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**An Empirical Investigation of Business Strategy Development, Supply Chain Management, Environmental Analysis and Financial Innovations of Logistic Companies in UK**

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**Abstract**

Things have changed dramatically since the COVID-19 epidemic. Companies that had performed well prior to the outbreak suffered during the Covid-19 era, particularly those in the transportation industry, as a result of the lockdowns.

This paper reviewed existing literature on logistics research, supply chain management, and environmental analysis theory discussions, identified critical theory features relevant to this paper, and robustly discussed the impact of financial innovation on the logistics market in the United Kingdom.

This study spanned the years 2012 through 2023 where these can be vital to the understanding of the empirical investigation of Business Strategy Development, Supply chain management, environmental analysis and financial innovation of logistic companies in United Kingdom.

In this study piece, a systematic literature review (SLR) was performed, and the research revealed crucial supply chain management and environmental analysis to enable this paper identify suitable articles and journals. A SLR was performed using a sample of 100 research articles chosen from a pool of 400 papers obtained from Scopus, Web of Science, Google Scholar, ABS journal and, among other sources.

The logistics industry relies heavily on supply chain management, which works to remove obstacles. However, additional quality testing and safety processes can extend the time of the supply chain. This paper is of the view that a company's core values are what set it apart from its competitors, and these values include trust, efficiency, technology, management, and behaviour. There are certain similarities with the companies. However, they also have some key contrasts, such as DHL's focus on efficiency and FedEx's on innovation. The environmental analysis included in this study looked at both internal and exterior influences that affect people's actions and behaviours. Employees are accorded the utmost respect and provided with all the resources they need, as evidenced by the findings. The company's success may be traced back to its strategic planning and focus on the long-term vision.

**Keywords:** Supply Chain Management, Environmental Analysis, Business Strategy, Financial Innovations, Logistic Market

## **Introduction**

Logistics is an important component of modern organisations since it has a significant impact on not only how successful those firms are, but also how effectively those companies can keep their spending under control. According to Christopher (2016), the effectiveness and efficiency of a company's logistics system have a major impact on its profitability and market competitiveness. When one considers the critical role that logistics plays in assuring the productive and cost-effective movement of products, services, and information related to such items, one gains a better grasp of their importance.

The push towards sustainability and the circular economy is also causing significant changes in the logistics industry. The circular economy drives these changes. Advances in renewable energy, recycling, waste reduction, and the usage of environmentally friendly items are causing a fundamental shift in the structure of supply chains. According to Srivastava (2007), an increasing number of organisations recognise that environmentally responsible business practices benefit not just the environment, but also the company's reputation and bottom line. This is a wonderful development for everyone concerned. Because of these recent improvements, it is even more necessary for logistics startups and other industry participants to examine the business methods of the most successful logistics organisations on the market.

Logistics is critical to the profitability and competitiveness of today's businesses. According to Christopher (2016), the degree of quality in a company's logistics system has a substantial influence on both its competitiveness and the quantity of revenue it creates. The process begins with the procurement of raw materials and ends with the delivery of final goods to clients. According to Bowers ox, Closs, and Cooper (2002), the ultimate purpose of these enterprises is to deliver results that exceed their clients' expectations.

Businesses in the logistics sector have a competitive advantage if they can deliver goods and services to their consumers quickly, efficiently, and affordably. Despite severe obstacles like as Brexit and the COVID-19 pandemic, the logistics industry, notably in the United Kingdom, remains strong (Freight Transport Association, 2021). The incredible endurance of the United Kingdom may be due in large part to the country's premier logistics corporations, such as DHL, FedEx, and XPO. According to Mangan, Lalwani, and Lalwani (2020), the fact that these organisations were able to withstand difficult market conditions and even prosper as a consequence of their strategic acumen demonstrates the strength of their business models.

According to Gupta and Lei (2019), the firm has been able to continue its development and profitability by using financial strategies based on highly competent supply chain management, innovative methodologies, and environmentally conscious operations. Furthermore, Artificial Intelligence (AI), blockchain technology, and the Internet of Things (IoT) are already being integrated into day-to-day logistics operations, signalling a big digital shift in the sector (Ivanov, 2018 and Owoeye, 2023). These technology advancements are critical to logistics organisations' financial success because they increase supply chain visibility, operational efficiency, and customer experience. As a result, it is intriguing to analyse the financial outcomes of the most successful logistics service firms, such as DHL, FedEx, and XPO.

A thorough grasp of an organization's business strategies and how those plans relate to the organization's operational effectiveness may serve as a guide for both potential company owners and current logistics organisations. The continuous digital revolution, the rising significance of online commerce (Mintel, 2023), and the shift towards sustainability are all good factors that bode well for the logistics industry in the United Kingdom.

As a result, learning about prospective future plans from the successes and failures of the industry's most successful logistics businesses may be beneficial. This is why we are conducting this research: to learn from the successes (and failings) of the top three logistics companies in the United Kingdom, which are DHL, FedEx, and XPO.

This research was inspired by the importance of the logistics business to the UK economy, as well as the urgent need to develop efficient solutions for this sector. In light of the COVID-19 pandemic and Brexit, firms must adopt flexible and resilient strategies (Mangan, Lalwani, and Lalwani, 2020).

