

INDIVIDUAL SUBMISSION ENTRY FORM

Please copy and complete this form for each entry.
Create a separate document for answering the five questions below.

Check only ONE entry classification below:

- | | |
|--|---|
| 1. AAPA Awareness Initiative Messaging _____ | 8. Overall Campaign <input checked="" type="checkbox"/> _____ |
| 2. Advertisements – Single _____ | 9. Periodicals _____ |
| 3. Advertisements – Series _____ | 10. Promotional/Advocacy Material _____ |
| 4. Annual Reports _____ | 11. Social/Web-Based Media _____ |
| 5. Audio-Only Presentations _____ | 12. Special Events _____ |
| 6. Directories/Handbooks _____ | 13. Videos _____ |
| 7. Miscellaneous _____ | 14. Visual-Only Presentations _____ |
| | 15. Websites _____ |

Please check the appropriate box.

CATEGORY 1 CATEGORY 2 CATEGORY 3

Entry Title PORT OF MONTREAL 'TRADING WITH THE WORLD'
 Name of Port PORT OF MONTREAL
 Port Address 2100 PIERRE-DUPUY AVE., WING 1, MONTREAL, QUEBEC H3C 3R5 CANADA
 Contact Name/Title YVES GILSON, MARKETING MANAGER
 Telephone 514-283-6976 Email Address gilsony@port-montreal.com

On separate paper, FIRST write a short, descriptive summary of your entry, THEN, in as much detail as needed, specifically address each of the following five questions and number your answers. Your answers equal 50% of your score.

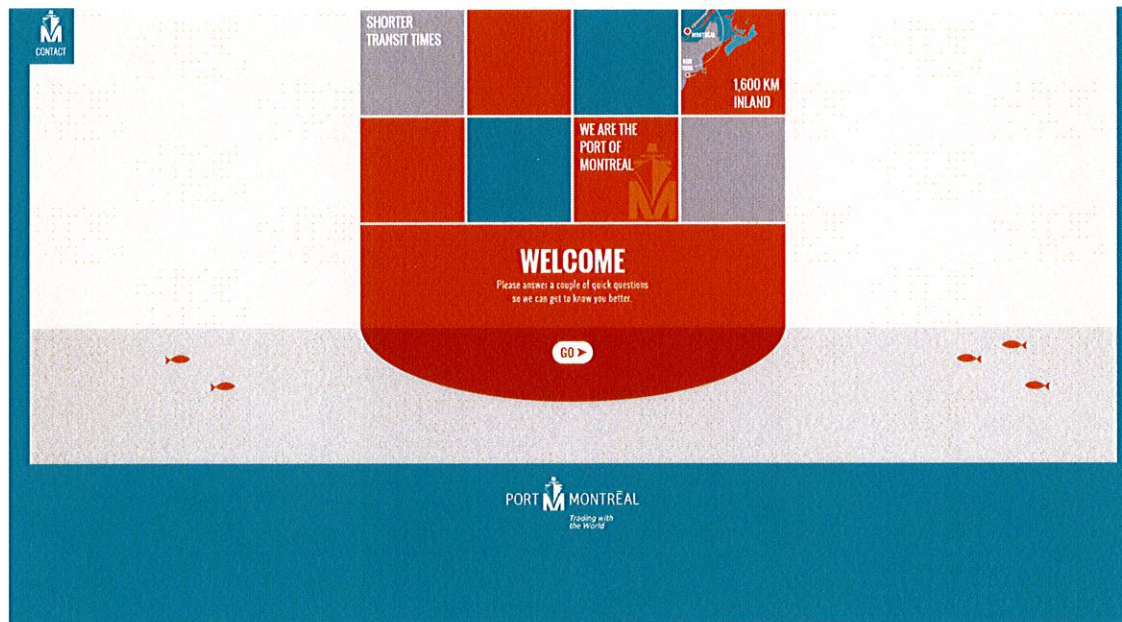
- What are/were the entry's specific communications challenges or opportunities?**
 - Describe in specific & measurable terms the situation leading up to creation of this entry.
 - Analyze the major internal and external factors needing to be addressed.
- How does the communication used in this entry complement the organization's overall mission?**
 - Explain the organization's overall mission and how it influenced creation of this entry.
- What were the communications planning and programming components for this entry?**
 - Describe your overall goals or desired results.
 - Describe your objectives and list specific, measurable milestones needed to reach your goals.
 - Identify your primary and secondary audiences in order of importance.
- What actions were taken and what communication outputs were used in this entry?**
 - Explain what strategies were developed to achieve success and why these strategies were chosen.
 - Specify the tactics used (i.e., actions used to carry out your strategies).
 - Detail the implementation plan by including timeline, staffing and outsourcing used.
- What were the communications outcomes from this entry and what evaluation methods were used to assess them?**
 - Describe any formal/ informal surveys used, or anecdotal audience feedback received, that helped in evaluating the success of this entry.
 - If possible, explain how this entry influenced target audience opinions, behaviors, attitudes or actions.

