

Freight forwarders must pursue market opportunities consistent with resources and expertise. For some, this may involve Pan-European services; for others, particular geographic markets may be of interest. Some markets, while currently small, may have good growth opportunities. Spain is an example. Some markets, perhaps in countries not now members of the E.C. (for example Scandinavia and the countries of Eastern Europe) have longer-run potential.

Finally, forwarders must be alert to the fact that the market integration so evident in Europe will become more evident in North America. More challenges and opportunities are likely to arise as trade flows are consolidated to serve regions defined by transportation costs and related logistical conditions, rather than by national boundaries.