

~ WELCOME TO ~ THE PORT OF LAND AND SEE

2018 AAPA COMMUNICATIONS AWARDS PROGRAM

Classification: 1. Advertisements

Port Category: 3

Submission: Cruise Marketing:

Welcome to the Port of Land and See



Table of Contents

Executive Summary

- I. Challenges & Opportunities
- II. Supporting our Mission & Business Operations
- **III.** Planning & Programming Components
- IV. Action Plan & Outputs
- V. Outcomes & Evaluation
- VI. Appendix: Creative Examples & Additional Results



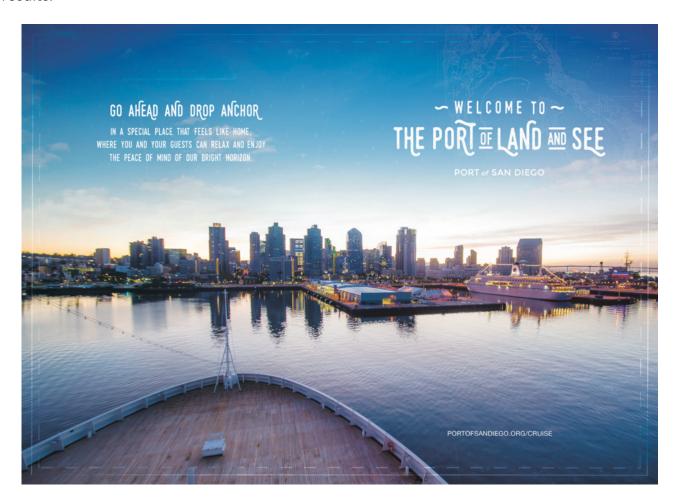
Executive Summary

The Port of San Diego implemented a proactive, advertising campaign to brand San Diego's cruise industry and build a comprehensive long-term marketing strategy that supports the operational objectives of the Port to increase cruise line offerings and grow passenger demand.

Welcome to the Port of Land and See was selected as the final concept for the overall marketing campaign and adapted for both business-to-business (B2B) and business-to-consumer (B2C) purposes. The concept was designed to accomplish several goals:

- I. Appeal specifically to the educated "personas" developed as our target audience;
- II. Differentiate San Diego from other cruise ports with its cruise terminals uniquely located right in the heart of the city offering both a land and sea vacation experience;
- III. Leverage the ambiance of the San Diego Tourism Authority's 'San Diego State of Mind' campaign a vibrant and active yet laid back and unpretentious destination of choice for discerning travelers; and finally,
- IV. Establish a unique and memorable cruise brand for partners and the public alike.

Once selected, the *Welcome to the Port of Land and See* campaign was executed in-house with photography, design, placement, and direct marketing all managed in partnership with the Port of San Diego's Marketing & Communications and Maritime teams with excellent results.





I. Challenges & Opportunities

The San Diego region has experienced a major resurgence of its tourism industry over the past several years; however, the local cruise industry has not recovered from the recession at the same pace as other hospitality sectors. Like many other cruise markets on the West Coast, a combination of low leisure travel budgets and fear of traveling to Central and South American coasts decimated the once thriving cruise industry. Despite nearly a decade of declining numbers of cruise calls, passengers and revenues, the Port of San Diego took the initiative to figure out how we could turn around an exceptionally large ship.

PORT OF SAN DIEGO

CRUISE TRENDS BY CALENDAR YEAR

Calendar Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Cruise Calls	255	224	150	104	87	77	68	77	74	88
% Change	7.6%	-12.2%	-33.0%	-30.7%	-16.3%	-11.5%	-11.7%	13.2%	-3.9%	18.9%

Calendar Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Disembark	408,035	413,258	246,160	148,021	101,419	75,056	51,114	75,543	55,541	90,945
Embark	396,808	406,635	242,742	144,393	104,517	75,123	49,381	74,729	54,486	91,545
Intransit	116,517	37,683	16,492	22,625	53,187	53,865	69,413	64,399	89,186	61,976
TOTAL PAX	921,360	857,576	505,394	315,039	259,123	204,044	169,908	214,671	199,213	244,466
% Change	13.7%	-6.9%	-41.1%	-37.7%	-17.7%	-21.3%	-16.7%	26.3%	-7.2%	22.7%

Source:

San Diego Unified Port District -- Marine Operations Information Systems San Diego Unified Port District -- SAP Financial Resource System

The advertising campaign supported a larger strategic effort to optimize the cruise and maritime business at the Port, and deliver additional economic prosperity to the region by growing the cruise tourism sector.

