



3PL BRIGHT SPOTS

2014's domestic growth sets the stage for bigger 3PL gains

By Richard Armstrong

THIRD-PARTY LOGISTICS IS a key element of a U.S. economy that is the primary bright spot in the long tunnel of the global economic recovery. In particular, the truck-related components of domestic third-party logistics have prospered during the current economic expansion.

The driver shortage has created an uneven seller's market in trucking, increasing shipper willingness to buy dedicated contract carriage. DCC has the advantage of guaranteeing capacity.

The leading dedicated contract carriers increased their number of trucks 6.8 percent in 2014 from 2013. Current hours-of-service requirements have lowered productivity by 3.4 percent, increasing the capacity crunch. J.B. Hunt Transport Services is expected to have increased DCC revenue by 12 percent for 2014. Other major truckload carriers are expected to report similar positive results in DCC. We estimate DCC net revenue grew to \$12.5 billion in 2014.

Domestic transportation management is another segment of third-party logistics benefiting from the search for truck capacity. DTM includes traditional freight brokerage and information systems-based transportation management. For domestic transportation management companies such as Echo Global Logistics, this divides into transactional and large enterprise components. Transplace is a good example

of a 3PL with a large customer, systems-based approach optimizing each day's shipments. Transplace is expanding its traditional load-by-load brokerage, but it is a minority of its business.

Echo, Coyote Logistics, TQL, and Mode Transportation are thriving with double-digit growth in the expanding DTM sector. Domestic transportation management gross and net revenues for 2014 are estimated at \$53.9 billion and \$7.7 billion, respectively.

C.H. Robinson is still the largest company by far in this segment with \$14 billion in gross revenue and \$2.1 billion in net revenue, including its recent acquisition of Freightquote. Freightquote is a survivor of the dot.com era whose addition will bring C.H. Robinson's less-than-truckload business to \$1.7 billion a year.

Another important DTM acquisition was Coyote's purchase of Access America Transport. A less publicized, but important consolidation move in this space

was Transplace's acquisition of Logistics Management Solutions, which will help the Frisco, Texas-based 3PL expand its chemical industry activity.

Given slow growth rates for global GDP (2.8 percent) and trade (3.1 percent) for 2014, international transportation management growth was muted. Expeditors International, the market leader, had a 6 percent gross revenue increase. Air freight and ocean freight were up 4 percent, based on estimates from financial analyst Baird. Expeditors handled more than 950,000 20-foot-equivalent units of containerized cargo and 795,000 metric tons of air freight. Asia-North America lanes accounted for about 80 percent of Expeditors' business.

Kuehne + Nagel's gross and net revenues were flat unless one does constant currency calculations and adjustments, although its EBIT improved by 8.2 percent. Kuehne + Nagel's containerized ocean volumes increased 8 percent, to

2014 ESTIMATED GROSS AND NET REVENUES

■ In billions of dollars. 2014 figures are estimates.

3PL SEGMENT	2014 GROSS REVENUE	2014 NET REVENUE	2014 VS 2013 NET REVENUE GROWTH
DTM	\$53.9	\$7.7	8.5%
ITM	\$48.3	\$18.8	4.5%
DCC	\$12.8	\$12.5	5.8%
VAWD	\$37.2	\$28.7	3.5%
TOTAL	\$152.2	\$67.7	4.7%



VASCOR, with a Toyota affiliate that handles extensive parts movements southbound and cars northbound. 3PL operations in Mexico are on a par with those in the United States. Major Mexican-owned dedicated contract carrier and value-added warehousing and distribution operations are well-run. Value-added warehousing and distribution locations include pick lines, radio-frequency identification and other modern features. Larger dedicated contract carrier operations have strict safety and driver controls. FEMSA Logistica drivers, for example, all have cell phones, and their tractors are tracked by GPS. Each tractor also has an emergency signaling system. Press the button and



AFNR / Shutterstock.com

THE IMPACT OF THIRD-PARTY LOGISTICS IN MAJOR DEVELOPING COUNTRIES CONTINUES TO GROW AS THEY MODERNIZE.

central dispatch knows the driver is in trouble and his location.

FEMSA also has a freight brokerage operation. In line with recent operating authority grants to 13 Mexican trucking companies, it's logical that a \$20 billion company such as FEMSA could consider expanding in the U.S.

Solid Mexican carriers such as Laredo, Texas-based Super Transport International and Chihuahua, Mexico-based GCC Transporte have strong safety programs. Granting them full operating authority is a step in the right direction toward eliminating the messy, two-step process in place for border crossing.

Estimated 3PL gross revenues in Mexico were \$13.4 billion last year. Armstrong & Associates' 2013 analysis of cross-border truck traffic shows that the average truckload value is \$52,900, with three-fourths of truckloads having carloads valued at less than \$80,000. Freight to the U.S. is worth \$2.36 a pound, according to the U.S. Department of Transportation.

Unlike North America, Europe continues to fluctuate in and out of recession, which, combined with economic austerity, is hurting its output. Based on 2014 regional revenue, Armstrong & Associates estimates 3PLs operating in the Europe region have penetrated 24 percent of the total potential market.

Consequently, the trend to outsource logistics functions to 3PLs continues to provide for growth over and above the overall economy. The best European-based 3PLs have made acquisitions to globalize their operations and participate in developing markets with higher rates of growth. Trucking in Europe has grown dramatically through the addition of smaller owner-operators, particularly in Poland.

North America has benefited from an improving U.S. economy with increasing manufacturing levels, the near-shoring of some manufacturing to Mexico and the impact of oil and natural gas surpluses.

When we look at regions, Asia-

Pacific is the largest at \$272.7 billion. We expect Asia-Pacific 3PL revenues to grow by a compound annual growth rate of about 6 percent over the next few years, led by India at 8.8 percent and Greater China at 8.1 percent.

