

COP-21: Public perception of shipping

The Navigate
Response newsletter

March 2016



Much has already been written about the 2015 United Nations Climate Change Conference (COP 21), and the regulatory and legislative impacts that it could have on shipping. However, in all this coverage little attention has been paid to public

perceptions of our industry / Dustin Eno – Navigate Response Crisis Response Manager

The airlines have long been singled out as climate change villains. Many members of our own industry often point to aviation's astronomically high CO₂ emissions per tonne/mile as proof of our own relative "green" credentials.

However, perceptions may be changing. Shipping has certainly been criticised for its emissions and

indeed our crisis manuals contain advice for responding to aggressive attacks and questions about nitrous oxide (NO_x) and sulphur dioxide (SO₂).

Politicians have become involved and many areas of the world have implemented sulphur emission control zones. However, despite this attention to emissions, the main

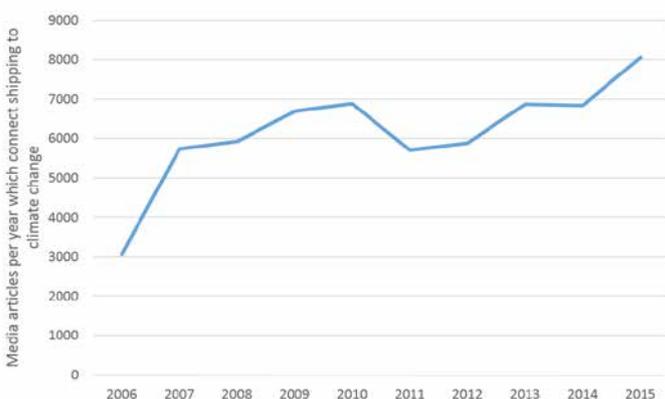
focus has not been on greenhouse gases. Climate change exploded into the global consciousness in 2007 following Al Gore's film, *An Inconvenient Truth*, and the publication of the IPCC's fourth climate change report.

Since then the focus on shipping's connection to climate change has been increasing.

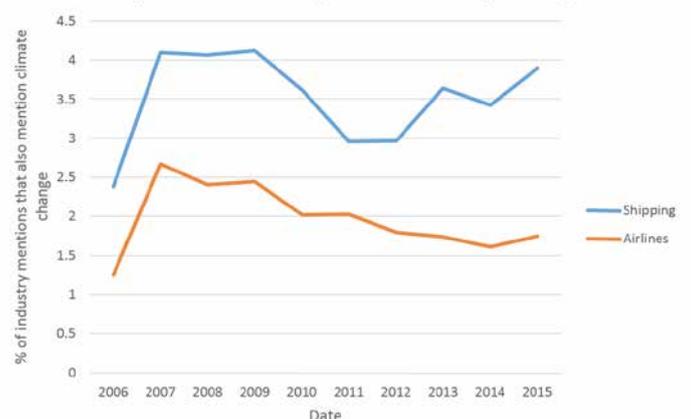
From 2007 (after the initial spike) until 2015 the amount of coverage has increased by a worrying 41% (see Graph 1), while coverage of aviation's once vilified connection to climate change has only increased by 5% in the same period.

Mentions of climate change in connection to the industry as a percentage of overall industry coverage (Graph 2) tells a similarly worrying story.

Graph 1: Shipping and climate change media coverage



Graph 2: Climate change as % of industry coverage



From 2006 to 2011 the trend lines for both shipping and aviation follow roughly the same pattern, but in 2012 the trends diverge.

Attention to the air transport sector's contributions to climate change is trending down, while scrutiny of our own industry is trending strongly upward.

In 2015, associated in part with their exclusion from the final draft of the agreement negotiated at COP-21, both industries saw an uptick in climate related attention, but whilst minor for air transport, articles about shipping's greenhouse gas emissions increased by almost 20% from 2014 levels. Both industries received comparable treatment at the conference, but the media's attention to shipping emissions was higher.

So what does this mean for our industry and how we showcase ourselves to our ultimate stakeholders the general public? We need to do more to demonstrate our environmental credentials, and we need to back this public relations exercise up with continuing improvements. While innovations in our sector have led to significantly lower tonne/mile emissions over the last decade, this is not what the media is portraying or what the public is seeing.

