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Unveiling Unique Value Proposition: Analysis of Maritime Training Services

– A Case Study on Gigamare Inc.



Bachelor's Thesis | Abstract

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Unveiling Unique Value Proposition: Analysis of Maritime Training Services

- A Case Study on Gigamare Inc.

This thesis explored GigaMare's maritime training courses' value proposition in a competitive, heavily regulated industry. The research aimed to uncover the company's unique value proposition through a multifaceted methodological approach. Stakeholder mapping, qualitative surveys, SWOT analysis, Kenichi Ohmae's 3C Business Model, and Harvard Business School's value proposition framework informed the study.

The research found GigaMare's strength in delivering practical, flexible, and customisable training, complemented by a comprehensive understanding of the industry. This blend of attributes results in valuable outcomes for both trainees and companies. GigaMare's distinct value proposition stems from its hands-on training, syllabus co-creation with clients, and inclusive packages.

These findings elucidate GigaMare's competitive edge and provide valuable insights for maritime training providers and industry participants, as well as suggesting potential improvement areas for GigaMare.

Keywords:

Maritime Training, Value Proposition, Stakeholder Mapping, SWOT Analysis, Kenichi Ohmae's 3C Business Model

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Ainutlaatuisen Arvolupauksen Tunnistaminen: Merenkulun Koulutuspalvelujen Analyysi

- Tapauskertomus Gigamare Inc:stä

Tämä opinnäytetyö tutki GigaMaren merenkulun koulutuskurssien arvolupausta kilpailullisessa ja voimakkaasti säännellyssä teollisuudessa. Tutkimuksen tavoitteena oli paljastaa yrityksen ainutlaatuinen arvolupaus monitahoisen metodologisen lähestymistavan avulla. Tutkimusta ohjasivat sidosryhmien kartoitus, laadulliset kyselyt, SWOT-analyysi, Kenichi Ohmaen 3C-liiketoimintamalli ja Harvard Business Schoolin arvolupauksen viitekehys.

Tutkimus osoitti GigaMaren vahvuuden toimittaa käytännöllisiä, joustavia ja räätälöitäviä koulutuksia, jotka on täydennetty kattavalla ymmärryksellä teollisuudesta. Tämä ominaisuusyhdistelmä johtaa arvokkaihin tuloksiin sekä koulutettaville että yrityksille. GigaMaren erityinen arvolupaus perustuu sen käytännönläheiseen koulutukseen, yhteistyössä asiakkaiden kanssa luotuun opetussuunnitelmaan ja kattaviin paketteihin.

Nämä havainnot valaisevat GigaMaren kilpailuetua ja tarjoavat arvokkaita oivalluksia merenkulun koulutuksen tarjoajille ja teollisuuden osallistujille sekä viittaavat mahdollisiin parannusalueisiin GigaMarella.

Asiasanat:

Merenkulkualan koulutus, Arvolataus, Sidosryhmäkartoitus, SWOT-analyysi, Kenichi Ohmaen 3C-liiketoimintamalli

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List of abbreviations (or) symbols

ETO	Electro-Technical Officer (Careers at Sea, Careers at Sea)
USD	United States Dollar (Chen, 2022)
SWOT (Kenton, 2023)	Strengths, Weaknesses, Opportunities, & Threats

1 Introduction

As one of the key players in the Philippine maritime training industry, GigaMare provides essential training programs and courses to equip industry professionals with necessary skills and knowledge (Azzet Maritime, 2019). The breadth and depth of its offerings, consisting of 84 different types of programs, range from basic seafaring skills to advanced technological applications in maritime operations (GigaMare Inc., 2023). While I, as the author and a management trainee at GigaMare, have an insider's perspective, it is important to note that the framing of this thesis is based on interactions with the upper management and their shared insights on the challenges and opportunities they perceive.

The maritime industry is highly regulated and extremely competitive (MBA Knowledge Base, n.d.) (Handani, et al., 2020). Ensuring the safe and efficient operation of vessels is paramount, and a well-trained workforce is an essential factor in achieving this. As the global cargo shipping market is poised for significant growth, expanding at a compound annual growth rate of 9.10% from 2023 to 2030, and reaching a staggering 4.04 trillion USD by 2030, the need for highly skilled seafarers is more critical than ever (Geographic Scope And Forecast, 2023). This growing demand underscores the importance of maritime training programs such as those offered by GigaMare.

This thesis, therefore, will not delve into the unique value propositions of each individual program; instead, it will focus on the overarching unique value proposition of GigaMare's training services as a whole. The goal is to identify and evaluate the core value and benefits that GigaMare's maritime training courses offer to its clients and the industry. This could be in terms of quality, depth of knowledge, up-to-date training methods, or a combination of these and other factors. It is this distinct advantage that sets GigaMare apart in the crowded marketplace and adds significant value to its B2B partners.

1.1 Research objective and questions

The primary research objective is to assess the value of GigaMare's training courses, understanding the unique selling points that make the company's offerings attractive and beneficial to its clients. This understanding will provide a clearer picture of how GigaMare can enhance its value proposition and continue to play a pivotal role in the maritime industry, as it navigates the challenges and opportunities of a rapidly evolving global shipping landscape.

To achieve the research objectives, this study will address the following research questions:

- How can the value of GigaMare's training courses be described, and what benefits do they provide to trainees and companies?
- What factors contribute to GigaMare's unique value proposition, and how does it differentiate itself from its competitors in the maritime training market?

1.2 Research scope and limitations

This research aims to assess the core value and benefits of GigaMare's maritime training courses, focusing on the company's overarching unique value proposition rather than the distinct value propositions of individual programs. The primary objective is to understand the unique selling points of GigaMare's offerings, which contribute to the attractiveness and benefits of the company's services for its clients. The research will examine the quality, depth of knowledge, and the up-to-date nature of the training methods, among other factors that make GigaMare stand out in the competitive marketplace. The research will utilize a SWOT analysis, the 3C business model, and the Harvard Business School unique value proposition framework to understand GigaMare's position within the maritime training market.

Despite the in-depth nature of the research, several limitations should be acknowledged. The SWOT analysis, based on stakeholder surveys in which

only the employees of GigaMare and the ETO cadets were able to respond as no responses were acquired from the customers at the time of the completion of the thesis, may introduce bias and might not fully represent the broader stakeholder views due to the limited sample size. The inherent subjectivity of the SWOT analysis may also lead to differing data interpretations.

The 3C business model analysis largely depends on qualitative data. Although this data provides valuable insights into GigaMare's value proposition and competitive differentiation, it lacks the quantitative measures necessary for a more objective evaluation of the company's market position and performance.

The Harvard Business School unique value proposition framework, while comprehensive, relies heavily on the assumption that the identified customer needs are both accurate and exhaustive. Unmet or unidentified customer needs could skew the analysis and lead to incomplete conclusions. Moreover, the comparative price analysis doesn't account for potential new market entrants or significant changes in competitors' pricing strategies.

Lastly, the research focus is exclusively on GigaMare's training courses, disregarding other aspects of the company's operations or broader business strategy. Consequently, while offering valuable insights into a specific area of the business, the research might not fully represent GigaMare's overall position in the maritime industry or its broader strategic direction.

Future research could complement the current analyses with additional research methodologies and quantitative data for a more comprehensive and objective evaluation. Furthermore, exploration of other aspects of GigaMare's business operations could provide a more holistic understanding of the company's overall strategy and position within the maritime industry. Drawing from these potential areas of future research, the next section will explore similar studies that have been conducted in the recent past.

2 Literature Review

Looking at previous literatures that have similar elements, a study was conducted by Mathilde Fiksdahl and Marte Green Wamstad in the Norwegian University of Science and Technology regarding the business models in the Norwegian maritime industry. Within the texts, it is emphasized that maritime companies with good business models offer a distinctive value proposition to their customers (Fiksdahl & Wamstad, 2016). It is a reoccurring element in the Norwegian maritime industry to have a defined value proposition. However, the paper did not examine how the actors in maritime industry defined their value proposition as it focused on finding the correlation between the industry's business model and profitability. Likewise, there is another study that specifically focuses on key customer value propositions by Andreas Snellman at the Novia University of Applied Sciences that has valuable insights. The research was conducted for Nordpipe Composite Engineering, where Andreas works as a Head of Project. In its findings, it is stated that companies with superior value propositions are intangible (Snellman, 2021). This means that the company has the capacity to sustain and apply its value propositions, which are closely related to employees, leadership, and business culture. Especially when it comes to service sectors, customers seek companies with the core values of having the ability to have integrity, social competence, exceedingly capable communication skills, trustworthiness, and honesty. Additionally, Andreas conducted technical and holistic interviews with the employees at Nordpipe Composite Engineering and the company's customers. The data collected from the interviewees and questionnaires was then analysed using Osterwalder's framework for creating business models. Using the analysis, Andreas was able to find specific key customer value propositions for the company he researched for. That is the extent of the relevance of Andreas' work, as this paper will use business models that focus specifically on identifying unique selling positions instead of developing new business models. The insights from the two studies on business models in the maritime industry

provide valuable context for understanding the importance of identifying and articulating a unique value proposition, which is crucial for this research.

2.1 Insights of Maritime Industry

The two studies approach the topics of value proposition and innovation from different angles. Mathilde Fiksdahl and Marte Green Wamstad's study focuses on how Norwegian maritime actors apply and innovate their business models and whether these approaches are linked to profitability. Andreas Snellman's study explores the key customer value proposition for Oy Nordpipe Composite Engineering Ab in Jakobstad. Both studies provide valuable insights into different aspects of the maritime industry and business models, but they do not directly address the research questions about the value of training courses and how they compare to competitors.

Research conducted by Mathilde Fiksdahl and Marte Green Wamstad uncovered repeated elements in the definitions of business models used by various actors. These included the value proposition, mechanisms for generating profits or revenues, and the structure of the value chain. Additionally, their study shed light on the differing approaches to business model innovation in the maritime industry, with two strategies classified as gradual changes and two as more drastic shifts. On a different note, the work of Andreas Snellman focused on pinpointing the value propositions crucial to specific clients of Oy Nordpipe Composite Engineering Ab. His research further delved into the reconfiguration criteria to ascertain the value propositions that were viable to provide to their key customers, although these did not meet the anticipated standards.

