When a shipping company creates transparency, empowerment and engagement through social media: the case of Maersk Line

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Biography

Annette Agerdal-Hjermind, Ph.D., is Assistant Professor in Corporate Communication and Corporate Social Media Usage at Aarhus University, School of Business and Social Sciences, in Denmark, where she teaches courses in market communications and branding, corporate media and social media use in organizations and corporations from both an external and internal communication perspective. Her research has been mainly on organizational blogging and social media in a corporate communication perspective with a point of departure primarily in business cases. She has published several scientific articles in refereed international scholarly journals, and has won the highly commended theoretical paper award for a conference paper on organizational blogging at the Conference for Corporate Communication in Baruch College, N.Y in 2012 and the best paper award as co-author on a paper on the development of a theoretical framework for co-creating changes with social media at the International Public Relations Research’s Conference in Miami in 2013. Annette is also a reviewer several international peer-reviewed journals.
Abstract

The purpose of this article is to show and discuss how corporate social media usage is driven by people, not technology, and how the creation of a culture of user involvement and participation on the part of a company, in this case the world’s largest container shipping company with 25,000 employees worldwide, Maersk Line (www.maerskline.com), requires a systematic, user-driven listen-and-learn strategy with a clear selection of purpose and social platform according to audience and topics. This effort needs to be continuously dedicated and aligned, focusing on which relationships the company wants to form.

The promises of social media

In today’s informational, global and networked society (Castells, 2000), availability of and convenient access to information is one of the more empowering and revolutionary forces of the Internet (Fournier & Avery, 2011). Social media represent overall environments for the massively distributed collaborative of information and knowledge, offering a potential space for information sharing, idea generation, problem solving and relationship building; the basic idea of the service is crowdsourcing, also referred to as the wisdom of the crowds (Surowiecki, 2004), or ‘co-creation’, a term frequently surfacing in business literature (Prahalad & Ramaswamy, 2004). According to this concept, consumers are actively involved in the design of the products they consume and the co-creation aspect is manifested in the new, hybrid consumer role, produsers, in the sense that social media users are both potential users (in the narrow sense of information recipient) as well as potential producers of content (Bruns, 2007). The promises of social media are a facilitation of user participation and new ways of connecting, interacting and communicating with other people via blogging, social networking services and microblogging. Social media could then be said to be representatives of a second generation of knowledge management systems that are designed to encourage the development of communities of practice to stimulate knowing experiences, rather than merely facilitating transfers of knowledge. However, in primarily the manifesto-like literature like Wikinomics (Tapscott & Williams, 2006) there has been a tendency to argue for the universal benefits of these new media, giving rise to the mistaken notion that the social media technologies themselves are the solution to the creation of a collaborative culture and co-creative strategy (Van Dijck & Nieborg, 2009). Before elaborating on why this narrow focus on technology is mistaken and has little potential of leading to successful social media strategies, let us take a look at the various definitions of social media.
Defining Social Media: An Affordance Approach

Social media are a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user generated content (Kaplan & Haenlein, 2010). Social media are the means for any person to: publish digital content; provide and obtain real-time feedback via online discussions, commentary and evaluations; and incorporate changes or corrections to the original content (Dykeman, 2008, p. 1). In the social media landscape visualized below, the most common social media are highlighted and categorized according to their prototypical usage.

Figure 1: The Social Media Landscape.

At the center stage of the Social Media Landscape by Cavazza (2012), you find the social network sites, in this case exemplified with Facebook, twitter and Google +, on which publishing, sharing, gaming, networking, buying and localizing can take place in ongoing interactions, and sometimes conversations. This takes place from a device such as the laptop, tablet, smartphone and other connected devices. A general feature of these interactions on social media platforms is that the higher the social presence, the larger the social influence that the communication partners have on each other’s behavior. This basically means that the more you share and give to others on social media, the more you are bound to receive back in the form of likes, comments and shared content, negative as well as positive. This leads to another way of defining social
media, which takes its point of departure in social affordances, referring to the perceptual cues in the environment that facilitate interaction (Hogan & Quan-Haase, 2010). In this understanding, social media afford two-way interaction with an audience, beyond any specific recipient, called many-to-many communication in which messages are broadcast to a wider audience, who then can engage in an exchange. People can participate not only through the creation of content but through the reorganization of content through new curation⁸ practices, or even just by drawing attention to the content of others (Hogan & Quan-Haase, 2010: 310).

