



# CASE 3

# C.R. ENGLAND

COMMS 336 - HOLLINGSHEAD

## GROUP MEMBERS

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# BACKGROUND RESEARCH

*External Environment*  
*Product, Service or Issue*  
*Promotions*  
*Industry*  
*Market Share*  
*Competition*  
*Resources*  
*SWOT Analysis*  
*Market Research*

# EXTERNAL ENVIRONMENT

*“The trucking industry is the lifeblood of the U.S. economy. Nearly 70 percent of all the freight tonnage moved in the U.S. goes on trucks. To move 9.2 billion tons of freight annually requires nearly 3 million heavy-duty Class 8 trucks and over 3 million truck drivers. It also takes over 37 billion gallons of diesel fuel to move all of that freight” (American Trucking Association, 2016).*

*Despite the importance of trucking, social media and silver screen representations of truck drivers has largely been negative. The portrayal of truckers in the entertainment industry may contribute to the poor public image that truckers have (Hoffman, 2014).*

*One of the biggest regulatory issues that concern truckers are “hours-of-services rules,” which would require workers to take more time off-duty and limit their productivity (Williams, 2014).*

*Roads continue to get busier, so the trucking industry has invested billions of dollars towards improving the safety of roads. The use of trucks has increased, yet the fatality rate has dropped 4.76 percent in the past two years, and 40.6 percent in the past decade. Truck drivers are responsible for very few of these fatalities, so ATA supports traffic enforcement and educating people on safety awareness (ATA, 2016).*

*From an economic perspective, the price of gas in the United States is currently very low. The Organization of Petroleum Exporting Countries, a cartel that had a monopoly on the global gas industry, recently dissolved due to competition with new markets with fracking technology. This means the trucking industry is saving a lot of money (Josse, 2016).*

*Some stereotypes truck drivers suffer are not as severe or serious as initially believed. In 2014, the ATA conducted a survey that produced surprising results regarding the public’s perception of truck drivers. The public responded with 65 percent favorable impressions and only 9 percent unfavorable impressions for trucking companies. According to this survey, the public had more favorable impressions toward trucking companies than airplane (61 percent favorable) or railroad (54 percent favorable) companies (ATA, 2014).*

*In the 2016 presidential race, it appears that most truckers favor Donald Trump because he’s a businessman and could represent the industry well (Jutilla, 2016). In the 2012 election, individuals and committees associated with trucking companies contributed over \$10 million to government parties and candidates (OpenSecrets, 2016).*

# PRODUCT, SERVICE OR ISSUE

*C.R. England is well-known for its temperature and dry good transport services and is one of the largest names in transportation in the U.S. With a reputation for quality, integrity and customer service, C.R. England provides numerous services to its customers:*

- *National – Long haul truckload service*
- *Mexico – Shipments to and from Mexico*
- *Regional – Short haul truckload service around the Midwest, West, Texas and other surrounding areas (AR, LA, OK)*
- *Dedicated – Services that tailor and dedicate drivers and trucks to customers' specific needs*
- *Intermodal - TempStack shipping, which allows expedited priority refrigerated rail service (About Us, 2015)*

*With expedited shipments; reliable, on-time deliveries; competitive transportation rates; new, state-of-the-art technology and experienced professional drivers, C.R. England's nationwide delivery service allows companies of all sizes and locations to accomplish their distribution network objectives (Overview, 2015).*

*C.R England utilizes TempStack, an innovative, temperature-controlled intermodal network designed to enable efficient transportation of loads between rail ramps and final destinations. It offers businesses significant cost savings, on-demand capacity and a reduced carbon footprint for perishable cargo (C.R. England Intermodal, 2015).*

*C.R. England provides services to a number of industries, including pharmaceuticals, food and LTL linehaul. Some of its customer benefits include team, solo, and local service; satellite tracking; qualcomm communication; dedicated fleet billing; customer key performance indicators; internet load tracking; internet proof of delivery; electronic commerce; order consolidation; route optimization and transportation modeling (Overview, 2015).*

## *Promotions*

*C.R. England's promotion history is minimal at best. It doesn't appear to have done much advertising or marketing to spread its name. This explains why the company has recently posted job listings in search of a Director of Advertising & Recruiting (LinkedIn, 2016).*

# PROMOTIONS

*C.R. England's promotion history is minimal at best. It doesn't appear to have done much advertising or marketing to spread its name. This explains why the company has recently posted job listings in search of a Director of Advertising & Recruiting (LinkedIn, 2016).*

*The company also has a fairly active YouTube account and posts videos to spotlight various employees and offer "QuickTips" to its drivers (YouTube, 2016). The company's CEO, Chad England, posts occasionally to his Twitter account for promotional purposes and recently hosted a 2015 Driver of the Year competition to recognize the company's best drivers.*

# INDUSTRY

*In 2014, C.R. England brought in 2.93 billion dollars of revenue with a net income of 193 million dollars. In 2015, revenue decreased to 2.74 billion while net income increased to 229 million ("Quotes and News," 2015).*

