

Deloitte – EU MOVE

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CONTENT

- 1 Context and objectives
- 2 Research process
- 3 Job expectations
- 4 Understanding the transport sector
- 5 Deep dive sub sectors
- 6 Communication
- 7 Conclusions and recommendations

1. CONTEXT, OBJECTIVES AND METHOD

CONTEXT AND OBJECTIVES

Objectives

- The objective of the research is to understand what could attract young people between 15 and 25 to the transport sector (e.g. passion, travel, IT, have flexible hours, etc), what kind of information they would need to decide whether to pursue a transport career and where would they look for information.
- The main focus is on secondary level students still at school or following vocational educational training and on low to medium level qualified workers rather than the highly qualified workforce who has already access to a certain amount of information.
- Particular attention needs to be paid to the gender dimension and to national specificities.

CONTEXT AND OBJECTIVES

Research questions

- The research will have to provide answers to the following questions :
 - What does the target group expect when applying for a job?
 - What is the image of the transport sector in general? And as an employer? What are the drivers of this image?
 - What is the specific image of the road transport?
 - What is the specific image of the rail transport?
 - What is the image of the air transport?
 - What is the image of the water transport and ports?
 - What is the image of the urban transport sector?
 - What is the image of the logistics sector?
 - What are the messages that could be addressed to the target group to motivate them to apply for a job in the transport sector?
 - What kind of communication does the target group expect? What dimensions need to be expressed to convince them to apply for a job in the transport sector? What media need to be used?

RESEARCH METHOD

Research locations



■ The research was conducted in the following countries :

- Spain
- Italy
- Germany
- France
- Bulgaria
- Sweden
- Poland
- UK

Group sessions

- **N=2 group sessions were conducted in each location**
 - **Session 1** : secondary level **students** still at school (2 last years – aged 16-18) or following vocational educational training. No rejecters of the transport business.
 - **Session 2** : low to medium level qualified **workers** – aged 18-25. No rejecters of the transport business.
- Each session last about **2 hours**
- Each session was attended by **N=8 respondents**
- All sessions were conducted in **central location** with observation facilities. Deloitte observed the sessions in France and in the UK.
- **N=2 pilot sessions** were conducted in France. The moderation guide was slightly adapted on basis of these.



RESEARCH METHOD

Group sessions attendance in each country

Location	Group 1 – students	Group 2 - workers
France - Lille	<ul style="list-style-type: none"> - Ages: 16-18 years old - 4 women, 4 men - All secondary school or vocational training 	<ul style="list-style-type: none"> - Ages: 19-25 years old - 4 women, 4 men - Jobs: waiter; sales; programmer, installation technician, ...
Germany - Berlin	<ul style="list-style-type: none"> - Ages: 16-20 years old* - 4 women, 4 men - 4 vocational training / 4 secondary school 	<ul style="list-style-type: none"> - Ages: 19-24 years old - 3 women, 4 men - Jobs: sales, catering, HR, call center, zoo keeper, construction
UK - London	<ul style="list-style-type: none"> - Ages: 16-18 years old - 4 women, 4 men - 4 vocational training, 4 secondary school 	<ul style="list-style-type: none"> - Ages: 19-24 years old - 4 women, 4 men - All of them currently working
Sweden - Stockholm	<ul style="list-style-type: none"> - Ages: 17-19 years old - 4 women, 4 men - All secondary school or vocational training 	<ul style="list-style-type: none"> - Ages: 19-24 - 5 males, 2 females - Jobs: nanny, cleaning, model, janitor, military, ...

(*) As a result of the German education system a lot of young people only graduate at age 18 – 20. It was made sure however that respondents would only be students/in educational training and not workers.

RESEARCH METHOD

Group sessions attendance in each country

Location	Group 1 – students	Group 2 – workers
Poland - Warsaw	<ul style="list-style-type: none">- Ages: 16 to 18 years old- 4 women, 4 men- All secondary school or vocational training	<ul style="list-style-type: none">- Ages: 19 to 25 year old- 4 women, 4 men- All working, low to medium level qualified workers
Spain - Madrid	<ul style="list-style-type: none">- Ages: 16-18 years old- 4 women, 4 men- All studying: 5 secondary school; 3 of them on vocational training	<ul style="list-style-type: none">- Ages: 19-25 years old- 4 women, 4 men- Jobs: waiter; administrative employee; shop employee; casino employee, ...
Italy - Milan	<ul style="list-style-type: none">- Ages: 16-18 years old- 4 women, 4 men- All secondary school or vocational training	<ul style="list-style-type: none">- Ages: 19-25 years old- 3 women, 5 men- All working, low to medium level qualified
Bulgaria - Sofia	<ul style="list-style-type: none">- Ages: 16 to 18 years old- 4 women, 4 men- All secondary school or vocational training	<ul style="list-style-type: none">- Ages: 19-25 years old- 4 women, 4 men- All working, low to medium level qualified

RESEARCH METHOD

Group sessions

- The group sessions were moderated by an **experienced qualitative moderator**. All sessions were moderated in the **native language** of the respondents and by a native speaker.
- The sessions were moderated on basis of an **interview guide** which has been validated by Deloitte prior to the start of the fieldwork. The interview guide is a repertoire of all the topics that need to be discussed. It contains all the questions that need to be asked, the timing and the instructions for the moderator.
- **Individual written exercises** were included in the group sessions to capture each individual's opinion, without influence of the group dynamics.
- **Projective techniques** were used to get access to the deeper lying and harder to verbalize needs and perceptions of the participants.



3. EXPLORATION OF JOB EXPECTATIONS

EXPLORATION OF JOB EXPECTATIONS

Mandatory: a secure, fairly paid, motivating and fun job that allows for personal time

FAIR PAY



WORK LIFE BALANCE



WORKING CONDITIONS



VARIETY & FUN



Added bonus:

WELL PAID



TEAM SPIRIT



PROXIMITY



GROWTH



TRAVEL



Stress factor:





Money is top of mind with young people when it comes to employment

Basic necessity of a **fair wage**: not a high amount above minimum wage, but it should also feel like a right compensation for the performed tasks.

There are no differences between men and women, but slight differences between students and young employees. Some students who are not yet acquainted with the job market expect a higher amount in order to travel/support hobbies.

"I would not accept to work for 10 hours per day at 5 Euros per hour."
- Young employee, Spain

"The idea is not to feel exploited, that you consider the salary fair for the things you do."
- Young employee, Spain

"I really love doing cosmetics, but it is more like a hobby. You do not earn enough if you do an apprenticeship."
- Student, Germany



Across gender a good work life balance is important in looking for a job: the motto is “work to live!”

- Enjoying life is central in young peoples’ lives.
- In general it means that private life (hobbies, traveling, starting a family, etc.) should not be hampered by work.
 - It can mean **standard working hours**, without overtime or with clear regulations on overtime.
 - It can also mean **flexible working hours** to fit around family life or hobbies.
 - The **autonomy** to choose one’s working hours.
 - Discontinuous **shift work** is perceived as hard and inconvenient.

“I don't want to be bothered and asked to do something after worktime.”

- Young employee, Bulgaria

“We’re young people, we need free time to be with family and friends. What’s the point of working if you can’t enjoy your life?”

- Student, Spain



Fair working conditions are necessary

- Labor protection to ensure vacations, maternity leave, working hours, pension and retributions (particularly top of mind with young employees).
- **Extra benefits** are welcomed, particularly by the young employees.
- Working conditions also refer to the **physical working environment**: canteen, air condition, etc.
- Particularly in economic weaker countries (and UK) the **type of contracts** is important: students who have experience working student jobs and young employees aim for secure types of contracts with mid-term commitments (6 months minimum)

"All I need is social security. I don't want to be a millionaire, it is not worth it, working so much."

- Young employee, Germany

"Your benefits can override your salary to be honest – it is where you are in your life stage."

- Young employee, UK

"It is important the contract... I am fed up with those term contracts which do not let me plan my future."

- Young employee, Italy



Young people are looking for variety in their job, they do not want to get bored

- **Fun on the job:** satisfaction and pleasure from work.
- For young people that are less aspirational, **'variety'** is associated with the **day-to-day experiences** of the job, not monotone or mundane.
- For those who are more aspirational, this additionally relates to **travel opportunities**.
- However young people in economic unstable countries are aware that chances to find their dream-job are very slim.

"It is better to have variety – if you were doing the same thing every day you would get bored."

- Student, UK

"I want to work with people, because this makes for a friendly atmosphere and the job doesn't feel mundane."

- Student, Poland

"You got to have fun as well"

- Young employee, Sweden

Desirable elements in a job



- **Earning a lot of money:** have an attractive salary.
- Getting a **fixed contract** is perceived as desirable (more students than young employees) but in some countries with an unstable job market very hard to get.
- **Team spirit:** is about the people one works with, helping and polite coworkers, team spirit. This is not found important by all (across countries & target groups).
- **Proximity to home:** a bearable commute is desirable but not a necessity. Facilitates a better work/life balance.
- **Career opportunities:** Training, promotions and growth potential.
- **Travel opportunities:** only for some profiles travelling is seen as an enriching experience.

"For me it is all over the world, I would like to travel everywhere."

- Student, UK

"I'd love to work in a place where you can grow, learn new things, get a better salary."

- Student, Spain

"Obviously I would aspire for a warm and nice environment, but it does not depend on me... there are too many different personalities."

- Young employee, Italy



Responsibility is a source of stress

- Responsibility is a **key issue** detected when thinking about jobs.
- Two aspects of responsibility play but in their opposites:
 - Responsibility means that you have to face **consequences**. Young people are **unsure of their own experience and skills**: they are afraid of failure, afraid of being in charge of solving conflicts or of being responsible of protecting peoples' lives.
 - But it also means that **your efforts are significant**: you are contributing to a greater good, your job is not pointless. This intrigues young people.

"I'm scared of responsibilities right now as my experience is so low."

- Student, Italy

"It's important that you may improve things. Not just for you but for the world also."

- Student, Bulgaria

EXPLORATION OF JOB EXPECTATIONS

Employees have a more realistic view of the job market, while finding a job is still far from students everyday reality



EMPLOYEES

- Young employees who have entered the job market **lower their expectations**.
- **A fair wage**, assumable working hours and enough spare time is enough to consider a job suitable.
- Young employees are more **self-confident**.
- **Fun on the job** is important: having a good team-spirit and fun colleagues.
- **Contribute to a greater good**: be proud of your job (even though it is a small job).



STUDENTS

- **Vocational preferences** are still the main factor: they think of professions they like over realistic market possibilities.
- **Day jobs (no shift work), free weekends and fair wages** are crucial when choosing a job.
- Students are insecure about their skills and experience: they feel they lack the expertise & are **not aware of employers providing training on the job**.
- Some students who do weekend work are aware of the job market tendencies and types of contracts. This informs their demand for stable contracts (n short term contracts or 0-hour contract).

EXPLORATION OF JOB EXPECTATIONS

Slight gender differences, but both groups find work-life balance important: no interference with personal & family life

**WOMEN**

- **Customer service and social interaction** are more preferred by women.
- Some women are more **ambitious** than their male counterparts.
- Female employees rather tend to **stability** and settling with the conditions they have.

**MEN**

- For male students, **earning money** is the priority and they sometimes think of wages over vocational preferences.
- **More than across women, other work fields** come into mind: mechanics, urban transport and manufacturing were mentioned as potentially profitable professions.
- Male employees more tend to look for **new opportunities and better wages**.

EXPLORATION OF JOB EXPECTATIONS

Economic context of countries influences how young people approach job opportunities



Unstable job market – “any job is good enough”

- **Students** are realistic that they will start at the bottom of the ladder.
- Young people look for **stability**: importance is more on **secure contract** and **minimum wage** (with assurance that wages are paid monthly).
- **Proximity from home** is also important: a lot of young people stay with their family as a rent is a heavy burden on the wages of young people in these countries.



Stable job market – “my job defines my identity”



- Young people want a job matching their education & skills. A job expressing **status**, **success**, a good **social position**.
- **Adventure**: try out many different things, travel before settling down & choosing a career.

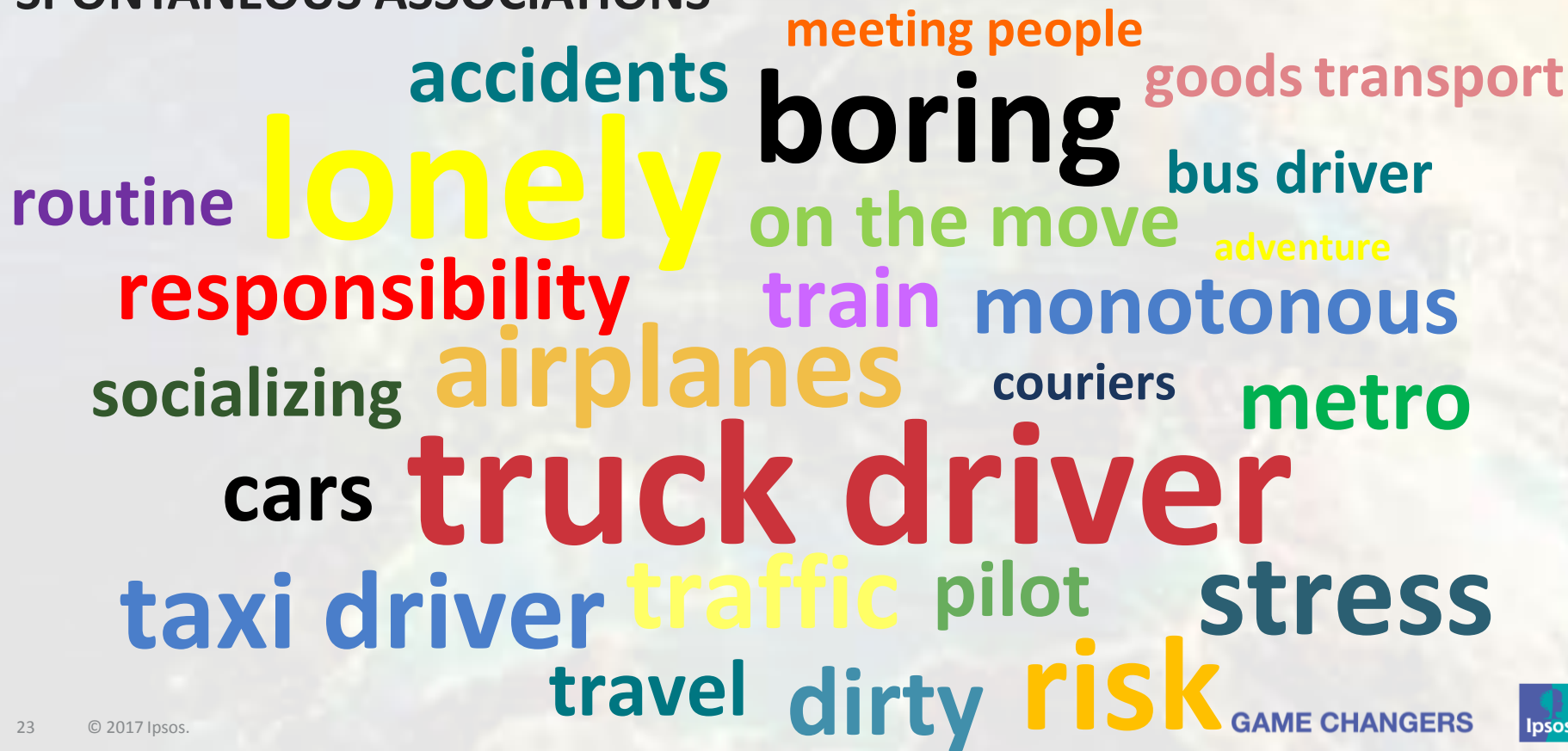




4. UNDERSTANDING THE TRANSPORT SECTOR

UNDERSTANDING OF THE TRANSPORT SECTOR

SPONTANEOUS ASSOCIATIONS



UNDERSTANDING OF THE TRANSPORT SECTOR

SPONTANEOUS ASSOCIATIONS - VERBATIMS

"When I think transport sector I see this stereotypical truck driver."

- Young employee, Poland

"This is heavy, you are on the road and don't see your family, especially on official holidays."

- Young employee, Germany

"Transport for me is busses. We know the road transport best because we use it everyday."

- Student, France

"I think it is no fun at all. You are driving the highway for hours – 14 hours of asphalt. And driving a train is even more boring."

- student, Germany

"Water transport? Well, you can be a sea captain, but we're in Madrid, it is difficult to imagine a job like that."

- Young employee, Spain

"I think working on a plane is incredible. You see it all the time on TV."

- Student, Spain

"Smell of gasoline, nervous drivers..."

- Young employee, Bulgaria

"You do the same thing over and over, transport stuff from A to B"

- Student, Sweden

▶ **First associations with road transport are very cliché : older, male truck driver, not well paid.**

Second association is air transport: fun & adventure!

UNDERSTANDING OF THE TRANSPORT SECTOR

The image of the transport sector is driven by daily experience

Young peoples' awareness and expectations of roles within the transport sector is generally limited to **drivers and public facing roles** because these are the roles they are confronted with. There is generally a **lack of knowledge about what job opportunities there are outside the more top of mind roles**.

- **Road transport & urban public transport** (which includes courier services & light rail transport) are top of mind. Followed by **air transport** (awareness is raised through popular 'Airport' tv-shows), which is more aspirational. **Water transport sector is the least top of mind**.
- Top of mind: **drivers of varying modes of transport** (taxi, bus, truck, tram, etc.) **and visible support staff** (controllers, check-in staff, baggage handlers, etc.).
- Roles often conform to **stereotypes**, e.g. male dominated and often 'dirty' work, hard physical work (goods).
- Often seen to lack aspiration and provide **limited opportunities for career progression**



Perceived as a male sector, hard physical work, boring & monotone but also stressful situations (deadlines & unhappy customers).

UNDERSTANDING OF TRANSPORT SECTOR

The image of the transport sector is driven by daily experience

DRIVERS IN PUBLIC TRANSPORT



LORRY DRIVERS & DELIVERY MEN



TAXI DRIVERS, COURIERS, PILOTS & BOATS



TERMINAL AND MAINTENANCE STAFF



Road	Lorry driver, express courier, mail man, bus driver
Rail	Ticket officer, train officer, train driver
Air	Pilot, flight attendants, baggage assistance, staffs at the check in/ticket desk
Sea	Cargo ship driver, ferryboats

UNDERSTANDING OF THE TRANSPORT SECTOR

The poor image of public transport companies and events have an impact on the image of the transport sector

- The poor **reputation and image of public transport companies** influences the image of the transport sector:
 - e.g. unfriendly image of bus drivers extends to the transport sector
 - e.g. faded glory of rail company in Bulgaria
 - In countries with public companies (particularly Italy, Spain, Bulgaria, Poland): difficult process to get a job, there is a perception that one can only get a job through knowing somebody. On the other hand it is a job for life.
- **Events involving transport subsectors** influence the perception of the sector
 - Unrelenting strikes in public transport create the impression that it is a horrible job
 - Train crashes & terrorism attacks on airports

"Taxi drivers, Trenitalia, bus in Rome and so on have been often on strike in the last period... so probably they are not so happy."

- Young employee, Italy

"Railway here is state-owned and the state won't spend money to fix the infrastructure, the salaries are low, it's not a pleasant job to do."

- Student, Bulgaria

"2 cm of snow falls and the trains are late."

- Young employee, Sweden

UNDERSTANDING OF THE TRANSPORT SECTOR

Diversity as an opportunity for the transport sector

Spontaneous: truck drivers >< pilots. Neither of them create connection

- Truck driver is a lonely, dirty and low paid job.
- While being a pilot is too far out of reach: demands skill and years of training.

After probing a variety of jobs in transport sector was identified: ranging from technical roles to administrative jobs, logistics, engineering, etc. This creates a diverse image of the transport sector

- Variety in wages: pilot versus truck driver
- Variety in skills: baggage handler airport versus engineer

UNDERSTANDING OF THE TRANSPORT SECTOR

Transport of persons add emotional value to the transport sector

Transport sector is mostly seen as a functional sector. The transport of people adds an emotional dimension, which can either be negative or fun.

- Transport of goods: Perceived as monotonous, boring, physical hard work and not suitable for all personalities.
- Transport of people:
 - FUN - It is variable, fun and different, but entails a great responsibility. E.g. air transport, international trains, cruises.
 - DEMANDING – Having to deal with complaining customers, drunkards, aggressive and stressed people.

UNDERSTANDING OF THE TRANSPORT SECTOR

Air transport adds emotional added value to the transport sector

Main dimension of the image of the transport sector : Road transport.



Poorly paid
Monotony
Low recognition
Unfavorable working hours
Very limited holidays
restrictions
Physical strain

Secondary dimension of the image of the transport sector : Air transport.



Adventure
Well-paid
Movement
Variety
Very good recognition
Travelling (national / worldwide)

UNDERSTANDING THE TRANSPORT SECTOR AS EMPLOYER

Working in the transport sector?

The **negative and male-oriented image of the transport sector intimidates young people**. In thinking about working in the transport sector, young people are insecure about:

- **Lack of experience:** perception that experience is expected for certain jobs in the transport sector
- **Fear of responsibility:** specifically in the transport of people, but also in the transport of goods (delays, accidents, theft, etc.)
- **Security and safety:** accidents, currently terrorism and fear of driving alone at night (women).
- **Skills:** unaware of what skills are needed and how to access training

"There is a need for education, you are not told to go into the transport sector and you have quite a negative aspect of the transport system growing up and then bad experiences of delays and so forth. If you educate people that it is not just a bus driver, it is not just a tube driver, that there are so many different jobs that you could do that you don't know about, then I think people would be more open minded."

