Global trade management software solutions, while essential for modern trade operations, often create challenges through fragmented systems and local complexities. Viictor, an AI-powered integrator, transforms this landscape by intelligently connecting existing solutions and local partners, enabling organisations to achieve unprecedented visibility and control.

In today's complex world of international trade, multinational enterprises (MNEs) face an unprecedented challenge: navigating the intricacies of global commerce while maintaining compliance with ever-changing regulations. While Global Trade Management Software (GTMS) has become essential for managing these complexities, with up to 76% of companies in the industrial products sector having invested in such solutions, the GTMS market itself presents significant obstacles. Chief among these is market fragmentation, which creates substantial hurdles for MNEs striving to optimise their global trade operations. Enter Viictor, an innovative AI-powered integration layer that promises to revolutionise how companies approach global trade management.

The Fragmented GTMS Landscape

The GTMS market has evolved rapidly over the past two decades, with vendors expanding their offerings from simple compliance tools to comprehensive suites covering logistics, compliance, and finance. However, this evolution has led to a highly segmented market, with different buyers within the same MNE often acquiring various GTMS modules from different vendors. This situation creates several critical challenges:

1. **Integration Issues**: The use of multiple GTMS solutions often results in complex, hard-to-solve integration problems. This leaves many trade departments ill-equipped to run their compliance operations efficiently.
2. **Vertical Segmentation Mismatch**: Most GTMS portfolios adopt a vertical segmentation addressing three main markets: logistics, compliance, and finance. However, this structure doesn't align well with the cross-cutting nature of the Customs compliance function, which requires effective collaboration between multiple stakeholders.
3. **Data Silos**: The strong competition between GTMS vendors, each promoting its own platform, leads to additional silos within MNEs. This fragmentation is an obstacle to achieving the level of federation that Customs Compliance business

collaborations require.

4. **Incomplete Coverage**: Due to the extreme local specialisation required for Customs compliance, GTMS solutions struggle to become truly global. MNEs often need to rely on local solutions that coexist with their GTMS, creating further data integration challenges.

5. **Underutilisation**: The piecemeal approach to GTMS adoption often results in these powerful tools being underutilised, preventing them from delivering their full potential.

The situation is particularly complex for MNEs. Even those that have achieved significant internal IT harmonisation through solutions like SAP GTS continue to face substantial challenges. Major countries like Brazil and China remain undersupported by the GTMS community at large, requiring organisations to maintain local solutions that were either built alongside specific regulations or certified by local governments. This creates a paradox: while MNEs invest heavily in "rationalising" their IT infrastructure, the complexity and heterogeneity often remain high due to the necessity of maintaining these local solutions.

Furthermore, MNEs that have adopted centralised GTM operations face an unexpected challenge: while centralisation aims to achieve better control, it often leads to increased dependency on local partners, particularly customs brokers. This results in reduced visibility over operations and creates a complex web of relationships that, while necessary for operations, makes it difficult to maintain effective control over global trade processes.

The consequences of these challenges are significant. Many Customs & Trade executives report struggling to get the expected value from their GTMS implementations. They face difficulties in interpreting and communicating requirements across sites and countries, managing disparate systems, and dealing with persistent manual operations due to lack of automation.

Viictor: A Paradigm Shift in Global Trade Management

Recognising the limitations of traditional GTMS approaches and the unique challenges faced by MNEs, Vivansa has developed Viictor, an AI-powered integrator

specialised in customs and global trade compliance. What makes Viictor truly revolutionary is that it puts Trade Compliance practitioners at the center of the game and acts as an AI-powered Control Tower platform that seamlessly integrates with your existing technology stack. This human-centric approach represents a fundamental shift from traditional solutions that focus primarily on systems and processes rather than the people who manage them.