2015 AAPA COMMUNICATIONS AWARDS PROGRAM

Port of Montreal 'Trading with the World' Overall Campaign Entry Statement

Summary Statement

The Port of Montreal's 'Trading with the World' campaign is a key component of its strategic plan to promote the port on an international scale. We are employing a wide range of bilingual (English and French) business communications and marketing tools, including print advertisements, web banners, targeted E-blasts, a B2B web platform designed specifically for business customers, videos and social media (LinkedIn), all with the same look and feel, as part of a comprehensive overall campaign designed to help key decision-makers in the shipping, maritime and logistics industries better inform themselves about the distinct advantages that the Port of Montreal has to offer when it comes to moving their cargo worldwide.



Communications Challenges/Opportunities

Situation Analysis:

The Port of Montreal is a major international port that welcomes each year more than 2,000 ships carrying some 30 million tonnes of highly diversified cargo to and from all parts of the world. Located 1,000 miles inland, Montreal is the closest international container port to North America's industrial heartland. It is among the top 100 container ports in the world. Yet, the Port of Montreal remains one of the 'best-kept secrets' in the industry, and is relatively unknown in emerging markets in Asia and Latin America.

The Port of Montreal uses every opportunity possible to deliver key messages that it is an international port that trades with the world. Increasing awareness about the port for clients, potential clients and partners is one of our main communications challenges.

Problem Statement:

Dispersed throughout the world and pressed for time, shippers and logistics experts are a difficult group to reach. They need fast, simple and quick access to information that is relevant and pertinent to them.

In a world where ports are so very similar, we needed to develop a distinctive language and provide our target audience with effective tools that allow them to better understand and inform themselves about the Port of Montreal and the advantages it has to offer. We needed an overall campaign that would target pertinent markets and media and leverage the opportunity to deliver meaningful and memorable messages about the Port of Montreal.

Complementing Overall Mission

Montreal is a North American ocean port at the heart of the continent and a hub for international trade. It contributes to the well-being of its clients and partners and to the economic development of Greater Montreal, Quebec and Canada while respecting the environment.

Within our mission, our overall campaign allows us to show that we are an efficient and innovative port that provides leadership and offers competitive value-added services, making us a partner of choice in the logistics chain. It showcases our numerous advantages in the areas of transit time, strategic location, velocity, reliability, cost efficiency, flexibility, market reach and supply chain collaboration.

Planning and Programming Components

Goals:

The goals of our overall campaign are to help customers and potential customers make connections that will help them extend their global reach, have more maritime companies, shippers and logistics experts choose the port to move their cargo, assist sales forces in performing their jobs to promote the port, and show our partners that we are working to build their business.

Objectives:

Our objectives are to showcase our strengths in order to position the Port of Montreal as a leader on an international scale, highlight new developments that improve our market position, provide target audiences with a highly efficient tool they can easily use to better understand and inform themselves about the Port of Montreal, provide detailed information on a service offering in an attractive fashion that is easy to understand and assimilate, and provide representatives with a tool that simplifies their work.

Target Audiences:

Our primary target audience comprises maritime companies, freight forwarders, and importers and exporters. The maritime, transportation and logistics industries at large represent our secondary target audience.

Our primary target markets are North America (U.S. Midwest and Northeast, Quebec, Central Canada) and Europe (Germany, France, Spain, Italy, Portugal, Belgium, the Netherlands and the United Kingdom). Our secondary target market is Asia.