The impact of third-party logistics in major developing countries continues to grow as they modernize. As Frank Lange of Alder Creek Consulting points out, global 3PLs continue to have the strongest overall operations in post-industrial countries. In developing countries, global 3PLs must be very good at integrating local expertise to match cultures to profitable business. DHL, for example, has done an excellent job in Brazil, and UPS has moved strongly in China.

Hot topics this year should be increased IT impact from smartphones, expanded visibility to freight and inventories, supply chains disrupted by container lines, practices, congested ports, railroad malaise about intermodal, and tight truck capacity. In short, there's plenty to keep 3PLs, transportation companies and customers busy.

It also looks like a year of good financial results for 3PLs in the U.S. and Asia. The challenge won't be slow GDP growth in these locations, but how well the 3PLs can control costs and innovate. **joc**

Richard Armstrong is chairman of Armstrong & Associates, a Wisconsin-based consulting firm for logistics companies, motor carriers and shippers. Contact him at dick@3pllogistics.com.

WHAT IF

WAS

YOUR PRODUCT NAME

ALWAYS IN STOCK EVEN IF DEMAND

INCREASED BY

?

PERCENTAGE

ACCELERATE YOUR ADVANTAGE®

Find out more at accelerateyouradvantage.com

800.323.7587 | solutions@chrobinson.com



C.H. ROBINSON

»Accelerate Your Advantage®

COMMENTARY

By Jeff Primeau

ACTING LIKE A LEAD LOGISTICS PROVIDER

DISTRIBUTION COMPANIES ARE having a difficult time adjusting their operating model to support the emergence of the omnichannel, and some are turning to lead logistics providers to overcome these challenges. But how can companies that prefer to keep their operations in-house leverage some of the best practices used by lead logistics providers in order to reduce costs and increase their bottom line? By following these three steps, distribution companies can do just that.

INVEST IN THE RIGHT TECHNOLOGIES

Although mid-market companies might not have the same budget as larger companies or lead logistics providers, it's still important for them to have a

Other execution systems that are often overlooked are transportation management systems. It's true that they help companies minimize costs by selecting the ideal provider while respecting customer's expectations, but they also help reconcile the different types of surcharges.

These premiums too often are unrecouped and paid on a monthly basis as an aggregate expense. Understanding the breakdowns of these costs can help companies drastically reduce their transportation spending. Come year-end, companies that understand in detail their transportation spending will be in a better position to negotiate new contracts with carriers.

A PROPERLY DEFINED ROADMAP ENCOMPASSES ALL FACETS OF THE BUSINESS.

well-defined technology roadmap to stay competitive. It's a rapidly changing world, and companies need the tools to be able to react quickly. Gone are the days when decisions could be made in days or weeks solely using spreadsheets.

Execution systems are typically at the heart of a distribution center, but a properly defined roadmap encompasses all facets of the business. Investing in systems to increase overall visibility and facilitate collaboration within your organization and between your suppliers and customers is key.

From a planning perspective, distributed order management systems play an important role in determining where the inventory should be allocated. They help companies react quickly to sales volumes across their networks and optimally determine stock levels across distribution centers, fulfillment centers and stores.

Although execution systems have been around for many years and are used widely, they need to be combined with optimal material handling equipment and picking systems for companies to remain flexible, especially in highly seasonal environments.

INTEGRATE YOUR SUPPLY CHAIN

Lead logistics providers make it easy to onboard suppliers and customers through electronic data interchange. They don't deal with packing slips and paper invoices to reconcile receipts; they onboard suppliers so that they can have quick access to advanced shipment notices in order to accelerate the receipt of goods and reduce processing times. This also provides them with valuable information about the amount of space required to store incoming shipments.

Companies that go beyond transactional integration, such as ASN and payment processing, by enabling collaborative demand planning and forecasting, benefit from reduced stock-outs and optimal inventory levels. Lead logistics providers also understand the value and benefits associated with having good product data. By collaborating with suppliers to maintain accurate product information, such as packaging quantities and associated bar codes, they can order standard quantities so product identification and receipt are conducted rapidly and efficiently.

For business-to-business environments, lead logistics providers maximize

customer satisfaction and reduce operating costs by working with their customers so they also order standard quantities of items — rounding up to pack, case, layer or pallet quantities. This reduces the number of touches required to fulfill an order and minimizes order-processing costs.

MAKE EVERY MOVE COUNT AND MAKE SPACE A PREMIUM

Lead logistics providers primarily make money on touches and space allocation, requiring them to have great reporting capabilities. Companies should mimic this behavior and allocate costs to each product's journey through the enterprise. By doing this, the purchasing department's decisions won't only be based on procurement costs but also will include charges such as receiving and storage. These costs are rarely

included in procurement decisions, but have shown to have a great impact on a product's margin.

With this detailed information in hand, lead logistics providers are also great at regularly managing each product's lifecycle. When a product is launched, there's typically an initial push to fill the store shelves, which requires an orchestrated collaboration so that all stores receive their products on time. As sales decline, it's important to reallocate the right space for this product in the distribution center. Most importantly is taking care of products with no more demand so actions can be taken to remove them from inventory and free up valuable storage capacity.

One of the main advantages lead logistics providers have is scale — the ability to invest in software and spread that cost over more customers, for example. But the tactics we just described are universally applicable and should help companies reduce their operating costs.

Jeff Primeau is a senior manager in the supply chain practice of management and technology consulting firm West Monroe Partners. Contact him at jprimeau@westmonroepartners.com.

THE SKILL & THE WILLSM



Skill is delivering the latest edition of a popular novel to frenzied fans.

Will is meeting a deadline everyone else considered pure fantasy.

When a publisher asked us to deliver millions of books to hundreds of stores – all on the same day – we didn't hesitate. At ABF FreightSM, we're not afraid to take on difficult or custom jobs. It's what we specialize in. We'll tailor our enterprise and LTL services to your specific shipping needs. We love the challenge. Our customers love the results. Call us with your challenge. 1-800-610-5544.

