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Following receipt on July 1, 2003 of a request from the House Committee on Ways and Means (the Committee) (see appendix A), the United States International Trade Commission (USITC or the Commission) instituted investigation No. 332-456, Express Delivery Services: Competitive Conditions Facing U.S.-based Firms in Foreign Markets under section 332(g) of the Tariff Act of 1930 (19 U.S.C. 1332(g)). As requested by the Committee, this study examines the composition of the global industry, major

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market participants, and factors driving change, including regulatory reform, in major foreign markets; examines the extent to which competition among express delivery suppliers in foreign markets may be affected by government-sanctioned monopolies competing in those markets; and identifies additional impediments to trade encountered by U.S.-based express delivery service suppliers in foreign markets. At the request of the Committee, for the purpose of the study, the Commission defined express delivery services as: (i) the expedited collection, transport and delivery of documents, printed matter, parcels and/or other goods, while tracking the location of, and maintaining control over,

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such items throughout the supply of the service; and (ii) services provided in connection therewith, such as customs facilitation and logistics services. In its examination, the Commission found that demand for express delivery services is increasing rapidly as a result of electronic commerce growth, the internationalization of business, and rising demand by manufacturers for outsourced logistic services. U.S.-based express delivery providers increasingly compete with foreign postal firms that provide express delivery services in addition to monopolyprotected letter mail delivery services. In such instances, competition may be impeded by anticompetitive monopoly practices, such as

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postal firms' use of profits from monopoly-protected services to support services offered in competition. U.S.-based express delivery service firms also face impediments in the form of operational restrictions, investment limitations, discriminatory access to essential facilities, and poor customs environments. Some of these impediments may be addressed through trade disciplines contained in the General Agreement on Trade in Services (GATS), where a negotiating round is currently underway. Bilateral and other multilateral free trade agreements may also serve to remedy impediments. In its analysis of customs impediments, the Commission quantified the effect of foreign customs

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procedures on express delivery services. The analysis shows that poor customs environments impede time-sensitive deliveries more than other shipments, and that improved customs environments may increase the likelihood that a particular good would be shipped by air. One series of econometric experiments shows that improved customs environments would result in increased U.S. exports, thereby benefitting U.S.-based express delivery providers. DHL: From Startup to Global Upstart is the story of a startup that became the first worldwide logistics service organization, fighting regulation, trade restrictions, customs, and many other technical issues to develop processes that

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have stood the test of time to become the accepted norm in delivery throughout the world. It is a story of using "soft powers," persuasion, and ingenuity, working with, and around, emerging technologies to eliminate barriers to success. This book provides an extraordinary look into how a little startup with grit and perseverance succeeded in the face of overwhelming odds and revolutionized many of what are now accepted transportation and supply chain practices. Po Chung, DHL International co-founder, and Roger Bowie, former DHL Worldwide Services Director, discuss how DHL paved the way for one day international package delivery and how they have maintained their global

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leadership position against powerful American titans. This book is based on a conference on 'Regulation and the Evolving Nature of Postal and Delivery Services: 1992 and Beyond' held at Village PTT, La Londe les Maures, France, on March 18, 1992. Leading practitioners, worldwide postal administrations, and the express delivery industry, as well as a number of regulators, academic economists, and lawyers examine the important policy and regulatory issues facing the postal and delivery industries. This includes such issues as: international postal policy and the role of the Universal Postal Union; regulation and terminal dues; competition, entry and the role of scale and scope economies; the nature

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and role of costs analysis in postal service; productivity; and service standards.

Express Delivery from Dinosaur World

United Parcel Services

Multinational Enterprises in the Courier Service Industry

The Untold Story of UPS

Regulation and the Nature of Postal and Delivery Services

PROCEEDINGS OF THE XIV INTERNATIONAL

SYMPOSIUM SYMORG 2014

The World Book

Although its brown vans are on every block and its delivery service reaches more than 200 countries, UPS

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is among the world's most underestimated and misunderstood companies. For the first time, a UPS "lifer" tells the behind-the-scenes story of how a small messenger service became a business giant. Big Brown reveals the remarkable 100-year history of UPS and the life of its founder Jim Casey—one of the greatest unknown capitalists of the twentieth century. Casey pursued a Spartan business philosophy that emphasized military discipline, drab uniforms, and reliability over flash—a model that is still reflected in UPS culture today. Big Brown examines all the seeming paradoxes about UPS: from its traditional management style and strict policies coupled with high employee loyalty and strong

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labor relations; from its historical “anti-marketing” bias (why brown?) to its sterling brand loyalty and reputation for quality.

