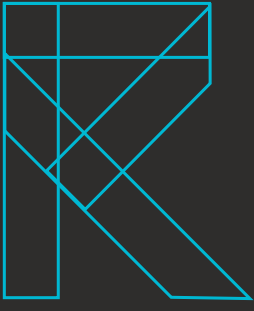


RESPONSE



The Navigate
Response newsletter

February 2018

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Photo credit: Transport Ministry of China

NAVIGATE
RESPONSE



Crises don't recognise seasons, and it's no greeting when a reporter calls and you're unprepared.

Coming in from the cold, in this edition, you'll get insights from case studies: *Sanchi* fire and the *Tolunay* collision; North P&I reviews a year and its challenges; and Ed Ion adds context on shipping journalism.

We are pleased to officially welcome two new partners who join our network as 2018 gets underway.

Star Marine PR in Tokyo expands our expertise further east. Maki Yoshida brings more than 20 years' experience, with her team supporting leading Japanese ship managers, offshore operators, ports and IT providers. In this issue, she navigates Japan's media landscape.

Strengthening our West African response capabilities, Caritas PR, in Lagos, Nigeria and Accra, Ghana has a strong team working for several leading oil companies and experienced in managing reputations and offshore incidents.

As our network continues to grow, partners are building on the cross-sector reach of our Triton media simulator to rigorously test the communications response of organisations in situations spanning from piracy, to offshore pollution incidents, to a terrorist attack on an opera house.

If you are in Germany, please join us 21 February for our event with the German Shipowners' Association including a full Triton simulation exercise.

www.navigateresponse.com/news/crisis-communications-workshop-and-media-training-with-vdr



It's not just the what, it's also the who, where, when and why



Andrew Leahy,
Operations Manager Asia,
Navigate Response Asia

One of the oldest lessons in journalism is the five W's. The who, what, where, when and why of an incident that shapes the stock standard coverage by media. Most people would argue that it's the what that is most important, "what actually happened?"

But the tragedy off the coast of China involving the ablaze tanker, *Sanchi*, her 32 crew and the subsequent media coverage shows that the who and where are just as important in driving media attention.

The what and when is essentially known. On Saturday 6 January, the oil tanker, *Sanchi* collided with the grain carrier, *CF Crystal* some 160 miles off the coast of Shanghai.

The 32 sailors aboard the *Sanchi* died and only three bodies have been recovered. The tanker was carrying 136,000 tonnes of condensate. The why, like in most shipping incidents, won't be answered until after official investigations are completed, which could take some time, so that leaves the who and the where.

Looking at the media coverage and comparing it to another recent major collision, the *USS John S McCain*, reveals some interesting disparities.

After the first five days, the *Sanchi* incident was covered in nearly 11,000 pieces globally, but in the same time frame the *USS John S McCain* had featured in more than 43,000.

Keep in mind there are similarities in that both cases are highly visible in terms of pictures and they feature deceased and missing seafarers, but the *Sanchi* had the added newsworthiness of a possible environmental disaster, with the added drama of flames and explosions.

So how does one explain the disparity in interest?

Looking at the who provides some of the answers. The tanker, *Sanchi*, was operated by National Iranian Tanker Company (NITC) and the missing crew members are 30 Iranian nationals and two Filipinos. Those lost in the *USS John S McCain* were American navy sailors.

By any stretch of the imagination Iran is not known for its press freedom and NITC comes under the umbrella of the National Iranian Oil Company, a government-owned corporation under the direction of the Ministry of Petroleum of Iran.

Generally, any questioning or criticism of the government is frowned upon. When you throw in the recent protests, Iran's most significant in almost a decade resulting in at least 21 deaths and more than 3,700 arrests, then it becomes apparent that the nation had bigger problems at home to think about.

This is borne out in the figures with fewer than 100 news pieces out of nearly 11,000 globally appearing in Iran about this ongoing calamity.

Then there's the other who and the where – China. The other vessel initially involved, the *CF Crystal* is Hong Kong registered and all 21 of its Chinese crew were unharmed in the collision.

The collision itself happened 160 nautical miles (300km) east of Shanghai, far enough off the coast so that the Chinese public didn't feel immediately impacted. Pictures of the burning tanker have been provided largely by the Transport Ministry of China which was co-ordinating the search and rescue operation, so the flow of information and vision has been relatively controlled.