II. Supporting our Mission & Business Operations

The Port's Vision, Mission and Brand Promise along with the sub-brand line of business purpose are all central to the planning process of each of our marketing and communications efforts.

Vision Statement: We are an innovative, global seaport courageously supporting commerce, community, and the environment.

Mission Statement: The Port of San Diego will protect the Tidelands Trust resources by providing economic vitality and community benefit through a balanced approach to maritime industry, tourism, water and land recreation, environmental stewardship and public safety

Brand Promise: Enrich the relationship people and businesses have with the dynamic waterfront of San Diego Bay, providing prosperity and a more remarkable way of life.



These guiding statements help us determine what we should be supporting operationally - commerce and community, tourism and recreation, prosperity on the waterfront, and also provide us with a framework for how to convey our messaging - innovative, courageous, remarkable.

We use these overarching principles to first develop our unique value as a cruise port, and set up our strategic imperatives from an operational perspective with the Maritime team.

Our Unique Value: Defining the San Diego Cruise Port

- **B2C**: The San Diego Cruise Port offers a high-quality cruise experience in a premier destination, with a collaborative focus.
- **B2B**: [Cost-Driven] We deliver outstanding value to our cruise line partners: we occupy a prime location near a wide range of highly desired cruise destinations and provide a high level of flexibility to accommodate individual partner needs.
- B2B: [Revenue-Driven] We are a true partner in success—dedicated to collaborating with our cruise line partners and regional partners alike to ensure that our San Diego itineraries are among the most highly desired cruise vacation options for consumers in our drive markets.

Our Strategic Imperatives: Aligning Operations and Marketing

- I. Develop, adopt and implement an infrastructure development/redevelopment plan for premier Cruise Port facilities.
- II. Invest in operational improvements to enhance service quality to cruise lines and passengers.
- **III.** Grow visitor demand throughout target drive markets.
- IV. Increase regional cruise line and itinerary offerings.
- V. Develop and leverage partnerships with key regional stakeholders.
- VI. Establish the San Diego Cruise Port brand as a trusted name in cruising.

We were then able to determine that from a marketing and communications perspective, we could directly influence the final four of those imperatives and set to work creating a marketing framework that would outline a plan for us to do so.

III. Planning & Programming Components

The Port of San Diego Marketing & Communications and Maritime Departments jointly selected the same marketing firm used by the San Diego Tourism Authority, MeringCarson, to leverage knowledge, data and experience in the initial development of this crucial campaign. We first went through an intense strategic planning process in a series of workshops to develop a strategic marketing framework to guide our work. The campaign was also research based with a great deal of data analyzed and condensed to create "personas" that exemplified our target audience. Finally, the creative development came only after the strategy and research were in place to ensure it would resonate with our audience as intended.