Emerging Competition in Postal and Delivery Services brings together practitioners, postal administrators, the courier industry, regulators, academic economists and lawyers to examine important policy and regulatory issues facing the postal and delivery industries. This volume reviews such topics as cost and productivity analysis, universal service and entry, demand analysis and the structure of postal payment system, price regulation and competition.

Max Gath presents a multiagent system for the

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optimization of transport logistics in highly complex and dynamic domains. The described solution dynamically optimizes processes and provides a high flexibility, scalability, robustness, and adaptability to individual customer demands. The experimental evaluation points out the effectiveness and efficiency by using the example of commonly applied benchmarks as well as two case studies in groupage traffic and in courier, express, and parcel services with same-day deliveries. Both case studies were performed with leading transport companies in Germany. The results demonstrate that the multiagent-based solution satisfies domain-specific requirements and exploits high optimization potential in

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real-world processes.

The International Encyclopedia of Geography

Between E-Commerce and E-Substitution

The Massachusetts register

Report of the One-Hundred and First Round Table on
Transport Economics Held in Paris on 16-17 November
1995

Global Logistics

Diamond Industria

Strategies for Small Manufacturers

*These consolidated guidelines on HIV prevention,
testing, treatment, service delivery and monitoring*

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bring together existing and new clinical and programmatic recommendations across different ages, populations and settings, bringing together all relevant WHO guidance on HIV produced since 2016. It serves as an update to the previous edition of the consolidated guidelines on HIV. These guidelines continue to be structured along the continuum of HIV care. Information on new combination prevention approaches, HIV testing, ARV regimens and treatment monitoring are included. There is a new chapter on advanced HIV disease that integrates updated guidance on the

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management of important HIV comorbidities, including cryptococcal disease, histoplasmosis and tuberculosis. The chapter on general HIV care, contains a new section on palliative care and pain management, and up to date information on treatment of several neglected tropical diseases, such as visceral leishmaniasis and Buruli ulcer. New recommendations for screening and treating of cervical pre-cancer lesions in women living with HIV are also addressed in this chapter. Guidance on service delivery was expanded to help the implementation and strengthening the HIV care

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cascade. Importantly, this guidance emphasizes the need for differentiated approaches to care for people who are established on ART, such as reduced frequency of clinic visits, use of multi-month drug dispensing and implementation of community ART distribution. The adoption of these efficiencies is essential to improve the quality of care of people receiving treatment and reduce the burden on health facilities, particularly in resource limited settings. The book is about an industry that provides fast, reliable, on-demand, global door-to-door movement of goods. Author gives the information a practical

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orientation that will be useful to college business students and transportation professionals. Novice interested in the parcel delivery industry will find the book a valuable source of information. Section I, provides a brief history of the parcel delivery industry, the dominant carriers, and issues critical to the effective purchase and use of their services. Key topics covered in Section II are, basic packaging guidelines, packaging materials, packaging testing, and implementing a vendor compliance program. Section III outlines basic guidelines managers can use to lower shipping costs and increase their

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company's competitiveness. Key topics discussed are, selecting a carrier, audit and payment firms, accessorial charges, size and weight restrictions, loss and damage claims, and contracting. Material presented in Section IV, Appendices and Section V, Glossary Shipping Terms is supplemental information.

The significance of managing end-to-end supply chains from one hand has been the subject of discussion for over ten years. Regina M. Neubauer provides an answer on how such a scenario might work by studying enterprises in the European

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logistics industry.

In Search of Hidden Champions, their Business Principles and Common Industry Misperceptions Products, Actors, Technology - Proceedings of the German Academic Association for Business Research, Bremen, 2013

DHL

Big Brown

Organized Knowledge in Story and Picture ...

