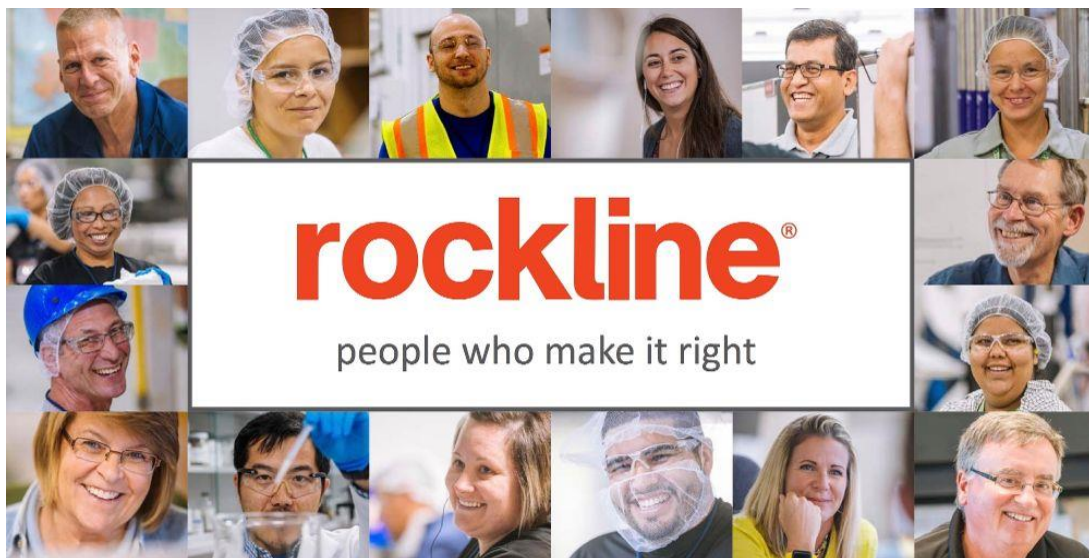




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Digital Media Campaign Proposal

Rockline Industries, Inc.



Dora J. Simpson

December 09, 2018

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EXECUTIVE SUMMARY

Family is everything to most people, and often we do just about anything for them whether we want to or not. Take for instance the niece who needs help moving boxes of laminate flooring from the vehicle at the curb to the upper level of the home without the aid of equipment. Despite the difficulty of the task, we all form a human chain and move the product one box at a time. Now, imagine trying to move a warehouse full of product waiting to reach its customer the same way because we lack the right equipment (or in this case, drivers). While Rockline's family of employees would do just about anything for the company, moving product without a truck is just not practical. Thus, embarking on a hiring campaign is the logical option.

Rockline prides itself on putting their people first and doing things based on the RRITE values. And while they supply 80% of all coffee filters worldwide, their headquarters is still in the small town of Sheboygan, Wisconsin, and they remain a family-owned and privately held company who adheres to their humble begins and philosophy that people matter. Whether one is a shopper at a retailer, a visitor or patient at a hospital, a patron at a restaurant, or a worker in an office, the chances are the individual has used Rockline products or consumed beverages made with products made in one of Rockline's manufacturing facilities. Yet, rarely, will one find Rockline's name on the product; it is either omitted or is displayed in very small print on the bottom of the packaging. In fact, they operate in the shadows of their end customers—their customer's consumers. However, the time has come for them to step out of the shadows and shine a light on all the good they do.

This campaign proposal was created to address our truck driver shortage in both the Sheboygan and Morristown facilities; and to provide an analysis and overall assessment of the current hiring strategies along with the present prospects available to Rockline Industries. Unfortunately, Rockline is currently short CDL drivers and existing hiring tactics have not worked. With truck driver numbers on the decline, turn-over rates on the incline, and traditional hiring strategies stalling, the only solution is to embrace social media. Turning to social media as a venue for hiring truck drivers is not only logical, but it is practical. Social media offers a less expensive option that produces high-quality prospects faster than traditional recruiting plans. With a large portion of drivers accessing social media (Facebook especially) for trucking industry information and career opportunities, it makes perfect sense that we would choose to operate in the same lanes our future Rockline family member are in. Furthermore, with Facebook's high-level targeting capabilities through the use of Pixel, we can zero in on applicants traditional methods neglect. Our goal is to increase our social footprint through Facebook, Instagram, and YouTube by using Ulit-Pro to encourage our family of team members to like and follow us, and by posting content on all channels that reinforces our values. In addition, we will show our community support and family values, along with our product knowledge on a newly created company website blog. Finally, to speak to drivers need to feel like a part of the family and valued, we will create a tips and tricks segment on YouTube with the help of our fellow drivers.

But time is of the essence. The exponential growth in Dollar General's order—3x's the projected amount—has exceeded our current drivers capacity for extra overtime hours. Show them you care by committing to this truck driver hiring campaign.

SITUATION ANALYSIS



Figure 1. Rockline building main entrance (Simpson, 2018).

Company Information

The Sheboygan-based company was founded by Ralph Rudolph, a Germany born and educated man who served in the German version of the Air Force. After a series of events, including being shot down, captured, and sent to England as a POW, he eventually relocated to the United States, and ultimately—through a job offer—ended up in Plymouth, Wisconsin making tavern beer spigots for Douglas Company. Sadly, Rudolph found himself unemployed when Douglas was sold; but determined, he quickly went to work for West Bend Company. They sold their company as well. Unfortunately, Dart Industries, the buyer, decided to close the Rockline division that Rudolph worked in, displacing himself and 43 of his co-workers. That prompted Rudolph to take action; he threw everything to fate and offered to buy the division

rather than see it closed. Now, operating since 1976, Rockline Industries, Inc. remains a family-owned and operated private label business that employs well over 2,000 employees worldwide.

Under the Rudolph's' guidance, the company has grown its returns in both 2013 and 2014, as pointed out in a March 2015 press release, while creating approximately "250 jobs" during the three-year span between 2012 and 2015 in their main facility alone which located in Sheboygan County (Rockline Industries, 2015). In addition, because Rockline Industries has "products in over 50 countries" they are recognized as "a global leader in the wet wipes and coffee filters industries" (Rockline, n.d.). While they supply 80% of all coffee filters worldwide, the company, with its headquarters in Sheboygan, Wisconsin, continues to adhere to their humble beginnings and philosophy that people matter. In fact, Rockline's mission and goals are simply to do business "RRITE", which is an acronym for Renew, Respect, Integrity, Teamwork, and Excellence, all the time. Hence, in March of 2015, Rockline was awarded *Manufacturer of the Year* by the Sheboygan County Chamber because they are a company who adheres to their humble beginnings and philosophy that people matter (Rockline Industries, 2015). Indeed, their focus remains on their communities, whether it be investing locally or supporting non-profit groups through volunteerism (Rockline Industries, 2015).

The following Timeline from Rockline Industries' 2016 Sustainability Report shows the company's history and growth:



Figure 2. Rockline Industries, Inc. company timeline (Rockline Industries, Inc., 2016).

Product/Service Information

Rockline Industries, Inc. has two divisions to their company: wet wipes and coffee filters. The Corporate Headquarters in Sheboygan, Wisconsin manufactures both product lines; however, only wet wipe products are manufactured in the Springdale, Booneville, and Russellville, AR plants, along with Redditch, England, South China, and eventually Morristown, TN. Meanwhile, Montville, NJ is the only other facility that handles coffee filter products. The wet wipe product lines consist of personal, flushable, facial, antibacterial, baby, and household disinfectant wipes. This product line also includes a variety of household cleaning products like wet jet pads, multi-layered wet floor mop and textured dry floor wipes, regular dusters, 360 dusters, and erasers. The coffee filter side makes commercial and retail basket-style and cone filters, as well as baking cups—decorative, foil, and paper. Finally, the company also makes stir sticks, coffee pot cleaner, and permanent filters.

As a private label business, rarely will one find Rockline's name on the product; it is either omitted or is displayed in very small print on the bottom of the packaging. Yet, whether one is a shopper at a retailer, a visitor or patient at a hospital, a patron at a restaurant, or a worker in an office, the chances are the individual has used Rockline products or consumed beverages made with products created in one of Rockline's manufacturing facilities (Rockline Industries Inc., 2017). For companies that are not big enough to create their own brand, Rockline does manufacture and package select products such as Brew-Rite and Pure'n Gentle, for instance, as generic type brands.

Industry and Market Information

According to the article, “Rockline Industries Celebrates 40th Anniversary”, this innovative company “was the first to develop a wet wipe refill package, the first in the U.S. to introduce pop-up folded wipes, and the first private-branded company to develop a truly flushable moist toilet tissue” (2016). That said, the industry—at least the coffee filter side—owes its progress to Melitta Bentz’s innovation. In the early months of 1908, Melitta, born Amalie Auguste Melitta Liebscher, as stated by Claire Moses (2018), had grown tired and frustrated with the current coffee brewing system. After many failed attempts to solve the coffee grounds in the cup issue, an epiphany hit her one morning and “she ripped a piece of blotting paper from her son’s school notebook” then lined an “old tin pot in which she had punched some holes” into with nails (Moses, 2018). From there she brewed her coffee, as the world still does, by pouring hot water over the coffee grounds. Ironically, today, Rockline Industries, Inc. produces Melitta filters for retail stores like Publix in Florida.

Similarly, wet wipes were invented by Arthur Julius “in 1957” and since then, “the Nice-Pak family of companies [the company Julius created] has introduced hundreds of wet wipe products,” as reported by Nice-Pak (2015). Despite that, Rockline continues to be “one of the world’s largest manufacturers of . . . consumer, health care, industrial and institutional wet wipes” the “Manufacturer of the Year Award” press release reported (Rockline Industries, 2015).

Rockline remains on the top because of their dedication and commitment to health standards set by the U.S. Food and Drug Administration (FDA) and the Environmental Protection Agency (EPA). All products manufactured by Rockline must meet FDA and/or EPA standards, and Good Manufacturing Practices (GMPs), that Rockline implemented, aid their efforts. GMPs, such as washing and sanitizing hands, wearing gloves (that are sanitized after

donning), and forbidding jewelry help prevent unsterile and dangerous product from reaching the public. GMPs also pertain to the documentation of procedures during production; all aspects of customer orders are meticulously documented in case an issue arises, thus allowing accurate traceability for Rockline, customers, and the FDA/EPA.

In fact, the company has been recognized several years in a row for their safety records, for their sustainability efforts, their innovation in products, and the generosity in donating cleaning products for areas ravaged by disasters. In addition, the company—from the CEO to the executives and beyond—encourage all potential new customers to speak with the employees when they tour the facilities to learn firsthand about the products and the culture on the manufacturing floor. Rockline’s competition does the opposite, and because of this, Walmart’s brand of coffee filter, backing cups, and wet wipes are now made by Rockline. Above all, when it comes to the company situation in the industry and in the manufacturing industry in general in the Sheboygan County area, Rockline President Randy Rudolph insisted, ““We have benefitted from the good fortune of having strong relationships with extraordinary people who work with us as associates, customers and suppliers,”” (“Rockline,” 2016).

Introduction of the SWOT

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats that Harmon (2015) explained, is used mainly by businesses “to organize information, identify issues, determine solutions, and suggest opportunities.” Companies might use a SWOT analysis as a tool to determine where they are falling short and areas they can improve on to increase overall success. By looking at and assessing strengths against weaknesses on the same page, and similarly viewing ones internal (strengths and weaknesses) verses their external (opportunities and threats) side-by-side the company can ward off any major issues before they turn serious.

SWOT Analysis



Figure 3. SWOT analysis chart for Rockline Industries.

