Trip Report - March 2019
For Members Only
Brazil, Chile, Argentina, Uruguay

- Brazil / Intermodal, Sao Paulo -

Newtral, Mexico (Romeu Group) - Yago Leon (Member Candidate)

Good meeting with Yago. Newtral is still doing alright in Mexico and Argentina for neutral consolidation, moving increasingly into airfreight (NAP Member now). The logistics company TIBA also doing well, just having been appointed agent of Damco for several Central and South American countries.

Handling the direct customer consol business of TIBA, they have started another brand, SeaBridge, which also serves to play with additional agents. Yago claims it is doing very well, but as per some overseas partners who are working with it, they are not contributing enough.

Made clear that I would like to have them somehow involved in the network and that I would flexible regarding brand and location. He confirmed his interest and we agreed to discuss in detail during our meeting in Mykonos. Thus he would be a good backup solution, in case my other potentials do not turn out as expected.

Interteam Group, Mexico - Kurt Giess (Industry Friend)

Nice lunch with Kurt Giess. He just hired another young Swiss from Panalpina, who will be increasingly managing his Interteam business and he intends to focus more on his chairman role for the group and less on day to day business management.

The Interteam Group meanwhile comprises 6 companies, with 311 employees and will have a platform in 6 ports of Mexico as from later this year. His main income is derived from the warehousing business, where he owns or longterm leases the assets. Apart from handling his own LCL business over them, most major international forwarders, that he handles as WWA member, are his customers for 3PL business in the warehouses too. Further, he operates a small entity doing most of Mexico's AMS, as well as own customs clearance companies. Controlling more of the entire

T +41 62 544 94 10
E info@oceanx.network
I oceanx.network
OceanX AG, Fluhgasse 135, 5080 Laufenburg, Switzerland

logistics chain, has paid out well for him and the business continues to be nicely profitable overall.

He continues to be a shareholder in PCS Panama and all the Central America ventures of SACO at 33%.

The joint venture he had with M&R, he has terminated and bought the shares of Daniel Richner. The business was renamed to Bonanza Logistics and is operating with 30 staff, continuing to expand.

He was interested to hear more about OceanX and will review within his group, what potential there is to have one of his companies become a member.

Polestar, Ningbo - Hanson & William (Member Candidate)

Hanson remains one of the smartest guys in Chinese LCL and continues to expand his Shanghai business, by adding more virtual sales resources in Jiangsu province (actually his home area). He has increased his involvement in eCommerce business and FBA to the US on DAP terms, which he sees as the biggest trend currently and key to follow, in order to progress from the traditional port/port LCL business.

He was very interested in OceanX and I outlined the concept and setup to him, which he followed with great interest. He is interested to join, agreed to send him a bit more information and to meet in Shanghai in April to discuss further.

KingShip Line, Brazil & Argentina & USA - Won (Member Candidate)

Good meeting with Won and his team. They confirmed the demise of the neutral LCL market, as the previous earnings from the warehousing have been eroded by people offering rebates on those charges to generate more FOB, shifting the business to a majority of FOB with very low margins today.

Thus certainly KingShip Line has not been as successful as expected for the market has changed, since Won left the industry and he is faced with tough competition. Also Globelink left him and PlusCargo out in the cold, thus he is without any major LCL network today. He still remains sceptical about LCL networks, that do not truly support each other and sees WWA as they only really functioning one.

Given the LCL situation today, he is considering to put KingshipLine on a more general freight forwarder and logistics company track.

We briefly discussed competition situation, the advent of Charterlink in South America (an Idea he seemingly suggested to Benny some years back), etc. MSL, who appears a bit like a winner in the current, as many players support them and they leverage volumes from several guys in China for example, as per his view, is selling too cheap, for ego reasons and thus wins on scale but not on value terms.

Interesting background, Won is a Shareholder with John's PGL, who is also a shareholder in Eurolanes. (http://www.pglbr.com.br/ingles/)

I pitched the network and what my intentions with it are, whilst they remain a bit sceptical they are also interested and will review internally whether and in what form to join. Maybe we find a solution that we have a combination of PGL and KingShip Line joining, we shall discuss further.

