

**THE IMPACT OF THE HOLISTIC MARKETING
STRATEGIES ON INCREASING CUSTOMERS'
SATISFACTION IN CONTAINER TERMINAL PORTS,
A COMPARATIVE STUDY BETWEEN EAST AND WEST
PORT SAID CONTAINER TERMINALS**

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ABSTRACT: Ports have a significant role in today's networked business environment. They are being regarded as hubs that are part of the various logistics system. Ports- like any other organization-have customers, and satisfying customers is the main target of any sea port organization. Identification and responsiveness towards customer needs is a notion that rests deeply in the heart of any marketing Concept, moreover, the holistic marketing approach is used to describe all relevant and integrated processes and flows that run internally and externally to increase customer satisfaction and to gain more competitive advantages. The conceptualized holistic port marketing variables are interactive, integrated, internal and external and relationship strategies.

The objective of this study is to find out the main factors which have an impact on customers' satisfaction in container ports that are operating and competing in Egypt. Accordingly, this research examined the existence of the holistic marketing strategies in the selected ports. It investigates the preconditions under which port marketing strategies are designed and formulated. It examines also the gap between providers and receivers perceptions toward delivering services, and the impact of this gap on customer satisfaction and the ports' competitive advantages.

Primary data were obtained from questionnaire administered to 80 respondents made up of managers and staff and customers from two main container sea ports in Egypt, a comparative study is held between private and public terminal ports through non-random sampling method, three hypotheses was tested to determine the impact of each of the four holistic marketing aspects on customers' satisfaction. The findings indicate that there is a positive and significant relationship between implementing and integrating each of the holistic marketing strategies and increasing customers' satisfaction.

Keywords: Holistic marketing strategies, ports marketing, customer satisfaction, port services, container terminals, West Port- Said port, East Port-Said port, Egyptian ports.

INTRODUCTION

TOWARD SMART PORTS**13 - 15 MARCH 2016**

The very essence of seaport is to link maritime networks and land network. Sea ports are multi-functional markets and industrial areas where goods are not only in transit, but they are also sorted, manufactured and distributed. Seaports nowadays operate in a highly competitive market. The time of monopolies is gone and the port business environment became more challenging, as the hinterland is accessible to competitors. And this has led to a strong competition between the advanced ports all over the world to secure their container throughput and strategic position as hub ports. Ports have developed over the years and have changed in terms of organization, but have remained the area in which there is a transfer of cargo between ships and land (Vulovic, 2006). All international transport companies now claim to be logistics operators capable of providing a customized response to the needs of their shipping clients. The market environment in which seaports operate is changing, as a consequence of these changes, in order to cope with this competitive pressure, port managements are investing heavily in infrastructure and facilities, as well as improving their operating systems. (Cahoon, S., and Notteboom, T. 2008; Mehrem, 2011).

The port sector has been traditionally viewed as a public sector owned by the port authority and operated by public companies. With growing in global trade, experience indicates that the public sector has considerable difficulty in adapting to the needs of the users and of ensuring that the service is permanent without any interruption. The majority of the best ports in the world is working now under a landlord system of management (UNCITAD, 1998).

Table (1) illustrates the numbers of container terminals in Egypt and the description of each:

Table 1. Container terminal ports in Egypt

<i>Place</i>	<i>Description</i>
Alexandria port:	Is the main port in Egypt, moreover $\frac{3}{4}$ of Egypt foreign trade pass through it. Situated on the north coast of Egypt away from Cairo about 220km. consists of 2 harbors, east and west, separated by T shaped peninsula, the east harbor is shallow and not used in navigation and west harbor for commercial shipping.
Dekheila port:	Natural extent to Alexandria port under the same management, same pilotage is situated 7 km west Alexandria.
Damietta port:	Is situated 10.30km west of the Nile river of Damietta branch westward Ras el bar 70km away from Portsaid port.
Portsaid ports:	1. East Port Said Port SCCT is an Egyptian joint venture company with domestic and foreign investors. The Dutch company, APM Terminals is the largest stakeholder with 55

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percent of SCCT. It is considered one of the largest companies in the industry worldwide, with more than 63 operations. The remains shares in SCCT are distributed as follows: 20 percent owned by the Chinese Company, Cosco; 10.3 percent is of the shares are owned by the Suez Canal Authority; 5 percent is owned by the National Bank of Egypt and the remaining 9.7 percent are owned by private Egyptian investors.

2. Port Said Container Terminal (PSCT) in West Port Said operated by state-owned Port Said Container & Cargo Handling Co. (PSCCHC) is continuing with its development plans in order to cope with increased future volumes and container vessel capacities.

Adabiya port: Situated on the western coast of Suez gulf, 17km away from Suez city.

