

Prestadores de Servicios de apoyo a la exportación en la Comarca Lagunera

Providers of export support in the Comarca Lagunera

Apoio à exportação Fornecedores de Serviços na Região Laguna

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Resumen

El impacto global de la optimización de la logística en el incremento de la competitividad y desarrollo nacional es plenamente reconocido (Duhamel, Durán, y A., 2015). Este impacto también es considerado en estudios internacionales que miden la correlación entre la competitividad y el estado de desarrollo de la infraestructura logística. Sin embargo, con el propósito de que las ventajas de esta optimización se materialicen en la práctica, es necesario adoptar una visión más detallada de los procesos implicados.

Por ello, la presente investigación se centra en hacer un recuento de los prestadores de servicios de tipo logístico y de otros que apoyan la ejecución de una importación y/o exportación.

El estudio se centra en la Comarca Lagunera en virtud de que en ella se está generando el proyecto de Zona de Conectividad, donde los prestadores de servicio son pieza fundamental para el plan estratégico de puerto seco.

Dentro de los principales resultados que se obtuvieron se detecta que en la Comarca Lagunera, solo 6 (33) de las instituciones financieras instaladas brindan servicio de apoyo a la importación y /o exportación. Asimismo, se identificaron 9 distintos agentes de apoyo a la importación y/o exportación con 405 ubicaciones distintas, entre los cuales sobresalen un recinto fiscalizado ya autorizado próximo a iniciar operaciones, 2 agencias aduanales, 211 líneas de transporte de carga y solo 6 agentes aduanales.

Ante los cambios políticos, económicos y sociales en el mundo, es de gran importancia aprovechar los beneficios que ofrece el servicio logístico en la Comarca Lagunera, los cuales

con una adecuada planificación, organización y control de un conjunto de actividades, facilitan el flujo de materiales, herramientas o cualquier otra cosa que la empresa fabrique, importe o exporte. Esto proporciona una mayor funcionalidad logística que beneficia directamente a todas las actividades productivas de la Comarca Lagunera.

Cabe destacar que actualmente se está trabajando en la formulación de unos directores de prestadores de servicio, así como en una segunda parte de la investigación en donde se está evaluando si los servicios son suficientes a juicio de los exportadores e importadores.

Palabras clave: competitividad, exportación, logística, transporte, prestador de servicio.

Abstract

The global impact of the optimization of the logistics in increasing competitiveness and national development is fully recognized (Duhamel, Durán, and A., 2015). This impact is also seen in international studies that measure the correlation between competitiveness and the status of logistics infrastructure development. However, in order for the advantages of this optimization to materialize in practice, it is necessary to adopt a more detailed insight into the involved processes.

Therefore, this research focuses on a count of logistic providers and others who support execution of an import or export procedure.

The study is focused in the Comarca Lagunera since there where the project of connectivity area is generated, where the service providers are fundamental for the plan strategic of a Dry Port.

Among the main results obtained, it is detected that in the Comarca Lagunera, only 6 (33) financial institutions installed provide service support to import and/or export. Also, 9 different support brokers for the import and/or export where identified with 405 different locations, among which stand out an Trade Zone already authorized next to start operations, 2 agencies customs, 211 lines of transport of loads and only 6 customs brokers.

Due to political, economic and social changes in the world, it is of great importance to make the most of the benefits offered by the logistic service in the Comarca Lagunera, which with proper planning, organization and control of a set of activities, facilitate the flow of materials, tools, or anything else the company manufactures, imports or exports. This provides improved

logistics functionality that directly benefits all the productive activities at the Comarca Lagunera.

It should be noted that it is currently working on the formulation of some directors of service providers, as well as a second part of the research where it is being evaluated if services are sufficient in the opinion of the exporters and importers.

Key words: competitiveness, export, logistics, transport, service provider.