Despite KingShip Line not having grown to what was originally intended, they remain a reliable player in a difficult market. Having the backing of PlusCargo certainly helps and key plus for the company is Won, who I guy of integrity, which is a scarce commodity in Brazil and that I still consider a key asset. Thus they remain the partner of first choice on the NVOCC side, from my view.

SouthCargo, South America - Flavio Campos & Jürg Rohrer (Industry Friend)

South Cargo had a nice booth in combination with CWN at the fair, thus good to see old friends again.

As both founding owners Repremar Group and Craft claim not to own South Cargo anymore, my first questions to Flavio was on ownership and he advised that he himself and Jürg Rohrer (former DHL) are owning the group now. Market rumour on the other hand remains that Craft owner Marcellus is still behind it as the bank. As usual in this part of the world, one can choose what to believe and might still be mistaken.

They claim that the LCL business is going well and they receive support from AMASS, Lucky, Panda and Portever. Which sounded a bit odd, as some of those mentioned claim otherwise.

However, the focus of the new owners will be broader and move beyond consolidation also developing FCL and AIR, as the pure neutral consolidation role, also from their view is disappearing and no longer sustainable.

Their Chile Branch is still representing Nippon Express, which is a good basis for business. (Which was later confirmed partly lost).

They are very confident where things are heading and would like to discuss further on potential membership for one or several countries, in order to expand their non-LCL activities.

Bold Logistics & Logisber, Spain - Alex & Xavi (Member)

Nice catch up with Alex and Xavi.

Alex is working on Cargowise and with Logisber, he is the exclusive agent of Flexport for Spain, his customer with the highest profit per shipment. While knowing they will kick him out longer term and replace with their own setup, he is still quite impressed with their progress. From a shipment a week or less, they have moved to regular shipments of 3-5 per day in Spain.

Logisber also operates a small handling office in Brazil taking care of Alex' Spanish clients requirements.

Bold Logistics is progressing well, South America setup is currently a mix between Charterlink (Mexico & Chile) and King Ship Line (Brazil). On China they have started with Lucky Logistics (double checked with Daisy, she is happy but things start slow and we are post CNY, thus might just need some patience).

Kensa Logistics, Mexico - Justin Facey (Member Candidate)

Meeting of the day upon introduction from Xavi and Alex. Apparently the brit Justin, had a longtime career within the Romeu group, building TIBA to the 500+ staff and Latin America wide Logistics company that it is today. Apparently he had a conflict on the future strategy with the management and left mid of 2018.

End of the last year he started his new company KENSA (Keltic origin = „coming first") and is fully operational in Mexico since earlier this year, profitable since February and starting to expand with the objective to cover Mexico and Central America in the longer term.

A good discussion on starting from scratch versus change and learning from past mistakes and new technology. On the tech side, he decided to start with CargoWise, as it's providing an even playing field with some of the market leaders already.

Their approach focuses on value added end to end business, project logistics and fashion. He is relying on the international partners he developed during TIBA times and that are not part of Romeu group, however was interested in the network, as recommended by Alex and Xavi, while currently not being a member of any network.

His experience and business conduct, seem to fit from a value perspective very well and he certainly has the potential to develop something great in Central America, again.

Outlined the OceanX concept, philosophy and what we focus on, which aligned with his objectives. Agreed to supply some further information and follow up thereafter.

Whilst we do now have a few very good choices for Mexico, this seems the most interesting one.

Transglory, Spain - Gonzalo Jerez (Industry Friend)

Nice catch up with Gonzalo. Since his return from Shanghai in 2009, he stays in Spain heading Romeu's Transglory in Spain and North Africa.

While still the market leader in consolidation through the WWA membership, it's also their limitation to grow beyond where they are today already. Thus he confirmed that there is certainly a space for Xavi and Bold Logistics in Barcelona.