Strategic Planning: Defining Our Long-Term Goals and Objectives

CRUISE MARKETING STRATEGIC FRAMEWORK											
KEY GOALS											
Grow Visitor Demand	Increase Cruise Line Offerings	Develop and Leverage Regional Partnerships	Establish the Cruise Port Brand								
	KEY PERFORM	ANCE METRICS									
 Increase number of passengers by 10-15% YOY. Increase economic impact measure by 10% YOY. Grow cruise line partner advertising cooperative investment to 10% annually. Grow revenue by 5-10% annually. Increase pre-/post-cruise room nights by 0.5 nights per out-of-town passenger. 	 Increase ship calls to Cruise Port by 15+ per year. Grow home port calls by 10 per year. Grow visitation calls by 5 per year. 	 Implement 3-4 cooperative campaigns with itinerary and/ or cruise partners. Grow cruise economic impact to 1% of the overall San Diego regional tourism economic impact. 	 Increase cruise market share within competitive set by 5% Secure 3-5 'Land and Sea' San Diego cruise features in key consumer publications annually Get San Diego recognized as one of the top homeport cruise destinations by a top publication. Attain an award/recognition celebrating the Cruise Port's excellence. 								
	KEY G	OALS									
 Partner with OTAs to increase bookings from San Diego. Develop Los Angeles and Orange County drive markets to put San Diego on equal or greater footing to Los Angeles and Long Beach ports. Initiate cooperative marketing efforts with cruise line partners. 	Build strategic communications model for each target cruise line, promoting benefits of cruising out of San Diego. Develop DMA-specific cooperative campaigns with cruise lines to speak to specific audiences and product offerings.	 Identify officials and leaders to carry forward key messages. Partner with San Diego Tourism Authority to market cruise. Facilitate partnerships with district tenants. Identify key partners to jointly develop pre- and post-cruise offerings (e.g. hotels, attractions) and cross-promote. Identify Port events and work with cruise lines to integrate these into marketing packages. 	Inspire civic pride in the San Diego cruising experience. Create multi-generation, persona-specific marketing approach for our key 40-59 age segment. Launch a regional campaign to drive awareness and favorable intent of use for the Port throughout the San Diego community and key drive markets. Grow high-profile partnerships to support the Cruise brand.								
	BOLD STATEMENT										
Be the leader in cruise development in San Diego.	Develop a holistic strategic plan for cruise market business.	Establish a network of trusted, reliable partners with a vested interest in the cruise industry.	Deliver a memorable land and sea vacation.								



Target Audience Research: Developing the San Diego Cruise Personas

The "San Diego Cruise Personas" were the result of the intense development of a target audience that goes beyond traditional advertising demographics. Working with MeringCarson, the team layered traditional demographic audience research (mature, educated, married, with above average household incomes) with specific cruiser segments (taken 3+ cruises in 3 years, taken 1-2 cruises in 3 years, or has cruised in past 3 years and has children in household) and finally added the 'San Diego State of Mind' psychographics of leisure travelers utilized by the San Diego Tourism Authority. This in-depth research provided us with four distinct personas or specific target audiences.

Family First Explorer

- San Diego "State of Mind" traveler
- Taken at least 1 cruise in past 3 years
- Children in the home included in travels

II. Accomplished Explorer

- Taken 3+ cruises in past 3 years
- Power couple travelers

III Conscientious Cruiser

- Taken 1 to 2 cruises in past 3 years
- Travels with friends

IV Active Adventurer

- San Diego "State of Mind traveler
- Taken 1 to 2 cruises in past 3 years
- Travels with friends and family

The San Diego Cruise Personas show us the commonalities and differences between these audiences when it comes to what matters to them and what motivates them, as well as media usage, social media habits, content considerations and other interests. The information was used to develop the creative concept, media recommendations (particularly long-term as we move toward business-to-consumer outreach), and to build demand as we collaborate with our cruise line partners to put together itinerary options that appeal most to the travelers we welcome with each ship.

IV. Action Plan & Outputs

Once the concept was selected, the execution of the campaign was moved entirely to our in-house production team. From the photography to the graphic design work, from maps to e-blasts, from sourcing crates to writing the entire pitchbook, our marketing team implemented the campaign from start to finish for the entirety of 2017. The creative development, marketing and media plan, and direct marketing plan each had to happen in succession to be effective and work together to create the buzz our maritime team needed.

Creative Development: Bringing the Port of Land and See to Life

The positioning piece for the creative concept set the tone for the campaign and was adapted to multiple pieces.