**The age of corporate transparency and user empowerment**

Looking at social media in a business communication context, companies of today are faced with a reality where consumers speak freely and visibly with each other, and businesses have increasingly less control over the information available about them in cyberspace. In a branding context, Fournier & Avery (2011) call it a move from secrecy to transparency implying that branding has become an open source activity, where anyone and everyone has a say in matters of the brand (Fournier & Avery, 2011: 194). Public Relations historically has been about companies creating the ability to control the information available about them through strategically placed press announcements and good public relations managers, whereas social media increasingly have relegated companies of today to the sidelines as mere observers without the knowledge nor the chance – or sometimes even the right - to alter publicly posted comments provided by their customers (Kaplan & Haenlein, 2010). However, companies can, and increasingly do, choose to develop a strategy for their own social media presence. When entering the social media spaces, the companies are expected to function in highly responsive and attentive ways, not only listening in but also be vigilant with rapid and targeted responses (Crawford, 2009). An example of this is Southwest Airlines. When one of the flight company’s airplanes skidded down the runway nose first when landing, they used social media to give a rapid and targeted response to the public about the incident. The result was that the readers of the posts complimented the company for actually coming out first and telling about the accident instead of waiting for media pressure before doing so.

⁸ The traditional notion of a curator is a trained expert who selects the finest objects. By contrast, social media is not a world of precious scarcity but of data abundance. Digital media can be copied, transferred, filtered, remixed, and sorted on the fly. (Hogan & Quan-Haase, 2010: 312)
Figure 2: Southwest Airlines uses Twitter to publicly address an airplane accident

Source: Boyd, 2013

Figure 3: Southwest Airlines uses Facebook to publicly address an airplane accident with direct crisis response

Source: Boyd, 2013

What is important to mention regarding the use of social media for crisis responses, like in the case of Southwest Airlines, is that in these cases, companies’ weaknesses and shortcomings are highly exposed (users make public complaints and share them in their networks, hijack brand messages, and the stories are spread virally very fast with only a few clicks). Hence, it becomes obvious which companies are used to and already (pro)-active on social media platforms in their daily communication with stakeholders, and thereby know the
premises and dynamics of these media, and those who are not: if the company is already familiar with the social media platform and its strengths and weaknesses in communicating with target audiences, the more likely it is to use the platform strategically and precisely targeted during a crisis response. On the contrary, if the crisis becomes the reason for entering social media, the company will most likely be badly prepared for how to handle the reactions and the fast pace that characterizes social media interactions, in a time and situation where the company might be in a more vulnerable position than usual.

Open leadership and strategies of listening

In her book on open leadership, Charlene Li (2010) also addresses how social media have shifted the balance of power. However, with a focus on the possibilities that this open technology environment offers companies, Li stresses how the shift in power does not necessarily mean a complete lack of control for companies. Rather it calls for an understanding of the shifting roles and boundaries of the communicating partners, and requires looking at the business strategy as a place where people empowered by social media want to contribute to companies. According to Li, the key points of a social media strategy are to recognize the key relationships for your business and how you want to interact with customers, employees, online activists and/or other key stakeholders. A company needs to know what these relationships should look like in action and find new boundaries and look for ways to build a sense of responsibility and empowerment into the relationships with employees and customers and align the organization with these new boundaries and relationships. This implies an understanding of social media as support for the relationships instead of the focus. Mastering social media is not about the latest shiny technologies; it is about having a clear idea of the relationship you want to form (Li, 2010).

