

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