Sokhna port: Located at the southern entrance of Suez canal which also lies adjacent to the northwest Suez economic zone.

Source: http://www.rafimar.com/ports/index_ports.htm
http://www.emco-shipping.com/egypt_main_port.aspx

The unique geographical position of the Suez Canal makes it of strategic importance to the world and to Egypt as well. The canal provides the shortest distance between East and West which results in important benefits to trading nations. In addition to savings in travelled distance and time, the trips across the Canal save fuel, shipping operation costs, and a safer and more secure path. As world economies become ever more globalized and interlinked, international logistics and maritime (shipping and ports) industries are experiencing challenges as well as enjoying greater business opportunities (Abbas&Abdelhaleem,).

Port Said Port possess strength factors which make it eligible to play bigger role as a mega hub port for the containers transshipment such as the strategic location on the north entrance of Suez canal, capacity of the port, cheap labours and the availability of land for future extension and where there is opportunity to get a bigger share of the market with the high growth of sea port trade between the South East Asia and Europe but to have a big port does not mean the success without an integrated work between the government and non-governmental agencies to develop a long-term plan for the marketing of the port said port as integrated logistic hub (Elnabawy and Hassan, 2015). **Port Said with its two ports have a special condition, Port Said** lies on the Northern entrance of the Suez Canal. It is considered one of the most important Egyptian ports due to its

distinctive location at the crossroad of the most important world sea trade route between the East and Europe via the Suez Canal, and the most extensive transshipment port in the world. Port Said port is the busiest container port in Egypt. It has two container terminal operators one of them is a public sector port and the other is the private sector port and they are competing to attract, retain and grow the same targeted customers, these two terminal ports are:

- Port Said Container and Cargo Handling Company (public sector at the West Port).
- Suez Canal container terminal (SCCT) Said port (private sector in the East port).

Just a few years ago the Egyptian government adopted new strategy to let the private sector participate in the operation of new container terminals through concession agreement or BOT (Built – Operation – Transfer) in Alexandria, Port Said, Damietta and Suez ports. In 1999, the Egyptian government opened the bidding for a container terminal in the new port at East Port Said. An agreement between the government and SCCT was signed in 2004, following which SCCT began a pioneering experiment in the area of East Port Said. The second port in Port Said is the Suez Canal Container Terminal (private sector of the East Port). Where AP Muller agreed with the government to build and operate the Suez Canal (Younis, Kamar& Attya, 2010, SCCT website)

LITERATURE REVIEW

Currently, ports are considered to have a new role to fulfill in the era of globalization. (Alireza Miremadi, et. Al. , 2012) mentioned that there is an expanding interest in the changing role of ports as a result of the globalization of production and distribution. The development of global supply chains changes ports' role towards efficient distribution of products across supply chains . In this new role, the port is considered as part of a cluster of organizations in which different logistics and transport operators are involved in bringing value to the final consumers (Carbone and DeMartino 2003). At present, ports play a significant role in the management and coordination of materials and information flows, as transport is an integral part of the entire supply chain. Subsequently, the competitive position of a port is determined not only by its internal strengths such as efficient cargo handling and hinterland connections, but is also affected by its links in a given supply chain. Therefore, port competitiveness is becoming increasingly dependent on external coordination and control of the whole supply chain. Hence it is possible to interpret the port as a member of the supply chain. For this purpose the port is considered as a cluster of organizations in which different logistics and transport operators are involved in bringing value to the final consumers (Radhik.A.D,2012).

Egypt is positioned to become one of the nations to gain the most and to prosper in the emerging global economy. It is important to put in place the infrastructure and logistics systems that will enable Egypt to play a real role as an African hub point of entry and exit for trade between Asia, the Middle East, and Europe in the dominant directions from south to north where oil and gas transit (Presentation of Suez Canal Corridor Development Project 2013).

The port market, seen from a marketing perspective, is an “industrial market” characterized by oligopoly situations, limited number of buyers, technical complexity, realistic and orthological buying behavior, customer intervention in the design and production of the service and constant changes in the size, the strategies and the negotiating power of port users (Cahoon, S., and Notteboom, T. 2008). Hyper-competition over pricing and infrastructure together with low customer loyalty impose costly investment projects. (Cahoon, S., and Hecker, R. 2005) mentioned that the very sense of service quality refers to the provision of services that satisfy customer (or market) needs. Thus, the port enterprise must be in a position to comprehend market needs, and design and successfully implement competitive strategies. In other words, port management decisions (including service design, pricing and investment planning) should be orientated towards the market and customers where the port enterprise operates and should be based on a thorough marketing analysis. (Pardali and Kounoupas, 2014) had distinguished four main elements in port marketing, namely, Promotion, Community liaison, Trade development and CRM (customer relationship management), also stressing the significance of customer satisfaction, retention and proposing customer relations techniques as a major strategic tool.