Resumo

O impacto global da otimização da logística no aumento da competitividade e do desenvolvimento nacional é plenamente reconhecido (Duhamel, Duran, e A., 2015). Este impacto também é considerado em estudos internacionais que medem a correlação entre a competitividade e o estado de desenvolvimento da infra-estrutura logística. No entanto, a fim de que as vantagens desta otimização são realizados na prática, é necessário adotar uma vista mais detalhada dos processos envolvidos.

Portanto, esta pesquisa está focado em fazer uma contagem de prestadores de serviços e apoio logístico da execução de uma importação e / ou exportação.

O estudo centra-se na Região Laguna em que ele está sendo gerado área do projeto de conectividade, onde os prestadores de serviços são fundamentais para o plano estratégico do porto seco.

Entre os principais resultados obtidos é detectado na região de Laguna, apenas 6 (33) das instituições financeiras instaladas fornecer serviços de suporte para importação e / ou exportação. Além disso, 9 diferentes agentes apoiar as de importação e / ou exportação de 405 locais diferentes, entre os quais se numa área fiscal já autorizado perto de operações de arranque, duas agências aduaneiras, 211 linhas de carga e apenas 6 agentes aduaneiros identificados .

Dadas as mudanças políticas, económicas e sociais no mundo é de grande importância colher os benefícios oferecidos pelo serviço de logística na região de Laguna, que com bom planejamento, organização e controle de um conjunto de actividades, facilitar o fluxo de materiais , ferramentas ou qualquer outra coisa que a empresa fabrica, importações ou exportações. Isso fornece funcionalidade maiores de logística que beneficia diretamente todas as atividades produtivas da Região de Laguna.

Notavelmente que está actualmente a trabalhar na formulação de alguns diretores de prestadores de serviços, bem como uma segunda parte da investigação que está a avaliar se os serviços são suficientes, na opinião de exportadores e importadores.

Palavras-chave: competitividade, exportação, logística, transporte, provedor de serviços.

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Introduction

With the background we have over logistics platform —which is defined as a specialized area which has the infrastructure and services necessary to facilitate activities relating to transport, packing and distribution to the domestic and/or international transit of goods, en donde los distintos agentes coordinan sus acciones en beneficio de las empresas y la sociedad—, we managed to remember the importance of logistics services for companies from the Comarca Lagunera.

Export measures as part of the Gross Domestic Product (GDP), are the more realistic figure possible to understand the growth of the country. When we talk about this kind of growth, in the case of Mexico, are perceived actual increases that denote progress and increase in economic economic rhythm; the importance lies in exporting data to report on how to increase the production and sales of the country. Exports create jobs and attract foreign investment. Here is where to enter the logistics in the region (Comarca by its name in Spanish), since it known that these are responsible for controlling the distribution of the products in the lagoon (Laguna by its name in Spanish).

The area of connectivity of Gomez Palacio Durango is a project that seeks to create a redistribution Center where Asian markets merchandise is received to be sent to the United States market. Logistics has become a key feature of business competitiveness to give

adequate response to the current challenge: offer customers the highest quality of service at a cost as low as possible.

Currently, logistics becomes an issue that generates savings and profits from time and place, i.e., provides in a timely manner the product to the customer.

Each logistics process is an opportunity for innovation to be applied, both in customer service and order management, inventory and transport processes. In logistics information management, it is advisable to apply it in stores, supplies, packaging and packing, as well as the product engineering.

The creation of the data base of logistic services is intended to support businesses from the Comarca Lagunera, in the export areas and its connectivity zone, get charitable purposes and to provide assistance in this matter, where information is insufficient for the development of companies. Therefore in this first stage of the research is determined the total number and types of providers of support services to export, which currently operate in the Comarca Lagunera.

Theoretical framework

Logistics services: definition and importance

Logistics word refers to the planning, organization and control of a set of activities of movement and storage that facilitate the flow of materials and products from source to consumption, to meet demand at the lowest cost, including information flows and control (UNAM, 2011).

