



Nu-Way Marketing Plan

Strategic Marketing Management- MKT 338

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Team Number: 4

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I. Executive Summary

Nu-Way is looking for creative ways to recruit drivers for their company. Though recruiting new employees is vital, they also need to place great emphasis on retaining their current drivers. Nu-Way's current employee market typically consists of men that are ages 35-55 years old. In effort to replace drivers who will soon be retiring, Nu-Way is searching for drivers that are 23+ years old, have a good driving record, and at least one years driving experience.

We determined that it would be most beneficial if Nu-Way implemented new strategies that really emphasize how much Nu-Way appreciates their drivers. These strategies include: employee of the month programs, paid for healthy lunches, team appreciation events, and big annual family events. These programs and events will boost employee morale and create an overall more efficient and positive working environment.

With the retainment strategies implemented, we estimate that Nu-Ways employee retention rate will jump from 52% to 65-70% by the end of the first year. To help in ensuring the company is on track with this goal, simple surveys will be distributed throughout quarter year marks to assess how employees are perceiving the employee appreciation strategies. This will give Nu-Way a better grasp on the value these strategies are bringing to the company. We expect that Nu-Way will see a positive increase in employee satisfaction. This rise in satisfaction will create an environment that workers won't want to leave.

III. Situation Analysis:

Internal Environment

Review of marketing goals and objectives

Nu-way has put all of its efforts to create a company that customers want to partner with when looking for logistics businesses. The mission states, "The true purpose of our business is to listen and create logistics, supply-chain and transportation solutions, to solve and support the efforts of our customers, to partner and provide industry expertise today and in the future (nuway)." They prefer to accomplish this mission with values that surround honesty, integrity, loyalty, commitment, and teamwork. They accomplish this goal by providing Dedicated Contract Services in order to creating relationships with honest workers that are looking to solve the needs of customers. The overall marketing goal is to attract loyal workers to provide the services described above.

The company currently prides themselves in having an open door policy with all of their drives. Nu-way encourages employees to go to management with any concern they may have, especially those that interfere with quality of work. In order to reach towards there shrinking driver base, they try and solve any issues before they go seek out other opportunities with competing companies. Basing values on trust and openness and is vitally important to the brand, but it's not enough to attract more desire for the positions.

Nu-way is consistent with its mission stated above, this dedication has built a reputable name for the company for many years, but they will need to start expanding their horizons. This could be through increasing its competitive benefits that large companies may offer and use that as a benchmark to surpass.

Recent trends in the industry have shown that there is a shortage of truck drivers in general. The slowly diminishing driver base makes it difficult for smaller companies to obtain/retain because of competition offering of better wages and benefits.

How these goals and objectives are being achieved

Nu-way is currently not meeting the goals they wish to accomplish. They feel as though their current advertising techniques are not providing the feedback/results they wish to have. Nu-way has advertised through multiple platforms including: Facebook, newspaper ads, truck stop posters, and job boards (Indeed, Craigslist). They have also incorporated a referral program called H.E.R.O cards. This program helps ensure that their drivers feel that they have been treated with respect and offered thanks after the work put in.

Review of current and anticipated organizational resources

Currently, the base range of commercial truck drivers is 55 years old, according to the Bureau of Labor Statistics. Nu-way bases their objectives on creating out of the box ideas to appeal to more than just the age range of drivers. The objective of Nu-way is to promote job opportunities to the younger generation and above. The focus is on creating new formats for advertising to create more attraction to drivers starting at the age of 23. Social Media platforms are the key to

appealing to the younger generations, and Nu-way has implemented advertising on multiple social media sites. They are currently at 52% turnover rate compared to the industry average of 99% so this shows they have to fill positions frequently. In order for Nu-way to be successful, will have to rely on the longevity of the business and the innovative ideas that has kept the business going for 20 years success to stay afloat.

Nu-Way also has tangible resources of workers in different fields. Employees consists of the president, four vice presidents, four directors, fourteen site managers, sales reps, IT reps, HR reps. This type of variety of job titles gives them a great platform to grow on.

Financially, Nu-Way uses payroll and billing system to track where the money is flowing towards. The 2018 advertising spending was \$100,000 and this important to keep track of since the tangible money is limited. This is why the billing position is key to the success of expsoing Nu-Way to a large amount of potential and current drivers.

The Employee Environment

Who are the firm's current and potential truck drivers?

Nu-way's typical drivers age is between 35 and 50 years old. This age range is heavily relied on for the production of this industry. This age range is diminishing as the current truck drivers are moving closer to retirement. This forces Nu-way to focus on other age ranges in order to keep the industry from running into serious problems. Nu-way is focusing on hiring drivers that are 23+ years old and can replace the older generation.

