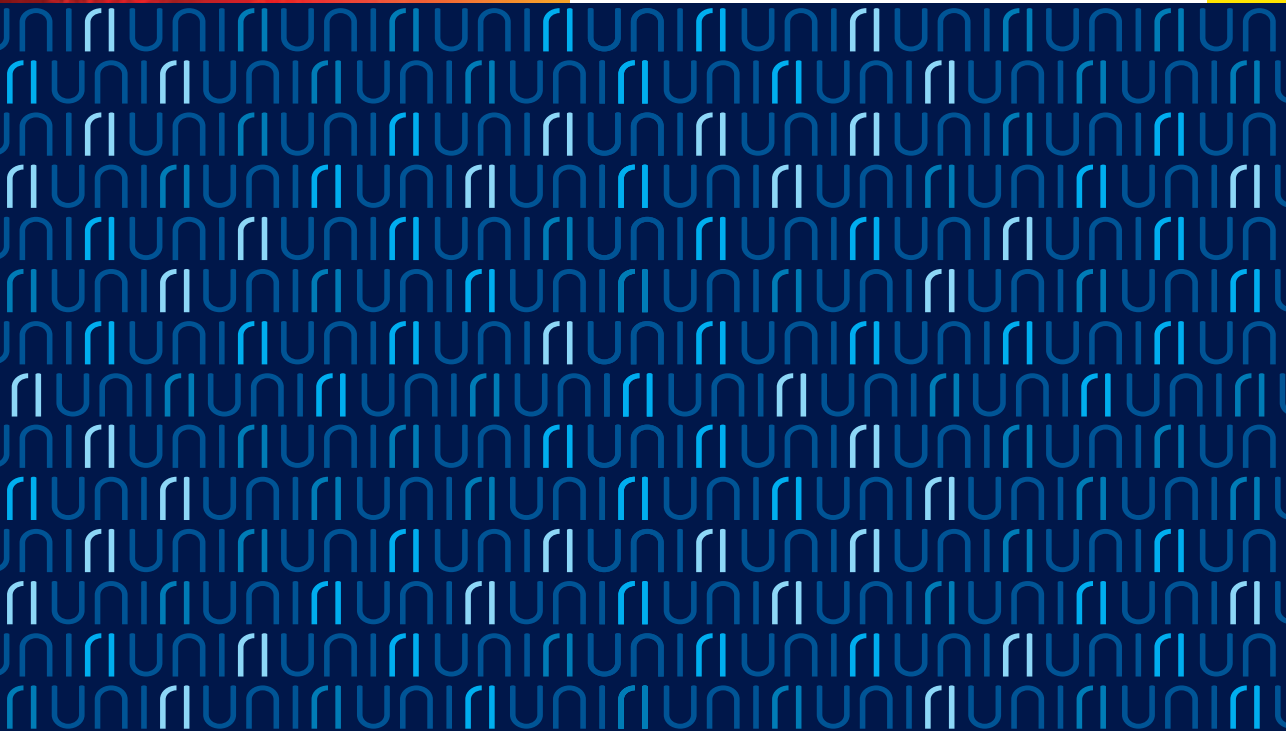




Saša Drezgić
Alen Host
Marko Tomljanović
Saša Žiković

DEALING WITH UNCERTAINTY



Saša Drezgić
Alen Host
Marko Tomljanović
Saša Žiković

DEALING WITH UNCERTAINTY

Publisher

University of Rijeka, Faculty of Economics and Business

Editors

Saša Drezgic

Alen Host

Marko Tomljanović

Saša Žiković

Reviewers of Edition

Zoran Grubišić

Uroš Pintarić

Branimir Skoko

Reviewers of Papers

Alemka Šegota

Alen Jugović

Andrea Arbula Blecich

Antonija Petrić

Bora Aktan

Borna Debelić

Božidar Kovačić

Bruno Grbac

Damir Bećirović

Daniela Sokolić

Dragana Randeković Jocić

Gorica Bošković

Helena Blažić

Helga Pavlič Skender

Hrvoje Šimović

Igor Cvečić

Igor Perko

Ivan Gržeta

Ivona Huđek

Jelena Jardas Antičić

Josip Čičak

Kristina Črnjar

Lukasz Ardent

Maja Klun

Marco Urso

Marina Perić Kalješ

Martina Briš Alić

Milan Deskar Škrbić

Mirna Leko Šimić

Mislav Ante Omazić

Monika Hajdas

Nada Denona Bogović

Nikolina Dukić Samaržija

Polychronidou Persefoni

Valentina Prevolnik Rupel

Paolo Raineri

Sanja Grbić

Saša Čegar

Slađana Benković

Srdjan Redžepagić

Tatjana Stevanović
Uroš Kramar
Veljko Dmitrović
Veljko Jeremić
Veljko Mijušković
Vesna Damnjanović
Viktorija Haubrich
Zoran Ježić
Zoran Šikmanović

Proofreader

Kristina Kaštelan

Graphic Design:

Grafika Helvetica for the Center for Electronic Publishing (CEN)

First Edition (2024)

100 copies

ISBN 978-953-7813-89-5 (hard copy)

ISBN 978-953-7813-90-1 (PDF)

A CIP catalogue record for this book is available from the University of Rijeka Library under the number 150707056.

In compliance with the act issued by the Senate of the University of Rijeka (Class: 007-01/24-03/02, Registration number: 2170-137-01-24-45, on 20th February 2024). This book is published as a part of the University of Rijeka edition.

The University of Rijeka covers the cost of this electronic publication carried out by the Center for Electronic Publishing (CEN).

