

MARKETING REPORT



INOVM0014: Enterprise Case

*Increasing non-industrial individual
consumers for Second Life Jacket*

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Contents

02 Summary

03 SLJ's 'Servicing Strategy'

04 Market Analysis

04 Creating a market for recycling lifejackets

05 PESTEL Analysis

06 Market Segmentation

08 Understanding the consumer

08 Personas

09 Decision-making process

12 Brand

12 Finding Alignment

13 Customer relations

14 Communications Mix

16 Developing Actions

17 Bibliography

20 Appendix

Summary

This report examines Second Life Jacket's (SLJ) marketing options to **promote the influx of lifejackets** from non-industrial consumers - specifically **trained adult participants of intermediate/high-level watersports** who own lifejackets.

Since individuals are less likely to adopt green practices when price and inconvenience are high, SLJ is recommended to nudge itself to its target audience **through existing points of contact - servicing stations.**

The requirement of annual lifejacket servicing presents a crucial time and place to identify lifejackets needing disposal/recycling. Stations will cover postage costs in return for monetary and green image benefits. This will alleviate convenience and price constraints for individuals and encourage recycling.

SLJ's 'SERVICING STRATEGY'

SLJ will partner with servicing stations to create a new lifejacket collection channel in the following scheme:

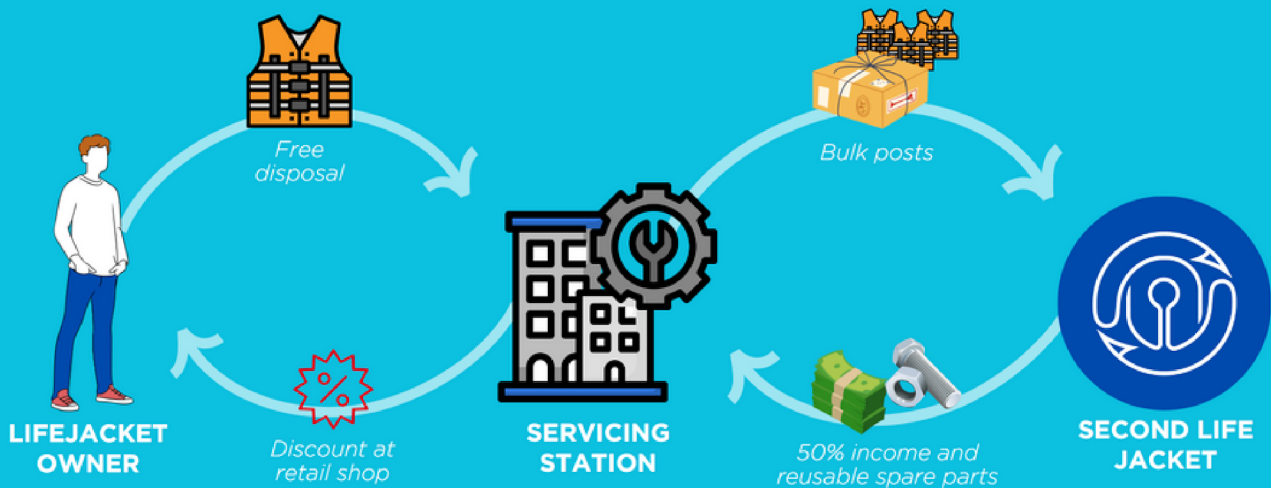


Figure 1. SLJ 'Servicing Strategy' scheme.

Upon identification of a faulty lifejacket, the servicing station will offer individuals the option to keep it, and a discount at their retail shop.

They will send SLJ the collected lifejackets in bulk (£5.50/lifejacket) in return for recycled spare parts suitable for small repairs and a 50% income from the other sold components.

*Lifejacket servicing stations:

They conduct professional inspections to ensure lifejackets will work in an emergency. Many are also manufacturers.

They examine components, test pressure and mechanisms, and replace any broken/worn parts. They certify or advise to replace it

They do not distinguish between watersport/sector, only by lifejacket approval (i.e. SOLAS). Lifejackets can be dropped in or posted.

Market Analysis

Creating a market for lifejackets

The lifejacket market has increased in sales after the COVID-19 pandemic, with a valuation of circa US\$2,5 bn in 2022 (Fact.MR, 2022), and watersports holding the biggest market share - \$395.2 million in 2021 (Allied Market Research, 2021). A growing number of lifejackets disposed to landfill creates a market opportunity from the tension between growing environmental awareness/policies and the lack of options for lifejacket recycling.

Although SLJ has no direct competitors, placing it on a competitors map aids to relate its service to its indirect competitor's value.

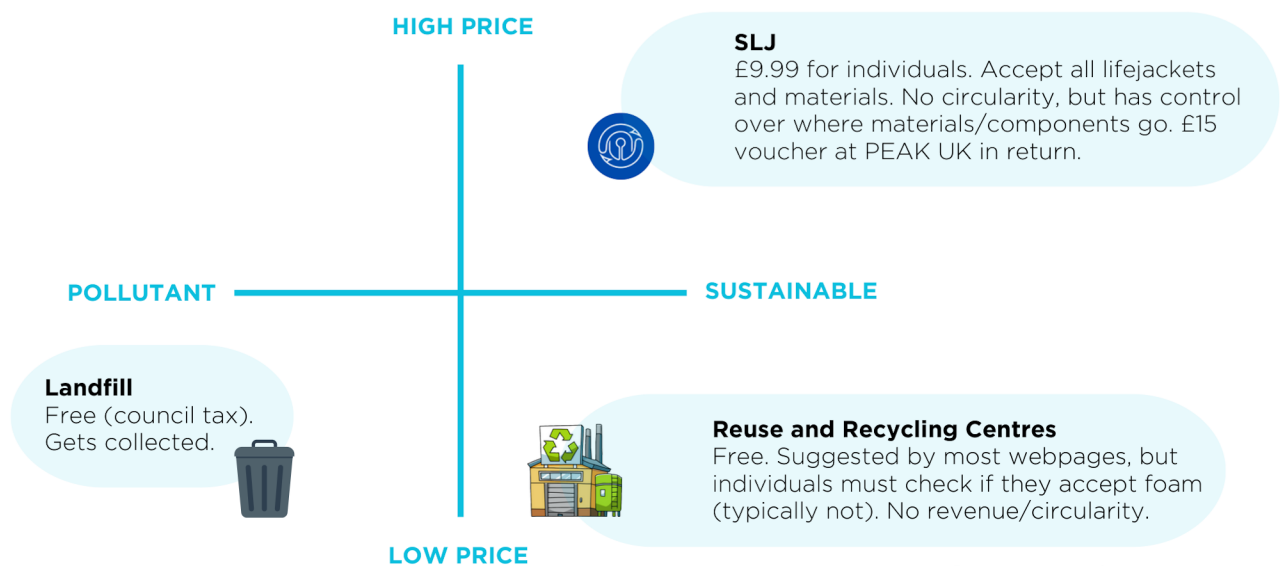


Figure 2. Brand positioning map

Whilst SLJ offers a moral-value solution, it lacks the affordability, convenience and reach of its biggest indirect competitor - landfill. Research on green home appliances adoption showed that directly emphasising environmental benefits is not a strong intervention to increase purchases (The Potential..., n.d.), since convenience and price influence stronger. SLJ's £15 voucher aims to be a monetary incentive, yet requires consumers to actively *find* and *purchase* SLJ.