It's time we also recognise the threat to our industry.

The air transport sector recognised the danger of public perception years ago and the numbers show that their communications efforts have paid off. It's time we also recognise the threat to our industry – kudos to the few companies who already have.

One final statistic; in 2015 only 1% of all articles about climate change mentioned our industry, but this number is rising. By comparison, 6.4% of all articles about climate change mentioned the aviation industry, but that percentage is falling.

Let's make sure our two industry trend lines don't cross.

The Thrill of the Chase: reporting a big maritime incident



Behave like any other decent human being would do. Be open, be honest, and tell the truth / Paul Clifton – Transport correspondent for the BBC

As the last passengers scrambled to safety from the sinking Costa Concordia cruise ship, a young dancer from Dorset stood on the bow. Rose Metcalf had helped dozens of passengers. Long after the captain and senior officers abandoned ship, she continued to do her duty.

Unsure whether she would live or die, she posted a message on Facebook, telling her family and friends that she loved them. What she thought might be her final words flashed around the world in seconds. As five hundred journalists headed for the Italian island of Giglio, the social media genie was out of the bottle.

When a ship hits the rocks, the media have the inside story in the first five minutes. Every passenger and every crew member has a mobile phone with a camera. And that makes them all photo journalists. Some try to sell their images; most are offered freely.

On a big story, the BBC is offered hundreds – no, thousands – of images and eyewitness accounts. It may delay publication for a while as the facts are established. For reasons of taste and decency, it may choose not to select some of the pictures. But other media will just go ahead and publish. They will trawl Twitter and Instagram for the most sensational images and print without even asking for permission.

We can broadcast live from anywhere with just a box of tricks that clicks onto the back of a camera. In this era of instant news, saying nothing is no longer acceptable. The owners of Costa Concordia took a public hammering for their slow media response.

Rightly or wrongly, viewers perceive silence – or just an emailed official statement – as an indication of something to hide. There is no excuse; the boss has to appear on camera.

When a ship hits rough weather, both crew and passengers take to Twitter. When a cruise ship suffers an outbreak of norovirus, it makes the news because “Joan from Manchester” emails a picture from her cabin to the newspaper back home, and rings her favourite local radio presenter for a late-night chat.

What she thought might be her final words flashed around the world in seconds



Major shipping mishaps are mercifully rare. But it is that rarity which makes them newsworthy.

Take the Höegh Osaka, which was deliberately run aground on Bramble Bank in the Solent on 3 January 2015, after developing a severe list as it sailed from Southampton.



Within sight of the shore, well within range of television cameras, it was the perfect news story. Disaster narrowly averted, with dramatic and unusual pictures. And nobody died.

When a major incident happens, people still turn to the news outlets they trust. Across much of the world, that means the BBC. Which conveniently has a studio with television, radio and online reporters just ten miles from where the Höegh Osaka lay stranded in the sunshine.

Oh, and a host of first-class master mariners lecture at the world-renowned Warsash Maritime Academy, which was within sight of the beached car carrier. Expert analysis with the perfect background shot was just a phone call away.

When a major incident happens, people still turn to the news outlets they trust.

How best to react? My answer is always the same. Behave like any other decent human being would do. Be open, be honest, and tell the truth.

The days when anyone could conceal a bad news angle are long gone. Whether you like it or not, your dirty washing will always be hung out to dry in public. So the best you can do is to demonstrate what action you are taking to ensure that such an incident cannot happen again.

If the ship operator will not be interviewed, I know plenty of other people who will step in. Their views may be very different. Will you let them go unchallenged?

I work mostly on television. To me, pictures matter more than words. If a ship is damaged and the owners choose not to cooperate, I can hire a boat or a helicopter and get the shots anyway. Increasingly, cameramen carry their own drones.

It is much more sensible for a shipping company to work with us than against us. Any PR consultant will tell you that. Develop a constructive relationship with specialist journalists that you can trust. Talk to reporters you will deal

with regularly, who will respect helpful guidance. That won't necessarily win you sympathetic treatment; but it will ensure fair and accurate coverage.

