

Evidence-grade delivery: the new architecture of B2B logistics

Closing the commercial and operational evidence gap across multi-modal supply chains.

The true shape of a B2B failure



The deeper issue: the operation failed to capture the event in a form the business could act on in time.

B2B is not B2C

The ticket paradigm (B2C)	The contract paradigm (B2B)
The relationship. Retail brand relationship. A failed delivery is a customer support ticket.	The relationship. Commercial agreement. A failed delivery is a contractual breach.
Operational tolerance. Measured in days.	Operational tolerance. Measured in 30-minute booked appointment windows.
When evidence fails. Cost lands in a support queue.	When evidence fails. Cost leaks into margin, renegotiated payment terms, and lost preferred-supplier status.

Consumer playbooks ignore the three B2B fault lines: commercial contracts, strict appointments, and the demand for commercial evidence.

The five B2B shipment archetypes

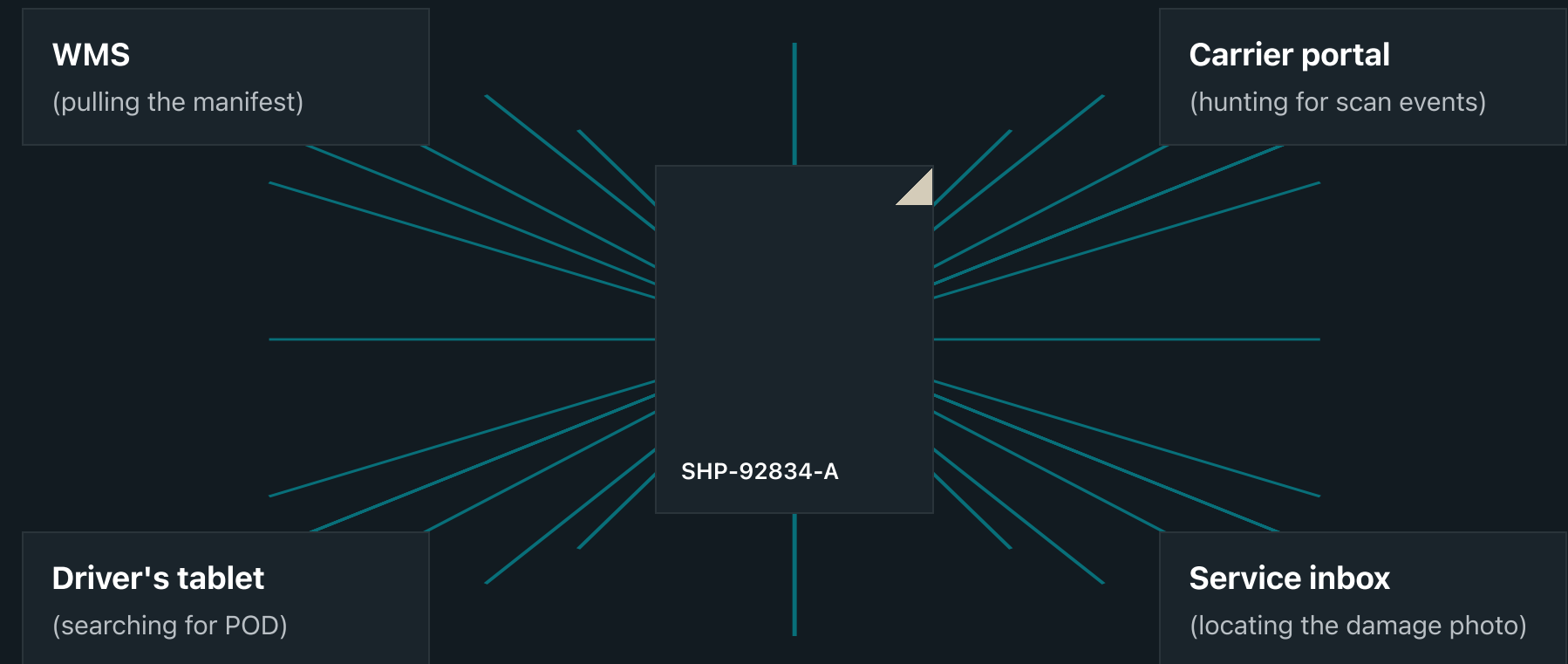
Archetype	Evidence requirement	The seam (where it breaks)
Multi-parcel B2B	Order-level manifest linking parcels to line items.	Parcels split in transit; one arrives short. Service has to reconstruct truth from carrier portals.
Pallet freight	Booked appointment tied to shipment; POD with window outcome.	30-minute window missed, intake refused. The rebooking cost lands on the shipper.
Multimodal	Continuous shipment record across road, sea, and rail legs.	Visibility dies at the handover. Planners start calling the forwarder.
Cross-border	Pre-arrival structured customs data before freight moves.	Data is not compliant when the freight is ready. Movement is held at origin or at the border.
Dangerous goods and temperature-sensitive	Continuous environmental evidence; audit-grade DG paperwork.	Rejection at destination. The evidence gap is discovered during a regulatory audit.