Actions Taken and Communication Outputs

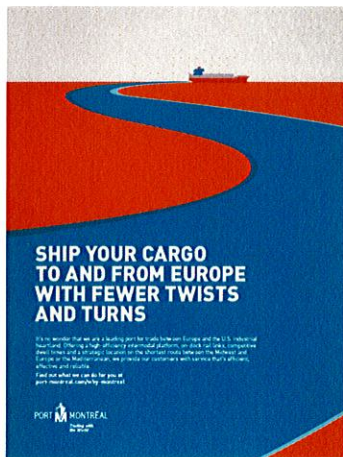
Strategies/Tactics:

With our advertising agency Ogilvy, we conducted an in-depth analysis of various media in order to determine how best to reach our primary and secondary target audiences. To optimize our budget, we chose specialized print and web media based on their quality and the pertinence of their editorial content and with a targeted readership.

Secondly, with Ogilvy we developed a unique graphic approach to distinguish ourselves from our competitors. This approach is bright, distinctive and in keeping with the friendly, accessible tone that we employ when speaking with our customers. Its look and feel is consistent throughout the overall campaign.

In Year 1 of the campaign, we launched our new ‘Trading with the World’ image. In Year 2, we introduced tools to help open doors while suggesting that we help customers ‘Trade with the World.’ In Year 3, we are delivering on that promise under the theme ‘Globally Connected.’

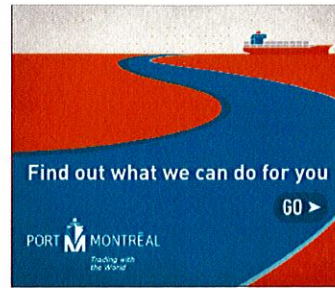
Implementation Plan:



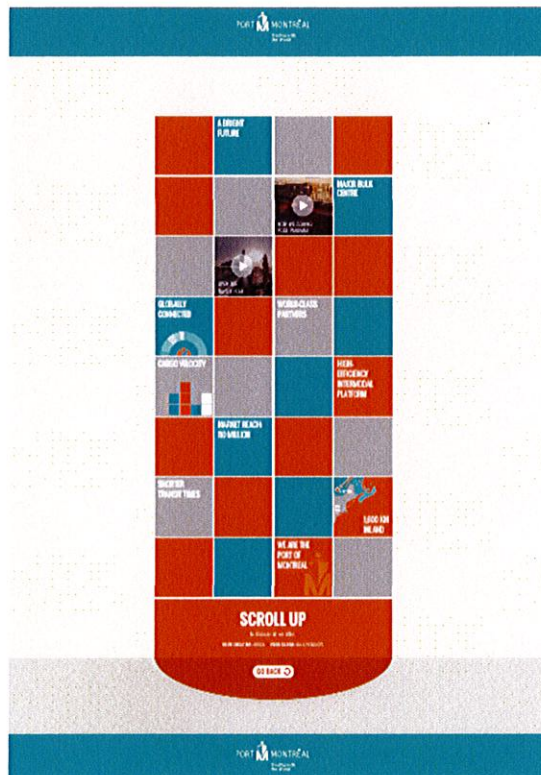
We are implementing a series of print ads, web banners and targeted E-blasts that emphasize the port’s perfect location in relation to the Comprehensive Economic and Trade Agreement between Canada and the European Union, our competitive position on the trade lane with South Asia and the rise of the port’s profile in Asia as a transshipment option, and our proximity to and continuing relevance as a port of choice for customers in the U.S. Midwest market.

We are placing print ads in specialized magazines such as The Journal of Commerce, Canadian Shipper, American Shipper, Fairplay, Containerisation International, The Maritime Executive, Container Shipping and Trade, and AAPA Seaports of the Americas.

We are placing web banners on specialized media sites such as [Joc.com](#), [Canadianshipper.com](#), [Lloydslist.com](#) and [Americanshipper.com](#), and on the websites of professional organizations such as the Chartered Institute of Logistics and Transport in North America.



As part of our overall campaign strategy, the print ads encourage readers to visit the port's new 'Why Montreal' B2B web platform, launched in May 2014, while the web banners take you to directly to the platform with a simple click.



The 'Why Montreal' platform is a practical and informative web tool that responds to today's business-to-business realities and offers a simplified and user-friendly web experience ... all with the same look and feel as the print ads and web banners.

