Website Redesign @ polb.com
Website Redesign @ polb.com

Summary:

The Port of Long Beach website at www.polb.com had been in place and effective for more than a decade; however, by today’s standards, the overall design and staging of the site were dated, difficult for users to maneuver, difficult to maintain and update and not mobile-friendly. During that decade, dramatic infrastructure and operational changes occurred rapidly at the Port of Long Beach as part of a multibillion-dollar industry-leading capital improvement program to remain competitive and create jobs, while successfully embracing a Green Port Policy with a goal of zero emissions from operations. To reflect all of these improvements and embrace the evolution of the Port’s goals and objectives, it was time for a new website that would deliver innovative content and features while offering a compelling experience that amplified the Port’s core values and dedication to innovation, the local economy, commercial business, environment and community. The new polb.com website also provided the perfect showcase and launchpad for the Port’s new brand story and logo.
The Port of Long Beach (POLB) is the Port of Choice – the premier U.S. gateway for trans-Pacific trade and a trailblazer in innovative goods movement, safety, environmental stewardship and sustainability. As the second-busiest container seaport in the United States, the Port handles trade valued at more than $170 billion annually and supports 2.6 million trade-related jobs across the nation, including more than 575,000 in Southern California. The Port of Long Beach prides itself on its top-notch customer service and operational excellence, and in 2019 industry leaders named it “The Best West Coast Seaport in North America.” Founded in 1911, the Port today encompasses 3,200 acres with 35 miles of waterfront, 10 piers, 80 berths and 66 gantry cranes. In 2019, the Port handled 7.6 million container units, the second-best year in its history.

A primary goal for POLB is to provide open channels of communication between the Port and its various target markets in order to convey the many advantages and opportunities the Port provides to its many customers, neighbors and other stakeholders.

The Port of Long Beach website (polb.com) had an exceptional shelf life of more than a decade, with only minor software updates during that time. But, by today’s standards, the overall design and staging of the site were dated.

The site’s navigation had grown organically to the point where it became difficult for users to locate the information they were seeking.

Additionally, the site was not mobile-friendly, which limited the potential engagement opportunities it could create.

It had become difficult to maintain and update, and the overall platform was limited in its ability to scale.

Finally, a Brand Refresh program was simultaneously underway for the Port, including the development of both an updated brand story and visual mark to be incorporated in all communications and materials – most particularly in the new website – so the timing was right for a complete makeover for polb.com.
The POLB Strategic Plan, updated and released in April 2019 by the Long Beach Board of Harbor Commissioners, includes six goals:

• Strengthen the Port’s competitive position through secure and efficient movement of cargo while providing outstanding customer service;
• Maintain financial strength and security of assets;
• Develop and maintain state-of-the-art infrastructure that enhances productivity and efficiency in goods movement;
• Improve the environment through sustainable practices and the reduction of environmental impacts from Port operations and development;
• Broaden community access to Port-related opportunities and economic benefits;
• Attract, develop and retain a diverse, high-performing workforce.

The POLB Communications and Community Relations team is charged with opening channels of communication between the Port and its various constituencies to support all these goals. Their communications tools include advertising in traditional, web-based and social media; publicity campaigns; Port-related events, workshops and speaking engagements; news releases; several targeted newsletters; brochures and other collateral materials; extensive community, educational and industry outreach – and the website at polb.com.

The website is one of the primary tools for communicating with Port stakeholders.

The previous Port website had been in place and effective for more than a decade; however, by today’s standards, the overall design and staging of the site were dated, difficult for users to maneuver, difficult to maintain and update and not mobile-friendly. During that decade, dramatic changes occurred rapidly at the Port of Long Beach. As part of a multibillion-dollar industry-leading capital improvement program, the Port is building some of the world’s most modern, efficient marine infrastructure and facilities, while generating thousands of new jobs and embracing a Green Port Policy with a goal of zero emissions from operations. Over the next decade, Port plans include investing another $1 billion in rail improvements to speed the flow of goods and reduce local road traffic.

To reflect all of these improvements and embrace the evolution of the Port’s goals and objectives, it was time for a new website that would deliver innovative content and features while offering a compelling experience and amplifying the Port’s core values and dedication to innovation, the local economy, commercial business, environment and community. The new polb.com website also provided the perfect showcase and launchpad for the Port’s new brand story and logo.
Planning and Programming Components

The Goals for the new website were:

• Re-establish the Port of Long Beach as an online leader in the international shipping community by matching state-of-the-art facilities with an equally ambitious online experience to drive positive perceptions of the Port.