There are several gaps, inconsistencies, and controversies between the two studies. First, there is a mismatch in the scope and context of the two studies, making it difficult to draw direct comparisons between them. Second, the studies do not directly address the research questions of the thesis, which are about the value of training courses and what benefits do they provide to

trainees and companies. Finally, the studies use different research methods and data sources, making it challenging to integrate or compare their data. To address these questions, the thesis focuses specifically on training courses, uses a consistent research methodology, and provides a clear framework for comparing the benefits of different providers. Building on the insights gained from the two studies in this section, this thesis will employ several theoretical frameworks, including stakeholder mapping, SWOT analysis, the 3C Business Model, and Harvard Business School's unique value proposition framework to provide a comprehensive evaluation of GigaMare's maritime training courses and to identify its unique value proposition.

3 Theoretical Frameworks

3.1 Stakeholder Map

A stakeholder map is a graphical display that outlines the essential parties or groups who exhibit a direct or indirect interest in projects. It visually portrays the intricate web of relationships among these stakeholders and the project at hand (Johnson, et al., 2008). The concept of a 'stakeholder' was first introduced by R. Edward Freeman in his seminal book, "Strategic Management: A Stakeholder Approach" (1984) though Johnson and Scholes further refined the concept in their work, "Exploring Corporate Strategy," emphasizing the value of understanding and managing these stakeholder relationships in a strategic context. The map aids in the recognition of the needs, aspirations, and potential sway these stakeholders may have on the project, thereby equipping the project team with a more profound understanding of the project's environment and potential challenges (Johnson, et al., 2008).

Stakeholder mapping illuminates the interests of the stakeholders, thereby fostering improved communication, interaction, and cooperation among the various parties involved, which plays a crucial role in the ultimate success of the project (Johnson, et al., 2008).

This analysis is particularly valuable for several reasons. Firstly, it enables a comprehensive understanding of the various parties that could be affected by or have an influence on GigaMare's maritime training courses. These individuals may include trainees, shipping companies, regulatory bodies, competitors, suppliers, and industry associations, among others. Understanding their perspectives and priorities can inform the research questions and ensure that the thesis remains relevant to the industry's needs.

Lastly, the stakeholder map serves as a foundation for the methodology section, as it will guide the selection of research participants and data collection methods. Identifying key stakeholders can ensure that this research gathers

data from a diverse range of perspectives, offering a more accurate and nuanced understanding of GigaMare's unique value proposition. The analysis can help inform the development of interview questions, surveys, or focus group discussions, ensuring that the research questions are effectively addressed.

By incorporating a stakeholder map, the thesis can better address the research questions and offer valuable insights into GigaMare's unique value proposition within the maritime training industry. With a comprehensive understanding of the key stakeholders and their relationships established, the following section will introduce the SWOT analysis as a tool for identifying GigaMare's unique values within the maritime training industry.

3.2 SWOT Analysis

The SWOT analysis, an acronym for Strengths, Weaknesses, Opportunities, and Threats, is a strategic planning instrument frequently utilized to gauge an organization's position in relation to its competitors (An, et al., 2022). This technique's roots can be traced back to the 1960s, often attributed to Albert Humphrey, although this claim remains a subject of debate as no definitive originator is universally acknowledged (An, et al., 2022).

Known alternatively as the SWOT Matrix, this tool has gained popularity for its effectiveness in distinguishing a business and carving out a unique space in a wider market context. Importantly, the SWOT analysis goes beyond the business arena and can also be applied at the individual level to evaluate personal competencies (An, et al., 2022).

The tool considers both internal and external factors. "Strengths" and "weaknesses" represent internal factors, with strengths offering a competitive edge to the organization, and weaknesses posing potential setbacks. Conversely, "opportunities" and "threats" are external factors. Opportunities refer to beneficial conditions in the wider environment that the organization can leverage, while threats denote external factors that could negatively impact the organization (An, et al., 2022).

To this study, the SWOT analysis is applied to assess GigaMare's maritime training courses, providing an in-depth understanding of its competitive positioning within the maritime training landscape. By doing so, it is possible to develop strategies that leverage the company's strengths and address its weaknesses, while taking advantage of opportunities and mitigating potential threats.

The rationale behind using a SWOT analysis in this thesis is as follows:

1. **Strengths:** Identifying GigaMare's unique strengths will help the company understand the aspects of its training courses that provide value to trainees and companies. This information can be used to further enhance the quality of GigaMare's services, setting it apart from its competitors.
2. **Weaknesses:** By acknowledging the weaknesses of GigaMare's training courses, the company can take corrective actions to improve its services and better meet the needs of the target market. Addressing these weaknesses will also help GigaMare to maintain its competitiveness in the global maritime training industry.
3. **Opportunities:** Recognizing opportunities in the market will allow GigaMare to capitalize on emerging trends and needs in the maritime sector. This can lead to the development of new training courses, collaborations, and partnerships, ultimately contributing to GigaMare's international expansion.
4. **Threats:** Being aware of potential threats will enable GigaMare to devise strategies to mitigate these risks, ensuring the sustainability and success of its business operations. Understanding the competitive landscape and potential challenges will help GigaMare make informed decisions and maintain a strong presence in the maritime training market.

In summary, a SWOT analysis is a valuable tool that will be used in this research to provide a comprehensive assessment of GigaMare's maritime training courses. By systematically analysing the company's strengths, weaknesses, opportunities, and threats, the SWOT analysis will enable the necessary information to utilize Kenichi Ohmae's 3C Business Model to further

provide a structured approach to evaluating GigaMare's competitive advantages and unique value proposition in the maritime training market.

3.3 Kenichi Ohmae's 3C Business Model

The 3C business model, conceived by the renowned organizational theorist and management consultant, Kenichi Ohmae, offers a strategic approach to business planning by focusing on three central elements: Customers, Competitors, and the Company (B2B Frameworks, n.d.). Ohmae's model suggests that the interrelationships among these components are vital to a company's strategic success.

In the context of the Customers, Ohmae asserts that they should be placed at the core of the business strategy. He recommends customer segmentation based on their distinct needs and behaviors, necessitating a deep understanding of the customer base (B2B Frameworks, n.d.). This comprehension includes knowledge of who the customers are, their product usage patterns, demographic details, interests, and their interactions with competing products.

As for the Competitors, Ohmae's framework emphasizes understanding their unique strengths that could range from cost advantages to brand reputation (B2B Frameworks, n.d.). It becomes critical to discern how these competitors accumulate value and profits. The strategic development process also involves identifying key competitors that need to be outperformed and devising effective ways to achieve this.

The Company, the third aspect of the 3C model, necessitates an internal understanding of the company's strengths and weaknesses (B2B Frameworks, n.d.). One of the recognized strengths should be cultivated into a competitive edge. Certain complex activities might need to be outsourced, necessitating cost management to prevent any competitive advantage loss.

Gennaro Cuofano, in his explanation of the 3C analysis model, underscores the importance of examining how each of the three circles (Customer, Company, and Competitor) overlap and interact (Cuofano, 2023). The intersection of the customer and company circles can result in a competitive market advantage if consumers have a favourable perception of the product and are willing to pay for it. At the same time, the intersection of all three circles could lead to a price war due to minimal differentiation among the offerings. Overlap between customer and competition suggests a scenario where consumers prefer competitors' offerings, while overlap between competition and company could indicate a possible unlawful price-fixing situation (Cuofano, 2023).

In the context of this thesis, the Ohmae's 3C model provides a valuable tool for evaluating GigaMare's maritime training courses. The research aims to describe the value of these courses and the benefits they offer to both trainees and companies, and to identify the unique value proposition of GigaMare in the competitive maritime training market. By applying the 3C model, this study can gain comprehensive insights into GigaMare's customers, competitors, and the company itself, thus helping to identify and understand the factors contributing to its unique value proposition.

Kenichi Ohmae's 3C Business Model will provide a foundation for the Harvard Business School's unique value proposition framework to further analyse GigaMare's strengths, weaknesses, opportunities, and threats, ultimately pinpointing the factors that differentiate the company's maritime training courses from those of its competitors.

3.4 Defining Unique Value Proposition

The Harvard Business School's unique value proposition framework is a strategic approach that focuses on understanding and defining the elements that set a company's offerings apart from those of its competitors. The framework revolves around three essential questions: which customers to serve, which needs to meet, and what relative price to offer that provides

acceptable value for customers and profitability for the company (Institute for Strategy & Competitiveness, n.d.). By answering these questions, a company can identify and communicate the distinct advantages its products or services offer, which can help attract and retain customers.

Within the methodology section of this paper, the unique value proposition framework developed by Harvard Business School will be utilized to define GigaMare's unique value proposition. This analysis will be conducted by analysing the data collected from insights derived from Kenichi Ohmae's 3C Business Model. Importantly, this marks the final analysis stage in the process of identifying GigaMare's distinctive value proposition.

Using this information, this paper will address the three essential questions of the unique value proposition framework:

First, identify the specific customer segments GigaMare should serve in the local and international maritime training market.

Second, determine the unique needs of these customer segments that GigaMare's training courses can address more effectively than its competitors.

Finally, establish the relative price that balances both the perceived value of GigaMare's training courses to the customers and the company's profitability.

By applying the Harvard Business School's unique value proposition framework to GigaMare, this paper aims to pinpoint the factors that differentiate the company's maritime training courses from those of its competitors. This will enable GigaMare to communicate its unique value proposition effectively, attract new customers, and successfully expand its services. By taking insights derived from the Kenichi Ohmae's 3C Business Model, this paper will utilize the Harvard Business School's unique value proposition framework to identify GigaMare's distinctive advantages and communicate them effectively to attract and retain customers.

4 Methodology

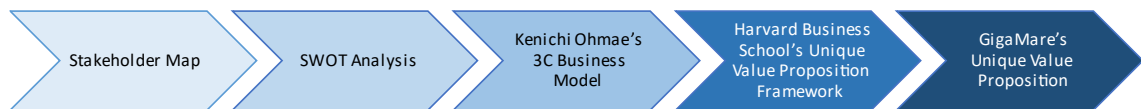


Figure 1: Methodology Order

The following section details the methodological approach adopted for this research to understand the unique value proposition of GigaMare's maritime training services. As seen in *Figure 1*, the methodology is structured around four main techniques: stakeholder mapping, a SWOT analysis, Kenichi Ohmae's 3C Business Model, and the unique value proposition framework from the Harvard Business School.

