



PORT of
SAN DIEGO
Waterfront of Opportunity

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Port of San Diego

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Executive Summary

On May 1, 2017, the Port of San Diego launched a new brand complete with a new logo, tagline, five sub-brands, a new brand promise, brand personality and of course – a brand video to introduce ourselves to the world. The previous logo had been in place for 15 years, and research showed there was not a great deal of equity or pride in the flag-based logo, which did not include a tagline, or sub-brands.

Introducing the new brand to our employees and wider community in a way that inspired people to take pride in our waterfront, understand all that the Port of San Diego encompasses, and instill a sense of innovation and forward-thinking central to our brand personality was crucial to building equity in the new brand.

Our one-minute brand video answered that challenge by focusing on imagery, telling a visual story, using music to build an emotional connection, and building up to our new logo, which is revealed as the finale.



I. Challenges & Opportunities

There were several major challenges with creating an effective video to introduce our new brand, many infused with the challenges of creating the new brand itself. The Port of San Diego manages 34 miles of waterfront, which cross five different cities, all of which must be represented and included in all we do.

The flag-logo, in place since 2002, had not been introduced with symbolic reference to the Port's mission, vision, purpose, operations, location, or other aspects. So introducing a brand tied to those things and insisting they be married together was a new concept for the Port as an organization. The idea of "on-brand" and "off-brand," beyond logo usage was new and different – and we now needed to apply it to video. Do we need an interview to explain our brand? Does that say innovation? Does the video require voiceover? Do we allow visuals to stand alone?

Additionally, the organization had not used sub-brands in the past. Since inception, in 1962, the Port of San Diego has been an ever-growing, ever-changing, list of departments, programs, initiatives, land uses, member cities, planning districts or various other lists to explain what we do. The move to sub-brands to describe our agencies five major purposes was also new. Not every department would be its own sub-brand and we needed to build pride with internal stakeholders while explaining they would not be represented externally as they had been in the past.

Finally, we needed to determine how best to tell the brand story. While much planning and effort had gone into the creation of the brand, we needed to ensure the brand video focused less on process and creation and more on vision and connection.

II. Supporting our Mission & Business Operations

In this instance, we were setting a new tone for our vision and mission statements. We had already created a brand promise, the expectation we wanted people to have from us when they interacted with any aspect of our brand from materials to people to experiences to doing business with us. And now we needed to infuse that promise into our creative work and into our organization.

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.

Brand Foundation: The Port of San Diego is where San Diego greets the world. On behalf of the State of California, Port of San Diego is an innovative champion for the 34 miles of San Diego Bay waterfront along Chula Vista, Coronado, Imperial Beach, National City and San Diego.

Tagline: Waterfront of Opportunity

The Port is a protector of the environment and our communities, an innovator for businesses and a host to visitors and residents. Self-funded, the Port reinvests the revenues from hundreds of businesses on our dynamic waterfront, creating prosperity and a remarkable way of life for all.

Because this was our first opportunity to infuse our new brand promise and brand foundation into our materials, we wanted to be very selective in how we did so and set the tone for future creative. All five sub-brands needed to be represented in this single piece, using carefully selected visuals, to help the audience understand the meaning of each sub-brand purpose.

It was important that we build a brand focused on the “why” we do what we do. Our brand promise is designed to do just that, “Enrich the relationship people and businesses have with the dynamic waterfront of San Diego Bay, providing prosperity and a more remarkable way of life.”

Additionally, rather than trying to articulate how different the Port of San Diego is from other ports and how much we are responsible for, the new brand focuses on the ability to adapt to a variety of different priorities depending on the audience. Waterfront of Opportunity reflects environmental championship as much as it does visitor attractions; and can be explored by businesses as much as it can by people.

III. Planning & Programming Components

The development of the brand as a whole was based on a careful planning process, beginning with some basic research to determine the Port’s position in the market:

- In-market Research - (20) 1-on-1 Stakeholder Interviews and ten (10) Focus Groups
- Stakeholder Vision Survey – 42 community leader respondents
- Employee Survey – 138 respondents
- Consumer Awareness & Perception Survey - 210 respondents
- Competitive Analysis of Select Ports
- County Wide Consumer Behavior Profile
- Member City Consumer Behavior Profile
- Social Media Analysis
- Overall SWOT Analysis
- Three (3) Leadership Workshops
- Two (2) Employee Workshops

Based on the combined information, the team created a comprehensive creative brief used to issue a full request for proposals.

