

THE UNIFIED VOICE OF THE SEAPORT INDUSTRY

**AAPA**  
www.aapa-ports.org

# Case Studies on Corporate Branding

MONDAY, OCT. 28, 2019

AAPA COMMUNICATIONS AND MARKETING SEMINAR  
MONTREAL, QB, CANADA



# Presenters



**Marie-Chantal  
Savoy**

MODERATOR

Vice-President, Strategy  
& Communications

**LOGISTEC**  
Montreal, QC, Canada



**Monika Cote**

PANELIST

Manager of Corporate  
Communications

**Port of Prince Rupert**  
Prince Rupert, BC, Canada



**Jenifer Barsell**

PANELIST

Director, Marketing &  
Communications

**Port of San Diego**  
San Diego, CA, USA

## Presenters (cont'd)



**Becky Haycox & Cam Spencer**

PANELIST

Marketing & Communications Specialist  
& Public & Government Relations  
Manager

**Port of Hueneme**  
*Port Hueneme, CA, USA*



**Jade Davis**

PANELIST

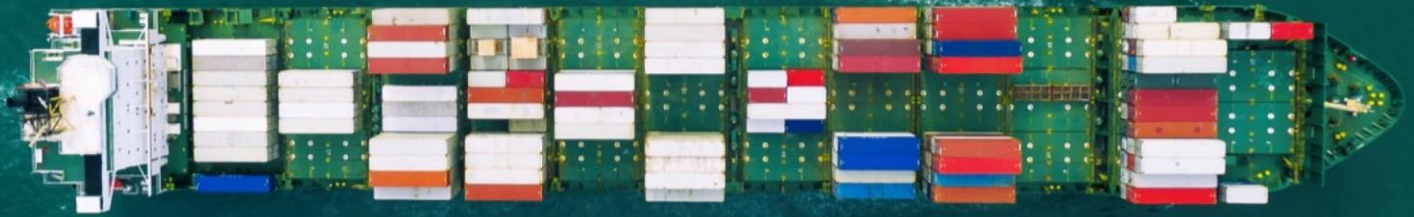
Vice-President External  
Affairs

**Port of Cleveland**  
*Cleveland, OH, USA*





# Case Studies on Corporate Branding



Marie-Chantal Savoy

VICE-PRESIDENT, STRATEGY & COMMUNICATIONS

LOGISTEC  
Montreal, Qc, Canada





LOGISTEC

AAPA COMMUNICATIONS  
AND MARKETING SEMINAR

OCTOBER 28, 2019

# Our Branding Ambassadors

MARIE-CHANTAL SAVOY  
VICE-PRESIDENT, STRATEGY & COMMUNICATIONS





**LOGISTEC**

An unparalleled network

60 terminals  
34 ports

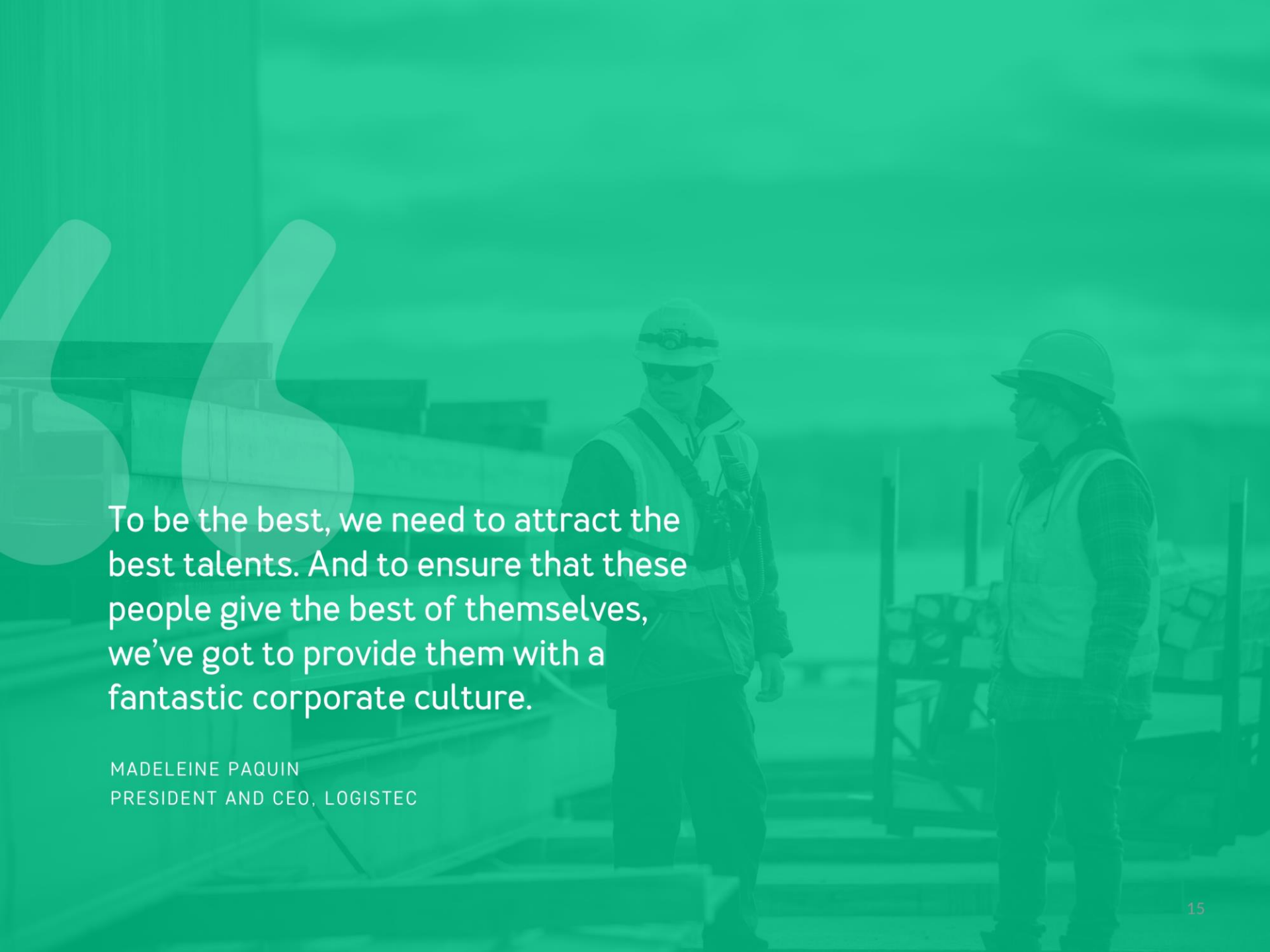






Our people are our most precious asset. No investment in our future has more impact than our investments in our talent.

MADELEINE PAQUIN  
PRESIDENT AND CEO, LOGISTEC

A photograph of two construction workers in safety gear (hard hats, safety vests, and jackets) standing on a construction site. They are facing each other and appear to be in conversation. The background shows construction materials and structures. The entire image is overlaid with a semi-transparent teal color. On the left side, there are two large, light-colored, abstract shapes that resemble quotation marks.

To be the best, we need to attract the best talents. And to ensure that these people give the best of themselves, we've got to provide them with a fantastic corporate culture.


MADELEINE PAQUIN  
PRESIDENT AND CEO, LOGISTEC





The Next Generation is Leading the Way *Forward*





LOGISTEC is the story  
of our people. It is the story  
of their passion, ingenuity  
and creativity, which  
contributed to some of the  
most innovative projects!

MADELEINE PAQUIN







STRONG  
*and*  
PROUD





STRONG  
*and*  
PROUD





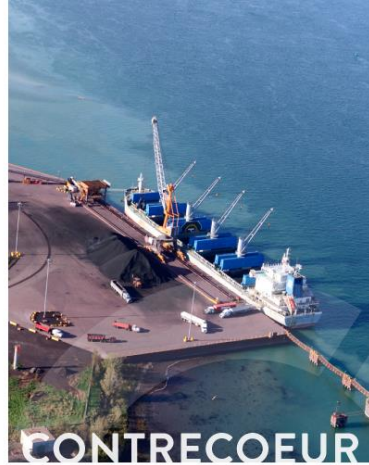
STRONG  
*and*  
PROUD





STRONG  
*and*  
PROUD

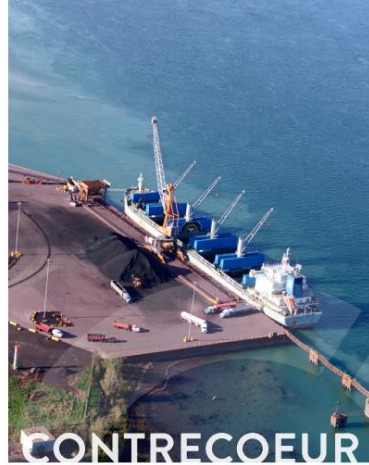


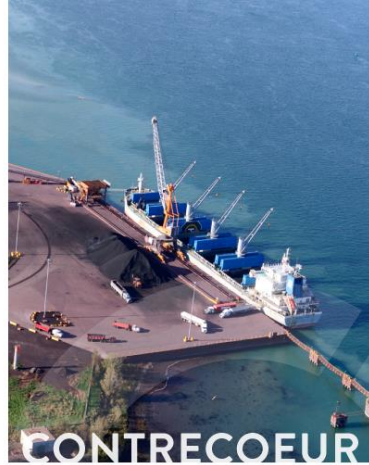


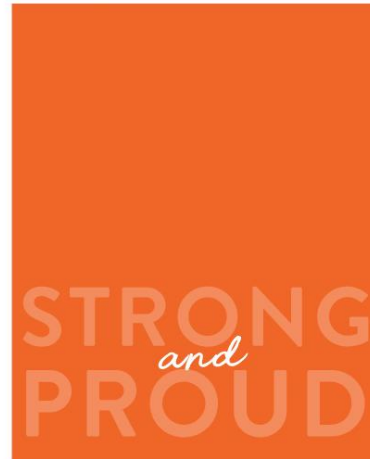
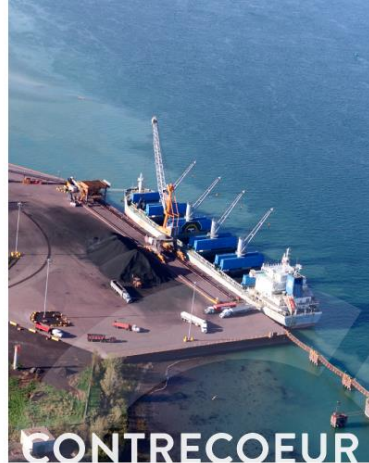
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*and*  
PROUD