The cargo, condensate, which is an ultra-light version of crude oil is presented as less environmentally damaging than heavy crude and the *Sanchi* was drifting in a south easterly direction away from the coast.

The perception in China seems to be that the impact of this incident will be minimal and there's limited interest amongst the largely government-controlled press with fewer than 1,000 articles out of 11,000 globally.

Certainly, the media interest in the first week shows that the who and the where can be just as important in driving or limiting media interest and coverage as the what.

And of course, the best way to deal with these variables is to have access to a network that can provide local experts with local experience and language skills to deal with each situation as it unfolds.

The *Sanchi* was a big story, but imagine how big it would have been unfolding 160 miles off of Long Beach, California and with a European crew.



Photo credit: Transport Ministry of China



Shipping Media – in a crisis you need them more than ever



Ed Ion,
Director,
Navigate
Response
Asia

A recent blog by Katherine Barrios, chief marketing officer of container freight rate analytics company Xeneta about www.xeneta.com/blog/the-greats-of-shipping-business-journalism-shipping-and-logistics-journalists, raised a few eyebrows if not a few hackles.

Katherine – who works closely with the media – made complimentary comments about top shipping journalists and their publications. Her article was not a ranking as such, but she said nice things about several publications.

From Xeneta's perspective, it focused more on freight and logistics writers rather than the nuts and bolts shipping journo brigade.

So far, so good. But who she left off the list probably bruised more than a few egos. To be fair, some very senior and notable names did not feature on Katherine's list. The fact that she compiled such a list perhaps reflects the fact that there have never been more specialist writers plying their trade in the shipping sector.

The acute commentary on it reminds the shipping industry that journalists and what they write are an integral part of the business, especially when there's a crisis situation or any kind

of negativity surrounding a ship or an owner. Most owners and managers naturally focus on what the 'big beast' media cover when there is a problem with a vessel. However, in the fog of war it is often forgotten that specialist media have a vital and often influential role in how a casualty is reported and how it is perceived.

Specialist media will usually take the lead on a story, having the greatest understanding of what has occurred and appreciating the technical, operational and commercial nuances and intricacies of an evolving situation. General reporters from the big news organisations such as the BBC, CNN, etc will take their cue from the specialists covering the beat on a daily basis: this is something many industry professionals do not appreciate.

When a general reporter with no knowledge of an industry is assigned to a major developing story, one of the first things they will do is dig deep into the specialist media. This will often be done via a simple web search, but the more diligent mainstream reporters will often contact industry specialist correspondents to seek background, nuance and new angles.

This is not to say they collude on articles, but when working from a standing start on a major breaking casualty, a general reporter will need contacts and background guidance to get started.

What is in it for the trade journalist? Well for one it is often the case

that the specialist reporters will get quoted as an "industry expert" or analyst in the mainstream media.

This maybe for a fee, but often there is no fee because just a mention in the Financial Times or the BBC is enough to provide most industry journalists with enough kudos to last several months. It is fair to say that if the industry journalist is doing their job correctly, they will not be any easier to deal with than mainstream media in a casualty situation.

In fact, they can often be harder to deal with because unlike their gadfly cousins in the mainstream media, they will probably know the background context of your company, its accident track record and its position within the industry in general.

The specialist journalist can often be armed to the back teeth with knowledge that can be used to great effect in terms of angle-hunting when there is a major casualty.

The shipping trade and technical media depend on the industry for their existence and commercial well being to a large extent. In that sense the relationship between the specialist shipping media and industry is symbiotic: the two sides need each other.

Shipping would certainly be a poorer, an even more opaque industry, if it were not for the specialist media who strive each day to report on and explain an often arcane and secretive business. Unlike the mainstream media, the shipping press has to come back to a company after there has been an incident with a vessel. The mainstream media move onto the next story with scant regard for reputations damaged, people getting hurt.

We encourage our clients to maintain good and close relations with the maritime press across the whole spectrum as much as possible.

It is fair to say the industry is more likely to get a fair and balanced hearing from the shipping press when it comes to casualty reporting than from the mainstream media.