*While net income is increasing, C.R. England has some major challenges needing to be addressed in the coming years. The trucking industry as a whole is facing a severe shortage of drivers. At the moment, the industry estimates it is short 48 thousand drivers (Cameron, 2015). Many truckers are resigning because of the difficult nature of their job, and others are retiring as they get older. As a response to the shortage of drivers, the average salary rose over 17 percent since the end of 2013. The ATA proposes solutions such as increasing wages, improving public perception of drivers, offering benefits and lowering the interstate driving age (Dimyan, 2015).*

*Increasing drone popularity also has an impact on the industry. With businesses like Amazon and Google testing drone shipping efficiency, the trucking industry could face a major crisis. High turnover rates cause a huge loss of profit to the trucking industry and negatively impact the lives of truck drivers. Some recommend that an Employee Stock Ownership Plan be used to turn the trucking industry around and solve high turnover rates (Josephs, 2016).*

*The trucking industry is predicted to continue growing regardless of the driver shortage. It is predicted by 2026 the number of trucks on the road will grow from 3.56 million to 3.98 million ("New Report Predicts," 2015). Also, pipeline volume (oil etc. carried by pipes and not by truck) will continue to increase 10.8 percent every year until 2026. The increase in pipeline transport will harm the trucking industry.*

*C.R. England will have its one-hundredth year anniversary in 2020, and the trucking company has expanded to become one of the world's most prestigious transportation services. Chester Rodney England started the business, and now much of the company is owned and run by third and fourth generation Englands (Company History, 2015). Currently all of the executive and key positions in C.R. England are held by England family members. Although its humble beginning started in Utah, the company now operates in 48 of the lower states and across the border of Mexico. The company now is the largest temperature-controlled carrier in the world (About Us, 2015). The Better Business Bureau ranked C.R. England with an A+ for length of time in operation, complaint volume and response and resolution of complaints (Better Business Bureau, 2014).*

*According to an annual survey published in Transport Topics in 2013, C.R. England was the fastest growing trucking and transportation company. C.R. England has seen exponential growth in the last decade, enjoying a 31.2 percent increase in Refrigerated Revenue Growth. This dramatic increase represents a revenue pattern that has almost doubled since 2007. The survey also awarded C.R. England first in Employee Growth and second in Capacity Growth and Tractor Growth (B. Stacey, 2013). Leadership personnel at C.R. England were recognized by the Achievers 50 Most Engaged Workplaces award, an honor recognizing leadership and innovation (Horn, 2015).*

# MARKET SHARE

*According to Forbes Magazine, CR England falls into the top lineup of trucking companies in terms of company quality and market share at number 23 of 100 (Forbes Magazine). The company generates roughly \$1,517,290 in revenue each year, less than half of what their top competitors generate (Trucking News). Its presence among competitors in regard to share of the trucking market has been fairly consistent since 2012, with no growth or decline in its position (Google Financial Statements). However, no improvement means no bottom-line profit progress.*

*At this point, and with their resources, it would be impossible for CR England to try and dominate market share against their top competitors, UPS and FedEx (Trucking News). However, just below these mammoth businesses lie smaller competitors who would be viable candidates to surpass (Forbes Magazine).*



# COMPETITION

*Some of the major competitors include Frozen Food Express Industries, Inc., C.H. Robinson Worldwide, Inc. and NEW PRIME, INC. Frozen Food Express provides services for delivering frozen goods. C.H. Robinson Worldwide is a fortune 500 company offering a much larger service than C.R. England. C.H. offers air freight and warehouse storage, giving it a much larger market than C.R. England. New Prime, operating as Prime, offers refrigerated services to the same areas as C.R. England with a subsidiary, Prime Floral, delivering only flowers (“Names of Competitors,” n.d.).*

# RESOURCES

*Professional drivers are valued at C.R. England, and Phase 2 drivers recently received a 12.3 percent associated pay increase (Fleet Owner, 2016). With the demand for quality truck drivers rising significantly with industry growth, C.R. England has committed to finding the younger generation of truck drivers. Taking advantage of indeed.com and mobile job search, C.R. England has begun reaching out to thousands of millennials in an attempt to stay ahead in the competitive hiring game. In 2013, C.R. England received over 18,000 applications and hired 400 hopeful drivers. In 2014, they received 50,000 applications and hired 1,000 drivers (indeed Blog, 2015).*

*C.R. England provides truck leasing and five driver training schools across the United States. C.R. England has multiple maintenance locations spread across the states in California, Illinois, Texas, Indiana and Utah. These locations give drivers the ability to bring their trucks in for fixes or regular maintenance, even if they are on the East Coast, South Coast or West Coast (Career Development, 2016).*

# SWOT ANALYSIS

## STRENGTH

*CR England is well-established and has a good reputation in the trucking industry.*