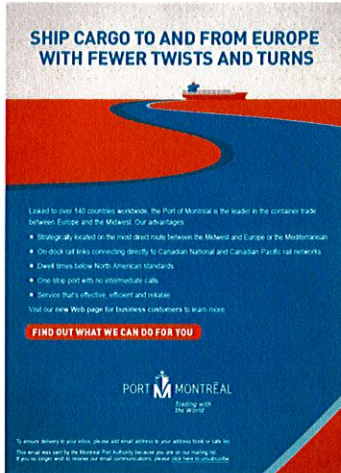
The 'Why Montreal' platform initially asks two straightforward questions:

- 1) Where are you located? (Africa, Asia, Europe, Latin America, the Mediterranean or North America); and
- 2) What are you shipping? (Containerized cargo or bulk products).

Based on the responses, the potential user is presented with the port's distinct advantages in terms of market reach, transit times, handling capacity, etc. It offers a personalized experience as a function of geographic location and type of cargo to be transported. Each block of information can be downloaded in PDF format for use in business presentations.

Developed in responsive design, the experience can be viewed on a PC, tablet or mobile device.

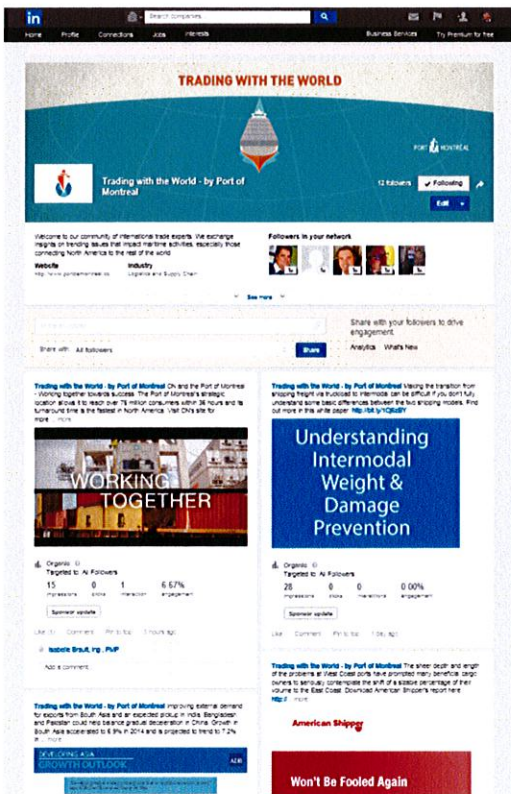
There are also online links to all of our representatives abroad, as well as port officials responsible for developing new business.



In collaboration with specialized magazines such as the Journal of Commerce and Canadian Shipper, we have sent E-blasts to targeted readers inviting them to ‘extend their global reach with the Port of Montreal.’ The E-blasts promote our advantages, including our strategic location on the shortest route between the U.S. Midwest and Europe or the Mediterranean; direct links to Mediterranean, North European and Caribbean transshipment ports, providing worldwide reach; and on-dock rail links connecting to Canadian National and Canadian Pacific rail networks. The E-blast recipient is invited, through one simple click, to visit our ‘Why Montreal’ web page for business customers to ‘find out what we can do for you.’



As part of our overall campaign, our new two-minute video passes on our major messages in a lively manner, promoting the port as Eastern Canada’s largest container port, a major intermodal hub, a fully diversified port that receives cargo from all over the world, and a strategically located port situated right on the doorstep of North America’s industrial heartland that is connected to two Class 1 railways.



Most recently, we have created a ‘Trading with the World’ LinkedIn Showcase page as a way to engage in dialogue with our targeted publics on a global scale while passing on our key messages. The LinkedIn Showcase page provides quality and pertinent information – not advertising – to our target audiences and is a place where they can go to find information and participate in high-level exchanges.

We have also refined Google search engine optimization by creating new adtexts that respond to the specific needs of industry.

Evaluation Methods and Communications Outcomes

The overall campaign is providing us with measurable results and a better return on investment. It will allow us to determine where best to put our future outreach initiatives and focus our communications and marketing efforts.

While we will continue to be present in specialized publications, there is no real way for us to measure the impact of print ads. While specialized magazines remain, for the moment, the most-used tool by our target audiences, the Internet is becoming more and more important, and we will progressively move our media investment efforts from print to the web and social media, as indicated below:

2013 Media investments

<u>Media</u>	<u>%</u>
Print	70%
Internet	30%
Total	100%

2014 Media Investments

<u>Media</u>	<u>%</u>
Print	58%
Internet	42%
Total	100%

2015 Media Investments

<u>Media</u>	<u>%</u>
Print	30%
Internet and social media	70%
Total	100%

With the web banner ads, we are able to track click-through traffic to the B2B web platform, meaning we are navigating less and less in the dark.

