



# Third-Party Warehousing Logistics

## A Dynamic Industry of Growth & Opportunity



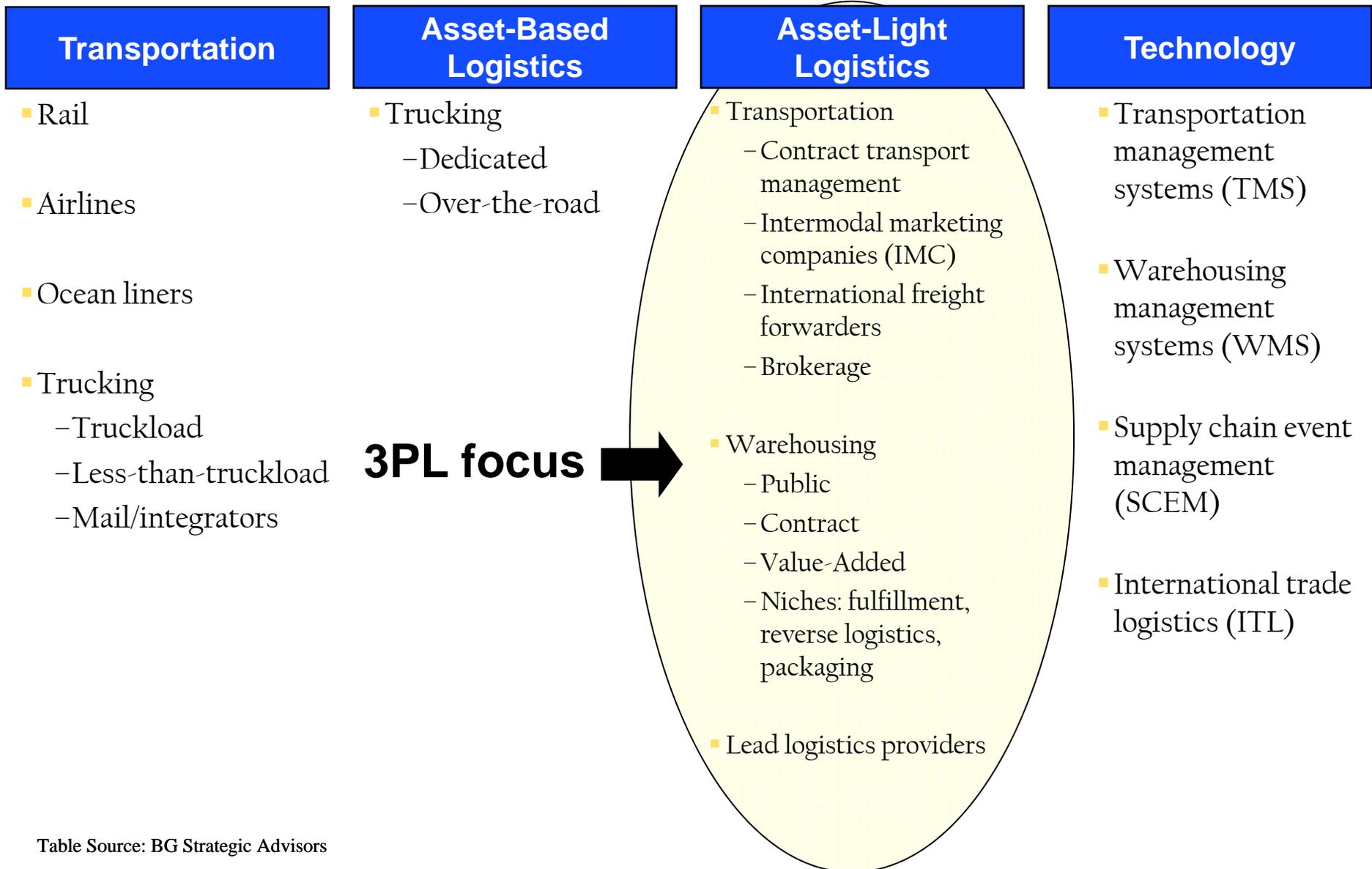
Joel D. Anderson, President & CEO  
International Warehouse Logistics Association