Master Brand Creative Brief

Business Need
Objective
Current Challenge
Brand Delivery
Brand Promise
Brand Beliefs & Values
Benefits
Attributes to Project
Naming Convention
Personality/Archetype
Color & Type Considerations
Key Audiences

The team then selected Mth Degree who worked with us to create a positioning framework/ brand foundation incorporating the brand research and creative brief, along with professional support in additional workshops. The framework defines the Port’s brand promise, personality type and brand beliefs; identifies all five sub-brand purposes; and provides for key message development.

After the brand foundation was established, creative development began on a new logo and tagline. Validation testing was conducted with two internal cross-departmental focus groups to garner feedback on the brand foundation and creative. Every department in the Port was represented in the focus groups and several edits were made to the brand foundation and creative based on the feedback received from these groups.

Finally, new Port Brand & Design Guidelines were developed which provide the standards and tools necessary to maintain brand consistency across all content. They exist to protect, nurture and strengthen how the Port is perceived, when used consistently.

The video itself was the first major fully produced piece in-house once the brand was created. Our in-house marketing and creative team used the new brand foundation and brand guidelines, of which they had been an intimate part of developing, to create the video that launched the brand both internally and externally.

IV. Action Plan & Outputs

The development of the video needed to be accomplished on a relatively short timeline, given we needed to launch the logo shortly after it was approved. The team first developed the full brand launch timeline and created a wishlist of materials to support the launch efforts, which included the video and a full suite of collateral materials.

Master Brand Creative Brief

Monday, April 3	Executive Team Presentation
Wednesday, April 19	Senior Team Meeting Presentation
Thursday, April 20	Brand Memo to Board
Wednesday, April 26	Sneak Preview Event for Staff (Education) SHOW VIDEO
Thursday, April 27	Key Stakeholder Meetings
Monday, May 1 BRAND LAUNCH DAY	Maritime Month Event (Brand in Action) 11 a.m. to 2 p.m.
Monday, May 1	Brand Press Release/Stakeholder E-mail 3 p.m.
Monday, May 1	Digital Asset Changeover 3 p.m. POST VIDEO ONLINE
Tuesday, May 2 - Wednesday, May 31	Maritime Month Marketing Campaign
Monday, May 9 - Wednesday, May 31	Department Road Show SHOW VIDEO

The team then worked backward to determine a timeline for video development in order to complete everything within a short three to four week timeline.

Pre-Production Needs

2-3 Days - Storyboard

2-3 Days - Shotlist

1-2 Days - On-screen Text Selection

1-2 Days - Sub-brand and Member City Representation (Simultaneous w/ above)

Production

7-10 Days - Shooting Days/Back-Up Shooting Days

Include Aerials/Equipment Rentals

Post-Production

3-5 Days - Editing

3-5 Days - Animation (Simultaneous w/ above)

