INLAND WATERWAY TRANSPORT 2.0

SOCIAL MEDIA FOR MODAL SHIFT
Inland waterway transport 2.0

Social media for modal shift

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Date : December 2012

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Foreword

On behalf of Rijkswaterstaat (NL Ministry of Infrastructure and the Environment), ROOK Communicatie has conducted research into the way in which the network possibilities offered by social media can be exploited in order to realise increased inland waterway transport. Initially, a desk and field-study took place and this led to a proposal for a tool that can be used to encourage freight transport to move towards the inland waterways.

This is the English version of a study which was conducted within the Dutch inland waterways transport sector in 2011-2012. The first results of the study were presented to the Platina steering group meeting of 13 March 2012 in Vienna. Possibly the results of the study could serve as a further inspiration for various innovation to the many stakeholders in the EU IWT. By request of Rijkswaterstaat, this study has therefore been translated in the English language, disseminated and made freely available by Rijkswaterstaat. The study is available at ris.eu/library/socialmedia.

The research which is set out within this report was carried out with the intention of increasing the amount of transport that takes place on the water. This report and the underlying objectives may be disseminated under Creative Commons conditions, i.e. citing the study name, for non-commercial purposes and shared under the same conditions (“Naamsvermelding, Niet-commercieel en Gelijk Delen” (http://creativecommons.org/licenses/by-nc-sa/3.0/)).

For further information or any questions regarding the content of this report, please feel free to contact us.

ROOK Communicatie

Monique Rook
Project leader
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Management Summary

This pre-feasibility study explores several opportunities offered by social media in relation to developing inland waterway transport (IWT) in Europe. Social media allow people to share information such as profiles, knowledge, opinions, insights, experiences, tips, reviews and feelings, thus providing new opportunities for IWT to enhance integration into the various supply chains.

Social media are often regarded as a marketing tool, facilitating advanced communication between logistic parties. Social media have changed the way people interact. Besides simply functioning as a communication channel for businesses, however, social media require a certain amount of innovation on IWT’s part. The optimal use of the four or five marketing P’s (product, price, place, promotion and personnel) has expanded to include an additional requirement to become ‘social’.

Social media have become an important source of information in the orientation phase of the business–to-business selection processes. To take full advantage of this, IWT needs to become more digitally visible and available for the target group. A pro-active attitude and genuine interest in the target group is desirable in order to create a stronger business relation network.

The logistic sector is not a trendsetter in terms of the implementation of social media and IWT is no exception in this context. Market research among 249 respondents from within the inland navigation sector shows that a just over half of the respondents use social media for their business (53%). However, 79% of the respondents use social media in general. Business use of social media within sector organisations is higher than among skippers/shipping companies. This research, however, shows both quantitative and qualitative improvement potential. If IWT companies were to use social media effectively, it would benefit not only the companies themselves but also the sector as a whole.

This report puts forward a web tool in which social media plays an important role. The platform, called Link2Transport, aims to generate more inland waterway transport. It offers shippers easy access to providers of inland waterway transport. By bundling information and offered services, potential users can get an attractive insight into the possibilities of inland waterway transport. The following features are included:

- Transport planner for container transport over water and a link to platforms connecting cargo and transport space for bulk transport;
- Networking platform where shippers can contact logistic service providers easily;
- Social media integration that provides easy access to the social media accounts of the logistic service providers and, subsequently, information about the company. Direct contacts can be made or existing contacts can be reinforced.
- Review function: average score of logistic service suppliers with a click option which leads to the separate reviews of users;
- Descriptions of existing transport flows, of which inland navigation forms a part, and modal shift projects (pilots and realised modal shift projects).

In the suggested format, Link2Transport fulfils an informative, lead generating, sales and after sales function.
Introduction

On behalf of Mr. R. van Bockel of Rijkswaterstaat (NL Ministry of Infrastructure and the Environment), ROOK Communicatie has conducted research into the way in which the network possibilities offered by social media can be exploited in order to realise increased inland waterway transport.

This study came about as a result of a realisation by both the contracting party and the service provider that developments within the sphere of social media could provide advantages for the inland waterways sector. The research focuses, more specifically, on the question of whether a social media platform which concentrates on networks for the inland waterways sector could provide a positive contribution towards the desired modal shift towards the water.

The intended result of this study is to provide impetus for the realisation of a social media network for inland waterways. The intended tool must influence the decision-making process in such a way as to ensure that more freight is carried via inland waterway transport thanks to the use of social media.

Research questions related to the topic social media:
1) What is it, what can be done with it and what are the competitors doing?
2) Why would parties want to work on this?
3) Within inland waterway transport, who can do this and who wants to do it?
4) Where is it used and where could it be used?
5) When can it be implemented?
6) How do you do it and what can be implemented to ensure transport over inland waterways expands?

Research boundaries/limitations
Within this study, social media and the options, opportunities, etc. are set out with a view to business usage. The research question is defined for the inland waterways sector and the sub-questions will thus also be answered with this target group in mind.

Layout
Chapter one provides a definition of social media, positions this within the marketing mix and sets out the opportunities provided by social media for companies within the business-to-business market. This chapter also sets out the results of research into social media usage in the Dutch inland waterways sector. Chapter two sets out a proposal for a tool that uses social media and aims to encourage freight transport to take place on inland waterways. This chapter defines the tool and sets out its limitations and future expansion possibilities. Chapter three provides comprehensive answers to the research questions in the form of a conclusion. To close the report, chapter four includes supplementary research questions.
1. **Social media**

This chapter provides an answer to the following research questions:

- What is social media?
- Why would parties want to work on this?
- What can be done with this?
- Where is it used and where could it be used?
- Within inland waterway transport, who can do this and who wants to do it?
- What are the competitors doing with social media?
- When can it be implemented?

Paragraph 1.1 provides a description of social media and the usage intensity of the internet. Exactly how social media has impacted upon the rules governing successful entrepreneurship will be dealt with in paragraph 1.2. Thereafter follows an explanation of the possible use of social media in paragraph 1.3 and the actual usage of social media according to market research in paragraph 1.4. Paragraph 1.5 presents the results of research that was conducted within the Inland Waterway Transport (Binnenvaart) 2.0 project, among those within the inland waterways sector, in order to ascertain their engagement with social media. In conclusion, this chapter will set out usage of social media within the logistics sector.

### 1.1 What is social media?

#### 1.1.1 Defining social media

The term social media is used to describe online resources that people use to share information, such as profiles, knowledge, opinions, insights, experiences, tips, assessments and feelings, with one another. This information is shared in words, images and/or sounds. Social media facilitate online ‘conversations’ and interaction between people. The content of these platforms is (primarily) provided by users, without or with minimal intervention by professional editors.

Social media are provided via the internet. In order to provide a little background, paragraph 1.1.2 sets out the extent of internet usage in the Netherlands.

#### 1.1.2 Internet and web2.0

The internet is a vital resource in order to utilise social media. According to the CBS, 94% of Dutch households now have an internet connection. The Netherlands, according to the European statistics agency Eurostat, has thus been at the top of the European league table of households with an internet connection for many years (see figure 1.1). The Netherlands is closely followed by Scandinavian countries, with internet connections in 90% of their households.

The internet is being used more and more frequently. In 2005 just 68% of internet users went online daily or almost every day; this had grown to 86% by 2011. The expansion of internet usage in the Netherlands is shown in figure 1.2.

The most recent development in terms of internet usage is the expanding use of the internet via mobile devices. This must be taken into account and prioritised when building applications and websites.
New communication channels and opportunities have been created as a result of the emergence of the internet. Initially, websites and email were added; thereafter, social media were developed. Marketing opportunities for products and services have thus become much more versatile. Digital opportunities will also evolve further in the future.

Figure 1.1: Households (with at least one person aged between 16 and 74) with access to the internet, 2011

Source: Eurostat

The technology that has facilitated social media is referred to, in technical terms, as web2.0. This technology, however, offers more extensive options than just social media platforms. The term web2.0 refers to the development of the internet into an interactive medium whereby users can upload as well as download information. Web2.0 websites are not only filled with information from the owner but mainly use information from third parties (user generated content). Examples of this type of site include Wikipedia, Facebook, Hyves, Twitter, weblogs, Youtube, Netvibes, Flickr, Picasa, Last.fm, etc.

Some new possibilities with the internet that will become standard in the (near) future are based on augmented reality, or ‘added reality’. This will involve digitally enhanced images being added to real images via (primarily mobile) devices such as smart-phones. An example of this is the Glass project which is being written by BNR digitaal[14]. The QR-code given here links to a BNR article. Scan it with your smartphone to learn more about this project.
1.2 The impact of social media on marketing and entrepreneurship

Social media facilitates low-threshold contact with both private and business acquaintances. People are increasingly using platforms such as Facebook and Twitter to tell their friends/acquaintances and/or the world what they are up to. The intensive use of these platforms is a very interesting phenomenon in terms of marketing products and services.

Since the emergence of mass production, advertising has primarily involved sharing the possibilities that correspond to a product and the brand’s positive characteristics via one or more channels. This essentially involves sending a message from producer to consumer. The creation of social media and the opportunity for low-threshold contact between producers and consumers, on the one hand, and consumers and other consumers, on the other, however, means that marketing in the form of just ‘sending’ is no longer sufficient. The process of sharing experiences, wishes, opinions and viewpoints has been simplified and this has created a need for (public) dialogue and interaction on websites and platforms.

Social media, however, are more than just additional communication channels to be used by marketing specialists. The arrival of social media has changed the ‘rules’ in terms of successful entrepreneurship. Optimum implementation of the four or five marketing P’s (product, price, place, promotion and personnel) has now been joined by an extra requirement to become a ‘talkable brand’\(^{(9)}\), a ‘conversation company’\(^{(5)}\) or a ‘likable brand’\(^{(15)}\).