What portrays a shipping line in a more positive light? Taking a well-informed reporter on board to demonstrate how repairs have been carried out, showing how safety procedures have been tightened and are now examples of best practice? Or waiting until a departing agency crew member (or worse, a marine safety inspector) takes some footage on a camera phone that shows rusty lifeboat mountings that won't work?

It is better to be transparently fair. Better to be seen trying your best, than to wait for the truth to come out in the official accident investigation. Because when that happens, you can be sure that any attempt to hide what really occurred will get the treatment it deserves.

Paul Clifton has been transport correspondent for the BBC for 25 years. Based in Southampton on the south coast of the UK, shipping has always been part of his remit.



TMSA 2 and media management



Shipping companies operate in an exclusively business to business environment – with the current low daily hire rates there have been jokes about consumers chartering bulkers instead of hotel rooms in the south of France – it would be cheaper – but this almost never actually happens / **Dustin Eno – Navigate Response Crisis Response Manager**

In this context it can be tempting to wonder whether the reputation and public perception of a shipping company actually matter at all. There is a long list of reasons why we think it does matter – avoiding protests, mitigating anti-shipping legislation, attracting top quality employees, maintaining business continuity, increasing company pride, etc. – but admittedly these can all seem a bit abstract and disconnected from the bottom line.

So, in the short term, why should you care? The answer is because your charterers do!

Unlike shipping companies, the oil majors know that they must operate in a business to consumer way. Fuel stations can be easily boycotted, and even worse oil majors know that they are only a few short steps away from the political intervention of a politician looking to make a name for him/herself. Remember BP's ex-CEO, Tony Hayward, being called before the US Congressional House Oversight and Investigations sub-committee following the Deepwater Horizon oil spill?

Put most simply, the oil majors want to know that if they trust you with their product you won't embarrass them – an embarrassment that could cost them tremendously!

This does not simply mean avoiding an incident, incidents happen to even the best operators; oil majors want to know that you are prepared handle any incident efficiently and effectively AND that you will be perceived to be handling it well – that means managing the media and social media fallout.

Tanker Management and Self-Assessment 2 (TMSA2) plays an important role in the vetting process and is understood to provide guidance on the role of a media management organisation in a company's contingency plans, although the direct media requirements are not as clear as they could be. Let's take a look.

1A Management, leadership and accountability: Stage 1, requires that a company has set policies covering all activities. This should include policies covering media response and media management; it should also include a social media policy for all shore and seagoing staff.

8 Incident investigation and analysis: Stage 4, requires that the vessel operator have procedures in place to share lessons with industry groups and oil-major vetting departments, where appropriate. An often overlooked component of this stage is the sharing of any media or

reputation lessons. A comprehensive media and reputation report should be created by the media response manager following any major incident.

11 Emergency preparedness and contingency planning: Stage 1, requires the company to have "detailed shore and vessel contingency plans that cover all credible emergency scenarios" and this should include planning to respond to the media. Stage 2, requires that individuals be "trained in their designated emergency response roles" and this should include both internal and external communications. Stage 4, requires that "the company has in place necessary arrangements to use external resources in an emergency" including a crisis communications provider. External support should also be used to increase the realistic nature of drills and exercises; we believe that this should include drilling for media and social media pressures.



In most sectors media management and public relations are recognised as powerful tools which can dramatically increase the profitability of a company. Bill Gates once said, "If I was down to my last dollar, I would spend it on public relations."

Some people argue that the value of media relations does not apply to shipping companies – we would strongly disagree – but either way, the value of good communications is absolutely clear to the oil majors.

Therefore, if you want to do business with them, you'd better be prepared to demonstrate that you're ready to deal professionally with the media to ensure that you don't embarrass them.



Product carriers, the media and pirates in South East Asia



Ed Ion –
Director,
Navigate
Response
Asia

They come armed with sub machine guns, sometimes machetes and even samurai swords, holding crews hostage while stealing valuable fuel.

Reported incidents of pirate attacks on product carriers for commercial gain in the waters surrounding Singapore have been on the rise since the middle of last year, according to the Regional Cooperation Agreement on Combating Piracy and Armed Robbery against Ships in Asia (ReCAAP).

ReCAAP, which has 20 government members and is headquartered in Singapore, compiles regional incident reports. Some 15 incidents were reported aboard oil or product tankers in Asia last year, up from just three in 2014.

