Lessons Learned from the Outreach Efforts During the Off-Hour Delivery Program in New York City

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Purpose

- Describe key lessons learned from the institutional coordination and outreach effort from the implementation of Off-Hour Deliveries (OHD).

- Present critical points to consider during the OHD outreach process.
OHD Outreach Process
Preparing for Outreach

- Without **proper outreach**, implementation will be a major challenge.
- The level of effort for outreach is significant: meetings, field visits, phone calls and other coordination efforts are time consuming and should be managed with the business sector in mind.
- Having dedicated staff for outreach is essential.
- Outreach efforts should include:

  - Education
  - Recruitment
  - Stakeholder Engagement
Suggested Outreach Approach

A. Line up incentives: get public sector on-board before engaging the industry

B. Select target industry sectors

C. Engage stakeholders: business groups, associations, leading companies

D. Advertise: marketing and branding

E. Recruitment: a) target industry leaders; and b) engage large companies that have man power to help recruit

F. Implementation

G. Evaluate and enhance program
A. Line Up Incentives

**Purpose:** To get the public sector on-board before engaging the private sector - the success of OHD largely depends on incentives to receivers.

All necessary public agencies must support the incentives to be offered to avoid confusion among the business community.

**Types of incentives:**
- one-time payments,
- tax breaks,
- shipping discounts,
- public recognition,
- business support services.
B. Selecting Target Industry Sectors

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B. Selecting Target Industry Sectors

- When implementing OHD, it is important to understand the freight trips attracted and produced by the various industry sectors so the right sectors can be targeted.

- Working with selected sectors will target outreach efforts and solutions can be tailored to their industry.

- Focus only on key industry sectors
  - Easier to tailor solutions for each of the participants
  - Many of the carriers and receivers can help spread the word about the program within their sector
C. Engage Stakeholders

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C. Engage Stakeholders

- Include a wide spectrum of groups, including:
  - Public sector agencies
  - Private sector
    - Carriers, Shippers and large chain businesses
    - Trade groups, Business Improvement Districts, and Chambers of Commerce
  - Receivers
  - Community
NYC Industry Advisory Group (17 members)

- **Associations**
  - Food Industry Alliance of New York State, Inc.
  - NYC Hospitality Alliance
  - New Jersey Motor Truck Association
  - New York State Restaurant Association

- **Companies**
  - Sysco
  - Whole Foods Market
  - Dunkin' Donuts
  - Freshdirect
  - Millenium Hilton
  - Duane Reade
    - Part of the Walgreens family of companies.

- **Business Improvement Districts**
  - Grand Central Partnership
  - 34th Street Alliance
  - Downtown Alliance
D. Advertising, Marketing and Branding

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D. Advertising, Marketing and Branding

- A smart marketing campaign is necessary to reach the target audience, disseminate benefits, and gain public support.
- Develop a catchy and memorable slogan, and a logo that is easily understood and recognizable.
- NYC program called, ‘NYC DeliverEASE’
E. Recruitment

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G. Evaluate and enhance program
E. Recruitment

- Recruit well respected industry leaders or icon businesses.
- Reach out to shippers, carriers, receivers of all business sizes as well as trade groups.
- Two-pronged approach for large carriers/shippers:
  - Initial contact by large carrier/shipper to receiver.
  - Follow-up by outreach team if receiver is interested, to provide more detailed information.
Project Participants (Selected)

- DUANEreade™ Part of the Walgreens family of companies.
- InterContinental Hotels & Resorts
- Oli'va Food Market
- The Waldorf-Astoria
- Hilton Hotels & Resorts
- The Chefs Warehouse
- GEORGETOWN CUPCAKE
- Whole Foods Market
- New York State Restaurant Association
- CVS pharmacy
- The Beverage Works
- Gristedes Supermarkets of New York
- GAP
- Good things come from Sysco
- Wakefern FOOD CORP.
F. Implementation

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A. Line up incentives: get public sector on-board before engaging the industry

G. Evaluate and enhance program
F. Implementation

- Work closely with participants to ensure that all questions are answered and that they feel comfortable in shifting to OHD.
- Provide businesses with the resources they require to be successful
- Offer flexibility
  - Businesses may not be able to participate on the same schedule
G. Evaluate and Enhance Program

Duration of Implementation

A. Line up incentives: get public sector on-board before engaging the industry

B. Select target industry sectors

C. Engage stakeholders: business groups, associations, leading companies

D. Advertise: marketing and branding

E. Recruitment:  
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F. Implementation

G. Evaluate and enhance program
G. Evaluate and Enhance Program

- Regularly monitor to ensure goals and objectives are being met.
- Continue engaging stakeholders throughout the process.
- Make enhancements as suggested by the stakeholders and participants.
Conclusions
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- Do not overlook the level of effort needed for outreach efforts – a dedicated staff will be needed
- Develop the incentive structure at the onset of the project
- Recruit ‘icon’ businesses
- Find ‘champions’ within businesses that will serve as the person to push the idea forward within the company is essential to recruitment.
- Focus most financial resources on the receivers
- Defining an effective marketing strategy
- Garnering support from high-level civic leaders fosters acceptance.
Thanks!

Questions?

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