Nu-way does a majority of their business in the Midwest region, but also have customers in other states. The states include: California, Texas, Kansas, South Dakota, Iowa, Missouri, Louisiana, Wisconsin, Illinois, Michigan, Mississippi, Indiana, Alabama, Ohio, Georgia, Pennsylvania, Virginia, North Carolina, Connecticut, and Rhode Island.

Drivers in these regions have similar values when it comes to lifestyle and home responsibilities. They find it very important to be home every night because of family dedications. Not only is family time important to drivers, but they also want to feel that their company cares for them. This type of feedback gives them a value to advertise if they are willing to fulfill that driver want. Nu-way also has targeted a specific market of married couples in order to promote driving to locations with your spouse.

When it comes down to psychological traits of truck drivers the first trait to identify is the boldness of each individual. It can be daunting to have the responsibility to deliver expensive equipment to locations that are not familiar with. This takes boldness in order to navigate through roads that are unfamiliar with that truck size. Truck drivers also need to show flexibility and toughness when pursuing each delivery route. Workers usually have to make adjustments when bad weather or unexpected breakdowns happen to the truck. This type of toughness is needed to be able to overcome those type of dangerous situations.

Potential truck drivers also fall into a pool of women. “Women make up 47% of the nation’s workforce, but only 6% account for commercial truck drivers (ltx).” This is showing that there is an obvious room for growth in this market. This would be adjusting to the new culture of woman not staying at home.

Where do drivers observe the firm's available jobs and resources?

Nu-way has tried to move towards the social media advertising for job opportunities. Nu-way has promoted job opportunities by creating an Instagram account for the company and promoting. "Instagram said Monday that it's added another 100 million monthly users. That brings the photo-sharing app to 800 million monthly active users, up from 700 million in April, according to Carolyn Everson, vice president of global marketing solutions at Facebook, who spoke at an Advertising Week event in New York City (cnbc)." This shows the large amount of users that could possibly be interest in the trucking industry. Nu-way has also created a Facebook page in order to help promote jobs for users that are not available on other social media. "As of the second quarter of 2018, Facebook had 2.23 billion monthly active users (statista)." Compared to Instagram, the amount of users increases tremendously making it easier for potential drivers to find Nu-way.

Nu-way has also tries advertising through Spanish radios, billboards, job fairs, Job Boards, and sponsoring local events. These platforms have showed little results when trying to recruit younger drivers. Nu-way has also found ways to promote locally at truck stops thorough a magazine with positive reviews.

Why do potential drivers not apply for the available jobs in transportation companies?

The driver base is low because the profession is not as desire any and they long distance drives are not worth the pay. Other possibly causes is the emphasis on obtaining a college degree and the increase in college graduates is leading to more attractive companies. College has been a

cornerstone for opening opportunities for career paths that otherwise would not be available without it.

Nu-way has also ran into certain problems according to past employees. “Management lies, pay is good if you don’t mind working 70 hrs a week and not seeing your family. No sick time, pay for your own uniforms, some account you sit for hours waiting for a load, and management lies (indeed).” This type of honest review shows why potential drivers move away from Nu-way and towards larger companies. Focusing on areas of sick time, uniforms, and management can be a way to converting these drivers and reviews to a more positive light.

The External Environment

Competition

Black Horse Carriers is currently one of the competitors that give Nu-way some problems when trying to retain drivers. BHC prides themselves in consistency with all workers and customers. They provide a reliable environment that makes them stand out compared to the customers. They also are a family run business, which stands out to the drivers that value that type of lifestyle. “We work with the Nation’s largest Automobile Manufacturers, Grocery Retailers, Bakeries and Food Manufacturers, and Retailers to provide secure job opportunities (Blackhorse).” Blackhorse knows how to make it known that they are for the workers. Although, being a family-run business can also lead to weaknesses on how circumstances are handled. They are known to have bad management and upper management is quick to blame and first employees. This type of review shows that they have management issues.

Ryder on the other hand is a company that prides itself in being nationally recognized for its career opportunities for employees for everyone, including minorities. “Ryder is proud to stand as a company committed to empowering women in the workplace, (sanchez).” Stated in the above sections, Ryder is capitalizing on the high pool of female candidates. The size of the company is also an advantage when recruiting the small pool of qualified drives. The size of the company can also create problems with ambitious truck drivers. Complaints of no lateral movement were talked about when trying to move up in the business, which make it hard to recruit those drivers with that mentality.