With Viictor, organisations aren't just implementing another software tool – they're welcoming a dedicated, knowledgeable AI-powered "colleague" into their team. This colleague:

- Engages in natural language conversations to understand compliance issues
- Demonstrates deep knowledge in various areas of global trade compliance (Customs, Excise, VAT, CBAM, EUDR)
- Provides 24/7 rapid support and analysis, ensuring operations never skip a beat
- Empowers error detection, proactive risk mitigation, and data-driven decision support
- Automates tedious, repetitive tasks like customs declarations and validations
- Continuously learns and adapts to changing regulatory landscapes and business needs
- Harmonises disparate pieces of the trade puzzle into a unified, intelligent ecosystem

Key features of Viictor

1. **AI-Powered Integration**: Through advanced AI algorithms, Viictor seamlessly connects multiple GTMS solutions, ERPs, transportation management systems, and local solutions. It acts as the intelligent bridge, connecting the dots and unlocking the true potential of your data and systems.
2. **Ecosystem-Based Architecture**: Instead of adding another silo, Viictor adopts a federated approach that connects your existing systems and external partners through data channels ("pipelines") that Viictors configures itself. This enables effective collaboration while respecting data privacy and system boundaries.
3. **Compliance-Centric Design**: Viictor implements a dedicated AI-powered control tower that supports all critical compliance functions across the customs

lifecycle. This solution provides unprecedented visibility and control over compliance operations, from setting up to post-filing activities.

4. **Intelligent Orchestration**: Through real-time event analysis and machine learning, Viictor orchestrates compliance processes across your entire trade ecosystem, ensuring that the right actions are taken at the right time by the right stakeholders.

5. **Adaptive Learning**: Viictor's AI continuously expands its knowledge base, adapting to regulatory changes, industry developments, and your organisation's unique needs. It's not just a solution for today – it's an investment in a future-proof, intelligent trade ecosystem.

Viictor is therefore the ideal reinforcement for companies wishing to optimise their global trade operations. It addresses the fundamental challenges of fragmented GTMS landscapes by reducing costs, minimising compliance risks, and improving operational efficiency through advanced integration capabilities and AI-driven orchestration.

How Viictor Addresses GTMS Fragmentation Challenges

Through its innovative AI-powered architecture and ecosystem-based approach, Viictor provides concrete solutions to the key challenges posed by fragmented GTMS landscapes, particularly addressing the complex needs of MNEs operating across multiple jurisdictions:

1. **Unified Visibility**: Viictor acts as a central hub, aggregating data from various GTMS solutions, ERPs, and local systems. This provides MNEs with a comprehensive, real-time view of their global trade operations, breaking down data silos and enhancing decision-making capabilities.

2. **Seamless Integration**: Through its AI-powered integration capabilities, Viictor can connect disparate systems without requiring extensive customisation or re-engineering. This allows MNEs to leverage their existing GTMS investments while addressing integration challenges.

3. **Cross-Functional Collaboration**: Viictor's ecosystem approach facilitates collaboration between different departments, external partners, and regulatory bodies. This aligns perfectly with the cross-cutting nature of Customs compliance, enabling more efficient and effective compliance processes.

4. **Global and Local Compliance**: Viictor's architecture is specifically designed to bridge the gap between centralised GTMS solutions and local requirements. By intelligently connecting global GTMS solutions with local systems and partners, Viictor ensures that MNEs can maintain global standards while effectively managing local peculiarities. This is particularly valuable in markets where local regulations require specific solutions and/or when existing GTMS solutions are too complex and costly to adapt.

5. **Enhanced Partner Management**: Viictor transforms how MNEs interact with their network of local partners, particularly customs brokers and freight forwarders. Instead of losing visibility when operations are handled by local partners, Viictor maintains complete transparency by integrating these partners into the broader compliance ecosystem. This allows MNEs to maintain centralised control while leveraging local expertise effectively.

6. **Automated Compliance Actions**: Viictor uses real-time event analysis to capture relevant data and autonomously trigger compliance actions. This automation reduces manual interventions, minimises errors, and ensures timely compliance.

7. **Adaptability and Scalability**: As MNEs grow and evolve, Viictor can easily accommodate new systems, processes, and regulatory requirements. Its flexible architecture allows for seamless scaling across departments, countries, and regions.

Real World Impact: Solving Complex Trade Compliance Challenges

While Viictor is a groundbreaking solution that has recently entered the market, the following business cases illustrate how its unique AI-powered integration capabilities could address common yet complex trade compliance challenges faced by organisations across different sectors. These scenarios, though hypothetical, represent typical situations where Viictor's innovative approach to connecting systems, automating processes, and enhancing visibility could deliver significant value.

