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Service



Bob Leone of MRC Smart Technology Solutions finds that building a connection with employees is also a great catalyst for increasing employee loyalty and performance. **Page 7**

Commentary



Scott Mires of MiresBall advises companies to do due diligence and more when trying to refine or reinvent their brands. **Page 55**

The List

Fastest-Growing Private Companies **Page A33**

New CEO Is Seeking Recognition for Port of San Diego

ECONOMY: Job Requires Balancing Diverse Interests

By BRAD GRAVES

Randa J. Coniglio has lived in San Diego all her life, but the new top executive at the **Port of San Diego** said she didn't become aware of the port's scope and importance until age 40. That was about the time she left the private sector to join the port's real estate department. Half a continent away in New Orleans, that

community considers its port a civic jewel. Residents "grow up knowing what the port is," said Coniglio, who has visited the city several times; taxi drivers, restaurant servers and other everyday folk seemed to know of its economic importance.

The Port of San Diego needs to raise its profile, Coniglio said during an interview a little more than two weeks after taking the top job June 12. In fact, she said San Diego might do well to put a unit about the port into its high school civics curriculum. It's that important.

The port estimates its annual economic impact on the region is \$7.6 billion. Some \$3.5 billion of that comes from maritime trade.

First Woman

Port commissioners named Coniglio, 55, to the roles of president and CEO after conducting a national search to fill those positions which were vacated last summer by **Wayne Darbeau**. She is the first woman to hold the job.

Port CEO, page 54

FASTEST

GROWING PRIVATE COMPANIES

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They employ as few as two people and as many as 1,900. They offer software, financial and billing services. They serve the needs of the defense and hospitality industries and build medical devices and consumer electronics.

One has been in business for more than a half-century; a few dozen launched within the last 5 years; most have been building their customer base for 10-15 years.

The 100 fastest-growing private companies in San Diego County cannot be pigeon-holed into any one industry or business model.

What they have in common, though, is a knack for growing revenue, sometimes explosively.

The San Diego Business Journal recognizes the accomplishments of these firms in this special edition.

See Page A17

PAGE A20 Profiles of Top 10

PAGE 41 Special Report: Hyper Growth Can Be Perilous

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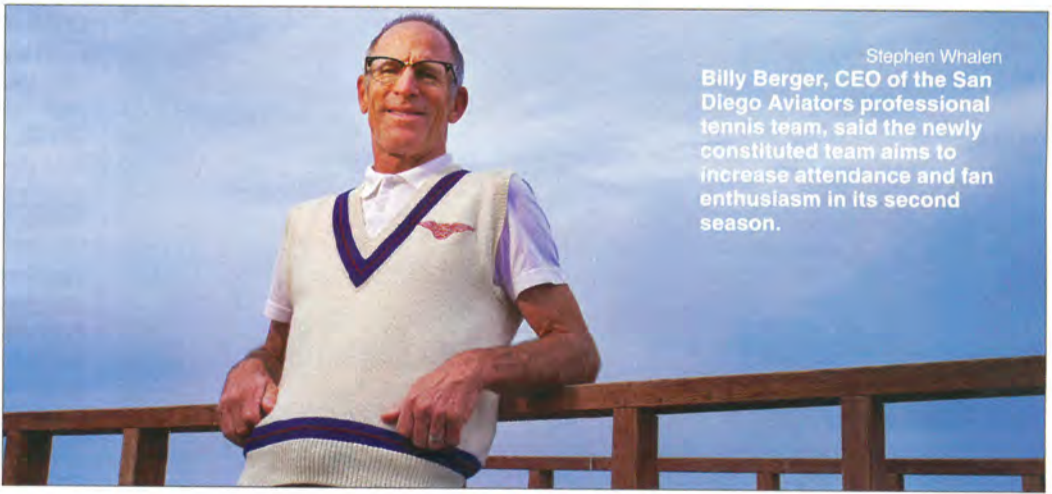
Team Tennis Trying To Take Off Locally

SPORT: Aviators Change Fan Experience and Venue

By MICHAEL LIPKIN

The **San Diego Aviators**, the city's professional tennis team, ended its inaugural season last year with the best regular season record and an all-star roster that included the top-ranked men's doubles partners in the world.

Aviators page 15



Stephen Whalen **Billy Berger**, CEO of the San Diego Aviators professional tennis team, said the newly constituted team aims to increase attendance and fan enthusiasm in its second season.

It isn't what you do, but how you do it.

— John Wooden



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COMMENTARY

Editorials, letters, columns and other opinions

Facelift a Lesson in Taking Care of the Brand



COMMENTARY

Scott Mires

When one of the world's more polarizing brands makes a change to its logo, it makes headlines.

What started as a way for college students to connect is now a way for a billion and a half of us to share our

lives, many of us several times a day. Facebook just redesigned their word mark: That's designer code for "they have a new type treatment."

And the social networks are all a buzz...

Some lovers. Some haters.

And while no one likes well-executed

typography as much as I do, this really isn't about that. It's a sign of a strategic brand message delivered. It's a way to create an opportunity to spark dialogue.



Using brand design, the logo refinement is a potent way of delivering an important Facebook message: Facebook is an accessible, friendly way for you to share your kid's first step or trip to Maui.

With a slightly more legible, less quirky, mainstream font treatment, Facebook has become more your type.

Rebranding: Good, Bad and Ugly

We're living in a world of constant brand reinvention and refinement in the marketplace. Here are a recent few with my sideline opinion:

Airbnb: Ok, maybe the brand team took it a bit too far, with its arguably "sensual" new mark. But



the goal was to help the brand underscore its universal sense of belonging and connection we share when we travel, especially now that we can share our own homes. Whether intentional or not, the press around the rebrand was a massive boost to the company's general awareness.

Reebok: In the highly competitive and evolving athletic category,



Reebok has been challenged to stay relevant and looked to a drastic rebrand for momentum. While the geometry of their new logo supposedly symbolizes the physical, mental and social benefits that exercising in Reeboks delivers, the new static symbol lacks energy, emotion and memorability. Back to the gym.

San Diego Zoo: I was excited when the Zoo rebranded itself several years back. I'd seen how the identity system was envisioned to evolve its shape and message to inject life into the living brand of



our local treasure. But brands live in the detail and follow through. The implementation and lackluster execution has lulled most of us to sleep.

Takeaways for Mere Mortal Brands

While there are many aspects of a successful business rebrand, let's take a look at a few that might help shape your next refresh.

Emotion

The best brands have a potent emotive connection to their audience. Make sure any updates to your brand, large or small, are weighed against a sound brand strategy.

You're sure to hear from your customers if they sense that you're making changes flippantly. Consumer testing is always a good idea.

Recognition

A brand can be a powerful symbol identifying your offering in the blink of an eye. When you change it, especially dramatically, that recognition needs to be ingrained back into your audience's memory. This can be both time consuming and expensive.

Communication

I've heard this time and time again, people don't like surprises (or maybe that was clients don't like surprises).

A healthy dialogue among brands and their audiences is good for both. Communicate your goals as you start a rebranding effort, approach rebranding informed by audience insight, and have an open dialogue when the train leaves the station.

A Brand Is Not a Logo

And most importantly, your brand is a living breathing manifestation of all the touch points of your company/product/service.

The simplest logo, say a silhouette of an apple with a bite out of it, comes to speak volumes when it's filled with amazing experiences, products, imagery, social interaction, relationships and more.

Your logo is the tip of the iceberg. So to wrap it up, treat your brand well, and it will do the same for you.

Scott Mires is Partner and Creative Director of MiresBall, a San Diego-based brand consulting and visual design firm.

Co. Plans to Import Cement at Marine Terminal

PORT: Proposal Calls for Building New \$7M Facility

By BRAD GRAVES

Anticipating a need for more construction material in Southern California, **Mitsubishi Cement Corp.** is laying plans to import cement by ship through the 10th Avenue Marine Terminal controlled by the **San Diego Unified Port District.**

A \$7 million terminal redevelopment project may follow.

Port commissioners smoothed the way for such imports during their June 11 meeting, and the issue is expected to return to the board.

At the same time, Mitsubishi Cement is working to expand its import facilities roughly 100 miles to the north at the Port of Long Beach.

Coming Shortage?

"At some point, there is going to be a shortage of cement in California again," said **Michael Jasberg**, executive vice pres-

ident and COO of Mitsubishi Cement, which is based in Nevada. Imports supplemented domestic production between the early 1980s and 2007, Jasberg said. Demand fell with the onset of the 2008 recession.

At their most recent meeting, Port commissioners OK'd a 24-month conditional agreement allowing Mitsubishi Cement to use space at a 10th Avenue Marine Terminal warehouse. They also approved a payment schedule.

Mitsubishi Cement's goal is to eventually move out of an existing terminal shed and into a specially made facility, said **Randa Coniglio**, the port district's CEO.

As the economy improves, building materials are becoming more important, Coniglio said, adding that the San Diego port district handles lumber at its National City Marine Terminal.

Environmental Study

The port plans to conduct an environmental review for Mitsubishi Cement's proposal, and the company will contribute \$250,000 for the study, according to a

report presented to port commissioners.

The **California Coastal Commission** must also sign off on the plans.

The report put the redevelopment project's price at \$7 million, adding that it would make Mitsubishi Cement "a strong maritime anchor tenant" at the terminal.

Mitsubishi Cement owns or controls roughly 30 percent of Southern California's concrete ready-mix market, the report said.

Mitsubishi must pay a minimum \$749,000 in the first year of the lease and \$869,000 in the second year. Mitsubishi would pay at least \$990,000 in subsequent years.

Up the coast in Long Beach, Mitsubishi Cement is further along in the expansion process.

The company is working to add 40,000 metric tons of storage capacity to its existing Long Beach cement terminal, which is currently idle. In May, Long Beach harbor commissioners OK'd a final environmental impact report covering the extra storage as well as an expansion of the facility.

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