

2011 COMMUNICATIONS AWARDS PROGRAM

INDIVIDUAL SUBMISSIONS ENTRY FORM

(Please copy and complete this form for each entry)

Check only ONE entry classification below:

- | | |
|--|---|
| 1. AAPA Awareness Initiative Messaging _____ | 8. Overall Campaign _____ X _____ |
| 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 _____ |

CATEGORY 1

CATEGORY 2

Entry Title: Delaware Leading the Way for Off-shore Wind Energy Campaign

Port Name: Port of Wilmington, Delaware

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Email Address: vnbecker@port.state.de.us

Please indicate precisely how your port's name should be listed on any award(s) it may win:

Name: Port of Wilmington, Delaware/Diamond State Port Corporation

Being as precise as possible, please attach a separate entry statement, in English, that:

- **Defines the Communications Challenge or Opportunity**
 - Situation Analysis (*assess major internal and external factors*)
 - Problem Statement (*briefly describe in specific & measurable terms*)
- **Summarizes Planning and Programming**
 - Goals (*summarize desired outcome or end result*)
 - Target Publics (*be specific; list primary and secondary audiences if appropriate*)
 - Objectives (*identify specific and measurable milestones needed to reach goal*)
- **Identifies Actions Taken and Communication Outputs**
 - Strategies (*identify media choices, etc., that require tactics to complete*)
 - Tactics (*specify actions used to carry out strategies*)
 - Implementation Plan (*include timelines, staffing and budget*)
- **Summarizes Evaluation Methods and Communications Outcomes**
 - Evaluation Methods (*describe either formal surveys or anecdotal audience feedback used*)
 - Communications Outcomes (*isolate PR impacts to assess changed opinions, attitudes, behaviors*)

AWARD OF EXCELLENCE

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• Communications Challenge or Opportunity

- Situation Analysis: The Port of Wilmington, Delaware's goal is to serve as a Mid-Atlantic logistics and distribution center for the off-shore wind energy industry. The Port is now a Mid-Atlantic distribution center for General Electric's renewable energy division for land-based farms. But we seek to leverage this expertise to participate in the inevitable off-shore wind energy arena. NRG Bluewater Wind is in the process of receiving permits to build an off-shore wind farm in the Atlantic Ocean off Delaware's coast and was the first company to sign a power purchase agreement in the U.S. In addition, numerous wind farms are in the planning stage off the New Jersey and Maryland coastline in close proximity to the Port.
- Problem Statement: The Port of Wilmington, Delaware and the State of Delaware wanted to promote Delaware advantages for this emerging and highly promising market. However, there was only a modest budget for a promotional campaign.

• Planning and Programming

- Goals: Our goals were:
 - o To position Delaware as a leading Mid-Atlantic business, manufacturing, and logistics center for the off-shore wind energy industry
 - o To attract our target audience in the off-shore wind energy industry to explore Delaware's advantages and consider the Port for their Mid-Atlantic wind energy component shipments or as a staging and supply port for off-shore wind farm construction and support
 - o To promote the Port's handling capabilities within our modest budget
- Target Publics:
 - o Wind farm developers, owners and investors
 - o Wind energy component manufacturers
 - o Wind energy suppliers and service providers
 - o Logistics companies
- Objectives: Measure the campaign's success by:
 - o The number of companies that visited our exhibit in the AWEA off-shore wind conference
 - o The number of companies that visit Delaware and/or the Port
 - o Media coverage of Delaware and the Port in industry related media

• Identifies Actions Taken and Communication Outputs

- Strategies:
 - o We approached the Delaware Economic Development Office (DEDO) and proposed creating a shared advertising and PR campaign to increase awareness of Delaware's advantages to the off-shore wind energy. DEDO agreed to split the advertising costs and offered their designer to create the ad.
 - o Following a discussion with DEDO we also scheduled a meeting with other groups in the State of Delaware including the University of Delaware (UD), the Delaware's Department for Natural Resources and Environment Control (DNREC), and the State's Department of International Trade to discuss how we can collaborate and promote Delaware as one group.
- Tactics: The marketing and public relations campaign included:
 - o Exhibit:
Hosting an exhibit at the American Wind Energy Association's (AWEA) off-shore wind energy conference and expo in Atlantic City in October 2010 which attracted over 120 exhibitors and nearly 1,700