What forms the basis of all of these definitions is the consumer’s need for interaction about his experiences with products or services. The new ‘rules’ for successful entrepreneurship under these amended social conditions are:

- Ensure that the customers have a better experience with your product/service than with those provided by your competitor. A ‘wow’ at all customer contact moments must give rise to conversations. Managing according to customer satisfaction is on an equal footing with investing in word-of-mouth advertising. Offering a service is not a cost centre as such, it is an investment.
- The company, the communication and the action of the company must be believable. ‘Marketing speak’ is no longer tolerated and untruths are uncovered quickly. Being *honest and genuine* have thus become vital.
- Authenticity demonstrates the singularity of the brand/company. The company culture forms the basis for this. Authenticity allows consumers to build up a connection with a brand.
- Transparent and trustworthy behaviour enables companies to gain the respect of the consumer.
- Companies can set themselves up to be social as a result of stimulating and facilitating conversations, observing, actively listening, taking part in conversations and responding.
- Word-of-mouth advertising must be integrated within company processes at a strategic level. Managing conversations is becoming more important as a result of the fact that the contemporary consumer increasingly wants to get ‘his voice heard’ and is offered a growing range of options for doing so. Conversations help a company become more ‘human’ and, as a result, get closer to the customer.
- Offer customers good content in order to initiate conversations. The content shared by a company will illustrate its expertise. The underlying idea is: share little sparks in order to start big fires. Influential ambassadors can play a significant role herein. Annex 1 provides a step-by-step plan for content marketing.
• Give the market a genuine voice within company operations. The contemporary customer will help and the company ought to gratefully use this resource. An additional advantage is that research\(^{(5)}\) has shown that collaborating with customers has the most impact upon employee satisfaction and the chance that they will recommend the company to others.

• Interaction with the customer is not a short-term strategy; it is a change in company culture.

The customer’s opinion and word-of-mouth advertising thus becomes more important than ever. Enthusiastic consumers can function as ambassadors for the brand/company and promote it free of charge. Word-of-mouth advertising has always been the most effective form of advertising. It builds brands, stimulates sales and gives rise to conversations about the brand. Social media give word-of-mouth advertising an extra dimension because people’s evaluations can spread far and wide. Figure 1.3 provides a graphic representation of this phenomenon.

**Figure 1.3: Impact of word-of-mouth advertising via social media\(^{(13)}\)**

A face-to-face message.  A message via social media.

### 1.3 Possible uses of social media

‘Dialogue’ (i.e. two-way traffic) is an important aspect of social media. The use of social media can be beneficial to companies in two ways: on the one hand, the company's information flow towards the market and, on the other, the market's information flow towards the company.

**Company to market**

Social media platforms offer companies/brands the opportunity to present themselves as more ‘human’ and express what they stand for, with the support of their ambassadors. As a result, brands can get closer to the market and develop a connection with their ‘fans’.

In terms of the business-to-business context, the orientation phase is an important element of the purchase-related decision-making process. Social media, together with the corporate website and other marketing activities (such as press-releases), can be very handy for fulfilling the information need during the orientation phase, see figure 1.4. The supplier choice is influenced by the provision of consistent and relevant information, the availability of direct responses and the search for informal information. It is also
worth noting that over half of all buyers share their expertise and experience with others online and are in touch with like-minded individuals from the same branch.\(^{(2)}\)

**Figure 1.4: Online sources that are used to find information on a company, brand or Product, 2010 (USA)\(^{(2)}\)**

How can social media be used?

- Social media activities often function as pointers to the company's corporate website. (generating traffic)
- The long-term strategy of a ‘social organisation’ is market positioning. This can come about and be confirmed via the choice of a clear corporate identity and linking this into all that you do. (marketing)
- Customers must be able to identify with the brand so that the company can get closer to the market. In an ideal situation, this will be expressed in terms of a ‘we’ feeling among customers and the company/brand; this then increases the chance of word-of-mouth advertisements. (authenticity)
- Stories that occur in or around the company can support the company’s authenticity. (story telling & authenticity)
- If possible, create a domino or snowball effect via social media; a message can thus ‘go viral’. (marketing)
- Social media can serve as a driving force that demonstrates to the world that the company genuinely cares about its customers. (social)
- Take part in order to bring negative conversations about the company/brand to a close. (image-building/marketing)

Companies tend to respond better and more quickly to negative experiences via social media. The underlying reason for this is that everyone can view the exchange and a few dissatisfied individuals can rapidly turn into a group of very unhappy customers. A side-effect of this is that more and more people are voicing their opinions on social media because this elicits an effective response. All the more reason to monitor social media closely.
**Market to company**

On the other hand, social media and the increasing conversations about the product/company offer an opportunity to obtain information from the market. This market information can serve as input for innovations and product optimisation. Companies such as Starbucks, Nike, Lego and Fiat have successfully requested input from customers in order to serve the market more effectively. This is very much appreciated by the consumers.

How can social media be used in order to obtain market information?
- Potential customers can be more effectively tracked and approached using information and clues that they offer via social media. (lead generation)
- Use company ambassadors. These are people who have a very positive opinion of the company/product/brand and are happy to publicise about this spontaneous or without much encouragement. (word-of-mouth advertising and promotion)
- Co-creation and crowd-sourcing: the market is often prepared to help you come up with and/or work on product improvements. (collaboration)
- Market research into the market's wishes and requirements in relation to the product/service provided.

**Social media platform functions**

The opportunities created by social media in the business-to-business context relate to: lead generation, influence during the purchasing process, sales, marketing, communication, recruiting qualified personnel, customer service, webcare, innovation and realising a competitive edge but, primarily, strengthening the relationship with existing and potential customers. So, which social media platform is most effective to achieve our objective?

Every social media platform has its own, specific qualities. Specific platforms can be used for each company process in order to optimise the impact of the efforts made. Research in the Netherlands into the Top100 brands\(^{[12]}\) sets out the most important platforms and the most frequently used functions:
- Marketing and sales objectives: networking and Facebook in particular;
- Customer service and webcare: Twitter;
- Recruitment and HRM: LinkedIn.

LinkedIn is also very suitable for maintaining and expanding the business network. YouTube is ideal for expressing feelings and providing entertainment. Slideshare and your own weblog are also ideal for disseminating expertise. Distributing qualitative images is easy via Flickr, Panoramio (linked to Google Earth and Maps) and Picasa. Twitter lends itself to spreading news messages and generating traffic to the corporate website. For creating a bond with customers, entering into dialogue, interactivity and low-threshold customer contact, platforms such as Facebook and Hyves (younger target audience) are perfect.

You are advised to set up a social media strategy in order to approach this topic in a structured manner. The Social media cycle from MarketingMonday can be used as a ‘manual’ in this regard (see annex 2); the working model of strategic implementation for social media in annex 3 could also be useful.

**Social media within companies**

Within companies, responsibility for social media is often handed over to the marketing/communication department. It is, moreover, a task for all the employees within an organisation as everyone can use their
own networks to make a useful contribution. Social media also shares common ground with/impacts upon the execution of many corporate processes, see figure 1.5.

Figure 1.5: Social media interfaces within companies

1.4 Business use of social media in general

The first forms of social media were the chatrooms and MSN that began in 1995. The concept of blogging came about thereafter. The massively popular Facebook is actually ‘just’ eight years old (it was set up in 2004). Youtube was created in 2005 and Twitter followed suit in 2006. These platforms are increasingly interfacing with people’s day-to-day activities and many groups of people could not imagine life without them. This intensive usage makes these media extremely interesting in relation to new marketing objectives.

The Social Media Monitor from SocialEmbassy\(^{(12)}\) shows that 90% of the Dutch Top100 brands were active on social media in 2011; this figure was just 67% in 2010.

Qualitative research\(^{(5)}\) by Insites Consulting and SSI, among 1,222 senior managers in Belgium, the Netherlands, France, Germany, the USA and Britain, concluded that fewer than 50% of companies were working on the first steps towards social media. Almost one third were not working on this area at all (see figure 1.6).
The integration of social media into company processes is still in its infancy. Just 27% of companies in the Northwest European countries studied were working on integrating social media or had already integrated social media into their company processes.

The research showed that Facebook, with 61%, is the most frequently used platform. Then come Twitter (39%), LinkedIn (29%), YouTube (24%) and a corporate blog (17%). Figure 1.7 shows which platforms are used per country.

In the Netherlands, Facebook is the most frequently used platform, followed by Twitter and LinkedIn. The use of Twitter and LinkedIn in the Netherlands is significantly higher than in other research countries. Facebook is very frequently used in America. Even dentists, not traditionally a professional group with a
high ‘cuddliness’ factor, can use this platform successfully. An example is www.facebook.com/painlessdrz; 53,605 people have liked his Facebook page. If a dentist can attract so many ‘likes’, it must surely be possible for an inland waterway transporter to do the same!

Within the inland waterway sector, it is often suggested that social media is not suited or is less suited to a business-to-business (B2B) environment. This is refuted by Professor Van Belleghem. The implementation of social media is similar for the two types of company, as is clear from the data in figure 1.8.

Figure 1.8: Social media integration in company activities\(^{(5)}\)

<table>
<thead>
<tr>
<th>To what extent has your company integrated social media?</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;500</td>
</tr>
<tr>
<td>Doing nothing with social media</td>
</tr>
<tr>
<td>First small steps</td>
</tr>
<tr>
<td>Setting up/running pilot projects</td>
</tr>
<tr>
<td>Integrating social media</td>
</tr>
<tr>
<td>Social media are fully integrated</td>
</tr>
</tbody>
</table>

Research among approximately 3,800 marketing specialists\(^{(8)}\), primarily from the USA, showed that social media are not being ignored by B2B marketing experts. In 2010, 83% of B2B-marketers indicated that they were participating in social media; in 2012 this had risen to 93%. This research showed that B2B-marketeers principally use Facebook (87%), LinkedIn (87%) and Twitter (84%).