Once you get the attention of the audience, a crucial part of the strategy is listening. Crawford (2009) addresses the concept of listening as a metaphor of paying attention online and having a voice be it in blogs, wikis, social network sites, or discussion lists, i.e. gaining a dispersed global awareness of how a brand is discussed. The patterns of consumer use and satisfaction can also be analyzed by listening and monitoring social network sites, such as Twitter and Facebook, considering them as giant focus groups and customizable databases for market research and direct access to positive and negative views of the company and its products (Crawford, 2009: 532). Since social media as spaces for observing various types of listening are the focus of Crawford’s work, it provides a useful background for online listening strategies in the context of Maersk Line’s social media relations’ strategy, which will be elaborated on in the following section.
Maersk Line’s social media relations’ strategy: Supporting a culture of user involvement and participation

With a clear and simple focus on coming closer to their customers in the industry and within different segments on the B2B market, the story of Maersk Line on social media is the story of building relationships online and creating a culture of participation. When searching for business cases on corporate social media usage, there seems to be a higher number of B2C examples, compared to B2B business cases. According to Evans (2013) from the Forbes digital publishing platform Brand Voice, a conventional-wisdom trap exists saying that B2B means Boring-to-Boring, implying that B2B companies are doomed to being so industrial-strength impersonal that they do not have a place on social media. Evans points to the case of Maersk Line on social media as a remarkable break-through example of B2B on social media that has proven this conventional-wisdom trap to be wrong.

The Danish worldwide shipping company, Maersk Line, entered the social media sphere in October 2011. The company went from being a hermetically closed organization communication-wise to inviting stakeholders in as proactive co-producers of content on social media platforms (www.maersklinesocial.com). In his book titled Culture Shock in Maersk Line, Lars Jensen describes how he and his fellow employees at Maersk Line during the 00s witnessed a deep cultural change in relation to the way the company viewed communication. This change towards a new open approach has, according to Jensen, been a gradual development and the result of a combination of external developments and deliberate and focused efforts over an extended period of time from people internally (Jensen, 2014: 179). Jensen explains how this development started in 2002 with attempts to gather a global overview of the many local initiatives, as well as the initiating of branding and PR efforts that were not part of the organization’s communication before 2002. The increased level of openness proved to provide value to Maersk Line, and in subsequent years this openness spread to ever larger parts of the company as a whole, and today it is standard practice for Maersk Line to publish quite detailed information pertaining to their performance as well as their intentions through printed material, press statements, interviews and capital market days (Jensen, 2014: 187).

The Danish container shipping company with 25,000 employees and operations in 125 countries has marked their footprint with their corporate social network usage after having won the European Digital Communication Award in September 2012 for their social media campaign, being an example for other B2B companies to follow. In less than 11 months, Maersk Line attracted more than 400,000 fans on Facebook (today the number has passed 1,1 million fans) and
established a presence in nine platforms with nine different purposes (Cambié, 2012). According to the former Senior Director and Head of Communication and Branding at Maersk Line, Klavs Valskov, the company followed a simple "try-listen-learn-redo-fun-lean" approach, being explorative and trying different channels out. First, Maersk Line did some background listening before deciding whether to be on social media or not, and how:

In October 2011, Maersk Line finally got going with social media. Up until that point in time we had been in what we termed “a listening phase”, trying to digest what social media is about and decide whether or not it makes sense to be there for a B2B company like ours (maersklinesocial.com: ‘Why social media’).

In Maersk Line they explain the approach to social media as a humanization and influencing communication effort, which should mirror the company’s behaviors in business and in society. It is a way of being heard in different ways on different platforms with different end users. Right from the softer side of things to the more hard-core business related messages (Maersk Line, 2013: 20):

[Social media] is a mirror in the sense that it is what you put into it. It's a mirror of your personality – whether you're and individual or a company. In social media, people – whether it's seafarers or CEO's – don’t want 3rd person narratives that are pushed out to the markets like press releases or TV ads. They expect a human touch. And if companies have that, and it's not in a manufactured way, they will be rewarded big time (Maersk Line, 2013: 20).

Getting the right people on the social media bus

Another listening strategy that Crawford proposes, and which I find useful to explain the strategy of Maersk Line on social media, is delegated listening which means that corporations listen in and gain information through online communities. According to Valskov, the approach of Maersk Line has been ambitious and chances have been taken. In his opinion, the main reasons why Maersk Line has succeeded in their use of social media is that they had the understanding of the social world in place and that a strong team of communication people had a high mandate and high authenticity to execute the social media relations’ strategy. It is crucial that the social media usage was placed within the communications department, and not marketing or customer service, he explains. Also, the brand is strong. The strategy was focused but not 100% planned. It was built organically: you have to gain some experience by trying it out, however, the main goal was to listen, tell stories and try it out and then see who reacted to the content. And many did.