- Student, UK

▶ **Once the diversity of jobs becomes clear young people are more positive towards the transport sector.**

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Fear of not having the skills: ranging from technical to personality skills



"Those are qualified jobs. I'm not sure where you get training to, for example, drive a metro train."

- Young employee, Spain

CONDITIONS TO WORK IN TRANSPORT

- **Skills:** Transport jobs are regarded as highly vocational. Pilots, drivers and mechanics are believed to have an early desire to enter this world.
- **Training:** Perceived as jobs with specific and special qualification. A lack of awareness of professional training in transport is detected.
- **Personality:** Specially for goods transport, people who need little social and family contact, who like to be alone. In contrast to people transport that calls for open, sociable and stress-resistant employees.

For the more aspirational jobs (air & international transport):

- **Languages:** English and other languages are believed to be mandatory to work in international transport (strong barrier).
- **Physical requirements:** Height, appearance and physical strength are needed for certain jobs (f.e. flight attendants and pilots).

UNDERSTANDING OF THE TRANSPORT SECTOR

Employees have a broader understanding of the transport sector**EMPLOYEES**

- Workers have a **broader understanding** of the transport sector: including administration, logistics, coordinators, technicians, etc.
- Both **transport of goods as people** mentioned.
- Role of the **transport sector in linking** other sectors is recognized, as well as its increasing role in a globalizing world. (**meaningful sector**).

**STUDENTS**

- Immediate association with public transport sector, **transport of people** is top of mind.
- **Negative associations** are linked with their daily experiences with conflict, stress, moody people, thankless customers.
- City-life: **package delivery & courier services**.

"Many different things are connected, the transport sector is the link between all other sectors – trade, production, construction. None of them could exist without transport."

- Young employees, Bulgaria

UNDERSTANDING OF THE TRANSPORT SECTOR

Adventure and freedom appeal to boys**WOMEN**

- **Security risks and family conciliation** are regarded as obstacles for female participants.
- Driving jobs are considered **boring, lonesome and unappealing**.

**MEN**

- **Adventure and freedom** are more appealing to male participants.
- **Long working hours and distance** from home are balanced out by the perception of higher income.

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

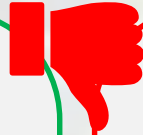
Drivers and barriers



- Transport sector plays a **central role in economy & future oriented**, since transportation will always be needed in a globalized world of growing industries, business relations and trade -> still seen as a growing sector (environmental aspect was also mentioned)
- **Attractive pay** (in international transport)

After probing:

- **Variety of job profiles**
- **Adventure & freedom** – meeting new people, visiting new places
- **Changing surroundings** – variety



- **Little time for family life** – always on the road, away from home
- **Hard working conditions** – long hours behind the wheel, irregular meals, physical hard work, etc.
- **Monotonous & mundane** – same, repetitive tasks.
- **Perception of poor career growth** and development – same job description every time (spontaneous).
- **Always open** – working 365 days, having to also work on holidays.
- **Unpredictable** – road accidents, congestions, delays, etc.
- **Lonely** – as a driver being alone on the road
- **Great responsibility** – solving conflicts, responsible for peoples' lives
- **Security threats** – terrorism, rail/road accidents, drunken/violent passengers

"It's exhausting. You might spend 5-10 hours in the cockpit, just sitting there all the time."
- Young employee, Poland

"I do not like the fact that you won't have festivities... it is like working in a hospital."
- Student, Italy

"Moving goods would be quite lonely, but moving people would be more rewarding – you are with different people all day."
- Young employee, UK

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Transport sector – Brand mandala

Boring, monotone, lonely, introverted
In a second stage : fun and adventure
Responsible

Mainly defined by the image of the road
trucker : older unappealing male.
Disconnected of the universe of
youngsters



Dominated by the road transport (truck)
Secondary air transport
Negative impact of public transport image
Image determined by personal experiences
Confirmation of gender stereotypes
Diversity of jobs
Variety in wages and skills
Impact on family life

Lacks relevance for the target group
Being part of a world in movement
Peace of mind : transport always needed



UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Transport sector – SWOT**Strengths**

Potential attractive compensation, also opportunities to meet new people and travel.

Meaningful sector: transport sector is crucial in everyday life.

**Weaknesses**

Dominant association with road transport (goods and public transport): hard physical work, great responsibility, stressful situations, boring & monotone. Poor work-life balance & security concerns.

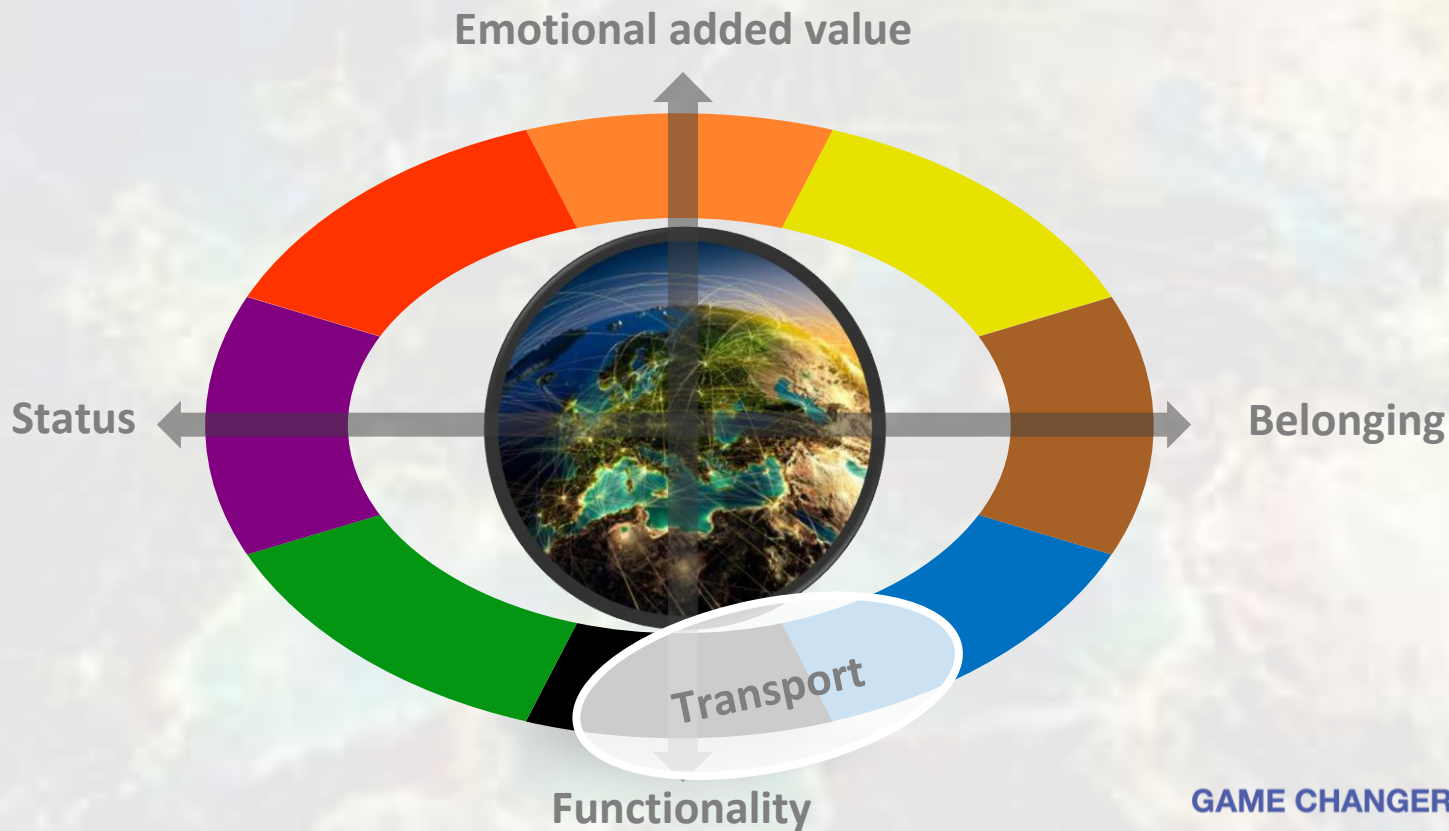
Opportunities

Potential emotional added value through air transport and transport of persons. Break stereotypical division of jobs (only customer service jobs for women). Highlight technical innovations within the sector.

Threats

Immediate association with truck drivers, colors perception of the entire transport sector.

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

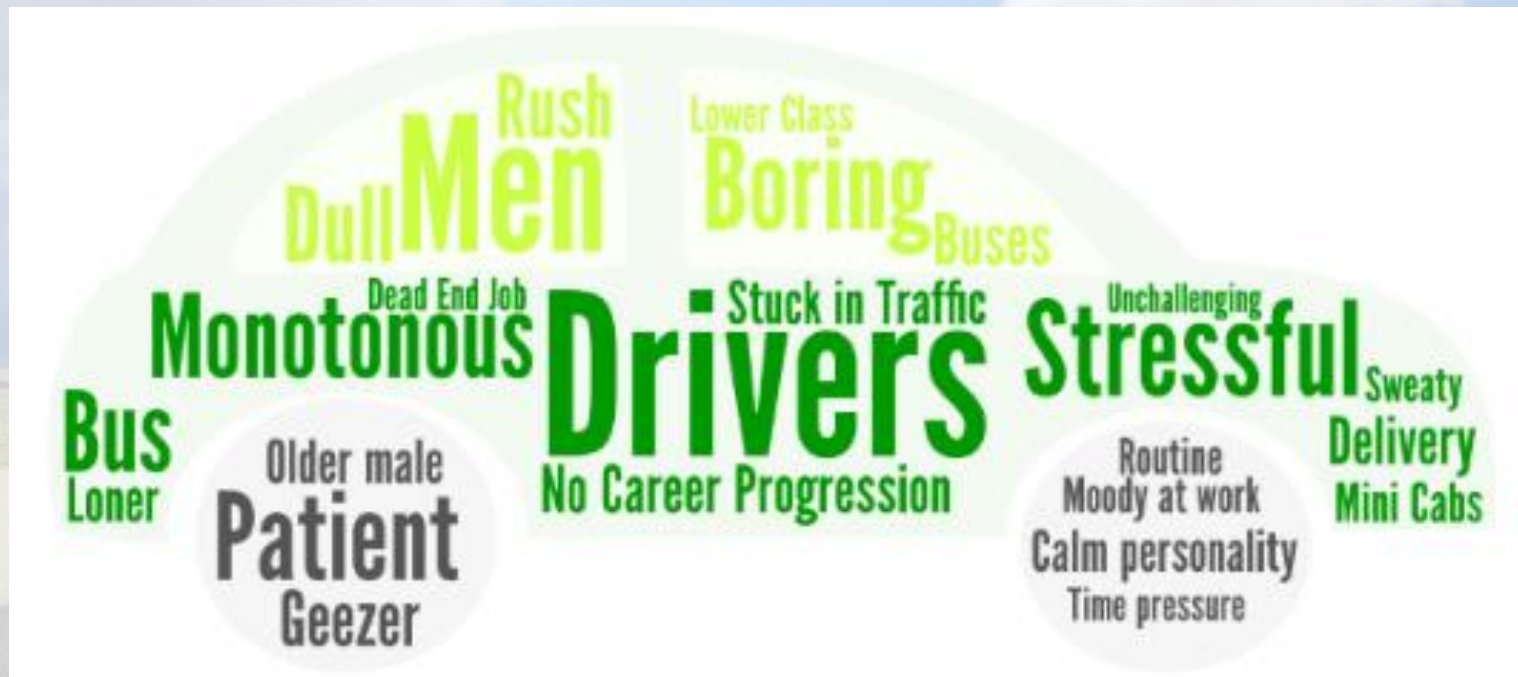
Transport sector – Positioning in the Censydiam frame



5. DEEP DIVE SUB SECTORS

ROAD TRANSPORT SECTOR

DEEP DIVE ROAD TRANSPORT

Road transport sector: spontaneous associations

DEEP DIVE ROAD TRANSPORT

Road transport sector: monotonous and stressful, lack of career opportunities but a stable sector

- **Overall image:** strongly connected to an overall negative image of truck drivers - low education & low wages, male sector, physically demanding, limited skill set => **not very prestigious**
- Perception of an **easy, temporary job** instead of a career job with growth opportunities. It is not a planned career choice.
- A job **without much variety, lonely** and **stressful** but a stable sector as the road transport sector will not disappear (central to many other economic activities and growing with the rise in online purchases).

"If you drive a vehicle, there is always the risk of an accident."

- Young employee, Spain

"When they get back to base they have company, but when you are out you are by yourself."

- Young employee, UK

"I don't think you admit to working in the road transport sector. Maybe you are ashamed of it."

- Student, Sweden

DEEP DIVE ROAD TRANSPORT

Associated jobs

Spontaneous

- Truck drivers
- Bus drivers + intercity bus drivers
- Tram & metro drivers
- Taxi drivers
- Food delivery
- Post delivery
- Couriers (car/bike)
- Long distance transport (goods & people)
- Car mechanics, garages

Aided

- Accounting
- Administration
- Forwarding agent
- Logistics specialist
- Warehouse workers
- Station personnel (tram/bus)
- Cleaning staff
- Military transport units
- Traffic police
- Road and motorway maintenance staff

DEEP DIVE ROAD TRANSPORT

At closer look: greater diversity

• **More diversity of images among subsectors** e.g. sociable bus drivers, taxi drivers are more independent, couriers & food delivery as student jobs/young people. In urban context also light rail (tram etc.).



• **Transport of goods** for loners, being on the road alone. Sometimes a bit of a romantic view: adventure & fun.



• **Transport of people** for communicative people, lively but also stressful with traffic jams, unhappy customers, and great responsibility.



• **National versus international transport:** with international truck transport being too demanding on personal time, but better paid and adventurous travel. National transport is stable in work hours (shift work) but can be boring and monotone (always the same route).

DEEP DIVE ROAD TRANSPORT

Drivers and barriers



Drivers

- **Variety** – meeting new people, visiting new places
 - **Attractive salaries** (in international transport)
 - **Importance of sector** – lot of economic activities depend on road transport, with online shopping more and more dependence on road transport to deliver goods.-> potential to make the sector more attractive for young people.
 - **Stability** – safe job, always there, always necessary
 - **Regulated** – mandatory breaks by law
 - **Short distance transport** – defined working hours
 - **Autonomy** – self management in day-to-day duties
-
- **Most appealing:** Jobs within logistic administration / organization / fleet management (more demanding)
 - **Least appealing:** warehouse workers (low skilled job), mechanics (low wages compared to necessary competencies)



Barriers

- **Hard working conditions** – long hours behind the wheel, irregular meals, having to work on holidays
- **Monotonous** – involves sitting behind the wheel continuously, sometimes always the same route
- **Lonely job** – not being able to chat with colleagues, crammed in a small space
- **Lack of career development/ advancement** – same job scope
- **Stressful** – tight deadlines, traffic, weather conditions, complaining passengers, etc.
- **Dangerous** – road accidents, cargo stolen, attacks on public transport drivers, ...
- **Many abilities and skills necessary for office jobs** (linguistic skills, logistic, controlling, planning, numbers...)
- **Lack of prestige**
- **For international transport:** little time for family life – always on the road, away from home

DEEP DIVE ROAD TRANSPORT

Students fear risk and responsibility in jobs in road transport



EMPLOYEES

- Possibility of a **stable career** in urban road transport.
- Awareness of both road transport of people & goods.



STUDENTS

- **Risk and amount of responsibility** make this an unappealing career choice.
- More spontaneous focus on **transport of people** (public urban transport).

DEEP DIVE ROAD TRANSPORT

Customer service is more attractive to women

**WOMEN**

- **Security risks** (f.e. drunken customers) and **family conciliation** (shift work and long distance transport) are regarded as obstacles for female participants.
- Driving jobs are considered **boring, lonesome and unappealing**.
- They see themselves rather working in **customer service, sales or administrative jobs in the transport sector**.

**MEN**

- **Adventure and freedom of long distance road transport** are more appealing to male participants.
- **Long working hours and distance** from home are balanced out by the perception of **higher income**.
- **More willing to consider road transport as a career choice**.

DEEP DIVE ROAD TRANSPORT

Road transport is perceived as similar across countries beside following differentiations:



Bulgaria: perception that experience is needed. Only low-level professions require no or little experience while better positions seem unavailable.



Germany: experience of unkind bus drivers makes public urban transport an unpopular career choice.



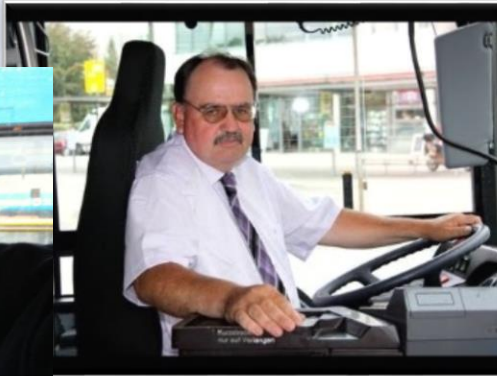
Spain: perception that it is a skills sector: technical and personality skills are necessary. Also unawareness of on the job training.

*"In the transport they always
require previous experience. And
we don't have it."*

- Young employee, Bulgaria

DEEP DIVE ROAD TRANSPORT

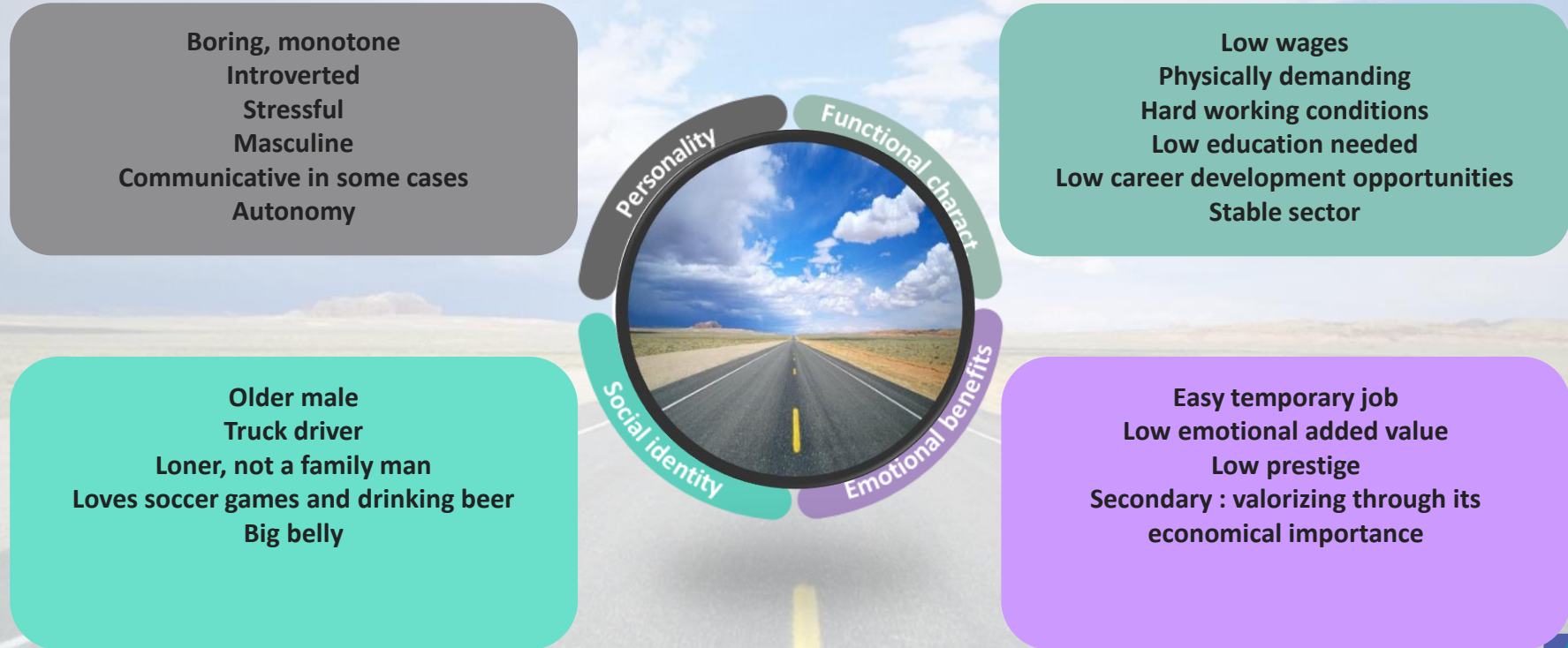
Typical worker : Road transport is emotionally disconnected from young people



- 40-50 y.o. male
- Truck driver
- Quite scruffy (beer belly) because of his sedentary job (behind the wheel, tough working conditions)
- No life outside of work (no family) because he's always on the road
- Likes to watch soccer games and drink beer in his time off
- Someone who loves to be alone
- Lot of self-control and patience
- Flexible for shiftwork

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Road transport sector – Brand mandala



DEEP DIVE ROAD TRANSPORT

Road transport sector – SWOT

Strengths

Purpose: the road transport sector plays a central (economic) role.

Autonomy in the job & regulated working conditions.

Weaknesses

Work-life balance is questioned: a stressful job that makes you be on the road for long times.

Monotonous, boring.
Security concerns.

Opportunities

Potential to break preconceptions of the road transport sector through the **variety of sub-sectors**, the central (economical) **role** of the sector as well as the **client service components** of the road transport sector.