'Because there is a gap between what we intend to do and what we actually do, it is generally more effective to focus, as nudging does, on changing behaviour directly, rather than simply raising awareness' (United Nations et al., 2020, p.7). To compete with landfill's convenience, SLJ must not only increase awareness but default itself through **nudge theory principles** of choice-architecture to prompt desired behaviours (Sunstein and Thaler, 2021). The 'Servicing Strategy' will **default SLJ** by placing it in the time and place where the disposal need appears.

	SLJ					LANDFILL					RECYCLING CENTRE				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Price (low=1)				●		●					●				
Easy to find/use			●			●								●	
Sustainability (high=1)	●									●		●			

Figure 3. Brand differentiation

PESTLE Analysis

A PESTLE analysis identifies key external factors to guide organisations' strategic decision-making (CIPD, 2023).

SLJ's zero waste mission aligns with the UK's population view on climate crisis., and the legal requirement to service lifejackets guarantees a key contact point with individuals with faulty lifejackets.

P

POLITICAL

- UK government's 'Net 0 Target' strategy to 'reduce by 100% greenhouse gas emissions by 2050 compared to 1990 levels' (Carver, Walker, 2023).
- The Conservative party, in government until 2025, has slowed down the implementation of green policies (Horton, 2023)

E

ECONOMIC

- Cost of living crisis, with a CPI of 6.7% higher in August 2023 than a year before (Bank of England, 2023)
- Affordability is noted as a key barrier to sustainable living for many customers (Horton, 2023).

S

SOCIAL

- 24% increase in first-time watersport participation in 2020, and a 9% increase in boat ownership in 2020 resulting from the COVID-19 pandemic (British Marine, 2023).
- High awareness of climate crisis and sustainable living - '82% of UK adults recognise their role to reduce their [environmental] impact' (Which?, 2023).

T

TECHNOLOGY

- Dismantling of lifejackets must be done manually.
- Not possible yet to create a circular economy for lifejackets, thus different revenue streams must be found.

E

ENVIRONMENT

- Climate crisis - Incineration of lifejackets contributes to CO2 emissions. Crucial to reduce watersports' environmental impact.

L

LEGAL

- Marine lifejacket manufacturers must adhere to different approvals - SOLAS, ISO, USCG or EASA.
- SOLAS and EASA lifejackets legally require annual servicing by an approved servicing station. ISO and USCG lifejacket owners must follow the manufacturer's guidelines, often recommending annual servicing (Survitec, nd).
- 30% of RNLI's serviced lifejackets would not have worked in an emergency (RYA, 2023).

Market Segmentation

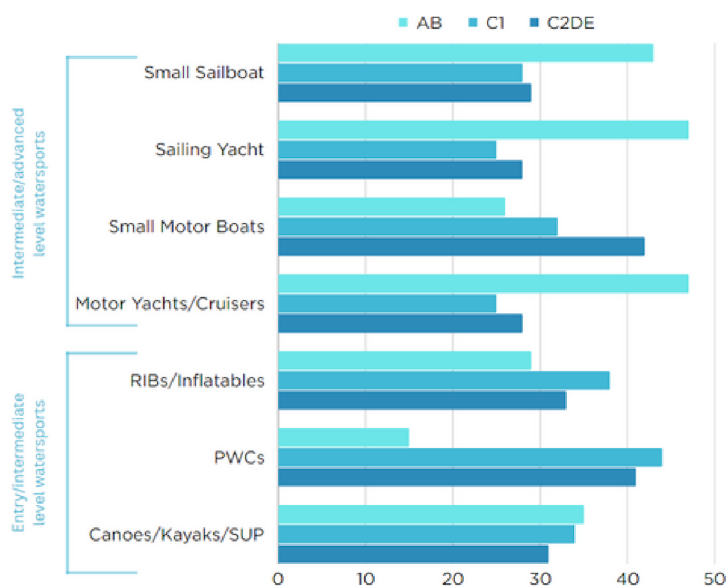
Customer segmentation identifies and differentiates customers into sectors based on profiles, to accurately target each group's needs in marketing campaigns (Tarver, 2023).

DEMOGRAPHICAL

Most participants in watersport activities are aged 16-34 (49%) (British Marine, 2022, p.14)

The AB* socioeconomic group represents the biggest percentage (circa 45%) of boat ownership for intermediate-advanced level boats (sailboats, yachts), whilst C1** represents the biggest percentage (circa 37%) of ownership for entry-intermediate level boats (paddleboard, SUPs, PWCs). Due to the predominance of AB participants in higher-risk watersports, it can be speculated that individual lifejacket owners are less affected by the economic crisis.

Figure 4. Boat ownership by Socioeconomic Group
(Source: British Marine, 2022)



*AB: higher and intermediate managerial, administrative and professional occupations.

**C1: supervisory, clerical, and junior managerial, administrative and professional occupations or full-time students.

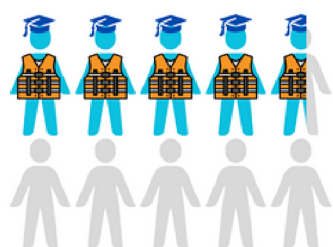
BEHAVIOURAL

Regular participants (+3 times) represented 1.9% of UK adult population in 2021 (The Nursery, 2022, p.4). Many participate through clubs and other structured forms. Restrictions after COVID-19 encouraged them to purchase their own craft (British Marine, 2022, p.9).

Casual participants (1-2 times) represented 21.6% of UK adult population in 2021. Mostly participated in activities with low barriers of entry (i.e. paddleboarding) on day hires (British Marine, 2022, p.9).

Increase from 33% in 2020 to 53% in 2021 of untrained participants (British Marine, 2022, p.22).

48% of participants in watersports always wear lifejackets or buoyancy aids, and 30% never do. (The Nursery, 2023, p.39). This might relate to training and risk levels.



Circa **50%** split of
trained participants and
participants who **always wear**
lifejackets

PSYCHOLOGICAL

49% of 16–34 year-olds always recycle compared to a 70% of 35–54 year-olds. The highest recycling barrier for the younger population is the ambiguity of what materials can be recycled (Oluwadipe, 2021). 71% of 18–24 year-olds think local authorities bear the greatest responsibility to recycle (Oluwadipe, 2021).