INTERNATIONAL SCIENTIFIC CONFERENCE „DEALING WITH UNCERTAINTY-ECONOMICS OF DIGITAL TRANSFORMATIONS“: June 23- 25, 2022 – Rijeka – Opatija- Republic of Croatia

Organizer:

University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Partners:

Cleveland State University, Maxine Goodman Levin College of Urban Affairs, Cleveland, USA

Universite Cote d'Azur, Balkan Institute of Science and Innovation, Nice, France

University of Antwerp, Faculty of Applied Economics (TEW), Antwerp, Belgium

University of Belgrade, Faculty of Economics, Belgrade, Serbia

University of Coimbra, Faculty of Economics, Coimbra, Portugal

University of Ljubljana, School of Economics and Business, Ljubljana, Slovenia

University of National and World Economy (UNWE), Department of Finance, Sofia, Bulgaria

University of Sarajevo, School of Economics and Business, Sarajevo, Bosnia and Herzegovina

Ural Federal University, Graduate School of Economics and Management, Ekaterinburg, Russia

Programme Committee:

President: Saša Drezgić, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Members:

Zhanna Belyaeva, Ural Federal University, Graduate School of Economics and Management, Ekaterinburg, Russia

Vesna Buterin, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Cathy Yi-Hsuan Chen, Humboldt-Universität zu Berlin, School of Business & Economics, Berlin, Germany

Shieh Chich-Jen (Charles), College of Quantitative Economic, Huaqiao University, Xiamen, Fujian, China

Antonio Portugal Duarte, University of Coimbra, Faculty of Economics, Coimbra, Portugal

Tea Golja, Juraj Dobrila University of Pula, Faculty of Interdisciplinary, Italian and Cultural Studies, Pula, Croatia

Wolfgang Karl Härdle, Humboldt-Universität zu Berlin, Institute for Statistics und Econometrics School of Business and Economics, Berlin, Germany

Ned W. Hill, John Glenn College of Public Affairs, Columbus, Ohio, USA

Alen Host, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

David S. Hulse, University of Kentucky, Gatton College of Business and Economics, Lexington, USA

Maja Klun, University of Ljubljana, Faculty of Administration, Ljubljana, Slovenia

Kemal Kozarić, University of Sarajevo, School of Economics and Business, Sarajevo, Bosnia and Herzegovina

Iryina Lendel, Cleveland State University, Maxine Goodman Levin College of Urban Affairs, Cleveland, USA

Andrija Mihoci, Brandenburg University of Technology Economic Statistics and Econometrics, Germany

Katarina Ott, Institute of Public Finance, Zagreb, Croatia

Almir Peštek, University of Sarajevo, School of Economics and Business, Sarajevo, Bosnia and Herzegovina

Saša Randelović, University of Belgrade, Faculty of Economics, Belgrade, Serbia

Nina Begičević Ređep, University of Zagreb, Faculty of Organization and Informatics, Varaždin, Croatia

Srdjan Redzepagic, University of Nice Sophia Antipolis, Nice, France

Danijela Sokolić, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Silvia Trifonova, University of National and World Economy (UNWE), Department of Finance, Sofia, Bulgaria

Davor Vašiček, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Sunčica Vujić, University of Antwerp, Faculty of Applied Economics (TEW), Antwerp, Belgium

Saša Žiković, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Josef Windsperger, University of Vienna, Faculty of Business, Economics and Statistics, Vienna, Austria

Chen Ying, National University of Singapore, Faculty of Science, Department of Mathematics, Singapore, Singapore

Organizing Committee:

President: Marko Tomljanović, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Members:

Petra Adelajda Zaninović, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Antonija Petrić, University of Rijeka, Faculty of Economics and Business, Rijeka

Pavle Jakovac, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Diana Ježina Radovanović, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Eric Mičetić, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Ana Marija Sikirić Simčić, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

Ivan Uroda, University of Rijeka, Faculty of Economics and Business, Rijeka, Croatia

PARTNERS



Maxine Goodman Levin
College of Urban Affairs



Ural Federal
University

named after the first President
of Russia B.N.Yeltsin

UNIVERSITÉ CÔTE D'AZUR 
BALKAN INSTITUTE OF
SCIENCE AND INNOVATION

• U



C •



University of
Belgrade



UNIVERSITY OF SARAJEVO
School of Economics
and Business

foi

UNIVERSITY OF ZAGREB
FACULTY OF ORGANIZATION AND INFORMATICS
VARAŽDIN



University
of Antwerp

University of Ljubljana

SEB SCHOOL OF
ECONOMICS
AND BUSINESS



SPONSORS



Faculty of Economics and Business Rijeka
<https://www.efri.uniri.hr/en>



University of Rijeka
<http://iuri.uniri.hr/about-uniri/>



Ministry of Regional Development and
EU Funds of the Republic of Croatia
<https://razvoj.gov.hr/>



Zagreb County, Zagreb,
Republic of Croatia
<https://www.zagrebacka-zupanija.hr/>



MINISTRY OF SCIENCE
AND EDUCATION
OF THE REPUBLIC OF CROATIA

Ministry of Science and
Education of the
Republic of Croatia
<https://mzo.gov.hr/en>



University of Rijeka Foundation
http://iuri.uniri.hr/const_func/university-of-rijeka-foundation/



Embassy of the United States
Zagreb - Croatia
<https://hr.usembassy.gov/>

The Unger Foundation

<http://levin.urban.csuohio.edu/unger/>



European
Commission



European Commission, Horizon 2020 „FIN-TECH: A FINancial TECHnology training platform”,
-ICT-35-2018 CSA project

Project leader - Saša Žiković, PhD

https://www.efri.uniri.hr/en/fintech_financial_technology_financial_supervision_and_technology_compliance/1296/258

Scientific project entitled: Ulaganje u istraživanje i razvoj i konkurentnost Republike Hrvatske i zemalja Zapadnoga Balkana/ Investments in Research and Development and Competitiveness of the Republic of Croatia and the Western Balkans countries (reference number: ZP UNIRI 4/19). Funded by University of Rijeka, Rijeka, Republic of Croatia

Project leader – Marko Tomljanović, PhD

https://www.efri.uniri.hr/en/investments_in_research_and_development_and_competitiveness_of_the_republic_of_croatia_and_the_western_balkans_countries/1499/260

UNIRI 2018 Scientific Project “Smart cities in the function of development of the national economy”

Project director – Saša Drezgjić, PhD

https://www.efri.uniri.hr/en/smart_cities_in_function_of_development_of_national_economy/1306/259

Saša Drezgić
Alen Host
Marko Tomljanović
Saša Žiković

DEALING WITH UNCERTAINTY

Research monograph – First Edition

FOREWORD

The main theme of the research monograph and the Economics of Digital Transformation (EDT) conference was „Dealing with uncertainty“. As every year, our contributions covered a broad field of research in the areas of regulatory economics, industry and the European single market, entrepreneurship, local economic development, organization and innovation, digital marketing and monetary policy in the age of digital currencies. The papers published in this research monograph present the best contributions of the conference of the Faculty of Economics and Business of the University of Rijeka, which took place in Opatija, Croatia, from June 23-25, 2022 (www.edt-conference.com). During the three days of the conference, more than 70 researchers from the European region contributed with their presentations. Six sessions on different topics were organized as part of the conference program. We were also privileged to have renowned keynote speakers as well as panel discussions on technologies of public interest and smart cities and the traditional Unger funding panel. We are particularly proud of our PhD students who presented their doctoral theses in a special PhD session.

