

A STUDY ON THIRD PARTY LOGISTICS (3PL) IN HULK CARGO SOLUTION

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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Register No. 41410243



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119.

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **PRIYANKA R 41410243** who carried out the project entitled "**A Study on third party logistics (3PL) in Hulk Cargo solutions**" under my supervision from January 2023 to May 2023.

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DECLARATION

I **PRIYANKA R(41410243)** hereby declare that the Project Report entitled “**A Study on third party logistics (3PL) in Hulk Cargo solutions**” done by me under the guidance of **DR. BLESSIE PATHMU** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05.05.2023

PLACE: CHENNAI

A handwritten signature in black ink, slanted upwards to the right, reading 'Priyanka'.

PRIYANKA R

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PRIYANKA R

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ABSTRACT

Third party logistics providers have a vast resource network available that provides advantages over in-house supply chains. Using a 3PL provider eliminates the need to invest in warehouse space, technology, transportation, and staff to execute the logistics process. A benefit of using a 3PL provider is the ability to scale space, labor, and transportation according to inventory needs. Primary objective is to understand the concept of 3rd party logistics, various operations in 3rd party logistics. Secondary objectives are to study the warehousing, inventory management and damage control, understand the reasons for its recent growth in importance and challenges, assess the ability of client to focus on core business and to study the relationship between 3pl and shipper. Third party logistics provides important tool to enhance the customer satisfaction and to integrate the different processes of supply chain by using advanced tools of information technology. With the help of this advance technology customers can purchase product with great variety and low cost. The basic services provided by third party logistics reduces the maximum work of supply chain management through which it can concentrate on core production. Firms are able to deliver the product to customers without any delay. This enhances the relationship between customers and manufacturer. With help of E-business, 3PL initiated the green supply chain management approach. Convenience sampling method has been used in the research work. Multiple choice questions have been chosen to collect the responses from 120 respondents. The data collected has been analysed through various statistical tools. Numerous new findings has been derived from this research has helped to provide few suggestions to improve the effectiveness of third party logistics at Hulk Cargo Solutions.

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CHAPTER-I

1.1 INTRODUCTION OF THE STUDY

ABOUT THIRD PARTY LOGISTICS

3PL is an abbreviated term for third party logistics. Third party logistics used to mean transportation and warehousing, but nowadays it encompasses a comprehensive range of outsourced services for pretty much all aspects of supply chain. Third party logistics companies have expanded along with the increasing scope of the discipline from physical distribution ('60s and '70s) to logistics ('80s and '90s) to full supply chain ('00s). In last few years there are lots of opportunities are derived from new markets and sources of supplies that are open up for all enterprises. With a advantage of these opportunities in worldwide business. Many industries faced the challenges of shipment of spare parts, raw material from vendors and finished goods to customers. The main factor which engendered to these challenges for supply chain manager and logistics is distance factor. They think of how best to obtain high levels of efficiency, reliability, and reduced cycle times.

In order to continuously reduce costs, companies begin outsourcing one or more logistical functions to 3PLs. This becomes a widespread practice in industry all over the world. 3PLs have the resources, scope, scale, and best practice experience in warehousing, distribution and transportation, thus providing services more efficiently and less expensively than what companies can do in-house

- The 3PL can enhance the logistics procedure by allowing the firms to concentrate on their basic adequate qualities that probably decreases the production cost and enhances the customer satisfaction. Typically these firms (3PLs) provide some services like warehousing operations, freight payments and auditing, carrier selection and rate negotiation.
- An important factor in supply chain logistics is transportation system. Transportation system creates bond and channel system between separate activities of logistics. It occupy one third of amount in logistics costs. Transportation system strongly influences the performance of logistics. It is required in the whole production process like from manufacturing to end of delivery to customers and returns.

- In order to select the most suitable third party logistics providers, choosing the evaluation methods is essential. We should adopt a reasonable and effective evaluation method to evaluate comprehensively, so as to assure the scientific of results.

DEFINITION:

“Third-party Logistics is simply the use of an outside company to perform all or part of the firm’s materials management and product distribution function.”



THIRD PARTY LOGISTICS is an industry to which a shipper (owner of transported goods) outsources various elements of the supply chain to perform some / all logistics management functions including inbound freight, customs, warehousing, order fulfillment, distribution and outbound freight.

- Initiated in 1980s when companies began looking for opportunities to improve logistics performance.
- FedEx drew attention to 3PL service by offering JIT delivery
- FedEx success in 3PL marketplace opened it up to competition
- Initially primarily domestic coverage, 3PL industry is now global in character with a revenues approaching \$150 billion in NA.

Third-party logistics (3PL) is gaining importance as more and more organisations across the world are outsourcing logistics activities to the 3PL service providers. By outsourcing logistics activities, organisations are able to not only concentrate on their core business operations, but also achieve cost-efficiency and improve delivery performance and customer satisfaction.

3PL FUNCTIONS INCLUDE:

Transportation

Transportation outsourced to asset based carriers – Transportation outsourced to non-asset based brokers – Private fleet management – Consolidation – Transportation cost and service improvement – Freight bill payment and auditing – Freight claims and cargo insurance – Small package services and big box services – Reverse logistics, green logistics and sustainability services.

Warehousing

Basic warehouse functions: receiving, storage, pick, pack, ship – Cross docking – Order fulfilment – Shared multi-client DCs – Labour recruitment and management – Returns processing, sustainability services – Light manufacturing, customization, postponement and kitting.

Global Services

Customs and freight forwarding – Multi-shipper container consolidation – Global air freight – Logistics operations globally.

Information Technology

E-commerce: EDI, web portals, and cloud-based systems – Control towers and visibility tools – Customer relationship management (CRM): real time visibility to customer data, shipments, and invoices – Transportation management system (TMS) to ensure loads and routes are optimized – Warehouse management system (WMS) including all of the latest WMS functionality to ensure optimal DC productivity – Connectivity with a wide range of applications inside the firm.

3PL PROVIDERS:

Third party logistics providers typically specialize in integrate operation, warehousing and transportation services which can be scaled and customized to customers' needs based on market conditions, such as the demands and delivery service requirements for their products and materials. Often, these services go beyond logistics and include value-added services related to the production or procurement of goods, i.e., services that integrate parts of the supply chain. When this integration occurs, the provider is then called a third-party supply chain

management provider (3PSCM) or supply chain management service provider (SCMSP). 3PL targets particular functions within supply management, such as warehousing, transportation, or raw material provision.

Third-party logistics providers include freight forwarders, courier companies, as well as other companies integrating & offering sub contracted logistics and transportation services.

Hertz and Alfred son (2003) describe four categories of 3PL providers:

- **Standard 3PL Provider:** this is the most basic form of a 3PL provider. They would perform activities such as, pick and pack, warehousing, and distribution (business) the most basic functions of logistics. For a majority of these firms, the 3PL function is not their main activity.
- **Service Developer:** this type of 3PL provider will offer their customers advanced value-added services such as: tracking and tracing, cross-docking, specific packaging, or providing a unique security system. A solid IT foundation and a focus on economies of scale and scope will enable this type of 3PL provider to perform these types of tasks.
- **The Customer Adapter:** this type of 3PL provider comes in at the request of the customer and essentially takes over complete control of the company's logistics activities. The 3PL provider improves the logistics dramatically, but does not develop a new service. The customer base for this type of 3PL provider is typically quite small.
- **The Customer Developer:** this is the highest level that a 3PL provider can attain with respect to its processes and activities. This occurs when the 3PL provider integrates itself with the customer and takes over their entire logistics function. These providers will have few customers, but will perform extensive and detailed tasks for them. Outsourcing may involve a subset of an operation's logistics, leaving some products or operating steps untouched because the in-house logistics is able to do the work better or cheaper than an external provider. Another important point is the customer orientation of the 3PL provider. The provider has to fit to the structures and the requirements of the company. This fit is more important than the pure cost savings, like a survey of 3PL providers shows clearly. The customer orientation in form of adaptability to changing customer needs, reliability and the flexibility of third-party logistics provider were mentioned as much more important than pure cost savings.

3PLs are external suppliers that perform all or part of a company's logistics functions, including:

- ☐ Transportation Based
- ☐ Warehousing
- ☐ Distribution Based
- ☐ Financial services
- ☐ Forwarder Based
- ☐ Information Based

Terms contract logistics and outsourcing are sometimes used in place of 3PL.

- ☐ Transactional Outsourcing
- ☐ Tactical Outsourcing
- ☐ Strategic Outsourcing

Services provided by third party logistics:

Third party logistics provided some primary services which include transportation and warehousing but nowadays third party logistics shows the provision of many other services which reduces the contact distance between manufacturer and customer. So, 3PL provides following services.

- ☐ **Carrier selection-** 3PL helps in the selection of carrier so that damage of the product while transportation can be minimized.
- ☐ **Development of distribution strategy-** According to this function, 3PL develop the distribution strategy of product in different department so, that firms can supply product in less time to customers.
- ☐ **Freight bill payment and audit-** According to this function, 3PL reduce the time required for billing of transportation of firm by providing bill payment service. Through such service of 3pl, firm can concentrate of core works.
- ☐ **Information system-** With the help of information technology, 3PL has developed a service through which a customer can directly contact with a manufacturer. 3PL transfers information of order from customer to manufacturer.
- ☐ **Freight distribution-** According to this service, 3PL distributes a transportation of product as per the category. Such kind of function helps to manufacturer to provide the delivery at right time and right place.

- **Product returns-** Customers can return the products to manufacturer through 'product return service' of 3PL. Such service reduces the time of customers of product return because generally 3PL picks up a product from customer and the handovers it to manufacturer. After that, customer gets a finished new product from manufacturer through 3PL.
- **Freight consolidation-** According to this service, 3PL combines the process of freight into one process so that freight services can work together to reduce the time of delivery.
- **Product marking-** According to this service, 3PL reduces the time of packaging and labelling of product. Such functions improve the productivity of product.
- **Route and network optimization-** 3PL helps to decide a better route for the delivery of a product. So that a firm can reduce cost of freight.

With all above functions, 3PL also provides a service of customer brokerage, Consulting service, customer clearance, cross docking, export operation, export licensing assistance, expedited delivery, transportation, warehousing, EDI capability, selected manufacturing activities, shipment planning, traffic management, product repair, product modification, product marking, product assembly, pickup and delivery, overseas sourcing, overseas distribution, order management, order entry and processing, inventory management, product return, management and performance reports, replenish inventory, rate negotiation, intermodal services, Import operations, export operations, Fleet operations.

WHY USE A 3PL?

- **To Save Time:** Outsourcing the Logistics function to a third party logistics provider will free up resources to focus on core competencies.
- **Because Someone Else Can do it Better:** Even if they have resources available, another organization within the supply chain may be able to do it better, simply because its relative position in the supply chain, supply chain expertise and economies of scale.

□ To Share Responsibility: 3PL companies can share responsibility for managing global supply chains, keeping customers and stores properly stocked, and delivering the perfect order every time.

□ To Re-Engineer Distribution Networks: Logistics outsourcing to a third party logistics can be a quick way to re-engineer distribution networks to meet global market demands and gain a competitive edge. Did know that they can drill into the history of each SKU number tracked by P3PL and view when and to where every piece was shipped, when new stock arrive and how many?

BENEFITS OF USING A 3PL

- Reduced total delivered cost for your customer
- Local expertise in new markets
- Improved customer service through shorter shipment times
- Reduced inventory costs through better management
- Cost benefits through volume shipping discounts
- Increased shipment visibility
- More scalable logistics operation and cost model.
- Greater technological flexibility.
- More efficient warehousing for rapid replenishment.
- Improved service to customers.

CURRENT STATE OF 3PL MARKET

Comparing the data in this report to data from Annual Third-Party Logistics Study reports produced prior to 2014, because this year's base of respondents is more geographically focused.

Total logistics expenditures as a percentage of sales revenues has increased, reaching 11% in the current year's study from 10% in the previous year. Over the same time frames ,the percentage of shippers' transportation spend managed by 3PLs increased to 55% from 53%, while the percentage of shippers' warehousing spend managed by 3PLs decreased slightly to 39% from 40%.

Among respondents of the 2018 study, 73% of 3PL users and 92% of 3PL providers agree that 3PLs provide new and innovative ways to improve logistics

effectiveness, and 81% of 3PL users (shippers) and 98% of 3PL providers agree that the use of 3PLs has contributed to improving services to the ultimate customers.

This year's study showed the need for and the importance of openness and transparent and effective communication between 3PLs and shippers, and 39% of 3PL users and 81% of 3PL providers agree that collaborating with other companies, even competitors, can achieve logistics cost and service improvements.

Relationship between Shipper and 3pl:

For more than 20 years, the Annual 3PL Study has found that shippers increasingly leverage what 3PLs offer, maximizing the supply chain, driving out costs and creating value. This year, the number of shippers reporting that 3PLs helped them lower costs has increased, as has the number of shippers reporting that 3PLs have contributed to improving services to the ultimate customer. Greater availability of data and the ability to make real-time decisions are driving both parties towards more meaningful partnerships, which is leading to innovative solutions that can provide a competitive advantage for shippers.

The 22nd Annual Third-Party Logistics Study shows shippers are continuing to collaborate with 3PLs to strengthen their relationships and optimize the supply chain. In today's marketplace, customers of all types are better informed and expectations are increasingly set higher. The growth of e-commerce, increased consumer demands and the speed at which new technologies enter the market makes the supply chain more relevant. This comes as demand patterns are shifting and new competitors are entering the marketplace, challenging established business models.

The Annual 3PL Study found that there is a significant need for both shippers and their 3PLs to take individual and joint ownership of strategies and capabilities that will help to reduce, mitigate and eliminate certain types of risk in their relationships, and to also develop the resilience to deal with uncertainties and adverse circumstances that may occur. The results and findings of the 2018 22nd Annual Third-Party Logistics Study provide current perspectives on the nature of shipper and 3PL relationships, why they are generally successful and some of the ways in which they could be improved.