In 2014, our web banner ads had six times the visibility and seven times the clicks generated compared with 2013. The average CTR (click-through rate, or the percentage of visitors who click on an ad compared to all those who see the ad) was 0.17% in 2014, much greater than the average of B2B placements in North America (0.05 to 0.09%).

In 2014, the average CPM (cost per thousand impressions, or the price paid to the publication to show the ad 1,000 times) was \$22.90, six times less than the average cost of 2013. The average cost per click (CPC) went from \$67.09 in 2013 to \$13.63 in 2014.

Lloyd's List was the highest performing site with a CTR of 2.54% and a CPC of only \$3.40

We will continue to develop new web banners with targeted messages in 2015.

Our E-blasts were sent to 21,000 Journal of Commerce subscribers in September, and to 5,500 Canadian Shipper subscribers on three separate occasions – October 14, November 12 and December 10 – for a total of 16,500 Canadian Shipper E-blasts.

The E-blasts with the Journal of Commerce had an excellent CTR of 1.7%. The E-blasts with Canadian Shipper had a CTR of 0.6%

We will begin a more targeted use of E-blasts in 2015 and add E-blasts to targeted audiences in Europe and Asia.

Our 'Why Montreal' B2B platform, launched on May 28, 2014, received 8,399 visits between June and November 2014. People spent six times longer on average on the B2B platform (7 minutes 39 seconds) than on our general website www.port-montreal.com.

The Top 10 countries of origin were: 1) Canada, 29.85%; 2) U.S., 25.39%; 3) United Kingdom, 6.45%; 4) Germany, 3.80%; 5) Italy, 3.67%; 6) Spain, 2.50%; 7) France, 1.96%; 8) India, 1.84%; 9) Portugal 1.84%; and 10) Netherlands, 1.71%. About one-third of the visits were from Europe, with the U.K., Germany and Italy leading the way. Following India, the main countries in Asia that generated visits were Pakistan (1%) and South Korea, the Philippines and Vietnam (each 0.5%).

To the question 'What are you shipping?,' the vast majority of respondents replied containerized cargo (71%) versus bulk products (28%)

To the question 'Where are you located?,' North America was first for containerized cargo at 23.5%, followed by Europe (16.5%) and Asia (11.5%.) We found it interesting that Africa, considered a non-traditional market for the port, came in at 11%, and that we should perhaps pursue efforts there. Latin America came in at 5.2% and the Mediterranean at 3.7%.

All sections of the platform were consulted. The sections that drew the most attention (where visitors spent the most amount of time) were Intermodal Platform (18%), We are the Port of Montreal (11%), 1,000 Kilometres Inland (9%) and A Bright Future (9%).

The B2B web platform approach represents an important step forward in our marketing efforts. We will update the B2B platform in 2015 by replacing two videos with material specifically related to Canada-European Union trade and trade with Asia. Our objective for 2015 will be to increase traffic to the platform.

We will continue to develop our LinkedIn strategy in 2015. Our 'Trading with the World' LinkedIn Showcase page will allow us to boost branding opportunities for business, push information to LinkedIn members who fit our target profile, and provide a forum for high-level exchanges. We have identified a potential audience of 480,717 LinkedIn members who are CEOs, directors, owners, partners, senior managers or VPs in the logistics and supply chain or maritime industries in Belgium, France, Germany, Italy, the Netherlands, Spain, the U.K., Latin America, India, Thailand, Vietnam, Indonesia and North America. This is a much more significant number than the 1,300 followers that we currently have on our regular Port of Montreal

LinkedIn page. It can also provide us with very precise groups to target; for example, we can specifically target management positions in France, Belgium and the Netherlands.

Internet search engines are vital, allowing us to reach, at a low cost, clientele that is actively looking to ship goods both locally and internationally. As part of our Google search engine strategy, we have refined search tools and purchased key words that place the Port of Montreal higher on the list of search results in English, French and Spanish. These more targeted placements are attracting more qualified users.