Interesting discussion on the future of neutral consolidation and how to jump over your shadow to cannibalise your core business today for tomorrows continues success. In WWA also different opinions on how to move forward and of course, more pain in some markets than in others.

He was aware of my meeting with Yago and would be interested that they are involved in the network somehow.

Overall he is doing well and is in good spirits, we shall catch up when I am in Valencia later this year.

Multitrans, Domenican Republic - Eddy Joubert (Member Candidate)

Quick introduction to Eddy Joubert, the General Manager, through Xavi and Alex. He was interested in the network, we will send him the package and follow up.

Nauri Logistics, South Korea - Juno Nam (Member Candidate)

Brief meeting with Juno, who is doing fine personally, but of course faces a challenge for his LCL business as Overseas is falling into pieces in Mexico and Brazil, while J Consol/CTL become a new competition.

He is looking to work with King Ship Line and himself and Won had a good meeting, confirmed that this might be the best choice in the market for LCL today and also quickly introduced him to Santiago (KingShip Line Argentina). Further made an Introduction to the guys from Bold Logistics Spain for potential cooperation.

Discussed the network membership briefly, which he is still considering, with his main concern being, that he is part of FPS network and annual meetings are always very close to each other.

Sent him some updated info on the network and shall reach out again after the trip.

Onelog, Turkey - Serdar Kural (Member)

Good seeing Serdar at the fair, who came with his Mersin branch manager. However, they are struggling to start Mersin to Barcelona, for lack of a good destination partner. They are talking to TCT now, as options are limited and Bold is not yet interested in Turkey (as per Xavi a loss lane normally) thus is not focusing on that initially.

Serdar is doing well, apart from his wife being in month 6 pregnant and grounding him from after this trip.

Ranur Logistics, Brazil & USA - Benjamin Min (Member Candidate)

Lunch meeting with Ranur (Hanur = „Sky“ in Korean), upon introduction by Christos.

Benjamin is in the business since 22 years with his firm in Brazil and relocated to Miami in order to open Ranur USA 3 years ago. He has a stable and reliable team, coming to Brazil every 2 months. Across the country they have several offices, with a total of 80 staff. They are mainly in the direct customer business, handling Samsung and LG, also with door deliveries and dedicated trucking resources.

He is already cooperating with Honour Lane and has a good personal relationship with Vincent. In Asia for his larger accounts he is working with Dimerco, from which he also knows ITG but has not cooperated previously with them.

We had a long and highly interesting discussion. He is definitely a very reliable guy, running a clean shop and we seem to aligned in terms of values and objectives.

He is already a member of 6 networks, often more due to friendship than for business and thus of course sceptical on further expanding, as he focuses on reciprocal business and normally takes to his sales team when he wants to develop additional business instead of fishing for agents at conferences.

Nevertheless he is interested and wishes to attend to our conference in Chengdu this year.

He is a friend of Won from KingShipLine too and as the two focus on different market segments, he would not mind to be in with him together.

Craft, Brazil - Sadao Oshiro (Member Candidate)

Brief chat with Sadao, unfortunately did not manage to meet anymore but we will schedule a call for next week.

Their core business remains LCL, but they are gradually expanding other services and started eCommerce too, thus there would be interest from their side to explore membership.

Will follow up in the coming weeks by phone.

Overseas, South America - Marcelo Moure (Industry Friend)

Unfortunately did not manage to meet, due to tight schedule on the trip.

Anyway, the future is quite clear, Jorge and Marcelo are to split, with Brazil and Mexico going to Jorge, the rest staying with Marcelo. Given that there is not much left in Mexico and the name in Brasil is already bad, the brand might disappear there and there are rumours that Jorge already has a new business in the buildup.

Remaining Overseas strategy seems to focus more on logistics and direct customer business, reducing their exposure in the LCL field. We will have to see how things are going. The brand took quite some beating and many good people are gone.