ABFSM
Freight

3PL

3PL SERVICES DIRECTORY



3PL

phone number / website / market area

	TOTAL LOGISTICS REVENUE (U.S. MILLIONS)	NUMBER OF WAREHOUSES	SCM SYSTEMS	TRANSPORTATION MANAGEMENT	WAREHOUSE MANAGEMENT	SPECIAL SKILLS
			TMS (TRANSPORTATION MANAGEMENT SYSTEM) WMS (WAREHOUSE MANAGEMENT SYSTEM) OMS OR ERP)	ORDER MANAGEMENT SYSTEM (OMS OR ERP) CARRIER MANAGEMENT & CONTRACTING DEDICATED CONTRACT CARRIAGE FREIGHT BROKERAGE POOL DISTRIBUTION MERGE IN TRANSIT HOME DELIVERY INSTALLATION/REMOVAL RAIL AIR FREIGHT FORWARDING OCEAN FREIGHT FORWARDING NVOCC CUSTOMS PORT SERVICES INVENTORY CONTROL/VENDOR MANAGEMENT PICK/PACK KITTING SUB ASSEMBLY JUST-IN-TIME (JIT) OPERATIONS HAZARDOUS MATERIALS TEMPERATURE CONTROLLED ISO CERTIFIED LOCATIONS CALL CENTERS ORDER MANAGEMENT REVERSE LOGISTICS MANAGEMENT BULK COMMODITIES HANDLING CONSULTING SERVICES LEAD LOGISTICS PROVIDER		
24/7 EXPRESS LOGISTICS 816-778-0881 / www.247expresslogistics.com / U.S.-Regional	10	1	*	*	*	
A&R LOGISTICS 815-941-5200 / www.arlogistics.net / North America	76	10	*	*	*	*
A.N. DERINGER 802-524-8110 / www.anderinger.com / International	127	18	*	*	*	*
ACCEL LOGÍSTICA 52 55 5705 2788 / www.accellogistica.com.mx / North America	49	19	*	*	*	*
ACROWELL INTERNATIONAL LOGISTICS (GUANGZHOU) 86-20-8760 9292 / www.acrowell.com / International	50	2	*	*	*	*
ACTIVE AERO GROUP 734-547-7200 / www.activeondemand.com / International	121	0	*	*	*	*
ADDISON TRANSPORTATION 972-381-1209 / www.addtrans.com / U.S.	53	0	*	*	*	*
ADI LOGISTICS 732-287-1110 / www.adi-logistics.com / U.S.-Regional	8	2	*	*	*	*
ADS LOGISTICS 800-332-0920 / www.adslogistics.com / North America	102	5	*	*	*	*
ADVANCED DISTRIBUTION SYSTEMS 201-767-7350 / www.ads-outsourse.com / U.S.-Regional	40	6	*	*	*	*
AEROSPACE PRODUCTS INTERNATIONAL 901-365-3470 / www.apeworldwide.com / International	113	5	*	*	*	*
AFN 866-766-8348 / www.loadfn.com / North America	175	0	*	*	*	*
AGILITY PUBLIC WAREHOUSING 965 1809 222 / www.agilitylogistics.com / Global	4,452	200	*	*	*	*
AIM INTEGRATED LOGISTICS 330-759-0438 / www.aimtlis.com / North America	65	2	*	*	*	*
AIMAR (502) 2269-8200 / www.aimargroup.com / Central America	15	5	*	*	*	*
AIMI LOGISTICA 506-2239-8181 / www.aimi.cr / International	8	0	*	*	*	*
AIR-CITY 852-2757 8011 / www.aircity.com / International	150	0	*	*	*	*
AIRNET CARGO CHARTER SERVICES 614-409-4900 / www.airnet.com / North America	60	0	*	*	*	*
AIT WORLDWIDE LOGISTICS 800-669-4AIT (4248) / www.aitworldwide.com / International	350	32	*	*	*	*
ALLEN LUND 800-777-6142 / www.allenlund.com / North America	450	0	*	*	*	*
ALL-LINKS LOGISTICS GROUP 86-512-66355118 / www.all-links.com.cn / China	24	2	*	*	*	*

Nearly 400 third-party logistics providers are listed in this directory, which is managed by industry research and consulting firm Armstrong & Associates. Don't see your company and think you should be listed in the JOC's next 3PL guide? Visit www.3plogistics.com/guide_candidate.htm for consideration.