For example, when you type 'Port Montreal' into the Google search engine, the top result will be an adtext such as the following:

Your one-stop port – portdemontreal.com
www.portdemontreal.com/
Port of Montreal: fast turnaround with no intermediate calls

Shorten transit times – portdemontreal.com
www.portdemontreal.com/
Port of Montreal: the shorter route between Europe and North America

LINKS:

Examples of web banners (you may have to refresh web pages):

<http://www.maritimemag.com/>

<http://www.lloydslist.com/ll/sector/containers/>

'Why Montreal' B2B web platform:

<http://portdemontreal.com/why-montreal/>

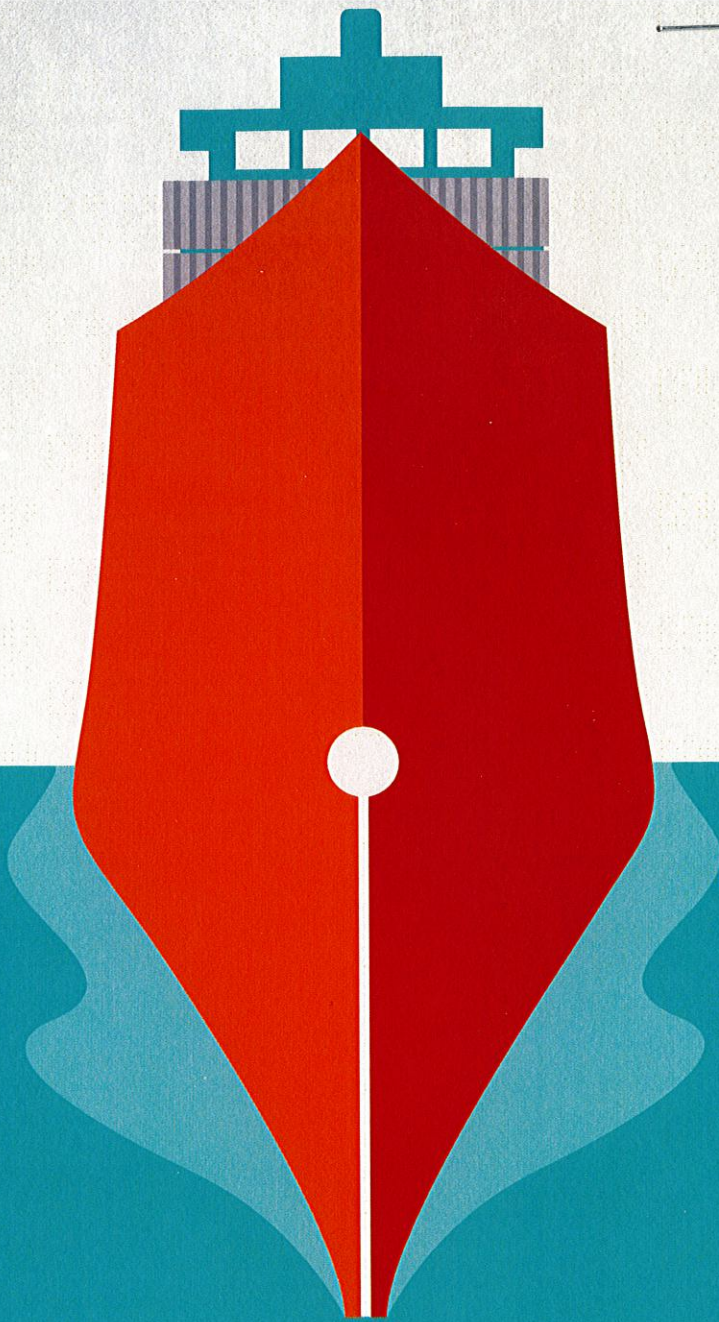
Port of Montreal video:

<https://www.youtube.com/watch?t=28&v=CZ4K8E-TD2Q>

LinkedIn Showcase Page:

<http://ca.linkedin.com/company/trading-with-the-world>

5310



A HUGE BOOST IN CARGO TRAFFIC WITH THE STROKE OF A PEN

The new Canada-EU free-trade agreement is coming soon, set to open new markets and generate growth on both sides of the Atlantic. As the leading port for trade between Northern Europe and North America's industrial heartland, we're perfectly positioned for a huge boost in cargo traffic – and to help you profit from the opportunities headed this way.

