



**“NETWORK OF DANUBE WATERWAY ADMINISTRATIONS”**

South-East European Transnational Cooperation Programme

**REPORT ON COMPREHENSIVE COMMUNICATION  
STRATEGIES FOR NATIONAL WATERWAY  
ADMINISTRATIONS**

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## TABLE OF CONTENTS

1	SCOPE OF THE DOCUMENT .....	3
2	STATUS QUO OF THE COMMUNICATION SCOPE OF EACH WATERWAY ADMINISTRATION BEFORE THE START OF THE SERIES OF WORKSHOPS.....	3
3	TARGET GROUPS AND STAKEHOLDERS .....	4
3.1	Target Groups .....	4
3.2	Stakeholders .....	5
4	PR TOOLS .....	6
4.1	Events .....	6
4.2	Folders and brochures .....	6
4.3	Press release .....	6
4.4	E-newsletters .....	7
4.5	Website.....	7
4.6	Other (i.e., questionnaires, Google spread sheets, Blog, social media tools).....	9
5	MATCHING PR TOOLS TO COMMUNICATION CHANNELS.....	9
6.	CASE STUDY: INTERNET PLATFORM OF THE DANUBE PORTS .....	10
7	OTHER COOPERATION PROJECTS YOU ARE INVOLVED IN ON PR LEVEL.....	10
8	CONCLUSION AND OUTLOOK.....	10

## 1 SCOPE OF THE DOCUMENT

The purpose of the report comprehensive communication strategies for national waterway administrations is to identify and define target groups and their order of importance for communication and lobbying activities to be performed in order to promote the exploitation of the project results. The purpose is twofold: to identify both stakeholders and target groups to whom the “messages” of inland navigation in the Danube region will be disseminated, to create common actions, messages and images which are part of a toolbox – a synergy with the PLATINA project - for the use of the waterway administrations involved in NEWADA,

This document is foreseen as an output of Activity 6.2 “Communication and Lobbying for Danube Development” within Work Package 6: Integrate responsible stakeholders and foster cooperation. The Communication and Lobbying for Danube Development Work package of NEWADA – and more specifically Activity 6.2 - is in charge of ultimately establishing a coherent and internationally coordinated communication strategy and to create communication action plans for the respective waterway administrations. According to the description of work, 5 partners should report on comprehensive communication strategies for their respective waterway administrations. This document shall thus contain information on the following:

- The status quo of the communication scope of each waterway administration before the start of the series of workshop
- Target groups and stakeholders for the respective waterway administration
- The availability of tools to reach out to those and eventually the creation of new communication channels when necessary
- A case study on the approach to implement the country data in the Internet platform [www.danubeports.info](http://www.danubeports.info)
- Cooperations

## 2 STATUS QUO OF THE COMMUNICATION SCOPE OF EACH WATERWAY ADMINISTRATION BEFORE THE START OF THE SERIES OF WORKSHOPS

### General Framework within ACN

Company operates under the authority of the Ministry of Transport and Infrastructure and develops activities of public national interest on the lease for administering infrastructure.

The company is both administrating the port and is acting as follows:

- a. In ports, whose infrastructure in the ports shipping and public domain of the State was leased by the Ministry Transportuilor and Infrastructure;

- b. On the Danube - Black Sea, located between the Port of Constanta - South - Agigea at 0 km of the canal and the Danube 299,3 km, 64,410 km of canal, canal banks, including its safety zones established under the regulations in force, and the Danube river bed area, adjacent canal mouth, to limit the right fairway of the Danube, which provides access to ships in the canal;
- c. Poarta Alba – Midia Navodari Canal length of 27.500 km, located between Port of Midia, 0 km of the canal and the confluence with the Danube - Black Sea, at km 29-41 thereof, including fork length of 5.5 km, part of the Poarta Alba - Midia - Navodari Canal that its 3 km from the Luminita Port, and on the banks of the canal, including its safety zones established under the applied regulated.