Signs at the beach are the preferred method for receiving safety information (39%), followed by online coastal safety information (18%) (The Nursery, 2023, p.43).

GEOGRAPHICAL

Percentage of waterports in coastal and inland waters is even for most activities - except for sailing (72% in coastal areas). (The Nursery, 2022, p.23).

In 2017, the South-West and South-East held the biggest sharehold of UK watersports participants (20% each) (Statista, 2018).

There is a lack of data on lifejacket ownership. It can be deduced that regular participants of higher-risk activities will own lifejackets. Increased lack of training/safety awareness might affect people's ownership or servicing of lifejackets, hindering lifejacket replacement/disposal. SLJ shall **target trained, regular watersports participants who own boating craft** - typically found in marine clubs and servicing their lifejackets.

Since watersport participants prefer to find information *in situ* or through trusted online sites, integrating SLJ into their journey (servicing stations) will effectively reach them rather than making them actively look for SLJ.

Understanding the consumer

Personas

WHAT DO THEY NEED TO DO?

Maintain lifejacket in good condition. Annual servicing. Replaces if servicing is not approved/lifejacket is visibly broken/expired - every 6-10 years (lifejacket's expected life)

WHAT DO THEY THINK/FEEL

Rational. Does not hassle. Goes for recommended option

WHAT DO THEY HEAR?

Sources: Marine club friends, past experiences, online information.

JAMES

Persona 1



Regular participant.
Aged 33. Group AB
Owns a sailing boat and a lifejacket.
Member of marine club. Trained.
Recycles.

WHAT DO THEY SEE?

Lack of knowledge from friends. Occasionally someone will recommend a recycling centre. No information online.

WHAT DO THEY DO

Accept friends' recommendations. Either dispose of it at a recycling centre or keep it at home without use.

PAINS: Lack of options.

The 'Servicing Strategy' will **focus on James (Persona 1)**, since they are more likely to realise their lifejacket needs replacement/checks.

WHAT DO THEY NEED TO DO?

Maintain lifejacket in good condition. Will replace if visibly broken/damaged.

WHAT DO THEY THINK/FEEL

Rational. Knows it is not the proper way to dispose of it but does not want to hassle nor personally contact recycling centres. Wants easiest option.

WHAT DO THEY HEAR?

Sources: Online search

NOAH

Persona 2



New regular participant.
Aged 24. Group C1
Minimal training. Owns a canoe and a lifejacket.
Not part of a club.
Environmentally conscious.

WHAT DO THEY SEE?

Not many options. They have to personally contact recycling centres to ask about foam.

WHAT DO THEY DO

Cannot find recycling centres around their area. Leaves outside front of the house.

PAINS: Personally looking for place to recycle. Not option available.

Decision-making process

The funnel and conversion tunnel tool identifies the different stages in a buyer's journey leading to purchase, aiding determine the right marketing tactics to increase conversion (Kirsch, 2022). This is used on James (Persona 1).

AWARENESS

Lifejacket needs disposal

CONSIDERATION

Recommendations from friends/club

Online research

RISKS

Prevailing narratives influence norms or acceptable behaviour (Oluwadipe, 2021). If people do not know about SLJ, its service will not be sought.

SLJ's website does not recommended.

ALIEVIATIONS

Nudge to change collective behaviour. Servicing stations as "recommenders".

Implement SEO and SEM to appear as top suggestions.

CONVERSION

Convenience

High convenience influences recycling rates (Oluwadipe, 2021). The more effort it requires, the less likely to recycle.

Price

Affordability is not a barrier, but the 'introduction of penalties or 'pay as you throw' may increase incidents of waste [...] to avoid paying for waste disposal' (Oluwadipe, 2021).

Benefit

Not expected to benefit from disposing, but neither to pay for it. Tension between ethical and monetary benefit.

Nudge - Solution finds them in the servicing station.

Station covers the cost.

LOYALTY

Lifejacket is already with the station and no payment is required, thus the consumer will allow them to keep it.

ADVOCACY

Good impression from ethical value, convenience, and lack of effort and payment. Will recommend.

The fact lifejackets last 6-10 years indicates that a person will scarcely dispose of them in their lifetime. Thus, efforts to constantly market SLJ to individuals would be ineffective. Nudging indicates that the time of an intervention is crucial, being most effective in moments of change (United Nations et al, 2020). Thus, working with servicing stations guarantees the biggest, concentrated time and place of contact with individually owned lifejackets needing to be disposed of, and the nudging potential. The 'Servicing Strategy' will benefit SLJ by expanding its collection channel and confronting need with solutions in situ, freeing the consumer from solution-searching and defaulting them into the scheme.

SLJ must also implement SEM and SEO to their website to increase awareness, using keywords such as "disposal" and "lifejacket".

ADDED RISK - DEPENDENCE ON SERVICING STATIONS

Why would they assume the cost?

