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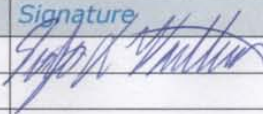


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1 Introduction

1.1 Purpose and Method

Communication plans for maritime promotion (WP3_1) states “the need to enhance the image of shipping, the awareness of the various maritime professions and to promote maritime education, training and mixed career in order to provide the necessary human resources” (p.6) and that the understanding of maritime careers varies a lot between the countries represented in the project (p.7).

The purpose of this report is to find out if and how the administrations in participating countries (BSR) are promoting maritime sector to raise awareness of maritime careers. With promotion is meant cluster networking, promotional campaigns, social media, communication plans and employer branding. With employer branding is meant an organizations/administrations reputation as an employer; an attractive and interesting place to work for future employees.

For further definitions of terms, see WP3_1.

A questionnaire was sent out to WP3 project partners; maritime administrations and universities. The method was chosen because a questionnaire is a useful and suitable method when you have to gather data from a number of people relatively quickly. There are also several disadvantages with questionnaires: they provide little understanding of the context and history of the phenomenon observed and the response rates are quite low.

The questionnaire contained questions about cluster networking, promotional campaigns carried out, use of social media (web 2.0), the existence and use of a communication plan (objectives, audiences, evaluation etc.) and the work with employer branding. The purpose, the method and the questionnaire was first introduced at the WP3 meeting in Helsinki on January 28, 2011 by the author of the report, Linda Holmqvist from the SMA. The questionnaire was later sent out by her in an email. The representatives were in to answer the questions on their own or interview the Human Resource Management of their administration.

1.2 Earlier research

The *WP3.1 Current state and future educational needs within the maritime sector in the BSR* maps the range of maritime education and identifies the maritime cluster. One of the main findings in the report is that very few organizations engage in long term strategic recruitment planning. The report maps promotional campaigns carried out in the BSR. In the conclusion it is stated that “The Maritime sector’s competitiveness in a BSR perspective can be boosted by innovation, collaboration and mobility across borders” (p.83). Partners have chosen to collaborate in many parts of the cluster, but the Maritime Administrations and universities are not always part of the collaboration. It is therefore a need of a network between the maritime administrations and universities to be prepared for changes in the maritime sector.

2 Result

Responses were obtained from:

- The Gdynia Maritime University (GMU), Poland
- The Norwegian Coastal Administration (NCA), Norway
- The Maritime University of Szczecin (MUS), Poland
- The Finnish Transport Agency (FTA), Finland
- The Kymenlaakso University of Applied Sciences (KyAMK), Finland
- The Estonian Maritime Administration (EMA), Estonia
- The Swedish Maritime Administration (SMA), Sweden

2.1 Networking

WP3_3 states the importance of including maritime promotion within the EfficienSea project in the regular communication at each participating partner and with as many actors within the maritime sectors as possible. It's pointed out that the project aims for networking between project partners and the national maritime reference groups (p.9).

Question 1-3 (see appendix) is about networking at national level to promote the maritime sector.

GMU is not involved in any network and the respondent doesn't know if there are any national networks in Poland or if there is any future plans for cooperation.

NCA is involved in three networks at national level in Norway. *Norwegian Centre of Expertise Maritime* is a network where local maritime organizations/business/education institutions are members. NCA is not a formal member but cooperates where relevant. They are also a part of the networks *Maritimt forum*, where the participants are stakeholders from the entire national maritime sector, and *YoungShip*, where the participants are young employees in the public and private maritime sector. NCA has participated in *Norwegian Centre of Expertise Maritime* and *Young Ship* for 3-4 years. Their participation is longer in *Martimt forum*, but the respondent isn't sure about the time period.

MUS' activity is closely connected with the polish marine, particularly in the context of research and training. The respondent states that "every MUS promotion is also joined to marine sector promotion". MUS is the host of *Partnership for the sea*, a networking program to attract young people in Poland to choose marine education and to promote careers in maritime industries. This partnership is a cooperative project, established in 2008, of the economic operators, universities and other educational establishments, as well as institutions linked with the maritime sector.¹ The network participants are listed in the universities website². The respondent doesn't specify the time period, but states that "MUS take long-term activities from the beginning". The respondent doesn't mention any other national networks.