3PL SERVICES DIRECTORY



3PL
phone number / website / market area

	TOTAL LOGISTICS REVENUE (US\$ MILLIONS)	NUMBER OF WAREHOUSES	SCM SYSTEMS	TRANSPORTATION MANAGEMENT	WAREHOUSE MANAGEMENT	SPECIAL SKILLS
ALMACENADORA MERCADER 52 (33) 3668-0700 / www.almer.com.mx / Mexico	21	38	*	*	*	
ALMACENADORA 506-2260-6117 / www.almacenadoracostarica.com / Central America	5	4	*	*	*	
ALMAVIVA 57 (1) 353-5800 / www.almaviva.com.co / South America	48	28	*	*	*	
ALPHA DISTRIBUTION SOLUTIONS 570-385-8420 Ext. 241 / www.alphadistsol.com / U.S.-Regional	12	4	*	*	*	
ALPOPULAR (571) 488 0088 / www.alpopular.com.co / South America	14	7	*	*	*	
AMÉRICA LATINA LOGÍSTICA 55 41 2141-7555 / www.all-logistica.com / Brazil	250	12	*	*	*	
AMERICAN GLOBAL LOGISTICS 678-436-5551 / www.americangloballogistics.com / International	198	0	*	*	*	
AMERICOLD 678-441-1400 / www.americold.com / International	1,696	177	*	*	*	
AMWARE LOGISTICS SERVICES 970-337-7000 / www.AmwareLogistics.com / U.S.	75	24	*	*	*	
APL LOGISTICS (65) 6278-9000 / www.apllogistics.com / Global	1,586	229	*	*	*	
AQUA LOGISTICS 91-22-6777 0200 / www.aqualogistics.com / International	60	3	*	*	*	
ARAMEX 962 (6) 5358855 / www.aramax.com / International	382	14		*	*	
ARCHBOLD LOGISTICS 44 01706 625 556 / www.archbold.co.uk / Europe	54	7	*	*	*	
ARS ALTMANN 49-8442-61-353 / www.ars-altmann.de / Europe	324	18	*	*	*	
ARVATO 49 5241 80-40600 / www.arvato.com / International	1,712	126	*	*	*	
ASIA SHIPPING TRANSPORTES INTERNACIONAIS +55 13 2101-7758 / www.asgroup.net / International	30	0	*	*	*	
ATLANTA BONDED WAREHOUSE 770-425-3000 / www.atlantabonded.com / U.S.-Regional	85	8	*	*	*	
ATS LOGISTICS SERVICES, D/B/A SUREWAY TRANSPORTATION 800-338-0497 / www.ats-sureway.com / North America	176	0	*	*	*	
AVERITT EXPRESS 800-283-7488 / www.averitexpress.com / North America	326	107	*	*	*	
BANNEKER INDUSTRIES 401-534-0027 / www.banneker.com / U.S.-Regional	10	4		*	*	
BARLOWORLD LOGISTICS 27 11 445 1600 / www.barloworld-logistics.com / International	456	4	*	*	*	
BARRETT DISTRIBUTION CENTERS 508-553-8800 / www.barretdistribution.com / U.S.-Regional	45	14	*	*	*	
BCUBE 39 0142 565600 / www.bcube.net / International	481	55	*	*	*	
BDP INTERNATIONAL 215-629-8900 / www.bdinternational.com / International	1,900	0	*	*	*	
BEAR TRANSPORTATION SERVICES 800-527-5380 / www.beartrans.com / North America	138	0	*	*	*	
BEIJING BAOLONG LOGISTICS 86-10-60538544 / www.bl56.com / China	80	6	*	*	*	

Moving you - and the industry - forward.



Resourceful. Reliable. Responsive.

TOTE is committed to meeting the shipping needs of today while preparing for tomorrow. Whether adding companies like Carlile Transportation Systems to our vast network of resources, or building the world's first natural gas powered containerships, our focus is on you.

TOTE proudly leads the industry in environmental responsibility and customer satisfaction by delivering supply chain solutions you and your customers can count on.



ALWAYS MOVING FORWARD

www.toteinc.com

TOTE Maritime



Totem Ocean Trailer Express



TOTE Services

Leading Edge Ship Management Solutions.

Carlile
TRANSPORTATION

3PL SERVICES DIRECTORY



3PL
phone number / website / market area

	TOTAL LOGISTICS REVENUE (US\$ MILLIONS)		NUMBER OF WAREHOUSES	SCM SYSTEMS	TRANSPORTATION MANAGEMENT	WAREHOUSE MANAGEMENT	SPECIAL SKILLS
CHENGDU ANT LOGISTICS 86-28-6829 5081 / www.chinaant.com / China	50	1	*	TMS (TRANSPORTATION MANAGEMENT SYSTEM) TMS PLANNING/OPTIMIZATION WMS (WAREHOUSE MANAGEMENT SYSTEM)	ORDER MANAGEMENT SYSTEM (OMS OR ERP) CARRIER MANAGEMENT & CONTRACTING DEDICATED CONTRACT CARRIAGE FREIGHT BROKERAGE RAIL POOL DISTRIBUTION MERGE IN TRANSIT HOME DELIVERY INSTALLATION/REMoval AIR FREIGHT FORWARDING OCEAN FREIGHT FORWARDING INVOCC	CUSTOMS PORT SERVICES INVENTORY CONTROL/VENDOR MANAGEMENT PICK/PACK KITTING	TEMPERATURE CONTROLLED ISO CERTIFIED LOCATIONS JUST-IN-TIME (JIT) OPERATIONS HAZARDOUS MATERIALS CALL CENTERS ORDER MANAGEMENT REVERSE LOGISTICS MANAGEMENT BULK COMMODITIES HANDLING CONSULTING SERVICES LEAD LOGISTICS PROVIDER
CHINA RESOURCES LOGISTICS (GROUP) 852-2374-6688 / www.crllogistics.com / Hong Kong	1,200	11	*	*	*	*	*
CHINA SHIPPING LINES (SHENZHEN) 86-755-33071259 / http://www.eil-china.com / Asia Pacific	20	1	*	*	*	*	*
CHINATRANS INTERNATIONAL 86 755 8213 8988 / www.cntrans.com / International	480	8	*	*	*	*	*
CHOICE LOGISTICS 917-344-4000 Ext. 4107 / www.choicelogistics.com / Global	87	400	*	*	*	*	*
CHONGQING QUALITY INTERNATIONAL LOGISTICS 86-23-6566 6178 / www.qualitylogistics.com.cn / China	17	2	*	*	*	*	*
CHONGQING XUEFENG REFRIGERATES LOGISTICS 86-23-61885176 / www.cxuefeng.com / China	15	3	*	*	*	*	*
CITY OCEAN LOGISTICS 86-755-33339933 / www.cityocean.com / International	120	0	*	*	*	*	*
CJ KOREA EXPRESS 81-2-3782-0114 / www.cjkoreaexpress.co.kr / International	2,592	189	*	*	*	*	*
COLUMBIAN LOGISTICS NETWORK 616-514-6000 / www.columbian.us / U.S.-Regional	44	8	*	*	*	*	*
COMMAND TRANSPORTATION 847-213-2293 / www.commandtransportation.com / North America	260	0	*	*	*	*	*
COMMERCIAL TRAFFIC, A/K/A CT LOGISTICS 216-267-2000 / www.ctlogistics.com / International	23	1	*	*	*	*	*
COMMERCIAL WAREHOUSE & CARTAGE 800-397-7825 / www.cwclogon.com / North America	38	8	*	*	*	*	*
COMMERCIAL WAREHOUSING 863-967-6801 / www.commercial-warehousing.com / U.S.-Regional	350	15	*	*	*	*	*
COMPREHENSIVE LOGISTICS 800-734-0372 / www.complog.com / North America	110	9	*	*	*	*	*
CON-WAY MULTIMODAL 866-592-3055 / www.con-way.com/en/other_modes / North America	202	0	*	*	*	*	*
CORNERSTONE SYSTEMS 901-842-0660 / www.cornerstone-systems.com / North America	226	0	*	*	*	*	*
COYOTE LOGISTICS 877-6-COYOTE / www.coyote.com / North America	2,000	0	*	*	*	*	*
CRANE WORLDWIDE LOGISTICS 281-443-2777 / www.craneww.com / International	574	39	*	*	*	*	*
CROWLEY LOGISTICS 800-CROWLEY / www.crowley.com/What-We-Do/Shipping-and-Logistics / International	155	15	*	*	*	*	*
CRST LOGISTICS 800-767-4521 / www.crstlogistics.com / North America	144	0	*	*	*	*	*
CTC INTERNATIONAL LOGISTICS 86-592-5655835 / www.ctcsea.com / China	160	2	*	*	*	*	*
CTSI-GLOBAL 901-766-1500 / www.ctsi-global.com / International	25	0	*	*	*	*	*
CWT 65 6262 6888 / www.cwtlimited.com / International	645	19	*	*	*	*	*
D.W. MORGAN 925-460-2700 / www.dwmorgan.com / International	130	15	*	*	*	*	*
D+S DISTRIBUTION 800-752-5993 / www.dsdistribution.com / U.S.-Regional	20	19	*	*	*	*	*