In order to fully comprehend the key individuals or groups who have a vested interest in GigaMare's maritime training courses, a stakeholder map will be developed, as detailed in section 3.1 of the theoretical frameworks. This tool, which is crucial for any strategic analysis, will inform the research direction and the development of other analytical models within the thesis. The data used for the stakeholder map are derived from the questionnaire for the upper management.

Supplementing the stakeholder map, a comprehensive survey methodology will be employed to evaluate the value and benefits of GigaMare's maritime training

courses. The survey targets various stakeholders, with a set of qualitative questions designed to assess the effectiveness, satisfaction, and competitiveness of GigaMare's training courses.

Drawing upon the theoretical framework, a SWOT analysis will be used to provide a comprehensive understanding of GigaMare's competitive positioning within the maritime training landscape. This strategic planning tool will utilize data from the stakeholder survey, categorizing the responses according to the SWOT framework: strengths, weaknesses, opportunities, and threats.

Following the SWOT analysis, Kenichi Ohmae's 3C Business Model will be applied, as expounded upon in section 3.3 of the literature review. This model, which focuses on the company, the customer, and the competition, aims to reveal the interrelationships among these components, integral to strategic success.

Finally, the unique value proposition framework from the Harvard Business School will be utilized. This framework, rooted in the Institute for Strategy and Competitiveness at Harvard Business School's work, "Unique Value Proposition," will help to identify GigaMare's unique value proposition within the maritime training market.

The methodology adopted for this research is designed to provide a comprehensive understanding of GigaMare's unique value proposition while ensuring the integrity of the data collected and the privacy of participants. Ethical considerations are integral to this research, with particular emphasis on protecting the participants' rights and welfare. Participants will be informed of the purpose of the study, their participation details, and expected outcomes. Confidentiality and anonymity will be maintained throughout the study, with no participant names or identifying information used in any publication or presentation of the study's findings. This ethical commitment underscores the study's aim to respect participants' rights and confidentiality, while still generating meaningful insights into GigaMare's unique value proposition.

4.1 Questionnaire

The methodology employed for the questionnaire was underpinned by the objectives of identifying the key stakeholders for GigaMare's maritime training courses as well as understanding the demographic profile and preferences of the target customer base. The questionnaire was conducted using Microsoft Forms.

A series of questions was formulated with the goal of mapping out GigaMare's stakeholder network, understanding their level of influence and interest, and gauging their expectations and concerns. This exercise was necessary in order to gain comprehensive insights that would shape the stakeholder map.

In addition, questions were developed to detail GigaMare's target customers, their usage patterns, and their preferences. This section aimed to discern the factors influencing the customers' decision to opt for GigaMare's services over those of competitors, as well as their interaction with competing services.

The upper management of GigaMare was chosen as respondents due to their strategic positioning in the company, which provided them with firsthand knowledge of the company's operations and key stakeholders.

The collected data was then analysed to generate findings pertinent to the unique value proposition of GigaMare's maritime training services. The results from the stakeholder mapping exercise were instrumental in informing the research direction and the development of other analytical models within the thesis.

The comprehensive questionnaire provided a solid base for the overall methodology by offering valuable insights about the stakeholders and customers. This subsequently supported a more in-depth understanding of the company's position, its strengths, weaknesses, opportunities, and threats, as well as its competitive environment.

The specific questions used in the questionnaire are listed in the appendices for reference.

4.2 Mapping Stakeholders in Maritime Training

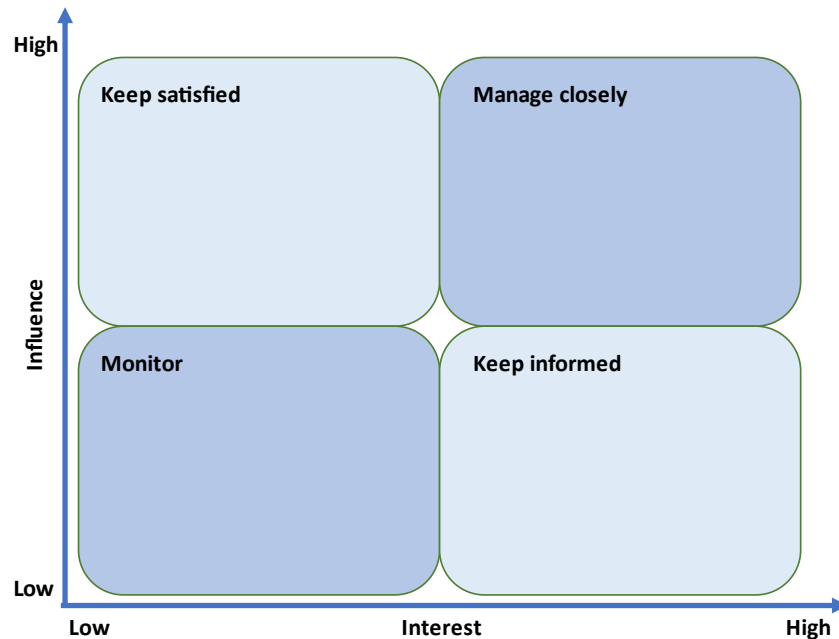


Figure 2: Stakeholder Map Template

As elaborated in section 3.1 of the theoretical frameworks, the stakeholder map is a crucial instrument for comprehending the key individuals or groups who have a vested interest in GigaMare's maritime training courses. This research aims to develop a stakeholder map for GigaMare's maritime training courses, a tool that will inform the research direction and the creation of other analytical models within the thesis. The methodology for this analysis follows several stages, considering the foundational concepts outlined by Johnson and Scholes (1999) in their work "Exploring Corporate Strategy."

Data Collection

Primary data for the stakeholder map will be gathered directly from GigaMare, primarily through conducting a questionnaire with upper management.

Additionally, information about stakeholders' needs, interests, and potential influence on GigaMare's maritime training courses will be collected through questionnaire to the upper management as well.

Stakeholder Identification

Using the gathered information, stakeholders will be identified. These stakeholders are expected to include but may not be limited to, trainees, shipping companies, regulatory bodies, competitors, suppliers, and industry associations.

Stakeholder Mapping

Using *Figure 2* as a reference, the identified stakeholders will then be mapped in relation to GigaMare's maritime training courses. This graphical representation will showcase the relationships and relative influence of each stakeholder, as recommended by Johnson and Scholes (1999). The map will not only provide a visual depiction of these complex relationships but also serve as a basis for analysing stakeholder interests and potential impacts on the project.

Data Analysis

The stakeholder map will then be analysed to gain insights into the needs, aspirations, and potential influence these stakeholders may have on the project. This phase aligns with Johnson and Scholes's (1999) assertion that stakeholder mapping aids in recognizing the project's environment and potential challenges.

Application of the Stakeholder Map

The stakeholder map will subsequently be used to guide the creation of other analytical tools in the thesis, including a SWOT analysis, Kenichi Ohmae's 3C business model, and Harvard Business School's unique value proposition framework. These models will further delve into the complexities of the business environment and contribute to a comprehensive understanding of GigaMare's unique value proposition.

The entire process of stakeholder mapping is expected to offer a more nuanced understanding of GigaMare's business environment, thereby informing the research questions and ensuring the relevance of the thesis to the industry's needs. By adhering to the principles laid out by Johnson and Scholes (1999), this methodology ensures a robust and thorough approach to stakeholder mapping in the context of GigaMare's maritime training courses.

4.3 Survey

With the identified stakeholders of GigaMare from the stakeholder map, a comprehensive survey was conducted to assess the value of GigaMare's maritime training courses, involving stakeholders like sales employees, instructors, instructional design team members, ETO cadets, and customers. Each group was posed with qualitative and open-ended questions to evaluate course effectiveness, satisfaction, and competitiveness, addressing the unique aspects of GigaMare's offerings. As a disclaimer, during the time of the thesis completion, only the ETO cadets were actively undergoing training at GigaMare, as other maritime courses and programs were inactive. This context is important to understanding the full scope of the survey's relevance and findings. Sales employees examined customer benefits and competitive edge; instructors evaluated course effectiveness and teaching resources; instructional designers discussed material efficiency and industry relevance; ETO cadets reported on knowledge gain and preparation for future challenges; customers evaluated

training quality, recommendation likelihood, operational impact, and competitor comparison. The survey results, integral to a subsequent SWOT analysis, will delineate GigaMare's unique value proposition. The survey's specific questions can be found in the appendices section.

4.4 GigaMare's Competitive Positioning Analysis

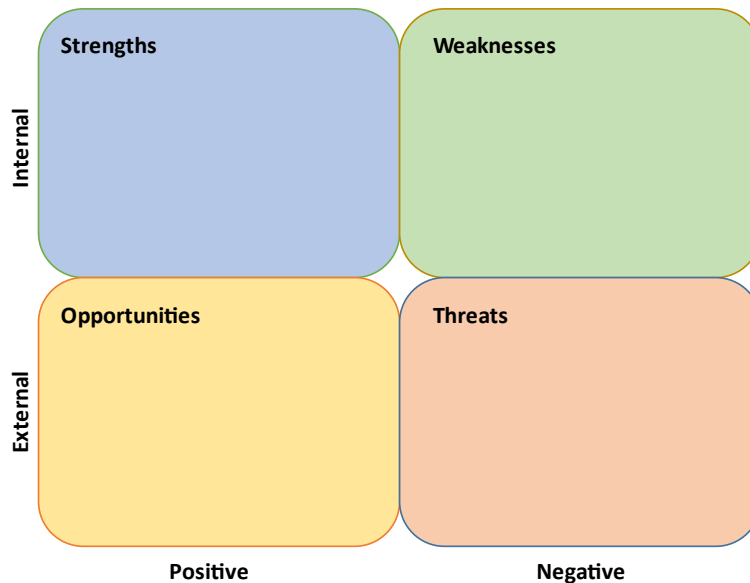


Figure 3: SWOT Analysis

Drawing upon 3.2 SWOT Analysis, to provide a comprehensive understanding of GigaMare's maritime training courses' competitive positioning within the maritime training landscape, this study employs a SWOT analysis as its principal research methodology. The SWOT analysis, a strategic planning tool, is highly effective in distinguishing a business's unique position within a broader market context, hence its application in this research (An, et al., 2022).