1. ConsumerGoods Plus – Consumer Goods

This case demonstrates how Viictor transformed a fragmented customs management operation struggling with valuation inconsistencies across multiple

brokers. Through gradual learning and adaptation, Viictor evolved to standardise valuation practices, automate error detection, and provide broker-specific guidance. This enabled the centralised trade team to shift from constantly correcting valuation errors to strategic trade management, resulting in significant cost savings, reduced errors, and more efficient operations across their European network.

Challenge:

Daily operations revealed persistent issues with brokers inconsistently applying customs valuation guidelines. Some brokers would erroneously add freight costs twice when dealing with CIF shipments, while others confused the treatment of royalties and freight costs in the customs value calculation. For instance, the team frequently discovered cases where the same product shipped to different EU countries showed significant variations in declared value – not due to legitimate differences in freight or insurance costs, but due to brokers' misinterpretation of valuation rules. The trade team spent hours each day reviewing declarations to catch these errors, often having to explain valuation principles repeatedly to different brokers.

ConsumerGoods Plus, having centralised its trade operations in Amsterdam, faced mounting challenges in coordinating imports from their US and Canadian facilities into the EU and UK markets. Their trade team struggled to maintain control over a complex network of 30 different customs brokers, each handling declarations across various European jurisdictions.

Meanwhile, the finance department grappled with reconciling varying broker invoice formats and allocating costs across multiple business units. The lack of standardisation and real-time visibility was not only impacting operational efficiency but also creating significant compliance risks and lost opportunities for duty optimisation.

Viictor's impact:

Eight months after joining ConsumerGoods Plus's trade team, Viictor had

established itself as an indispensable presence in their daily operations. Through continuous learning from interactions with both the central team and the broker network, Viictor developed a comprehensive understanding of the company's products, processes, and compliance requirements.

"Good morning! I've analyzed yesterday's declarations and identified five cases where freight costs appear to have been double-counted in CIF shipments to Italy. I've also noticed that our French broker may have incorrectly included royalty payments in the customs value calculation. Would you like me to prepare a comparative analysis showing the correct calculations?"

As Viictor's knowledge base grew, it began providing increasingly sophisticated support: "Based on recent patterns, I've identified that three of our brokers consistently struggle with the treatment of royalties in customs value calculations. I've prepared tailored guidance documents for each broker, highlighting their specific error patterns. Would you like to review these before I share them?"

The system proved particularly valuable in standardising customs valuation practices across the broker network. Viictor developed broker-specific "learning profiles" that helped identify each broker's common valuation mistakes and provided targeted guidance: "Our German broker has shown a 40% improvement in correctly handling freight costs in customs value calculations since implementing our targeted training program. However, they may need additional support with royalty calculations – I've detected three potential errors in this week's declarations."

2. PharmaCo Global – Pharmaceutical Industry

This case demonstrates how Viictor steadily transformed PharmaCo's approach to managing complex drug precursor imports across multiple jurisdictions. By gradually learning to monitor license requirements, harmonize data across different GTMS systems, and proactively manage compliance tasks, Viictor evolved into a trusted team member which handled routine monitoring while enabling the human team to focus on strategic decisions. The result: significantly reduced processing time, improved visibility across regions, and a more effective trade compliance team.

Challenge:

A multinational pharmaceutical company found itself drowning in the complexity of managing drug precursor imports across 30 countries. Their trade compliance team in Basel was working around the clock trying to coordinate imports while ensuring adherence to each country's specific regulations for controlled substances. The situation was further complicated by their fragmented technology landscape: SAP GTS handled European operations while Asian facilities relied on QAD, creating significant visibility gaps and coordination challenges.

The team of eight trade compliance specialists was spending countless hours manually checking license validity, reconciling documentation, and responding to urgent emails from local operations. Night shifts became common during peak periods as the team struggled to manage time zone differences between European and Asian operations. The strain was taking its toll – team morale was low, and several valuable team members were considering leaving due to burnout. Simple oversights in license tracking or permit renewals could result in costly delays or compliance violations, adding to the team's stress.