## Who are IWLA 3PLs?

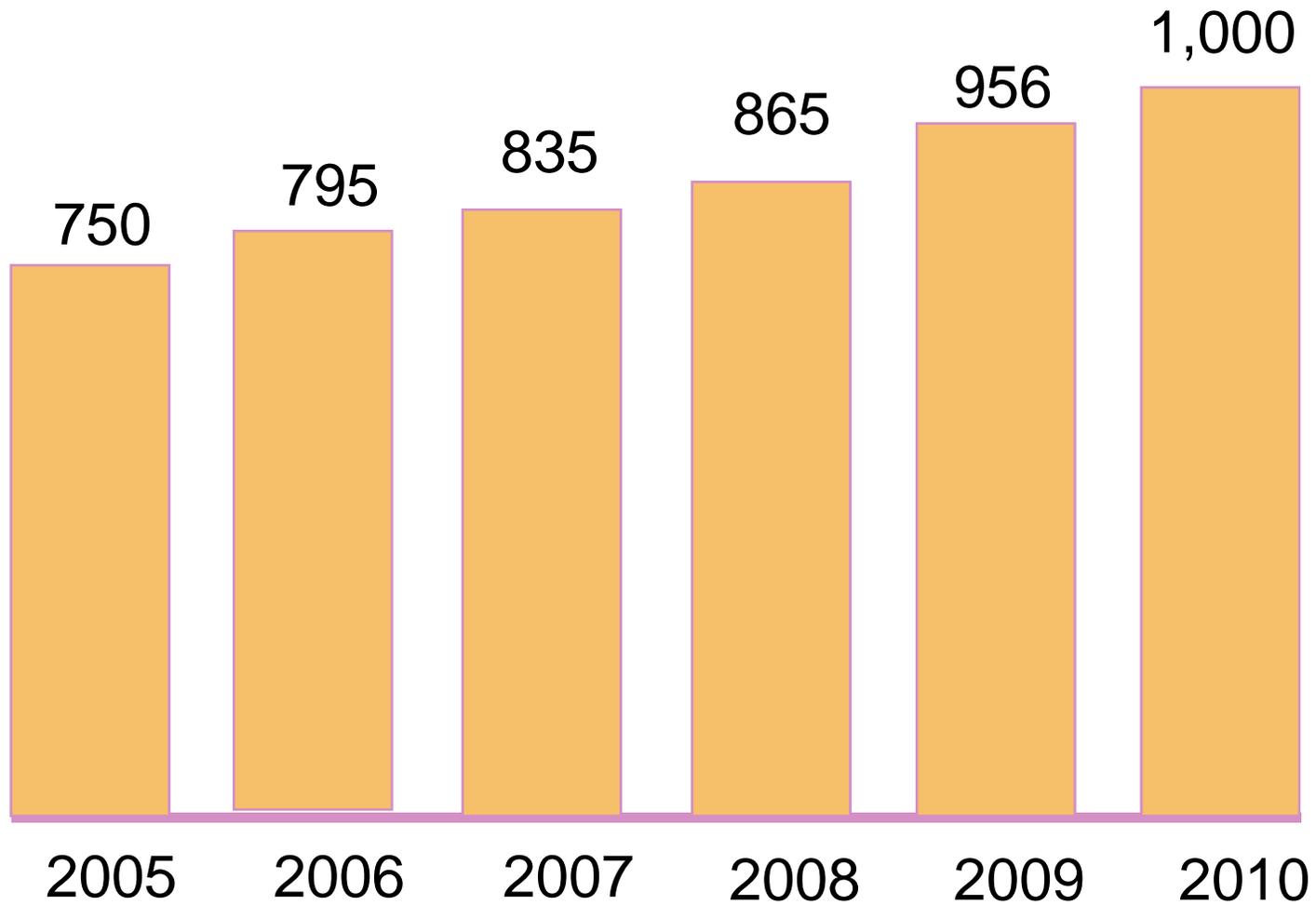
- Companies with more than 800 million square feet of public and contract warehousing space
- Members have more than 2,000 locations in the United States, Canada, Mexico and South America combined.
- The industry took off after deregulation and the ability to improve supply-chain efficiency.

