



# Marketing & Communications

# Update



**City Council Update**  
August 10, 2010

# Briefing Purpose

- To revisit the history of Portsmouth's Communications and Marketing Departments
- Why centralize MarComm functions?
- To review Marketing Vision and Mission
- To review personnel, functional areas, factors and goals
- To review Partnerships
- To provide PCTV update and realignment



# Historical Context

- Marketing & Communications has always existed as two separate functions
- In 2008 as a recommendation from the Management Efficiency Study, Marketing, Communications, tourism/attractions, and website was combined into one department
- In 2009, the first director of Marketing and Communications was hired
- As a result of the new department, all of the City's communications and marketing efforts are centralized



# Benefits of Centralization

- Increases return-on-investment and cost-effectiveness
- Provides a unified “one voice” message
- Increases earned media and marketing added-value
- Enables a consistent strategy in the use of the City’s controlled promotional tools (PCTV, internet and outdoor)
- Creates synergy internally and externally
- Enhances and improves partnerships
- Alleviates duplication of services
- Increases productivity



# VISION & MISSION

## **Vision:**

To strategically and effectively market the City of Portsmouth and its uniquely diverse attractions, events and offerings within the City of Portsmouth and Hampton Roads as a vibrant and desirable place to live, work, play and conduct business.

**Result:** To use the “inside-out” approach to position Portsmouth as vibrant and prosperous.

## **Mission:**

Marketing and Communications promotes strategic, creative and innovative communications solutions that align with Destination Portsmouth and Council’s Economic Development initiative. It also builds integrity with all of our constituents, and focuses on our assets in a cost-effective and sustainable manner.

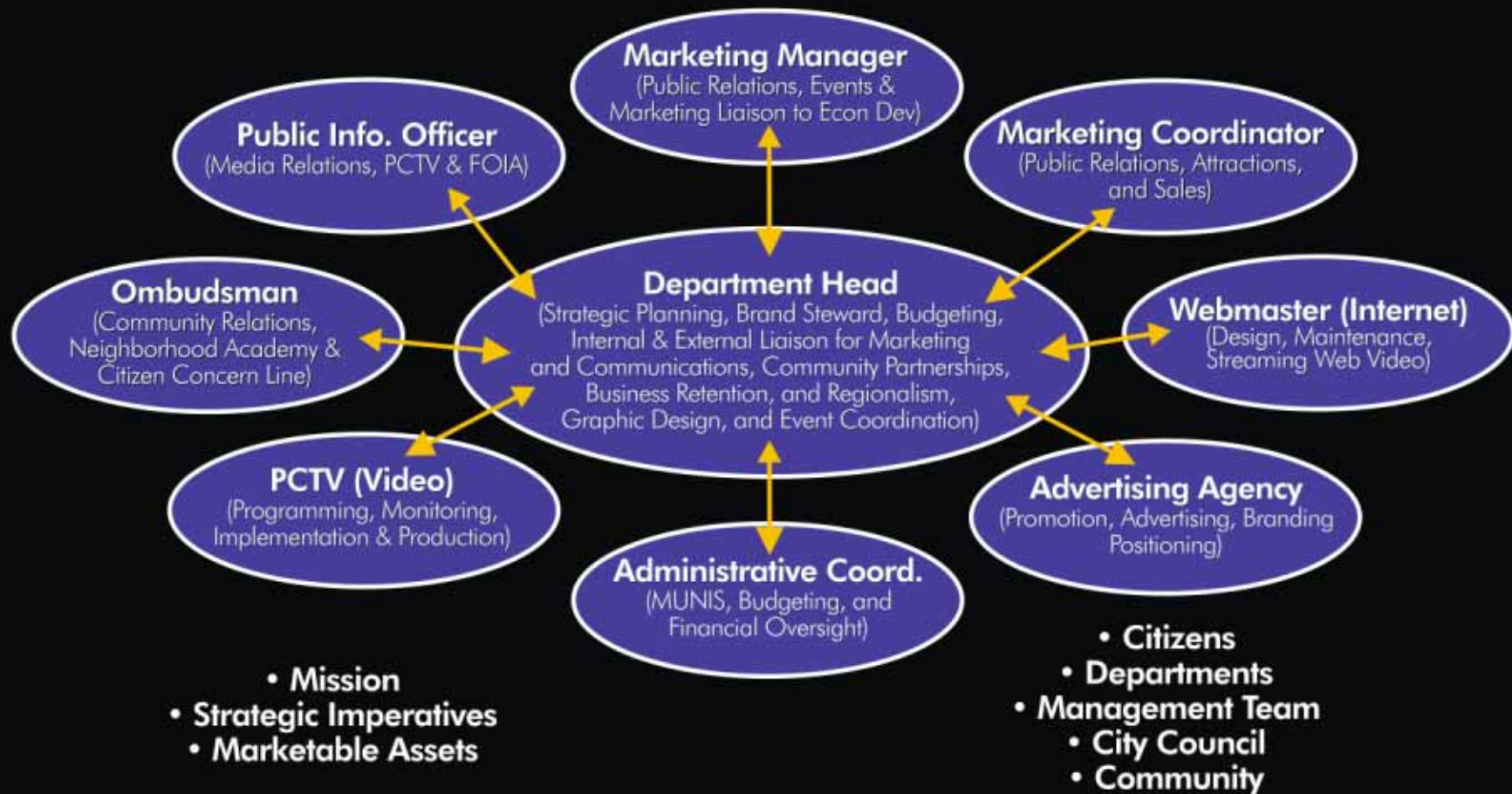
Efforts will focus on our history, maritime and nautical heritage, and a bold new direction for the future.