- Chile, Santiago de Chile

Very interesting place and my first trip. Richest country in South America and a very different experience than Sao Paulo. Very safe, people very friendly, albeit my very limited Spanish skill truly bites me in the back here, should have finished that class and it would certainly an even better experience. Despite seeing the Andes in the background, the city is very flat and nicely to explore on foot by running or walking, many small little quarters and quite different. While business area feels like any metropolitan city and could be in the US, the smaller corners, like Italy Avenue feel almost like a village. Definitely a nice place to come back to.

From a business perspective, my friends active in the South America trade, always comment that Chile is boring in the sense, that little money can be made in shipping as things are transparent and stable, except for freight rates that swing up and down depending on one loop more or less.

China is the main trading partner, volumes wise, US is next, but half of that and then comes Europe and the rest of the world. Like in other South American markets, it seems the larger NVOCCs continue to control the market, with most LCL and FCL booked through them by the local forwarders.

Charterlink LATAM - Sergio Rodrigues (Member Candidate)

Of course, the most talked about one in the market currently. Was really nice to see Sergio again, whom I met last in his role with Craft and who is still the great guy he used to be. His wife picked Chile as the place to live, thus this is where he will be located, albeit looking out for entire LATAM from here.

He is very happy with the new challenge and especially the charterlink owner, Benny's commitment to the new venture, supporting them from day one. He foresees to reach profitability quickly, as their initial months have been working well already. However apart from the setup cost, I am still impressed by the opportunity cost that CTL is willing to accept, as they will certainly not get the usual 70-80% nominations for quite some time and this comes to a not irrelevant sum over time. Which also explains this being a long term decision for their group, which is admirable.

Understood that part of the start clearly relates to the continued financial and payment issues with previous partners.

Sergio has collated a team of well known managers in the respective countries, of which many have managed to bring the majority of their teams over and thus certainly providing a strong basis for this startup, which combined with the aggressive pricing that CTL is known for should be a good basis.

While the group will support from China/HKG, Korea and India, Europe and USA will be more challenging, as it is lacking available players for them. In the US they will likely open their own office in Miami soon.

On the IT side, Charterlink here has started with Cargowise in LATAM, which is still not used on the China side, but seems to be an objective longer term.

Bon Voyage Logistics BVL, Santiago (Member Candidate)

- Andres Barahona & Nicolas Anania

Upon introduction of my friend Jesse Shih (formerly Evergreen), who just joined BVL group to develop their Europe lane, I had a brief meeting with their local team here.

Andres background was with NYK and later Andes Logistics, a local player, which used to be the partner of BVL and which he founded for the Taiwanese owner with his team. They are now running BVL in Chile, Peru and Bolivia, with their main focus of course being FCL from China. Their LCL they co-load with mainly PlusCargo, seems its more beneficial than opening own boxes, as the current competitive environment lets the LCL offer too low.

For many other lanes, e.g. Europe they normally buy FCL and LCL from the large NVOCCs (Craft, SACO, PlusCargo, etc) and also use them for origin services, as they have a limited agency network and rates are more competitive that way.

Agency network and development of other lanes, seem to be an issue. Except for Spain and Turkey, where they seem to have some reciprocal business, Europe seems to have mainly handling agents, some of them picked up during the time working with WACCO network while at Andes Logistics or met elsewhere.

Some interesting discussions across digitalisation, internationalisation, the current stage of carriers and tradelane development.

Good people, running a nice shop, with strong base cargo on the China lane. Might be a good member for the 3 countries they cover, as they would like to develop new lanes. To be further discussed with Jesse and BVL owner during Shanghai trip next month.

Agunsa Logistics - Sebastian Santa Cruz (Member Candidate)

AGUNSA has long history in the maritime business, once a shipping line, it has gradually moved closer to land, operating tugging services, stevedores, terminals and warehouses. Out of their activity as shipping agent for CCNI, which brought them to several countries in Latin America and Asia, their logistics division was formed, for which Sebastian is the commercial head today. He will shortly be changing positions, becoming the commercial head for the entire group.

Since CCNI has been acquired by Hamburg Süd and they by Maersk, a lot has changed and AGUNSA group is still in this transition, with Sebastian honestly advising that they are not even sufficiently using the internal network of the organisation yet, with some of his 12 offices in Chile still 30 years behind where the group intends to be.