In addition, we have done our best to inform renowned scientific indexing databases about our research contribution to enable a wide dissemination of our research efforts and to increase the interest of researchers and practitioners in this growing field of research. The best papers from the conference have been selected for publication in the international journal *Proceedings of Rijeka Faculty of Economics-Journal of Economics and Business* (Vol. 40, No. 2, 2022).

Finally, we would like to express our gratitude for the great contribution of our keynote speakers Corrado Macchiarelli (Principal Economist at the National Institute of Economic and Social Research, NIESR), Gazi Salah Uddin (Linköping College), Kazi Sohag (Graduate School of Economics and Management, Ural Federal College) and Hoda Mansour (College of Business and Technology, College Business Administration, Jeddah). Additional thanks go to Nicholas Zingale (Cleveland State University) and Alberto Ferraris (College of Turin) who served as keynote speakers and panelists for the Technologies in the Public Interest and Smart Cities panel. Special thanks to panelists Cameron LeMack (Cleveland State University), Julieta Matos Castano (College of Twente), Abigail Poeske (Cleveland State University), and Veljko Jeremić (College of Belgrade, Faculty of Organizational Sciences). Also, our gratitude goes to Alan F. Unger and The Unger Foundation for supporting our activities through the Unger panel and Unger program which provides generous funding for the Conference. We are very grateful to our contributors, reviewers, program and organizing committee members, partner universities and sponsors, as well as our students, who received many compliments from our guests for their knowledge, manners and hospitality.

TABLE OF CONTENT

INTRODUCTION	17
CHAPTER 1	19
<i>Jasena Torma, Nikola Motik</i> Companies and Wage Shifting due to changes in Personal Income Taxes: Empirical evidence from a Croatian Tax Reform	
CHAPTER 2	33
<i>Davor Vašiček</i> Methodological challenges of consolidating general government financial statements in Croatia	
CHAPTER 3	47
<i>Marina Čolig, Saša Drezgić</i> Reflections on the evolution of the fiscal equalization system of the Republic of Croatia	
CHAPTER 4	67
<i>Ana Pošćić, Adrijana Martinović</i> The role of EU competition law in the digital and sustainable economy	
CHAPTER 5	89
<i>Dejan Bodul, Marko Tomljanović</i> Defined duration of civil court proceedings: will this certainty be preconditions for attracting investors?	
CHAPTER 6	105
<i>Ana Babić</i> Multivariate analysis in the function of clustering in Croatian cities according to the indicators of the smart environment dimension	
CHAPTER 7	129
<i>Francesco Molinari, Hrvoje Katunar, Dragan Cisić</i> Good policy takes time. The acyclical nature of mainstreaming processes in conditions of uncertainty	
CHAPTER 8	151
<i>Rio Yusri Maulana, Mitja Decman, Mitja Durnik</i> Overview of Collaborative Digital Transformation in Indonesian Local Government	
CHAPTER 9	173
<i>Pavle Jakovac, Mario Pečarić, Tino Kusanović</i> Economy in colours: Blue Economy in the EU and the position of Croatia	
CHAPTER 10	197
<i>Antonija Srok, Petra Došenović Bonča</i> ICT-enabled healthcare and economic evaluations: a bibliometric analysis	

CHAPTER 11	219
<i>Ivana Knežević, Jasmina Dlačić, Dina Lončarić</i>	
The role of marketing communication in perception of information availability about renewable energy sources	
CHAPTER 12	237
<i>Vladimir Valentić, Saša Žiković, Alfredo Višković</i>	
Smart grid concept for electrical power system: a case of a Croatian region	
CHAPTER 13	249
<i>Dinko Đurđević, Saša Žiković</i>	
Incentivizing sustainable sewage sludge management within bioeconomy concept	
CHAPTER 14	265
<i>Višnja Smoje, Dunja Škalamera-Alilović, Mirjana Grčić Fabić</i>	
Self-employment, entrepreneurship and digitalization: A literature review	
CHAPTER 15	297
<i>Timotej Jagrič, Ana Malnar</i>	
Dealing with risk in (post)COVID-19 pandemic era; the case of Croatia	
CHAPTER 16	309
<i>Ludmila Lozova, Biruta Sloka</i>	
Construction Sector in Latvia: E-Governance General Lines and CO2 Emissions' Reduction	
CHAPTER 17	321
<i>Nenad Vretenar, Jana Katunar, Maja Kardum</i>	
Agency in Pharmaceuticals	
CHAPTER 18	337
<i>Monika Arsova, Petra Adelajda Zaninović</i>	
The analysis of the application of digital marketing in shipping companies	
CHAPTER 19	353
<i>Ivan Prudky</i>	
Sports events: dealing with uncertainty	
CHAPTER 20	373
<i>Aleksandar Erceg</i>	
Graduate students' migration behavior	
CHAPTER 21	393
<i>Marina Stanić</i>	
Push and pull factors of youth migration: The analysis of socio-economic context	
CHAPTER 22	405
<i>Julia Perić</i>	
The role of universities in migration of young people	

CHAPTER 23	423
<i>Ljerka Sedlan Kónig</i>	
Role of extracurricular activities in the subsequent mobility of Croatian university students	
CHAPTER 24	443
<i>Danijela Sokolic, Davor Mance, Iva Zdrilic</i>	
Anchoring Factors to International Youth Labor Migration	
CHAPTER 25	463
<i>Ana Štambuk, Andrea Arbula Blecich, Goran Karanović</i>	
Perceived level of competence and attitudes of university students towards migration	
CHAPTER 26	483
<i>Zoran Ježić</i>	
Students' views on migrations - why do they choose to move and what can we learn from this?	
CHAPTER 27	499
<i>Viktorija Knapić, Matia Torbarina, Lara Jelenc</i>	
Worker well-being in the post-pandemic job design	
CHAPTER 28	523
<i>Boris Zatezalo, Davor Mance</i>	
Analysis of opportunity costs of students' time	
CHAPTER 29	537
<i>Igor Cvečić, Alen Host</i>	
Digital Skills in Europe and Student Migration	

