Filling the Talent Pipeline: Freightquote

"It's the 27th already?" Kim said out loud as she looked at her calendar. "We need another 50 applicants before the end of the month!" Kim Murphy, Recruitment Specialist at Freightquote, was feeling overwhelmed. Business was booming – there were more opportunities than ever – but for her, the pressure was on. Kim and her HR counterparts were tasked with hiring 25 new sales associates every month, which meant they needed several hundred applications monthly.

"Is everything ok?" Jodi asked, noticing Kim's expression.

"Yes," she sighed. "I know we'll get there, but how can we possibly keep this up? All of our recruiters are working overtime, but the more we hire the more it seems like we need! I've already called all the referrals and inside recommendations. There's got to be a better way to fill our applicant pipeline."

Jodi and Kim are two of the top recruiters at Freightquote (FQ), a Kansas City startup turned into a 600 million dollar business. Freightquote offers one of the most competitive compensation packages in their industry. Combined with exceptional work-life balance and uncapped commissions, Freightquote boasts a structure that enables sales reps to earn six figures while working 9-5. If you can sell, Freightquote is where you want to be. What Jodi and Kim needed was a way to tell more applicants about the opportunity – and fast!

EXECUTIVE SUMMARY

Freightquote is a 600 million dollar freight-~~forwarding~~brokerage business. It has experienced exponential growth since it was founded in 1998. Growth is expected to further increase due to Freightquote's acquisition by C.H. Robinson in 2014. Freightquote must hire 20-25 sales representatives per month in order to meet projected demand. Sales representatives work Monday through Friday, 9-5 in an open-office environment. They are on the phone all day with potential and current clients and are the heart of the business. Strong sales representatives do not have a cookie-cutter background or style, so Freightquote's talent pool is highly diverse. Once hired, Freightquote puts sales representatives through an extensive training program. Freightquote must now determine a means to recruit the quantity of sales brokers it needs to drive the business to the next level.

Technology employees, 20 sales associates, and Tim's proprietary software, Freightquote was launched. By 2002, revenues had reached $46 million and nearly tripled by 2005.

In its early years, Freightquote was the stereotypical startup: rock music playing, footballs flying across offices, and Fridays always ended with a celebration. Behind its high-tech mentality, Freightquote was propelled forward by a highly competitive yet laid back group of people. New hires consisted primarily of employee referrals, and Freightquote had a technological advantage that could not be easily matched.

Mission/Values

Freightquote was born from the marriage of technology and risk - a combination that has shaped the success and culture of the current organization. Freightquote strives to be at the forefront of technological innovations in order to provide the most effective solutions for their customers.

The Freightquote mentality is one that is risk seeking- their success has been a tangible example of 'the greater the risk the greater the reward.' In fact, Tim emphasized to all of his employees that it is better to take a risk and be wrong than to not try anything different. The goal is to always improve, to question what is, to ask what could be, and to actively seek new opportunities.

Market Differentiation

Freightquote specializes in various shipping solutions but its two primary products are LTL (less than truckload) freight shipping and Truckload freight shipping. LTL offers shipping options for freight between 150 to 15,000 pounds, whereas Truckload services focus on partnering vacant trucks with full shipments. In addition, Freightquote offers Intermodal Freight Shipping and Custom Logistic Services. All services are offered online, with broker assistance if desired.

In 2014, Freightquote was sold to C.H. Robinson, one of the world's largest brokerage companies. The acquisition will provide approximately 15 additional service offerings for sales representatives to leverage. The acquisition is expected to drive significant growth due to the enhanced product offerings.

Competitive Advantages

The freight industry is highly competitive; anyone with a phone and a computer can become a freight broker even if they don't know the first thing about it. For this reason, it is difficult to identify exactly how many "competitors" exist within the industry. However, Freightquote has numerous competitive advantages that put it ahead of the competition- whoever it may be.

Freightquote's software platform enables it to provide competitive quotes immediately, and also enables its customers to use its services without having to interface with a broker. Despite the ability to "do it all on their own," some customers seem to prefer having a sales broker as their point of contact. The broker is able to facilitate the entire shipping process, answer questions real-time, and provide customized creative shipping solutions. The personal relationship between a broker and their client base is crucial. Freightquote's sales representatives go through extensive training to ensure they are able to most effectively assist their customers and maintain their business.

In addition, Freightquote has developed partnerships with top carriers including FedEx, YRC, and Reddaway Trucking. The magnitude of freight that Freightquote is able to secure provides significant leverage in price negotiations which allows competitive prices for their customers. However, Freightquote does not physically ship or transport any product. Freightquote serves the role of matching shipments with carrier space – the shipment itself is handled by the third party carriers.

Freightquote's business model results in two distinct competitive advantages. By aggregating shipping volume, Freightquote is able to negotiate significant discounts from carriers and in turn provide competitive pricing to small shippers. It also operates extremely efficiently due to its proprietary technology.

THE FOUNDER

Spirit of an Entrepreneur

Tim Barton, a serial entrepreneur, founded Freightquote in 1998. He initially funded the company using the money generated from taking his telecommunications company (which he also founded) public. By 2014, Freightquote had grown to over $600 million in revenue with over 1,000 employees. His innovation and leadership was recognized by Ernst and Young who awarded him Entrepreneur of the Year in 2002. [4]

Tim displays many of the unique characteristics of successful entrepreneurs: tenacity and a passion to succeed, a vision for disruptive technologies and business models, self-confidence and an inclination to take risks. Freightquote's culture is, in many ways, a reflection of the founder's culture. [7]

Tim grew up in the suburbs of Chicago and graduated from the University of Kansas and Louisiana State University with degrees in business and finance. Following college, he founded a telecommunications company with friends that would become his first successful start-up. Simultaneously, he became part of a founding team that ran a second start-up. Following his successful exit from both companies, Tim searched for an industry that could be disrupted through the use of technology. In 1998, he focused in on the highly-fragmented freight industry, despite his meager background in freight. Today, Freightquote is a local powerhouse that was recently chosen as one of Kansas City's Best Places to Work.

Success Drivers

Tim has the spirit of an entrepreneur. He is disarmingly honest about his views, often presenting a "tell-it-like-it-is" style. He has advocated that a company should have an entrepreneurial atmosphere, and suggests there may be a better fit for an employee that doesn't like the fast-paced, ever-changing environment of a disruptive company. He measures success by how effective the company is in reinventing the business model and disrupting the industry, and he believes that an entrepreneur must have no fear of failure, and an inclination for taking big risks. [5]

When asked about what has helped Freightquote's success the most, Tim points to the fact that early employees had a base-level acceptance of, and even desire to seek out, constant change. "We introduce lots of new stuff – processes, products and other changes regularly," said Barton. "At a baseline, they are open to change. In fact they like it."[5] As an example, Barton described one Friday afternoon where over 400 employees moved their workstations simultaneously as part of a reorganization.