FTA is networking with the maritime cluster in Finland but it isn't, according to the respondent, "organized in central manner in any way at the moment". In FTA there isn't one specific unit or specific persons working with maritime promotion. The partners for networking differ from time

¹ http://ec.europa.eu/maritimeaffairs/memberstates/factsheet_poland.pdf

² http://www.am.szczecin.pl/Partnerzy-uczeln_i_441

to time. The respondent points out that the trend is more focusing to non-governmental organizations and that FTA would like to harmonize traffic modes and the maritime community should be a part of an “Intelligent Transport Community”. The respondent is aware of other networks promoting the maritime sector in Finland (the promoters is listed in 3.1.1) and finally states: “FTA has not made any resolutions to stay outside of any network. However, we have adopted a flexible approach “ad hoc” when deciding whether to get involved or not.”

KyAMK has since the beginning of 2009-2010, been involved in a finish maritime promotion campaign including the maritime studies a recruitment portal *Seadventures.fi*³, national fairs and a recruitment campaign. The participants are *Finnish Ship owners association, Finnish Ships Officers Union, Finnish Engineers Association, Finland's Seamen's Association, Finnish Seamen's service, Universities of Applied Sciences*⁴ and *Vocational Schools*⁵. KyAMK is aware of other national networks; they are in continuous dialogue with *Maritime Cluster Finland*, in the frame of *Center of Expertise Program*. The strategy of the *Maritime Cluster Program* is, according to the respondent “to promote development, training and applied research in the maritime industry, shipping and to related business, and to improve the visibility of the maritime” and points out that the director of the program is a member of the *EfficienSea Reference Group* in Finland.

EMA is involved in a network/cluster in Estonia, but the participants are not specified by the respondent, just described as “other public organizations”. The respondent doesn't mention any other national networks.

SMA is since 2008 involved in a network with *Swedish Ship owners Association, Swedish Shipbrokers Association, Swedish Marine Technology Forum*⁶, Swedocean, Maritime Forum, maritime universities, private companies and students. SMA is also engaged in a network with Maritime Forum with the aim to create a national maritime strategy.

2.2 Promotional activities

According to WP3_1 the project partners should try to put together focus groups with students. The main purpose is to find out how the target group sees the maritime sector today. (p.11)

WP3_1 encourage all project partners to promote and use The EfficienSea Maritime Promotion campaign (media etc.) in fairs, theme days and school/study visits and is pointed out as a good opportunity for partners with limited resources. (p.12). However, the intended campaign had to be cut out due to a partner drop out and replaced by partners own promotional activities and Futurecrew.

Question 4 (see appendix) is about promotional campaigns or activities carried out by the administrations in and outside EfficienSea.

³ <http://www.seaventures.fi/eng>

⁴ in Kotka, Rauma, Turku and Mariehamn

⁵ in Kotka, Rauma, Turku and Mariehamn

⁶ SMTF is a non-profit organization that gathers the maritime industry in Sweden. The organization is working toward development of new and less environmentally damaging products, efficient production and cooperation between firms, universities and public representatives. <http://www.smtf.se/en/Start/tabid/315/Default.aspx>

GMU has visited schools and launched mass-media campaigns to encourage potential students.

NCA has carried out a recruiting campaign in general throughout 2010 and participated in several students fairs at national level (Stavanger, Bergen, Trondheim and Tromsø).

Every four year MUS carries out a promotional campaign inviting secondary school graduates to start next step learning and their career in the maritime sector. The campaign is, according to the respondent, successful and there is also "an action called 'ambassador' concentrated to MUS promotion". An every year activity is maritime cluster promotion during organized international and national conferences (including EfficienSea promotion).

FTA has distributed EfficienSea promotion material whenever possible. More activities haven't been carried out, according to the author, because of reorganization in the Finnish maritime traffic/transport sector. The respondent points out that there will be activities in the future "in the extent that suits our guidelines and strategies".