The use of the most important social media platforms varies between companies that provide services and those that supply products, see figure 1.9. Companies that provide services seem to be less active on social media. Facebook is the most important social media platform in this context.
Companies that have fully integrated social media into their company structures use an average of three social media channels/platforms. These companies seem to have more satisfied employees who are more likely to recommend the company to others\(^5\).

**Result**

What effects have companies observed as a result of working on social media? In a comprehensive study, American social media marketing experts indicated the following advantages as a result of social media marketing activities:

- Increased exposure (85%)
- Increase website visits (69%)
- Generation of leads (58%)
- Better position in terms of search engines (55%)
- Improved sales results (40%)

56\% of marketing specialists indicated that new business contacts have been found via social media.

### 1.5 Inland waterway transport sector and social media usage

At the end of 2011, market research was conducted within the Dutch inland waterways sector. Sector participants were questioned during the Europort 2011 trade fair but most of the respondents completed the digital questionnaire as a result of receiving an email from the Inland Waterway Transport Sector Union (Binnenvaart Branche Unie) or using a link on the LinkedIn group ‘De Binnenvaartgroep’. The questionnaire that was used for this research is provided in annex 4.

In total, 249 people from the inland waterway transport sector participated in the study conducted in Dutch language. 223 respondents completed the questionnaire in full. 10\% of the respondents failed to answer all of the questions.
79% of the respondents said that they used social media. Of the social media users, 67% also use social media in a business context (see figure 1.11). The ratios were different among the subgroup freight and passenger inland waterway transport companies: 43% used social media in a private context, 5% only used it for business and 52% used it for both private and business purposes. It must also be noted that many of the respondents within this subgroup did not answer this question (24 of the 146 respondents).

**Figure 1.11: Social media use within inland waterway transport**

*If you use social media, do you use it for business or private purposes?*
The platforms that are used by the questionnaire respondents from the inland waterways sector are represented in figure 1.12. LinkedIn and Twitter were more popular for business usage while Facebook, Youtube and Hyves were more prominent in terms of private use.

**Figure 1.12: Social media platforms**

If we look at the results more closely, in terms of inland waterway transporter groups, the freight transporters within the study are most likely to use Vaart.nl, followed by Twitter, LinkedIn, Vaart-forum and Facebook. Respondents that work in inland waterway transport sector organisations indicate a preference for LinkedIn, Twitter and Facebook.

The most important objectives for which the respondents use social media are (numerous answers could be given):

<table>
<thead>
<tr>
<th>All respondents</th>
<th>Freight and passenger transport over inland waterways</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networking (55%)</td>
<td>Networking (39%)</td>
</tr>
<tr>
<td>Extra communication channel (48%)</td>
<td>Extra communication channel (39%)</td>
</tr>
<tr>
<td>Expanding contact opportunities towards/with company (42%)</td>
<td>Obtaining knowledge and/or leaning from others (37%)</td>
</tr>
<tr>
<td>Obtaining knowledge and/or leaning from others (39%)</td>
<td>Expanding contact opportunities towards/with company (33%)</td>
</tr>
<tr>
<td>PR objectives (25%)</td>
<td>Search engine optimisation (17%)</td>
</tr>
<tr>
<td>Demonstrating company knowledge or expertise to others (20%)</td>
<td>No specific objective (17%)</td>
</tr>
</tbody>
</table>

As set out in §1.3, social media can be used as an information flow from company to market and from market to company but the ultimate goal should always remain effective two-way communication. So how does the inland waterway transport sector primarily use social media? To the question about whether content is added to social media regarding the work or company, the majority of the respondents answered ‘yes’ (see figure 1.13).
The 33% who answered ‘no’ principally use the market-to-company information flow. The others use information from company-to-market and possibly both directions. There was then a question about what content respondents add when using social media in a business setting. The answers to this multiple-choice question are given in figure 1.14.

Figure 1.14: Added content via business use of social media

Around a third of the respondents share what they are doing in terms of business, usually via text but sometimes with images. Almost a third of the respondents send work-related messages to others via their own network.

21% of the respondents do not use social media and of the remaining 79%, 33% use social media for private purposes only. This means that a total of 47% of all respondents do not use social media in a business context and 53% do. Figure 1.15 shows the reasons given by respondents for not/rarely using social media for business ends.
A certain knowledge-gap can be detected here.

According to 52% of the respondents, the use of social media could (probably) result in more freight for the inland waterway transport sector. 33% think that this is probably not possible and 15% are completely unconvinced.

Supposing that it is possible to attract additional freight to inland waterway transport via social media, 75% of the respondents would like to collaborate in this. Only 4% would prefer not to cooperate and 21% did not answer this question.

1.6 Logistics and social media

In order to research the status of social media usage in the logistics sector, desk research was carried out and a few conversations were conducted with representatives of sector organisations for shippers, the maritime sector and road transport. Research was also carried out into the internet platforms for uniting shippers and transport providers and, where possible, contact was made with the representatives thereof. In addition, LinkedIn groups within the spheres of transport, logistics and inland waterway transport were charted and digital freight exchange platforms for road transport were examined. This paragraph provides a description of the results.

**Social media in the logistics sector**

According to an annual study among third-party logistics providers, many logistic companies are beginning to investigate social media options for companies. According to Dr. Lieb, professor of supply chain management at Northeast University, this research shows that there are many ways of
implementing social media. In Dr. Lieb’s opinion, these are not currently being broadly used in the logistics sector (when the study was carried out). He is, however, sure that social media tools will gain in importance within the logistics sector in the coming years. LinkedIn seems to be a popular tool (64% of the companies examined had a LinkedIn account), followed by Facebook (47%), Twitter (36%), YouTube (28%) and the company’s own blog (17%).

The logistic sector does not seem to be a pioneer when it comes to social media implementation. The inland waterway transport sector is certainly not the odd one out in this context. Even though, as set out in paragraph 1.5, the study indicates that social media is being used in a business context within the inland waterways sector, evidence of this can only be found on a very small scale. There are, however, great examples of the successful use of social media in the logistics sector, such as UPS and DHL on Facebook with 422,000 and 65,000 ‘likes’ respectively. This however stands in stark contrast to companies such as Coca Cola with 52.5 million ‘likes’.

**Social media activities within the Netherlands**

Media outlets are leading the way in terms of using social media in the logistics sector. Examples include Logistiek, Nieuwsblad Transport and TransportOnline. We could also use Schuttevaer as an example of a leading light within the inland waterways sector. The employer’s organisation Koninklijk Nederlands Vervoer (professional-passerenger and rail transport) is still somewhat hesitant in terms of the social media landscape. TLN (road transport, see explanation later) is active on Twitter (and has many followers), YouTube (TLNmedia) and LinkedIn. CBRB (inland waterway transport) is active on Twitter, LinkedIn and YouTube.

**Road transport**

Within the road transport sector, TLN Noord-Brabant and Syntens organised a knowledge-day in spring 2011, with a group of young entrepreneurs, entitled ‘Increasing turnover with social media’. A film of the meeting can be viewed via the Syntens website. The organisers arranged the event due to the fact that the use of social media in the logistics sector is not yet very common. ‘Verhoeven Logistics from Uden explained how social media had generated new business for the company. According to Monshouwer (Syntens), transporters can find valuable new and old customers via LinkedIn, and freight transactions can be handled via Twitter.’

TLN provides information on uniting freight and transport options and the role of social media for the road transporter. Road transport is quite a traditional sector. Nevertheless, even 25 years ago a viditel system and a network of pagers were being used to exchange freight. The network of pagers involved a primary group of transporters that were offered the freight, i.e. the initial allocation. If the freight was not picked up, the offer was sent onto a second group of transporters for the second allocation, etc. TLN/NOB road transport’s system of freight exchange was taken over by Teleroute.nl and then began to also offer international freight. Teleroute, however, is often used to dump freight loads. The fact that there is no payment security from the freight providers means that there are many road transporters who do not use the freight offers via this system and prefer to return empty. Various digital systems for exchanging freight have emerged within the market but most of them have not been very successful.

TLN uses social media in a very selective manner. They have the Twitter-account TLNnieuws which collates messages within the company and then disseminates them from one central point (with 3,151 followers in August 2012). The TLN LinkedIn-account was being followed by 749 people as of August 2012. Social media will probably play a much greater role in the future. ‘It is a way of working more efficiently.’
Maritime sector

In the maritime sector too, companies are seeking the value of using social media and trying to find out how it can be implemented most effectively. In order to provide support to these companies, the HISWA association, working with NML, IRO and Scheepsbouw Nederland, organised several inspiration sessions about social media at the end of 2011 (held by MarketingMonday).

According to the Shortsea Shipping Information Agency (VSS), social media is rarely used in the shortsea sector for uniting freight with ships. Relationships based on trust are very important when it comes to chartering vessels. This process of chartering is based on creating combinations between certain transport flows in order to prevent empty runs. According to VSS, companies in the sea shipping sector are simply not in a position to implement social media. Even though the internet is available via satellite, the captain/owners have to focus on keeping the ship sailing. They also carry out a number of quayside roles. Chartering is one of these roles.

In general, VSS is quite sceptical about the added value of social media in a business context. According to VSS, however, social media could provide added value in terms of recruiting personnel. In the future, it could also play a role in relation to chartering freight.

Inland waterway transport

Within the inland waterways sector, a few inspiration sessions have been held on the subject of social media by Bureau Voorlichting Binnenvaart. They looked at what motivates those in the sector to further investigate/implement social media. Moreover, the importance of supporting one another within the sector was stressed as was the quest to find an improved balance between negative and positive messages.

Social media allows the barriers for networking between inland waterway business and shippers to be lowered, both between the groups themselves and within the groups concerned. This may involve LinkedIn, for example. The Dutch LinkedIn group Logistiek (15,528 members) makes it easy to monitor logistics discussions and, if you wish, participate therein. The LinkedIn groups De Binnenvaart Groep (Dutch, 767 members) and Barge to Business (international – 236 members) enable shippers to easily find their way to inland waterway transporters. But there are also numerous network platforms that are more specifically aimed at the inland waterways sector, such as Vaart and Shiplink.

