

Exploring mobility opportunities in DCS

Workshop synthesis, themes & recommendations

2026 | Mark Jones

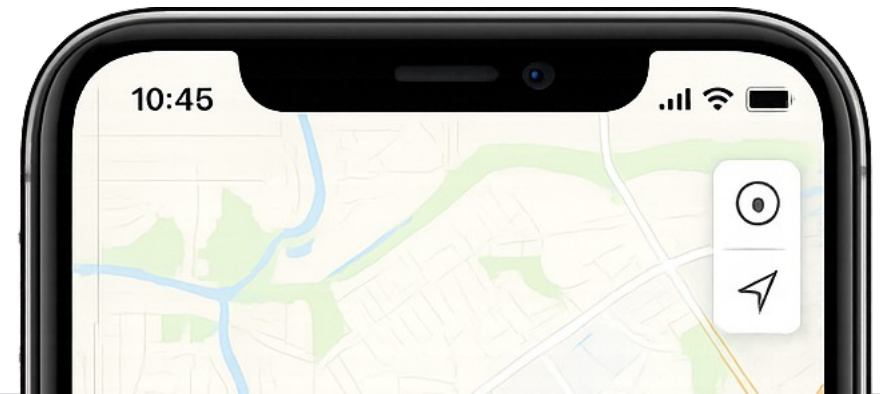
Brambles

Classification:
Public

**Mobility is powerful —
but only when
it removes work,
fits end-to-end
workflows,
and shares value across
the ecosystem**

Three headline insights

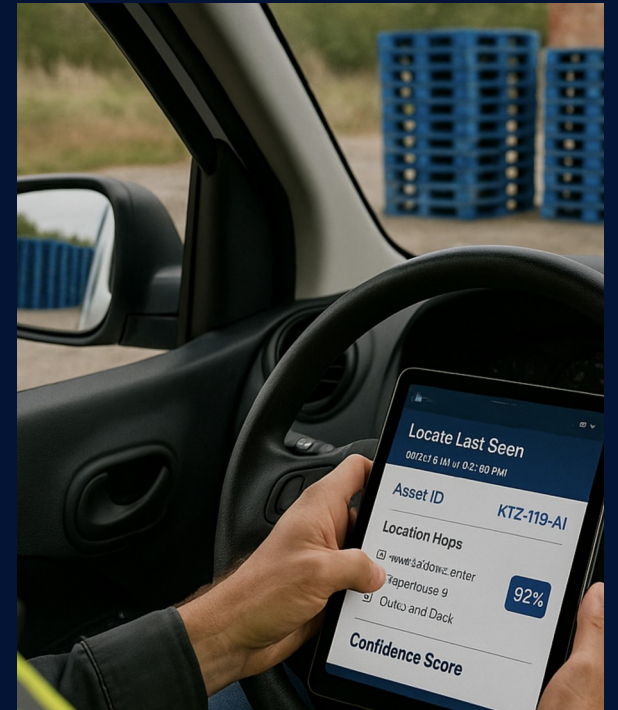
1. Most “mobility moments” **are not product opportunities on their own**
2. The strongest value sits where real-time data, decision-making, and operational workflows **intersect**
3. To win, DCS **needs a clear mobility strategy** – not a set of disconnected apps.



What is a mobility moment?

A real-world situation where a user

- Is away from a desktop
- Needs data or context
- Must act quickly
- Within a constrained environment.