The reconstruction tax

16:00 on a claims deadline.

The receiver wants their credit. The carrier wants the charge confirmed. Finance has already raised an invoice that needs a line adjustment.

Every person in the room is reconstructing what the shipment already did.



When evidence is weak, shippers argue from memory while carriers argue from data.

The cost is conceded claims and quiet escalations in receiver terms.

The solution standard: evidence-grade delivery

Evidence is produced as a by-product of execution.

A shipment either carries its own evidence, or it does not.

The old standard (visibility).

Tracking where a box is. Useful for customer curiosity, weak for commercial disputes.

The new standard (evidence-grade).

A machine-readable, auditable commercial instrument produced at the exact moment the shipment moves.

The record is written while the shipment moves.

The operating model holds its shape every time, regardless of archetype, carrier, or lane.

The six essential elements of evidence-grade delivery

1 · Order-level link

Every parcel and pallet ties back to the commercial order.

2 · Normalised milestones

Carrier events are translated into one universal vocabulary.

3 · Automated documents

Commercial invoices, customs data, and DG labels are generated directly from the shipment data.

The single shipment record

4 · Exception detail at source

Dock-level refusals and deviations are captured precisely when they occur.

5 · Unified claims packs

Manifests, PODs, and exception notes live together as one retrievable unit.

6 · Shipment-level emissions

Computed directly from actual execution data against recognised methodologies.

Where legacy operations lose control



1.
**Visibility gaps
across carriers**

Vocabularies clash. Planners stop trusting the dashboard.

2.
**Carrier rules
governance**

Hard-coding label formats creates an invisible maintenance backlog.

3.
**Claims
assembly**

Evidence lives across four disparate systems. Recovery costs more than the payout.

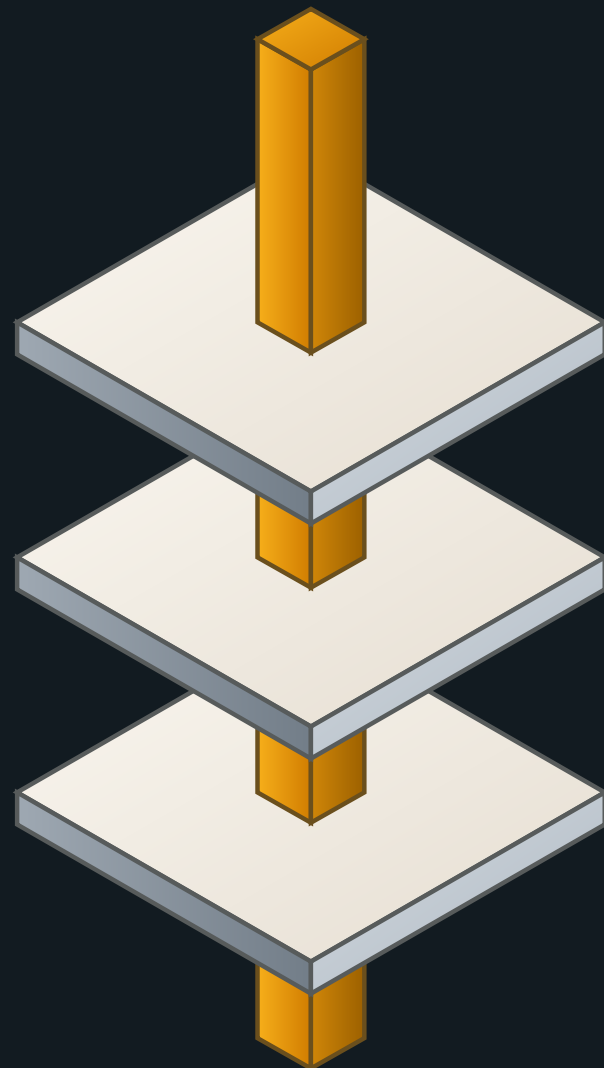
4.
**Cross-system
drift**

ERP, WMS, and TMS hold conflicting partial views, so reconciliation gets expensive.