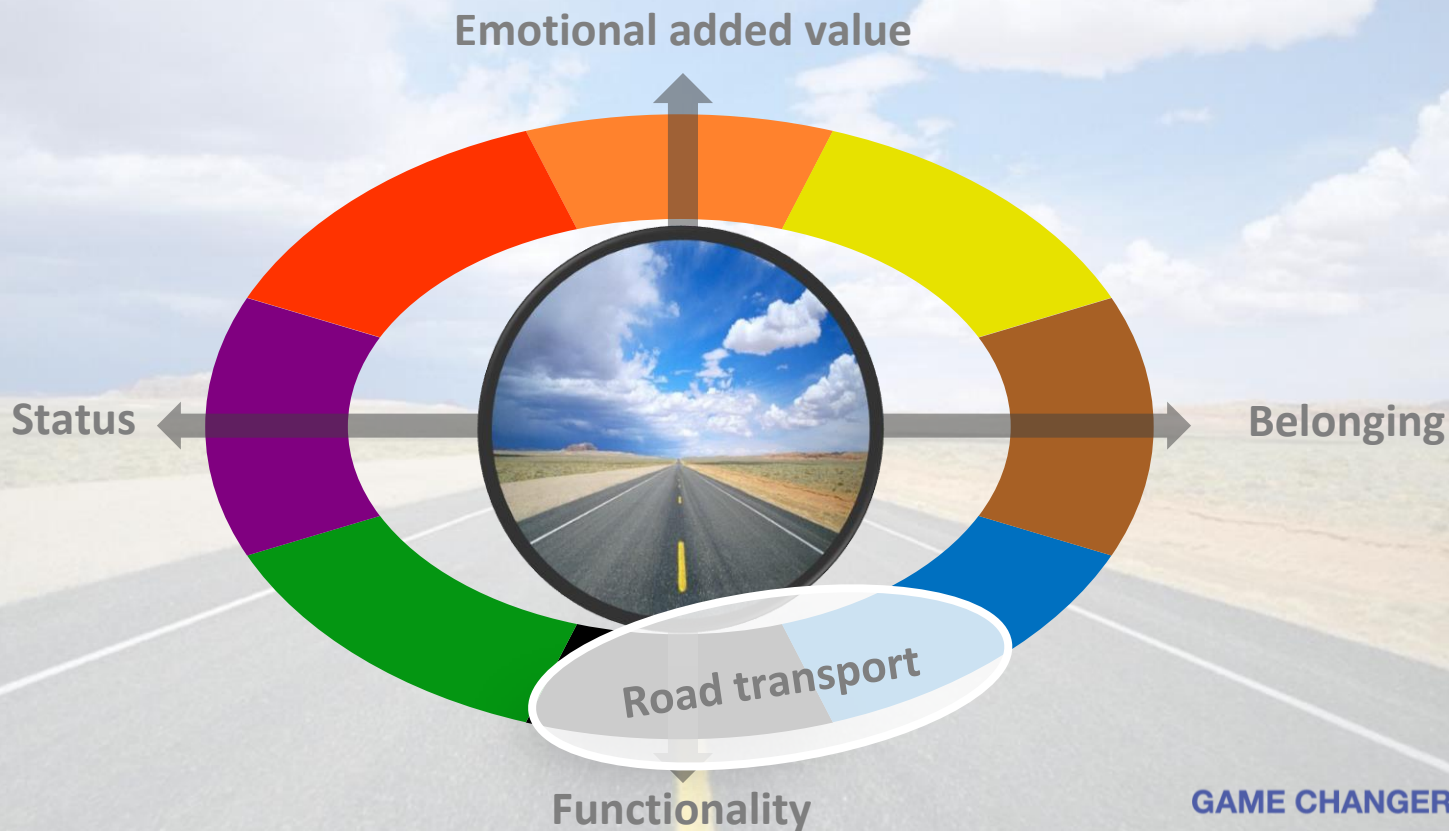
Highlight innovation in the sector.

Threats

Seen as not a very prestigious sector. Also perception that it is only a temporary job & hesitation if companies take care of their employees.



UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Road transport sector – Positioning in the Censydiam frame

RAIL TRANSPORT SECTOR

DEEP DIVE RAIL TRANSPORT

Spontaneous associations



DEEP DIVE RAIL TRANSPORT

A stable job, however boring and negatively influenced by strikes and delays

- National strikes, frequent delays & unfriendly staff create a **negative** image of the rail sector.
- Across countries (except Spain) seen as a **male** dominated world.
- **Routine, boring and monotonous:** always driving the same track.
- On the other hand seen as a **stable** job: structured, ordered world, secure job.
- Perceived as a skilled sector.

"The drawback is the on-the-job hazards. You might be on a train, and a passenger might be drunk or might be in a mood. What do you do as a conductor against a whole car that's full of people like that?"
– Student, Poland

"I don't want to work in the rail sector. I don't feel like being cursed at because the trains are always delayed."
– Student, France

"I imagine they (signal & switch operators) always do the same maneuver."
– Student, Italy

"It is quite an expert area."
– Young employee, UK

DEEP DIVE RAIL TRANSPORT

A variety of jobs top of mind**Spontaneous**

- Train drivers: freight/people – intercity/national/international
- Metro trains
- Ticket sellers
- Ticket collectors
- Train conductors
- On-board crew: waiters in trains with restaurant
- Security and cleaning personnel
- Technicians & mechanics
- Engineers
- Customer support

Aided

- UK: international transport
- Maintenance of rail tracks
- Signal and switch operators
- IT
- Logistics
- Train restaurants & commercial activities in stations
- Administrative jobs

DEEP DIVE RAIL TRANSPORT

Jobs that demand specific technical skills & responsibility

Some degree of skill and technical knowledge of trains and rail networks is needed. It also requires responsibility: to ensure passengers' safety and manage unpredictable and often dangerous situations (accidents, difficult passengers, etc.)



Distinction between technical jobs (train drivers, technicians, maintenance of tracks, shunter, signal man, etc.) and client facing jobs (management of passengers and train flow, platform staff, ticket collectors, ticket sellers, ticket controllers, train attendants).



Public transport is top of mind (above transport of goods). Transport of goods is seen as a more autonomous job, traveling longer distances through nature.



Local versus international transport: international is more glamorous, connotation of travel (wearing uniforms refer to air cabin crew).

DEEP DIVE RAIL TRANSPORT

Drivers and barriers



Drivers

- **Stable job** – permanent job contract, regulated working conditions, good pay, good pension, unionized, etc.
 - **Easy, structured job**
 - **Work-life balance** – family friendly, defined working hours
 - **Environmental friendly**
 - **International road transport** – travel, fun and adventure (more aspirational)
 - **Traveling through nature**
-
- **Most appealing:** international rail transport (travel-aspect). In Germany also drivers of freight trains (greatest independence),
 - **Least appealing:** Service staff ticket controllers and city/regional train drivers (stress factor).



Barriers

- **Monotone** – repetitive and lacking variety, i.e. the same routes and tasks everyday, all day, boredom
- **Security** – risk of crashes, security threats
- **Great responsibility over peoples' lives**
- **Lack of career progression**
- **Working hours**– some don't like shift work and potentially working at night/holidays, early hours. Delays might also mean you finish your shift later.
- **Lonely** – train driver sits alone in the cabin, other job profiles have often negative human connection, e.g. aggressive, rushed or stressed passengers
- **Psychological burden of suicide victims**
- **Bad reputation of companies** (dated infrastructure, strikes)

DEEP DIVE RAIL TRANSPORT

Students have a very romantic idea of the rail sector



EMPLOYEES

- Rail transport is seen as the **ultimate stable sector** in transport.



STUDENTS

- **More romantic idea:** nature and traveling.

DEEP DIVE RAIL TRANSPORT

Women are less interested in the mechanical side of the rail sector



WOMEN

- Less open to the rail road sector: main association with **heavy machinery and physical strength**.
- **Exception Spain**. Rail transport is not gender exclusive. Eager to portray themselves as **drivers and station staff**.



MEN

- Reluctant for **routine, monotonous** jobs.
- Some are interested in the mechanical dimension.

"I can see myself as driving a metro train, and I think I'd be good at it."

- Student (female), Spain

DEEP DIVE RAIL TRANSPORT

Economic situation of the country and the public image of the rail road transport sector color perceptions



A stable job

- **Italy:** Stable job but idea it is an exclusive & corrupt sector.
- **Spain:** Specific mention of male and female drivers. Civil servant job that is believed to be a lifetime career, but is difficult to get into (public examination).
- **Poland:** Good working conditions because it is a public job, but connotations generated by Polish Railways (PKP) are quite negative (dated infrastructure & delays).
- **Exception Bulgaria –not even a stable job:** Poor condition of Bulgarian Railway Company (lack of investment, old infrastructure, low salaries, closing destinations). Associated with decline, lack of youthfulness, lack of opportunities, degradation and lack of perspective for a better future. Perception that experience is demanded.



Boring & monotonous



- **UK:** National strikes create a negative image of workers in the sector, but the strong unions are perceived to have a big impact on employees working conditions and wages (positively).
- **Germany:** Deutsche Bahn as a monopoly in Germany / global player supported by the state (safe jobs), but also with a bad image in Germany (constant unpunctuality, ramshackle rail network, strikes from labor union)
- **Sweden:** Particularly negative image of the rail transport sector: frequent delays, low salary, boring, no expertise in job, job for immigrants who don't speak Swedish.
- **France:** Good pension but trains are always delayed.



DEEP DIVE RAIL TRANSPORT

Typical worker : Rail transport is emotionally disconnected from young people



- 40-50 y.o. male
- Train driver or conductor
- Modest, unambitious
- A bit of a geek, loves engines and technicalities
- Values traveling and nature
- A calm person
- Lacking motivation
- Someone who loves to be alone
- Lot of self-control and patience
- Quite scruffy (beer belly) because of sedentary life style
- Family life is important (shift work, not away from home for days/weeks like road transport driver).

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Transport sector – Brand mandala

Monotone
Boring
Reassuring
Structured and ordered
Autonomy
Introverted, lonely

Routine work
Stable job
Quite technical
Education and skills needed
Public transport
Local : good work/life balance

Older male
Train driver
Modest, unambitious, calm
Lover of technology
Loner
Beer belly (sedentary life)
Family life is important

Peace of mind
International : more glamorous
Goods: autonomy and nature
Persons : responsibility



DEEP DIVE RAIL TRANSPORT

Rail transport sector – SWOT**Strengths**

Stable and structured job.

Secured working conditions (job for life, good pension, holidays, unions, etc.).

Opportunities

Highlight work-life balance & variety of jobs and profiles within the sector.

Technical innovations (fascination with high speed trains).

Environmental friendly aspect.

Provide clear information on recruitment processes, requirements and on-the-job training.

**Weaknesses**

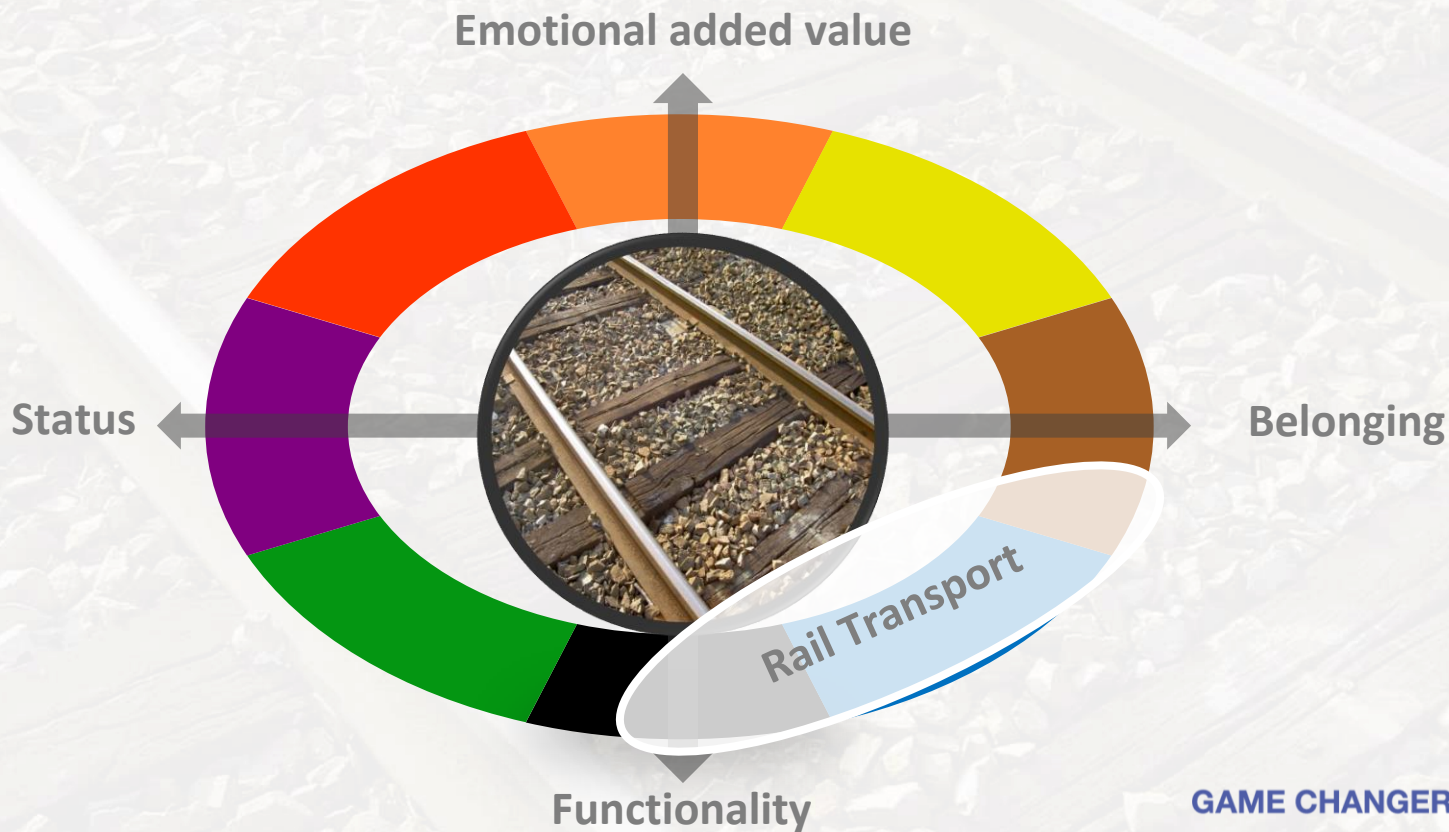
Highly skilled sector (need training).
Perceived as boring and monotonous, always driving along the same track.

Jobs with great responsibility.
Processes of recruitment are unclear.

Threats

Negative image of public companies (strikes, corruption and deteriorating infrastructure).

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Transport sector – Positioning in the Censydiam frame

AIR TRANSPORT SECTOR

DEEP DIVE AIR TRANSPORT

Spontaneous associations



DEEP DIVE AIR TRANSPORT

Distinctively positive: glamorous environment, job with lots of variety, excitement & travel

- The airport as **fascinating work-environment**: A world within a world, well structured and organized. Transport of people is top of mind, linked to travel, holiday atmosphere.
- **Prestigious atmosphere**: Cosmopolitan spirit, glamorous, freedom & excitement. People working here are seen as upbeat, polite, open minded, smartly presented and knowledgeable.
- **Stimulating job**, positive and motivating working environment with lots of **variety**: people are always happy (going on holiday), less stressful and rude passengers as compared to road transport.
- **Best paid sector in transport**, but it is a job that requires **responsibility**. It can be stressful, one needs to react quickly.
- **Aspirational** for independent, curious and lively personalities: many contacts with different people & opportunity to travel on the job.

"Makes me think of this young, progressive individual. Older people aren't skilled in speaking 2-3 languages."
– Student, Poland

"It is freedom, travelling, excitement to know different people and places."
– Student, Spain

"All people are there for a good reason... such as holiday or maybe for work but they are not stressed as on the bus or metro."
– Young employee, Italy

"I believe it's the best paid part of the transport sector."
– Young employee, Sweden

DEEP DIVE AIR TRANSPORT

A variety of jobs top of mind**Spontaneous**

- Check-in staff
- Security & customs
- Ground staff: baggage handler, gas filler, airport trolley collector
- Pilots and co-pilots
- Cabin crew: stewards and stewardesses
- Customer service
- IT
- Meteorologist
- Airplane mechanics & engineers
- Air control tower

Aided

- Catering
- Airport staff: cleaner, shop workers, ...

DEEP DIVE AIR TRANSPORT

Well paid but highly qualified field with great responsibility

Generally there is a lack of knowledge what the requirements are to work in the air transport sector & what the selection procedure is.



Gender stereotypical jobs: Service and customer attention are traditionally female. Pilots, mechanics and maintenance (ground staff, air control, ...) are male positions. Security, cleaners and behind the scene roles are for both genders.



It is considered as **highly qualified**, even low to medium level professions have special requirements (language, physical demands, certificate of good conduct, ...).



Differentiation between people who work in the planes (pilots and crew) versus ground working staff which is less aspirational but still prestigious.

DEEP DIVE AIR TRANSPORT

Drivers and barriers

Drivers



High salaries

- **Prestige** – status, glamour, sophisticated
- **Stimulating** – interesting and meaningful job
- **Variety** in the job – every day is different
- **Social contacts** – meeting new people, different cultures
- **Added bonuses** – opportunity to travel, day off when flying to a destination, cheaper flight tickets
- **Well structured and organized** – regulated and safe working environment
- **Team spirit** – working together, common purpose
- **Modern working environment** – evolving technological trends

- **Most appealing:** Pilot (male), stewardess (female), both because of status; mechanics / engineers (fascination of airplanes)
- **Least appealing:** Ground crew

Barriers



- **Special qualification needed** – stringent criteria on physical appearance and skills
- **Demanding work, highly disciplined**
- **Hard working hours** – long time away from home, inconvenient hours and stress
- **Responsibility** – for the lives of many people
- **Risk and danger** – plane crashes, terrorism attacks, etc.
- Claustrophobic – being trapped, cramped work space

DEEP DIVE AIR TRANSPORT

Students are dazzled by the travelling opportunities and good salaries of the air sector



EMPLOYEES

- **Lack of awareness of selection processes** and the real chances to get a job on this field.



STUDENTS

- Attached to **the aspirational image of air professions**, travelling and good salaries.
- Being a flight attendant is a **temporary job** for a couple of years, before settling down.
- Seen as a sector with jobs suitable for **different educational backgrounds/levels**.

"Sounds great, but how do you get in? I couldn't think of what to do if I wanted to work at an airport"

-Young employee, Spain

DEEP DIVE AIR TRANSPORT

Female participants are eager to enter this world, transcending their role as flight assistants and customer support



WOMEN

- They consider their generations as **ready to enter “male” positions** as controllers, pilots, mechanics and gain responsibility (and better wages).
- Some expressed concern about **combination with family life**.

“If a hostess wants to have a baby she has to quit her job.”

- Student (female), Italy



MEN

- Interested in **technical positions** as controllers, mechanics, pilots and aircraft maintenance.

DEEP DIVE AIR TRANSPORT

In countries with a struggling job market the air transport seems further out of reach



Aspirational but “not for me”

- Young people in countries with a struggling job market doubt about their skills to fulfil a job in air transport. The sector seems too far out of reach, requires specific education, and more specific **language skills**.
- No clue of what is needed to get there.
- **Spain**: influenced by popular reality TV show shot in Madrid airport
- **Bulgaria**: only international flights came to mind. Seemed more within reach here: awareness of on the job training



Aspirational: well paid and adventure



A job in the air transport sector is well **paid and glamorous**. Young people could see themselves working here, even for a short while. Country differentiations:

- **UK**: groups were held the day after the terrorist attack in Westminster, as such **security and terrorism** were fresh in the mind of the young people. The air transport sector was associated with the environment with the highest risk of danger, since the airport is secluded from the outside world, once in you can't get easily out. Image of the air transport is also influenced by a popular **reality TV show** “airport”.
- **Germany**: great media awareness due to **strikes** of big airlines (even though they are already paid quite well)
- **Sweden**: Working conditions might vary between airline companies.



GAME CHANGERS

DEEP DIVE AIR TRANSPORT

Typical worker : Emotionally closer to young people

- Male or female, 30-35 years old: young and progressive, speaking multiple languages (aspirational)
- Nice, professional people who love their jobs and enjoy its advantages (travelling, good wages, opportunities).
- Neat, clean, elegant, well groomed
- Self-confident, charismatic, inspires trust
- Loves travelling, open minded attitude
- Has a family (not in Italy)
- Self-controlled
- They love their work, they are proud because they get to know a lot of people, contribute to society in an important way & perform a job of responsibility.
- They have studied and prepared to enter this professional world.

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Air transport sector – Brand mandala



DEEP DIVE AIR TRANSPORT

Air transport sector – SWOT**Strengths**

Prestigious sector: variety & fun guaranteed.

Well-paid sector.

Team-spirit & travel.

Weaknesses

Highly skilled needed, unclear how to get in.
Work-life balance can be questioned: for some it is only a temporary job, before starting a family.