Today's session

Agenda

The screenshot shows a virtual workshop interface titled "Workshop: Exploring Mobility Opportunities in DCS". The main content area is labeled "Activity 2" and contains a poll question: "Do you believe there is an opportunity for Brambles to reduce friction or add value to this mobility moment?". Below the question are three columns for responses: "I believe", "I do not believe", and "Not sure". The "I believe" column contains several sticky notes with reasons like "Scan - use technology", "We already have the space to store pallets", and "We can offer system integration". The "I do not believe" column has sticky notes like "Physical integration" and "Physical control". The "Not sure" column has sticky notes like "We need to understand the value of the system" and "We need to understand the value of the system". At the bottom of the main content area, there is a green box labeled "Opinion" with the text: "THERE IS AN OPPORTUNITY TO ADD VALUE THROUGH SCANNING, ALERTS, PALLET USE CONTROL. WE CAN OFFER SYSTEM INTEGRATION, BUT DON'T THINK WE CAN COMPETE AGAINST EXISTING STOCK CONTROL SYSTEMS". On the right side of the interface, there is a vertical list of participant video feeds, including Mark Jones, Olga Casablancas, James Cowell, Karen Rol..., Tim Klein, Tom Hacon, Linda Popic, Samreen ..., and Laura Mac... The bottom of the interface shows a timestamp of 1:05:03 / 1:20:04 and a "Mark Jones" logo.

Content

1. Why we ran the workshop
2. How the workshop ran
3. What we learned
4. Emerging themes
5. Recommendations
6. What this means for DCS.

1. Why we ran the workshop

Instead of asking the question “Do we need a mobile strategy?” we want to know:

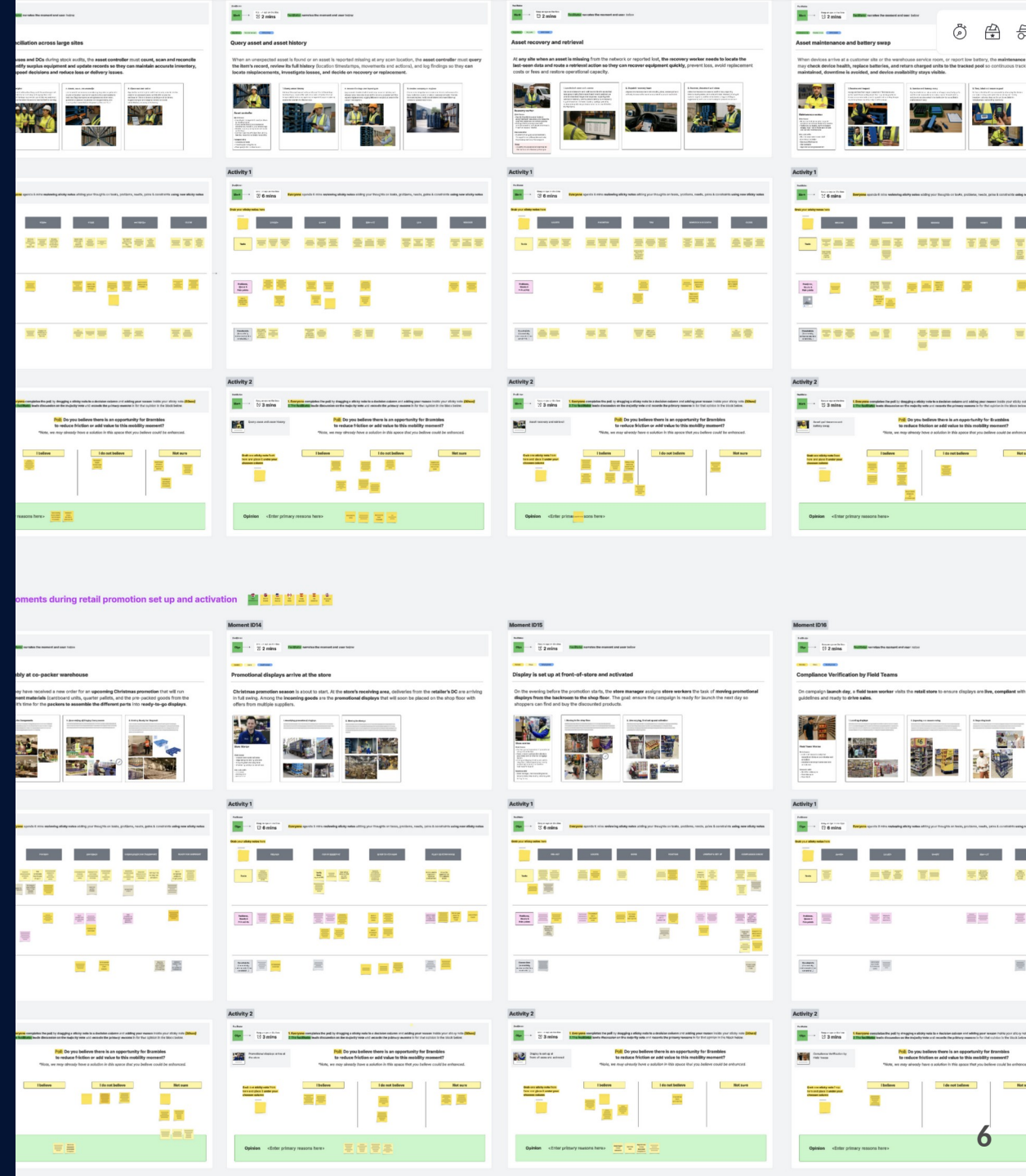
- Where do mobility moments actually exist?
- When people are away from a desktop what decisions do they need to make?
- And is there enough value in those moments to justify deeper investigation?



