



Formerly British Shipyards, the failing A&P Group was acquired for £1 by Schroder Ventures in 1994. A new management team was brought in and HRO'C won the contract to handle all marketing communications work for the organisation – teaming up with former clients Steve Jervis and Frank Nugent with whom we had worked at Dowty Aerospace.

A&P was in a bad way, losing money hand over fist, poor industrial relations and employee morale, strained relationships, if on speaking terms, with major customers including P&O, Stena, the Royal Fleet Auxiliary and Cruise ship operators around the globe, in an industry which is highly specialised, very labour-intensive and extremely price sensitive, and in which it takes a great deal more time to establish a good reputation, than to lose it.



By creating and communicating a whole new vision, level of ambition and expectation across the organisation and the wider, global shipping community, including the creation of powerful advertising creative, attendance of major exhibitions around the work and a major PR programme that delivered massive coverage in trade, local and national media, A&P was able to win more work and establish successful practices which ultimately saw it emerge as market leader in Europe within four years.

A&P became preferred supplier to most of the major shipping companies operating in Northern Europe including Stena Lines, Irish Ferries, P&O, the Royal Fleet Auxiliary, many leading operators in the North Sea Oil sector and the world's leading cruise ship operators.



The £12 million refit of the QE2, in 1997 was perhaps the high water mark of the revived A&P Group – a high profile and highly successful project for which Mark Conway was jointly employed by A&P and Cunard Lines, to handle all communications activity.



Ship repair industry rides wave of demand

Profits are returning to a sector that is enjoying a renaissance

This is the latest success story of the ship repair industry. The sector has been enjoying a renaissance since the early 1990s, and the industry is now enjoying a resurgence. Profits are returning to a sector that is enjoying a renaissance.

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Schroder Ventures sold the Group for almost £80million in 1998, to Royal Bank Development Capital, with HRO’C (Mark Conway) handling all financial PR for

the transaction, representing both Financial parties and dealing with international print and broadcast media in the business and financial sectors.



Achievements included the successful handling of a major industrial dispute on Tyneside as well as the establishment of positive and helpful relationships with all major trade and local media, which previously had been at best hostile.

Internal communications spearheaded major change management programmes internally which helped to establish A&P, formerly regarded as the sick man of European ship repair, as a world-leader in this highly competitive business sector.