Shippers

On the shipper’s side, EVO has been investigating the opportunities offered by social media for some time now. EVO is active on Twitter, LinkedIn, Facebook and YouTube. Despite this, the organisation is sceptical about the added value of social media for medium-sized and small companies in the business-to-business context. For these companies, regular company websites function as the ‘shop window’.

LinkedIn – logistic groups

A summary of transport/logistic and inland waterway groups on LinkedIn has been included in annex 5.
**Uniting freight and transport space**

The road transport sector has worked for many years with a platform, called Teleroute, for exchanging freight and/or combining freight in order to avoid running empty. Other technical systems, such as the fax, used to be used for these purposes. Many similar platforms now exist on the internet, including:

- Teleroute. This platform claims that it manages over 200,000 freight and vehicle offers from certified companies across Europe every day. Loads can also be exchanged in order to limit or avoid running return journeys empty.
- Transport-marktplaats.nl. 85,000 users in 44 countries in Europe. Up to 300,000 freight and carrier offers every day.
- Vrachtuitwisseling.com
- Logintrans.nl
- Timocom.nl
- Logisticstrader.com
- Etc.

With the support of Syntens, courier services (road transport) developed a social media tool for chartering, in order to bring together offers of transport space with freight needing transport. GPS is used in this context in order to track the positions of the couriers. Twitter allows the couriers (#koerier) and freight suppliers (#vrachtaanbod) to communicate. All of the details can be monitored on the website [http://www.4ktv.nl/](http://www.4ktv.nl/), with the map of courier locations in the centre, Twitter messages of couriers on the left hand side and of freight owners on the right hand side.

The tool ‘Railscout’ became available for railway transport earlier this year. This provides an insight into the line connections for freight transport per track. After selecting a departure and arrival location, possible connections are then shown on a map. A pdf document with further details of the line services can then be downloaded.

The sub-markets tanker transport, dry bulk and container transport can be distinguished within the inland waterways sector. These sub-markets each have their own, specific market characteristics.

The market for tanker transport is (largely) divided and market parties are familiar with one another. Dry bulk freight is (partially) transported on an ad hoc basis. In order to combine shipping space and freight, three trading platforms are currently active in the dry bulk sector: [www.bargelink.com](http://www.bargelink.com) [www.beursaanboord.nl](http://www.beursaanboord.nl) and [www.shipport.nl](http://www.shipport.nl). The first has been active for ten years and, in this period, has effectively proved its worth. ‘Shipport’ was set up in 2011 and ‘Beursaanboord’ went live in the third week of January 2012. These two platforms have found it hard to establish themselves within the market.

Container transport over water is partially offered via container line services, which allow the transport of ‘individual’ containers for numerous shippers to be bundled together. As a result, transferring to ‘the water’ is less daunting. There are currently no platforms for uniting this sub-market's freight and transport space. BVB, the Dutch Inland Navigation Information Agency offers ‘theBlueRoad-map/port locator’ which gives an overview of transhipment locations, container terminals and scheduled services for container transport by water.
2. Link2Transport

This chapter provides a description of the proposed motivation, within the Binnenvaart 2.0 project, for creating a platform with the aim of generating more inland waterway transport. The proposed tool has not yet been created but will be discussed as if it has been. Social media play an important role within this proposal.

In paragraph 2.1, the platform Link2Transport is proposed with a summary of the relevant components. The subsequent paragraphs set out the Link2Transport elements in order to clarify functionality. §2.2 thus sets out the transport planner element, §2.3 describes the network platform and social media integration, §2.4 defines the review function and §2.5 provides proposed information about the implementation of inland waterway transport in the logistics chain. An explanation of the proposed structure of the platform is included in §2.6 and limitations and future expansion opportunities are set out in §2.7. To close, §2.8 defines collaborative opportunities.

2.1 Link2Transport

Link2Transport is a contemporary resource that offers shippers low-threshold access to providers of inland waterway transport. By bundling information and services offered, potential customers can easily gain an insight into their options.

The ultimate aim of this project is to create a platform that shifts new freight flows and/or modal shift freight, which has previously been transported via another modality, to the water. This partly concerns companies that have not previously used inland waterway transport services.

Link2Transport provides interested shippers with a practical glimpse behind the scenes of inland waterway transport via the following components:

1) Transport planner for container transport and a link to trading information platforms for bulk transport;
2) Network platforms, that bring shippers into contact with providers of inland waterway transport services;
3) Social media integration, which provides shippers with up-to-date information about inland waterway transport service providers and enables them to create and maintain contact easily;
4) Review function which indicates an average score for inland waterway transporters and provides a click-through function to users' individual assessments;
5) Descriptions of existing logistics flows, in which inland waterway transport is included, and modal shift projects (pilots and realised modal shift projects).

A picture can say more than a thousand words and so figure 2.1 provides a visualisation of the proposed layout of the Link2Transport website.
2.2 Transport planner

This component of Link2Transport connects the transport wishes of a shipper and the transport options over water. The transport planner within Link2Transport comprises two elements:

- Container transport;
- Dry bulk transport.

The transport planner can plan a route and show this on a map for both variants.

The data from container line services are used for container transport. The result is an overview of the complete transport pathway and the logistic service providers that offer inland waterway transport. Existing loading and unloading locations are used for bulk transport. These are mapped by the Dutch Inland Navigation Information Agency (BVB). Moreover, there are references to existing trading information platforms for bulk transport. In the Netherlands, the following platforms are active: www.bargelink.com, www.beursaanboord.nl and www.shipport.eu.

How the transport planner works from the perspective of a shipper

1) Site visitor chooses:
   - Bulk & special transport
   - Container transport

2) Site visitor enters the following details on the web page:
   - Departure point;
   - Destination;
   - Desired departure or arrival date and time.
Figure 2.2 shows how the data entry screen for transport requirements could look.

**Figure 2.2: Visualisation of data entry screen for transport requirements on Link2Transport**

Result after completing transport requirements:

A) **Bulk transport**
   - map of country with transport route indicated;
   - link to Bargelink, Beursaanboord and Shipport;

B) **Container transport**
   - transport options that fulfil shipper’s requirements;
   - a customer evaluation is visible for each transport provider (if available). Clicking on the average evaluation will show the individual assessments;
   - link to the container line service operator/logistic service provider for further information and reservations. In the future, direct reservations could be made on the site Link2Transport;
   - saving in terms of CO2-emissions for the requested transport distance.

This transport advice for container transport could look like the image given in figure 2.3.
2.3 Network platform and social media integration

The integration of social media options and links to existing, successful and frequently used social media platforms means that Link2Transport provides various ways to easily make or maintain contact with providers of inland waterway transport. Simultaneously, this provides shippers with access to up-to-date information about inland waterway transport and providers.

* **Contact option 1**
  The names of the service providers are given on the page that shows transport options. Clicking on the name takes the user to a page with the company's details and a summary of the social media accounts within said company.

* **Contact option 2**
  Summary pages of social media accounts offer an overview of the platform participants’ social media accounts on specific social media platforms, such as Twitter, Facebook and LinkedIn. One click creates a link to the selected account on the relevant platform in order to take further action.
2. Contact option 3
Companies could supply descriptions of integration of inland waterway transport in logistics chains for particular freight flows, i.e. a description of actual, existing logistics flows. This would include a link to the page with the company description and contact details. The Link2Transport manager must supervise this in order to ensure that new descriptions of logistics chains supplement existing descriptions. Multiple, similar descriptions of logistics chains from the same freight flow (types) must be avoided. The ultimate aim is to show the transport options over water to interested shippers.

2. Contact option 4
Once a booking takes place involving inland waterway transport via this platform, a message is created via social media (Twitter, Facebook and LinkedIn) and is simultaneously shown on Link2Transport with, if desired, the name of the logistics service provider. Messages on Twitter that mention Link2Transport or #L2T will be shown on the Link2Transport website. Providers of inland waterway transport can thus be brought to the attention of shippers more frequently.

2. Contact option 5
Logistics service providers can also refer to Link2Transport via their social media activities. If, for example, they obtain a high score in the reviews and provide high quality services, they can happily link to this platform because they know that they have a positive profile. This will then strengthen their image.

2.4 Review function
Once the shipper and logistic service provider have entered into a collaboration, Link2Transport will allow shippers to assess the services of the inland waterway transport provider. This assessment will comprise numerous elements, such as: customer-friendliness, price/quality ratio, service provided, working according to agreements, after-sales service, administrative processes, communication, etc.

On the page that shows transport options, a summary of the departure and arrival times per transport option and per modality will be given with an indication of total transport time. There will also be an indication of the average service assessment ascribed to the transport provider by his customers. The average review score, or service assessment, supports the shipper; this extra information will simplify the decision-making process when choosing a logistics service provider. This score offers the logistics service provider an additional option to distinguish himself from his rivals. It will also be extra motivation to provide a good service.

In the long-term, transport will be bookable from the Link2Transport system, as is the case with flight tickets, but this is currently a step too far for the logistics sector. But how can this review system really work if there is no option for booking on the Link2Transport site? Once a shipper clicks, via Link2Transport, to the website of a logistic service provider to obtain further information, the Link2Transport system will send a message about this click to both the Link2Transport manager and the relevant logistics service provider. The email received by the logistic service provider will contain a link that will ensure that an invitation to provide a review will be sent to the shipper. It is in the interests of the logistic service provider to make sure that the shipper receives this invitation as this will allow him to profile himself more positively than his competitors.
Customers can also contact the logistics service provider by phone via the contact page. In the event that this results in a transport assignment, the inland waterway transport provider can use a special page to send his customer an invitation to provide a review.

A collaboration with the Port of Rotterdam Authority (Havenbedrijf Rotterdam) could also be considered for this component. They have a tool called Inland Links that provides comprehensive information about the facilities at container terminals. Companies that take part in this platform are audited and ascribed an objective evaluation in relation to facilities.

