



ASCO – Stakeholder Perception & Reputation Review

By Thomas Starbuck

Introduction



- I'm Tommy, and I am doing an Internship with ASCO.
- ASCO UK is a global logistics, materials management, and supply chain company that primarily works in the energy sector.
- My project aim is to assess ASCO's reputation among key trade associations.
- The internship is for me to find out about important trade associations linked to ASCO's activities.
- To do this for my Internship, I will spend time understanding ASCO and its different departments.

Objectives



My
objectives
for this
project
consist of,

Identifying and mapping key trade associations linked to ASCO's activities.

Carrying out desk-based research using association websites, newsletters, publications, and events.

Recording and Organising findings in a structured way.

Analysing how ASCO is currently perceived compared to how it aims to be seen.

Identifying gaps, opportunities and areas of reputational risk.

Developing clear, prioritised recommendations.

Diary of the Project



Week No	Department	ASCO Manager	Department Host(s)	What I did
1	General Induction	Stacey Short	N/A	I undertook my induction into ASCO and got myself set up with IT.
	Health and Safety Meeting	Louise Riches	N/A	I went through a Health and Safety Meeting, learning about how health and safety is on site.
	Waste Management	Keith Charlton	Ellis, Hannah, Ethan, Keith	Learned about which companies ASCO works with when they manage their waste. I also learned about how NORM, hazardous and non-hazardous waste is treated and disposed of. I went around the facility and was able to see how everything worked.
	Centrica Warehouse	Graham Fairchild	Gary	Learned about what working in the warehouse is like and how loads that have been offloaded from ships are stored and put into the system.
2	Transport	Carlos Porter	Mel	I went on a trip in one of the lorries and got to meet people involved with transport
	General Management	Simon Turner	N/A	Review of the project and discussions on strategies - explanation on why trade associations are important.
	Quayside Operations	Jayne Hammond	Terry,	I got to board ships and observe how they are loaded; I was kept safe by the team I was with. I had learned how ships are offloaded and unloaded safely and how PPE is important in a quayside operations environment.
	Ops Support	Joseph Bonner		I got to learn how the members of the Ops Support team do their work. They work both in the financial sector and also in timing everything so jobs go smoothly and safely
3	Presentation work	Stacey Short	N/A	I worked on my presentation, using what I have learned, as well as doing more research on the company and its trade associations.

Diary of the Project



Week No	Department	ASCO Manager	Department Host	What I Did
4	Presentation work	Stacey Short	N/A	Worked on my presentation. Received feedback from Stacey regarding my presentation so I worked on what I had been told needed work and used tips given to improve.
	John Wicks Visit	Stacey Short	N/A	I spoke with John Wicks catching up on what I had done so far. We went over things I had done and what I was going to do on the days following.
	Sally Philpot Visit	Stacey Short	N/A	Sally, Stacey and I spoke about what I had done, talking about what I would be doing after, and discussing the EEEGR showcases, which we organised for me to attend.
	Beach Clean day	Louise Riches	N/A	I attended a beach clean with Louise and a team she got together. We cleaned the beach from one end of Great Yarmouth Pleasure Beach to just before the Model Village.
5	Rehearsing for Presentation	Stacey Short	N/A	I rehearsed my presentation in preparation for my actual presentation. I made sure to go over what I wanted to say for the presentation instead of waiting for the actual presentation.
	Presentation Day	Stacey Short	N/A	I presented in front of a group of the people I had met over the period I have been with ASCO.

Which Trade Associations
are ASCO involved with?

Which trade associations are ASCO a part of?



ASCO is a part of various trade associations across the world, some of these include;

- Deepwind
- OELK
- AGOC
- Norfolk Chambers of Commerce
- Suffolk Chamber of Commerce
- The Energy Industries Council
- Decom Mission
- ADS Group
- BIP Solutions
- NERDSC
- Sizewell C Supply Chain
- East Wind
- Forth & Tay Offshore Wind Cluster
- Energi Coast, NDF Energy
- Montrose
- NDF
- Peterhead Energy Transition Forum
- Hydrogen Scotland
- OGV

Which trade associations are ASCO a part of? – Continued



Outside of the UK, there are many other trade associations, such as;

- Energy NL
- Australia Business News
- IATA
- Norwegian Offshore Wind
- JCTrans
- Kompass
- European Business Chamber in Trinidad and Tobago
- American Chamber T&T
- Trinidad Chamber
- Eurocham
- Energy Chamber T&T
- Institute of Chartered Shipbrokers
- Whos who T&T

Which trade associations are most important to ASCO?



The most important of these trade associations for ASCO's work globally and within the UK are the Energy Industries Council, Offshore Energies UK (OEUK), the British International Freight Association (BIFA)/ FIATA, and the International Marine Contractors Association (IMCA).

These trade associations are vital to allow for ASCO to find work and gain a positive reputation with both their clients and the trade associations themselves. These trade associations are directly linked to how ASCO hold their reputation globally.

How does ASCO Promote these
trade associations?