Viictor's impact:

A few months after Viictor joined PharmaCo's trade compliance team as their AI-powered colleague, its impact became increasingly evident. Through ongoing conversations with the team and exposure to their daily operations, Viictor gradually built a deep understanding of PharmaCo's specific compliance needs and processes. Like a new team member who learns and adapts to their role, Viictor steadily took on more responsibility for routine but critical aspects of compliance management.

"Good morning! I've reviewed all import licenses expiring in the next 60 days and created renewal tasks with automatic reminders. Would you like me to prioritize these based on import volume or criticality of the substances involved?" became a typical start to the team's day with Viictor.

After six months of learning and refinement, Viictor was effectively monitoring both SAP GTS and QAD systems, creating a unified dashboard that gave the team real-time visibility across all regions. When a potential issue arose, such as an

approaching license expiration or missing documentation, Viictor would not only flag it but also suggest solutions based on its growing understanding of PharmaCo's processes: "I notice the import license for Compound X in Malaysia expires in 30 days. Based on historical processing times, we should initiate the renewal process now. I've drafted the necessary documentation – would you like to review it?"

The impact on daily operations was transformative:

- Instead of spending hours manually checking license statuses, the team now received intelligent alerts from Viictor about upcoming expirations and renewal requirements.
- When local regulations changed, Viictor would proactively notify the team and suggest required adjustments to compliance processes.
- For routine queries from local operations, Viictor could provide immediate responses, freeing the team to focus on more strategic tasks.
- Complex documentation reconciliation became automated, with Viictor handling the cross-checking and only escalating genuine discrepancies requiring human attention.

The human element of this transformation was particularly striking. Team members who had been overwhelmed by administrative tasks could now focus on higher-value activities like strategic planning and relationship management. As one team leader noted, "Viictor feels like having an extra team member who never gets tired and never misses a detail. It's not just about the time saved – it's about having the mental space to think strategically again."

The quantitative results were equally impressive:

- Compliance processing time reduced by 70%
- Manual documentation reconciliation virtually eliminated
- Annual savings of €2M through improved duty management and reduced compliance errors
- Zero missed license renewals since Viictor's implementation
- Team overtime reduced by 85%

Most importantly, the trade compliance team reported significantly improved job

satisfaction. With Viictor handling the routine tasks and providing 24/7 monitoring, team members could maintain normal working hours and focus on more engaging aspects of their roles. The previous stress of managing complex compliance requirements across multiple time zones was largely eliminated, as Viictor ensured nothing fell through the cracks.

3. TechVision Electronics – Consumer Electronics

This case illustrates how Viictor, through steady learning and adaptation, transformed TechVision's approach to managing CBAM compliance and product classification. By gradually automating data collection, harmonising broker communications, and providing proactive insights, Viictor evolved into a valuable team member that handled complex technical details while enabling the human team to focus on strategic activities. The result: significantly reduced errors, improved visibility, and a more empowered trade compliance team equipped to handle emerging regulatory challenges.

Challenge:

TechVision Electronics, a fast-growing manufacturer of consumer electronics, faced mounting pressure to manage CBAM compliance for their extensive component sourcing network across Asia. Their trade compliance team in Munich struggled to maintain accurate carbon emissions tracking for thousands of components while simultaneously keeping up with frequent product classification changes inherent to the rapidly evolving tech sector. With 15 different customs brokers handling their declarations across Asia and Europe, maintaining consistency in classification and emissions reporting had become increasingly complex.

The trade compliance team spent countless hours manually gathering emissions data from suppliers, cross-checking broker declarations, and updating product classifications as new technologies emerged. The impending CBAM regulations added another layer of complexity to their already challenging compliance landscape. Each new product launch brought a wave of classification decisions, while varying documentation standards across different Asian jurisdictions made emissions data collection particularly time-consuming.

Viictor's impact:

Six months after implementing Viictor, TechVision's trade compliance team began to see significant improvements in their operations. Through regular interactions with team members and analysis of historical data, Viictor developed an understanding of TechVision's product landscape and compliance requirements.

"I've analyzed the components in the new smartwatch line and identified 15 items that may require CBAM certificates based on their manufacturing processes. Would you like me to prepare a preliminary emissions calculation based on similar components in our database?" became the kind of proactive support Viictor regularly provided.