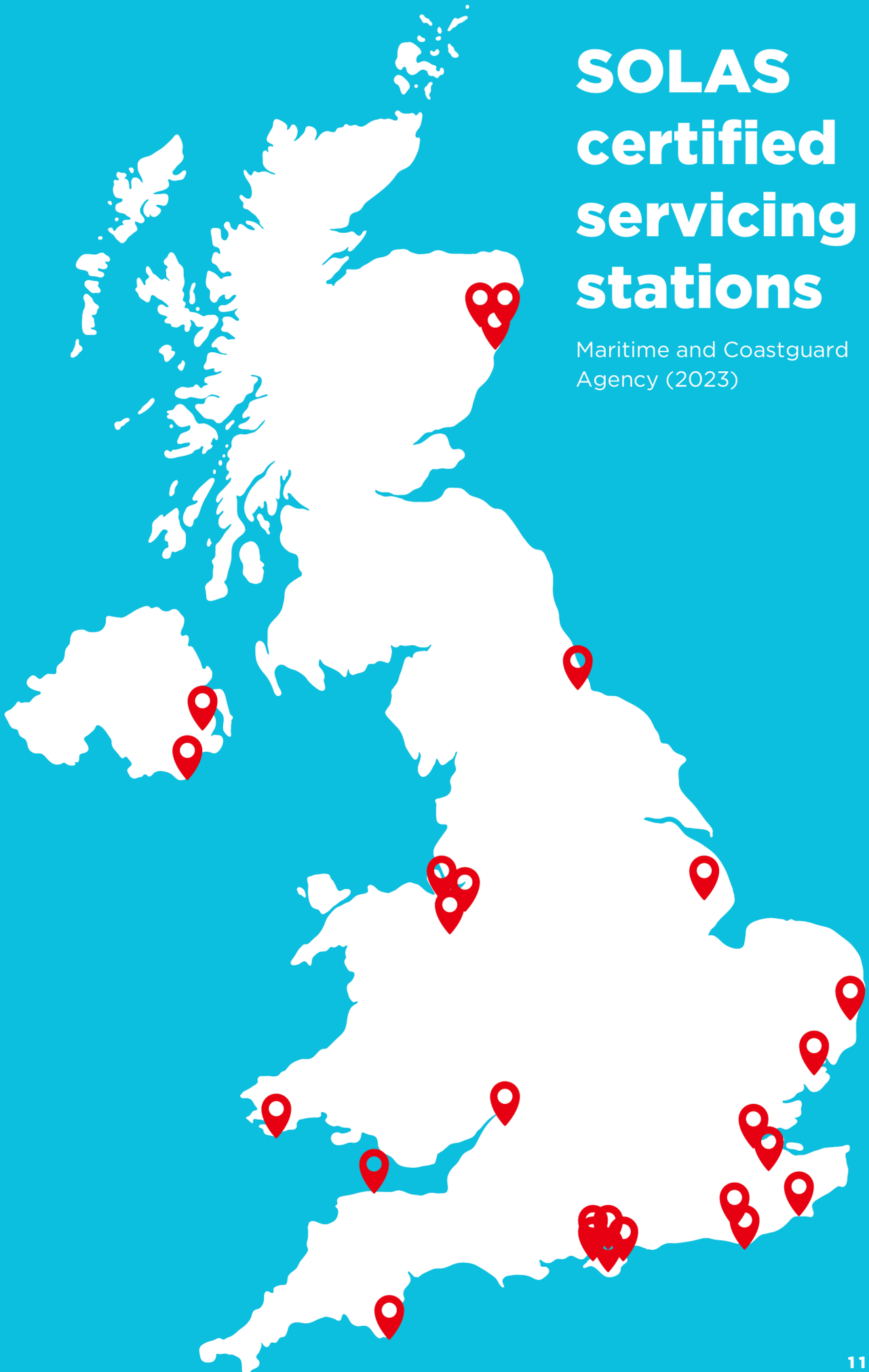
- New revenue stream
- Optimization of resources - recycled spare parts and no returning lifejackets to each owner.
- Encourage to buy replacement lifejacket from their stores
- Green image

Spare parts replacement must be from the same manufacturer

- Manual lifejacket dismantling will ensure correct tracking/allocation of brands.
- If not willing to reuse parts, these will be sold and the station will get a 50% income.

SOLAS certified servicing stations

Maritime and Coastguard
Agency (2023)



Brand

So far, the report has focused on understanding what strategy will better target individual lifejacket owners. Now, it shall focus on how to accomplish partnerships.

Finding alignment

Forwarding a mission and vision aligned with servicing stations is crucial to securing partnerships. The 'Servicing Strategy' must be presented as a value-addition opportunity rather than a burden-cost implementation.

Most stations are also manufacturers, and amongst their missions/values we find: protecting lives and educating about marine safety, innovation, specialisation, and sustainability (Ocean Safety, nd.; VIKING, n.d.; Survitec, n.d.). SLJ must emphasise these - Keller's Brand Equity Model aids to distil how clients feel about a company's service and the steps to build a strong brand (MindTools, n.d.).



Figure 5. Keller's Brand Equity applied to SLJ.

SLJ will balance its rational and emotional value by providing expertise on recycling and circularity, together with a sustainability certification enhancing the station/manufacturer's green image. By covering the recycling cost, stations/manufacturers can showcase loyalty to consumers and encourage reciprocated loyalty by buying their replacement lifejacket at their shop, especially if provided with a discount. The collaboration offers the opportunity to spread awareness about lifejacket servicing - if individuals mention they recycled their lifejackets through a servicing station, awareness about servicing may arise.

Customer Relations

ACQUISITION

'B2B purchases are motivated primarily by logic and reason' (SCORE, 2023), enhancing the quantity contractual trial period will allow stations to experience the easy incorporation of SLJ and the cost-saving benefits, besides figuring out the support/resources needed and refine the contract. The 'Servicing Strategy' outlined on Page 3 will be the proposed scheme, but SLJ must be flexible to accommodate the station's interest (i.e. if they make customers pay a proportional fee, or cannot provide a discount). This will showcase SLJ's transparency, value-addition and support throughout the station's onboarding.

RETENTION

In B2B contracts, clients seek expertise, detail, good performance and long-form content (SCORE, 2023). To retain partnerships, SLJ will provide comprehensive reports post-collection with monetary outcomes and 'O waste' certifications - validating its performance. Consistent quality and usability of spare parts, alongside progress on upcycling/circularity, will demonstrate SLJ's reliability, expertise and long-term vision. A personal and flexible approach, through regular meetings to mitigate complications and negotiate mutually beneficial terms/renewals, will foster a quality relationship enhancing loyalty.

Future opportunities

Potential to investigate the connection between "keeping your lifejacket safe and the environment safe" in a future "green-safety" campaign.

KEY PARTNERS



- Leading manufacturer
- Emphasised compromise with green strategies/processes.
- 9 servicing stations in each UK coastal area.



- Leading manufacturer
- Objective to achieve carbon neutrality by 2030.
- 5 servicing stations across UK's east, north-east and north-west coasts.

Communications Mix

The 'Servicing Strategy' communications mix will sustain SLJ's brand equity and customer relations objectives. Combining SOSTAC® (Smith, n.d.) and RACE (Chaffey, 2022) frameworks will help tackle and measure such objectives across SLJ's stages of Reach, Retain, and Engage.

REACH

The station

SLJ will initiate contact with stations/manufacturers via phone calls/emails with a partnership opportunity. Once the station manager and/or production director have been reached, a business meeting will be set (online or in-person) for SLJ to present a partnership pitch. This must be informative yet visually engaging, enhance the key role of the servicing station and forward the added revenue streams and green image benefits. The number of meetings will indicate interest; the number of signed contracts, the persuasion/conversion rate. If interest is high but the signed contracts are lesser, the presentation or scheme will need revision.



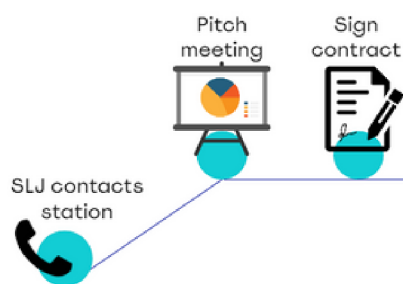
The lifejacket owner

Servicing stations will add to their Servicing Forms (completed by individuals before sending/dropping their lifejacket to servicing) and optional clause stating: "If unsuccessful, I allow [station's name] to keep and recycle my lifejacket through Second Life Jacket". This will be a call to action nudging the owner to participate in the scheme. If the clause is not ticked but their lifejacket is unapproved, the station can use the owner's contact information to offer recycling again, pushing participation. Mentioning SLJ as the recycler will increase brand awareness. The relation between identified faulty lifejackets and the number collected/sent to SLJ will measure reach.