• Increase brand awareness across all audience segments by focusing on innovative and highly shareable experiences that create word of mouth and viral pass-along opportunities.

• Find new, more effective ways to generate leads; reach and engage both new Port customers and existing Port customers to drive sales, improve retention and encourage exploration of the Port’s business offerings.

• Amplify the social and emotional benefits of POLB while enhancing awareness around POLB core values – dedication to innovation, serving as a powerful economic engine, environmentally friendly, community driven.

• Develop a world-class look and feel for the redesigned site that reflects POLB’s dedication to innovation, commitment to the environment and impact on the vitality of the local economy and community.

The Objectives were:

• Select a contractor to collaborate with the Port Communications and Community Relations team in the development of a new website at polb.com, including research and discovery, design development, implementation, launch and follow through;

• Incorporate input from Harbor Commissioners, Division Directors, customers and other stakeholders in the step-by-step development and progress of the new website;

• Design and provide context for the site incorporating the new Port brand story and logo, as well as images and video that exhibit the beauty of the Port at work;

• Provide detailed guidelines and training to ensure the correct and most beneficial use and updating of the new POLB.com;

• Effectively debut the new website to all audiences;

• Complete the new website on schedule and within a $300,000 overall budget approved by the Long Beach Board of Harbor Commissioners, governing body for the Port.

The Target Audiences included:

• Local, state, and national elected officials

• Board of Harbor Commissioners

• Long Beach business community

• Long Beach residents and community organizations

• All members of the international supply chain

• Port tenants and customers

• Potential Port customers

• Port contractors, vendors and potential vendors

• Unions and longshore workers

• All Port teammates (Executives, Directors & Staff)

• Members of the news media

• Regulatory agencies

• Educators, families and students

• Job seekers

• And others with an interest in Port matters
Preparation and Discovery

Looking ahead and recognizing the developing deficiencies of the Port of Long Beach website at polb.com, the Port Communications Division commissioned DCI Marketing in 2016 to perform an existing site audit. It included an analysis of what most users were viewing on the website. In conjunction with the audit, the Port conducted a survey of both internal Port stakeholders and external business stakeholders (including tenants, beneficial cargo owners, trucking companies, etc.), asking what they liked/did not like about the website, and what features they would like to see in a redesigned website. Results from the audit and survey were referenced in drafting the Request for Proposals for the new website design.

Our Approach

Concluding Recommendations

1. Keep Responsive Design Top-of-Mind
2. Create a More Dynamic Landing Page Experience
3. Point Audiences in The Right Direction
4. Show Off Your Brand
5. Add New Tools and Features
6. Package Your Content and Data
7. Involve Your Biggest Fans
8. Set Up Tracking
9. Choose The Right CMS
Choosing the Agency

A Request for Proposals was distributed via Planet Bids to qualified website design agencies; 19 agencies responded, and the contract was awarded to Torrance, California-based Stellar Agency. Under a separate contract, Stellar was later also awarded the Brand Refresh contract, including development of a new brand story, logo and tagline that would be showcased in the new website design.

The Stellar Agency LLC website contract was approved by the Board of Harbor Commissioners in October 2018 in the amount of about $400,000 with a $60,000 reserve for additional work outside the scope, for a total of about $460,000. The final launch of the newly redesigned website was anticipated for the first quarter of FY2020 (Fall 2019). The contract also included one year of hosting/maintenance after the launch. Photography and video for the website was paid for from the department’s budget and was not included; in addition, hundreds of hours of work on the new website by the Port’s Communications staff are included in the departmental budget and not included in the project budget.

Developing the Team

With overall leadership from the Port’s Communication and Community Relations director, Stellar Agency personnel and Port Communications executives and staff made up the primary working team for the website collaboration. A schedule of weekly status meetings was established.

The POLB Communications Division’s Creative Arts and Design Manager and Senior Electronic Communications Specialist (webmaster) were key players in the physical development of the site. Both worked with Stellar on how to best organize the website, page layout and content. The Creative Arts and Design team handled most of the project management and financial aspects, along with coordinating and participating in the overall graphic design for the new site and selection of most photography, coordinating with Stellar. The Electronic Communications Specialist was responsible for all rewriting and the majority of the content migration from old site to new. Both worked with Stellar on how to best organize the website, page layout, etc.