Data Collection and Analysis

The data that forms the basis of this paper's SWOT analysis derives from survey results collected from GigaMare stakeholders, including management,

employees, and clients. These stakeholders provide a unique perspective on the strengths, weaknesses, opportunities, and threats the organization faces, as they are intimately involved with the company's operations and services.

Using *Figure 3* as a reference, the survey responses will be categorized according to the SWOT framework: strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors that provide the company with a competitive edge or potential setbacks, while opportunities and threats are external factors that could either benefit the organization or impose risks (An, et al., 2022).

Strengths and Weaknesses

To identify GigaMare's unique strengths, the responses relating to the positive aspects of GigaMare's maritime training courses will be analysed. These responses will provide insights into the areas where GigaMare excels and offers unique value to its customers.

Similarly, the weaknesses will be identified from responses that highlight areas of GigaMare's training courses that need improvement. These responses will be critical in identifying the gaps in the company's offerings and areas where it lacks compared to competitors.

Opportunities and Threats

Opportunities will be identified from responses that indicate potential areas for growth, emerging trends, and beneficial conditions in the broader maritime sector. These could include suggestions for new training courses, potential collaborations, or partnerships.

Threats will be identified from responses pointing out potential external risks that could negatively impact the organization. These could include emerging

competition, changes in regulations, or other external factors that pose a challenge to GigaMare's operations.

Integration with Kenichi Ohmae's 3C Business Model

The results of the SWOT analysis will then be utilized to construct Kenichi Ohmae's 3C business model. This model focuses on three key factors for success: the company, the customer, and the competition. The strengths and weaknesses identified from the SWOT analysis will inform the 'company' component of the model. The 'customer' component will be informed by the opportunities identified, and the 'competition' component will be informed by the threats identified. By integrating these models, this methodology will provide a comprehensive understanding of the value of GigaMare's training courses, the benefits they provide to trainees and companies, and gather the necessary data to formulate Harvard Business School's unique value proposition framework.

4.5 Ohmae's 3C Business Model

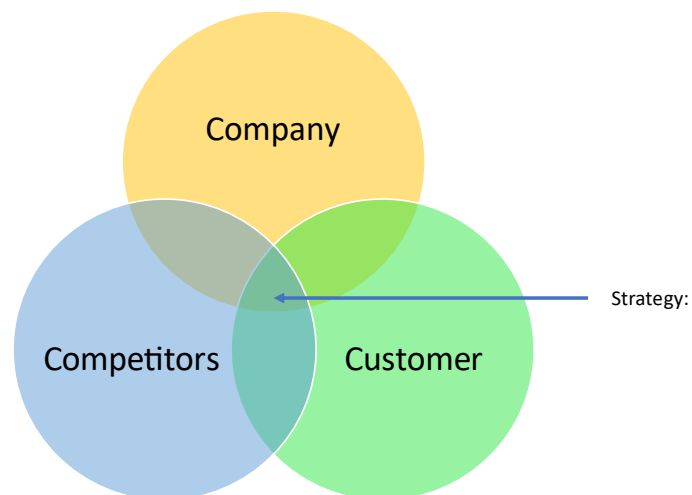


Figure 4: 3C Business Model

The research methodology to be employed in this section is based on Kenichi Ohmae's 3C business model, as expounded upon in section 3.3 of the theoretical frameworks. Using *Figure 4* as a reference, the 3C Business Model is a strategic framework that concentrates on Customers, Competitors, and the Company (B2B Frameworks, n.d.). The model's utility arises from its ability to reveal interrelationships among these components, which are integral to strategic success.

Data Collection

The data used for this model will be derived from three main sources. The Company's strengths and weaknesses will be identified through the results of the SWOT analysis. Information about the Competitors will be collected from online resources, and additional details about GigaMare will be extracted from its official website. It is important to note that the primary competitors of GigaMare, as expressed by the upper management, are the Norwegian Training Center, United Marine Training Center Inc., and COMPASS Training Center Inc. Information about these particular organizations will be gathered from their respective official websites. Furthermore, information pertaining to Customers will be derived from the responses to the questionnaire distributed to upper management.

Analysis

The Customers will be analysed based on their distinct needs and behaviours, following Ohmae's recommendation of customer segmentation (B2B Frameworks, n.d.). This process requires understanding who the customers are, their product usage patterns, demographic details, interests, and their interactions with competing products.

The Competitors will be evaluated by understanding their unique strengths, ranging from cost advantages to brand reputation (B2B Frameworks, n.d.). The

strategic development process will include identifying key competitors and devising effective strategies to outperform them.

The analysis of the Company will necessitate an internal understanding of its strengths and weaknesses (B2B Frameworks, n.d.). Strengths will be fostered into a competitive advantage, and complex activities might be outsourced to maintain cost efficiency.

Interrelationships

Cuofano underscores the importance of examining how the three circles of Customer, Company, and Competitor overlap (Cuofano, 2023). While an overlap of customer and company circles can lead to a competitive advantage, this study will slightly modify this model. Instead of a price war resulting from the intersection of all three circles, this analysis will focus on identifying GigaMare's strategy at the intersection.

Outcome

The outcome of the 3C model analysis will be utilized to create the Harvard Business School's unique value proposition framework. This framework will enable a more in-depth examination of GigaMare's strengths, weaknesses, opportunities, and threats, thereby distinguishing the company's maritime training courses from its competitors. Through this methodology, a comprehensive understanding of the factors contributing to GigaMare's unique value proposition will be obtained.

4.6 GigaMare's Unique Value Proposition



Figure 5: Harvard's Unique Value Proposition (Institute for Strategy & Competitiveness, n.d.)

The unique value proposition framework from the Harvard Business School will be utilised to establish GigaMare's unique value proposition within the maritime training market. The data for this analysis is derived from the Kenichi Ohmae's 3C Business Model, external web-based competitor research, GigaMare's official website, and price data communicated by GigaMare's salespeople.

The unique value proposition framework, as delineated in 3.4 in the theoretical frameworks, is rooted in the Institute for Strategy and Competitiveness at Harvard Business School's work, "Unique Value Proposition." It is a strategic tool that aids in defining the unique aspects of a company's offerings, distinguished from those of its competitors. The framework addresses three fundamental questions: the customer segments to target, the unique needs to cater to, and the relative price to offer.

In the context of this study, this framework will be applied to GigaMare with the objective of identifying its unique value proposition in the maritime training market. Using *Figure 5* as a reference, the following steps outline the application of the framework:

Identification of Customer Segments

Utilizing the data from Kenichi Ohmae's 3C Business Model, specific customer segments GigaMare should target in the local and international maritime training market will be identified. This analysis will allow for a comprehensive understanding of the customer profile that GigaMare should focus on.

Determination of Unique Needs

Once the target customer segments are identified, their unique needs will be determined. By aligning GigaMare's training courses to address these needs more effectively than its competitors, GigaMare can establish its unique value proposition.

Establishment of Relative Price

The final aspect of the framework involves establishing the relative price of GigaMare's training courses. This price should strike a balance between providing value to the customers and ensuring profitability for GigaMare. This step is crucial in setting GigaMare apart from its competitors in the maritime training market.

This methodology signifies the final analysis of the thesis. The results will be utilised to evaluate the value and benefits of GigaMare's training courses, understand the advantages they offer to trainees and companies, and identify the factors that contribute to GigaMare's unique value proposition. Furthermore, the results will be used to articulate how GigaMare differentiates itself from its

competitors in the maritime training market. The application of this methodology aims to help GigaMare effectively communicate its unique value proposition, thereby attracting new customers and successfully expanding its services.

5 Analysis

5.1 Questionnaire Results

The information provided by the respondent has informed the development of the stakeholder map and will contribute to the formulation of the 3C Business Model, crucial elements of the methodological approach adopted in the research. The questionnaire was conducted using Microsoft Forms.

Questions:	Answers:
Can you identify the key stakeholders who have significant influence and high interest in GigaMare's maritime training courses, specifically those who require close management and constant engagement?	Shipowner representatives and shipowner's training managers Crewing managers, part-time trainers, and own personnel.
Who are the important stakeholders in GigaMare's network that, while having a high level of influence, have a more indirect or less immediate interest in our training courses? How can the company ensure their satisfaction and continued support for our maritime training courses?	Ship management companies technical managers and ship owners communicate through news letters, visits to the customers, and attending their internal seminars. Measuring the impact of training and demonstrating positive ROI (return on investment).
Which stakeholders have relatively lower influence but still hold interest in our operations, particularly those we should monitor like? What are their expectations and potential concerns?	Seafarers' families, manning companies, and local authorities are interested in what services we are providing generally for shipping segments and how we are differing from other providers in the market.
Can you list out the stakeholders that the company needs to keep informed,	Seafarers Cadets' potential public communication through social media

<p>even if their immediate influence or interest is not as high? How can GigaMare effectively communicate and engage with them about the company's maritime training courses?</p>	<p>is the best form to keep them informed and engaged.</p>
<p>Which stakeholders have relatively lower influence but still hold interest in our operations, particularly those we should monitor? What are their expectations and potential concerns?</p>	<p>Seafarers' families, manning companies, and local authorities.</p>
<p>Can you describe GigaMare's target customers in terms of their demographic profile, product usage patterns, and interests? Please elaborate on the factors that make them choose the company's services over those of the competitors.</p>	<p>Ship owners, shipping companies, ship management companies, ship manning companies, power plant companies based in the Philippines, offshore companies, mining companies, and the United States Department of Defence use GigaMare because it is customer-focused and willing to tailor and adjust the services based on customer needs and requirements. GigaMare also provides full service, i.e. training, including all logistics. We are also visiting the customers in their overseas office to get a better understanding of their business and needs.</p>
<p>How does GigaMare's target customer base interact with competing services? Please provide insights on their preferences, comparative product usage patterns,</p>	<p>Similar way as for GigaMare. The big differentiating factor is the willingness to tailor the offering—listening to the customer's needs and adjusting the courses based on them.</p>

<p>reasons for choosing competitor products (if any), and potential areas where the company's service could provide enhanced value.</p>	
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Table 1: Upper Management Questionnaire Results