RETAIN

To retain B2B relationships, SLJ must provide expertise, facilitate incorporation, and demonstrate value-creation. Online communication (email or call) with the station manager/production director will respond to queries/needs when necessary. Depending on workflow and each station's needs, a monthly/quarterly business check-up meeting will revise the scheme and adapt resources - showcasing SLJ's flexibility whilst qualitatively measuring satisfaction. A shared workspace for SLJ and the station will centralise reports, documents and excels detailing performance and monetary/environmental outcomes, avoiding oversaturation with tracking emails/documents. SLJ will provide a form for the station to complete when posting lifejackets, and issue a report detailing material and financial returns after recycling to demonstrate value.

REACH



Objectives:

Inform, persuade, be flexible and engaging

Speak to SLJ to aid in expertise or resources

Onboarding struggle

Income and spare parts returned

Station posts lifejacket with form

Performance report

Revision

Contract roll-on

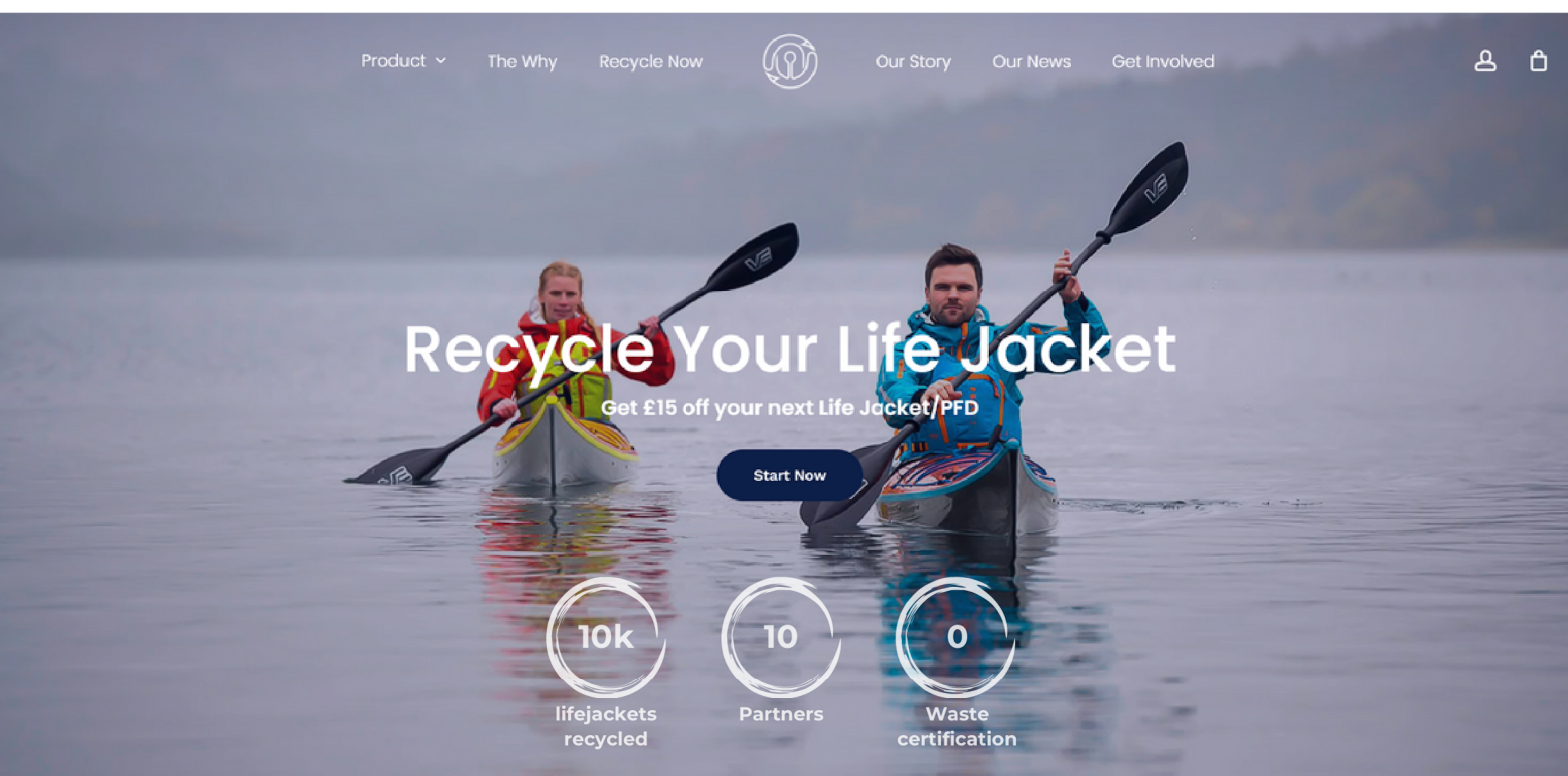
RETAIN

Objectives: Provide expertise, facilitate onboarding, and demonstrate value-creation

Figure 6. Communications throughout the customer journey.