2.5 Practical description of inland waterway options

As a result of its layout, Link2Transport is not simply a network platform but also offers shippers the chance to obtain practical insights into water-based transport options. This is filled-in by a transport planner for container transport and includes a link to trading information platforms for bulk transport. Link2Transport also offers an insight into the practical applications of inland waterway transport.

* Description of pilot projects and modal shift promotions
A range of projects offer support and/or guidance to companies when making the step to a logistics chain which includes inland waterway transport. As a result, there are regular reports in the news about companies that are conducting a pilot or businesses that have made a definitive move to water-based transport methods. Descriptions of this type of project could provide a great deal of practical information to shippers who are considering implementing inland waterway transport within their logistics chain.

The use of social media and an increasing use of images for reporting mean it is now possible to link to video-testimonials about pilot projects. Nieuwsblad Transport, for example, regularly provides videos about the modal shift to water. This material could also be used within Link2Transport.

* Summary of vessel types
Inland waterway vessels come in all shapes and sizes and have their own, individual transport applications. The Bureau Voorlichting Binnenvaart (Inland Waterway Information Agency) provides a clear overview of the various ship types. This summary has been included in annex 6. This gives a general overview of the different vessels' capacities. Given that modal shift often involves a transfer from road transport to water-based transport, the capacity is not only given in tons but also in numbers of lorry-loads.

* Shipping areas, terminals and trans-shipment locations for bulk goods
The Link2Transport transport planner offers information on the basis of specific transport requirements. If a shipper, however, would simply like to familiarise himself with the options, a summary of transport routes, container terminals and/or (un)loading locations for bulk trans-shipment could be useful. The Bureau Voorlichting Binnenvaart has a tool called ‘Port Locator’ that provides this type of specific summary.

* Container terminals
A summary and search system with extensive information on facilities at container terminals is available via Havenbedrijf Rotterdam's Inland Links system.
2.6 Clarification of Link2Transport layout

Why a new transport planner for container transport?
Transport over water is very diverse and the various transport forms each have their own market characteristics. For container transport, for example, a shipper has to contact a shipping company that offers container transport/container line services as these ships almost always sail under contract.
For dry bulk, the market landscape is very diverse. A shipper in this context can enter into an arrangement with an independent shipping business, a cooperative, a shipping company, operator or charterer. The choice will depend on the long-term transport security and the service that is required. The service package provided by a charterer is much broader than that of an independent shipper.
The wet bulk sector is well organised with a limited number of customers and transporters. The market parties are known to one another.

In the context of dry bulk, interested shippers are referred onto existing platforms that connect freight and transport space, such as Bargelink, Shipport and Beursaanboord.

Web2.0
Link2Transport has been created as a web2.0 platform; this means that the information on the website is mainly provided by third parties. In this case, providers of inland waterway transport. After the initial start, with basic content, the stakeholders will have to keep their own information up to date. The logistics service providers themselves will have to make sure the platform is a success. The platform, however, will need an administrator in order to monitor the effective use of the platform and maintain the platform’s general components.

Possible versions
We recommend Link2Transport starts as a website (optimised for mobile use) and then, if necessary, is expanded to include component applications. The transport planner, for example, could be offered as an app.

Cost indication
To build and substantiate a platform such as Link2Transport, a budget of around € 150,000 will be required. The cost components are:
- database set-up and algorithms for route planning and emission calculations;
- calculation system in order to figure out the best transport routes; part road transport, water and trans-shipment location;
- calculation system for CO2-emissions for transport options offered;
- programming website, layout & CMS;
- initial collation and processing
  - transport data from transport providers;
  - social media accounts per company;
  - company details
  - inland waterway transport information: pilot projects and modal shift actions, summary of ship types and characteristics, sailing routes, terminals and trans-shipment locations;
- marketing/communication costs for promoting Link2Transport among transport providers.
Familiarising this group with the system is important in terms of their participation therein. Firstly, their cooperation is required in order to obtain the line service/company/social media data and/or approval for providing their details in the Link2Transport tool. Then, participation in the platform
must be further stimulated so that, after the initial start, they maintain and update their company and logistic details. It is also important to be clear about added value and options provided by the platform;
- marketing/communication costs for promoting Link2Transport among shippers. During and after set-up of the tool, increased recognition must be sought in order to publicise the system and then achieve a degree of familiarity with it among shippers;
- set up a manual for transport providers for independently maintaining the data on the Link2Transport website about their company and logistic services;
- project management:

Once the platform has been started, the primary costs will be for website hosting, data traffic, website management, (social media) communication and any necessary maintenance (on the condition that transport providers update their data themselves).

2.7 Limitations and future expansion possibilities

In future, if the participating service providers are in agreement, it might be possible to book transport for a container directly with Link2Transport. This is a step too far for the inland waterways sector at the moment. This will correspond to pricing information that, in the intended design, will be requested via the selected service provider after reconciliation of all transport conditions and requirements.

The success of the platform depends on:
- Cooperation from transport providers. Within this study, only a few were consulted but they did provide a positive response.
- Social media use by participants. This will give the platform clear added value. At the moment, the inland waterways sector is just starting to implement social media. Building a platform such as Link2Transport will require time and this component is expected to positively impact upon this.
- The availability of information about pilots and successes within inland waterway transport.

Flipboard / Feedly
Logistics and inland waterway news could be included as a supplementary service, as is the case with the Apps Flipboard and Feedly. An image is created from blocks, each block being the introduction to a news story. Once you have clicked, the article will be provided with a possible click-through to the source website and/or a button to return to the ‘home page’, previous or next message.

Tracking & tracing
As a service, logistic service providers could opt to communicate the location of the shipper’s freight.
2.8 Collaborative opportunities

Dutch Inland Navigation Information Agency (Bureau Voorlichting Binnenvaart):
- Port locator: Summary of (un)loading locations and container terminals;
- Summary of ship types;
- General information about inland waterway transport and options;
- Support from logistics advisers in order to investigate actual inland waterway transport implementation options in the logistics chain.

Inland Links, Havenbedrijf Rotterdam:
- Summary and search system with comprehensive information about facilities at container terminals.
3. Conclusion

Chapters one and two provided an answer to the research questions. This conclusion will provide a brief summary thereof.

1) **What is social media, what can be done with it and what are the competitors doing?**

The term social media is used to describe online resources that people use to share information, such as profiles, knowledge, opinions, insights, experiences, tips, assessments and feelings, with one another. This information is shared in words, images and/or sounds.

Social media can be seen as a marketing resource. Businesses can use social media to highlight to their (intended) customers:
- what they stand for;
- where their expertise lies;
- what they are achieving;
- which products/services they provide;
- that they are the right supplier because their product/service is exactly what the customer is looking for and could even offer that little bit more;
- how enthusiastic existing customers are about their product/service;
- that they are open to ideas from their customers.
Doing this enables companies to build or expand relationships and get closer to their customers.

Social media can be a tool for disseminating word-of-mouth advertising via customers. This then impacts upon the business image and can influence (business) consumers that are in the orientation process and encourage them to use a product/service/brand. Simultaneously delivering a good product/service and even offering slightly more than is promised leads to (very) satisfied customers. Questions regarding an assessment of the service/product provided offers opportunities to publicise this degree of satisfaction and this will, in turn, attract new customers.

The logistics sector is not a leading light in the use of social media. The inland waterway transport sector is certainly not the odd one out in this context.

2) **Why would parties want to work on this?**

Society has changed since the emergence of social media. Social media is not simply an extra communication method for businesses; it sets new conditions for successful entrepreneurship. Optimum implementation of the four or five marketing P’s (product, price, place, promotion and personnel) has now been joined by an extra requirement to be social.

Social media is not a hype that will soon pass. It is the beginning of further developments, as was the case with the industrial revolution. The contemporary consumer, both in private and business spheres, is setting new requirements for the supplier. He wants to be listened to, be provided with quick answers and be treated in a personal and professional manner.

In the business choice process, the orientation phase is of utmost importance. There is a need for easy-to-find, comprehensive and clear information; references and reviews are also very important. Nowadays, information is often sought digitally, via websites, search engines and also via discussion.
forums and/or business networks. If you wish to capitalise on this as a business, you must be present in these contexts and be visible to potential customers. A proactive attitude and genuine interest in the target group is desirable in order to build a strong business network.

3) **Within inland waterway transport, who can do this and who wants to do it?**

Social media are useful for both small and large companies. They will create more work for smaller companies than for larger companies because larger companies can share the work out among their staff more broadly. This is generally regarded as a risk but, in reality, what company would ban its personnel from talking about the company at a birthday event? In order to prevent staff expressing undesirable opinions about their employer via social media, companies can consider setting up a few guidelines in relation to this type of activity. Furthermore, somebody must be responsible for monitoring and, if necessary adjusting, the social media activities. The use of social media can be outsourced but who could better portray the company culture than the employees themselves?

Of the 249 participants in a market research within the inland waterways sector, 79% were in favour of the use of social media. Of these, 76% used social media (also) for business purposes (this was 57% for freight transporters who responded). The majority of respondents were, therefore, open to the business use of social media.

The Link2Transport idea has been presented to various people and organisation within the inland waterways sector and has received only positive reactions. The proposal has also been sketched out at European level, presented to inland waterway transport organisations, container operators, the Dutch shippers association EVO, Port of Rotterdam Authority and an inland waterway transport cooperative.

4) **Where is it used and where could it be used?**

Social media could be used for the following commercial activities:

- market research;
- lead generation;
- input for research & development/optimisation of products/service provided;
- personnel recruitment;
- marketing, promotion, PR;
- relationship management;
- customer service;
- internal communication;
- crowd-sourcing;
- crowd-funding.
Within the scope of the sales process, social media activities can be useful in all areas:

- Acquisition;
- Sales;
- After-sales.

In the proposed design, Link2Transport fulfils an informative and acquisitive role as a sales-related and after-sales function.