How do ASCO promote on these trade associations?



- ASCO uses trade memberships to build authority, influence policy, and grow. A new brand strategy focuses its marketing on four high-impact methods.
- Putting senior executives on association boards makes ASCO a key industry leader and policymaker. This strategy keeps the company squarely in the spotlight.



Board-Level Leadership + Event Sponsorships & Exhibitions



EIC: Energy Industries Council
TSA: Tank Storage Association
EEEGR: East of England Energy Group
OEUK: Offshore Energies UK

Board-Level Leadership;

ASCO secures senior governance roles to lead industry policy

- EIC: ASCO's Sustainability and Marketing Manager sits as a Non-Executive Director.
- TSA: ASCO's Head of Fuels serves as the association's Vice-President.

Event Sponsorships & Exhibitions;

ASCO Funds and anchors major energy conferences to pitch to buyers.

- Exhibitions: They host prominent booths at major hubs like All-Energy Glasgow.
- Sponsorships: They sponsor high-profile OEUK and EEEGR networking breakfasts.

Keynote Panels & Media + Co-Authoring Cluster Initiatives



CCO: Chief Commercial Officer
CEO: Chief Executive Officer
CCUS: Carbon Capture, Utilisation and Storage

Keynote Panels & Media:

Executives speak directly to operators via trade media networks.

- **Panels:** The CCO frequently speaks on panel sessions like the OELK Business Outlook.
- **Podcasts:** The CEO uses platforms like the EIC Energy Focus Podcast to outline growth.

Co-Authoring Cluster Initiatives:

ASCO uses regional transition plans to market its technical capabilities.

- **Clusters:** They helped draft the Peterhead Energy Transition Vision to highlight CCUS skills.
- **Case Studies:** They share green milestones through OELK to win safety and environment awards.

How is ASCO positioning itself
to the trade association?

How is ASCO positioning itself to the trade association?



- ASCO is an evolving, tech-driven supply chain specialist. In the UK, it uses key memberships to its advantage to demonstrate its safety standards, cross-sector expertise, and workforce competence.
- Industry voices emphasize ASCO's dual focus on technological innovation and regional development, both in its long-standing Scottish and East of England hubs.



Sector Diversification & “New Energies” Evolution



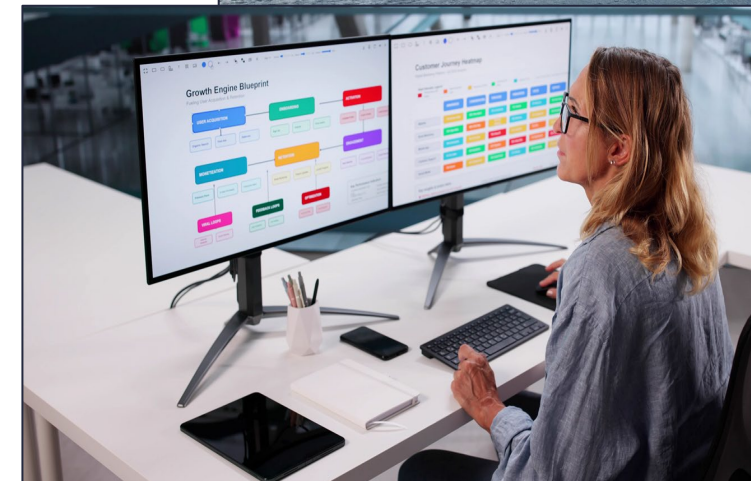
- As an established North Sea operator, ASCO works within trade bodies like OEUK and EEEGR to lead the transition to clean energy.
- ASCO drives the green transition by managing vital clean energy hubs, including Teesworks' South Bank Quay—the UK's largest freeport.

OEUK: Offshore Energies UK
EEEGR: East of England Energy
Group

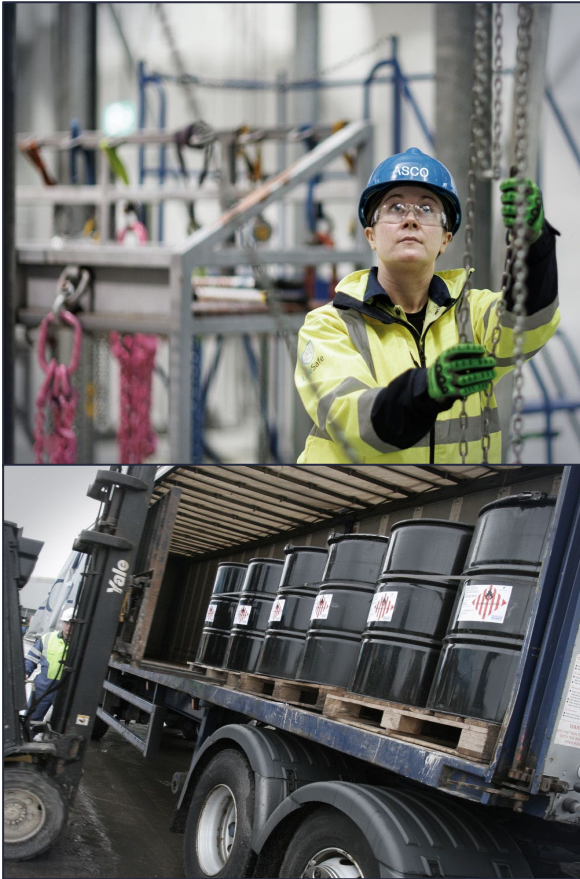
High-Consequence Engineering & Infrastructure Logistics