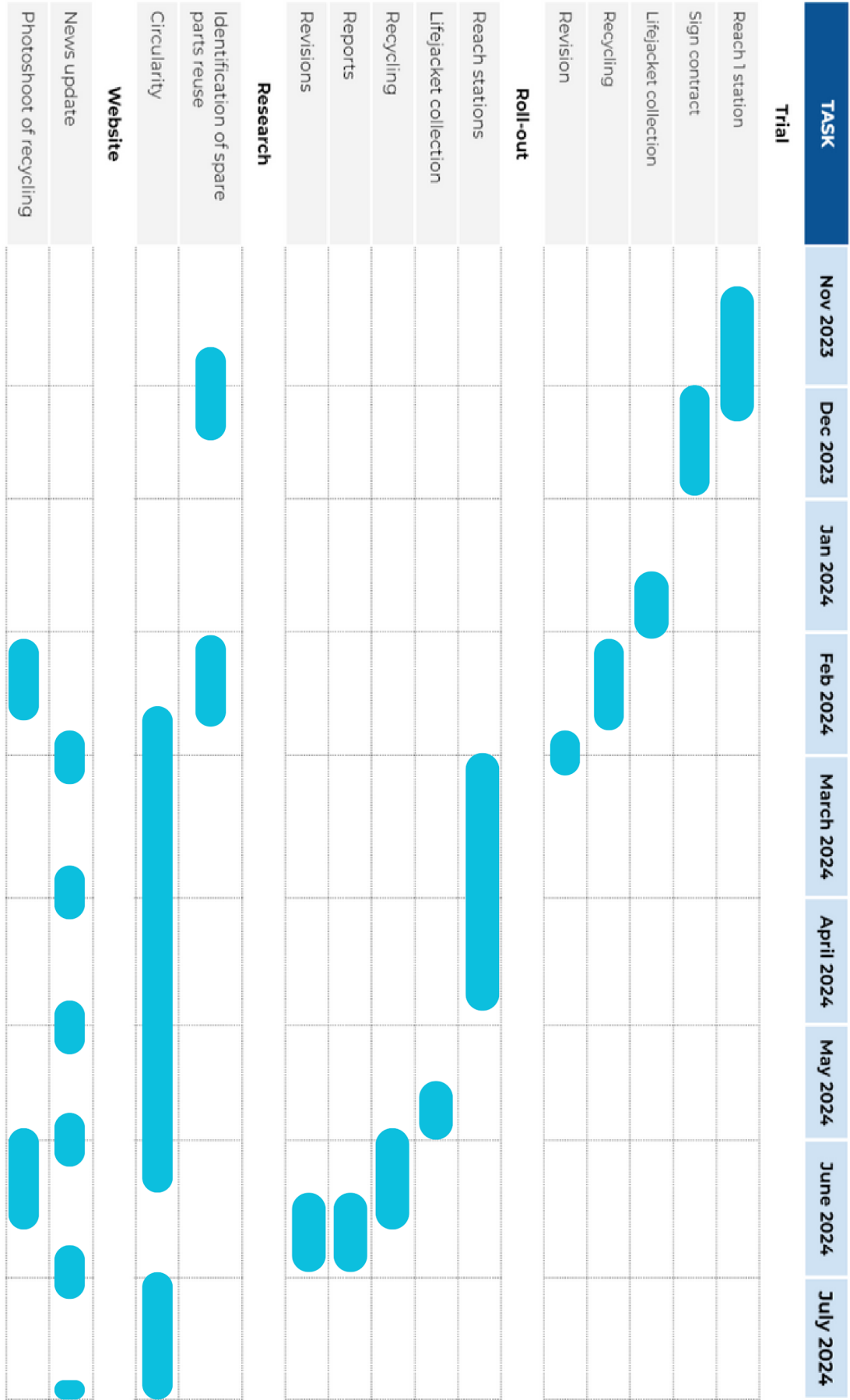
ENGAGE

SLJ's website will showcase the brand's active performance, innovation and value to potential clients. It will not be the main purchasing channel, thus traffic will not be a relevant measure - yet it will be a crucial brand identity portal. SEO and SEM strategies will place it as a top recommendation, enhancing prestige. The 'Our News' section will be updated with posts on progress towards circularity, demonstrating expertise, resources, and future-orientation. Featuring partner businesses will provide validation and scope - such businesses should also mention SLJ on their websites. SLJ's 'Home' page will include the number of recycled lifejackets to quantify performance.



Developing actions

Figure 7. Gantt Chart





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Appendix

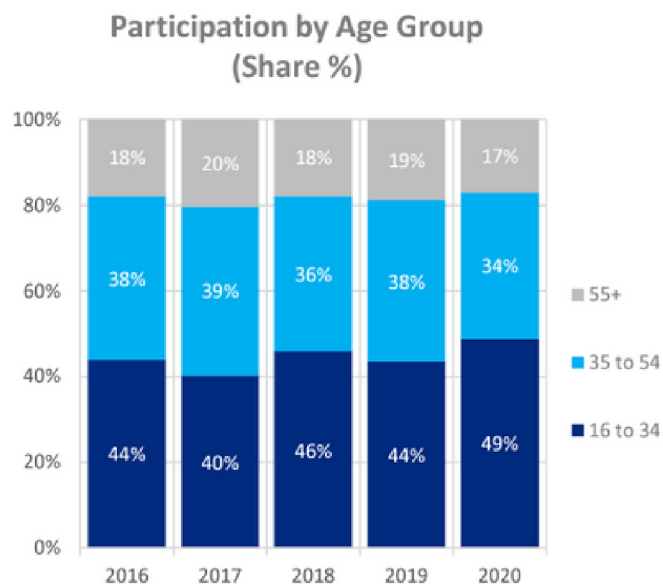
Full PESTLE Analysis

	FACT	IMPACT	RESPONSE	TIME
POLITICAL	<p>Climate Change Act 2008 - government commits to 100% reduction of greenhouse gas emissions by 2050 compared with 1990 levels (Horton and Walker, 2023)</p> <p>Conservative party at government</p>	<p>Schemes to offset an equivalent amount of greenhouse gases from atmosphere. 10 point plan for Industrial Revolution (Carver and Walker, 2023) Right-wing vision of climate-change and policies</p>	<p>Slowing down on green policies implementation (Horton, 2023))</p> <p>SLJ can seek a relationship with government to contribute to a green circular economy but unlikely due to current government</p>	Every new election/Referendum
ECONOMIC	<p>Cost of living crisis. Inflation - CPI 6.7% higher in August 2023 than a year before. Bank of England forecasts decrease to 4.9% by final quarter 2023.</p>	<p>Recovering economy but still high inflation.</p> <p>Affordability is noted as a key barrier to sustainable living for many consumers (Cite) Recycling and sustainability lead to more affordability in the long term</p>	Vouchers to incentivise recycling	Length of the business cycle
SOCIAL	<p>3.9 Million people in the UK take part in a recreational boating activity (Statista, 2023).</p> <p>Massive growth in number of people participating in recreational water sports activities since COVID-19(British Marine, 2022)</p>	<p>Increase in sale of watersports equipment, including lifejackets.</p> <p>Differing attitudes towards environment disparity</p>	Making our company easy to use (i.e. popular locations, existing channels and systems)	Slow
TECHNOLOGICAL	<p>Dismantling of lifejacket's materials/parts can only be done manually.</p> <p>At the moment, it is not possible to create a life-jacket from a life-jacket</p>	<p>Needs a dedicated personal team - labour cost.</p> <p>Unable to create circular economy at the moment - demands profit margin (charge) at disposal since no profit can be created afterwards.</p>	<p>Staff will have to be expanded in case of great influx of life jackets.</p> <p>Must find a way to incentivise businesses/individual to pay for cost, or find way of creating value at the end of the stream</p>	Immediate
ENVIRONMENTAL	<p>Climate crisis</p> <p>Dispose of life-jackets goes into landfill and incineration</p>	<p>Increase in CO2 emission contributing to climate crisis</p>	Action needed to recycle life-jackets	Immediate
LEGAL	<p>Establishment of consumer right to repair by European Green Deal</p> <p>Safety guidelines for recycling</p> <p>SOLAS LSA Code specifies rules for easy wearability of life jackets - all manufacturers have to abide</p> <p>All commercial and industrial applications require annual servicing by an accredited service agent (cite).</p> <p>EU Extended Producer Responsibility (EPR) - 'policy that extends the producer's financial and/or operational responsibility for a product to include the management of the post consumer stage' (cite)</p>	<p>Companies becoming accountable for the products they are making</p>	Offer sustainable solution to extend life of their products	Next 5/10 years

