



# 淺談海巡10週年 之公務行銷

On Public Affairs Marketing of Coast Guard Administration's 10<sup>th</sup> Anniversary

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本署自民國89年1月28日成立迄今，已屆滿10週年。為慶祝海巡署成立10週年，同時宣導海巡10年政績及為民服務成效，並強化本署專業與親民形象之公務行銷，爰規劃辦理10週年相關慶祝活動，希望藉由多元化的活動，讓更多民眾了解海巡署、認同海巡署，並支持海巡署與海巡工作。

Coast Guard Administration was founded on 28<sup>th</sup> Jan., 1990, since then it has been 10 years. To celebrate the 10th anniversary, meanwhile to show its achievements and public services results in the ten years, and also to enhance public affair marketing of its professional and people oriented image, the celebration for 10<sup>th</sup> anniversary shall be held, hoping that the various activities could make the public know CGA, recognize CGA and support CGA.



## 一、規劃階段性行銷策略

成功的品牌建立，首重完整而獨特的視覺形象系統，為展現海巡10週年主題意象，爰以「經略海洋·十年守護」做為整體活動標誌及精神標語。慶祝活動以99年1月18日辦理之「為民服務、隨時出發」—118服務專線推廣記者會揭開序幕，首創本署公益代言人先例，邀請奧運國手蘇麗文擔任海巡118服務專線代言人，藉由蘇麗文於北京奧運時奮戰不懈、力求榮譽的精神，強調本署認真堅持的機關屬性，計達到28則媒體露出總量。1月22日辦理「海巡10年回顧與前瞻論壇」，呈現海巡10年政績及對未來的展望，計達到10則媒體露出總量。藉由前2場活動為10週年慶祝大會暖身，最後於1月28日辦理「慶祝大會」達到海巡行銷之最高峰。規劃「海巡回娘家·傳承與開創」、「恭請副總統蒞·共榮海巡10年」等議題，邀請蕭副總統、行政院吳院長、歷任署長及蘇麗文共同與會，並以國際環保音樂家—馬修連恩的壓軸表演，型塑「永續海洋·愛與關懷」的海巡人文精神，計達到30則媒體露出總量。以3階段不同述求的行銷策略，透過2星期內密集的媒體報導，讓民眾自然而然知悉海巡10年，更重要的是展現海巡正面形象與能量。

## I. Work Out a Stage Marketing Strategy

To create a successful brand, a perfect and unique visual image plays the most important role. In order to show the theme image of the 10<sup>th</sup> anniversary of CGA, "Sea Management and Plan, Ten Years of Guard" shall be taken as a symbol of this celebration and its mental slogan. The celebration began with the 118 service line press conference held on Jan. 18<sup>th</sup>, 2010, with "serve people, always ready" as its symbol. this is the first time to nominate a public welfare spokesperson for this administration, Miss Su Li-wen was invited to be the spokesperson for CGA service line 118, with her spirit in Beijing Olympics "keep fighting for honors" to emphasize the earnest and insistent characteristic of CGA, this was reported by 28 mediums totally. On 22<sup>th</sup> Jan., "Forum of Looking back and forward at 10 Years of Coast Guard" was held to show the achievements in the 10 years and prospect for the future, reported by ten mediums totally. Through these two warm up activities, this 10<sup>th</sup> celebration held on Jan. 28<sup>th</sup>, reached to the peak of whole marketing plan. The topics such as "CGA people come back home, to inherit and initiate" and "Welcome Vice President to the celebration for Ten Years" Honor of CGA" were planned. Vice President,; Premier, former Ministers of CGA and Miss Su Li-wen were invited together to the celebrate CGA's decade birthday. The performance of the internationally famous environmentalist musician, Matthew Lien, shall be the grand finale to mold the humanistic spirit of CGA "sustainable the Ocean, Love and Care". This is reported by 30 mediums totally. Through these three stages of marketing strategy and the intensive reports within the two weeks, let the public know the ten years of CGA, and especially show the positive image and capacity of CGA.

## 二、建立海巡品牌及口碑

「Good Policy · Smart Promotion」，良善的政策必須結合高明的推廣，才能成就成功的公務行銷，政府施政於民，除了務實執政，更應該透過有效的公共政策行銷方法，建立一個有效率，且以服務為導向的政府機構。簡單的說，公務行銷就是把公共服務視為一項產品，民眾就是最重要的顧客與消費者，機關運用發展計畫與服務、有效溝通、改善民眾服務與滿意度等方式，利用行銷手法贏得民眾的支持，把握每個機會讓民眾體認與感動，才能有效提供和傳遞更多政策價值，進而型塑廉能簡約的現代化政府，更重要的是樹立正面形象，並維持、累積和管理形象，最終要創造和維持「品牌」，並建立所謂的「品牌資產」，而「品牌」必須透過階段行銷、觀念行銷及策略行銷，才能達成品牌知名度與忠誠度。