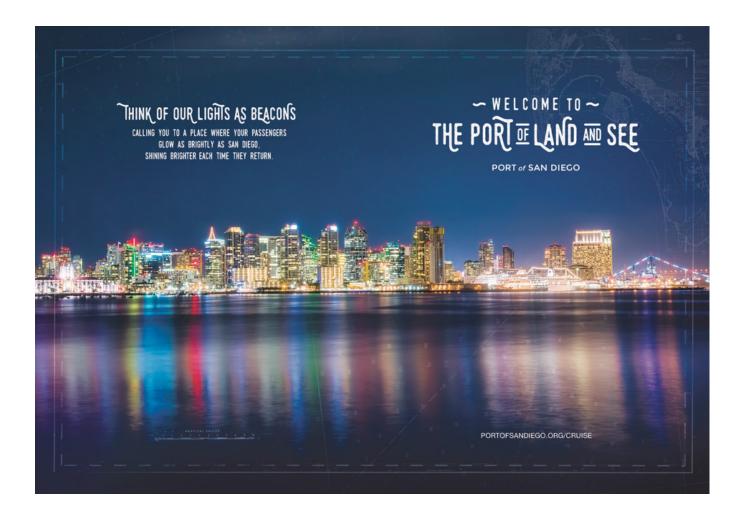
Positioning Piece Language: We invite you to journey to a place where the voyage continues on land... A place where a vast array of amazing escapades begin within footsteps, a place where you can follow the scents of casual dining or gourmet cuisine when you step off the ship, where art and adventure unfold in front of you, a place where the cruise never ends.



The Port of San Diego's cruise ship terminals are ideally situated on picturesque San Diego Bay, right on San Diego's Embarcadero so you can drop anchor in the heart of the city. Welcome to the Port of Land and See.

The initial campaign focused on making a splash with large beautiful double-page ads, and beautiful, romantic photography at the center of each piece, all carefully crafted to show the proximity of the cruise ship terminals to the city. Each piece maintains the campaign's romantic feel with a series of taglines and a San Diego mariner map overlay. The ad language is designed to be adapted for B2B and B2C use. The suite includes:

- Detailed Pitchbook
- Dramatic Trade Show Signage
- Cruise Schedule Presentation Folder
- Five (5) Individual Ad Templates w/ Headlines and Images in multiple sizes
- Complete Digital Ad Collection
- Twelve (12) Direct E-mail Blast Templates
- Three (3) Videos





Advertising Plan: 2017 Media Buying Strategy

The media plan for our cruise campaign initially focuses on B2B efforts given the Port's need to focus strategically on our partners. A series of ads are being used to speak directly to cruise industry executives, inviting them to view the Port of San Diego as a partner, with adaptation for travel agents and finally cruise passengers themselves.

The plan is split into two major focus periods: B2B from January to June to capitalize on the cruise line decision making period, and B2C from July to December to capitalize on the cruise purchase decision making period.

Our online presence is maintained throughout the year, with our target audience shifting as our focus period shifts.

