Dedicated Contract Carriage vs. Dedicated Truckload Capacity

The Search for Untapped Capacity

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ABOUT ARMSTRONG & ASSOCIATES, INC.

Armstrong & Associates, Inc. (A&A) was established in 1980 to meet the needs of a newly deregulated domestic transportation market. Since then, through its leading Third-Party Logistics (3PL) market research and history of helping companies outsource logistics functions, A&A has become an internationally recognized key resource for 3PL market information and consulting.

A&A's mission is to have leading proprietary supply chain knowledge and market research not available anywhere else. As proof of our continued work in supporting our mission, A&A's 3PL market research is frequently cited in media articles, publications, and securities filings by publicly traded 3PLs. In addition, A&A's email newsletter currently has over 88,000 subscribers globally.

A&A's market research complements its consulting activities by providing continually updated data for analysis. Based upon its unsurpassed knowledge of the 3PL market and the operations of leading 3PLs, A&A has provided strategic planning consulting services to over 30 3PLs, supported 24 closed investment transactions, and provided advice to numerous companies looking to benchmark existing 3PL operations or outsource logistics functions.

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Table 1. DCC versus DTC – Major Characteristics

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Figure 3. DCC versus DTC – Contract Terms

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This report incorporates the ongoing market research from our Who's Who in Logistics Online 3PL guide, specific market research performed this year on the Dedicated Truckload Capacity and Dedicated Contract Carriage segments, and our analysis of the dedicated transportation industry.

Market Research

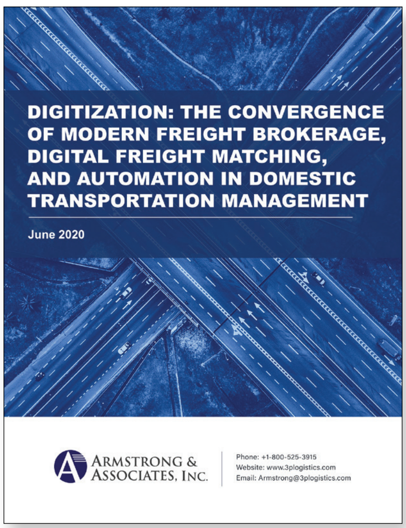
New Releases from Armstrong & Associates, Inc.

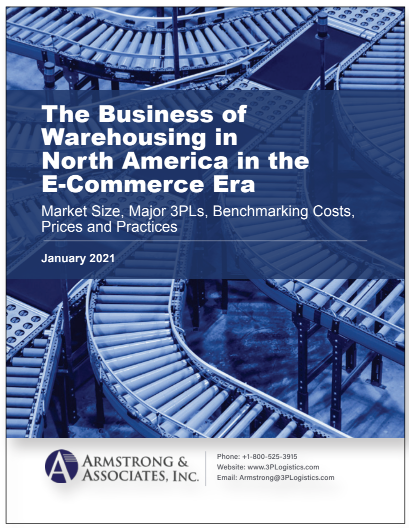
ARMSTRONG & ASSOCIATES, INC.

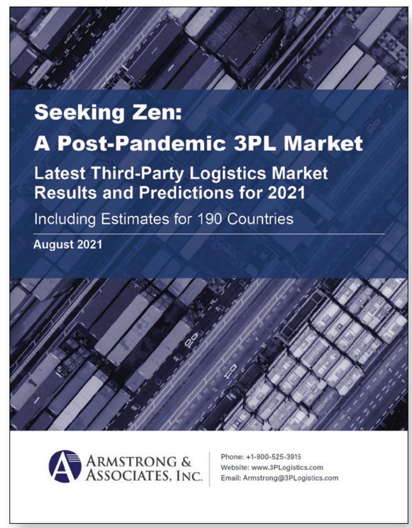
Expert Information Service: A&A's premium market research and online 3PL guide.

Expert Information Service (E.I.S.)

Our premium market research and analysis offering includes access to our most popular 3PL market research reports and a subscription to our leading 3PL guide, *Who's Who in Logistics Online*. Discounted phone consulting is available.







Digitization – The Convergence of Modern Freight Brokerage, Digital Freight Matching, and Automation in Domestic Transportation Management

Since our first report on Digital Freight Matching (DFM) in 2016 where we dubbed the term "Digital Freight Matching", there has been increasing focus on these companies which have been seen by investors as market disruptors. This report details the convergence of DFM, modern Domestic Transportation Managers, and Digital Freight Brokers. It provides insights into what systems drive a 3PL's classification as a DFB and what systems can be deployed to augment a TMS and digitalize a DTM/Freight Brokerage operation.

The Business of Warehousing in North America – 2021 Market Size, Major 3PLs, Benchmarking Costs, Prices and Practices

This major market research report on North American warehousing provides updates on facility sizes, capacity, revenues, pricing (including e-commerce rates), and commodities handled. Operating margins are provided for contract warehousing operations. Expected operating margins and profitability measures are compared to actual results. Statistical analyses detail the effects of open book relationships and leasing, versus ownership on overall warehouse profitability. E-commerce logistics costs, 3PL revenue, growth rates, and for the first time, e-commerce fulfillment benchmark rates are also covered. In addition, warehouse rents and vacancy rates, customer service trends, key performance indicators, value-added services and warehouse management systems used and A&A's list of Top 50 North American Value-Added Warehousing and Distribution (VAWD) third-party logistics providers list is included.

Seeking Zen – Latest Third-Party Logistics Market Results and Trends for 2021 Including Estimates for 190 Countries

This definitive analysis explores the latest trends in the third-party logistics industry and its major segments. 2020 results and estimates for 2021 are included. Historical trends and growth by 3PL segment are detailed. A&A's latest Global 3PL market estimates, covering seven major regions comprising 190 countries, are provided. Total and segment 3PL revenues and logistics spend by country and region are included. The report also contains A&A's lists of the Top 50 Global 3PLs, Top 50 U.S. 3PLs and Top 25 Global Freight Forwarders for 2020.

New to the report this year is a year-over-year comparison of 12 of the top 25 global freight forwarders and how they fared in 2020 compared to 2019.

Reports are available for purchase at **http://www.3plogistics.com**