



Queensland University of Technology
Brisbane Australia

This may be the author's version of a work that was submitted/accepted for publication in the following source:

[Russell-Bennett, Rebekah, Letheren, Kate, Chell, Kathleen, & Ong, Sam \(2020\)](#)

Understanding DCV Audiences: Engagement and Communication - Research Summary.

Faculty of Business, Queensland University of Technology, Australia.

This file was downloaded from: <https://eprints.qut.edu.au/203483/>

© Consult author(s) regarding copyright matters

This work is covered by copyright. Unless the document is being made available under a Creative Commons Licence, you must assume that re-use is limited to personal use and that permission from the copyright owner must be obtained for all other uses. If the document is available under a Creative Commons License (or other specified license) then refer to the Licence for details of permitted re-use. It is a condition of access that users recognise and abide by the legal requirements associated with these rights. If you believe that this work infringes copyright please provide details by email to qut.copyright@qut.edu.au

License: Creative Commons: Attribution 4.0

Notice: *Please note that this document may not be the Version of Record (i.e. published version) of the work. Author manuscript versions (as Submitted for peer review or as Accepted for publication after peer review) can be identified by an absence of publisher branding and/or typeset appearance. If there is any doubt, please refer to the published source.*

RESEARCH SUMMARY

Understanding DCV Audiences: Engagement and Communication 2019

Research Aim

The research aim for this project was to better understand and segment domestic commercial vessel (DCV) audiences – to help inform future communication and engagement activities, education campaigns and improve overall compliance.

Background

- The Australian Maritime Safety Authority (AMSA) is the national regulator for the safety of DCVs, which encompasses a diverse range of businesses and industries that vary in structure, size and type—from major cooperatives to small and medium enterprises and sole operators.
- Beyond the understanding of the breadth and diversity of the industry, very little is known about the industry or the operators themselves.
- Using commercial fishing as an indicative industry, the only statistics available to shed light on the operators themselves are that 91% are male, and the average age of an operator is 52.6 years (Sparks & Munro, 2015). In such a heterogeneous audience, this represents a significant gap.
- Not only is little understood about the barriers, motivators, journeys and values of the current DCV operators, but even less is known about the evolution of these industries and who the ‘next generation’ operators will be.
- In order to fully engage with DCV audiences, we need to understand them better – both now and in future.

Literature and Theory

Holbrook’s Customer Value Framework (2006): categorises people into one of four quadrants based on the value they seek, determined by whether they are internally or externally focussed, and intrinsically or extrinsically motivated. In this project, this framework helped us to define and understand the four personas that emerged from the data.

The Customer Experience Framework (2007): aims to represent every element of the customer experience and comprises of 6 dimensions including: cognitive, emotional, lifestyle, sensorial, pragmatic, and relational. In this project, to extend our analysis, the self-driven vs. other-driven barriers and motivators for our audiences were classified and segmented according to this framework.

Method

A review of existing academic and grey literature surrounding compliance and safety behaviour, relevant barriers and motivators, and maritime audience segmentation was initially conducted. Following this, relevant theoretical frameworks were selected and utilised to guide the design of an exploratory co-design study conducted with both DCV audiences (n = 12) and AMSA staff (n = 7). The two workshops ran for approximately 2.5 hours each. Thematic and pictorial analysis then proceeded in order to derive insights regarding segmentation and engagement of DCV audiences in the context of safety and compliance.



Key Findings

- 1. Segmentation methods of the past have focused on industry characteristics, not the individual:**
Previous segmentation tended to focus on the activity, industry, vessel, geographic location or maritime cluster when dividing and communicating with audiences.
- 2. Barriers and motivators are diverse and complex:**
The barriers and motivators that encourage or discourage compliant behaviour are complex and can emerge from the individual or their social network and community.
- 3. Social support theory helps to explain and categorise barriers and motivators**
- 4. Best practice interventions take a multifaceted approach**
- 5. Four personas emerged from the research (Holbrook, 2006):**
 - The Lone Ranger
 - The Hero-in-Training
 - The Happy-Go-Lucky
 - The Everyone's Mate
- 6. Journeys are hampered by paperwork and requirements:** The findings for the customer journey activity for all four personas indicate that paperwork and associated requirements and regulations can be a significant pain point, tending to cause confusion and frustration.
- 7. Options for engagement indicate the need for improved ease and support:** Findings for engagement options indicate that DCV audiences seek network, informational and instrumental support (Cutrona & Russell, 1990)
- 8. Personas respond to different types of messages:**
While all personas see the value of responsibility being made salient in messages, each also responds best to certain message characteristics.