*It's growing fast and revenues continue to increase.*

*People seem to have the perception that truckers are better and safer drivers.*

*The safety of roads has improved dramatically over the past few years, something that can be advertised to the public.*

*Wage increases can entice the best new truckers. The younger generation can develop a new reputation.*

*Leaming options provide unique opportunities for unity and camaraderie.*

*Establishing partnerships to improve the driving experience will improve employee satisfaction.*

## OPPORTUNITY

## WEAKNESS

*Low awareness among citizens about the efforts of CR England to improve.*

*Low ratings and negative opinions found online.*

*Truckers are perceived as low-class citizens.*

*Promotional efforts so far have been minimal.*

*High turnover rates can create the perception that working in the industry is hard on truck drivers.*

*Negative perceptions among citizens can lead to over-regulation. This will make it more difficult to work efficiently and cause huge losses to the company.*

*If the "hours-of-services" regulation isn't reversed, productivity will continue to suffer.*

*If the drone industry picks up, the trucking industry will suffer.*

## THREAT

# MARKET RESEARCH

## **Young Men (age 25 - 35)**

*Role:* could provide a new face to the trucking industry. Just as certain attitudes are cultivated through tactics employed by a CEO and his team, the company culture and reputation can be defined by its employees. With a younger (yet responsible) rising generation of truckers, the image of trucking becomes less of a toothless, uneducated individual. A younger generation would also be less restricted in their schedule; their lack of responsibility and obligations work in our favor.

*Basic Background:* young, professional. Interested in making money and having freedom in their line of work. Need job security and standard pay. Educated, though not necessarily through an accredited university.

*Self-Interests:* Good pay, flexible schedule, company culture, company image (example: Vivint).

## **Middle Aged Men, Family Emphasis (age 35 - 45)**

*Role:* would be an excellent choice to recruit because they care about being responsible. They have families and can become valuable assets to establishing a company's reputation as a good fit for this lifestyle. They're typically well-educated and willing to make a career out of an occupation choice.

*Basic Background:* family men or responsible single men. Have held previous employment and are educated.

*Self-Interests:* want to have job security and good pay. Want to have a job that makes balance possible with everything going on in their lives.

## **Driver Experience Partner Organizations**

*Role:* help create and develop a better driver experience. These types of companies provide services that improve cab time on the road by providing DirecTV, games, food, sleepwear, etc to your drivers. By partnering with appropriate organizations (example: EpicVue), you're able to advertise quality benefits to your drivers and publics.

*Basic Background:* medium to large businesses that offer specific services to improve cab experience.

*Self-Interests:* partner with high-end companies, gain profit.

## **Trade Show Recruiters**

*Role:* are essential in recruiting at trucking events. Instead of recruiting persons who haven't been in the business of trucking, we should market our company as the place where the best of the best work. By engaging trade show recruiters, we can work on convincing current drivers to transfer to our company. We want to strategically target specific types of drivers (the best and most responsible) to change to our fleet. If we can get good recruiters, we get good members.

*Basic Background:* professionals who are familiar with the trucking business and have experience in multiple sectors of this line of work.

*Self-Interests:* want to succeed in their respective professions; want the highest quality experience.

## **Digital Media Publications + Key Influencers**

*Role:* if we target specific digital media influencers, we can change our presence. For example, if we pitched to BuzzFeed that one of their employees could come and be a trucker for a day, and they took the bait, there could be a super cool video to use that could bust trucker myths and show what it's really like to work for our company.

*Basic Background:* we want to target popular sites that have the biggest reach. We can also target individuals. These are companies that specialize in shareable content. We can even reach out to a publication like Forbes to try and reach a business-minded public and bust some myths about trucking there.

*Self-Interests:* click-bait content and content their users will share.

## **The Social Generation / Our Unintentional Marketers**

*Role:* the fastest way to disseminate information is to share it. If we can develop content that engages with this public, they're usually willing to pass it along. It spreads quickly. 76 percent of the most shareable content starts from someone in this category and then disseminates to other publics. We can turn our content consumers into our very best marketers. If we create raving fans of our companies because we sponsor cool content and we provide cool content, we've built a precedence for who we recruit.

*Basic Background:* frequently scrolling through social feeds and are attached to their phones and laptops.

*Self-Interests:* want unique content to share with their peers; are looking for likes. Care about cool new ideas and content.