(PLOMARITOU, 2006) illustrated that customer satisfaction in ports presupposes on the one hand correct diagnosis of the shipping market to better understand and forecast client’s (charterer’s – shipper’s) transport needs and on the other hand appropriate organization, planning and control of the shipping enterprise’s means. The more the shipping enterprise tries to discover what its clients need, to adapt the chartering policy to their requirements, to offer appropriate transport services, to negotiate the freight as a function to what it offers, as well as to communicate effectively with the market it targets, the more are the possibilities to achieve the most appropriate, efficient and long-lasting commercial operation of its vessels

The company must think about how a consumer will interact with its products, its advertising materials and everything else. Achieving market orientation necessitates the development of the proper business culture and inter-organizational procedures and behaviors, together with the proper support (operational and financial) from management.

Developing the proper means of monitoring market developments and reorganizing to confront departmentalization requires resources, commitment and flexibility. This can prove to be costly in matters of time and resources and could raise conflicts and a re-examination of corporate policy. Marketing strategy which is developed by thinking about the business as a whole uses holistic marketing approaches. This means that every aspect of the business must be carefully considered (Angelos M, et al, 2010)

Five forces will interact to shape the competitive landscape facing port authorities and port service providers (the world bank 2007):

1. The rivalry among existing competitors.
2. The threat of new competitors.
3. The potential for global substitutes.
4. The bargaining power of port users.
5. The bargaining power of port service.

These forces will impact ports of all sizes, driving requirements for port expansion, service improvement, pricing decisions, and other management actions. Winners and losers will emerge in the global port sector, largely dependent on how port managers strategically position themselves in the evolving competitive landscape. The challenge is for ports to relate to the needs of their customers and assist them in improving their competitive positions by providing low-cost, efficient port service providers.

(Siep, 2010) mentioned that differentiation is necessary to gain competitiveness in ports, Port enterprises need to adopt the kind of competitive strategies that will support or ideally secure their position within the competing transport chain networks. The selection of this marketing strategy is essential. It can improve financial results, It can also attract and satisfy customers, or it can have a negative effect. When a strategy is chosen, it has to be constantly adjusted in order to respond to the changing needs of the market.

Marketing process model is on the formulation of segmentation, targeting, differentiation and positioning strategies designed to create, communicate, and deliver value to the customers to ensure their satisfaction and gain their loyalty, that is achieve marketing objectives. When business strategic planning model and the marketing process model are formulated and implemented together for a customer, company and competitor vantage point we say it is holistic service marketing strategy model hence could guarantee customers' satisfaction and profitability. (Tushi 2014) defines the holistic marketing is a strategy which combines all marketing functions in logical process: recognizing needs, satisfying wants, meeting the demands and creating a unique value proposition. **(Valentin, and Paula, 2009)** added that every aspect of the business must be carefully considered. The holistic marketing strategies developed by thinking about the

business as a whole using holistic marketing approaches. Holistic strategies could sustain customers' satisfaction and profitability. The focus of the business strategic planning model is on achieving corporate financial objectives through designing and implementing product, pricing, promotion and place (distribution) programs.

Holistic marketing is an attempt at synthesizing, and bringing together various marketing efforts and, strategies in order to realize organizational goals. Also defined holistic marketing strategy as an organic and interrelated process that is built on a team oriented approach to achieving organizational goals. In summary, Holistic service marketing strategy is defined as the mobilization of all the organization's resources in a synergic manner to help to shape the business, drive it to new levels of success, and retains more clients (Nmegbu,2012). **According to** (Kotler, Jian, &. Measinca,2002; Nmegbu,2012) , **holistic marketing concept**

Which tis research followed consists of five main components, these components are:

- **Internal Marketing**– Internal marketing is concerned with how all employees and other organizational members could work as a team for the realization of goals and objectives of the company. For effective marketing strategy and positioning, internal marketing of a firm must be holistic and begin with market orientation. Market orientation is a form of organizational culture where employees work as a team and are committed to continually creating superior customer value, or a sequence of marketing activities that lead to better performance of an organization. The internal market orientation concept focuses on coordinated business intelligence generation, dissemination and responsiveness to market information for efficient and effective decisions .The concept is also concerned with issues including organizational culture, innovation, human resource planning and organizational learning and team building.
- **External Marketing**-External marketing tries to buildon mutual satisfaction of long-term relationshipsand partner relationship management (PRM) suchas an alliance, merger, collaboration, businesspartnership, etc.
- External Marketing also entails financial accountability and social responsibility. To ensure accountability, an internal Control system has been designed and included . To ensure social responsibility, external marketing strategy uses both a nonprofit, profit or government organizations.
- Social responsibility is also an important external marketing program. It could be carried out by a nonprofit, profit or government organization to directly resolve a problem or case in the host communities.
- **Interactive/ performance Marketing**– Interactive marketing meets the needs and exceeds expectations of customers. It makes the front line employees to approach customers' problems with understanding and solve them attentively

thus encouraging customer relationship management (CRM) such as caring, politeness, responsiveness, honesty and keeping to appointment, services convenience, degree of response, core competencies of the company, vision and mission oriented by customers, Gaining competitive advantages by adding service to satisfy customers, gaining competitive advantages to develop services, and gaining competitive advantages by adding value to the supply chain.