SWOT Analysis Explained

Strengths

In its forty-two years of operation **Rockline has never had a layoff**. When Ralph Rudolph was notified of his and his co-workers' pending termination due to the sale and then disbanding of the Rockline division, he made the decision to save the company and the jobs because people matter. He ran his business with the same mindset, and when he turned over the keys to his son, Randy, he passed on the same dedication to the people. Because **Rockline is a family owned business**—with Ralph's grandson now deep in the numbers learning the business—they are free to make choices that are not only smart for the business, but compassionate for the people as well. That is why **the company continuously reinvests** (part of their RRITE values) in the business; hence, the newest facility in Morristown, TN. And with their **headquarters strategically situated** between two major metropolitan areas in the Midwest, Rockline is positioned to capture larger markets while maintaining a small-town feel. In addition, Rockline's operations continuously **meet the latest and most respected regulatory standards**, including those of the U.S. Food and Drug Administration, the U.S. Environmental Protection Agency, Consumer Products Safety Commission, and OSHA. Furthermore, according to S&P Global Market Intelligence (2018) data, **the CEO of Rockline remains way below industry average for all areas of compensation**, which means rather than growing his wealth, he is growing the wealth of his people and the business. The striking difference between Rudolph's compensation and others within the industry can be seen in the following data chart:

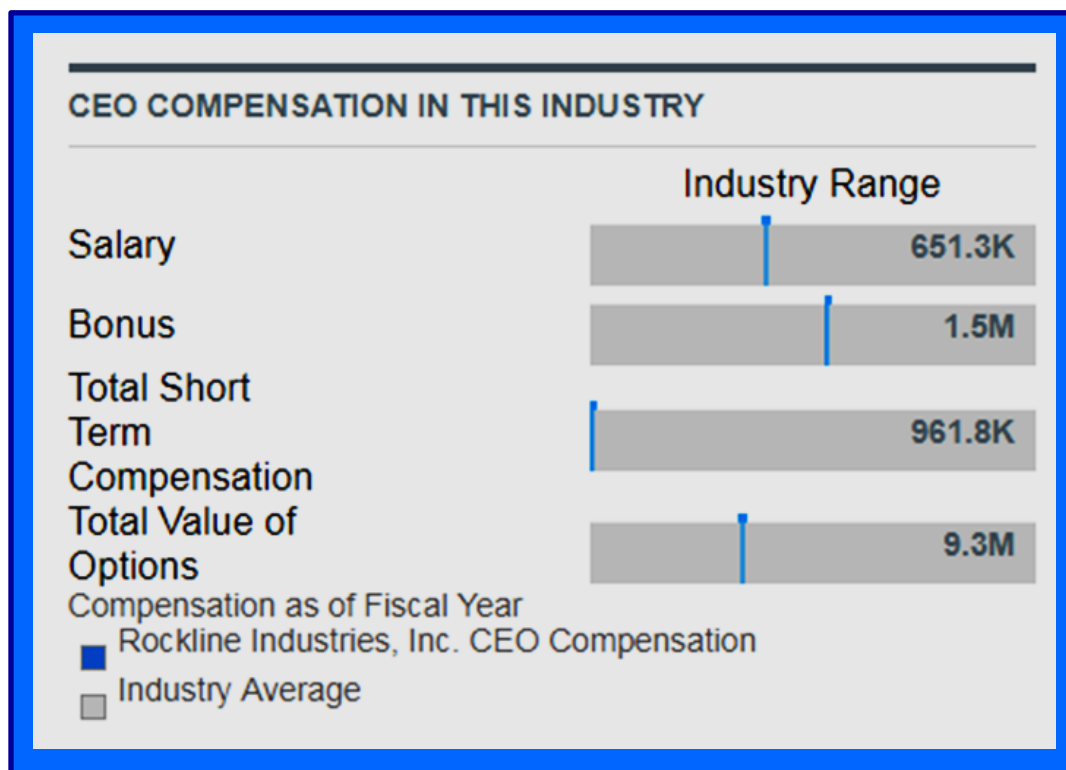


Figure 4. Rockline CEO compensation graph (S&P Global Market Intelligence, 2018).

Weaknesses

Compared to most of its competition, Rockline is behind when it comes to their **scale of operations**. For instance, Kimberly-Clark is associated with (and known as the maker and distributor of) high-profile brands that are distributed throughout the world. Rockline's smaller market (and lack of sponsorship from board-of-directors) means their capital is limited and **their budget is restrained** far more than their competition. Consequently, because of scale of their operations, their capacity is limited; and therefore, acquiring more business is somewhat restricted by their output capabilities. For this reason, **Rockline has not established a solid digital footprint**, especially when it comes to social media. Moreover, **they do not have social media department or individuals who have expertise** in the handling of multiple digital channels. Unfortunately, **high turnover rates** in the trucking industry are a commonality because truckers, Whatley (2017) insisted, "are leveraging job board technology to set 'Job

Alerts' for all new truck driver jobs" (p. 8). Indeed, they are guarded when it comes to their current employment, while "passively" keeping their profiles active on employment websites (Whatley, 2017, p. 8). In fact, as Whatley (2017) confirmed, "70% of newly hired drivers" start scrolling sites like Indeed and Monster for new employment "within 90 days of starting a new job" (p. 8).

Opportunities

With the low unemployment rate and the slight increase in wages the **increasing US market spending** will continue. Matter-of-fact, Nahavandi (2018) pointed out in the *Journal of Business Forecasting*, "the consensus puts growth in the GDP at 2.11 percent by the first quarter of 2019" (p. 42). Among that spending, consumers' **demand for personal hygiene** products, especially among millennials has increased "[d]ue to its ease of use, hygiene, efficiency, and consumers' environmental perception" (Atasağun & Bhat, 2018, p. 1). Specifically, "[t]he flushable wipes market is growing rapidly," Atasağun and Bhat (2018) noted, and unambiguously, they believed "sales will double [globally] to \$2.7 billion by 2020" (p. 20). Meanwhile, the new FDA-approved building in Morristown, TN is set to handle the boost in personal hygiene business in the upcoming years. However, social media is key to forward progress for the company. Social media has become the marketing tool of twenty-first century. Facebook, in particular, "had 2.23 billion monthly active users" (Statista, 2018); and Rockline could use this to their advantage to **reach new demographics through a New Media Campaign**. Another opportunity for Rockline to draw in new truck drivers is with their **company culture**. The company is a true equal opportunity employer, who respects individuals no matter their race, religion, sex, sexual orientation, or gender identification. In fact, despite the lack of laws currently supporting the rights of transgender individuals in Wisconsin, Rockline

employees can use the bathrooms/locker rooms they identify with and use their identifying name, not their birth name. This culture that Rockline cultivates is important for attracting new hires. While wage is almost always a driving factor when choosing a trucking job, a close sibling of pay is appreciation, according to Whatley (2017). In fact, he stated, that “20% of drivers” desire inclusion, to be part of the pride within the company (p. 19). In their book, *Tribal Leadership*, authors Dave Logan, John King, and Halee Fischer-Wright (2008) identified this sense of pride throughout an organization as “tribal culture” (p. 4). Rockline endeavors to have, and consistently, cultivates an atmosphere of Stage Four Tribes, which Logan, King, and Fischer-Wright (2008) indicated consists of “we’re great cultures” that lean “on core values and reach . . . toward a noble cause” (p. 155). Consequently, to attract individuals based on company values, especially at a time when unemployment is at its lowest, a company must express what their “values and culture are, and what they mean” (Logan, King, & Fischer-Wright, 2008, p. 158). Fortunately, Rockline has that opportunity.

Threats

Competition is immense within the Sheboygan County area, and job sites targeted within the truck driver recruitment campaign will also cater to these other corporations/organizations. For example, there are four non-filter/wet wipes companies that are actively seeking truck drivers currently: PTX, Xtreme Trucking, Richco Structures, and Walmart. However, the fact remains that there is a **shortage of truck drivers** (both seasoned and newly trained) and no end to that shortage in sight. Nance (2015) reported, that there will be “a potential shortfall of 239,000 drivers by 2022”, yet to maintain the increased need in the industry, “on average, 96,178 new drivers are needed”. Furthermore, Nance (2015) insisted that “turnover rates hitting as high as 96% in 2013” will further impact the future pool of potential

new hires and could be quite grim for employers. Consequently, **rigorous regulation for drivers** add to this shortage because more rules and restrictions result in less overall pay for the driver. “Increased government regulations,” Whatley (2017) explained, make it difficult for truck drivers to earn a livable wage (p. 5). Moreover, Whatley (2017) believed, driving trucks for a living “is now a less desirable profession” because of the feeling of a “big brother” syndrome (p. 5). Plus, with a **low unemployment rate** of 2.9% in Wisconsin and 3.8% in Morristown, Tennessee, finding applicants will prove difficult, especially when four additional companies in Sheboygan are seeking drivers too. Likewise, since **Sheboygan and Morristown are not huge metropolitan cities**, drawing individuals here from other counties or states could prove a challenge.

Top Competitors

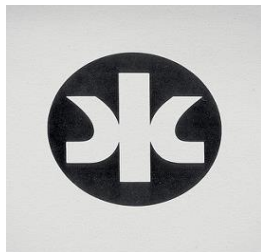
The following companies are the major competitors of Rockline Industries, Inc.:

Georgia-Pacific LLC



Georgia-Pacific LLC started out in 1927 as a lumber company, and it took an additional twenty-nine years to adopt Georgia-Pacific Corporation as its name, and another seven years before they started manufacturing paper products (Georgia-Pacific, n.d.). While Georgia-Pacific has “more than 300 Georgia-Pacific locations around the world” according to their website (Georgia-Pacific, n.d.) with eight manufacturing facilities in Wisconsin, including one less than a mile from Rockline in Sheboygan, the company does not currently manufacture coffee filters, baking cups, or wet wipes products. That said, Georgia-Pacific continuously has “one eye on tomorrow,” as stated on Georgia-Pacific History page (n.d.) and they are always “watching for opportunities to grow with customers and expand into new industries and markets.” With their reach they could dominate the market if they chose to pursue it.

Kimberly-Clark Corporation



As stated on their website, Kimberly-Clark Corporation has been in business for “146 years” and their brand reaches across “more than 175 countries” with “1/4 of the world’s

population” using at least one “product every day” (Kimberly-Clark, n.d.). In fact, their brands such as Cottonelle, Viva, Scott, Huggies, Kleenex, Poise, and Kotex are widely recognized. But, like Georgia-Pacific, Kimberly-Clark Corporation does not currently make coffee filters; however, they do make baby wipes for their Huggies brand.

Nice-Pak Products, Inc.



Figure 5. Nice-Pac logo. (Nice-Pac Product, Inc., n.d.).

Of all the competition that Rockline’s wet wipes product line is paralleled with, Nice-Pac is the one company that they have the most in common, and thus, the one that is a direct and serious threat. As mentioned earlier, Nice-Pac began its journey “in 1957” when Arthur Julius created an improved way of clean up over “the normal towel and soap method” and by 1960 the product of that invention was finally shipped to buyers (Nice-Pac Product, Inc., n.d.). Nice-Pac, like Rockline is a family-owned business run by the next generations, who ships out “numerous wet wipe products for consumer, healthcare, foodservice and other commercial markets” (Nice-Pac Product, Inc., n.d.). The company does claim to be a “global leader in wet wipes” and their “products include almost every type of wet wipe solution imaginable, including baby and toddler wipes, facial, moist flushable, household and personal care wipes” much like Rockline’s product lines (Nice-Pac Product, Inc., n.d.).

AG Tufco Technologies, Inc.



Figure 6. Tufco logo. (AG Tufco Technologies, Inc., n.d.).

The second company that Rockline is closely comparable with, and must concern themselves about, is Tufco, who boasts on their website that they are “the leading contract manufacturer for branded wet wipes in North America” (AG Tufco Technologies, Inc., n.d.). This Green Bay, Wisconsin situated company, according to AG Tufco Technologies, Inc. (n.d.) is “a publicly traded company” that was converted back “to a private company” when they were acquired by Griffin Holdings, LLC. Nevertheless, Tufco only has the one plant and within this facility employs approximately 300 people compared to Rockline’s six facilities and over 2,000 employees.

Past/Existing Communication Plans

The need for truck drivers is mainly due to turnover. And consequently, the need for CDL positions is rather rare for Rockline, as they do not hire often because the driving team is a smaller (and devoted) team (Rohde, 2018). Plus, to complicate the situation, the CDL candidates are extremely hard to find in our current economic state, as mentioned earlier. Unfortunately, Rockline Industries, Inc. has always relied on methods and channels that are comfortable and readily available, but not necessarily effective. Most of these tactics revolved around internal postings and some job-specific websites like Glassdoor, Indeed, and more recently, LinkedIn. When they lost drivers in the past, they posted and waited for the calls and emails to arrive, then sorted through said calls and emails to find qualified candidates (Rohde, 2018). But this took time and often an applicant was looking elsewhere; and consequently, because of this lag in time, many prime candidates received offers from others that were beyond Rockline's hiring package (Rohde, 2018).

The past communication strategy lead to an extremely difficult time finding new drivers, so Rockline investigated different efforts like an "employee referral program, sign on bonuses, wage increase, and advertisements" to get the needed drivers (Rohde, 2018). However, the biggest struggle was the availability of drivers seeking employment. Unemployment is very low and the need for CDL drivers in the trucking industry is higher than ever. Part of this is due to the general stereotype of the job and competition between employers (wage, benefits and type of position), competition. Unfortunately, it is hard to compete with the wage of substantially larger companies, such as Kohler. In addition, the overall drop in skilled labor adds another layer to the difficulty in finding drivers. Furthermore, CDL drivers have many extra requirements in order to drive including additional application paperwork through the DOT, medical records that are

required to be updated every couple of years, and clean driving record to name a few. However, some of the things Rockline has changed from the past is that they raised the sign on bonus from \$1k to \$2k, they are now using radio and billboard ads, they increased the wage of the position, and they now offer shift premiums for the drivers (Rohde, 2018). Plus, Rockline added a referral bonus of \$1K for current employees. Yet, despite all these efforts, Rockline only received a handful of applicants (Rohde, 2018).