Opportunities

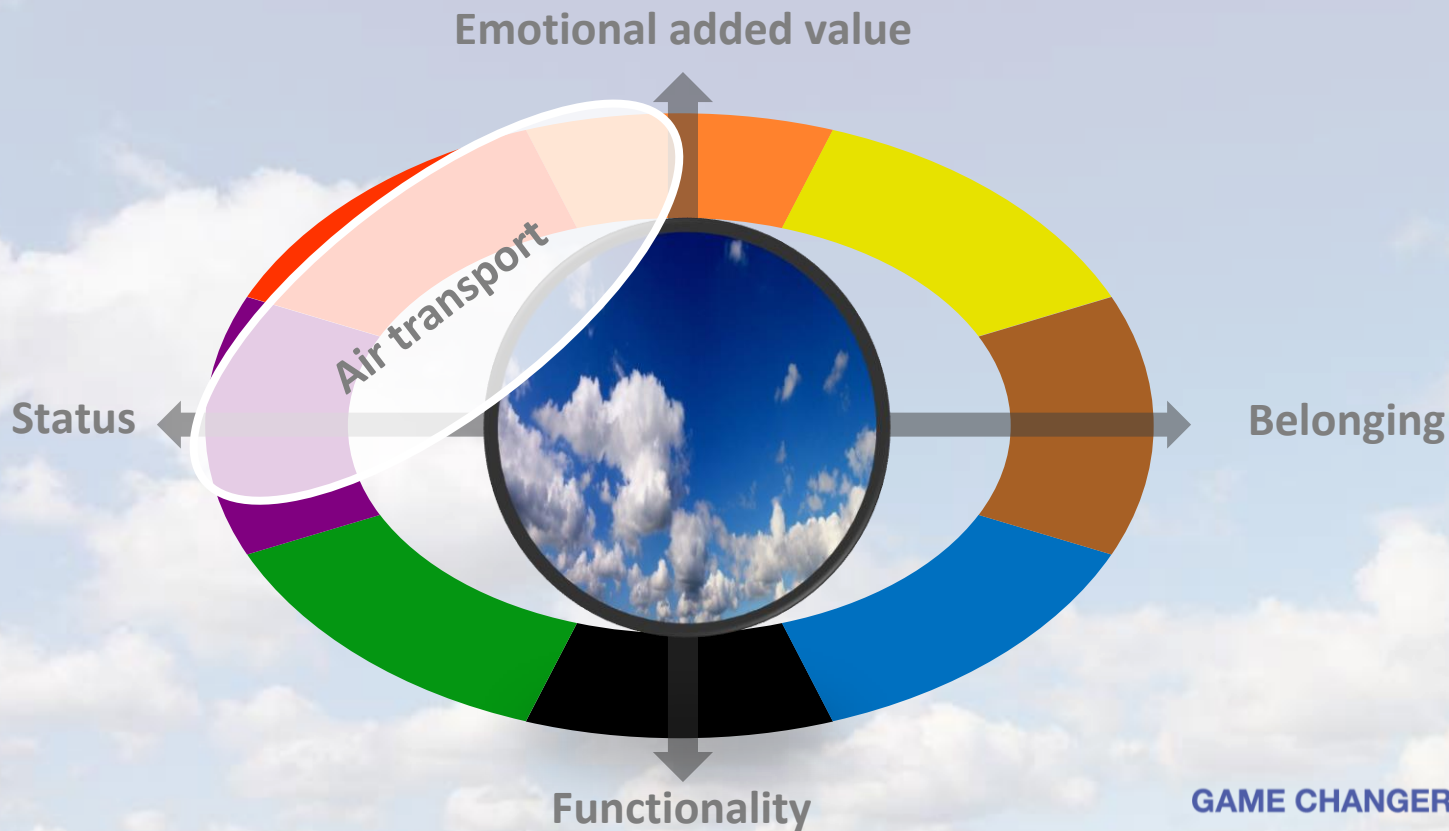
Provide clear information on recruitment processes, requirements and on-the-job training.

Threats

Global security concerns involving airports.



UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Air transport sector – Positioning in the Censydiam frame



WATER TRANSPORT SECTOR

DEEP DIVE WATER TRANSPORT

Spontaneous associations



DEEP DIVE WATER TRANSPORT

Water sector is not top of mind: unknown, slow, lonely & dirty

- Young people have a very **vague idea** of the water transport sector. Little spontaneous reaction but immediate **negative connotations**: slow, dirty, away from home for a long time & unpredictable weather conditions. **Mainly sector**: physical strength needed.
- **Vocational call**: specific maritime training is necessary.
- Depending on personality: for those having a positive association with water, it is associated with **freedom, fun and adventure** of being at sea and/or outdoors. For those less comfortable with water it creates **anxiety about being a trapped at sea**.
- Clear distinction between **transport of goods** (slow cargo ships – the lonely adventurer) and **transport of people** (cruises – glamorous, fun).
- **River** (one direction, boring, but also more stable?) versus **sea** (more adventurous, freedom, male camaraderie, but also long time from home, loud and disorderly)

"The atmosphere is very masculine, hyper physical, it misses refinement. I am not at all interested in that world."

– Young employee, France

"You have to part with regular life for a while. Sailing on a tanker from New Zealand to Scandinavia must take 2 months. You kind of check out from today's fast paced lifestyle"

– Student, Poland

"To move all the goods, to manage boxes and stuff you need to be strong"

– Young employee, Italy

"When you're out for a long time together you can't help being friends"

– Student, Sweden

DEEP DIVE WATER TRANSPORT

Unknown: hard to name jobs**Spontaneous**

- Ship's captain
- Deckhands
- Navy
- Sailors
- Cruise-workers: service staff, waiters, shop employees, hair stylists, hosts and entertainers.
- Seamen & helmsmen
- Only in Sweden: fishermen & ship builders

Aided

- Cooks
- Mechanics
- Engineers
- Onshore jobs:
- Harbor workers (crane operators)
- Container logistics
- Custom officers
- Water guards
- Administrative tasks

DEEP DIVE WATER TRANSPORT

Great variety of jobs on a ship: it is a world on its own

Two different worlds within the water transport: cruises versus cargo.



Cargo/goods: hard physical labor, male environment. Jobs? Mechanical support, navigation, sailor (The Navy), captains, ship builders, engineers, container logistics, fishermen, harbor workers (i.e. crane drivers, moving containers), custom officials, water guards, ...



Cruises: hospitality industry, luxury boats with swimming pools, it is sexier than rail transport, holiday atmosphere. Even greater variety of jobs on board (e.g. shop owners). Jobs? service staff on board of cruisers (receptionists, cooks, waiter, artists, cleaners, facility managers)



Conforming to **stereotypical expectations** that physical roles are for men and female roles are limited to administration based office work, ticket offices, etc.

DEEP DIVE WATER TRANSPORT

Drivers and barriers



Drivers

Calm atmosphere – compared to other sectors not a stressful work environment, slower pace, no excessive responsibility and a lot of free time during working hours

Good wages and conditions – with no expenses on board and long seasons working, a good income and long spare time periods are assumed.

Cargo

- **Manly camaraderie** – crew is united in hard, adventurous work

Cruise

- 'Almost like **holiday**' feeling
- **Team spirit**
- **Variation**

- **Most appealing:** service staff (emotionally connected to the hotel business)
- **Least appealing:** seamen, cleaners



Barriers

Work-life balance – long away from home

- Seasickness
- **A male dominated environment** (females)
- **Specific training necessary** – from a young age to marine school
- **Responsibility** (certain kinds of job profiles)
- **Close quarters, lack of personal space** can lead to irritation & boredom
- **Dated sector** – long delivery times don't sound modern
- **Mundane, monotonous** – little going on

DEEP DIVE WATER TRANSPORT

Employees consider the more practical elements of working in the water transport sector



EMPLOYEES

- Consider more **practical aspects** like concerns of being away from home, little expenses on board and long free-time periods.
- More attention for **logistical jobs** within the water transport sector.
- Also mentioning **cargo**.



STUDENTS

- More **romantic view** of sector: bravery, adventure, exploration. Linked to the mystery and appeal of the sea, touristic world and camaraderie.

"It's not only a convenient job, but also you can do what you want when you are back on firm land."
- Young employee, Spain

DEEP DIVE WATER TRANSPORT

A male world: men are attracted by camaraderie, women by the glamour of cruise ships

**WOMEN**

- Particularly the cargo transport is seen as a **male world, not attractive for women.**
- They see themselves in **services and entertainment for touristic passenger transport.** Rejection of cargo ships and port professions.

**MEN**

- **Male camaraderie**, adventure, hard tasks.
- Appeal of being close to **nature's forces.**
- Think of **well-paid jobs** on goods transport.

"I think it would be quite fun; it's the outdoors environment."

- Student, UK

DEEP DIVE WATER TRANSPORT

Outspoken negative image of water transport (specifically cargo), except in Sweden, Spain & Germany

Unknown and unpopular

- **Italy:** Uncommon sector. connotations of chaotic ports, dirt, hard physical labor, insecurity (weather). Ferry and cruises as water transport of people.
- **Bulgaria:** Little emotional connection & spontaneous input. River cruises versus international cargo transport.
- **Poland:** Unknown, dated & archaic sector.
- **UK:** Jobs in ports far from London (location field), river transport was not top of mind.
- **France:** Least sympathetic of all kinds of transport.

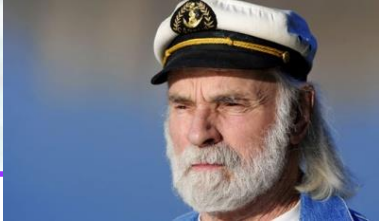


More positive image of water transport

- **Sweden:** Very positive image, a bit romantic. it is a traditional world built on routines which gives comfort. Also connotation with fisher industry.
- **Spain:** Adventure and glamour. Very distant, but still slightly aspirational (particularly working on cruises for women). Younger sector image in Spain.
- **Germany:** Awareness of modern technology used in sector (e.g. cranes in harbors).



DEEP DIVE WATER TRANSPORT

Emotionally distant to young people: either old, bearded & tattooed sailor or young person working on a cruise

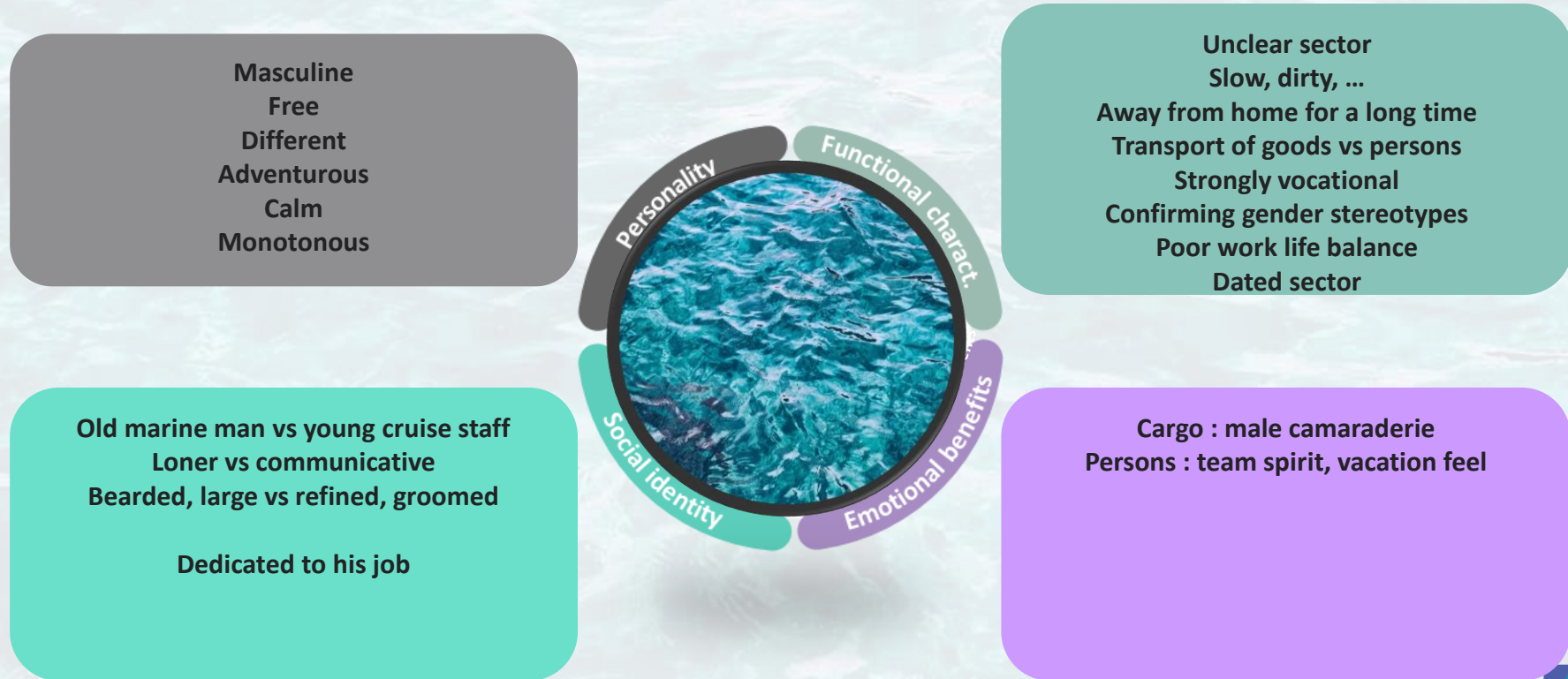
- 50-60 y.o. male with a grey beard
- A loner: no family, no commitments, lives one day at a time, independence is his main value
- Dedicated to his job: conscious choice to work in the water transport, he knows what he wants
- Loves the nature, an outdoorsy type, passionate about the sea
- Bearded and large person
- A storytelling optimist
- Decisive, resourceful, quick to act
- Loves to test himself against obstacles and the forces of nature



- A young person 25 (cruise), 35 (sailor)
- He loves to be by himself and loves the team spirit with the crew.
- He makes good money when he's overseas and then enjoys life when he returns.
- The cruise worker loves people & adventure. She will make good money and have some weeks of free time when she comes back home.

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Water transport sector – Brand mandala



DEEP DIVE WATER TRANSPORT

Water transport sector – SWOT**Strengths**

Intriguing sector: team spirit, adventure, being outdoors/in nature.

Opportunities

Increase sector awareness (particularly **onshore jobs**). Water transport of people (particularly cruises) are most aspirational, can be used as entry to create awareness about variety of jobs and profiles needed in the sector.

Work-life balance: combine work with travel, longer off times to enjoy.

**Weaknesses**

Unknown sector, dated and archaic.
Skills: specific maritime training is necessary.

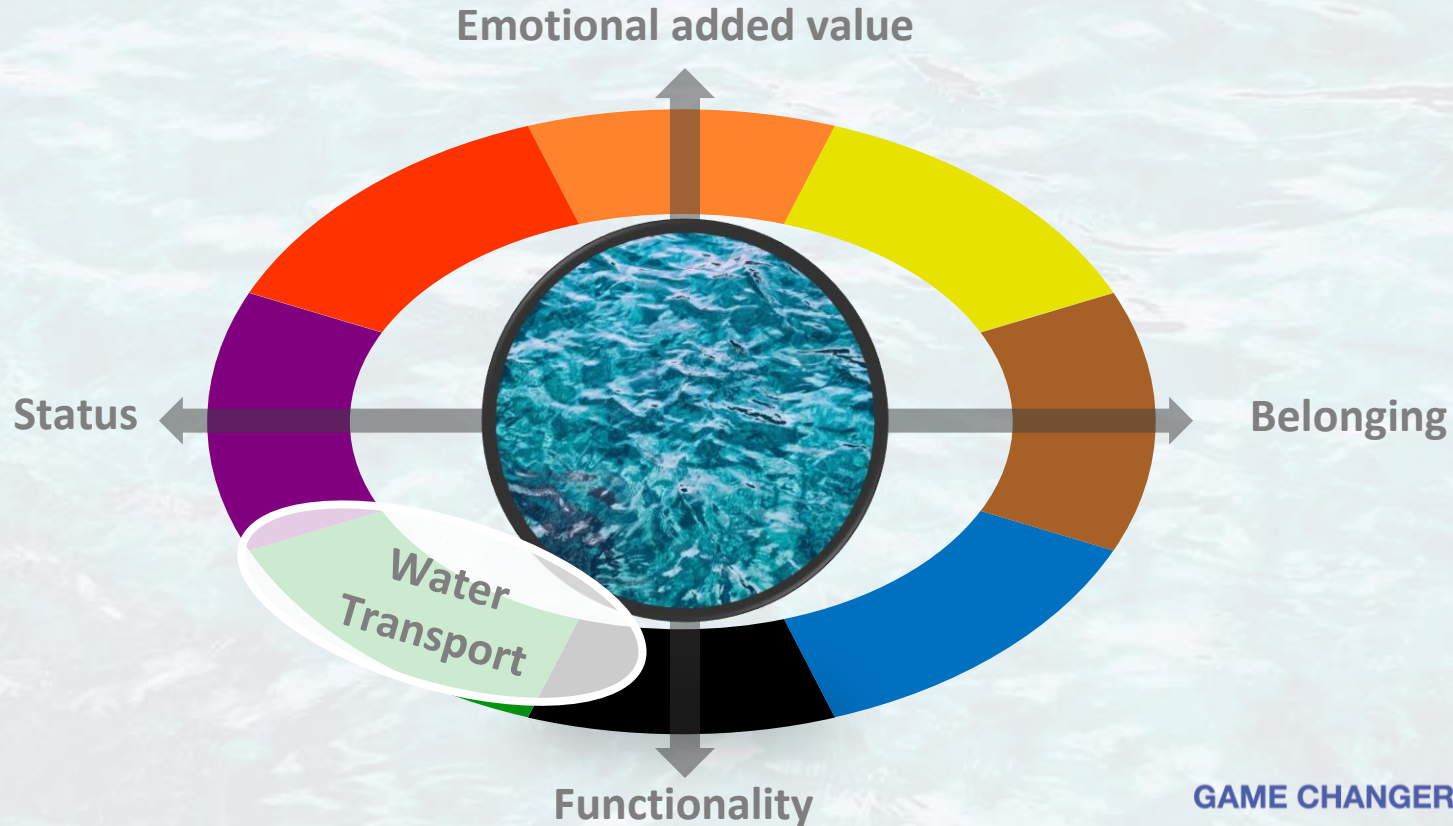
Work-life balance: longer times at sea negatively influence family life.

Threats

Particularly seen as a male dominated world.

UNDERSTANDING OF THE TRANSPORT SECTOR AS EMPLOYER

Water transport sector – Positioning in the Censydiam frame





6. COMMUNICATION

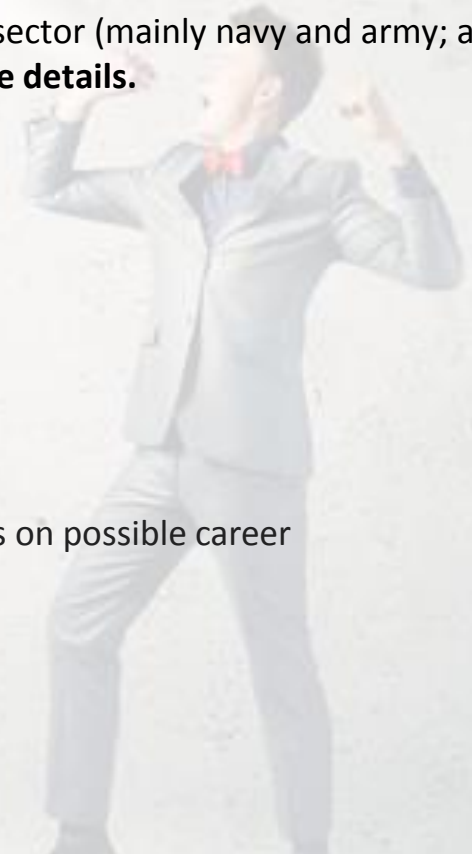
ANALYSIS OF COMMUNICATIONS

Remembering advertising/communication?

In general young people can mention some advertising on careers in the transport sector (mainly navy and army; also Uber, national public railroad company, flight companies) but **they cannot recall the details.**

Media

- Print (magazines)
- Online (pop ups, Facebook, company websites, job posting websites)
- TV ads (navy, army, air companies)
- Ads in public transport (subway, train & bus stations)
- Students have been in contact with fairs, presentations and testimonials on possible career choices through school



ANALYSIS OF COMMUNICATIONS

Young people want to feel emotionally connected & need all the facts in communications

Honesty & facts:

- **Purpose:** Short and clear description of the job position and its aim. Not only present info on the job itself, but also on the company/the business. Young people want to be part of something bigger, they want to feel appreciated.
- **Tasks and requirements:** Simple list of tasks and skills. Describe how a work day looks like. What profile & personality are they looking for?
- **Working conditions:** Hours, wage, type of contract, potential growth opportunities, etc.
- **On transport sector:** Showcase variety of sub sectors, environmental sustainability and technological innovations within the sector.

Emotional connection:

- Young people want to be emotionally moved by communications. Communications need to be innovative & unique.
- **For transport sector:** Showcase relevance of transport sector in the modern society.

Importance of channels:

- Young people look for information **online**, but they **first need to be aroused**: print, video, social media.
- **Job fairs:** also important, as these events are visited by most young students. The chance to know the atmosphere and know more about the structure of this sector.

"Only the first 3 hits, google shows are relevant for me."

- Student, Germany

"It has to be social media. I wouldn't think of surfing the web to know more about transport, unless I had a clear idea before."

- Young employee, Spain

"It shouldn't be like 'I need someone to drive my truck', it should be about you becoming a part of something. Transport has this image of turnover, lack of care for people who work as drivers, in delivery."

- Young employee, Bulgaria

ANALYSIS OF COMMUNICATIONS

Suggestions by respondents: spontaneous messages**Road transport**

- “We offer you many challenges”
- Reality of working on the road - variety
- You can work temporarily, no need to stay lifelong
- Purpose and value of these professions

Rail transport

- Stability of working in the sector
- Family conciliations possibilities on this sector
- Attractive pay
- Scope of different jobs
- Positives about the work place
- Innovation within the sector

“The should do away with the stereotype that says rail transport is dated. They should claim that they’re an innovative sector and that’s what sets them apart.”