Background

Exploratory workshop - Not solution design

- **Goal** was to gather informed opinions based on current knowledge
- **Outcome** was intended to identify where mobility discovery is worth pursuing
- **Insights** extend beyond moments into product and strategy.



2. How the workshop ran

- **20 participants** across product, design, research, technology, and operations
- **4 cross-discipline** groups
- **12 out of 16 pre-defined** mobility moments

E2EQA

 Ricky Jury UXD	 Rima Dunn UXR	 Pedro Valente Product	 Karen Roles UXD	 Yoganand A Anandaraju Engineering	 Adib Abu Saba Implementation & Operations
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E2EQA

 Linda Popic UXR	 Dmytro Ivanchenko UXD	 Jeisson Ruiz Product	 Guille Mariscal Engineering	 Tamara Siekmann Content	 Benjamin Canete Sales
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CPV / RAM

 Mark Jones UXD	 Tom Hacon Product	 Natalie Griffin Sales	 Samreen Asad Product	 Laura MacKrell Customer success	 Phil Nicholls Engineering
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Retail promo

 Olga Casablanclas UXR	 James Cowell Product	 Nathan Polaski Product	 Tim Klein Customer process	 Jon Altozano Implementation	 Stephanie Bazin UXD
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For each moment we discussed tasks + needs + pain points + constraints

3. What we learned

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What we learned - Overview

Mobility moments at a glance

- **12 mobility moments** analysed across supplier, DC, store, transport, and asset management
- We identified **a few with strong** potential
- Several had **medium potential**
- Others were weak or **better solved through integration or workflow redesign.**



Strong opportunities

**Where mobility
does matter**

**Mobility shines when
people need timely
data on the move to
make fast, confident
decisions.**

ID04 Temperature breach detection and response in transit

Enables fast action on breaches — real value comes from integrating SCI data into transport partners' systems.

- Real-time alerts surface issues immediately
- Trip context speeds decisions
- Drivers could verify conditions on the move
- Transport-system integration ensures adoption
- **Validated with Halls Group NZ — drivers need real-time in-transit visibility to act early.**



Mobility moment When the supplier QA Manager detects a temperature breach, they contact the 3PL who then alerts the truck driver, who checks equipment and records observations so they can limit product exposure, enable rapid corrective action or rerouting, and provide traceable evidence for claims.

ID05 Retailer DC arrival and inspection

Combining SCI trip context with fast physical inspection enables confident arrival decisions.

- Highlight at-risk loads to focus inspection
- SCI trip data speeds accept/reject decisions
- Evidence capture links physical checks to journey data
- **Validated with Woolworths NZ & Cencosud in Chile — teams combine trip context with rapid inspection.**



Mobility moment At the retail DC arrival area during receipt and handover, the quality assurance team worker inspect for damage and temperature breaches, scan and record delivery labels, and isolate pallets of non-compliant products so they can prevent unsafe or incorrect deliveries, maintain quality standards and speed onward store availability.

ID11 Asset recovery and retrieval

Mobility speeds up asset recovery when SCI/RAM insight is easy to act on as part of the end-to-end workflow.