Pay is the main driver when trying to obtain and retain truck drivers. Nussbaum currently emphasize that very thing. “Pay based on door-to-door practical miles averaging 4 - 5% more than “HHG short” zip-to-zip miles (jobs).” This type of statistical number catches the eye of drivers when applying to different companies. They make it known that there top priority is having each driver be home for most of the weekends. This type of statement makes it known that they want each driver to have a balanced life. A unique program that they have implemented that makes Nussbaum stand out is promoting a pet program where drivers can bring them on long distance trips. The only weakness that they have is there reviews are long days away from home.

Economic Growth and Stability

As explained earlier, the industry is declining when it comes to the marketable employee base they can target because of the aging current workers. When it comes to the trucking business

itself, the industry is still thriving as companies still demand the need to import products on a daily basis to stay in business and meeting the consumer's demands. Amazon is attacking many industries right now which can potentially hurt the trucking sector in the future too. With talk and trials in drones delivering product, it could affect the trucking industry but little worry is apparent since the mass amounts delivered would not be withheld by a drone. As competing companies fight for the minimizing employee base left, marketing becomes difficult when attempting to win over a truck driver to keep one company going. With Nu-Way, when it comes to marketing themselves to companies, they form relationships and bonds with them to retain their loyalty. The specific cost of materials for Nu-Way are not exactly provided, but they pride themselves in being an all asset based company meaning they own all of their trucks and equipment. Sales trends remain pretty steady throughout the year except for times of peak around national holidays. Another spike in sales revolves around natural disasters when resources and supplies are being sent massively to the region affected.

Legal and Regulatory Trends

The passing of the Entry-Level Driver Training rule that requires a certain amount of hours to be met, by each new truck driver. The rule states that applicants seeking certain CDL licenses are required to have additional 30 hours of training behind the wheel of a truck. They would also have to log 10 hours on a practice driving course. Drivers that have obtained a CDL before February 7th, 2020 will not have to comply with the rules. This type of requirements is going to hurt the marketing for younger generations as well. More training hours required, paired with an age range of 23-25 years old and 1-2 years experience might make it even more difficult to obtain younger generations.

IV. SWOT Analysis

Strengths:

Strength 1: Nu-way offers an earning potential of \$72-90k, indicating good pay

Strength 2: good client base

Strength 3: Offers superior benefits and affordable insurance

Strength 4: H.E.R.O referral program drives results

Strength 5: Appreciation to workers/benefits

Benefits such as the generous referral program, not only gives an incentive to the worker while making the company more sustainable, but also communicates a level of trust the management has in their workers in aid of scouting out quality candidates. By rewarding drivers with increased pay throughout the years, and sometimes every year, it differentiates Nu-Way from others showing a sincere and constant appreciation for their employees. Nu-Way encourages all employees to discuss any and all concerns or issues they have with management which establishes a leveled playing ground in the company rather than a hierarchy. Having a good client base is not only impressive to the employees but also gives them security and stability that they are in good hands if great brands trust in them, and that they are doing good financially which will ensure the employees will be too. Not only do drivers want to be paid well for their

hard work, the supplements to the pay is what really puts the package deal all together. Getting paid well is one thing, but working for a great growing company is another. Although Nu-Way does not have a marketing department, their referral program really could go a long way in helping them while minimizing the waste of resources. Their strengths are meeting the drivers' needs, it's the overall brand awareness that needs to be spread like wildfire.

Weaknesses:

Weakness 1: smaller company

Weakness 2: no marketing department

From being a smaller company, it gives more room for large competing companies to have a bigger budget dedicated for marketing and advertising purposes thus gaining more brand awareness. On top of that, Nu-Way does not even have a marketing department meaning there is no professional experience that can be implemented in creating new methods and strategies when marketing to their target audience whom they know best. Also, being a smaller company enables them to pay well but probably not as much as bigger companies can as they have more assets and clients.

Opportunities

Opportunity 1: Growing quantity of women in the workplace

Opportunity 2: Retainment strategies to attract current and potential workers

Opportunity 3: Potential growth in the new generation (23 years+)

Nu-way, currently is in a situation where they need to increase the number of younger drivers that are in the industry. The growing quantity of women in the workplace will help attract a target market that was not previously there years ago. This will provide a pool for logistics companies to replace older worker. They will also need to start focusing not only on attracting the younger generation, but also retaining the current workers and not lose them to competitors. The firms can capitalize on this by designating a different group of employees to focus on retainment as well as attracting new potential drivers.