3PL SERVICES DIRECTORY



3PL

phone number / website / market area

	TOTAL LOGISTICS REVENUE (US\$ MILLIONS)	NUMBER OF WAREHOUSES	SCM SYSTEMS	TRANSPORTATION MANAGEMENT	WAREHOUSE MANAGEMENT	SPECIAL SKILLS
DACHSER 49 831 5916-0 / www.dachser.com / International	6,627	90	*	*	*	
DALIAN KANGNING LOGISTICS 86-411-8887 0099 / www.knlogistics.cn / China	60	0	*			
DAMCO INTERNATIONAL 31 (0)70 302 3800 / www.damco.com / International	3,212	167	*	*	*	
DB SCHENKER LOGISTICS 49 201 8781-0 / www.dbschenker.com / Global	19,732	570	*	*	*	
DEPENDABLE GLOBAL EXPRESS 800-488-4888 / www.dgxshipping.com / International	30	6	*	*	*	
DEPENDABLE HAWAIIAN EXPRESS 800-488-4888 / www.dhx.com / U.S. & International	245	8	*			
DE WELL GROUP 86-021-61031877 / www.de-well.com / International	300	2	*			
DERBY SUPPLY CHAIN SOLUTIONS 502-451-7373 / www.berdylc.com / North America	100	10				
DEUFOL SE 49 6122-50-00 / www.deufol.com / International	424	60	*			
DFDS LOGISTICS 45 3342 3342 / www.dfdslogistics.com / Europe	745	15				
DHL SUPPLY CHAIN & GLOBAL FORWARDING 49 228 18272021 / www.dhl.com / Global	31,432	2,400	*	*	*	
DIMERCO EXPRESS GROUP 886-22796-3660 / www.dimerco.com / International	477	14	*			
DSC LOGISTICS 847-390-6800 / www.dsclogistics.com / U.S.	340	49	*			
DSN CHEMICAL TRANSPORTATION 905-607-6775 / www.chemicaltransportation.com / North America	15	0	*			
DSV 45 43 20 30 40 / www.dsv.com / International	8,140	250	*			
E*FILL AMERICA 404-510-6337 / www.efillamerica.com / U.S.-Regional	26	175	*			
EAGLE ALLIANCE INTERNATIONAL LOGISTICS BEIJING 86-10-59767262 / www.eafreight.com / China	3	0	*			
ECHO GLOBAL LOGISTICS 800-354-7993 / www.echo.com / International	884	0	*			
EMERALD FREIGHT EXPRESS 353 1 8427 666 / www.emerald-freight.com / International	1	2				
EMONS SPEDITION 49 2 21-9 83 51-0 / www.emons.de / International	469	19	*			
ENGLAND LOGISTICS 801-656-4718 / www.englandlogistics.com / North America	798	2	*			
EPES LOGISTICS SERVICES 336-665-1553 / www.epeslogistics.com / North America	56	1	*			
E-ROAD LOGISTICS 86-755-29601111 / www.e-henglu.com / China	80	4	*			
ESA LOGISTICS (HK) 852-2838-9096 / www.esa-ship.com / China	40	1	*			
ESTES FORWARDING WORLDWIDE 855-433-9669 / www.efnow.com / International	104	4	*			
EVANS DISTRIBUTION SYSTEMS 313-388-3200 / www.evansdist.com / U.S.-Regional	50	12	*			
EVERLINK INTERNATIONAL LOGISTICS 86-512-57358868 / www.everlinkintl.com / China	70	2				

3PL SERVICES DIRECTORY



ARMSTRONG
ASSOCIATES, INC.