- Last-seen data directs recovery to likely locations
- SCI journey history speeds investigation
- **Iceland trial shows teams already using this data manually.**



Mobility moment When an asset is missing or reported lost, the recovery worker uses the last-seen data to locate and execute retrieval so they can recover equipment quickly, prevent loss, avoid replacement costs or fees and restore operational capacity.

Weak opportunities

**Where taking
a user centric approach
matters**

**We should not add
mobile steps that create
friction.**

ID01 Quality check of fresh goods before dispatch in supplier warehouse

Supplier QA conditions make mobile usage impractical.

- Cold-chain environment
- Gloves and protective gear
- Variable lighting and condensation
- High time pressure during dispatch
- **Validated with Casher — cold-chain conditions and protective gear make mobile use slow and impractical.**



Mobility moment At the supplier warehouse, before and during handover to logistics, the QA worker inspects produce, records defects and approves or rejects pallets so they can reduce waste and enable faster, traceable dispatch decisions.

ID03 Aggregate orders and prepare shipment at supplier site

Completing scan information — issue is workflow & integration, not mobility.

- Data not available at point of scanning
- SCI locks records once created
- Requires workflow + WMS integration, not mobile tools
- **Validated with Leaderbrand, NZ — moment accurately reflects current supplier workflow.**



Mobility moment At the supplier warehouse after order confirmation, the Operations Manager must update or complete scan information missed during packing, so delivery schedules remain accurate and retailer DC teams are ready to receive the goods.

ID09 Asset counting and reconciliation across large sites

Large-site asset counting — existing tools outperform mobility we could provide.

- Existing counting tools already meet needs
- Mobile solutions add effort without improving accuracy
- Long-term value comes from serialisation & integration
- **Validated with Woolworths, New Zealand — misaligned receipt processes cause suppliers to be billed for equipment no longer in their possession.**



Mobility moment At large warehouses and DCs during stock audits, the asset controller must count, scan and reconcile items, flag discrepancies, identify surplus equipment and update records so they can maintain accurate inventory, balance assets across sites, speed decisions and reduce loss or delivery issues.

What we learned

Conclusions and moment groupings

While the workshop was based on informed stakeholder input rather than deep research, several important observations stood out:

- **Seamless ecosystem integration** — data and processes must connect end-to-end
- **Value often sits upstream** — the highest impact isn't always where the effort happens
- **Partial solutions create new problems** — mobility must support the full workflow
- **Further research is needed** to validate customer ROI, value and market fit.



Strong moments - Enhancing the E2EQA solution

These moments strengthen the workflow by integrating insights into existing customer systems & supporting fast decisions.

- Integrate IoA into customer systems and operational workflows
- Ensure notifications form part of a complete action workflow
- Combine SCI trip/QA data with real-time physical decisions.



ID04 Temperature breach detection and response



ID05 Retailer DC arrival and inspection



ID10 Asset query and identification (*supports 04; limited standalone value*)

What we learned – moment groupings

Recommendation - Strengthen E2EQA mobility

Integrate the strongest E2EQA mobility moments into the roadmap to build a cohesive end-to-end experience:

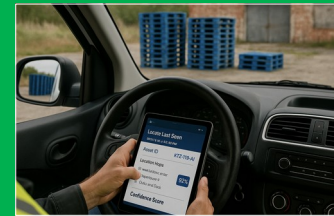
- Avoid treating moments in isolation — mobility must support the full workflow
- Don't design new workflows around limitations of existing tools
- Align moment-level improvements with longer-term product direction
- Prioritise shared-value scenarios where data supports multiple actors.



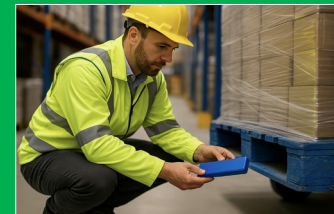
Strong / medium moments - Enhancing the RAM/CPV solution

These moments enhance workflows when customers manage Brambles-tracked assets and need reliable tools for identification, recovery and maintenance.