The Port’s Information Management Division coordinated with Stellar to ensure that the server structure and security measures for the site met their cyber security requirements.

The Timeline

• Kickoff Meeting – The Board of Harbor Commissioners approved the Stellar contract in October 2018, and the kickoff meeting was in January 2019. During this meeting, the respective teams were introduced, and the Stellar team walked through the project plan, process, milestones and deliverables. Several working sessions were also conducted with various Port divisions to begin discussions about aspects of the redesign.

• Stakeholder Survey – The Stellar team conducted new interviews with a wide range of port stakeholders and constituents during December 2018. These interviews were generally an hour long and each involved two to five stakeholders.

The primary focus of the interviews was to:
1. Understand how the current polb.com site is structured and organized and the reasons and rationale behind that structure;
2. Generate insights on core user pain points with the current POLB.com site;
3. Collect feedback on aspects of the website that currently work well and those that don’t;
4. Understand how the site is governed and managed;
5. Get clarity on the current website publishing process;
6. Define the basic business and user requirements for the redesigned POLB.com site;
7. Create a content, feature and functionality “Wish List” to guide design efforts.
The Port of Long Beach had been considering and planning a website redesign for several years. Given that fact, Stellar noted that all interviewees had strong opinions about what needed to change, and there was good alignment amongst the interviewees on the specific areas that needed to be addressed. A number of recurring themes were noted:

1. “The design is extremely dated.”
2. “The current site contains a ton of outdated and unnecessary content.”
3. “The navigation needs to be streamlined.”
4. “We need to tell a marketing story to potential new port customers.”
5. “Important content and information are missing or not delivered effectively.”
6. “Data visualization and telling a visual story is not something we currently do well.”
7. “The site doesn’t effectively support communications campaigns for major port projects.”
8. “We need to take a look at the names we use for our site sections—they aren’t always intuitive.”

Stellar Stakeholder Interview findings. Click on any image to open pdf document.
As we update the POLB.com site and the overall port brand, we need to take the opportunity to look at what we're offering from a context perspective and make sure that we address the plan.

6. "Data visualization and telling a visual story is not something we currently do well."

Another consistent theme that emerged was the fact that much of our content on the site feels flat and stagnant. Our content is not engaging and the story we’re trying to tell is often lost in the noise. As we look to the digital space, we need to find ways to make the site more interactive and visually appealing. Our approach to content creation should be aligned with the overall brand strategy and be cohesive across all platforms.

7. "The site doesn’t effectively support communications campaigns for major port projects."

This comment came up several times and it reflects the challenges inherent with the current version of POLB.com. Stakeholders specifically the Communications team felt that the current site doesn't offer a way to effectively support campaigns around the company's growth points. We understand there is a 3-5 year communications plan and this year alone we have 4-5 major communications campaigns planned. In addition, if we specifically stated we need a way to support campaigns that don’t necessarily align with the brand (like a brand in terminals) and the port's focus on sustainability and 100% clean fuels, the site doesn’t offer a way to effectively support these aspects.

8. "We need to take a look at the names we use for our site sections—they aren’t always helpful."

Many interviewees brought up the need to take a closer look at the names/labels that we use for the site’s navigation. One key example was the use of the word “Trade” for the business-related sections of the site. The concern was that this word is too narrow and doesn’t reflect the full breadth of what the port does. We need to be more inclusive and use names that better describe the different areas of the site.

Application of Feedback
As we move into the UX and design phase of the engagement, the themes outlined above will be incorporated into our solution along with any additional feedback that's collected in the future. If you have any questions or comments, please let us know.
- Business Requirements Document
  - Working closely with Port stakeholders, Stellar completed a Business Requirements document that outlined all of the strategic requirements for the polb.com redesign. These strategies were generated via reviews of existing documentation of past web audits, and Stellar’s recent stakeholder interviews and analysis of the current site.
• Strategies – The following strategies were developed to achieve the goals for the new website. They were outlined in presentations to the Board of Harbor Commissioners during January and recapped in a Website Redesign Update to the Board in March.

Business Strategy
The Business Strategy for polb.com defines how the Port will leverage the website to achieve its business and operational goals. It is heavily focused on three key target audiences – New Port Customers, Existing Port Customers and Tenants/Vendors/Service Providers.