Impacts on the Workforce

Although frequent innovation and targeted disruption served Freightquote and its founder well during its early-stages of growth, frequent changes of direction added strain to the organization as it grew. According to Bloomberg, "working for an entrepreneur can be a relentless mystery. Often employees don't know what to expect."[6] Indeed.com and Glassdoor.com reflect this sentiment in many employee reviews that cite frustration with frequent changes of direction. Conversely, company culture received consistently positive comments regarding work/life balance, a trait frequently cited by Barton as an important part of the culture of the company.

ACQUISITION

C.H. Robinson

On January 5, 2015, leading third-party logistics company, C.H. Robinson Worldwide Inc., acquired Freightquote for $365 million in cash. The acquisition provided a valuation for Freightquote of almost 3 times net revenue and 10.7 times EBITDA. [8]

C.H. Robinson, named after Charles Henry Robinson, was founded in 1905 in Grand Forks, N.D. as a produce brokerage firm. [9] Since then, C.H. Robinson has grown beyond produce and has become one of the largest non-asset based third party logistics companies in the world. The company's rapid growth period began in the 1980's after the trucking industry was deregulated.

The company provides global transportation services and logistics solutions such as: LTL, intermodal transportation (shipments by combination of truck and rail), non-vessel ocean common carrier, air shipments, and door-to-door services. [10] The company has developed a strong emphasis on full truckload business via their global-network of entrepreneurial brokerage offices. [11]

C.H. Robinson's relatively decentralized operating model has been the engine for much of its success. [12] The company serves over 46,000 customers through a network of over 280 offices in North America, South America, Europe, and Asia. [13] C.H. Robinson works with approximately 66,000 transportation companies worldwide and utilizes those relationships to select and hire the appropriate transportation providers to meet its customers' needs. [14] Aside from matching carriers to customers, the company provides many value added logistic services such as supply chain analysis, freight consolidation, core carrier program management, and information reporting.

Complementary Expertise

C.H. Robinson has made several, large acquisitions in South America, Europe, Asia and the United States. Prior to Freightquote, the company bought Phoenix International Inc., an international freight forwarder based out of Chicago, for about $635 million. [15] This acquisition has brought international freight ~~forwarding~~brokerage more heavily into C.H. Robinson's mix of offerings.

Resulting Opportunities

When announcing the Freightquote deal, C.H. Robinson stated that e-commerce would become a larger part of its business and saw the acquisition of Freightquote as providing "a talented team with expertise in developing a great e-commerce storefront experience."[16] The deal has allowed C.H. Robinson to take a leading position in the rapidly growing e-commerce market. Additionally, by acquiring Freightquote, the company has increased its service offerings and customer demographics as shippers look to consolidate their third-party logistics provider relationships. [17] C.H. Robinson's organic growth and acquisitions has led to roughly $13.5 billion in sales with an EBIT of $723 million in 2014. [18] As of March 10, 2015, the company had a market capitalization of around $10.63 billion. [19]

ORGANIZATIONAL STRUCTURE

Freightquote's leadership team is made up of nine top executives. Their leadership style is a combination of both centralized and decentralized systems. The top executives make the overarching decisions and determine strategic plans for the company. The middle level and sales managers make day-to-day decisions and have the authority, and responsibility, to make decisions to motivate their teams. Freightquote's acquisition did not have a significant impact on its organizational structure, executive team composition, or management style with the exception of the departure of Tim Barton, who departed as CEO as the company and now holds a consulting role.

Freightquote has about 1000 employees, roughly 700 being sales representatives. FQ has a small team of sales representatives working out of Minnesota, however, most of their employees are in Kansas City, MO office. These sales brokers support Freightquote's main business model by connecting shippers and carriers for LTL and truckload shipping. The sales department is critically important to the company's bottom line. In the sales organization there are 6-8 managers who are responsible for the sales teams. Each division has an average of six teams and each team has an average of 18 sale representatives. Sales representatives have a fixed salary and are paid commissions based on how much gross profit they bring in. Sales representatives usually show interest in taking a sales manager position 12-18 months into the job. Though there are opportunities for sales reps to advance to sales manager positions, the progression timeline is not certain as there is no formal process or time frame in place for advancement.

Freightquote operates on an open floorplan, an improvement from their previous floorplan with cubicles. The open floor plan provides opportunities for one on one coaching, team level coaching, and one on one interaction among brokers.

Freightquote's top executives all graduated from Midwestern universities including University of Kansas, Kansas State University, Rockhurst, Nebraska Wesleyan University and Pittsburg State University. Their Midwestern backgrounds and values are reflected in the company culture and in how the company is run. The Freightquote environment, though very performance driven, is guided by a genuine concern for the employees, with emphasis on maintaining a work/life balance. Frequently, company activities and events are held to encourage employee camaraderie.

HUMAN RESOURCE MANAGEMENT

Recruiting

Freightquote negotiates freight shipping prices with freight carrying companies and then attracts potential clients that have shipping needs. A freight broker becomes the middle-man and provides a personal level of customer service. Once this partnership is created, the freight broker maintains the relationship between the two parties and builds a personal book of business. Along with a base salary, freight brokers earn a commission based on how much margin they make off of their book of business. Freightquote is unique in that they offer sales brokers an uncapped commission structure.

New sales employees go through an intensive training program which includes four weeks of classroom training and four weeks of training on a sales team. During the first week of training, new employees are immersed into the world of the freight industry and, through various modules, activities, and quizzes, are provided the fundamentals of how the business operates. Subsequent weeks involve system and sales training followed by immersion into the sales environment via shadowing and mentoring. Once fully trained, freight brokers begin to contact customers and build their book of business.

A typical day for a freight broker begins with the broker logging into Freightquote's proprietary client management system. This system allows the broker to manage existing clients by monitoring their shipments and responding to email communication from clients. The system can also be used to tap into a catalog of clients who have previously used Freightquote but no longer belong to any broker's book of business- these clients are fair game. Freight brokers manage their book by solving problems with client orders and calling clients to see if they have any shipments to set up. They are also supplied with a catalog of potential clients to contact.

Marketing

Freightquote uses a variety of promotional tools to recruit sales representatives, including traditional methods, digital marketing, and social media.