- Through memberships in multi-sector associations like the ADS Group, which covers aerospace and defence security, ASCO targets highly regulated industries.
- It positions itself not just as a transport firm, but as a strategic advisor that eliminates bottlenecks for nationally important programmes.
- It emphasises its end-to-end data diagnostic software and materials management models designed specifically for high-risk, zero-downtime environments.



Safety, Compliance, and Standard-Setting



- Across its networks, ASCO positions itself as a regulatory pioneer that helps external operators meet increasingly strict ESG and safety standards.
- It sets a standard for compliance, presenting its waste management systems and workforce competence training as essential for lessening client liability.
- ASCO widely showcases its new trade achievements, establishing its authority to certify workforce site-access for UK construction and infrastructure.

ESG: Environmental,
Social and Governance.

Where are the gaps, risks or missed opportunities?

Where are the gaps, risks or missed opportunities?



ASCO's industry strategy has major gaps and commercial risks. By trying to change from a North Sea oil and gas specialist into a multi-industry infrastructure manager, their messaging waters down their core strengths and fails to back up their new claims.

This creates a big problem the company talks about its future in 'new energy,' but its strongest ties are still in oil and gas. This gap makes them vulnerable to pure green competitors and leaves them without the real-world proof they need to win digital and defence contracts.



Strategic and Operational Risks



ASCO was bought by a private company in 2023. UK infrastructure and freeport partners really value stable, long-term funding. Private equity's focus on quick exits and cost-cutting clashes with the massive, long-term funding needed for green energy.

Claiming to lead the green transition while winning massive North Sea oil contracts hurts credibility. Green trade bodies and ESG developers might not trust this double positioning.

Breaking into defence and aerospace takes strict security clearances and special compliance rules. Because ASCO mostly handles oil docks and shipping, they risk losing these contracts to faster rivals who have worked in aerospace for decades.

Missed Opportunities for Growth



- ASCO has a huge presence at key sites like Teesworks' South Bank Quay. But they are missing a big chance to use this footprint to dominate regional investment networks, which would let them set the standard for freeport logistics across the UK
- The UK is facing billions in North Sea clean-up costs. ASCO has great waste management credentials, but they get lost in the crowd at industry forums instead of standing out as the absolute expert in recycling heavy oil and gas equipment.
- Trade groups like Logistics UK are actively fighting post-Brexit border issues and tough markets. Because ASCO focuses so heavily on green energy and defence, they miss the chance to join these broader campaigns. Joining in would prove their shipping and customs skills to a much wider market.

Any actions going forward?

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Bridging gaps and mitigating identified risks

- To fix these gaps, reduce risks, and win more business, ASCO must stop being a passive member of trade groups and start actively shaping industry standards.



Separating oil and gas from future work

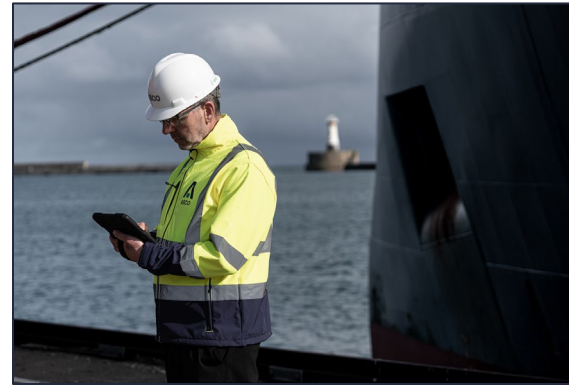
- Separating the old oil and gas brand from new infrastructure capabilities will fix past identity issues and change how private equity investors see the company.

Any actions going forward?



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- Taking leadership roles on top committees and using real-world examples like Teesworks will build the trust needed to win big in defence, green energy, and major logistics



Launching sub-brands for distinct trade directories

- ASCO could launch separate sub-brands or distinct trade directory profiles. This keeps the future-focused work away from the oil and gas side, cutting down on greenwashing doubts from ESG developers.

Thank you for listening.

[Next chapter for ASCO in a shifting world – ASCO, December 19th 2025](#)

[Trade-led growth could unlock £12 billion for the UK Economy, says Logistics UK – June 23rd 2026](#)

[ASCO wins big North Sea services contract – June 24th 2025](#)

[EIC Website - Energy Industries Council](#)

[OEUK Website – Offshore Energy UK](#)

[BIFA Website – British International Freight Association](#)

[IMCA Website – International Marine Contractors Association](#)