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# SITUATION ANALYSIS

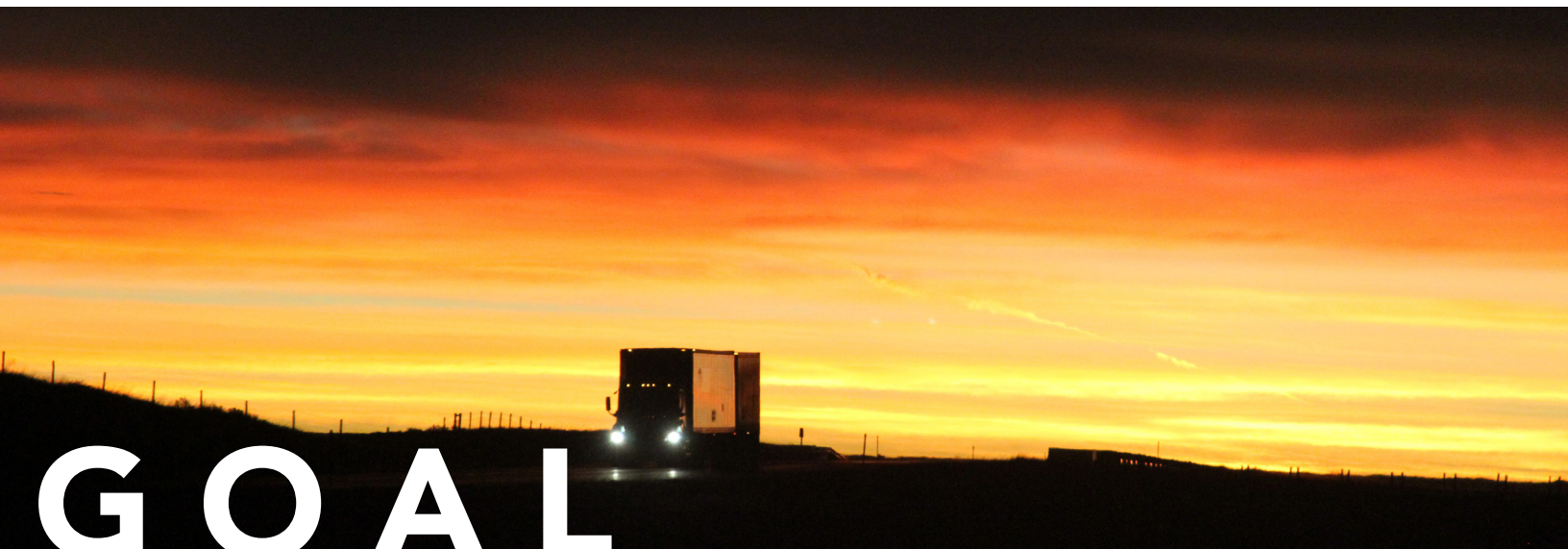
*The trucking industry is suffering employment difficulties and litigation due to negative stereotypes in the United States. High-turnover rates and alternative shipping methods threaten trucking companies. The trucking company relies on millennials to take over the future trucking industry, but today's rising generation shuns the thought of a full-time trucking career.*

*One potential difficulty is an increasing demand for trucking transportation that exceeds the number of willing, qualified employees. Despite the trucking industry's efforts to promote the safety and efficiency of trucking transportation, the public still carries negative impressions because of unique personal experiences with individual truckers. Truckers are viewed as less educated and civilized than the average individual, and this compels people to only think of them within the bounds of an extreme stereotype.*



# CORE PROBLEM

*If we don't improve the nation's perception of truckers through C.R. England's brand strategy, the company will suffer from additional regulations that will continue to damage truckers' reputation.*



*To improve C.R. England's internal and external image perception so the company can avoid additional regulations and gain approval from the general public.*





*Increase the number of new employees by 15 percent every year for the next three years.*

*Increase the rate of employee retention by 30 percent in the year 2016.*

*Gain support from at least five influential legislators within six months.*

*Raise awareness of the importance of the trucking industry by 20 percent every year for the next three years.*



# THE BIG IDEA

## *Strategy:*

*Re-brand the C.R. England company to improve both internal and external image of the company, thus increasing recruitment, retention and public view. By developing and disseminating a new image and providing unique employee benefits, we can change how people view trucking. We will implement new benefits for the drivers including cab improvements and promotional items. The new recruits and re-branded content will then be pitched to commuters, thus helping improve our outside image.*

## *Message:*

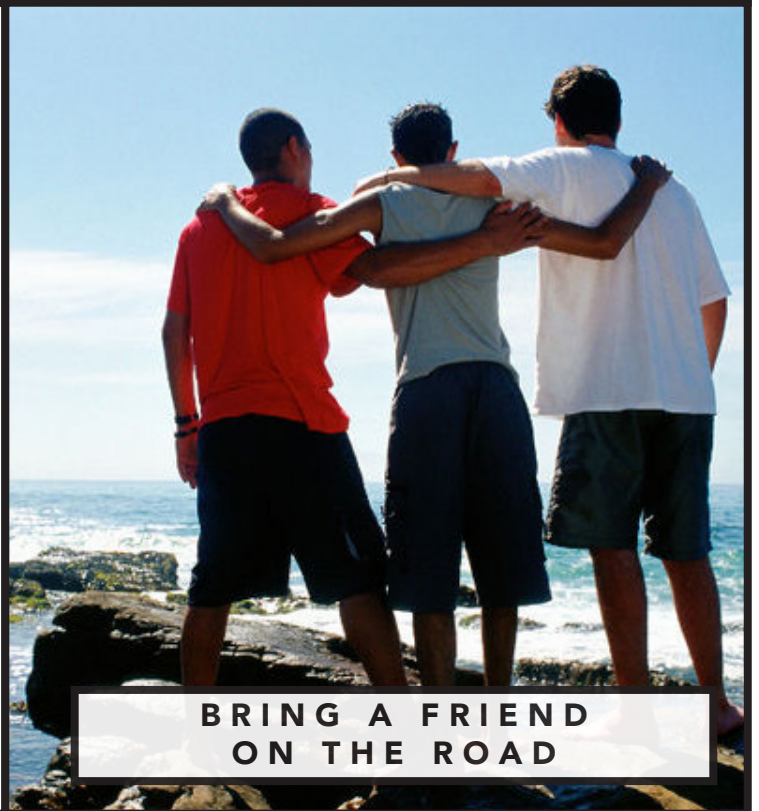
*C.R. England: We're a company worth working for.*