Content Strategy
New site content will do a much better job of bringing the Port’s story to life in compelling ways. Eliminating large blocks of text and employing a visual storytelling approach will create deeper user engagement and make the site more accessible. Additionally, reducing and streamlining the overall content structure and organization of the site will make the content easier for users to find, access and engage with.

Technology Strategy
The technology strategy may be the most dynamic part of the vision. As new ideas and technology discoveries are made, the technology team will adapt and invent new solutions to new problems. The major pieces that make up the technology strategy are system architecture, content migration, and front/back-end usability.

User Experience Strategy
Develop wireframes covering the site’s navigation, header, footer, Home page and (x2) landing pages envelop content matrix and content structure recommendations for optional user experience in the website.

Visual Design Strategy
Visual Design Strategy encompasses broad strokes that include how the Port’s new brand story and logo will be expressed on the site visually and what tone
and voice the Port’s content will utilize; how the visual design of the site integrates with the visual design of the Port’s brand; and how the qualitative and experiential aspects of the Port communicate and amplify the Port’s core values, culture, heritage and history. By the same token, the site’s brand expression must also communicate the forward-thinking and innovative aspects of the Port and convey a sense of excitement and anticipation.

• Participation and Input. Throughout the planning, development and implementation of the new website, the Communications team sought input and approval. The team met with directors of most Port divisions, first to share the vision and what would be required from each in terms of review and participation from their staff, and later to share the content related to their division and seek their approval. In addition, Communications met with the Port’s Executive Director and Deputy Executive Directors at various milestones for information and high-level buy-in. For the same reasons, Communications also met individually with the five members of the Harbor Commission, both at the beginning of the process and as the site was nearing completion.

• Approval Process. Wireframes showing the organization of the site were developed, circulated and approved internally. Design concepts were created by Stellar in conjunction with the Port’s graphics team and webmaster. The wireframes, organization and design concepts were presented to Port executives and then the Harbor Commission for their approval to make sure we were following the direction that they were looking for in the site. Once the site content was fleshed out with text and graphics, individual presentations were given to each Harbor Commissioner to ensure their approval/buy in on the final. The new website was approved and launched in February 2020.
• Launch. The new website went live at www.polb.com on February 24, 2020. News releases were distributed electronically to the news media and all Port stakeholders, and posted on social media on February 27. The website and new Port brand and related brand story, logo and tagline, were announced in tandem to add power to each.

The polb.com web address is already included as a required element in most Port communications and materials, and will automatically bring up the redesigned site.

Training on updating the new website was conducted with members of the Communications Division’s Media Team and a number of staff in the Port’s Business Development division on an informal basis during the ramp-up to site launch and immediately following. However, training on a larger scale was delayed by the COVID-19 outbreak and subsequent shift to telecommuting.

• Next Steps
Port Communications and the Stellar Agency continue to hold weekly status meetings, a practice established at the beginning of the website redesign project. Site discussions include feedback from users about the new website, any technical problems and new Port developments to be included in site content. Currently, the Port team is working with Stellar on a touch-screen “kiosk” project that was added as an amendment to the original contract.

Have you visited our website – www.polb.com – this week? We’re proud to officially launch our brand new, user-friendly website and refreshed brand. Take a minute to check it out!

The dynamic, mobile-optimized website and eye-catching, distinctive logo reflect the Port’s renewed focus on strengthening competitiveness by collaborating with our business partners, the community and fellow government agencies. The bold design of the logo features the shape of a container that doubles as a check mark, denoting achievement. The check mark also symbolizes Long Beach’s status as “The Port of Choice,” our new tagline.

Facebook posts promoting the new website. The post on the right is a video with information and highlights about the new website. Click on it to see video.
Instagram and Twitter posts promoting the new website

Port of Long Beach - Classification: Websites

Have you visited the Port website lately? We've completely updated it to be more modern and user-friendly. Check it out and tell us what you think! www.polb.com

mr.catty Checked it out... really nice and informative! Everytime we work down in the Port... it's always cool to see new cranes, trash-free areas and you can tell & see...that "The Vision"... is working!

Port of Long Beach • @portoflongbeach • 27 Feb

Have you visited our website – polb.com – this week? We’re proud to officially launch our brand new, user-friendly website and refreshed brand. Take a minute to check it out!

