**Intro**

*Growth potential, compensation, flexibility, location, benefits, culture*

- These are all key aspects that Millennials desire in jobs today.
- However, there is a disconnect between millennials perception of third party logistics and the current state of the industry
  - 3PL is an behind the scenes industry resulting in a lack of publicity
    - How do we change this reputation of 3PL so that millennials recognize that what happens behind the scenes of companies is just as important as the forefront?

Let’s look at what some companies in this industry do that allows them to attract high levels of applicants and talent despite this challenge.

Two well known 3PL companies, XPO and UPS, have succeeded in creating a recognizable brand that appeals to the general population.

The question we need to ask is what are these companies doing differently, that allows them to establish such a strong reputation?

- How effective are their efforts?
- What can we do to enhance CH Robinson’s image?
- What recruiting methods do other companies employ that are effective?

To answer these questions,

- First, we are going to go over CH Robinson and review the recruiting methods that are in place
- Then, we are going to discuss the recruitment methods of another 3PL company, XPO.
- After XPO, we will touch on one last major competitor, UPS, and will be showing a video that details their diversity initiatives before wrapping up.
CH ROBINSON

CH Robinson is a leading third party logistics and supply chain management provider, offering a variety of strategic global shipping and freight transportation options. Their mission statement being, “Our people, processes, and technology improve the world's transportation and supply chains, delivering exceptional value to our customers and suppliers”.

CH Robinson ensures that diversity and inclusion is constantly a focus of their Talent Acquisition initiatives, as well as their cultural make up. They have a diversity department that closely monitors their work as well as constant attendance at numerous collegiate diversity events to demonstrate the importance of diversity within their company.

Furthermore, According to Angie Freeman, Chief Human Resources Officer at CH Robinson, CH Robinson takes into consideration that millennials and Z’s are seeking for more transparency, strong career paths, and development opportunities. CH Robinson seeks to create an environment that ‘grows from within’, where employees invests decades in the company, not years.

Further, CH Robinson is thinking differently about talent. They are revamping their recruitment strategies and considering accessing the new generation through modern tools and resources such as social media and other technological advances. In addition, to retain this generation, CH Robinson is developing creative ways to lead these recruits through the benefits, work environment and responsibilities they offer.
Aside from diversity within their recruitment, CH Robinson strives to promote welfare within the community. CH Robinson was honored by the Eden Prairie Human Rights and Diversity Commission for providing over 1000 pounds of fresh produce donations to underprivileged areas of the city. This action exemplifies one of their many significant contributions in areas of human rights and diversity.

Despite CH Robinson’s incredible success within the industry, they lack brand recognition traditionally found through home deliveries and advertisements. Now let’s take a look at another 3PL company that has achieved this brand recognition…XPO

**XPO**

**Overview:**
As explained by Marketline, XPO is a transportation and logistics company that provides supply chain services to customers including but not limited to ground and air transport, shipping, and freight forwarding services to a wide range of industries. They have a market cap of 15.38B and have about 95,000 employees spread mainly throughout North America and Europe.

Now that we know a little bit about XPO and their various service lines, let's discuss something that XPO focuses on, diversity.

**Diversity**
Diversity initiatives in today’s day and age are becoming increasingly more important in the workplace.

The CEO of XPO Logistics said,

"It's a privilege to represent our global XPO family of more than 90,000 employees in 31 countries. Every day, our team demonstrates the value of building a customer-focused
organization that embraces a powerful diversity of gender, sexual orientation, age, ethnicity, religion, culture and abilities."

We can see one of XPO’s Diversity initiatives in place in the UK, where statistics were collected and their improvement was tracked.

The XPO Gender Pay Gap Report from April 2018 explains

Their colleague demographic was 79% male and 21% female, which is a 3% increase from the previous year. This improvement proves that they are actively working to close the gender gap within the company, which is crucial to improving diversity in the workplace.

Some of the highlights of their progress include:

- The percentage of females entering their graduate training programme has increased from 38% to 54% over the last three years. Last year, 44% of apprenticeship recruits were female.

- More women are advancing from middle to senior management roles within XPO. Women account for 35% of these promotions, versus 26% three years ago. This is a positive trend, which they intend to continue.

In order to show some of the diversity and the overall positive culture created at XPO, here is a video advertising their university recruitment.

This is the XPO recruitment video: https://vimeo.com/277327206

As we can see from the video and its many speakers, XPO does its best to create a diverse workplace that gives new recruits great opportunities.