5) **When can it be implemented?**

The fact that social media can be accessed 24 hours a day can be regarded as both an advantage and a disadvantage. Everyone, however, will understand that you are not available 24/7 via social media. You can choose to make it clear within your profile when exactly you are available.

As set out earlier, in this chapter too, social media can be used within a range of company processes. If a business person chooses to work with social media, it is recommended that he thinks carefully about what he wants/needs, takes time to observe platforms, customers and colleagues and sets up a communication plan before actually getting to work. You do not need to be available every day on every platform. You could also use a system that sends you an email if a message includes a particular search term (company name/brand/etc). You are advised, however, to regularly communicate via the selected platforms.

6) **How do you do it and what can be implemented to ensure transport over inland waterways expands?**

Chapter 2 includes a description of a proposed initiative for setting up a platform under the name Link2Transport with the aim of generating more inland waterway transport. Social media could play an important role within this proposal.

Link2Transport is a contemporary resource that offers shippers low-threshold access to providers of inland waterway transport. By bundling information and services offered, potential customers can easily gain an insight into their options.

Link2Transport provides interested shippers with a practical glimpse behind the scenes of inland waterway transport via the following components:

1) Transport planner for container transport and a link to trading information platforms for bulk transport;
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3) Social media integration, which provides shippers with up-to-date information about inland waterway transport service providers and enables them to create and maintain contact easily;
4) Review function which indicates an average score for inland waterway transporters and provides a click-through function to users' individual assessments;
5) Descriptions of existing logistics flows, in which inland waterway transport is included, and modal shift projects (pilots and realised modal shift projects).
4. Subsequent research questions

Below are several questions that could be interesting for subsequent research.

- What does the logistics network on social media look like? Which people function as important network interchanges and thus have a large group of followers on social media? What are they interested in? What information about inland waterway transport would be interesting to them and worth sharing with them? Which of them has the preferred profile and would (also) like to function as an ambassador for inland waterway transport via social media? Are there any clear sector ambassadors in the logistics sector and what motivates them?

- What are the practical aspects of an effective implementation of social media by the inland waterways sector in order to realise further recognition as part of the logistics chain? How can inland waterway transport use new technical opportunities, as used on a daily basis by youngsters, in order to generate more transport?

- What barriers limit the inland waterways sector in terms of effectively using social media?

- Can social media provide a contribution to increased unity and cooperation within the inland waterways sector?

- What is the ROI of social media for medium-sized and small companies? Can this be applied in exactly the same way to the inland waterways sector? How can the best impact be achieved with social media in the least amount of time?

- What are the best practices in the logistics sector when it comes to social media and what can others learn from these?

- Inland waterway transport entrepreneurs are often away and only spend short periods in the same location. This places specific requirements in terms of communication between governments and inland waterway transport entrepreneurs. Could social media be a practical resource for simplifying and/or intensifying contact between the inland waterways sector (market parties) and government bodies? What apparent possibilities, needs, limitations and risks are there? Could social media offer interesting new opportunities for the information flows between government parties and the inland waterways sector and vice versa?
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6) Marketing Online (Tijdschrift voor de Marketing nummer 1 2012), Steven van Belleghem over de Conversation Company, 9 January ’12, via http://www.marketingonline.nl/nieuws/bericht/steven-van-belleghem-over-de-conversation-company/
9) Room 214, WOMMA / 5 Principles of Word of Mouth Marketing, 15 November ’11, via http://www.youtube.com/watch?v=ix2eDR4Mn7Q
15) Dave Kerpen, Likeable social media, How to Delight your customers, Create an Irresistable brand, and be generally Amazing on Facebook (and other social networks), United States, 2011.
Annexes
Annex 1: Content marketing in 6 steps

1. **Define what you want to be famous for**
   - Define your target audience and be consistent in your choice.

2. **Content Conversion Strategy**
   - Content marketing should result in conversations. Call to action.
   - Think beforehand about where you want a conversation to take place. Define a topic conversion point.

3. **Editorial Content Planning**
   - Set up a roadmap so you know when and where you need to be. Streamline with other marketing actions in order to increase impact.
   - Streamline the content calendar with all other marketing actions in order to increase impact.

4. **Create Shareable Content**
   - The content must be easy to share and people need to spread positive, relevant and appealing content that offers a benefit.
   - Once the content is launched, people will be able to tag and share.

5. **Manage Content Conversation**
   - Once the content is launched, people will be able to tag and share. Engage the audience from your audience and be prepared to answer questions or to give feedback.

6. **Measure Success**
   - The moment the content strategy is up and running, it is important to measure impact through a set of relevant KPIs. These KPIs should be a combination of communication measures and conversational measures.

Source no. 5, see literature list.
Annex 2: Social media cycle from MarketingMonday

Clockwise from top:
- Objectives
- Target groups and insights
- Social media resources
- Content strategy
- Carriers and devices
- Architecture and activation
- Execution
- Management

Measurable objectives

Groundswell segmentation
- ‘Groundswell’ segmentation
  1. Creators
  2. Critics
  3. Collectors
  4. Joiners
  5. Spectators
  6. Inactives

1. IT-platforms
2. Intelligence
3. Campaigning

Effective cross/social media crossovers.
Activation issue social media strategy

Which content types, subjects and concepts?

- Text
- Video
- Images
- Podcasts
- Websites
- Games
- Apps

1. Internet
2. Mobile
3. Offline

Source number 6 (see literature list).
Annex 3: Strategic working model for implementation of social media

- **Inventory**
  - Team from various departments
  - Ensure support among management and involve them therein
  - Use an expert or own people with sufficient knowledge

- **Strategy**
  - Determine to which company objectives Social Media must contribute
  - Determine the critical success factors
  - Determine the critical performance indicators
  - Determine the focus of the strategy
  - Analyse the target group

- **Planning & Preparation**
  - Inventory the available resources (people, technology, time)
  - Create a home base where everything is brought together (Social Media Hub)
  - Inform employees about the strategy
  - Claim the most important Social Media platforms
  - Select, claim and/or develop the necessary resources and tools
  - Guarantee activities via task descriptions and processes
  - Ensure there is sufficient expertise in the organisation

- **Elaboration**
  - Ensure there is an integral, cross-functional approach
  - Participate in interactions with your target group
  - Involve your employees

- **Evaluation**
  - Monitor and measure
  - Analyse and learn
  - Coach employees
  - Feedback to the organisation

Source number 2 (see literature list).
Annex 4: Questionnaire for Inland Waterway Transport 2.0 Research

This questionnaire is intended to be completed by people who work in the inland waterways sector in the broadest sense. This research is made up of 9 questions and covers the topic of social media. Many thanks for your cooperation!

Use of social media
The following questions concern your use of social media. This includes Hyves, Twitter, Facebook, YouTube, LinkedIn and similar. For the sake of clarity; email and SMS do not fall under social media.

Social media are online resources that people use in order to share content, opinions, insights, experiences, photos and videos (among other things). These resources facilitate conversations and interaction via the internet.

1) If you use social media, is that usually for business or private purposes?
   A) Private
   B) Business
   C) Both equally
   D) I do not use social media

2) What social media do you use regularly (at least once a month)?
   A) None/less than once a month
   B) Delicious
   C) Facebook
   D) Flickr
   E) Foursquare
   F) Google+
   G) Hyves
   H) Identica
   I) Kieskeurig
   J) LinkedIn
   K) Picasa
   L) Slideshare
   M) Twitter
   N) VAART.nl
   O) VAART-forum e-mail
   P) Other weblog
   Q) Own weblog
   R) YouTube
   S) Other, please give details....

Business use of social media

4) What social media do you use regularly (at least once a month) in a business context?
   A) None/less than once a month
   B) Delicious
   C) Facebook
   D) Flickr
   E) Foursquare
   F) Google+
   G) Hyves
   H) Identica
   I) Kieskeurig
   J) LinkedIn
   K) Picasa
   L) Slideshare
   M) Twitter
   N) VAART.nl
   O) VAART-forum e-mail
   P) Other weblog
   Q) Own weblog
   R) YouTube
   S) Other, please give details....
5) Why do you use social media in a business context?

6) Why do you not use social media in a business context?

7) Do you add content to social media about your work or company?
   A) No, I read the information provided by others
   B) Yes, I send on work-related messages from others
   C) Yes, I share photos
   D) Yes, I share videos
   E) Yes, I share presentations via slideshare, for example
   F) Yes, I tweet about my work/business issues
   G) Yes, I write about what I’m working on (e.g. LinkedIn, Hyves or Facebook)
   H) Yes, I respond to discussions about my work, e.g. on LinkedIn
   I) Yes, I respond on a blog
   J) Yes, I write a blog
   K) Other, please give details....

8) Which professional area does your work come under?
   If you transport different types of freight, please choose the most important.
   A) Inland waterway transport: Freight transport
   B) Inland waterway transport: Transporting passengers
   C) Charterer
   D) Container terminal
   E) Regional trans-shipment centre
   F) Supplying companies
   G) Business services for the inland waterways sector (administration and similar)
   H) Inland waterways organisation (BVB, CBRB, EICB, IVR, Kantoor Binnenvaart, SAB, etc.)
   I) Other, please give details....