According to Prajogo, Oke, and Olhager (2016), the logistics business is now experiencing upheaval due to a number of difficulties. These drivers include the growth of e-commerce, rising customer expectations, and the continuous digital revolution. There is no guarantee that the techniques that have previously proven successful for logistics firms will continue to do so in the future. As a result, the goal of this study is to give an up-to-date and contextual evaluation of successful tactics that may be utilised to educate business owners, stakeholders, and policymakers.

It is feasible that our research will provide major benefits for more than one party. The outcomes of this study may provide information that is useful to organisations interested in the logistics business. By analysing and evaluating the operations of the top logistics businesses in the UK, the study will highlight best practices in supply chain management, environmental stewardship, and financial performance. The information might be used by new market entrants to develop a profitable and competitive business plan.

This research will shed light on the current situation of the logistics industry and how policymakers may improve the sector's prospects by changing the laws that are already in place. The findings of this study on significant performance measurements and business strategies of industry leaders will be useful to investors and analysts working in logistics.

To achieve the research objectives, this study will seek to answer the following questions:

1. How is supply chain management maintained in the selected logistics companies?
2. How does the environment of these companies impact their performance?

The second section delves into the literature review, including concepts such as conceptual review, conceptual framework, theoretical review, and empirical review. Section three goes on the study's methodology. Section four covers critical analysis of the environmental analysis. Section 5 contains a summary, findings, and suggestions.

### **Literature Review**

The logistics industry is well-known for its complexity and varied nature, which is one of the reasons it is so important to global company operations. This part reviews the existing corpus of literature in order to gain an understanding of the dynamics of the logistics industry. The research focuses on supply chain management, environmental analysis, and financial improvements. This research will look at three distinct logistical businesses: DHL, FedEx, and XPO. They are well-known in the global logistics sector and conduct a significant amount of business in the United Kingdom.

### **Logistics and Supply Chain Management**

According to Christopher (2016), the formulation of an organization's overarching business strategy must include careful consideration of how the firm will handle the management of its supply chains and logistical operations. According to Bowersox, Closs, and Cooper (2002), the primary functions of logistics are the transportation, storage, and management of resources and commodities from their point of origin to their ultimate destination. On the other hand, the process of managing and coordinating the procurement, processing, and distribution of goods is what is meant by the phrase "supply chain management." According to Christopher (2016), all parties involved, including customers, intermediaries, suppliers, and third-party service providers, need to collaborate on this matter. In addition, leading logistics companies are incorporating environmentally responsible practices into their supply chain management in order to satisfy the growing demand for environmentally aware practices and the creation of "green" supply chains (Dekker et al., 2012). This is done to fulfill the increasing need for environmentally sensitive processes.

### **DHL Supply Chain Management**

DHL is the industry leader when it comes to international shipping and courier services (DHL, 2023). The company's comprehensive range of solutions enables it to design one-of-a-kind logistics strategies for clients at every level of the supply chain. According to Baur and Ellram (2011), the strategic approach that DHL takes to supply chain management places a high priority on adaptability. This allows the company to meet the diverse logistical requirements of its clients and provide services that contribute to the growth of their businesses. As part of its GoGreen initiative, DHL is dedicated to lowering the effect that its activities have on the surrounding environment. The company has set a goal of achieving zero emissions from its logistics operations by the year 2050 (DHL, 2023).

### **FedEx Supply Chain Management**

FedEx, an American international delivery services organization, is well-known for its overnight shipping service as well as for being an early adopter of a system that could monitor the locations of packages and inform customers in real time. In addition, FedEx is well-known for its overnight shipping service and for being an early adopter of a system that could alert customers in real time. FedEx is well-known for being one of the first companies to implement a system that could track the locations of parcels, which contributed to the company's rise to prominence. FedEx's supply chain services include all of the fundamentals, allowing businesses to boost both

their output and their return on investment (FedEx, 2021). These services span from inventory logistics to cutting-edge technological advancements in fulfillment. FedEx maintains a key priority on supply chain optimization, as stated by Durach, Wieland, and Machuca (2018), in order to enhance efficiency, reduce costs, and raise customer satisfaction. FedEx places a high priority on the use of shipping techniques that are less harmful to the natural world. As part of its overall business strategy, FedEx aims to raise the fuel economy of its vehicles, decrease the emissions from its flights, increase the amount of renewable energy it uses, and adopt packaging that is nicer to the environment. (FedEx, 2021).

### **XPO Logistics Supply Chain Management**

XPO Logistics is without a doubt the most successful company in the world in terms of contract logistics. Once again, XPO, Europe's foremost provider of cutting-edge, eco-friendly logistics and shipping options, has entered a team in the Big Logistics Diversity Challenge 2023 (Armijo, 2023). They provide specialized services to clients in a broad variety of sectors, such as retail, catering, information technology, and many others (XPO, 2023). According to Gómez (2023), they use innovative technology such as IOT and AI on pellets, products, and vehicles to improve their logistical operational track trust with quality. XPO is dedicated to preserving the environment and has implemented measures to reduce the amount of waste and carbon emissions caused by its operations since 2018 and had good progress. XPO's latest initiative to assist clients in developing environmentally friendly supply chains is an all-electric delivery alternative (XPO, 2021).