- Support recovery with dependable location and device data
- Strengthen recovery-to-reconciliation and maintenance workflows
- Build confidence through clear device reliability and service expectations.



ID11 Asset recovery and retrieval



ID12 Asset maintenance and battery swap



ID10 Asset query and identification *(supports ID11 and ID12; limited standalone value)*

What we learned – moment groupings

Recommendation - Strengthen RAM/CPV mobility

Enable recovery and maintenance workflows by providing reliable devices, trusted data, and a clear service model:

- Support fast asset recovery through dependable location data
- Enable recovery-to-reconciliation workflows with consistent insights
- Build customer confidence with clear expectations on device servicing and reliability.



Risky moments – Moments that impact viability of the E2EQA & Retail Promo solutions

These moments introduce misalignment or friction that mobility cannot effectively solve today.

- Underlying workflow and system issues limit mobile viability
- Mobility would introduce extra steps rather than remove work
- Better solved through integration or automation.



ID03 Completing scan info after packing



ID13 Display assembly at co-packer

What we learned – moment groupings

Recommendation – Address viability risks

- Avoid investing in workflows where mobility isn't a good fit
- Explore integration or automation alternatives that deliver more value with less friction
- Consider options beyond extending existing tools



Low-value mobility moments – Not recommended right now

Mobility does not meaningfully reduce effort or improve accuracy in these workflows.

- Limited standalone value
- Strong operational constraints
- Existing tools outperform mobile alternatives.



ID01 Supplier QA



ID06 Retail store arrival



ID09 Asset counts at large sites



ID14 Promotional displays arrival



ID15 Display setup & activation

Moments not covered – Require discovery

Further discovery is needed to understand their value, risks and feasibility.

- Not explored in the workshop
- Need deeper validation
- Potential opportunity or risk
- Moments like pallet-load association and breach-arrival inspection will be important areas for deeper discovery.



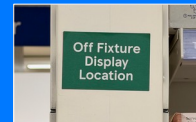
ID02 Associate pallet with load



ID07 Breach-arrival inspection



ID08 In-transit dwell



ID16 Field-team compliance verification

4. Emerging themes

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End-to-end value

- **End-to-end fit** Mobility only works when it supports the full workflow — not just a single step in the middle
- **Ecosystem value** The strongest mobility opportunities create shared value across multiple players in the supply chain, strengthening collaboration rather than optimising one party at the expense of another
- **Partial-workflow risks** Solving only one part of a process leads to inconsistent adoption and data gaps — mobility must complement the wider system.



Across the moments, the strongest opportunities were always those that connected digital context with physical action end-to-end — such as temperature breaches, DC arrival inspection and asset retrieval.

Data and systems

- **System integration** Mobility only works when SCI data flows smoothly into the systems people already use — like WMS, QA tools, transport platforms and inventory systems. Integrated systems enable mobility; siloed ones block it
- **Shared visibility** Real-time, aligned data reduces disputes, speeds decisions and keeps suppliers, retailers and logistics partners working from a single source of truth
- **Data integrity** Mobile solutions rely on accurate, timely data — if underlying data isn't complete or trusted, mobility cannot deliver meaningful value



For example, in the workshop DC QA teams struggled because arrival data lived in multiple systems, so mobility may not be able to remove any work.

Adoption and friction

- **ROI must be clear** Users adopt mobility only when the benefit is obvious, immediate — *and supported by strong underlying data*
- **Value must match effort** Extra steps for front-line teams kill adoption quickly
- **Operational constraint cannot be ignored** Cold rooms, gloves, lighting, noise and time pressure all shape feasibility
- **Real-world parallels reinforce this** At Fruit Logistica, Tive highlighted that customers could see issues through 24/7 monitoring, but still struggled to *act* quickly — a pattern that mirrors our mobility insights.