Threats

Threat 1: No desire for the logistics industry (truck driver base is low)

Threat 2: Competition from companies that are larger and more established in the industry

Threat 3: Age and training requirements

These threats are causing problems growing the driver base for Nu-Way. The push for college education is making the need for truck drivers increase. The younger generation is not as interested in the logistics company because of the possibility of going to college and moving towards another professions. Nu-Way is also fighting an uphill battles with the size of logistics companies that it is competing with. Other companies stated above are figuring out different ways to attract potential drivers from Nu-Way. Nu-Way's current age and experience requirement is limiting the growth potential for both long term and short term.

The SWOT Matrix

Strengths		M	I	R
S1	Nu-way offers an earning potential of \$72-90k, indicating good pay	3	2	6
S2	Good client base	2	2	4
S3	Offers superior benefits and affordable insurance	3	3	9
S4	H.E.R.O. program drives results	3	3	9
S5	Appreciation to workers/benefits	2	3	6
Weaknesses				
W1	Smaller company	-3	2	-6
W2	No marketing department	-3	3	-9
Opportunities				
O1	Growing quantity of women in the workplace	3	3	9
O2	Retainment strategies to attract current and potential workers	3	3	9
O3	Potential growth in the new generation (23 years+)	2	3	6

Threats				
T1	No desire for the logistics industry (truck driver base is low)	-3	3	-9
T2	Competition from companies that are larger and more established in the industry	-2	2	-4
T3	Age and training requirements	-3	3	-9

Developing Competitive Advantages

S1-O3:Nu-way can promote the potential salaries for the younger generation. This will provide attraction for an alternative route to schooling.

S2-O3:They can use the current driver base to help attract younger family members.

S3-O2: Benefits and supportive work environment helps retain truck drivers.

S4-O2:The H.E.R.O. program incentives drivers to refer friends to the company. This will help retain and attract potential drivers.

S5-O1:Showing appreciation of all workers will help attract women that are starting to move into the workforce.

Nu-Way has plenty of opportunities to grow and retain current truck drivers. The key is to match all of the identified strengths and apply them in a way that will capitalize on future opportunities. Promoting every benefit working with Nu-Way is the first step of tying together the strengths with the opportunity. Current workers are a minefield of potential with referring people to the company. Family members of truck drivers are more likely to go into that same field and this would be a great way to give more exposure to Nu-Way. The focus should be on leveraging the current drive base to retain and obtain new truck drivers.

S5-W1:Nu-way can promote a tight knit family and supportive environment to attract drivers that don't want to work for a large company.

S4-W2:Focusing on the H.E.R.O. will help promote openings for drivers, which will give some time to form a marketing team.

Nu-way has to act fast in order to provide interest in the logistics industry. They need to promote the industry to high schools mainly, to get kids not looking for college into the field. This will minimize the rapid decrease in the quantity of drivers. The problem lies in the requirements needed to legally drive for Nu-Way. This will have to be closely monitored for the foreseeable future.

Developing a strategic focus

Our overall focus is to retain current truck drivers, while also looking to attract drivers from our competition. The overall goal is to go about our strategy in an aggressive manner, because of the

many internal strengths of Nu-way compared to the external threats in the industry. Nu-way must first focus becoming dominant in its field, before pursuing a whole different customer base. Nu-way must implement different advertisements to promote the benefits of working for them compared to its competition. Promoting the benefits of working for Nu-way will be the focus of retaining the current market of truck drivers.

An aggressive strategy is creating events to bring together current truck drivers to show that Nu-Way is not only trying to find new drivers. Appreciation is the key to encouraging change in the company and it starts with Nu-Way. The reason we want to be aggressive with retention is because the other groups are focusing on finding new drivers. Competition will always be there to hire workers, but we do not want to lose Nu-Way's current base to other companies because we fell asleep at the wheel. The strategic focus should be aggressively pursuing ways to show appreciation of the workers they currently have. This could potentially drive WOM referrals.

Marketing Goals and Objectives

Preceding careful consideration of the SWOT analysis, the following goals and objectives are focused to develop and conduct an outline to follow in order to increase the number of drivers working for Nu-Way.

Goal: Developing and conducting an advertising campaign for recruiting current truck drivers and also retaining current employees.

The underlying theme of the whole campaign is providing resources for employees to grow with Nu-way. Supportive efforts will be given and this type of method will appeal to the workers that are being neglected and need a change of scenery. Creating an environment and resources that support growth is what we emphasize and is the key to retaining truck drivers.

Objective 1: Increase productivity for Nu-Way's truck drivers by 5%

Increasing worker production is the key to increasing the productivity of the company as a whole. Creating incentives for each employee will push them to perform better at the job on a daily basis. Micro-management is not the way to do this, rather by creating rewards and a system that tracks stand-out performances. This will give Nu-Way a better chance to perform better in sales across all locations.

Objective 2: Decrease turnover rate for Nu-way by 6% points

The market for truck drivers is quickly shrinking. "At smaller truckload carriers, the turnover rate sunk to 73%, but was still seven points higher than for the same period the previous year (fleetowner)." This type of decrease in retention gives Nu-way an opportunity for growth. The timeline for the objective is to increase the turnover rate by the end of the year. This gives Nu-Way a timeframe to gain the points it lost in the previous year.

Marketing Strategy (Innovation and Design)

Primary Target Market

Nu-Way's current target market is truck drivers that are at least 23 years of age, who are looking for a new invigorating career path. The focus is going to be specifically on how to retain current truck drivers and increase applications from drivers that are working for the competition. The majority of current truck drivers did not obtain a college degree. These drivers skipped college to provide immediate income for themselves as well as for their family. Current Nu-Way employees also are the source of income for the household. This put stress on wages for employees since they need to provide. The current target market emphasizes weekends off in order to be home for the family. Other characteristics of drivers fell into the physically unhealthy range according to the average person.

Secondary Target Market

Although, the primary target market is Nu-Way employees, they need to look for potential candidates that work for competitors. The secondary target market focuses on providing benefits that other companies might not provide. Competition drivers usually fall into the same characteristics as NuWay, but Nu-Way is going to provide what others don't. The target market we want to attract is truck drivers that want a healthier lifestyle. Supporting an active and healthy lifestyle will help bring drivers from competitors. Living a healthy lifestyle, while providing for families is the general characteristic for truck drivers in the industry.

General IMC Strategy

The general IMC strategy involves leveraging Facebook as a platform to promote the benefits Nu-Way provides for potential and current drivers. This type of strategy involves attracting the

target market through a series of posts and updates. The IMC objective is to promote the values of Nu-Way. We wanted to focus on one channel, which is Facebook in order to attract the largest amount of potential candidates.

Promotional Message and Elements



Promoting on Facebook is a relatively affordable way for Nu-Way to reach their target market.

Above is an example of a promotional add that can be posted on Nu-Way's Facebook page.

Aside from posting on their own Facebook page, there is also a Facebook Boost feature. Paying for this feature would allow Nu-Way to increase their impressions on each post. Facebook Boost has multiple features that Nu-way can take advantage of.

people saw this post

Boost Post

Reach more people by boosting your post
[Learn More](#)

Audience

☒ People who like your Page and their friends [?]
☐ People you choose through targeting [?]

Maximum Budget **\$1,000**

Est. People Reached **170,000 - 450,000** of 21,000,000

Your budget and targeting determine how many people your post will reach.

[More Options](#)

[?](#) [Cancel](#) [Boost Post](#)

By clicking "Boost Post," I agree to Facebook's Terms and Advertising Guidelines.

Facebook Boost has a feature that gives users the access to show specific posts to the target audience. This gives Nu-Way the capability to promote a healthy lifestyle and family environment to those prospects that fit there description. Promotional ads also can also be expensive to time correctly. Facebook Boost gives the user free scheduling time to promote the open positions at specific times. These types of advantages gives Nu-Way an easier route to advertising.

This tool could be used as an opportunity for Nu-Way to describe their company values that potential employees would find appealing, such as: Nu-Way's family environment, mentorship programs, paid-for lunches, and family events.

The Facebook Boost feature also allows businesses to set parameters to each post. This means Nu-Way can ensure that they are paying for their content to be viewed by people who fall in line with their target audience. Nu-Way would also have full control of the budget. The Facebook Boost costs start at a minimum of \$1 per day for as long as you would like. Not only does this feature allow businesses to reach a wider target audience, it also grants access to analytics. These analytics provide a detailed summary of the performance of all of Nu-Way's posts. These insights are broken down statistics regarding each posts reach, clicks, reactions, comments, and shares.

Implementation

With the following strategies below, it is strongly suggested to implement most, if not all, of the methods and make them effective immediately in the start of the new year. While recruiting prospective drivers is a goal of Nu-Way's, it is primitive to ensure a company is not overlooking their current devoted employees that they already have. The need to recruit new workers will never diminish if current ones are not satisfied with their job. Because of this, we have thought of and analyzed which methods would be most efficient in retaining current employees and have came up with four ways that goes beyond retaining, which is truly appreciating. We recommend implementing these strategies quickly so that employees will sooner than later begin to feel more respect from upper management and will even possibly make more of an effort to refer friends and family to the company too.

Paid for healthy lunches:

When implementing paid for healthy lunches to Nu-Way's employees, not only will it be a perk that makes current drivers feel appreciated but will also encourage the idea of following a healthy lifestyle. This in turn will hopefully also keep physical check-ups up to date to ensure drivers remain eligible to work and drive. Fast food chains such as McDonalds and Burger King are prominent all over the country but fail to offer a good variety of healthier menu items, so to swap these chains with a chain such as Subway, it could easily encourage a better choice in nourishment for their lunch meal.

These free lunches could be offered every other Monday to start the week off right and to remind drivers they are appreciated. To ensure the healthy restaurant is easily accessible and quick, Subway would be the most sensible option to choose for these lunch gift cards. Gift cards will range from \$5-\$10 which is a sufficient amount to cover a full meal that will keep drivers satisfied through the second half of their day on the road. The Subway chain has the most locations of any other fast food chain and the customizable, fresh options it offers still gives the employees room for their choice. When something as simple as paying for a lunch a couple times a month is implemented, employees are bound to be even just a tad more motivated and in a better mood throughout their work day. This could also in turn produce higher performance amongst employees as they begin to feel more appreciated by their managers or boss and aim to make them proud to show thanks right back.

Family events:

In order to engulf the whole scope of retaining current employees, planning a family appreciation event in the summertime at Nu-Way's main location to implement will create a sense of pride and admiration in workers and their families towards Nu-Way. This will help with preventing drivers from making a quick switch to another company as they have a more authentic connection with the brand than the next competitor. Nu-Way may struggle to compete financially with larger companies, but taking the extra step to say thanks to their employees' families can make the difference in turning other offers down.

To supplement these events, Nu-Way could also make a promotional video highlighting their family values and care for employees so that it could be shared amongst social media and gain a reputable image for themselves when marketing to future prospective employees. A prime example of a company that highlighted their best attributes and achievements to the public is Starbucks. In their promotional video named, "Year of Good", simple statistics are shared that tells what the company is really about. Their philanthropic efforts and employee support and appreciation are showcased in a positive way and truly shows the pride that employees have in working for the brand. We highly recommend Nu-Way to create something similar so that their efforts are recognized and spread throughout social media platforms. Highlighting any events that the company puts on, and even sharing the numbers that went towards investing back into their employees at year's end are examples of what to include in this video. To keep costs down, Illinois State University has cinematography students that will work at a cheap price in return for the opportunity for them to learn and practice. This is a great way to gear more of the budget

towards actual employee appreciation actions while still spreading the word of who Nu-Way is and what values they engulf.

Starbucks: “Year of Good”, <https://www.youtube.com/watch?v=KDX8WY7MyZM>

We thought the idea of having a summer barbecue for all the employees and their family was the perfect celebration. At the barbecue we thought it would be fun to have inflatables for the kids and backyard games like bags, spike ball and frisbee. We also did research on food options and what would be the best for Nu-Way. After doing some price breakdowns we came up with HyVee catering and Sam’s Club shopping were the best. We wanted to make sure this event was budget friendly but still good quality. We did a breakdown of all the food expensive, games, plates and silverware, tables and chairs rental and more.

Promoting this event is the key to its success. In order to keep costs as low as possible, we recommend the website Canva to create all of your innovation needs. This website is not only free, but incredibly user friendly. Nu-Way could distribute this flyer in a variety of ways. They could post it on bulletin boards, mail it out, and even send it through email. Below we created a mockup of an invitation for this event.



Specific Event Breakdown	Budget
Food <ul style="list-style-type: none"> 1. HyVee catering; Classic Picnic or crowd pleaser 2. Sam's Club; Hot dogs, buns, chips, cake and plates 	<ul style="list-style-type: none"> 1. \$4,400 2. \$735
DJ- ISU student	\$150
Photography- ISU Student	\$100

Videography- ISU Student	\$200
Game Rental <ol style="list-style-type: none"> 1. ISU rentals 2. Inflables 3. Cotton candy machine 	~\$250
Invitation <ol style="list-style-type: none"> 1. Canva 	Free
Table and chairs <ol style="list-style-type: none"> 1. Tri- County; 300 chairs and 30 tables 	\$500
Miscellaneous <ol style="list-style-type: none"> 1. Decorations, garbage bags, table cloths 	\$200
<u>TOTAL:</u>	\$5,800 OR \$2,135

Team Appreciation Events:

These sort of appreciation events could be done in a variety of ways as they are incredibly simple to implicate. Once a month, NuWay should provide breakfast, such as coffee, donuts, and/or

bagels, for their team across all locations. This type of promotion would be the easiest to implement because of the simplicity. In order to implement this strategy, managers would be responsible for purchasing (on the company card) and delivering the donuts/lunches. This strategy would be most effective if it were to be done on a regular basis, and preferably on a Wednesday to help drivers get through that midweek slump. It is also important that NuWay advertises these events throughout company emails, flyers, posting on social media accounts, and through word of mouth. Doing this will ensure drivers are aware of the upcoming event, and that they will have something to look forward to when going into work the week of the event.

Small gestures like this are very simple to implement, yet leave a great impression on workers. This leaves them feeling appreciated and motivated throughout the day. It is also a fairly inexpensive strategy as well. Nu-Way employees roughly 200 employees at their Bloomington-Normal location. Based off of this location alone, it is estimated that this strategy will cost approximately \$2,450 per year. In order to achieve ultimate employee satisfaction throughout the entire company, it is recommended that Nu-Way implements this strategy across all locations, which will in turn increase the overall marketing budget.

An effective way to measure the success of this kind of strategy would be to conduct surveys with workers on a quarterly basis. Speaking with the workers regularly about how they value the company will not only provide quality insight on the program in place, but will also provide Nu-Way with information to possibly tweak in other areas of the business. If Nu-Way continues to implement this strategy over the course of 5 years, they will then be able to compare retention rate numbers from the start of the strategy, to their current state in order to achieve quantitative

results on the implication of this type of event. Along with that Nu-Way should expect to visually see a spike in employee satisfaction levels. This increase in satisfaction could be observed through an increase in attendance, punctuality, customer service ratings, and overall attitudes. Showing appreciation for your subordinates motivates them to work harder for the company, and this should ultimately increase the company's profitability and efficiency.

Employee of the Month incentive:

The employee of the month incentive has been placed in order to push employees to perform at a higher level than what they might be doing on a daily basis. Friendly competition will help motivate each employee to not get comfortable with the job they currently are in. Starting off the whole program is going to measure employees on a variety of qualities that represent what a quality truck should possess. The first quality we want to measure is the customer service and quality of work. The reason for this being that as a logistics company we don't want our employee just delivering the products and depart. We want them to have quality conversations with our customers to show we want to go above and beyond what is expected of Nu-Way.

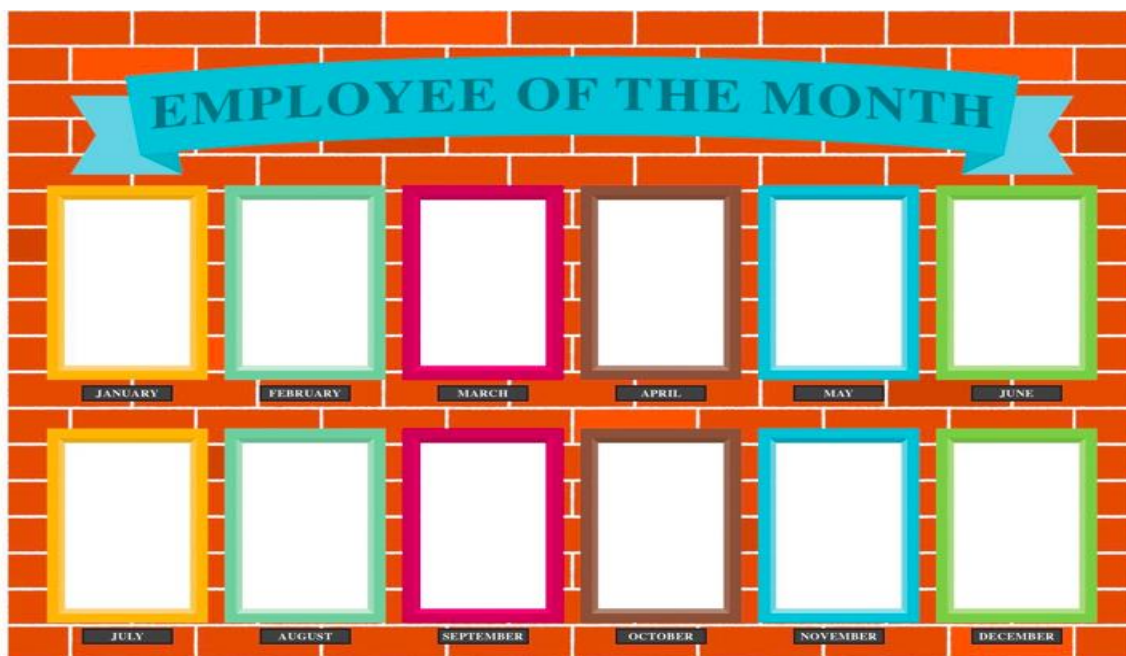
Effort is another attribute that will be measured for each truck driver. The same routes can get a tad boring when it comes to driving the same paths every single day. We want to make sure that each truck driver is staying consistent with their routes. We also want to take into consideration if they are looking for different areas that they are exceeding like asking if Nu-Way needs any additional help with warehouse or other routes. Truck drivers that are willing to do more than just drive for Nu-Way should be rewarded for that type of effort. Attendance is a key attribute when

it comes to qualifying to even be the employee of the month. Truck drivers that miss more than one work day throughout the month will automatically be disqualified from the running. The reason for this being that if other workers are putting the same amount of effort, than the days attended does come into play. The last attribute that is not required, but can push someone over the top against close competition is referrals. If an employee has referred certain other drivers to Nu-Way that month that shows that they are going the extra mile to help Nu-Way hire quality workers. The market for drivers is shrinking faster and faster and with this type of incentive this might push current Nu-Way drivers to refer friends to the great company they currently work for.

EMPLOYEE OF THE MONTH	Customer Service	Effort	Referrals	Total
Bob			I	9
John	II			10
Cary		II	I	7
Linda	II		II	8
Tony	I		I	7
Carol		I	I	6
Bill			II	9
WEVE GOT A WINNER - JOHN!!!!				

Measuring the attributes will be the most interesting part about this strategy because of the fact that all employees will be able to see where the competition stands. Managers and supervisors would create a board for each truck drive within the company listing the attributes listed above. When a manager believes that a driver deserves credit for the service he provides they will then put a gold star next to the attribute they feel they have succeeded in. This board would be put in the break room where the drivers meet in the morning or an area that everyone passes through. This type of placement is key for the fact that it shows what truck drivers need to improve on in order to win the employee of the month. Once the month comes to a close is when each star would be counted for that month and an employee would be crowned.

The basket the winner receives would have a variety of gifts. The first gift would actually be a visa gift anywhere from the range of \$25-\$50. The reason for the visa gift card is so that the driver can use it wherever he pleases and is not limited to one specific store. The gift basket would also include snacks and on the road drinks so when they are driving they have something to eat. Nu-Way can also provide truck drivers with equipment that has the logo on them. For example, a backpack with Nu-Way emblem on the back or beanies during the winter. This would be advertisement for the company as well for when truck drivers use the backpack outside of work. This type of monthly promotion will push each truck driver to do more than what is asked of him and creates a friendly environment that keeps the workplace fun. This type of friendly competition helps retain employees that get tired of the same route they drive daily.



Specific Tactical Activities (Action Plans)	Required Budget	Completion Time
Paid for healthy lunches	\$1,000 every two weeks	On going
Family Event- Barbecue	\$5,800 OR \$2,135 Depending on what food options they choose.	Summer 2019
Team Appreciation Events	\$2,450 each year	On going
Employee Of the Month Incentive	\$1,800 each year	On going

Evaluation and control

Formal Controls

Nu-Way's current turnover rate is 52% while the trucking industry average is 99%. With the suggested retainment ideas that were previously stated to implement, we hope this rate will jump to a reasonable 65-70% by the end of the first year after incorporating them. To help in ensuring the company is on track with this goal, simple surveys will be distributed throughout quarter year marks to assess how employees are perceiving the employee appreciation strategies and then at the end year mark, the number of employment contracts will be accounted for and will be reflected upon compared to the start of the year.

While Nu-Way can pick and choose which methods to implement, they will always be within their \$100,000 budget as the total of all of the previously stated ideas would cost about a mere \$33,000-\$36,000. This also leaves room for the flipside of marketing their company to recruit prospective employees, which is almost just as important as retaining.

In order to assess how effective the family events are, Nu-Way should track the amount of attendees and generally take note on the enjoyment and success of the event. If these events are not as successful as they are posed or expected to be, minor changes will be made whether that be location, activities, or time of the event for the next year. Small tweaks like this could also be made to the other strategies to adapt to the employee's preferences whether it be gift cards to a better, more accessible restaurant when on the road, or better tasting food for when managers bring in breakfast in the middle of the week.

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