9) How old are you?
   A) 15 or younger
   B) 15 to 30 years
   C) 30 to 65 years
   D) 65 years or older

10) What gender are you?
    A) Male
    B) Female
    C) No answer
Annex 5: Summary of LinkedIn groups in logistics and inland waterway transport

**LinkedIn groups logistics, transport, EVO**

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Memb ers</th>
<th>Founder / owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logistics</td>
<td>Logistiek is a networking platform for logistics managers, warehouse managers, supply chain managers and consultants. From a more general point of view we want to be a platform for logistics professionals.</td>
<td>11,032</td>
<td>Harm Beerens</td>
</tr>
<tr>
<td>Vlm (1000+)</td>
<td>vereniging Logistiek management. The knowledge platform of today, for the logistics solutions for tomorrow! Check ww.vlm.nl for more info. Both vlm members and non-members can join this group. You will need to have an interest in logistics!</td>
<td>2,242</td>
<td>Wendeline de Bruijn</td>
</tr>
<tr>
<td>EVO Supply Chain Management Netwerk</td>
<td>Better logistical cooperation between companies leads to cost savings, improved performance and higher turnover. With the EVO SCM-network you will achieve this in practice. The network can be accessed by anyone affiliated to SCM.</td>
<td>1,375**</td>
<td>Peter van der Sterre</td>
</tr>
<tr>
<td>Delaatstemeter.nl</td>
<td>Passion for logistics and supply chain management (in Dutch language).</td>
<td>1,285</td>
<td>Walther Ploos van Amstel</td>
</tr>
<tr>
<td>Green Logistics NL</td>
<td>This group aims to connect people from companies based in the Netherlands, interested in Green Logistics, Manufacturing and Mobility in the total supply chain. Please share knowledge and best practices and manage your aims in the Green Supply Chain! (durable logistics mobility sustainability)</td>
<td>1,165</td>
<td>Arjan de Ruijter</td>
</tr>
<tr>
<td>Nieuwsblad Transport</td>
<td>Transport newspaper</td>
<td>939*</td>
<td>Nathalie Montfoort</td>
</tr>
<tr>
<td>Logistiek.be</td>
<td>Logistiek.be provides news, trends and more about logistics, transport and the supply chain in Belgium.</td>
<td>846*</td>
<td>Christophe Slegers (christophe (at) logistiek.be)</td>
</tr>
<tr>
<td>Jong Logistiek Nederland</td>
<td>Jong Logistiek Nederland is an independent association that was founded as a figurehead for collaborative Logistiek Nederland. It involves a collaboration between EVO and vLm. Collaboration between strong partners is a condition of a strong and leading logistical Netherlands. (<a href="http://www.jonglogistiek.nl">www.jonglogistiek.nl</a>)</td>
<td>503**</td>
<td>Erik Ellen</td>
</tr>
<tr>
<td>ICT Transport</td>
<td>This group is intended for everyone who is working within the transport branch and has links with ICT. Powered by Arlande.</td>
<td>473*</td>
<td>Rinke Nijdam</td>
</tr>
<tr>
<td>Scheepvaart &amp; Transport College</td>
<td>Scheepvaart &amp; Transport College in Rotterdam. For anyone who is/has been affiliated to the STC as a pupil or employee.</td>
<td>472*</td>
<td>René Broos</td>
</tr>
</tbody>
</table>

Member numbers: 16-1'-12, ** 3-2'-12
| **Transport law** | One of the objectives of the Stichting Vervoeradres is providing information about the associations registered ACV conditions and the CMR treaty. The objective of this group is to exchange expertise and suggestions for information between parties interested in transport law. | 446* | Rene Bruijne |
| **Gevaarlijke Lading** | Gevaarlijke Lading is a platform about transport, storage and trans-shipment of hazardous substance with a trade journal that is issued bi-monthly and a news site. In this group, members can discuss relevant topics, provide news and respond to articles. | 436* | Louise Wagenaar |
| **Platform Transport & Warehousing Zuid-Nederland** | This group is intended to be used as a platform for anyone who wants to discuss, spar, share knowledge and network with others within the sphere of Transport, Warehousing and 3PL service provision. | 325* | Jolijn de Hoogh |
| **Rotterdam Biomass Commodities Network** | The RBCN is a professional network of companies active in the transport, trade, processing or use of biomass in the Rotterdam area | 278* | Ronald Zwart |
| **Transport en Logistiek Nederland** | Transport en Logistiek Nederland (TLN) is the largest business organisation for professional road freight transporters and logistic services in the Netherlands. | 234* | Debby Van Son |
| **EVO** | Network EVO | 140* | Machiel van der Kuijl |
| **Alliantie Zeecontainervervoerders AZV** | Alliantie Zeecontainervervoerders (AZV) is a cooperative partnership between Transport en Logistiek Nederland (TLN) and Verenigde Zeecontainervervoerders (VZV). The AZV represents the interests of transport companies that are active within the container sector. Open group | 100* | Wout van den Heuvel |
| **EVO Topcoaches voor Toptalent** | The initiative Topcoaches for Toptalent is a collaboration by EVO with seven high schools and is supported by the Platform Kennisakkoord Logistiek. | 93** | Jolanda Bakker |
| **EVO Raad van Zeeverladers** | This group is intended to be used by members of the Raad van Zeevrachtverladers and other investing parties. The group can be used to ask questions, carry out discussions and maintain the network. | 19** | Marco Wiesehahn-Vrijman |
| **EVO Raad voor Wegvervoer** | The EVO Raad voor Wegvervoer advises EVO about freight transport over the roads. | 16** | Peter van der Sterre |
| **HubWays** | HubWays: Coordination and collaboration in transport. Discuss and cooperate on the topic of collective transport innovation. | 18** | HubWays Coördinatie in transport |

Member numbers: 16-1-'12, ** 3-2-'12
<table>
<thead>
<tr>
<th>International</th>
<th>The Logistics &amp; Supply Chain Networking Group</th>
<th>Senior level Logistics &amp; Supply Chain Executives Open groep</th>
<th>61,40 9</th>
<th>Bob Houston</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply Chain Today</td>
<td>Procurement Strategy Logistics Lean Six Sigma, Business Sourcing consultant, project management Inventory metrics MBA SCM, CFO CEO CMO retail VP EDI resume energy CIO ERP, career recruiting Director SAP, lion web 2.0 3.0 Facebook twitter social media, finance PMP SEO recruiter job CPG sales 39,000 Open groep</td>
<td>45,35 4</td>
<td>Davy W</td>
<td></td>
</tr>
<tr>
<td>Freight &amp; Logistics Professionals</td>
<td>Freight &amp; Logistics Professional is a group with aim to bring together freight, logistics and overall supply chain professional, 3PL expert together to share ideas and interest.. <a href="http://www.logistics-professionals.com">www.logistics-professionals.com</a></td>
<td>32,77 2</td>
<td>Guillaume Goder</td>
<td></td>
</tr>
<tr>
<td>A Truckload, Trucking, Logistics, Supply Chain, 3PL, Distribution group.</td>
<td>Warehousing Truckload, Trucking, Logistics professionals; transport global network cargo Truck, trucks, 3PL, distribution, supply chain, freight, parcel, air, expedited, transportation, express, ocean, NVOCC, package, international, reverse, intermodal, rail road, railroad, warehouse TL LTL &amp; world</td>
<td>17,10 3**</td>
<td>Jon Fricke</td>
<td></td>
</tr>
<tr>
<td>Intermodal Transport Network</td>
<td>To provide a platform for managers interested/involved in intermodal transport to exchange information in order to develop/improve the overall system or their own business.</td>
<td>2,524 **</td>
<td>Eric Ronco</td>
<td></td>
</tr>
<tr>
<td>Intermodal Europe Exhibition</td>
<td>Intermodal Europe 2011 27 - 29 November Amsterdam RAI, Holland Intermodal Europe is the only place where you will meet thousands of professionals from across the industry.</td>
<td>1,825 **</td>
<td>Rachael Shatock</td>
<td></td>
</tr>
<tr>
<td>Logistics &amp; Supply Chain Matters</td>
<td>To share industry news, case studies and information to keep logistics and supply chain professionals in all sectors up to date with current events in their industry throughout the UK, Europe and the Global supply chain.</td>
<td>1,057</td>
<td>Gideon Hillman FCILT MIC</td>
<td></td>
</tr>
<tr>
<td>Dinalog - Dutch Institute for Advanced Logistics</td>
<td>Dinalog wants to be the premier European institute for applied research and executive education in logistics and supply chain management. Dinalog has been created jointly by all Dutch universities and the relevant industry based in the Netherlands.</td>
<td>956* *</td>
<td>Sophie Zijp</td>
<td></td>
</tr>
</tbody>
</table>

Ledenaantallen: 16-1-'12, ** 3-2-'12
| European Supply Chain | European Supply Chain is a Group designed for Supply Chain and Logistics professionals in Europe, who wish to communicate with people situated in this industry. ESC enables members to learn, educate and discuss all manner of issues based around Supply Chain, like multi party and community. Open group | 903 | Chris Bennett - cbennett@onenetwork.com |
| European Supply Chain, Transportation, and Logistics Executives Networking Group | Group for Networking with Supply Chain, Transportation, and Logistics Professionals throughout Europe and the world Open group | 700 | Brad Hollister |
| WorldCargo News – the network for professionals in port operations, cargo handling and intermodal | The WCN LinkedIn group promotes discussion and the exchange of information and ideas among experts and stakeholders in the port & terminal, cargo handling and intermodal industries | 640* | Benedict Young |
| Logistics & SCM in Eastern Europe | Logistics and SCM professionals interested in business development opportunities in Russia and Eastern European countries Open group | 607 | Irena Asakaite |
| Eastern Europe Logistics Community | This group is focusing onto logistics operations in Russia and Eastern Europe. The aim of this group are: - to share information between logistics and SCM professionals of this sector, located in Russia and Eastern Europe, to support business and personal development - networking | 590 | Serge Rivet |
| Cargo Transportation Professionals | Bring together professionals with an interest in discussing cargo supply chain solutions in a forum designed to include land side intermodal transportation, deep sea ocean terminals, maritime policy and affairs, and current thinking on the operations and design of the cargo transportation system. | 464* | David Sanborn |
| Cool Chain Logistics Europe | This group provides a forum for the temperature controlled supply chain community to network, share ideas and help each other address challenges year round. We also provide free resources to help support cool chain excellence. | 454 | Courtney Becker-James |
| port and intermodal | World Port Climate Initiative has among others a special working group for intermodal transport and the role of port authorities. The target is to improve intermodal transport in ports. | 369* | Jan Egbertsen |
| Agri Logistics | Agri Logistics is a group for professionals who work daily with logistics in agricultural commodities World Wide. From inland farmland to deep-sea/river ports and shipping worldwide by truck-train-ship. | 16 | Henk Schoonbeek, von |