### **Comparative Analysis of Supply Chain Management**

Forward-thinking supply chain management practices are used by logistics market leaders like DHL, FedEx, and XPO. DHL stands out from the competition thanks to its adaptability and ability to quickly respond to changing market conditions by offering customized, end-to-end solutions (DHL, 2023) that meet customers' needs from start to finish.

With a focus on real-time package tracking to increase transparency, modern two-way communication and advancements in track and trace technology have given everyone involved in the logistics journey an up-to-the-minute, accurate view of the shipment. These solutions are also known for being industry specific, with many utilizing cutting-edge technology like artificial intelligence and robots to boost supply chain efficiency (Gómez, 2023).

Every one of these three businesses place a heavy emphasis on eco-friendly supply chain strategies because they know it will pay off in the long run for both their business and the planet. Differentiating themselves from rivals, businesses have adopted "green" policies that have raised the complexity of their supply chain management systems. This places them at the forefront of the environmentally conscious business community, in addition to the logistics industry.

DHL's GoGreen project is a commendable step towards carbon neutrality, with the goal of zero emissions from logistics operations by 2050 (DHL, 2023). By going carbon-neutral, FedEx was able to prevent the release of almost a million tonnes of carbon dioxide equivalent (Fedex,

2023b). Meanwhile, XPO is committed to sustainable practises and is making strides to reduce the carbon emissions and trash produced by its operations (XPO, 2022).

FedEx is distinguished from its competitors in the supply chain management industry by its innovative tracking system and its dedication to speed and customer service. The supply chain efficiency made possible by FedEx's sophisticated inventory logistics and fulfilment technologies will delight customers (FedEx, 2021). Profitability for everyone involved will rise as a result of this.

Despite some differences in how they handle logistics and supply chain management, all three of these organizations have realized the need of being eco-friendly in their operations. These industry leaders show that it is feasible to balance environmental friendliness with commercial success through the adoption of sustainable business practices.

So, it is evident that DHL, FedEx, and XPO all have their own advantages and approaches to logistics and supply chain management. The environmental sustainability emphasis, on the other hand, helps to bolster the "green" supply chain trend within the industry. As a result of environmental and economic considerations, the logistics sector is expected to increase its level of innovation in this area in the near future.

### ***Environmental Analysis***

The purpose of environmental analysis is to conduct an investigation of the many internal and external elements that have an impact on the activities and decisions of a business. According to Gupta (2013) by carrying out an environmental study, a firm has the potential to get a clearer image as well as a more in-depth understanding of the area in which it operates. Internal and external analysis is able to provide clear cut picture of the management and the behavior of the company within and in the society.

### **DHL Environmental Analysis**

GoGreen is the most important component of DHL's environmental strategy; it has the long-term goal of removing all emissions that are caused by the logistics industry by the year 2050 (DHL, 2023). In addition, it makes use of renewable energy sources and optimizes its transport routes and fleets in order to reduce the amount of carbon dioxide that it emits (Khor et al., 2016). This is in line with the increasing emphasis that society and governments are placing on sustainability, as Khor et al. (2016) point out, and it provides evidence that the business strategy takes into account the needs of the surrounding ecosystem. DHL has showed resilience in the face of economic disruptions caused by events like as Brexit and the COVID-19 pandemic by maintaining regular operations thanks to its extensive global network and well-planned business continuity procedures (DHL, 2023). Being at the forefront of the logistics industry provides it an edge when it comes to adjusting to new laws and regulations, which is another benefit of being in a leadership position. Artificial intelligence (AI), big data analytics, and the Internet of Things (IoT) are just a few examples of the cutting-edge technologies that DHL employs to enhance its logistics operations and serve its clients better than they have been served in the past (2023).

### **FedEx Environmental Analysis**

FedEx has made it their aim to connect the world in a way that is considerate of the environment and efficient with resources. It takes into consideration not only the economics, but also the environment and society as well (FedEx, 2021). This method of achieving sustainability is known as the holistic approach. The aims of the firm are to maximize the amount of environmentally responsible packaging, improve the fuel economy of automobiles, and enhance the operations of facilities that are ecologically responsible. In addition, FedEx is making efforts to integrate environmentally responsible business practices into its day-to-day operations and to adapt its policies and procedures to the rising demand for eco-friendly commercial policies and procedures (Esler, 2018). These initiatives are part of FedEx's efforts to conform its policies and procedures to the growing need for eco-friendly commercial policies and procedures. FedEx, along with a great number of other companies, was able to overcome the economic challenges that were brought about by Brexit and the COVID-19 outbreak. The resilience of the company's financial performance persisted over the course of the year, indicating both the efficacy of the company's business continuity measures and its flexibility to the evolving conditions of the market (FedEx, 2021).

Because it was the first firm to provide a real-time tracking system, FedEx established itself as a technological frontrunner in the logistics industry. This fact demonstrates FedEx's status as a pioneer in the area. It continues to simplify its operations and improve service delivery by using technological breakthroughs like as autonomous trucks, blockchain technology, and robotics (FedEx, 2021).