CHAPTER 18

The analysis of the application of digital marketing in shipping companies¹

Monika Arsova², Petra Adelajda Zaninović³

ABSTRACT

The opportunities offered by digital marketing are beneficial to all parties involved, both providers and users. Through various forms of digital marketing, shipping companies can grow their business and attract future employers and customers. Although the shipping industry is not always visible to customers, its services enable smooth and efficient international trade. The large amount of activity in international trade and shipping makes it necessary to take advantage of digitization, which enables direct connection and seamless communication within the supply chain. Shipping companies operate in the B2B sector. However, the question arises whether the application of digital marketing, both B2B and B2C, can be beneficial to their business. Therefore, the aim of this study is to investigate the application of digital marketing in the case of shipping companies operating in global international trade. A qualitative analysis is used as the research method to investigate the application of digital marketing in practice. The analysis is based on the case studies of five global shipping companies that use different digital marketing tools to promote their business, target customers and increase their visibility. The findings show that, as in marketing theory, digital marketing benefits companies, in this case shipping companies. Furthermore, the findings show us that most successful shipping companies build their digital marketing on social media platforms and use a B2C marketing approach that proves successful. This work contributes to the existing knowledge of digital marketing in the shipping industry, which has been underestimated

1 The work was supported by the University of Rijeka [uniri-mladi-drustv-22-59]

2 PhD, University Goce Delčev - Štip, North Macedonia, Faculty of Economics, General Mihajlo Apostolski 32, Shtip, Republic of North Macedonia. Scientific affiliation: marketing, marketing channels, logistics; +389 77667723. E-mail: monika.arsova@ugd.edu.mk.

3 PhD, Assistant Professor, University of Rijeka, Faculty of Economics and Business, Ivana Filipovića 4, 51 000 Rijeka, Croatia. Scientific affiliation: trade facilitation, international logistics, international supply chains. Phone: +385 51 355 137. E-mail: petra.adelajda.zaninovic@efri.hr.

in academic literature and practice. The promotion of shipping companies would not be possible and successful without the existence of various forms of digital marketing.

Key words: *digitalization; digital marketing; shipping industry; international trade*

JEL classification: *M160, M310, M370*

1. Introduction

Shipping companies deal with the transport of a parcel to its destination. They are working with different kinds of products, which are sold to consumer, business or government organizations. Basically, the whole process of their activities goes through three major stages: receiving the order – processing the order – fulfilling the order (Ortolani, 2022). The shipping industry provides benefits to consumers that can't get ignored. As a result, the international shipping industry is booming, largely to the ever-increasing e-commerce business. It has grown hand-in-hand with the amount of online shopping consumers are doing. Professional and experienced full-service shipping companies wear many hats. These fill gaps and act as the glue that holds the entire supply chain together (BR Williams, 2022).

According to Deccan Chronicle (2022) more than 80% of world trade relies on ocean shipping to transport goods from one port to another and from one country to another. Also, according to them the shipping industry will need about 4.5 trillion to achieve net zero-emission by 2050 and around \$500 billion by 2030. While under more ordinary circumstances the role of transportation remains somewhat invisible, new research is finding how the market for shipping services can influence trade flows, the products that countries sell abroad, and the way in which price shocks reverberate through trade (Kalouptsidi, 2021).

Digital marketing, that is, online marketing, helps the company in its promotion, communication with consumers via the Internet and other forms of digital communication, which also applies to shipping companies. Every digital presence of the company is benefit for them, and nowadays there are more and more forms for them to show themselves. Digital marketing is becoming more popular among shipping companies. More recently, shipping companies have a practice of hiring digital marketers to help develop and implement marketing strategies on social networks, websites, and other online platforms. They use social media to collect data from their clients and use it as a forum for providing improvement recommendations. This improved transparency demonstrates the company's willingness to communicate with its customers, enhancing its authority.

Although the analysis of digital marketing is very present in research, there is little literature that examines the application of digital marketing in the case of shipping companies. Considering the importance of the shipping industry from a business perspective, but also from an ecosystem sustainability perspective, it is important to communicate their business with an audience, and the best channel to do so is digital. Thus, the aim of this study is to investigate the application of digital marketing in the case of shipping companies operating in global international trade. Through the analysis of five shipping companies, i.e., the analysis of their digital presence, it can be observed how much the digital presence of the companies as well as the quality content of the digital marketing strategy help to improve the visibility, recognition of the brand as well as the connection with the end consumers, both businesses and end consumers.

The paper consists of five parts; after the introduction, the literature is reviewed. The third part explains the main advantages that shipping companies have in their existence by using digital marketing tools and strategies. The fourth part provides an overview of the methodology used in the research. The last part gives an overview of the findings obtained and their implications.

2. Literature review

Digital marketing is the process of marketing products or services to potential customers via digital channels and the internet. Digital marketing has the same goals as traditional marketing, however the only difference is the medium used to convey the marketing message. Because of the larger potential reach at affordable prices, the scope of digital marketing is quite promising with abundant opportunities in the future. Digital marketing goes beyond traditional marketing and permeates almost all business activities and is becoming more strategic (Backhtieva, 2017). Companies have the opportunity to use various digital marketing tools, such as search engine optimization (SEO), social media marketing (SMM), email marketing, search engine marketing (SEM), content creation, and more, to promote their brand to their potential consumers or to engage their customers (Shah, 2020). As Oz mentions, digital marketing has allowed brands to emerge and gain momentum faster than ever before (Oz, 2019). By using various digital marketing tools, they are able to communicate with potential and existing customers and, more importantly, increase the visibility of their brand. Thomas (2022) cites a number of benefits that digital marketing offers to businesses, from lowering advertising costs, reaching a larger audience, targeting the ideal consumer, and communicating with consumers on a daily basis. Considering all the possible digital marketing tools available to businesses, their use is imperative.