KyAMK is participating in annual student fairs, visiting schools, distributing promotional material and organizing fairs by their own. Every autumn since 2008 they organize a student fair called *To Grasp a Skill*. The latest student fair where KyAMK participated was a training and recruitment fair called *KOUAHEAD* in January 2011. There is also a plan for a promotional campaign using social media with the aim to organize a Finnish Future Crew on *Facebook*.

EMA is participating in the maritime fairs and different maritime events in Estonia and distributing their own promotional materials concerning maritime safety.

SMA has participated in *Framtidsvalet*, *Sjölog*, *Career Event*, *Student and Knowledge Fair* and *Saco Student Fairs*. As can be read in WP3_4 SMA put together focus groups of students at Chalmers University of Technology in order to capture the image and level of attractiveness of shipping and maritime business as a career track. The students were invited to take part in a discussion and film production (WP3_4). The Facebook group Futurecrew was started by SMA as a part of EfficienSea, a network of people engaged in maritime cluster companies and organizations. The members come mostly from Sweden but also from other parts of the world and from different parts of maritime business.⁷ SMA has also produced a new recruitment brochure to be distributed in student fairs and other events.

2.3 External communication plan

The WP3 communication plan was a milestone in the project. It was produced before the partner drop out and changes of work plan, then never reviewed. Even though the web campaign was cut out, the other activities remained in the plan for partners to carry out.

Question 5 (see appendix) is about the existence of an external communication plan in order to find out if partners were already working according to a communication plan and if so, was it in conflict with or supporting the eSea plan?

⁷ <http://www.facebook.com/pages/Futurecrew/168881096474400>

GMU doesn't have an external communication plan and the respondent doesn't know why not or if there are any plan for developing one.

NCA has a communication strategy established in 2009. It has been carried out accordingly since then and will be revised in fall 2011.

MUS communication strategy is carried out every four years.

FTA has a plan for external communication but at the moment their communication focus is on the reorganization process.

KyAMK has a communication plan in the frame of the documented quality assurance system⁸ and it has been implemented since year 2000.

EMA doesn't have a communication plan and the reason is a minimum budget for this kind of activities. The respondent states "it has not been the duty of the EMA to promote the maritime sector".

SMA doesn't have a communication plan at the moment but will developing a strategy in 2011.

2.4 Employer Branding

WP3_3 states the call for communication about the required skills needed in maritime administrations to meet the future (p.6-7). The administrations have to communicate the maritime career paths and various areas of competences needed in the future.

Question 6 is about employer branding (see appendix).

GMU focus on students and potential students and the respondent doesn't find it necessary to promote the organization as an employer.

MUS promote itself through an annual campaign aimed to show possible career paths in the university, e.g. as a teacher or a scientist.

FTA doesn't see a practical need for employer branding at the moment due to the economical situation.

KyAMK has a personnel policy where the university is described as an employer. KyAMK aims, according to the respondent, "to be an attractive employer and measures it by doing a climate survey every third year". Since 2007 KyAMK has been participating in *Researchers' Night* (organized at the same time in 200 different cities in Europe), an event which offers the opportunity to discover research facilities that are usually not open to public, i.e. laboratories or research centers⁹.

EMA doesn't promote itself as an employer because there has been no need for such campaigns.

⁸ EFQM = European Foundation for Quality Management

⁹ <http://ec.europa.eu/research/researchersnight/>

SMA contracted the company Universum to be part of the Swedish Student Survey in 2010-2011. The study reveals how students perceive organizations as employers in Sweden. In February 2011, a workshop on employer branding was arranged for staff at the Communication department and the HR department. Both departments cooperate in promoting the organisation and maritime careers in general at students fairs and school visits.

2.5 Social Media

According to WP3_1 one of the advantages with online communication is the possibility to establish and strengthen relations by interactivity. The EfficienSea project aims to establish a virtual presence on already existing communities as Facebook and Twitter (p.8).

NCA is on Twitter with news and events and on YouTube with films describing the organization.