2-3 Days - Vetting & Approvals

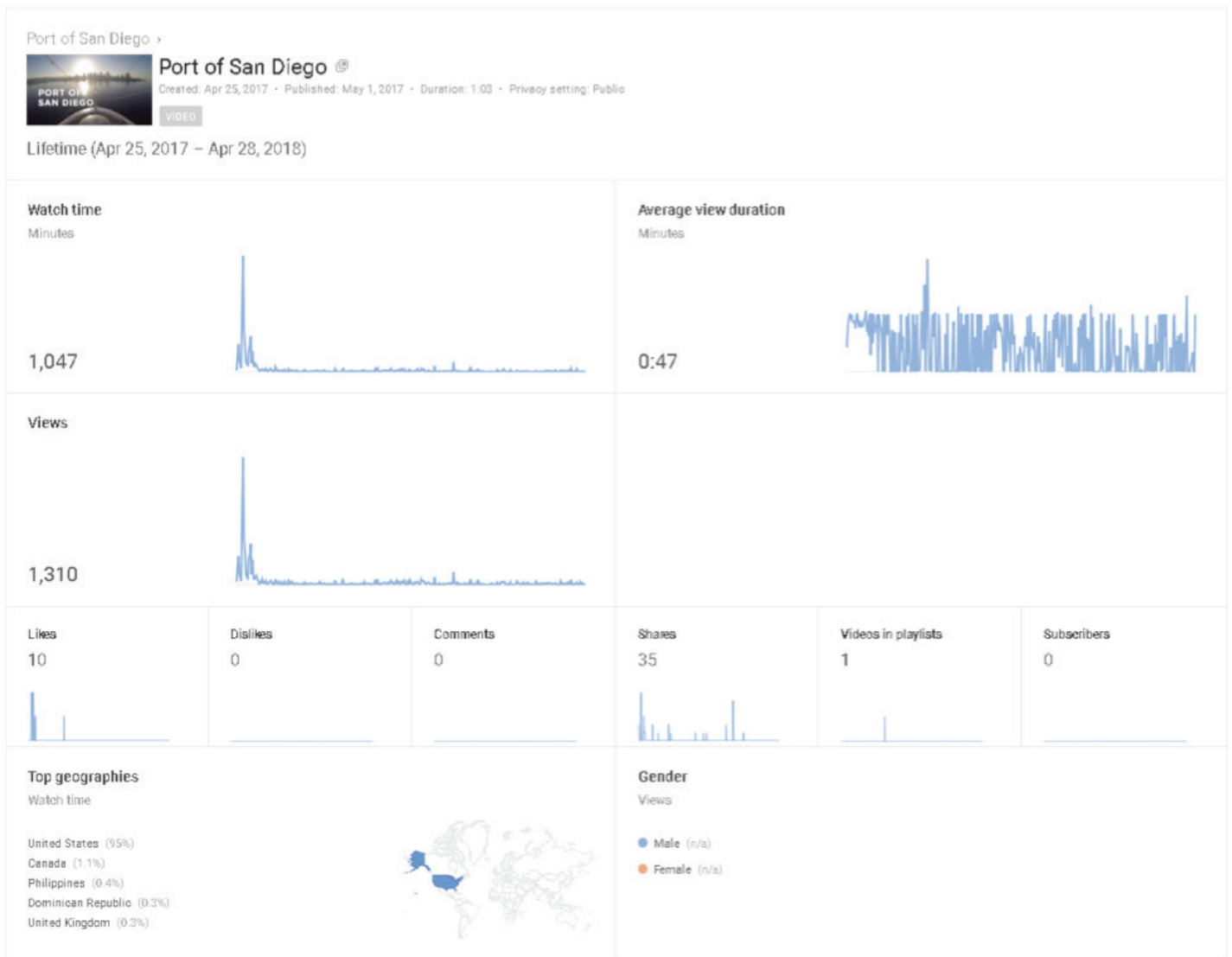
And finally, the team worked to create a distribution plan beyond launch to ensure the brand was introduced to audiences on a regular basis.

- **Website** - the video is hosted on the homepage of our website
- **Social Media** - the video was distributed initially on our Facebook, Instagram, Twitter and LinkedIn channels, and reposted again periodically when there is opportunity to do so.
- **YouTube** - the video remains on our YouTube channel as the primary means of distribution where it has received over 1,000 views, entirely organically.
- **Presentations** - the video is embedded into various presentations to introduce the Port to audiences around the city.
- **External Drives** - USB drives were provided to Commissioners and key executives for use in the community when speaking to community groups, meeting with stakeholders or whenever there were other opportunities for use.
- **Sponsorship Opportunities** - the video was leveraged whenever there was an opportunity to show a video as part of a sponsorship or at an event, such as prior to a film at a summer movie screening in a park, or at an annual dinner hosted by one of our tenants.

V. Outcomes & Evaluation

For the overall brand, a comprehensive baseline study has been conducted to give staff an understanding of where the Port currently stands in regards to awareness and perception across the five neighboring cities and throughout the county. This study provides a benchmark that can be measured against on a bi-annual basis. The first measure of progress will be measured in spring of 2019. However, we have multiple indicators of the video's successful impact on laying the foundation for introducing the brand.

The website has been posted on our YouTube Channel and has received 1,300 views, entirely organically. Our average view duration of :47 seconds is giving us a 76% duration rate.



The short video is often used as an introduction to presentation and does a great job getting the crowd interested without giving away any of the presentation, the feedback that we have heard is that it is "upbeat." Additionally, the video is used at multiple events, such as our annual summer movie series. Our partner at Street Food Cinema has requested the spot for use at all their outdoor screenings in San Diego, not just the ones we sponsor on the waterfront, because it does such a great job of focusing the crowd right before the film starts and the Port is relevant to all of San Diego!

The launch of the brand was just the beginning of the Port of San Diego's long term plans to be the innovative champions of the San Diego Bay waterfront. Our brand video helped us make a bold statement to our community and signal our intent about who we are. As continue to deliver our brand promise, our brand video sets the pace and the expectation for what our community can expect.

VI. Appendix: Link to Video

Port of San Diego Brand Video: <https://www.youtube.com/watch?v=NpnkdZoOhpQ>