According to Salo (2022), the consumer buying experience is very important and something that companies will have to pay special attention to in the future. Therefore, digital marketing will help create this customer experience with the help of various tools.

The online presence of consumers, as with other businesses, requires that shipping companies prepare and implement a digital marketing strategy that will allow them to achieve most of the goals they have set. When preparing their digital marketing strategy, it is very important to pay attention to social media as a tool. Recently, many companies have used social media as a tool to support their marketing activities and have realised the benefits of two-way online communication (Michaelidou et al., 2011). It is important for companies to revise and change the digital marketing strategy once it has been established, i.e., to update it with the new developments in the world. (Katsikeas et al., 2020).

3. Digital Marketing techniques in shipping companies

The shipping industry is the main link between consumers and producers. Most producers of various products have an online presence, which means they apply a digital marketing strategy. As part of the digital marketing strategy, companies have a variety of techniques and tools at their disposal to achieve different goals, such as: Brand recognition and increased visibility; constant communication with consumers (consumers and companies); targeting the ideal consumers.

As mentioned earlier, there are a number of marketing techniques and tools a company can use, but the best and most useful digital marketing strategies for shipping companies have proven to be search engine optimization and social media marketing. Search engine optimization is about increasing the quality and quantity of website traffic by manipulating keywords and search terms that potential customers use. SEO-optimised websites appear as “organic” search results. An organic search result is one that ranks high because of its content and not because it is a paid advertisement (MarineSeo, 2020).

Social media marketing, the most widespread form of digital marketing, is now the norm. To make your customers feel like they know you up close, you need to share stories about your business on social media in the form of infographic videos and creatively presented static posts. The logistics and shipping industry benefits tremendously from social media platforms like LinkedIn, YouTube, and Instagram. In fact, 91% of B2B marketers distribute content on LinkedIn (Digichefs, 2022).

RealMedia Factory (2022) offers ideas for social media content that shipping companies can share on their platforms to achieve multiple goals. Some of these ideas are listed in Table 1.

Table 1: Ideas for social media content at shipping companies

IDEA (tips for realizing)
<p>1. Increase brand awareness with engaging visuals on social media</p> <ul style="list-style-type: none"> » Use high-quality images » Use motion graphics » Tell a story with your visuals » Keep your visuals simple
<p>2. Share industry news on social media platforms</p> <ul style="list-style-type: none"> » Information from webpages » Information from newspapers » Information from magazines
<p>3. Include pictures of employees in your social media platforms</p> <ul style="list-style-type: none"> » from captain » from officer » ships engineer
<p>4. Highlight company values and history</p> <ul style="list-style-type: none"> » show who you are and what you stand for » show how shipping companies achieve this
<p>5. Showcase customer testimonials</p> <ul style="list-style-type: none"> » trust is much higher when they see the real stories
<p>6. Post funny shipping memes and jokes</p> <ul style="list-style-type: none"> » memes and jokes can make followers laugh

Source: Author's elaboration

One of the biggest problems with shipping companies is that they just randomly post articles on social media sites. This should be avoided at all costs, because the lack of a social media strategy automatically means that it is impossible to measure results and attract new customers (because that is the goal in most cases). You also need to create a strategy that includes all the tasks to be done and SMART measurable goals (Cruce, 2022).

What will follow in the near future is the presence of LinkedIn as a social network, i.e., a platform where shipping companies can connect directly with consumers and especially with other companies. This platform will enable greater online communication and connectivity in the B2B sector.

4. Methodology

To examine digital marketing by shipping companies in practice, the authors follow the published literature on quality analysis in marketing. According to Branthwaite & Patterson (2011) in Crick 2020, qualitative research is better suited for topics that have not been adequately explored in the existing body of knowledge, such as those that require theory development rather than theory testing. In this article, qualitative research is used to achieve the research objective, which is to examine the application of different types of digital marketing tools in the case of shipping companies engaged in global international trade. According to Birkinshaw et al. (2011, p. 574), qualitative research, if conducted properly, “should play a critical role in understanding and capturing the complex diversity of contexts-institutional, cultural, organizational, etc. - play - to understand and capture. Qualitative research is used to gain a comprehensive and thorough understanding of specific ideas, concepts, and constructs, such as why organizations pursue their chosen strategies and how managers make decisions (Bansal & Corley, 2011; Ji et al., 2019). Ultimately, the broader management literature refers to how stakeholders-including customers, competitors, employees, management teams, supply chain partners, and governments-interact with organizations (Felzensztein et al., 2019; Crick, 2021).

The research method used is qualitative analysis to explore the application of digital marketing in practice. It is based on the case studies of five global shipping companies that use various digital marketing tools to promote their business, target customers, and increase their visibility. Case study analysis is commonly used in marketing research (Crick, 2020). The data comes from online sources, i.e., social media platforms and official websites of the studied companies. The choice and criteria for selecting the case were that the company is engaged in international trade, is involved in shipping activities, has a presence on social media, and uses digital marketing tools to engage with audiences and promote its business. Case study analysis is an appropriate research method for describing real-world processes and business models (Yin, 2014). For this research, we selected A.P. Moller Maersk, CMA CGM, Cosco, Evergreen, and MSC. In the following sections, we describe the companies and analyze their examples of digital marketing.

5. Findings and discussion

In this part of the paper are briefly introduced five studied shipping companies after which are presented the findings of their digital marketing tools and applications. A.P. Møller – Maersk is a Danish company, a part of A.P. Møller – Mærsk A/S group, a collection of companies that also included APM Terminals, Svitzer, twill by Maersk, Sealand, Hamburg Sud, Alianca, Maersk container industry, Maersk training, Maersk supply services and Maersk H2S safety services. Maersk is a global leader in shipping services. It is an integrated container logistics company with an aim to connect and simplify its customers' supply chains. Maersk operates in 130 countries and employs approximately 70,000 people. The company offers end-to-end supply chain







solutions for their clients. It heavily relies on digital technologies and digital marketing to promote their products but also the industry, awareness, environmental concerns etc. It is a leading shipping company that embraces decarbonized shipping and serves as a role model in contemporary business.