海巡10年成果豐碩，自民國89年至98年，計查獲各式槍枝1,145枝；查獲毒品7,463公斤；查獲走私農林漁畜產品1,649萬9,693公斤、走私菸品9,253萬3千包、走私酒26萬4,699公升；查獲非法出入國嫌犯1,354人、偷渡犯5,533人；取締破壞海洋海岸資源行為嫌犯5,141人；救難船舶2,658艘、救難及救生獲救人員13,202人；為民服務人次共計21,614人次。

從海巡10年的相關績效與數據，不難瞭解海巡同仁為社會大眾盡心盡力的真實呈現與紀錄，代表一份責任與信賴，與對民眾生命、財產、安全的重大保障與維護。可惜的是，除了漁民之外，大多數的民眾對於「海巡」還是相當陌生，換言之，「海巡品牌行銷」在現階段，的確是有精進的空間，如果我們能讓民眾對「海巡」的品牌形象定位更加明確，不僅能有效提升海巡同仁的正面能量與海巡工作的社會形象，相信在這行公務及宣導政策方面更能事半功倍，並有助於創造與維持「海巡服務品牌」，一個強而有力的品牌形象，可以協助達成政策行銷目標，加強民眾對品牌忠誠度及信賴度，而建立「海巡」品牌識別應明確包含建立品牌目的、確認目標對象、確立品牌承諾，品牌更需長遠持續規劃，藉由訂定發展方針、審核與管理、確保適切能見度、廣續研發或創新，才能充分得到民眾的支持及認同，真正落實為民服務。

## II. Build up Brand to Win Public Praise

「Good Policy · Smart Promotion」，good policy combined with smart promotion is the key to succeed in public affair marketing. Government should not only practically enforcing its duties, but also taking an efficient policy marketing method, to building up a service-oriented government mechanism of efficiency. Simply to say, public marketing regards public service as a product, and the people are the most important consumers and customers. Administrations develop plans, services, efficient communication, service satisfactions feedback, to win the public support, holding every opportunity to get people moved, then the policy value can be provided and transferred efficiently, more over, a modern government image of earnest, concise and capable can be made. It is more important to set up a positive image, and keep, manage and accumulate the image, finally build up a brand and keep it, which is called as "brand credit", otherwise, a brand and its fame popularity and loyalty index shall be achieved only through stages of marketing, concept marketing and strategic marketing.

CGA has achieved great success with the ten years from 1990 to 2009: 1,145 guns captured; 7,463 kilogram drug captured; 16,499,693 kilogram smuggled agricultural/forest/fishing/livestock products captured; 92,533,000 packages of smuggled cigarettes captured; 264,699 liters of smuggled alcohol; Illegal immigration 1,354 persons arrested; stowaway 5,533 persons arrested; 5,141 persons seized for destroying marine and coastal resources; 2,658 vessels and 13,202 persons rescued; provided service 21,614 person-times totally.

The performances and materials in the ten years make it not hard for us to know what the CGA did for the public with efforts, which show responsibility and trust, and the security and the protection for people's life, treasure and safety. It is a pity that most of the public knows little about "CGA", except for the fishermen. In other words, there is a specific space for us "to market the CGA brand" in this period of time. If we can make the image of "CGA" clear for the public, we can enhance the positive power and the image of CGA, conduct service and promote policy with less effort and energy, and create the brand of CGA and keep it. A strong brand image is helpful to reach the goal of policy marketing, increase the public trust and loyalty. Otherwise, the purpose of brand shall be fixed, objective things recognized, and the promise of brand made for a further and continuous development. The public support and recognition can be won adequately through working out guidelines, auditing and management, keeping proper visibility, research and development and innovation. Finally we can serve people really.





口碑是推廣品牌的利器，落實口碑與建立口碑得靠每一位海巡同仁共同的努力。必須了解打造品牌，應該將對內溝通視為要務，溝通的媒介就是各管理層的行為及機關決策。對外必須以誠懇的態度面對民眾的抱怨或問題，對內以接受態度檢討誤會或是疏失發生的原因，以懇切接受的態度，認真的處理民眾的意見，畢竟「海巡品牌」不可能只對不錯，重點是當問題、危機發生時，如何妥善的面對誤會、錯誤、問題、危機，然後平實明確進行後續的處理，這就是化危機為轉機的重要關鍵。

### 三、不平凡的海巡工作

「海巡同仁或許是平凡人，但海巡工作卻是不平凡的工作」，這2句話可以說是10週年活動整體規劃，最想要傳遞給社會大眾了解的精神與主軸。試想，如果沒有同仁辛苦的查緝槍毒、非法偷渡，將會帶給社會治安與民眾安全多大的傷害，尤其是毒品更是禍國殃民，每查獲一批毒品，就減少了青年學子遭受毒品殘害的機會。而查緝走私農漁畜產品，更是在保障人民的健康與飲食安全，如果恣意讓走私農漁畜產品流通市面，而未經檢疫或健康篩檢，倘若造成疫情傳染或疾病流傳，影響民生至鉅。

The public praise is a strong tool to promote a brand. The efforts of all the staff are needed for us to build up the public praise. We must know that internal communication is the first task for us to build a brand, and that the behavior of all management levels and the determination of organs are communication mediums. Externally, we should show an honest mind or attitude before the complaints and problems of the public. Internally, we should accept the mistakes and analyze the causes, and handle the public opinions and comments. After all, it is impossible for "the CGA brand" to be right always. It is important how to handle risks, problems, mistakes, and misunderstandings in a proper way when they come out. If we can deal with these scientifically and practically, we can turn the negative situations into chances.