As for traditional methods, Freightquote produces radio ads and television commercials. The ads often times utilize a brash voice that lists off the benefits of working at Freightquote in a humorous way, while emphasizing the Freightquote name and where the listener/viewer can apply. [20] The company also recruits from four local university campuses: Kansas University; Missouri State University: Missouri University; and Kansas State University. The company sends recruiters to job fairs on campus and posts jobs via the universities' job board. Freightquote also uses a placement agency, paying $1,750 per recruit that is hired and completes 90 days of work.

Digital marketing is another method Freightquote uses to target potential new recruits. Freightquote.com features a "Join Our Team" page, allowing users to learn more about career opportunities and apply online. [21] Freightquote created an additional website to specifically track applicant traffic generated from its radio ad (www.FQjobs.com). This allows the company to evaluate the effectiveness of radio ads. Freightquote periodically posts job listings on websites such as Indeed, ~~Careerbuilder~~CareerBuilder, and Monster. Additionally, the company utilizes paid-per-click and other digital advertisements.

Freightquote has a social media presence, but it is not as robust as it could be. Freightquote is active on Facebook, Twitter, ~~Linkedin~~LinkedIn, and ~~Wordpress~~WordPress blogs. A social media recruitment calendar is used to prompt activity on each of these sites. Freightquote is trying to enhance its social media presence. Employees are encouraged to share job postings via their own personal social media accounts. Employees are incentivized with a monetary reward.

Freightquote's' Facebook page was created in June 2009 [22]. As of March 10, 2015, the webpage had 896 likes. The page offers an up-to-date "Page Info" section, as well as contact and location information. The company provides numerous photos highlighting employees at work events, socials, sports, and holidays etc. Since August of 2014, the company averaged about one post per week which highlights employees, FQ news articles, or job listings. The Facebook icon is located on Freightquote's' homepage.

Freightquote's Twitter page was created in June 2009 [23]. As of March 2015, Freightquote had 605 tweets, 82 photos, 1,189 followers and 191 'favorited' tweets. The Twitter page also provides a short bio along with contact information. In 2015, the company tweeted four times in

January; five times in February; and fourteen times in March (as of March 10). The tweets included links relating to the freight industry, upcoming job fairs, and highlights of employees and new hires. The Twitter icon is located on ~~Freightquotes~~Freightquote's' homepage.

LinkedIn is also utilized in ~~Freightquotes~~Freightquote's' social media mix [24]. The LinkedIn page has posts that go back to the beginning of 2014. Most of the content is centered on articles about Freightquote in the news or key employees in the organization. As of March 10, 2015, the site had 3,491 followers. Additionally, the site had 3 job postings that visitors can click on to learn more information and apply via the company's website. The LinkedIn icon is located on ~~Freightquotes~~Freightquote's' homepage.

Freightquote has also used blogs via ~~Wordpress~~WordPress since May 2009 [25]. The company has a total of 97 blog posts, averaging about 3 blogs per month. The content of the posts range from career opportunities to industry insights. Few, if any, of the posts receive any comments from viewers. A blog icon is not visible from the company's homepage, but a link to the blog can be found on their career webpage.

Freightquote also has accounts, with minimal activity, on YouTube (2 videos) [26]; Flickr (webpage created but no activity) [27]; Google Plus (webpage created but no activity) [28].

Social media has not been as effective for recruitment as desired. Social media has had minimal impact on the amount of traffic being driven to Freightquote's job webpage, and the number of applications originating from social media, on average, are low compared to other sources (social media accounts for about 2%). Please see "Traffic Flow" and "Applications & Start by Source" in Appendix for further information.

Competition

The freight industry has grown exponentially since Freightquote entered the market in 1998. With this growth has come increased competition and new entrants. Freightquote's competition in the industry not only struggles for market share, but also for talent. Freightquote hires from a diverse pool of individuals. Unlike other industries such as engineering or business, sales representatives are not required to have a specific background or particular degree. Sales effectiveness is not dependent on background, age, gender, experience, education, etc. In fact, one of Freightquote's top brokers is an ex-bartender, followed closely behind by an ex-masseuse. To be successful at Freightquote, you just need a few things: a competitive nature, a good attitude, and the ability to sell. Combined with Freightquote's training program, nearly anyone could be an effective sales representative which translates to a large pool of qualified potential recruits.

As the freight industry has grown, there has become an increased demand for industry-specific talent. Within the freight industry, Freightquote's top competitors in terms of attracting talent are listed in the figure below. These companies are not based out of the Kansas City area, but each has the potential to draw highly-skilled talent from Freightquote's local pool.

Industry Specific
Echo Global Logistics
Access America Transport
Total Quality Logistics
Unishippers
XPO Logistics

Cross-Industry Kansas City Area Competition for Talent

Freightquote competes for talent both within and across industries. According to the Kansas City Business Journal, the following list shows some of the top 25 Kansas city-area employers in 2013. Many of these organizations target recent college graduates and they tend to have a stronger university presence than Freightquote. These companies are of particular interest because many graduates want to stay close to home – this would eliminate the "industry specific" talent competitors, but the local competition would remain stiff. These companies compete for general talent in the Kansas City area:

Cross-Industry
Cerner Corp.
Enterprise Leasing
Ford Motor Co., Kansas City Assembly Plant
General Motors Fairfax Assembly Plant
Hallmark Cards Inc.
Mortgage and financial institutions
Sprint Nextel Corp

Objectives

In order to maximize market potential in 2015, Freightquote must hire 25 brokers every month for the first half of the year and 15 per month for the second half. FQ plans to have 650 brokers on staff by August. This equates to an average monthly hiring goal of 20 brokers. Freightquote loses roughly 13 brokers per month, which equates to a 2.5% monthly attrition rate. 61% of this attrition occurs in the first year of a broker's tenure. Freightquote would like to improve its new hire retention, but believes that 20-30% attrition is appropriate for this industry.

Over a four month period (October 2014 - January 2015), Freightquote received 915 applications. These applications resulted in the hiring of 42 brokers. During this time period Freightquote relied heavily on employee referrals to grow its applicant pool. While only accounting for 8% of the total applicants, employee referrals accounted for nearly 30% of the total new hires.

Freightquote would like to focus on the use of social media to target new college graduates and to generate more unique traffic to its website. The broker position has a moderate starting salary, requires a significant amount of time to learn the necessary systems and to build an initial customer base. Freightquote believes that recent college graduates are more likely to be interested in this position than older and more experienced workers. Freightquote believes that recent graduates will work harder for higher future rewards and will have more time to invest into learning the position and acquiring clients. Freightquote believes that a strong social media presence will attract this group.

