

- Good morning, welcome to the panel on **Measuring Effectiveness of Port Marketing and Outreach Activities**.
- I am Brandy Christian, the Port of San Diego's Vice President of Strategy & Business Development. I have the privilege of overseeing the Port's Maritime Operations, Marketing & Communications and Government Relations departments.
- I will serve as the moderator and before I introduce our distinguished panel, I would like to ask, how many in our audience are from a port or public agency?
- All of you understand the challenge of advocating for public funds to promote your agencies' activities or to educate the public on your mission or initiatives.
- Securing promotional dollars is a challenge for both public and private corporations. Being in the public sector means we are highly scrutinized by the public and the media and must demonstrate to them how those dollars are spent and what the results were.
- Today, we will share hands-on experiences and some sample metrics that demonstrate the ROI (Return on Investment) for marketing and the ROI (Return on Involvement) for community outreach activities.

## Measuring Effectiveness of Port Marketing & Outreach Activities



**Moderator:** Brandy D. Christian  
Vice President, Strategy & Business Development  
Port of San Diego

**Panelists:** Marlee J Ehrenfeld  
President & Creative Director  
MJE Marketing Services Inc. (San Diego, CA)

Kristin Decas  
CEO and Port Director  
Port of Hueneme (CA)

2

- Marlee Ehrenfeld is the founder, President & Creative Director of MJE Marketing Services Inc. Her agency has helped mold, refine and elevate the identities and messaging of some of the biggest brand names in Southern California. Among them: The Port of San Diego, San Diego International Airport, LAX, SANDAG (our metropolitan planning organization), Balboa Park's Plaza de Panama project (a multi-million dollar project to revitalize San Diego's top cultural gem), the San Diego cruise industry and many others. Her national marketing work includes developing integrated marketing/communications programs for public companies like XEROX, UPS, QUALCOMM and Microsoft.
- Marlee will discuss some of the entrepreneurial campaigns launched with the Port and other public agencies and the metrics used to prove ROI.
- Also, participating today is Kristin Decas, CEO and Executive Director of the Port of Hueneme. Kristin has been the Port Director for the Port of Hueneme for about two years. Prior to that, she served for five years as Port Director for the Port of New Bedford. Kristin will share Port Hueneme's recent success with their rebranding efforts.
- After the panel presentations, we will open up the workshop for questions or additional insight from the audience.

# The Port's Jurisdiction



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- The Port encompasses **2,403 acres of land and 3,535 acres of water.**
- **Five cities: Chula Vista, Coronado, Imperial Beach, National City and San Diego**



3

- Marlee will be discussing campaigns like the Port's Big Bay campaign, which helped communicate to the public the uniqueness of our port. Our jurisdiction and lines of business are vastly different from other public agencies.
- The Port was created by an act of the State Legislature on December 18, 1962.
- The Port's jurisdiction covers 2,403 acres of land and 3,535 acres of water spanning five cities – Chula Vista, Coronado, National City, San Diego and Imperial Beach.
- This gives us the responsibility for waterfront development across the entire Bay.

## Diverse Port Tenant Businesses




- **Approx. 800 business agreements**
- **Cargo tenants & cargo operator**
- **3 Shipyards & 9 Boatyards**
- **16 Hotels (about 8,000 rooms)**
- **73 Restaurants (more than 13,000 seats)**
- **3 Retail Centers**
- **25 Marinas & Yacht Clubs and sportfishing landings (7,626 boat and yacht slips)**





4

- We have guided the development of this prime waterfront property with a carefully selected portfolio of world-class commercial real estate, maritime and public/visitor serving uses.
- Examples of our portfolio include traditional port businesses:
  - The only full-service shipyard on the West Coast-General Dynamics NASSCO – capable of performing major structural repairs or modifications to Navy ships.
  - Long-term cargo leases with corporations such as Dole Fruit and Pasha Automotive at our two cargo terminals.
  - Ported cruise ships such as Holland America Line, Celebrity Cruises and Royal Caribbean at our two cruise terminals.
  - Five of the top 10 largest hotels in San Diego, ranked by number of hotel rooms.
  - More than 73 restaurants.
  - One of the highest potential development sites on the West Coast: 535 acres of stunning waterfront in Chula Vista. The Port has a Coastal Commission-approved plan for this land, making it shovel-ready for hotels, parks, conference center, a marina expansion and other uses.
  - Our commercial properties are structured on percentage-based land leases. Meaning the POSD gets between three to five percent of room sales, food and beverage and other concessions.
  - Therefore, the Port took an entrepreneurial approach by partnering with our commercial tenants to market San Diego Bay as a distinct destination. This helped increase their sales, which in turn increased the Port’s direct revenues.
  - With that context, I would like to now turn the discussion over to Marlee Ehrenfeld to share a case study of the POSD’s Big Bay Campaign.