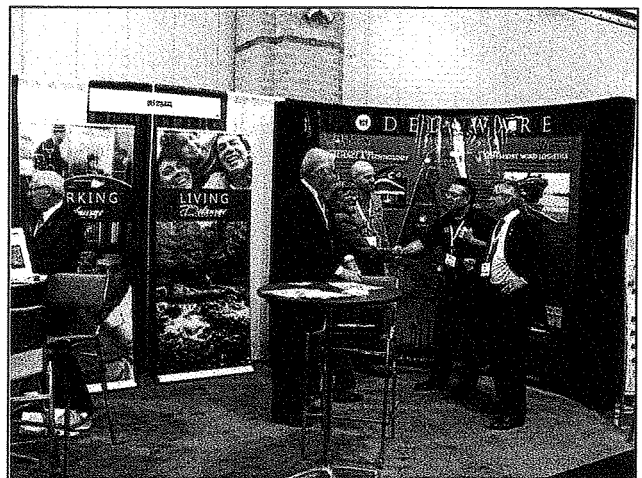
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international delegates. The exhibit promoted the benefits Delaware offers to the off-shore wind industry from cutting-edge university research; to manufacturing; skilled labor; logistics hub experienced in handling wind energy components; the availability of waterfront land for the development of a service center for the industry; to the benefits of incorporating in Delaware. DNREC, DEDO, and the State's International Trade Office contacted prospect customers before the show and invited them to visit our exhibit and tour the Port and Delaware.

- Advertising:
Creating a joint advertising campaign with DEDO with placement in specific issues, primarily in the *North American Windpower* (NAWP) magazine, which is the most popular wind energy magazine in North America
- PR:
The Port initiated a PR campaign reaching out to wind energy, alternative energy and maritime related publications, and also eblasted information to prospective and current customers.
- Marketing materials:
Port staff created a flyer (attached) targeting the wind energy industry which was used in the AWEA exhibit and in business meetings. It was also posted on our web site www.PortofWilmington.com.

– Implementation Plan:

- Hosting a shared exhibit at the AWEA off-shore conference:
 - We shared the exhibit with the State of Delaware and UD at no cost for the Port. Members of the group coordinated the staffing of the exhibit as well as sent invitations to leading companies in the industry to visit the exhibit and Delaware during the show.
 - UD designed the exhibit in keeping with our ad's concept, all at no cost for the Port. We were able to contribute text and art.
 - The Port prepared a photo slide show that ran during the exhibit depicting our handling of wind turbine blades and promoting the advantages of using Delaware as a logistics center for the industry. The design was free of charge and UD provided the large screen TV.
 - Port staff designed a promotional flyer and UD printed it at no cost to the Port.
 - The State prepared promotional giveaways at no cost for the Port.
- Advertising Campaign
 - We created the ad with DEDO's marketing staff. We researched the industry's ad design style and noticed that most ads were either green (green energy) or blue (sky). Our ad was only ¼ or ½ page size, so in order for it to stand out DEDO's designer made it orange. It was so attractive that several times we were provided with a better placement in the print publication to better compliment the print layout.
 - We researched which renewable energy and wind energy publications are the most popular and contacted our wind energy customers to also hear which media they prefer. The NAWP magazine was rated as the most popular and informative publication among wind energy industry decision makers with 26,000 copies in circulation and readership of more than 70,000.
 - To maximize our budget, we decided to place ads in issues that were distributed at key wind energy conferences, including AWEA's Off-shore show issues and off-shore supplement.
 - Our ad in the NAWP AWEA issues was distributed to visitors of the Off-shore show in their gift bags as well as to the show's hotel rooms.



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- Each ¼ page ad in the NAWP cost \$2,758.25 and we placed 3 ads + one additional in their off-shore supplement at a total of \$11,033. We split the cost with DEDO and only paid \$5,516.50. We also placed a 5 x 7 " ad on the cover of the *American Journal of Transportation's* Delaware River ports feature issue for \$500, and shared with DEDO another ½ page ad in *Inbound Logistics'* wind energy feature issue for \$2,500 paying \$1,250 for our share. Our total spending for the campaign was \$7,266.50.
- Public relations campaign:
 - The Port's staff contacted industry related media with public relations initiatives to complement the advertising campaign and also introduced media to DEDO and other wind energy related groups in Delaware. This, in turn, produced articles in NAWP, *Windpower Monthly*, *American Journal of Transportation*, *The Journal of Commerce*, *BreakBulk*, *Inbound Logistics*, *Dry Cargo International*, *Heavy Lift* and others.
 - Port staff designed and a digital promotional piece (enclosed) for the wind energy industry which was also posted on www.PortofWilmington.com.
 - We published stories about our wind energy handling capabilities and plans for future development for this industry in *Port Illustrated* (enclosed), the Port's newsletter, which is distributed to approximately 2000 readers and posted on our web site.