REFER A FRIEND!
(Receive a **\$1,000** Bonus!)

Strengthen Our Team
Earn an extra \$1,000 for referring qualified individuals for our **CDL Driver** positions at VP.

Rockline will offer a \$1,000 finder's fee for each new associate that is recommended and hired by an existing Rockline associate. Our company's future depends on a workforce that is dependable, responsible, motivated and committed to working together as a team to satisfy our customer's needs.

See Human Resources for more details!

**DRIVERS
NEEDED**

rockline

The flyer features a red semi-truck on the right side, with the words "DRIVERS NEEDED" in large, 3D, light blue letters positioned in front of it. At the top left, there is a fan of US dollar bills, including \$100 and \$50 bills. The entire flyer is framed by a blue and red curved border at the top and bottom. The Rockline logo is at the bottom center.

Figure 7. Refer a friend! Referral flyer (Rockline Industries, Inc., 2018).

As shown below, four companies that are actively seeking truck drivers at the same time as Rockline are PTX, who placed a full-page, color ad on The Sheboygan Sun's (a free mailed newspaper) front page; Xtreme Trucking and Richco Structures, who both placed ads within The Sheboygan Sun, and Walmart who is using onsite advertising. In addition, all four are using job sites, while PTX also uses truckdriver.com and Walmart is additionally listed on cdljobnow.com.

Fall Into a Great Career at PTX!

Full & Part Time Regional & OTR Positions Available

Looking to advance/enhance your truck driving career? You owe it to yourself to check out new opportunities at PTX Services. Fall is a beautiful time of the year! With our flexible scheduling, you will have more time to enjoy it with friends and family. The holidays are fast approaching, wouldn't it be nice if you could actually be home for them? Well, now you can be!

Our compensation package includes:

- Mileage Pay on all miles loaded and empty
- Stop Pay on all pickups and drops including the first and the last
- Detention pay after 2 hours of appt.
- Holiday and vacation pay \$190 per day
- Layover pay
- Assigned tractors
- Longevity bonus

• FREE PRIMARY CARE AT PLYMOUTH PREVEA HEALTH & WELLNESS CENTER FOR YOU AND YOUR FAMILY EFFECTIVE DAY 1

- Health, Dental, and Vision insurance
- Short and long term disability
- 401k with company match after 1 year

Apply now for a full time position, and we will waive your probationary period. That's right! You are eligible for Health insurance benefits the 1st day of the month. We are looking for full and part time drivers with reasonable driving records. Give Tim a call at 920-892-3000 for more details. **Stop by and compare our complete compensation package with your current one.**

If you are an Owner Operator, you can pull our trailers for free and receive substantial fuel, parts, and maintenance labor discounts. You will receive 81% of the gross invoice. **We do not charge administrative or insurance fees.**



The Most Positive Change in Your Career is Just a Phone Call Away!

PTX Services LLC
 1431 Bruhy Road
 Plymouth, WI, 53073
920-892-3000
 PTX is an Equal Opportunity Employer.

PTX Services
 Plymouth, WI

Figure 8. Fall into a great career at PTX newspaper ad (PTX Services LLC., 2018, p. cover).

NOW HIRING
FULL-TIME TRUCK DRIVER

LOCAL SEMI TRUCK DRIVER
WITH 1 YEAR OF EXPERIENCE PREFERRED

CDL A&B REQUIRED

MUST BE ABLE TO USE HAND TOOLS
AND BANDING EQUIPMENT

HEAVY LIFTING REQUIRED OCCASIONALLY

MUST HAVE GOOD DRIVING RECORD,
EXCEPTIONAL CUSTOMER SERVICE,
& ABILITY TO BE FLEXIBLE.

INSURANCE THE FIRST OF THE MONTH
FOLLOWING HIRE DATE

TO FIND OUT MORE...
APPLY ONLINE @: WWW.RICHARDSON-INDUSTRIES.COM
OR IN PERSON @: W989 COUNTY ROAD FF, HAVEN, WI

Figure 9. Now hiring full-time truck driver newspaper ad (Richco Structures, 2018, p. 25).



NOW HIRING
Local Full-Time
and Part-Time
REEFER DRIVERS

Seeking full-time and part-time class
A CDL drivers for local opportunity.
Hourly pay rates, home nightly, and
will never ask you to leave Wisconsin.
Variety of schedules available
including 4 on 4 off and guaranteed
full-time pay for 3 days of weekend
work. We are family-owned and treat
our drivers with respect and honesty.

Contact Rhea today...
920-391-5121
jobs@xtremetrucking.com



Figure 10. Now hiring local full-time and part-time reefer drivers newspaper ad (Xtreme Trucking LLC, 2018, p. 21).

Goals/Objectives

- Increase overall truck drivers for Sheboygan/Sheboygan Falls, WI route to 3
 - 1 full-time 12 hr. rotating night shift CDL driver by January 2, 2019
 - 1 full-time 3rd shift CDL driver by January 2, 2019
 - 1 additional full-time 12 hr. rotating night shift drivers by January 15, 2019
- Hire 5 truck drivers for Morristown, TN facility
 - 1 full-time regular day shift drivers by January 15, 2019
 - 4 additional full-time regular day shift by March 1, 2019
- Increase social footprint by 25%
 - Implement a new media campaign strategy
 - Improve Facebook and add Instagram account
 - Create/curate content for 1-2 posts a day
 - Grow employee contribution posts to 10%
 - Grow contributions to and subscribers of Rockline's YouTube channel
 - Encourage employee submissions featuring company events to 1-2 videos per event
 - Post 3-4 videos a week featuring company and employee recognitions, awards and events
 - Increase YouTube channel subscribers to 15
- Build community and driver awareness of the company through social media
 - Use current employees (drivers specifically) testimonials on YouTube
 - Use current drivers' participation/commentary on YouTube for tips and tricks segment
 - Use Ulti-Pro system to encourage employees to submit photos/conversations about life at Rockline on Facebook and newly created Instagram page
 - Update Company Website
 - Add company webpage Blog
 - Create/curate content for 1-3 blogs a week

Proposed Budget

Rockline Industries, Inc. will devote an overall budget of \$6500 to run their digital truck driver hiring campaign. This number may seem low for a digital campaign, considering “[t]he average small business using AdWords,” Shewan (2017) asserted, “spends between \$9,000 and \$10,000 per month on their online advertising campaigns.” However, given the capital invested in their Morristown facility project, and the fact that they are a family-operated company, the dollar amount is sound for Rockline at this given time. And while this expenditure is quite a jump from their previous, albeit failed, campaigns, the high demand for truck drivers in the area and the insufficient number of applicants demands a more robust effort on Rockline’s end. In research conducted by El Ouiridi (2016), it was determined that “social recruiting can be described as a multi-tiered, multi-channel, multifunctional, collaborative, and social process” (p. 43). If Rockline hopes to compete with the other companies currently looking for drivers, they need to take a multi-approach in their recruitment. In this multi-level approach Rockline will focus their advertising dollars heavily on Facebook and Instagram, two social platforms that truck drivers frequent most often. Shewan (2017) suggested, one could expect to pay “\$1.72” for Facebook cost-per-click (CPC) online ads” and that cost-per-thousand impressions (CPM) runs about “\$10”; whereas Instagram CPMs cost half that of Facebook, though Shewan (2017) warned increases in ad prices are inevitable “as the platforms gains in popularity”. Despite the higher cost, though, “Facebook Ads represent an excellent ROI for advertisers,” Shewan (2017) insisted, especially for companies like Rockline “with limited budgets.” In addition, Facebook allows clients the option to set a daily maximum budget or a lifetime budget for the advertisement making it affordable.

Budget Outline

Salary – **\$3625**

- Temporary Social media position

Organic advertising – **\$360**

- Hire professional videographer

Paid advertising – **\$1500**

- Facebook banner ads and remarketing
 - Facebook Pixel
- Instagram

Data Analytics – **\$348**

- Use Hootsuite

Job Posting – **\$375**

- Monster.com website

Miscellaneous expense – **\$292**

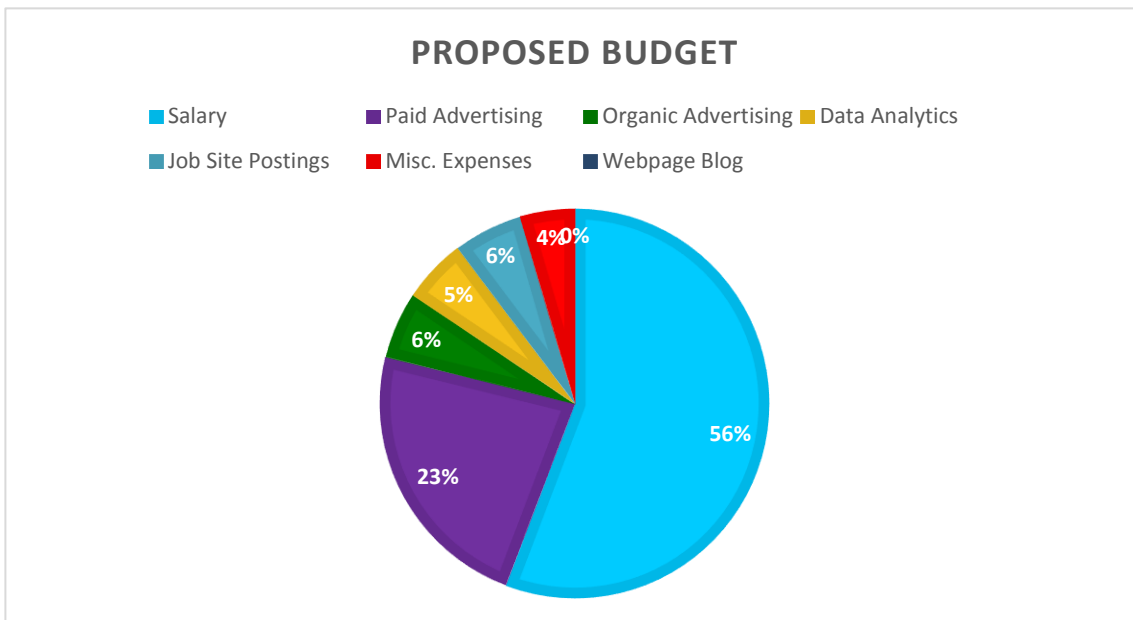


Figure 11. Proposed budget pie chart for Rockline Industries' truck driver hiring campaign.

CAMPAIGN PROPOSAL

Campaign Goals Defined

Even though Rockline Industries, Inc. is a leader in manufacturing in the Sheboygan County area in Wisconsin, and a dominating force in the coffee filter and wet wipe industry globally, none of this success matters if the product remains stationary. In the US alone, Swartz, Douglas, Roberts, and Overstreet (2017) emphasized, that truckers transport nearly three-quarters of all goods, but that the numbers of drivers continues to decline and could reach into the millions in the near future (p. 185). Despite the shortage, throughout this new media campaign Rockline endeavors to increase their overall truck drivers for the Sheboygan/Sheboygan Falls route to three additional drivers. In particular, the company aims to hire one full-time CDL truck driver for the twelve-hour rotating night shift and a full-time 3rd shift CDL driver by January 2, 2019, plus one additional full-time twelve-hour rotating night shift CDL driver by January 15, 2019. In addition, Rockline aims to add five CDL truck drivers to the new Morristown, TN facility. Specifically, their target is to add one full-time regular day shift driver by January 15, 2019, and then add four additional full-time regular day shift drivers by March 1, 2019 in preparation of the April opening.

The next goal, which will amalgamate seamlessly with the goal of hiring truck drivers both in Sheboygan and in Morristown, is for Rockline to increase their social footprint by 25% by implement a new media campaign strategy, which will include improving their Facebook page and adding an Instagram account, then creating and/or curating content for 1-2 posts a day for both Facebook and Instagram over the thirteen-week campaign. With that objective, Rockline also aims to grow employee contribution posts on these social media channels to 10% by years end. Furthermore, Rockline aspires to grow the amount of employee contributions on their

YouTube channel to 1-2 videos per company event. In addition, the company will post 3-4 videos a week featuring company and employee recognitions, awards and events. Through these increased posting, the goal is to improve the number of subscribers to the channel to at least 15 by the end of the thirteen-week campaign.