# Marketing



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## Why Market San Diego Bay?

- **Formal research in 2001 determined that the majority of San Diego residents interviewed were confused as to what makes up Mission Bay vs. San Diego Bay**
- **ConVis 2003 research showed that only 16 percent of all drive market visitors came to San Diego Bay and patronized Port tenants**

The Regional Economic Development Corporation works to bring industry to San Diego overall.

San Diego's Convention and Visitor Bureau markets the region as a destination.

The Port of San Diego is the guardian and champion of San Diego Bay.



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SAN DIEGO'S WATERFRONT

# ROI on Branding



- Increasing familiarity with the San Diego Bay brand:

**Public survey: Have you heard of "The Big Bay" for San Diego Bay? (aided)**

	<b>2004</b>	<b>2003</b>	<b>2002</b>
<b>Yes</b>	<b>53%</b>	<b>13%</b>	<b>5%</b>
<b>No</b>	<b>47%</b>	<b>87%</b>	<b>95%</b>



# ROI on Branding



*(In 2001/2002 San Diego Bay came on the 7<sup>th</sup> page of a Google search)*

## Today

- **Google Hits**
  - The Big Bay – 715,000,000
  - San Diego Bay – 215,000,000
  - San Diego Bay/Big Bay – 163,000,000

Nominated for Best Brand in the San Diego region. Part of everyday lexicon.



# Brand Integration



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- **Strategies:**
  - Provide more cooperative marketing and advertising opportunities for tenants.
  - Focus on generating San Diego Bay restaurant revenues during off-peak season.
  - Begin integration of retail and industrial tenant initiatives.

# Brand Integration



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- **Sustain businesses in a recession**
  - Focus on driving hotel nights
  - Port shifted resources from Retail Tenant initiatives to Maritime Education in support of Working Waterfront



# Promotions



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- **Media Tactics**
  - Online
  - Radio & Television
  - Print
  - Website
  - Digital – Google, Orbitz, PPC

# Digital



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# Metrics



## Website Portal Results (9 week flights)

- Total Visits: 47,737
- Unique Visits: 40,432
- Offers Main Page Views: 46,374
- Tenant Page Views: 31,714 (57%)
- 18,188 downloaded coupons

# Digital



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- **Events Web Banners –**  
Two-week flights – 650,000+ impressions





## Website –

**average monthly visits: 16,632**





## Carefree Vacations – 80% of web traffic was from TheBigBay.com during Carefree campaign: \$450,000 in bookings





## Digital + OTA



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### Orbitz

- Over 16,000 room nights booked (Each campaign)
- Over \$2.9 million in revenue (Fall campaign)
- ADR for participating properties increased 2% to \$134 vs. an overall San Diego market decline of 7%



Cruise and Hotels promotion

# Broadcast



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- **Television & Radio**



**14,932,000 Combined TV/Radio Impressions  
per Flight**

# Broadcast



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# Broadcast



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THE BIG DAY



hotels

restaurants

attractions

cruises

ecotourism

# Broadcast



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# Point of Sale



- **Big Bay Brochure**

**Hotels**

**Restaurants**

**Boating / Marinas**

**Touring**

**Specialty Retail**



**Second most popular brochure in the County**

Marketing Materials Toolkit includes....

Tenant listings, points of interest and parks information. (Hand out brochure to conference attendees.)

# Point of Sale



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- Big Bay Handout –  
50,000+ distributed



# This is a Good Day



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SANDAG



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32° 42' 55" N. / 117° 9' 23" W



#### WHAT IS SAN DIEGO FORWARD?



San Diego Forward is a collaborative effort between SANDAG and the Port of San Diego to create a sustainable future for the region.