Customer Segmentation

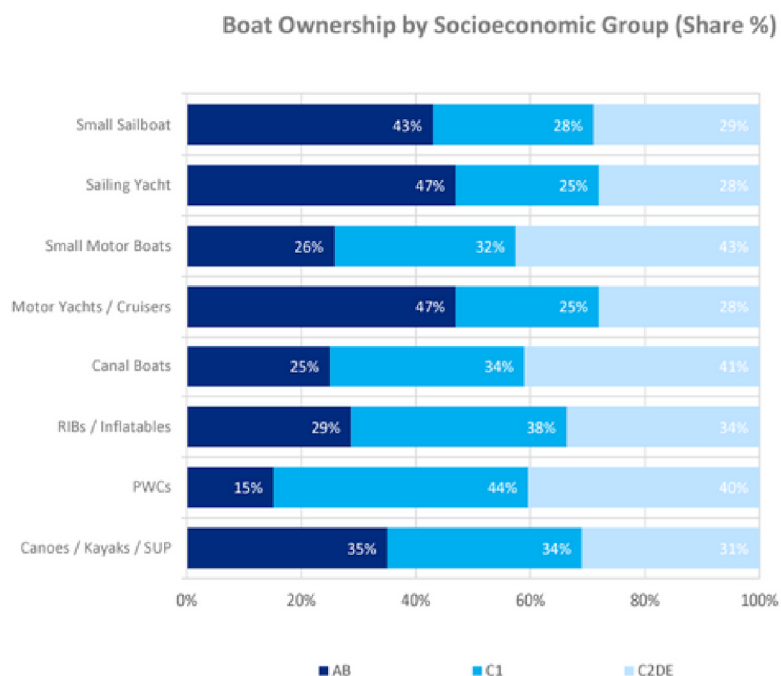
Participation by Age group

Source: British Marine (2022) *Boating & Boat Ownership in the UK, 2020-21.*



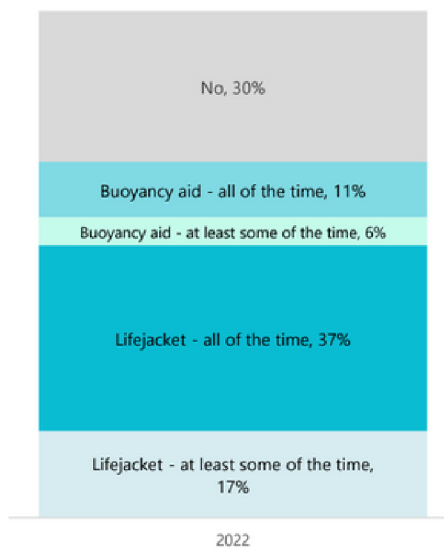
Boat Ownership by Socioeconomic Group

Source: British Marine (2022) *Boating & Boat Ownership in the UK, 2020-21.*



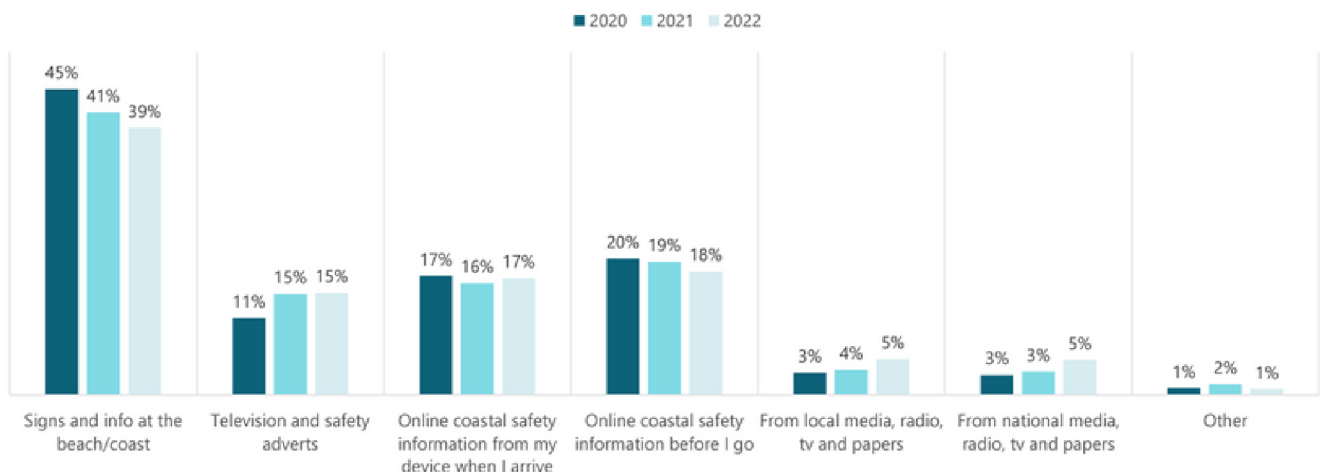
Lifejacket and buoyancy aid wearing for any activity

Source: The Nursery (2023) *Watersports Participation Survey 2022*.



Preferred source for coastal safety information

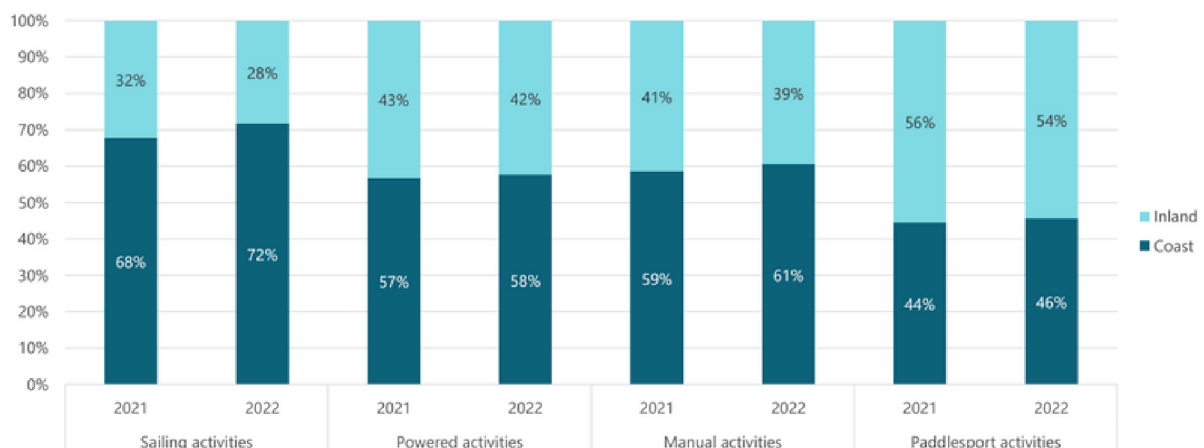
Source: The Nursery (2023) *Watersports Participation Survey 2022*.