MUS is on Facebook¹⁰ (since 1,5 years) and uses other educational portals for promotion and to show career possibilities in the marine cluster.

FTA has started to use social media for some practical purposes, e.g. innovation competitions. On governmental level, according to the respondent, "the focus is to refrain using social media as long as there are no guidelines to separate private and on-duty personas".

KyAMK is on Facebook¹¹ and the aim is to organize a Finnish Future Crew in Face Book (see q. 4).

EMA is partly promoting EMA via Facebook and Twitter¹², but the organization doesn't have its own accounts. There are plans to start using social media more actively in the future.

SMA established the Facebook group Futurecrew¹³ in 2008. In 2010 JRCC, the joint rescue coordination center, created a fan page. The SMA fan page¹⁴ was released in 2011 and the JRCC page was integrated with the SMA official page. The organisation decided to create a separate page for Seamen's service¹⁵ the same year and a Futurecrew fan page¹⁶ was released. The market director and the communications director are on Twitter and SMA has an official account as well as JRCC, the joint rescue coordination center. SMA has an account on YouTube¹⁷, where the EfficienSea film clips have been published.

¹⁰ <http://www.facebook.com/#!/pages/Maritime-University-of-Szczecin/135744863102409?sk=wall>

¹¹ <http://www.facebook.com/pages/Gekkonen/121704531782>

¹² via www.mereblog.com

¹³ <http://www.facebook.com/pages/Gekkonen/121704531782#!/group.php?gid=42171477926>

¹⁴ <http://www.facebook.com/#!/sjofartsverket>

¹⁵ <http://www.facebook.com/?ref=home#!/Sjomansservice>

¹⁶ <http://www.facebook.com/?ref=home#!/pages/Futurecrew/168881096474400>

¹⁷ http://www.youtube.com/my_videos?feature=mhee

3 Conclusions

The purpose of this report was to find out if and how the administrations in participating countries (BSR) are promoting maritime sector to raise awareness of maritime careers.

Out of the seven responding partners, all but one are engaged in some kind of networking with other actors in the maritime sector for promotional purposes.

All respondents promote maritime careers on their own, but in different ways and to a different extent.

Out of the seven respondents, four have a communication plan and one is preparing a communication strategy in 2011.

Five respondents have established their presence in social media (Facebook, Twitter and YouTube).

4 Appendix

4.1 Questions

1. Is your organisation involved in any network/cluster at national level to promote the maritime sector?

- 1.1 If yes, who are the participants?
- 1.2 If yes, for how long has your organisation been involved?
- 1.3 If no, are there any future plans for networking?

2. If you answered yes to the question above: Do you know of any other network at nation level promoting the maritime sector?

- 2.1 If yes, who are the participants?
- 2.2 If yes, why has your organisation chosen to stay outside the network?
- 2.3 If yes, are there any plans to join the network in the future?

3. If you answered no to the question above: Do you know of any network at national level promoting the maritime sector?

- 3.1 If yes, who are the participants?
- 3.2 If yes, why has your organisation chosen to stay outside the network?
- 3.3 If yes, are there any plans to join the network in the future?

4. Have any promotional campaigns/activities been carried out by your organisation in and outside EfficienSea (student fairs, focus groups, school visits, distribution of promotional materials etc.)?

- 4.1 If yes, what promotional campaigns/activities?
- 4.2 If no, do you know why not?
- 4.3 If no, are there any plans for the future?

5. Does your organization have an external communication plan (objectives, goals, target audiences, evaluation etc.)?

- 5.1 If yes, for how long has the communication plan been used?
- 5.2 If no, do you know why not?
- 5.3 If no, are there any plans for developing a communication plan in the future?