Find out what we can do for you at port-montreal.com/why-montreal

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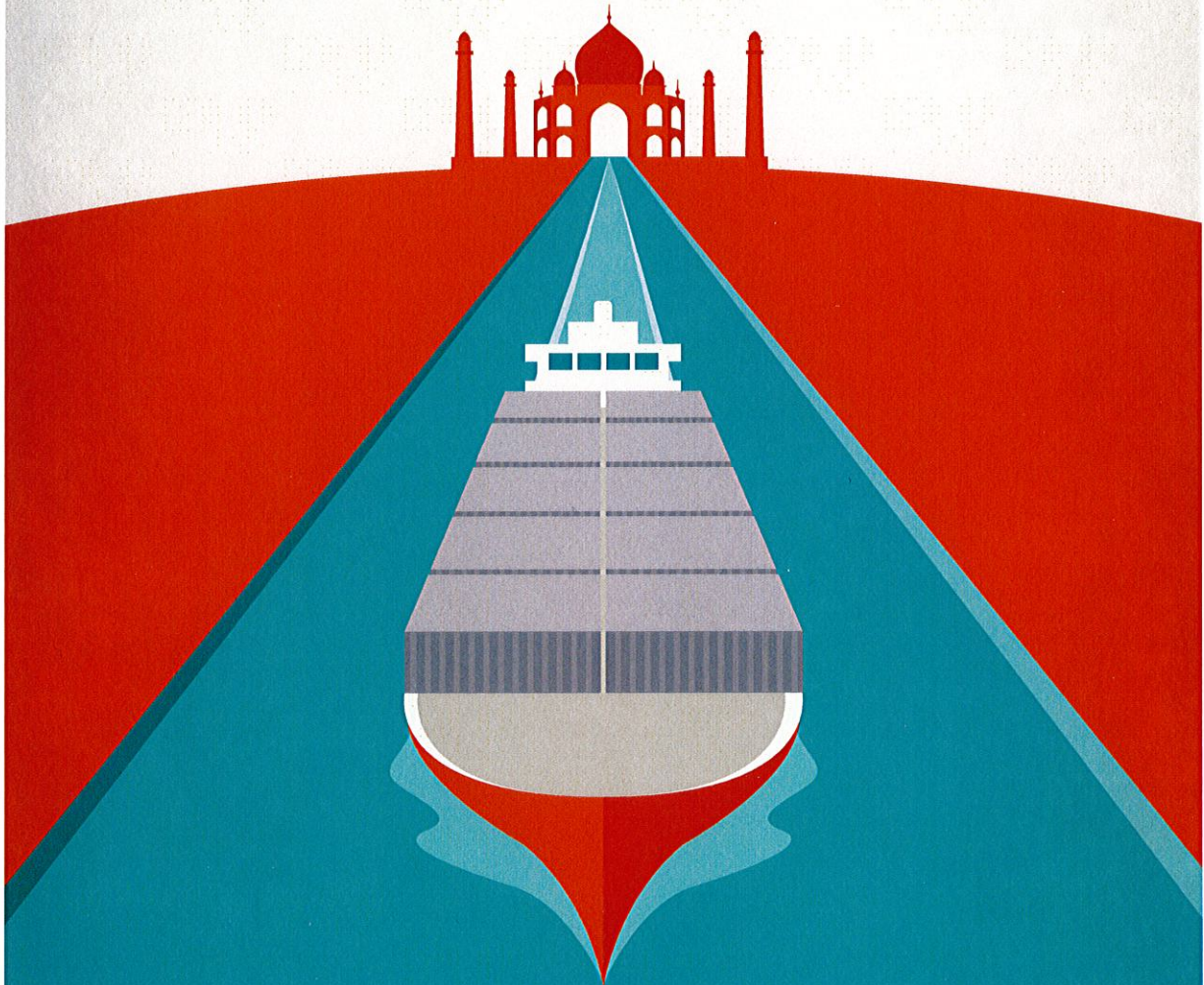
SHIP YOUR CARGO TO AND FROM EUROPE WITH FEWER TWISTS AND TURNS

It's no wonder that we are a leading port for trade between Europe and the U.S. industrial heartland. Offering a high-efficiency intermodal platform, on-dock rail links, competitive dwell times and a strategic location on the shortest route between the Midwest and Europe or the Mediterranean, we provide our customers with service that's efficient, effective and reliable.

Find out what we can do for you at
port-montreal.com/why-montreal

5310

SHIP YOUR CARGO FROM SOUTH ASIA IN THE EXPRESS LANE



Last year, Asia was the point of origin or final destination for over 15% of our business. By offering additional competitive routings, on-dock rail links and close proximity to 110 million consumers, we give our customers fast access to one of North America's prime markets.

Find out what we can do for you
at port-montreal.com/why-montreal

PORT  MONTREAL
*Trading with
the World*