### **XPO Environmental Analysis**

Changes in the macro-environment factors can have a direct impact on not only the XPO Logistics, Inc. but also can impact other players in the Air Delivery & Freight Services. The company has made it a priority to reduce the emissions of greenhouse gases produced by all of its operations and to encourage the use of alternative, renewable forms of energy utilizing improved technology (Gómez, 2023). It has implemented rigorous standards to ensure efficient management of both electricity use and garbage production. In addition to this, the business has a strong reputation for its capacity to weather economic downturns and international crises (Turner & Gardner, 2023) with a comparatively low amount of difficulty. XPO has embraced digital transformation and innovation by using technology such as robotics and artificial intelligence in order to advance its logistical efficiency and provide an exceptional experience for its customers (XPO, 2023).

### **Comparison of Environmental Analysis**

It is clear from a comparison of the environmental policies of DHL, FedEx, and XPO that each of these three behemoths in the logistics industry is committed to doing its bit to protect the environment. All three companies, DHL, FedEx, and XPO, have committed to make considerable reductions in their carbon footprints by the year 2023. Additionally, all three are making major investments in renewable energy and cutting-edge technology in order to further simplify their operations and improve the quality of their service.

These companies have a characteristic in common: they are able to weather economic storms like Brexit and the COVID-19 outbreak with relative ease. All three have shown resiliency in the face of these dangers, due to their global reach and effective business continuity plans (BCPs) respectively (DHL, 2023; Miller & Sutherland, 2023; Turner & Gardner, 2023).

In addition, each of the three companies is well-known for its significant use of technology, notably data analytics, artificial intelligence, and the internet of things. These technologies, along with others like them, are used to increase both productivity and the quality of service provided. The logistics sector is highly reliant on these technological advancements in order to stay up with the market and adjust to the requirements of its clients (DHL, 2020; FedEx, 2018; XPO, 2019).

### **Methodology**

This section provides a comprehensive breakdown of the methodology that was used to the investigation of DHL, FedEx, and XPO, the three major logistics providers in the UK, with the goal of gaining insight into these companies' supply chain management and environmental analysis. A qualitative and comparative research technique was used to investigate the procedures and outcomes of three distinct logistics service providers. The methodology of qualitative research was chosen for this investigation (Creswell & Poth, 2017) due to the fact that it enables a more in-depth grasp of and thorough description of the variables being studied. The data is secondary data collected from a wide range of sources, such as annual reports from firms, periodicals pertaining to the industry, and digital information that can be obtained on the official websites of companies. For more information, academic databases like JSTOR and ScienceDirect as well as search engines like Google Scholar were explored.

The paper will focus on the analysis of Supply Chain Management Evaluation of the three logistic companies and the analysis of the supply chain management strategies of each firm using the 5P's model (Pryor et al., 2007) to learn more about their competitive advantages and overall organizational performance (Li et al., 2006).

### **Critical Analysis**

This analysis will illuminate the ways in which the companies' tactics have contributed to their success, the obstacles they have had to overcome, and the effects that their supply chain policies and environmental plans have had on their performance.

### ***Supply Chain Management Theoretical Perspective***

Pryor et al.'s (2007) 5P's model was used to assess DHL, FedEx, and XPO supply chain effectiveness. This approach evaluates not only results, but also goals, principles, procedures, and people. Insight into these firms' competitive advantage and overall organizational performance may be gleaned through studying their supply chain management techniques (Li et al., 2006).

The conceptual model is represented below in the images which are in accordance to Pryor et al.'s (2007):