The concept of logistics system has been recognized both in public enterprises and in private, agreeing both that there is a need to plan and manage logistics activities of the company as a whole, since it is the study of the movement of materials It is ranging from the determination of material requirements by the user (client / user), the acquisition of these, storage of raw materials and finished products, and distribution and disposal to the client, called logistics chain, which affects of important in so-called logistics costs for purposes of making efficient and effective decisions (Walter Castro 1997-2008) manner.

Logistics systems must use and innovate new technologies implemented and information systems and operations support, so that they have visibility, control, reliability and optimization of results (Walter Castro 1997-2008).

Technical Data (consulting, logistics and systems, 2016):

Among which are:

- SAP and special solutions for industry:
- eWM (extended Warehouse Management)
- Sales & Operations Planning
- BOBJ
- Automotive IS

And above all, the implementation methodology ASAP (accelerated implementation) (Consulting, Logistics and Systems, 2016).

The importance of logistics services

The importance of logistics is the need to improve customer service and marketing phases of transportation at the lowest possible cost. Some of the activities which may result from logistics management in a company are as follows (ADSI, 2011):

- Increased production lines.
- The production efficiency, reach high levels.
- The distribution chain should keep fewer inventories.
- Information Systems Development.

These small improvements in an organization bring the following benefits:

- To increase competitiveness and improve profitability of companies to meet the challenge of globalization.
- Optimize management and national and international trade logistics management.

- Coordinate optimally all the factors that influence the purchase decision: quality, reliability, price, packaging, distribution, protection and service.
- Expansion of the management vision to turn the logistics in a model, a framework, a planning mechanism of internal and external activities of the company.
- The traditional definition of logistics claims that the product acquires value when the customer receives it on time and at the lowest possible cost (ADSI, 2011).

Banking

What is the bank?

It is the set of entities or institutions within a given economy provide the service bank (Banco de la República, 2016).

This term is used as a synonym or equivalent of the concept of banks, which are organizations whose function is to take resources (money) from individuals, companies or other organizations and lending them to those who request them; ie with two core activities: recruitment and placement (Central Bank, 2016).

First-tier banks

They are legally authorized to perform operations savings, financial, mortgage and capitalization directly with customers (Fredy Rave, Correa G, and Ruiz Roldan, 2011) institutions.

Second-tier banks

Those funds created by the government for the development of a sector of the economy in particular (Fredy Rave, Correa G, and Ruiz Roldan, 2011).

The main feature of these banks is not operating directly with individuals, and that obtaining credits from the above funds is done through private lending institutions. Hence the origin of its name "second-tier banks" because the fact does not directly deal with particular means, figuratively, that is a bank that does not have direct entry to the public (Fredy Rave, Correa G, y Ruiz Roldán, 2011).

Types of transport and cargo

Road transport. It is the most important today for both freight and people, due to the great development of public and private vehicles (cars, trucks or buses). Its advantage is the flexibility it presents; It is not restricted to follow a fixed route as the railway, but given the interconnectedness of the different axes can be reached anywhere by road. The drawbacks are the high cost of construction and maintenance of road infrastructure, congestion or generated due to increased flows (I. B. Sánchez, 2012). In developed countries, the network is dense and highly hierarchical, constituting the main objective of the authorities maintaining infrastructure already built and transformation in highways roads densest circulation; while in developing countries the network is far less dense and has trouble conditioning, asphalted, crookedness, etc. (I. B. Sánchez, 2012).

rail transportation. Its main advantage lies in its ability to transport large volumes of goods, but only can get to places where railways. In the nineteenth century it was developed mainly in the first world countries and was the basis for the first industrial revolution, so most of the rail network was built at that time. During the twentieth century, they appeared larger competitors, as the aircraft to transport passengers or ground vehicles to transport goods and passengers over short distances. The railroad was adapted to the new circumstances to develop more speed, convenience and expertise in freight traffic (containers, tanks and refrigerated wagons). The future of rail rests on high-speed networks, such as the European network (Sanchez I. B., 2012).

special transport. These networks are exclusive to transport a single product, such as petroleum through pipelines, gas through pipelines, electricity through high voltage networks, or information through telephone networks (Sanchez IB, 2012) .