3PL

phone number / website / market area

	TOTAL LOGISTICS REVENUE (US\$ MILLIONS)	NUMBER OF WAREHOUSES	SCM SYSTEMS	TRANSPORTATION MANAGEMENT	WAREHOUSE MANAGEMENT	SPECIAL SKILLS
EWALS CARGO CARE 0031-77-3202202 / www.ewals.com / International	705	15	*	*	*	*
EXEL (DHL SUPPLY CHAIN - AMERICAS) 800-272-1052 / www.exel.com / Americas	4,600	534	*	*	*	*
EXPEDITORS 206-674-3400 / www.expeditors.com / Global	6,080	257	*	*	*	*
FAC FOOD LOGISTICS 800-285-7004 / www.faclogistics.com / North America	100	0	*	*	*	*
FANS TRANS INTERNATIONAL 852-2320-2880 / www.fanstrans.com / China/Hong Kong	30	0	*	*	*	*
FATTON 33 04 72 15 63 63 / www.fatton.com / International	125	5	*	*	*	*
FEDEX TRADE NETWORKS AND FEDEX SUPPLYCHAIN 901-684-4800 / www.fedex.com / Global	1,387	40	*	*	*	*
FIDELITONE 847.487.3300 / www.fidelitone.com / North America	480	35	*	*	*	*
FIEGE LOGISTIK STIFTUNG 49 (257) 999-0 / www.fiege.com / International	2,090	210	*	*	*	*
FREEPOR LOGISTICS 602-233-3891 / www.freepor-logistics.com / U.S.-Regional	11	2	*	*	*	*
FREIGHTQUOTE.COM 800-323-5441 / www.freightquote.com / North America	590	1	*	*	*	*
G&D INTEGRATED 800-451-6680 / www.gdintegrated.com / U.S.-Regional	175	11	*	*	*	*
GEFCO 33 (0)1 49 05 21 21 / www.gefco.net / International	5,300	40	*	*	*	*
GENCO 800-677-3110 / www.genco.com / North America	1,509	140	*	*	*	*
GEODIS 33-1-56-76-26-00 / www.geodis.com / International	6,108	600	*	*	*	*
GIRAG 57 (1) 414-7010 / www.girag.com / South America	30	6	*	*	*	*
GLOBALTRANZ ENTERPRISES 866-275-1407 / www.globaltranz.com / U.S.	271	0	*	*	*	*
GNK LOGÍSTICA 52 55 5265 9500 / www.gnkl.mx / Americas	12	3	*	*	*	*
GRUPO 3PL 58 (212) 212-1400 / www.grupo3pl.com / Latin America	80	21	*	*	*	*
GRUPO PORTEO 52-81-8625 9000 / www.porteogroup.com / Mexico	21	23	*	*	*	*
GRUPO TPC 55 71 2108-9798 / www.grupotpc.com / Brazil	150	13	*	*	*	*
GUANGDONG GOLDJET INTERNATIONAL LOGISTICS 86-20-66601833 / www.goldjet.com.cn / China	100	1	*	*	*	*
GUANGZHOU CITY STAR LOGISTICS 86-20-8199 6868 / www.socl.net / China	100	6	*	*	*	*
GUANGZHOU HUTCHISON LOGISTICS SERVICES 86-021-61313536 / www.hutchison-ls.com / China	29	30	*	*	*	*
HAN WAN INTERNATIONAL LOGISTICS (CHINA) 86-21-51607988 / www.hanwan.com.cn / China	120	1	*	*	*	*
HANGZHOU FURI LOGISTICS 86-571-8692 3969 / www.frlogistics.com / China	25	6	*	*	*	*
HANGZHOU HUASHANG LOGISTICS 86-571-2805 2280 / www.hzhs56.com / China	20	5	*	*	*	*
HANOVER LOGISTICS 717-630-0016 / www.hanoverlogistics.com / U.S.-Regional	15	3	*	*	*	*

3PL SERVICES DIRECTORY



3PL
phone number / website / market area

	TOTAL LOGISTICS REVENUE (US\$ MILLIONS)	NUMBER OF WAREHOUSES	SCM SYSTEMS	TRANSPORTATION MANAGEMENT	WAREHOUSE MANAGEMENT	SPECIAL SKILLS
KANE IS ABLE 888-356-KANE (5263) / www.kaneisable.com / North America	145	18	*	*	*	*
KELLER LOGISTICS GROUP 419-785-3208 / kellerlogistics.com / U.S.	50	8	*	*	*	*
KENCO LOGISTIC SERVICES 423-643-3316 / www.kencogroup.com / North America	580	90	*	*	*	*
KERRY LOGISTICS 852 2410 3600 / www.kerrylogistics.com / International	2,575	800	*	*	*	*
KEYSTONE DEDICATED LOGISTICS 877-535-7717 / www.kdlog.com / International	19	2	*	*	*	*
KINGWAY TRANSPORTATION 86-755-8364 6628 / www.kwtrans.com.cn / China	100	0	*	*	*	*
KINTETSU WORLD EXPRESS 81-3-6863-6440 / www.kwe.com / Global	2,718	172	*	*	*	*
KNICHEL LOGISTICS 724-449-3300 / www.knichellogistics.com / North America	39	0	*	*	*	*
KNIGHT TRANSPORTATION 800-989-2000 / www.knighttrans.com / U.S.	147	1	*	*	*	*
KONSORTIUM LOGISTIK BERHAD 603 5121 9988 / www.klb.my / Asia Pacific	87	2	*	*	*	*
KONTANE LOGISTICS 843-352-0011 / www.kontanelogistics.com / U.S.-Regional	23	6	*	*	*	*
KUEHNE + NAGEL INTERNATIONAL 201-413-5500 / www.kuehne-nagel.com / Global	22,587	500	*	*	*	*
L&M TRANSPORTATION SERVICES 800-632-3030 / www.lmts.com / North America	25	0	*	*	*	*
LANDAIR 888-LANDAIR (526-3247) / www.landair.com / U.S.	110	12	*	*	*	*
LANDSTAR SYSTEM 800-872-9400 / www.landstar.com / International	1,301	0	*	*	*	*
LANEY & DUKE TERMINAL WAREHOUSE 904-798-3500 / www.laneyduke.com / U.S.-Regional	5	4	*	*	*	*
LEANCOR SUPPLY CHAIN GROUP 859-283-9933 / www.LeanCor.com / North America	19	2	*	*	*	*
LEGACY SUPPLY CHAIN SERVICES 800-361-5028 Ext. 6 / www.legacyscs.com / North America	401	42	*	*	*	*
LESAINT LOGISTICS 877-Know3PL / www.lesaint.com / North America	65	14	*	*	*	*
LEVENT 55 11 3179 0001 / www.levent.com.br / Brazil	8	0	*	*	*	*
LF LOGISTICS 852 2300 2300 / www.lifung.com / International	526	150	*	*	*	*
LGI LOGISTICS GROUP INTERNATIONAL 49 (0) 7032 2291 0 / www.lgi.de / Europe	416	45	*	*	*	*
LILY TRANSPORTATION 781-449-8811 / www.lily.com / U.S.-Regional	70	0	*	*	*	*
LIVINGSTON INTERNATIONAL 800-837-1063 / www.livingstonintl.com / International	415	10	*	*	*	*
LOG-IN LOGÍSTICA INTERMODAL 55 21 2111-6500 / www.loginlogistica.com.br / Brazil	377	0	*	*	*	*
LOGÍSTICA INDUSTRIAL (562) 413 4000 / www.loginsa.com / Chile	50	6	*	*	*	*
LOGISTICS MANAGEMENT SOLUTIONS 800-355-2153 / www.lmslogistics.com / North America	150	0	*	*	*	*
LOGWIN 352 719690-1353 / www.logwin-logistics.com / International	1,620	370	*	*	*	*