2017 Cruise Marketing Plan	B2B Focus								B2C Focus						
Outlet	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17		
Print															
Maritime Executive (B2B)		Double-Pa	ge Spread												
Cruise Industry News (B2B)	Double-Pa	ge Spread		Double-Pa	ge Spread		Double-Pa	ge Spread					Full-Page		
Seatrade Magazine (B2B)				Double-Pa	ge Spread		Double-Pa	ge Spread							
Porthole Cruise Magazine (B2B/B2C)					Double-Pa	ge Spread	Double-Pa	ge Spread					Full-Page		
Cruise+Travel (B2C)		Double-Pa	ige Spread	Double-Pa	ge Spread	Double-Pa	ge Spread								
Online															
Maritime Executive (B2B)			300x250		300x250		300x250								
Cruise Industry News (B2B)		525x67	525x67	525x67	525x67	525x67	525x67								
Seatrade Magazine (B2B)		300x250	300x250	300x250	300x250	300x250	300x250								
PortholeCruise.com (B2B/B2C)				160x600	160x600	160x600	160x600						160x600		
Cruise+Travel (B2C) (Packaged w print)		315x48	315x48	315x48	315x48	315x48	315x48								
Madden (B2C) SEM, FB Ads, Online Content								Maintain t	tourism foc	used digital	marketing p	resence			
E-Mail Newsletters															
Maritime Executive (B2B) 1,300 subscribers		185x300		185x300		185x300									
Cruise Industry News (B2B) 7,000 subscribers			600x40		400x150	220x400	400x150								
Seatrade Custom E-Blast (B2B)			Blast #1												
Accudata E-Blast Deployment (Travel Agents) (B2B/E		Blast #1	Blast #2	Blast #3	Blast #4	Blast #5	Blast #6	Blast #7	Blast #8	Blast #9	Blast #10	Blast #11	Blast #12		
iHeartMedia E-Blast Deployment (Travel Agent	s) (B2B/B2C)				Blast #1	Blast #2								
CBS E-Blast Deployment (45,000 Travel Agents)	(B2B/B2C)									Blast #1					
Pay-Per-Click															
Facebook					Maintain	promoted F	acebook pre	esence to pr	romoted tar	get audien	ce througho	ut year			
YouTube					Maintain	promoted Y	ouTube pre	sence to pr	omoted tar	get audiend	e througho	ut year			
Google Display Ads/Remarketing				Maintain promoted Google Display Ads presence to keyword audience throughout year											
Google AdWords				Maint	ain promot	ed Google /	AdWords pr	esence to k	eyword sea	rch engine	audience th	roughout y	ear		
Direct Marketing															
Custom Mailing Production		Crate #1	Crate #2	Crate #3	Crate #4										
Folded Maps, Printed Schedules				Distribute in terminal and a			t events the	roughout ye	ar						
Cruise Pitchbook	se Pitchbook Distribute to partne			rs and stake	and stakeholders during B2B meetings										
Conferences & Events															
Seatrade Cruise Global (3/13-16/2017)				Bag Insert											
Cruise 360 Ft Lauderdale (4/18-24/2017)					Room Dro	р									
Promo Items - Totes, Luggage Tags, Waterproo	f Cell Phone	Pouches							D	istribute at	local events				
Annual Directories															
Cruise Line International (CLIA)	Double-Pa	ge Spread													
Cruise Industry News Annual Report					Full Page										

Direct Marketing: Bringing the Port of Land and See Experience to You

A direct marketing campaign was also implemented targeting cruise industry executives and top influencers. The campaign continues the "Welcome to the Port of Land and See" theme and invites partners to participate in a series of carefully planned trips designed to showcase San Diego's potential as a cruise homeport targeting the personas developed in the research phase.

A series of four crates were sent cruise executives to help epitomize the message and act as a conversation starter about the potential of the San Diego cruise market.









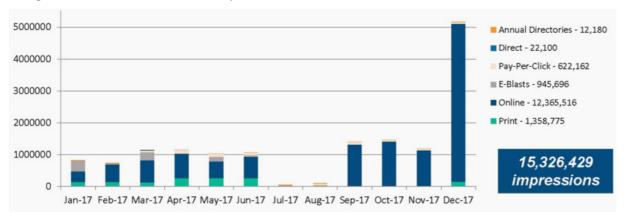
- Crate I: The first in the series was a "message in a growler" inviting executives to tour San Diego's craft beer scene, labeled the "Craft Beer Capital of America".
- Crate II: The second mailer was a long board designed to showcase the unique combination of innovation and laid back appeal, while "cruising on land."
- Crate III: The third mailer was a FitBit and a treasure map showcasing all of the locations that appeal to our target personas that are within walking distance of the cruise ship terminals, and the number of steps to each notated on the map.
- Crate IV: The final mailer was a 'Land and See' backpack with offerings from all of the traditional San Diego attractions the San Diego Zoo, Sea World, Balboa Park, Maritime Museum and the USS Midway, and included souvenirs from all of our local partners in a gesture of collaboration.

These custom crate mailers were deployed strategically to capitalize on the decision making period for cruise schedules with carefully planned, well thought-out execution and attentive follow-up by the Maritime team to maximize impact.