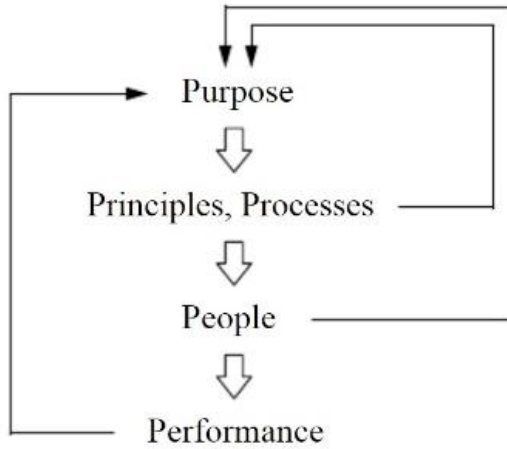


FIGURE 1: THE 5 P'S PARADIGM

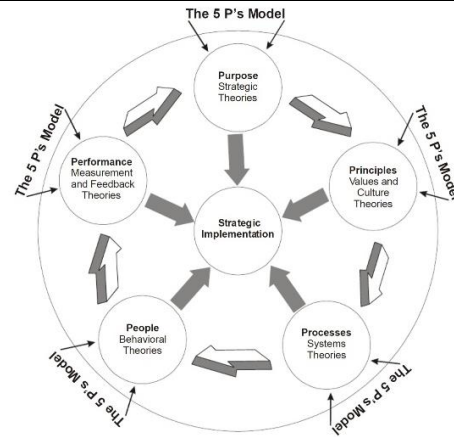


FIGURE 2: 5 P'S MODEL OF STRATEGY IMPLEMENTATION

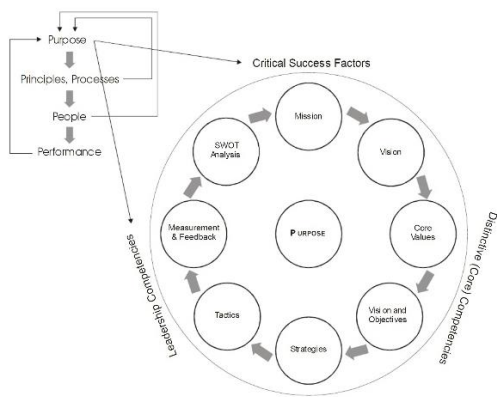


FIGURE 3: A CONCEPTUAL VIEW DEFINING PURPOSE AS PART OF THE 5P'S MODEL

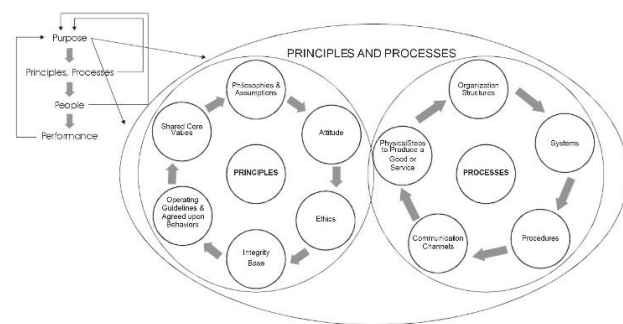


FIGURE 4: A CONCEPTUAL VIEW DEFINING PRINCIPLES AND PROCESSES AS PART OF THE 5P'S MODEL

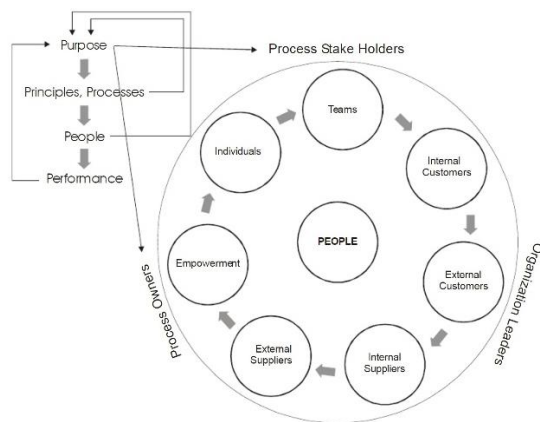


FIGURE 5: A CONCEPTUAL VIEW DEFINING PEOPLE AS PART OF THE 5P'S MODEL

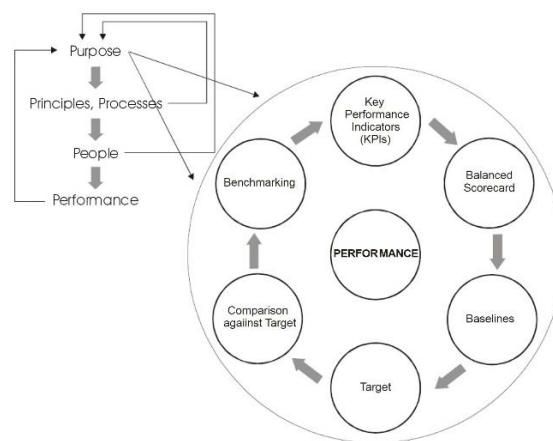


FIGURE 6: A CONCEPTUAL VIEW DEFINING PERFORMANCE AS PART OF THE 5P'S MODEL

**Supply Chain Management Evaluation**

Philosophy, Purpose, Process, People, and Performance are the components that make up the 5P's model, which is a strategic framework used for the assessment of the supply chain management strategy employed by a firm. Proper strategy development necessitates both functional and cross-functional thinking and action on the part of corporate executives (Pryor et al., 2007). This paper will make use of this model to examine the supply chain management tactics implemented by DHL, FedEx, and XPO.

Below in Table 1 is a comparison of the 5Ps for various businesses considering the aims of the model.

Table 1: Comparative analysis of supply chain with help of Pryor et al.'s (2007) 5P's model.

Company	DHL	FedEx	XPO
<b>Purpose</b>	The whole enchilada, as it were, of things that need to be moved around. Not only does it deliver things, but it also delivers prosperity, health, food, and joy to every corner of the world. DHL's 2023 forecast calls for an expansion of logistics' reach into new markets. Contribute to the growth of clients' businesses	The company's primary objective is to generate profits for its owners by offering logistical, transport, and related services with added value. Superior assistance for customers and broad market penetration. (FedEx, 2023) All operations must be conducted with safety as the first priority.	Reduced supply chain risk is achieved through the use of cutting-edge technologies and an asset-based less-than-truckload transportation model (XPO, 2023). Satisfy e-commerce and retail clients with a flexible supply network.
<b>Principles</b>	Respect, tolerance, honesty and integrity towards the customer and employees with social responsibility. Human rights, work rights and labour rights are to be always be followed universally (DHL, 2016). Follow up with SDGs on priority. Prioritizes adaptability to meet diverse logistics requirements.	To better compete as a group, all FedEx divisions should join forces. To improve efficiency and accessibility, businesses must work together and embrace digital innovation (FedEx, 2020).	To become a leading logistics provider, XPO adhered to a set of principles that anybody within the organization could readily execute, including statistical process control, management techniques, and operational research to reduce supply chain costs (XPO, 2022). Emphasizes accurate and punctual delivery
<b>Process</b>	All of their deliveries are routed through a standardized process channel to ensure the highest level of safety and efficiency.	The network's goal is to minimize existing delays, increase customer happiness, and spread into new markets while cutting down on waste (Fedex,	The logistics procedure is analogous to the ordinary sector, but it is more efficient thanks to the less than truck load strategy and the digitalized tracking system for