Contributions and Implications

1. When looking to communicate with individuals, segment based on their characteristics
2. Take a multi-pronged approach
3. Provide a venue for voice
4. Simplify the process and the documents, and bring DCV operators along
5. Offer a new 'customer experience' and engage before compliance is an issue
6. Use AMSA characteristics to support audiences
7. Identify and communicate in order to use the segmentation approach proposed
8. Use different types of messages, but include identity

The research conducted was is preliminarily and exploratory in nature and aimed to provide new insights to guide future work in this space. It is suggested that additional research be undertaken to quantitatively validate the proposed persona profiles using cluster analysis, potentially followed by behavioural economics fieldwork to test any developed interventions.

AMSA Next Steps:

- Create a 'whole of agency' compliance framework with the DCV audiences
- Prepare to understand the next generation of DCV Operators
- Prepare to communicate in a more tailored, accessible way

Lone Ranger



Economic Persona

This persona is externally motivated and self-focused. Likely to be interested in rewards and money (and conversely, cautious of external sanctions and fines).

Bio

Male, 32 years old. Line fisherman. Married, two children. Renting. Wife stays at home at this stage as children are very young.



Motivators for maritime safety compliance

- Continue business (being on the water)
- Personal safety
- Professional reputation



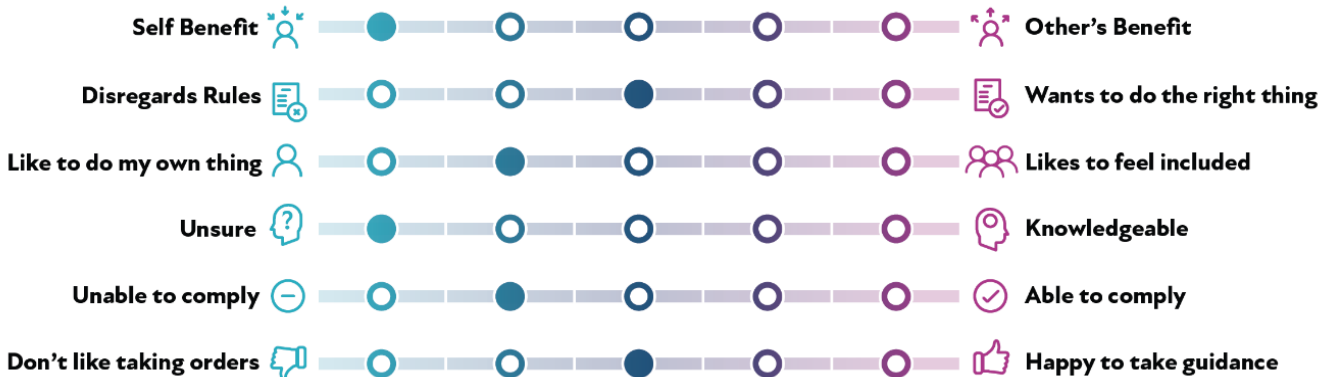
Barriers to maritime safety compliance

- Education of the rules, and does not have the capacity to research the rules and regulations
- Time
- Cost to the business

What would make this persona be non-compliant?

- Time poor (family, fishing)
- Cost

Personal characteristics that influence compliance



Hero-in-Training



Altruistic Persona

This persona is internally motivated and other-focused. Likely to care about doing the right thing, contributing to the community and seeing the outcomes of their actions. Don't like feeling they've done the wrong thing or their efforts have been wasted.

Bio

30-48 years old. Worked on water most of life. Stable relationship. 2 kids. Some financial pressure.



Motivators for maritime safety compliance

- Organisational expectations
- Consideration for safety
- Desire/ responsibility for everyone to come home safe