- Student, Poland

Water transport

- The camaraderie atmosphere
- Well paid
- Safety of vessels
- Variety of jobs
- Innovation within the sector

Air transport

- Gender equality, sexism is history
- Convince us that it really is realistic for a young, not highly educated person to get a job in the business

“It has to be short and clear, if you don’t understand it right away, you move to another thing.”

- Student, Spain

“Provide good advertising via social media, showing future perspectives, lifestyle and emotion. I want to feel how it would be like to work there.”

- Young employee, Germany

ANALYSIS OF COMMUNICATIONS

After discussing examples

Honesty & facts:

- Also discuss **negative sides** of jobs: let real employees talk about their jobs (in videos) in a passionate & authentic way.
- **Area of influence:** Local, national or international.

Emotional connection:

Being part of a bigger thing is an important emotional message, but also the **individuality** is important: showcasing the type of personality, character and values one needs in the transport sector to position the sector above others:

- **A curious mind, being different:** working in a sector that has new experiences and satisfactions to offer.
- **Purpose:** Make the candidate feel as part of the making the world move for an optimal functioning of society or the luxurious atmosphere of leisure.
- **Personality:** Make clear the position needs a special setting of emotional skills and character.

Channels: among young people, web sites are becoming less important. Mobile world is their window to all kinds of realities. **A day in the life - video** is the winning format:

- Provides an **'authentic voice'** of employees discussing their achievements and job satisfaction. It conveys the employees' enthusiasm and enjoyment of the role, but should also talk about the less positive elements of the job.
- It taps into the **'human element' and demonstrates the emotional rewards of the job and interaction** with others through the use of employees talking about their heartfelt positive experiences and job satisfaction.
- It shows the **variety of the job:** following somebody throughout his day.
- It should not feel scripted: employs a Q&A format (e.g. a vox pop), to facilitate a more authentic tone.

ANALYSIS OF COMMUNICATIONS

Additionally after discussing communication examples:Do

- **Reality:** convey real situations, show clearly what the actual work is like, explain what kind of person will enjoy the job. Give voice to real people satisfied with their jobs.
- **Steadiness:** steady jobs, fair wages and special.
- **Multimedia:** videos, audios, fresh and young image.
- **“Young” channels:** social media, bus stops/public transport, magazines, students and job fairs. Turn up in Google searches.
- **Traditional channels:** especially radio, listened to at work and on the go.
- Keep it **short** and easy to digest.
- Target young people in the tone of voice and featured persons – show young people doing the job to ensure identification.
- **Gender inclusive:** show both sexes.
- **Information:** what education is needed and what education will be given, growth opportunities. Be clearly directed (to people with particular education, experience, etc.) and provide a list of requirements.
- **Connection:** having a number to call for information, pop-up chats are appreciated online. For students: meeting in person is much appreciated (career days, job fairs, testimonials).

Don't

- **Seriousness:** avoid projecting a very adult and close specialist environment – sell the job emotionally to the audience
- **Neutrality:** avoid neutral and uninspiring messages or descriptions.
- **Complex language:** avoid excessively technical language, official documents and process manuals for first contacts. It is essential to talk to young people in a language they understand.
- Get stuck in gender or sector stereotypes
- Excessive talk/narration and too long texts
- **Sugarcoat:** be honest
- **Bad quality:** web design, spelling mistakes, bad video quality or content quality. The young target audience is demanding and fast to judge. They have little patience with poorly executed content
- Do only video, as some people prefer reading. A combination is recommended.
- **Vague** and hard to grasp -should not include requirements or details that are not specified (e.g. if English is required, the level needed should be indicated)



PERCEPTION OF A SERIES OF COMMUNICATIONS

COMMUNICATIONS - DETAILS - SPAIN

Aena employment page

- **First impressions**

Neutral and unappealing website. Lack of relevant information in the landing page, only the “interested” section to leave your personal info attracts some attention.

- **Decoded message:**

Felt as a highly specialized, governmental and bureaucratic webpage:

- Unappealing and rejected. Participants agree they wouldn’t pass from the main page.
- Messages are hard to understand: official and legal language, unclear tasks and job description, unappealing image.
- Lack of images and excess of text.

- **Persuasion power:**

Very low. Understood as a resource for authorities or highly specialized professionals, dispelling young profiles immediately.



“I cannot even understand what kind of job this is. Maybe security? Or is it a technical job?”
- Young employee, Spain

COMMUNICATIONS - DETAILS - SPAIN

Aena employment page

- Impact on the image of the sector:

Air transport worsens its imagery with this webpage. Instead of a challenging, glamorous and high-status world, it appears to be boring, complicated and hostile. It does not provide the needed orientation and information for young candidates.

- Learnings

Do

- Easy access to a section to leave your personal information.
- Use social media.
- Use multimedia.

Don't

- Boring design.
- Lack of information on main page.
- Complicated routes.
- Hard to understand information.



COMMUNICATIONS - DETAILS - SPAIN

How do bus drivers learn

**First impressions**

Video format that draws attention. Short and appealing images. Though it is not a glamorous or aspirational piece, it opens a window to an unknown world and lets viewers learn something they did not know.

Decoded message:

Interesting message that communicates professionalization and practices for a profession they believed dull and unappealing:

- The digital simulator conveys the idea of high technology.
- Senior drivers training communicate the certainty of a safe job and professional employees.
- A test track increases the appeal of road transport, giving a playful dimension to this job.

Persuasion power:

Medium. Creates curiosity and changes the image of the sector, though it is not a piece aimed to recruit candidates.



"Maybe driving a bus is not as boring as I thought it would be..."

- Student, Spain

COMMUNICATIONS - DETAILS - SPAIN

How do bus drivers learn



Impact on the image of the sector:

Highly positive. Participants discover an unsuspected side of being a bus driver and reassess its status when knowing about this training. Appears to be a more specialized and interesting profession, also supported by the idea of this training being provided by the employer (ALSA, one of the better known Spanish bus companies).

Learnings

Do

- Be different: an original and lively aspect of a driver career.
- Specialized: state-of-art simulator, professional test track.
- Good working atmosphere: mature and friendly people Understood as “friendly with younger colleagues”.

Don't

- No women present in the piece. Reinforces the idea of a male world.
- No further information: no phone number or webpages to get more information.



COMMUNICATIONS - DETAILS - GERMANY

Be your own captain



- **First impressions**
Not convincing since it communicates a common stereotype “freedom”.
- **Decoded message:**
Lacks credibility as it doesn’t express the uniformity and strict rules in the water transport sector.
- **Persuasion power:**
Low. It doesn’t show the variety in the sector. It refers only to the captain.
The visual language is not authentic. It only shows the “clean” situations. It doesn’t express the heroic aura of the sector.
The fact sheet expresses an immature advertising design. One lacks factual information about the job requirements, job conditions, ...
The interview formats fail because they only describe the positive side of the job.



COMMUNICATIONS - DETAILS - GERMANY

Be your own captain



- Impact on the image of the sector:
It lacks factual information and credibility to have a positive impact on the sector.
- Learnings

Do

- Provide concrete facts.
- Avoid communicating emotions only.
- Communicate credible information.
- Depict the reality with positives and negatives.

Don't

- Present immature or fuzzy designs.
- Depict a too emotional approach.
- Express a lack of authenticity.
- Create a too "advertisement" like communication.

"Looks like they wanted to copy titanic."
- student, Germany



COMMUNICATIONS - DETAILS - GERMANY

üstra

- **First impressions**

Not convincing because it plays with gender stereotypes. It tries too hard to be cool, young and open-minded and lacks credibility.

- **Decoded message:**

It fails to meet the open-mind expectations of the target group because it “tries too hard”.

Message ‘üstra rocks’ and ‘rock stars’ = allusion towards the German word ‘Rock’ (skirt) and visuals (men in skirts) is not understood immediately. If decoded it is unauthentic, overblown and flat.

- **Persuasion power:**

Low. Lacks connection to the real everyday work job facets. Lacks clear information about the job conditions.

Gender is not crucial for job choice. Personal interest is.



COMMUNICATIONS - DETAILS - GERMANY

üstra



- Impact on the image of the sector:
It lacks factual information and credibility to have a positive impact on the sector.
- Learnings

Do

- Communicate job offers online.
- Address the real job needs of the target group.
- Provide concrete facts.

Don't

- Try too hard.
- Communicate emotions only.
- Play with the gender dimension.

"I am also breaking clichés, but this doesn't mean that this job is interesting for me."
- Young employee female, Germany

The screenshot shows the üstra website with a green header. The main navigation includes 'FAHRGASTCENTER', 'UNTERNEHMEN', and 'K'. Below the navigation, there are links for 'Arbeiten bei der üstra', 'Vielfalt', and 'Stellenangebote & Bewerb'. The main content area features a campaign titled 'Kampagne: üstra rockt'. The text describes a campaign where 10 colleagues on buses and trains wore 'üstra' t-shirts to promote diversity. It mentions that women can also enjoy the job and that the campaign aims to show that everyone can 'rock' at üstra. There are buttons for 'Mehr erfahren' and 'Ausbildung gesucht?'. A video player shows a group of people in uniform, and a YouTube video titled 'üstra.rockt' is also visible.



COMMUNICATIONS - DETAILS - GERMANY

German dry docks



■ First impressions

Not appealing because too “dry”. Too much text and lack of triggers to read it. Lacks an emotional side.

■ Decoded message:

Hard to decode a message besides “we are looking for applicants”.

■ Persuasion power:

Low. Too much text. Too adult tone of voice. Lacks emotions and personal benefits.

The information is too hard to digest.

“You would only read this, if you are already really interested to apply for a job there.”

- Young employee, Germany



COMMUNICATIONS - DETAILS - GERMANY

German dry docks



- Impact on the image of the sector:
Too "dry" communication to have a positive impact on the sector.
- Learnings

Do

- Communicate clear information about the job.
- Communicate more emotions.
- Communicate online.
- Use triggers to motivate reading further.

Don't

- Avoid too text based communications.
- Use a too adult tone of voice to communicate with young people.



COMMUNICATIONS - DETAILS - GERMANY

Hamburg Port Authority



First impressions

The web portal is informative, the promotional film lacks attractivity.

Decoded message:

The web portal contains the relevant information, including salary range.

Unfriendly atmosphere of the harbor.

Persuasion power:

Although mainly text, the web portal is persuasive because it communicates relevant information, which is structured according to the target group expectations. Social media is used. The promotional film fails to be persuasive because it depicts a grey atmosphere of the harbor, it lacks relevant information, the depicted job is too niche, ... The experience reports are not trustworthy.

"They should convince me, why I should work for this company."

- Young employee, Germany



GAME CHANGERS

COMMUNICATIONS - DETAILS - GERMANY

Hamburg Port Authority



Impact on the image of the sector:

The promotional film depicts a too grey harbor atmosphere.
The web portal has a better impact as it communicates relevant information.

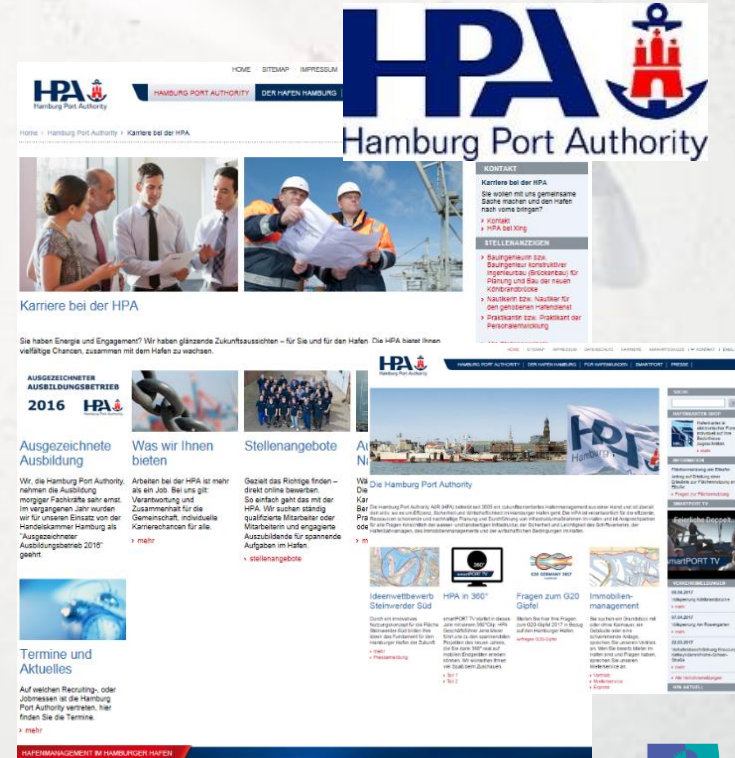
Learnings

Do

- Communicate relevant job information including salary ranges.
- Structure the information according to the target group needs.
- Use social media.
- Use films instead of pictures.

Don't

- Express a too grey picture of the job.
- Use cheap looking, unattractive films.
- Communicate information lacking trustworthiness.



COMMUNICATIONS - DETAILS - GERMANY

Deutsche Bahn



First impressions

Modern and up to date way to communicate.

Decoded message:

Web portal : contains all the relevant information, in a modern and visual language.

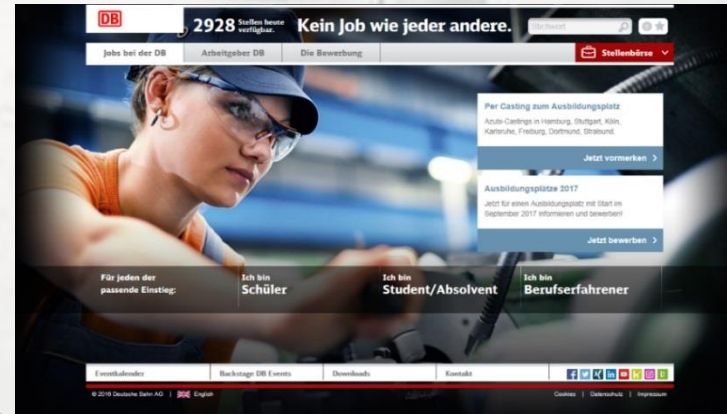
TV spot : A dream job and the variety of jobs in the transport sector.

Persuasion power:

Very persuasive.

Web portal : appealing design and visual language. Good structure and provides orientation. Detailed information with high visibility of key facts.

TV spot : very good combination of emotionality, clear facts and humor (“more couples than any dating service”, “make heavy metal your job”).



“You start dreaming a bit.”
- Young employee, Germany

COMMUNICATIONS - DETAILS - GERMANY

Deutsche Bahn



Impact on the image of the sector:

Very positive impact on the business sector. Answers the need to experience the variety in the transport sector. Appealing for a lot of different people.

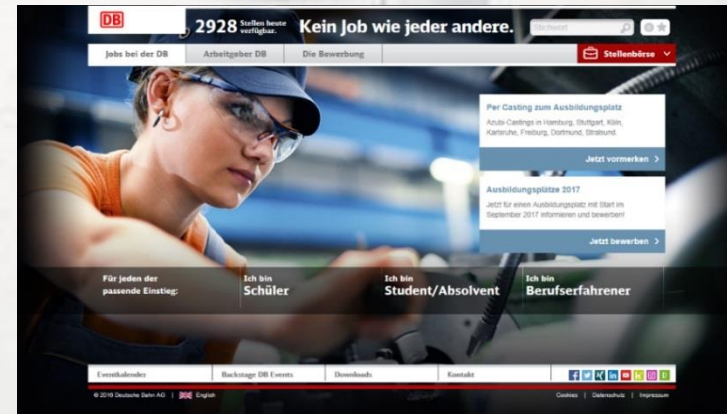
Learnings

Do

- Very good combination between emotions and facts.
- Add a touch of humor.
- Good orientation in the website .
- Highlight the most important facts.
- Events also raise interest.

Don't

- None.



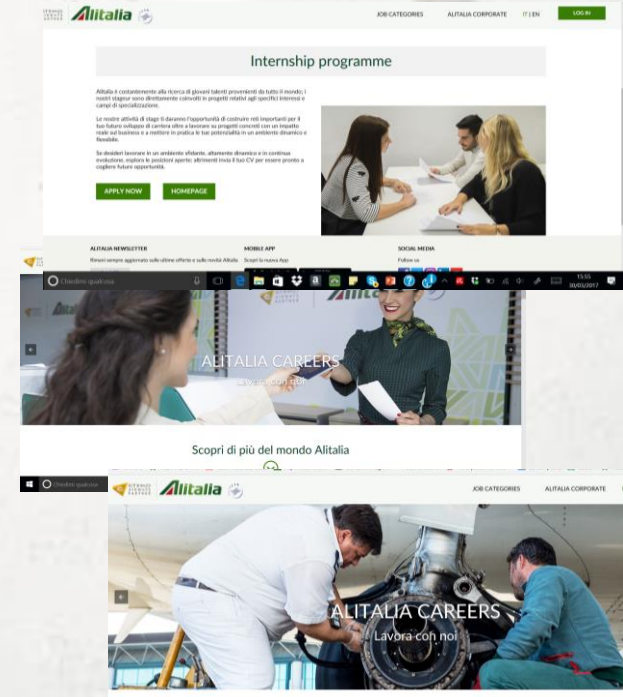
COMMUNICATIONS - DETAILS - ITALY

Alitalia



- **First impressions**
An overall sense of professionalism, competence.
- **Decoded message:**
A commercial for Alitalia, not for offering a job. It lacks concrete job information.
- **Persuasion power:**
Not that persuasive, it is too vague and superficial.

"I would like to understand better what each level does"
- Student, Italy



COMMUNICATIONS - DETAILS - ITALY

Alitalia



Impact on the image of the sector:

At emotional level, it is coherent with the sector: premium, elegant and prestigious. At concrete level the message is not clear about career and jobs.

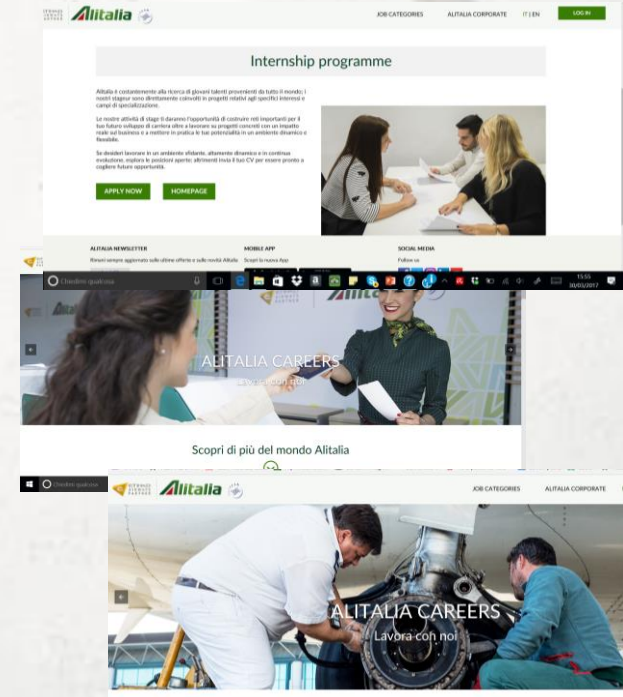
Learnings

Do

- Use an elegant lay out, but keep it simple.

Don't

- Too vague job descriptions and required skills.
- Lacks a "day in life" like communication.



COMMUNICATIONS - DETAILS - ITALY

Adria Ferries



■ First impressions

Not very positive. Quite basic. Sad, poor, not very professional.

■ Decoded message:

Low profile company, basic and not prestigious. But the information about the open positions is clear.

■ Persuasion power:

Lacks convincing power. Although the practical information about the careers meets the expectations, the overall feel is too basic. It lacks an emotional dimension to it.

"That's very basic and poor communication of the web site... too simple... cheap and not enticing at all... but at least you understand a bit more about each position... it seems something for specialized people only... as I do not understand the job titles... but if you are already in the sector you can join."

- Student, Italy



The screenshot shows the Adria Ferries website. At the top, there is a navigation bar with links: HOME, LINEE, NAVI, PREZZI & ORARI, CARGO, CONTATTI, AREA AGENZIE. Below this is a banner with a woman holding a yellow sticky note that says "LAVORA CON NOI". To the right of the banner is a contact information box with the text "INFO & BOOKING +39 071 50211621" and social media icons for Facebook, Twitter, Google+, Instagram, and SMS. Below the banner is a registration form with fields for Name, Cognome, E-mail, and Telefono. Below the form is a section titled "Posizioni aperte" (Open Positions) which lists various job roles and their corresponding ship types. At the bottom, there is a section titled "Stiamo selezionando uno sviluppatore junior per progetti interni di applicazioni web" (We are selecting a junior developer for internal web application projects) with details about the required skills and experience.

Posizioni aperte

Stiamo selezionando le seguenti posizioni:

IMO 012	Comandante per navi Passeggeri/Ro superiori a 1000 GT
IMO 013	Comandante per navi Petroliere tra 100 GT e 1000 GT
IMO 014	Comandante per navi tra 100 GT e 1000 GT
IMO 015	Ufficianti di Coperta per navi Passeggeri/Ro
IMO 016 - IMO 017	Ufficianti di Coperta per navi Petroliere
IMO 018	Direttori di Macchina per navi Passeggeri/Ro superiori a 1000 GT
IMO 019	Direttori di Macchina per navi Petroliere tra 100 GT e 1000 GT
IMO 020	Direttori di Macchina per navi Petroliere tra 100 GT e 1000 GT
IMO 021 - IMO 022	Ufficianti di Macchina per navi Passeggeri/Ro
IMO 023 - IMO 024	Ufficianti di Macchina per navi Petroliere
IMO 025	Elettricisti per navi Petroliere
IMO 026	Fregatisti
IMO 027	Operatori di Coperta
IMO 028	Operatori di Macchina

Stiamo selezionando uno sviluppatore junior per progetti interni di applicazioni web.