## *Visual Representation:*

*See following two pages.*

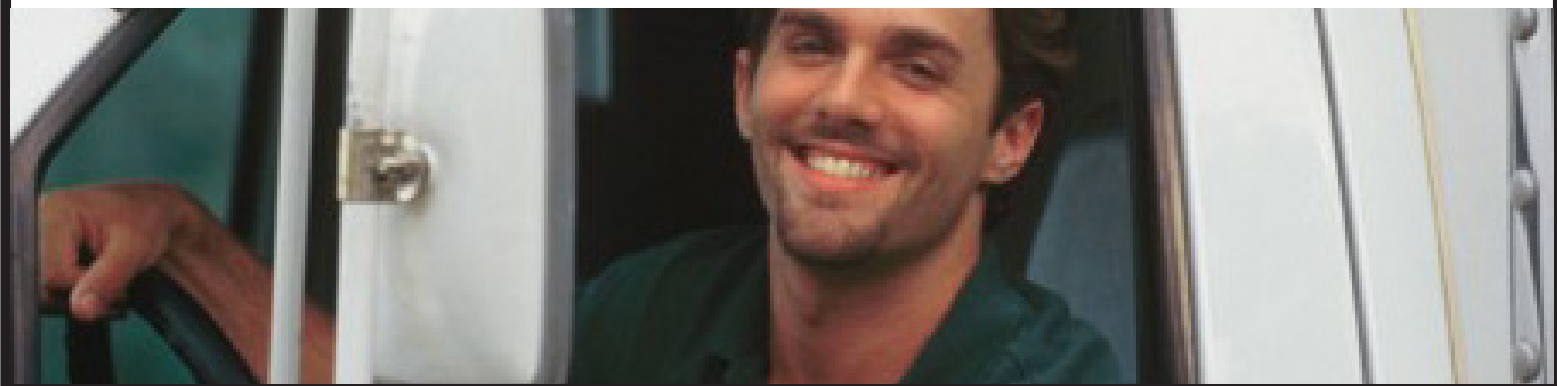
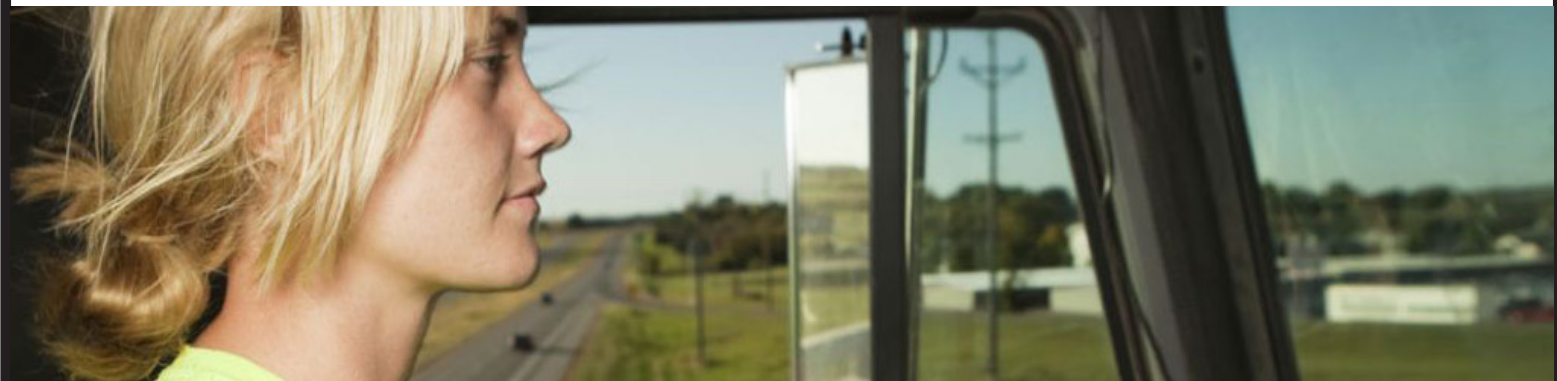
## *Slogan:*