The last goal which is entwined with the other goals is to build community and driver awareness of the company through social media by using current employees' (drivers specifically) testimonials on YouTube that espouses Rockline's company culture. Moreover, Rockline intends to utilize current drivers' participation/commentary on YouTube for a tips and tricks segment that will initially include 1 segment a week for 12 weeks. Plus, Rockline will encourage employees to submit photos/conversations about life at Rockline on both their Facebook and Instagram page with their Ulti-Pro system. Finally, Rockline will update their company website and add a company webpage Blog with the intentions of creating and/or curating content for 1-3 blogs a week.

Strategies and Tactics

With fall upon most of the country and winter approaching quickly, coffee consumption is on the rise; and thus, a higher demand for coffee filters. Matter-of-fact, Rockline's production requirements, as shown in figure 12 below, illustrates the continuous increase in sales throughout most of the year. Moreover, since the creation of this production chart, Rockline's December

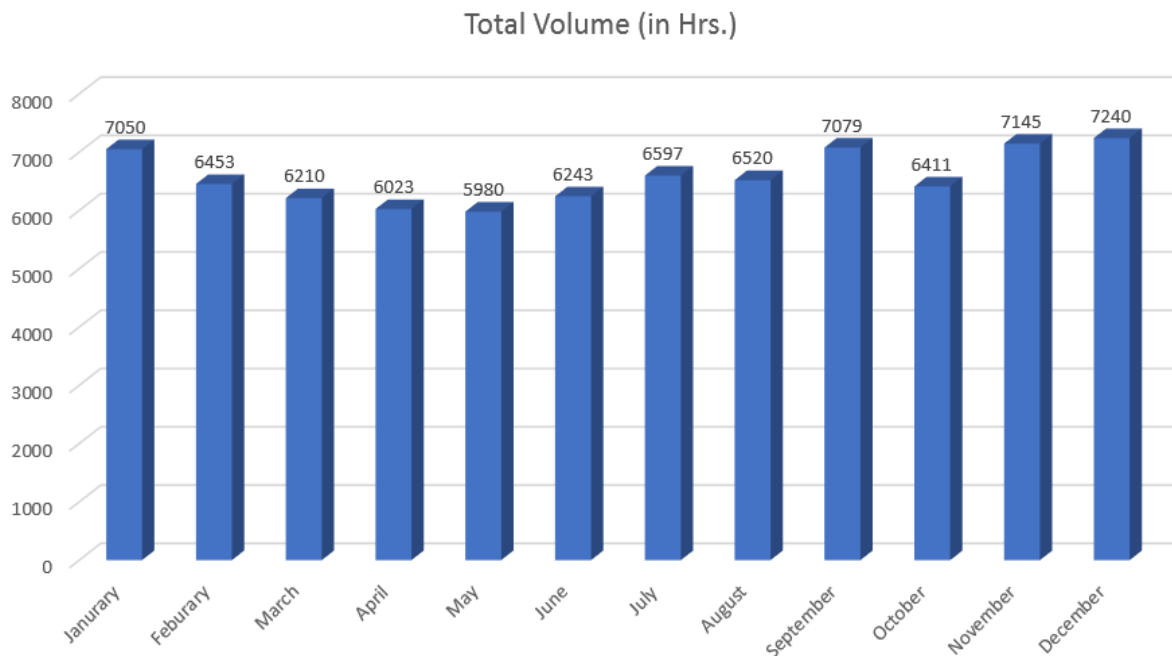


Figure 12. Rockline Industries, Sheboygan, WI filter production demands for 2018 (Stopar, 2018).

demands (as of November 21, 2018) drastically increased when Dollar General tripled their projected order.

The loss of truck drivers in the Sheboygan headquarters' facility due to turnover, retirement, and shift changes dictates that Rockline must hire three night-shift drivers to keep up with the winter demands. Moreover, with the opening of their new facility in Morristown, TN, Rockline will need five truck drivers to handle the transportation of the wet wipes inventory to their distribution center for the newly obtained Walmart account.

Rockline already uses the company website and their LinkedIn page to advertise all available positions throughout their locations. In addition, Rockline advertises open positions on the job sites Indeed.com. and Glassdoor.com. However, the first two sites generally are not frequented by individuals seeking trucking careers; and, while the two job sites are websites the target audience might use, they are sites that Rockline's competitors for drivers are using as well. Developing a recruiting plan that accesses sites that are not exploited by the competition but are frequented by the target audience, and thus directly targeting them, will thereby generate more viable leads. Therefore, Rockline will increase their jobsite advertisement to include Monster.com and ETJ (everytruckjob.com) sites. Currently, none of Rockline's truck driver hiring competition have listed job postings on Monster.com and only Walmart is a member of ETJ.

Alone these additions will not drive in the applicants, so Rockline will also use a gamut of in-house postings (as they have already been doing), and some outdoor advertising. The in-house flyers will consist of two main flyers. The first will maintain the same formatting and design currently in use with the addition of an online referral/application process information. In today's digital era, it is important to offering a simple, no effort referral and application process via the internet for individuals who conduct much of their communication through mobile. In fact, according to Pew Research (2018), "95%" of US adults own a cell phone with "one-in-five" being "smart-phone" exclusive users and "seven-in-ten" using mobile as a means to communicate with others, gather their news, and share content. These individuals are less likely to go through the extra steps of going to HR to discuss a referral. The second flyer will announce the contests Rockline plans to run as part of their awareness strategy campaign on social media with information on how to enter (and win) along with prize details.

The outdoor advertising will consist of the company reaching out and connect with truck stops that cater to truck drivers, such as Flying J's, Pilots, Loves, and TAs through their Facebook account. Not only would this Facebook account give Rockline an opportunity to link their company with companies that service (and to a great degree, survive off) truck drivers, but it will also connect drivers to these partnership businesses which show the drivers that Rockline cares about their drivers even while they are on the road. This strategy shows Rockline's company values at its finest, and it is something that will bring driver applications to the table.

To further meet these needs, Rockline will implement a new media campaign strategy with the intention of increasing their social footprint by 25% over the course of the thirteen-weeks. To do this, Rockline will focus an **Awareness Strategy via Social Media** and use **Pay-Per-Click Advertising on Facebook and Instagram** and engage in a **Seeding Strategy on YouTube**. With the internet and social media embedded in nearly all industries, it is has become a necessity to use some form of new media when recruiting individuals. Truck drivers are no exception. In fact, Gibbs, MacDonald, and MacKay (2015) reported, that 63% of males in 2012 routinely accessed at least one form of social media and females were at 75% (p. 171). Pew data, on the other hand, charts these numbers slightly lower at 47% and 50% respectively (Pew Research Center, 2018). That said, as of January 2018, the total percentage for all United States adult users had risen to "69%" (Pew Research Center, 2018). Truly, the internet is a magnetic, and thus a logical, place to build one's brand and at the same time gain recognition as a leading company. Moreover, Melanthiou, Pavlou, and Constantinou (2015) believed, that the internet has become "the driving force behind an effective recruitment strategy" (p. 32). That is why it is extremely important for Rockline to merge onto the internet highway immediately or get stuck at the wayside without drivers.

However, Rockline Industries currently has a very shallow imprint in the social sandbox; and unfortunately, they do not market their products to the general public because they are a private label company, as mentioned earlier. That means that they operate in the shadows of their end customers—their customer's consumers. Which means they cannot highlight their products to the general public like many companies would. Instead, though, they can showcase their brand—their family values and their dedication to their employees and their community. Therefore, to rectify the mediocre social presence, Rockline will create a company Instagram account as part of their Awareness Strategy via Social Media, and then create or curate content for a minimum of two posts a day per site for both the new Instagram account and their Facebook page. These posts will consist of a combination of branding articles from their newly created blog (more on this in the next section), employee and company recognition posts, company events, trucking industry articles, and some audience contributed posts, including video and images, and community/social concerns that tap into their RRITE values (Figure 13 and 14).



Figure 13. Brewers vs. Pittsburgh Pirates September 15, 2018 baseball game. Facebook post.

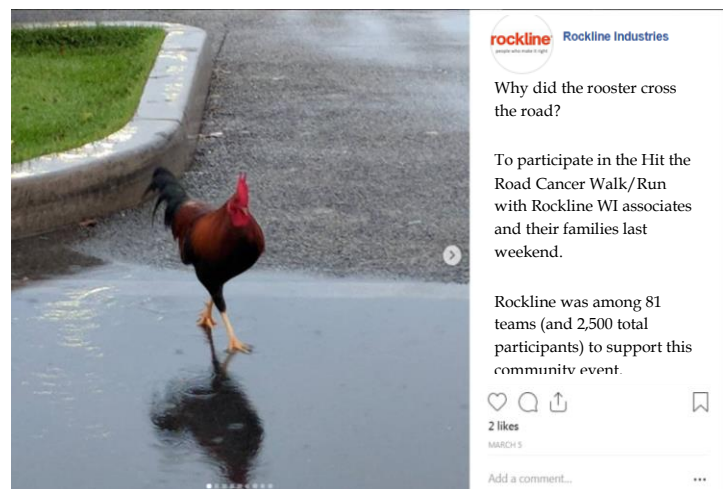


Figure 14. Hit the Road Cancer event. Instagram post.

Furthermore, even though Rockline will not open a Twitter account at this time, they will use the hashtag, #PeopleMatter throughout their social media campaign. This hashtag is not only connected to great causes like cancer fundraising, which Rockline is a part of; but it is also connected to the hashtag, #MacmillanCoffeeMorning, which is a perfect pairing for a coffee filter company. Likewise, the word, *PeopleMatter* is connected to sites such as LinkedIn and Snagajob.

Additionally, Rockline will use the company's Ulti-Pro system to encourage employees to submit photos/videos about life at Rockline on their Facebook and Instagram pages. Plus, Rockline will invite company employees to *like* and *follow* them on these sites through their Ulti-Pro system that is used by all employees both at work and at home to view their personal information, benefits, hours work, and pay history, along with the company announcements and the newsletter, "This Just In" (See Figure 15 below for Ulti-Pro Ad).

To encourage employees to follow both social sites and YouTube, and thus grow employee contribution posts to 10% overall, Rockline will hold contests for best post, photo, and video contribution of the week where the winner will receive recognition, a free lunch, and bragging rights for the week. Plus, as part of their website update (more on this later), Rockline will incorporate links to all their social channels on every page to make it easier for visitors of the site to follow them. Also, Rockline will follow other influential individuals and groups within the community to keep the conversation flowing and stay relevant.

Rockline will also use organic and paid advertising on Facebook, Instagram, and YouTube to generate leads from individuals seeking truck driving opportunities. Companies nationwide, as well as globally, understand that in order to stay relevant and competitive they must exploit and seize every potential advantage the internet offers (Melanthiou, Pavlou, &



Figure 15. Rockline Ulti-Pro Social Media Ad.

Constantinou, 2015, p. 32). Because Rockline is just merging onto the internet highway, they will use Facebook Ads primarily to target individuals. Curran, Graham, and Temple (2011) insisted, social sites account for “more than 20% of online advertisements” with Facebook being the giant among them (p. 27). In fact, Svatošová (2012) emphasized, there are “only seven countries in the world where Facebook is not a market leader” (p. 9).

That said, Rockline will launch Facebook Ads using some banner ads and remarketing to increase website traffic and generate quality leads. Banner ads allow organizations/companies the opportunity to steer audiences back to a landing page, which in Rockline's situation would be their career page with the descriptions of available jobs and a link to an application page for the position on Indeed.com. Banner ads operate on **Pay-Per-Click** advertising on both Facebook and Instagram. Remarketing, on the other hand, allows organizations/companies the advantage of reinforcing impressions on visitors of their website. What remarketing will do is show Rockline's ads again to previous visitors of the site—who did not fill out an application—when they are searching elsewhere on the internet. But Curran, Graham, and Temple (2011) warned, that investing large marketing dollars on banner ads alone without targeting could be a waste since many people tend to ignore these type of ads (p. 29). The key with banner ads is to direct the appropriate ads to the right people because individuals on social sites do not want irrelevant and obtrusive advertising interfering with their personal time (Curran, Graham, & Temple, 2011, p. 29). Of course, a quick search will reveal that Facebook has a large community of truck drivers—the target audience. To reach this group, Rockline will use Facebook Pixel to target them and other relevant market audiences based on specific demographics. Similarly, Rockline will be able to target individuals who show an interest in things related to trucking, such as someone searching mud flaps or running board lights or individuals who belong to trucking websites with the aid of Facebook Pixel. (See Figure 16, a sample Facebook ad below).