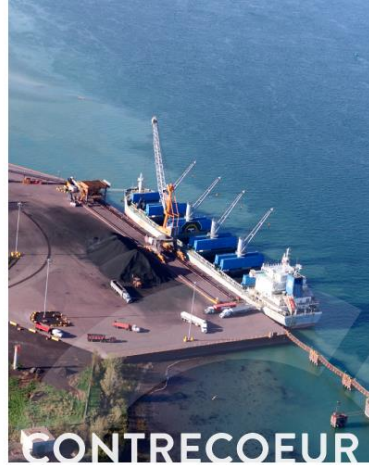




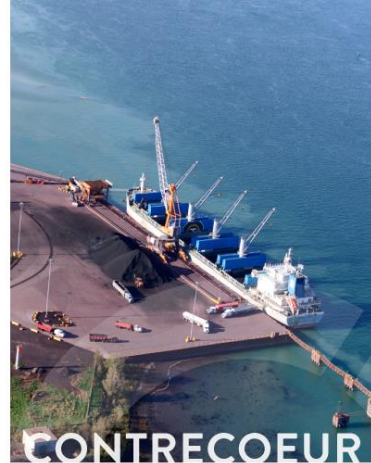


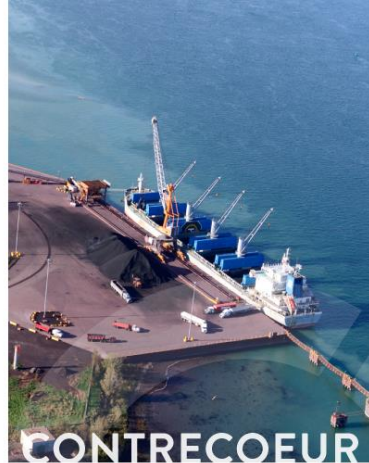












STRONG

PROUD



STRONG

PROUD



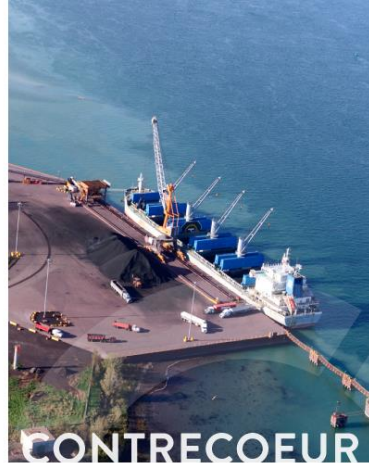
STRONG  
*and*  
PROUD

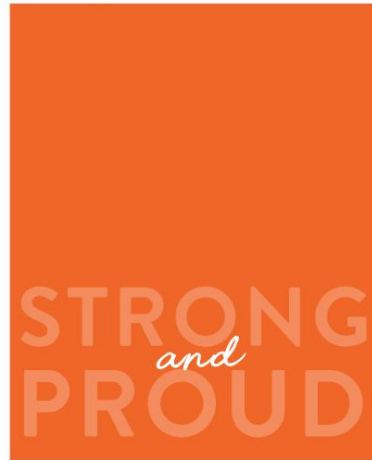
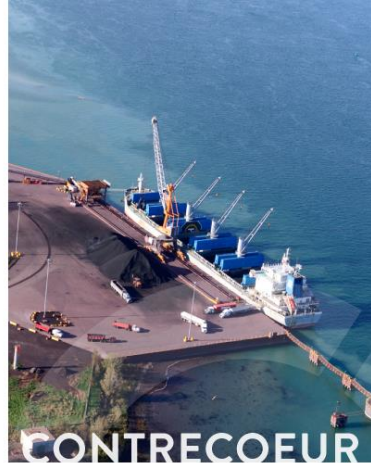


GREENWING  
MASSOL

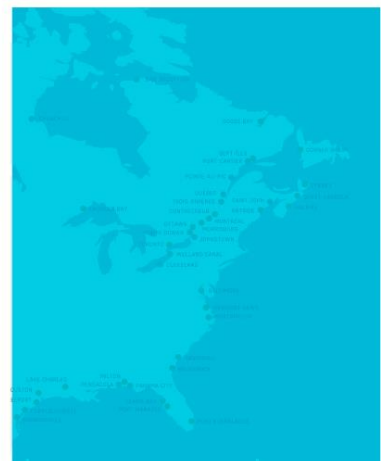
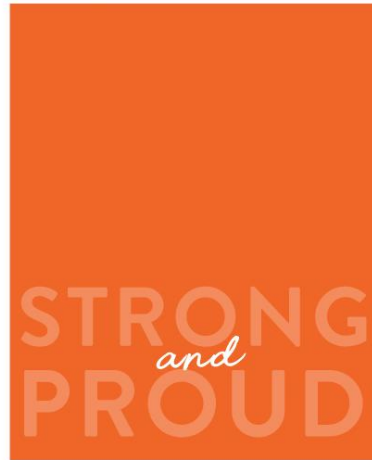
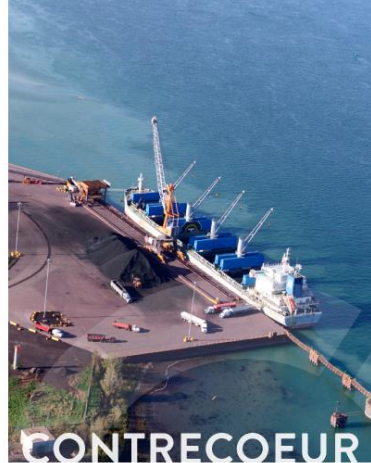














# Our Purpose

We pride ourselves on building and sharing our expertise in order to contribute to the success of our customers and our communities. Our people are dedicated to finding solutions that support reliable supply chains and protect our environmental and water resources.

# Our Values

## RELIABILITY

Operational excellence and continuous learning



## IMAGINATION

Imaginative thinking and unique solutions

## GOING BEYOND

Continuously push boundaries and challenge the status quo



## SUSTAINABILITY

Committed to long-term sustainable growth and acting with integrity

LOGISTEC

The logo for LOGISTEC features a stylized letter 'G' composed of four distinct colored segments: cyan at the top, green on the right, orange at the bottom, and white on the left. The 'G' is positioned between the letters 'L' and 'I' of the word 'LOGISTEC'. The letters 'L', 'I', 'S', 'T', 'E', and 'C' are rendered in a light gray, sans-serif font. The letter 'O' is replaced by the multi-colored 'G'.



The O embodies the core  
value of our company;  
**that together  
we are stronger.**





## ORANGE

represents our  
marine services.



## GREEN


illustrates our  
environmental services.



# BLUE

represents water  
which links this unique  
combination of services.





The O also represents our **people**, our most valuable resource, and the **driving force** behind LOGISTEC.





Doing great things *together!*

ACCOMPLIR DE GRANDES  
CHOSSES ENSEMBLE!






Doing great things *together!*

ACCOMPLIR DE GRANDES  
CHOSSES ENSEMBLE!








Our passion for continuously  
expanding our know-how enables  
us to take an imaginative approach  
to everything we do.

THE LOGISTEC FAMILY





LOGISTEC is the story  
of our people. It is the story  
of their passion, ingenuity  
and creativity, which  
contributed to some of the  
most innovative projects!

