



# Supporting Critical Supply Chains in the Developing World

To reach places other companies can't, this logistics company runs its business like a global intelligence operation



Founder and CEO Ron Cruse

To move cargo in the developing world, you need to be flexible. Rules and regulations in Afghanistan or Pakistan are different than, say, Rwanda or Sierra Leone and can change without warning. Anticipating changes is integral to Logenix International's success. The business provides logistics services across more than 25 developed nations and 140 developing countries. Its niche is hard-to-reach places—destinations many other logistics companies won't or can't get to.

Founder and CEO Ron Cruse credits the company's recent growth to its focus on transporting critical supplies, including medicines for leading health organizations, and its re-investment in infrastructure, IT, and people. Beyond a commitment to doing meaningful work, the team shares a drive for excellence—an ever-moving target, but shooting for it leads to high performance.

## GROWTH BY SPECIALIZATION

This isn't Cruse's "first rodeo." He has been fascinated with the developing world since the mid-eighties, when he left a short-lived career on Wall Street to find work that wouldn't leave him wishing the second hand would tick faster. He founded his first logistics business, Matrix International Logistics, in 1986 after working for a global forwarding company. After the Soviet Union collapsed, Cruse organized one of the first US-Russian Joint Venture Companies, Matrix NIS. He sold both businesses in 1996 and founded Logenix in 2001, in part at the urging of former employees.

Logenix's recent growth earns it a place on Inc.'s inaugural ranking of D.C. Metro's top

companies. Critical supplies transport—ensuring Malaria, HIV, or other critical treatment makes it from India to Africa, for example—is Logenix's fastest-growing service. In the last three years, it has doubled headcount at its Fairfax, Virginia office, quadrupled staff at its international headquarters in Dubai, and opened four offices in India, "the generic medicine capital of the world."

"Since 2010, we have captured this business from large 'household' names. They can't keep up on costs or service. Today we handle more medicines to Africa than any company in our industry," says Cruse.

## GROWTH BY REINVESTMENT

Logenix's training approach also sets it apart from many larger competitors, says Cruse. Employees learn every area of the business, as opposed to being siloed. As a group, they strive for greatness. The office walls are adorned with inspirational quotes, including Cruse's favorite, from Aristotle: "We are what we repeatedly do. Excellence, therefore, is not an act but, a habit."

Culture contributes to the company's retention rate. Senior staff has been together for almost thirty years. "Culture" has a second meaning for Logenix. They need to understand the cultures of the countries they operate in. Global intelligence gathering is a 24/7 operation. They rely on a network of local connections to help them anticipate, and circumvent, challenges, from workers' strikes, to new regulations, to government protests. Logenix also invests in cutting-edge technology and communication so it can keep its workforce and its clients informed.

The pieces are in place for continued scale, particularly as global operating procedures become more stringent, says Cruse. "Only the smartest, best trained, and operationally competent" businesses will navigate the new normal, he predicts.

Global logistics is challenging, but it can make for a thrilling and fulfilling career. Cruse jokes he has never worked a day in his life. His triple-digit growth rate suggests otherwise.

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TOP D.C. METRO COMPANY

2008

INC. 5000 HONOREE

101%  
PERCENT

3-YEAR GROWTH IN REVENUE

100+  
EMPLOYEES

ACROSS TEN GLOBAL OFFICES

TRANSPORTING CARGO ACROSS

140

DEVELOPING NATIONS