According with ACN organizational structure there is a PR department which is focused mainly on business communication with the press. This department sends press releases about navigation issues as: traffic data, floods, pollution accidents, navigation conditions influenced by weather, etc. This PR department should keep a closer connection with the stakeholders.

The need for PR is emerging both for organizational needs and for PR assignments for several European Projects or Projects financed within structural funds (like POS-T – Sectorial Operational Programme for Transportation).

The communications channels we used for projects are the brochures, promotion gifts, press releases, E-Newsletter website and press - conferences.

### **3 TARGET GROUPS AND STAKEHOLDERS**

#### **3.1 Target Groups**

Identifying the target groups is the first step that must be done. Having in mind our target groups we can then develop a communication strategy especially for them. Our purpose is to promote the inland navigations as a cost-effective and environmentally friendly mode of transport.

The target groups are composed by people impacted by the activity of inland navigations, groups that have same interests or activities and they might be from different authority levels like:

**Users** – meaning shipping companies, skippers, logistics companies and freight operators. These are the most important clients. Even if our company is contacted by shippers or freight operators they are using the canal and they benefit from the infrastructure of the canal. E.g. of users: S.C. CNFR NAVROM S.A. GALATI, S.C. DUNAV SHIPPING COMPANY SRL, S.C. LUFADORI EXTRACT SRL, SC TRANSCANAL SRL, NAVLOMAR SHIPPING S.R.L. Constanta, CONSTANTA SHIPYARD.

**NGO's** - they can promote us as an environmentally friendly mode of transport. If we gain their support we can overpass "traditional" environmental organization. E.g. of environmental organizations: ENVIRONMENTAL PROTECTION AGENCY CONSTANTA, ECO-CIVICA and ROMANIAN ASSOCIATION OF WATER.

**Educational structures** - the children are our future and we can explain them the benefits and the facility of using the IWT. E.g. of educational structures: "MIRCEA CEL BATRAN" NAVAL ACADEMY CONSTANTA and CERONAV SA.

**Media** must be regularly informed about the scope of activity and importance developed on the IWT. Having the media on our side we can promote faster our messages about the inland waterway transport. E.g. of media: FINANCIAR NEWSPAPER, NAUTIQ MAGAZINE, AGERPRES PRESS OFFICE, BUSINESS-REVIEW, THE MONEY CHANNEL TV.

### 3.2 Stakeholders

Company's stakeholders are persons and organizations such as customers, sponsors, the performing organization, and the public that are actively involved in the project, or whose interests may be positively or negatively affected by the execution or completion of the project. They may also exert influence over the project and its deliverables. Stakeholders may be at different levels within the organization and may possess different authority levels, or may be external to the performing organization for the project.

We performed a comprehensive research on stakeholders and we are in the process of developing a procedure for stakeholder's management and building a database with ACN stakeholders.

Our stakeholders are divided into the following categories:

**Policy-makers** (authorities, institutions) – They represent an important and powerful public entities, and by being so, we can modernize the infrastructure of the Danube canals administrated by us easier. E.g. of policy-makers: MINISTRY OF TRANSPORT AND INFRASTRUCTURE, MINISTRY OF FOREIGN AFFAIRS, CITY HALLS and PREFECTURES.

**Main industries** - There are a lot of enterprise along the Danube which handle the cement, iron, cereals, seeds and oils, chemicals that are easily transported to the countries neighboring the Danube or to the Black Sea for the maritime transport. By keeping them informed about the improving of infrastructure and the benefits of the inland waterways transportation we can increase the number of the canals users.

S.C. LUFADORI EXTRACT SRL, S.C. EXOIL SERVICES SRL, D.G. PETROL SRL BUCURESTI, S.C. COMPREST UTIL SRL

**General public** – by communicating the impact of waterway administration efforts and the SEE programmer to general public we inform it about the improving of infrastructure and we will get a better image in local community.

## 4 PR TOOLS

After defining the target groups and the stakeholders it is important to use adapted communication channels for each of them.