Question: Where would you prefer to get coastal safety information?
Base: all respondents for bespoke section (2,145)
Weighting: Demographic

Location of activities

Source: The Nursery (2023) *Watersports Participation Survey 2022*.



Question: Please tell us how many times you did each activity at the coast / seaside and how many times inland. (UK Participation only)
Base: All who have done activity in past year, sizes vary
Weighting: Demographic

SOLAS certified servicing stations

Source: Maritime and Coastguard Agency (2023) 'Approved service stations for SOLAS certified inflatable life rafts, lifeboats and life jackets', GOV:UK, 27 October. Available at: <https://www.gov.uk/government/publications/approved-service-stations-for-liferafts-boats-and-life-jackets#:~:text=It's%20the%20responsibility%20of%20the,A.> (Accessed: October 26, 2023).

SERVICE STATION	ADDRESS
3Q INDUSTRIAL SUPPLIES LTD	Unit 1 Drawing Court, Gilbey Road, Grimsby, North East Lincolnshire, DN31 2TN
ADEC MARINE LTD	Unit 46, Barking Industrial Estate Park, Essex, IG11 5TJ
AMS GLOBAL GROUP	Paragon house, 59 Palmerston Road, Aberdeen, AB11 5QP
BALTIC SAFETY PRODUCTS UK LTD	7 Compass Point, Ensign Way, Hamble, Hampshire, SO31 4RA
BLUE ANCHOR FIRE AND SAFETY	Hopetown, Boyndie, Banff, AB45 2LR
C. H. MARINE (trading as Kilkeel Trawler Services KTS)	7C Loughway Business Park, Greenbank Industrial Estate, Newry, Co. Down
GIBB SAFETY & SURVIVAL	Brooklyn House, Gapton Hall Road, Great Yarmouth, NR31 ORD
HELIPPE	Kiln Lane, World Wide Way, Stallingborough, North East Lincolnshire
INTERNATIONAL LIFERAFTS LTD	Unit 9 William Court, Clayhill Industrail Estate, Neston, Chesire
LGS MARINE	Unit 38, Honeyborough Business Park, Neyland, Milford Haven, Pembrokeshire, SA73 1SE
LIFTING GEAR & SAFETY LTD	Unit 202d, Burcott Road, Avonmouth, Bristol, BS11 8AP
MARINE FIRE SAFETY LIMITED	Unit D4, Hays Bridge Business Centre, Brickhouse Lane, Godstone, Surrey, RH9 8JW
MARINE WAREHOUSE LTD	Unit 2, Fishmarket Quay, Swansea, SA1 1UP
NEXUS	Shields Ferry, Ferry Street, South Shields Tyne & Wear, NE3 1JR
NORTHUMBRIA POLICE MARINE UNIT	Viking Park, Tyne Approach, Jarrow, Tyne & Wear, NE32 3DS
NORWEST MARINE	Unit 43, Dunes Way, Wellington Employment Park, Liverpool, L5 9RJ
OCEAN SAFETY (Plympton)	Unit 6, Eastern Wood Road, Langage Business Park, Plympton, Plymouth, PL7 5ET
OCEAN SAFETY LIMITED (Aberdeen)	Unit 3 & 4 Altens Trade Park, Souterhead Road, Altens Industrial Estate, Aberdeen, AB12 3LF
OCEAN SAFETY LIMITED (Southampton)	Saxon Wharf, Lower York Street, Southampton, Hampshire, SO14 5QF
ORCADES MARINE MANAGEMENT CONSULTANTS LTD	Unit 3, Warness Park, Hatston Pier Road, Kirkwall, Orkney, KW15 1ZL
ROSS SAFETY AND SURVIVAL LTD	Gateway Drive, Gateway Business Park, Aberdeen, AB12 3GW
SEA SURVIVAL EQUIPMENT TEST CENTRE	Old Pipe Shop, Building 3/188, PP43, Guard House Road, HM Naval Base Portsmouth, PO1 3LT
SEAGO YACHTING LIMITED	Deanland Business Park, Golden Cross, East Sussex, BN27 3RP
SEASAFE SYSTEMS LIMITED	Mariners House, Mariners Way, Somerton Business Park, Cowes, PO31 8PB
SOUTH EASTERN MARINE SERVCS	South Eastern Marine Servcs, Unit 25 Olympic Business Centre, Paycocke Roar, Basildon, Essex, SS143EX
SUFFOLK MARINE SAFETY LTD	Unit 108 Claydon Business Park, Great Blakenham, Suffolk, IP6 ONL
SURVITEC - Aberdeen	Findon Shore, Findon, Aberdeen, AB12 3RL
SURVITEC - Grimsby	Kiln Lane, World Wide Way, Stallingborough, Grimsby, North East Lincolnshire, DN41 8DY
SURVITEC - Plymouth	Unit 9a, Meadow Close, Langage Industrial Estate, Plymouth, PL7 5EX
SURVITEC - Southampton	Unit 3, Central Trading Estate, SOUTHAMPTON SO14 5JP
SURVITEC DEFENCE ASSET MANAGEMENT & SAFETY (AMS)	Survitec, Unit 9a Meadow Close, Langage Industrial Estate, Plympton, Plymouth, Devon, PL7 5EX
SURVITEC Group	Kingsway, Dunmurry, Belfast, BT17 9AF
SURVITEC SERVICES UK - Birkenhead	Unit 7, 12 Quays, Morpeth Wharf, Birkenhead, CH41 1LF
SURVITEC SERVICES UK - Great Yarmouth	Unit 16, Brinell Way, Harfreys Industrial Estate. Great Yarmouth, Norfolk NR31 OLU
UNIVERSAL SAFETY	Unit 3 and 4 Midas Business Park, Coal Park Lane, Swanwick, Southampton SO31 7GW
VIKING	Unit 1A, Wilson Road, Huyton, Liverpool, L36 6AF
VIKING LIFE SAVING EQUIPMENT LTD - Norfolk	Marine Base, Breydon Road, Great Yarmouth, Norfolk, NR31 OAJ
VIKING LIFE-SAVING EQUIPMENT LIMITED	Unit 1A, Farburn Terrace, Dyce, Aberdeen, AB21 7DT
WIND FARM EQUIPMENT	Station Goods Yard, Coast Road, Mostyn, Flintshire, CH8 9LG