### III. Extraordinary Job of CGA

"Staff of CGA are ordinary, their job is extraordinary however", the 10<sup>th</sup> celebration shall be planned by this sentence, which expresses the main spirit that should be transferred to the public mostly. Without the job of CGA, guns, drugs and illegal immigrants would come out and filled our society, especially, drugs would hurt more. The prevention of agricultural/forest/livestock/fishing products is necessary and crucial for health and food safety.

海巡為民 隨時出發  
118 服務專線 推廣記





又如查獲越區捕魚及驅離船隻、取締破壞海洋資源行為、漁業巡護等作為，都基於保障漁民的生命、財產、安全，我們衷心希望每位漁民都能快快樂樂出航，平平安安滿載回航。至於海難救助的部分，生死瞬間、間不容髮，無論多惡劣的海象與天候，只要能援助民眾、拯救生命，不分國籍、不分男女老幼，海巡同仁絕對義無反顧，全力救援，這是我們的使命，也是身為海巡人的榮譽與驕傲，只可惜對多數民眾而言，「海巡」還是象徵某種神秘而陌生的代名詞。

因此，我們需要掌握時事、實事借力使力，透過事件行銷來抓住目光，配合正在發生的時事，將海巡品牌或服務形象進行聯結，即使是運用低成本，不用鋪張華麗的排場，也能呈現海巡同仁無私的付出與貢獻，及真心為民的真誠與感動。舉例來說，98年8月8日莫拉克風災帶來一場無情的風雨，為臺灣帶來嚴重的災情，摧毀了無數的家園、親情與生命。值此時刻，海巡同仁不畏狂風暴雨，勸離岸際及港區觀浪、戲水、衝浪、釣魚等民眾及警戒海域內作業船隻，減少了人員財產無畏的傷亡及損失，並立即動員營救受困災民、搜尋失蹤人員、運送救災物資、清理災民家園、清除港區漂流木與垃圾，給予災區同胞最直接的協助與溫暖。如果藉由適時發布相關資訊，不僅能帶給海巡同仁更大的鼓勵與支持，也能提升民眾對「海巡品牌」更多的認同、瞭解與信任，讓更多民眾充分了解海巡精神。

海巡10年成果豐碩，代表海巡同仁的熱誠與態度。迪士尼集團創辦人華德·迪士尼說：「你可以夢想、創造、設計或建構世界上最偉大的理想，但是惟有團隊才能使夢想成真」，期待大家共創下一個10年新里程，以全民海巡為目標，成功創造「海巡品牌」，建立永續為民服務的「海巡品牌資產」。

（本文作者任職於海岸巡防署企劃處）

We detained and dispelled the illegal fishing vessels; we stopped the behaviors of destroying sea resources, and we guarded our fishing vessels, just for the life, property and safety of our fishermen. We hope they go out of the sea happily and return to port safely. As for the assistance in the sea disasters, life or death at the moment, no time to delay, no matter how dangerous or abominable the weather is, our staff shall make all efforts to save every life, despite their nationality, age and gender. This is our duty, our honor and our pride. But it is a pity for us that "CGA" is a stranger to most of the public.

Therefore, we should seize the current events and real things and work by these things: through the affair marketing, we can catch eyes, link the brand of CGA and the image of service to these things to win reputation and trust from the public with the lowest cost. For example, on Aug. 8<sup>th</sup>, 2009, the typhoon Morakot attacked Taiwan, caused a serious disaster to Taiwan: numerous houses were destroyed, and so were lives and families. At the key moment, the staff of CGA fought with the storm to ask the people to leave the shore or port, who were watching waves, dabbling, surfing and fishing, and guarding the vessels working in the sea; the staffs immediately moved to save the suffered people search for the lost, transport the materials, clear the area hit by typhoon. This was a direct and big help to our people. If this affair can be reported at this key moment, it will be a great encouragement to our staff of CGA, and it will make the people know the spirit of CGA, and win more recognition and trust of "the CGA Brand".

CGA gains the great achievements in the ten years, which represents the attitude and zealousness of her staff. Walt Disney, the founder of DisneyGroup, said: You can dream, create, design or build the greatest ideal in the world; but it is only a team that can make this ideal come into being. Hope all of us strive jointly for another ten years, aim at coast guard by the whole people, build up "Coast Guard Brand" successfully, and set up "Brand Capital of Coast Guard" which shall serve people forever.

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