Successful relationships of any type typically require significant time, effort and commitment by the involved parties. Some, but not all, of the prerequisites to success include:

- Processes for solution design and delivery
- Focus on relevant workflows that are consistently executed across global organizations
- Timely protocols to resolve problems
- Management and top-down visibility across interconnected processes
- Reduced cycle times and process variability
- Effective communications using state-of-the-art capabilities
- Avoidance of unnecessary lapses in process connectedness and continuity
- Quantification of business rules

An interesting observation from this year's research is that while 43% of shippers think of themselves as "strategic" buyers of 3PL services (as opposed to 37% of respondents that identified themselves as tactical buyers of 3PL services or the 20% of respondents that said they are both strategic and tactical buyers), only 31% of 3PLs feel that their customers manage them like a strategic partner.

RISK AND RESILIENCE:

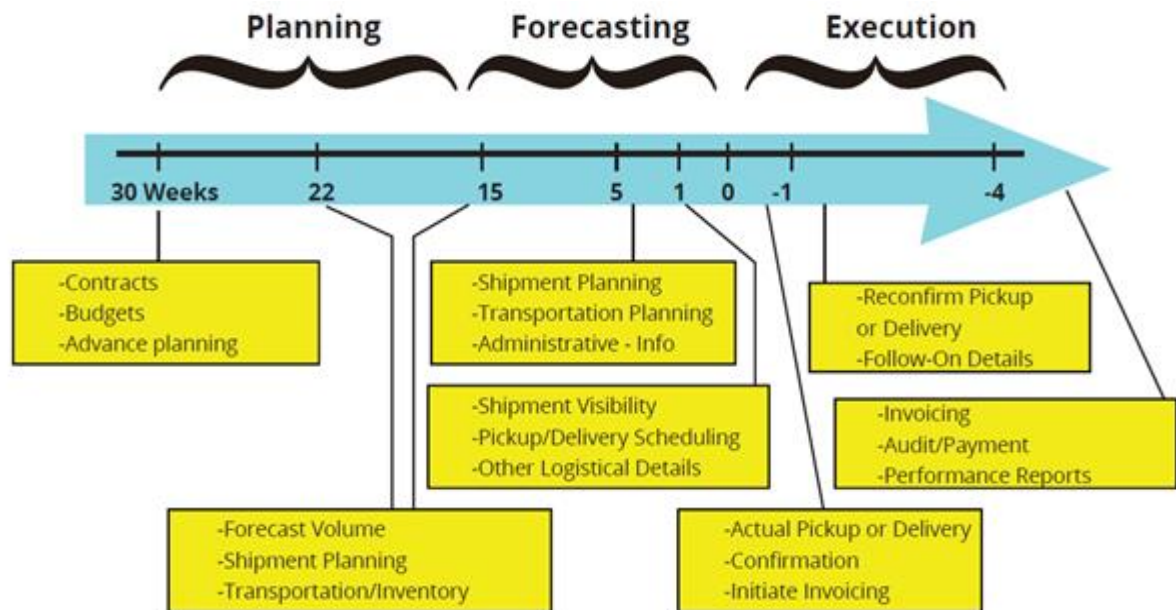
To further investigate this concern, researchers addressed a number of topics that relate to the roles of risk management and resilience in shipper-3PL relationships, including:

- Structuring effective shipper-3PL relationships (input-process-output).
- Developing, implementing and benefiting from formal risk management processes.
- Understanding causes and consequences of lack of complete/ accurate/consistent information between shippers and 3PLs.
- Utilizing capable information technologies to create and facilitate the resilience needed to avoid and recover from adverse circumstances.

Real Time Execution:

In today's supply chains, information flows rapidly and there are collaboration opportunities available throughout the planning, forecasting and execution phases.

The real-time exchange of data allows companies to make decisions earlier, which can minimize the ripple effect of supply chain disruptions. By providing increased visibility, 3PLs have an opportunity to provide greater value.



With this real-time example as a starting point, the Annual 3PL Study delved inside shipper-3PL relationships, how prepared they are to deal with uncertainties that may arise, and how they can respond to problems before they actually occur. The focus on risk and resilience is designed to identify potential types of uncertainty that may have adverse consequences for the customer, 3PL provider or both. Also of great relevance is the need for both parties to have the resources that will enhance their abilities to act in real-time to lessen or mitigate the consequences of supply chain disruptions.

Thus, and as suggested above, “real-time problems require real-time solutions,” and manufacturers need to know that parts needed for production will arrive on time and in the quantities needed. Based on the results of this year’s global survey, 98% of shippers and 99% of 3PLs were in agreement that at present there is an increased need for 3PLs to respond to customers more quickly and with complete, accurate and consistent information. Apparently, both parties understand that there is a need for improvement, as only 51% of shippers and 50% of 3PLs feel that 3PLs communicate well in responding to risks and executing operating objectives.

MAJOR CHALLENGES IN THIRD PARTY LOGISTICS:

In spite of the massive growth of the 3PL industry, 3PL companies face several challenges while serving customers across the globe. Some of them are listed above:

1. Finding New Talent

This is one of the most pressing challenges being faced right now by the 3PL industry and needs a high level of attention. Most of the companies complain that it is very difficult to find the right candidates for the right vacancies. The lack of good candidates leads to loss of efficiency and productivity, and 3PL business traditionally has been a high-churn operation. As a result, 3PL companies find it really hard to find the right person for the right job.

2. Increased Emphasis on Rules and Regulations

Since most 3PL companies ship goods to different countries, they are required to follow shipping rules of different countries and regions. Each country has its own set of laws and regulations and these companies need to be updated with all the rules to continue trading without any hassles. Once again, it is a challenging task, especially for 3PL companies who do not have access to a suitable taskforce which can take care of remaining up-to-date with the different regulations.

3. Lack of Collaboration

Transport providers and carriers play an important role in supply chain operations but often the management neglects the mundane side of physical distribution and transportation. The lack of collaboration between the shippers, the carriers, and the end-customers can have an adverse effect on the smooth functioning of the supply chain.

4. Lack of Infrastructure

This is a major challenge for 3PL companies in most of the developing countries of the world. Some of the problems faced may include bad road conditions, poor connectivity, inadequate air and sea port capacities and lack of developed modes of transports such as railways, roadways and inland water transport system.

1.2 INDUSTRY PROFILE

Logistics management is the part of supply chain management that plans, implements, and controls the efficient, effective forward, and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customer's requirements. The complexity of logistics can be modeled, analyzed, visualized, and optimized by dedicated

simulation software. The minimization of the use of resources is a common motivation in all logistics fields. A professional working in the field of logistics management is called a logistician.

Logistics is generally the detailed organization and implementation of a complex operation. In a general business sense, logistics is the management of the flow of things between the point of origin and the point of consumption in order to meet requirements of customers or corporations. The resources managed in logistics can include physical items such as food, materials, animals, equipment, and liquids; as well as abstract items, such as time and information. The logistics of physical items usually involves the integration of information flow, materials handling, production, packaging, inventory, transportation, warehousing, and often security.

Transportation has always been a backbone of logistics and supply chain management. The word “Logistics” actually appeared in article as early as 1898 “The French have a third process, which they call logistics, the art of moving and quartering troops”. Transportation in military setting is then the foundation of modern logistics and supply chain management.

A quick look back at some logistics history may prove very enlightening. Logistics can be defined as providing the right type of products and/or services at the correct price place and time and in the right condition. The birth of logistics can be traced back to the Greek and Roman empires when military officers titled ‘Logistics’ were assigned the duties of providing services related to supply and distribution of resources. In academic setting, first logistics and supply chain management program also started out as business degree in traffic and transportation in 1919. During the Second World War (1939-1945), logistics evolved greatly. The army logistics of the United States and allies proved to be more than the German army could handle.

The supply locations of German armed forces were inflicted with serious damages and Germany was not able to wreak the same havoc on its enemy. The United States military ensured that the services and supplies were provided at the right time and at the right place. It also tried to provide these services when and wherever required, in the most optimal and economical manner. The best available options to do the task were developed. This also gave birth to several military logistics techniques which are still in use, albeit in a more advanced form.

Travelling Salesman Problem which is the early form of vehicle routing method was so important that Proctor and Gamble created a competition for it in 1962. The first logistics organization was also started as National Council of Physical Distribution Management in the USA in 1963. The earliest form of logistics outsourcing, which is known today as Third Party Logistics Provider (3PL) concept, appeared in the scene in 1985.

HISTORY & ORIGINS OF 3PL:

Between years 1970's and 1980's is recognized as the first generation of third party logistics of providing services for example transportation, shipping, but between 1980-1990 were asset or non-asset based organizations by increasing the service levels of contribution and third generation is between years 2000 – until now were generally based on increasing the supply chain integration. A Third Party Logistics providers (3PL), can be identified as first, second and third service providers. First party provider is the main company that provides the service or product, the second is to whom receives the service it is the consumer and the third is the company which hired by the main company for provide the service between costumers and company.

At the passing of HR 4040, the keeper of the CSCMP glossary, Kate Visek asked why it is important that we in the industry define all of the terms in logistics. She says "Well –they are to the CSCMP and its members because the Glossary is the single most popular item on their website –with close to 200,000 downloads a year. It's also listed on the FORBES website and has been adopted by the US Post Office as well as many other organizations."

I would argue further it's important to define, and legally define some, to mitigate risk and fraud in the industry. Fraud is such as an issue, that coming this October 1st, the FMSCA and DOT are requiring further regulation to fight fraud by increasing the freight broker surety bond to \$75,000 with the enforcement of Map-21. So, before 3PL was legally defined by HR 4040 in 2008, where did the term come from and how did it get to the definition we see today?

3PL Accenture logo while it isn't immediately clear exactly who coined the term 3pl, its beginnings can be traced to the 70's and 80's as companies outsourced more and more logistics services to 3rd parties. Over time these 3rd party logistics service providers (3PLs) expanded their services to cover specific geographies,

commodities, modes of transport and integrated their existing warehousing and transportation services, becoming what we now know today as a “3PL”.

Then, in 1996, the term "3PL" was registered by Accenture as a trademark and defined as "A supply chain integrator that assembles and manages the resources, capabilities, and technology of its own organization with those of complementary service providers to deliver a comprehensive supply chain solution."

The term is no longer registered. The official CSCMP Definition up until HR 4040 was: "A firm which provides multiple logistics services for use by customers. Preferably, these services are integrated, or "bundled" together by the provider. These firms facilitate the movement of parts and materials from suppliers to manufacturers, and finished products from manufacturers to distributors and retailers. Among the services which they provide are transportation, warehousing, cross-docking, inventory management, packaging, and freight forwarding."

In today's world business environment became very competitive the companies of being successful in the market they are dealing with more different resources for satisfy the customer needs. In recent years the competitive global market has a big influence in growing for external business for raising the logistics companies, this is kind of developing a competitive advantage to their competitors. One of the key and strategic elements to be more successful is the outsourcing the logistics or transportations to the Third Party Logistics (3PL) provider.

According to the (Knemeyer and Murphy 2004) Third Party Logistic (3PL) companies could be called as logistics outsourcing or agreement logistics. In the other words (3PL) Third party logistics provider is an employing an external company for the warehousing, transportation, inventory management and other value added activities for customer services. Third party logistics provide to the organizations competitive advantage for increasing the importance of improving their performance of delivering services to the customers in logistics activities. Many companies for creation their supply chain to be more efficiently they are outsourcing their logistics activities to Third Party Logistics (3PL) provider. "Also the time based competition is on the products that could be manufactured and delivered to the customer by the driven speed as a technological grown-up become more movable toward the firms and countries, organizations might be achieve technological equivalence on the various ways of products" (Abdullatif and Azri 2009). Furthermore, the organizations make an efficient decision in whole supply chain to

outsource their logistics operations to the Third Party Logistics (3PL), that decision makes company to focus in their main business activities. This also provides to the organizations to managing much better parts of the entire supply chain.

Third party logistics providers are independent companies providing single or multiple logistics services to a purchasing company. Third party logistics providers, although they do not hold ownership of the product for distribution, are legally bound and responsible to perform the requested logistics activities of the purchasing company. The relations hip between the two parties is long-term and beneficial.

Cost and time savings: Logistics is the core competence of third-party logistics providers. Providers may have better related knowledge and greater expertise than the producing or selling company, and may also have more global networks enabling greater time and cost efficiencies.

Flexibility: Third-party logistics providers can provide higher flexibility for geographic distribution and may offer a larger variety of services than clients could provide for themselves. Postal services and private couriers typically factor in distance when they calculate the cost of shipping; many 3PL providers market the benefit of what is known as zone skipping to potential clients, because it shortens the distance between products to be shipped and customers, resulting in lower shipping costs. This also allows businesses to more predictably manage their resources including workforce size, and turn fixed costs into variable costs.

1.3 COMPANY PROFILE

Hulk Cargo Solutions is a marine logistics company that is committed to excellence. With more than a hundred, well trained and competent employees, we are a marine company of high reputation in India.

Our services delivery includes the following:

- Land & Marine Transportation
- Marine Consultancy
- Mechanical & Civil Engineering
- Oil Field Services
- Supplying & Construction

Land/Marine Transportation:

Hulk Cargo Solutions, we are able to meet their entire marine and land transportation needs. Our regional operation centers their own equipment's, which is selected and renewed in line with local customers' requirement. To meet exceptional needs, our interactive network of regional centers can locate the requisite equipment then provide logistic support for the transfer as well as any additional equipment that may still be needed.

Marine Consultancy:

Hulk Cargo Solutions, we use all of our experiences and technology to ensure the success of their field development plan. A typical project includes detailed engineering and construction of production wells. Plus delivery and commissioning of all surface facilities and infrastructure, including full project management. In many cases, we're contracted to optimize the development plan as the project is executed, ensuring that knowledge and data gained during the project is used to maximize production. Our goal is to deliver field development with the highest value.