Le principali tecnologie utilizzate sono: JAVA database SQL, ORACLE, HTML5, Javascript, JQuery, CSS3.

System Administrator Windows/VaWare

Profilo:
Il candidato ideale è Laureato in Discipline Tecniche Scientifiche, ha buona conoscenza della lingua inglese (scritta e parlata). Sono requisiti fondamentali una buona capacità relazionale e di lavoro in team, capacità di adattamento, pro-attività, flessibilità.

Completare

COMMUNICATIONS - DETAILS - ITALY

Adria Ferries



- **Impact on the image of the sector:**
Low. At emotional level it lacks rewarding. It lacks the expression of emotional added value, but it explains the positions and the roles well.
- **Learnings**

Do

- Clear information about the open jobs.
- Use more images in the communication (about the company, the ferries, ...)

Don't

- Express a too basic atmosphere lacking emotional added value.

The screenshot shows the Adria Ferries website. At the top, there is a navigation bar with links: HOME, LINEE, NAVI, PREZZI & ORARI, CARGO, CONTATTI, AREA AGENZIE. Below this is a banner featuring a smiling woman holding a yellow sticky note that says "LAVORA CON NOI". To the right of the banner is a contact information bar with social media icons (Facebook, Twitter, Google+, Instagram, SMS) and the text "INFO & BOOKING +39 071 50211621".

Below the banner is a registration form with fields for Name, Cognome, E-mail, and Telefono. There is also a dropdown menu for "Tipo Candidatura".

Below the form is a section titled "Posizioni aperte" (Open Positions). It lists various roles and their corresponding responsibilities, such as "Comandante per navi Passeggeri/Ro", "Uffici di Coperta per navi Passeggeri/Ro", "Dietisti di Macchina per navi Passeggeri/Ro", "Direttore di Macchina per navi Passeggeri/Ro", "Uffici di Macchina per navi Passeggeri/Ro", "Elettricista per navi petroliere", "Frigorista", "Operatore di Coperta", and "Operatore di Macchina".

At the bottom, there is a section titled "Stiamo selezionando uno sviluppatore junior per progetti interni di applicazioni web." (We are selecting a junior developer for internal web application projects). It lists the required skills: "Le principali tecnologie utilizzate sono: JAVA database SQL, ORACLE, HTML5, Javascript, jQuery, CSS3." and "System Administrator Windows/VaW are". It also includes a "Profilo" (Profile) section with a description of the ideal candidate and a "Competenze" (Skills) section.

COMMUNICATIONS - DETAILS - ITALY

Alitalia Youtube**First impressions**

The communication is quite boring as there are no other images than the worker describing his job. However, honesty and transparency emerge immediately.

Decoded message:

You can work at Alitalia without any passion.

Persuasion power:

It lacks passion to be convincing. It is moreover not clear what competences are needed to do the job.

The job is however well described. It expresses the pros and cons of the job. It is credible.



<https://www.youtube.com/watch?v=J8b5GLyXW6g>

"He probably wanted to be a pilot, but now he works in the staff."

- Young employee, Italy

COMMUNICATIONS - DETAILS - ITALY

Alitalia Youtube▪ **Impact on the image of the sector:**

The honesty and transparency could increase the sector proximity. Has the potential to educate about the sector. But the explanation without passion is not motivating.

▪ **Learnings**Do

- Mix the description with daily scenes of the job.
- Make the job concrete.
- Tell about the job with passion.
- Express the pros and cons of a job.

Don't

- Give the impression somebody is reading a text.



<https://www.youtube.com/watch?v=J8b5GLyXW6g>

COMMUNICATIONS - DETAILS - POLAND

Operacja LOT



- **First impressions**

The communication lacks dynamism and the message lacks enthusiasm.

- **Decoded message:**

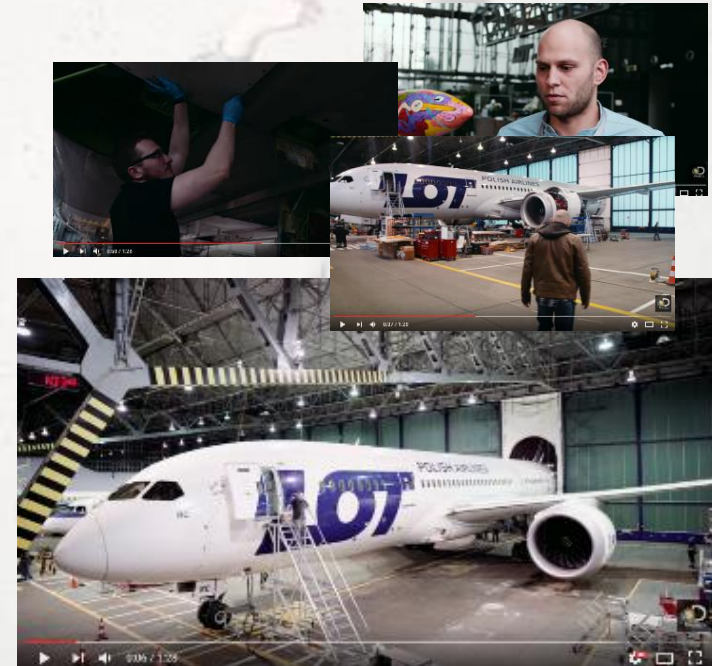
There are career advancement possibilities when working for LOT.

- **Persuasion power:**

The job title claims add credibility that career advancement is possible, although the male character lacks enthusiasm. This undermines the overall appeal of the job. There is a lack of shots expressing the professional activity. Too dark and grey colors. The family tradition refers to nepotism.

"He looked like he didn't feel like talking about it. His facial expression looked tired and he lacked enthusiasm. That background music put me to sleep. There's no color there, it's all grey and dull."

- Young employee, Poland



COMMUNICATIONS - DETAILS - POLAND

Operacja LOT



Impact on the image of the sector:

The communication reaffirms the prestigious character of the sector, but it expresses a lack of accessibility. There is a lack of information about the requirements to be met by the candidates. The slow pace expresses a not that stressful sector.

Learnings

Do

- Mix the testimonial with more action scenes.
- Express a more dynamic character.
- Speak with passion about the job.
- Provide more info about the requirements to do the job.

Don't

- Depict a lack of enthusiasm.
- Use too grey and dark colors.
- Refer to family tradition.



COMMUNICATIONS - DETAILS - POLAND

Technik Żeglugi Śródlądowej**First impressions**

The clip features a friendly, cheerful atmosphere and the pace is dynamic.

Decoded message:

Presentation of a school that teaches future technicians, not a particular job. Getting training from the school might be good fun and interesting.

Advert for a school rather than for a profession.

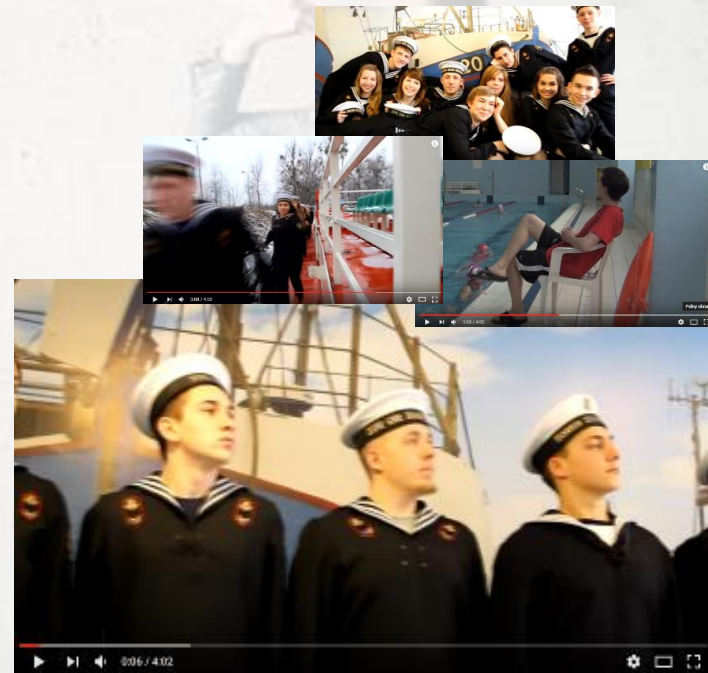
Persuasion power:

This communication is very compelling. It shows many different tasks in a dynamic pace which boosts the attractivity of the sector.

The level of enthusiasm expressed by the candidates indicate that the training can be fun and that you can meet new people.

"It is good that they actually showed things instead of just talking about them. It is more interesting."

- Student, Poland



COMMUNICATIONS - DETAILS - POLAND

Technik Żeglugi Śródlądowej■ **Impact on the image of the sector:**

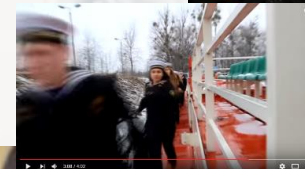
Positive impact on the image of the sector. It depicts a dynamic and captivating sector accessible to both men and women.

■ **Learnings**Do

- Keep a dynamic pace and background music.
- Depict enthusiast characters (smiling, looking happy, passionate)
- Express a large variety of tasks.
- Depict young people.
- Show men and women.

Don't

- Propose clips lasting too long.
- Depict students only.



COMMUNICATIONS - DETAILS - POLAND

Dzień z życia kierownika pociągu

**First impressions**

Positive impression because the spot provides a detailed description of the job. It is dynamic. The female character looks passionate.

Decoded message:

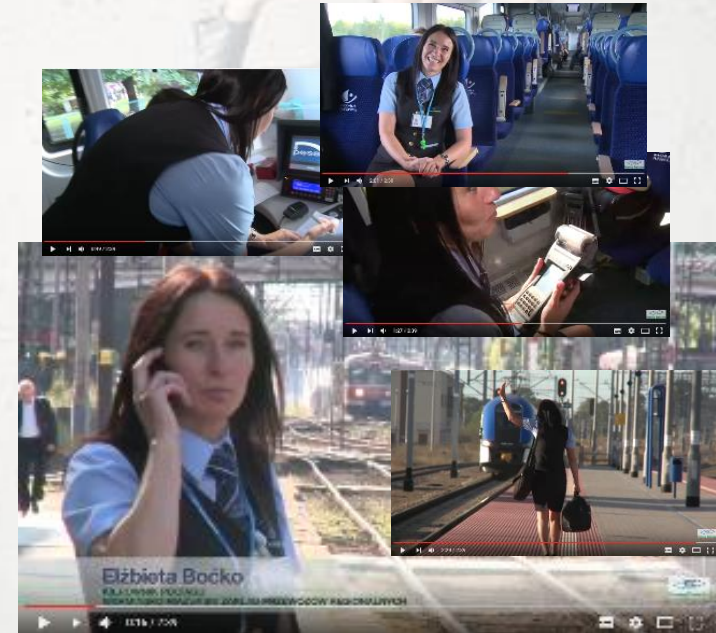
A train manager job involves considerable responsibility.

Persuasion power:

It is convincing because the clip shows multiple tasks are shown which expresses responsibility and diversity.

The female character expresses enthusiasm which indicates the job can be rewarding.

"Short, concise and to the point."
- Young employee, Poland



COMMUNICATIONS - DETAILS - POLAND

Dzień z życia kierownika pociągu



Impact on the image of the sector:

The workers have the feeling the image of the sector is more compelling and dynamic. Students continue feeling the sector is dated.

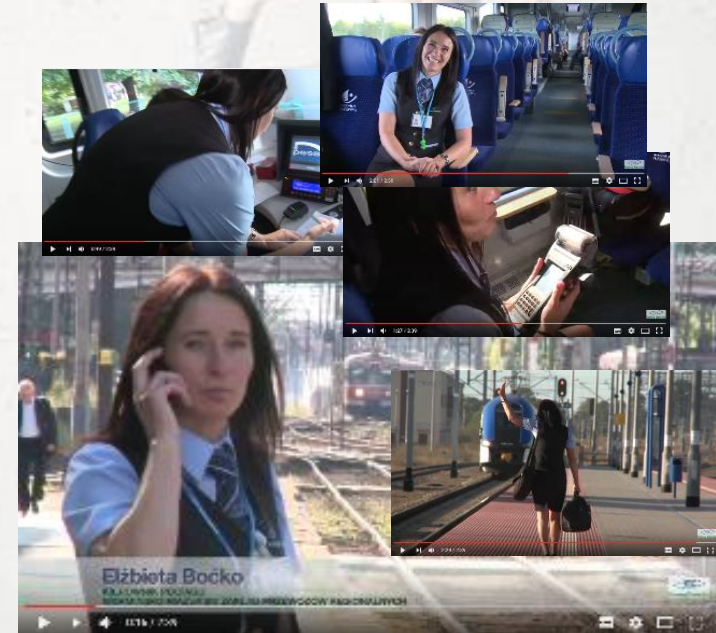
Learnings

Do

- Use dynamic music and fast-changing scenes.
- Provide a detailed description of the job.
- Present passionate characters.
- Keep is short and straight.
- Use character of the age of the target group.
- Show modern infrastructure.

Don't

- Show too long closing scene.
- Show too old people for the target.
- Express a too small town feel (eye make up of the character and neglected train platforms)



COMMUNICATIONS - DETAILS - UK

Iron Mountain



- **First impressions**
Tedious and unappealing.
- **Decoded message:**
Talk through of the day to day job of a driver.
- **Persuasion power:**
Low persuasion power. The communication is too detailed and repetitive. It doesn't demonstrate variety, nor job passion or enjoyment. The testimonial lacks sincerity (scripted, monotone tone of voice, wooden stance, ...)
Only less aspirational male students show appreciation for the transparent and relatable description of the job. It expresses an accessible job for them.



"I didn't get the sense that he enjoyed his job."
- Student, UK

COMMUNICATIONS - DETAILS - UK

Iron Mountain



■ Impact on the image of the sector:

Except for the less aspirational students, who perceive variety, accessibility and responsibilities, the communication has a negative impact on the sector lacking variety and passion.

■ Learnings

Do

- Express passion.
- Show what the job entails.
- Be transparent
- Reassure about accessibility.

Don't

- Repetitive messages.
- Too slow communication.
- Too many details.
- Lack sincerity due to scripted communication, monotone voice, unnatural presentation, ...



COMMUNICATIONS - DETAILS - UK

National Engineering Day



▪ First impressions

Positive appreciation of the testimonials, the personal experiences and achievements of women. But it addresses females only and the roles are targeted to high level graduate positions.

▪ Decoded message:

Females can work in the sector too. It conveys the diversity of the jobs at TFL. It challenges the gender stereotypes.

▪ Persuasion power:

Is quite persuasive since the verbal tone of the women is authentic and they express believable stories. They express engagement and it removes traditional stereotypes.

But the depicted jobs are of too high level for the research audience.



"For me it was the diversity. It was the opposite to what you expect."

- Young employee, UK

COMMUNICATIONS - DETAILS - UK

National Engineering Day



■ Impact on the image of the sector:

It has a positive impact since it challenges gender stereotypes. It expresses a family-friendly organization and it communicates diversity and passion in the sector.

■ Learnings

Do

- Question and answers format is easy to follow.
- Spotlight different persons.
- Express diversity of jobs.
- Challenge gender stereotypes.
- Show sincere testimonials.
- Express the family-oriented dimension.

Don't

- Too high level professions.
- Focus on one gender.



COMMUNICATIONS - DETAILS - UK

TfL Careers**First impressions**

Upbeat communication, but lacking references about jobs at TfL.

Decoded message:

Concerns transportation in London rather than jobs in transport.

Transport in London is essential.

Different transport modes.

London is busy.

I lack information about the diversity of the roles within TfL and confirms jobs are predominantly drivers and consumer facing support staff.

Persuasion power:

It does not motivate to apply for a job in the transport sector, because it lacks references to job experiences and a human dimension.

Workers are not central in the communication. The fast pace moreover depicts a very demanding sector.



COMMUNICATIONS - DETAILS - UK

TfL Careers▪ **Impact on the image of the sector:**

The pace is engaging to the audience and expresses energy of the transport system.

▪ **Learnings**Do

- Keep the fast pace.
- Put more emphasis on the jobs and how rewarding they are, e.g. variety, connection with passengers, ...
- Express the human aspects of the sector/jobs.

Don't

- Limit the communication to an overall company presentation.



COMMUNICATIONS - DETAILS - UK

FTA - Careers That Deliver



- **First impressions**
Detailed information about jobs.
- **Decoded message:**
Detailed information about a range of specific roles and opportunities within the logistics sector.
- **Persuasion power:**
The brochure is an appealing medium for potentially considering working within the logistics transportation. It provides comprehensive information and allows to refer back to it.
Since it covers different levels of skills and education, it confirms the jobs are accessible to the audience.
The case studies are not persuasive as they don't bring the scenarios enough to life and it is less essential information compared to the facts.

"The case studies are a waste of time. I wouldn't read it."

- Young employee, UK

Have you ever wondered what it is like to drive a Heavy Goods Vehicle? With modern technology HGVs are much easier to drive than you would think. The new vehicles are automatic, have intelligent cruise control, automatic braking and are cleaner than ever before.



NEW DRIVER

What do I need?
This depends on the type of vehicle you choose to drive.

- Be over 18 years old
- A full driving licence and a good driver record
- Good eyesight
- Excellent driving skills
- Ability to work alone and sometimes the long periods
- Pass a medical as part of the process
- Category C licence (light vehicles over 3.5 tonnes is the entry level for an HGV driver)
- Category C+E licence (vehicles over 44 tonnes is the top level for an HGV driver)
- Driver Certificate of Professional Competence (Driver CPC)

What does the job involve?

- Supervising or helping to load and unload goods
- Making sure loads are secure
- Planning and keeping records of routes

What do I get?

- Choosing start-up options and changing routes if necessary
- Maximising the value to the client
- Accurate records of work and driver safety
- Completing delivery paperwork
- Completing periodic training

Hours of work
Driving hours are limited to 10 hours per week with a maximum of 10 over a 14-day period. Average hours are 40 per week, depending on the type of work. This can involve night shifts, weekend work, and you may also regularly drive in poor weather.

Salary: £20,000 - £40,000
Up to £50,000 for specialist tanker drivers

How to get the job
The first step to get your licence is to get your eyes tested and an approved driving instructor. You can also visit your local DVLA office and find out more about the process, or approach a company directly.

Where can I go from here?

Your experience being out on the road will give you a good grounding to further your career, managing a team of drivers or becoming a transport manager.

COMMUNICATIONS - DETAILS - UK

FTA - Careers That Deliver



Impact on the image of the sector:

The detailed information provides an idea about salaries and working hours. It communicates the diversity of roles and jobs in the sector. It covers different levels of skills and education.

Learnings

Do

- Present comprehensive information about the jobs.
- Use a brochure to provide detailed information.

Don't

- Use case studies that are not engaging enough.

Have you ever wondered what it is like to drive a Heavy Goods Vehicle? With modern technology HGVs are much easier to drive than you would think. The new vehicles are automatic, have intelligent cruise control, automatic braking and are cleaner than ever before.



HGV DRIVER

What do I need?
This depends on the type of vehicle you choose to drive.

- Be at least 18 years old
- A full driving licence and a good driver record
- Good eyesight
- Excellent driving skills
- Ability to work alone and concentrate the long periods
- Pass a medical as part of the HGV test
- Category C licence (light vehicles over 3.5 tonnes is the entry level for an HGV driver)
- Category C+E licence (vehicles over 3.5 tonnes are the bigger vehicles on the road)
- Driver Certificate of Professional Competence (Driver CPC)

What does the job involve?

- Supervising or helping to load and unload goods
- Making sure loads are secure
- Planning and keeping records of routes

What do I do?

- Checking traffic signs and changing routes if necessary
- Maintaining the vehicle to make it safe
- Following rules of the road and safety rules
- Completing delivery paperwork
- Completing periodic testing

Hours of work
Driving hours are limited to 10 hours per week with a maximum of 55 over a 14-day period. Average hours are 40 per week, depending on the type of work. This can involve night shifts, weekend work, and you may also regularly travel abroad.

Salary £25,000 - £40,000
Up to £50,000 for experienced tanker drivers

How to get the job
The best way to get your training is on the job as you will be an apprentice. You can also find your license and find work via an agency to gain experience, or approach companies direct.

Where can I go from here?

Your experience being out on the road will give you a good grounding to further your career, managing a team of drivers or becoming a transport manager.

COMMUNICATIONS - DETAILS - SWEDEN

Train Driver Arbetsförmedlingen



- **First impressions**

Modern, dynamic and relevant.

- **Decoded message:**

This is how it really is to drive a train.

- **Persuasion power:**

It speaks to people interested in a safe job in a stable environment that doesn't offer many career opportunities.

It pictures a woman, it is informative and it convinces people who identify with her and the specific working situation. It is less convincing for career oriented youngsters.



"She sold me the profession until she said that someone lay down on the tracks. You don't want to think about that when you apply for a job."

- Young employee, Sweden

COMMUNICATIONS - DETAILS - SWEDEN

Train Driver Arbetsförmedlingen



Impact on the image of the sector:

Predominantly a more positive and modern image of the job. It shows a surprisingly positive image of the job and crushes stereotypes.