MADELEINE PAQUIN





THE UNIFIED VOICE OF THE SEAPORT INDUSTRY

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# Case Studies on Corporate Branding

**Monika Cote**

MANAGER OF CORPORATE COMMUNICATIONS

Port of Prince Rupert  
Prince Rupert, BC, Canada





# PRINCE RUPERT'S BRAND EVOLUTION

AAPA | OCTOBER 28, 2019

**MONIKA CÔTÉ**

Manager, Corporate Communications



# 1 | WHO ARE WE?

Storytelling through brand development

# 1 | LOGOS?



# PRINCE RUPERT PORT AUTHORITY



## 2018 IN NUMBERS

- 85 PRPA Employees
- 26.7M Tonnes of cargo
- 1M TEUs milestone achieved
- 3<sup>rd</sup> largest port in Canada

## PRPA TERMINALS

- Fairview Container Terminal
- Prince Rupert Grain Terminal
- Ridley Bulk Terminal
- Ridley Island Propane Export Terminal
- Westview Wood Pellet Terminal
- Northland Cruise Terminal



## BRAND REFRESH: WHY NOW?

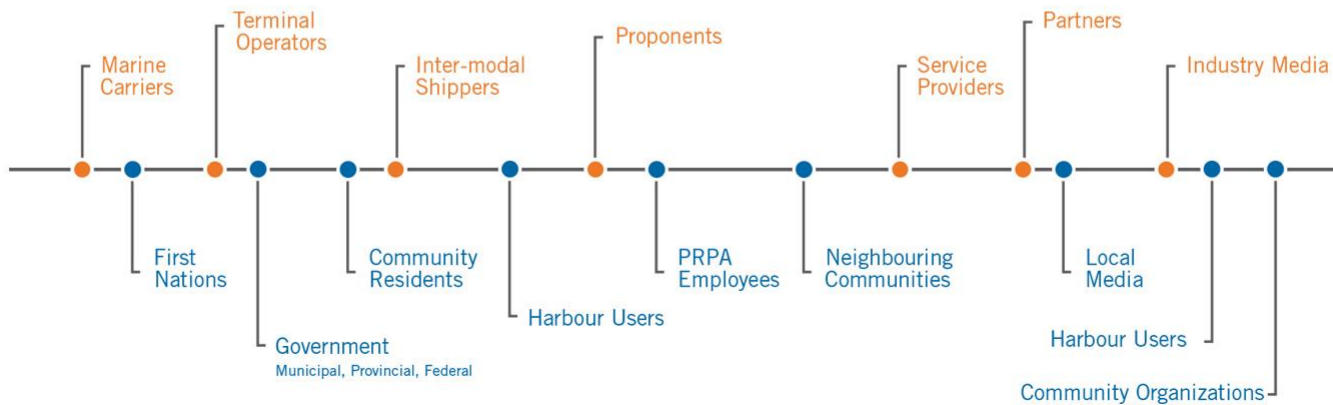
- Our organization is in a time of change and evolution
- Change provides an opportunity to refresh our brand objectives and our image – and more
- A brand is much more than a logo and a font; it's a symbol of our organization, our culture, and of what we're working to accomplish

# 2 | **MULTIPLE STAKEHOLDERS**

Understanding our audiences



# Brand Audiences





STAKEHOLDER  
ENGAGEMENT PLAN 2019  
**SERVICE PROVIDERS**

RUPERTPORT.COM



STAKEHOLDER ENGAGEMENT PLAN 2019  
**SERVICE PROVIDERS**

**3.0 KEY CHALLENGES**

3-5 key challenges affecting our ability to work successfully with this stakeholder in 1-3 years.

Again, this is high-level - no more than 2-3 sentences to describe each challenge.

**KEY CHALLENGES**

- Finding locations/site planning for existing and new service providers
- Additional service provider capabilities to enable growth
- Finding the right service providers if they're new, or influencing existing service providers to create an increased competitive service to our port.
- Sparse toolkit on providing service provider information to shippers on capacity current service providers.

**4.0 TARGET MARKET**

**4.1 PERSONAS**

A description of the key decision maker (demographic, psychographic/attitudinal)  
Try to construct a profile of the key decision maker for this stakeholder group. How old is he or she? What is their level of education? How would you describe them as people?

**PERSONAS**

It is difficult to describe one persona for this group as it is varied.

**First group**

A lower-level service provider, i.e. trucking company owner who has high-school education and has worked in the industry for most of their career. They are entrepreneurial/middle-aged men.

**Second group**

Government agency and more corporate service provider group. Higher educated more senior level men.

**4.2 RELATIONSHIP SUCCESS FACTORS AND PERFORMANCE**

Try to think of (no more than 5) the most important factors that this stakeholder would evaluate us.

For example, a Relationship Success Factor with a First Nations group might be "A clear commitment to getting to know us and our values."

For an inter-modal shipper it might be "Quick response time when we have a problem."

As the expert on this stakeholder group, try to define up to five yardsticks that this stakeholder would use to measure us.



STAKEHOLDER ENGAGEMENT PLAN 2019  
**SERVICE PROVIDERS**

4

**1.2 STAKEHOLDER IMPACT**

On a scale of 1-10, rate the importance of this stakeholder's impact on the success of our business. The number 1 means very little real impact, 10 would represent extreme importance to/impact on our business.

1 2 3 4 5 6 7 8 9 10

In a single bullet point, please highlight your rationale for your rating.

Based on our reputation and competition, our success as a port relies a lot on this group.

**1.3 OUR ABILITY TO INFLUENCE THIS STAKEHOLDER**

On a scale of 1-10, describe our ability to influence this stakeholder's rating of PRPA.

The number 1 would mean that basically nothing we do would have any effect on their opinion of us, where 10 would mean that even small efforts on our part would move the needle with this group.

1 2 3 4 5 6 7 8 9 10

In a single bullet point, please highlight your rationale for your rating.

Due to the diverse nature of this group, though our actions may influence some in the group, for others our actions will not have much influence at all.

**2.0 KEY OPPORTUNITIES**

Here, we'd like you to identify 3-5 key opportunities related to our relationship with this stakeholder that should represent our areas of strategic focus in the next 1-3 years.

This is a high-level overview - no more than 2-3 sentences to describe each opportunity.

**KEY OPPORTUNITIES**

Internal alignment on methods of communication with this group so that there aren't mixed messages and confusion for all parties.

Communicate the vision for our port, in particular our land-use plan, to understand how their services can support the growth and diversification of our port

Investment in attracting new service providers and enhancing current service providers' capabilities

Be more proactive in our relationship with this group, and not just reaching out to them when there is an issue.



# 3 | BRAND BLUEPRINT

Anchoring our vision, mission, and values



## OUR BRAND POSITION

Prince Rupert Port Authority stands for much more than the collection of physical attributes that make Prince Rupert an attractive port of call for shippers.

Those advantages have been largely in place for over a century. What makes us unique is the activation of those advantages through innovation that adds real value for our customers and partners. That competitive advantage catalyzes growth in Canadian trade.

PRINCE RUPERT PORT AUTHORITY IS  
**CANADA'S  
LEADING  
EDGE**

# 4 | BRAND IDENTITY

Not just a new look, but a shared purpose

BUILD A BETTER CANADA THROUGH GROWING TRADE



# OUR BIGGEST ADVANTAGE



## WE ARE HONOURED TO BE VOTED AS PRINCE RUPERT'S TOP EMPLOYER!

This wouldn't be possible without our staff. Our people have propelled us to this achievement and we are grateful for their innovation and commitment to building a better Canada through growing trade.

Thank you to our employees and The Northern View readers for this recognition.

[RUPERTPORT.COM](http://RUPERTPORT.COM)







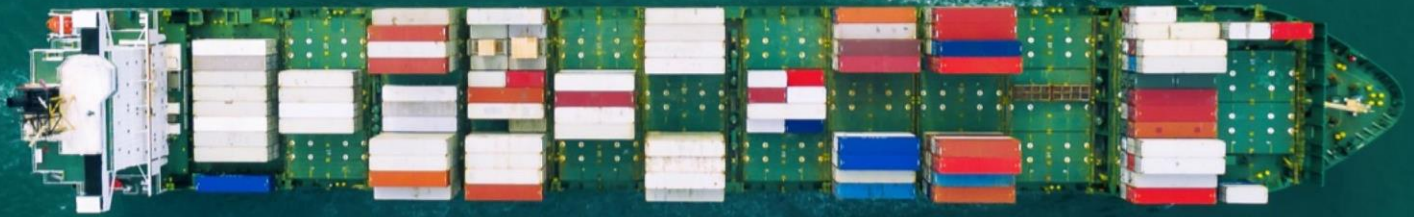
## MONIKA COTE

Manager, Corporate Communications  
*[mcote@rupertport.com](mailto:mcote@rupertport.com)*





# Case Studies on Corporate Branding



Jenifer Barsell

DIRECTOR, MARKETING & COMMUNICATIONS

Port of San Diego  
San Diego, CA, USA





# Port of San Diego Rebrand

*Jenifer Barsell*

*Director, Marketing & Communications*

*AAPA Communications and Marketing Seminar*

*October 28, 2019*

# Topics

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- Background
- Objectives
- Development process
- Port of San Diego brand
- Launch

# Background

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- Why rebranding the Port of San Diego was important
- State of the brand prior to launch
- Board approval