Whilst Sebastian has worked in HKG several years and developed part most of their overseas offices, it is clear that group itself is still very local, despite their footprint across the region and beyond. They continue to be very asset focused also in their expansion, as they are now opening a warehouse operation in Cuba.

Sebastian was intrigued by the concept of the network and is considering to join. They are currently not part of any network and also not sure whether it makes sense for them yet, as their homework is still internal.

He shared, that they have just secured the agency for Nippon Express in Peru and Chile. Verification with South Cargo confirms that they have to „share“ the lane with them now, which in fact looks more like they lost it.

Noatum / Universal Logistics, Chile - José Monteiro (Member Candidate)

José is a veteran of shipping, having spent most of his career with CSAV, for whom he ran Brazil and later, until the sale to Hapag Lloyd in 2015 built up and ran greater China, living in Shanghai for 12 years, where his children graduated from international school.

Since his return, he is in charge of Noatum and the venture into forwarding was a change, first taking 2 years to turn the branch around and then expanding over the past 2 years. The merger with MIQ poses a particular challenge, as Chile is the only country where both companies have an office. However, for the MIQ office is run by the Peru management, merging the two organisations under José is expected to be smooth.

Interesting discussion on the NVOCC market in South America and how carriers, like him as CSAV in Brazil have helped the large NVOCC players to cement their position and obtain their market share.

He is very interested to join the network, albeit a member of Tandem Network and WCA today, however has to wait until the situation with Noatum/MIQ will be clearly defined for the future.

He also was not able to shed more light on the terms of the merger, but advised that discussions started in November last year and the deal seems to be orchestrated by the owners of the two groups, which are lastly two venture capitalist firms in the US.

- Buenos Aires, Argentina

Crosstrade, Buenos Aires - Franz Kramer (Industry Friend)

Franz used to work for the LEP agent in Argentina, in a cooperation with Swiss Natural, which brought him into Switzerland for an internship end of the last century, where he got acquainted with a friend of mine at Natural and we met a few years ago at this common friends 50th birthday party.

Not long after his original stance in Switzerland, 22 years ago, he founded Crosstrade, which is specialising on project cargo and some consumer goods clients, with a dedicated 6 staff team.

Was very nice catching up over lunch, as Franz certainly knows the market well and has been able to provide a bit of an update on the economic situation of Argentina today.

In fact, not only imports of goods are being taxed severely, but also international financial flows, are subject to taxation, seeing forwarders pay a tax on every international payment or receipt of payment, having forced him to handle much of his international finance via the US today.

The import of goods has become even tougher, one laptop and one phone or tablet are allowed for travellers, while the rest is already considered importing and the high duties have led to quite some smuggling. Further, goods that are being produced in the country, even sometimes at not decent quality (for example cars) are seeing further taxes to foster and protect those local industries.

Exports from Argentina remain very driven by agricultural products, from soy beans to meat and beyond. Competition in the transport sector remains tough, as there are many players in the market and specialisation is necessary to protect decent returns.

T +41 62 544 94 10
E info@oceanx.network
I oceanx.network
OceanX AG, Fluhgasse 135, 5080 Laufenburg, Switzerland

Under Crosstrade, they do a few wine exports and it is interesting to know that for shipments from part of the Mendoza valley, Chile has become a key gateway, as inland transport is shorter and cheaper than via Buenos Aires, however not passable during the winter.

Crosstrade is currently not part of a network and Franz is interested to join OceanX, thus we shall review with our existing member Mercator, if they are alright to accommodate them.

As Franz' 5 kids are or have attended German school, he is at the board of one of the largest German schools in Argentina, which led us to an interesting discussion on education.

ByMar Group, Argentina - Mariano Abaca (Member Candidate)

Interesting meeting with Mariano, who was interested in the network early on and had reached out to us then, but could not attend Dubai. Mariano has been working in Spain for many years, thus quite some Overseas experience, which he used to expand Bymar, not only to Spain but also the US, as well as Uruguay and Paraguay.