Of the 15 incidents, 12 were successful thefts, and eight of the vessels had Singapore as their last port of call.

While ReCAAP says there is no clear evidence that Singapore-registered vessels are targeted, more vessels departing from Singapore seem to be boarded.

Some observers say one possibility is that the fuel is of higher quality and so commands a better resale price.

Other factors include the high traffic going through Singapore, and more diligent reporting of hijackings in recent years.

Whatever the causes of the phenomenon, Navigate Response Asia is alert to the constant threat of pirate attacks and is ready to respond to the inevitable media attention such events attract.

One such incident occurred in May last year when a Singapore-registered product carrier was stormed by eight gun-bearing pirates in the Strait of Malacca, off Port Dickson.

Navigate Response took the call late in the evening after the incident had been reported. Our responders immediately snapped into action.

The high interest level in these cases, in which the owner is always the victim, meant that the local and international media were asking questions.

Journalists wanted lots of sensitive information: What steps are you taking to get your ship back? Are you confident the vessel had sufficient anti-pirate know-how on board? Will you beef up the crew training as a result of this attack and would you condemn the pirates' actions?

The questions were endless and the inquisitors persistent. On and on it went.

In the terrifying ordeal, the crew were locked up while the pirates siphoned 2,023 tonnes of gas oil into a barge they had navigated alongside the tanker.

The perpetrators vandalised the ship's communications equipment

so the victims could not send out messages for help. They left the vessel the following day, after grabbing the crew's cash and mobile phones.

The attackers were believed to have been from Indonesia. The crew members were not physically hurt in the incident, but underwent counselling provided by our clients.

They were considered lucky, as it is not uncommon for such armed theft to result in casualties.

It's also not uncommon for the media to ask the unlucky operator lots of tough questions about the incident even though they are the innocent victim of a serious crime. And with a lucrative market for fuel, attacks are expected to continue.

Many believe there is corruption and distortion in the fuel distribution system, particularly in Indonesia. The relative difference in fuel prices between regional countries is another factor leading to a regional 'black market' in fuels.

Unfortunately, product carriers will continue to be the main attraction for pirates because the fuel they carry is nearly untraceable and therefore the perfect product to steal.

The stolen product is either sold to other vessels or blended and sold onwards internationally, making it difficult to track.

If your vessel has the misfortune to be a victim of this crime and then you suffer media intrusion – which can make matters worse in an already difficult situation – you need to ensure that you have a well practiced system for responding to enquiries quickly and professionally without compromising rescue operations.



Shipping and the UAE



Navigate Response and leading Middle East communications company, CommFirm have teamed up to strengthen Navigate's response capabilities in the region / Mazen Thabet, Director of Corporate Communication and Monica Tomar, Senior Consultant, CommFirm

The UAE shipping industry has always been at a crossroads between the East and West, dating back to the days of pearl divers who exported their precious finds through Bahrain and out to the world. Today the UAE has become a complex global shipping centre with half of the world's internationally trading tankers passing UAE shores.

In recent decades the UAE shipping industry has expanded rapidly and it now spends about half a billion dollars every year to buy materials for building, repairing and servicing ships and vessels. The media industry in the region has also expanded rapidly and is increasingly adhering to international standards of openness in journalistic reporting.

UAE-based Hamriyah Free Zone Authority (HFZA), Sharjah, Dubai Maritime City, Dubai Ports and DP World as well as Abu Dhabi Ports jointly create a unique specialized environment that promotes the



networking and integration of leading maritime companies.

With a dense and multi-dimensional atmosphere emerging in the maritime service sector, the UAE is increasingly being recognized as a leading maritime center of excellence.

However, with this new status comes a heightened level of media scrutiny.

The United Arab Emirates Shipping Association (formerly known as United Arab Emirates Ship Owners Association), founded in January 2006, took major steps to address issues in the industry by assisting in the development and expansion of partnerships between suppliers and buyers.

With a dense and multi-dimensional atmosphere emerging in the maritime service sector, the UAE is increasingly being recognized as a leading maritime center of excellence.

The United Arab Emirates Shipping Association (UAESA) is actively working with government authorities / associations and offering marketing support to members to help increase business opportunities in the region.

