CASE STUDY · SPA AND HOT TUB WATER CARE

O-Care Chose a U.S. 3PL in Under Four Weeks After Taking Over Its Own Distribution

A Netherlands-founded spa water-care brand was taking over its U.S. operation from a distributor with a February 1 deadline. 3PL Bridge scoped the operation, introduced two qualified operators within days, and the owner had made his decision in under four weeks.

Decision in under four weeks

AT A GLANCE

Company	O-Care, subscription spa and hot tub water treatment
Founded	2006 in the Netherlands; sold in 23+ countries
Operation	Inbound 40' containers, B2C subscription boxes and B2B dealer pallets
2026 volume	About 4,000 B2C boxes, 80 B2B pallets and 3 containers
Region	United States, with Canada support
Timeline	Inquiry January 13, 2026; decision about four weeks later

BY THE NUMBERS

< 4 weeks
from first call to decision

2
qualified operators introduced

3 days
from inquiry to full discovery

Background

O-Care makes a natural, mineral-based water treatment for spas and hot tubs, sold on subscription with a box shipped every three to four months. Founded in the Netherlands in 2006, it sells in more than 23 countries and became the market leader in the UK within three years of entering it.

In early 2026, through a management buyout, O-Care took direct control of its U.S. business from a California-based distributor: dealer relationships, fulfillment and logistics strategy, with a new U.S. entity and a hard February 1 handover date.

The challenge

The operation is simple on paper and unforgiving in practice. Product arrives in 40-foot containers of European pallets, 23 full and 23 half pallets per container, with no breakdown needed. Consumer boxes are UPS-ready and only need a label. Dealer orders ship as full or half pallets by LTL. About 80 U.S. dealers and 10 to 15 in Canada sit mostly in California, Texas, Washington and Colorado.

Because customers are on subscription, a missed or late box is a missed renewal. Owner Barry Vorstenbosch needed a partner that could execute reliably from the first week, report cleanly into O-Care's Salesforce-based systems and

dealer dashboards, and scale as volume grows to about 6,000 boxes, 100 dealer pallets and 5 containers in 2027. He needed it in weeks, not months.

What mattered most: O-Care's Decision-Making Criteria

Every 3PL Bridge evaluation starts by turning the team's pain points into weighted Decision-Making Criteria. Operators are then qualified and compared against those criteria, not against a generic checklist. These are the criteria that shaped O-Care's decision.

Criterion	What it meant for this brand	Importance
Total handling cost per box	A clear, all-in cost per subscription box and per dealer pallet.	●●●●● 5/5
Go-live speed	Ready to receive and ship around the February 1 handover.	●●●●● 5/5
Subscription reliability	Every scheduled box out on time, every cycle.	●●●●● 5/5
B2C parcel and B2B pallets in one operation	Label-and-ship boxes and pallet-in, pallet-out dealer orders under one roof.	●●●●○ 4/5
Data visibility	Tracking and reporting that feed O-Care's systems and dealer dashboards.	●●●●○ 4/5
Room to scale	U.S. and Canada growth without changing partners.	●●●●○ 4/5
Location strategy	Placement balanced against dealer density, cost and tax nexus.	●●●○○ 3/5

Importance on a 1 to 5 scale, where 5 could decide the outcome on its own.

How the evaluation worked

O-Care's inquiry came in on January 13, 2026. A qualification call followed the next day, and full discovery with Barry on January 19 captured every detail: pallet specs, box weights, subscription cadence, dealer geography and two years of projected volume.

3PL Bridge sent the scope to operators already running this kind of mixed B2C-and-pallet profile. Two accepted within a day and were introduced immediately. Barry met both, on January 23 and January 29, and ran a pricing-first comparison of total handling cost per box, with 3PL Bridge coordinating follow-up so the numbers stayed comparable. He made his decision in mid-February, under four weeks from first contact.

> “Yeah, I stopped looking for a 3PL after I talked to you guys, because I realized you do this 40 hours a week. So I trusted your recommendation.”
>
> **Barry Vorstenbosch**, Owner, O-Care

The result

O-Care moved from inquiry to a selected U.S. partner in under four weeks, with a fulfillment operation built around its subscription boxes, dealer pallets and container inbound, and room to grow into Canada and the 2027 volume plan.

What other brands can take from this

- When you have a hard deadline, a complete scope up front is what makes speed possible. Operators can only commit quickly to an operation they understand.
- For subscription brands, reliability on every cycle matters more than a slightly lower rate.
- Compare finalists on total cost per unit shipped, not on individual rate lines.

Questions brands ask

How fast can a brand choose a new 3PL?

O-Care went from first inquiry on January 13, 2026 to a decision in under four weeks, because discovery was complete within a week and two qualified operators were introduced within days.

What should a subscription brand look for in a 3PL?

Reliability on every shipment cycle, clear cost per box, and tracking and reporting that feed its own systems. O-Care also needed B2B pallet shipping to dealers in the same operation.

Written by 3PL Bridge with O-Care's approval. Operator names are kept private. Published November 2026.