CMA CGM S.A. is a French container transportation and shipping company. The company offers a range of containers such as reefer containers, multipurpose containers, standardized containers, oversized cargo and refrigerated containers. CMA CGM also offers intermodal and logistics services. CMA CGM operates in Europe, Asia Pacific, Middle East, North America, Oceania, Mediterranean and Africa. CMA CGM is headquartered in Marseille, France. The company employs 155,000 people and had revenues of \$74.5 billion in 2022. CMA CGM relies on digital technologies and promotes digital solutions in business and uses websites and social media presence to promote its business, its industry, and its strong human and entrepreneurial values: Initiative, Boldness, Integrity and Imagination (CMA CGM, 2023). China Ocean Shipping Company, Limited, is one of the major holding companies for COSCO Shipping, one of the world's largest shipping companies. It operates worldwide but is headquartered in Beijing (Cosco 2023). Mediterranean Shipping Company (MSC) is also one of the leading companies in container transportation and provides various transportation and logistics services. It has a long history of over 300 years. The company is headquartered in Geneva, Switzerland, but operates all over the world. The company employs over 30,000 people (MSC, 2023).

Ocean Network Express (ONE) Holdings, Ltd. is a Japanese container transportation and shipping company founded in 2017. The company employs 14,000 people. Behind the name ONE is a corporate philosophy, namely, to face every challenge together with its customers and partners as ONE to find and offer optimal solutions. And they will work with the world as ONE and continue to unite countries and regions through our activities, because the power of ONE drives them. Company ONE operates in Europe, Africa, North America, Latin America, East Asia, South Asia and Oceania (ONE, 2023).

All of the above companies are focused on business (B2B), so is their digital marketing. They all have contemporary websites that include company profiles, mission, vision, organizational structure and the services they offer, as well as sections with important social issues such as sustainability and decarbonization. All companies have a social media presence, namely on Facebook, Instagram, Twitter, LinkedIn, and YouTube (Table 2), but the number of their followers/subscribers varies, as can be seen in Figure 1 and Figure 2. It is obvious that A.P. Møller - Maersk leads in the number of followers, subscribers and posts. However, it is not only the quantity that matters, but also the content of A.P. Møller - Maersk's social media, which shows the company's philosophy towards a sustainable, inclusive, digital and decarbonized future. Among all the companies studied, it can be said that A.P. Møller - Maersk is a role model in terms of digital marketing strategy for a shipping company and beyond. Therefore, in the following part, we mainly focus on A.P. Møller - Maersk's digital marketing.

Table 2: The usage of internet and social media platform

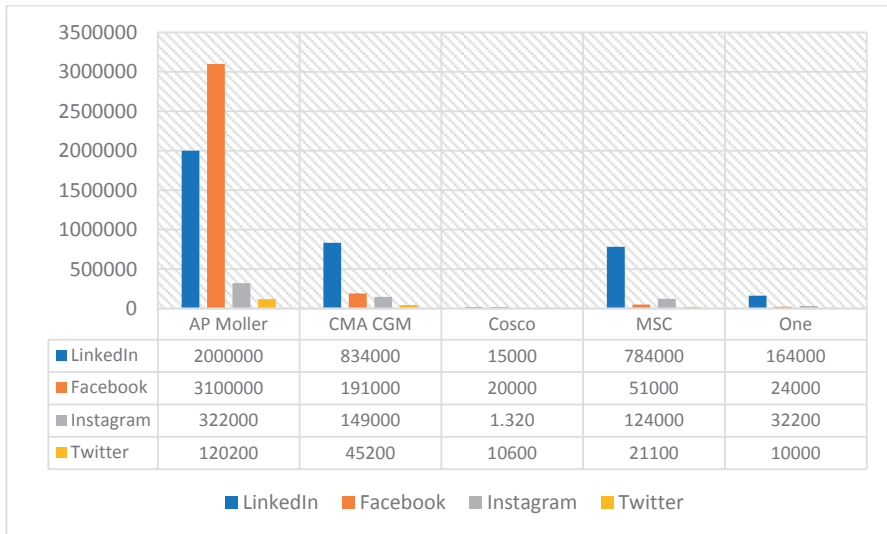
	AP Moller	CMA CGM	Cosco	MSC	One
Web page 	Yes	Yes	Yes	Yes	Yes
LinkedIn 	Yes	Yes	Yes	Yes	Yes
Facebook 	Yes	Yes	Yes	Yes	Yes
Instagram 	Yes	Yes	Yes	Yes	Yes
Twitter 	Yes	Yes	Yes	Yes	Yes
YouTube 	Yes	Yes	Yes	Yes	Yes

Source: Author's elaboration

A.P. Møller – Maersk digital marketing strategy is mainly oriented towards business (B2B).

Traditionally, social media has been more widely and frequently used by business-to-consumer (B2C) companies than by business-to-business (B2B) companies. B2C online communities usually emerge to promote brands for products or services. Some B2C communities allow customers to interact with each other to achieve a goal, improve a skill, etc. But with the increasing importance of social media, B2B online communities have begun to grow. Such communities can be professional networks that contain content and opportunities for collaboration around a shared business experience. B2B social media users and followers include corporate employees, customers, industry professionals, and other general consumers (Katona & Sarvary, 2014).

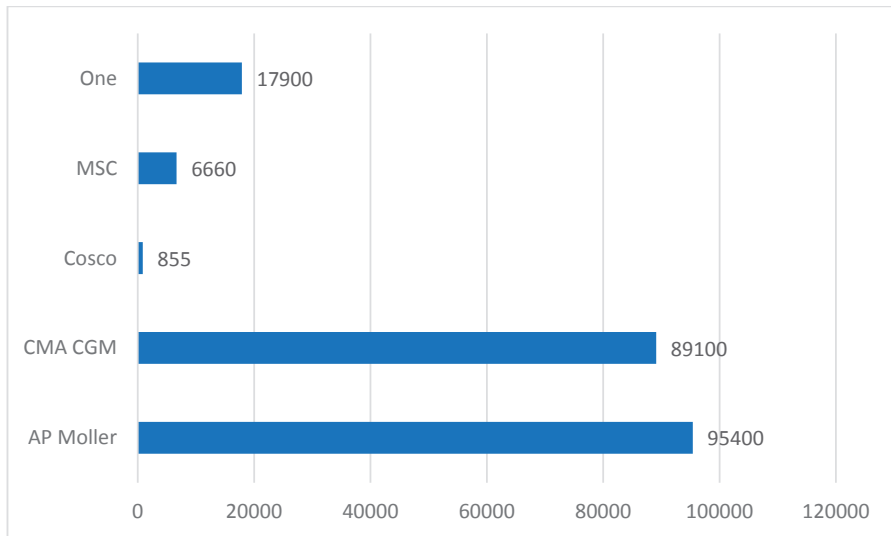
Figure 1: Number of followers on social media up till April 2023