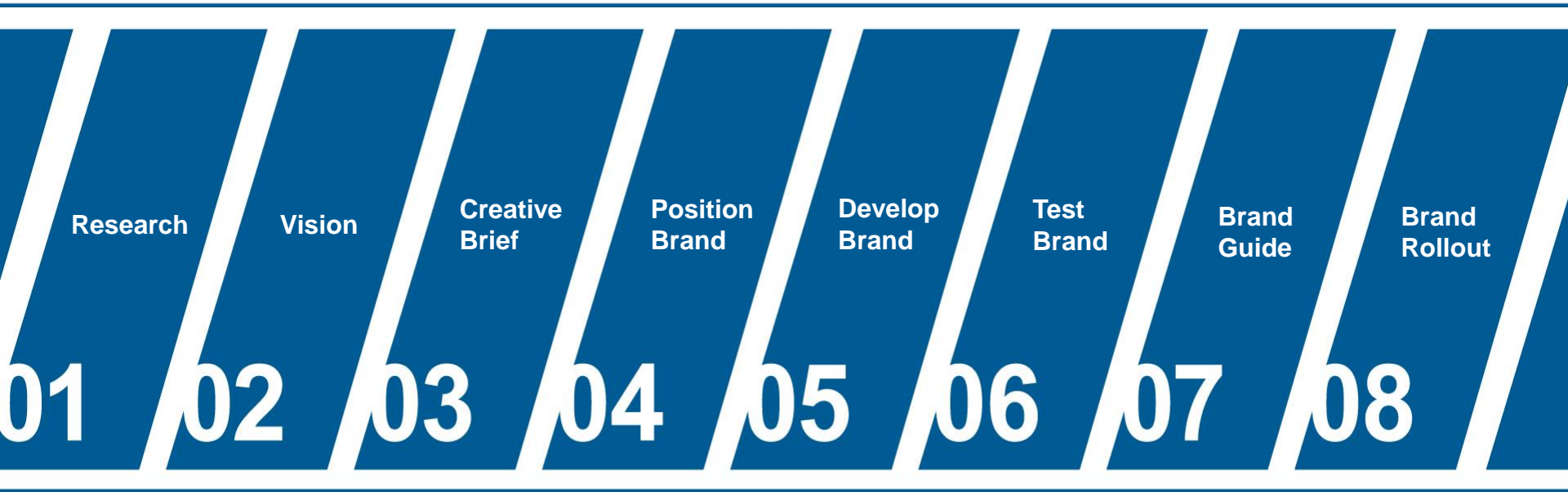
# Objectives

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- Awareness and education
- Reputation management
- Support business lines to drive revenue



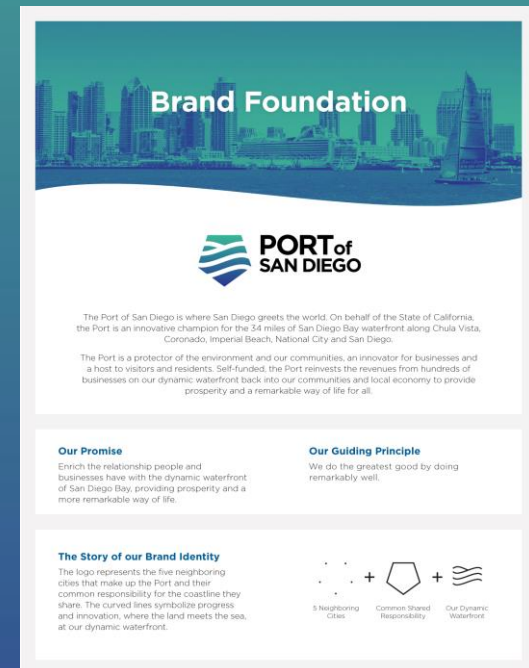
# Brand Development Process



# **The Story Within Our Mark**

# Brand Foundation & Brand Guidelines

- Brand Promise
- Personality Type
- Key Messaging
- Brand Beliefs
- Master and Sub-Brand Identities



# A branded system meets diverse needs





# Waterfront of Opportunity



# Brand Launch

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- Internal buy-in
  - Engage staff from the beginning
  - Sneak preview event
- External rollout
  - Involve partners
  - Soft launch



# Thank you.

*Jenifer Barsell*

*Director, Marketing & Communications*

*[jbarsell@portofsandiego.org](mailto:jbarsell@portofsandiego.org)*

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# Appendix Slides



# Results: 2017 → 2019

- Awareness (Brand Tracking Study)
  - **Unaided Brand Awareness:** County-wide increase 20% → 26%
  - **Knowledge of Port's Responsibilities:** Increased understanding in all 11 categories
- Sentiment (Social Media Metrics)
  - **Social Media Analysis:**
    - Negative comments down 18% → 9%;
    - Positive comments up 34% → 52%
- Return on Investment (Campaign Metrics)
  - **Destination Campaign:** 9 to 1 ROI



# PORT of SAN DIEGO

Waterfront of Opportunity

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**AAPA**  
www.aapa-ports.org

# Case Studies on Corporate Branding



Becky Haycox & Cameron Spencer

MARKETING & COMMUNICATIONS SPECIALIST & PUBLIB &  
GOVERNMENT RELATIONS MANAGER

Port of Hueneme  
Port Huenme, CA, USA





**The Port**  
**OF Hueneme**  
Oxnard Harbor District

# Then to Now to Beyond

*Becky Haycox &  
Cam Spencer*

October 28, 2019







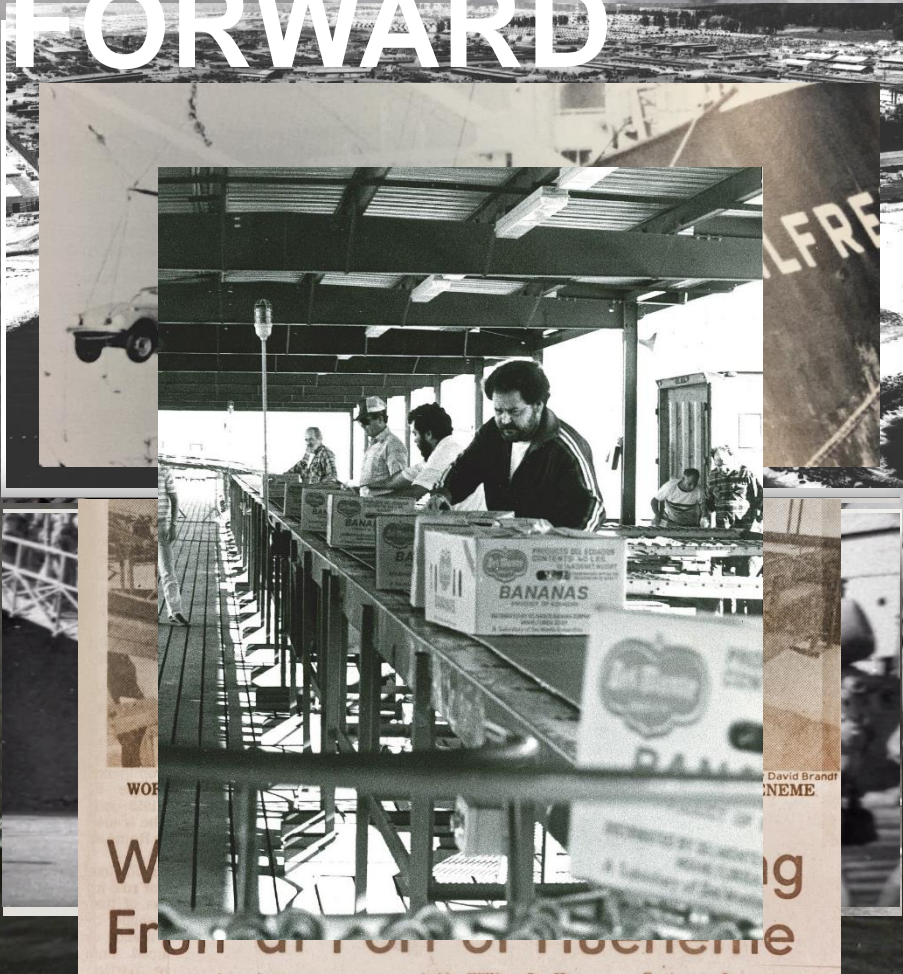
**HUENEME??**  
**why-KNEE-me**



**SAN  
DIEGO**



# THE IN THE BEGINNING HISTORY FORWARD



**1872** Senator Thomas Bard envisions a commercial harbor and constructs the first wharf. His son Richard completes the vision – known as “Father of the Port”.