From the initial concept to the final documentation, we get the job done with innovative thinking, technical expertise, operations knowledge and a dedication to serving the client. Our fleet embraces creek and seagoing tug boats, aluminum crew/utility vessels, survey vessels, flat and ramp barges, house boats with equipment's and personnel on board incorporating state-of-the-art technology and ready to provide logistics services and erection for local/subcontractors work.

Packing Services:

Hulk Cargo Solutions to the yachting and marine industry. From a superyacht to a spare propeller, we have the appropriate services and expertise to manage all aspects of they logistics requirements. Our flexible service can be tailored to suit all scenarios, including production yachts for manufacturers, individual vessels, race team logistics and superyacht logistics management...to name but a few. There are many different options when looking at transporting they goods, we will tailor the correct solution to suit their needs and manage the process from beginning to end. Our customers tend to fall into three main categories, if they are unsure which they may be, please click on the service list below for further information.

Luxury Hotel & Resort Logistics:

Luxury hotel and resort companies, and suppliers serving them, want a dedicated logistics partner highly focused on their business. We help luxury hotel and resort properties get up and running quickly improving their operational efficiency and peace of mind. Our dedicated account teams function almost like an extension of their organization. We collaborate and communicate thoroughly with them to provide innovative solutions that are efficient, cost effective and flexible to their specific needs.

In addition to our strong reputation as a leading global freight management company, we serve as the preferred freight management partner to the world's leading luxury hotel and resort brand.

We provide comprehensive services, including:

- Freight consolidation
- Insurance
- Customs Brokerage
- Warehouse Services
- FF&E Installation
- OS&C Delivery
- Single-Source Purchasing Power
- Customized Freight Control Management
- Dedicated consulting.

Software Services:

Hulk Cargo Solutions is a quality assurance software company that provides offshore software development, custom software development using right software development methodologies. Our service offers those software solutions that will benefit the customers. They can present their with an appropriate solution to their current and future application needs and requirements. We are committed to customer best satisfaction by offering the highest quality in software development, Customized ecommerce software, Custom Web Application Development and other IT enabled services. We have latest software development methodologies and tool. If they already have a project specification, we will review it free of charge, and then provide them with software development ideas and suggestion along with an estimated cost to complete their project. On the other hand if they don't have a

specification, they can get together on a conference call So that they may describe to us what their needs. Once they fully understand their software needs and requirements, they will write the specification for they at a nominal cost, if they decide to have us move forward with their project. If nothing else, you'll have a professional written project specification that they can present to other software development companies. Also during the software development specification phase, they will determine and suggest whether their software needs to be developed as a Windows application or a handheld application or possibly both. In this age, it's not uncommon for companies to have employees spread throughout a region, state or even across country. This is why a handheld mobile application could be more beneficial so that their work force doesn't have to carry a laptop everywhere they travel.

1.4 OBJECTIVES OF THE STUDY

Primary objective:

To undergone an in depth study about third party logistics in hulk cargo solutions.

Secondary objective:

The study of this topic has been undertaken with a number of objectives following are the objectives of this study

- To evaluate the inventory management and reduce damage control.
- To analyse the factors that affect the custom clearance.
- To evaluate the third party logistics providers can help maximize profits, reduce wait time and improve customer service.
- To study the relationship between third party logistics and shipper.

1.5 NEED FOR THE STUDY

- Third party logistics providers have a vast resource network available that provides advantages over in-house supply chains.
- Using a 3PL provider eliminates the need to invest in warehouse space, technology, transportation, and staff to execute the logistics process.

- 3PLs are knowledgeable of industry best practices, and stay up to date with the latest developments in technology
- A benefit of using a 3PL provider is the ability to scale space, labor, and transportation according to inventory needs.
- 3PL providers have the resources at hand to make adjustments and improvements to each link in the supply chain.
- 3PL professionals will ensure their needs are met, by using the fastest, most efficient, and cost effective methods.

1.6 SCOPE FOR THE STUDY

- 3rd Party logistics having good scope in India as well as in foreign Market.
- It manage, support and fulfil customer demand in all serviced regions.
- It resulted in increasing the customer by fulfilling their demand in short period.
- Attain a continuous and unrivalled 100 % customer satisfaction.
- Faster turnaround time to deliver goods to customer.
- Optimize price setting, increase sales, and reduce shipping cost to maximize customer satisfactions.

CHAPTER II

2.1 REVIEW OF LITERATURE

Chang-Ing and I-Jin (2019) show the relation between average logistics cost per item, consumer demand and the interrelationship between them are analyzed. Commodities are distributed through a depot directly or through single intermediate terminal to many retail establishments. Minimizing average logistics cost, or maximizing total supply subject to the demand supply equality determines the optimal density of retail establishments and local terminals. The envelope curves for the optimal configuration strategies corresponding to different values of total market area and terminal cost are derived.

Neil and Jim (2021) look at the emerging issues in reverse logistics system. There is a fundamental shift in waste management responsibility from the private waste management industry and local governments towards manufacturers, distributors and retailers. In the recent years the responsibility of manufacturers has been extended to cover the entire life of certain products. The enforcement of environmental legislation becomes more stringent and an increasing number of customers are demanding to take-back of their old products. Companies are beginning to focus on possible distribution channels for the return of their products i.e. Reverse logistics. This paper examine the emerging issues in reverse logistics, in particular the information requirements for reverse logistics within the extended enterprises.

Wang and Tyan (2015) refer the involvement of Global third-party logistics in e-commerce and globalization. An effective global supply chain (GSC) management seeking to secure market share. Global third-party logistics (3PL) has developed into an alternative for the needs of global collaboration. In this, the authors present a new application of collaboration in Global Supply Chain execution, namely collaborative transportation management (CTM) that can reduce delivery time and to improve delivery reliability. A case study is illustrated the application of CTM by a 3PL provider in a notebook computer GSC. The implementation results show that the delivery cycle time and the total cost are simultaneously reduced.

Kee-Hung and Cheng (2019) describe the supply chain performance (SCP) in transport logistics by service providers in the transport logistics industry in Hong Kong. The industry in this study encompassing firms involved in the business of serving the physical flows of goods from a point of origin, i.e. shippers, to a point of destination, i.e. consignees, in a supply chain. These firms include those in sea transport, freight forwarding, and air transport and third-party logistics services. The authors mention that they have conducted a cross sectional survey with firms in the industry to evaluate their perceived Supply Chain Performance in transport logistics and the attached importance from both cost and service perspectives. This study envisages managerial insights for firms in the industry to understand their SCP in transport logistics and benchmark areas for performance improvement.

Makukha and Grey (2020) communicate that Logistic Service Providers claims that they are the strategic partners but they are unable to provide the service required. The most existing logistics partnerships are still operational rather than strategic in nature. Many logistics partnerships being operational in nature, are known as “Strategic” without not understanding of the term, and the influence of a logistics partnership on a shipper’s strategic moves and competitive positioning has not been researched thoroughly(Bhatnagar & Viswanathan.G, 2000, International journal of Physical Distribution & Logistics Management,30,(1),pp.13-34). A Delphi investigation reveals that although large companies from logistics partnerships, the perceptions of partnership formation motives, inhibitors and orientation by shippers and Logistics Service Providers (LSPs) are likely to differ. The failure to integrate on a strategic level suggests a lack of strategic management knowledge by relevant managers.

Lambert, Cooper, and Pagh (2018), define supportive members as “companies that simply and provide resources, knowledge, utilities or assets, for the primary members of the supply chain”. As mentioned above, 3PL service provider steps in, as an intermediate between two participants, and as a result, becomes involved as a third party. 3PLs may perform any logistics activity, at any point in the supply chain. **Larson and Halldorsson (2020)** introduce by describing four unique perspectives on the relationship between logistics and Supply Chain Management. Results of an

International survey of logistics/SCM experts are reported. 200 questionnaires were sent to leading logistics educators. Based on experts opinion, cluster analysis conducted and confirms that the existence of the four perspectives on logistics versus SCM re-labelling, traditionalist, unionist and interventionist.

Khalid and Richard (2019) reveal that Ports are recognized as a potential for logistics centres. Conceptualizing ports from a logistics and supply chain management approach, it is possible to suggest a relevant framework of port performance. The integrated approach of Logistic Management (LM) and Supply Chain Management (SCM) are for cost reduction and customer satisfaction. The logistics approach often adopts a costs trade-off analysis between functions, processes and even supplies chains. The approach also could be beneficial to port efficiency by directing port strategy towards relevant value-added logistics activities. A proposed framework is tested in a survey of port managers and other international experts.

Markus and Jean-Paul (2017) show that Institutional dimension of logistic largely at the global scale. The enduring growth of movements of goods and the freight distribution networks supporting them are widely underrepresented in regional science geographical research. Globalization has been a dominant paradigm of contemporary geographical research. The transport industry itself has become more closely integrated. Recent developments in international transportation, logistics, international trade and the emergence of e-commerce have transformed the freight transportation sector.

Angappa and Bulent (2018) highlight that Effective Performance measurers and metrics are essential for effectively managing logistics operations in a global economy. For improved organizational competitiveness the managers have to develop suitable performance measurers and metrics to make the right decisions. A question has raised that whether traditional performance measurers can be used and out of them which ones should be given priority for measuring the performance in a new enterprises environment. Some of the traditional measurers and metrics may not be suitable for the new environment wherein many activities are not easily identifiable. Measuring intangibles and no financial performance measurers pose

the greater challenge in the so-called knowledge economy. Measuring them is so critical for the successful operations of companies in this environment. Considering the importance of non- financial measurers and intangibles, the authors have made an attempt through a literature survey and some of the reported case experience to determine the key performance measurers and metrics in supply chain and logistics operations.

Mckinnon and Alan (2021) highlight the implications and suggestions in Lorry Road User Charging (LRCU). Truck trolling schemes are already implemented in Switzerland, Austria and Germany. Britain is planning to launch a Lorry Road User Charging (LRUC) during 2008. This study reveals the various implications and suggestions in LRUC. The study clearly reveals wide differences in their objectives, overage, technology, procedures and toll levels. The proposed British system would have been the most complex, allowing tolls to be varied by vehicle type, class of road, geographical area and time of day. The study also assesses the possible effects of lorry road-user charging on a range of logistical variables, including system design, freight modal choice, truck utilization, vehicle routing and the scheduling of deliveries. It shows how its logistical effects will depend on the nature of the tolling scheme and level of charges.

VonderGracht and LenaDarkow (2021) propose a scenario planning and present the findings of an extensive Delphi-based scenario study on the future of the logistics services industry in the year 2025. The major contribution of this study is the development of probable and unforeseen scenarios of the future which may provide a valuable basis for strategy development in the logistics services industry. The logistics services industry will be significantly affected by future developments throughout the world .Therefore, developing future scenarios is an important basis for long-term strategy development.

Rushton & Walker (2017) described third party logistics, as an external provider who manages outsourced activities on behalf of the shippers or customers, whose business processes they support. 3PL services typically include outbound transportation, warehousing, inbound transportation, freight bill auditing/payment, customs brokerage, freight forwarding and customs clearance.

Benjamin Ertel and Mike Jones (2017) A study on “Performance Based Logistics Perspective”. The objective of the study is about the critical concepts for successful PBL incorporation and common PBL misconceptions in logistics. It also describes keys to successful PBL implementation Viz. Alignment of supplier incentives with requirements, competitive advantage and empowerment of support provider. It gives the PBL value proposition as improved integration and gives the necessary steps for implementation of performance based logistics.

Sebastian (2018) A Study on “Problems of Logistics Industry “. The objective of the study about the problem that faced logistics industry. He concluded that India’s logistics industry is low in their planning and current professionals in the industry should sharpen their skills on a broad base of key elements of transportation and logistics. Finally he said that, there should be very balanced between solid knowledge and real world application.

M. Dhanabakyam and K. Parimala (2016) A study on “Role of Freight Forwarders and Customs House Agents In Logistics-A Perceptual Study. The study concerned with the freight forwarding is a vital part of logistics in international trade activity. The objective of the study was to identify the study appraise the role played by Freight Forwarders in logistics was conducted. Thus the study showcased that, as the world has become a global village, the service providers like Freight. Forwarders should be prepared to face the challenges of tomorrow, by extending their network in every corner of the world and providing more accuracy in their commitments.

Kummer (2018) Complex regulatory requirements: Freight forwarders are required to comply with a multitude of regulations at both the national and international levels. These regulations can vary widely depending on the type of goods being shipped and the countries involved. This can make it difficult for freight forwarders to stay up to date on the latest regulations and to ensure that their shipments comply with all applicable requirements.

Gottschalk (2020) As the logistics industry becomes increasingly digitized, freight forwarders are becoming more vulnerable to cybersecurity threats such as hacking,

data breaches, and ransomware attacks. These threats can disrupt operations, compromise sensitive data, and damage the reputation of the freight forwarder.

Cottrell (2021) The rise of digital platforms such as freight marketplaces and online booking portals has disrupted the traditional business model of freight forwarders. These platforms offer customers greater transparency and control over their shipments, as well as lower costs. As a result, freight forwarders must adapt their business strategies to remain competitive.

Zhang (2018) and Jia (2019) Customs clearance involves a complex set of procedures that vary from country to country. These procedures can be difficult to navigate and require significant expertise and resources. Delays in customs clearance can result in increased costs and disruptions to the supply chain and Customs clearance also involves compliance with import regulations, which can be complex and vary depending on the type of goods being imported. Failure to comply with these regulations can result in fines, penalties, and even seizure of goods.

Frazelle and Yin (2018) The design and layout of a warehouse can significantly impact its efficiency and effectiveness. Factors such as the size of the warehouse, the location of loading docks, and the placement of inventory can all affect the flow of goods through the warehouse and Warehouses are responsible for managing inventory, including receiving, storing, and distributing goods. Effective inventory management involves accurate tracking of inventory levels, timely replenishment of stock, and efficient use of warehouse space.