6. Does your organization promote itself as a good employer (employer branding)?

6.1 If yes, have any promotional campaigns been carried out?

6.2 If no, do you know why not?

7. Does your organization use social media (Facebook, Twitter etc.) as a part in the networking and promotion?

7.1 If yes, which social media sites do you use and how?

7.2 If no, are there any plans for the future?

7.3 If no, do you know if your organization has a policy concerning social media?

4.2 Answers

1. GMU

1.	1.3	No Do not know
3.		No
4.	4.1	Yes School visits and mass media campaigns to encourage potential students.
5.	5.2 5.3	No No Do not know
6.	6.2	No Our university focus on students and potential students
7.		-

2. NCA

1.	1.1	Yes <ul style="list-style-type: none"> Norwegian Centre of Expertise Maritime – local maritime organizations/business/education institutions are members (NCA is not a formal member but cooperates where relevant). Maritimt forum – participants are stakeholders from the entire national maritime sector YoungShip – participants are young employees in the maritime sector, private and public.
	1.2	Varies – 3-4 years, longer in Maritimt Forum.
2.		-
4.	4.1	Yes <ul style="list-style-type: none"> Recruiting campaign in general throughout 2010 Participation at several student fairs on a national level (Stavanger, Bergen, Trondheim, Tromsø)
5.	5.1	Yes The strategy was established in 2009 and carried out accordingly since then. Will be revised fall 2011.
6.	6.1	Ye Ref. question 4
7.	7.1	Yes Twitter (news and events), YouTube (films describing the NCA)

3. MUS

1.		Yes MUS activity is closely connected with marine sector, especially in the context of the research and the training. Every MUS promotion is also joined to marine sector promotion. MUS is the host of "Partnerstwo dla morza" association (Partnership for the sea).
	1.1	http://www.am.szczecin.pl/Partnerzy-uczelni_441
	1.2	MUS take long-term activities from the beginning.
2.		-
4.	4.1	Yes Every 4 year MUS is carrying on (with the good effect) a promotional campaign inviting secondary schools graduates to start next step learning and their career in the maritime sector. There is also action called "ambassador" concentrated to MUS promotion. The second every year activity is maritime cluster promotion during organized international and national conferences (including EfficienSea promotion).
5.	5.1	Yes Every 4 years cadency is MUS strategy planned.
6.	6.1	Yes One of the parts of every year campaign is show possibilities career continuation in MUS as an academic teacher or scientist.
7.	7.1	Yes MUS use Facebook and educational portals for promotion and to show career possibilities in marine cluster. MUS is about 1.5 year on Facebook.

4. FTA

1.		Yes Not organized in central manner in any way at the moment.
	1.1	The participants are different persons on different levels depending on who has the connection and therefore it is natural for that person to take part in promo event. In FTA maritime sector promotion is not organized under one unit or specific persons.
	1.2	For several years. Trend is more focusing to NGO's. From FTA's point of view we'd like to harmonize traffic modes and we'd like to have maritime community as part of Intelligent Transport Community.
2.	2.1	Yes The promoters are listed in an excel list compiled in 3.1.1 lead by Chalmers.
	2.2	FTA has not made any resolutions to stay outside of any network. However, we have adopted a flexible approach "ad hoc" when deciding whether to get involved or not.
	2.3	-
4.		Yes/No
	4.1	We have distributed Esea promotion material whenever possible.

	4.2 4.3	Reorganization in maritime traffic/transport sector in Finland. In the extent that suits our guidelines and strategies.
5.	5.1	Yes We have a plan for external communication but at the moment the communication focus is on reorganization process.
6.	6.2	No Due to economical situation there is no practical need for it.
7.	7.1	Yes/No We have started utilizing social media for some practical purposes e.g. innovation competitions. On governmental level the focus is to refrain using social media as long as there are no guidelines to separate private and on-duty personas. -