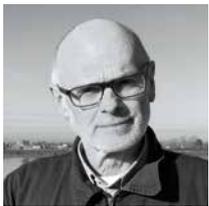
Established in 2010, CommFirm is headquartered in Dubai's Media City and their Abu Dhabi office is situated in the media free zone of Twofour54.

The CommFirm team has experience in maritime and industrial zones having managed all communication for the Abu Dhabi Ports Company and their 11 ports that include the Tourism hub of Zayed Port as well as the giant container terminal at Khalifa Port. In addition, CommFirm managed communication for the Khalifa Industrial Zone Abu Dhabi (Kizad) attached to the Khalifa Port.

CommFirm's crisis response experience includes work with high-profile brands including Abu Dhabi Ports, Kizad and British Airways and their addition to the Navigate Response network ensures that companies based in or operating in the region have access to top quality communications and media management services.



The bliss of ignorance or is ignorance really bliss?



Ulrich Jurgens imagines the plight of a shipping company executive confronted by the deaths of three seafarers /

Dr Jurgens is a Master Mariner and former MCA auditor and surveyor

He could not understand how it had happened to him. In his mind he had done everything right. OK, the wire snapped, and unfortunately three seafarers died when the lifeboat crashed into the water. But why was he singled out? He had immediately flown in to assist at the scene of the accident, to show presence and demonstrate responsible leadership.

After ten years in shipping, largely with his current reputable company that had a mostly clean record in audits, surveys and inspections, he believed that as managing director he was in control. Admittedly he was neither a seafarer nor an engineer, but he understood numbers and his financial and staff management was top notch – or was it?

He churned over his recent decision to sack that pain-in-the-neck master with his endless observations and non-conformities. The marine operations manager had encouraged him to let the captain go - and his manager must be a good judge of competency? His team always made him believe that the company had high standards and so the odd critic, like that master, must be completely wrong.

After all, the certificates of the M/V Fictitious were not only valid but had just been renewed and all company

paperwork including checklists was found to be complete and in order during the survey and audit. Ok, there was a tick in the box for having had the lifeboat in the water during the last three months, which could not be confirmed by any of the crew when asked by the Port State Control Officer (PSCO). But how could he be accountable for that, particularly given the busy schedule with no spare time and oil terminals that don't allow boat drills? Besides, surely the master is supposed to be responsible for the safety of his ship?

Clearly there'd been some sloppy maintenance, audit and survey work going on. But surely it was not his fault – it was the surveyors' and his managers'?

He could not really understand how the PSCO, who arrived on board shortly after the accident, found all those defects, more than enough to detain his vessel.

Allegedly the lifeboat wires were heavily corroded, a number of safe-alls on deck were holed, the EPIRB was secured with a steel bolt, the breathing apparatus (BA) masks were brittle and three BA cylinders were

missing, the fire extinguishers at the manifold were discharged, one fire pump was not operational because the seawater strainer was clogged, there was a ten centimetre layer of thick oil at the bottom of the pump room and several dogs were missing from the manhole covers on the main deck.

The reference to the Safety Management System (SMS) failure was also a surprise. The SMS was just a formality to him. Yes, audits found that telephone numbers and job descriptions were not up-to-date but suddenly the deficiencies were discovered by the PSCO to “demonstrate a serious failure of the implementation of the ISM Code”.

Clearly there'd been some sloppy maintenance, audit and survey work going on. But surely it was not his fault – it was the surveyors' and his managers'?

He lost it when the solicitor (£525 per hour) and the barrister (just shy of £1,100 per hour) explained that neither the Class nor the flag state surveyor were likely to be held liable for their poor work. Apparently their only role is to issue certificates so the ship can get insurance and be eligible to trade. The safety responsibility lies solely with the company and the master.

Who could he actually rely on in this industry?

When the prison guard opened the door he was, for the first time ever, glad to be seeing a lawyer – even one that expensive. He hoped to hear about his terms of bail, so that he could go home before the court hearings for personal and corporate manslaughter began later in the year.

Dr Ulrich Jurgens is a master mariner and holds law degrees in maritime law from the University of Southampton. A former MCA auditor, surveyor and PSCO, he now runs a maritime consultancy in Southampton.