Gao and Chen (2021) The customs clearance process is increasingly being automated and digitized, which can improve efficiency and reduce errors. However, this also requires significant investments in technology and training, and can lead to job displacement for customs officials and Warehouse operations require significant labor, including workers responsible for receiving and shipping goods, inventory management, and equipment operation. Effective labor management involves hiring and training workers, ensuring safe working conditions, and maintaining a productive work environment.

Cruz and Ko (2019) Warehousing operations can have significant environmental impacts, including energy consumption, waste generation, and emissions. Sustainable warehousing involves reducing energy consumption, minimizing waste, and adopting sustainable practices throughout the supply chain and Customs clearance is also influenced by trade agreements between countries. These agreements can have a significant impact on the customs procedures and regulations that apply to imported goods.

Vernon (2016) Thus the sales to domestic markets alone would not be sufficient to cover the initial sunk costs of market entry, given the technological requirements that firms commit to high R&D expenditure and product innovation (or similar investment in new technology). Thus where technological change is rapid, short product cycles may naturally lead to increased internationalization.

Burill and Almassy (2018) Thus on the push side to early internationalization, many new ventures that go international seem to be high technology industries that may require some international sales as a condition of industry participation given the specialized global market niches served by firms.

CHAPTER III

RESEARCH METHODOLOGY

Research methodology is a system way that solves the research problem it may be understood as a science of study how research is done it is, they study the various steps that are generally adopted by researcher in studying the research problem along with the logic behind in it. It is a necessary for the researcher to know not only the research methods or techniques, but also the methodology.

Researchers not only need to know how to develop certain tests, how to apply particular research techniques, but the researcher also need to understand the assumption underlying various techniques and researcher has to know the criteria by which researcher can decide that certain techniques and procedures will applicable to certain problems and others or not.

It is necessary for the researcher to design this methodology for his problem as the same way dimensions at research methods do constitute a part of the research methodology. The scope of the research methodology is wider than those research methods. The research methodology concerns research problem or study.

3.1 RESEARCH DESIGN:

Research design includes indicates about the solution to a problem and the validation of the solution the source of methods of collection the evidence, the tools of analysis of data, the feasibility of the cost implication.

Descriptive Research:

It attempts to descriptive and explain condition of the present by using many subjects and questionnaires to fully describe a phenomenon.

Research tool:

For the data collection they used structured close ended questionnaire.

3.2 DATA COLLECTION:

Data refers to the information of facts. It includes numerical figures, descriptive facts and qualitative information. The task of data collection beings after research problem has been defined and research plan has been decided.

Method of data collection.

In this survey have been collected data both two ways

- Primary data
- Secondary data

Primary Data:

Primary data is the data collected for the first time through filed survey. It is collected with a specific set of objectives to assess the current status of any variable studied.

Secondary Data:

Secondary data is collected with the help of,

- Company records
- Annual records
- Product catalogue
- Discuss with the personal manager and staff.

SAMPLING

- **Population:** A Population refers to the (170) total number of Hulk Cargo Solutions at Chennai.
- **Sample size:** The study was conducted by taking a sample size of 120.
- **Sampling method:** The sampling method used for the study is convenience sampling. A convenience is obtained by selecting 'convenient' population units. The method of sampling is also called the chunk sampling. A chunk sampling refers to that fraction of the population being investigated which is neither probability nor by judgment but by convenience.

3.3 TOOLS FOR ANALYSIS:**ANALYSIS USING KARL PEARSON'S CORRELATION:**

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables. The Pearson product-moment correlation coefficient is a measure of the strength and direction of association that exists between two variables measured on at least an interval scale. It is denoted by the symbol r .

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

CHI- SQUARE TEST I – (Ψ2):

A chi-squared test, also referred to as chi-square test or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

The χ^2 test was first used by Karl Pearson in the year 1900. The quantity χ^2 describes the magnitude of the discrepancy between theory and observation. It is calculated using:

$$\chi^2 = \sum [(O_i - E_i)^2 / E_i] \text{ with } (n - 1) \text{ degrees of freedom.}$$

Where, O_i refers to the observed frequency & E_i to the expected frequencies. χ^2 was used as a test of independence and goodness of fit.

ONE WAY ANOVA:

The ANOVA tests the null hypothesis that samples in two or more groups are drawn from populations with the same mean values. To do this, two estimates are made of the population variance. The ANOVA produces an F-statistic, the ratio of the variance calculated among the means to the variance within the samples. If the group means are drawn from populations with the same mean values, the variance between the group means should be lower than the variance of the samples, following the central limit theorem.

PERCENTAGES:

Percentages refer to a special kind of ratio. Percentages are used in making comparison between two or more series of data. Percentages are used to describe relationships, it is expressed as.

$$\text{Percentage} = (\text{no of employees} / \text{total no of employees}) * 100$$

CHARTS:

Charts are graphic displays of data for easy understanding of relative positions that is not always possible with descriptive words or numbers. Types of charts commonly used in business data presentation are: Bar and pie.

BAR CHARTS:

The bar chart is commonly used for presentation of qualitative data. The data can be continuous or discrete data, which are plotted against discrete data intervals. The vertical bar diagram, also called bar chart where the length or height of bars represent the numerical value of the event or measurement. Width or gap between the bars is of no significance to the bar chart data, but they are uniform in a diagram.

CHAPTER IV

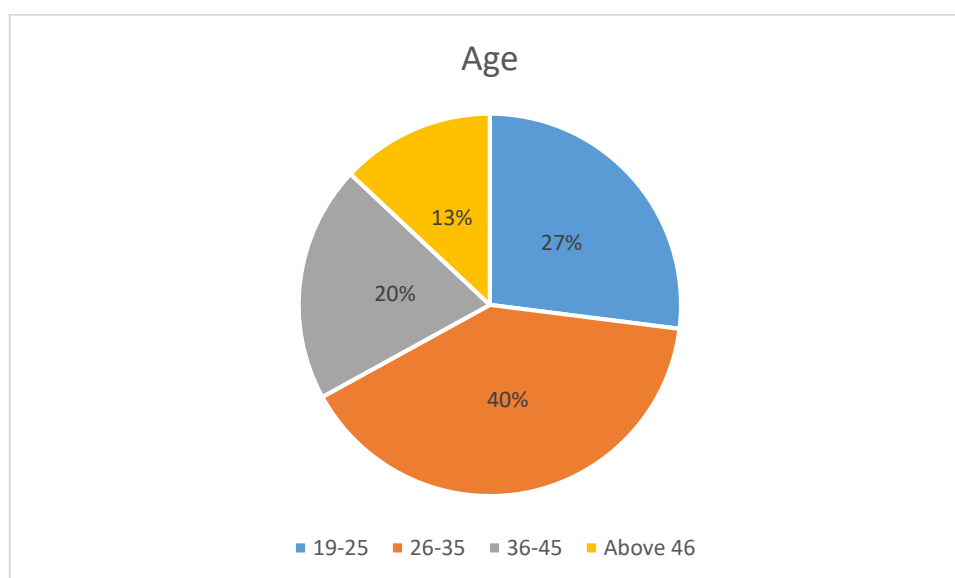
DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE – 4.1.1: AGE WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
19-25	33	27
26-35	48	40
36-45	24	20
Above 46	15	13
Total	120	100

CHART – 4.1.1: AGE WISE CLASSIFICATION OF RESPONDENT



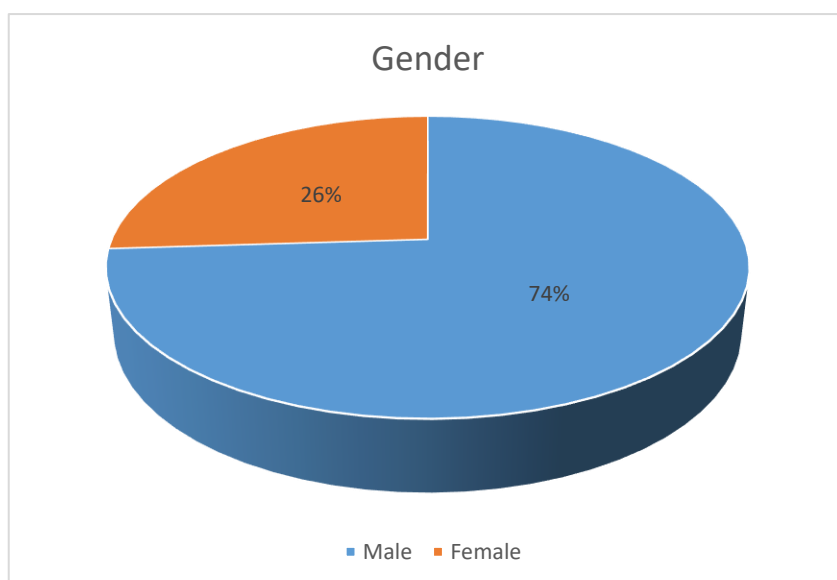
INTERPRETATION:

According to the above data, 40% of respondents are between the ages of 25 and 35, 28% are between the ages of 19 and 25, 20% are between the ages of 35 and 45, and 12% are over the age of 45%.

TABLE – 4.1.2: GENDER WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
Male	89	74
Female	31	26
Total	120	100

CHART – 4.1.2: GENDER WISE CLASSIFICATION OF RESPONDENT



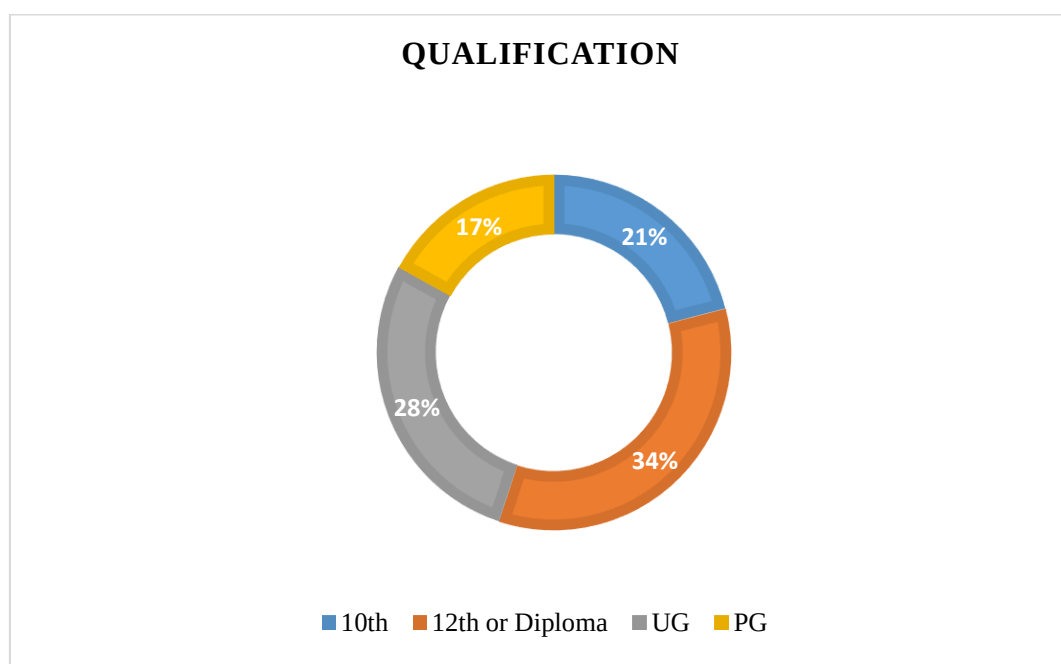
INTERPRETATION:

According to the above table, 74% of responders are men and 26% are women.

TABLE – 4.1.3: QUALIFICATION WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
10 th	25	21
12 th or Diploma	41	34
UG	34	28
PG	20	17
Total	120	100

CHART – 4.1.3: QUALIFICATION WISE CLASSIFICATION OF RESPONDENT



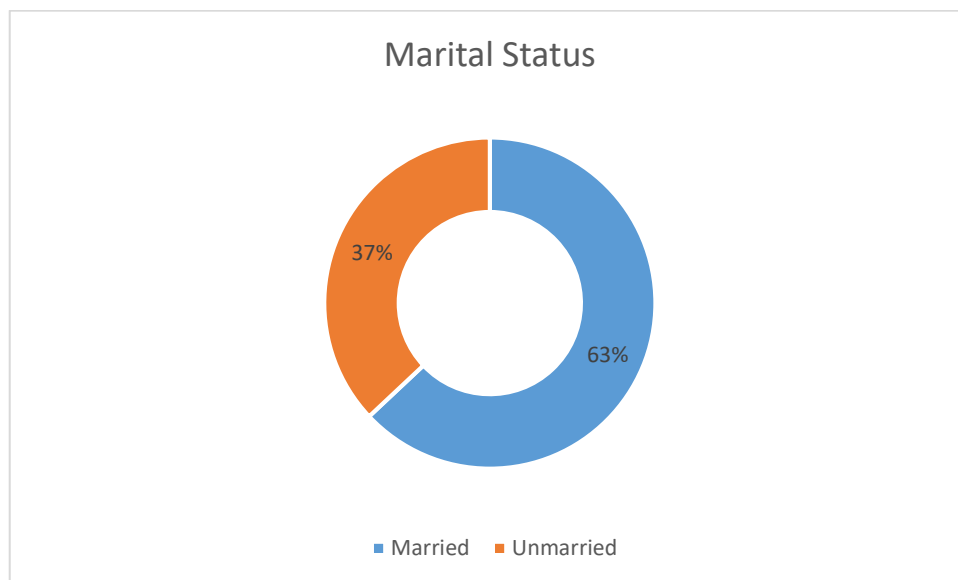
INTERPERTATION:

The majority of respondents, 34%, have a high school diploma or equivalent, 28% are undergraduate students, 21% have completed their tenth grade, and 17% are graduate students, according to the above data.