Air transport. Air transport is developed throughout the twentieth century, especially from the second half of this, when technical advances applied to aviation (jet engine, flight systems) produced faster, safer and larger aircraft. At first, the planes were destined almost exclusively to transport passengers and goods little bulky, but later also transported goods needed to be distributed more quickly. In passenger transport, there has been a clear increase in users, due

both to the increase in the number of places available, as lower the cost of air fares and the diversification of destinations: long distance (over 4000 km) and short distance (about 1,000 km) (IB Sánchez, 2012).

General cargo. This comprises a series of products being transported in smaller bulk than those amounts. That burden is made up of individual items, the preparation determines its type, as are conventional unitized and unitized not loose (Lopez, 2014).

Loose (not unitized). It consists of loose or individual, handled or shipped as separate units, bundles, packages, bags, boxes, drums, tied pieces, etc. goods. Mainly they are consolidated lines that transport charged according to weight or volume shipments.

Unitized. individual, such as boxes, packages, or other loose load disjointed elements, grouped into units as "pallets" (pallets) and containers, which are ready to be transported items.

Unitization allows faster and efficient handling, due in part to the use of mechanized equipment with high performance operation.

Bulk cargo (liquid, solid or dry). The goods or solid bulk dry and liquid is stored, usually in tanks or silos and transported via conveyor belts or pipelines, respectively. Both types of products are mobilized by pumping or suction. None of these products need packaging or unitization (Lopez, 2014).

Cargo terminals. Usually they are part of the facilities at transport stations, railway or road, ports or airports. Infrastructure size varies according to the flow of charge that occurs in the country or region where it is located, and therefore is based on the volume of the charge that is moved through it. One of the most important functions is to serve as interface between different modes of transport, which occurs mainly in ports (Lopez, 2014).

Airports. As the air terminals are adapted to the flow of cargo receiving the airport, size, handling equipment, buildings and administrative facilities vary considerably in size. There are three types of air cargo terminals: Combined cargo and passengers have the advantage of having a centralized administration, but have some difficulties in transferring between different airlines; those with a separate load, more efficient in time, building costs and intermodal operations; and those with facilities specially designed for air cargo, specialized facilities in handling air cargo. Usually airports are state-owned (Lopez, 2014).

Port. Water transport requires various types of terminals ranging from river and lake ports (capable of receiving vessels with little tonnage) to maritime receiving large vessels. At any port used must evaluate the time spent ship in port and the fluidity of the whole operation of loading and unloading of containers to ship or truck, as well as the movement of containers to ships at the docks (Lopez, 2014).

If the GANI have this information you can make the best decision to choose the means of carriage most advantageous to the company. It is very important to note that GANI, when an import or export, you must know the times of transit transport because it can define the success or failure of negotiations at a given time.

Watchdogs and export support

Mexican foreign trade has gone from a bureaucratic protectionism, a liberalism that farm in foreign markets all economic and social project into the future. The opening and deregulatory process has been reflected clearly in the area of state functions. So the agencies and organizations directly or indirectly involved in trade (Law, 2014) are described.

Various departments of the State in foreign trade participate in the regulation and supervision of the activities related to the matter (Law, 2014):

Ministry of Economy

Secretariat of Finance and Public Credit

Health Secretary

Secretariat of Communications and Transportation

Ministry of Agriculture, Livestock and Rural Development

Ministry of Environment, Natural Resources and Fisheries

Secretary of Foreign Relations

Decentralized public agencies:

National Foreign Trade Bank (Bancomext): responsible for promoting Mexican exports and foreign investment in Mexico has legal personality and its own assets.

Banco de Mexico: the linkage of this body with foreign trade activities can be found within the functions performed by the Directorate of External Relations.

PROMÉXICO: Pro Mexico is the federal government agency responsible for coordinating the strategies aimed at strengthening Mexico's participation in the international economy, when it supports the export process of companies established in our country and coordinates actions to attract foreign investment (Gonzalez Diaz, nd).