V. Outcomes & Evaluation

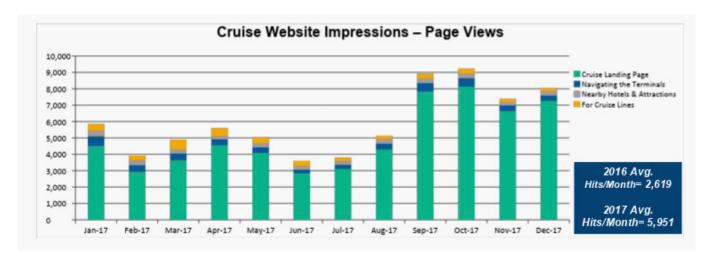
The campaign launched in January of 2017 and has run for one year thus far, giving us a full year of results for analysis. While advertising cannot take credit alone, it was part of a comprehensive plan that helped us begin an upward trend in cruise. Overall, cruise calls were up by 19% in 2017 vs. 2016, and passengers were up by 23%.

The first six months of the campaign saw tremendous success with a steady rate of impressions and increased flow of traffic to our website. We then paused for assessment after which we were able to reallocate our dollars to increase our impressions and better drive traffic to the site by further utilizing our most successful outlets. At the end of the year, we had garnered over 15 million impressions.





The call-to-action for all advertisements asked audiences to visit the cruise section of our website. Our end of year analysis shows the campaign delivered with an exceptional performance on digital click-through-rates, overall website page views, and the amount of time spent on page. The average number of visits to the website per month more than doubled with an overall increase of 127%.



Relationship building with cruise lines was a key component and is not as simple to graph... The maritime team found anecdotally that the support they received through this proactive campaign was invaluable. The team engaged in active conversations regarding the direct mail pieces throughout the promotional period and reported the crates were incredibly well received with several making it a point to share positive feedback. Some conversation and e-mail highlights from cruise line executives are listed below:

"I told my wife how much I loved my growler, so she went and had it filled with craft ale for me!"

"...thanks for the gift "crate" last week. Certainly a conversation starter!"

"I was out of my office and my staff called me to tell me I got another crate. They wanted to see if they could open it without me."

"I came back to the office from a long trip and found the long board waiting for me. Thank you so much. It is the best gift I have ever received, professionally and personally!"

"I will show you this video of us racing down the hallways on our longboards... but I can't send it to you, because we are actually in the office and don't want to get in trouble!"

Additionally, the Maritime team was able to engage two new cruise lines in initial conversations based on crate mailer follow-ups, both of whom eventually committed to new calls in San Diego in 2017.

The Port of Land and See is welcoming more ships, bigger ships, more passengers and more lines already, and it is only year one of a long-term, comprehensive advertising plan, and beyond.



Print

Full Page Ads Maritime Executive (B2B)

1 issue 55,430 impressions

Cruise Industry News (B2B)

3 issues 93,345 impressions

Seatrade Magazine (B2B)

3 issues 50,000 impressions

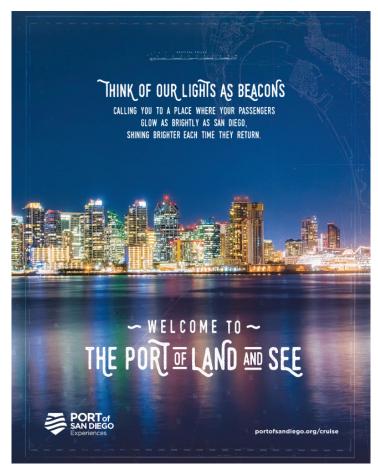
Porthole Cruise Magazine (B2B/B2C)

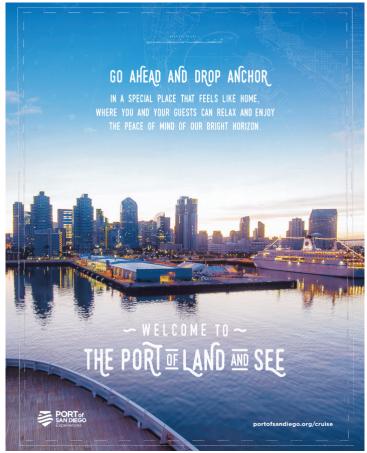
3 issues 57,5000 impressions

Cruise+Travel (B2C) 3 issues 58,5000 impressions











Online

Maritime Executive (B2B)