5.2 Stakeholder Map Results

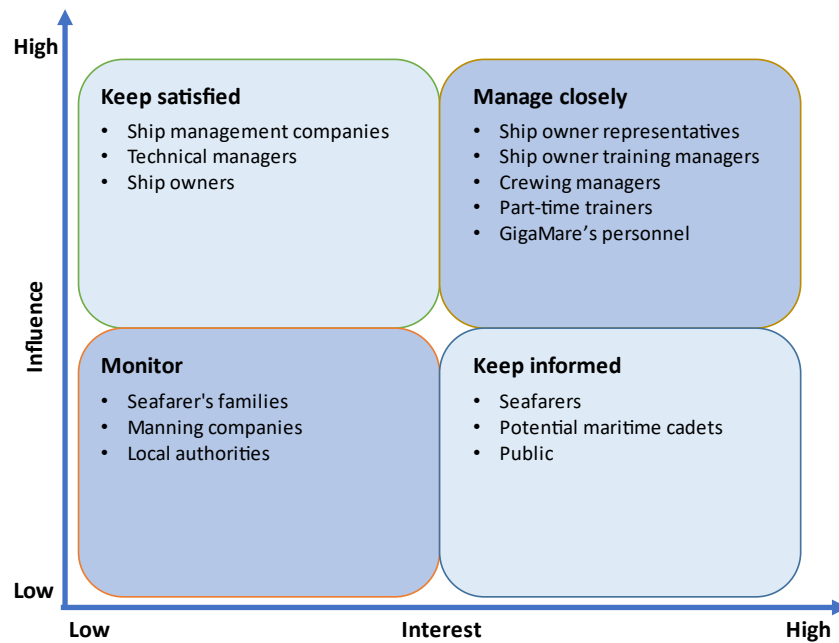


Figure 6: Stakeholder Map Results

An in-depth exploration of the stakeholder landscape within GigaMare's maritime training environment is crucial to understanding the company's unique value proposition. Primary data for this stakeholder map has been sourced directly from GigaMare, predominantly through the questionnaire for the upper management of the company, facilitating the collection of key insights about stakeholders' needs, interests, and potential influences. Using *Figure 6* as a visual reference, below is a detailed stakeholder map analysis for GigaMare based on the information gathered from the staff and personnel:

Keep Satisfied

This group includes ship management companies, technical managers, and ship owners, who are the primary customers of GigaMare's training courses. Given the impact of their satisfaction on the company's reputation, profitability, and long-term success, it is important to meet their needs and expectations. The value proposition for this group might be in the form of improving operational efficiency, enhancing safety standards, and ensuring regulatory compliance.

Manage Closely

This category includes ship owner representatives, ship owner training managers, crewing managers, part-time trainers, and GigaMare's personnel. These stakeholders have a direct influence on the design, delivery, and quality of the training courses. Their close management ensures that the courses are relevant, up-to-date, and effectively delivered. GigaMare's unique value proposition for this group could be its dedication to quality and continuous improvement, as well as its commitment to collaboration and partnership.

Monitor

The stakeholders in this group, such as seafarers' families, manning companies, and local authorities, may not be directly involved with GigaMare's training courses, but they can have an indirect influence. For instance, the satisfaction of seafarers' families can affect the seafarers' motivation and performance, while local authorities may impose regulations that affect the training course content or delivery methods. This group may value GigaMare's commitment to the well-being of seafarers and compliance with local regulations.

Keep Informed

This group includes seafarers, potential maritime cadets, and the public, who are important recipients of information about GigaMare's training courses. The company's transparency, commitment to education, and engagement with the broader maritime community may be part of its unique value proposition for this group.

The stakeholder map is instrumental in understanding the diverse needs, interests, and influences within GigaMare's ecosystem. The results from this stakeholder map were used as a guide to formulate which stakeholders of GigaMare the survey should be conducted with. Additionally, the stakeholder map results ensured that the thesis accurately assessed the value and benefits of GigaMare's training courses for different stakeholders. It can also highlight the factors that contribute to GigaMare's unique value proposition and its differentiation in the maritime training market. With the relevant stakeholders identified, a survey was then conducted that targeted various stakeholders, with a set of qualitative and quantitative questions designed to assess the effectiveness, satisfaction, and competitiveness of GigaMare's training courses.

5.3 Survey Results

The GigaMare maritime training survey garnered a total of 87 responses, each distributed across distinct respondent groups: ETO cadets, maritime Instructors, salespeople, and instructional design.

The largest respondent group was ETO cadets, with 63 responses. The cadets showed high satisfaction with the ETO training program, with the average rating for technical knowledge and skills gained standing at 4.57. Confidence in applying learned skills to future jobs was also high, averaging 4.52. The program's preparation for future challenges was rated slightly higher at 4.62, while likelihood to recommend the program had the highest rating of 4.63. 21% of the respondents identified instructors as the most unique aspect of

GigaMare's ETO training program. Key themes emerging from the responses to this question included hands-on and development training, physical and technical training, and the GigaMare brand itself.

The maritime instructors comprised the second largest group of respondents, numbering seven in total. This group gave an average rating of 4.43 for the effectiveness of GigaMare's maritime training courses in preparing cadets for the industry. Satisfaction with teaching resources and materials was slightly lower at 3.86, but still showed a generally positive response. The instructors perceived strong alignment with industry standards and best practices, rating it 4.29. Support and guidance from GigaMare received a rating of 4.14. The unique aspects of GigaMare's courses identified by instructors included the realistic nature of training, use of actual shipboard equipment, and emphasis on hands-on activities.

The salespeople group was smaller, with three respondents. They perceived customers would significantly benefit from GigaMare's maritime training courses, rating this at 4.0. The unique benefits of GigaMare's maritime training courses compared to those of competitors were rated slightly higher at 4.33. Belief in GigaMare's competitive advantage was rated lower at 3.67, while GigaMare's understanding of the maritime industry was rated 4.0. The salespeople emphasized flexibility, customised training, client support, and personal touch as unique selling points of GigaMare's services.

The instructional design respondents, numbering 14, rated the effectiveness of GigaMare's maritime training materials in helping cadets learn at 4.43. The level of collaboration with instructors during the design process received a lower rating of 4.07, while the training materials' ability to address industry needs was rated at 4.29. GigaMare's support in designing effective materials received a rating of 4.21. The respondents cited the use of materials developed by active seafarers and subject matter experts, precision in content, and flexibility as the biggest advantages of GigaMare's materials.

It is noteworthy that the customers did not respond to the survey questions. The results of this survey are to be used for a SWOT analysis. Detailed questions posed to each group are provided in the appendices for reference.

5.4 SWOT Analysis

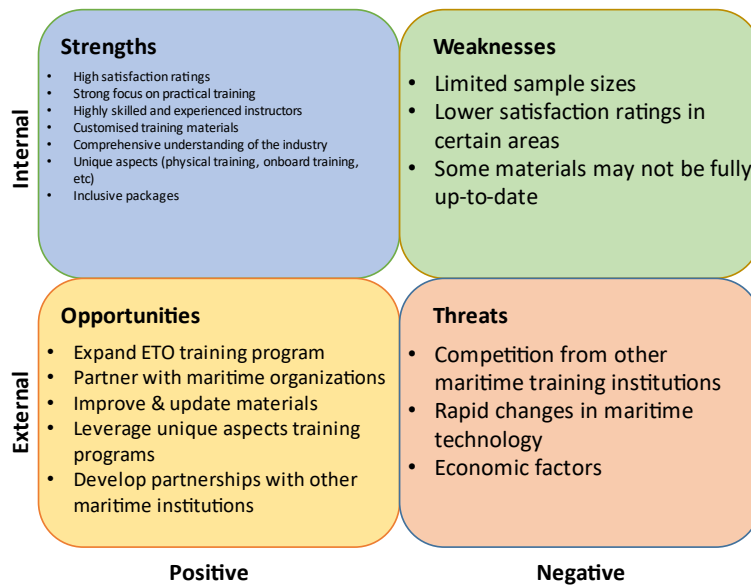


Figure 7: SWOT Analysis Results

The following SWOT analysis results are derived from survey questions posed to GigaMare's stakeholders. Using *Figure 7* as a visual reference, this analysis provides an overview of GigaMare's unique value proposition that will be used for other analyses, highlighting its strengths and weaknesses, as well as potential opportunities and threats. Below are the detailed results of the SWOT analysis.

Strengths

High satisfaction ratings from various stakeholders (cadets, salespeople, maritime instructors, and instructional designers), highlighting the effectiveness and quality of GigaMare's training programs.

A strong focus on practical training and hands-on experience, using real equipment and simulators.

Highly skilled and experienced instructors who provide guidance and support to cadets throughout the training process.

Customised and flexible training materials that cater to the specific needs of clients.

Comprehensive understanding of the maritime industry, ensuring that training programs are aligned with industry standards and requirements.

Unique aspects such as physical training, onboard training, and quality of instructors that set GigaMare's ETO training program apart from other training programs.

Inclusive packages that make GigaMare's offerings more attractive to clients, such as hotel and transport arrangements.

Weaknesses

Limited sample sizes as the customers has not responded to the survey, reducing the comprehensiveness of the feedback received.

Lower satisfaction ratings in certain areas, such as teaching resources and materials, and collaboration between instructional designers and maritime instructors.

Some training materials may not be fully up to date with the latest industry technology and trends.

Opportunities

Expand the ETO training program and other courses to accommodate more students and offer additional courses, capitalizing on positive feedback from cadets.

Partner with maritime organizations to provide better job placements for cadets and ensure that training programs are aligned with industry requirements.

Continuously improve and update teaching resources, materials, and training facilities to enhance satisfaction among instructors and improve outcomes for cadets.

Leverage the unique aspects of GigaMare's training programs, such as hands-on training and real equipment, as selling points to attract more clients and differentiate themselves from competitors.

Develop partnerships with other maritime institutions to share knowledge, resources, and best practices to further improve the quality of GigaMare's offerings.

Threats

Competition from other maritime training institutions that may offer similar or alternative training programs.

Rapid changes in maritime technology and industry requirements, necessitating continuous adaptation and updates to training materials and courses.

Economic factors, such as downturns or disruptions in the maritime industry can affect the demand for training programs.