Private sector organizations:

Among private sector agencies dome there are a number of institutions that, under the relevant legislation, is involved in foreign trade activities.

Several institutions such as the National Association of Importers and Exporters of the Mexican Republic (ANIERM), the National Foreign Trade Council (CONACEX), the Mexican Business Council for International Affairs (CEMAI), the Confederation of Industrial Chambers (Concamin), the American Chamber of Commerce (Amcham), the National Agricultural Council (CNA) and the Mexican Pork Council (CMP) and some others, have an important role in such an activity. Because of its age and significance in the context of Mexico's foreign trade, it is worth mentioning some aspects related to the National Association of Importers and Exporters of the Mexican Republic (ANIERM) and the Mexican Business Council (CEMAI) (Law, 2014).

National Association of Importers and Exporters of the Mexican Republic.

Mexican Business Council for International Affairs (CEMAI).

forwarding agent

It is a natural person to whom the Secretariat of Finance and Public Credit authorized by a patent, to promote for others the clearance of goods in the different planned customs procedures in the Customs Act who hire their services (Tax, 2011).

Those interested in obtaining a patent broker must meet the requirements set forth in Article 159 of the Customs Act, for which it is necessary to wait for a call to be published in the Official Gazette, and once you meet with these requirements, the Secretariat of Finance and Public Credit gives patent broker, by issuing the agreement with which the issuance of the

patent broker before the customs of assignment that had been requested (Tax, 2011 authorizing).

What is a customs agent?

The customs agent is the person to whom empower importers to carry out foreign trade operations. Its functions are the same as those of a broker, but with the difference that you can only make foreign trade procedures on behalf of the natural or legal person from whom depend and which was authorized (Tributaria, 2011).

Customs house

The place is usually established in border areas, ports and importing / exporting cities whose main purpose is to control all incoming and outgoing goods, the means in which they are transported and the procedures required to carry them out. Its function lies in enforcing laws and collect taxes and duties applicable to foreign trade (Tax, 2011).

Mexican customs are located on the northern border with the United States, on the southern border with Guatemala and Belize, and at strategic points such as seaports on the Pacific and Gulf of Mexico, as well as interior points within the Mexican Republic (trade and Customs).

Mexico has 49 customs located as follows (Trade and Customs):

- 19 en la frontera norte
- 2 en la frontera sur
- 17 marítimas
- 11 interiores



Policy for export

National Development Plan:

The strategy called "Mexico with Global Responsibility" specifically states expand and strengthen the presence of Mexico in the world, reaffirming the country's commitment to free trade, mobility of capital and productive integration.

Transport infrastructure and logistics:

This plan says that an economy that wants to compete globally need to have an infrastructure that facilitates the flow of goods, services and the movement of people in a quick, efficient and low cost manner. Adequate infrastructure enhances the country's productive capacity and open new development opportunities for the population

Exporter credit balance:

It is a tax mechanism that seeks to compensate and / or return to the exporter, the Fiscal Tax Credit General Sales Tax (IGV) generated by its export operations, which consists of the amount of the tax General Sales (IGV and IPM) which it has been recorded in the payment receipts corresponding to procurement of goods, services, construction contracts and import policies (Business, 2011).

The operation of the positive balance of export is described in Article 35 of the VAT Law, and the Regulations of negotiable letters of credit processes (Business Advisory, 2016).

Area connectivity Laguna Region

The area connectivity is a project to create a center of redistribution. The first stage of the area of connectivity is the development of an industrial park with an area of 34 hectares and adequate infrastructure for the installation of non-polluting light industries and specialized ships in logistics and distribution of goods in markets local, national and international.

Unfortunately there are no more elements to make an analysis of the technical and financial viability of the area of connectivity, so it will diagnose logistics as a factor for

competitiveness. Logistics has become a key business function competitiveness to adequately respond to the current challenge: to provide customers with the highest quality service with a structure costs as small as possible. A value chain is efficient and competitive to the extent that eliminates non-value added processes and integrates all the links in a systemic way: customers, operators and suppliers (De la Cruz, 2014 Tower).