The dynamic, mobile-optimized website and eye-catching, distinctive logo reflect the Port’s renewed focus on strengthening competitiveness by collaborating with our business
New POLB website homepage (left) and interactive map (right)
Communications Outcomes and Evaluation Methods

- The redesign of the Port of Long Beach website at polb.com was completed by the Stellar Agency, in collaboration with the Port of Long Beach Communications and Community Relations division, below the $460,000 budget cap, but launched in February 2020 a few months later than anticipated to accommodate top-level approvals and accommodate the simultaneous launch of the Port’s refreshed brand, which was adopted by the Harbor Commission in January. The original schedule called for a Fall 2019 website launch.

- Input and acceptance by all Port stakeholders was sought and incorporated throughout the step-by-step website redesign process.

- All design and content goals were accomplished, including the incorporation of the Port’s new brand story, logo and tagline.

- Guidelines and training are in place to ensure the correct and most beneficial use and updating of the new polb.com;

- The new polb.com website was effectively debuted with positive response from all audiences. The launch release was distributed to a list of 4,620 stakeholders, including 185 members of the news media, and introduced on social media via Facebook, Twitter and Instagram.

“Checked it out…really nice and informative! Everytime we work down in the Port…it’s always cool to see new cranes, trash-free areas and you can tell & see that “The Vision”…is working!”
- Instagram user mr.catty

“Looks good!”
- Instagram user emunzon

“Glad it’s mobile friendly!”
- Instagram user gathergrazerepeat

Statistics

With only two-and-a-half months of statistics available for the new site, it is difficult to assess usage trends, but website traffic is down slightly from late February-mid May 2020, compared with the same period a year previously (192,000 compared with 222,000 pageviews). Looking back at Port website traffic patterns over the past few years, it seems likely that this slight drop in traffic can be attributed to the business disruptions caused by the coronavirus. A longer-term analysis with more data from the new site will be needed.

“Replacing the old website with an up-to-date, mobile-friendly platform is a huge step forward for sharing the Port’s story with our diverse groups of stakeholders. The new logo and tagline, ‘The Port of Choice’ are a clear declaration of our focus on innovation and visionary leadership that we share with our industry.”

- Mario Cordero, Executive Director, Port of Long Beach

“The new logo and website reflect the evolution of the Port of Long Beach’s goals and objectives as a conduit of international commerce, and showcase our prowess as an economic engine and a provider of sustainable, responsible and efficient services and facilities.”

- Dr. Noel Hacegaba, Deputy Executive Director, Administration and Operations, Port of Long Beach
“I am very proud of the working team that completed this website design, both agency and staff. My Communications and Community Relations crew always does top-notch work, and our Manager of Creative Design Jen Choi and Senior Digital Communications Specialist (and Webmaster) Chris Berry really stepped up for this one. It was also very gratifying that our Commissioners, all our Port divisions, tenants, customers and other stakeholders were so forthcoming with their input and assistance.”

- Kerry Gerot,
  Director, Communications and Community Relations Division, Port of Long Beach

“I was very impressed with the way our team incorporated everyone at the Port – commissioners, executives and division staff members – in the step-by-step website redesign process. As a result, the new site supports all our strategic goals and will be a strong, effective channel for sharing the Port’s story with all our stakeholders.”

- Stephanie Montuya-Morisky,
  Assistant Director, Communications and Community Relations, Port of Long Beach

Links:
12/7/18 Kick off presentation for web
https://stellaragency.box.com/s/fnenzqdztskhj2dkiiqftkkeloappes6

1/4/19 Stakeholder interview
https://stellaragency.box.com/s/1a10sgzrtksrpob7q9d986rgay2heot4t

1/8/19 Business requirements
https://stellaragency.box.com/s/eoj2akt56yaniwfknnf8361aqxmv7a1q

1/9/18 Creative Brief
https://stellaragency.box.com/s/r6e7b6g30ojs54lps2stvx7i0755h

1/16/19 Technical approach
https://stellaragency.box.com/s/jr67b6930ojs54lps2stvx7i0755h

1/16/19 Style frames
https://stellaragency.box.com/s/jcoy78mzqwweyki8pnjg31ykthf

1/18/19 Strategy presentation
https://stellaragency.box.com/s/p7k3dciotszehmrsbp4r2uwqqs8rl

1/25/19 Content outline
https://stellaragency.box.com/s/esriyzt2waz2w7osijdp8q6fwi8c

Follow the Port of Long Beach: