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Abbreviations and terminology

CRM	Customer relationship management
Web2.0	<i>Youtube:</i> A simple but effective explanation of web2.0
Social media	<i>Wikipedia:</i> Content created by people using highly accessible and scalable publishing technologies. At its most basic sense, social media is a shift in how people discover, read and share news, information and content. It's a set of technologies, tools and platforms facilitating the discovery, participation and sharing of content. It is transforming monologues (one to many) into dialogues (many to many) and the democratization of information, transforming people from content readers into publishers. Social media has become extremely popular because it allows people to connect in the online world to form relationships for personal and business. Businesses also refer to social media as user-generated content (UGC) or consumer-generated media (CGM).
Information	One way; sender-receiver
Communication	Two ways; dialogue, interaction
Target group	<i>Wikipedia:</i> In marketing and advertising, a target audience, or target group is the primary group of people that something, usually an advertising campaign, is aimed at appealing to. A target audience can be people of a certain age group, gender, marital status, etc. (ex: teenagers, females, single people, etc.) A certain combination, like men from twenty to thirty is often a target audience. Other groups, although not the main focus, may also be interested. Discovering the appropriate target market(s) to market a product or service to is one of the most important stages involved with market research. Without knowing the target audience, a company's advertising and the selling efforts can become difficult and very expensive.
Brand	A brand is a collection of experiences and associations connected with a product, a service or any other entity.
USP	Unique selling point
ESP	Emotional selling point
The collector	Conceptual description of our target group, based on studies on youth values performed by Quattroport ¹ , Sweden.

¹ <http://www.quattroporte.se/english/>

1 Background

1.1 Generation shift

The maritime sector faces, as the whole labour market in the western world, a huge generation shift and there is a gap between the retiring people born in the 40-ies and the young, who are less in numbers. To the shipping industry and the maritime sector, this adds to the problem of recruitment, as we are already facing a difficulty to attract the young generation.

In November 2008 a campaign was launched by IMO and ILO; "Go to sea" aims not only to bring to the attention of Governments, international organizations and industry the nature and extent of the forecast global shortage of seafarers, but also to seek that all involved coordinate their efforts in addressing the issue, which is now a source of real concern. That concern has both quantitative and qualitative aspects, with impact on safety, security and environmental protection, as well as the service provided by international shipping to global trade.

The anticipated shortage is estimated between 30,000 and 80,000 officers by 2015. There is also a general shortage of engineers, ship designers and naval architects (IMO).

1.2 Competition

Our business is global and the estimated shortage of skilled staff onboard is worldwide. Shipping and related maritime transport services represent an important contribution to the European economy and it's essential that we can keep up our competitiveness, as it has a direct impact on our quality of life. The European Union has an interest in promoting safe, secure and efficient shipping in cleaner oceans. The next years we face the challenge of ensuring the supply of energy and pressing concerns related to the environment in a geographical location that requires certain quality of ships, infrastructure and crew competence. Sufficient and well trained human resources are essential for the whole maritime cluster. We need to enhance the image of shipping, the awareness of the various maritime professions and to promote maritime education, training and mixed careers in order to provide the necessary human resources.

Within EfficienSea we have identified our main competition to be "the old picture"; young people tend to have an outdated picture or even worse, no picture at all, of the maritime sector.

1.3 Image over time

Shipping and shipping related industry has a long and proud history. The professions were often inherited from father to son and highly estimated careers. Over the past decades however, we have heard more and more about crisis, cut downs and the negative impact of accidents, environmental pollution and piracy. Not enough is being communicated about new, modern professions, technical development and the possibilities of maritime careers. The profession of a mariner is often conceived to be a specialty with limited career possibilities outside the work on the vessel.

We believe our biggest mission is to raise awareness of the variety in the maritime sector, the different career paths and the various areas of competences that is needed. Life on board is a great start, but it's not the only way.

1.4 New competencies

We cannot stop time and turn away from global trade and our huge need of transportation will only increase. We are challenged with efficient transportation that has the least negative impact on the environment. The role of competent ship farers is directly linked to protection of coastal and marine environments. And they are backed up by thousands of people working ashore to provide services, developing techniques and information systems and doing research. Areas of business merge together in maritime clusters where there is need for multiple competencies

and skills. Very little is communicated about the required skills that are needed in maritime administrations and other governmental maritime bodies.

2 Our vision: The maritime sector is a top of mind career choice for young people

The awareness of maritime careers varies a lot between the represented countries. In some countries in the Baltic Sea area, the government has a national strategy for maritime business development and there are a lot of well known companies and brands. Sector size and the clustering vary, too. All bodies that make up the national maritime sector need to join forces to promote itself to young people.

An increased international cooperation when it comes to education and training as well as a harmonization of rules and standards (not only in the educational systems) would also be beneficial.

Public relations and marketing is all about conquering the mind and we need to conquer a place in the minds of the young. We have to play on their turf and media choice is a message on its own.

3 Brand strategy

3.1 Customer relationship management (CRM)

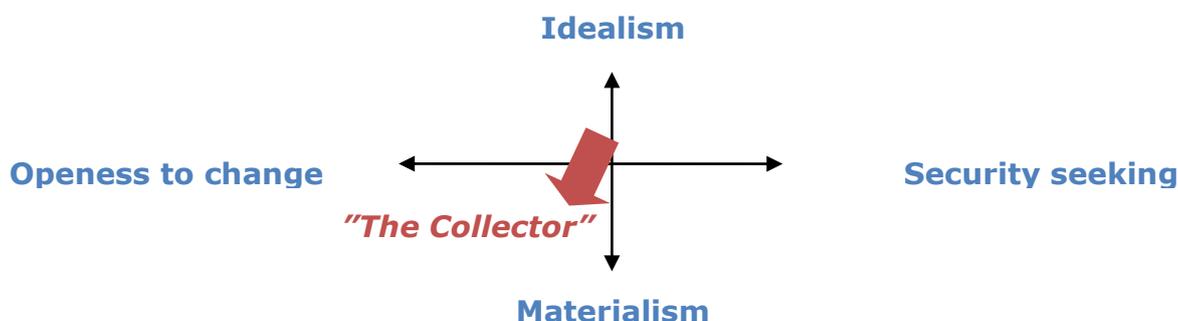
Relationship marketing focuses on relations, interaction and networking (opposed to the classical 4 P's - price, place, product and promotion) and adds value to services and products. It enables long term relations with customers/target groups, which can be profitable and enhance loyalty. It also gives the possibility to use know-how derived from customers and measure outcome based on actions taken. In order to succeed, you need a brand strategy and very clear segmentation of target groups.

The advantages of web communication are possibilities to establish and strengthen relations by interactivity, to prolong and maintain a relation, to change the image by using the media and refine the communication with those who are really interested.

3.2 Trends and values among youth

In order to succeed with a promotion campaign, it's important to understand the target group. What are their dreams, what is important to them, what are their values? In order to understand attitudes and behavior, you must know what value systems lie behind.

A very general description of how values are changing between generations is given in the figure below.



According to several studies and surveys (Kairos Future², Quattroport) the general change is from security seeking and idealism towards more openness to change and more materialism.

Looking at what young people would appreciate in their work life, they tend to turn away from strong hierarchies and process oriented organizations towards more team work and a value driven development. Equality and sustainability are important, but also individual freedom and to work in a creative culture where community/company reputation is important. Personal development is based on talent rather than knowledge and brand is important.

According to CEO Peter Majanen at Quattroport, studying value systems among the youth makes it possible to identify some really strong trends:

- DESIGN (while the interest for new technology is low and decreasing)
- SELF EXPRESSION
- TALENT (is valuable, but knowledge comes in abundance)
- UNIQUE is desirable (from tailor made products and services to personal branding)

How well does the maritime sector fit these desires and needs? We need to identify our strategic competitive advantage (which must be hard to imitate), our tactical competitive advantage (which must be unique) and our basic competitive advantage (which is valuable and easy to communicate).

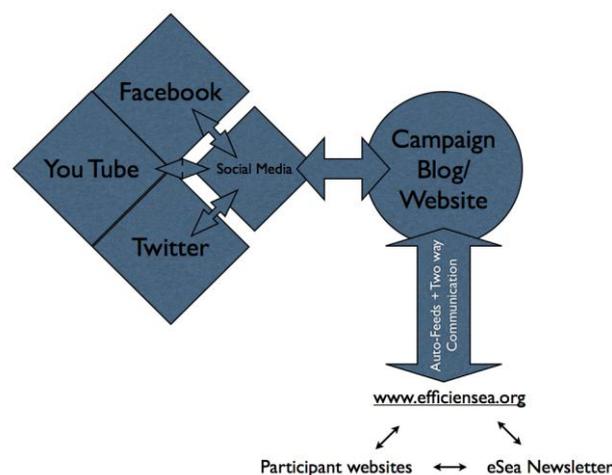
The creation of a "Baltic maritime brand" has the possibility to reach out to all youth, as the young generation all over the world has more in common than ever before.