It is important to have a database with our target groups so that we can contact them only when we have something to communicate. In this way the information is distributed only to persons interested in that specific problem. We can provide the information to them through letters, memos, reports, emails, faxes, voice mails, press releases etc.

### 4.1 Events

ACN organizes every 3-4 months one press conference where are invited journalists from our local press. In these conferences we are speaking about the safety of the inland water transportation on our canals, the different steps made in some projects for the modernization of the canals, the traffic on the canals issue, etc.

### 4.2 Folders and brochures

Our company considers that the brochures are a very important channel of communication for promoting it and for informing our target groups. We have made brochures with every occasion we had and we delivered them to our target groups.

We don't have right now "an organization literature" but we plan to make a set of comprehensive documents in order to support PR efforts such as: company profile, annual report. All the documents will be replicated in a future media section of the website.

#### **Next steps:**

- Developing ASAP a company profile / company presentation
- Developing a media kit

### 4.3 Press release

The press releases are generally formalized containing traffic and general navigation data related. The frequency may vary from 1 to 3 per month. There is not a communication strategy for "proactive communication" all the press releases being "reactive" (i.e. traffic data, floods, navigation related issues etc).

#### **Next steps:**

- Developing ASAP a company profile / company presentation
- Developing a media kit

## 4.4 E-newsletters

This kind of information is already used by our company and through these E-newsletters our target groups are kept informed about the evolution of NEWADA Project.

## 4.5 Website



**ADMINISTRATIA CANALELOR NAVIGABILE**

ADMINISTRATIA CANALELOR NAVIGABILE S.A.  
Strada Ecluzei nr.1, Agigea, Cod postal 907015, Constanta, România  
J13/2361/16.10.1998, CIF RO11087755, Capital social subscris si varsat 10.158.000 lei  
Tel./fax: +40-241-738505;702700;702705;738271;737711;738597;783273;738045  
e-mail: compania@acn.ro, website: www.acn.ro

**PRESENTATION**

- Presentation in brief
- History
- Auctions
  - Rental Auctions
  - Public acquisitions auctions
  - Sales auctions
- Locks , ports and bridges on the canal
- Statistics
- Certificates
- Asset statements
- Rentals
- Press Office
  - Contact
  - Press Releases
  - Right of reply
- Board of Administration and Shareholders Association
- Public access to environment information
- Photo Gallery
- Important statements
- Others

**TARIFFS**

- Services contract
- Transit Tariffs
- Minimum standards for applying the reduced tariffs
- Clients' instructions
- Contract and tariffs suggestion for

**PROJECTS**

- Projects SOP-T
- .
- Experts

**FORMS**

**Locks , ports and bridges on the canal**  
Dunăre - Marea Neagră Canal - Information

General technical characteristics:  
Length - 64,4 km  
Breadth of the waterway - 90 m  
Canal water depth - 7,0 m  
Maximum draft - 5,5 m  
Bridge clearance - 16,5 m

**AGIGEA LOCK**

Agigea lock is located at the entrance in the Danube-Black Sea Canal from the port of Constantza South (km 1.9) in the neighborhood of the administration Headquarter. The vessels coming from the port must contact the Central Traffic Center from Agigea using channel 74 VHF in order to achieve the permission for passage. The maximum time for lock passage is 60 minutes.

Useful length: 310 m  
Breadth: 25 m  
Depth on sill: 7,5 m  
Approximate filling time: 12 min

Special departments care of the vessel movement along the canal, and give all nautical information to the master of ships.  
The canals are open for navigation throughout 24 hours.  
The Head Office workine hours are Monday-Friday between 07.30-16.00 hours.