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9 Interview of the former Senior Director and Head of Communication and Branding at Maersk Line, Klavs Valskov, on Skype, April 25 2014.
In Maersk Line they have mapped their primary audiences through the various social media channels, enabling a more targeted approach to each channel. Instead of mixing the content and messages or, as some brands do on social media, distribute the same content across all the platforms, Maersk Line wanted to have a distinguished approach to each of them (Maersk Line, 2013: 28).

**Figure 3:** A mapping exercise to make it clearer who are the primary audiences of each channel.

![Mapping Exercise](source: Maersk Line 2013: 28)

Regarding the choices of platforms, Google +, Facebook, LinkedIn and Twitter are the social media platforms at the center of their strategy. As an example, Facebook is used by the communication team to reach out to followers including NGOs, employees, potential employees, competition, suppliers, regulatory bodies and as Valskov points out 'a surprisingly large crowd of shipping nerds and enthusiasts'. Many of the employees are seafarers and they publish tons of pictures of e.g. pirates and heavy weather at deep sea. LinkedIn is used as a professional forum where the company can have conversations with customers, a tool for monitoring and spotting trends that affect the container industry and innovation, which Valskov considers much more vital than a survey.

**Figure 4:** Debate and knowledge sharing in The Shipping Circle on LinkedIn

![LinkedIn Discussion](source: Wichmann, November 2012)
From the LinkedIn group and the discussion among shipping experts that takes place, Maersk Line has created user innovation in the form of a container that can be folded when empty:

*It goes to show that if you open up online and create the right conditions for a discussion, you could come across ideas that are worth billions (Valskov, in: Cambié, 2012).*

Google + Hangouts are used to hold smaller press briefings when the company is launching new initiatives. Three to four journalists can log on and have a live videoconference with some of the executives. Twitter is used by the many journalists that follow Maersk to download press releases and receive news from ten official Maersk tweeters including a chief commercial officer, the head of anti-piracy and business managers. To locate and recruit these tweeters, internal blogs and the Maersk Line intranet were used. Many legends and myths exist about the founder Mærsk Mc-Kinney Møller, who died recently, and Maersk Line has for the first time published historical photos from the Maersk archives that were never made public before.

**Figure 5:** Maersk has published photos from the archive that were never made public before on their company profiles on the social sites Instagram and Pinterest.

*Source: Maersk Line on Flickr*

For this they use the visually oriented social media sites Instagram and Pinterest, and users from all over the world show a great interest in these, clearly fascinated by the legend and myth. Instagram is used for visual branding and spotting trends. The photos uploaded by the users around the world have been collected and gathered in a mosaic, which is hanging on the wall in the office of Maersk Line’s CEO Søren Schou and in the cafeteria at the headquarters.
Figure 6: The visual story of Maersk, told by users around the world through photos of Maersk Line, uploaded on different social media platforms.

Source: www.maersklinesocial.com

These are just a few of the nine social media platforms in which Maersk is present, and each has a specific writer(s), purpose and target audience.

Maersk Line clearly has invested human resources into their social media efforts. Valskov recruited a person, Jonathan Wichmann, with journalistic and communicative background to be the overall community manager. However, although having the main responsibility for driving the platforms, Wichmann is by far the only person writing content and responding on the Maersk Line social media platforms. Employees across the organization from various functions, geographies and cultures have been positioned as thought leaders in their specific areas of expertise. An example of this are the sales reps. who can use the social listening and monitoring to capture and react when customers are writing about, mentioning or even searching for an issue related to their shipping activities (Maersk Line, 2013: 55). Another example of thought leadership enabled through social media is the Head of Environment and CSR at Maersk Line, Jacob Sterling, who uses Twitter and LinkedIn to connect with and influence key stakeholders in the sustainability arena and with the media:

Because we are the leading company in the industry, I think it’s really important that we take the lead and communicate about what we are doing and what can be done (...) It’s all about the customers. And again, it’s actually about getting in early and teaching where our customers learn (Maersk Line, 2013: 56).
Corporate storytelling