To understand the importance of logistics companies, state and country, consider the case of appliances plant Korean company LG, installed in Reynosa, Tamaulipas. LG was about to close operations and lay off about 1 900 employees due to high transportation costs of inputs from Asia. The high costs originated in the port of Long Beach, California, where the components required for the manufacture of LG refrigerators are shipped. That charge was transported to Tamaulipas through a complex web of interconnections rail and truck. The solution to this problem, which incidentally was a strategy designed and implemented by a Mexican engineer, was the use of the ports of Manzanillo and Lazaro Cardenas, the two main gates of trade between Mexico and Asia, and the use of services railways Transport railway of Madrid (TFM), Ferromex and National Auto carriers. It should generate competitive advantages to win back markets our main trading partner. Logistics can create these competitive advantages in relation to the Chinese, Indian or Brazilian products. In a study by the consulting firm AT Kearny it was found that the costs of logistics processes in Mexico amounted to 12.6% of the selling price of the product or service below cost in Brazil or China amount, but that is 1.7 times higher logistics costs they incur British companies (7.4 %) (De la Torre Cruz, 2014).

Costos Logísticos en las Ventas de las Empresas

Porcentaje del Costo Total

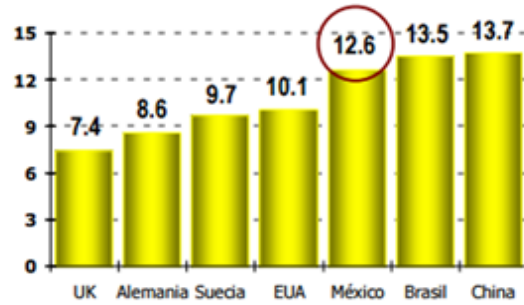


Figura 1

Fuente: Estudio de la Consultora AT Kearny



Figura 2

Fuente: Subsecretaría de Industria y Comercio.

Proposal to resume the connectivity plan

The current elected governor of Durango (2016), believes that because of its location this state is one of the points most competitive in the country, which favors the connection could be especially Asian countries. He said that the Laguna Region is the best person to have a center connectivity, because through the superhighway Durango-Mazatlán could generate an important arrival and distribution of goods to the United States, Canada and other locations (Holguin, propose resume the connectivity plan, 2016).

Research Design

Type of research: documentary.

Providing logistics services are grouped into six major categories:

Financial services

Transport

Watchdogs and export support

customs agents

tax areas

customs agencies

Data used: Laguna Region

It was developed statistics

reading was performed tables

Analysis of results

Analysis of results

Impact of services

Logistics service providers are an essential part of the supply chain, as shown in the chart below.

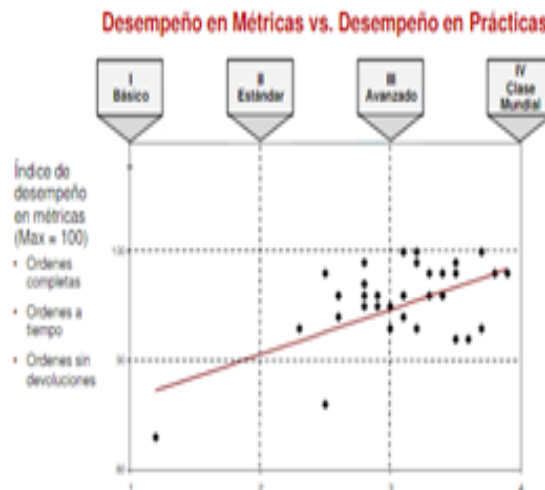
Figure 4



Source: Council of Supply Chain Management Professionals Round Tavla México

At the end of 2015, the public and private sectors launched a study to evaluate the performance of supply chains in Mexico, which included the analysis of both indicators such practices along the supply chain, where among actors they are major providers of logistics services. It was concluded that the more you practice looking to improve the performance of the supply chain will be higher.