Evaluating SWOT Analysis Results

The data used for the SWOT analysis were derived from the survey of GigaMare's stakeholders, although it is important to note that the customers of GigaMare has not responded to the survey, reducing the comprehensiveness of the feedback received. Several key components contribute to GigaMare's success and differentiate it from competitors in the maritime training market.

These components include:

GigaMare differentiates itself from competitors in the maritime training industry through its distinct focus on practical training and firsthand experience, which gives cadets invaluable real-world skills that theoretical learning alone cannot offer. This unique approach uses real equipment and simulators to facilitate a more immersive and realistic learning environment. Furthermore, the company's adaptability is evident in its ability to provide customised and flexible training materials. Catering to the individual needs of each client, this tailor-made approach allows for more targeted, efficient, and satisfying training experiences. This level of customization and adaptability is bolstered by GigaMare's team of highly skilled instructors, who bring a wealth of knowledge and experience to the table. Their continuous guidance and support throughout the training process cultivate an environment conducive to learning and success.

GigaMare's comprehensive knowledge of the maritime industry further solidifies the quality of its training programs. Its alignment with the latest industry standards and requirements ensures that the training cadets receive is both relevant and up to date, enhancing their competitiveness in the job market. The company's courses, including the unique ETO training program, incorporate elements such as physical training and onboard training, which create a multifaceted educational experience and distinct value proposition that stands apart from other training institutions. Lastly, GigaMare's commitment to providing an all-encompassing and convenient experience is reflected in their inclusive packages, which comprise hotel and transport arrangements, thus adding value for clients and differentiating GigaMare even further from competitors that do not provide such services.

GigaMare's value lies in its comprehensive and effective maritime training programs that prioritize practical, hands-on experience, customization, and flexibility. Supported by experienced instructors, a deep understanding of the maritime industry, unique aspects, and inclusive packages, GigaMare delivers significant value to trainees and companies by preparing cadets for successful careers in the maritime industry. By addressing identified weaknesses and capitalizing on growth opportunities, GigaMare can further enhance its unique value proposition and differentiate itself from competitors in the maritime training market. The data derived from the SWOT analysis will be utilized in the 3C model to further identify GigaMare's unique value proposition by thoroughly examining the Corporation, Customer, and Competition components.

5.5 3C Business Model Analysis

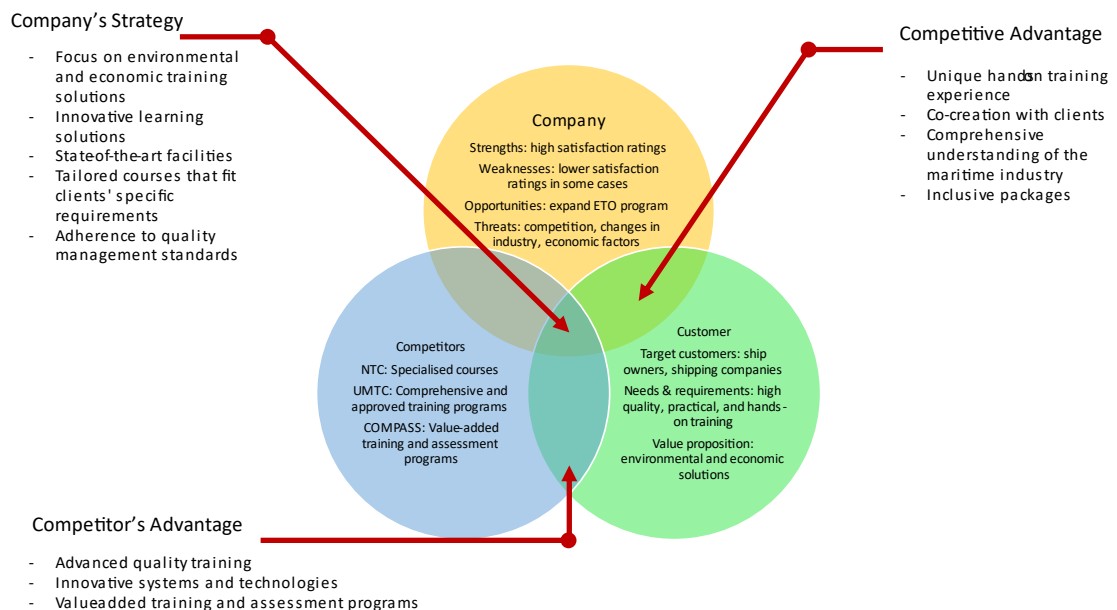


Figure 8: 3C Business Model Results

Using *Figure 8* as a visual reference, the Kenichi Ohmae 3C business model focuses on three key components: the Corporation, the Customer, and the Competition. By analysing these components, businesses can develop a better

understanding of their market position and create strategies to improve and grow. Below is a detailed 3C business model result for GigaMare based on the results of the SWOT analysis, online information about the company's competitors, and additional information from GigaMare's official website.

Customer

Target customers: Ship owners, shipping companies, ship management companies, ship manning companies, power plants companies based in the Philippines, offshore companies, mining companies, and the United States Department of Defence.

Needs and requirements: High-quality, practical, and hands-on training programs aligned with industry standards, customised training materials, comprehensive understanding of the maritime industry, and job placements.

Value proposition: Environmental and economic training solutions, unique hands-on experience, co-creation with clients in course syllabus development, state-of-the-art facilities, innovative learning solutions, wide range of services, tailored courses, and adherence to quality management standards.

Company

Strengths: High satisfaction ratings, strong focus on practical training, skilled and experienced instructors, customised and flexible training materials, understanding of maritime industry, unique aspects of ETO training program, and inclusive packages.

Weaknesses: Limited sample sizes in surveys, lower satisfaction ratings in some areas, and outdated training materials in some cases.

Opportunities: Expanding ETO training program and courses, partnering with maritime organizations, improving teaching resources and facilities, leveraging unique aspects, and developing partnerships with other maritime institutions.

Threats: Competition, rapid changes in maritime technology and industry requirements, and economic factors.

Competitors

Norwegian Training Centre: Specialized courses, green and cost-effective maritime operations, world-class maritime training and assessments, and customised courses (Norwegian Training Center, n.d.).

United Marine Training Centre: Comprehensive and approved training programs, high-quality training, proactive industry collaboration, and employee satisfaction (United Marine Training Center, n.d.).

COMPASS Training Centre Inc: Value-added training and assessment programs, regulatory standards compliance, sustainable partnerships, continuous improvement, and health, safety, security, and environmental awareness (COMPASS Training Centre Inc., n.d.).

Company's Competitive Advantage (Overlap between Company and Customer)

Unique hands-on training experience (GigaMare Inc., 2023).

Co-creation with clients in course syllabus development (GigaMare Inc., 2023)

Comprehensive understanding of the maritime industry.

Inclusive packages (hotel and transport arrangements).

Competitors' Advantage (Overlap between Competitors and Customer)

Norwegian Training Centre: Advanced quality training, green and cost-effective operations, world-class training, and customised courses (Norwegian Training Center, n.d.).

United Marine Training Centre: Innovative systems and technologies, high-quality training, and employee satisfaction (United Marine Training Center, n.d.).

COMPASS Training Centre Inc: Value-added training and assessment programs, regulatory standards compliance, sustainable partnerships, and continuous improvement (COMPASS Training Centre Inc., n.d.).

Company's Strategy or Unique Selling Proposition (Overlap between Company, Customer, and Competitors)

Focus on environmental and economic training solutions (GigaMare Inc., 2023).

Innovative learning solutions that turn learning into action (GigaMare Inc., 2023).

State-of-the-art facilities and world-class instructors (GigaMare Inc., 2023).

Tailored courses that fit clients' specific requirements and support their business needs (GigaMare Inc., 2023).

Adherence to quality management standards of ISO 9001:2015, OHSAS 18001:2007, and ISO 14001:2015 (GigaMare Inc., 2023).

Analysing 3C Business Model Results

Analysing the results of Kenichi Ohmae's 3C business model of GigaMare, the company values lie in its focus on environmental and economic training solutions, innovative learning solutions that turn learning into action, state-of-the-art facilities, experienced instructors, and tailored courses that fit clients' specific requirements and support their business needs. The company adheres to quality management standards of ISO 9001:2015, OHSAS 18001:2007, and ISO 14001:2015.

Digesting the results into three distinct elements, namely value, benefits, and differentiation from competitors, provides a clearer understanding of GigaMare's

unique value proposition. Utilizing this analysis facilitates a more comprehensive understanding of the unique value proposition, and the results will be used for the Harvard Business School's framework:

Value of GigaMare's Training Courses

GigaMare provides value to both trainees and corporations through its comprehensive training courses. One key aspect of their program focuses on promoting sustainable and cost-effective practices within the maritime industry. Their commitment to equipping trainees with skills for implementing environmentally friendly and economically viable solutions makes them a leader in environmental and economic training solutions. In addition to this, GigaMare has carved a niche in creating innovative learning solutions by incorporating unique teaching methods and innovative technology. These approaches stimulate practical, engaging learning experiences that enable trainees to effectively apply new skills in real-world contexts. This results in improved performance and heightened efficiency within their respective workplaces. Complementing their innovative teaching approach, GigaMare's modern, state-of-the-art facilities offer an immersive learning environment where trainees can gain hands-on experience and foster confidence in their abilities. The training sessions are led by experienced instructors who deliver high-quality, industry-standard training, enabling the trainees to competently respond to the maritime industry's demands. Lastly, to address specific needs and align with business goals, GigaMare works closely with clients to create tailored courses and training materials. This personalized service ensures the training is not only relevant but also directly applicable to the trainees' roles, further enhancing the value derived from their programs.

Benefits to Trainees and Companies

GigaMare's training courses offer multifaceted advantages to both trainees and their respective companies, contributing to not only the enhancement of

individual capabilities but also to overall corporate competitiveness. By providing trainees with a comprehensive understanding of industry standards and best practices, GigaMare fosters a workforce of high calibre, equipped with the skills and knowledge necessary to excel in their roles. This investment in training cultivates a distinct competitive advantage for companies, facilitating the development of a workforce that possesses a contemporary and thorough understanding of the maritime industry. GigaMare's emphasis on the importance of safety regulations and industry standards within their training programs plays a pivotal role in promoting a culture of safety and compliance. This results in a notable decrease in accident risk and ensures regulatory adherence. Furthermore, the training fosters heightened efficiency and productivity by equipping trainees with the knowledge necessary to devise and implement effective, sustainable solutions in their workplaces. Finally, the commitment to employee professional development demonstrated by companies that invest in GigaMare's courses contributes to higher levels of job satisfaction and aids in retention efforts, fostering a committed and satisfied workforce.