*Parcel and Small Package Delivery Industry California. Court of Appeal (5th Appellate District).
Records and Briefs*

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Regulation continues to be an important issue in the postal and delivery sector of the global economy. This latest volume in the Advances in Regulatory Economics series reflects the latest research on trends and policies affecting the postal sector and progress made in the industry's competitive agenda. It is global in scope and covers a broad range of legal and economic issues from leading scholars, researchers, and policy

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makers. Topics covered include: service quality and price caps, the impact of price regulation on service quality, financing the USO, cost analysis and pricing of innovative postal products, postal demand studies, the effects of intermedia competition; mail order demand; Internet advertising, trends in direct mail, legal and regulatory issues related to the postal sector, competitive strategies in the parcel market, and environmental impacts of

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mail. The book also provides concrete analyses of the driving forces underlying restructuring, transformation and privatization strategies of postal operators. Scholars and practitioners in public sector economics and postal regulation will appreciate this in-depth treatment of their industry.

Nearing its 100th anniversary, United Parcel Service was the world's largest package delivery company. Senior

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management had adopted a strategy of "enabling global commerce" and was growing through both extensions of its core business and expansion into adjacent businesses. In pursuing growth, UPS examined the fit between new business opportunities and its core competencies. UPS counted its highly standardized and scalable information processing capability among its core competencies, but many acquisition opportunities did not require the scale

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of UPS' core business. Thus, as UPS diversified, it pursued alternative organizational structures and considered new IT architectures to meet the needs of its new businesses. This case examines the strategic, organizational, and technical issues UPS was addressing in early 2002. In particular, it describes the opportunities associated with two new business lines: logistics and capital. These new businesses were

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characteristic of both the opportunities and challenges UPS would encounter as it attempted to deliver on its "enabling global commerce" strategy.

This report examines the rapid expansion of international express delivery services in Europe.

A Case Study in International
Regulatory Reform

Surviving Supply Chain Integration
New Directions in Supply Chain

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Management

Logistics Companies of the United
States

The Rise of Global Delivery Services
Sourcebook on the Foundations of Social
Protection Delivery Systems

The China Year Book ...

This edited book explores the link between institutional reforms, governance and services delivery in the Global South, mapping how and to what extent resource-poor governments deliver public services to their citizens. The book

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concludes that delivery of public services responsibly and efficiently remains largely unachievable because of weaker institutions and poor quality of governance in the Global South countries. Reforms to governance and institutions are generally considered fitting measures to overcome public service delivery challenges. This volume, the result of the 21st Conference on Postal and Delivery Economics (Ireland, 2013), describes the continuing problem of the decline of the postal sector in the face of electronic competition and offers strategies for the survival of mail s

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This book addresses major issues facing postal and delivery services throughout the world. Worldwide, there is currently a considerable amount of interest in postal and delivery economics. The industry is in a state of near crisis and drastic change is needed. The European Commission and member States are still wrestling with the problem of how to implement entry liberalization into postal markets, how to address digital competition, and how to maintain the universal service obligation (USO). The Postal Accountability and Enhancement Act of 2006 in the U.S. has perhaps created and exacerbated the problems faced by USPS. Post

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Offices (POs) have been slow to address the threat of electronic competition. On the other hand, e-commerce presents opportunities for POs to expand their presence in parcel delivery and perhaps help finance or redefine the USO. A major aim of this book is to address strategies POs can use to reinvent themselves for the digital age. This book compiles original essays by prominent researchers in the field, which will be selected and edited from papers presented at the 25th Conference on Postal and Delivery Economics held in Barcelona, Spain, May 24-27, 2017. That conference, and this volume, commemorates the

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memory of Michael Crew who organized twenty-four prior conferences and co-edited previous conference volumes. This book is a useful tool not only for graduate students and professors, but also for postal administrations, consulting firms, and Federal Government departments.

Logistics Management

Optimizing Transport Logistics Processes with
Multiagent Planning and Control

People, the Earth, Environment, and Technology. C-
Cor

Delivering on Competition

The National Job Bank

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ECMT Round Tables Express Delivery Services
Report of the One-Hundred and First Round Table
on Transport Economics Held in Paris on 16-17
November 1995

Competitive Transformation of the Postal and
Delivery Sector

***Postal and Delivery Services: Delivering
on Competition is an indispensable
source of information and analysis on the
current state of the postal and delivery
sector. It offers current insight into
strategy, regulation as well as the***

economics of this sector. Issues addressed include international postal policy, the universal service obligation, regulation, competition, entry, the role of scale and scope economies, the nature and role of cost and demand analysis in postal service, productivity, interaction of law and economics, human resources, transition and reform issues.