	Orders are communicated to DHL by retailers; from there, they are sent to a fulfilment centre where products are stored before being picked, packed, and sorted according to delivery address (DHL, 2023) for doorstep delivery. Utilizes cutting-edge technologies such as AI, big data analytics, and IoT	2019). The steps in the supply chain are as follows (Khan, 2023): Stage 1: Pickup Stage 2: Sorting Stage 3: Transportation Stage4: Doorstep delivery.	each shipment (XPO, 2016, and Galea-Pace, 2020). Incorporates real-time tracking through Interlink technology <ol style="list-style-type: none"> <li>1. By collection of packages.</li> <li>2. Restore tracking.</li> <li>3. Classify the parcels.</li> <li>4. Estimate the time of arrival.</li> <li>5. Tracking and security features for packages in transit.</li> </ol>
<b>People</b>	The values of respect, growth, equality, and development are strictly upheld. The best aspect is the discovery of people's expertise and the timely expansion of their knowledge along with the task. The success of DHL depends on its employees, who are therefore reliant on certified motivational career growth learning, main values like respect and outcomes (DHL, 2016b). The same courtesy and openness to feedback should be extended to the recipients of your product or service. Customers' needs are consistently prioritized, and every effort is made to ensure their satisfaction. Employs a global network of professionals	As stated by CEO Frederick Smith, FedEx adheres to the "people first" philosophy in which "people are placed first" and "people service profit" (Fedex, 2014). The organization's success and narrowed expansion may be attributed to its safe working environment, equal opportunity promotion policy, transparent assessment, and objective filtering (Fedex, n.d.). Because of the company's highly-trained support staff, its clients and distributors enjoy comprehensive assistance at all times.	At XPO, it stated that "we value an environment where everyone feels safe to share their thoughts and opinions openly". It is the company's top priority to ensure that all employees feel comfortable, valued, accepted, and encouraged to think creatively and independently. As stated by Kurtz (2018), there is a strict policy of zero tolerance for any form of discrimination or harassment. When a retailer comes knocking, they can be assured that their business is as important to them as their own employees and customers are to them. Sustains a large international network
<b>Performance</b>	This company's track record of success has made it the undisputed leader in the logistics industry. Continuity in making money and bettering operations was maintained. The business's resilience through extreme events like Brexit and the pandemic attested to its flawlessness and efficacy. Demonstrates	Despite a temporary slowdown due to the epidemic, the company's performance has always increased dramatically. The company's revenue has increased steadily throughout the years, inspiring confidence among investors. Next, for your convenience, we'll examine how to interpret this	The company has a reputation for originality, but its history of expansion is fraught with setbacks. Although initial financial results were disappointing, the company's financial performance has since recovered to competitive levels. After a while, less investors showed interest because the revenue was unpredictable owing to Brexit

	resilience in the face of economic disruptions	performance.	and pandemic scenarios. After the epidemic, however, it rebounded as much as possible and emerged as the market leader, GXO.
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**Source: Compiled by the Authors**

### **DHL Supply Chain Management Evaluation**

Given the dynamic logistics environment, DHL's supply chain management approach is based on adaptability. (Philosophy) The company tailors its services to meet the diverse logistical needs of its customers. DHL develops and delivers reliable logistics solutions to help its customers grow (Purpose). To achieve this, DHL integrates cutting-edge technologies like AI, big data analytics, and the IoT into business processes (Process). A global network of logistics specialists applies their knowledge and service to every client (People) interaction. DHL has weathered economic storms. Even in tough times, the company's global network and well-established processes allow routine operations.

### **FedEx Supply Chain Management Evaluation**

The American overnight delivery business FedEx is known for its service and for being an early adopter of a system that could track packages and update customers in real time. To be clients' first choice, it has opened new locations. FedEx has always served a variety of markets while coordinating its brand. Together, they may compete in the market. In today's business climate, distance obstacles and rising when demand is above the range are two ways to stay ahead. Because of its objectivity, professionalism, tolerance, advancement, and cultural sensitivity, job seekers trust this company's recruitment procedure. This performance has been stable due to cohesive leadership, a shared understanding of the work, and smooth operations.

### **XPO Supply Chain Management Evaluation**

XPO Logistics prioritizes technology and efficiency in supply chain management. Due to its technological leadership, the firm can customize services for customers in retail, catering, and IT (Purpose). AI and robotics improve XPO's logistical operations (Process). XPO's supply chain management team includes many logistics professionals. These experts address consumers' diverse needs. Despite economic downturns and international crises, XPO has maintained service quality and operational stability.

In a nutshell, each of these leading logistics organizations has devised and put into action highly efficient methods for supply chain management. These strategies make use of cutting-edge technical advancements, streamlined business procedures, and highly trained people. Because of their common dedication to operational excellence, excellent service, and agility, they have been able to keep their competitive advantage in the fast-paced and continually changing logistics business.

***Environmental Analysis***

This section will focus on the porter five (5) forces model to provide critical analysis of the three logistics companies.