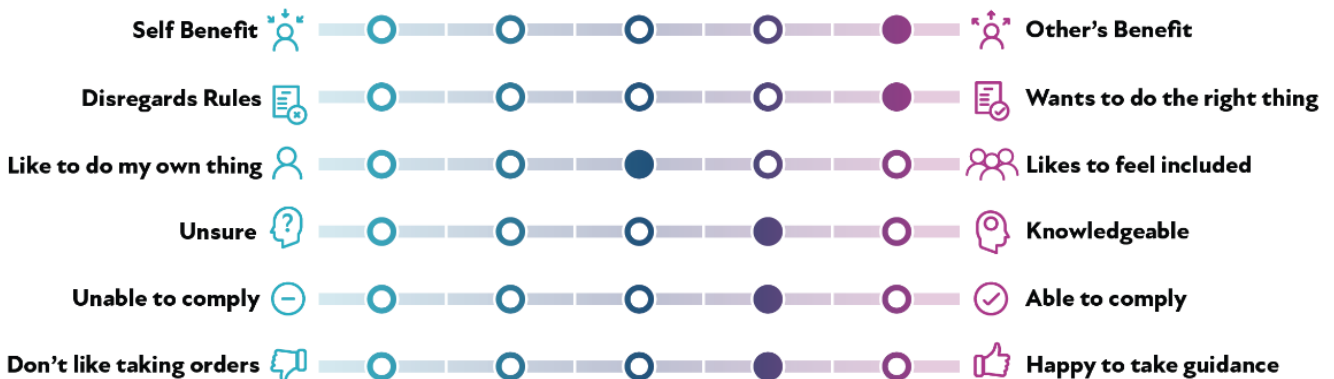
Barriers to maritime safety compliance

- Prior understanding of requirements
- Lack of experience
- Lack of exposure to legislation

What would make this persona be non-compliant?

- Accidental non-compliance
- Doesn't know how to
- Lack of understanding

Personal characteristics that influence compliance



Happy-Go-Lucky



Emotive Persona

This persona is internally motivated and self-focused. Likely to care about how their behaviour makes them feel. Interested in life being easy/ feeling right and cautious of negative emotions (don't want to feel stressed or guilty).

Bio

Older, white, male.
 Married, kids and grand kids.
 Small committee, simple lifestyle, not extravagant.
 Low LLN (learning, literacy and numeracy) and very low computer literacy.



Motivators for maritime safety compliance

- Avoiding fines and punishment
- Personal safety ("gut feeling" approach to safety not via reading regulations)
- Insurance benefits



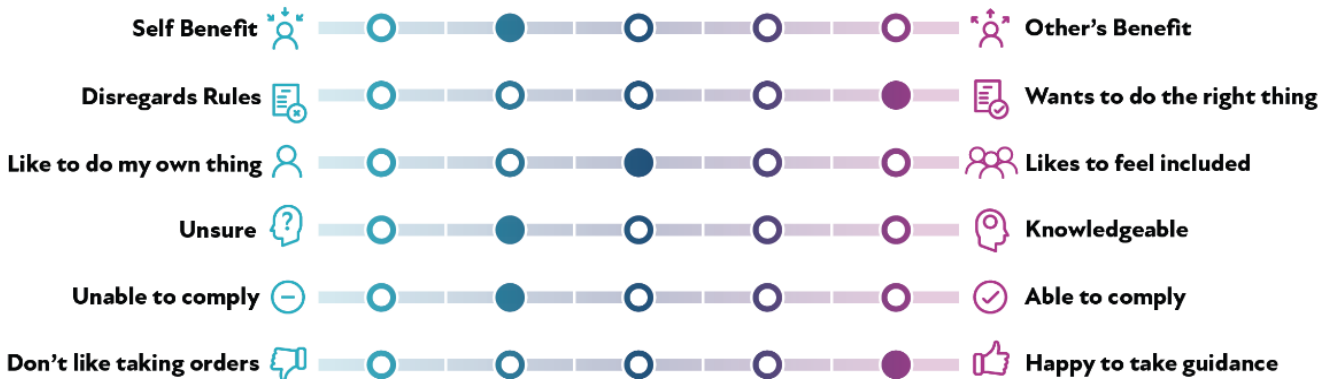
Barriers to maritime safety compliance

- No industry representative to go to for help
- LLN and computer access
- Financial = time, effort, ext. help

What would make this persona be non-compliant?

- Lack of knowledge and support when needed
- Don't look for compliance info, don't know - ostrich
- Tradition

Personal characteristics that influence compliance



Everyone's Mate



Social Persona

This persona is externally motivated and other-focused. Likely to care about appearances and being 'part of the team'. Likely to be interested in public recognition but wary of public 'shame' and being viewed negatively by friends, family and colleagues.

Bio

~35-40 years old, male, married (young family).
Lifestyle/occupation: Project based, varying with occupational requirements, fly in/out



Motivators for maritime safety compliance

- Desire and responsibility for self and others to come home safe
- Consideration for the safety of others on board



Barriers to maritime safety compliance

- Understanding the rules
- Poor company culture
- History of low detection "never been caught before"

What would make this persona be non-compliant?

- Unsure of requirements
- Cultural aspect
- Doesn't know where to find guidance

Personal characteristics that influence compliance