Moreover, Rockline will attach the hashtag phrase #TruckersMakeItRight, which incorporates Rockline's new branding, throughout their social media campaign and it will be



Figure 16. Sample Facebook ad for Rockline drivers.

included in conversations on Ulti-Pro along with #PeopleMatter, #RocklineCares, and #PeopleWhoMakeItRight. Also, Rockline will incorporate the following campaign slogan in their advertising: *New Year, New You. Ring in the New Year with Family. Driving for Rockline is like coming home.* Likewise, as part of the **Pay-Per-Click** advertising campaign strategy Rockline will use Facebook lead ads, which, when clicked, will create a popup contact box with an individual's information (gathered from the person's Facebook contact information section) already filled in. This makes the contact between a potential candidate and Rockline a much smoother and quicker process, especially for mobile users.

Another part of their Awareness Strategy will consist of using Rockline's YouTube channel. While Rockline already has a YouTube channel set up, they only have one video, which was posted three years ago. Even though that video has over 900 views, the channel currently only has two subscribers. To increase the subscribers to 15 and build their channel, Rockline will create and post 3-4 videos a week during the thirteen-week campaign. These videos will feature company and employee recognitions, awards ceremonies, and community events. In addition, through company internal signage and Ulti-Pro postings Rockline will encourage employees to submit 1-2 videos of company events, which will be part of the contest mentioned above. Plus, to help the company achieve the goal of increasing their subscribers, Rockline will initiate a **Seeding Strategy** on YouTube. Seeding, which is the act of connecting with other internet users who will then share your content on their own social media sites, is one element among four that are necessary for a video to go viral (Mohr, 2014, p. 44). "[S]eeding to well-connected people," Mohr (2014) insisted, works the best because they "are more likely to participate in viral marketing campaigns" (p. 45). Rockline will attract influential individuals and groups, such as the American Cancer Society, United Way, and the Sheboygan County Chamber of Commerce with posts that feature events Rockline has sponsored for these organizations.

To reach the last goal of building brand awareness within the community and with drivers, specifically among Millennials (age 22 – 37) and Generation X (age 38 – 53), the campaign will highlight current employees' testimonials (specifically drivers) about company culture throughout their YouTube channel. Also, Rockline will feature a tips and tricks on driving segment, called **In and Outs | Driving for Rockline** (as part of their organic advertising) using current drivers' commentary on all things to do with driving, including safety, healthy eating, helpful hints on sleeping for night shifters, and so forth. With the **Ins and Outs** YouTube

segment, Rockline will hire a professional videographer to create short videos addressing Rockline culture and the job from current drivers' perspectives. To encourage current drivers to participate in and add commentary to the **Ins and Outs** segments, Rockline will have a contest—which all employees will vote on via Facebook—and the winner will receive company recognition, as well as 8 hours of paid time off (PTO)—for the best tip(s) given.

And finally, the last area Rockline will focus on to build brand awareness is updating their company website and adding a blog page where they will create and/or curate content for 1-3 blogs a week. While Rockline's website is functional and rather pleasant to look at overall, it is slightly dated and, in some places, sends the wrong message. Words matter, but in today's social movements environment images matter even more. A company, and their social media team must be very observant of what they put before others. Everything is examined and scrutinized for intentional or hidden messages, from a single word on a visual presentation to the color, font, spacing, or figure-grounding contrast on a webpage, to the images used on social platforms and blog pages. They all have meaning attached to them—whether the communicator realizes it or not. For example, on the **contact us** page, the image that is used will be change to an up-to-dated version where the phone and clothing reflect a professional situation, and the individual looks happy to help the inquirer, not aggravated as the current image portrays.

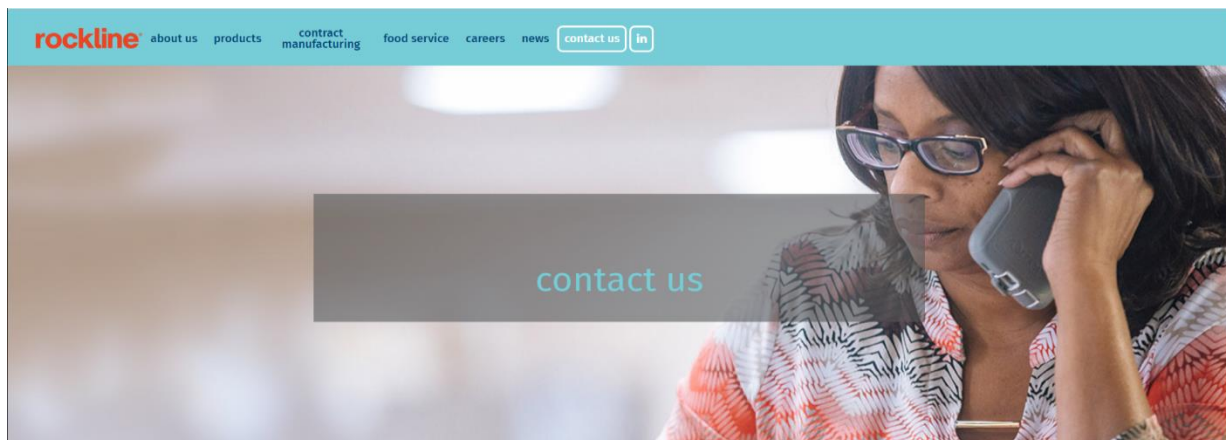


Figure 17. Rockline website *contact us* page (Rockline Industries, n.d.).

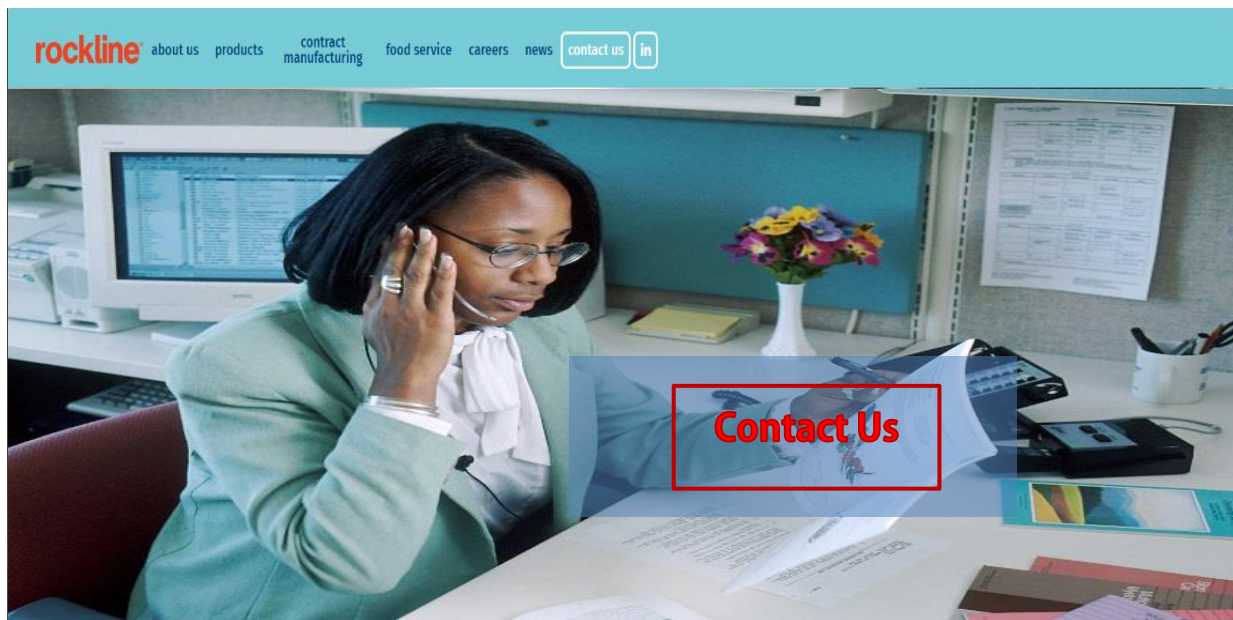


Figure 18. Example of new webpage image and call-to-action button.

In addition, a redesign of the layout will help individuals locate the information they need to fill out the form faster. By placing the address information and map on the left-side of the screen in a less prominent location and moving the inquiring section front and center, with the email and phone number details below, Rockline conveys to curious inquirers that they matter—one of Rockline’s key values. Svatošová (2012) observed, that “[a] company which gains a deeper insight into customer needs, perceptions, preferences and behavior, is undoubtedly at a competitive advantage” (p. 64). One of those customer needs is being able to locate the information they want in an instant. So, additionally, the Call to Action button “contact us” on the **contract manufacturing** page will be revamped by making it a clickable button and highlighting it by making it red. While many think red is associated with danger or caution because of the stop sign—and therefore, not a good call-to-action button color—that assumption could not be further from the truth. Indeed, red stands out and it “invokes passion, excitement, and urgency,” Geisheker and Monical asserted, (n.d.); more importantly, red is part of

Rockline's logo colors. Also, Rockline will add prominently visible social media buttons on all pages of their website.

Finally, Rockline will add a blog page on the company website that will be named, **We Have Filters**. This title has an obvious link to Rockline and their production of filters, but it also plays heavily on social etiquette, both online and off. The social media individual will create or curate content for one to three blogs posts a week regarding social, community, and employee issues, such as being environmentally responsible, about the Rockline community events and fundraisers, and employee successes using a diverse sampling of photographs, video, images, charts, and infographics. In other words, the blog will cover all things that relate to and reflect company brand building.

Relevant Publics & Audiences

Current Truck Drivers

Rockline's primary audience will consist of current CDL truck drivers who have been driving truck for a minimum of two years with an accident-free record and no DUI or license suspensions. The problem with this group is that many are getting out of the industry altogether, or they are finding themselves ineligible due to health issues. While they are the quick solution to the vacant positions Rockline is currently facing, this group is not a long-term answer, as they too will retire or look for more appealing hours in the future.

Millennials

Millennials – individuals between age of 22 and 37 – are the least likely group to seek out a truck driving career, but a group, nonetheless, that the industry is desperately trying to entice into strapping on their seatbelts. Millennials tend to be less driven by income and more drawn in by the degree of happiness the job offers them, and because of this Rockline is hoping to place a few in the driving seat with their RRITE values. But this group is extremely ambitious and if a company does not show them a clear path toward advancement they will move on to the next company, as they tend to be more loyal to a job rather than an employer (Moore, 2014). This could prove to be a setback when marketing trucking careers to Millennials because trucking tends to lean light on the career advancement trajectory. Despite their fickleness, this group is worth courting because they are quite large and diverse, plus they are often looking for something different than the traditional employment track.

Generation X Others

Generation X – individuals between age of 38 and 53 – tend to make up the driving pool already with the average over-the-road (OTR) driver being 49-year-old, the American Trucking Associations (ATA) reported, and the “private fleet drivers have a median age of 52 years old” (Costello & Suarez, 2015). However, Costello and Suarez (2015) stated, that two major demographics in this group are overlooked: women and minorities. Among Generation X truck drivers, ATA emphasized, that only “5.8% . . . are women” and “38.6% . . . are minorities” (Costello & Suarez, 2015). Today, women are empowered to embrace careers formally occupied by men. Furthermore, minorities have been moving steadily out of the larger cities into the smaller suburbs and cities for many reasons, which could benefit Rockline—both in Sheboygan and Morristown locations.