It's personal, and it's political



Dustin Eno, COO & Crisis Response Manager, Navigate Response

To you, it's a vessel incident – you prepare for them and when one happens your response is practiced and largely technical – however, to others your incident is so much more than just a problem with a vessel.

It's a threat to livelihoods.

It's proof that a political opponent is wrong.

It's an opportunity for attention or quick financial gain.

It's a danger to the environment, home and a way of life.

Our industry's incidents aren't really ours, they're shared, and to succeed in crisis communications we must acknowledge this reality.

I grew up on Canada's West Coast, an area of incredible natural beauty with a complex mix of peoples, beliefs and priorities.

In November 2017 a barge carrying "millions of litres of diesel and gasoline" (note that for headlines it's usually litres, instead of barrels or tons which makes the numbers appear more dramatic) broke free of her tugboat in heavy weather. People living on the remote area of the coast picked up the VHF conversations of the crew on the tug, and promptly began sharing the story on social media.



The crew were able to drop the barge's anchor and she was towed away some days later. To the crew onboard and the company involved this was a situation to be dealt with and, from what I can see, they dealt with it well. However, to the people living in the area it was much more than just a problem with a vessel.

A threat to something precious.

Many people posted pictures of the area and heartfelt statements about their emotional attachment to this section of coast. Twitter user @megzzzh wrote "This is my home, where my heart is" accompanied by a photo which was retweeted over 150 times. The tweet also included the hashtag #bcpoli (political issues for the province of British Columbia) which suggests that as personal as the situation was, the post was also a political tactic.

Proof that people should listen to me!

Activists paraded the story around as proof that they are right. Metro (Canadian daily newspaper) spoke with Ingmar Lee, who was described as an "environmental activist" who is active on Vimeo and Facebook and who accurately predicted the sinking of a similar vessel a year earlier on the coast. He described the latest incident as a wake-up call about the dangers of commercial traffic in these coastal areas. www.metronews.ca/news/vancouver/2017/11/26/fuel-berge-emergency-off-b-c-coast-renews-concerns.html

Chance to get something.

Every government faces a battle for resources and in Canada funding for the Coast Guard and resources for First Nations communities are major political issues.

Speaking to Metro, Heiltsuk First Nation Chief, Marilyn Slett, "called on the federal government to help fund an Indigenous response centre that would have equipment and vessels as well as training and certification for its members." www.metronews.ca/news/vancouver/2017/11/27/rescue-vessels-race-to-b-c-s-central-coast-as-fuel-berge-breaks-free-from-tug.html

Navigation along Canada's West Coast is challenging and there are legitimate concerns about marine traffic in the area. The concerns deserve to be assessed and evaluated based on all the evidence, but this isn't usually how political decision-making proceeds and people on all sides know this.

An environmental activist or a First Nations leader who does not capitalise on any maritime incident in the region to bring attention to their cause is arguably failing in their duty. But this strategic approach, while understandable, can turn a technical incident into much more than just an incident and can put an unprepared shipowner in the middle of a situation that is much larger than the incident they think they're dealing with.



Tolunay collision: murder or suicidal mistake?



Clive Reed,
Casualty
Management
Consultant,
Reed Marine

On a clear, beautiful summer morning in 2016 an event took place in the southern approaches to the Bosphorus that led to the tragic deaths of four Turkish Coastguard personnel and the prolonged detention, on quadruple murder charges, of three crewmembers from the Cook Islands flagged, Cypriot-owned bulk carrier, *Tolunay*.

On 16 August 2016 the 170m long, 7200hp *Tolunay* was northbound in ballast at about 10 knots and was overtaking the Russian minesweeper, *Valentin Pikul*. Regulations for the Bosphorus do not require through-transit vessels such as *Tolunay* to take on board a local pilot and the master, who had been through the Bosphorus a dozen times in the previous year, opted not to.

In accordance with local regulations the Master of *Tolunay* requested

and received permission from Turkish Straits Vessel Traffic Service (TSVTS) to overtake the much slower minesweeper and set a course at the extreme portside of the northbound traffic lane to allow as much space as possible for the manoeuvre.

Meanwhile the 22m long, 8000hp Turkish Coastguard interceptor, *TCSG-25*, had been tasked with shadowing the minesweeper and proceeded from her base in the north to do so.