TABLE- 4.1.4: MARITAL STATUS WISE CLASSIFICATION OF RESPONDENT

PARTICULAR	NO.OF RESPONDENT	PERCENTANGE
MARRIED	75	63
UNMARRIED	45	37
TOTAL	120	100

CHART- 4.1.4: MARITAL STATUS WISE CLASSIFICATION OF RESPONDENT



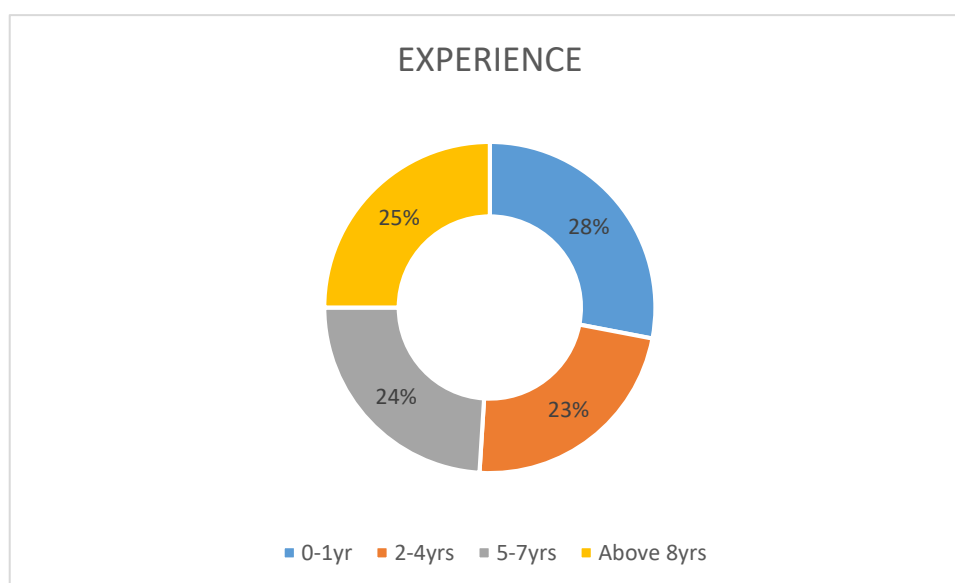
INTERPRETATION:

From the above table 63% responders are married and 37% are Unmarried.

TABLE – 4.1.5: EXPERIENCE WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
0-1yr	34	28
2-4yrs	27	23
5-7yrs	29	24
Above 8yrs	30	25
Total	120	100

CHART – 4.1.5: EXPERIENCE WISE CLASSIFICATION OF RESPONDENT



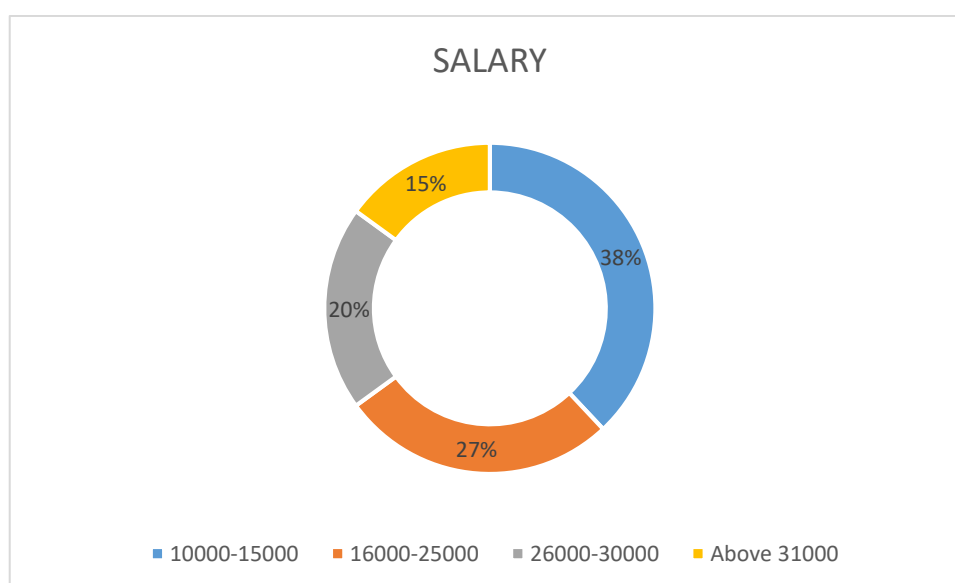
INTERPRETATION:

According to the above table, 28% of responders are 0–1 years' experience, 25% are over 5 years' experience, 24% are 3-5 years' experience, and 23% are 1-3 years' experience.

TABLE – 4.1.6: RANGE OF SALARY WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
10000-15000	45	38
16000-25000	33	27
26000-30000	24	20
Above 31000	18	15
Total	120	100

CHART – 4.1.6: RANGE OF SALARY WISE CLASSIFICATION OF RESPONDENT



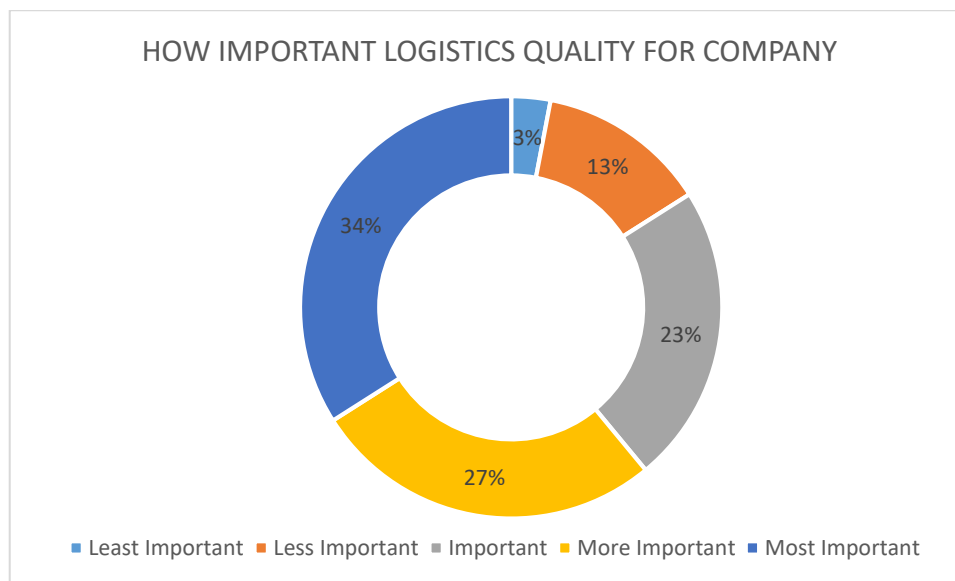
INTERPRETATION:

According to the above table, it shows that 38% of workers make between 10000-15000, 27% of workers make between 16000-25000, 20% of workers make between 26000-30000 and 15% of workers make above 31000 each year respectively.

TABLE – 4.1.7: ON SCALE OF 1 TO 5 HOW IMPORTANT IS LOGISTICS QUALITY FOR A COMPANY WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage %
Least Important	4	3
Less Important	16	13
Important	27	23
More Important	32	27
Most Important	41	34
Total	120	100

CHART – 4.1.7: ON SCALE OF 1 TO 5 HOW IMPORTANT IS LOGISTICS QUALITY FOR A COMPANY WISE CLASSIFICATION OF RESPONDENT



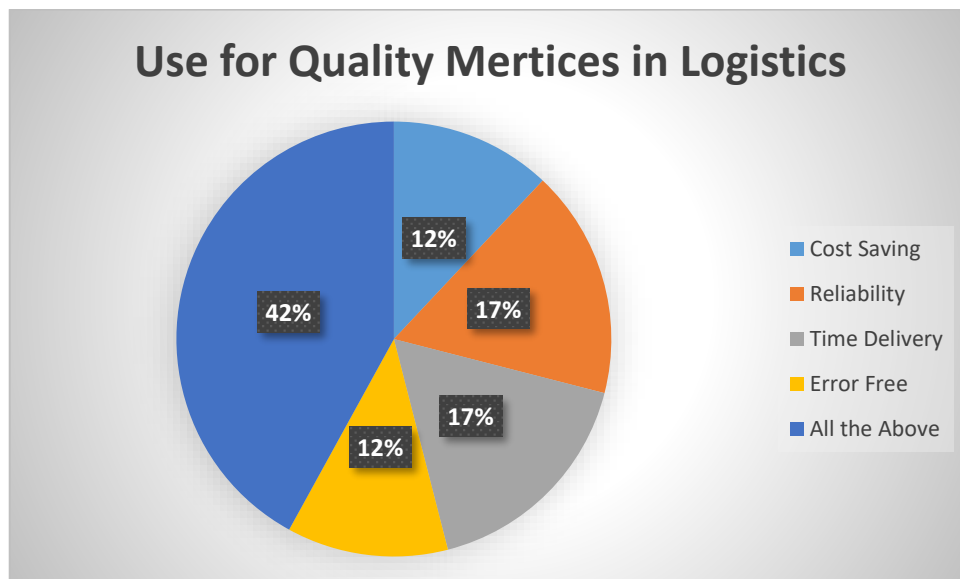
INTERPRETATION:

According to the above table, 34% of respondents consider themselves to be the most important, 27% to be more important, 23% to be important, 13% to be less important, and 3% to be the least important.

TABLE 4.1.8 WHAT DOES YOUR COMPANY USE FOR QUALITY METRICS IN LOGISTICS WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
Cost Saving	14	12
Reliability	20	17
Time Delivery	20	17
Error Free	14	12
All the Above	52	42
Total	120	100

CHART 4.1.8 WHAT DOES YOUR COMPANY USE FOR QUALITY METRICS IN LOGISTICS WISE CLASSIFICATION OF RESPONDENT



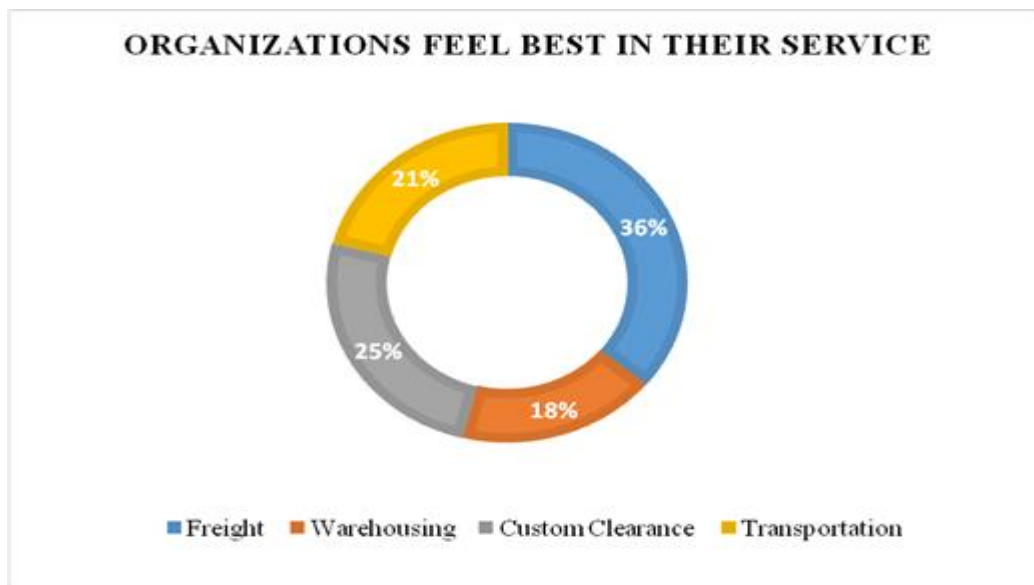
INTERPRETATION:

According to the data in the table above, the majority of respondents 42%, are all of the above; 17% are time delivery; 17% are reliability; 12% are cost savings; and 12% are error free.

TABLE 4.1.9 WHICH IS THE AREA OF THE ACTIVITY, THE ORGANIZATIONS FEEL BEST IN THEIR SERVICE WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
Freight	43	36
Warehousing	22	18
Custom Clearance	30	25
Transportation	25	21
Total	120	100

CHART 4.1.9 WHICH IS THE AREA OF THE ACTIVITY, THE ORGANIZATIONS FEEL BEST IN THEIR SERVICE WISE CLASSIFICATION OF RESPONDENT



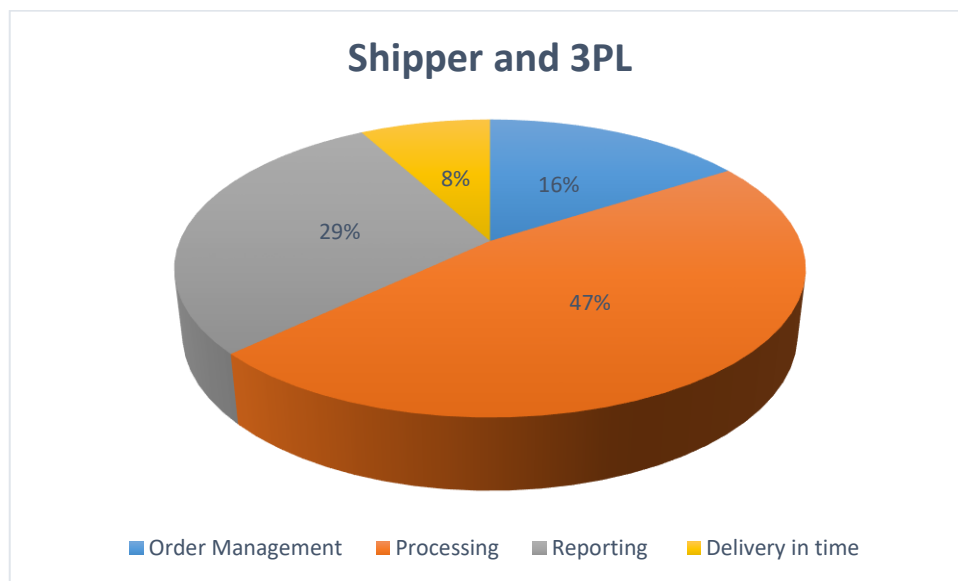
INTERPRETATION:

According to the above table, the majority of respondents (36% are in freight, 25% are in customs clearance, 21% are in transportation, and 18% are in warehousing) are in the freight industry.