5. Recommendations

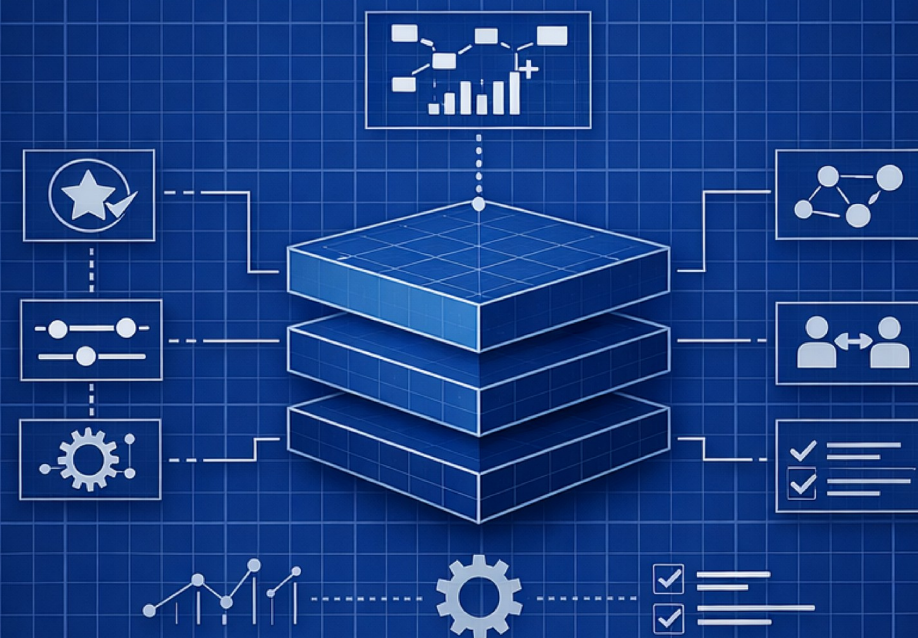
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Create a framework for mobility

- **Establish clear criteria** Define how we assess mobility ideas — value, effort, feasibility, and ecosystem impact
- **Prioritise high-value moments** Focus on opportunities that improve decision-making and reduce operational friction
- **Ensure consistent decision-making** Use the framework to avoid one-off requests and keep mobility aligned to strategy.





Recommendations

Clarify DCS's role in the value stack

- **Define where we lead** Be clear on which parts of the value stack we own — device, data, workflows, or service
- **Decide where we integrate** Identify where customers' and partners' systems should take the lead, and ensure SCI data flows into them cleanly
- **Enable a connected ecosystem** Make mobility part of a wider, interoperable landscape — not a standalone layer.

Refine value proposition and customer segments

- **Focus where mobility adds value** Prioritise segments and workflows where mobility meaningfully improves decisions or removes effort
- **Align to customer maturity** Target customers whose systems and processes can support scalable mobility adoption
- **Avoid over-tailoring** Design for shared, repeatable needs — not highly bespoke scenarios.





Recommendations

Sharpen product positioning and long-term vision

- **Anchor mobility to our product vision** Ensure mobility aligns with where the DCS portfolio is heading long-term
- **Prioritise moments that shape the roadmap** Focus on mobility opportunities that strengthen core workflows, not peripheral ones
- **Guide investment decisions** Use clear positioning to decide what we build, what we integrate, and what we leave out.

Tackle product-introduced friction explicitly

- **Separate product friction from customer problems** Identify where extra steps come from our own tools, not from user needs
- **Redesign to remove unnecessary effort** Streamline or eliminate actions that add time or complexity without delivering user value
- **Ensure mobility creates net benefit** Any mobile step must reduce workload overall, not shift effort elsewhere.



6. What this means for DCS?

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Next steps

1. Validate grouped findings with customers and partners

Focus on strong E2EQA moments, RAM/CPV workflows, and viability risks.

2. Prioritise discovery for the four moments not covered

Especially pallet-load association and breach-arrival inspection.

3. Co-design targeted briefs for the strongest mobility moments

Ensure they sit inside full workflows, not standalone apps.

4. Define ownership for integration decisions and the mobility framework

Clarify where DCS leads and where we integrate with customer systems.

5. Identify short-term improvements to reduce friction

Across E2EQA, RAM and maintenance workflows.