This book reports on cutting-edge theories and methods for analyzing complex systems, such as transportation

and communication networks and discusses multi-disciplinary approaches to dependability problems encountered when dealing with complex systems in practice. The book presents the most noteworthy methods and results discussed at the International Conference on Reliability and Statistics in Transportation and Communication (RelStat), which took place remotely from Riga, Latvia, on October 14 - 17, 2020. It spans a broad spectrum of

topics, from mathematical models and design methodologies, to software engineering, data security and financial issues, as well as practical problems in technical systems, such as transportation and telecommunications, and in engineering education.

The managed flow of goods and information from raw material to final sale also known as a "supply chain" affects everything--from the U.S. gross domestic product to where you can buy

your jeans. The nature of a company's supply chain has a significant effect on its success or failure--as in the success of Dell Computer's make-to-order system and the failure of General Motor's vertical integration during the 1998 United Auto Workers strike. Supply Chain Integration looks at this crucial component of business at a time when product design, manufacture, and delivery are changing radically and globally. This book explores the benefits

of continuously improving the relationship between the firm, its suppliers, and its customers to ensure the highest added value. This book identifies the state-of-the-art developments that contribute to the success of vertical tiers of suppliers and relates these developments to the capabilities that small and medium-sized manufacturers must have to be viable participants in this system. Strategies for attaining these capabilities through

manufacturing extension centers and other technical assistance providers at the national, state, and local level are suggested. This book identifies action steps for small and medium-sized manufacturers--the "seed corn" of business start-up and development--to improve supply chain management. The book examines supply chain models from consultant firms, universities, manufacturers, and associations. Topics include the roles of suppliers and other

supply chain participants, the rise of outsourcing, the importance of information management, the natural tension between buyer and seller, sources of assistance to small and medium-sized firms, and a host of other issues. Supply Chain Integration will be of interest to industry policymakers, economists, researchers, business leaders, and forward-thinking executives. Selected Papers from the 20th International Conference on Reliability

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***and Statistics in Transportation and
Communication, RelStat2020, 14-17
October 2020, Riga, Latvia
Freight Forwarder's Intermediary Role in
Multimodal Transport Chains
Reliability and Statistics in
Transportation and Communication
Business Transformation Through
Information Technology
Express Delivery Services
From Startup to Global Upstart
Transportation in International Supply***

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Chains

A book that explores the world of dinosaurs through a series of minigames.

The field of logistics continues to develop at a remarkable pace. Until recently, logistics was barely considered in long-term plans, but its strategic role is now recognised and lies at the heart of long-term plans in almost every business. Reasons for this change include: communications and information technology offer new opportunities; world trade grows; competition forces operations to adopt new

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practices and become evermore efficient; and the concern for the environment increases. Add to this the increased emphasis on consumer satisfaction, flexible operations and time compression, and it's clear that getting logistics right is important. This 7th edition of Global Logistics, edited by Stephen Rinsler and Donald Waters, has been thoroughly revised and updated to reflect the latest trends, best practices, and cutting-edge thinking on global logistics. It provides guidance on important topics, including agile

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supply chains, IT, sustainability and performance management, collaboration, outsourcing and humanitarian logistics. This edition of Global Logistics provides new chapters on supply chain trends and strategies, fulfilling customer needs, and supply chain vulnerability. There are also dedicated new chapters on China and Central and Eastern Europe to assess developments across the globe. This edition serves as a forum for acknowledged sector specialists to discuss key logistics issues and share their

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authoritative views. The new edition introduces new contributors, including leading thinkers from international universities and businesses. Global Logistics is an invaluable source of guidance and practical advice for students, managers and practitioners, who will find it an essential text that also includes online resources. Online resources available include a student manual with key learning outcomes for each chapter.

Please note that the content of this book primarily consists of articles available from

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Wikipedia or other free sources online. Pages: 34. Chapters: Trucking companies of the United States, United Parcel Service, Echo Global Logistics, CR England, Schneider National, Choice Logistics, Purolator USA, Swift Transportation, YRC Worldwide, AAA Cooper, Werner Enterprises, Con-way Truckload, Expeditors International, Pitt Ohio Express, CaseStack, Con-way Freight, Freightquote.com, Vizion Logistics, Braun's Express, Access America Transport, BAX Global, PeriShip, J. B. Hunt, Lakeville Motor