3.3 Digital strategy by Web2.0

Among the advantages of web communication are possibilities to establish and strengthen relations by interactivity, to prolong and maintain a relation, to change the image by using the media and refine the communication with those who are really interested.

In the Scandinavian countries around 90 % of the young people (12-24 years) have daily access to the net. They mainly use it for entertainment, news and for communication and socialization with peers. They are extremely negative towards advertising, but use the net to seek out information, which has to be relevant and add value.

EfficienSea will not try to create a lot of new arenas for communication with the youth, but rather establish a virtual presence on the already existing (and coming) communities. Dialogue and interaction are the key words.



² <http://www.kairosfuture.com/en/studies>

3.4 Guerrilla marketing

The main feature of guerrilla marketing is to identify the target group extremely well and interact with it on a peer-to-peer basis. You need to identify the code they use and communicate from within. This could be done by ambassadors in the target group. Guerrilla marketing is doing the unexpected, to pop up where you're not supposed to be, to choose untraditional media, to de-brand rather than to boost brand. It should seem as if the target group is challenging your brand (in order to create attention to it).

3.5 Dynamic planning

This plan will be iterated during the lifetime of the project. If necessary, it will be reviewed and adjusted every reporting period.

4 Objectives and critical factors for success

4.1 Creation of a Baltic maritime brand

By defining the maritime sector and communicating its varieties, career paths and the USP's and ESP's by storytelling, we aim to create a Baltic maritime brand. We stress the importance of PR and branding for this reason; young people need to know that the maritime sector exist, what it is and be able to vision themselves in it. Until we have conquered a place in their mind, it's not an option for a future career.

4.2 Enhanced attractiveness and new image

The long term objective for communication is of course to increase the number of people who choose a maritime career. But instead of going for a big reach we aim to engage and involve the very specific target group. We want to engage people from the target group as ambassadors who will help pass the message. When it comes to changing attitudes there is nothing like word of mouth.

4.3 Implementation

Maritime promotion within the EfficienSea is a pilot project. In order to have an impact it needs to be implemented in the regular communication at each participating partner and preferably with as many actors within the maritime sectors as possible. Within the project we aim for this by networking between project partners and the national maritime reference groups. A common PR-plan would be of benefit. The networks that are established within the project need to be sustained over time for a positive result, as it takes time to accomplish a change. The issue of image enhancement has been addressed in the EU Maritime Transport Strategy for 2009-2018; hopefully, we can rely on further support and enlargement of networks for promotion.

5 Communicative concept: Anywhere...

The maritime sector is part of our daily lives in many different ways. Most of our import and export is sea bound and the sector offers a wide range of possibilities and challenges. With this concept we want to show the target group that shipping is everywhere in their life, that it offers great opportunities and is a good career choice.

It's not realistic to communicate the whole maritime sector at once, in one single campaign, but this concept can be transferred to various parts of the sector and serve as the main idea for

several campaigns in a row. It's a good thing to change focus now and then, so that all that makes up the maritime sector is communicated to the right target groups in the best way.

5.1 Anywhere in the world

This is the main campaign idea; by a digital platform the target group is able to follow a person who is travelling the world on ships. She tells us about her journey and offers to collect items for the followers. She becomes an ambassador for shipping and tells her stories in a way that young people are familiar with, all in order to show that shipping is anywhere in the world.

5.2 Anywhere in love³

This concept is intended as a second campaign, although it may not be realized during the timeframe of the project.

5.3 Anywhere in career¹

The generation shift takes place in the next coming years. We are changing crew and this can be visualized in many ways as a change theme.

6 Web 2.0 campaign idea: the Collector⁴

A digital platform makes it possible to follow a young person who is travelling the world on sea. This person is a young woman who becomes an ambassador as she tells us her story; she decides to challenge herself with a mission to collect things from all over the world for her friends.