Ledenaantallen: 16-1-'12, ** 3-2-'12
## Summary of LinkedIn groups for the inland waterway transport sector

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Members</th>
<th>Founder / owner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>De Binnenvaart Groep</strong></td>
<td>This group can be used by anyone that is directly or indirectly related to inland waterway transport.</td>
<td>594**</td>
<td>John Steven van der Hulst</td>
</tr>
<tr>
<td><strong>Nederlandse BeroepsZeilvaart</strong></td>
<td>For anyone who has spent their years involved with, is still working in and/or still feels connected to Dutch professional sailing, sea and inland waterway transport</td>
<td>183**</td>
<td>Adriaan Bos</td>
</tr>
<tr>
<td><strong>Barge to Business</strong></td>
<td>Barge to Business is a networking group for professionals with an interest in inland waterway transport and logistics. This group was initiated for Europe’s premier inland waterway event Barge to Business; <a href="http://www.bargetobusiness.eu">www.bargetobusiness.eu</a>. Also: inland navigation, inland waterway transport, transport, logistics</td>
<td>167**</td>
<td>Monique Rook</td>
</tr>
<tr>
<td><strong>Beroeps (zeil) chartervaart Nederland</strong></td>
<td>The aim of the LinkedIn group, Beroeps chartervaart is to facilitate easy contact between sea and inland waterway transport members; exchange ideas, business opportunities, news or simply to stay abreast of what is going on in the sector.</td>
<td>104**</td>
<td>Alex van Klaveren</td>
</tr>
<tr>
<td><strong>Binnenvaart belangen</strong></td>
<td>Binnenvaart belangen is a platform for exchanging information and ideas. FREE vacancies can be advertised and ship requirements and ships can be requested or offered.</td>
<td>36**</td>
<td>Han Kersten</td>
</tr>
<tr>
<td><strong>Vaart</strong></td>
<td>This group is used by professionals in inland waterway transport. This includes private shippers, shipping companies, suppliers, freight mediators, etc.</td>
<td>36**</td>
<td>Robbert van Adrichem QC</td>
</tr>
<tr>
<td><strong>Binnenvaart &amp; social media</strong></td>
<td>Information about social media and business opportunities. Social media offers inland waterways entrepreneurs and the inland waterways sector a myriad of opportunities. Within this group, tips are provided, new developments are shared and experiences can be exchanged.</td>
<td>27**</td>
<td>Monique Rook</td>
</tr>
<tr>
<td><strong>Binnenvaart “The Blue Road”</strong></td>
<td>Inland waterway transport as a modern transporter!</td>
<td>21**</td>
<td>Alfred Dijkstra</td>
</tr>
<tr>
<td><strong>Maritiem en Transportgroep</strong></td>
<td>There are huge expectations on inland waterway transport and transport when it comes to innovations and the use thereof in the day-to-day reality. Maritiem en Transport groep would like to be a network where companies can exchange experiences and complement one another.</td>
<td>5**</td>
<td>Jacob Ruiten</td>
</tr>
<tr>
<td><strong>Inland Terminals and Shipping</strong> a subgroup of Logistics Exhibitions**</td>
<td>All events about inland terminals and inland shipping can be discussed in this group</td>
<td>5**</td>
<td>Jesse Gosse</td>
</tr>
</tbody>
</table>

Member numbers: 16-1-’12, ** 3-2-’12
<table>
<thead>
<tr>
<th><strong>Inland Waterway Transport</strong> 2.0</th>
<th>48</th>
</tr>
</thead>
</table>

| **Impuls Dynamisch Verkeersmanagement Vaarwegen (IDVV)** | The IDVV programme will work until 2013 on more reliable travel times and an improved flow of inland waterway transport in the Netherlands. The Department of Waterways and Public Works (Rijkswaterstaat) is conducting the project in close consultation with water-way managers, transporters, shippers, ports and terminals via this group. | 1** | Marianne Jongen |
| **Intermodal Excellence** | This group is for anyone interested in the business game Intermodal Excellence or those who have already played it. During the game, you experience the impact and hindrances that correspond to intermodal business processes and the challenges in relation to managing modal split. | 1** | Marc Korteweg |
| **International** |  |
| **Inland Shipping** | For people willing to exchange information about Inland Shipping all over the world especially in new markets | 262** | Vera Lorenzo |
| **European Inland Waterway Network** | Within this group everyone with a business link to inland navigation can network freely and exchange knowledge. Also companies interested in transport by barge are invited to join. | 23** | Monique Rook |
| **Inland Waterway Communicators Group Forum** | Following on the success of the first ever communicator2communicator event in inland navigation, the Image work package of PLATINA would like to invite you to join this group. This is an opportunity to meet colleagues from other organizations and countries and share their experiences and challenges. | 53** | Caroline Smith |
| **Intermodal Solutions** | Intermodal Solutions offers “door-to-door” logistic solutions for the transport of maritime and continental cargo from the maritime ports to the major inland ports and industrial areas to the hinterland of Europe. | 27** | Rob van Gansewinkel |
| **River Dating 2011** | River Dating by VNF is the business event dedicated to inland waterway & intermodal transport including innovative logistics solutions incorporating waterways, and will take place on December 7th & 8th, 2011 at La Halle Freyssinet in Paris. | 11** | River Dating 2011 |
| **Van Meegen Group** | Transport of cargo and passengers at the european waterway’s | 4** | Ton Van Meegen |
| **INLANAV** | Innovative Inland Navigation | 3** | INLANAV Project |
| **FLOATING STORAGE DRY BULK** | We search for partners and principals. Floating storage is a very flexible way of storage in both seaports and inland ports in Europe. Floating storage can be done also in combination with inland waterway transport. This system offers you the possibility to save handling costs. | 2** | Joop Hekkema |

Ledenaantallen: 16-1-‘12, ** 3-2-‘12
### Annex 6: Ship types

<table>
<thead>
<tr>
<th>Category</th>
<th>Ship type</th>
<th>Length xx metre – width xx metre</th>
<th>Draught xx metre – freight capacity xx ton</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Spits</td>
<td>38.5 – 5.05</td>
<td>2.20 – 350</td>
</tr>
<tr>
<td>II</td>
<td>Kempenaar</td>
<td>55 – 6.60</td>
<td>2.59 – 655</td>
</tr>
<tr>
<td>III</td>
<td>Dortmund-Emskanaalschip (Dortmunder)</td>
<td>67 – 8.20</td>
<td>2.50 – 1,000</td>
</tr>
<tr>
<td>IV</td>
<td>Rijn-Hernekanaalschip (Europaschip)</td>
<td>85 – 9.50</td>
<td>2.50 – 1,350</td>
</tr>
<tr>
<td>Va</td>
<td>Groot Rijnschip</td>
<td>110 – 11.40</td>
<td>3.00 – 2,750</td>
</tr>
<tr>
<td>Vb</td>
<td>Groot Rijnschip</td>
<td>135 – 11.40</td>
<td>3.50 – 4,000</td>
</tr>
<tr>
<td>Vla</td>
<td>Twee-baksdwurstel</td>
<td>172 – 11.40</td>
<td>4.00 – 5,500</td>
</tr>
<tr>
<td>Vlb Vlc</td>
<td>Vier- of zesbaksdwurstel</td>
<td>193 – 12.80 / 34.20</td>
<td>4.00 – 11,000 / 16,000</td>
</tr>
<tr>
<td>Va</td>
<td>Standaard tanker</td>
<td>110 – 11.40</td>
<td>3.50 – 3,000</td>
</tr>
</tbody>
</table>
Ship types

<table>
<thead>
<tr>
<th>Category</th>
<th>(Name of ship)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length xx metre</td>
<td>width xx metre</td>
</tr>
<tr>
<td>Draught xx metre</td>
<td>freight capacity xx ton</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Klasse</th>
<th>Ship types</th>
<th>Category</th>
<th>(Name of ship)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vb</td>
<td>Grote tanker</td>
<td>Lengte 135 meter - breedte 21,80 meter - diepgang 4,40 meter - laadvermogen 9,500 ton</td>
<td></td>
</tr>
<tr>
<td>Vs</td>
<td>Autoschip</td>
<td>Lengte 110 meter - breedte 11,40 meter - diepgang 3,50 meter - laadvermogen 3,100 container</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Containership Kampenauklasse</td>
<td>Lengte 67 meter - breedte 7 meter - diepgang 2,50 meter - laadvermogen 11 TEU</td>
<td></td>
</tr>
<tr>
<td>Vb</td>
<td>Standaard containership</td>
<td>Lengte 110 meter - breedte 11,40 meter - diepgang 3,50 meter - laadvermogen 200 TEU</td>
<td></td>
</tr>
<tr>
<td>Vb</td>
<td>Groot containership</td>
<td>Lengte 135 meter - breedte 17 meter - diepgang 3,50 meter - laadvermogen 500 TEU</td>
<td></td>
</tr>
<tr>
<td>Ve</td>
<td>Ro-rochip</td>
<td>Lengte 110 meter - breedte 11,40 meter - diepgang 3,50 meter</td>
<td></td>
</tr>
<tr>
<td>VIIb</td>
<td>Koppelverband (schip met duwbak)</td>
<td>Lengte gemiddeld 115 meter - breedte 11,40 meter - diepgang 3,50 meter - laadvermogen 6,000 ton</td>
<td></td>
</tr>
<tr>
<td>VIIb</td>
<td>Koppelverband (schip met schip)</td>
<td>Lengte gemiddeld 115 meter - breedte 11,40 meter - diepgang 3,50 meter - laadvermogen 6,000 ton</td>
<td></td>
</tr>
</tbody>
</table>