At about 08:14, *TCSG-25* performed a “U-turn” in front of *Tolunay* at around 0.4 mile and began her shadowing operation. At this stage there was no risk of collision and, as local regulations demand, the responsibility to keep clear (of through vessels) rested with the coastguard vessel.

Shortly after 08:21, with *Tolunay* clear on her port quarter, *TCSG-25* altered course sufficiently to port to create a collision situation and, less than 30 seconds later, *Tolunay*'s bulbous bow contacted the port quarter of *TCSG-25*, immediately capsizing the smaller vessel. Four of the seven Turkish crew members drowned.

Shortly after this tragedy, *Tolunay*'s master and chief officer, who were on the bridge, and the bosun, who was on the fo'c'sle, were detained and all faced accusations of murder.

In early 2017 *Tolunay*'s owners requested that Maritime Cook Islands (MCI), the Flag State, take whatever action possible to help resolve the situation. At this time the general view in Turkey was that *Tolunay* was massively, if not completely, to blame. MCI asked me to see what could be done to achieve a just outcome and assist the crew.

In Istanbul I established that local regulations are designed to alter the responsibilities between vessels, as set out in the COLREGS, and these local regulations give priority to through vessels. I also obtained a high definition video that was taken by a crew member on board the Russian minesweeper that covered the last minute or so before impact.

With the Russian video and other technical evidence, e.g. position, heading, and speed data, I was able to analyse then accurately reconstruct how the incident unfolded. I could also prove that



TCSG-25 was not using her radar and, with partially obscured rear-facing cockpit windows, the Turkish Coast Guard crew probably overlooked and/ or forgot about *Tolunay*.

The evidence and the analysis that I put together was used by the local Turkish lawyers appointed by Hanseatic, *Tolunay's* P&I provider, in the criminal hearings and will be used in the civil action to follow. At the initial substantive criminal hearing, my analysis persuaded the Court to appoint local Turkish experts to consider this evidence and the case was then postponed.

At the next hearing, the local Turkish expert concluded that my analysis was generally correct and that the liability for the collision should be split: *TCSG-25*: 70%, *Tolunay*: 20%,

and *TSVTS*: 10%. Unfortunately, the Court was not prepared to rely on this apportionment and the Court requested further Turkish experts' opinions, presumably in the hope of obtaining a more locally favourable apportionment.

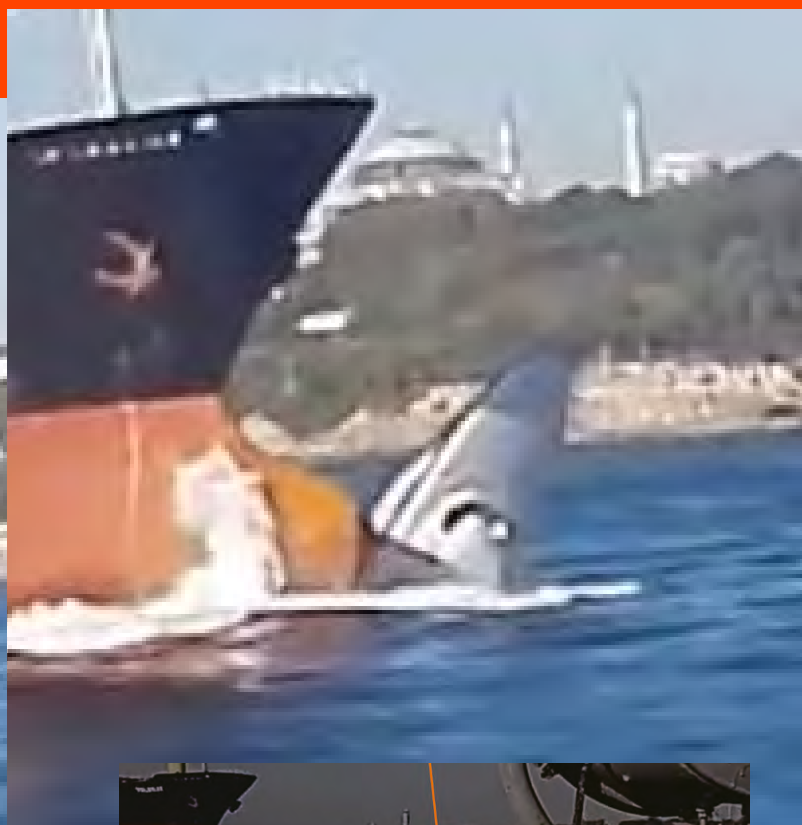
The new Turkish expert's opinion that was duly produced varied very little in its apportionment of liability – *TCSG-25*: 68%, *Tolunay*: 20%, and *TSVTS*: 12%. Following the next hearing the chief officer and bosun were both released, however, the Master remained detained.