#### IN ACTION



- 1. **San Diego Forward Planning Committee** - Regional Mobility Planning
- 2. **San Diego Forward Planning Committee** - Environment/Communities
- 3. **San Diego Forward Planning Committee** - Economy/Communities

#### BEHIND



Members of the Port of San Diego were instrumental in the development of the San Diego Forward plan, providing expertise and resources to ensure the plan's success.

#### WHAT TO WATCH



Working together



The graphic features a central title "Urban Orchard" in a stylized font. To the left is a small photo of a person on a bicycle at sunset. To the right is a larger photo of a child on a swing. Below the title is a map of San Diego with colored regions: "The Ranch" (orange), "The Lakes" (green), "Mission Valley" (pink), and "Downtown" (blue). The background is a textured orange and pink wash with faint bicycle silhouettes.

# Chula Vista



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**SHOP**  
CHULA VISTA NOW  
CHULA VISTA'S URBAN ORCHARD

**SHOP**  
CHULA VISTA NOW  
CHULA VISTA'S URBAN ORCHARD

**SHOP**  
CHULA VISTA NOW

SPECIAL OFFERS SHOPPING IDEAS HOTELS ATTRACTIONS EVENTS CONTACT

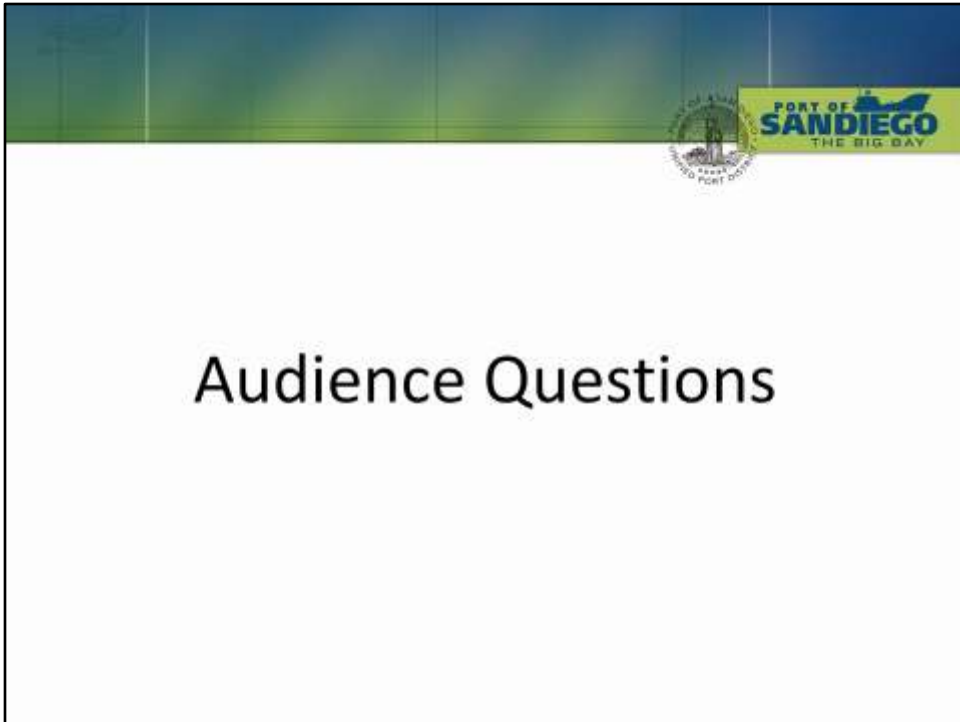
**URBAN ORCHARD**  
Everything you need to live, work, play can be found in Chula Vista

**Incentive Card**  
The Incentive Card is a digital card that allows you to earn rewards for every purchase made at participating merchants. It's a great way to save money and support local businesses.

**Become a Shop Chula Vista Merchant Now**  
Join the Shop Chula Vista Merchant Network and receive a 5% discount on all purchases made with the Incentive Card. It's a great way to support local businesses and earn rewards.

**Promotions + Special Offers**  
Shop Chula Vista merchants offer a variety of promotions and special offers to help you save money. From discounts on merchandise to exclusive offers, there's something for everyone.

**Featured Merchants**  
Shop Chula Vista merchants offer a variety of products and services. From clothing and accessories to home goods and services, there's something for everyone.



That concludes my presentation. I will be happy to answer any questions.