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Express, C. H. Robinson Worldwide, FFE
Transportation, New England Motor Freight,
ABF Freight System, Naparex, Blue-Grace
Group, Groendyke Transport, The UPS Store,
Computer Transportation Services, Knight
Transportation, Prime, Inc., Star Transport,
UPS Freight, Integrated Service Provider, A-P-
A Transport Corp., IHC Services, Covenant
Transport, Con-way Multimodal, Carbamoyl
phosphate synthetase, Air Cargo Inc, Estes
Express Lines, InterLogic, Total Quality
Logistics, Consolidated Freightways, Averitt

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Express, American Freightways, Associated global systems, Vitran Express, Midwest Motor Express, Celadon Group. Excerpt: United Parcel Service, Inc. (NYSE: UPS), typically referred to by the acronym UPS, is a package delivery company. Headquartered in Sandy Springs, Georgia, United States, UPS delivers more than 15 million packages a day to 6.1 million customers in more than 220 countries and territories around the world. UPS is well known for its brown trucks, internally known as package cars (hence the company

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nickname "The Big Brown Machine"). UPS also operates its own airline (IATA: 5X, ICAO: UPS, Call sign: UPS) based in Louisville, Kentucky. UPS's primary business is the time-definite delivery of packages and documents worldwide. In recent years, UPS has extended their service portfolio to include less than truckload transportation (primarily in the U.S.) and supply chain...

The Role of the Postal and Delivery Sector in a Digital Age

Progress in the Competitive Agenda in the

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Postal and Delivery Sector

Consolidated guidelines on HIV prevention, testing, treatment, service delivery and monitoring

The Contribution of the Postal and Delivery Sector

NEW BUSINESS MODELS AND SUSTAINABLE COMPETITIVENESS

Trucking Companies of the United States, United Parcel Service, Echo Global Logistics, Cr England, Schneider Postal and Delivery Services

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The Sourcebook on the Foundations of Social Protection Delivery Systems synthesizes real-world experiences and lessons learned of social protection delivery systems from around the globe. It takes a broad view of social protection, covering various intended populations such as poor or low-income families, unemployed workers, persons with disabilities, and individuals facing social risks. It discusses many types of interventions that governments provide to individuals, families, or households, including categorical programs, poverty-targeted programs, labor benefits and

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services, disability benefits and services, and social services. The Sourcebook seeks to address concrete “how-to?” questions, including:

- How do countries deliver social protection benefits and services?*
- How do they do so effectively and efficiently?*
- How do they ensure dynamic inclusion, especially for the most vulnerable and needy?*
- How do they promote better coordination and integration—not only among social protection programs but also among programs in other parts of government?*
- How can they meet the needs of their intended populations and provide a better client experience?*

The

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delivery systems framework elaborates on the key elements of that operating environment. The framework is anchored in core implementation phases along the delivery chain. Key actors, including people and institutions, interact all along that delivery chain. Those interactions are facilitated by communications, information systems, and technology. This framework can apply to the delivery of one or many programs and to the delivery of adaptive social protection. The Sourcebook structures itself around eight key principles that can frame the delivery systems mind-set: 1. There is no

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single blueprint for delivery systems, but there are commonalities, and those common elements constitute the core of the delivery systems framework. 2. Quality of implementation matters, and weaknesses in any of the core elements will negatively affect the entire system, reducing the impacts of the program(s) they support. 3. Delivery systems evolve over time, in a nonlinear fashion, and their starting points matter. 4. Efforts should be made to “keep it simple” and to “do simple well,” from the start. 5. The “first mile”—people’s direct interface with administrative functions—is often the

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weakest link in the delivery chain; improving it may take systemic change but will greatly improve overall efficiencies and mitigate the risk of failures on the frontlines. 6. Social protection programs do not operate in a vacuum, and thus their delivery systems should not be developed in silos; synergies across institutions and information systems are possible and can improve program outcomes. 7. Social protection delivery systems can contribute more broadly to government's ability to serve other sectors, such as health insurance subsidies, scholarships, social energy tariffs, housing

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benefits, and legal services. 8. The dual challenges of inclusion and coordination are pervasive and perennial and encourage the continuous improvement of delivery systems, through a dynamic, integrated, and human-centered approach.