Eventually the Court had in its possession three Turkish experts' reports – all based on my original analysis, and all essentially finding approximately the same apportionment. Further criminal hearings were scheduled and

postponed for various reasons and the final decision was scheduled to be handed down on 19 December 2017. The head judge, however, decided to postpone this decision.

Hopefully the master will be released as he has already been detained for 18 months, and Turkish criminal execution laws should make this a likely outcome provided that the judge accepts their own Turkish opinions on liability.

The civil trial, which will assess the responsibility and damages to be paid for the incident, is yet to gather steam. However, the results of the criminal trial, i.e. the experts' opinions, although not binding on the civil court, should be very persuasive and result in a good outcome for *Tolunay's* third-party indemnity insurers.



Images captured from video recording of incident



P&I Asia: Year in Review and the Challenges Ahead



James Moran,
Director, North
P&I Club
(Singapore)

2017 proved to be another challenging year for the shipping industry, but in terms of P&I activity we were encouraged by the Club's solid performance and the continued loyalty of our membership. Closer to my heart though was the 10th anniversary of our Singapore branch. North's team in Singapore has something to celebrate, expanding from one man and a printer to 17 staff, and now including P&I claims, FD&D claims and loss prevention services.

Our member growth in tonnage in Singapore over the past 10 years is significant at 119%. Similarly, our growth in the Asia Pacific region is also striking, representing some 34% of our membership. Singapore, where we are very happy to be well established, remains the hub of our

operations in the Asia Pacific region and where we have the largest concentration of our membership in the region.

Looking back at 2017, North P&I Club's performance was solid, despite the on-going political and economic uncertainty in many parts of the world. We have seen the number of claims, especially those in excess of US\$1 million, revert to more typical levels.

As at February 2017, North P&I recorded a 7% growth in owned tonnage year on year, and during the year further growth in owned tonnage exceeded 140 million GT in July, with chartered tonnage at 50 million GT. This growth is largely organic, from existing members, although there were new members from the Asia Pacific and Middle East regions, as well as from Europe and the USA.

Looking at 2018, we are pleased to see slight improvements in a number of sectors across the shipping market, but we remain very aware of

the continuing economic pressures facing our members. Increasing regulation in terms of ballast water management and the upcoming sulphur cap remains a real challenge and will put more pressure on ship owners and operators as deadlines loom.

With regard to general risks and concerns, North's loss prevention team continues to concentrate its efforts on ship-board operational effectiveness and claims prevention with a particular focus on large claims.

Our ongoing analysis of the root causes underpinning large claims has identified two critical factors: company safety culture along with crew training and operational competence. We commit significant resources to assist members in these areas through crew training seminars; also promoting best practice through our loss prevention publications and our Member Review Programme.

The team also provides technical insight on new or emerging risks. The Club has been at the forefront in encouraging members to take the necessary steps to protect their organisation from cyber risks, a very real and everyday threat to business across the globe.

There were a number of well documented cases in 2017, with the IMO introducing updated cyber security guidelines in June. These guidelines are tied into the ISM Code and require cyber risk to be appropriately addressed in safety management systems no later than the first annual verification of a company's "document of compliance" after 1 January 2021.

So, there's certainly plenty for ship owners and operators to consider in 2018, but North P&I Club fundamentally believes there's reason for optimism in the industry for the year ahead. As a Club, we will continue to target loss prevention by helping to eliminate the root causes of incidents that lead to claims through direct support and general guidance so that North's members experience minimal vessel downtime, lower expenditure and improved reliability.