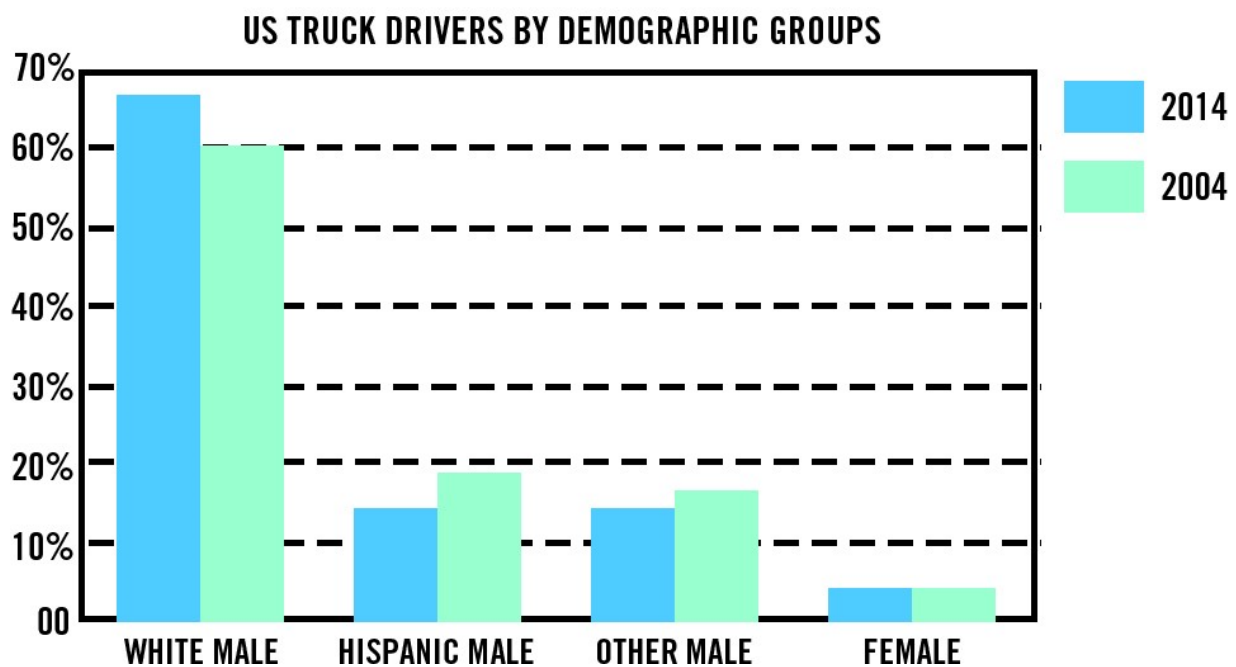
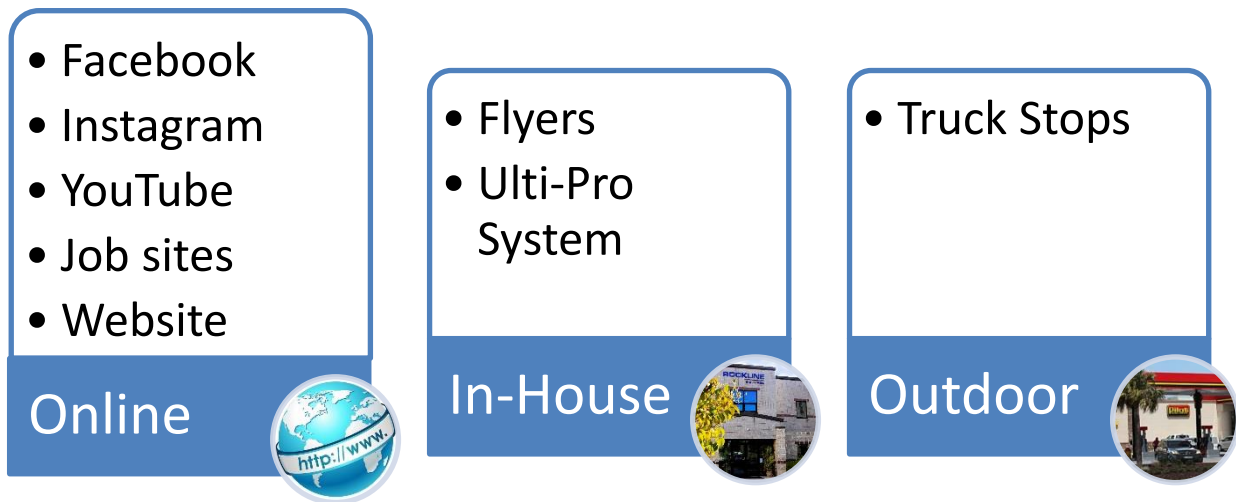


Figure 19. US truck drivers by demographic groups (Smith, 2017).

Rockline Employees

Rockline Industries, Inc. employees are extremely important for the *Likes* and *Follows* on the social media channels—Facebook and Instagram—and for the participation on the YouTube channel documentary and **Ins and Outs** segment. More importantly, they are the voice and faces of everything Rockline stands for, and if they do not have buy-in for a social media initiative then the rest of the community will not either. The employees are the community. And Rockline has always stood by their founders, Ralph Rudolph's ethical belief that people matter.

Media Choices / Communication Tools



Among all the media choices and communication tools for a campaign such as the one Rockline is embarking on, the choice of digital media seemed to be the most logical. In fact, Lal (2018) claimed, “success in digital marketing” is the product of a great “strategy” and the perfect “combination of tools used” (p. 4). Rockline’s headquarters’ facility has approximately 750 employees; and of those employees, a large majority have a cell phone on them throughout their work shift. They have the ability to be digitally connected to all social media channels and job sites via mobile. But they are not unique in their use of mobile; matter-of-fact, Lal (2018) believes, that there will be nearly “2.87 million smart phone users by the year 2020” (p. 4). Furthermore, these individuals are engaged with social media sites during their mobile use. The Pew Research chart below shows how often Americans interact on each different channel. (See Figure 20). Based on the data from Pew Research, Rockline’s strategy to use Facebook, Instagram, and YouTube is poised to be a success because it has the right elements of a successful digital marketing campaign. With over 2000 employees, Rockline hopes to gain 25% in follows and likes, and engage in conversations on all their digital channels.

Among the users of each social media site, the % who use that site with the following frequencies

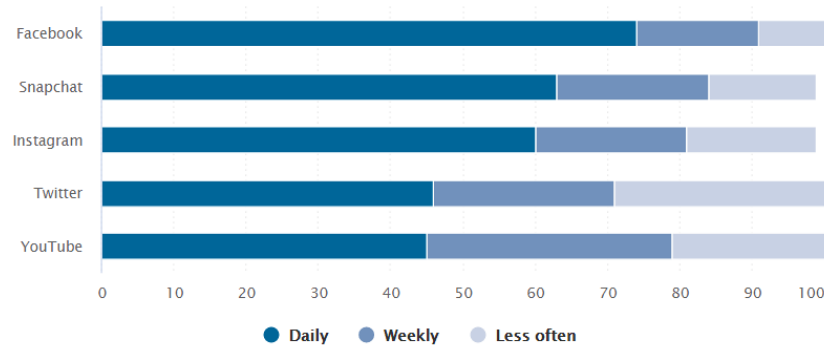


Figure 20. How often Americans use social media sites (Pew Research Center, 2018).



Facebook

At the onset of this campaign proposal, Rockline Industries had a sparse Facebook page for their company. Indeed, the first post was made on March 6, 2018; and between March and October, Rockline had less than 50 post on the site. Since then, in just under two months, they have surpassed the 50 mark and nearly reached 60 posts with the most recent being Thanksgiving Day, as see here in Figure 21. That said, their engagement is still lacking with only 239 people liking the page and a mere 247 people following it.

Because they are still just wetting their feet in the social pool, starting out with the one channel that will reach the largest audience was an important choice.



Figure 21. Rockline Facebook post. (Rockline Industries, 2018).

Ballings, and Van den Poel (2015) pointed out, that “Facebook has grown one of the world’s largest user bases” and within that user base is an expansive truck driver community (p. 248). Certainly, Facebook is a must for any organization who is looking to recruit truck drivers; in fact, Randall Reilly (2018) observed that “79.9% of company drivers” use Facebook regularly via mobile. Plus, Melanthiou, Pavlou, and Constantinou (2015) noted, that the site “has more than one billion active users worldwide” (p. 32). Equally important, is that the age demographics of Facebook, as stated by Curran, Graham, and Temple (2011), consists largely of individuals “18 – 24 and 25 – 34”, the campaign’s target audience (p. 27). Plus, Facebook allows users to experience the service at no charge, even though “its business model is based on advertising” (Ballings & Van den Poel, 2015, p. 248). With 750 employees in the Sheboygan facility and 250 in the new Morristown facility, Rockline hopes to gain followers and gather likes quickly to spread the messaging they need drivers. Thankfully, “social networking sites have the advantage of precise targeting options” (Svatošová, 2012, p. 6), but “the right advertisement” Ballings and Van den Poel (2015) insisted, “has to be delivered to the right user at the right time” (p. 256). Luckily, Facebook Pixel assists in getting the message to the right audience at the right time.

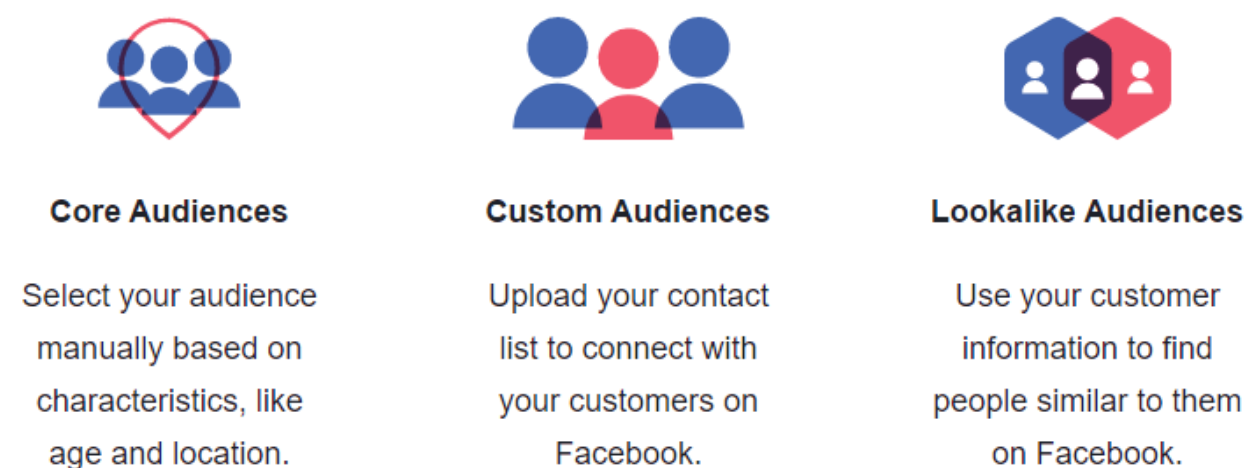


Figure 22. Facebook advertising audience (Facebook Business, n.d.).



Instagram

Likewise, Rockline has zero presence on Instagram. But as indicated in the Pew Research (2018) graph above, daily use is roughly 58% and one's weekly use is just over 80%. Indeed, Instagram has become very popular among Millennials and Generation X groups, particularly because the site is a visual content site. Data collected in July 2018 by Statistic (2018) illustrated that 15% of female users and a slightly higher percentage of males, ranging from 18 – 34 were “global active Instagram” users. However, data on these visual content platforms and the impact they have on “their primary mode of communication,” Anagnostopoulos, Parganas, Chadwick, and Fenton (2018) argued, is in the infant stage of being collected and analyzed (p. 414). That said, as a newbie on the scene of social platforms, Anagnostopoulos et al. (2018) asserted, “Instagram has attracted more than 700 million active users” making it an obvious choice for any brand, but especially perfect for Rockline who aims to display their values through images and videos to the public (p. 417).



YouTube

Posts on YouTube about Rockline tend to be between 1 – 11 years old with the exception of three videos. As of this writing, one video was posted as early as seven months ago, while another was posted nine months ago, and the most recent one was posted on November 13, 2018. Several videos are created by Alex Zacarias, who has nearly two thousand subscribers, which is great for a seeding strategy point-of-view; however, Zacarias does not create videos of Rockline

solely. In fact, he has a series called All Stars which also features some of Rockline's competition such as Georgia-Pacific. More importantly, these competitor videos show up in a Rockline YouTube search. As for video popularity, two videos about Rockline managed to get 1K (a Zacarias creation) and 2K (Rockwell Automation video) views respectively, however, most of them range in the mid-to-lower hundreds. Despite the number of videos containing Rockline as the subject matter, their actual YouTube channel has one video and only two subscribers, as seen below.

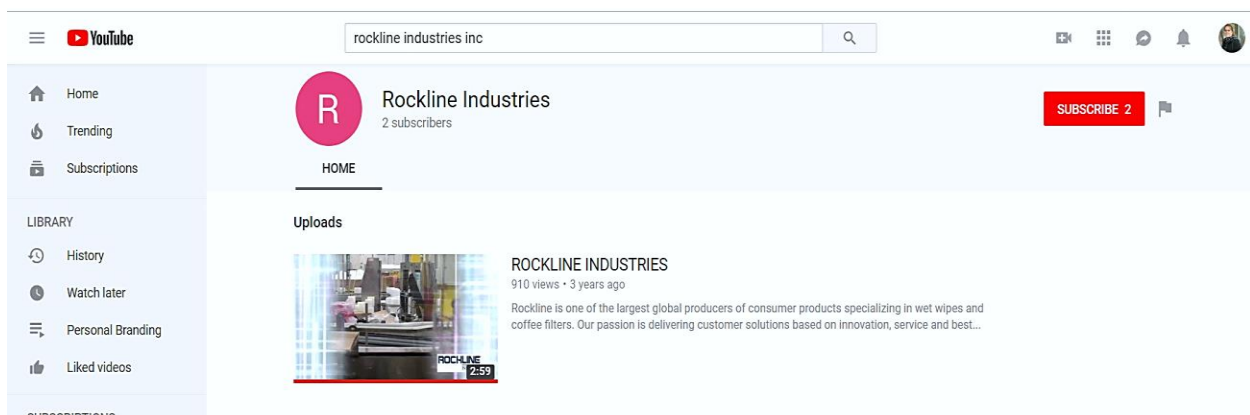


Figure 23. Rockline Industries YouTube channel (YouTube, 2015).