# 3PL Focus

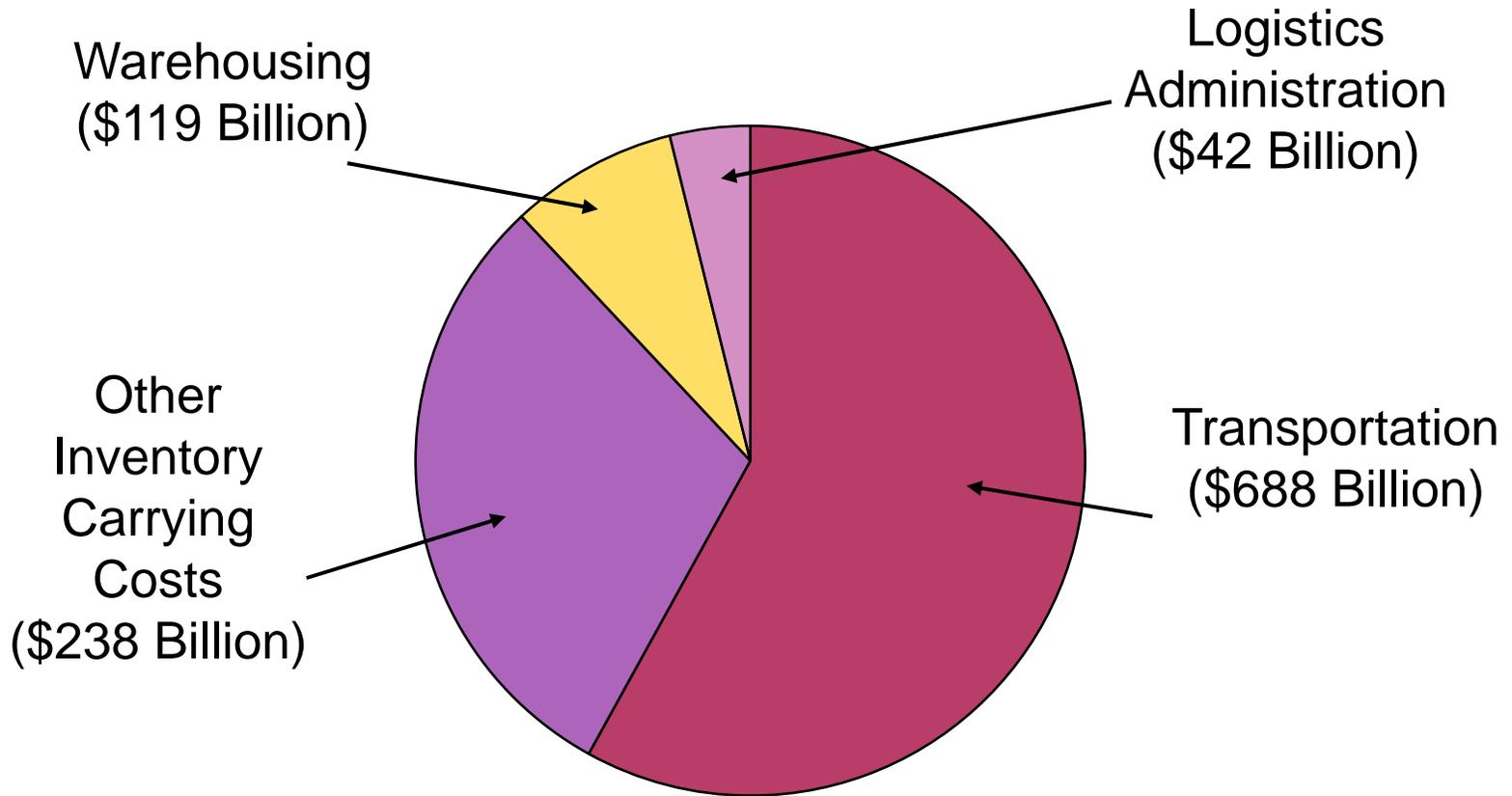


# Logistics Market

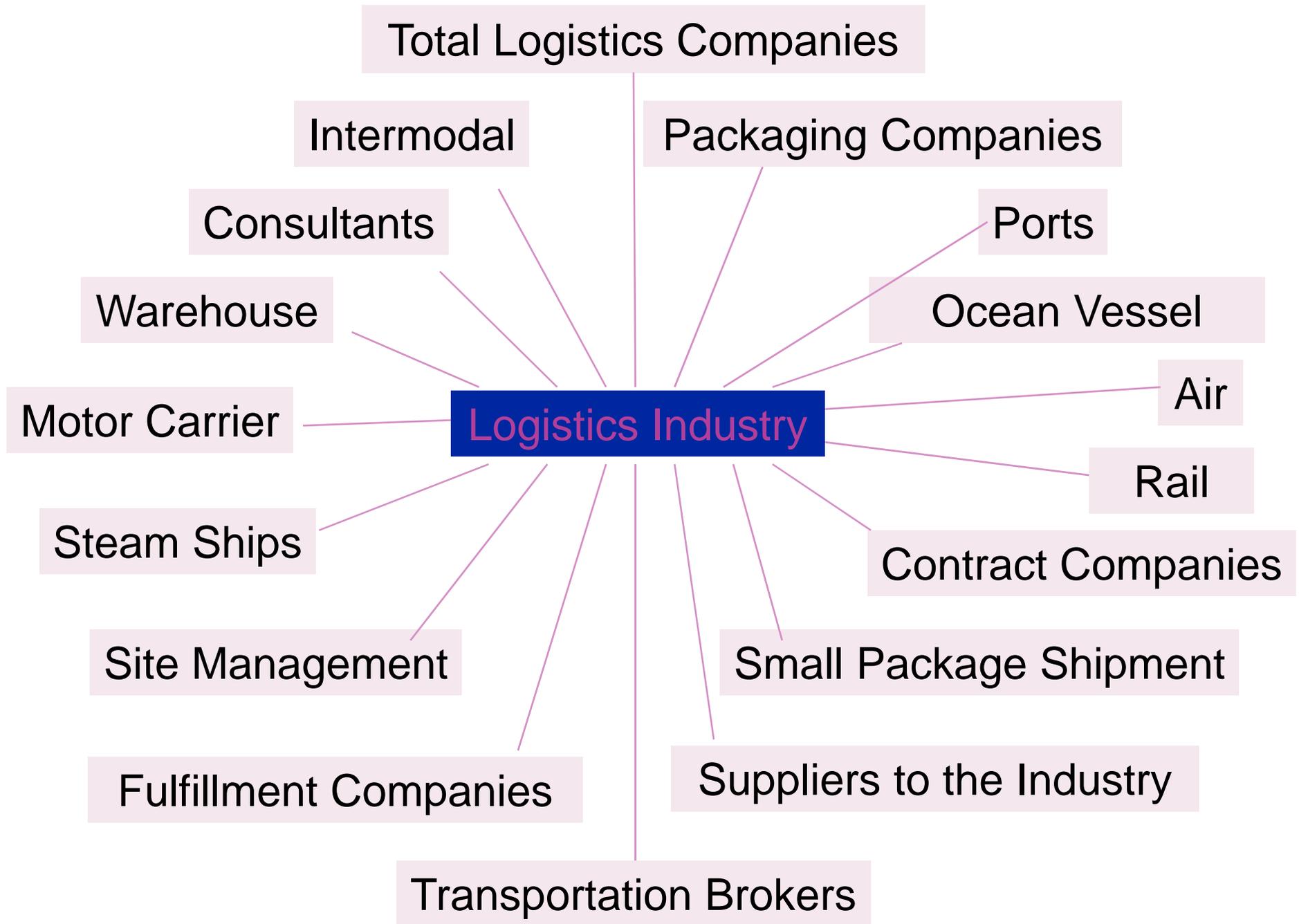
*U.S. Dollars, Billions*



# Components of Domestic Supply-Chain Costs



**Total = \$1.087 Trillion**



# Diversity of Industry

- Single City
- Regional
- Multi-Regional
- National/North American
- International
- 97 percent are privately held
- 60 percent have trucking operations



# Facilities

- Interstate and rail connections
- Access to freight corridors
- Labor pool tied to location
- Truck access
- Secure perimeters
- Labor intensive



# Employment

- 550,000 workers
- Entry level
- Career ladders
- Promote from within
- Can be seasonal



# Major 3PL Issues

- Trade and Commerce Regulations
- Infrastructure Funding
- Supply-Chain Security
  - Pharma
  - Food
  - Consumer Products
- Labor Law
- Business Taxation and Nexus



# What does the future hold?

- Relentless focus on improving customer value;
- More and better competition *AND collaboration* among traditional competitors;
- Continued expansion, acquisition and consolidation;
- Infrastructure and congestion challenges intensify;
- Single point of contact for customers;
- Improved service and pull-out costs;
- Increasingly important strategic alliances; and
- Expansion of global markets (and the ability for 3PLs to provide services).