ReedSmith

Media crisis response seminar for HK shipping market



Ed Ion,
Director,
Navigate
Response
Asia

It was a hectic end to 2017 for Navigate Response in Asia with many client training sessions, drills and a high-profile seminar in Hong Kong.

The half day seminar was held in conjunction with our partners Reed Smith, the leading international law firm and admiralty practise and took place at the Foreign Correspondents Club in.

A packed house of more than 70 shipping professionals heard six excellent presentations from senior Reed Smith shipping lawyers as well as papers from Navigate's Chief Operating Officer in London, Dustin Eno and Operations Manager for Asia, Andrew Leahy.

Dustin gave a well-received talk on shipping's reputation in relation to industry vetting procedures and Andrew's paper focused on some high-profile casualties the group has worked on this year and some of the learning lessons which have arisen.

The talks were followed by a lively Q&A session, with a number of contributions from attendees relating to how the media perceives shipping and how social media can be managed in a crisis situation.

The seminar was attended by many Hong Kong based Navigate Response clients including high-profile ship managers and owners.

Navigate Response was delighted to work with Reed Smith on this seminar as we were able to highlight the fact that expert media advisory for owners with a casualty situation goes hand in hand with expert legal advice.

The two go together and, in many ways, managing a casualty is about how things are communicated.

Hong Kong is one of the great maritime centres and the market's interest in professional media advisory there is real and it is needed. Our HK client list will grow further in 2018."



Respecting local customs whilst embracing global reality



Andrew Leahy, Operations Manager, Navigate Response Asia

Some of the great delights of working at Navigate Response are the opportunities to experience new cultures and, despite having lived in Asia for more than seven years, I am still amazed by the diversity and the challenges that these cultures bring when crossing borders. A few months ago I traveled to one of the most unique countries of all, Japan.

Stunning scenery, mouth-watering cuisine and unbelievably polite people, it is a land of contradictions where “modern” is *modus operandi* yet tradition pervades throughout, particularly in social interaction.

Just walk into any hotel lobby in Japan and the only people that you’ll hear are the foreigners, a marked difference from Hong Kong or Bangkok where chatter is aplenty; discussions can be loud and volume is the tool used to be heard both literally and figuratively.

The bow is of course the most obvious example of Japan’s social complexities. I was told that it’s all about angle and duration, the deeper and longer the more deferential or humble.

Again, the contradictions though, it’s for saying hello and goodbye, starting and ending a meeting, thanking, congratulating and apologising to someone. Oh, let’s not forget worshipping someone or something.

However, outside of Japan – and especially within media circles – it’s increasingly being seen under the spotlight as part of Japanese corporate apologies (the *saikeirei*).

Carmaker Nissan’s current falsified inspection data scandal joins a list including Mitsubishi Materials and Kobe Steel as recent examples of very public corporate *saikeirei* – and it’s that important in Japan that press photographers even shoot side on so that the angle can be measured. While this apology delivery is vital, it is distinctly Japanese and isn’t necessarily accepted in the global market. Part of this approach is also quiet dignity and stoic perseverance which inversely leads to claims that companies are slow to respond.

So how does one deal with a crisis situation in both a Japanese context and in a global context?

Here in lies the challenge for the Japanese Shipping Industry. As the second largest ship owning economy in the world (by dwt) it is inevitably involved in global trade. Unlike many of the current corporate crises unfolding in Japan, when a major incident happens in shipping it will inevitably happen in another country or jurisdiction who, rightly or wrongly, won’t understand or care about Japanese customs.

Just as ship owners need to be aware of the nuances of doing business in other countries and other environments, so they need to be aware of the different approaches to crisis communications and the expectations of the media and the public when responding to incidents abroad.

Rather than “actions speaking louder than words”, increasingly, the global media and public expect them to speak as loud as each other. Whilst shipping companies need to show that they are taking action, mobilising responders, co-operating with authorities and investigating the causes, they also need to engage with the media and therefore the public, be seen to be open and honest and taking responsibility. It’s not just about taking action; it’s about being seen taking action.

Whilst in Japan I was told that more and more owners were establishing or using offshore ship managers in Singapore, Hong Kong and increasingly in the Philippines. Whilst this no doubt has economic aspects, it’s also a recognition of the need to bridge out from just a “Japanese” approach to a more global mindset.