Questions and discussion

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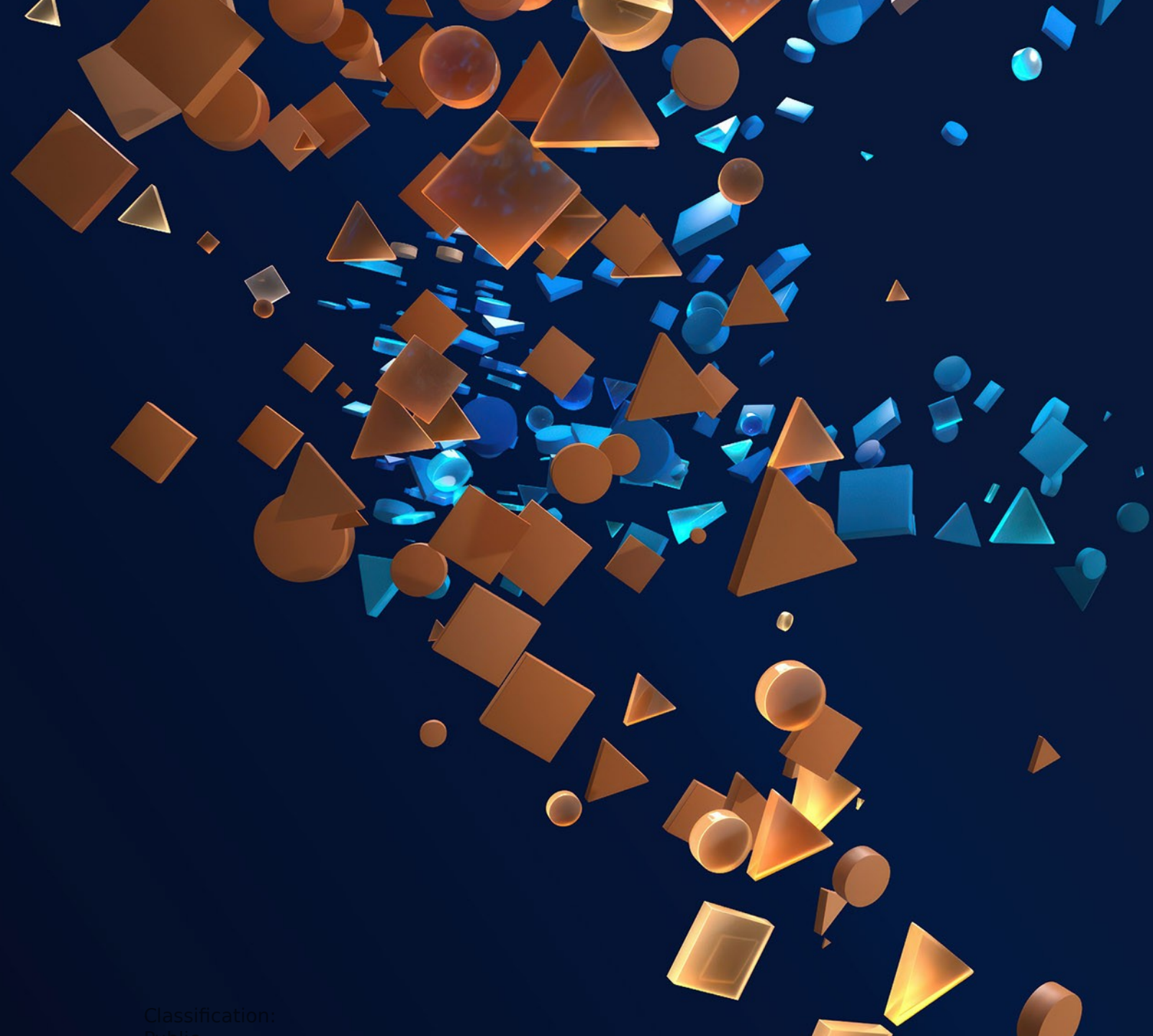


Appendix



Further reading

Document	Type	Link
Full analysis	Confluence	• Link
Workshop board	Lucid	• Link



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