Number of Exhibits: 3

xiii • We have almost the cheapest letter price in the OEeD. • We've quadrupled the retail outlets where you can buy stamps, but closed three quarters of our Post Offices. On time delivery is better than 97%. • The workforce has been reduced by 40%, with a 25% increase in volumes over the period. Real

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unit costs, measured by total real expenditure divided by total volumes, have been reduced by over 20%. What do these results and achievements mean for policy setters around the world? In particular, do these results for New Zealand Post prove that it is a commercial business, and what are the lessons for other postal businesses? Market Forces New Zealand Post presently has a limited letter monopoly, a 45 cent letter price against an 80 cent competitive floor price. The existence of this level of protection somehow negates the company's commercial achievements. The combination of

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high efficiency and low prices cannot persuade everyone that the results are not my view, are the only ones that can solely monopoly driven. Market forces, in answer my question: is New Zealand Post a commercial organization? We need the test of free and open competition to see whether we've got the business formula right. Before advancing this argument, which in essence is the case for deregulation, it may be useful to distinguish between market behavior and Post behavior.

A Social Network Approach

The Harvester World

Aspects of Employment and Working Conditions

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in Selected Enterprises

recommendations for a public health approach

Business Models in the Area of Logistics

The World's Markets

Handbook of Global Logistics

This book gathers papers presented at the Logistik-Management-Konferenz 2013, which was organized by the VHB Wissenschaftliche Kommission Logistik and held in Bremen, Germany. The papers reflect the current state-of-the-art in logistics and supply chain management, focusing on environmental sustainability in logistics and supply chain network dynamics and control. The target

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audience primarily consists of researchers and practitioners in the field, but the book may also be beneficial for graduate students.

Global logistics entails tradeoffs in facility location, distribution networks, the routing and scheduling of deliveries by different modes of travel (e.g., air, water, truck, rail), procurement, and the overall management of international supply chains. In an increasingly global economy, then, logistics has become a very important matter in the success or failure of an organization. It is an integral part of supply chain management that involves not just operations management considerations, but

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production engineering and regional science issues as well. As Director of the prestigious Waterloo Management of Integrated Manufacturing Systems Research Group (WATMIMS), which specializes in logistics and manufacturing, Jim Bookbinder is uniquely qualified to edit a handbook on global logistics. He has aligned a set of prominent contributors for this volume. The chapters in the Handbook are organized into discrete sections that examine modes; logistics in particular countries; operations within a free-trade zone; innovative features impacting international logistics; case studies of specific companies; and a look toward the future.

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Contributors are from the Americas, Europe, and Asia, and they push the state of the art in areas such as trade vs. security; border issues; cabotage within NAFTA; Green logistics corridors within the EU; inland ports; direct-to-store considerations; and all the questions that need to be confronted in any given region. This will certainly appeal to researchers and practitioners alike, and could serve as required or supplementary reading in graduate-level logistics courses as well.

Competitive Transformation of the Postal and Delivery Sector is an indispensable source of information and analysis on the current state of the postal and delivery

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sector. It offers current insights of leading researchers and practitioners into strategy and regulation as well as the economics of this sector. Issues addressed include national and international perspectives, financial viability, the universal service obligation, regulation, competition, entry, the role of scale and scope economies, the nature and role of cost and demand analysis in postal service, productivity, interaction of law and economics, human resources, transition and reform issues. The papers in the book were selected from the papers presented at the 11th Conference on Postal and Delivery Economics, Toledo, Spain, June 4-7, 2003.

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*Competitive Conditions Facing U.S.-Based Firms in
Foreign Markets*

*Express Delivery Services: Competitive Conditions
Facing U.S.-based Firms in Foreign Markets, Inv.
332-456*

*Commercialization of Postal and Delivery Services:
National and International Perspectives*

F014140, Appellant's Opening

*Institutional Reforms, Governance, and Services Delivery
in the Global South*

Emerging Competition in Postal and Delivery Services

In this book, the business of international freight forwarding is

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examined from both a theoretical and empirical point of view with a special emphasis on multimodal transport chains, including sea or air transport operations. In such contexts, the freight forwarder is always considered "The Architect of Transport", but this intermediary role seems to be largely neglected in research to date. Therefore, relevant concepts from economic theory and economic sociology are employed to produce both an intermediary and a network perspective of freight forwarding in order to provide a better understanding of this kind of transportation business. Furthermore, its intermediary role in such inherent network structures is explored by mapping relationship patterns in a stylized model framework applied to a questionnaire-based sample collected among freight forwarders engaged in such multimodal

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transport chains in Germany (especially from Hamburg, Bremen and Bremerhaven) as well as in Austria in 2003.