Hiring Process

Freightquote overhauled its hiring process in 2014. The previous hiring model consisted of the following:

1. Applications screened for necessary qualifications
2. Qualified applicants receive a phone call screening
3. Top candidates were brought to Freightquote for an on-site interview with HR

The process was revised to add more rigor around the selection of applicants and to give applicants a realistic job preview:

1. Applications screened for necessary qualifications
2. Qualified applicants receive a personality & intelligence test
3. Applicants who complete the test receive a 30 min phone screen
4. Top candidates are brought to Freightquote for a series of on-site interviews:
    a. Interview with HR
    b. Interview with Hiring Manager
    c. Job Preview of sales floor
    d. Interview with Division Manager

Candidates can be eliminated at any stage of the process. The more rigorous interview structure has resulted in higher quality candidates and candidates who have a good understanding of the role they are hiring into.

Applicant Testing

Freightquote has a unique employee base and success does not necessarily follow the traditional corporate qualifications. At Freightquote, qualifications are less important if you can demonstrate sales performance. For this reason, top representatives have a variety of backgrounds. Some of the most successful reps were previously bartenders, masseuses, or athletes. In an effort to identify the profile of an "ideal candidate," Freightquote hired a consulting company to develop a customized personality and intelligence test. The top sales representatives took the test and their scores were used to develop target "criteria" for applicants.

Under the new hiring process, each applicant takes the personality and intelligence test and is scored against the ideal profile. However, Freightquote soon found that the "perfect" sales rep does not necessarily follow a pattern. In fact, candidates who most closely matched the test targets often did worse in sales than those who were "off" from the targets. Freightquote continues to evaluate this type of testing, but is considering moving away from its use as a means to select applicants. The test has been used for one year. It features behavioral questions regarding work style and preferences, as well as an intelligence portion that includes grammar, math, and analytical questions.

Retention

Freightquote offers benefits comparable to other large companies – i.e. comprehensive health benefits and 401K. Sales brokers are paid a starting salary of $35,000 per year which is 22% lower than the brokers of other companies. This pay, however, is supplemented by a generous commission structure. This structure is tiered, but uncapped. By their second year, most brokers make between $50,000 and $60,000 between salary and commission.

Along with pay and benefits, Freightquote offers a very thorough training program. This includes a comprehensive review of the freight industry in a classroom setting followed by shadowing and mentoring on the sales floor. The sales broker position requires a considerable amount of self-guidance. After training is completed, over an eight week period, the new broker is empowered to build their book of business for the company.

Freightquote has collected data on new hire performance and can map the success of a broker across a 90-day horizon. Typically, new hires whose performance is above the 90-day trend line will go on to be successful and those who fall under the trend either quit or are transferred to other departments.

Hitting certain productivity criteria puts employees in the running for various prizes that range from vacations to flat screen televisions. When asked, a sampling of current sales brokers said they were happy with their job. They all mentioned that success depended on the amount of work that was put into the position. Some brokers thought that pay was an issue for starting brokers and that starting salaries should be increased. Overall, the sales brokers that were interviewed were very engaged, spoke highly of the company, and appreciated the challenge of the job.

Employee engagement is a central theme at Freightquote. Team building events are held monthly. These include golf tournaments, bowling leagues, corporate fitness challenges, and many other recreational activities. Freightquote is a key partner of the KCK RBI program and has been instrumental in the process of promoting baseball in the inner city. Employees are encouraged to grow their presence in the community by joining in events for the March of Dimes and the Heart Association.

Anonymous reviews on Glassdoor add a new element to employee perception of Freightquote. The positive themes of work/life balance, great benefits, and salary are mirrored throughout each review, yet employees seem to have a perception that direct management is out of touch with their daily routines and are not quick to recognize hard workers. The common thread in most reviews focuses on the notion that top brokers are being handed particularly lucrative accounts. Freightquote's latest employee engagement survey, however, contradicts the reviews on Glassdoor - employees were 73% favorable with high levels of engagement in the areas of trust of co-workers, individual contribution, manager effectiveness, job satisfaction, and teamwork.

CONCLUSION

The Freightquote executive team has expressed their belief that a significant obstacle to their successful, long-term growth is the difficulty in keeping the pipeline full of new brokers. In spite of the positive culture at Freightquote, tele-sales occupations are historically known as high turnover positions. Together with a strong growth projection, the lack of successful brokers could be an impediment to Freightquote's success in the future. The executive team has suggested that enhanced social media tactics are a possible way to improve that pipeline.

CASE QUESTIONS

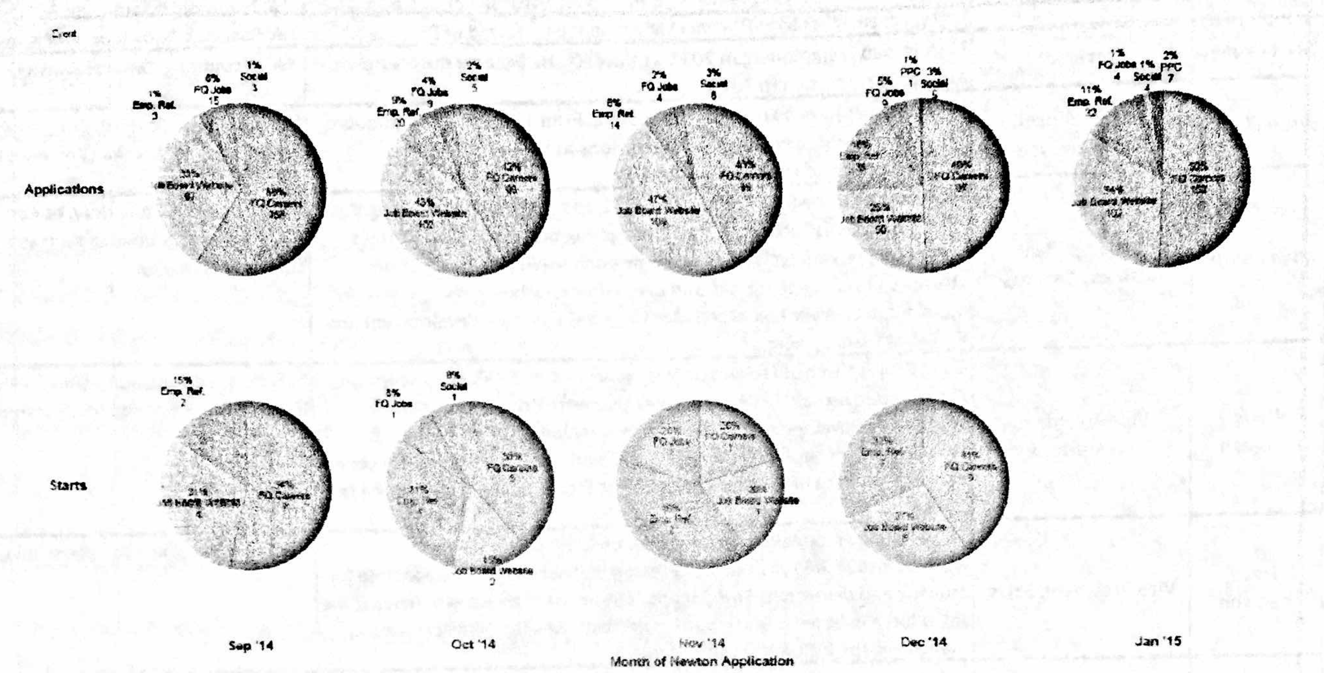
1. How can Freightquote develop a new employee pipeline to be able to support increased growth for the next 3-5 years?
2. What social media strategies can Freightquote use to attract recent college graduates and top sales talent?

Freightquote Leadership

Name	Position	Biography	Education
Tim Barton	Founder	Tim has been widely recognized for his disruptive innovations and entrepreneurial spirit. Tim now serves on the FQ Board of Directors.	M.S. Finance, Louisiana State B.A. Business Admin, Univ. of Kansas
Matt Druten	President	Matt joined Freightquote in 2011 as the CFO. He became the president after the acquisition in 2015.	B.A. Accounting, Univ. of Kansas
Byron Clymer	Vice President, Information Systems	Byron Clymer joined Freightquote in 2012. Prior to joining Freightquote, Byron was the Vice President, IT operations at the third largest telecommunications provider in the US.	M.S. Computer Science, Univ. of Nebraska B.A. Physics, Nebraska Wesleyan Univ.
Mike Collins	Vice President, Business Strategy	Mike Collins joined Freightquote in 2012. His role involves leading the financial forecast process, annual budgeting process, the company's operating plan analysis and developing and driving the long-term strategic planning processes and evaluating new business opportunities. Mike has experience in global business development and financial management.	B.A. Business Admin, Univ. of Kansas B.A. Accounting, Univ. of Kansas Emphasis: Finance
Doug Grojean	Vice President, Operations	Doug Grojean joined Freightquote in November of 2000. Prior to joining Freightquote he held leadership roles that were drivers of company growth and development in several areas including, Information Technology, Corporate Analytics and Operations. Doug previously served as Vice President of LTL operations before Freightquote's acquisition in 2015.	M.S. Finance, Rockhurst Univ. B.A. Finance & Economics, Rockhurst Univ.
Tracy Kenison	Vice President, Sales	Tracy joined Freightquote in December of 1999 as a Sales Representative. Now, as the Vice President of Sales, he is responsible for growing and developing Freightquote's sales staff, along with leading the sales force in exceeding company objectives. He also helps create and implement strategic sales initiatives.	B.A. Economics, Kansas State Univ.
Julie Schaller	Executive Director, Human Resources	Julie joined Freightquote in 2014. Julie is responsible for leading Freightquote's Human Resources function which includes recruiting and hiring, training and development, employee relations, compensation and benefits along with organization and culture development. Julie has over 20 years experience in Human Resource Management.	Licensed Sr. Professional in Human Resources (SPHR) B.A. Business Admin, Pittsburg State Univ.
Jason Beer	Executive Director, Enterprise Accounts	Jason joined Freightquote in 1999. He leads the Enterprise Solutions group and directs business development initiatives, which includes negotiating and managing key alliances, partnership opportunities and establishing new markets.	B.A. Marketing, Pittsburg State Univ.
Abbey Caton	Executive Director, Accounting and Risk Management	Abbey joined Freightquote in 2006. She is responsible for many financial aspects of the company which include reporting, taxes and risk management of insurance, contracts and carrier compliance. She also oversees financial operations that include credit and collections, cash application, claims and disputes.	M.S. Accountancy, Kansas State Univ. B.A. Accounting, Kansas State Univ.

Applications & Starts By Source

Sept 14: Jan 15



- Jan starts are not shown because only one person applied & started in month (Michael Jones – Indeed)
- Overall, employee referrals are the most disproportionate. They account for 8% of applications and 28% of starts.
- FQ Careers holds the majority at 41% of hires and 49% of applications.

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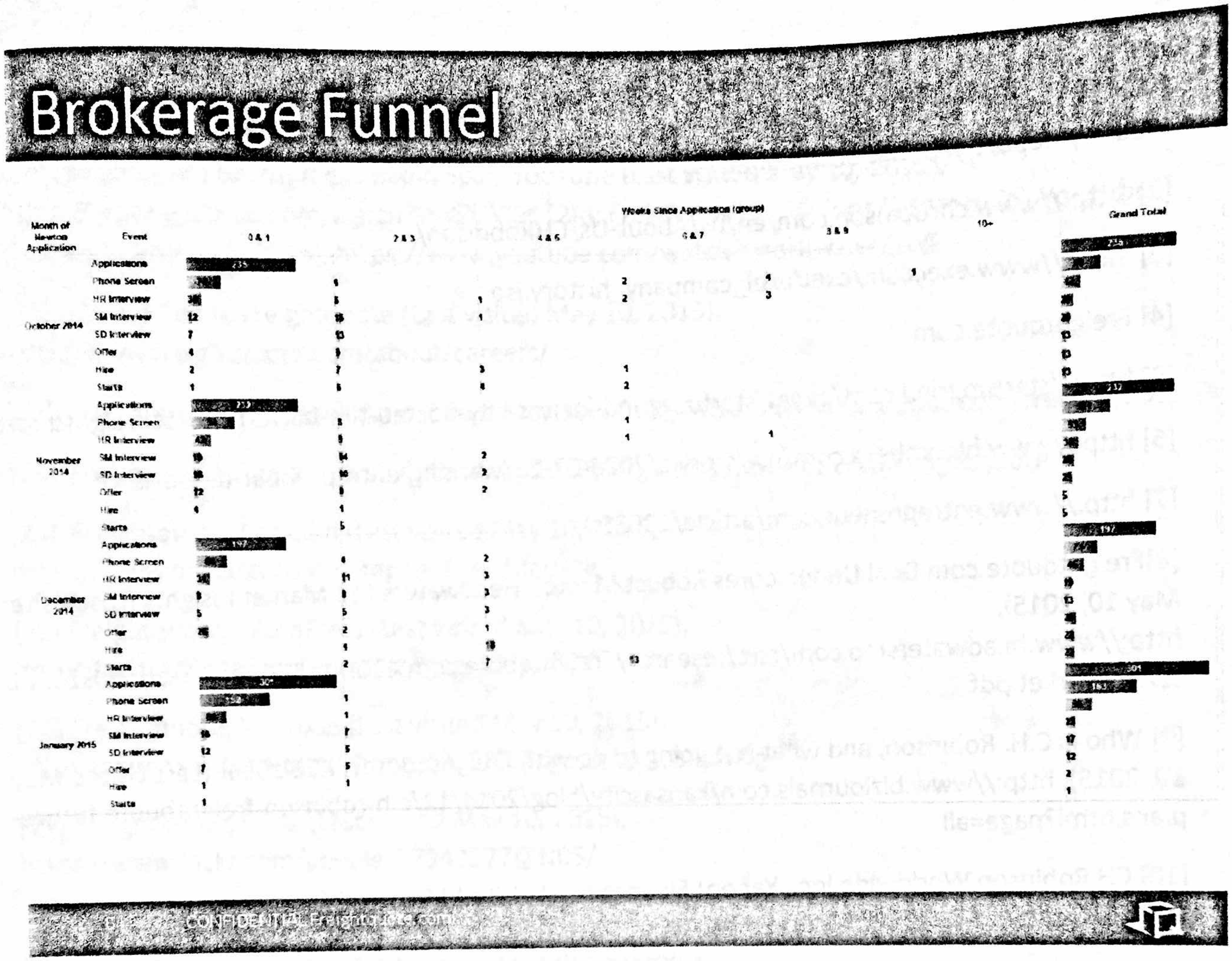
Brokerage Funnel
Weeks Since Application (group)
Month of Newton Application
Event
0 & 1
2 & 3
4 & 5
6 & 7
8 & 9
10+
Grand Total
Applications
Phone Screen
HR Interview
SM Interview
SD Interview
Offer
Hire
Starts
October 2014
November 2014
December 2014
January 2015
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HR Reporting

Jan 2015 Results

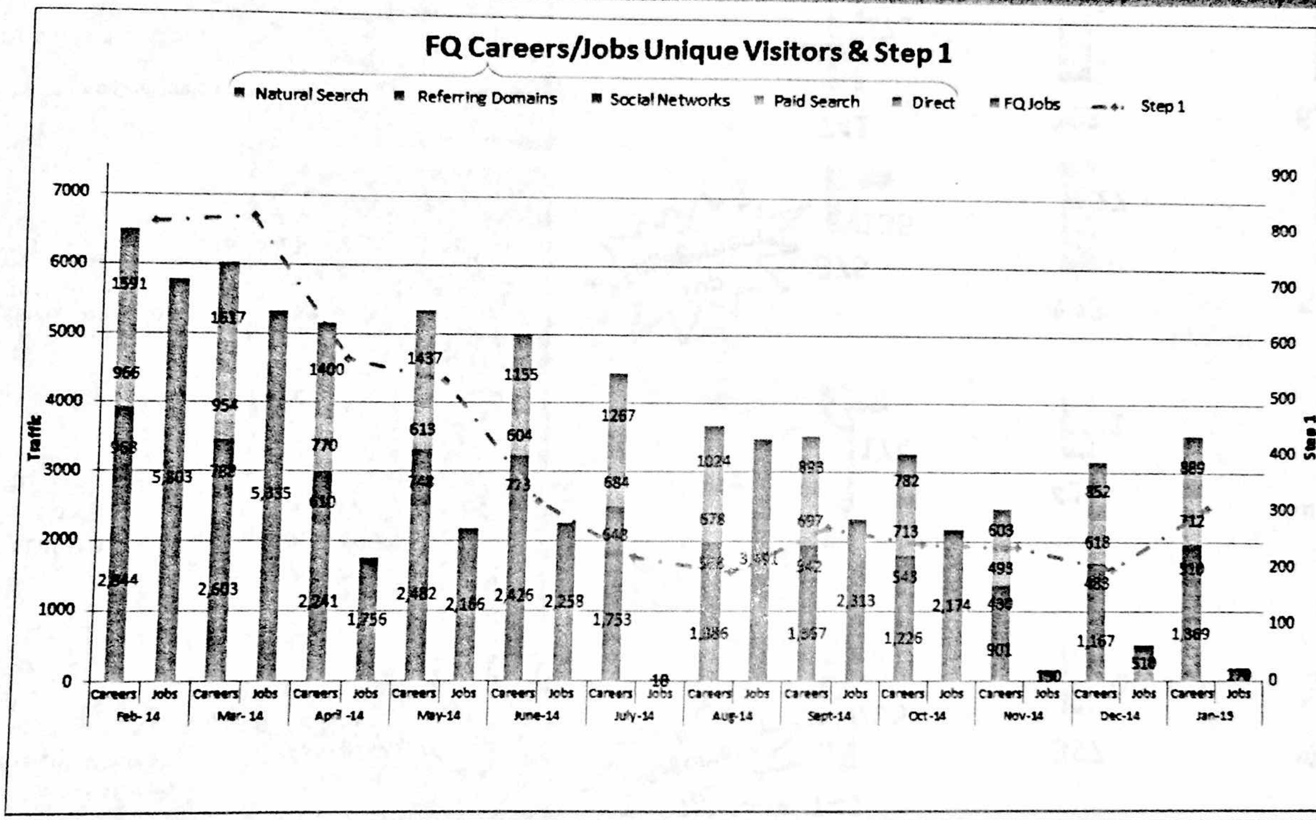
Data reflects Brokers (KC/MN)

Social Media : Reach & Engagement

		Facebook {Users}	Twitter {Views}	LinkedIn {Views}	YouTube {Views}
A warm welcome to our January training class!		438 / 138	185 / 22		
Watch Sales Manager Clayton Holden share his Freightquote story. We are Delivering Success! bit.ly/1wpbidK #KCJobs #Wearehiring		Top Engagement # 741 / 205	397 / 30	4,245 / 82	125
Check out these Freightquoters showing us how winter is done! #Freightquote #KCJobs #Funcoworkers		939 / 174	413 / 31	4,926 / 135	
We know the best results come from teamwork. Join our 2015 squad! bit.ly/13dXRqD #KCJobs #Hiring #KCCareers		Top Engagement % 375 / 136	643 / 27	5,731 / 164	
Congrats to our 2015 President's Club honorees! Thanks for all you do! #countryclubplaza #hotelsorella #celebrate		741 / 171	703 / 30	6,530 / 187 Most Views	