*"On the road again."*



**BRING A FRIEND  
ON THE ROAD**

THE  
NEW  
GENERATION  
OF  
TRUCKING



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# KEY PUBLICS

*Current Employees*

*Potential Recruits*

*Commuters*

*Government Officials*

# CURRENT EMPLOYEES



## DEMOGRAPHICS

*Gender: 94% Male, 6% Female*

*Age: 37 - 48*

*Education: Post-Secondary Non-Degree Award (average education earned)*

*Average Income: \$51,000 Per Year*

## PSYCHOGRAPHICS

*Daily Lifestyle: spend one to two weeks on the road; equal time at home. Their job requirements determined their schedule.*

## SELF-INTERESTS

*Want a stable working environment with regular pay; seek benefits and a good work environment.*

*Ability to be "proud" of their industry and career choice.*

## ROLE

*Are able to be our largest advocates for the company; as we develop and cultivate a new company culture, our current employees will become our largest source for marketing. If the employees of an organization believe in the company's values, beliefs and culture, our potential recruits will as well.*

# POTENTIAL RECRUITS



## **DEMOGRAPHICS**

*Gender: Male and Female (probably more male-dominated)*

*Age: 21 - 35*

*Education: High School Degree + Post-Secondary Education (university or college)*

## **PSYCHOGRAPHICS**

*Live a social life but are concerned with providing for their lifestyle choices.*

*If they have children, they are new parents and want a job that can provide full-time benefits for a growing family.*

*Well-dressed and well-mannered; driven and motivated.*

## **SELF-INTERESTS**

*Large income with little job training required.*

*Positive company culture and unique branded image.*

*Incentive and potential for promotions in the company.*

*Careers with opportunity for growth and expansion; ability to "climb the ladder" within in the company.*

*Flexible schedule to meet their social life needs.*

## **ROLE**

*If we can change the type of recruits we have in the company, we can change the company image. Right now there's a distinct stereotype for truck drivers, and we want to change the people that we're attracting through improving our company image. By changing our employee base, we change our company culture.*



# COMMUTERS



## DEMOGRAPHICS

*Location: Nation-Wide, Digitally-Based*

*Potential Difficulty: the ages, experience and education of these individuals spans across a large spectrum.*

## PSYCHOGRAPHICS

*Feelings Toward Truckers: understand that truckers are good driver, but are frequently frusted with having to drive on the road with large semi-vehicles that have to drive the speed limit. Do not understand the value of truck-driving and the necessity of the occupation.*

## SELF-INTERESTS

*Want to be safe on the road.*

*Want to have a quick commute to their destination.*

*React well to shareable content: are easily reached through media because they want shareable content.*

## ROLE

*As we improve the image of truck drivers to basic commuters and communicate the importance of this occupation, drivers will experience less push-back from the standard commuters. As thsoe who also support local government, if commuters don't have a problem with truckers, neither does our government.*

# GOVERNMENT OFFICIALS



## DEMOGRAPHICS

*Location: Nation-Wide*

*Education and Career: highly educated; salary is large.*

## PSYCHOGRAPHICS

*Position: aligns with trucking industry.*

*Focus: emphasis on blue-collar workers and the individual. Advocates for those who do not fall into the high-salary business executive category. Emphasize education and skill acquisition.*

*Time: pressed for time and will only focus on things of greatest importance.*

## SELF-INTERESTS

*Want to support the interests of the people over which they preside.*

*Find campaigns that further their progress in their political career.*

## ROLE

*If we can find key advocates who will fight for us in legislature, we can push back against the litigations filed against the trucking industry. By carefully selecting the candidates whose values align with our needs, we'll be able to target the decision-makers in government.*

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# MESSAGES

*Current Employees*

*Potential Recruits*

*Commuters*

*Government Officials*

# CURRENT EMPLOYEES



## **PRIMARY MESSAGE I**

*C.R. England is a reliable business that can provide its employees with a legitimate and secure career.*

## **SECONDARY MESSAGES I**

*Average truckers with experience make around \$51,000, according to Indeed.com.*

*Your pay increases significantly in relation to the amount of experience you gain.*

*You are a vital part of the U.S. economy, providing essential goods to the American public.*

*C.R. England is growing quickly--staying with the company will provide you with future benefits.*

*The longer you stay with the company, the better destinations, routes and working hours you will receive.*

## **PRIMARY MESSAGE II**

*You're our number one asset, so we're re-branding our company to provide you with a better on-road experience.*

## **SECONDARY MESSAGES II**

*C.R. England is a company dedicated to the people we employ and the people we serve.*

*We're working on making your experience better by increasing employee benefits and improving your time on the road.*

*With new driving bonuses, paid vacations for excellent employees and cool apparel, you'll love working for us.*

# POTENTIAL RECRUITS



## **PRIMARY MESSAGE I**

*A career in the trucking industry will fit your lifestyle needs.*

## **SECONDARY MESSAGES I**

*You can partner with a friend to increase time on the road and make the journey an experience to remember.*