**1937** The State of California authorizes the creation of the Oxnard Harbor District.

**1942** The U.S. Navy takes over the Port via Eminent Domain during WWII.

**1977-1979** Auto and produce trade begins at the Port.

**1993** The banana trade makes the Port its home.



**2013** Introduced strategic marketing plan and new branding initiatives to pave way for global brand recognition.

EARLY PR - 1972

Tuesday, June 27, 1972

PAGE 11-A

NEW IDENTITY



**The Port  
OF Hueneme**

Oxnard Harbor District



— dedicados a la —  
**COMUNIDAD**



**The Port  
OF Hueneme**

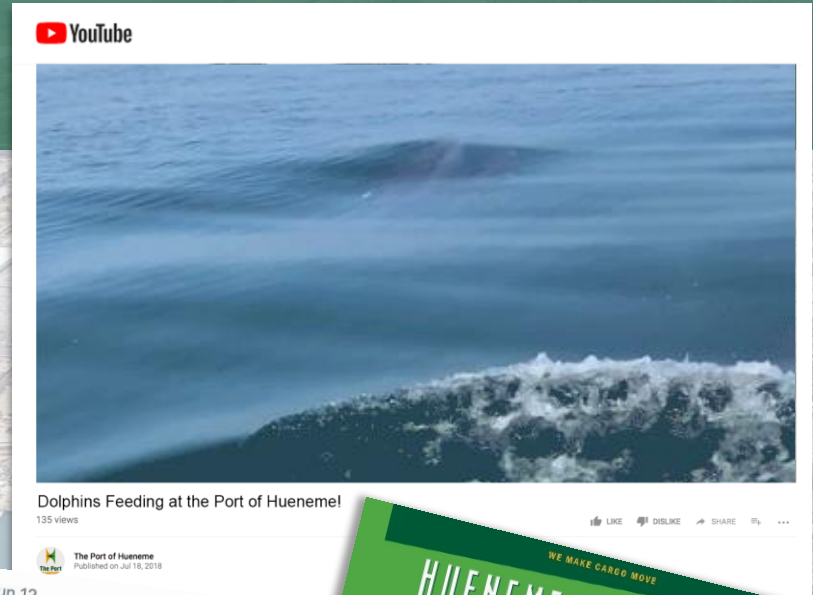
*We Make Cargo Move*



— committed to —  
**COMMUNITY**





# MARKETING




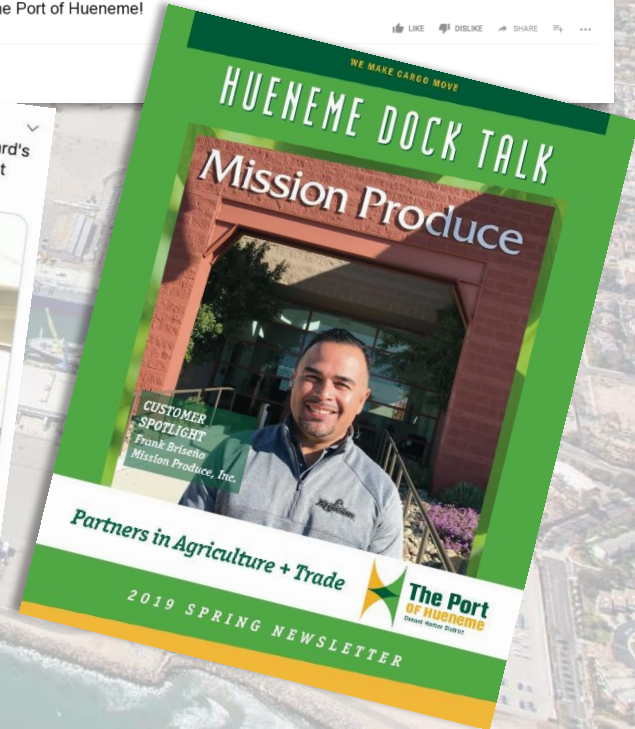
**FOLLOWER GROWTH** SINCE 2017

 Instagram – **686%**

 LinkedIn – **309%**

 Facebook – **138%**

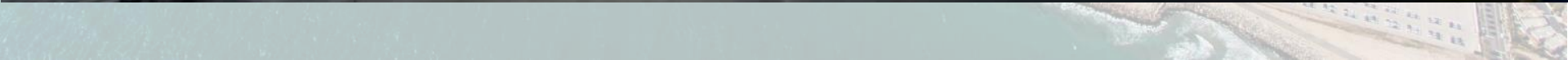
 Twitter – **105%**



**@portofhueneme**



# SHOWCASING OUR STRENGTHS



# TELLING OUR STORIES





# CARRYING THE BRAND

## ADAPTABILITY OF THE MESSAGE

- Government Relations
- Business Community
- Environmental Community
- Educational Outreach
- Diversity Outreach



AND THE CHALLENGES...



# MEANINGFUL MERCH







**Follow us on social media**



**and find us at [portofh.org](http://portofh.org)!**



THE UNIFIED VOICE OF THE SEAPORT INDUSTRY

**AAPA**  
www.aapa-ports.org



# Case Studies on Corporate Branding

Jade Davis

VICE-PRESIDENT EXTERNAL AFFAIRS

Port of Cleveland  
Cleveland, OH, USA





**Global Reach. Local Benefit.**

# **Omnichannel Engagement**

# Introduction

**Jade Davis**

***Vice President of External Affairs***

**Cleveland-Cuyahoga County Port Authority**

Jade manages the Port's government affairs, communications and marketing programming. Prior to his role at the Port, he served as the Senior Director of State Affairs and Outreach at the American Coalition for Clean Coal Electricity (ACCCE) in Washington DC. Jade received a B.A. from The College of Wooster and an M.P.A. in Economic Development and Policy from Eastern Michigan University. Jade and his wife, Crystal, have two children and reside in Northeast Ohio.

# Past

## Prior to 2016

- **Strategic Vision:** Not defined
- **Tactical Approach:** Not defined
- **Goals:** Not defined

## Marketing & Public Affairs Programming in 2016-2018

- **Strategic Vision:** To position the Port of Cleveland as the international transportation hub for maritime innovation
- **Tactical Approach:** Omnichannel Marketing w/focus on Public Relations & Social Media
- **Goals:** Increase Awareness & Engagement

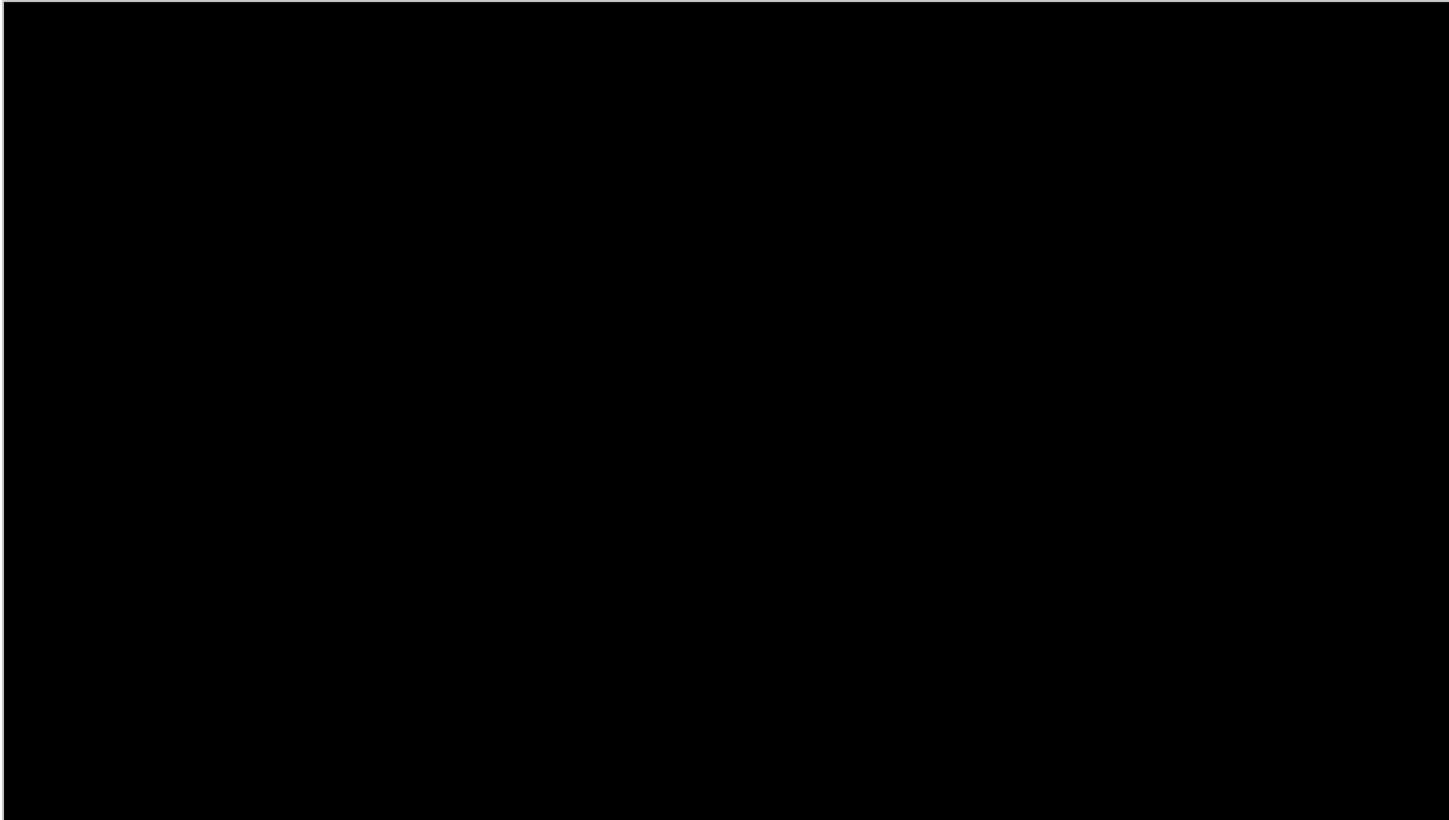


# 2018

- **America's Heartland**
  - Brand Anthem Video Launch
- **Anniversary**
  - Port50
  - Rock the Port – Public & Private Events
- **Environment**
  - Cleveland Lakefront Nature Preserve – Field Guide
  - *Green Marine – GreenTech 2018 (Promotion for 2019 Event)*