As Viictor's knowledge base grew, it began offering increasingly sophisticated assistance: "I notice that the classification for lithium battery components has recently been updated in the EU. I've identified 23 products in our inventory that might be affected. Based on the new guidelines and our product specifications, here are my suggested reclassifications for your review."

The system's ability to learn and adapt proved particularly valuable when connecting with multiple broker systems. Viictor learned to recognize and reconcile differences in how various brokers handled classifications and emissions reporting, flagging inconsistencies before they could cause compliance issues: "I've detected a discrepancy in how our Korean and European brokers are classifying the new display modules. Here's a comparison of their approaches and a suggested harmonized classification based on the latest WCO guidance."

After a year of operation, the improvements were substantial:

- Product classification updates that once took weeks could now be reviewed and implemented within days

- Emissions data collection became largely automated, with Viictor managing routine supplier communications
- The team could focus on strategic supplier relationships while Viictor handled data validation and compliance checks

- Real-time monitoring across all broker systems provided early warning of potential issues

The human impact was significant. Rather than spending their days chasing emissions data and reconciling classifications, the trade compliance team could focus on more strategic activities like supplier relationship management and compliance strategy development. As the team's senior manager noted, "Viictor doesn't just process data – it learns from our decisions and helps us stay ahead of compliance challenges. It's like having a dedicated team member who specializes in keeping track of all the technical details."

The quantitative results demonstrated clear success:

- Classification errors reduced by 95% through consistent application of rules across all brokers

- Complete real-time visibility into carbon emissions data for all imports

- Integration with 15 different customs brokers' systems achieved without major disruption

- CBAM compliance preparation time reduced by 80%

Conclusion: Transforming Global Trade Management Through Intelligent Integration

The evolving landscape of global trade presents unprecedented challenges for multinational enterprises. As regulatory requirements grow more complex and supply chains more intricate, the limitations of fragmented GTMS landscapes have become increasingly apparent. MNEs face a critical dilemma: how to maintain centralized control while effectively managing local regulatory requirements and business practices across diverse markets.

Viictor represents a paradigm shift in addressing this challenge. Rather than adding another layer of complexity or forcing organisations to replace existing investments,

Viictor serves as an intelligent orchestrator that connects and optimises entire ecosystems of trade-related systems and data. This approach recognises that the future of global trade management lies not in consolidation but in intelligent federation – creating seamless connections between global systems and local solutions while preserving their respective strengths.

What truly sets Viictor apart is its human-centric approach. By presenting itself as an AI-powered colleague rather than just another software tool, Viictor transforms how organisations approach global trade compliance. It combines deep domain expertise with advanced AI capabilities to:

- Provide unprecedented visibility across fragmented systems
- Enable proactive compliance management through intelligent automation
- Foster effective collaboration between internal teams and external partners
- Adapt continuously to changing regulations and business needs
- Preserve and enhance the value of existing GTMS investments

As international trade continues to evolve, the ability to efficiently navigate complex regulatory landscapes while maintaining operational efficiency becomes increasingly crucial. Viictor empowers organisations to master these challenges by creating an intelligent, adaptive trade compliance ecosystem that grows and evolves with their needs.

Through this innovative approach, Viictor doesn't just solve today's global trade management challenges – it prepares organisations for tomorrow's opportunities, setting a new standard for how businesses approach and optimise their international trade operations. In doing so, it transforms the complexity of global trade from a burden into a competitive advantage, enabling organisations to trade with greater confidence, efficiency, and control than ever before.

About the Author

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Vivien MONTI is the founder, co-owner and CEO of Vivansa, the eCustoms People. Vivien is passionate about IT, which he has put into practice by participating in the major reforms carried out by the European Commission (TAXUD) in the field of customs over the last 20 years. Vivien holds an MSc in Engineering and Management of Telecommunication Networks from the Institut Polytechnique de Paris – Telecom SudParis, which he complemented with an MSc in Customs & Supply Chain Compliance at the Rotterdam School of Management (RSM). He is the author of the landmark research paper "Digitalisation of Customs compliance for companies operating globally" (2020). Vivien can be contacted at vivien.monti@vivansa.com.