Figure 5



Source: Council of Supply Chain Management Professionals Round Tavla México

Table 1. Organismos Públicos ubicados en la Comarca Lagunera

MUNICIPIO	ORGANISMO
Torreón	Aduana de México
Torreón	Bodega de Distribución por parte del Gobierno del Estado
Torreón	Secretaría de Desarrollo
Torreón	Secretaría de Finanzas
Torreón	Secretaría de Finanzas del Gobierno del Estado de Coahuila
Torreón	Secretaría de Gobierno
Torreón	Secretaría de Relaciones Exteriores
Torreón	Secretaría de Desarrollo Social
Torreón	SEDATU Secretaría de Desarrollo Agrario Territorial y Urbano
Torreón	Sub Secretaría de Comunicaciones y Transporte
Torreón	Secretaría de Economía
Torreón	Secretaría de Salud
Gómez Palacio	Salud municipal
Torreón	Secretaría de Hacienda y Crédito Público
Gómez Palacio	Secretaría de Economía
Gómez Palacio	Desarrollo Económico
Lerdo	Fomento Económico

Fuente: elaboración propia

The above table shows that of the 16 municipalities that make up the Laguna Region only 3 have local presence of government agencies that support the export, 82% located in the city of Torreon, Coahuila; 12% in Gomez Palacio, Durango and the remaining 6% in Lerdo, Durango.

Table 2. Aduanas en la Comarca Lagunera

ADUANAS DE LA COMARCA LAGUNERA	UBICACIÓN.	DATOS GENERALES.
TORREON	UBICACIÓN GEOGRÁFICA: Biv. Ferropuerto S/N Parque Industrial Laguna, C.P. 27400 Torreón Coahuila.	TELEFONOS: (01871) 7 33 50 11 ATENCIÓN: DE LUNES A VIERNES DE 9:00 A 8:00.
GOMEZ PALACIO.	Ubicada en el kilómetro 7 de la carretera Gómez Palacio-Chihuahua.	Operación reducida

Fuente: elaboración propia

"The office of Gomez Palacio is working, but lacking ins that generate added value to the productive chain" (Ortega, 2015).

211 lines of trucks, of which 52% are in Torreon, Coahuila were detected; 41% in Gómez Palacio; 4% in Ciudad Lerdo, and the remaining 3% is scattered in Cuencame, Matamoros and San Pedro.

Figure 6. Bancos en la Comarca Lagunera



Fuente: elaboración propia

As shown in the graph above, there are 18 different banking institutions first floor seated in the Laguna region, which all have between 126 branches. Of these, only 6 (33%) provide support services for export.

Below you can see a table with the number of units located in Laguna region by type of service and providing logistical support for export.

Table 3. Prestadores de Servicios logísticos

PRESTADORES DE SERVICIOS LOGÍSTICOS Y APOYO A LA EXPORTACIÓN EN LA COMARCA LAGUNERA	
	Núm. de Unidades
Aduanas	2
Agentes aduanales	6
Banca de 1er Piso:	
Instituciones Bancarias	18
Sucursales en las instituciones bancarias	126
Banca de 2° Piso	1
Centrales de carga	0
Central de abastos	2
Organismos públicos	17
Recintos fiscalizados	1
Transporte :	
Aeropuertos internacionales	1
Líneas aéreas	7
Rutas aéreas	10
Redes ferroviarias	3
Líneas de camiones de carga	211

Fuente: elaboración propia

Conclusions and recommendations

Service providers can generate a great opportunity for the development and implementation of strategies supply chain, allowing exporters choose to put third logistics processes that leads them to reduce operating costs and focus its resources to the business.

Service providers must work to meet the expectations that any company have when you hire their services, such as: operational excellence, technology access to comprehensive, flexible service tailored and adaptable.

Thus, the export and providing the service a strategy that caters to the market efficiently is armed.

Moreover, service providers are a cornerstone of the project called Connectivity Zone, which is in development in the Laguna Region. This poses, with its prime location and excellent connectivity, great economic potential that can turn the region into a place where natural goods, goods and services are distributed.

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