Differentiation from Competitors

GigaMare sets itself apart in the competitive maritime training market by leveraging its unique aspects and intense focus on customer collaboration. One of its distinctive strengths lies in its hands-on training approach, which emphasises practical learning. This method ensures that trainees are well-equipped to apply their acquired skills in real-world scenarios, a strategy that helps GigaMare stand out from the rest. Unlike competitors who might rely on standardized courses, GigaMare takes a more collaborative approach, co-creating the course syllabus with clients. This innovative strategy allows for the development of tailored training programs that are not only specific to the clients' needs but also contribute significantly to their business objectives. Furthermore, GigaMare's comprehensive understanding of the maritime industry plays a pivotal role in shaping these training programs. This deep

industry knowledge ensures that their programs stay relevant and highly applicable to the clients' context. As an icing on the cake, GigaMare's commitment to customer convenience and satisfaction is reflected in its inclusive packages. By incorporating elements like hotel and transport arrangements into their packages, GigaMare ensures a seamless and convenient training experience, further distinguishing it from its competitors.

Utilisation of the results and integration to Harvard Business School unique value proposition framework

An understanding of the Customer perspective reveals that the demand for tailored, hands-on training solutions is substantial. This knowledge, paired with the Company's expertise in delivering industry-standard, innovative training programs, offers a solid foundation for fulfilling this market need. In terms of the Competitor perspective, GigaMare's distinctive strengths, including practical learning approaches, collaborative syllabus creation, and inclusive packages, set it apart in the competitive landscape of maritime training providers. Incorporating these strengths into a unique selling proposition can further solidify GigaMare's position in the marketplace. Therefore, the application of the 3C model can facilitate a well-rounded understanding of the business environment and help inform strategic decisions aimed at maintaining GigaMare's competitive edge while also enhancing its ability to meet customer needs effectively. This model can be an invaluable tool for exploring new market opportunities, improving service offerings, and ultimately contributing to the company's long-term success.

To put it concisely, GigaMare sets itself apart by offering sustainable and cost-effective education options, cutting-edge learning methodologies, technologically advanced facilities, exceptional teaching staff, and personalized courses designed to align with clients' individual objectives and bolster their business performance. The company stands out from its competitors by focusing on its distinctive immersive training methodology, collaborating closely

with clients to create tailored educational programs, and delivering an all-encompassing understanding of the maritime sector alongside versatile package offerings. These elements contribute to the merit and advantages GigaMare's educational services grant to participants and organizations, ultimately enhancing their productivity, effectiveness, and competitive edge within the training industry. The data derived from the 3C business model will serve as a foundation for the subsequent analysis using the Harvard Business School unique value proposition framework, enabling the identification of GigaMare's distinctive value proposition within the maritime training market.

5.6 Unique Value Proposition Analysis

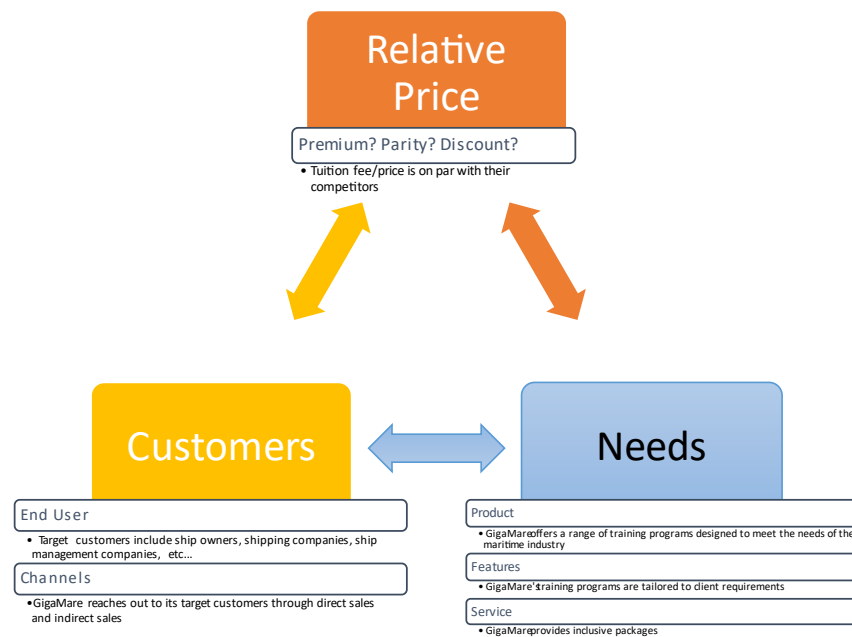


Figure 9: Unique Value Proposition Results

This analysis focuses on GigaMare's unique value proposition within the maritime training market, using the Harvard Business School framework. Using *Figure 9* as a visual reference, key points of interest include the specific customer segments GigaMare caters to, the unique needs it satisfies, and its strategic pricing. Data utilized in this framework derives from the results of the Kenichi Ohmae 3C business model, a comprehensive strategic model that

places emphasis on the three significant factors of "Customers", "Competitors", and "Corporation". Standout features include GigaMare's industry-specific approach, high-quality and personalized training programs, and value-focused pricing. The insights provided by this report aim to demonstrate why GigaMare's unique value proposition appeals to customers within the maritime industry. Below is the detailed information of the framework's results.

Customers

As to the identified end users of the company, GigaMare's target customers include ship owners, shipping companies, ship management companies, ship manning companies, power plant companies based in the Philippines, offshore companies, mining companies, and the United States Department of Defence.

The channels through which GigaMare reaches out to its target customers are direct and indirect sales, partnerships with maritime organizations, and online platforms.

Needs

As to the identified products of the company, GigaMare offers a range of training programs designed to meet the needs of the maritime industry. These include environmental and economic training solutions, a unique hands-on experience, and the ETO training program (GigaMare Inc., 2023).

As to the identified features of the company, GigaMare's training programs are tailored to client requirements, include a co-created course syllabus, and are delivered in state-of-the-art facilities by skilled and experienced instructors. They adhere to the quality management standards of ISO 9001:2015, OHSAS 18001:2007, and ISO 14001:2015.

As to what the identified company's services are, GigaMare provides additional services like job placements and inclusive packages that include hotel and transport arrangements.

Relative Price

GigaMare's tuition fee is on par with their competitors. This suggests that they're not using a price differentiation strategy but instead focusing on delivering value through high-quality, customised training programs that meet specific customer needs.

Analysing Unique Value Proposition Framework Results

To perform an extensive analysis of GigaMare's distinct value proposition utilizing the Harvard Business School Framework, it is necessary to explore the essential elements that render GigaMare's products and services distinctive and valuable to its customers.

GigaMare has a well-defined and specific target audience within the maritime and related industries. Its customers include a broad spectrum of companies and organizations that require specialized maritime training. By catering to the needs of these specific segments, GigaMare can focus on providing high-quality, relevant training programs that meet the unique needs of these industries. This industry specificity is a key part of GigaMare's unique value proposition.

In addition to direct sales, GigaMare has established partnerships with maritime organizations and utilizes online platforms to reach its target customers. This multi-channel approach not only increases their reach but also provides customers with multiple touchpoints, making it easier for customers to engage with them.

GigaMare's product offerings are tailored to meet the unique needs of the maritime industry. Their environmental and economic training solutions, hands-on experiences, and the ETO training program cater to specific knowledge and skill gaps within the industry. This specificity and relevance of training programs enhance the value proposition for customers.

Furthermore, GigaMare's commitment to customizing their training programs according to client requirements adds a layer of personalization that is often lacking in generic training programs. This not only increases the relevance of the training but also allows customers to get the most value for their investment.

The high standard of GigaMare's facilities and instructors, along with their adherence to internationally recognized quality management standards, further strengthens their value proposition. Customers can be assured of the quality of training and can trust GigaMare to provide top-tier training experience.

While GigaMare's pricing is on par with competitors, the value they provide is differentiated by the quality, relevance, and customization of their training programs. Customers are not just paying for a training program, but for a tailored solution that meets their specific needs. This value-focused approach could justify a higher price tag and can attract customers who are willing to invest in quality training.

Based on the results from this analysis, GigaMare's unique value proposition lies in its industry-specific approach, tailored training solutions, high-quality facilities and instructors, adherence to international standards, and a value-focused pricing strategy. These factors differentiate GigaMare from its competitors in the maritime training market and provide significant benefits to both trainees and companies. Trainees receive highly relevant, personalized training that can improve their skills and employability, while companies can benefit from having a more skilled and knowledgeable workforce.

6 Conclusion

The results of the comprehensive analysis using the SWOT analysis, 3C Business Model, and the Harvard Unique Value Proposition Framework revealed significant insights into the value proposition of GigaMare's maritime training courses.

In response to the research question: 'How can the value of GigaMare's training courses be described, and what benefits do they provide to trainees and companies?' This study has found that GigaMare's training courses deliver significant value through its emphasis on practical, hands-on experience, customization, flexibility, and a comprehensive understanding of the maritime industry. These aspects of GigaMare's training courses translate into notable benefits for trainees and companies, which include enhanced skills, competitive advantage, improved safety compliance, and increased efficiency and productivity.

To the question 'What factors contribute to GigaMare's unique value proposition, and how does it differentiate itself from its competitors in the maritime training market?' The analyses revealed that GigaMare differentiates itself through its unique hands-on training experience, co-creation with clients in course syllabus development, comprehensive understanding of the maritime industry, and inclusive packages. These factors form the core of GigaMare's unique value proposition.

In terms of relevance, the research has significant implications for GigaMare, other maritime training providers, and companies within the maritime industry. For GigaMare, the results highlight the areas of strength that contribute to its unique value proposition and suggest areas for potential improvement. For other maritime training providers, the findings offer insights into the factors that drive customer value and satisfaction in the industry. Finally, for companies in the maritime industry, the research underscores the benefits of investing in high-quality, customised training programs for their employees.

