Warehousing, wholesale and distribution / OD-10

3PL warehouse: accurate billing for services

Pallet-days, loading, packing in the client's warehouse: if a service is not recorded, it is not billed.

A service performed but not billed is lost revenue.

According to IBC Global, 3PL and distribution account for 28% of new warehouse demand. A 3PL operator serves dozens of clients in a single warehouse; if pallet-day storage and each operation are not calculated automatically, the month-end invoice is prepared manually.

Conceptual architecture. No operating results are shown.

01 Tariff	Client · Service · Price
02 Operation	Receiving · Storage · Shipment
03 Billing	Pallet-days · Services · Invoice
04 Client	Portal · Report · ESF

At a glance

28% — IBC Global: share of 3PL and distribution in new demand. [1]

98% — World Bank: warehouse occupancy in Tashkent and Namangan. [2]

10.01.2026 — Rating of transport and logistics centres (TLM) launched (VMQ 633). [3]

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01 Evidence and context

Who it is for

3PL owner	Revenue.
Accountant	Invoicing.
Warehouse manager	Operations.
Client	Transparency.

Facts and global practice

IBC Global

3PL and distribution account for 28% of new warehouse demand. [1]

World Bank

Warehouse occupancy in Tashkent and Namangan is 98%. [2]

VMQ 633

The TLM rating criteria include the level of automation and service quality. [3]

No open-source data was found for this indicator for Uzbek warehouses; it is measured during the audit.

02 Where the losses occur

Manual pallet-days

Storage days are calculated in Excel.

Value-added services

Repacking and labelling are not recorded.

Client disputes

The client cannot verify the invoice.

Late invoicing

The invoice is issued after month-end.

How the loss is calculated

Unbilled fees	unrecorded operations per month × tariff per operation
Disputes	discount granted (%) × disputed invoice amount
Accountant time	hours per month × hourly rate
Late payment	days of delay × amount × daily financing rate

Illustrative calculations; establish the baseline, units and rates during the site assessment. Avoid counting the same loss twice.

03 Solution architecture

Operation completed, billing ready

The WMS records every operation by client and tariff; pallet-days are calculated automatically; at month-end, the invoice and client report are generated with one click.

01 Tariff

Client · Service · Price

02 Operation

Receiving · Storage · Shipment

03 Billing

Pallet-days · Services · Invoice

04 Client

Portal · Report · ESF

Modules

WMS: multi-client	By client	Commercially available
Tariffs and billing	Automatic	Engineering capability
Client portal	Stock and reports	Engineering capability
ESF/1C	Invoice	Commercially available

Each module has a readiness status. Third-party results are not a forecast for your site.

04 Implementation and measurement

01 Audit

Recalculation of 1 month.

Output: unbilled fees.

02 Pilot

2 clients.

Output: automatic billing.

03 Scale-up

All clients.

Output: full coverage.

04 Subscription

Monthly.

Output: revenue report.

What is measured

Unbilled fees	Amount	System
Invoice lead time	Days	System
Disputes	Count	System
Pallet occupancy	%	WMS

What is needed to start

- 3PL owner
- Tariffs
- Client list
- Test access to 1C

05 Readiness checklist and next step

01 Are pallet-days calculated automatically?	Yes / No / Unknown
02 Are value-added services recorded?	Yes / No / Unknown
03 Are tariffs stored in the system?	Yes / No / Unknown
04 Can clients view their stock themselves?	Yes / No / Unknown
05 Is the number of days needed to issue the invoice known?	Yes / No / Unknown
06 Is the number of disputes known?	Yes / No / Unknown
07 Is ESF issued automatically?	Yes / No / Unknown
08 Is profitability visible by client?	Yes / No / Unknown
09 Have the rating criteria been reviewed?	Yes / No / Unknown
10 Is a responsible person assigned?	Yes / No / Unknown

What we do not promise

• Exact timeline and price without an audit

• Government decisions and deadlines

• Expansion of warehouse space

• Unmeasured results or savings

3PL billing audit

We recalculate one month of services and show how much was left unbilled.

• Breakpoint map

• Pilot plan

• Implementation fee and monthly subscription

Scope, price and schedule are agreed after reviewing the site and its data.

06 Sources and scope

[1] IBC Global, Central Asia Warehouse Summit (Tashkent). bizmedia.kz, 20.04.2026.

bizmedia.kz

[2] World Bank, Uzbekistan Private Sector Diagnostic. spot.uz, 17.07.2026.

spot.uz

[3] VMQ 633: register and rating of transport and logistics centres from 10.01.2026; criteria include the level of automation. buxgalter.uz.

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