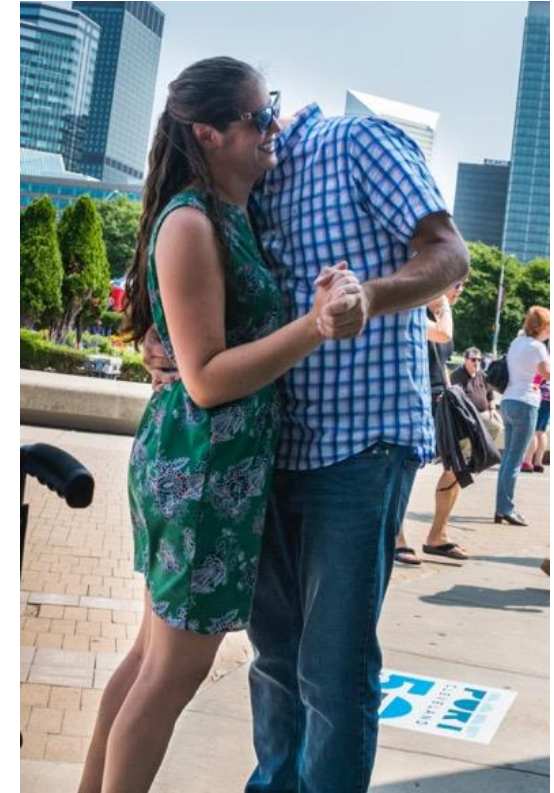
# America's Heartland

**APPA Communications Award Winner: Video**



# Rock the Port – Public

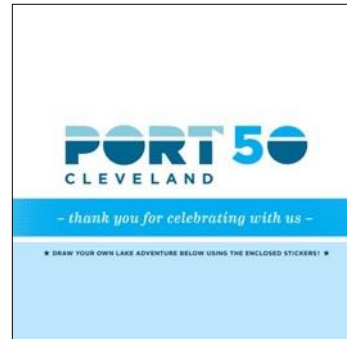
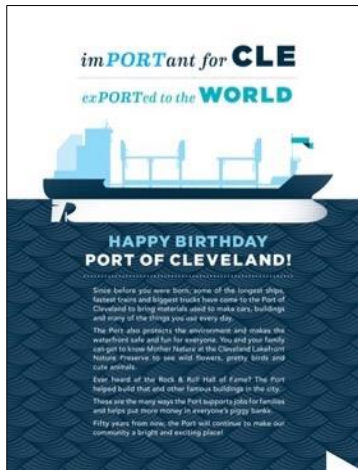
## APPA Communications Award Winner: Event





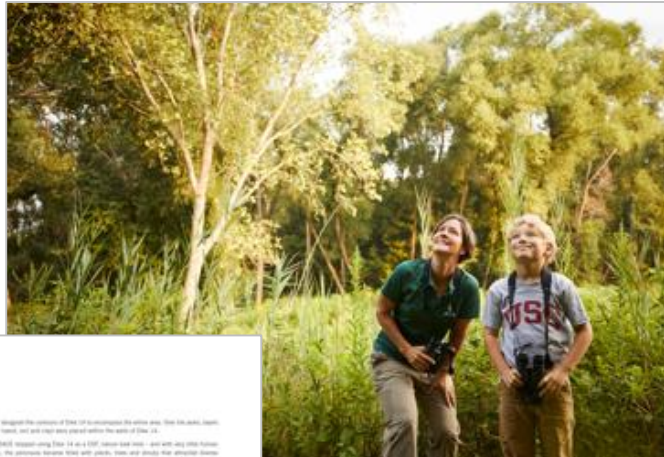
# Rock the Port – Public

## APPA Communications Award Winner: Event



# CLNP – Field Guide

## APPA Communications Award: Handbook



**ABOUT THE CLEVELAND LAKEFRONT NATURE PRESERVE**

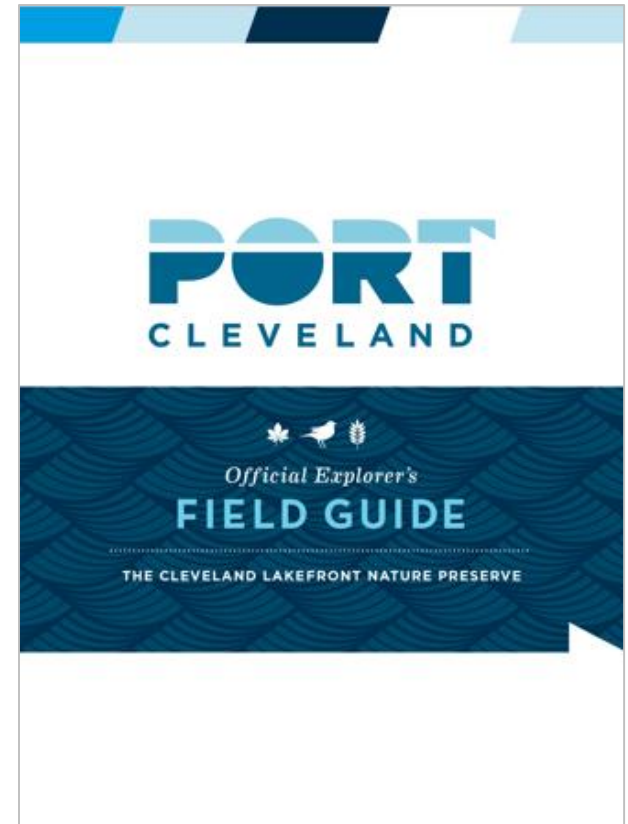
The 147-acre Preserve is a unique urban wildlife haven. Located on the shores of Lake Erie, it is a true natural area of abundance. It is a place of natural beauty, offering a 2.5-mile of access to the Lake Erie shoreline. The Preserve offers a unique opportunity to experience the natural and historic beauty of the City of Cleveland. The Preserve is open from dawn to dusk, year-round.

The 147-acre Preserve is located on the western shore of Lake Erie, between the city of Cleveland and the city of Lorain. The Preserve is a unique urban wildlife haven, offering a 2.5-mile of access to the Lake Erie shoreline. The Preserve offers a unique opportunity to experience the natural and historic beauty of the City of Cleveland. The Preserve is open from dawn to dusk, year-round.

Being the kind of man and woman for what works, the Preserve is a unique urban wildlife haven. Located on the shores of Lake Erie, it is a true natural area of abundance. It is a place of natural beauty, offering a 2.5-mile of access to the Lake Erie shoreline. The Preserve offers a unique opportunity to experience the natural and historic beauty of the City of Cleveland. The Preserve is open from dawn to dusk, year-round.

**It's a city surrounded by nature. Having 147 acres of wild land, this close to the city makes it essential to get out and enjoy nature for hundreds of thousands of people.**

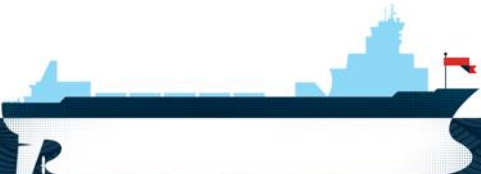
Wendy Wood, Director of Nature Experience at Cleveland Museum of Natural History



# PORT50

## APPA Communications Award: Overall Campaign

*im***PORT**ant for **CLE**  
*ex***PORT**ed to the **WORLD**



**PORT OF CLEVELAND  
CELEBRATES  
50 YEARS OF  
BUILDING THE FUTURE**

Since 1968, the Cleveland-Cuyahoga County Port Authority has served as a vital transportation hub for the Great Lakes – becoming one of the region's busiest ports and a premier gateway to the world. Today, we are a bustling economic engine for the community, supporting 20,000+ jobs and contributing \$3.5 billion to the local economy. Here's to setting the course toward the next 50 years – and beyond.