- In phase 1 (pre-launch) the campaign starts off with her blog The Collector, where she describes her idea and how she is looking for sponsorship. We can also follow her activities at Twitter and Facebook.
- In phase 2 (launch) she is sponsored by some companies (which will be a branding opportunity for shipping companies and others).
- In phase 3 (ongoing) the campaign site is launched. The campaign site is promoted by banner ads. Our messages are being forwarded as stories, films and pictures about the people she meets and what she learns along the way. She will describe different jobs and careers onboard and ashore, the various actors that make up the transportation chain and current issues like environment protection and safety matters.
- In phase 4 (evaluation) the collector returns home and deliver the items. It might have the potential for an event. The aim is to get as much editorial space as possible and our work is promoting the stories. It is now revealed that it's a campaign and cooperation with the maritime industry.

³ These concepts will be further described in the coming report "Guidelines on maritime recruitment" (January 2010).

⁴ <http://vimeo.com/4762427> It's a case film made by the students at Berghs School of Communication as part of the final exams exhibition. The film was broadcasted on web-TV and shown on digital billboards in Stockholm city. All PP's have received a copy on DVD.

7 Target group

At upper secondary school, it's time to choose a between certain interests and head for a professional alignment. Our target group is likely to engage in theoretical studies and to set high goals for their future academic achievements. They are looking for a career where their interests can be developed, where their talent can make a difference.

7.1 Knowledge-seeking, high performing upper teens

They are rational problem solvers, always searching for knowledge and fascinated by advanced technology, biology and environmental issues. They are engaged in interest groups, organizations and spend their leisure time actively. They dig deep into their interests and seek their peers in school, social communities and forums at the net and in organizations. Often their interests are based on science and technology. They are typical collectors with an interest in objects; it could be advanced electronic equipment or exotic butterflies from Asia. They read science magazines and watch Discovery channel. They dream about travelling the world, but travelling has to be meaningful; new places and new discoveries. They perform well in theoretical studies and are about to choose their future path, in education and in life in general. Most of them apply for university studies in science, technology, medicine and law. To this group, having occupational high status and interesting and developing tasks to work with, is important.

8 Digital phases

1. Start the blog "The Collector" and create Twitter and Facebook profiles.
2. Content updates as cooperation and sponsorships are revealed.
3. Creation of campaign site with feeds from Twitter, Flickr and YouTube, a GPS tracking system and a request form, a screen saver where you can follow her journey and banner to promote the site.
4. Content updates on site and social media, banner advertising. The level of interaction with the target group is evaluated by on number of visits and requests at the campaign site, number of followers and friends at Twitter and Facebook.

9 Activities

9.1 Focus groups

Every project partner should try to arrange focus groups with students. It would be very useful to conduct sessions with a class at upper secondary school and one with university students. The purpose of the activity is to gain knowledge about the target group and to find out how they perceive the maritime sector today. Focus groups can also serve as a way to get feedback on our ideas for communication and the participants may be our future ambassadors.

9.2 Contracting an agency

The contracting of an advertising/web agency is done by NCEM, Norway according to the regulations of public procurement.

9.3 Pre launch

While networking with maritime actors the campaign idea is presented. We will have to come up with the person(s) who will act as The Collector and also find sponsorship that makes the trips possible. We also need a set of ideas for the storytelling.

9.4 WP2/WP3 communications seminar

Networking between project partners is extended by a WP2/WP3 communications seminar, where we will invite information managers and staff. PR-planning and communication on social media will be on the agenda.

9.5 Film production/co-creation

The Collector-person will make film clips within the campaign, but we also have a budget for other film production. The tendering of a production company will be done by DaMSA and WP2. The mission will be to produce a promotion film for The Collector, preferably with a viral character.

9.6 School visits

There is already student communication going on among the project partners. Many participate in fairs and theme days and visit schools/host study visits. The EfficienSea Maritime Promotion campaign provides new material on new media. All partners are encouraged to promote and use the campaign in all kind of encounters with students. For partners with little resources in the 3.3 part of the project, this could be a meaningful and efficient way of using it.

9.7 Major marketing event

Depending on the results of the campaign, it's possible that it turns out to be an excellent opportunity for a marketing event.

10 Suggested evaluation

10.1 Quantitative evaluation

- Number of blog readers, number of followers at Twitter, visits at campaign site, rate of interaction (requests) at campaign site, number of interactions with friends at Facebook.
- Increased visits at partner/associates websites when The Collector is doing a story related to them.
- Further more; number of ambassadors who volunteer to participate in the campaign, number of school visits and other school related events in each country.

10.2 Qualitative evaluation

- Interviews and results from workshops with focus groups.
- Analysis of content in comments and questions related to the campaign.
- The level of implementation of the concept with partners and maritime clusters.