**Result:** Consistent branding and promotion of the City of Portsmouth



# FUNCTIONAL AREAS, FACTORS & GOALS

The Marketing & Communications functional areas and goals can be conveyed using this simple diagram:



# SUCCESS FACTORS & GOALS



# SEVEN GOALS

The Plan is built around seven critical success factors (csf):

**CSF ONE:** Enhance marketing and communications in an effort to project a clear and unified voice across all functional areas using a multi-media strategy.

**CSF TWO:** Maximize the potential of business and community relationships and partnerships to increase the value of the media-buy and overall return-on-investment.

**CSF THREE:** Expand branding and marketing strategies to enhance and improve Portsmouth's position and product placement in the Hampton Roads marketplace.

**CSF FOUR:** Brand and cultivate interest in marketable products on a consistent basis by using an integrated marketing approach to create impact.

**CFS FIVE:** Build synergy and enhance image internally and externally in an effort to retain business, foster an environment to do effective cultivation and business development, and change old perceptions of Portsmouth.

**CFS SIX:** Support planning initiatives in an effort to improve and enhance Portsmouth as a sense of place/destination within the heart of Hampton Roads.

**CFS SEVEN:** Re-organize, re-align and re-brand the City's municipal channel as a primary marketing and communications tool to reach the citizens of Portsmouth and Hampton Roads.

# HOW WE MARKET?

## BY USING A MAJOR MARKETING MIX

The Marketing & Communications Department uses a complex major marketing mix to communicate to our constituents:

### PRINT

(Includes: Newspaper, magazines, and collateral and promotional materials: fliers, brochures)

### ELECTRONIC

(Includes: Local Network Television and Radio, PCTV, Metro Traffic)

### INTERACTIVE

(Includes: Internet/Website, Web Advertising, and Email Blasts/Newsletters)

### OUTDOOR

(Includes: Digital Billboards, Poster boards, Jumbo Tron, and Backlit Signage)

### MEDIA RELATIONS

(Includes: Public Relations, Community Relations & Earned/Free and Unearned Media)

### SOCIAL MEDIA

(Includes: FaceBook, Twitter & Earned/Free and Insider's Passport)

# PORTSMOUTH PARTNERSHIPS

The Marketing & Communications Department has a responsibility to foster good community relationships and partnerships:

**Olde Towne Business Assoc.**

**Midtown Business Assoc.**

**Churchland Regional  
Business Assoc.**

**PortsEvents**

**Integrated Marketing Group**

**U. S. Coast Guard**

**Portsmouth Partnership**

**Portsmouth Public Schools**

**TCC**

**PRHA**

**PIT**

**Portsmouth Museums Foundation**

**Portsmouth Community Concerts**

**Church & Community In Action**

**Crestline Hotels**

**Urban League of Hampton Roads**

**WAVY TV 10**

**Hampton Roads Chamber**

**Other City Departments**

**Civic Organizations**

**Council's Boards and Commissions**



# REGIONAL PARTNERSHIPS

The Marketing & Communications Department has a responsibility to foster good regional relationships and partnerships:

**Downtown Norfolk Council**  
**FestEvents** (OpSail 2012)  
**Nauticus**  
**Norfolk State University**  
**Virginia Arts Festival**  
**Life Celebrated Daily** (Norfolk)  
**Virginia Beach Tourism**

**Tidewater Bicycle Association**  
**Virginian Pilot**  
**Daily Press** (Peninsula)  
**Smithfield Times**  
**SouthEastern Virginia Arts Assoc.**  
**WVEC**  
**Urban League** (Norfolk)



## Official Coast Guard City



### **CELEBRATE PORTSMOUTH** August 4-8, 2010 • Olde Towne Portsmouth

#### **Preliminary Proof of Performance**

- Coordinated mainly by the City of Portsmouth with support from the US Coast Guard
- Terry Danaher, Nancy Perry and LaVoris Pace (Co-organizers)
- Used major marketing mix to promote within Hampton Roads
- Received prominent airtime on WAVY TV 10, WVEC, FOX and PCTV
- Received major regional promotional support from: Downtown Norfolk Council, Virginia Arts Festival, Nauticus, OTBA, and other Portsmouth businesses
- Produced entirely from the Marketing budget without additional funding
- The event served to solidify a closer relationship with our Coast Guard family; enhanced Portsmouth's image in the region; promoted community unity; and supported Council's economic development initiative
- Saved funds by designing some of the promotional collateral in-house.
- Received 3,700 additional visitors to [PortsVaEvents.com](http://PortsVaEvents.com)
- Over 16,000 in attendance during the 5-day celebration
- Generated nearly 5.7 million impressions
- Total cost per impression: 4½ cents



# The Restructuring of PCTV

- Surplus antiquated equipment and technology
- Cleaned and refurbished head end, editing suite and video dispatch closet
- Completed an inventory list of current video equipment
- Improved on-air picture quality by about 25%
- Installed and improved lighting in Council Chambers
- Installed three additional microphones for Conference Room to enhance audio quality
- Created a temporary studio in an unused office on the 5<sup>th</sup> floor



# The Restructuring of PCTV (continued)

- Minimized the number of blackouts and off-air emergencies with purchase of new technology
- Installed new router to enable strategic operation of both locations (Chamber and Conference Room)
- Improved overall quality of programming and offerings
- Improved graphics and digital messaging
- Decreased turn-around time for video requests and show airings
- Created and posted PCTV Guide consisting of dates and show times



# The Restructuring of PCTV (continued)

- Activated an emergency messaging system to promote closings, trash collection and/or other changes
- Created Portsmouth Service Announcements (PSA) to communicate immediate pertinent information to citizens/viewers
- With the addition of Verizon FiOs subscribers, nearly 70,000 households throughout Portsmouth and Hampton Roads now have access to PCTV
- Hired an experienced video freelance team which has increased productivity



## The Restructuring of PCTV (continued)

- Initiated cross-training measures to ensure that the integrity of PCTV is not comprised as a result of having only one video technician (Team of 8 persons)
- Conceptual stage of creating a new show *“Positively Portsmouth”* to aid in telling the Portsmouth story
- Launched new Econ Dev show *“Portsmouth InSites”* to aid in business development and retention
- No additional funding for restructuring





**Portsmouth  
Community  
Television**

**PCTV PROMO**

# Next Steps

- Combine Marketing & Communications Strategic Plan
- Continue to support the Destination Portsmouth and Economic Development initiatives
- Continue to consistently brand Portsmouth
- Continue to restructure and enhance PCTV
- Working on providing iPhone App for our websites
- Continue with media planning for Grand Opening of the Children's Museum of Virginia in Spring 2011
- Promote remaining 2010 Signature events:
  - Seawall Art Show
  - Judicial Ctr. Groundbreaking
  - Umoja Festival
  - Schooner Days
  - Arts & Antiques Open House
  - Winter Wonderland
  - Holidays In the City Parade
  - OT Holiday Music Festival



Q&A