*adjusted scale

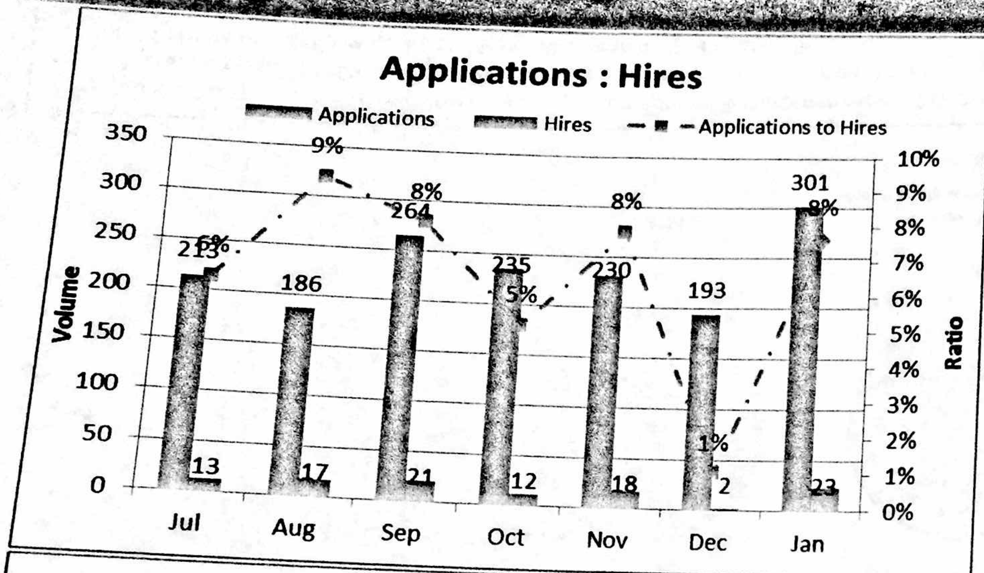
Traffic Flow

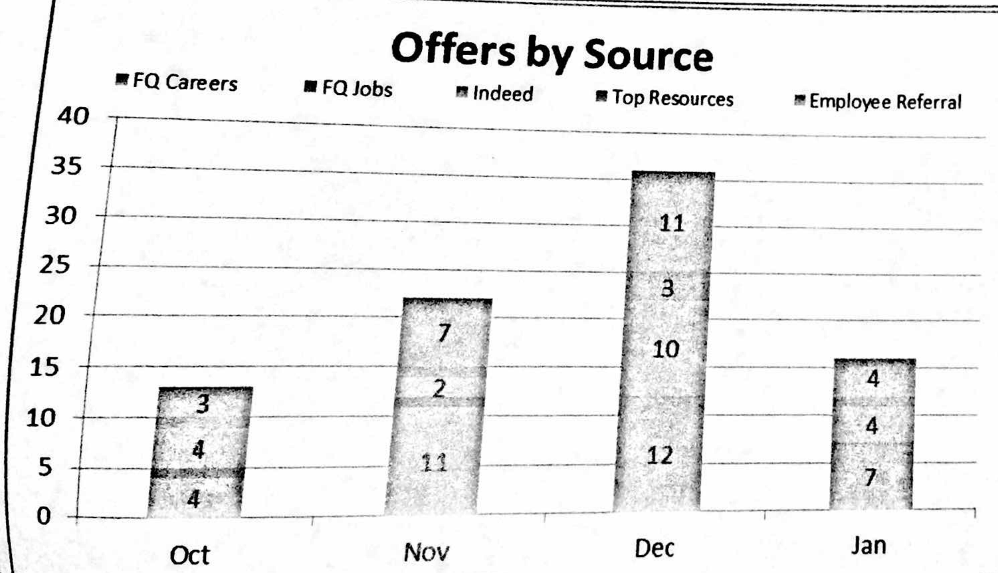


Direct- They've typed in FQJobs.com in the address bar
Referring domains- Anyplace there is a link that could be clicked to get to FQ Jobs (emails, paid digital ads, YouTube Video pre-roll)
Natural Search- Searched and came through a non-paid link
Social Networks- LinkedIn, Twitter or Facebook

- In total, traffic increased 1% M-o-M while applications increased by 56%.
- All FQ Careers traffic sources increased despite a 67% decrease in FQ Jobs.