He falls under my definition of network collector, with 13 logos decorating his email footer. As he outlined, most of them are based on friendship, rather than business and he attends meetings in some cases more sporadically.

His focus with Bymar, is actually on the export trade and in niches like removals, dangerous cargo, military goods, live animals, etc which help him to differentiate in the market. As per his view, standard transportation on import and export has become very price driven, reducing margins significantly, with LCL, FCL and even Reefer exports earning very little profits today, thus specialised services being the only ones allowing decent returns.

Most of the market today is locally controlled and for export anyway, thus they have much of their success in their own hands, however are limited by their own market. Exports as he elaborates are driven by agricultural products and the ability that Argentina soil could feed 100 million people, while industrial production is very weak. With many of his export customers only active to a limited degree, when it comes to overseas sales, he also sees himself as an ambassador of them and tries to facilitate trade and sales channels during his travels increasing the bond with his customers.

We had a longer discussion about networks in general, value for customers and the future of our industry, where he outlines that Argentina is 20 years behind Spain in many developments.

He is very interested to become part of OceanX and attend our next conference. We will review after the trip and decide from there.

Mercator Transport, Argentina - Federico Tommassino (Member)

Great last day, with our friends at Mercator, in their head office in Pilar, outside of Buenos Aires.

Frederico was providing a very comprehensive overview of the Argentinian container market, which thanks to 15 years in MSC was underlined with detailed figures. In fact exports total approximately 400,000 TEU per year, of which 115,000 TEU is moving refrigerated containers. Europe with 105,000 TEU is the main destination, while Asia accounts to 82,000, North America to 86,000 and Middle East/Africa to 61,000 TEU. Main commodities remain agricultural. Import market is larger, with around 700,000 TEU, whereby almost half is controlled by the the global players. Main Origin being Asia with 300,000 TEU per year and there of course China with the lionshare. Europe comprises 155,000 TEU, with Germany accounting for 50,000. Americas with Miami as the key Hub for the tradelane, shares 121,000 TEU.

The reefer figures are mainly concerning Fish and Fruits, as meat exports from Argentina continue to be relatively little. In fact Paraguays exports have surpassed those of Argentina lately.

Federico provided a good overview on the geographics of the country, which sees a very limited use of river ports towards the northern parts of the country (mainly due to political issues) where the main commodities originate from (NOA Region: Sugar, Nuts, Beans, Soy, Tobacco, Citrus, Berries, Minerals, Hay). In fact, those commodities face high roundtrip trucking cost and smart inland logistics are a key to competitiveness in that trade. Mercator operates an office in Tucuman to serve the growers and traders locally. Their association with one of the leading quality control providers for many goods, has provided them a strong entry into the trade.

Some interesting trade lanes on commodities, can be discovered, not only are huge amounts of Mate Tea from Argentina moving into Syria, where early return immigrants have brought the habit of drinking the bitter tea, but also is hay moving from Argentina to the middle east, feeding animals.

One of the largest commodities is peanuts, with 12,000 TEUs per season moving from the Cordoba region in Argentina. Further there is Mendoza valley, exporting Wines, Grapes and Olives.

The south of the country, Patagonia, is less developed and only home to roughly 1 million people of the 42 mil population, with half of it living around Buenos Aires.

In the trade with African Westcoast, dairy products and milk powder, rice and grain are the key commodities.

The team of Mercator is very commercially driven and has started approaching several of the network members with target accounts for joint development. They have a pricing and operations team located in Buenos Aires, negotiating with shipping lines and managing vendors from there.

T +41 62 544 94 10
E info@oceanx.network
I oceanx.network
OceanX AG, Fluhgasse 135, 5080 Laufenburg, Switzerland

Head of the company is Daniel Esposito, who previously was involved in PGL for Argentina and participated in the beginnings of WFA.