**PORT 50  
CLEVELAND**

1100 WEST NINTH STREET #300 | CLEVELAND, OHIO 44113 | 216.241.8004 | [PORTOFCLEVELAND.COM](http://PORTOFCLEVELAND.COM)



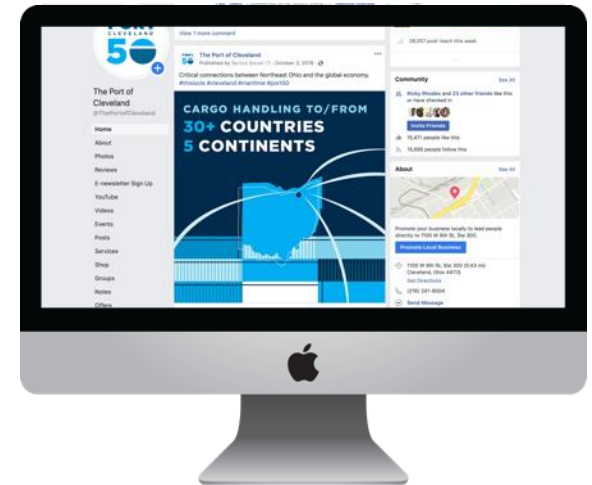
**PORT  
CLEVELAND  
50**

**JOBS  
CONNECTED TO  
PORT OPERATIONS**

\*Growth over 2008 base year of last Economic Impacts study



**CARGO HANDLING TO/FROM  
30+ COUNTRIES  
5 CONTINENTS**





# Green Marine – GreenTech

*- Save the Date -*  
**GREENTECH 2019**




**CLE**

*The Westin Cleveland Downtown*  
**JUNE 5-7, 2019**  
CLEVELAND, OHIO

**PORT**  
CLEVELAND  
**50**

HOSTED BY A GREEN PORT ON A BLUE LAKE  
**PORTOFCLEVELAND.COM**



**DISRUPT**  
*or be*  
**DISRUPTED**

FIVE TRENDS IN MARITIME INNOVATION  
**#3 ARTIFICIAL INTELLIGENCE**



# Present – 2019

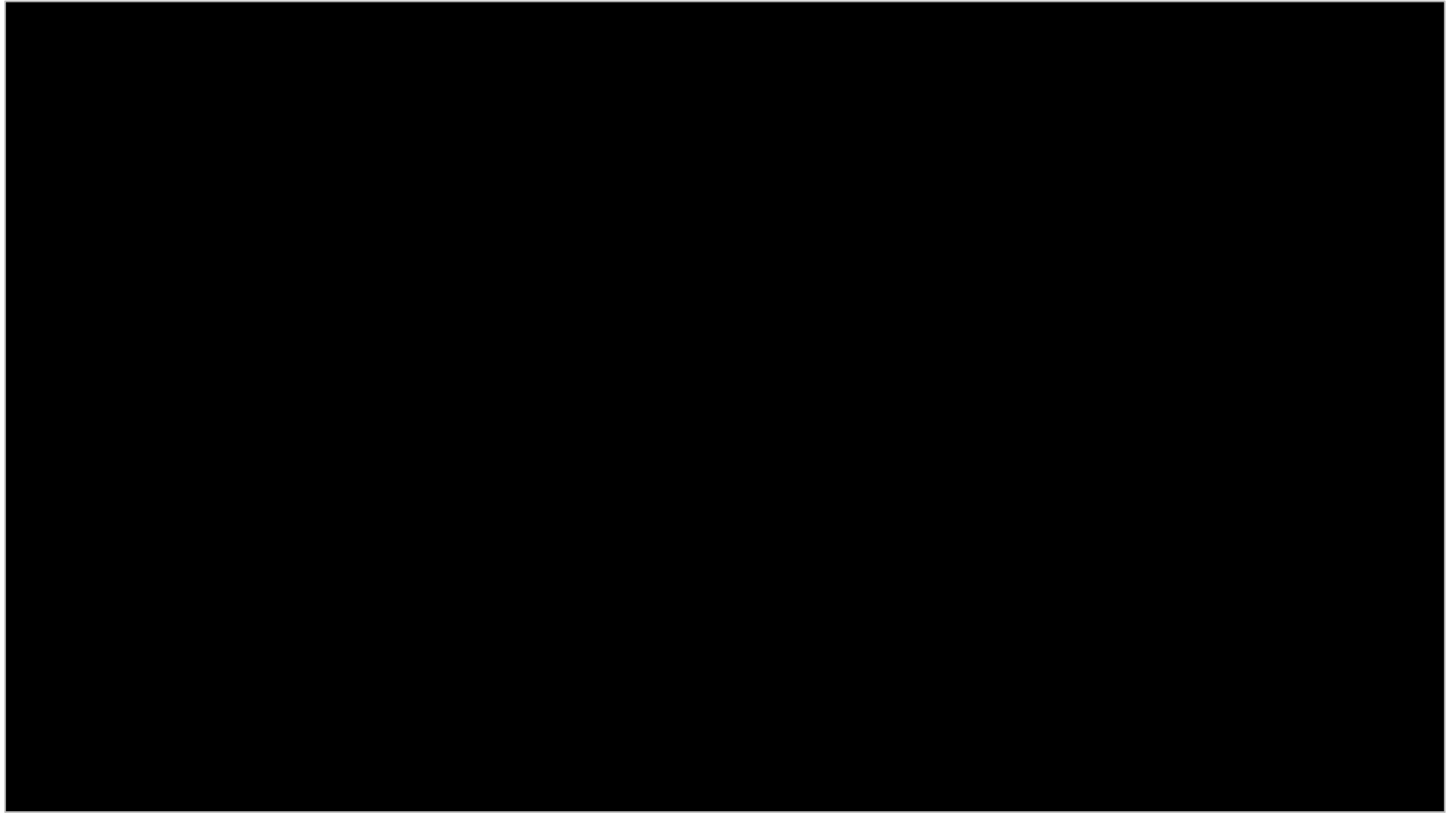
## 1. Environment & Policy

- Green Marine – GreenTech (in Cleveland)
- Great Lakes Economic Forum
- Infrastructure Week
- AAPA Leadership & Support

## 2. Maritime & Logistics

- Logistics Conference & Outing
- The North Coast – Marketing Campaign w/LOGISTEC
- Great Lakes Forward – Podcast Series
- Video Series

# Great Lakes Economic Forum

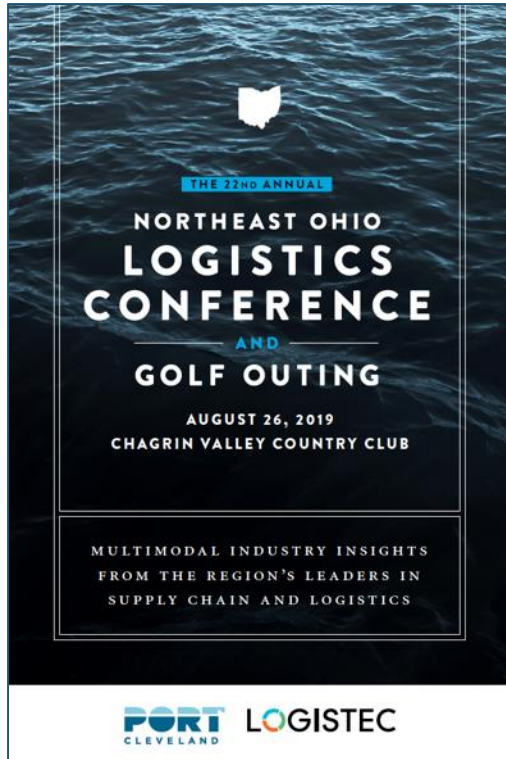




# Infrastructure Week



# Logistics Conference & Golf Outing



THE 22ND ANNUAL  
**NORTHEAST OHIO  
LOGISTICS  
CONFERENCE**  
AND  
**GOLF OUTING**

AUGUST 26, 2019  
CHAGRIN VALLEY COUNTRY CLUB

MULTIMODAL INDUSTRY INSIGHTS  
FROM THE REGION'S LEADERS IN  
SUPPLY CHAIN AND LOGISTICS

**PORT** CLEVELAND **LOGISTEC**



**INNOVATORS  
IN THE  
HEARTLAND**

The 22nd Annual Northeast Ohio Logistics Conference and Golf Outing – where Multimodal industry insights are shared from the region's leaders in supply chain and logistics.



THE 22ND ANNUAL  
**NORTHEAST OHIO  
LOGISTICS  
CONFERENCE**  
AND  
**GOLF OUTING**

**MADELEINE  
PAQUIN**



**KEVIN  
SHUBA**



THE 22ND ANNUAL  
**NORTHEAST OHIO  
LOGISTICS  
CONFERENCE**  
AND  
**GOLF OUTING**

**ANDRE  
THORNTON**



**DR. JODI  
BERG**



# Logistics Conference & Golf Outing





# The North Coast

## Paid Media

- AAPA
- AJOT
- American Shipper
- FreightWaves
- JOC
- IANA

## Podcast Series

## Video Series

Native: FB/Instagram/Twitter/LinkedIn

Impressions: 2+ million

34 34  
32 32  
30 30  
28 28

THE  
**NORTH COAST**

ALL-WATER SEAWAY  
TO  
AMERICA'S HEARTLAND

SHIPPING LOGISTICS CAPACITY ACCESS

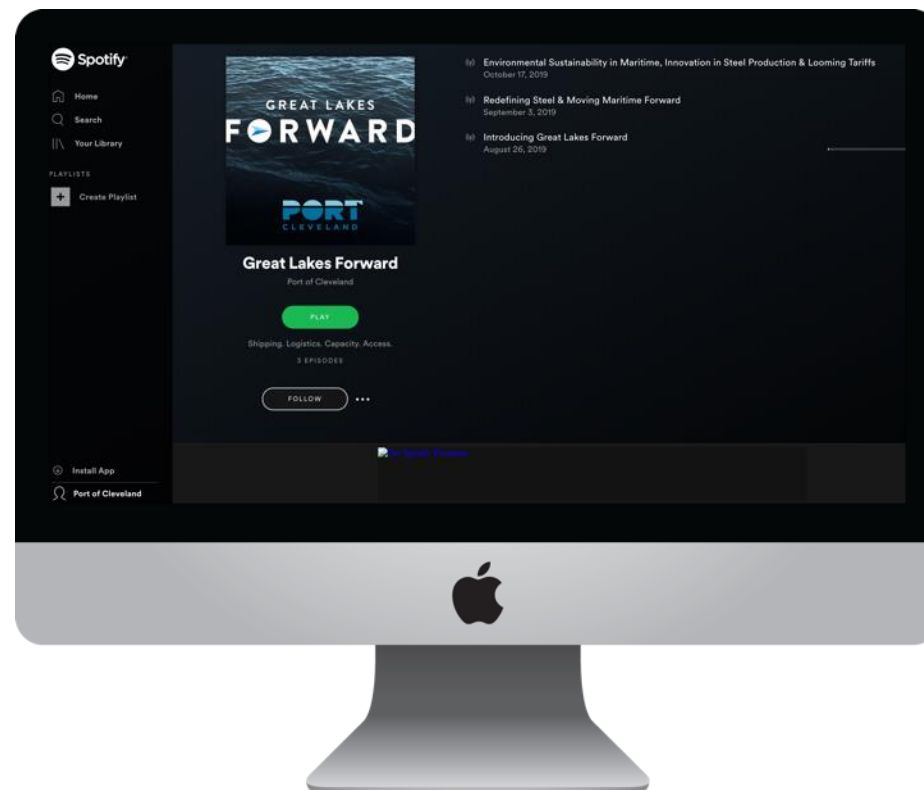
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# Great Lakes Forward