Incident Management Vs Incident Response



Rob Self,
Director,
SpillConsult Ltd

Today the price of a barrel of oil is hovering around \$30, but remember that's the price of oil in a barrel; the price of oil on a beach, in the mangroves or in the ocean is still the same as it was when oil was trading for well over \$100/barrel. Therefore, with revenues down, the potential financial impacts of a spill today are much greater than two years ago.

The oil industry has invested massively in prevention based on lessons learnt and these lessons now form part of their operating standards. At this point there isn't much scope to do more to stop

incidents occurring. However, despite the preventative measures in place, it is inevitable that at some stage, there will be another major incident, so we now need to focus our efforts on being prepared to deal with these situations when they occur.

Historically, the international oil industry has adopted and developed its own, company specific systems to manage incidents. Predominantly these systems have dealt with relatively small, operational, incidents (as these are the ones that are the most common). As these systems developed over time for individual operational risks, across different business units and different companies they become more and more diverse. If there was no risk of a major incident, this wouldn't be a problem, but, there is a risk and therefore it is a problem. Fortunately, it is a problem that has been recognised and a solution is being adopted by the majority of the global oil industry.

The International Petroleum Industry Environmental Conservation Association (IPIECA) recommends an Incident Management System (IMS) that is designed to provide a common structure and process to aide the management of an incident that is beyond the capability of initial response plans. It is at this point that the personnel who are responsible for responding to an incident need to change focus from "what can I do now" to "what needs to be done" ("reactive" to "proactive").

Whilst this change may sound easy, when there are pressures from all directions (governments, senior management, media, shareholders etc.) focused on actions being carried out now, it is very difficult to manage rapid expansion of response efforts and start thinking longer term. This is where an effective Incident Management System comes into its own.

The key to the effective management of a complex incident is to recognise the potential of the incident and understand the expectations. With this understanding, we are able to start looking at what is achievable within a given time frame (typically 24 hours).

Once this has been established there is a need to employ a process that enables the Incident Management Team to set goals, develop objectives, identify strategies, determine tactics, and finally confirm the resources that will be required to implement the activities.

Following this process provides all the essential elements that are required to produce a plan to deal with the short term priorities of the incident. The process is then repeated and enhanced on a daily basis incorporating new resources that are becoming available, changes to the priorities and changes to the strategies that can be used.

An IMS based on these principles is the tool that can best provide a plan for any major incident.



Environmentalists and shipping



Mark Clark
– Director of
Operations,
Navigate
Response

Shipping companies are increasingly being targeted by environmental activists, but the environmental movement has its roots set well back in history.

Environmental conflicts appear in the earliest settlements through to the latest headlines.

In June 1853 a giant sequoia was brought to the ground by a band of gold-rush speculators in California. It had taken the men three weeks to cut through the base of the 300ft-tall, 1,244-year-old tree.

The media's first negative commentary appeared well before the tree fell. An article in the *Sonora Herald*, reported that Captain Hanford, the man leading the enterprise, "is about stripping off the bark". The report went on: "This will of course kill the tree, which is much to be deprecated."

Later that year the editor of *Gleason's Pictorial Drawing Room Companion*, one of the most widely read magazines of the day, wrote:

"To our mind it seems a cruel idea, a perfect desecration, to cut down such a splendid tree... In this money-making, go-ahead community, thirty or forty thousand dollars are paid for it, and the purchaser chops it down, and ships it off for a shilling show!"

Even then, the media had strong opinions where the environment was concerned.

On August 22, 1970, 20 million people joined rallies across the United States to celebrate the first Earth Day and this event signalled the developing institutionalisation of environmentalism.

Major environmental organisations grew in stature and quickly assumed political leadership and authority in lobbying, and for the past 50 years, the mainstream image of the environmental movement has been dominated by large organisations such as Greenpeace.

Media coverage often paid little mind to small frontline community groups quietly fighting power plants, polluters and developments in their own communities.

However, when the first major oil spill in the world occurred near the Scilly Islands from the tanker *Torrey Canyon* in March, 1967 the British media were the first to query just why 120,000 tonnes of oil were being carried in ships with little or no risk mitigation.