TABLE 4.1.10 HOW ARE THE SHIPPER AND THIRD PARTY LOGISTICS RELATED WISE CLASSIFICATION OF RESPONDENTS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Order Management	20	16
Processing	55	47
Reporting	35	29
Delivery in time	10	8
TOTAL	120	100

CHART 4.1.10 HOW ARE THE SHIPPER AND THIRD PARTY LOGISTICS RELATED WISE CLASSIFICATION OF RESPONDENTS



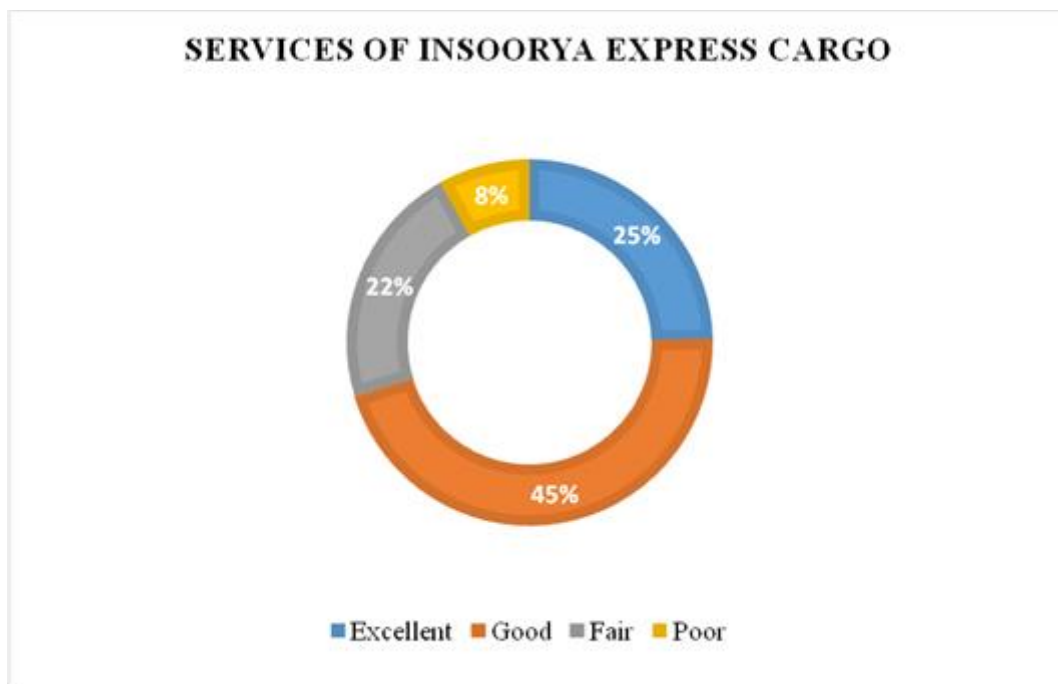
INTERPRETATION:

According to the above table the majority of 47% of the respondents are processing, followed by 29% are reporting, 16% are order management and 8% are deliver in time respectively.

TABLE 4.1.11 STATE THE SERVICES OF Hulk Cargo Solutions WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage %
Excellent	30	25
Good	54	45
Fair	27	22
Poor	9	8
Total	120	100

CHART 4.1.11 STATE THE SERVICES OF Hulk Cargo Solutions WISE CLASSIFICATION OF RESPONDENT



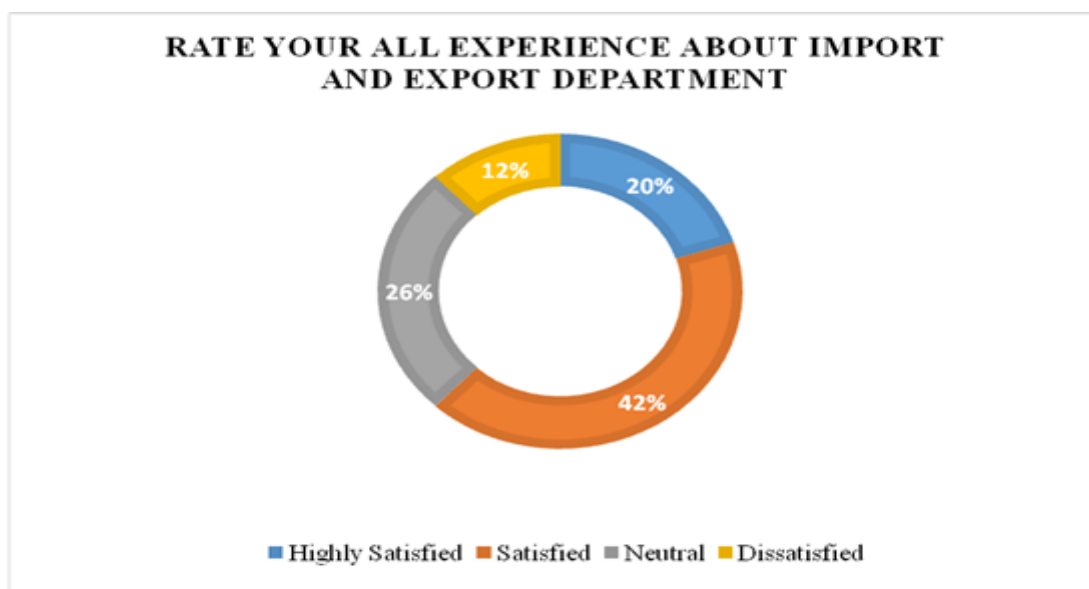
INTERPRETATION:

From the above table, it can be inferred that the majority of the respondents are: 45% are good, 25% are excellent, 22% are fair, and 8% are poor.

TABLE 4.1.12 RATE YOUR ALL EXPERIENCE ABOUT CLEARANCE DEPARTMENT WISE CLASSIFICATION OF RESPONDENTS

Particular	No of Respondent	Percentage %
Highly Satisfied	24	20
Satisfied	50	42
Neutral	31	26
Dissatisfied	15	12
Highly Dissatisfied	0	0
Total	120	100

CHART 4.1.12 RATE YOUR ALL EXPERIENCE ABOUT CLEARANCE DEPARTMENT WISE CLASSIFICATION OF RESPONDENTS



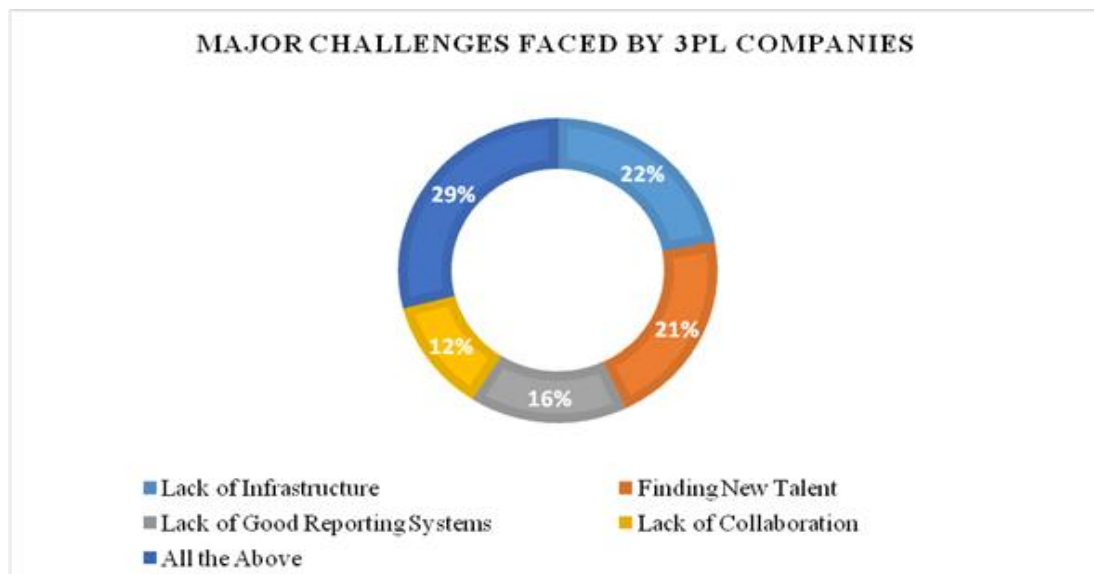
INTERPRETATION:

According to the following table, the majority of respondents are content: 42% are satisfied, 26% are neutral, 20% are highly satisfied, and 12% are dissatisfied.

TABLE 4.1.13: WHAT IS A MAJOR CHALLENGES FACED BY 3PL COMPANIES WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
Lack of Infrastructure	27	22
Finding New Talent	25	21
Lack of Good Reporting Systems	19	16
Lack of Collaboration	14	12
All the Above	35	29
Total	120	100

CHART 4.1.13: WHAT IS A MAJOR CHALLENGES FACED BY 3PL COMPANIES WISE CLASSIFICATION OF RESPONDENT



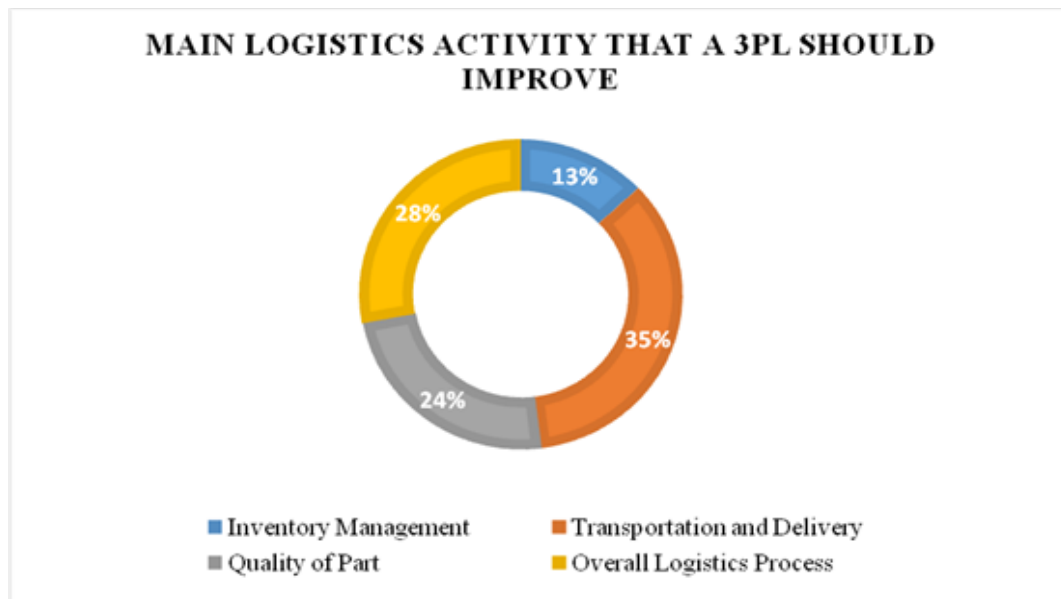
INTERPRETATION:

According to the above table, 29% of responders are all of the above, 22% are Lack of Infrastructure, 21% are Finding New Talent, 16% are Lack of Good Reporting System, and 12% are Lack of Collaboration.

TABLE 4.1.14 WHAT SHOULD BE THE MAIN LOGISTICS ACTIVITY THAT A 3PL SHOULD IMPROVE WISE CLASSIFICATION OF RESPONDENT

Particular	No of Respondent	Percentage
Inventory Management	15	13
Transportation and Delivery	42	35
Quality of Part	29	24
Overall Logistics Process	34	28
Total	120	100

CHART 4.1.14 WHAT SHOULD BE THE MAIN LOGISTICS ACTIVITY THAT A 3PL SHOULD IMPROVE WISE CLASSIFICATION OF RESPONDENT



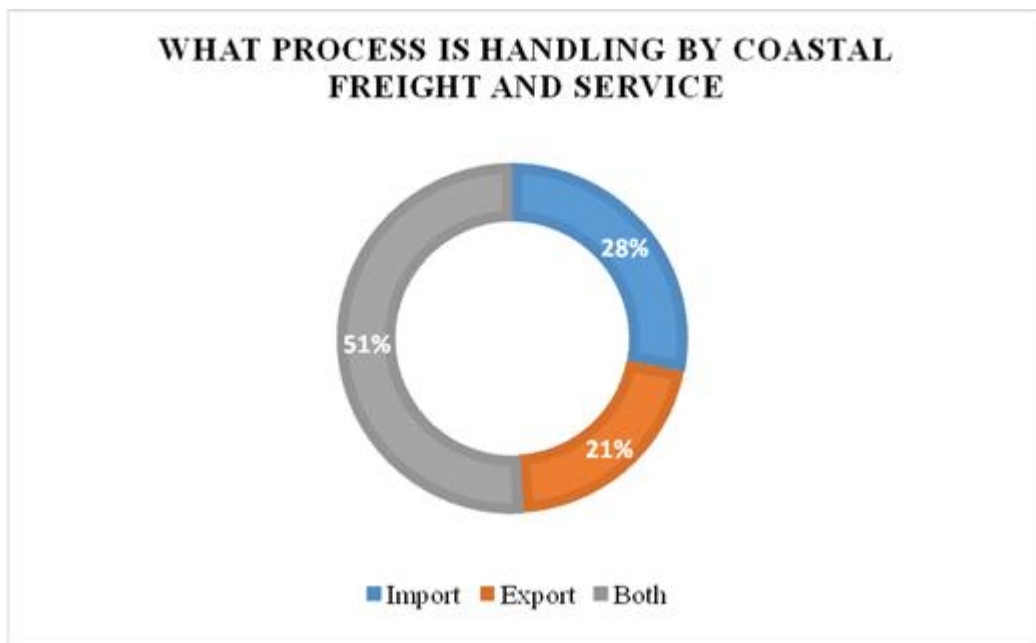
INTERPRETATION:

According to the above data, the majority of respondents (35%), Transportation and Delivery, 28%, Overall Logistics Process, 24%, Quality of Part, and 13%, Inventory Management.