But to have a truly global crisis communications solution to protect a global shipping operation, operators should look to protect themselves in all of the markets that they operate. Just as they need representation in Japan to deal with the Japanese media and public – a Japanese voice – so they should have representation in all of their markets, a voice in each country in which they operate. Companies should engage with the local media and public, but also with the local authorities to protect their hard and long-earned reputations.

As the current crop of Japanese corporate crises are showing, the reputations of “excellence,” hard won by entire industries can be quickly destroyed by insular views on crisis management.



Navigating Japan's media landscape



Maki Yoshida,
Managing Director,
Star Marine PR
(Japanese network partner)

Historically, Japanese news brands have been influential and widely trusted. However, since 2011 the level of trust has been declining.

The Fukushima nuclear catastrophe in March 2011 saw people question the facts and credibility of the reporting on the incident. It was widely believed that journalists failed to press industry and government officials for better information, especially as official reports repeatedly turned out to be incomplete or simply wrong.

Whilst freedom of the press is guaranteed in the country's constitution, self-censorship has recently increased with journalists experiencing harassment and intimidation at an official level. With continued new allegations of plagiarism and false information, people remain ill at ease over what is and isn't good journalism. However, compared to many other major countries, issues with fake news remain relatively small in Japan, whilst such content can appear via messaging platforms, these do not dominate Japan's domestic media.

Japan has a dynamic broadcast sector. Five terrestrial TV networks are led by NHK, which is largely funded from licence fees and remains important despite wide subscription to satellite and cable TV services. WBS (World Business Satellite) news, provided by TV Tokyo, is both influential and popular with audiences.

Asia has the edge when it comes to digital and social media. In Japan, some 118 million – or 94 per cent – were online by 2017.

However, despite the associated slump in newspaper circulation experienced in other countries, readership in Japan remains high (among the highest in the world) with 40 million copies sold each day.

Those consumers of news that do opt for online content are found swiping to Yahoo! for largely aggregated or broadly recycled content. Nikkei, which owns the FT, now has half a million subscribers, whilst BuzzFeed (Japan) – working with Yahoo – has increased audiences.

Japanese users often prefer to remain anonymous in their activity on social media, which is evidenced in their reluctance to sign up to LinkedIn and similar platforms. The world's leading social media platform, Facebook, is only the third most popular social network in Japan, behind YouTube and Line – and for news it is beaten by Twitter.

As an island nation, the Japanese have a strong affinity with the maritime sector and maritime stories can attract significant attention.

A crisis response must articulate clearly what's important by engaging the trusted channels that the public takes notice of. It must provide factual news content – timely information explaining the situation, what's happened and what's being done about it – to these trusted channels in a way which will resonate with local audiences.

Failure to engage effectively with the correct channels often leads to public distrust and cynicism, which in turn increases critical interest in the incident, often leading to higher costs and a damaged reputation.

Star Marine Public Relations is pleased to join the Navigate Response Network to provide Japanese support to international maritime companies and to provide Japanese companies with access to the leading maritime communications network. Star Marine PR supports leading Japanese and international companies including: ship owners and managers, offshore, ports, IT providers and national academic institutions.

Managing Director, Maki Yoshida, has more than 20 years' experience in the maritime and PR industries. Her team will be able to deliver access to both Tokyo-based international journalists and top national media outlets for Navigate's client companies. A thorough local knowledge of Japan's complex media culture will be a valuable asset with the Network firmly anchored in the Far East.





Crisis communications for shipping

Navigate Response is the strongest global crisis communications network specialising in the international shipping, port and offshore industries; headquartered in London and Singapore, we operate a global network of 34 offices in 24 countries around the world.

Engaging Navigate Response ensures that you are prepared for the worst and allows you to focus on dealing with the operational side of an incident without being distracted by the pressures of the 24/7 media.

Navigate Response is recommended by P&I Clubs in the International Group.

Contact

24/7 incident line:
+44 (0)20 7283 9915
www.navigateresponse.com

United Kingdom

enquiries@navigateresponse.com
+44 (0)20 3326 8451

Singapore

asia@navigateresponse.com
+65 6222 6375