Since the Exxon Valdez oil spill of 1989, it has often been environmental organisations asking the first questions and mounting the most serious challenges to shipping companies. Today, such campaigners draw on the unparalleled power of web technology and social media to attract attention and when one of these groups gets involved the pressure on companies and politicians can be intense!

Social media empowers such groups to take action in ways never before possible. The creation of malicious fake Twitter accounts can compromise even the best media plans. Oil companies Exxon Mobil and BP have both been victims of Twitter impersonation, and following BP's handling of the 2010 Deepwater Horizon disaster, the satirical @BPGlobalPR attracted over 200,000 followers. It's still online.

Using media tools unimaginable in 1989 when the Exxon Valdez was being torn open, the impact of carefully crafted 'anti' messages passed from device to tablet to TV is far greater than the impact the most watched TV news shows on the planet.

A 'just' environmental cause can bring together the combined influence of otherwise disparate organisations, groups and individuals.



Last August a mass protest shut down Europe's biggest source of CO2 emissions: RWE's lignite mines in the Rhineland in Germany. Around 800 people were arrested, and hundreds refused to cooperate with the authorities by withholding names and IDs. How was this organised? You guessed it – social media.

This collective action hampered the bureaucracy so badly that most people were released without charge. It was the world's largest act of disobedience against the mining of fossil fuels industries – and it might be the spark that ignites a rising, media driven, cross-border movement of disobedience for climate justice.

See what I did there? Even the language has changed and become more militant and there are signs that shipping companies will increasingly become a target.



How to respond to protesters

Mark Clark – Navigate Response Director of Operations outlines some of the tools at your disposal if protesters are surrounding your ship.

Every situation is different and a good outcome depends on choosing the right combination of tools for each situation.

- Prepare and stake your ground. Involve all relevant agencies or authorities and have a plan of action. The local police and port authority are a must. Get your lawyers on side and make sure they're aware of the protest. Ensure your media adviser is fully aware and can monitor the lead up – this will give you an idea of the size of the planned protest.
- Connect with the media. Establish a relationship with the media early. Doing so can give you a significant advantage. Protests planned by professional organisations (e.g. trade unions) or large special interest groups (e.g. Greenpeace) will also have strong connections with journalists. However, most

other protests will not be able to match the quality connections that your media advisor should be able to provide and this will give you an edge.

- Give protesters space to protest. Acknowledge the protesters and work with the local port authority and police to make sure they have a space to stage their protest, but try to ensure that they don't monopolise the area. By creating space for them you can often control where they gather and thus keep your operational areas clear.
- Give them a chance to air their views. Acknowledge that they have a right to protest. Invite their spokesperson to have a chat with you and let the media know you've made this invitation. The public like seeing a grown-up attitude to discussion and compromise.
- In most cases any conversations with protestors should happen off camera, however, in some situations, letting the cameras see you engaging with a single protestor can be a great way of defusing the situation and winning the respect of third party observers and stakeholders.
- In still other situations it can be advisable to completely ignore the protestors and starve them of attention, but this tactic must be used very carefully as it can make you and your company look aloof, naive and uncaring.
- Have a laugh. Humour is another way to stop a protestor cold in his/

her tracks. However, the person using humour must strike a balance and also be seen to take the situation seriously. Address the protesters with a one-liner. The purpose of this is to make the protesters seem ridiculous. Nothing silences a protestor more than when the watching crowd realises their point of view is ridiculous.

- Go on the offensive. If protesters become disrespectful or begin to use aggressive tactics, such as throwing bottles at you, your employees or your assets, it's OK to go on the offensive and point out the unacceptable actions of the protestors. When activists lose the perceived moral high ground the perceived credibility of their arguments is quickly diminished.
- Be polite and sensitive. Reacting aggressively to a protestor, telling them to shut up or letting your frustration show is one of the worst things you can do. Yelling at an individual whilst on camera instantly makes the watching audience side with the protestor.
- Stay on message and repeat yourself. Stay calm, stay cool. It will all be over soon. Never go off message when responding to a protest. Emotions can run high and what's said in these situations can embarrass you and your company – you may not realise what you're saying until you see a play back later. Your media adviser will prepare you; trust this preparation and don't improvise in front of the camera.