**PRESS RELEASES**

- 16-Feb-2011 [read more >](#)
- 13-Jan-2011 [read more >](#)
- 20-Dec-2010 [read more >](#)
- 14-Dec-2010 [read more >](#)
- 07-Dec-2010 [read more >](#)

The website structure is presented below

Level	Pages
1	<b>PRESENTATION</b>
2	Presentation in brief
2	History
2	Auctions
3	Rental Auctions
3	Public acquisitions auctions

3	Sales auctions
2	Locks , ports and bridges on the canal
2	Statistics
2	Certificates
2	Asset statements
2	Rentals
2	Press Office
3	Contact
3	Press Releases
3	Right of reply
2	Board of Administration and Shareholders Association
2	Public access to environment information
2	Photo Gallery
2	Important statements
2	Others
<b>1</b>	<b>TARIFFS</b>
2	Services contract
2	Transit Tariffs
2	Minimum standards for applying the reduced tariffs
2	Clients' instructions
2	Contract and tariffs suggestion for
<b>1</b>	<b>PROJECTS</b>
2	Projects SOP-T
2	Experts
<b>1</b>	<b>FORMS</b>
2	Rules for navigation on the canal
2	Rules for usign the Dunare-Marea Neagra Canal
2	Rules for usign Parta Alba Midia Navodari canal
2	Rules for qualitative and quantitative water management
2	Licence, approval, rule tunning preliminaray approval
2	Press Releases

The website is now communicating only technical information targeting mainly “technical publics”. As specified in Act. 6.2 definitions ACN must communicate with a greater variety of stakeholders with dedicated content. In order to implement this, a content management strategy will be drafted in the next 3 months.



**Next steps:**

- Developing a media / press section corner

**4.6 Other (i.e., questionnaires, Google spread sheets, Blog, social media tools)**

Every year, a customer satisfaction questionnaire is administrated. We are pleased to find that we have an overall good customer experience. Now the questionnaires are administrated on paper but we plan to migrate to electronic reporting tools – electronic questionnaires.

In the future we want to define our presence on LinkedIn where want to create some specific interest groups in order to increase ACN visibility at regional / European level.

The company manager from 2008 published a book – “The Danube - Black Sea Canal History, present and perspectives” which was used as a promotional tool for our company.

**5 MATCHING PR TOOLS TO COMMUNICATION CHANNELS**

PR tools are used for the following:

- **raise awareness** – let others know about our ongoing projects, activities, objectives, and their relevance,
- **inform** – educate/challenge the community,
- **engage** – get input/feedback from the community,
- **promote** – ‘sell’ the project outputs and results.

Dissemination tools:		Folder	Article	Newsletter	Website	Presentation
<b>TARGET GROUPS</b>	NGO's	raise awareness, inform	raise awareness, inform	raise awareness, inform	raise awareness, inform	raise awareness, inform
	The media	engage, inform	engage, inform	engage, inform	engage, inform	engage, inform
	General Public	engage, inform, promote	engage, inform, promote	engage, inform, promote	engage, inform, promote	engage, inform, promote
	Shipping companies	engage, inform, promote	engage, inform, promote	engage, inform, promote	engage, inform, promote	engage, inform, promote
	Users	engage, inform, promote	engage, inform, promote	engage, inform, promote	engage, inform, promote	engage, inform, promote



For 2011 ACN intends to send E-newsletter for our target groups and stakeholders, which will contain information about the activity of our company focusing on IWT promotion. The website is under construction but it will include both technical and business information about IWT.

## **6. CASE STUDY: INTERNET PLATFORM OF THE DANUBE PORTS**

All the four ports on the canals are administrated by ACN: Medgidia, Basarabi, Ovidiu and Luminita. Now we are collecting all the information needed for the update of the platform [www.danubeports.info](http://www.danubeports.info). The next step is to check it and update if it is necessary.

## **7 OTHER COOPERATION PROJECTS YOU ARE INVOLVED IN ON PR LEVEL**

These projects where ACN takes part that are requiring a minimal PR effort. The projects are:

- NEWADA (financed within SEE Programme)
- Several project financed within POS- T (Sectorial Operational Programme for Transportation)

## **8 CONCLUSION AND OUTLOOK**

From our point of view the cooperation between the Danube Waterway Administrations was necessary and it is welcomed. With a good common strategy we will successfully achieve our goal – promotion of Inland Waterway Transportation .

The goals are realistic and easy to implement and the results will probably be substantial.