TABLE 4.1.15 AMONG THOSE WHAT PROCESS IS HANDLING BY COASTAL FRIEGHT AND SERVICE WISE CLASSIFICATION OF RESPONDENTS

Particular	No of Respondent	Percentage
Import	34	28
Export	25	21
Both	61	51
Total	120	100

CHART 4.1.15 AMONG THOSE WHAT PROCESS IS HANDLING BY COASTAL FRIEGHT AND SERVICE WISE CLASSIFICATION OF RESPONDENTS



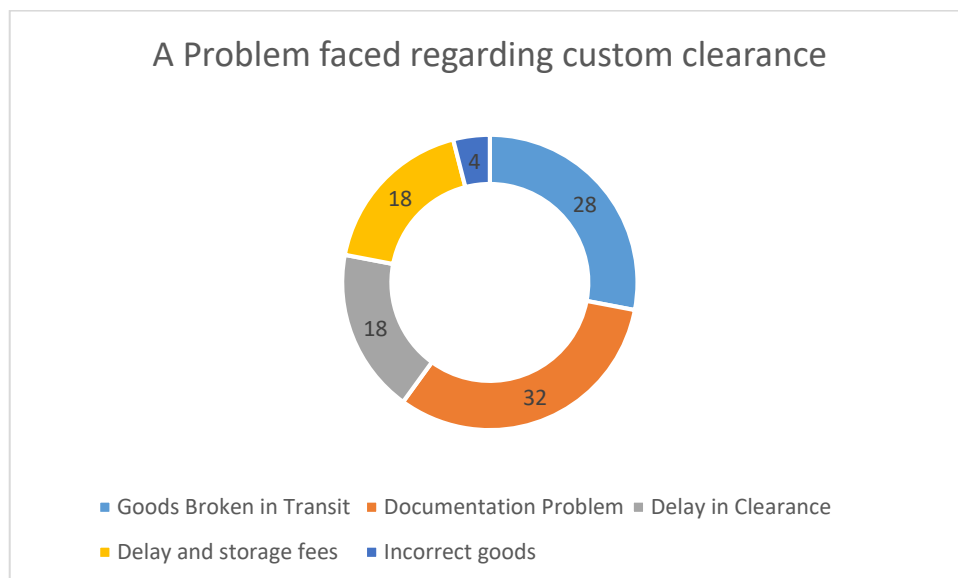
INTERPRETATION:

According to the above table, the majority of responses 51% are both, 28% are imports, and 21% are exports.

TABLE 4.1.16 WHAT IS THE PROBLEM FACED REGARDING CUSTOM CLEARANCE WISE CLASSIFICATION OF RESPONDENTS

Basis of problem	No of Respondent	Percentage
Goods Broken in Transit	33	28
Documentation Problem	39	32
Delay in Clearance	21	18
Delay and storage fees	22	18
Incorrect goods	5	4
Total	120	100

CHART 4.1.16 WHAT IS THE PROBLEM FACED REGARDING CUSTOM CLEARANCE WISE CLASSIFICATION OF RESPONDENTS



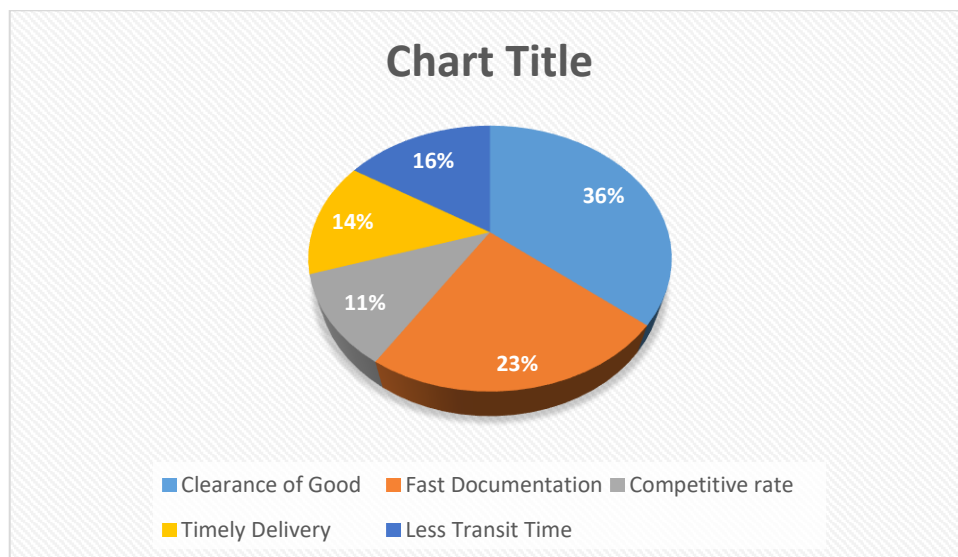
INTERPRETATION:

According to the above table, the majority of responses (32%), are Documentation Problem, 28% are Good Broken in Transit, 26% are Delay in Clearance, and 14% are other.

TABLE 4.1.17 WHAT IS MOST IMPORTANT FACTOR FOR STATISFACTION REGARDING CUSTOM CLEARANCE AND FREIGHT FORWARDER SERVICE WISE CLASSIFIATION OF RESPONDENTS

Factor for satisfaction	No of Respondent	Percentage
Clearance of Good	43	36
Fast Documentation	28	23
Competitive rate	13	11
Timely Delivery	17	14
Less Transit Time	19	16
Total	120	100

CHART 4.1.17 WHAT IS MOST IMPORTANT FACTOR FOR STATISFACTION REGARDING CUSTOM CLEARANCE AND FREIGHT FORWARDER SERVICE WISE CLASSIFIATION OF RESPONDENTS



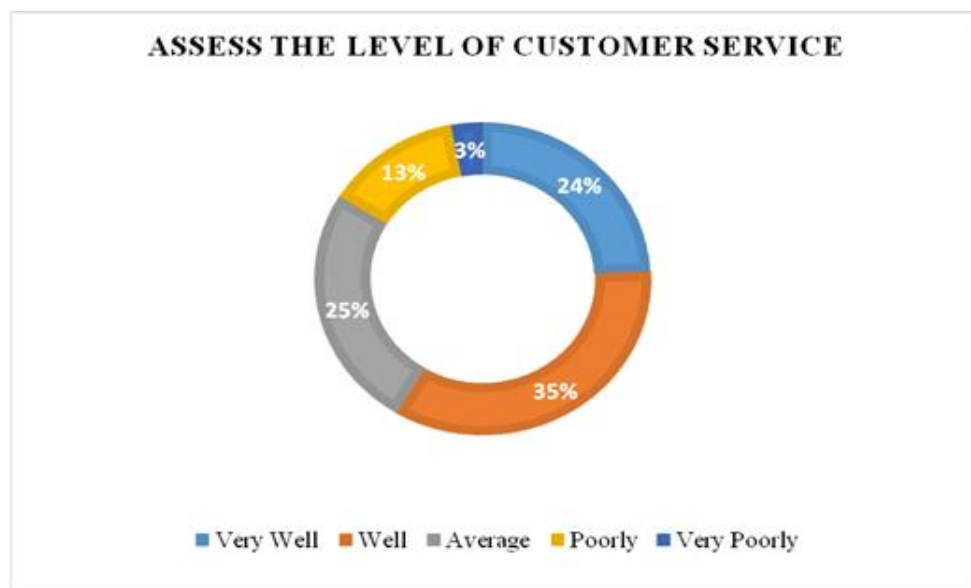
INTERPRETATION:

According to the above table, the majority of the responses are 36% are clearance of goods, 23% are fast documentation, 16% are less transit time, 14% are timely delivery and 11% are competitive rate.

TABLE 4.1.18 HOW DO YOU ASSESS THE LEVEL OF CUSTOMER SERVICE (KINDNESS, INTREST IN SOLVING PROBLEM) WISE CLASSIFICATION OF RESPONDENTS

Particular	No of Respondent	Percentage
Very Well	29	24
Well	41	34
Average	30	25
Poorly	16	13
Very Poorly	4	3
Total	120	100

CHART 4.1.18 HOW DO YOU ASSESS THE LEVEL OF CUSTOMER SERVICE (KINDNESS, INTREST IN SOLVING PROBLEM) WISE CLASSIFICATION OF RESPONDENTS



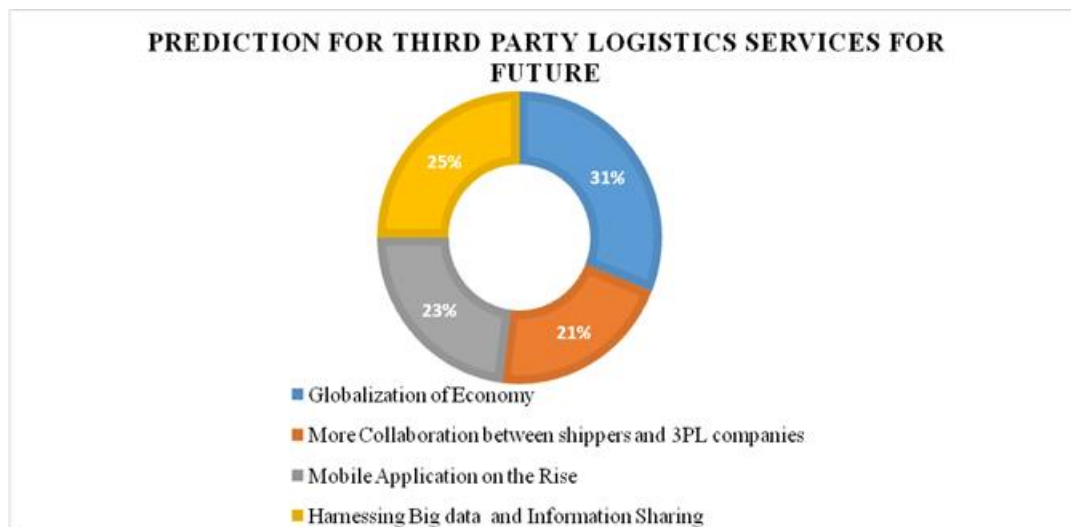
INTERPRETATION:

According to the preceding table, the majority of respondents, 35%, are well, 25% are average, 24% are very well, 13% are poor, and 3% are very poor.

TABLE 4.1.19 WHAT ARE YOUR PREDICTION FOR THIRD PARTY LOGISTICS SERVICES FOR FUTURE WISE CLASSIFICATION OF RESPONDENTS

Particular	No of Respondent	Percentage
Globalization of Economy	37	31
More Collaboration between shippers and 3PL companies	25	21
Mobile Application on the Rise	28	23
Harnessing Big data and Information Sharing	30	25
Total	120	100

CHART 4.1.19 WHAT ARE YOUR PREDICTION FOR THIRD PARTY LOGISTICS SERVICES FOR FUTURE WISE CLASSIFICATION OF RESPONDENTS



INTERPRETATION:

According to the above table, the majority of respondents—31%—believe in the globalizations of the economy, 25% believe in harnessing big data and information sharing, 23% believe in the rise of mobile applications, and 21% believe in increased collaboration between shippers and 3PL businesses.

4.2 CHI-SQUARE TEST (χ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H₀):

There is no relationship between the experience and the salary.

Alternate hypothesis (H₁):

There is relationship between the experience and the salary.

Table 4.2.1 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	174.161 _a	9	.000
Likelihood Ratio	202.813	9	.000
Linear-by-Linear Association	98.976	1	.000
N of Valid Cases	120		

a. 3 cells (18.8%) have expected count less than 5. The minimum expected count is 4.05.

Degree of Freedom= $(r-1) * (c-1)$

$$= 3*3= 09$$

Calculated value = 174.161

Tabulated value = 16.919

$Z = Z_{cal} > Z_{tab}$

$Z = 171.474 > 16.919$

Hence, the Alternate hypothesis [H₁] is accepted

INTERPRETATION:

Since p value which is 0.000 is less than 0.05 so we reject the null hypothesis and accept the alternate hypothesis. Hence there is a relationship between the experience and the salary.

4.3 ONE WAY ANOVA

One-Way ANOVA compares the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different.

Null hypothesis (H₀): There is no relationship between third party logistics and shipper.

Alternate hypothesis (H₁): There is relationship between third party logistics and shipper.

4.3.1 Anova

WHAT IS THE MAJOR THINGS BETWEEN SHIPPER AND THIRD PARTY LOGISTICS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.617	3	6.539	84.523	.000
Within Groups	8.974	116	.077		
Total	28.592	119			

Tabulated value = 2.70

Calculated value= 84.523

$F = F_{cal} > F_{tab}$

$F = 84.523 > 2.70$

Hence, the alternate hypothesis [H₁] is accepted.

INTERPRETATION:

Since p value is 0.00 which is less than 0.05 so, we reject the null hypothesis and accept the alternate hypothesis. Hence there is a relationship between the third party logistics and shipper.

4.4 ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other.

Null hypothesis (H0): There is positive relationship between major challenges faced by 3pl and the main logistics activity that the 3pl should improve.

Alternate hypothesis (H1): There is negative relationship between major challenges faced by 3pl and the main logistics activity that the 3pl should improve.

