody>
</table>

*multiple businesses are working on such solutions starting with automation, whereas the technology necessary for large-scale, safe applications has not yet been identified, as is visible in e.g. the "Uber crash" incident.

Source: PwC analysis.
Key abbreviations used in the trend book are explained below

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AI</td>
<td>Artificial Intelligence</td>
</tr>
<tr>
<td>AR</td>
<td>Augmented Reality</td>
</tr>
<tr>
<td>CEE</td>
<td>Central and Eastern Europe</td>
</tr>
<tr>
<td>DLT</td>
<td>Distributed Ledger Technology</td>
</tr>
<tr>
<td>HSR</td>
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<td>ITS</td>
<td>Intelligent Transportation Systems</td>
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<td>RPA</td>
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<td>T&amp;L</td>
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<td>VR</td>
<td>Virtual Reality</td>
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