3PL SERVICES DIRECTORY



3PL
phone number / website / market area

	TOTAL LOGISTICS REVENUE (US\$ MILLIONS)	NUMBER OF WAREHOUSES	SCM SYSTEMS	TRANSPORTATION MANAGEMENT	WAREHOUSE MANAGEMENT	SPECIAL SKILLS
NISSIN/NISSIN GROUP 81 45 671 6111 / www.nissin-tw.co.jp / International	1,420	45	*	TMS (TRANSPORTATION MANAGEMENT SYSTEM) WMS (WAREHOUSE MANAGEMENT SYSTEM) ORDER MANAGEMENT SYSTEM (OMS OR ERP) CARRIER MANAGEMENT & CONTRACTING DEDICATED CONTRACT CARRIAGE FREIGHT BROKERAGE	POOL DISTRIBUTION MERGE IN TRANSIT HOME DELIVERY INSTALLATION/REMOVAL AIR FREIGHT FORWARDING OCEAN FREIGHT FORWARDING INVOCC CUSTOMS PORT SERVICES INVENTORY CONTROL/VENDOR MANAGEMENT PICK/PACK KITTING SUB ASSEMBLY HAZARDOUS MATERIALS	ISO CERTIFIED LOCATIONS CALL CENTERS ORDER MANAGEMENT REVERSE LOGISTICS MANAGEMENT BULK COMMODITIES HANDLING CONSULTING SERVICES LEAD LOGISTICS PROVIDER
NNR GLOBAL LOGISTICS 813-4332-5060 / www.nnrco.jp/global_logistics/index.htm / Global	1,745	91	*	*	*	*
NONSTOPDELIVERY 703-964-9500 / www.nonstopdelivery.com / U.S.	40	0	*	*	*	*
NORBERT DENTRESSANGLE 33 (0)4 72 83 66 00 / www.norbert-dentressangle.com / International	2,782	281	*	*	*	*
ODW LOGISTICS 614-497-1660 / www.odwlogistics.com / U.S.	123	15	*	*	*	*
ODYSSEY LOGISTICS & TECHNOLOGY 203-448-3900 / www.odysseylogistics.com / International	500	0	*	*	*	*
OHL 877-401-6400 / www.ohl.com / International	1,290	130	*	*	*	*
OIA GLOBAL 503-736-5900 / www.oia-global.com / International	500	6	*	*	*	*
OM HEALTHCARE LOGISTICS 804-723-7000 / www.omhcl.com / U.S.	30	2	*	*	*	*
ONEST LOGISTICS 52 55 5010 5810 / www.grupoonest.com / Mexico	36	29	*	*	*	*
OOL LOGISTICS (852) 2990 0100 / www.oocllogistics.com / International	596	300	*	*	*	*
ORIENTAL LOGISTICS HOLDINGS 852 2541 3337 / www.orientallogistics.com.cn / Asia Pacific	22	6	*	*	*	*
P.G. LOGISTICS GROUP 400-8856568 / www.pgl-world.com / China	250	10	*	*	*	*
PACIFIC MOUNTAIN LOGISTICS 909-581-7590 / www.pacmtnlog.com / U.S.-Regional	5	5	*	*	*	*
PANALPINA WORLD TRANSPORT (HOLDING) 41 61 226 11 11 / www.panalpina.com / Global	7,293	160	*	*	*	*
PANTOS LOGISTICS 82-2-3771-2114 / www.pantos.com / International	2,546	89	*	*	*	*
PATTERSON WAREHOUSES 901-344-2600 / www.patwar.com / North America	28	7	*	*	*	*
PENSKE LOGISTICS 800-529-6531 / www.penske logistics.com / International	968	105	*	*	*	*
PENTA GLOBAL LOGISTICS 86-10-6460 6290 / www.penta-logistics.com / China	60	1	*	*	*	*
PERFECTEVER LOGISTICS (NINGBO) 86-574-8702 5641 / www.nbtel.com / China	300	2	*	*	*	*
PERFORMANCE TEAM 562-345-2200 / www.performanceteam.net / U.S.-Regional	255	21	*	*	*	*
PFSWEB 800-920-4959 / www.pfsweb.com / International	242	6	*	*	*	*
PILOT FREIGHT SERVICES 610-891-8100 / www.pilotdelivers.com / International	488	70	*	*	*	*
PLS LOGISTICS SERVICES 724-814-5100 / www.plslogistics.com / North America	399	0	*	*	*	*
POH TIONG CHOON LOGISTICS 65 6268 2522 / www.ptclogistics.com.sg / Singapore	86	2	*	*	*	*
PORT LOGISTICS GROUP 973-249-1230 Ext. 1310 / www.portlogisticsgroup.com / U.S.	165	12	*	*	*	*