However, caution should be exercised in interpreting these results due to the limited sample size in some surveys used in the SWOT analysis and no survey responses from the customers, which may affect the comprehensiveness of the feedback received. Despite this limitation, the study provides valuable insights into the value and benefits of GigaMare's training courses and its unique value proposition.

The subsequent analyses have demonstrated the significant value and benefits of GigaMare's maritime training courses, which are driven by its emphasis on practical, hands-on experience, customization, flexibility, and a comprehensive understanding of the maritime industry. These factors differentiate GigaMare from its competitors and contribute to its unique value proposition in the maritime training market. The research provides valuable insights for GigaMare, other maritime training providers, and companies in the maritime industry. Future research could explore these factors in more depth and investigate other potential contributors to GigaMare's unique value proposition.

6.1 Limitations

Despite the comprehensive nature of the assessments undertaken, several limitations in the analyses should be recognized.

Firstly, the SWOT analysis was primarily based on surveys of GigaMare's stakeholders. While these sources offer valuable insights into the company's strengths, weaknesses, opportunities, and threats, they might also introduce bias. Additionally, it is worth noting that the survey conducted for GigaMare's SWOT analysis did not include responses from the company's customers, which may have implications for the accuracy and comprehensiveness of the subsequent analyses. The limited sample size in some surveys further reduces the comprehensiveness of the feedback received, which may not fully represent the broader stakeholder population's views. Additionally, the subjective nature of the SWOT analysis can lead to differing interpretations of data, potentially influencing the accuracy of the conclusions.

In the 3C business model analysis, it's important to note that the assessment of GigaMare's position within the maritime training market largely relies on qualitative data. This data provides valuable insights into GigaMare's value proposition and competitive differentiation. However, it lacks the precision and quantitative measures that could provide a more objective evaluation of GigaMare's market position and performance. Furthermore, the dynamic nature of the market suggests that this model's results might only offer a snapshot of the current situation, with the potential for rapid changes in response to evolving market conditions.

The analysis using the Harvard Business School unique value proposition framework also presents certain limitations. While this model provides a thorough examination of GigaMare's unique value proposition, it relies heavily on the assumption that the identified customer needs are accurate and comprehensive. If there are unmet or unidentified customer needs, this could skew the analysis and lead to incomplete conclusions. Moreover, the comparative price analysis is limited to existing competitors and does not account for potential new entrants in the market or significant changes in pricing strategies among existing competitors.

Finally, these analyses focus exclusively on GigaMare's training courses, and do not consider other aspects of the company's operations or broader business strategy. Therefore, while they provide valuable insights into this specific area of the business, they might not fully reflect GigaMare's overall position within the maritime industry or its broader strategic direction.

While the SWOT analysis, 3C business model, and the Harvard Business School unique value proposition framework provide valuable insights into GigaMare's value proposition and competitive positioning within the maritime training market, these analyses should be complemented by additional research and quantitative data to provide a more comprehensive and objective evaluation. Future research could also explore other aspects of GigaMare's business operations to provide a more holistic understanding of the company's overall strategy and position within the maritime industry.

6.2 Recommendations

Considering the identified limitations, several recommendations are proposed for future studies.

Given the potential bias and limited sample size in the SWOT analysis, it is recommended that future research employ a more diversified and larger sample of stakeholders. This approach should ideally be supplemented by more in-depth interviews, ensuring a broader representation of perspectives, and mitigating possible biases. Additionally, it is advisable for future research that multiple researchers independently interpret the data to counter the subjective nature of SWOT analysis, with a subsequent comparison and discussion of findings to enhance the reliability of conclusions.

When conducting the 3C business model analysis, it is advisable for the future researchers to integrate quantitative data into the evaluation. This approach might involve the use of financial ratios, market share analysis, or other quantitative indicators that would offer a more objective assessment of GigaMare's position within the maritime training market. Furthermore, tracking changes over time could provide valuable insights into the dynamic nature of the market and GigaMare's evolving competitive position.

Regarding the Harvard Business School unique value proposition framework, it is recommended that future research incorporate methods to identify unmet or unidentified customer needs. This might involve more comprehensive customer surveys or the use of advanced data analytics techniques to extract insights from customer data. Additionally, it would be advantageous to monitor market dynamics closely, including potential new entrants and changes in competitors' pricing strategies, to ensure the ongoing relevance and accuracy of the comparative price analysis.

Lastly, considering the narrow focus of these analyses on GigaMare's training courses, it is advisable that future research take a more holistic approach. This might involve examining other aspects of GigaMare's operations and broader

business strategy, such as its supply chain management, marketing strategies, or corporate social responsibility initiatives. This wider perspective would provide a more comprehensive understanding of GigaMare's overall position within the maritime industry and its strategic direction.

In conclusion, although the present analyses provide valuable insights into GigaMare's value proposition and competitive positioning, future research would benefit from a more holistic, quantitative, and market-aware approach to address the identified limitations.

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Questionnaire for Upper Management of GigaMare

1. Can you identify the key stakeholders who have significant influence and high interest in GigaMare's maritime training courses, specifically those who require close management and constant engagement?
2. Who are the important stakeholders in GigaMare's network that, while having a high level of influence, have a more indirect or less immediate interest in our training courses? How can the company ensure their satisfaction and continued support for our maritime training courses?
3. Which stakeholders have relatively lower influence but still hold interest in our operations, particularly those we should monitor like? What are their expectations and potential concerns?
4. Can you list out the stakeholders that the company needs to keep informed, even if their immediate influence or interest is not as high? How can GigaMare effectively communicate and engage with them about the company's maritime training courses?
5. Which stakeholders have relatively lower influence but still hold interest in our operations, particularly those we should monitor? What are their expectations and potential concerns?
6. Can you describe GigaMare's target customers in terms of their demographic profile, product usage patterns, and interests? Please elaborate on the factors that make them choose the company's services over those of the competitors.
7. How does GigaMare's target customer base interact with competing services? Please provide insights on their preferences, comparative product usage patterns, reasons for choosing competitor products (if any), and potential areas where the company's service could provide enhanced value.

Survey for GigaMare's stakeholders

GigaMare Maritime Training Survey for Customers

The survey is designed to assess the value and benefits of GigaMare's maritime training courses and identify their unique value proposition. It includes questions on the quality of training, likelihood of recommending it to others, impact of training on ship operations, and comparison of GigaMare's training courses with competitors. The results will help GigaMare identify areas for improvement and highlight its unique strengths in the market.

1. How satisfied are you with the quality of training provided by GigaMare? (1-5)
2. How likely are you to recommend GigaMare's training courses to others in the industry? (1-5)
3. To what extent do you feel GigaMare's training courses helped improve your company's ship operations? (1-5)
4. How well do you think GigaMare's training courses compare to those of its competitors? (1-5)
5. What specific aspects of GigaMare's training courses do you feel differentiate them from those of its competitors and provide unique value to your company? (Open question)

GigaMare Maritime Training Survey for ETO Cadets

The survey is designed to evaluate the technical knowledge and skills gained by ETO (Electro-Technical Officer) cadets who are undergoing training with GigaMare. It measures satisfaction, confidence, and preparedness and aims to identify the unique aspects of GigaMare's ETO training program.

1. How satisfied are you with the technical knowledge and skills you gained from GigaMare's ETO training program? (1-5)
2. How confident are you in applying the knowledge and skills you gained from GigaMare's ETO training program to your future job? (1-5)
3. How well does GigaMare's ETO training program prepare you for the challenges you may encounter in your future job as an ETO? (1-5)
4. How likely are you to recommend GigaMare's ETO training program to someone interested in pursuing a career as an ETO? (1-5)
5. What do you think is the most unique aspect of GigaMare's ETO training program that sets it apart from other training programs? (Open question)

GigaMare Maritime Training Survey for Maritime Instructors

The survey aims to evaluate the effectiveness and unique value proposition of GigaMare's maritime training courses. It consists of four qualitative survey questions and an open-ended question asking what sets GigaMare's courses apart from those offered by other maritime institutions. The results of the survey will be used to assess the value and benefits of GigaMare's courses.

1. To what extent do you think GigaMare's maritime training courses effectively prepare cadets for careers in the maritime industry? (1-5)
2. How satisfied are you with the teaching resources and materials provided by GigaMare? (1-5)
3. To what degree do you believe that GigaMare's maritime training courses are aligned with industry standards and best practices? (1-5)
4. How would you rate the level of support and guidance provided by GigaMare in delivering effective maritime training courses? (1-5)

5. What sets GigaMare's maritime training courses apart from those offered by other maritime institutions? (Open question)

GigaMare Maritime Training Survey for Salespeople

The survey aims to assess the value and unique benefits of GigaMare's maritime training courses and compare them to those of competitors in the shipping industry. It includes four questions and an open-ended question to identify what sets GigaMare's services apart from those of its competitors. The survey is conducted for a thesis to evaluate the value proposition of GigaMare's maritime training courses.

1. To what extent do you think that GigaMare's customers would benefit from its maritime training courses in terms of improving their business operations? (1-5)
2. How would you rate the unique benefits of GigaMare's maritime training courses compared to those offered by competitors in the maritime industry? (1-5)
3. How strongly do you believe that GigaMare's maritime training courses stand out and provide a competitive advantage in the market? (1-5)
4. How much do you agree that GigaMare's comprehensive understanding of the maritime industry sets it apart from competitors and contributes to its unique value proposition? (1-5)
5. What sets GigaMare's services apart from competitors in the maritime industry? (Open question)

8.5 GigaMare Maritime Training Survey for Instructional Design

This survey aims to evaluate the value and benefits of GigaMare's maritime training courses in the global cargo shipping market. Participants will rate their

effectiveness, satisfaction with instructor collaboration, relevance to industry needs, and support.

1. To what extent do you think GigaMare's maritime training materials are effective in helping cadets learn and understand complex maritime concepts? (1-5)
2. How satisfied are you with the level of collaboration and communication with GigaMare's maritime instructors during the design process? (1-5)
3. To what degree do you believe that GigaMare's maritime training materials effectively address the current needs and challenges of the maritime industry? (1-5)
4. How would you rate the level of support and guidance provided by GigaMare in designing effective maritime training materials? (1-5)
5. In your opinion, what is the biggest advantage of using GigaMare's maritime training materials compared to those of other institutions? (Open question)