Key Metrics





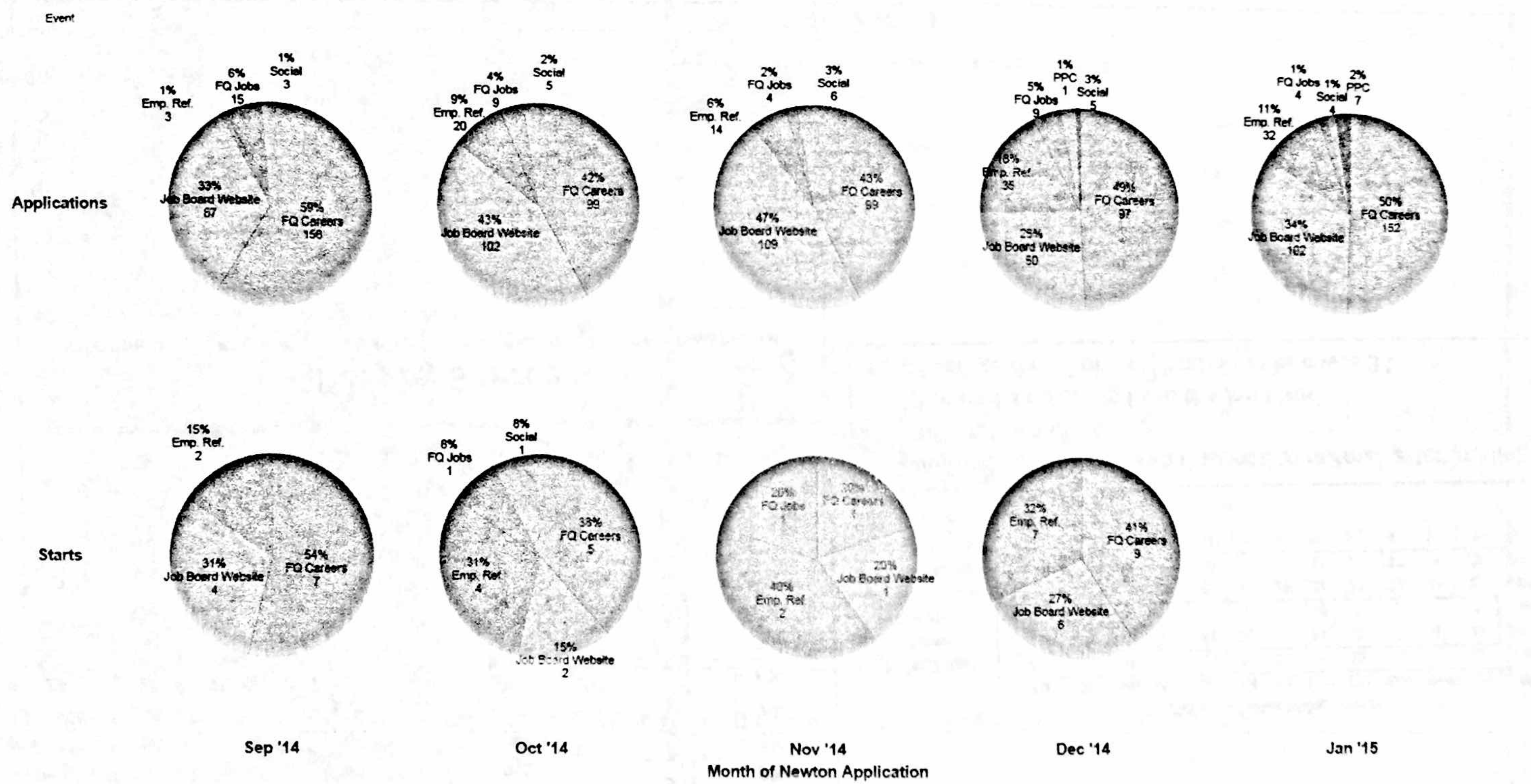
Adjusted Broker Hiring Targets

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	*TTM*
Hiring Target	25	25	25	25	25	15	15	15	15	15	0	25	*225*
Terms	16	22	20	22	18	21	6	14	15	7	4	12	*177*
Transfers	10	4	10	3	3	1		13	2	1		1	*48*
Planned Attrition	17	23	23	20	17	15	15	12	13	13	14	13	*195*
Brokers Started	18	27	15	31	15	9	15	21	11	17	0	20	*199*
(Deficit)/Surplus	(16)	(1)	(17)	1	(14)	(13)	9	(9)	(8)	7	10	(5)	*(56)*

- Application to hire ratio returned to normal after holding off on Dec hiring.
- We had 3 no starts from the Jan hires.
- Average days from application to hire was 34.

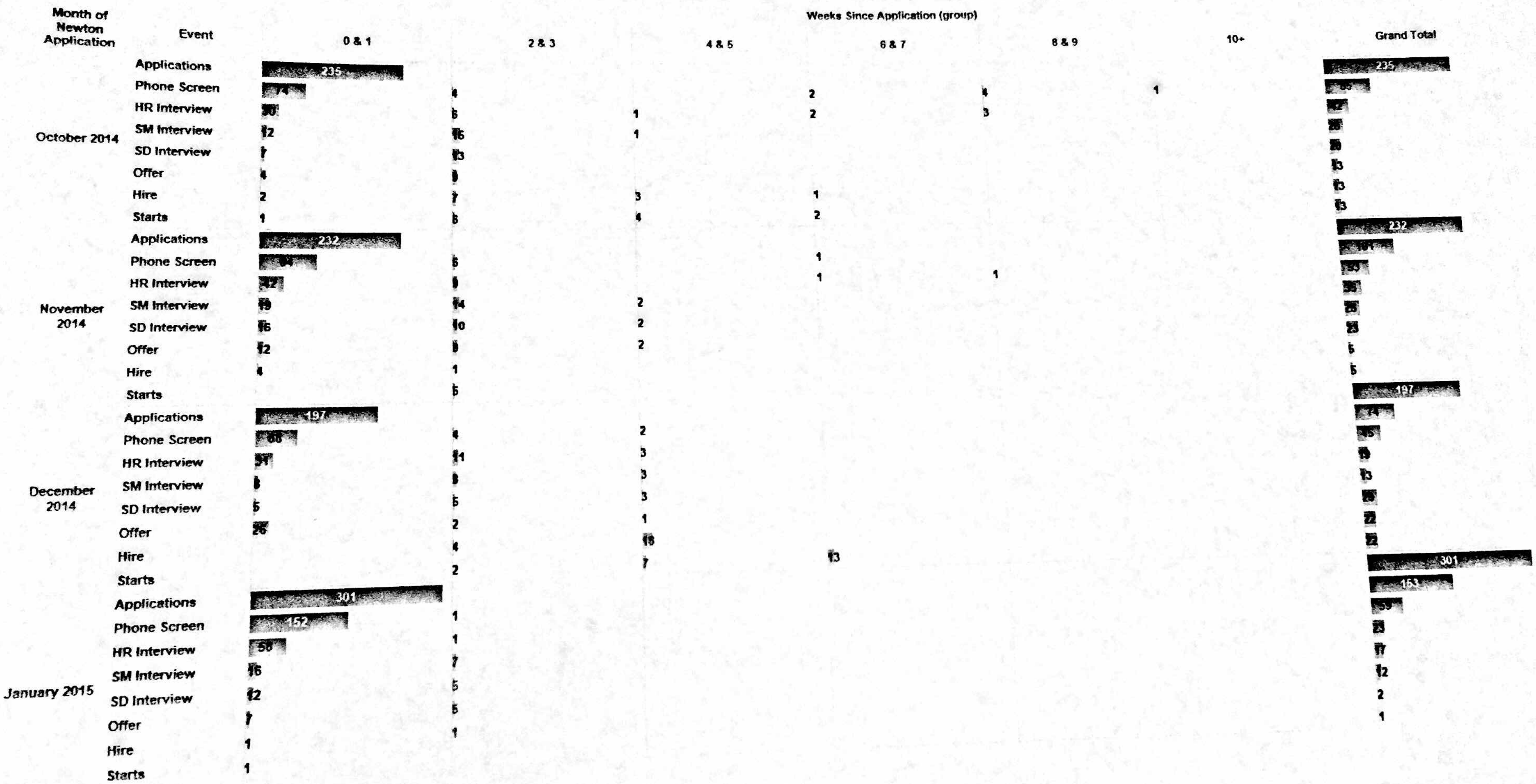
Applications & Starts By Source

Sept 14: Jan 15



- Jan starts are not shown because only one person applied & started in month (Michael Jones – Indeed)
- Overall, employee referrals are the most disproportionate. They account for 8% of applications and 28% of starts.
- FQ Careers holds the majority at 41% of hires and 49% of applications.

Brokerage Funnel



2012 New Hire Ramp Performance

- Start to see clear separation from top/average/low performers in month 6
  - "High Tier" reps begin to separate from the group as early as months 3 & 4