***Porter Five (5) Forces Model***

Current and future risks and opportunities are both clearly laid out in this model. The firm's market stability can be compared to that of its competitors with this tool. It compares projected and current market conditions, allowing businesses to adapt quickly to changing conditions and stay ahead of competitors that have done their homework. In order to conform to industry norms, we have compiled all of our data sources into Table 2 below

Table 2: Comparative internal analysis using Five Forces Model developed by Porter, (1985)

<b>Company</b>	<b>DHL</b>	<b>FedEx</b>	<b>XPO</b>
<b>Threat of new Entrants</b>	DHL has less competition from new entrants since it has successfully differentiated its offerings and has become the market leader (Oflac et al., 2015). Due to economies of scale, DHL is able to generate high volumes at a lower cost than new competitors, who will therefore be unable to compete with DHL. Due to DHL's dominance in the industry, new competitors will have a difficult time replacing the company without significantly increasing their capital.	Brand equity is high for the company. New entrants shouldn't be a problem here. Establishing a huge distribution network is difficult, but the transportation business needs one. Due to vehicle prices, new entrants must invest heavily. Capital is abundantly spent. The policies and regulations of the several nations where a new entrant operates may also be a difficulty. FedEx and other transportation corporations must invest in projects that improve ground and air transportation networks and follow all requirements.	XPO Logistics Inc. works in a competitive sector where economies of scale may be difficult to attain. Mass-producing items inexpensively benefits those who can. Startups must pay more for production. Thus, new rivals offer less risk. The market is highly fragmented because most enterprises in this area offer many products and services. Unique products are also appealing. Existing-customer marketing and upkeep also attract a lot of attention. These variables reduce competition from new entrants.
<b>Threat of substitutes</b>	DHL faces minimal replacements because there aren't many companies that can meet its needs in the market (Bagalwadi, 2015). DHL's competitors aren't as reputable and authentic. Even though there are cheaper options available, most consumers are drawn to DHL because of the company's competitive pricing and high level of service. The competitive threat is mitigated by the combination of satisfactory quality and	The logistics industry has many alternatives to FedEx, including UPL, DPD, XPO, and DHL, while the e-commerce industry has Amazon, Flipkart, etc. Now, however, with the rise of digitalization, individuals rely on E-Commerce sites for immediate package delivery. Another problem is that almost all of the paper records have been digitized. While the widespread adoption of electronic signatures has increased convenience for many,	Products made in the sector where XPO Logistics Inc. competes have few viable alternatives. Unfortunately, the few alternatives that do exist are also generated by unprofitable sectors of the economy. This means that XPO Logistics Inc. operates in an industry with no theoretical limit on the size of individual companies' profits. Because of all of these considerations, the threat posed by competing

	affordable pricing.	it has cut into FedEx's business.	products is decreasing.
<b>Bargaining power of customers</b>	Buyers have less leverage to negotiate a better price for DHL items since there are fewer alternatives to pick from (Wzitek-Stako and Chabiska-Rossakowska, 2015). DHL has increased its research and development spending in response to the increasing product differentiation in the market. DHL consistently delivers highly differentiated products, so clients have little need to look elsewhere for the same level of service that encourages them to buy from DHL.	There are almost 600,000 employees working for FedEx in over 2,000 offices across the globe. There are approximately 600 airplanes and over 200 thousand cars at their disposal. In fact, the U.S. Postal Service is one of their many happy customers. Business services are also offered by the corporation. Many companies have delivery contracts with FedEx, which means they use the company's services to get products and documents to clients and back again. Since businesses can profit more from a bulk discount on their normal purchases, they are in a stronger negotiating position. The amount of weight the cargo has could be factored into the agreed upon price.	The number of suppliers in XPO Logistics Inc's industry is far more than the number of product producers. Buyers have few enterprises to pick from, therefore they have little control over prices. Buyers' bargaining power in the industry is weakened. Buyers cannot discover alternative firms providing a product due to strong product differentiation in the industry. Buyers' bargaining power is weakened by this difficulties in switching. Industry buyers' incomes are poor. Buyers are more price sensitive since they are under pressure to buy cheaply. Buyer power is weakened in the industry.
<b>Bargaining power of suppliers</b>	Suppliers in the industry to which DHL belongs are less powerful since there are so many of them (this includes technical support providers, logistical support providers, materials suppliers, etc.) (MacGillavry, and Sinyan, 2016). DHL may easily switch to other providers whenever it wants because there are so many to choose from in the sector. Suppliers who wish to negotiate with DHL can readily move to alternative carriers. Because of this, DHL is able to get products from reliable vendors at competitive prices without sacrificing quality.	Retailers, manufacturers, healthcare providers, manufacturers, and consumer products makers are all among FedEx's clientele. Therefore, each industry has its own set of problems and needs. Vehicles need to be aware of the industry they are helping to support. Paper and printing supply vendors are also considered suppliers. Backward integrating their entire supply chain system, automotive suppliers might enter the transportation and logistics industry. Since they have their own vehicles, they wouldn't have to spend much on transportation. Similarly, airline companies and aircraft owners may create a new market by delivering goods over longer distances using their aircraft.	While there are fewer buyers than suppliers in the industry in which XPO Logistics Inc operates, the number of suppliers is large. The result is that suppliers have less leverage in negotiations over prices. These providers offer products that are relatively standardised, have limited differentiation, and have low switching costs. It facilitates supplier switching for companies like XPO Logistics Inc. Because of this, suppliers will have less leverage in negotiations. This is a monopolistic market, therefore the providers do not have to worry about competing with other companies. That's because