4.4.1 Correlations

	MAJOR CHALLENGES FACED BY 3PL COMPANIES WISE CLASSIFICATION OF RESPONDENT	THE MAIN LOGISTICS ACTIVITY THAT A 3PL SHOULD IMPROVE WISE CLASSIFICATION OF RESPONDENT
MAJOR CHALLENGES FACED BY 3PL COMPANIES WISE CLASSIFICATION OF RESPONDENT	Pearson Correlation Sig. (2-tailed) N 1 120	.947** .000 120
THE MAIN LOGISTICS ACTIVITY THAT A 3PL SHOULD IMPROVE WISE CLASSIFICATION OF RESPONDENT	Pearson Correlation Sig. (2-tailed) N .947** .000 120	1 120

** . Correlation is significant at the 0.01 level (2-tailed).

$$r = .947$$

INTERPRETATION:

Since the value of r is 0.947 which is greater than 0.05 so we accept null hypothesis and reject the alternate hypothesis. Hence there is positive relationship between major challenges faced by 3pl and the main logistics activity that a 3pl should improve.

CHAPTER V

5.1 FINDINGS

- 40% of the respondents are in between the 26-35 years of age.
- 74% of the respondents are male.
- 34% of the respondents had graduated from the 12th grade.
- 63% of the respondents were married.
- 28% of the respondents are in between the 0-1 years of experience.
- 38% of the respondents earn between 10000-20000 per year
- 34% of respondents consider logistics quality to be the most important, while 3% consider it to be the least important.
- 42% of respondents chose all of the above, while 12% chose cost savings and error-free quality metrics in logistics.
- 36% of the respondents are in the freight industry, and 18% are in warehousing in the freight industry.
- For shipper and third-party logistics-related responses, 47% chose processing and 8% chose on-time delivery.
- 45% of the respondents rate the service of Hulk Cargo Solutions as good, and only 8% rate it as poor.
- 42% of respondents are satisfied with the clearance department, while 12% are dissatisfied.
- 29% of respondents selected all of the above, while 12% cited a lack of collaboration for the challenges faced by third-party logistics companies.
- Transportation and delivery were chosen by 35% of respondents, while inventory management was chosen by 13% as the major logistics activity.
- 51% of respondents selected both import and export, while 21% selected export for handling by coastal goods and service.
- 32% of respondents suggested documentation issues, while 4% reported incorrect products as a problem with customs clearance.
- The clearance of goods was chosen by 36% of respondents, and the competitive rate was chosen by 11%.
- 25% of respondents rate their customer service as average, while 35% rate it as very poor.

CHI-SQUARE TEST:

There is a relationship between the experience and salary.

ONE-WAY ANOVA:

There is a relationship between third party logistics and shipper.

CORRELATION:

There is a positive relationship between major challenges faced by 3PL and the main logistics activity that the 3PL should improve.

5.2 SUGGESTIONS

The studies put forward the following suggestion for the efficient and successful management of logistics activities in the Hulk Cargo Solutions

- The cargo handling procedure should be standardized and employees should be trained accordingly to avoid delays.
- Organization can try to increase the monetary incentives for the employees.
- Update of technology with respect to cargo handling should be strictly practiced.
- The providers can offer expertise, help streamline supply chains and save time and money.
- Trusting 3PL experts with your shipping logistics can really make a difference in the way your business functions and allow you to focus on increasing your overall value to customers.

5.3 LIMITATION OF THE STUDY

- The study focuses only on the third party logistics service providers.
- Study is limited to only organize 3PL service provider. The research can be improved by taking consideration of the unorganized 3PL service provider.
- Sample size is limited to 120 respondents.

5.4 CONCLUSION

Logistics and supply chain management plays very important role in manufacturing organization. Most of the companies are outsourcing these activities to concentrate on their core business. Firms are able to deliver the product to customers without any delay. This study may help organizations and 3PL's to enhance the customer satisfaction level with the help of advanced information technology to maintain their competitive position in the market. This study also motives researchers to work more on logistics outsourcing.

Nowadays there are an increasing number of companies focusing their efforts on their core competencies that are critical to survival; therefore they outsource one or more logistical functions to 3PLs. It is becoming a widespread practice in industry worldwide. In the future, outsourcing logistics functions to 3PLs is still a major trend, but the rate of growth may decrease. In the past, 3PL used to provide services such as warehousing and transportation, which is single and short-term logistics service. More recently, 3PLs are putting more attention on building a long-term contractual relationship with their customers by providing multiple logistics services. We conclude that 3PLs have a significant impact on not only the past and the present, but also the future.

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ANNEXURE - I

QUESTIONNAIRE

1. Name: _____

2. Age: a) 19-25 b) 26-35 c) 36-45 d) above 46

3. Gender: a) Male b) Female

4. Qualification:

a) 10th b) 12th or diploma c) UG d) PG

5. Marital Status:

a) Married b) Unmarried

6. Experience

a) 0-1 yrs. b) 2-4 yrs. c) 5-6 yrs. d) above 7yrs

7. Range of salary

a) 10000-15000 b) 16000-20000 c) 26000-30000 d) above 31000

8. How important is logistics quality to an organization on a scale of 1 to 5?

a) Least important b) Less important c) Important

d) More important e) Most important

9. What does your company use for quality metrics in logistics?

a) Cost saving b) Reliability c) Time delivery d) Error free e) All the above

10. Which is the area of the activity, the organizations feel best in their service?

a) Freight b) Warehousing c) Custom clearance d) Transportation service

11. How are the shipper and third party logistics related?

a) Order management b) Processing c) Reporting D) Delivery in time

12. State the services of hulk cargo solutions?

a) Excellent b) Good c) Fair d) Poor e) Worst

13. Rate your all experience about clearance department?

a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Highly Dissatisfied

14. What is a major challenges faced by 3PL companies?

a) Lack of infrastructure b) Finding new talent c) Lack of good reporting system
d) Lack of collaboration e) All the above

15. What should be the main logistics activity that a 3PL should improve?

a) Inventory Management b) Transportation and Delivery
c) Quality of Part d) Overall Logistics Process

16. Among those what process is handling by coastal freight and service?

a) Import b) Export c) Both

17. What is the problem faced regarding custom clearance?

a) Goods Broken in Transit b) Documentation Problem c) Delay in clearance
d) Delay and storage fees e) others

18. What is most important factor for satisfaction regarding custom clearance & freight forwarder service?

a) Clearance of good b) Fast Documentation c) Competitive Rate
d) Timely Delivery e) Less Transit Time

19. How do you assess the level of customer service (kindness, Interest in solving problem)?

a) Very well b) Well c) Average d) Poor e) Very poor

20. What are your prediction for third party logistics services for future?

a) Globalization of Economy
b) More Collaboration between Shipper and 3PL companies
c) Mobile Application on the Rise
d) Harnessing Big Data and Information Sharing.

ANNEXURE - II

A STUDY ON THIRD PARTY LOGISTICS IN HULK CARGO SOLUTION

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Ms. Priyanka R, Student

Sathyabama Institute of Science and Technology, Chennai, Tamilnadu

ABSTRACT

Third party logistics providers have a vast resource network available that provides advantages over in-house supply chains. Using a 3PL provider eliminates the need to invest in warehouse space, technology, transportation, and staff to execute the logistics process. A benefit of using a 3PL provider is the ability to scale space, labour, and transportation according to inventory needs. Primary objective is to understand the concept of 3rd party logistics, various operations in 3rd party logistics. Secondary objectives are to study the warehousing, inventory management and damage control, understand the reasons for its recent growth in importance and challenges, and assess the ability of client to focus on core business and to study the relationship between 3pl and shipper.

INTRODUCTION

3PL is an abbreviated term for third party logistics. Third party logistics used to mean transportation and warehousing, but nowadays it encompasses a comprehensive range of outsourced services for pretty much all aspects of supply chain. Third party logistics companies have expanded along with the increasing scope of the discipline from physical distribution to logistics to full supply chain. In last few years there are lots of opportunities are derived from new markets and sources of supplies that are open up for all enterprises. With a advantage of these opportunities in worldwide business.

REVIEW OF LITERATURE

Markus and Jean-Paul (2004) show that Institutional dimension of logistic largely at the global scale. The enduring growth of movements of goods and the freight distribution networks supporting them are widely underrepresented in regional science geographical research. Globalization has been a dominant paradigm of contemporary geographical research. The transport industry itself has become more closely integrated. Recent developments in international transportation, logistics, international trade and the emergence of e-commerce have transformed the freight transportation sector.

VonderGracht and LenaDarkow (2010) propose a scenario planning and present the findings of an extensive Delphi-based scenario study on the future of the logistics services industry in the year 2025. The major contribution of this study is the development of probable and unforeseen scenarios of the future which may provide a valuable basis for strategy development in the logistics services industry. The logistics services industry will be significantly affected by future developments throughout the world .Therefore, developing future scenarios is an important basis for long-term strategy development.

OBJECTIVES OF THE STUDY

- To evaluate the inventory management and reduce damage control.
- To analyse the factors that affect the custom clearance.
- To evaluate the third party logistics providers can help maximize profits, reduce wait time and improve customer service.
- To study the relationship between third party logistics and shipper.

NEED FOR THE STUDY

- Using a 3PL provider eliminates the need to invest in warehouse space, technology, transportation, and staff to execute the logistics process.
- 3PLs are knowledgeable of industry best practices, and stay up to date with the latest developments in technology
- A benefit of using a 3PL provider is the ability to scale space, labor, and transportation according to inventory needs.
- 3PL professionals will ensure their needs are met, by using the fastest, most efficient, and cost effective methods.

SCOPE FOR THE STUDY

- It manage, support and fulfil customer demand in all serviced regions.
- It resulted in increasing the customer by fulfilling their demand in short period.
- Attain a continuous and unrivalled 100 % customer satisfaction.
- Faster turnaround time to deliver goods to customer.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It is a science of studying how research is done scientifically. The various steps that are generally adopted by a researcher in studying the research problem along with the logic behind them are studied.

RESEARCH DESIGN

The research design for a particular problem usually requires consideration of many factors. Researchers should use facts or information already available. Researchers must analyze the facts to critically evaluate the material.

SOURCES OF DATA

Primary data has been collected directly from the respondents using a questionnaire.

TOOLS FOR ANALYSIS

- Percentage analysis
- One-way Anova classification
- Chi-Square Test
- Karl Pearson's Correlation

PERCENTAGE ANALYSIS

Table showing what does your company use for quality metrics in logistics

Particular	No of Respondent	Percentage
Cost Saving	14	12
Reliability	20	17
Time Delivery	20	17
Error Free	14	12
All the Above	52	42
Total	120	100

Chart showing what does your company use for quality metrics in logistics



INTERPRETATION:

According to the data in the table above, the majority of respondents 42%, are all of the above; 17% are time delivery; 17% are reliability; 12% are cost savings; and 12% are error free.

CHI-SQUARE TEST (χ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H_0):

There is no relationship between the experience and the salary.

Alternate hypothesis (H_1):

There is relationship between the experience and the salary.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	174.161 ^a	9	.000
Likelihood Ratio	202.813	9	.000
Linear-by-Linear Association	98.976	1	.000
N of Valid Cases	120		

a. 3 cells (18.8%) have expected count less than 5. The minimum expected count is 4.05.

INTERPRETATION:

Since p value which is 0.000 is less than 0.05 so we reject the null hypothesis and accept the alternate hypothesis. Hence there is a relationship between the experience and the salary.

ONE WAY ANOVA

One-Way ANOVA compares the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different.

Null hypothesis (H_0):

There is no relationship between third party logistics and shipper.

Alternate hypothesis (H_1):

There is relationship between third party logistics and shipper.

Anova

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.617	3	6.539	84.523	.000
Within Groups	8.974	116	.077		
Total	28.592	119			

INTERPRETATION:

Since p value is 0.00 which is less than 0.05 so, we reject the null hypothesis and accept the alternate hypothesis. Hence there is a relationship between the third party logistics and shipper.

ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other.

Null hypothesis (H0):

There is positive relationship between major challenges faced by 3pl and the main logistics activity that the 3pl should improve.

Alternate hypothesis (H1):

There is negative relationship between major challenges faced by 3pl and the main logistics activity that the 3pl should improve.

	MAJOR CHALLENGES FACED BY 3PL COMPANIES WISE CLASSIFICATION OF RESPONDENT	THE MAIN LOGISTICS ACTIVITY THAT A 3PL SHOULD IMPROVE WISE CLASSIFICATION OF RESPONDENT
MAJOR CHALLENGES FACED BY 3PL COMPANIES WISE CLASSIFICATION OF RESPONDENT	Pearson Correlation Sig. (2-tailed) N	.947** .000 120
THE MAIN LOGISTICS ACTIVITY THAT A 3PL SHOULD IMPROVE WISE CLASSIFICATION OF RESPONDENT	Pearson Correlation Sig. (2-tailed) N	.947** .000 120

** . Correlation is significant at the 0.01 level (2-tailed).

FINDINGS OF THE STUDY

- 28% of the respondents are in between the 0-1 years of experience.
- 38% of the respondents earn between 10000-20000 per year
- 42% of respondents chose all of the above, while 12% chose cost savings and error-free quality metrics in logistics.
- For shipper and third-party logistics-related responses, 47% chose processing and 8% chose on-time delivery.
- Transportation and delivery were chosen by 35% of respondents, while inventory management was chosen by 13% as the major logistics activity.

SUGGESTIONS

- The cargo handling procedure should be standardized and employees should be trained accordingly to avoid delays.
- Organization can try to increase the monetary incentives for the employees.
- The providers can offer expertise, help streamline supply chains and save time and money.

CONCLUSION:

Nowadays there are an increasing number of companies focusing their efforts on their core competencies that are critical to survival; therefore they outsource one or more logistical functions to 3PLs. It is becoming a widespread practice in industry worldwide. In the future, outsourcing logistics functions to 3PLs is still a major trend, but the rate of growth may decrease. We conclude that 3PLs have a significant impact on not only the past and the present, but also the future.

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