Now that we’ve heard about XPO’s push for diversity within the workplace, I’m going to pass it on to Hanna, who will discuss how XPO has created a reputable, well known brand.
Branding

Not only does XPO make a great effort to diversify their staff across race, religion, gender, and sexuality, but they also strive to be brand themselves in a positive light. XPO achieves this by creating a slogan and working hard to receive top name awards.

When it comes to XPO’s branding, there is nothing more important than their slogan: “results matter.” These two simple words encompass the goal and direction of XPO as a company. It drives the decisions they make and how they act. This slogan holds so much importance to XPO because it is one of the most well-known and recognized elements of their brand, second only to their name. They use their slogan to create an association between their name and their philosophy. It delivers the same message to colleagues, clients, and people outside the 3PL industry alike: they care about the people they are serving and working with. Not only do they care, but they will work endlessly to provide fast results.

XPO is a top competitor in the 3PL industry in part because of how they have branded themselves in their slogan and name. They have also received additional publicity from other major news sites and business analysts.

- XPO is listed at #186 on the Fortune 500 List of 2018 with a revenue of 15.38 billion dollars.
  - To give you some perspective with some companies that are more commonly heard of to the general public, Gap is listed at #181, General Mills is listed at #182, Nordstrom is listed at #183, and Goodyear Tires is listed at #187.
- Transport Topics ranks XPO #1 among the Top 50 Logistics Companies in North America of 2018.
- Fortune ranks XPO as one of the world’s most admired companies.
- Forbes awarded XPO the Top Performing Company for their 2017 Global 2000 awards.
- Forbes also ranked them as one of the best employers in 2017.
XPO’s name being in magazines like Forbes and Fortune prove to people in the 3PL industry and those outside of it how big of a company they really are. It also makes their name more common in business when seen on these lists and given these awards. This makes XPO and the 3PL industry more attractive to millennials and Generation Z’s leaving college because it shows that they can provide growth potential, compensation, and benefits. Larger companies can provide these things because they can afford to, and XPO clearly shows that they are a large company making plenty of money.

XPO is a top competitor in the 3PL industry because of their strong effort towards their branding. They’ve worked hard to show potential employees coming out of college that they are a large company able to offer them many benefits. Part of showing future employees how big they are through their branding is their slogan, “results matter,” and their awards from Forbes, Fortune, and other major news outlets.

**Analysis**

XPO’s diversity initiatives highlight an eagerness to ratify their lack of representation. Their status as a logistical juggernaut is nested well into the Fortune 500, and has done a great deal to attract millennials to market-level jobs. However, as diversity in the workplace becomes more important, XPO has planned to shift its business methods to accommodate for this incoming generation.

*cue Gender Pay Gap report*

Their strategy involved compiling information on their workplace and pinpointing areas of improvement. In their 2018 Gender Pay Gap Report, female representation quickly rose to the top of the list. Which is unsurprising, as the UK’s work culture is predominantly male. XPO is on track to close that gap, reporting a “3% increase” in the female-to-male pay ratio in the workplace on a steady annual basis.
This renewed investment in diversity will have an appeal to millennials; per generation, the US and UK become exponentially more diverse, and reflecting that in the workplace is an initiative that’s being prioritized at XPO. In the last three years alone, women in senior management has increased by nearly 10 percent, which is a trend that XPO plans to continue strong with company wide. Their statistics show a narrative of growth, and if these trends continue, will have a majority payoff when recruiting Gen Z and millennials.

In a survey by the Institute of Public Relations, millennials put diversity second on their list of top considerations. The first? Job security. When selecting careers, millennials place job security among their top considerations. XPO’s stock ended 2017 with a 112% gain, which is a staggering indication that the company has the potential to grow in coming years. Their consistent placement on the Fortune 500 communicates job assurance, and will keep a steady influx of millennials interested in upcoming years regardless.

Now that we heard about xpo, let's talk about CH Robinson's other top competitor, UPS.

**UPS**

**OVERVIEW**

According to MarketLine, UPS is a global leader in logistics, with more than 454,000 employees, serving 10.5 million customers. UPS offers a broad array of supply chain solutions including transporting packages and freight, facilitating international trade, and deploying advanced technology to more efficiently manage the world of business.

**DIVERSITY**

We are going to begin by discussing diversity at UPS, with a video that explains the importance of diversity to their employees:
Let’s recap some of the important aspects of this video:

As a global company, UPS’s values are rooted in the diversity and inclusion that expands their company to over 200 countries and territories across the globe.

The UPS Foundation says they can attest this expansive success to their continuous advancement in diversity, including:

- Advocacy for minorities
- Community investments
- Business practices
  - Environment that is fair, authentic, inclusive and diverse
  - All employees embrace the dynamics of different backgrounds, experiences, and perspectives to propel the growth of the company
  - The UPS Foundation says that this vision of diversity “Extends beyond race, age and gender to include differences in ethnicity, sexual orientation, gender identity, education, religion, physical ability, values, backgrounds, and experiences.”