*You can make enough money to support a comfortable lifestyle.*

*The average person travels to 11 states in their lifetime. You can triple that. Traveling is your occupation: drive and discover new places in the United States.*

*Time is important and trucking will give you more of it. With a two-week-on and two-week-off schedule, you'll have time on the road and time to play.*

*We'll partner you with an online university. Finish your degree on the road to become a better educated employee.*

## **PRIMARY MESSAGE II**

*Trucking is a career you can be proud of.*

## **SECONDARY MESSAGES II**

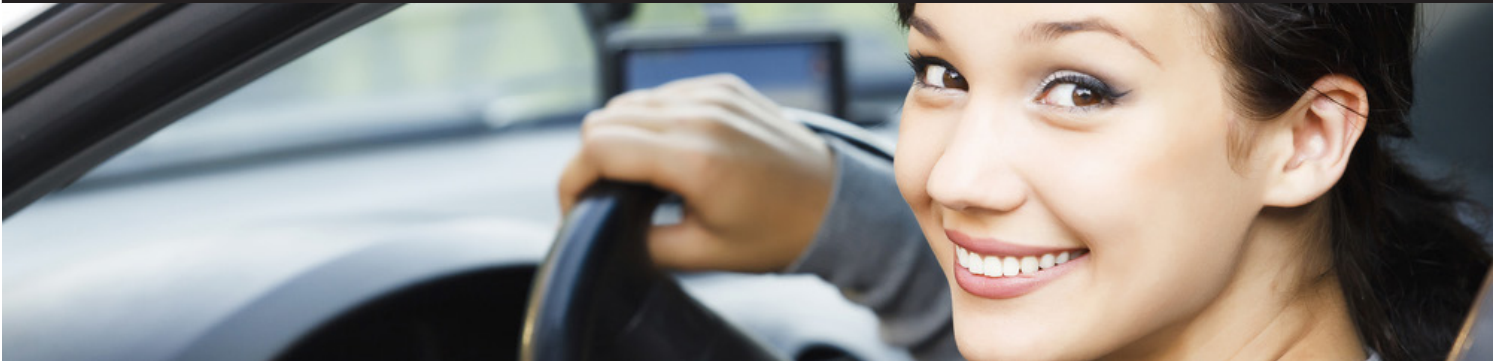
*The nation couldn't function without your work.*

*Nearly 70% of all the freight tonnage moved in the U.S. goes on trucks.*

*There are lots of important, essential products/services that are delivered by truckers. Examples: computer, food, clothing, business materials, inventory, etc.*

*The people choose trucking as a career are people who want to make a career.*

# COMMUTERS



## **PRIMARY MESSAGE I**

*When trucking stops, America stops.*

## **SECONDARY MESSAGES I**

*Trucking is a valuable industry that provides many essentials for your daily life.*

*Truckers deliver coal, food, furniture, metals, wood, materials, etc.*

*Nearly 70 percent of all the freight tonnage moved in the U.S. goes on trucks*

*To move 9.2 billion tons of freight annually requires nearly 3 million heavy-duty Class 8 trucks and over 3 million truck drivers*

## **PRIMARY MESSAGE II**

*Truckers are people like you. They aren't always their stereotype.*

## **SECONDARY MESSAGES II**

*Truckers drive safer than ever. Truck-involved accidents have decreased by 40.6 percent in the past decade.*

*Truck drivers are trained and educated to do their career; they're working hard for their families just like you.*

*The new recruits for the trucking industry are hard-working, educated and ready to work hard. They want to improve the trucking industry just as much as we do.*

# GOVERNMENT OFFICIALS



## **PRIMARY MESSAGE I**

*Helping the trucking industry benefits the economy, creates jobs and aids your reputation, increasing your chances for re-election.*

## **SEONDARY MESSAGES I**

*Regulations against the trucking industry makes delivering goods more difficult, increasing trucking and consumer expenses.*

*Supporting the trucking industry will help encourage millennials to seek a career in trucking.*

*Supporting trucking opens jobs for lower-education citizens, decreasing the unemployment rate.*

*In the last election, individuals and committees associated with trucking companies contributed over \$10 million to government parties and candidates.*



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# STRATEGIES + TACTICS

*Current Employees*

*Potential Recruits*

*Commuters*

*Government Officials*

# STRATEGIES AND TACTICS

## CURRENT EMPLOYEES

### STRATEGY I

*Communicate C.R. England's efforts to improve company culture through social and digital media.*

### TACTICS

*Virtual tour of what the trucks will have.*

*Create an interactive website where truckers can post cool pictures and unique stories. A cool place they visited, somewhere they ate, something they see, thoughts they have while driving, how they decorate the inside of their truck, favorite songs to listen to while driving...anything. #truckerslife*