## Podcast Series



# Great Lakes Forward

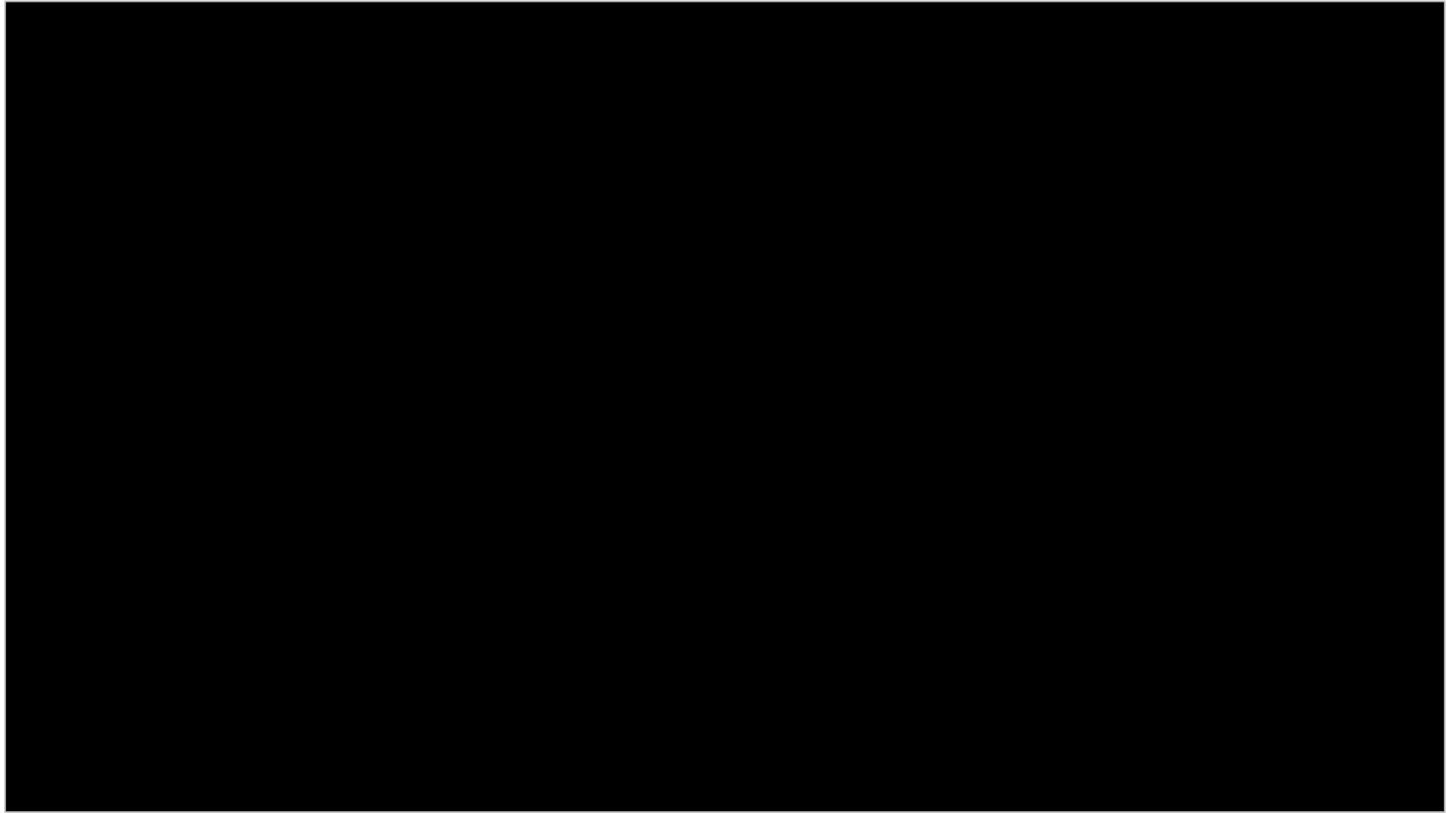




# Video Series – Flotsam Jetsam



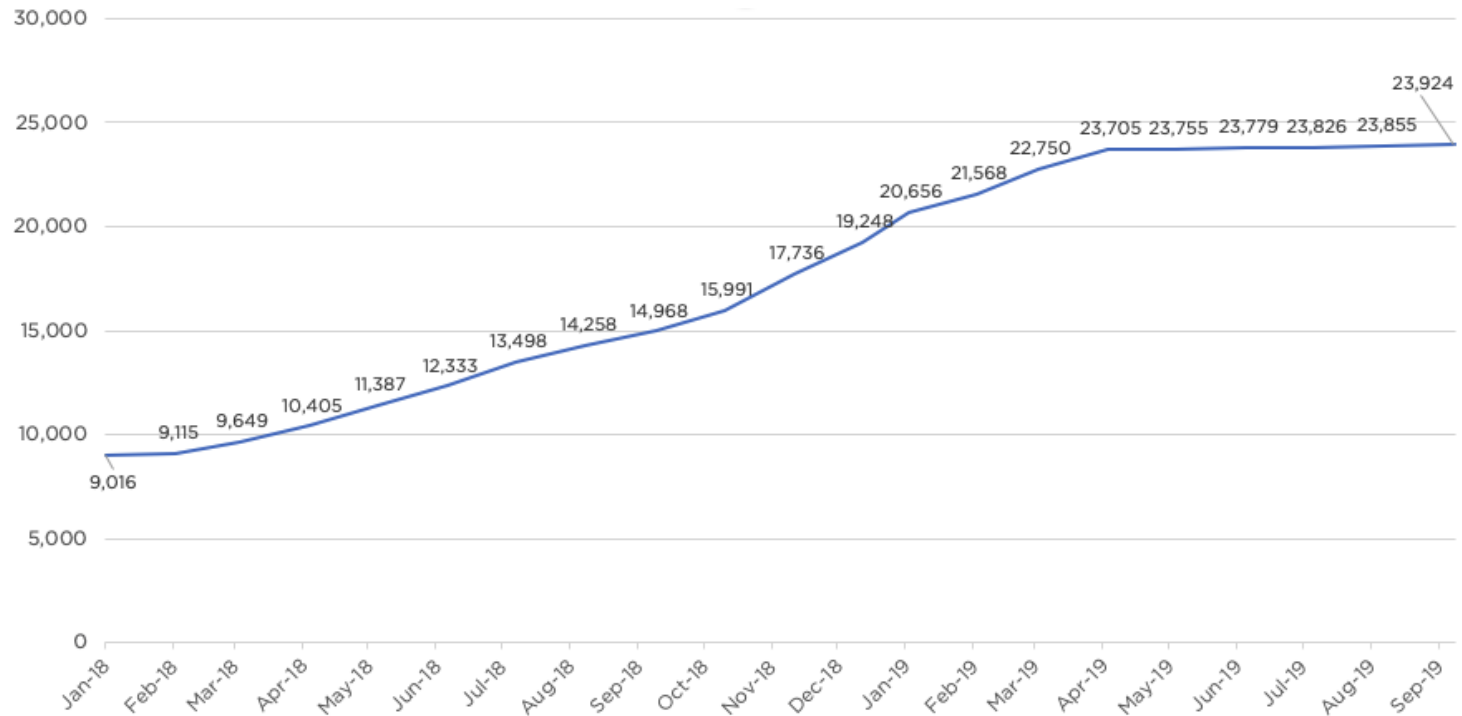
# Video Series – Navigation Season



# Performance



# Social Media Growth



# Media Coverage

The Port has generated 500+ positive media stories since January 2018, including:

- **News**

- **Local/Regional/National:**

- Politico
- Cleveland.com
- Fox8
- Patch
- The Times Herald
- Crain's Cleveland
- Freshwater

- **Industry**

- American Shipper
- FreightWaves
- JOC

- IANA
- AJOT
- Boat Nerd
- Transport Topics
- Logistics Management
- Green Marine
- The Waterways Journal
- Marine Link
- The Maritime Executive

# Future – 2020

## Marketing & Public Affairs

- **Strategic Vision:** To share the story of innovation from the Port of Cleveland and how it impacts the global marketplace by empowering all modes of transportation; The North Coast
- **Tactical Approach:** Omnichannel Marketing w/focus on video and audio
- **Goals:** Deepen Engagement, Grow Share of Voice and Increase Customer Prospects

*The Port of Cleveland is the only local government agency whose sole mission is to spur job creation and economic vitality in Cuyahoga County.*

*The Port is an economic engine for our community, a key to Northeast Ohio's global competitiveness, and a crucial partner in building Cuyahoga County's future.*



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