Apparently, Maersk Line has done more than listening and responding. The company has set the scene for social media engagement on the various platforms and has a story to tell. Maersk Line’s entering in social media is grounded in the phenomenon called corporate journalism. According to Wichmann, the interesting part for companies using social media is that they have an opportunity to be publishers of their own story and become their own news media in their own right and not the official press’ and the journalists’ rights. This means that social media enable companies to broadcast their own stories and rely less on external media to pick them up. This has also proven to be useful in crisis responses. Valskov explains how Maersk Line has used the social media platforms to prevent potential crises by reacting fast on the various social media platforms, like the official twitter account. An example is when the ship Emma Maersk allegedly had hit ground in Egypt. Since both Valskov and Wichmann, being the social media management team at the time, had contact to official tweeters located at the place, they were able to make a statement immediately on twitter, post pictures from the area and hence be in control of the situation before any other media picked up the story. As a result, no crisis developed, according to Valskov\(^\text{10}\). Another example of a successful crisis response from the company dates back to June 2012 when a Maersk Line ship hit a whale. By being fast in providing information and honest about the incident on Facebook, the users responded to the tragic incident in a positive way.

Maersk Line has also done what Crawford refers to as reciprocal listening, which means hearing and responding to comments and direct messages (as opposed to a broadcast-only model, leaving no room for dialogue). According to the former head of social media in Maersk Line, Jonathan Wichmann, the approach has been systematic, controlled by the users, experimental and visual. "It is lean", he says. The key to the high engagement score in Maersk Line’s many social media platforms is not about being on this and this many platforms, it is in the way that the company works with social media. The key has been the aligned approach and breaking down the silence, inviting the public in and creating room for doing so. From the beginning it has been a goal not to use social media as marketing platforms but as communication platforms to come closer to the customers. Instead of transmitting messages, Maersk Line wants to engage the users and create content and communication that is trustworthy. On the Maersk Line Social site it says:

\textit{Social media is about communication, not marketing. It’s about engaging, not pushing. And social media is definitely not just about the media side (…) Social media is a mindset, a way of thinking and working together. (www.maersklinesocial.com)}

\(^\text{10}\) Interview of the former Senior Director and Head of Communication and Branding at Maersk Line, Klavs Valskov, on Skype, April 25 2014.
In Maersk Line, they are also highly concerned with internal communication leadership and spend a large amount of time on internal discussions about the right platforms. What most companies do is use social media narrowly in their marketing, recruitment and HR. What Maersk Line has done is a strategic use in all processes in the company’s external (and to some extent internal) communication, strengthening the relations and collaborations both externally and internally. To Maersk Line, the value of their social media efforts has been to become wiser about the company faster and cheaper than ever before and with a better result (Maersk Line, 2013: 3). According to Maersk Line’s social media study in 2012, the very visible external usage of social media has had a significant impact on the organization and the culture. Not only as regards the transparency and empowering of the employees (still on a small scale) to use it to position themselves as thought leaders, but also as a an indicator of the direction

Source: Maersk Facebook page, June 8, 2012
for the journey in Maersk Line towards a culture of sharing rather than protecting knowledge, towards a focus on ‘we’ instead of ‘I’ and on job tasks instead of job titles (Maersk Line, 2013:3). They measure the effects of social media in both a direct ROI and an indirect ROI, and the benefits of the indirect ROI are according to the Maersk Line Study 2012 by far the highest and include improving customer satisfaction and loyalty, improving sales performance, creating brand preference, positioning the company as an employer of choice, increasing employee engagement, getting better customer insights, driving the agenda in the industry and, not least, optimizing the way the organization works (Maersk Line, 2013: 5).

All these potential benefits and the results already obtained by Maersk Line sound promising and as something that every business would want to gain. However, it also resembles an ambitious and highly dedicated communication management effort and allocation of resources. From a critical view, especially at one point, Maersk Line’s social media relations’ strategy is particularly vulnerable. The success of Maersk Line’s social media usage is highly pointing back to two persons, former community manager Jonathan Wichmann and the Head of Communication at the time, Klavs Valskov, who have been the key drivers of the start-up of all social media activities, assuring the alignment of the different efforts and their differentiation. This poses a risk if and when one day this person is not there anymore and the responsibility is delegated to someone else11. Connected to this critical point is another concern regarding ownership of content. When the employees write on social media platforms, they write as representatives of Maersk Line. When they are no longer employed by that enterprise, their presence is still associated with the company. Clear guidelines on how to handle these situations, particularly if the employee in question starts working for a competing company, need to be in place.

