

# BRAND AUDIT & NEEDS ASSESSMENT REPORT

PRINCE WILLIAM SOUND REGIONAL CITIZENS' ADVISORY COUNCIL



COMPILED BY  
ELEMENT AGENCY  
SPRING 2017

4-8 Attachment

## PREFACE

The following is a creative report from Element Agency. The layout and graphic elements are in-line with best practices from a design standpoint, and are unlike traditional research reports you are accustomed to reviewing.

Element Agency was contracted to conduct a Brand Audit and Needs Assessment Report for Prince William Sound Regional Citizens' Advisory Council. Our approach to this project included: analyzing visual trends of PWSRCAC branded materials, print literature and outreach efforts, website and social media presence. Element Agency also conducted stratified polling (telephone) and in-community focus groups, in Valdez and Kodiak.

The following report is a result of Element Agency's research and analysis. Included are key insights, identified strengths and weaknesses. At the close of the report, Element Agency has included recommendations for improving branding and public relations to build support for PWSRCAC's mission.

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### THE PRINCE WILLIAM SOUND REGIONAL CITIZENS' ADVISORY COUNCIL IS AT A PIVOTAL POINT IN ITS TRAJECTORY.

For the past 27 years, Prince William Sound Regional Citizens' Advisory Council (PWSRCAC) has advocated for safe oil transportation in Prince William Sound and has served as a voice for the region's people. The organization, however, is now searching for improved relevance with younger demographics and emerging professionals. At the same time, some members of older generations seem to want fewer reminders of the aftermath of the Exxon Valdez oil spill (EVOS).

It's time to move forward.

In 2016, Element Agency was contracted to conduct a comprehensive brand audit and needs assessment report for PWSRCAC. The following report is the result of a demographic and audience study; a visual trends and visual competition analysis; and a regional telephone survey, select community focus groups, key external stakeholder interviews, and staff visioning sessions, conducted by Element to gather brand perception data and information.

The results, conclusions and recommendations from the audit are shared throughout the report. The final section of the report includes detailed recommendations for improving branding and public relations efforts to build support for PWSRCAC's mission.





## DEMOGRAPHIC & AUDIENCE STUDY

INTRODUCTION

The following is a visualization and analysis study of demographic data from the Prince William Sound (PWS) region. The study includes a comparison of the population in 1990, directly after the EVOS, with 2015, 25 years later. It also includes preliminary findings on the target audiences and key communities, as well as theoretical community member scenarios — or user profiles.

All current data is from the Alaska Department of Labor and Workforce Development and the United States Census Bureau. Historical data from 1990 is from the National Historical Geographic Information System. All sources of data are estimate. The findings are divided according to communities defined by PWSRCAC and regionally color-coded by census-designated areas of Alaska’s Gulf Coast economic region.

Community member scenarios (page 16) are fictional and based solely on demographic trends in the regional communities. They are hypothetical composites of people throughout the region that may be motivated to engage with PWSRCAC. These composites should be used to guide future communication and outreach strategies, to inform on media habits and consumption of community members.

REGIONS

■ VALDEZ – CORDOVA REGION

Chenega Bay  
Cordova  
Tatitlek  
Valdez  
Whittier

■ KODIAK ISLAND REGION

Akhiok	Larsen Bay
Aleneva	Old Harbor
Chiniak	Ouzinkie
Karluk	Port Lions
Kodiak	Womens Bay
Kodiak Station	

■ KENAI PENINSULA REGION

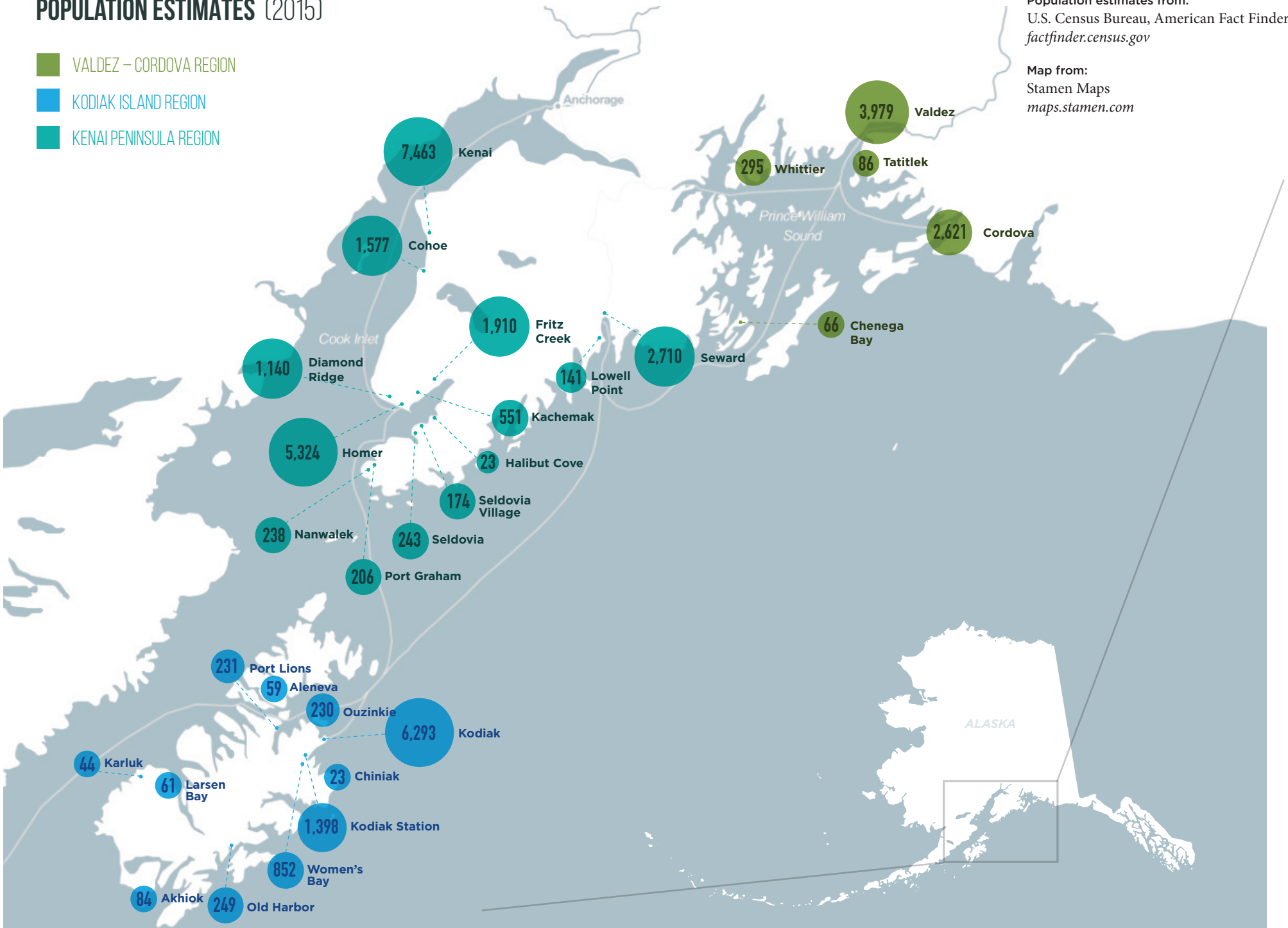
Cohoe	Lowell Point
Diamond Ridge	Nanwalek
Fritz Creek	Port Graham
Halibut Cove	Seldovia
Homer	Seldovia Village
Kachemak	Seward
Kenai	

# POPULATION ESTIMATES (2015)

- VALDEZ – CORDOVA REGION
- KODIAK ISLAND REGION
- KENAI PENINSULA REGION

Population estimates from:  
U.S. Census Bureau, American Fact Finder  
[factfinder.census.gov](http://factfinder.census.gov)

Map from:  
Stamen Maps  
[maps.stamen.com](http://maps.stamen.com)



## TOTAL POPULATION

**7,877**  
people in 1990

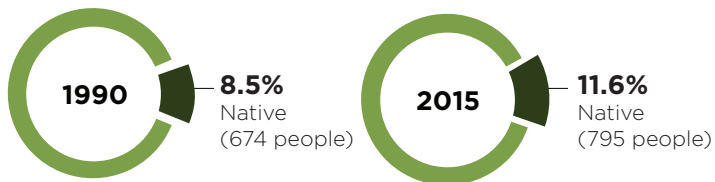
**7,063**  
people in 2015

## AVERAGE ANNUAL GROWTH

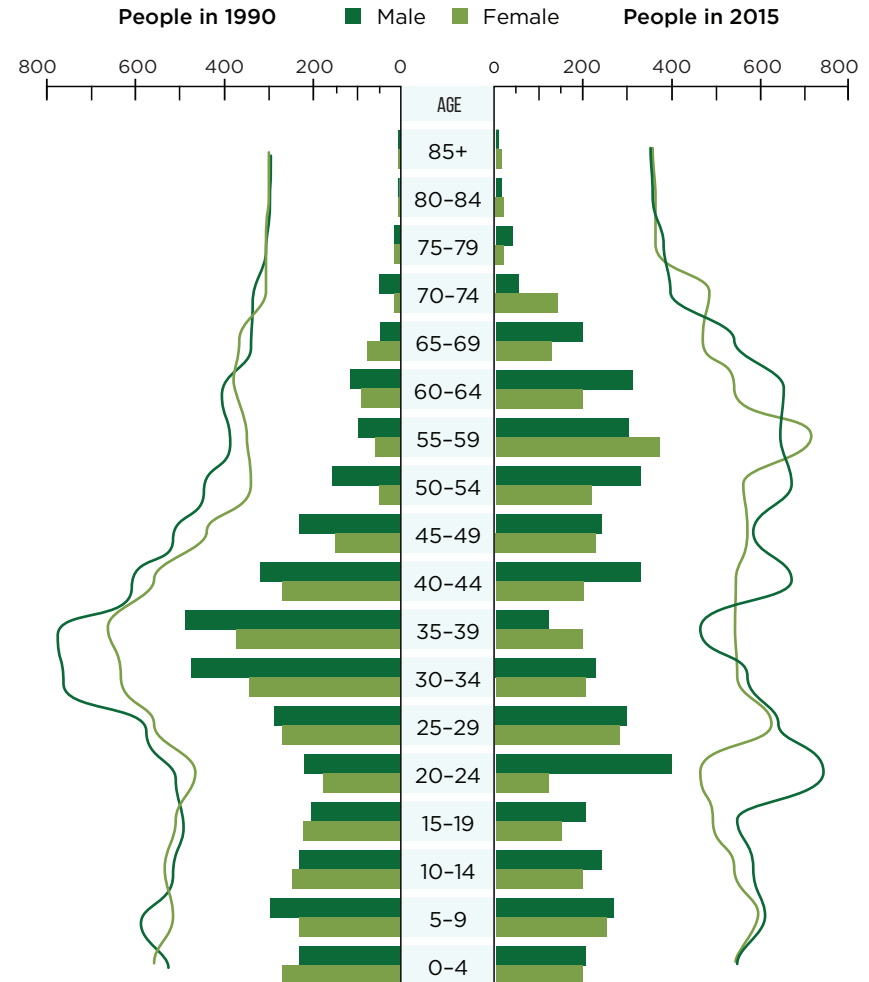
**- 32.56** average people/year



## NATIVE POPULATION



## POPULATION BY AGE & SEX



Data estimates from:

Alaska Department of Labor and Workforce Development | [live.laborstats.alaska.gov](http://live.laborstats.alaska.gov)

United States Census Bureau | [census.gov](http://census.gov)

National Historical Geographic Information System | [nhgis.org](http://nhgis.org)

## TOP INDUSTRY TYPES – BY WORKERS

**Educational services, health care, and social assistance**  
930 workers

**Transportation and warehousing, and utilities**  
503 workers

**Arts, entertainment, recreation, accommodation, and food services**  
481 workers

## MEDIAN HOUSEHOLD INCOME

\$81,736

## POLITICAL SPREAD – BY PRECINCTS\*



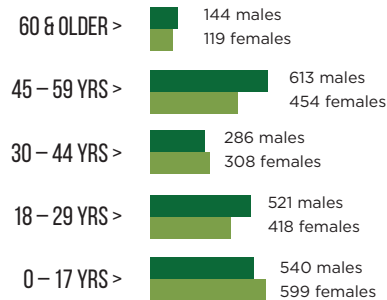
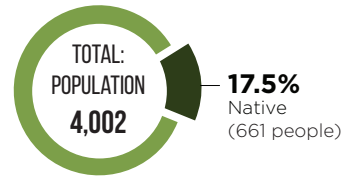
\*RESULTS FROM ALASKA DIVISION OF ELECTIONS.  
DOES NOT INCLUDE EARLY & ABSENTEE VOTES.

Data estimates from:

Alaska Department of Labor and Workforce Development | [live.laborstats.alaska.gov](https://live.laborstats.alaska.gov)  
United States Census Bureau | [census.gov](https://census.gov)

## COMMUNITY SPOTLIGHTS

### VALDEZ



### TOP INDUSTRIES - BY WORKER

**Educational and health care services, and social assistance**  
299

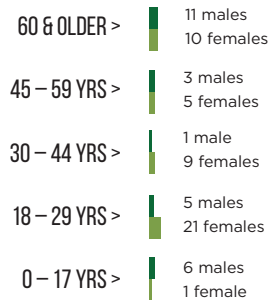
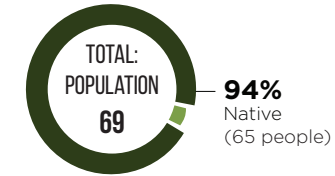
**Professional, scientific, management, and administrative**  
225

**Public Administration**  
239

**Transportation and warehousing, and utilities**  
221

**Arts, entertainment, recreation, accommodation, and food services**  
199

### TATITLEK



### TOP INDUSTRIES - BY WORKER

**Public Administration**  
23

**Educational and health care services, and social assistance**  
16

**Transportation and warehousing, and utilities**  
8

**Finance and insurance, and real estate and rental and leasing**  
2

**Manufacturing**  
2

## VALDEZ-CORDOVA REGION

---

### FINDINGS

#### POPULATION COMPARISON

The population had a 10.33 percent (814 people) decrease over the 25 year comparison. The percentage of the Alaska Native population to non-Native increased by 3.1 percent.

In 1990, the age range with the densest population was between 30 and 40 years old. That population is now in their 50s and 60s, which makes the population pyramid for 2015 slightly top heavy.

#### COMMUNITY SPOTLIGHTS

Valdez represents a larger subset of the data with a 4,002 person population. There is a density of 45–59 year olds. The most workers are employed in the service occupations industry.

Tatitlek represents the rural subset of the data with a 69 person population. There are very few middle-aged members of this community. The most workers are employed in the educational and health care services, and social assistance industry.

## TOTAL POPULATION

**9,808**  
people in 1990

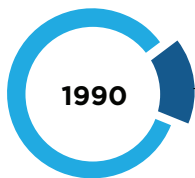
**9,524**  
people in 2015

## AVERAGE ANNUAL GROWTH

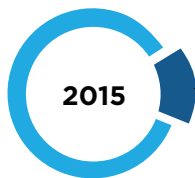
**-11.36** average people/year



## NATIVE POPULATION

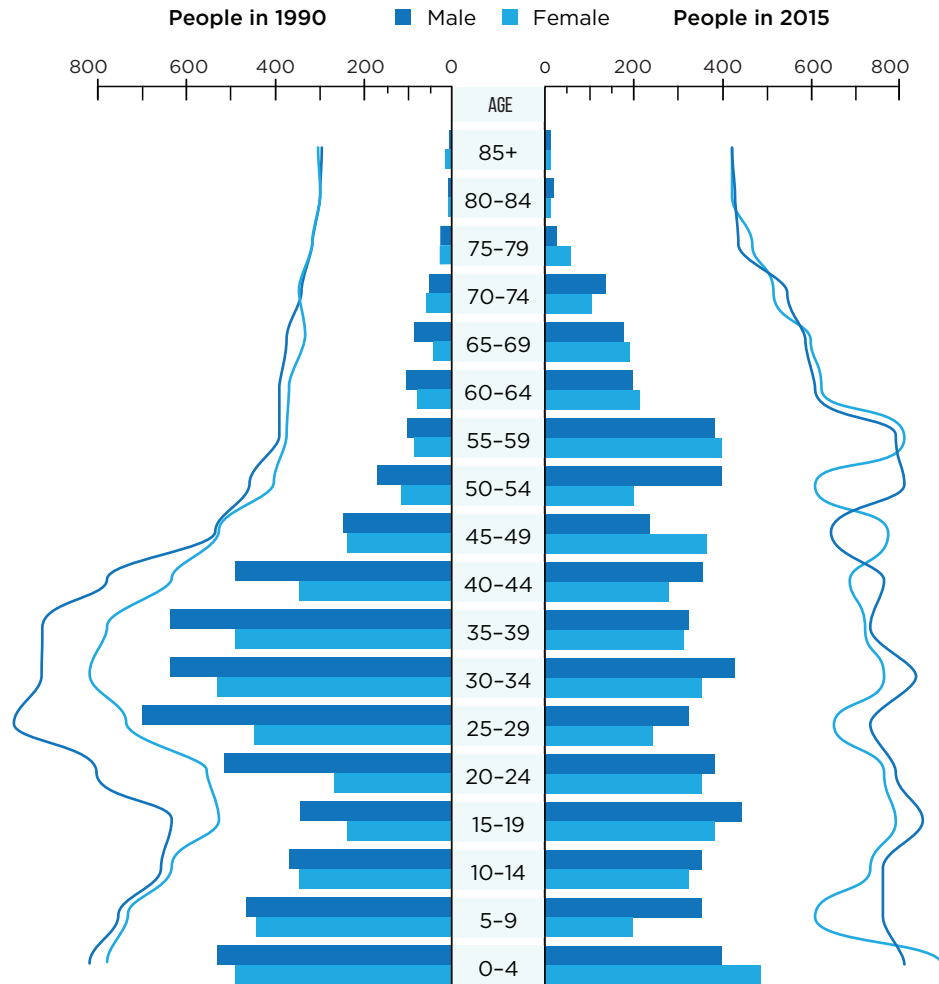


**17.9%**  
Native  
(1,755 people)



**14.6%**  
Native  
(1,394 people)

## POPULATION BY AGE & SEX



Data estimates from:

Alaska Department of Labor and Workforce Development | [live.laborstats.alaska.gov](http://live.laborstats.alaska.gov)

United States Census Bureau | [census.gov](http://census.gov)

National Historical Geographic Information System | [nhgis.org](http://nhgis.org)

## TOP INDUSTRY TYPES – BY WORKERS

**Educational services, health care, and social assistance**  
1,285 workers

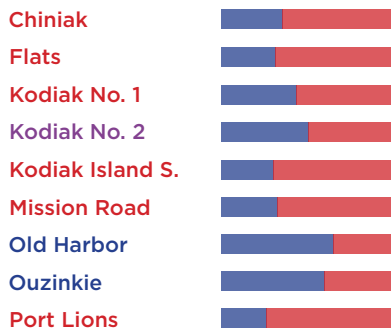
**Public administration**  
996 workers

**Manufacturing / retail trade**  
827 workers / 817 workers

## MEDIAN HOUSEHOLD INCOME

**\$ 70,529**

## POLITICAL SPREAD – BY PRECINCTS\*



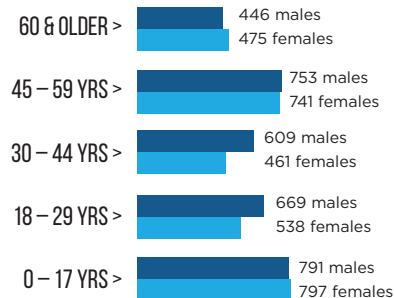
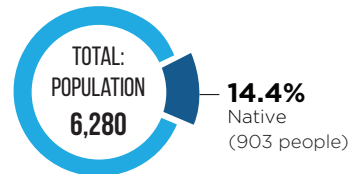
\*RESULTS FROM ALASKA DIVISION OF ELECTIONS.  
DOES NOT INCLUDE EARLY & ABSENTEE VOTES.

Data estimates from:

Alaska Department of Labor and Workforce Development | [live.laborstats.alaska.gov](https://live.laborstats.alaska.gov)  
United States Census Bureau | [census.gov](https://census.gov)

## COMMUNITY SPOTLIGHTS

### KODIAK



### TOP INDUSTRIES - BY WORKER

**Manufacturing**  
647

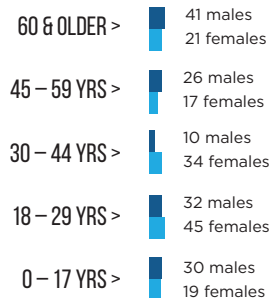
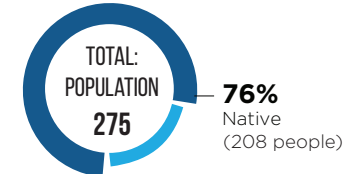
**Educational and health care services, and social assistance**  
536

**Retail trade**  
347

**Transportation and warehousing, and utilities**  
299

**Agriculture, forestry, fishing and hunting, and mining**  
270

### OUZINKIE



### TOP INDUSTRIES - BY WORKER

**Public administration**  
25

**Educational and health care services, and social assistance**  
20

**Agriculture, forestry, fishing and hunting, and mining**  
9

**Construction**  
9

**Transportation and warehousing, and utilities**  
3

## KODIAK ISLAND REGION

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### FINDINGS

#### POPULATION COMPARISON

The population had a 2.8 percent (284 people) decrease over the 25 year comparison. The percentage of the Alaska Native population to non-Native decreased by 3.3 percent.

In the population pyramid, you can see the 1990 spike in 25–40 year olds disappear in 2015, and become a more distributed population spread over each age range.

#### COMMUNITY SPOTLIGHTS

Kodiak represents a larger subset of the data with a 6,280 person population. There is a healthy balance of youth to the older population with a slight density of 45–59 year olds. The most workers are employed in the manufacturing industry.

Ouzinkie represents the rural subset of the data with a 275 person population. The most workers are employed in the educational and health care services, and social assistance industry.

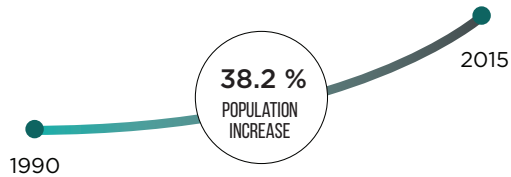
## TOTAL POPULATION

**15,703**  
people in 1990

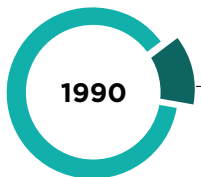
**21,700**  
people in 2015

## AVERAGE ANNUAL GROWTH

**+ 239.88** average people/year



## NATIVE POPULATION

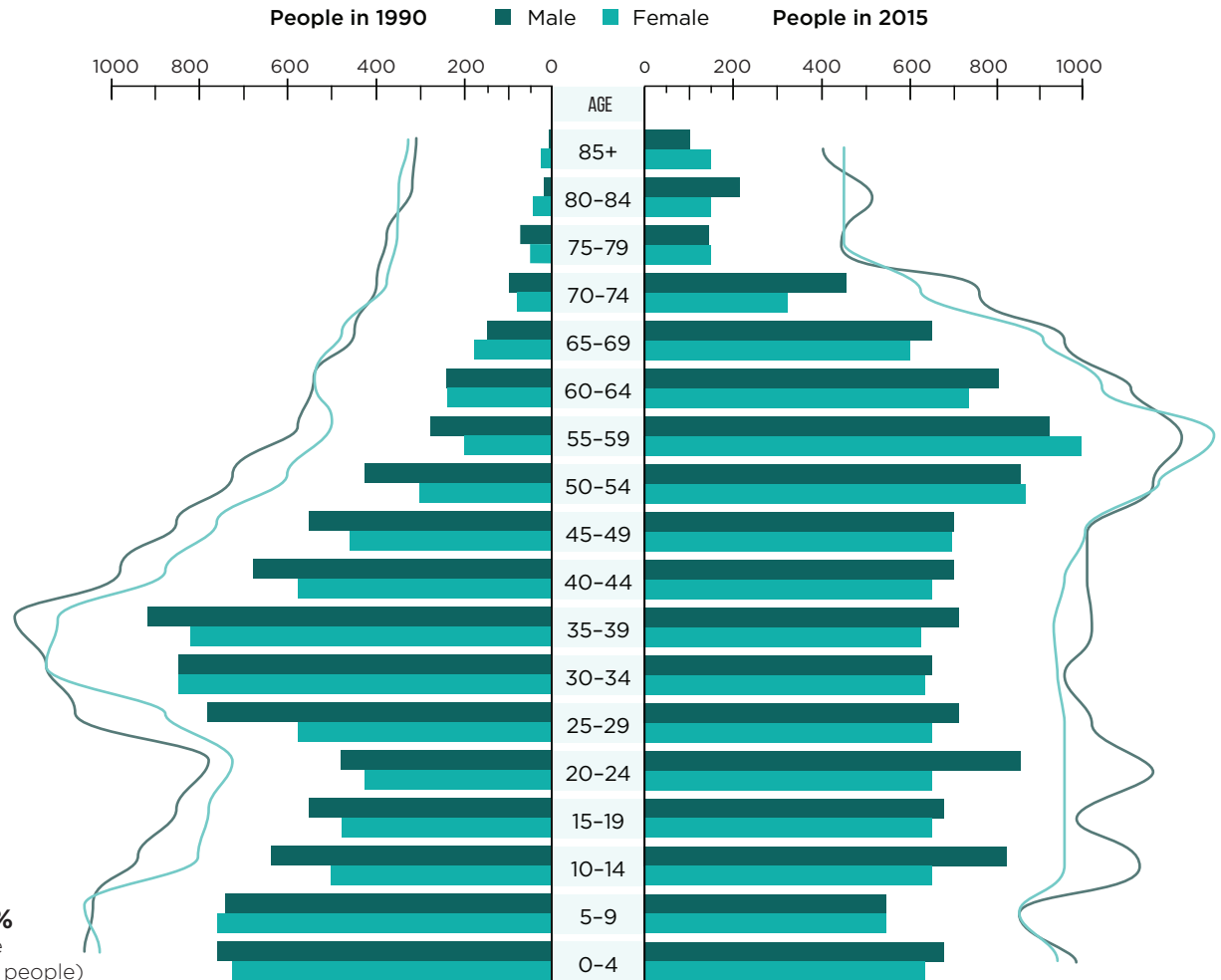


**1990**  
9.5%  
Native  
(1,488 people)



**2015**  
10.5%  
Native  
(2,270 people)

## POPULATION BY AGE & SEX



Data estimates from:

Alaska Department of Labor and Workforce Development | [live.laborstats.alaska.gov](http://live.laborstats.alaska.gov)

United States Census Bureau | [census.gov](http://census.gov)

National Historical Geographic Information System | [nhgis.org](http://nhgis.org)

### TOP INDUSTRY TYPES – BY WORKERS

**Educational services, health care, and social assistance**  
5,882 workers

**Agriculture, forestry, fishing and hunting, and mining**  
3,396 workers

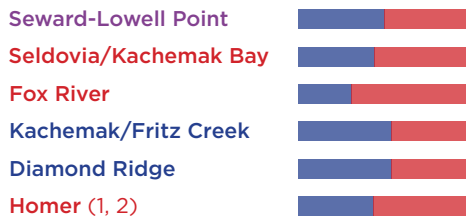
**Retail trade**  
2,900 workers

### MEDIAN HOUSEHOLD INCOME

# \$ 63,099

### POLITICAL SPREAD – BY PRECINCTS\*

Lower Kenai Peninsula



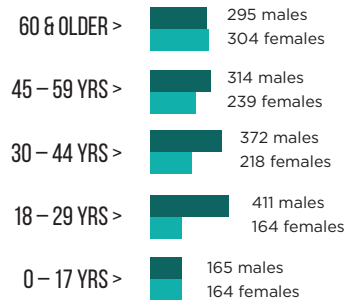
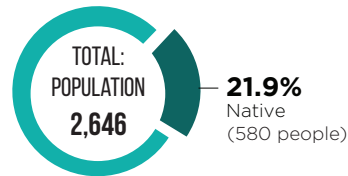
\*RESULTS FROM ALASKA DIVISION OF ELECTIONS.  
DOES NOT INCLUDE EARLY & ABSENTEE VOTES.

Data estimates from:

Alaska Department of Labor and Workforce Development | [live.laborstats.alaska.gov](https://live.laborstats.alaska.gov)  
United States Census Bureau | [census.gov](https://census.gov)

### COMMUNITY SPOTLIGHTS

#### SEWARD



#### TOP INDUSTRIES - BY WORKER

**Arts, entertainment, recreation, accommodation, and food services**  
229

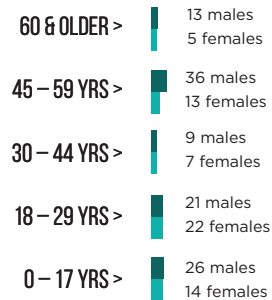
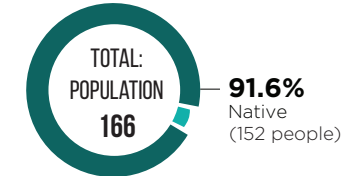
**Retail Trade**  
138

**Manufacturing**  
105

**Educational and health care services, and social assistance**  
101

**Professional, scientific, management, and administrative**  
101

#### PORT GRAHAM



#### TOP INDUSTRIES - BY WORKER

**Public administration**  
37

**Finance and insurance, and real estate and rental and leasing**  
14

**Educational and health care services, and social assistance**  
13

**Retail trade**  
6

**Transportation and warehousing, and utilities**  
4

## KENAI PENINSULA REGION

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### FINDINGS

#### POPULATION COMPARISON

The population had a 109.7 percent increase (17,232 people) over the 25 year comparison. The percentage of the Alaska Native population to non-Native decreased by 1 percent.

In the population pyramid, you can see a significant overall increase in population and the density of 30–40 year olds moves to the 50–65 age bracket indicating a top-heavy population.

#### COMMUNITY SPOTLIGHTS

Seward represents a larger subset of the data with a 2,646 person population. The 18–29 year old age group has a notable discrepancy between the 411-person male population and the 164-person female population. The most workers are employed in the arts, entertainment, recreation, accommodation, and food services industry.

Port Graham represents the rural subset of the data with a 166 person population. There are low numbers of females throughout the population spread, and the 30–44 year old age group dips into the single digits. The most workers are employed in the public administration industry.

## INTRODUCTION

The following community member scenarios are fictional and are based solely on demographic trends in the regional communities. They are hypothetical composites of people throughout the region that may be motivated to engage with PWSRCAC. These composites should be used to guide future communication and outreach strategies, to inform on media habits and consumption of community members.



### LAURA, CORDOVA

**Age:** 29    **Sex:** Female    **Occupation:** Fishing

Laura is a 29 year-old fisherman who owns and operates a fishing vessel out of Cordova. She spends her free time involved with friends within the fishing community.

Laura was born in Alaska, but was not living in PWS at the time of EVOS. She is aware and engaged with the history as it directly relates to her fishing operation. She is motivated to be active and to organize within the fishing community.



### HENRY, CHENEGA BAY

**Age:** 68    **Sex:** Male    **Occupation:** Caretaker & Subsistence

Henry is a 68 year-old living in the village of Chenega Bay. Henry lives in a family household taking care of his three children and eight grandchildren. Henry has lived as a subsistence fisherman.

Henry was deeply impacted by EVOS as a fisherman subsisting at that time. He works to teach his children and grandchildren the importance of their water and food resource.

## COMMUNITY MEMBER SCENARIOS

**TOM, KODIAK**

**Age:** 53    **Sex:** Male    **Occupation:** Hydraulics Manufacturing

Tom is a 53 year-old manager at a hydraulics manufacturing company. He is a father of two children who currently live in the lower 48. Tom's company has worked with clients in the oil and mining industries throughout Alaska. Tom did not live in Alaska during EVOS but is motivated by wanting to see responsible practices within those industries and advocates for high standards in the workplace.

**SALLIE, OUZINKIE**

**Age:** 44    **Sex:** Female    **Occupation:** Educational Administration

Sallie is a 44 year-old mother of two who works in the administration at the Ouzinkie School. Her children are both enrolled in the school.

Sallie was in Ouzinkie during EVOS. She is motivated by advocating for the sciences within the school. She sees this as an important opportunity to use knowledge of the Gulf of Alaska and PWS and inspire a present-day context for students to care about and engage with the region.

## COMMUNITY MEMBER SCENARIOS

**MATT, SEWARD**

**Age:** 23    **Sex:** Male    **Occupation:** Outdoor Education

Matt is a 23 year-old outdoor educator who works throughout the school year with elementary-aged youth. Matt grew up in Anchorage and is passionate about Alaska and outdoor recreation. His primary motivation is working with students to understand and appreciate their surroundings. Matt was born after EVOS and only vaguely identifies with it.

**LOUISE, PORT GRAHAM**

**Age:** 32    **Sex:** Female    **Occupation:** Health Services

Louise is a 22 year-old nurse at the local clinic in Port Graham. Her main motivation is caring for community members of Port Graham through her work at the clinic. She was young during EVOS and it does not regularly register as important to her in her day-to-day life, though her dad and uncle were both affected by the spill.

**CONSIDERATION**

These community member scenarios should be considered in future outreach efforts as potential audience profiles in future public outreach efforts.



## BRAND PERCEPTIONS

### INTRODUCTION

There is a saying in branding: “Your brand is not what *you* say it is, it’s what *they* say it is.”

In order to better understand the brand perceptions of PWSRCAC’s audiences, Element Agency conducted a statistically significant telephone survey of households in the region, conducted two (2) in-region community focus groups, facilitated three (3) visioning sessions with PWSRCAC staff, and conducted interviews with three (3) key external stakeholders.

The following section highlights the methods, results, and conclusions of our brand perception research.

### METHODOLOGY

Element Agency conducted brand perception research through four (4) methods: telephone survey, in-community focus group, staff visioning sessions and key stakeholder interviews.

#### TELEPHONE SURVEY

Hays Research conducted a telephone survey of 315 adults living in: Chenega Bay, Cordova, Tatitlek, Valdez, Whittier, Akhiok, Aleneva, Chiniak, Karluk, Kodiak, Kodiak Station, Larsen Bay, Old Harbor, Ouzinkie, Port Lions, Womens Bay, Cohoe, Diamond Ridge, Fritz Creek, Halibut Cove, Homer, Kachemak, Kenai, Nanwalek, Port Graham, Seldovia, Seldovia Village, Lowell Point, and Seward. Participants were asked up to 12 questions,

including demographic identifiers, focus group interest and referral information, and responses were recorded by the interviewer. Participants were not compensated for their time.

#### IN-COMMUNITY FOCUS GROUPS

Hays Research recruited 11 participants in Valdez and in Kodiak through the telephone survey and individuals who had self-identified as interested in participating in focus groups. Participants were asked 12 questions, including demographic identifiers and responses were recorded by audio and an Element Agency facilitator. Participants were compensated \$100 for their time.

#### STAFF VISIONING SESSIONS

Element Agency conducted three staff visioning sessions, two in Anchorage and one in Valdez, with staff participating in person and over the telephone during each. Staff were asked four questions about their ideal brand perceptions and organization identity, to develop baseline themes for a future brand identity. Sessions were conducted during working hours.

#### KEY STAKEHOLDER INTERVIEWS

Three key industry partners were identified with PWSRCAC staff and Executive Director. Key stakeholders were asked six questions over email about brand perceptions and interactions. Stakeholders were not compensated for their participation.

Summary of questions are available on the final page of this report.

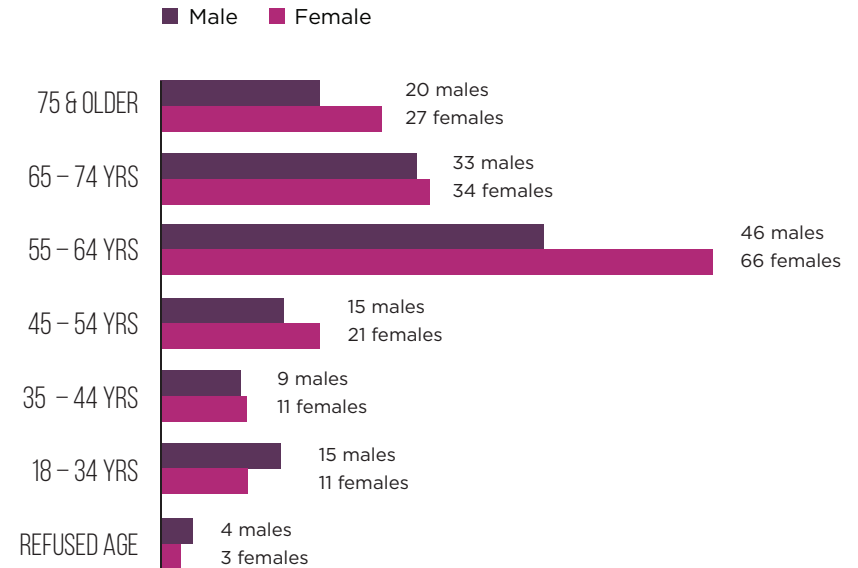
## REGIONAL TELEPHONE SURVEY

### THE SURVEY

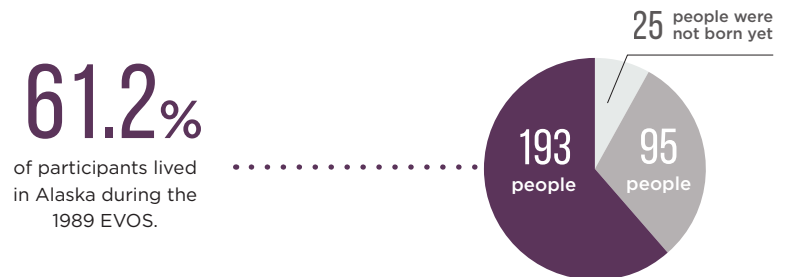
We conducted a statistically significant telephone survey of households in the PWS region. The survey was designed to gather baseline data on PWSRCAC brand perceptions and experiences of citizens in the PWS region. Demographic data was also compiled. 315 adult residents of Chenega Bay, Cordova, Tatitlek, Valdez, Whittier, Akhiok, Aleneva, Chiniak, Karluk, Kodiak, Kodiak Station, Larsen Bay, Old Harbor, Ouzinkie, Port Lions, Womens Bay, Cohoe, Diamond Ridge, Fritz Creek, Halibut Cove, Homer, Kachemak, Kenai, Nanwalek, Port Graham, Seldovia, Seldovia Village, Lowell Point, and Seward were surveyed.

Questions included whether participants knew what PWSRCAC is, what PWSRCAC does, their opinion of PWSRCAC, if participants lived in Alaska during the 1989 EVOS, and basic demographic information.

### AGE & SEX OF TELEPHONE SURVEY PARTICIPANTS



### PARTICIPANTS THAT LIVED IN ALASKA DURING 1989 EVOS



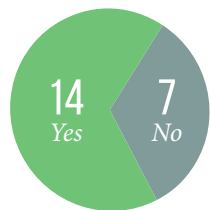
## REGIONAL TELEPHONE SURVEY

## DO PARTICIPANTS KNOW WHAT PWSRCAC IS?

Based on all 315 participants. Graphs separated by place.

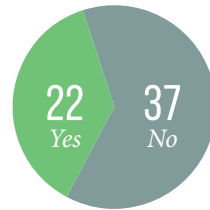
117 YES  
198 NO

## Majority Yes

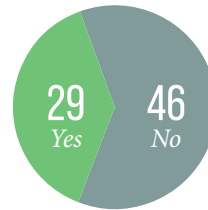
**Valdez**

8 of 14 who answered  
'Yes' believed that they knew  
what PWSRCAC does.

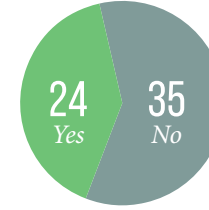
## Majority No

**Kodiak**

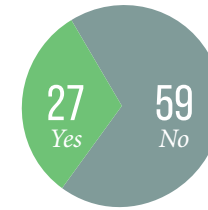
16 of 22 who answered  
'Yes' believed that they knew  
what PWSRCAC does.

**Homer**

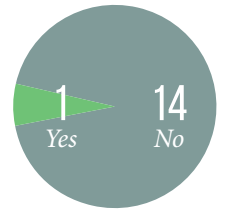
14 of 29 who answered  
'Yes' believed that they knew  
what PWSRCAC does.

**Other**

14 of 24 who answered  
'Yes' believed that they knew  
what PWSRCAC does.

**Kenai**

15 of 27 who answered  
'Yes' believed that they knew  
what PWSRCAC does.

**Seward**

0 of 1 who answered  
'Yes' believed that they knew  
what PWSRCAC does.

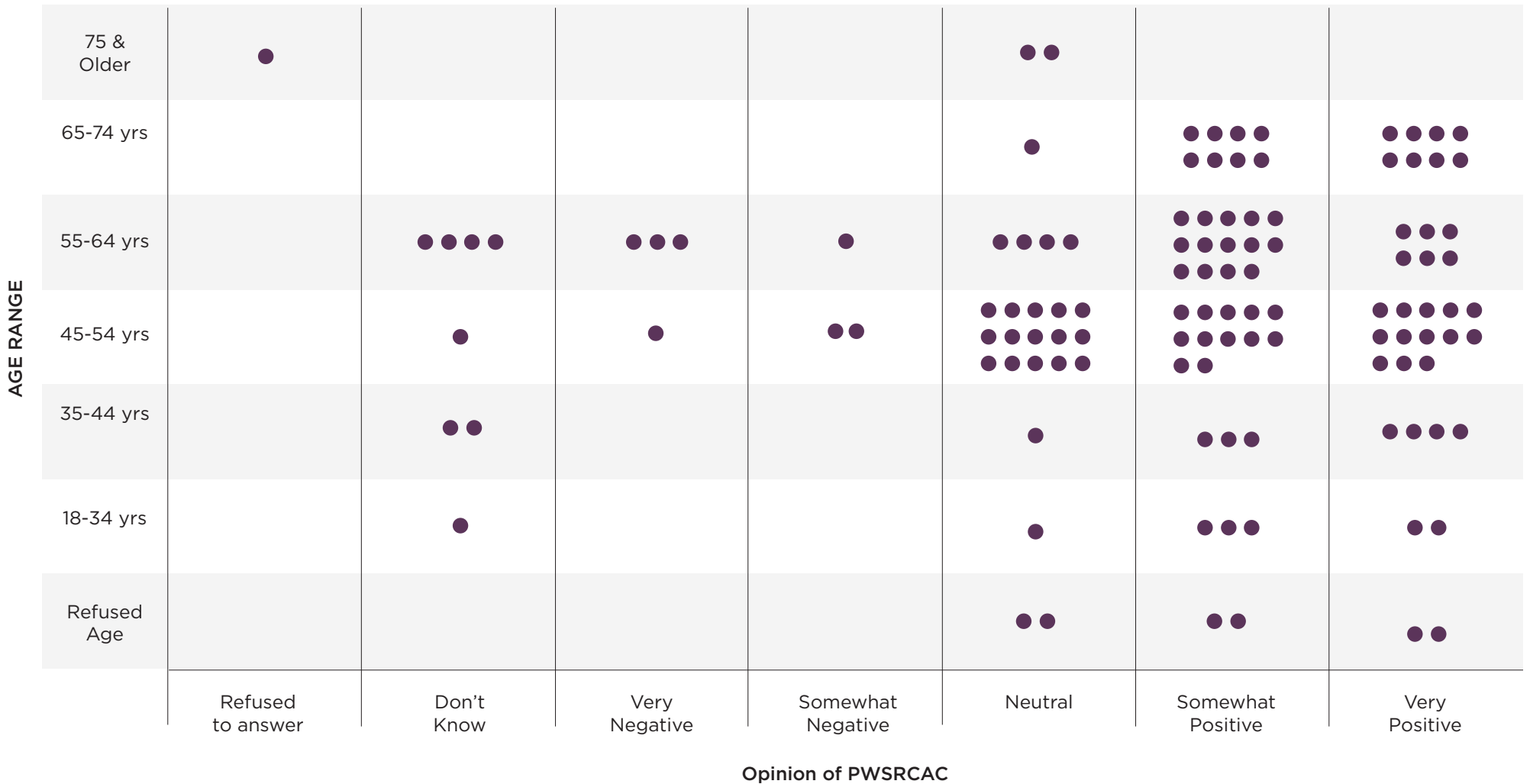
**21%** OF ALL OF THE SURVEY  
PARTICIPANTS BELIEVED THEY  
KNEW WHAT PWSRCAC DOES

**67** out of **117**  
of those who answered  
'Yes' believed that they knew  
what PWSRCAC does.

## REGIONAL TELEPHONE SURVEY

## PARTICIPANTS' OPINION OF PWSRCAC

From the 117 participants who answered 'Yes' to knowing what PWSRCAC is.



## REGIONAL TELEPHONE SURVEY

### FINDINGS & OBSERVATIONS

The telephone survey results paint a picture of a region largely unaware of Prince William Sound Regional Citizens' Advisory Council and unfamiliar with the organization's breadth of work.

It is worth noting that of those who **were** familiar with the organization, those with a most positive opinion were of an age to recall EVOS and its impact. As Element Agency and PWSRCAC staff have illuminated, the organization is losing relevancy with younger generations and those unaffected by EVOS in Alaska.

The survey results provide a statistically significant picture of the region's familiarity and perceptions of the PWSRCAC brand.

## IN-COMMUNITY FOCUS GROUPS

### INTRODUCTION

In order to ground our telephone survey results and gain a deeper understanding of citizen perceptions, Element Agency conducted two in-community focus groups. Valdez, located in the heart of the region, was selected as the first focus group. Kodiak, located down-stream of Prince William Sound and EVOS, was selected as the second community.

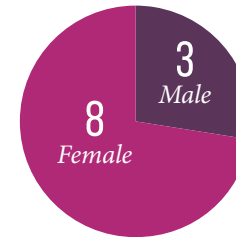
Element Agency staff conducted one focus group per community, engaging eleven (11) citizens per focus group. Questions included: identifying the PWSRCAC acronym, recalling from memory the logo, and initial brand experiences and feelings associated with their first brand encounter and present day perceptions.

Focus group results were illuminating. There is discord between the organization's work and citizens' perceptions, and visceral reactions to the logo, particularly in Kodiak. Both communities had strong opinions associated with original brand interactions. Our team has compiled the results of the focus groups in the following pages.

### BASIC DEMOGRAPHIC OF FOCUS GROUPS

#### Valdez

11 PARTICIPANTS



#### Industries Represented

Publishing



Tourism



Resource Development  
(mining, oil and gas)



Municipal & Public



Services



Healthcare

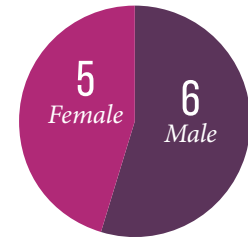


No Response



#### Kodiak

11 PARTICIPANTS



#### Industries Represented

Law



Commercial Fishing



School District



Retired Military



No Response



## IN-COMMUNITY FOCUS GROUPS

### 1. VISUAL IDENTITY PERCEPTIONS

Unsurprisingly, residents physically **closest** to PWSRCAC had the most familiarity with the organization's brand identity, and were most able to recall some aspects of the brand's logo. In a blind test asking Valdez participants to describe the PWSRCAC logo, only one participant was able to recall a black and white logo with tanker. The remainder were unable to recall any aspects or were wrong in their recollection. 99 percent of participants were able to recall what the acronym "PWSRCAC" stood for.

In Kodiak, the results were entirely opposite. Only 20 percent of the participants were able to identify "Prince William Sound" as an aspect of the acronym, and only 30 percent recognized the organization name when facilitators presented it. 70 percent of participants were unable to recall any aspects of the organization's logo. The remainder were wrong in their recollection.

Despite differences in recognition, participants in both communities had a similar, **negative** response to the PWSRCAC logo and brand identity. The common response in Valdez (an oil industry community) reflected the vague nature of the name and logo. Participants felt that the name and logo were not defined, the organization's mission was unclear, and ultimately participants vocalized they had an ambiguous relationship with the organization.

In Kodiak, the **negative** response was stronger. The majority of participants expressed a lack of impression from any PWSRCAC communication they may have received. When viewing the logo participants had an emotional response, expressing anger, distrust and questioning the motives of the focus group and "Big Oil's" role in PWSRCAC. One participant summarized (and the group agreed) that this logo was conflicting to them, they perceived "Big Oil" behind the organization, not citizens. These participants agreed upon a collective statement that they felt that their community had no voice on the citizens' council, and the PWSRCAC did not encompass Kodiak.

#### SUMMARY

In Valdez and Kodiak, responses from both focus groups indicated a need for better clarity in brand identity and messaging. The current logo of heavy text, mountainous backdrop and a tanker did not convey any indication of the organization's work, and could be easily misconstrued for an oil-industry company. Participant feedback can be summarized to conclude that PWSRCAC's brand identity and logo does not evoke positive emotions nor trust.

## IN-COMMUNITY FOCUS GROUPS

### 2. BRAND & ORGANIZATION IMPRESSIONS

Focus group participants were asked about their impression of PWSRCAC, their understanding of the organization, its mission and its role in their community. As could be expected based on visual identity and logo impression, participants had vague or no understanding of the organization's mission.

In Valdez, most participants **felt** they generally understood the mission of the organization, whether correct or not. Interestingly enough, longevity or presence in-state at the time of EVOS did not influence their understanding of the mission, although all recalled and agreed that PWSRCAC had been born out of EVOS. Participants summarized and agreed with this statement: they are a watchdog for our environment and community. However, they are hamstrung by the oil companies and are ineffective. 63 percent of focus group participants ranked PWSRCAC as “low - middle” on a rating scale measuring trust worthiness.

In Kodiak, participants responded that they had **no understanding** of the mission of the organization. Two participants offered guesses: that PWSRCAC is an “environmental organization”, and that PWSRCAC was formed in response to EVOS. 40 percent of focus group participants in Kodiak ranked PWSRCAC as “middle” on a rating scale measuring trustworthiness, and collectively justified their ranking: because of no know-ledge of how they respond to issues in our community and results. The lack of understanding of PWSRCAC's mission was apparent when participants began questioning why PWSRCAC was in Kodiak at all.



SOME GROUP, SOMEWHERE THAT ISN'T HERE, TRYING TO TELL US SOMETHING THAT'S IMPORTANT TO THEM.”

Both focus groups responded collectively and confidently that their communities were also unaware of the organization's presence, mission and work (if any) in their communities. In Valdez, participants felt that the industry citizens were employed in would influence their familiarity with PWSRCAC.

PWSRCAC communications were also noted by focus group participants. Valdez participants referenced **The Observer** as a historical source for information. Less than 40 percent of participants knew it was available currently and where it was available. In Kodiak, participants recalled PWSRCAC ads on public broadcasting. During discussion, it was questioned if the ad was being confused with Bristol Bay Native Corporation. Kodiak participants summarized outreach (if happening) as “some group, somewhere that isn't here, trying to tell us something that's important to them.”

#### SUMMARY

Neither community had a clear understanding of what Prince William Sound Regional Citizens' Advisory Council does, and Kodiak in particular was unaware that the organization had any work or representation in their community presently. As we define brand as the ‘gut feeling’ associated with an organization, we can summarize that PWSRCAC's brand is received vaguely or negatively, based on participant interactions.

## KEY STAKEHOLDERS

### INTRODUCTION

In order to understand perceptions and experiences with the Prince William Sound Regional Citizens' Advisory Council, Element Agency engaged key external stakeholders of the organization. Interviewed via email, stakeholders responded to questions about brand awareness, interactions and communications. Their feedback is consolidated on the following page.

#### External Stakeholders Represented:

United States Coast Guard

Alyeska Pipeline Service Company - SERVS

State of Alaska - Department of Environmental Conservation

COMMON WORDS ASSOCIATED  
WITH PWSRCAC BRAND BY  
EXTERNAL STAKEHOLDERS

---

**Dedicated  
Well-integrated  
Community  
Watchdog  
Preparedness**

## KEY STAKEHOLDERS

### VISUAL IDENTITY PERCEPTIONS

Key stakeholders of PWSRCAC are able to identify and describe the organization's logo simply and accurately. However, stakeholders noted that without the context of the organization and mission, they would easily confuse the logo with that of a tanker company. Feedback was also shared that visual identity does not communicate that PWSRCAC is an advisory group, and not a “watchdog or oversight” group.

Interviewed via email, stakeholders responded to questions about brand awareness, interactions, and messaging in organization communications tools (examples including newsletter and other collateral). Perceptions of the organization based on communications were consistent: well-written, professional, clear. However, stakeholder responses were divided regarding how well the organization was known and the mission understood in the region. One responder felt the organization and its mission was well-known and understood while another felt PWSRCAC was misunderstood, or had very different meanings to citizens and other regional organizations, although they did follow up with commentary that there was indication the perceptions were improving.

### BRAND INTERACTIONS

Key stakeholders were surveyed about their initial brand interactions and responses. Responses were indicative of the industries/organizations they operate within, and should not be taken as responses that wholly encompass all brand interactions with PWSRCAC. For one responder, the original brand interaction and subsequent perception was *negative*, given vague comprehension of the organization's mission and perceived cultural challenges between organizations. Similarly to summarized brand perceptions above, another responder had a *positive* initial interaction and subsequent interactions, instilling a positive association with PWSRCAC's brand and brand identity.



...WITHOUT THE CONTEXT OF THE ORGANIZATION AND MISSION, THEY WOULD EASILY CONFUSE THE LOGO WITH THAT OF A TANKER COMPANY."

## STAFF VISIONING SESSIONS

### INTRODUCTION

To better understand the brand experiences and perceptions of internal stakeholders, Element Agency conducted three visioning sessions, with PWSRCAC staff. Our goal was to collect raw feelings about the organization's influence and brand reach from those most closely involved on a daily basis, *and* solicit constructive ideas about the PWSRCAC brand of the future.

The conversations and feedback we received from staff were layered, complex and inundated in the weight of the organization. Staff in all sessions illustrated a need to address messaging, and acknowledged change was necessary in order to become relevant again to younger generations and individuals who did not experience EVOS.

Highlights about PWSRCAC today, and perceptions, included: a lack of social awareness — individuals that are engaging with the organization aren't compelled to take the message back to their communities. Several staff felt that the majority of external audiences perceived PWSRCAC as “anti-oil.” Staff acknowledged that their work is complex, it's multi-faceted and there will always be a layer of tension.

### PWSRCAC OF THE FUTURE

Through conversation with staff, Element pulled key themes that, ideally, could provide input to the future of the PWSRCAC brand.

Those themes are:

#### Progressive

**Youthful, yet multi-generational:  
volunteer opportunities are  
competitive and sought-after**

**Diverse, culturally and generationally**

**Trusted and transparent, respected  
for leading research in technology  
and responses and looked to as an  
advocate for the region**

**Relationship-oriented and engaged,  
on the ground**

**Accommodating and responsive**

**A modern design sense**



## VISUAL TRENDS ANALYSIS

### INTRODUCTION

The following is a Visual Trends Analysis of the current PWSRCAC brand identity, collateral and media.

As media evolves, certain ideas and approaches to graphic design are improved. While this is natural, it can often leave behind companies that do not employ designers and media personnel that are immersed in the latest visual trends. Through this natural process, some organizations find their brand identities have become more or less “out-of-date.”

This report takes a close look at the history of the visual presentation of the PWSRCAC brand. Recommendations for next steps are included at the end, with conclusions documenting the contents of the Visual Trends Analysis.

## CATEGORIES

We will work through findings and observations by category:

### **LOGO**

The trademark symbol for any brand is the logo. We measure the strengths and weaknesses against the principles and elements of design.

### **STATIONARY/BUSINESS SYSTEM**

This includes letterhead, business cards and the major staples of communication of a brand. These often operate as the foundation of the brand identity.

### **PUBLICATIONS & BROCHURES**

Magazines, newsletters, annual reports and publications make up this category. Publications can have their own brand identity (see The Observer header design) but unless the parent brand identity is intelligently tied into the publication's own look and feel, an opportunity is missed.

### **ELECTRONIC MEDIA**

If it's on a screen, it's in this category: social media, video, website, email, digital marketing efforts. These are the real brand identity tools for modern times.

### **LARGE FORMAT & SWAG**

This includes large banner and trade show displays, plus any give-away item that has the company logo on it, such as bags, mugs, pens and whatever else an organization might think to produce in order to wow an audience.

### **VISUAL COMPETITION**

An analysis of the visual competition looks at a field of organizations and entities that may be intentionally or unintentionally competing for a viewer's attention within a region, and analyzes how a brand could and should stand out from its visual competition.

## LOGO



The word “logo” comes from the Greek *logos*, meaning “word.” In our culture, it has evolved to mean a symbol that represents a brand.

Beginning with the PWSRCAC logo, we present our analysis in two parts: Design and Execution. The term “design” will refer to the visual quality of the subject based on trends and modern requirements of a good corporate identity and media. “Execution” shall mean “how the subject has been used,” in a practical sense, especially pertaining to placement of elements, color, type and messaging.

### DESIGN

Through the years, the PWSRCAC logo design has undergone only one major redesign but this redesign indicated an important shift in how PWSRCAC wanted to be perceived. The removal of the “Great Eye” signaled a shift from one of oppositional oversight to a more function-based, literal interpretation of what PWSRCAC does as an organization.

Though the logo is easily reproducible in one color, it has a number of problems in both scalability and redundancies. First, because the logo encapsulates its accompanying text, it eliminates the logo’s ability to scale down to very small sizes due to the lettering (especially the words ‘Prince William Sound’ that move over the top of the logo) becoming illegible once the logo reaches 3/4 inches in width.

The second problem is simple: having to display both the acronym and the acronym’s full wording in the same logo is superfluous and makes the design busy, rendering the mountain and tanker shapes difficult to visually interpret.

### STRENGTHS

- One color design, easily reproduced

### WEAKNESSES

- Fine detail breaks down when produced small. (our test shows the breakdown begins once the mark is a 3/4 inch wide and smaller)
- RCAC + Regional Citizens’ Advisory Council is redundant as a symbol
- Literal symbolism is uninspiring, lacks meaningful, emotive message

## LOGO

### EXECUTION

Through this audit, we have encountered dozens of applications of the PWSRCAC logo. Because of the one-color standard, applications are not difficult and are, for the most part, consistently applied, though not without problems. The rounded shape of the top plus small sizes do cause a breakdown in several situations, noted here.

Logos that have rounded marks perform better when a minimum “clear space” is required, helping to avoid situations where the logo is crowded, capping the logo awkwardly, trapping whitespace. (Fig. 1.1)

Fig. 1.2 shows one of only a few applications in which the logo was forced to be deconstructed and it was apparent that the original design had not planned for such scenarios, creating awkward juxtapositions between the acronym and the mark, with both competing to be the primary visual anchor.

When a logo features an element that can create awkward spaces, it helps to build the designs around the logo's shapes (Fig. 1.3).

#### SIMILAR EXAMPLE: The University of New Mexico logo

**IMPORTANT:**  
Curved and trapped spaces have to have rules in order for it to work.



### 1.1 LOGO APPLICATION: TRAPPED WHITE SPACE

*Rounded top creates awkward spaces when crowded*



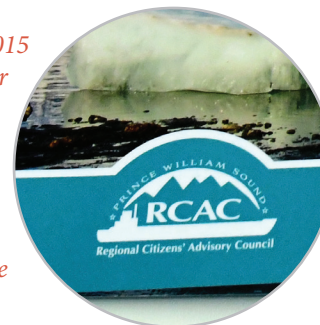
### 1.2 LOGO APPLICATION: MINIMUM SIZES

*Logo deconstruction due to small sizes is awkward (unplanned from the design phase)*



### 1.3 LOGO APPLICATION: BEST SCENARIO

*The 2014-2015 Annual Report cover features an obvious solution for solving the logo space problems: contour the other elements around the curve*



## STATIONARY/BUSINESS SYSTEM

### DESIGN

Many organizations have neglected their business systems because so much of modern communication is electronic. PWSRCAC's system reflects that at one point, some care was put into a professional presentation, with quality printing. The design and materials are, however, geared towards fulfilling requirements rather than inspiring the reader.

### EXECUTION

An organization's "business system" typically consists of the business card, the letterhead and the primary envelope. The PWSRCAC stationary can be described as "functional, but outdated." The letterhead and envelope are standard text weight, one color, following trends from 8-10 years ago. But while the letterhead is on stock white, the envelope is a subtle grey tone. The logomark is large and nicely printed.

The letterhead's major weakness is the sheer amount of content: every member entity listed in a vertical column on the left, two full office contact information, a long mission slogan plus a logo, largely printed that has already been described as too busy. All of this defeats the purpose of a letterhead, which needs to remain clean in order to host the content of the letter that is printed on it. The reader is overwhelmed by this design.

The business card is the most important element in the system and one of the most versatile tools for networking and communication. It has weaknesses in its organization of information and typographic hierarchy. The two thick horizontal rules, meant for organization, interrupt and distract from the content. Though meeting all of its basic needs, the business card is a missed opportunity to emphasize the PWSRCAC identity.

## STATIONARY/BUSINESS SYSTEM

### STRENGTHS

- Professional printing

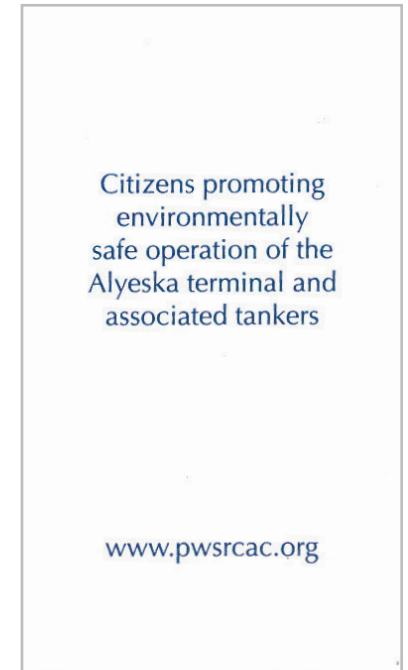
### WEAKNESSES

- Design and materials are out of date (off-trend)
- System is uninspiring
- Letterhead is incredibly busy, overwhelming the reader
- Letterhead and envelope are different tones
- Business card lacks hierarchy and any emphasis of identity

### 2.1 LETTERHEAD + ENVELOPE



### 2.2 BUSINESS CARD



*Center-aligned content is visually confusing and distracts the eye from focusing on key information.*

*Horizontal rules create a distracting division of space.*

*Repetition of the url.*

*Missed opportunity to emphasize the visual identity.*

## PUBLICATIONS &amp; COLLATERAL



## DESIGN

Publication layout is among the most expensive and difficult communication pieces that are created by organizations. PWSRCAC's primary publication, The Observer (Fig. 3.1), is a classic newspaper layout with an attractive header logo, functionally legible design and it is full of relevant content. But while the PWSRCAC logo is clearly displayed on the older iterations of the publication, the newer, more modern design has left the logo off the header. It's assumed that the new header design did not have room, both aesthetically and spatially, for the PWSRCAC logo which is long out-of-date in its design.

Examining the collateral handed over for the audit, it shows that there has not been a standardized approach to brochure design. The design approach up to this point can be labeled as **“one-off”** efforts (Fig. 3.2), where each brochure is designed without a brand identity in mind. This goes for nearly all designed publications we examined, from tide table books to annual reports (expanded on next page).

Perhaps the most prominent example of “one-off” design examined is the Science Night flyers (Fig. 3.3). While office flyers are often DIY and a common culprit in brand identity dilution, these flyers are particularly disharmonious, aesthetically. On most, the logo is crowded and the flyer space is over-stuffed with too much information, rendering the page illegible.

## EXECUTION

Aside from The Observer, the publication category most reveals the lack of unified brand design effort in the history of PWSRCAC. This is common among non-profit organizations, where graphic design is executed by staff and volunteers with no training in design or understanding of brand identity.

Annual reports are often an exception to this rule, as they are expected to be uniquely designed and thematically summarized based on the past year.



## PUBLICATIONS &amp; COLLATERAL

## 3.3 ONE OFF EXAMPLE: SCIENCE NIGHT FLYERS

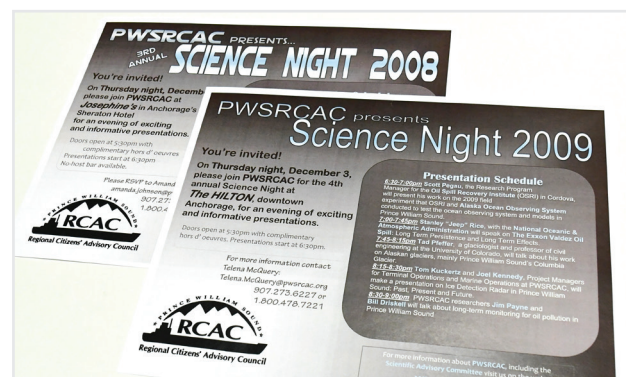


## STRENGTHS

- The Observer: features a modern header and professionally designed layout.
- There has been a concerted effort on the part of the organization to create beautifully designed annual reports that are inclusive of the communities that PWSRCAC serves.
- Throughout the history of PWSRCAC, it is apparent that the strengths of the organization lie in its ability to generate relevant and important written content.

## WEAKNESSES

There is only one thing that can be said: “One-off” pieces can create *visual chaos*, confusing the brand landscape. One way to think about it: each piece has a voice, and they all sound different. PWSRCAC communications should speak with one voice, both through the written word and the aesthetic approach.



## PUBLICATIONS &amp; COLLATERAL



3.4 2014-2015 ANNUAL REPORT COVER



2014-2015 ANNUAL REPORT INTERIOR

## DESIGN

The PWSRCAC Annual Reports are the most professional and elegantly designed pieces the organization has produced in print. Each year, a substantial effort has been made to create a top-shelf document, with professional graphic design and professional photography, as well as quality printing and materials.

Like the brochures and flyers, these are “one-off” pieces, but in general, annual reports are meant to be unique yearbooks that mark the history of the organization. These reports have benefitted from the stellar content produced by PWSRCAC staff and volunteers and have featured quality design that hosted the material appropriately.

## EXECUTION

Until recently, the cover of each annual report featured original artwork created by an artist based on Prince William Sound’s nature and wildlife. Unfortunately, the artists were also given free reign with the branding, most often choosing to custom design the

name of the organization instead of using a standardized brand identity and the logo.



In contrast, the 2014-2015 Annual Report (Fig. 3.4) uses the organization logo intelligently, working with the contours and allowing the logo to feature prominently, without making it the focus of the report.

## PUBLICATIONS &amp; COLLATERAL



The **2015-2016 Annual Report** (Fig. 3.6), not yet produced at the time of this analysis, continues with a more brand-friendly approach to design, using icons as important anchor points and featuring the logo design on the cover in a non-intrusive way.



Examples of past annual reports that fail to include the brand identity on the cover. This simple oversight is understandable but unfortunate, leading to a confused brand awareness in audiences.

## ELECTRONIC MEDIA

Electronic media (EM) is used to describe website, email and social media efforts, as well as video. PWSRCAC's EM efforts have been moderate, with many of the same challenges that occur in their print communications.

### DESIGN

PWSRCAC's website (Fig. 4.1) and social media should play together, visually. Social media profile and cover images should be clean and easy to look at because a social media feed hosts a lot of content, creating a lot of visual noise. The design of the website is 10+ years out-of-date, though Responsive Design has been applied. Aside from the profile pictures on Facebook and Twitter, there is virtually no visual relationship between platforms and the website.

### EXECUTION

All social media and website are functioning without a problem, though Twitter is only moderately active and YouTube is used as video storage more than as an active social media account. *The Observer* email newsletter carries the same strength in a MailChimp layout that the print version carries on paper: solid layout, stellar content, but with a lack of branding tie-in.

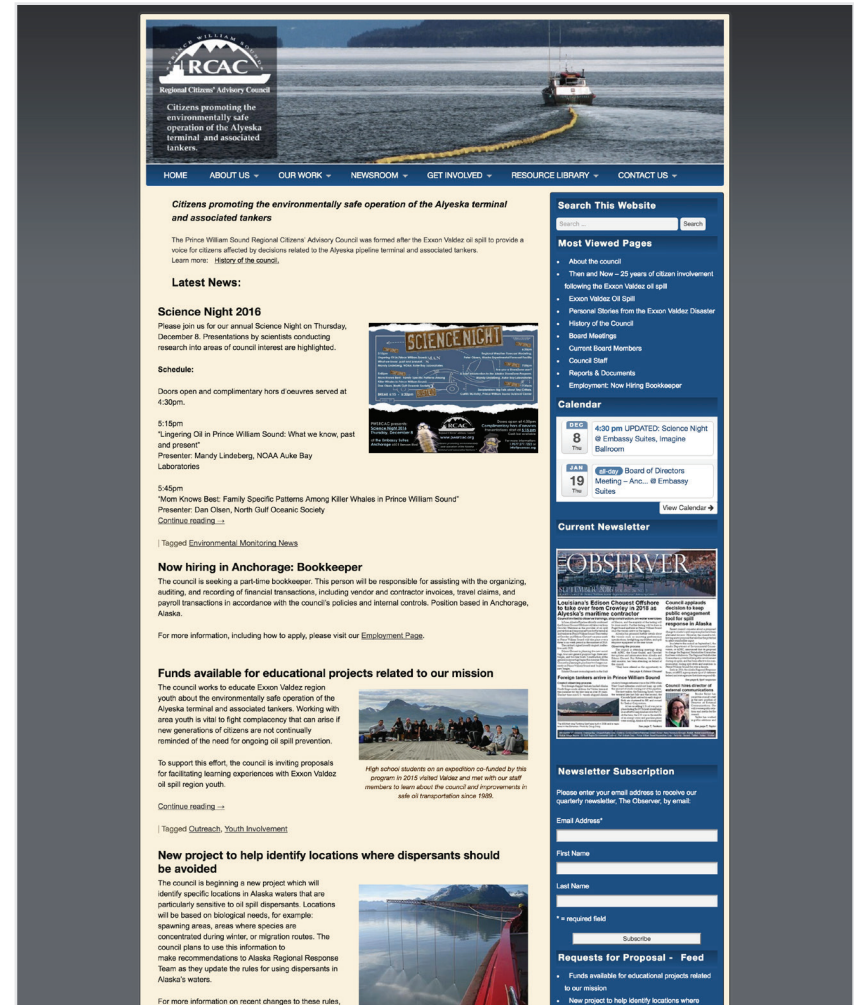
### STRENGTHS

- Brand identity is clearly presented on website
- Logotype features as social media profile pic
- Plenty of great content to share

### WEAKNESSES

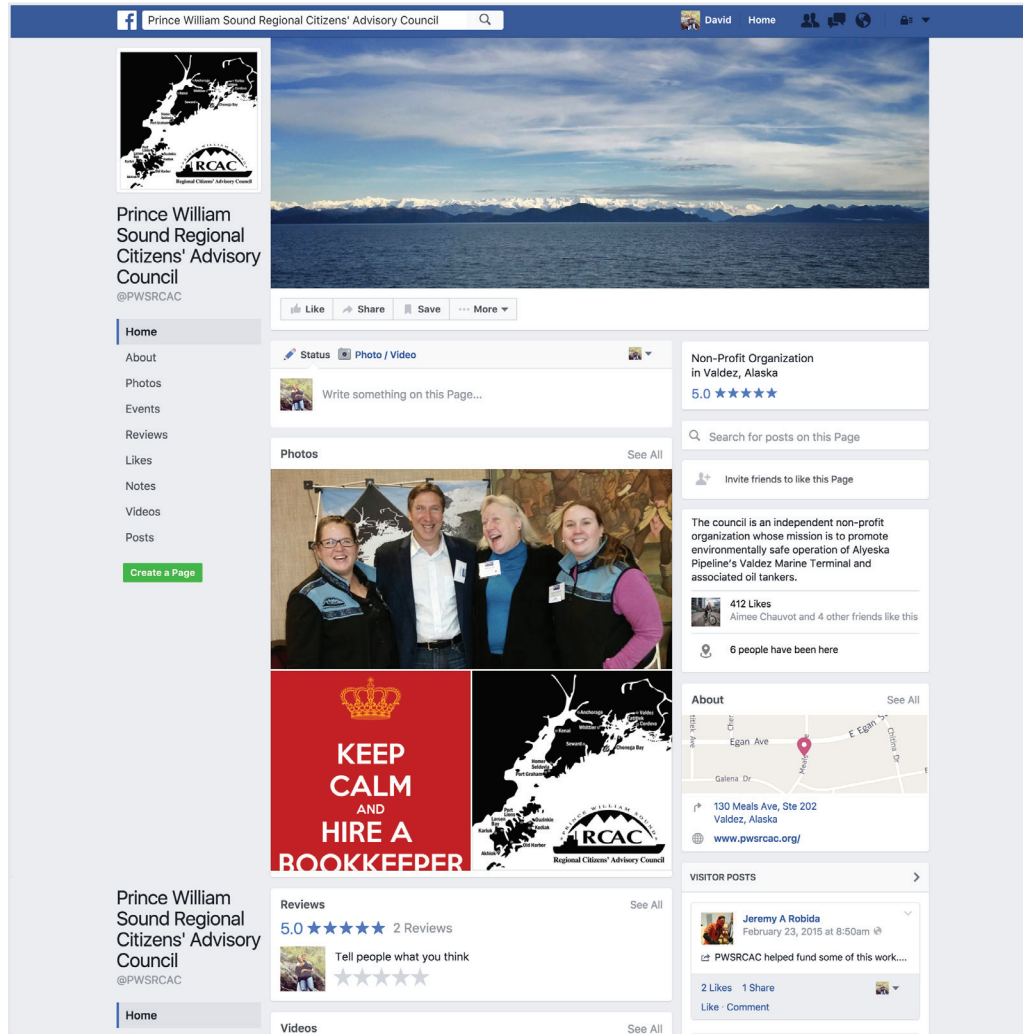
- Lack of visual branding unity across digital platforms
- Website UX (user experience) needs an update; current UX standards have evolved
- Video content is DIY production quality

## 4.1 WEBSITE HOMEPAGE

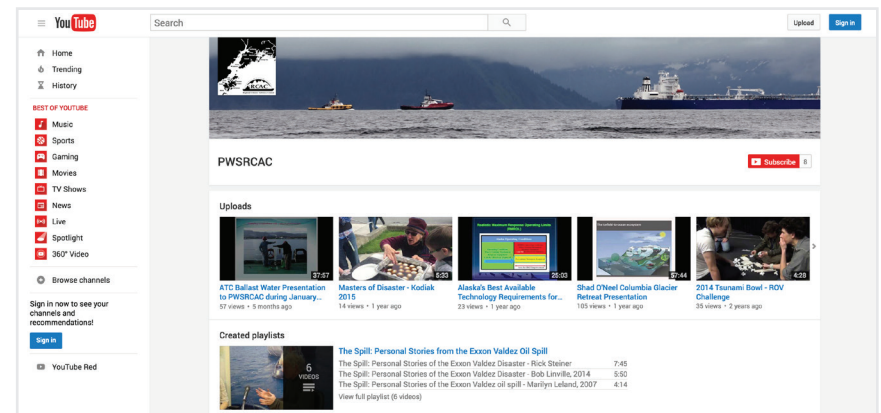


## ELECTRONIC MEDIA

## 4.2 SOCIAL MEDIA



**PWSRCAC social media** is moderately active. Profile pictures feature the organization logo while cover photos feature landscape images. YouTube houses the limited **PWSRCAC video library**.



**SWAG**



## EXECUTION

Most swag is simply placing a logo on stuff. Selecting the right stuff is the key: elements that accent the brand, and lend a sense of meaning to the brand. In this sense, PWSRCAC has done moderately well. And because the logo stands up well in “one color,” it works.

## STRENGTHS

- Brand identity works well in one color
- Swag is moderately representative of the organization's purpose

## WEAKNESSES

- Some items require a very small logo design print, forcing a deconstruction of a logo design that does not break down well
- Somewhat chaotic collection of swag, with no consistent approach to items



# VISUAL COMPETITION

## INTRODUCTION

It is important to understand the visual landscape in which a brand operates. A visual competition analysis looks at a field of organizations and entities that may be intentionally or unintentionally competing for a viewer’s attention within a region, and analyzes how a brand could and should stand out from its visual competition.

The following is a visual analysis of logos and marks of entities within the Prince William Sound region that viewers may confuse with PWSRCAC.

Brand identities are separated by the subject matter portrayed in their logo marks.

TANKER/SHIPPING VESSEL (DIRECT VISUAL COMPETITION)



### COOK INLET REGIONAL CITIZENS' ADVISORY COUNCIL

*Citizen Representation*

- Mute colors
- Literal imagery
- Framed image trying to convey it 'all'
- Tanker, wildlife, landscape
- Finer details will not reproduce at small sizes



## VISUAL COMPETITION

WATER / WILDLIFE / LIFE



### VALDEZ FISHERIES DEVELOPMENT ASSOCIATION

*Renewable fishery resources*

One-color

Salmon rendering

Shape of Alaska

Conveyed importance  
of salmon to the state  
of Alaska

Details will not reproduce  
at small sizes



### COOK INLETKEEPER

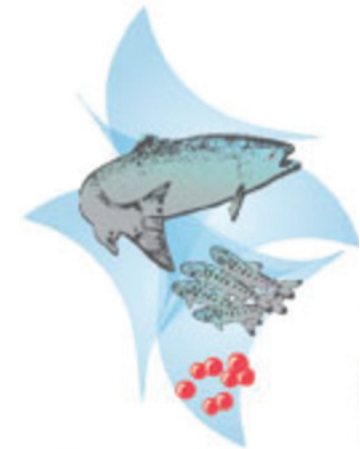
*Conservation organization*

One-color

Mermaid embracing seal

Conveyed care, trust, and  
protection through the  
maternal embrace of the  
subjects

Upper typography illegible  
at small sizes



### PRINCE WILLIAM SOUND AQUACULTURE CORPORATION

*Fishery development*

Colors overlapping

Salmon renderings

Literal representation of  
salmon life-cycle gives  
no credit to the viewer

Will not reproduce in a one  
color situation



## VISUAL COMPETITION

NATIVE IMAGERY / HUNTING

TRANSPORTATION/PROGRESS



### PORT GRAHAM CORPORATION

*Native corporation*

One color

Masks references identity, spirits, and ancestors

Splitting mask with the logo's type implies the integral role of the corporation to identity, spirit, and ancestors



### CHENEGA CORPORATION

*Native corporation*

Spear is reference to hunting.

Coastal Alaskan village imagery portrayed in triangle below

Evokes a sense of providing for the village

® mark and other details are illegible at small size



### ALYESKA PIPELINE

*Pipeline service*

Semi-circle is reference to the pipeline.

Tapering of the circular outline implies transportation or progress



## VISUAL COMPETITION

### LANDSCAPE REPRESENTATION



#### PRINCE WILLIAM SOUND SCIENCE CENTER

*Science education center*

Mountain imagery

Undulating water imagery

Color overlay

Interaction of water, mountain, and color conveys the intersectional relationship of land and sea



#### PRINCE WILLIAM SOUNDKEEPER

*Conservation organization*

Mountain imagery

Water imagery

Many colors

A much more literal, but similar assertion of the interaction of the landscape from mountain to sea



#### KENAI WATERSHED FORUM

*Conservation organization*

Water droplet icon

Landscape and waterscape within the droplet

Ying-yang balance symbol

Reference to land and water all-encapsulated within a water droplet stresses the importance of water



## VISUAL TRENDS FINDINGS & RECOMMENDATIONS

### VISUAL TRENDS

**LOGO:** The logo should be retired and a new logo created to replace it. This is a process that should be done with a strategic approach to not only a new logo design, but helping staff, audience and volunteers work through letting go of the older logo design.

**COLLATERAL:** Current collateral, including the business stationary, brochures that are still in use, as well as all publications, should be redesigned using the new brand identity and a consistent approach to the new look and feel. This should also include large format items such as trade show booth displays and banners.

**WEBSITE:** The PWSRCAC website needs a new user interface design. This can be a new applied template without having to address the otherwise solid content.

**SOCIAL MEDIA:** A consistent approach to social media, working with the new look and feel of the website, should be designed. Ideally, Twitter either becomes more active as a platform or it is retired. YouTube should become a more prominent communication medium vs. just a video storage site.

**SWAG:** All swag with the current logo design should be retired and a set of new, relevant items should be selected with a new logo design.

### VISUAL COMPETITION

**COLOR PALETTE:** The typical palette is muted blues with the occasional vibrant pop of color. Greys and greens accent the blues as an expected reference to the colors of the natural surroundings.

**SUBJECT MATTER:** Visuals include an emphasis on salmon, aquatic life, and the regional landscape. Water is an expected recurring theme as well as the depiction of mountainscapes.

**RECOMMENDATION:** PWSRCAC has a mission that shares in many of these visual cues, and should aim to establish a visual identity that can exist within this context but stand out as unique, fresh, and memorable.



## FINAL RECOMMENDATIONS

## MAJOR REBRAND PROJECT

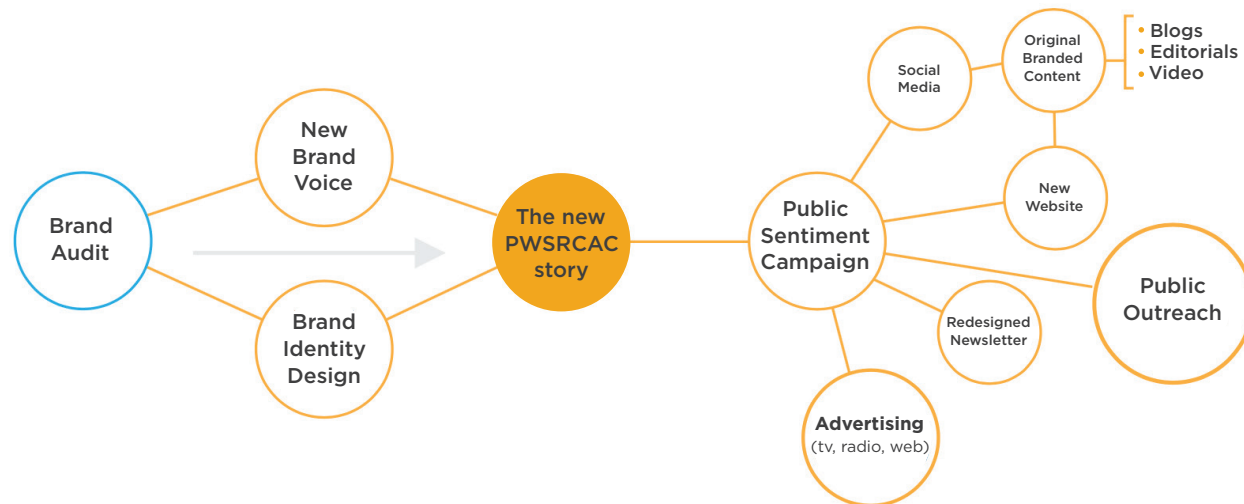
### INTRODUCTION

Prince William Sound Regional Citizen's Advisory Council's need for strong branding has never been more important or relevant. The further we get away from the Exxon Valdez Oil Spill, and the emotional ties of a generation to the experience, the more important solid communications, both written and visual, become. It is healthy for an organization to periodically address their brand identity in order to ensure that their representative symbol is as fresh as the content they are producing. For PWSRCAC, this is long overdue.

Element Agency officially recommends that the PWSRCAC undergo a ***full and complete rebranding process***. This should include a complete redesign of the logomark and the logotype, with a new approach to color, fonts, and a ***complete brand style guide*** to govern the organization's visual and written communications in the future.

### REBRAND & PUBLIC SENTIMENT CAMPAIGN

A successful rebrand is about more than just a new look: it's a full-on cultural movement strategy designed to change public sentiment and to re-engage your audience. Change and influence, however, take time to build. We'll craft and implement a three-year strategy to help you communicate your mission and value in a way that engages new and old friends.



## MAJOR REBRAND PROJECT (DETAILS)

### PHASE II

#### 1. DESIGN AND CREATE A NEW BRAND IDENTITY & BRAND VOICE

- Utilize research findings and goals identified in Brand Audit and Needs Assessment work to create a centralized project creative brief
- Use creative brief to design a new logo, graphic elements, website and talking points

#### 2. CREATE AND EXECUTE A BRAND IDENTITY ROLL-OUT PLAN

- Redesign all brand collateral, including website
- Educate and onboard staff and key personnel about new brand identity and guidelines
- Create a social media strategy to reflect brand identity and values
- Design and implement a media and advertising plan that builds exposure and awareness for new brand identity

#### 3. DESIGN A LARGE-SCALE PUBLIC SENTIMENT CAMPAIGN

- Identify clear goals, objectives and performance metrics for a large-scale public sentiment campaign
- Design public sentiment campaign strategy
- Create a creative brief for campaign collateral
- Draft a detailed production schedule for approved concepts
- Create a Social Media/Digital Marketing plan
- Create a traditional/non-traditional advertising campaign plan
- Create a public outreach plan

## MAJOR REBRAND PROJECT (DETAILS)

### PHASE III (DELIVERABLES TO BE DETERMINED WITH PWSRCAC)

#### 4. IMPLEMENT PUBLIC SENTIMENT CAMPAIGN

- Execute public sentiment campaign strategy defined in Phase II

#### 5. CAMPAIGN ASSESSMENT & RECOMMENDED NEXT STEPS

- Conduct a responsive, quarterly assessment of campaign collateral and messaging
- Upon campaign completion, conduct a final, overall campaign assessment to measure campaign awareness and effectiveness
- Deliver a final report to PWSRCAC on public sentiment campaign accomplishments and recommended next steps

## LET'S ENGAGE THE NEXT WAVE OF VOICES.

Our team is confident that a thorough rebranding effort, partnered with thoughtful strategy and execution can elevate Prince William Sound Regional Citizens' Advisory Council's presence. Element Agency has the capacity to design and execute the recommended next steps for your brand, and looks forward to the opportunity to strengthen your brand, mission, and organization.

### TELEPHONE SURVEY

Q1 Gender by observation (no quotas for gender),

Q2. Do you know what the Prince William Sound Regional Citizens Advisory Council is?

Q3. (ASK Q3 IF Q2 = “Yes” OTHERWISE SKIP TO Q4) Please describe to me in your own words what you think The Prince William Sound Regional Citizens Advisory Council is.

Q4. Do you know what the Prince William Sound Regional Citizens Advisory Council does?

Q5. (ASK Q5 IF Q4 = “Yes” OTHERWISE SKIP TO Q6) Please describe to me in your own words what you think The Prince William Sound Regional Citizens Advisory Council does.

Q6. Is your opinion of the Prince William Sound Advisory Council positive or negative? (IF “positive” or “negative” -> ASK “Is that very positive/negative or somewhat positive/negative?”)

Q7. In what year were you born?

Q8. How many years have you lived in the community where you currently live?

Q9. (ASK ONLY IF Q7= “1989” OR EARLIER) Did you live in Alaska during the 1989 Exxon Valdez Oil Spill?

### IN-COMMUNITY FOCUS GROUP

Do you know what PWSRCAC stands for?

What is your understanding of the Prince William Sound Regional Citizens Advisory Council mission?

On a scale of 1 to 10, 1 being “not trustworthy at all,” and 10 being “completely trustworthy, how would you rank PWSRCAC?

In your view, are your fellow citizens in the Prince William Sound region aware of PWSRCAC and their mission? Do you think that people understand why they exist as an organization?

When did you first encounter PWSRCAC brand identity? Was it a positive, neutral or negative experience?

Describe the needs you personally have of PWSRCAC.

Do you personally receive any communications from PWSRCAC? If so, how would you rate them for clarity and helpfulness?

Can you describe the logo design of PWSRCAC?

Are there particular words or thoughts that you associate the PWSRCAC brand with?

### STAFF VISIONING SESSION

What would our organization be like if you had the power to make it any way you wanted?

What would working for our organization be like?

How would people see our organization? How would they interact with our organization?

What stands in between PWSRCAC now and PWSRCAC of the future?

### KEY STAKEHOLDER INTERVIEWS

Do you believe that branding & marketing is a worthy expense for non-profit organizations to invest in?

In your view, are citizens in the Prince William Sound region aware of PWSRCAC and their mission? Do you think that people understand why they exist as an organization?

When did you first encounter PWSRCAC brand identity? Was it a positive, neutral or negative experience?

How would you rate the communications (newsletter, pamphlets, other) you receive from PWSRCAC for clarity and helpfulness?

Can you describe the logo design of PWSRCAC?

Are there particular words or thoughts that you associate the PWSRCAC brand with?

# BRAND AUDIT & NEEDS ASSESSMENT REPORT

PRINCE WILLIAM SOUND REGIONAL CITIZENS' ADVISORY COUNCIL



COMPILED BY  
ELEMENT AGENCY  
SPRING 2017