*Regularly update social media accounts on Facebook, Twitter, Instagram, etc.*

### STRATEGY II

*Increase employee referrals through interpersonal communication.*

### TACTICS

*Pay bonuses given to employees for internal referrals.*

*Create a video highlighting various employees and why they like working for C.R. England*

*Engage employees in a contest with prizes and points assigned to various recruitment ideas.*

*Invite workers to company-sponsored lunches for achieving a certain number of new internally-referred employees*

*Workers receive a personal note of thanks from the CEO when they accomplish their goals.*

*Company-sponsored "Bring a friend" breakfast.*

# STRATEGIES AND TACTICS

## POTENTIAL RECRUITS

### STRATEGY I

*Increase employee recruitment through company engagement and interpersonal communication.*

### TACTICS

*Host quarterly recruiting dinners/banquets to introduce the company, showcase benefits and encourage employment*

*Increase company benefits by offering meal compensations, hotel coupons, gas discounts at certain gas stations, etc.*

*Generate creative posters and flyers that humanize truckers and post them in key locations*

*Create a video highlighting various employees and why they like working for C.R. England*

*Create a video called "A Day in the Life of a Truck Driver" that shows the average, day-to-day life of a trucker*

*Set up a table at nearby colleges and pass out pamphlets/flyers/etc.*

*Set up at local career fairs*

*Visit and speak at job/career/entrepreneurial college classes*

*Virtual tour of CR England trucks and offerings*

*Create a reward system/prizes to employees every month for different accomplishments.*

*Offer branded materials such as t-shirts, pens, hats, yo-yo's, notepads, binders, key chains, cozies, etc. to give to potential recruits*

*Give truck tours of new, improved facilities*

# STRATEGIES AND TACTICS

## COMMUTERS

### STRATEGY I

*Gain support of highway commuters through positive social media and advertising.*

### TACTICS

*Create a video highlighting various employees and why they like working for C.R. England*

*Create a video called "A Day in the Life of a Truck Driver" that shows the average, day-to-day life of a trucker*

*Create posts on social media with infographics about truckers' demographics*

*YouTube video about kid who wants to be a trucker*

*"I look like a trucker" Campaign*

*Video apologizing for cutting people off*

*Pitch content to BuzzFeed and Viners with trucking content.*

*Generate a QR or other code to place on the side of trucks that tracks where the truck has been*

*Create billboards of happy looking truckers*

*Advertisement: "I deliver..." advertisements on drivers' side door of things delivered by trucks (tomatoes, coal, dinner, furniture, appliances, etc.)*

# STRATEGIES AND TACTICS

## GOVERNMENT OFFICIALS

### STRATEGY I

*To convince legislators through personal contact that defeating legislation harmful to the trucking industry will help them get re-elected.*

### TACTICS

*Arrange lunch and dinner meeting with legislators.*

*Invite legislators to special company meetings to mingle and get to know the real truck drivers. Allow them to speak to the truckers privately and individually.*

*Create and email infographics to legislators explaining how influential trucking support can be in the legislators reelection.*

*Reach out to legislators on Twitter, Facebook, Instagram, and LinkedIn. Comment on their posts.*

*When legislators say or do anything to support the trucking industry, post appreciative messages and tag them accordingly.*

*Send C.R. England executives to support legislators at their local rallies and debates.*



# BUDGET + CALENDAR







# EXECUTIVE SUMMARY

## **PROBLEM AND PURPOSE**

*The trucking industry suffers from employment difficulties and litigation due to negative stereotypes in the United States. High-turnover rates, alternative shipping methods and poor reputations threaten trucking companies. The trucking industry relies on millennials to take over the future trucking industry, but today's rising generation shuns the thought of a full-time trucking career. The purpose of this report is to analyze the core problems that threaten C.R. England, provide recommendations that will improve the nation's perceptions of truckers and prevent litigation that would be harmful to the trucking industry.*

## **CONCLUSIONS**

*Analysis of C.R. England's publics and the trucking industry at large has led us to the following conclusions:*

- 1. Employee dissatisfaction is high, resulting in high turnover rates.*
- 2. The trucking industry as a whole faces a severe shortage of qualified drivers.*
- 3. C.R. England has already been affected by litigation. If public perceptions don't improve, more litigation will continue to harm the trucking industry.*

## **RECOMMENDATIONS**

*After evaluating the core problems facing C.R. England, four specific recommendations were given to help improve positive perceptions.*

- 1. Gain new recruits among millennials by re-branding C.R. England*
- 2. Increase employee retention by re-branding C.R. England and improving the trucking experience.*
- 3. Improve public perception of truckers by focusing advertising efforts on commuters.*
- 4. Gain support among key legislators that can help prevent litigation.*

## **BUDGET**

*We managed to stay under the budget of \$150,000 at \$92,656. These tactics can be reused in subsequent years to provide a long-term solution. The money unused during our first year and the additional 100,000 allocated for subsequent years will be used to further the campaign. After evaluating the most successful strategies and areas found lacking, funds will be allocated accordingly.*



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