Learnings

Do

- Show several aspects of the job.
- Be informative.
- Depict a woman.
- Be honest, but don't scare off.
- The character shows she likes her job. Identification power.

Don't

- Keep the video too long.
- Use too many dark and grey colors.
- Use dialect.



COMMUNICATIONS - DETAILS - SWEDEN

Sjöfartsverket



- **First impressions**
Too heavy to read. Feels outdated.
- **Decoded message:**
The jobs at sea are important. It is enjoyable to work and beautiful at sea.
- **Persuasion power:**
Not really convincing. The web page feels dull and uninteresting. The text is too long and it doesn't sell the job. The depicted man is too old to allow identification.

"I enjoy reading, but I would hesitate reading all of this if I look for a job."
- Young employee, Sweden

Jobba hos oss



Sjöfartsverket - Sveriges vackraste arbetsplats

Utan sjöfarten stänger Sverige. 90 % av Sveriges export och import går idag via sjövägen. Sjöfartsverket levererar effektiva transportmöjligheter via säkra sjövägar dygnet runt året runt och den samhälleliga betydelsen av vårt uppdrag är något vi är stolta över. Vi finns till för våra kunder, och tillsammans med dem vill vi göra skillnad för sjöfarten och Sverige. Genom vårt arbete är vi med och skapar förutsättningar för Sveriges näringsliv att konkurrera och växa.

Sjöfartsverket tar ansvar för framtidens sjöfart och erbjuder moderna och säkra sjövägar med service dygnet runt. Vi är ett tjänsteproducerande affärsverk med ca 2000 medarbetare utspridda längs hela Sveriges kust. Våra tjänster består bland annat av lotsning, farledservice, isbrytning, sjötrafikinformation, sjökartläggning, sjö-

COMMUNICATIONS - DETAILS - SWEDEN

Sjöfartsverket



- **Impact on the image of the sector:**
Confirms the stereotype of a middle aged man who enjoys working at sea.
- **Learnings**

Do

- Shorten the text and make it easier to read by using highlights and bullet points.
- Include a video.
- Highlight the advantages of the job instead of telling how important it is.

Don't

- Use pictures which are not attractive or lack relevance (too old).
- Focus too much on text.
More pictures are needed.

Jobba hos oss



Sjöfartsverket - Sveriges vackraste arbetsplats

Utan sjöfarten stänger Sverige. 90 % av Sveriges export och import går idag via sjövägen. Sjöfartsverket leverera effektiva transportmöjligheter via säkra sjövägar dygnet runt och den samhälleliga betydelsen av vårt uppdrag är något vi är stolta över. Vi finns till för våra kunder, och tillsammans med dem vill vi göra skillnad för sjöfarten och Sverige. Genom vårt arbete är vi med och skapar förutsättningar för Sveriges näringsliv att konkurrera och växa.

Sjöfartsverket tar ansvar för framtidens sjöfart och erbjuder moderna och säkra sjövägar med service dygnet runt. Vi är ett tjänsteproducerande affärsverk med ca 2000 medarbetare utspridda längs hela Sveriges kust. Våra tjänster består bland annat av lotsning, farledservice, isbrytning, sjötrafikinformation, sjökartläggning, sjö-

COMMUNICATIONS - DETAILS - SWEDEN

Transport Technics High School



- **First impressions**
Not really inspiring. Doesn't break the stereotypes.
- **Decoded message:**
Fun job for men who like machines.
- **Persuasion power:**
Limited because it is only targeted at people who already are interested and it doesn't address women (no women featured).
Interesting because it confirms they will have a job.
It shows what they will do at school.
Family feeling is appreciated.



"It is probably more for those who are already there."
- Young employee, Sweden

COMMUNICATIONS - DETAILS - SWEDEN

Transport Technics High School■ **Impact on the image of the sector:**

Mixed messages depending on the respondent: The video confirms the negative image of the job that most respondents already have, and rather makes it more negative. To the students who are already a little interested in cars or manual jobs, the image improves.

■ **Learnings**Do

- Reassure about the job opportunities.
- Express diversity.
- Show the real life at school.
- Confirm the practical aspects of the training.
- Be more concrete about the jobs and salary.
- Shorten the video.

Don't

- Confirm gender stereotypes.
- Address a too niche market segment.



COMMUNICATIONS - DETAILS - BULGARIA

MS Shipping – Company Website

Impact on the image of the sector:

The communication of open positions expresses the sector is developing.
The sector is more modern and more diversified than expected.

Learnings

Do

- Provide detailed and to the point information about the jobs and development.
- Care for the design (better ordering, alignment, ...).
- Use pictures.
- Make sure the text is easy to read.
- More focus on authentic worksite photographs.

Don't

- Depict only men.

MS Shipping Ltd.
Int. Freight Forwarders, Ship Brokers & Agents

Карриери
От създаването си през 2003 г. досега, МС Шипинг ООД е динамично развиваща се компания с постоянно нарастващ авторитет на международния пазар на железопътни, морски, и автомобилен превоз и комплексни следителски услуги. Ние работим неотклонно по разширяване обхвата и повишаването на качеството на предлаганите услуги, в съответствие с най-високите световни стандарти в бранша. Вярваме, че задълбочената професионална подготовка, отборен дух, мотивация, отдаденост на работата и лоялността на неините мениджъри и служители, на всички нива, са от първостепенно значение за успешното и дългосрочно развитие на компанията, в съвременната конкурентна среда.

Администрация
Ако сте млади, енергични, с университетско образование в областите икономика, транспорт и логистика, финанси, счетоводство, право, бизнес администрация, програмиране/компютърни технологии и др. (минимум бакалаврска степен), владеете писмено и говорно поне един чужд език и имате отлична компютърна грамотност и добри комуникативни умения, дори да нямате никакъв предишен професионален опит, Вие сте добре дошли в екипа на МС Шипинг ООД, при наличие на свободни/подходящи позиции към момента. Ще Ви предложим отлични възможности за професионално обучение и реализация, работа в динамична среда и мотивиращо възнаграждение, обвързано с постигнатите резултати.

Ако притежавате значителен професионален опит и експертни познания в областта на транспорта и логистиката и имате потенциал да спомогнете за привличане на нови клиенти за фирмата, или за навлизането ѝ на нови пазари. Вие сте добре дошли в МС Шипинг ООД. Ще Ви предложим конкурентни условия за кариерно развитие, атрактивна система от основно възнаграждение и допълнителни бонуси, обвързани с постигнатите резултати, при наличие на свободни/подходящи позиции към момента.

За свободни позиции в администрацията можете да проверите [тук](#).

Технически персонал:
За свободни позиции за воден на МТК, категория СЕ/СЕ (международен авторанспорт), или друг технически персонал - можете да проверите [тук](#).

Ако перспективата да работите в МС Шипинг ООД е от интерес за Вас и вярвате, че притежавате необходимите образование/ качества/ умения да се присъедините към нашия екип - можете да направите ваша актуална автобиография със снимка на нашия почтен адрес или на електронна поща: hr@msshipping.net

Какво предлагаме

- ✓ Интуитивни транспортни/следителски услуги "от врата до врата"
- ✓ Международен ЖП, транспорт (СДБ -)
- ✓ Международен морски транспорт: цели и групови контейнери (СДБ -)
- ✓ Международен автомобилен транспорт: комплекси и групови товари (СДБ -)
- ✓ Допълнителни следителски услуги: пряктов логистика, транспорт на извънбазисни, складиращи и опасни товари, интензивно последователно, нощно изстраиване, организиране и складови операции през празничната Вера и Бурас, възрешен транспорт и дистрибуция в

Запитвания

- ЖП транспорт
- Морски транспорт
- Авотранспорт
- Други услуги

Новини

График на Фабриката на мисия, денонощия 2014 година
22 Декември, 2014 - 08:56

COMMUNICATIONS - DETAILS - BULGARIA

Bulgaria Air - Careers



First impressions

Quite formal. Well arranged, provides the necessary information, easy to orientate, ...

Decoded message:

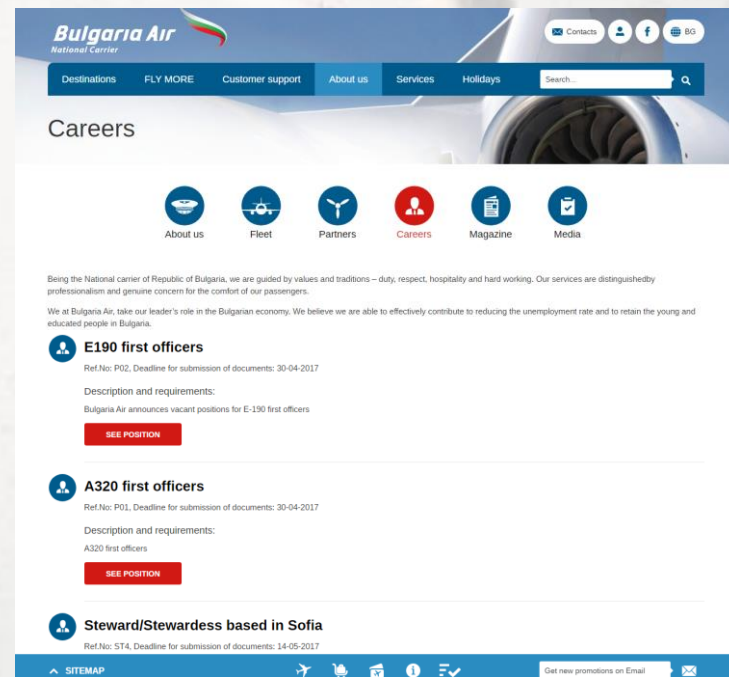
There are open jobs available in a formal company.

Persuasion power:

Average. The presentation could be more catchy, less formal and more interesting, but it doesn't scare off. It lacks the emotional dimension.

"It suits Bulgaria Air. Everybody knows them. They don't need an additional presentation."

- Student, Bulgaria



COMMUNICATIONS - DETAILS - BULGARIA

Bulgaria Air - Careers



Impact on the image of the sector:

Confirms the formal image of the of the air transport sector which is positive. Conveys a sense of responsibility and seriousness. Some lack of attention for details like e.g. typo's undermine the seriousness of the company/sector.

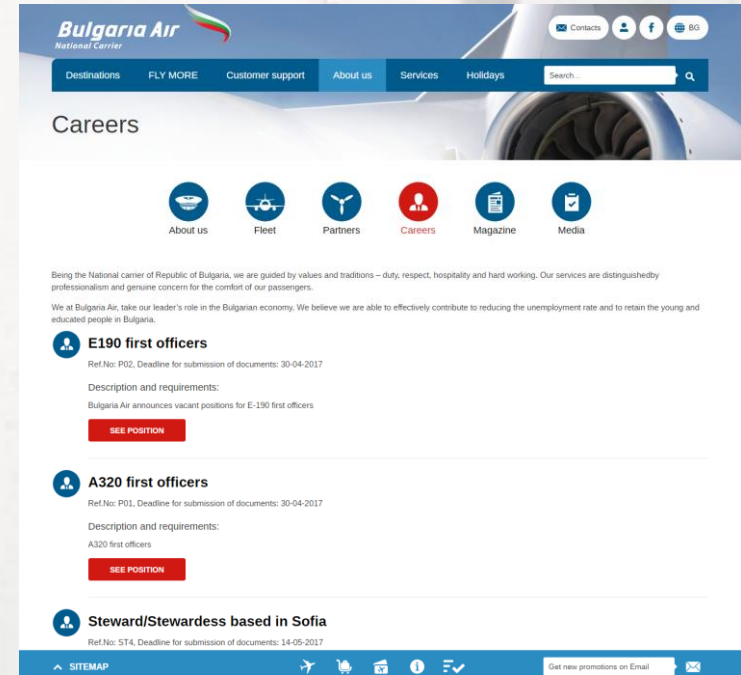
Learnings

Do

- Express the seriousness of the business sector.
- Structure the presentation clearly.
- Be innovative.

Don't

- Lack of attention for details.
- Allow for too much text.
- Forget the emotional dimension of communication.



COMMUNICATIONS - DETAILS - BULGARIA

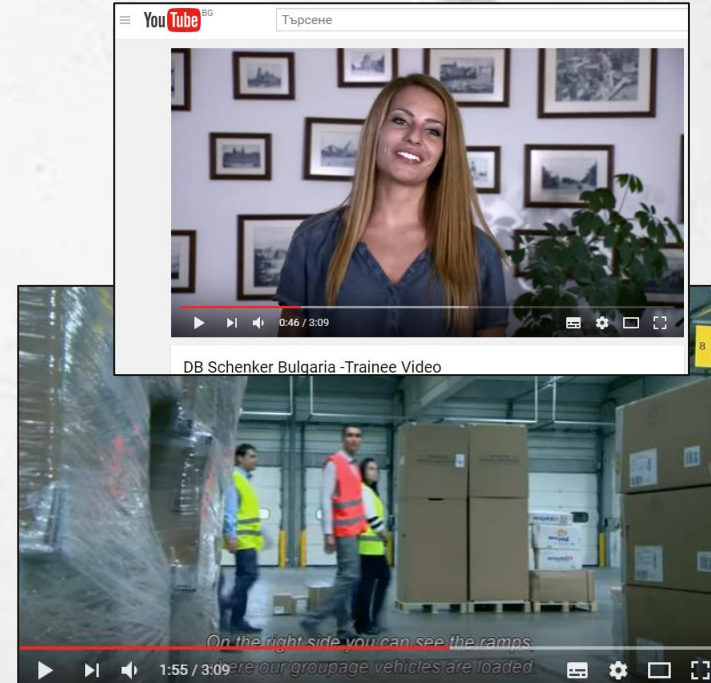
DB Schenker -Trainee Video



- **First impressions**
Interesting, lively. A different way to present a job.
- **Decoded message:**
The sector is open for young, inexperienced people and willing to train them.
There is respectful co-operation of team members.
- **Persuasion power:**
Quite high. The explanation through the eyes of a newcomer is attractive and inviting. The person is pretty and expresses some passion. The presentation and footage of the actual working place is highly estimated.
Sometimes overly positive, lacking realism.
The beginning of the spot is too dreamy and irrelevant.

"It's nice that they show someone new to the job, reveals how one enters the profession."

- Student, Bulgaria



COMMUNICATIONS - DETAILS - BULGARIA

DB Schenker -Trainee Video



Impact on the image of the sector:

Expresses diversification. There are a lot of different jobs available in the sector.

Shows openness for people lacking experience.

Underlines a sense of contribution. The employees have a good attitude and they are involved.

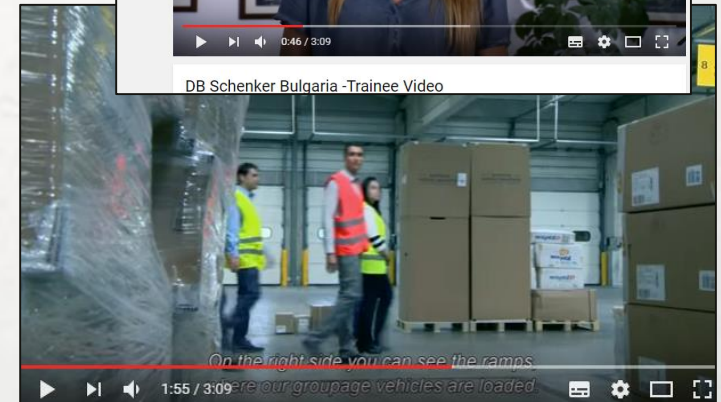
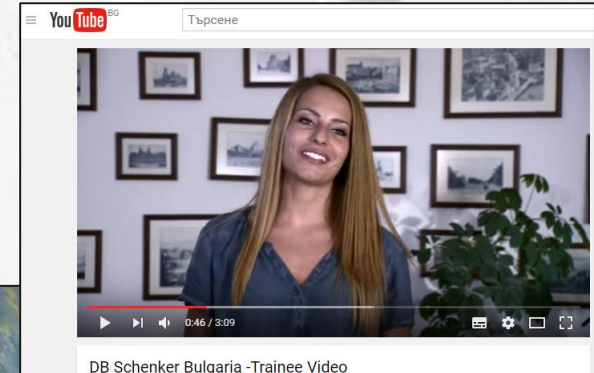
Learnings

Do

- Combine this approach with a website. Put the video on the website, not on Youtube only.
- Keep the point of view of a newcomer.
- Focus more on the workplace.
- Use separate spots for different positions.

Don't

- Focus too much on the emotional dimension (friendship). Factual information is needed too (conditions, salary, requirements, ...)



COMMUNICATIONS - DETAILS - FRANCE

Be captain - webpage

- **First impressions**

The website and poster do not attract. The use of the QR code is found useful. The pictures give the impression of a lively sector with lots of variety.

- **Decoded message:**

The water transport sector is diverse.

- **Persuasion power:**

Low to medium. Young people get a sense that the sector is more diverse than anticipated, but there is too much information for them to retain it.

The format is felt to be unattractive:

- The website is not user-friendly, it needs to be more interactive.
- In leaflet: too much text and pictures to allow a clear message.
- The testimonials are not convincing, they seem made up, young people do not connect with them.
- Use of pictures is liked: portrays the diversity and variety of the job.



"The QR code is a good idea if it takes you directly to the recruitment website."

- Young employee, France

COMMUNICATIONS - DETAILS - FRANCE

Be captain - webpage■ **Impact on the image of the sector:**

The communication of open positions expresses the sector is developing.
The sector is more modern and more diversified than expected.

■ **Learnings**Do

- Use QR code to connect to webpage/vacancy page.
- Clear and detailed description of job profiles & available jobs.
- Make website more interactive.

Don't

- Too much text & pictures: overload of information;



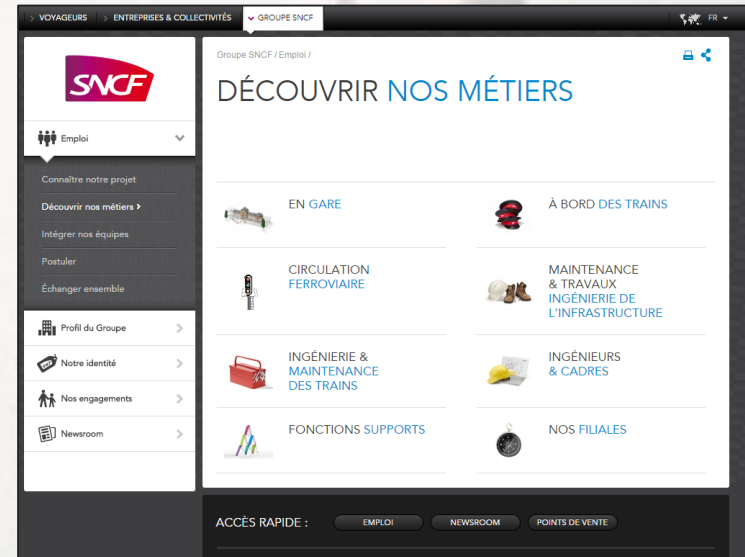
COMMUNICATIONS - DETAILS - FRANCE

SNCF career page



- **First impressions**
Well structured and well made web-page.
- **Decoded message:**
Clear and simple information on the job content, profile, recruitment process and the company in general.
- **Persuasion power:**
High. All the necessary information is at hand, presented in an attractive way.

"It is clear and simple: you have the explanation of the job, the profile and the description of the company."
- Young employee, France



COMMUNICATIONS - DETAILS - FRANCE

SNCF career page



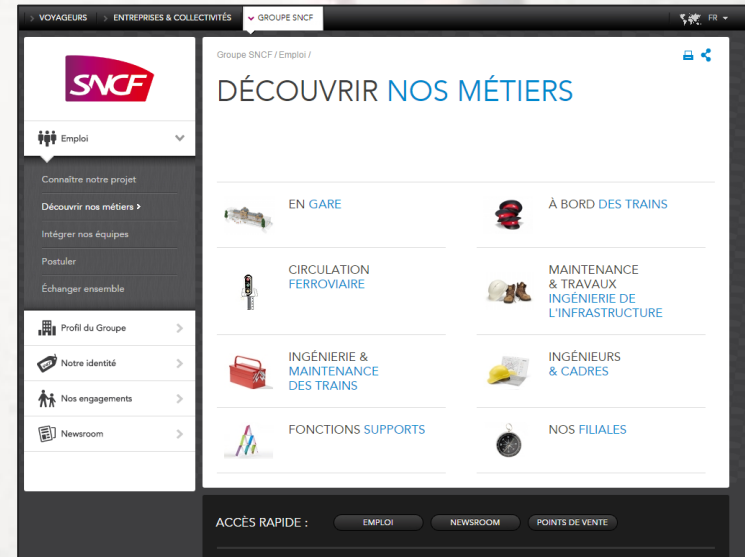
- **Impact on the image of the sector:**
SNCF is a company that is well known company.
- **Learnings**

Do

- Clear and concise descriptions of job content
- Describe the process of recruitment;
- Simple visuals, not too much text.

Don't

- The career page itself is not easily accessible from the main SNCF webpage.