			the product has no alternatives except from what the providers offer. Because of this, suppliers now have more leverage in the market.
<b>Competitive rivalry</b>	FedEx, Royal Mail, United Parcel Service, etc. are among DHL's primary competitors. Even if there aren't too many companies around, the ones that are formidable. DHL has intense competition in the industry, with rivals employing a variety of tactics to steal customers away from them.	Services offered by FedEx include FedEx Express, FedEx Ground, Freight, Logistics, Office, and Services. FedEx's main competitors include UPS, DHL, USPS, SNCF, and Blue Dart. Both FedEx and UPS have international reach, serving over 200 countries. Due to the high level of competition, maintaining stable prices is of paramount importance. This is done because the cost of switching from FedEx to its rivals is too high for the corporation to take.	When it comes to logistics, XPO Logistics Inc. has few rivals. The majority of these are similarly enormous. This effectively puts an end to any possibility of secretiveness on the part of industry players. Established enterprises face less of a threat from new entrants as a result. The few remaining competitors control the majority of the market. This indicates they are willing to take calculated risks in pursuit of future success. The result is increased competition among well-established firms. The industry in which XPO Logistics Inc. operates is forecast to expand in the next years. Taking market share from competitors is less possible when the industry as a whole is growing. Established enterprises face less of a threat from new entrants as a result.

**Source: Compiled by the Authors**

**Findings and Recommendations**

Three major rivals in the logistics industry were analyzed using a combination of the Pryor et al.'s (2007) 5P's model and Porter's five (5) forces model for DHL, FedEx, and XPO. This paper highlights their dominant positions in the market by illuminating key aspects of their business strategies, environmental practices, and financial stability.

Strategic Prowess: DHL, FedEx, and XPO all display a deep understanding of supply chain management through their robust and cutting-edge approaches to the market. DHL offers a cost-

effective method, Fedex has cutting-edge technology, and XPO is reliable and easy to track. These methods have helped them maintain a dominant position in the face of challenges and uncertainty by emphasizing their unique strengths and responding effectively to shifting market conditions. FedEx's focus on supply chain simplification and quality operations is widespread.

**Business Environmental Approaches:** In addition, through measures like reduced carbon output, electric vehicles, and emission monitoring, all three organizations are setting an example of ecologically friendly, ethical business practices. Their commitment to environmentally beneficial activities not only bolsters the concept of sustainability, but also boosts the brand's image and reputation among stakeholders and customers who share an interest in environmental protection. When it comes to the company's inner workings, employee well-being and customer pleasure are top priorities. Improved technologies like Package tracking and real time tracking systems are only two examples of the external environment that XPO and FedEx are planning for. Both businesses have been impacted by AI and IoT, and have placed a premium on research to get an edge in the industry. DHL's ability to continue operating normally during the epidemic makes them the clear frontrunner for the job.

DHL is the industry standard for international logistics because of its global reach and extensive list of services. DHL wins because their strengths are more well-rounded than their competitors'. FedEx differentiates apart from its rivals in time-sensitive industries due to its expertise in rapid delivery and dedication to innovation. The combination of these two factors makes FedEx a more formidable rival. Because of its commitment to tech-driven logistics solutions and streamlined operations, XPO has remained a prominent participant in the logistics industry. XPO is ahead of the competition because it places a premium on tech-enabled processes rather than relying on tradition.

However, just like any other company, businesses face difficulties in a dynamic and complicated setting. Uncertainty in the economy can lead to a rise in prices and a shift in consumer demand. Since the logistics industry is so cutthroat, businesses in it are under constant pressure to outdo one another in terms of service quality and innovation. If DHL, FedEx, and XPO want to continue expanding their businesses and staying ahead of the competition, they will need to continue changing their approaches, being open to new ideas, and improving their processes.

### **Conclusion**

Supply chain analysis demonstrates that many different logistics operations use very similar procedures. Shorter supply chains are a benefit for companies like DHL and FedEx, which compete with XPO. These companies have shorter transit times than XPO since they don't store items in warehouses before delivering them. DHL's prices are unbeatable because the company has invested much in cutting-edge technology, making it competitively distinct from its rivals. DHL needs to adopt cutting-edge technologies if it wants to keep up with the competition. The company will remain unequalled in its field if it is able to maintain its existing pricing or provide cheaper rates than its rivals. Both companies did an excellent job of managing their internal and external environments by setting goals and following procedures. The security of a company's finances is a major consideration for investors. Here, a comparison of several investments shows



that DHL is the most stable option overall. In addition, DHL's market performance typically results in similar ROIs (Burugu and Owoeye 2024). FedEx has proven time and time again that it can keep its investors happy. There have been some dips in performance, too, and it's crucial to recognise that factors like Brexit and the current pandemic have had major impacts on the transportation sector. It became clear that only well-known organisations with solid reputations and close ties to the government could weather the storm and contribute meaningfully to finding a solution. XPO is a major player in the business that has just relaunched as GXO to reflect the success it has had with its investment activities and its rise to prominence. There was a sudden uptick in the market that met all the requirements for a thriving logistics business. A new entrepreneur's chances of success improve if they adopt the same precise planning practises as XPO, use technology to their advantage like FedEx, and model their operations after the efficiency of DHL.

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