Still, YouTube is another social site, according to the Pew Research (2018) graph where usership is on the higher side. Daily usage sits around 45% with weekly hovering near 80% (Pew Research, 2018). Furthermore, as quoted in Smith and Anderson (2018), Pew Research Center data shows that YouTube “is now used by nearly three-quarters of U.S. adults.” Among them are truck drivers. Below, the two Randall-Reilly graphs created from the Truckers News 2016 Connectivity Study show how truck drivers use YouTube—the first, Figure 24, is the popularity ranking of all the social media channels among truck drivers; the second, Figure 25, is the ranking by platform of where drivers get their information about the industry:

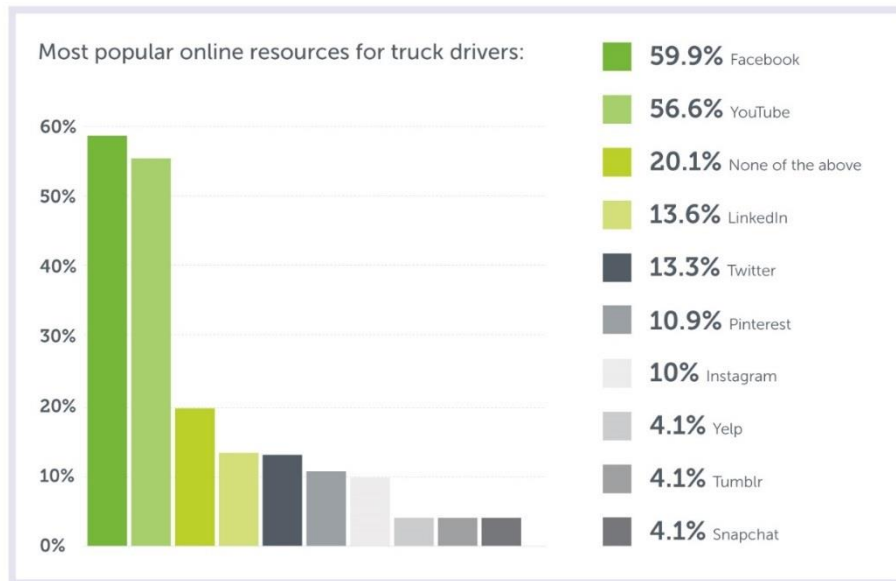


Figure 24. Truck Driver social media use by platform 2016 (Miller, 2017).

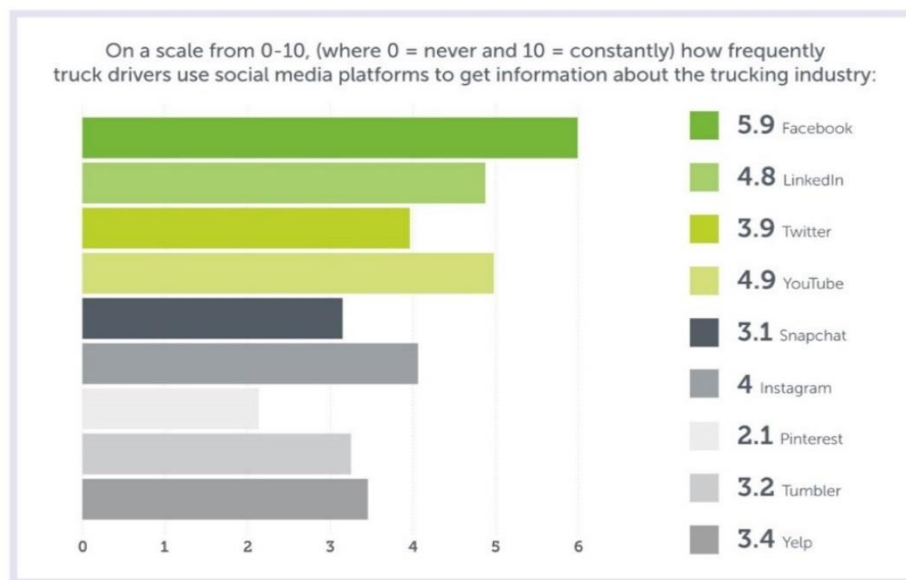


Figure 25. Truck driver social media use frequency by platform (Miller, 2017).

So, strategically speaking, Rockline will use YouTube, “to stimulate and capitalize on word-of-mouth (WOM) behaviors,” as Mohr (2014) suggested, through their use of a seeding strategy to share and grow their message that Rockline is a great place to work as a truck driver and “encourage users to pass it on to other users, creating a potentially exponential growth in the message's visibility and effect” (Mohr, 2014, p. 43).

MONSTER Monster.com

According to the *About* Monster page, on an average, there are “29 Resumes uploaded, 7,900 Jobs searched, [and] 2,800 Jobs viewed” on their site every 60 seconds globally (Monster.com, n.d.). Monster has been in business for twenty-plus years, growing from a mere online job posting site to a globally innovation job sourcing online web source (Monster.com, n.d.). What that means is that Monster.com offers services such as Talent Acquisition that helps employers find the right qualified individuals rather than the employer searching through numerous resumes to eliminate unqualified or undesirable candidates (Moster.com, n.d.). Also, Monster.com’s innovative technology offers Talent Management tools, which includes an “Applicant Tracking and Onboarding” process that directly targets the appropriate audiences and accelerates the hiring process and helps it run smoother (Monster.com, n.d.).

ETJ

While everytruckjob.com (ETJ) is not accredited by the Better Business Bureau they have been in business for 17 years with the same creator and President, Mark Reidenbach. Furthermore, according to their website, they have had over “5 million” truck driving opportunities that were applied for in that time with 1,400 trucking companies that list jobs with them (ETJ, n.d.). The job site works effectively for both the job seeker and the company in that it gives the seeker an option to have their information sent to companies who are looking for individuals with their qualifications. The website, ETJ then connects potential employee and company to one another, which taking hours out of searching on the applicant’s part and waiting on the employer’s side. The only downside to this process is if several other companies in

Rockline's geographical location are looking for drivers and are using ETJ as well. Currently, however, that does not seem to be a large concern because Walmart happens to be the only company actively hiring that uses the site.

rockline Company Blog

people who make it right

A company blog that focuses on quality content over quantity is a company who knows how important content marketing is to their brand's success; and thus, is something that should be included within their strategic plan. But setting up a blog and creating or curate content that reflex one's brand is simply not enough. Tracking return on investment (ROI) is vital, especially when the social media manager has a plethora of other media channels to attend and manage. Thus, having a clear picture of what the blog's intended function is and what the company wants to achieve with it must be at the forefront. In Rockline's case, generating new leads that translate into new hirers is the number one priority. To accomplish this, Rockline will showcase their facilities and the communities that surround them, especially the Sheboygan and Sheboygan Falls facilities, and the new Morristown location.

In-House

Flyers

Flyers throughout the company's Sheboygan and Sheboygan Falls facilities is a great way to catch the immediate attention of employees who might not otherwise see communications from Rockline. By posting information on the information board located at the manufacturing floor entrance of both the filter and wet wipe side of the Sheboygan plant, as well as in the locker

rooms, the lunch room, and in the computer lab of both facilities' locations the likelihood of an employee missing the information is diminished. Of course, these flyers will need both an offline and online call to action to make them successful. "Digital marketing," Lal (2018) insisted, is certainly possible "using both online and offline media of communication", especially if the offline media is directing the individual to an online form (p. 1). To be effective, however, the flyers must be bright and colorful, but not obnoxiously loud. The key to a victorious campaign flyer is to have the right amount of color with a reader-friendly (from a distance) font that has enough spacing and figure-grounding contrast to be attention-grabbing. In other words, it must use the KISS philosophy: Keep It Simple Silly.



The Ultimate Software System is basically a HR, payroll, and employee software management system all rolled together. This system is used by numerous corporations to streamline and manage employee information in the cloud. A company can disseminate information regarding the company and employees on its home page, it has pages to connect the employee with information concerning their payroll, benefits, time punches, disciplinary points, and a gamut of other options. In addition, it offers an area for employees to access available positions throughout the company in all their locations. Plus, there are areas where a company can announce employee milestones such as graduations of levels, anniversaries, and birthdays.

Furthermore, the program offers the company a place to catalog all necessary training classes for employees, as well as learning videos that employees must engage in as part of their training progress. See Figure 26 for a current screenshot of Rockline's Ulti-Pro homepage.

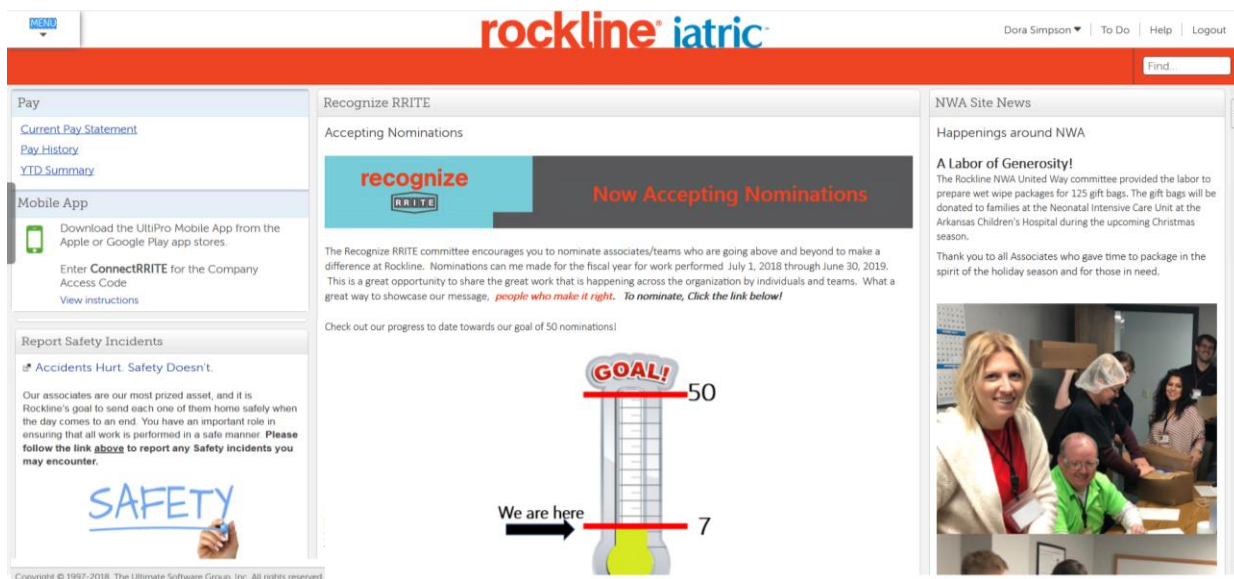


Figure 26. Rockline Industry Ulti-Pro homepage. (Rockline Industry, 2018).

Because all employees must access the program to enter their payroll deduction elections and select their health care options, as well as access their training classes and learning plans, Ulti-Pro is the perfect media channel for promoting Rockline's social media hiring campaign. Equally important, is that all employees have the option, and are encouraged to check their Ulti-Pro page at work while on the clock. So, Rockline advertising their social media channels, and more specifically, their truck driving campaign on Ulti-Pro does not intrude on an employee's personal time, nor is it completely unrelated to them as Curran, Graham, and Temple (2011) warned against (p. 29). Plus, Svatošová (2012) believed, individuals "are tired of traditional communication tools"; encouraging interaction while paid is anything but traditional (p. 64).

Outdoors



Truck Stops

Advertising through truck stops is an additional step in the seeding strategy for hiring truck drivers and getting the company recognized as a leading brand who cares about their people—their drivers, in this case. This advertising venue will supplement the efforts of Facebook and Instagram. Hopefully, by affiliating with these companies, Rockline will draw a larger following on Facebook, and gather more likes and comments. Although, Anagnostopoulos et al. (2018) argued, that likes on Instagram (and on Facebook) offer no “verbal expression”, whereas leaving a comment on a post involves an “expression of a textual opinion” making the comment far more engaging because it takes more effort on the commenter’s part “to directly respond to organisational messages” (p. 419-20). Nonetheless, having “well-connected people,” as Mohr (2014) pointed out, is one of the steps to having a video or post go viral (p. 44). That said, Pilot and Flying J’s Facebook following is immense compared to Rockline’s. On Facebook, “236,122 people like” their page and “224,856 people follow” them (Pilot Flying J, 2018). Love’s, on the other hand, does not have as many people liking or following their Facebook page as Pilot Flying J; still, with “79,283 people lik[ing]” their page and “77,474 people follow[ing]” them, it is a substantial amount of people comparatively (Love's Travel Stops & Country Stores, 2018). Likewise, TA only has “21,315” likes and “21,000 people” following, but that is thousands of potential followers for Rockline (TravelCenters-TA-Petro, 2018).