COMMUNICATIONS - DETAILS - FRANCE

Air France – Women in aviation

- **First impressions**

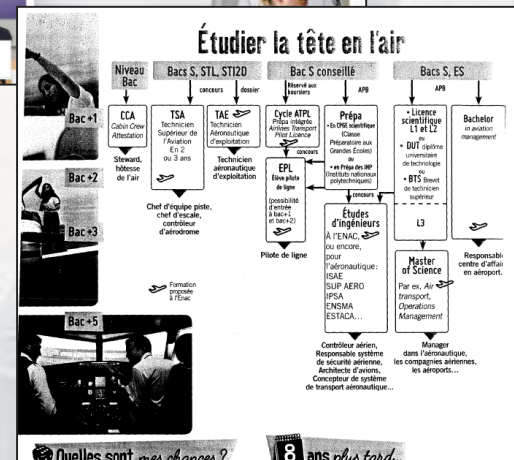
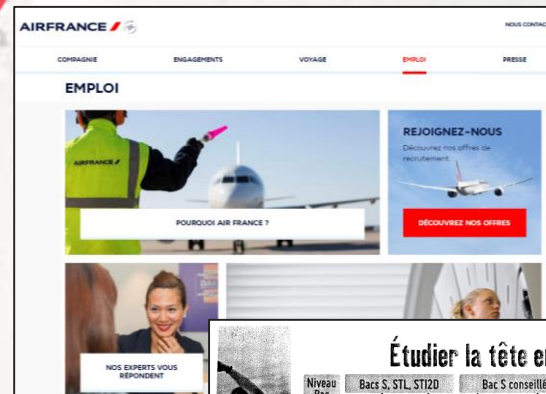
The practical elements of the communications are appreciated but the communications do not captivate young people.

- **Decoded message:**

- Web-page: the possibility of asking questions online on working with Air France is especially liked.
- In the article the clear schedule on what qualification one needs to work in air transport is appreciated for its clarity. However the article is found too long, with too much text to read.
- Air France's YouTube channel was most attractive as it showcases various jobs in a clear, honest and complete way covering all the possible questions.

- **Persuasion power:**

High. YouTube videos and live chatting connect with the world of young people. However the YouTube video's, they are not part of a campaign and thus only reach young people who went looking for it.



“Was it in a magazine? Young people often don't read, they are always on the internet, on their phone. So it has to be presented elsewhere.”

- Student, France

COMMUNICATIONS - DETAILS - FRANCE

Air France – Women in aviation

Impact on the image of the sector:

These communications do not change the image of the air transport sector in a significant way. They do provide more concise information on the contents of the variety of jobs young people are already aware of.

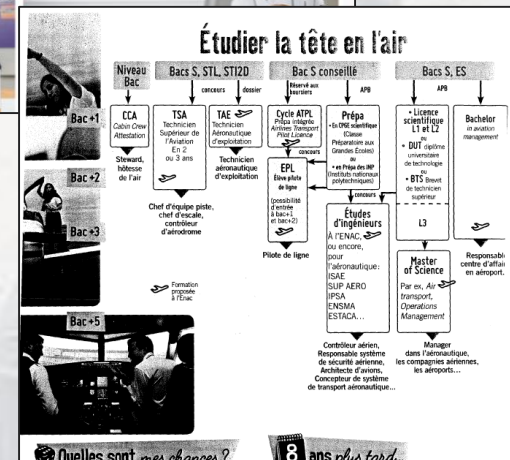
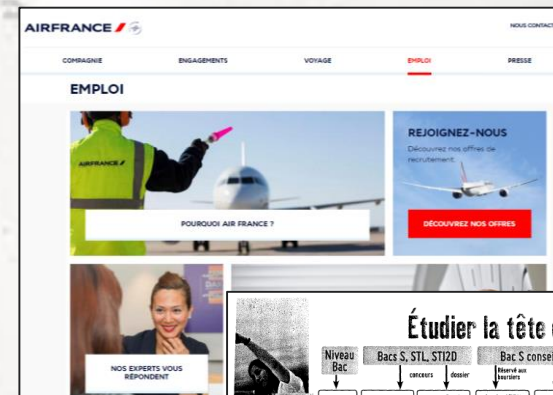
Learnings

Do

- A video in which a person presents his job himself, in a honest and passionate way.
- Short, complete and concise information: f.e. in table form.
- Make connection with young people: live chat & use channels young people use.

Don't

- Video's should not be too long.
- Use channels that young people use: the magazine article will not reach young people (internet, youtube, facebook, ...).
- Too much text.

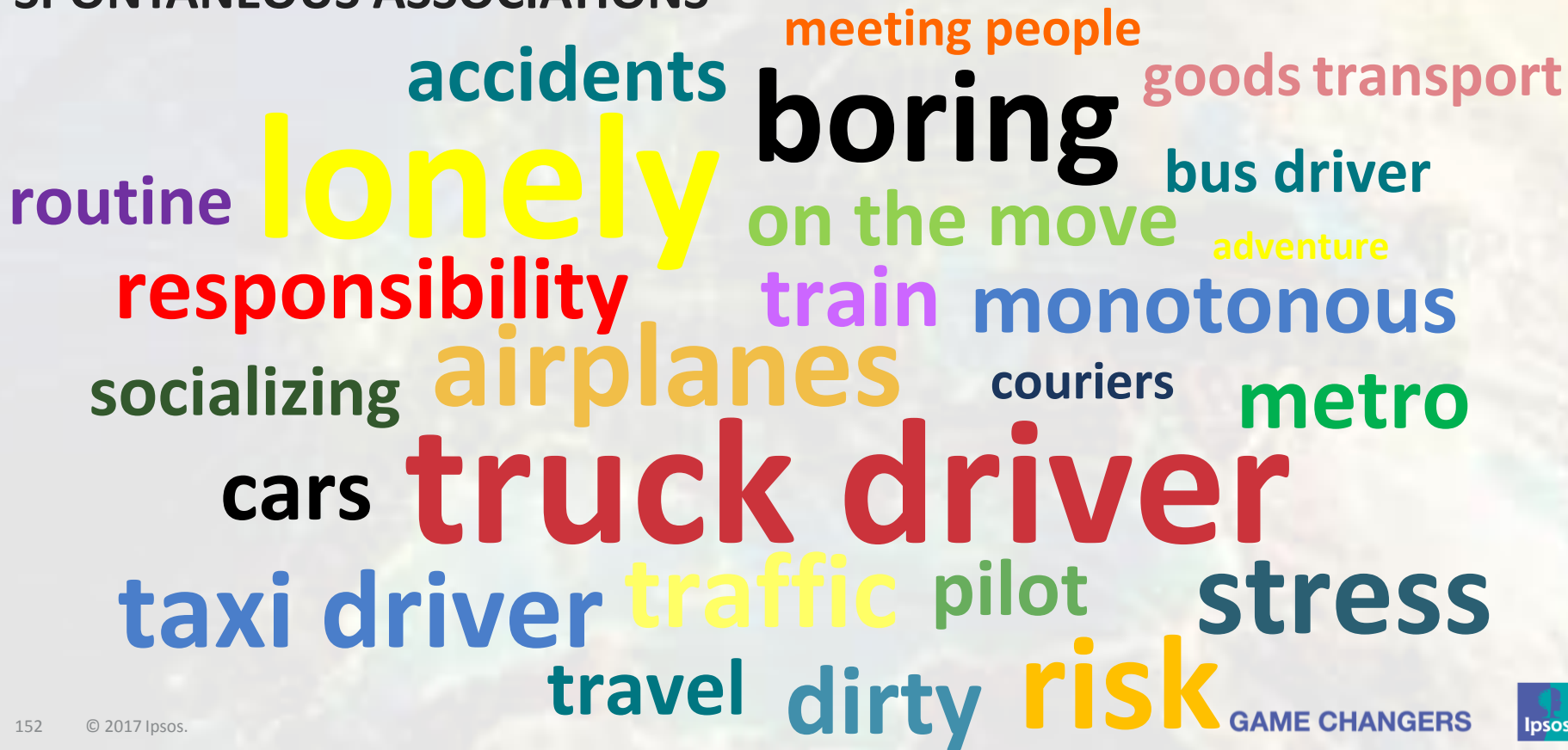




7. CONCLUSIONS AND RECOMMENDATIONS Basis

CONCLUSIONS

SPONTANEOUS ASSOCIATIONS



CONCLUSIONS

Transport sector – Brand mandala

Boring, monotone, lonely, introverted
In a second stage : fun and adventure
Responsible

Mainly defined by the image of the road
trucker : older unappealing male.
Disconnected of the universe of
youngsters



Dominated by the road transport (truck)
Secondary air transport
Negative impact of public transport image
Image determined by personal experiences
Confirmation of gender stereotypes
Diversity of jobs
Variety in wages and skills
Impact on family life

Lacks relevance for the target group
Being part of a world in movement
Peace of mind : transport always needed



CONCLUSIONS

Transport sector – SWOT**Strengths**

Potential attractive compensation, also opportunities to meet new people and travel.

Meaningful sector: transport sector is crucial in everyday life.

**Weaknesses**

Dominant association with road transport (goods and public transport): hard physical work, great responsibility, stressful situations, boring & monotone. Poor work-life balance & security concerns.

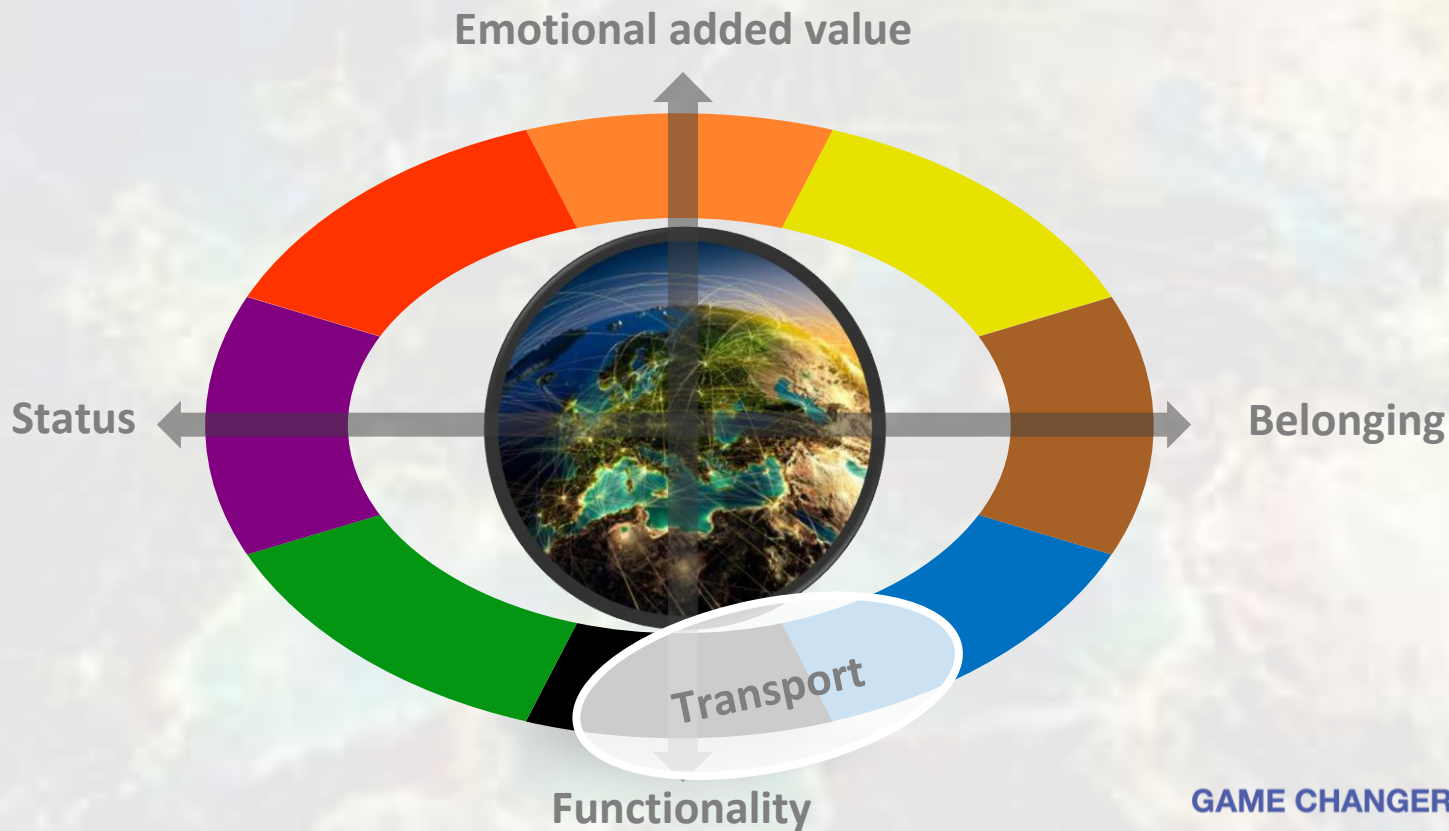
Opportunities

Potential emotional added value through air transport and transport of persons. Break stereotypical division of jobs (only customer service jobs for women). Highlight technical innovations within the sector.

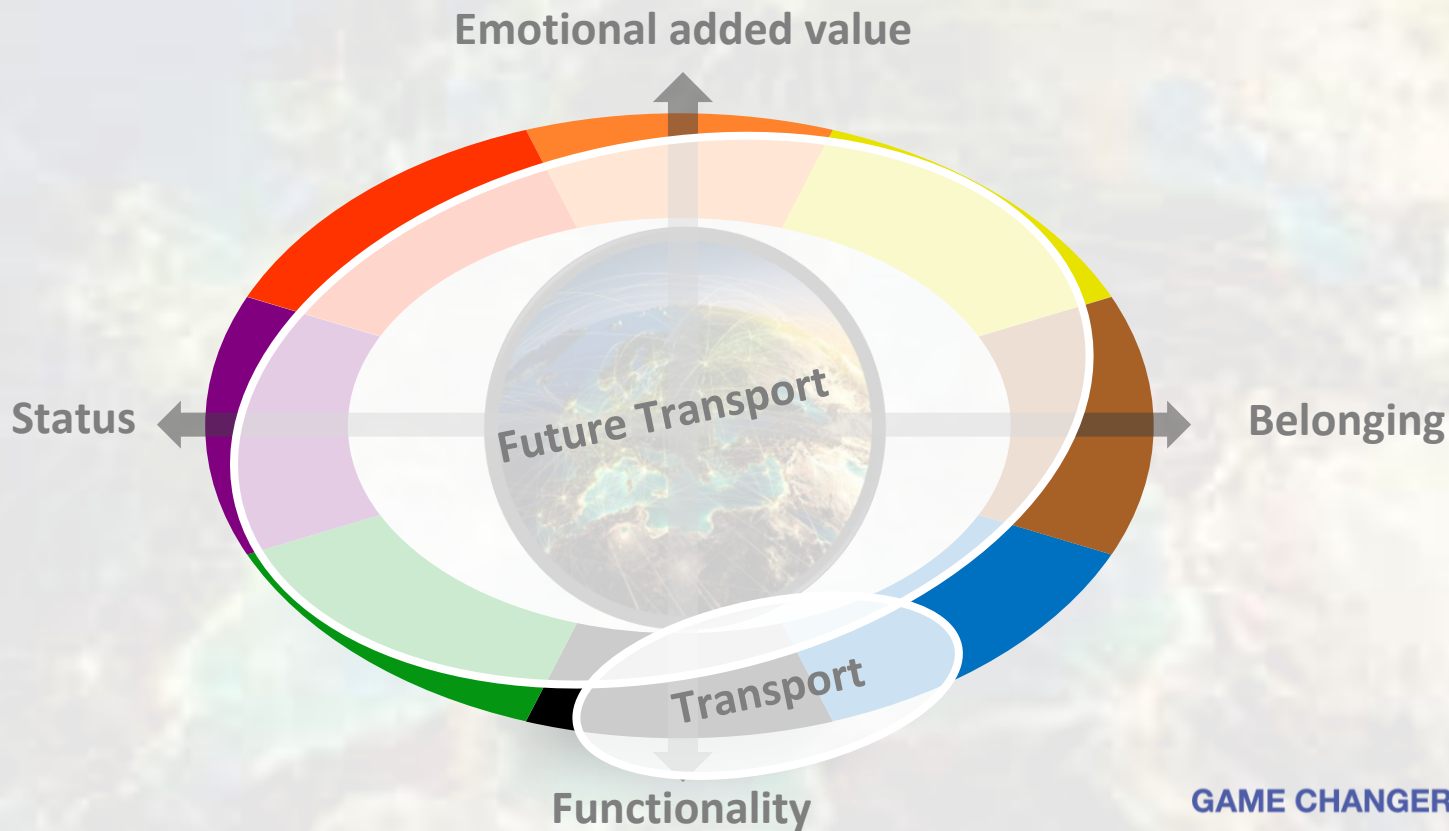
Threats

Immediate association with truck drivers, colors perception of the entire transport sector.

CONCLUSIONS

Transport sector – Positioning in the Censydiam frame

RECOMMENDATIONS

Transport sector – Future positioning in the Censydiam frame

WHAT DOES A MESSAGE NEED TO CONTAIN?

Any communication on careers in the transport sector need to play on job expectations

FAIR PAY



WORK LIFE BALANCE



WORKING CONDITIONS



VARIETY & FUN



Added bonus:

WELL PAID



TEAM SPIRIT



PROXIMITY



GROWTH



TRAVEL



Stress factor:



WHAT DOES A MESSAGE NEED TO CONTAIN?

Any communication on careers in the transport sector need to play on job expectations



Central to make the transport sector attractive for young people: showcase the **diversity & variety of the sector/the job** (f.e. truck driver not only drives, he is the face of the company, client contact etc.)



Reassure young people: training on the job, mentoring. Also counter security & safety worries.



Honesty in describing working conditions & work life balance (shift work/combination with family). Complete & concise description job content & skills wanted.

Optional: provide info on career growth & progression.



GAME CHANGERS

RECOMMENDATIONS

Two communication campaigns with different goals:

Sector campaign



Job campaign

RECOMMENDATIONS

1. A general sector campaign to correct the negative dimensions of the image of the transport sector:

Focus on the following elements:

- Highlight **diversity** and **variety** of jobs, job content and personalities within the transport sector and its subsectors to help create a more positive image.
- **Gender neutrality**: move away from gender stereotypical job divisions BUT include both men and women in communication campaigns (targeted communication to women does not work).
- Highlight the **interpersonal relations**: team spirit and customer service element of transport sector.



Communication needs to break the traditional image of the transport sector as a lonely, old, male driver.

RECOMMENDATION

1. General sector campaign concretely:

- **Message : The transport sector is ...**
 - Functional : The transport sector is a sector with a vast variety of jobs suiting both men and women.
 - Emotional : The transport sector is full of positive emotions.
- **Imagery**
 - Good pace and a dynamic succession of images.
 - Upbeat background music.
 - A bright colorful environment.
 - Modern, innovative and clean setting.
 - Cast young people allowing identification with the younger target group.
 - Use images expressing human contact/interaction.
 - Put emphasis on transport of persons.
 - Put more emphasis on air transport.
 - Create emotional connection.
- **Media**
 - Choose media allowing the expression of dynamism : video on YouTube, social media, television, ...

RECOMMENDATIONS

2. Job and career choice communication

Communicate mainly in critical moments in young peoples' lives when they are confronted with making a career choice.

- Students who are not close to graduating are not thinking yet about looking for a job. Communications on jobs and career choices need to be **directed to students who are close to graduating** (through job fairs, testimonials, interactive websites, etc.)
- For young employees or young people looking for a job: provide information on jobs in the transport sector through job pages and career centers.



Job and career choice communication: two complementary ways to communicate.

RECOMMENDATION

2. Job and career choice communication: 2 complementary ways

CAPTIVATE

- **Emotionally captivate** young people with a message on diversity & variety in transport sector.
- **Day in the life communication** is the most popular: breaks barriers and preconceptions.
- **Link** to website with more detailed information.



INFORMATION

- Through a booklet or interactive website provide **detailed info per sector/job**.
- Job description, profile and requirements communicated in an **uncomplicated and clear way** (e.g. schematic representation).

RECOMMENDATION

22. Job and career choice communication: 2 complementary ways



EMPLOYEES

- Workers need **more detailed info** on actual working conditions.
- They also want to feel **part of something bigger** – the company's identity and reputation is also important.



STUDENTS

- Students want to be **reassured**. Fear for responsibility & lack of skills need to be countered – portray 'one of them' in communication.

RECOMMENDATION

2. Job and career choice communication: concretely

- **Message :**

- The transport sector proposes a wide variety of jobs suiting your expectations.

- **Captivate : Video**

- Present the jobs in the format of “A day in a life” video.
 - Young character explaining the tasks of his job with passion, in a credible way, hear and see the person at work in his/her actual work environment, see interpersonal interactions on the job.
 - Being part of something bigger: young people want to feel connected with the company’s goals and want to feel like they are contributing to something bigger (local, national, international).
 - Be honest. Depict the job reality. Let the character also discuss less positive dimensions of the job, without scaring off.
 - Emphasize the emotional dimensions of the job and its key factual attributes.
 - Keep the video sharp and short.
 - Upbeat background music.
 - Good pace and a dynamic succession of images.
 - A bright colorful environment.
 - Modern, innovative and clean setting.
 - Ensure good quality.

RECOMMENDATION

2. Job and career choice communication: concretely

▪ **Factual job description : Online**

- Fresh and young image.
- Put the job description on the website of the company and sector organization.
- Use pictures illustrating the concrete aspects of the job.
- Avoid using too much text.
- Manage intuitive navigation: highlight the important words, structure the reading path.
- Keep the information short and sharp.
- Be complete, but not too dry/serious! Include salary, working hours, required education, skills & personality, application & recruitment process.
- Connection: propose diverse ways to connect easily – live chat, phone number, e-mail, etc.

▪ **Media :**

- A day in a life : Video on YouTube, social media, website of the company and sector organizations, eventually print adds in public transport stations.
- Factual information : on the website of the company and sector organizations. Website and app.

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