

P - Political

Key features

- Politics
- National and international
- "Trade War" "Trump"
- Tariffs
- Globalization, trade barriers
- Predictable national politics

Effects

- Political stability
- Removal of trade barriers
- More trade between land and continents
- Strong development of public infrastructure
- International standardization [ex: Adapters, Ports]
- Less possibilities of flags of convenience
- social welfare
- National and local Political decisions [ex: Color-line and Fjord-line case]
- Norwegian Maritime policies
- Salary subsidies - State pays back tax from workers [Ships with Norwegian flag]
- Shipowners taxation [Rederiskatteordningen]
- Training positions on board subsidies
- National transportation plan
- GIEK - National guarantee fund

T - Technology and Competence

Key features

- Massive R&D and innovation activity in the companies
- Strong innovative cooperation between companies and between companies and researchers
- Strong education and R&D cooperation internationally

[R&D - Research and development]

Effects

- Global technology / knowledge sharing
- Standardized technology concepts
- [Norway - a huge participant]
- Easier access to competent work force
- Publicly funded research [Maritim 21]

T - Technology and Competence (cont)

- New innovative solutions
- Speed of technology transfer increases
- Failed projects

E - Economics

Key features

- Cyclical changes - industry and consumption
- international Finance Markets - free flow of capital

Effects

- A challenge to predict economic cycles
- Access to capital for entrepreneurs
- Ownership is rapidly changing
- Rationalization - cheaper inputs will be sought after
- Interest level
- Inflation
- Employment and unemployment
- Disposable income [income to spend]
- Competition

E - Environmental issues

Key Features

- Increasingly powerful institutions
- More powerful pressure groups
- Green ships
- Tourism
- Scrubbers
- Paris agreement - emission

Effects

- Increasing emission reduction requirements (EKA)
- Accident reduction
- Focus on the social environment
- Access to energy - and the cost of energy
- Recycling
- Waste deposits
- Pollution regulations

S - Sosio-Cultural Conditions

Key features

- More cross-cultural and cross border contact
- Cluster structures • Interaction and knowledge sharing between the parties in the industry
- More interested parties tied to an industry

Effects

- Easier to communicate internationally
- Closer cooperation across both transnational and cultural borders
- Demography
- Income distribution
- Social mobility
- Attitudes towards work
- Consumption • Levels of education
- Where do people live?

L - Legal issues

Key features

- Joint international legal framework
- Lots of regulations
- International
- Labor laws, ship building
- STCW, Maritime certificates

Effects

- Accident reduction
- Better workplace conditions
- More equal competition conditions internationally
- Stricter framework for ship managements [IMO]
- Monopolies