3PL SERVICES DIRECTORY



3PL

phone number / website / market area

	TOTAL LOGISTICS REVENUE (US\$ MILLIONS)	NUMBER OF WAREHOUSES	SCM SYSTEMS	TRANSPORTATION MANAGEMENT	WAREHOUSE MANAGEMENT	SPECIAL SKILLS
WEL 800-333-4415 / www.welcompanies.com / U.S.	27	12	*	*	*	*
WERNER EGERLAND AUTOMOBILLOGISTIK 49-5-41-56-05-0 / www.egerland.de / Europe	101	9	*	*	*	*
WERNER ENTERPRISES DEDICATED & LOGISTICS 800-228-2240 / www.werner.com / International	1,138	0	*	*	*	*
WHEELS GROUP 800-663-6331 / www.wheelsgroup.com / North America	345	0	*	*	*	*
WINCANTON 44 1249 710000 / www.wincanton.co.uk / Europe	1,695	200	*	*	*	*
WISEPOWER TRANSPORTATION & DISTRIBUTION (GUANGZHOU) 86-20-8676 7799 / www.wtdchina.com / China	160	2	*	*	*	*
WORLDWIDE LOGISTICS GROUP 86-21-6132 2333 / www.worldwide-logistics.cn / China	600	3	*	*	*	*
WOW LOGISTICS 800-236-3565 / www.wowlogistics.com / U.S.-Regional	47	21	*	*	*	*
WSI 920-731-3115 / www.wsinc.com / North America	150	52	*	*	*	*
WUHAN DADAO LOGISTICS 86-27-83550339 / www.ddwl.com.cn / China	16	1	*	*	*	*
WUHAN VICTORY FAVOURABLE LOGISTICS 86-27-8338 9639 / www.wuhanjl.com / China	60	4	*	*	*	*
WUHU ANNOTO LOGISTICS 86-553-5966450 / www.annoto.com.cn / China	200	30	*	*	*	*
XIAMEN ITG TIDAK LOGISTICS 86-592-2657333 / www.itg-logistics.com / China	160	3	*	*	*	*
XIAMEN WINTRANS LOGISTICS 86-592-8065305 / www.wintrans.com.cn / China	80	0	*	*	*	*
XPO LOGISTICS 203-413-4000 / www.xpologistics.com / North America	2,000	0	*	*	*	*
YOBEL SUPPLY CHAIN MANAGEMENT 51-614-3400 / www.yobelscm.biz / International	140	20	*	*	*	*
YUSEN LOGISTICS 03-6703-8111 / www.yusen-logistics.com/global / Global	4,042	469	*	*	*	*
ZE HAN LOGISTICS 86-0532-87877777 / www.zehan.com.cn / China	30	1			*	*
ZEPHYR LOGISTICS 86-10-8471 5588 / www.zephyrlogistics.com / China	70	3	*	*	*	*
ZHEJIANG CHASEN FREIGHT FORWARDING 86-571-8526 4050 / www.chasenshipping.com / China	50	0	*	*	*	*
ZHEJIANG INT'L LOGISTICS 86-571-8538 2171 / wl.intmedic.com / China	15	2	*	*	*	*
ZHEJIANG JIULONG INTERNATIONAL LOGISTICS 86-574-8719 9888 / www.jll.com.cn / China	80	1	*	*	*	*
ZHEJIANG LUTONG LOGISTICS 86-576-8571 6677 / www.zjltwl.com / China	65	1	*	*	*	*
ZHEJIANG SUMARR INTERNATIONAL TRANSPORTATION 86-571-82376666 / www.sunmarr.com / China	55	1	*	*	*	*
ZIMAG LOGISTICS 52 55 1940 1900 / www.sezimag.com.mx / Mexico	80	14	*	*	*	*

ADVERTISING

We have The Skill & The WillSM to creatively solve your transportation challenges. Our laser focus is on minimizing the effects of freight transportation challenges with a customized solution for specific needs.

From small business owners to Fortune 100 companies, our loyal customers benefit from complementary services and solutions from a source that's been delivering on a promise of quality for more than 90 years. No matter the challenge, we'll find a way.

3801 Old Greenwood Road
Fort Smith, AR 72903
800-610-5544
abf.com



Use **C.H. ROBINSON** to Accelerate Your Advantage® in the global supply chain. A single, global technology platform, operated by logistics professionals, enables shipment optimization and data integration for a variety of industries, including produce sourcing.

Customers obtain visibility to inbound and outbound freight and details about global supply chain costs that they may not be able to gather on their own. All of this simplifies the complexities of international trade for companies of any size.



Founded in 1969, **MACQUARIE** is a global financial services firm with a focus on providing a diversified range of capabilities to institutional and corporate clients and counterparties around the world.

The firm specializes in corporate finance, advisory, equity and debt capital markets, structuring and distribution, private equity placements and principal investments.

With extensive expertise across sectors, **MACQUARIE** delivers effective solutions to a broad range of clients around the globe.



TOTE is a leading transportation and logistics company, overseeing some of the most trusted companies in the United States.

TOTE Maritime brings unmatched reliability and service to the Alaska and Puerto Rico markets.

TOTE Services offers crewing and technical services for commercial, privately owned and U.S. government vessels. Carlile Transportation ensures freight arrives in perfect condition to the world's most challenging destinations.

TOTE is part of the Saltchuk family of companies.
www.toteinc.com

