

### 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