5. KyAMK

1.	1.1	Yes KyAMK / Seafaring and Logistics has been involved in a national maritime promotion campaign http://www.seaventures.fi/eng (maritime studies and recruitment portal). During the campaign we have participated in annual national fairs. The campaign also included a special recruitment campaign by Finnish Ship owners' Association: an icebreaker staying at different ports from up north to the Finnish Gulf and telling about maritime sector for the students graduated from high schools and vocational schools and also for the adults who are to be retraining and upgrading their qualifications. <ul style="list-style-type: none"> • Finnish Ship owners' Association • Finnish Ships' Officers' Union • Finnish Engineers' Association • Finland's Seamen's Association • Finnish Seamen's service • Universities of Applied Sciences (in Kotka, Rauma, Turku, Mariehamn) • Vocational Schools (in Kotka, Rauma, Turku, Mariehamn)
	1.2	We have been involved in the campaign above from the beginning 2009 - 2010
2.	2.1 2.2 2.3	Yes We are in continuous dialogue with Maritime Cluster Finland, e.g. via Center of Expertise Programme 2007 – 2013. The strategy of the Maritime Cluster Programme is to promote development, training and applied research in the maritime industry, shipping and to related business, and to improve the visibility of the maritime." The director of the Maritime Cluster Programme is a member of the EfficienSea Reference Group in Finland. Maritime Cluster Programme Finland, in the frame of Center of Expertise Programme 2017 – 2013

		-
4.	4.1	Yes We are participating annual student fairs, visiting schools, distributing promotional material, organizing fairs by our own. Every autumn (2008 -) we organize a student fair "To Grasp a Skill". The latest where KyAMK participated was a training and recruitment fair "KOUAHEAD" in January, 2011. A student studying digital media at KyAMK made material for a promotional campaign at the social media. The campaign hasn't been started yet. The aim is to organize a Finnish Future Crew in Face Book.
5.	5.1	Yes We do have a communication plan in the frame of the documented quality assurance system (EFQM = European Foundation for Quality Management) The communication plan in the frame of quality assurance system has been implemented since year 2000.
6.	6.1	Yes We have a personnel policy where KyAMK is described as an employer. KyAMK aims to be an attractive employer and measures it by doing a climate survey every third year. Since 2007 KyAMK has been participating in "Researchers' Night" (organized at the same time in 200 different cities in Europe) http://ec.europa.eu/research/researchersnight
7.	7.1	Yes KyAMK is in Face Book http://www.facebook.com/pages/Gekkonen/121704531782

6. EMA

1.	1.1 1.2	Yes Other public organizations -
2.		No
4.	4.1	Yes Participating in the maritime fairs and different maritime events distributing our own promotional materials concerning maritime safety.
5.	5.2 5.3	No The budget has been minimum for this kind of activities and it has not been the duty of the EMA to promote the maritime sector. -
6.	6.2	No There has been no need for such campaigns.
7.	7.1	Yes/No Partly we are promoting EMA via Facebook and Twitter (via www.mereblog.com), but the organization does not have its own accounts in Facebook or Twitter.

	7.2	There are plans to start using social media more actively in the future.
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7. SMA

1.	1.1 1.2	Yes Ship owners association, Ship brokers association, Maritime Forum, Swedocean, maritime universities, private companies and students. SMTF. SMA is also engaged in a network with Maritime Forum with the aim to create a national maritime strategy. Since 2008.
2.		-
4.	4.1	Yes <ul style="list-style-type: none"> • Framtidsvalet – an ad campaign targeting students 14-16 years • Sjölog at Chalmers • Career Event, Kalmar • Student and Knowledge Fair (Kunskap och Framtid), Gothenburg • Saco Student Fairs, Stockholm and Malmö • Focus group with maritime students at Chalmers (film clips) • Futurecrew at Facebook • New recruitment brochure
5.	5.2 5.3	No - Yes, it will be developed in 2011
6.	6.1	Yes SMA contracted the company Universum to be part of the Swedish Student Survey in 2010-2011. The study reveals how students perceive organizations as employers in Sweden. In February 2011, a workshop on employer branding was arranged for staff at the Communication department and the HR department. Both departments cooperate in promoting the organisation and maritime careers in general at students fairs and school visits.
7.	7.1	Yes The Facebook group Futurecrew was established in 2008. In 2010 JRCC, the joint rescue coordination center, created a fan page. The SMA fan page and Seamen's service fan page were released in 2011 and the JRCC page was integrated with the SMA official page. A Futurecrew fan page was also released. The market director and the communications director are on Twitter and SMA has an official account as well as JRCC, the joint rescue coordination center.

		<p>SMA has an account on YouTube, where the EfficienSea film clips have been published.</p>
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