Furthermore, UPS funds specific organizations focused on enhancing opportunities for higher education, economic empowerment, mentorship and inclusion for underserved and underrepresented segments of society.

In addition, UPS donates millions of dollars each year to organizations who promote diversity and inclusion including 100 Black Men of America, and the Human Rights Campaign

**BRANDING**

Moving towards our final point, UPS excels in branding.

In contrast to C.H. Robinson and XPO, UPS has the advantage of a home delivery system that creates personal everyday interaction between its brand and their customers. When you get a
package delivered -- an increasingly common occurrence in today's world of internet purchases -- you see the classic brown UPS truck pull in front of your driveway, and a friendly delivery man hand you the package you have been waiting for. Now you or any potential employee of UPS associates the UPS brand with happiness and fulfillment.

The distinctive experience that comes along with UPS is a major component of the brand identity. UPS tracking services states:
"From a branding and sales perspective, a product's package serves as part billboard, part leave-behind, and part personal love letter from the brand to the consumer."

While the symbolism and psychology of a brand are very important, we also can’t ignore the numbers of a brand. And one of the most impressive numbers associated with the UPS brand is 44. That is, 44th on the fortune 500 list. This rank among the strongest companies of the world creates an undeniable attraction to the company for talent entering the business world.

In addition to this impressive statistic, UPS has won multiple awards that further its global identification including Interbrand’s Best Global Brand, rank #4 among all of the top 500 franchise opportunities in America for 2018, and most notably #1 Postal & Business Services Franchise for 28 Consecutive Years

**ANALYSIS**

So what does this have to do with recruitment?

We have already gone over what some of the most attractive and important aspects of a brand are for millennials, so let's get right to the point regarding UPS.

When it comes to recruitment we can see how UPS already has a leg up on C.H. Robinson. Their strong brand and company image represent a career opportunity already well known, that many potential workers may already be open to. The positive associations discussed earlier that many people already have with the UPS brand allow the company to spend less time looking to
convince talent of the basic merit of their company and instead show them what makes UPS truly
great. We are talking about the in depth diversity initiatives and close knit culture of UPS
employees, or the satisfaction of operating a well oiled logistics machine that keeps the world
running.

Some of these points on diversity have been shown by the Harvard Business Review to be very
successful at attracting talent. UPS has apparently understood this as their diversity initiatives are
top tier. The company's commitment to openness and diversity is made clear by their leadership
and is known by current employees. This is perfectly aligned with what many millennials are
looking for in their job and is arguably just as strong of a recruiting point as the UPS brand.

This employee side of UPS is so effective at recruiting talent because UPS understands its
position as a 3PL company well, and instead of trying to be fancy with changing up the entire
reputation of its 3PL division they have maintained their reputable image and instead focused on
creating an amazing workplace that shows employees they will feel at home with UPS.

Perhaps this is anecdotal, but one of the most poignant examples of this I have see is my Uncle,
Joe Ashbaugh. Having worked at UPS for over 20 years, he says he has “never looked back”,
that what was initially supposed to simply be a delivery job to get some extra money became a
career and a family for him and was one of the best parts of his life.

If creating a company where a diverse yet extremely close knit group of employees can feel
proud of the brand they work for is not considered strong recruitment, I don’t know what is.

CONCLUSION

XPO Diversity
As we saw with their diversity initiatives aimed towards closing the gender gap and the wage gap, and the quote from Bradley Jones, XPO has a huge focus on diversity, which really helps draw in new recruits, and helps them improve their public

XPO is a top competitor in the 3PL industry because of their strong effort towards their branding. They’ve worked hard to show potential employees coming out of college that they are a large company able to offer them many benefits. Part of showing future employees how big they are through their branding is their slogan, “results matter,” and their awards from Forbes, Fortune, and other major news outlets.

XPO Analysis

UPS Diversity
Further, we looked at Diversity within UPS and how its continuous advancement in diversity initiatives has expanded their company to over 200 countries and territories.

UPS Branding
We then used the information we learned by looking at diversity and branding at UPS to gain an understanding of how the company is attracting talent into their ranks through comprehensive diversity, a close knit workplace, and a strong brand name.

Going forward, the competition for C.H. Robinson will not get any easier, but by understanding the recruitment efforts and strategies of XPO and UPS, they can be ready to move into the future as a company defined by Growth potential, compensation, flexibility, location, benefits, and culture.

A now, we’ll take any questions you may have!