Another challenge is keeping the audience tuned in. Many companies that have entered social media have received a lot of attention simply for doing so as maybe the first in their field, like in the case of Maersk Line and the B2B market perspective. With time, the interest might fade out and the picture look different when more companies and brands start to invest heavily in social media presence. Will Maersk then be able to keep the number one position that they seem to have gained within the social media usage in B2B? Time will tell. There are, however, no indications of Maersk Line slowing down their efforts on social media. On the contrary, the future of Maersk Line on social media will, according to Wichmann, extend the present use of maersklinesocial.com grounded in the communications department to also include customer service, sales and the internal use of social technologies for collaboration (Wichmann, March 2013). To accomplish this, and on the basis of their extensive study, Maersk Line propose a scope for social

11 Neither Klavs Valskov nor Jonathan Wichmann is employed at Maersk Line today. They have left the company and are now working as consultants. They are, however, still giving presentations and writing about their work with the Maersk Line Social Media Relations Strategy.
media that is to both consolidate and expand the social media efforts with a cross-functional team that is rooted in Communication whilst reaching out to ‘satellites’ in both Sales and Customer Service, as well as developing and optimizing the internal collaboration efforts already set in motion via the different social media platforms like Sales force’s Chatter (Maersk Line, 2013: 3-4).

Take-aways from the case of Maersk Line’s social media relations’ strategy

Maersk Line’s social media relations strategy serves as an example of a listen and learn approach going all in, and gives an indication of the results of a clear strategy for framing, maintaining, embracing and developing the social media efforts continuously. Clearly, every B2B company cannot copy-paste what Maersk Line has done, since every social media effort will be highly industry and company specific. However, with point of departure in the case of Maersk Line on social media and the researchers Kaplan & Haenlein’s advice about corporations using social media, the take-aways more generally speaking can be summarized as this:
• Choose carefully when you pick the application, or make your own
• Ensure activity alignment
• Be active, be interesting, be humble, do not be afraid to make mistakes and avoid overly-professional content offerings
• Do not hire outside professional writers to manage your corporate social media sites, but hire one with the appropriate background for the purpose who can drive and maintain the process and delegate the writing to key persons in the organization
• Be honest and respect the premises of the Internet and its users.

Implications of social media on public structures and port authorities

Having given a voice to a business case on social media which at many levels can be characterized as a best practice case, the present book chapter contributes with knowledge on both context, social media strategy work and concrete examples of social media usage as planned and executed by a large and worldwide shipping company. The present analysis can inform port authorities on how to implement social media in their business communication. Managers who have or are planning to establish a social media presence should focus on which relationships they want to build, and how they can gain from listening in on and talking with the various stakeholder groups on online social media platforms. Insights are also given on how to choose these platforms on the basis of thorough investigation of the relevant stakeholders to target and on which platforms they spend their time to potentially accomplish user involvement and participation.
Also, internally the employees should be considered as potential social media writers and community drivers, which implies allocating time and resources to prepare and listen continuously to what motivates them and make sure they are comfortable with their role as a blogger, tweeter or the like. In the allocation of time and resources, the importance of having an overall responsible from within the company to facilitate and drive the social media presence has been stressed. This person should be in charge of pointing out, training, encouraging and motivating the existing employees in their role as thought leaders on social media.

Regarding the social media strategy, the port authorities and shipping companies have to decide whether a social media strategy should be built on spreading and broadcasting the same corporate messages on new technologies, or whether a people-centered approach, creating a culture of participation and user involvement will be the way to go. Based on the experience of Maersk Line, having a clear aim but not a static plan is recommended. Flexibility and a high degree of adaption are needed in the strategy work to embrace the changing environment of social media. Addressing these issues is of high relevance for all kinds of open-source technology that is implemented in organizations and which includes transparency and interactional elements that the individual employees have to manage and deal with. Maersk Line has taken the first step and shown that social media use in a shipping company can create value.

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