Cost

Digital Media Campaign Proposal Estimated Cost	
Salary	\$3,625
<ul style="list-style-type: none"> \$12.50/hr. at twenty hours a week for 14 weeks Incidentals and overtime (if necessary) Blog on company website 	
Organic advertising	\$360
<ul style="list-style-type: none"> Hire professional videographer to video, edit, and produce documentaries 12 hours at \$30/hr., based on national averages found on Indeed.com (2018). 	
Paid advertising	\$1,500
<ul style="list-style-type: none"> Facebook banner ads and remarketing <ul style="list-style-type: none"> * Cost-per-click (CPC) – \$1000 * Cost-per-thousand impressions (CPM) – \$340 400 impressions per day for 12 weeks * Facebook Pixel - \$0 Comes with Facebook advertising Instagram <ul style="list-style-type: none"> * Cost-per-thousand impressions (CPM) – \$126 300 impressions per day for 12 weeks 	
Data Analytics	\$348
<ul style="list-style-type: none"> Use Hootsuite Professional plan will cost \$29/month Based on annual billing (Hootsuite Media Inc., 2018). 	
Job Posting	\$375
<ul style="list-style-type: none"> Monster.com website 30-day subscription 	
Miscellaneous expense	\$292
Estimated Total Budget Cost	\$6,500

These expenditures for the campaign will be paid over the course of the campaign as they are necessary with a few exceptions. For instance, the largest portion of costs—salary—will be paid out as all other payroll, bi-weekly; while the videographer will be paid a deposit at the time of the consultation with the balance due upon completion and review. Facebook and Instagram's paid advertising can be budgeted on a daily or weekly limit basis, which mean these funds will then be paid accordingly (daily or weekly). However, if expenditures are designated in a lump sum—allocating the full CPC budget of \$1000 over the life of the campaign—then these funds will be paid at the end of the campaign. In addition, both Hootsuite and Monster.com expenditures will need to be paid when the services are initiated. And finally, all miscellaneous expenses will be paid out as appropriate when they are incurred. Fortunately, Rockline already has an allocated budget for hiring employees, and some of those funds can be redirected toward the truck driver hiring campaign. Furthermore, if one campaign strategy proves more effective, and thus cost efficient based on results, over another then funds can be redirected or decreased depending on the circumstances.

Timeline

The Truck Driver Hiring Campaign will run from December 10, 2018 through March 11, 2019 for a total of 13 weeks. However, because the demand for drivers, especially in the Sheboygan area, is extremely time sensitive, Rockline will set in place the infrastructure necessary to run the campaign immediately. Of course, the following timeline is a fluid guideline in that things unforeseen often happen, and here to keep forward movement so that the company does not miss set goals. All tasks will be evaluated throughout the 13 weeks.

December 3, 2018 thru December 7, 2018	<ul style="list-style-type: none"> • Start Social Media team member in Sheboygan location • Create 2 In-House flyers: <ul style="list-style-type: none"> ◦ Flyer 1 - Truck Driver hiring need and referral notice (revamp & include online option) ◦ Flyer 2 - Social Media initiative with up-coming contests to be announced • Write 3 truck driver positions postings for each jobsite website • Create 3 Ulti-Pro postings: <ul style="list-style-type: none"> ◦ Post 1 - Announce the need for Truck Driver and the forthcoming hiring campaign ◦ Post 2 - Social Media invite to all employees ◦ Post 3 - Weekly contribution contest announcement • Purchase & set up Hootsuite Analysis tool • Announce Ins & Outs concept to driving team <ul style="list-style-type: none"> ◦ Get volunteers for 12 Ins & Outs segments ◦ Schedule all Ins & Outs segments • Hire videographer / video company • Incorporate Team Leaders in information distribution — Announcement of campaign steps
December 5, 2018	<ul style="list-style-type: none"> • Collect old flyers & redistribute new ones throughout both facilities • Add Post #1 to Ulti-Pro in unison with the distribution of new flyers • Open Instagram account and write Bio, About, and Contact information • Setup business account on Facebook and install Facebook Pixel settings
December 6, 2018	<ul style="list-style-type: none"> • Add Post #2 on Ulti-Pro by Thursday, December 6th • Team Leaders announce new flyers, social media invite, and Ulti-Pro postings in daily meeting
December 7, 2018	<ul style="list-style-type: none"> • Add Post #3 on Ulti-Pro by Friday, December 7th

December 10, 2018	Campaign Kick-Off <ul style="list-style-type: none"> • Introduce Videographer to truck drivers • Upload new job postings to all job websites • Create Facebook post announcing truck driver need <ul style="list-style-type: none"> ◦ Follow Pilot Flying J, TA, and Love's Truckstop Facebook pages • Create 1st Instagram post acknowledging new member status • Upload Rockline YouTube video to Instagram
December 11, 2018 thru December 14, 2018	<ul style="list-style-type: none"> • Create 2 additional Facebook posts focusing on upcoming community sponsored events • Create Instagram post featuring photographs of Christmas preparations around the community • Create 3 videos of employee interactions or recognitions & upload to YouTube • Update Company Website • Add company webpage Blog • Create/curate content for initial blog • Evaluate social media and online jobsite performance daily for initial activity success/failure <ul style="list-style-type: none"> ◦ Make adjustments with postings on jobsites, Pixel targeting setting, ect. if need be
December 11, 2018	<ul style="list-style-type: none"> • Contact truckstops regarding truck driver campaign & inquire about in-house job postings
December 12, 2018	<ul style="list-style-type: none"> • Video all Ins & Outs segment (depending on videographer's schedule)
December 13, 2018	<ul style="list-style-type: none"> • Post reminder on Ulti-Pro about first week contest deadline • Team Leaders employees about Rockline's new social media sites and the contest deadline
December 14, 2018	<ul style="list-style-type: none"> • Evaluate social media and online jobsite performance for initial week activity success/failure • Choose contest winner for each category (best photo, post, video) contribution <ul style="list-style-type: none"> ◦ Post contest winners' names on Ulti-Pro and on job board and in lunchrooms of all sites * Use HR/Leadership at all locations other than Sheboygan for postings & video content creation
January 2, 2019	<ul style="list-style-type: none"> • Hire 1 full-time 12 hr. rotating night shift CDL driver for Sheboygan/Sheboygan Falls route • Hire 1 full-time 3rd shift CDL driver for Sheboygan/Sheboygan Falls route
January 4, 2019	<ul style="list-style-type: none"> • Check YouTube Subscribers - goal is an increase of 4 subscribers to equal 6 total
January 15, 2019	<ul style="list-style-type: none"> • Hire 1 additional full-time 12 hr. rotating night shift driver for Sheboygan/Sheboygan Falls route • Hire 1 full-time regular day shift driver for Morristown facility
March 1, 2019	<ul style="list-style-type: none"> • Hire 4 additional full-time regular day shift drivers for Morristown facility
February 1, 2019	<ul style="list-style-type: none"> • Check YouTube Subscribers - goal is an increase of 4 more subscribers to equal 10 total
March 1, 2019	<ul style="list-style-type: none"> • Check YouTube Subscribers - goal is an increase of 4 more subscribers to equal 14 total

December 17, 2018 thru March 11, 2019	<ul style="list-style-type: none"> • Continue to create 1-2 posts a day for Facebook <ul style="list-style-type: none"> ◦ Interact on Pilot Flying J, TA, and Love's Facebook pages and integrate them into Rockline posts • Continue to create 1-2 posts a day for Instagram <ul style="list-style-type: none"> ◦ Take or collect photographs of events and employees for social media posts • Continue to post 3-4 videos a week on YouTube <ul style="list-style-type: none"> ◦ Create or acquirer videos for YouTube posts • Upload 1 tips and tricks video a week on YouTube for the Ins & Outs segment • Continue to choose a winner each week for the photo, post, and video entries and post the names <ul style="list-style-type: none"> ◦ Continue to use Ulti-Pro to promote and remind employees of contests and job postings ◦ Encourage employee to submit videos featuring company events - Post 1-2 videos per event <ul style="list-style-type: none"> * Post 1-2 videos per event from employees • Evaluate social media and online jobsites performance for activity success/failure weekly <ul style="list-style-type: none"> ◦ Make adjustments with postings on jobsites, Pixel targeting setting, ect. if need be • Continue to create/curate content for 1-3 blogs a week
March 11, 2019	<ul style="list-style-type: none"> • Reach an increase of social footprint by 25% total

Throughout the campaign and at the end, all evaluations and data gathered will be submitted to Rockline's Hiring Manager, Karen Rohde. She will evaluation all aspects from successes to failures and determine what strategies will be adopted for future hiring campaigns. Furthermore, Karen Tresp, Rockline's Human Resources Assistant, will evaluated the social media team member's progress and growth throughout the fourteen weeks they are onboard at Rockline, and make a recommendation to continue or terminate the position based on the company's future needs and value added to Rockline.

Evaluation Process

Measurement Tools

Initially, Rockline will use “Campaign-Focused Metrics”, which, as Patel (2018) explained, tracks the success of a campaign from its onset to its conclusion. The metrics or actions one should consider measuring in a digital campaign, Gharis and Hightower (2017) noted, are “engagement (clicks, likes, shares, comments), message movement (clicks, impressions, and views over time), conversation index (ratio of number of comments received to number of posts), and influence of the messenger (Klout scores)” (p. 1). However, based on Rockline’s goals the metrics they will specifically focus on, as detailed by Patel (2018), are “volume, reach, exposure, and amplification” to measure where the company stands on their goal to build community and driver awareness. In addition, to gauge whether the company is meeting their goal of a 25% increase in their social footprint, the metrics Patel (2018) suggested one use to measure the level of engagement include, “comments, replies, and participants.” In Rockline’s situation, that would include how many employees are engaged with the social platforms and in what capacity. “Engagement,” however, Solis (2011) declared, “is more than just setting up a blog and letting viewers post comments; it’s more than just having a Facebook profile and having others write on your wall . . . [it is] “less about talking at people and more about collaboration and movement” (p. 289-90). In other words, it’s a two-way communication tool to be nurtured even after its fully developed.

Finally, to insure Rockline meets and fulfills their main goal of hiring truck drivers, they will “track URL shares, clicks and conversions” (Patel, 2018), to measure whether traffic on their social sites is being driven to their website, and then acted upon. Then to evaluate the results thereafter of these metrics one must have tools to conduct the measuring.

Indeed, in order to measure the success of the posts and ads created on Facebook and Instagram, Rockline will use both Facebook Analytics and Google Analytics as their **measuring tools**. Facebook Analytics will be able to provide “funnels to measure conversion, cohorts to measure behavior over time, and demographics and segments to better understand particular audiences” (“Facebook analytics,” n.d.). Google Analytics, Farney and Tonyan (2016) explained, will generate several “Social reports” specifically tracking users click and conversion-rates from “a social media website” to Rockline’s website (p. 39). Plus, Facebook Pixel will supply a measurement of Rockline’s page performance. However, Farney and Tonyan (2016) warned, a company could be “missing out on crucial data” if they rely solely on Facebook or Google Analytics. For that reason, Rockline will purchase a one-year subscription of Hootsuite’s Data Analytics, which will be able to track and measure all social media channels and develop a full report on performance in one location. By using Hootsuite, Rockline will be able to track the success or failure of the YouTube channel’s **In and Outs** campaign with real-time reports which will allow them ample time to make adjustments if need be during the thirteen-week campaign. Furthermore, they will be able to track the leads that their online job boards such as LinkedIn, Indeed.com, GlassDoor.com, and Monster.com are generating so that they can adjust the verbiage of the ad or withdraw from the site entirely, which they will then allocate remaining funds to other areas of advertising that are working.

For In-House measuring tools, Rockline will be able to physically track all in-person inquiries and referrals, while the previous mentioned Analytics will track the online inquiries and referrals. The Ulti-Pro system has its own built-in analytics, which will generate an employee’s activity on the site; in fact, according to Ultimate Software (n.d.), the company can “pull data across all areas . . . to capture key metrics in an instant.”

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