Source: Author's elaboration

In 2011, A.P. Moller Maersk began experimenting with the use of social media to see if its customers would interact with them in the same way they would in the business-to-customer (B2C) industry. Now B2B companies have joined social media platforms, even though they are disconnected from their customers. Maersk launched a social media campaign focused on the company's authenticity, led by Jonathan Wichmann who was the Maersk head of social media at that time. He began with spontaneous Facebook posts with photos and stories, and eventually responded to engagement from his followers with polls and audience contributions. While the initial support came mainly from a niche group of shipping enthusiasts, experts and employees, the company's Facebook presence grew to 400,000 likes within eleven months. Wichmann's campaign eventually earned the company European Digital Communications Awards in both 2012 and 2013, among other prestigious recognitions (Dastur, 2016).

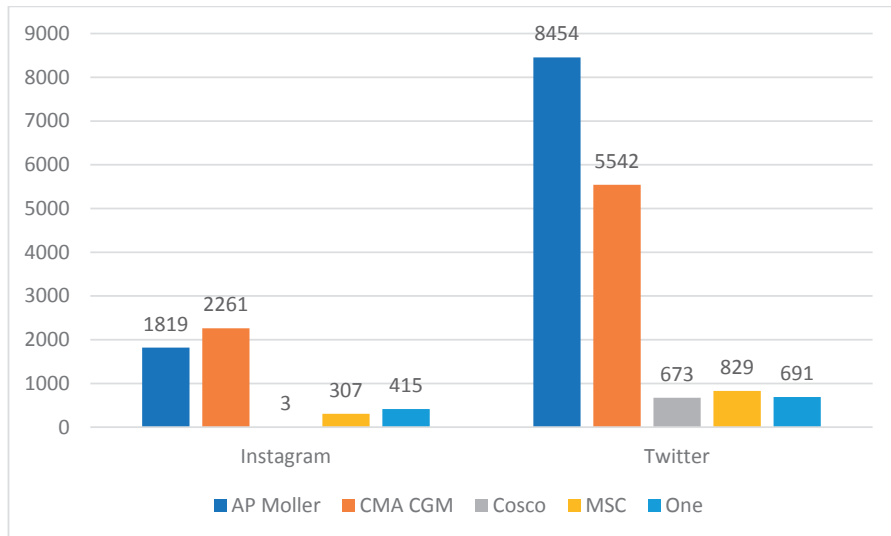
Figure 2: Number of YouTube subscribers up till April 2023.



Source: Author's elaboration

Maersk wanted to test its social media strategy and see if customers would respond to it the same way they would to a B2C company. Maersk Line's goals included increasing brand awareness, gaining customer insights into the market, reaching out to customers, and increasing employee satisfaction. Using a Facebook campaign focused on stories from the company, they were able to attract 150 unique leads. By giving away a free eBook about the company's antifreeze services, they managed to get more leads. Whether by commenting on posts for its 1.15 million fans at that point on Facebook or tweeting with the tag #maersk to over 12,000 followers on Twitter at the time, Maersk was on the right track with its tailored strategies for each social media platform (Dastur, 2016).

Figure 3: Number of Instagram posts and Tweets up till April 2023.



Source: Author's elaboration

The Maersk, i.e., Wichmann's social media strategy was the opposite of other big companies which are oriented more top-down, because they build up a business case, get it signed off by management, outsource the actual work to agencies, plan their posts weeks ahead, and get them approved by legal, et cetera. Wichmann took a more explorative approach and focused on getting the culture and the organization onboard which resulted in a broad presence in social media across more than ten platforms.

Maersk uses each digital platform differently, namely Facebook, Instagram and YouTube to engage with its followers in a visual and entertaining way, Twitter as a news channel and LinkedIn as a platform to reach its customers (Katona & Sarvary, 2014).

Maersk rejected the idea of using social media exclusively for lead generation or customer acquisition. Instead, the brand focused on offering intriguing and relevant material in the form of powerful stories. Maersk's Facebook followers include non-governmental organizations, employees, potential employees, competitors, suppliers, regulators and a large number of shipping professionals and enthusiasts. For the 7,000 seafarers among Maersk Line's 25,000 employees, Facebook has become an important platform for communicating with colleagues and family and keeping up with company activities. The Maersk crew posts a large number of photos of their daily work at sea.

Digital marketing at A.P. Moller Maersk is led by regional marketing managers. According to the job description (A.P. Moller Maersk, 2022), the Digital Marketing Manager's main responsibilities are to build and successfully execute innovative and effective marketing programs to increase awareness,

attention, conversion, lead generation and growth. Marketing manager plan, develop and implement multi-channel marketing campaigns, events and nurture programs primarily targeting the SME segment and personas. The marketing manager also measures campaign performance by monitoring and tracking campaign results using analytics and reporting tools. Their digital marketing is data-driven, optimizing campaigns based on customer interactions and needs, and summarizing campaign results succinctly for business and marketing leaders. Maersk has established a Maersk Line Social Homebase on social media, where articles and stories about the company are published in a less official form (Katona & Sarvary, 2014).

For B2B organizations, a campaign may seem rather irrelevant to the general audience, especially considering how distant the consumer is from the company's activities. However, it has become a necessity to capture the critical increase in connectivity that comes from cultivating influence in consumer campaigns. As information spreads and ethics evolve, companies seeking a positive public reputation must seek to promote transparency and engagement. Social media humanized the Maersk brand. Although the benefits of social media in terms of long-term growth for B2B companies are still unclear, communication remains important, and the investment far outweighs the low cost. Other B2B companies should follow Maersk's lead if they are not already doing so (Dong, 2015).