5.
**Estimated
emissions**

Estimates built from modal averages collapse under an audit.

The nShift platform architecture



- ◆ **The core thread**
The unbroken shipment record that unites every function.
- ◆ **Reporting and reverse flow · nShift Returns, Emissions Tracker**
Claims packs and performance views read directly off the core record.
- ◆ **Milestone and exception normalisation · nShift Track**
Events from every global carrier are forced into one normalised vocabulary, with exceptions captured at source.
- ◆ **Execution surface · nShift Ship, TMS, Transsmart**
Carrier selection rules, automated documents, and customs data are executed to a common standard.

The architecture in action: removing the seams



Multi-parcel B2B · JYSK

Order-level manifests preserved across multiple carriers and pushed directly into CRM and SAP.

“ Customer service can troubleshoot and track parcels fast and easy with one-click access.



Pallet freight · Unilever Sweden

Rigid appointment-aware execution that holds 30-minute dock windows.

“ If we miss that slot, we turn around. Our transports must go exactly to schedule.



Mobile Climate Control

Multimodal · Mobile Climate Control

A shipment spine that holds across modes, standardising global shipment ordering.

“ Measurable savings in time that translate into financial benefits.

The buyer evaluation framework

Six questions that separate a feature list from an evidence-grade standard.

01 ✓ **Order-to-shipment integrity**
Does the platform hold the shipment against the commercial order, or only against the isolated parcel?

03 ✓ **Normalised data**
Does the platform translate carrier events into one universal vocabulary?

05 ✓ **Claims retrieval**
Is the claims pack retrievable as one unified unit against the shipment?

02 ✓ **Carrier governance**
Where does carrier maintenance live, and how fast does the platform adapt to changes?

04 ✓ **Customs readiness**
Are complex cross-border documents and labels generated natively from the shipment record?

06 ✓ **Traceable emissions**
Can the platform produce a shipment-level emissions report with traceable inputs?

The proof-of-fit pilot methodology

Scope the pilot to the seams that break.

The flawed approach. Three days in a sandbox ticking off a procurement template. It shows a shipment moving cleanly, but it fails to show dock refusals under production load.

The evidence-grade scope: a pilot scoped to produce a genuine operational decision.

- + **1 archetype.** For example, pallet freight into retail.
- + **1 lane.** The lane that caused the last commercial review.
- + **1 control-loss point.** For example, visibility gaps or claims assembly.

Exit logic. A pass requires all six evidence elements produced against the scoped lane on real, production shipments.

Current signals: the shrinking window

The macroeconomic forces closing the evidence gap in 2026.

The window closes.

Shippers without machine-readable, auditable evidence lose the commercial default.



01

Agentic commerce

AI buying agents place orders and evaluate suppliers. They require machine-readable, structured shipment data.



02

Structured digital freight info

eFTI regulation and ICS2 demand structured digital data before the physical movement.



03

Emissions as a procurement qualifier

Shipment-level emissions reporting is moving from a sustainability tiebreaker to a hard procurement qualifier.

THE ARCHITECTURE

Control lives at the point of execution.

Evidence assembled after the fact no longer holds up against commercial scrutiny, regulatory audits, or algorithmic procurement.

A B2B supply chain either produces a complete, auditable commercial record as a by-product of execution, or it pays the reconstruction tax on every delivery.

The new architecture is evidence-grade delivery.

READ THE FULL REPORT

nshift.com/evidence-grade-delivery >

The platform built to run the point of execution.

nShift gives B2B shippers one execution surface that produces a complete, auditable shipment record against every order, at the moment it is booked, printed, moved, and proven delivered.



1,000+ carriers 190 countries

One execution surface that plugs you into nShift's carrier network across your lanes, modes, and cross-border customs. The integrations are maintained centrally by nShift, which keeps connector work off your IT roadmap.

450+ pre-built integrations

The shipment record writes directly into the ERP, WMS, and order management systems your operations already runs on. SAP, Dynamics, Infor, and more.

20,000 businesses 25 parcels per second

Manufacturers, distributors, and 3PLs running contract-grade shipping at enterprise scale.

Gartner-recognised

Notable Vendor in the TMS Magic Quadrant Context (2024 and 2025). Representative Vendor in the Market Guide for Multicarrier Parcel Management (2024).

See the architecture against your own lane. A 30-minute conversation with our team, followed by a scoped proof-of-fit pilot on a live B2B shipment archetype.

[Book a demo >](#) | [NSHIFT.COM/BOOK-A-DEMO](https://nshift.com/book-a-demo)