- Montevideo, Uruguay

KMA, Montevideo - Ignacio & Gabriel (Member Candidate)

Starting off with a port visit, as I arrived by Ferry from Argentina anyway: Interesting situation in the port of Montevideo, landlord model freeport, guarded by the countries navy. New terminal with crane bridges, operated by Belgian Katoenatie which entered the port more than 20 years ago and existing terminal with Pneu cranes of local operator Montecon, plus a larger quay for RoRo and geared vessel operation. In fact a true multipurpose port in one location that combines a multitude of transport types, conventional and containerised cargo, even home to the countries Navy ships, thus all in one relatively compact place.

KMA is cooperating with Supremar in the port, a German family owned warehouse operator.

The group around KMA comprises feeder operator ISL with 7 Ro-Ro/Multipurpose vessels and terminal interests in Uruguay and Paraguay.

KMA is agent for Glovis, the car carrier, and for Grimaldi Lines, which in combination with their own feeder services provides them an interesting end to end control also to outports in Argentina and Brazil. Further, on the LCL side, they are agent for Charterlink in Uruguay and Paraguay.

Ignacio's background is in Consolidation, as he has been part of ILS for many years, before taking the challenge to join Gabriel, the owner of KMA, where the many different capabilities of the group provide interesting opportunities for development.

One key objective of their group is further internationalisation, reaching more global partners to offer their services and jointly develop business with the assets at their disposal. They are very interested in joining the network and we have supplied a proposal.

Repremar Group, Montevideo - Cecilia Pena (Industry Friend)

Very nice meeting Cecilia again. Still the impressive lady that I got to know before, when she was one of the key initiators behind SouthCargo. A down to earth self established entrepreneur, that has fostered the success of the family business over the past decades. And compared to the often male dominated macho culture of our industry in South America, a very refreshing difference, with very clear values. And as this trip revealed, a more than respected individual throughout the countries in this market.

Seems the reason for selling her SouthCargo shareholding also lie in exactly these values, as she was not pleased with the way the business was run and no longer willing to put her name behind it. So she took the opportunity of selling her shares and focuses on the core business of Repremar group in Uruguay and Paraguay now, which includes the agency for Yang Ming, but also the Logistics division, their warehousing and project cargo activities. Further they are actively working on expanding their Airfreight activities, obtaining GSA status for several airlines.

With her shipping agency business, she is also is a member of Multiport network of shipping agents (recommendation to Ralf Brink to be made).

Their main objective on the liner side currently, is obtaining the shipping agencies for ZIM and PIL. (Check potential introductions).

Grupo RAS, Montevideo - Carlos Madama (Member Candidate)

Meeting with Carlos Madama, number 2 in Grupo RAS. The Uruguayan group has meanwhile grown to 800 employees in 10 countries and a total of 45 business units. Their main forwarding brand is Pluscargo and they are invested in the NVOCC King Ship Line.

Rumours on the trip already indicated that they have hired one of the former Econocaribe owners to open Pluscargo in Miami and Carlos confirmed this.

Their traditional business includes shipping agency, where they are representative for Agency for COSCO in Paraguay, beyond that they are heavily invested in warehousing, especially in Uruguay. We had our meeting in their head office, which is part of a 40,000 sqm warehousing facility in the port of Montevideo.

Carlos agreed, that King Ship Line not as successful as expected, as the LCL market is changing. End to end is definitely key to their strategy and for the coming years they rather see Kühne & Nagel as a competitor in South America, than traditional consolidation players and NVOCCs like Craft. They continue investing in warehousing projects, which certainly underlines their longterm commitment and ambitions in South America.

The continue to have an entrepreneurial setup, where every business unit leader is also having a stake in the respective unit (whilst group holding company maintains the majority) and have started to have companies being shareholders of each other, aligning interests. The holding continues to be owned in majority by Ruben, a further shareholder and Carlos.

They continue their system development in-house but with an eye to what happens elsewhere, as they see digitalisation as the key challenge but also opportunity in the coming, where they intend to be a leader in South America.

We exchange some industry news and market views, they remain interested to take part in the network in some role and as time was tight this time, we agreed to discuss further in Mykonos during NAP conference.