3 months 300x250 banner ads 528,869 impressions

Cruise Industry News (B2B)

6 months 300x250 banner ads 1,616,075 impressions

Seatrade Magazine (B2B)

6 months 300x250 position 1 rotator 600,000 impressions

PortholeCruise.com (B2B/B2C)

4 months 160x600 skyscraper 800,000 impressions

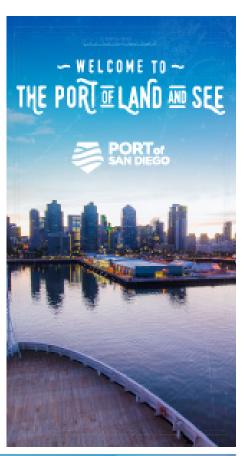
Cruise+Travel (B2C)

6 months 315x48 banner ad 300 impressions

Madden (B2C)

5 months SEM, FB ads, content 8,820,272 impressions







THE PORT ILAND IN SEE





THE PORT ILAND AND SEE



















E-Mail Newsletters

Maritime Executive (B2B)

3 issues 1,300 subscribers 185x300 sidebox 672,124 impressions

Cruise Industry News (B2B)

4 issues 7,000 subscribers 600x40, 400x150 and 220x400 28,000 impressions

Seatrade Custom E-Blast (B2B)

1 Custom html blast 25,000 impressions

Accudata E-Blast Deployment (Travel Agents) (B2B/B2C)

2 Custom html blast to 10,286 travel agents 20,572 impressions

iHeartMedia E-Blast Deployment (Travel Agents) (B2B/B2C)

2 Custom html blasts 100,000 impressions

CBS Eblast Deployment

2 Custom html blasts 100,000 impressions



WHERE YOUR CRUISE NEVER ENDS

At the southwestern corner of the continental United States, just north of the international border with Mexico, sits the birthplace of California: sunny San Diego. With an average annual temperature of 72 degrees, a plethora of world-famous attractions and 70 miles of sandy beaches, it is no wonder that more than 30 million visitors choose to explore San Diego each year.







Situated on picturesque San Diego Bay, right at the doorstep of downtown, you'll find the Port of San Diego's two cruise ship terminals. This unique location offers your travelers an unparalleled array of opportunities to discover amazing adventures, delight in culture and cuisine, experience education and entertainment, all just steps off the ship.

The Port of San Diego is an extraordinary destination on land with perfect access to exceptional cruise vacations to the <u>Mexican Riviera</u>, the <u>South Pacific</u>, the <u>U.S. Pacific Coast</u> and more.

We invite you and your travelers to explore San Diego's treasure trove of hidden gems.

Welcome to the Port of Land and See.

EXPLORE THE PLACE OF ENDLESS CRUISING



Pay-Per Click

Facebook Ads 478,225 impressions

YouTube Video Boosts 9,446 impressions

Google Display Ads, Google Ad Words, Google Remarketing 134,491 impressions











San Diego Port of Land and See Start Planning Your Cruise Now www.portofsandiego.org/cruises Discover an amazing destruation on land & an incredible cruise on the water now!

San Diego Port of Land and See Start Planning Your Cruise Now www.portofsandiego.org/cruises Explore culture and cuisine, education and entertainment, by land and sea today!

San Diego Port of Land and See Plan An Adventure Cruise Today www.portofsandiego.org/cruises Welcome to the Port of Land and See. Explore endless adventures online today!



Direct Marketing

Custom Mailing Production (B2B)

600 impressions













Conferences & Events

Promotional Items Totes, Cell phone pouches 15,000 impressions

Seatrade Cruise Global (3/13-16/2017) Exhibitor Add-on bundle 15,000 impressions

Cruise 360 Ft Lauderdale (4/18-24/2017) Attendee Hotel Room Drop 1,500 impressions





















Annual Directories

Cruise Line International (CLIA) 2 page spread 2,160 impressions

Cruise Industry News Annual Report Full Page Ad 10,020 impressions