5. Conclusion

The importance of digital marketing in today's living conditions is enormous and invaluable. It helps any business to access consumers more easily, save money, measure its results on a daily basis and, of course, achieve greater success. The contribution that each of the digital marketing tools makes to the company's marketing strategies helps it evolve into a successful business. If we consider the findings of the study of five examinee shipping companies, we can conclude that digital marketing, in particular, had a significant impact on the creation of their success stories. The success of the companies is due to a number of factors, one of which is digital marketing. With this modern marketing strategy, the companies manage to reach audiences all over the world and, of course, facilitate their way of working. It can be concluded that the use and application of digital marketing tools helps them to achieve good results and strengthen their brands. Special attention is being paid to social media as one of the many digital marketing tools that shipping companies can use. In this regard, the opportunities available to companies are vast and should be exploited to achieve their goals.

However, we must acknowledge that this study has its limitations, namely that the analysis is based on secondary data from the Internet. However, a more in-depth analysis would give a better insight into the role of digital marketing in the shipping industry and shed light on digital marketing from the perspective of the "customer".

This work contributes to the theory of digital marketing and shows that different digital marketing strategies can be successfully applied in different

industries, whether business-to-business or business-to-customer. Future research should conduct an in-depth analysis or mixed-methods analysis to gain a better understanding of the benefits and strengths and weaknesses of digital marketing in the shipping industry.

The conducted research aims to show how digital tools can help shipping companies in the realization of their marketing campaigns. That is, based on the analysis of a large number of researches that have been previously done and mentioned within our paper, many benefits can be seen from the use of these digital platforms.

This paper aims to show the positive implications of the use of digital tools such as Facebook, Instagram, LinkedIn, Twitter on the daily operations of shipping companies. In fact, to show the positive practices and examples of how the daily communication of this type of companies with their potential and existing customers can help them and promote their brand. Another important aspect that this paper will point out is the positive practice of how digital tools also help to increase brand awareness.

References

1. A.P Moller Maersk (2022) Available at: <<https://www.maersk.com/careers/vacancies/sp/MA-299808/jt-regional-digital-marketing-manager>> [Accessed: June 1, 2022]
2. Backhtieva, E. (2017) "B2B digital marketing strategy: a framework for assessing digital touchpoints and increasing customer loyalty based on Austrian companies from heating, ventilation and air conditioning industry", *Oeconomia Copernicana*, 8(3), 463–478. Doi: 10.24136/oc.v8i3.29
3. Bansal, P., & Corley, K. G. (2011) "From the editors: The coming of age for qualitative research: Embracing the diversity of qualitative methods", *Academy of Management Journal*, vol. 54, no. 2, pp. 233–237. Doi: <https://doi.org/10.5465/amj.2011.60262792>
4. Birkinshaw, J., Brannen, M. K., & Tung, R. L. (2011) "From a distance and generalizable to up close and grounded: Reclaiming a place for qualitative methods in international business research", *Journal of International Business Studies*, vol. 42, no. 5, pp. 573–581. Doi: <https://doi.org/10.1057/jibs.2011.19>
5. Branthwaite, A., & Patterson, S. (2011) "The power of qualitative research in the era of social media", *Qualitative Market Research: An International Journal*, vol. 14, no. 4, pp. 430–440. Doi: <https://doi.org/10.1108/%2013522751111163245>
6. BR Williams (2022) 5 Services provided by shipping companies. Available at: <https://www.brwilliams.com/blog/what-shipping-companies-do/> [Accessed on: 10 May, 2023]

7. CMA CGM (2023) "Mission and Values". Available at: <<https://www.cmacgm-group.com/en/group-and-vision/mission-and-values>> [Accessed: April 28, 2023]
8. Crick, J.M. (2020) "Qualitative research in marketing: what can academics do better?", *Journal of Strategic Marketing*, Vol. 29, No. 5, pp. 1-40. DOI: <https://doi.org/10.1080/0965254X.2020.1743738>
9. Crick, J. M. (2021) "The dimensionality of the market orientation construct", *Journal of Strategic Marketing*, vol. 29, no. 4, pp. 281-300. Doi: <https://doi.org/10.1080/0965254X.2019.1677747>.
10. Cosco (2023) Available at: <<https://lines.coscoshipping.com/home/>> [Accessed: April 28, 2023]
11. Cruce, A. (2022) 5 Effective social media tips for the shipping industry. Available at: <https://www.businessbusinessbusiness.com.au/5-effective-social-media-tips-for-the-shipping-industry/> [Accessed on: 9 May, 2023]
12. Dastur, Z (2016) Available at: <<https://lucep.com/blog/case-studies-digital-marketing-strategies-of-b2b-powerhouses-like-maersk-pixar-and-fisher-tank>> [Accessed: June 1, 2022]
13. Deccan Chronicle (2022) Shipping business benefits and statistics. Available at: <https://www.deccanchronicle.com/in-focus/130122/shipping-business-benefits-and-statistics.html> [Accessed on: May 12, 2023]
14. Digichefs (2022) Best digital marketing strategies for shipping & logistics industry. Available at: <https://digichefs.com/best-digital-marketing-strategies-for-shipping-logistics-industry/> [Accessed on: 8 May, 2023]
15. Dong, L. (2015) "Maersk: The Value of Social Media", *California Management Review*. Available at: <<https://cmr.berkeley.edu/assets/documents/pdf/2015-10-maersk.pdf>> [Accessed: June 1, 2022]
16. Felzensztein, C., Deans, K. R., & Dana, L.-P. (2019) "Small firms in regional clusters: Local networks and internationalization in the Southern Hemisphere", *Journal of Small Business Management*, vol. 57, no. 2, pp. 496–516. Doi: <https://doi.org/10.1111/jsbm.v57.2>
17. Ji, J., Plakoyiannaki, E., Dimitratos, P., & Chen, S. (2019) "The qualitative case research in international entrepreneurship: A state of the art and analysis", *International Marketing Review*, vol. 36, no. 1, pp. 164–187. Doi: <https://doi.org/10.1108/IMR-02-2017-0052>
18. Kalouptsidi, M. (2021) The role of shipping in world trade. Available at: <https://econofact.org/the-role-of-shipping-in-world-trade> [Accessed on: 10 May, 2023]
19. Katona, Z. & Sarvary, M. (2014) "Maersk Line: B2B Social Media - It's Communication, not Marketing", *Berkeley-Haas Case Series*, Vol. 56, No. 3, pp. 142 – 156.