Maritime Singapore and Twitter – an evolving relationship?

which their local offices are able to devote professional time to regular, if not frequent, postings.

More and more local companies, with headquarters in Singapore, are also investing time and creativity in emphasising their brands over Twitter.

But it's not clear how this will evolve. It is fair to say that grasping the potential of social media to provide a new avenue of exposure is not the same as being able to do it effectively.

While many companies, regardless of business sector, see an opportunity for direct commercial gain, the fact remains that LinkedIn is still the best platform for this sort of 'direct' approach. Attempting to bend Twitter to this is not going to be possible – it requires a much more subtle approach.



Toby Ingram
– Navigate
Response
Asia
Consultant

Maritime Singapore is increasingly making use of Twitter, as official bodies and private companies embrace the possibilities of brand recognition and visibility over a social media network that has around 320 million active users.

Since 2013, the Maritime & Port Authority of Singapore (MPA) has been actively using Twitter to highlight the activities of the local maritime community. The chief executive is also posting – with the standard caveat that all views are his own. The Singapore Shipping Association, one of the largest maritime associations in the world, is also up and running on the network.

It is clear the shipping community is taking social media seriously, both as a channel to divest news and as a platform to make itself more visible to the local and global – increasingly 'glocal' – industries.

Private companies, both international and local, are also taking up the baton. Some multinationals are developing regional/country Twitter accounts depending on the extent to



Navigate Response recommends official bodies and private companies consider the 'social' side of social media before thinking of it as 'media'. What do business people like to see when they receive Tweet notifications? The same as everyone else – because they are



people first and business executives second. What do people respond to? News. Photographs. Interesting information. Bite-size chunks of information presented with skill and items of interest that they feel they want to pass on to others... which is really the pivotal reason for being active on Twitter for business, to maintain and develop brand awareness and have your posts re-Tweeted.

What don't people want to see on Twitter? Sales pitches, boring updates, and self-congratulatory pats on the back.

In a crisis situation, as all Navigate Response clients know, the canny and professional use of Twitter, given its immediacy and potential for 'viralisation', can often be extremely effective and significant in correcting misconceptions, clarifying facts, and ultimately saving the day.

One tip for shipping professionals interested in Maritime Singapore: the privately held and anonymous @Shippingsingapo is also an excellent 'hub' account to follow for those looking for daily information on what's happening in and around The Lion Republic.



Winning the information race

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In an emergency it is important to have instant and constant access to good information to enable effective decision making and to help communications with regulators and stakeholders / Dave Neilson – OWLS Surveillance Limited

Without good information incident managers will always be on the defensive and there is an opportunity for third parties to create their own “truth” about the situation. Technology plays a critical role in today’s information game. High resolution satellite imagery, aircraft based surveillance equipment, drones and aerostats are now all available to responders.

The problem is that the same technology is also available to everyone else, those that might want to help with solving the problem and those that might have another objective entirely.

Most surveillance systems can only provide a snapshot view of the incident site, the repeat footprint of most commercially available satellites is limited except in the polar regions and image interpretation takes time.

Fixed wing aircraft and helicopters cannot remain on site indefinitely as they have to return to base to

refuel and pilot hours are limited by aviation authorities. The use of drones has become popular over the past few years and, whilst an effective tool in some applications,



drones have limited endurance and are tightly regulated in some jurisdictions.

Television and pictures on social media can sometimes provide the best ‘view’ of an incident and we have seen situations where

incident responders have had to rely on journalists for the best vantage points and most up-to-date information.

To win the information race it is important to be on scene and remain on scene. Owls Surveillance Limited’s HAWK OWL aerostat system has been designed to stay on scene and provide continuous aerial surveillance of any incident.

The HAWK OWL provides real time surveillance information to response managers through its six wirelessly linked cameras. The images can be viewed and stored locally, or streamed through the internet to any remote office or command centre. The cameras are mounted on a tethered helium aerostat that is very stable and can be operated in wind speeds of up to 50 knots.

This on site surveillance technology provides an eye in the sky view of the operational area and ensures that incident managers have a constant source of real-time information to help them respond effectively and counter spurious or inaccurate reports.

In an emergency everyone will be watching; you should ensure you always have the best view and the best information.

For more information visit www.owls-surveillance.com