- ***Integrated marketing***: involves the product or the service strategy, pricing strategy, promotion strategy, communication strategy and placing strategy. Simply integrated marketing includes the whole basic product or service strategy in which managers tell how to develop and deliver the product to the customers. The marketing department should integrate with other departments and business units to achieve customer oriented objectives with win-win strategy with the company's customers.
- ***Relationship marketing***: that includes a relationship with customers, partners, employees and competitors. The elements of relationship marketing are trust, commitment, dependability, reliability and the effective communication with all the company's stakeholders

THE PROBLEM STATEMENT

The Egyptian container terminals are suffering from many issues which affect deeply the performance and productivity and therefore, customer satisfaction. Port Said container and cargo handling company "PSCCHC" is one of the main container terminals in Egypt and located at Port Said port. This company is suffering from many problems that affect the operation performance. The improper organization and shortage of space inside the port authority boarder restrict any further extension and lead to heavy congestion. Many small, irregular, separated yards, affect the terminal performance. Selected container terminals need to invest in high-speed

Cargo-handling equipment for productivity, including longer out-reach for cranes, and invest in enhancing skills and capabilities of the workforce (Galal Younis, L. B. Kamar, Hossam Attya, 2010). Non holistic strategic planning, implemented in both container terminal ports could not achieve corporate financial and strategic objectives and that might lead to several dys-functionalities in service delivery that could result in customers' dissatisfaction

OBJECTIVES OF THE RESEARCH:

This research aims to address the following objectives:

1. This main aim of this research is to assess the services offered by East and West container ports to evaluate the holistic marketing strategies in these two

- ports, it started by examining and comparing the holistic marketing factors from customers and ports` executives and staff point of view.
2. Emphasizing on the relationship between holistic service marketing strategy and customers` satisfaction in the Egyptian container ports .
 3. Determine the impact of interactive/integrated, internal and external marketing strategies on customers` satisfaction in the Egyptian port sector.
 4. Finding suggested strategies for meeting customers` needs and increasing their satisfaction in order to gain more competitive advantages than rivals..
 5. A comparative study will be held in this research to answer the question about is there a difference between private and public Egyptian terminal ports to determine the main factors which container terminal ports should consider when they are seeking their customer satisfaction.

Research hypotheses :

1. There is a significant difference between customer responses and human resources` responses in the two selected companies
2. There is a significant difference between respondents responses in the selected companies according to their hierarchical position.
3. There are significant differences between the holistic marketing strategies that implemented in the East container terminal and the West container terminal in Port Said ports.

This hypothesis will prove through proving the following ones:

1. There is a significant relationship between implementing internal marketing strategies and increasing customers` satisfaction in the selected companies in the two selected container terminals
2. There is a significant relationship between implementing external marketing strategies and 3 increasing customers` satisfaction in the selected companies in the two selected container terminals
3. There is a significant relationship between developing interactive marketing strategies and increasing customers` satisfaction in the selected companies in the two selected container terminals.
4. There is a significant relationship between developing integrated marketing strategies and increasing customers` satisfaction in the selected companies in the two selected container terminals.
5. There is a significant relationship between implementing relationship marketing strategies and increasing customers` satisfaction in the selected companies in the two selected contain terminals.

DATA AND METHODOLOGY

1. Secondary data were collected from many sources; books, scientific papers, dissertation and articles. In addition to Internet sources such as ports websites. Both primary and secondary data have generated all the necessary information required for the research.
2. In this research, the total number of Egyptian container terminals are 7 terminal ports, and according to the sample equation, the sample is two container terminals. The research chooses two Port Said container terminals to be the sample, because of their contradicted nature, so this research could compare between two different companies to find the implemented holistic marketing strategies and to discuss the differences which related to private and public sectors.
3. The Type of Information that is required for this research is mainly primary in nature and all data have been collected from primary sources by the questionnaire method. On the other hand, from the secondary sources, we have developed literature review that gives us insight about the stated objectives and hypothesis.
4. The researcher divided the questionnaire into three parts. As for the first part, the researcher chooses the respondent type and in this part the respondent should choose is he/she a customer or an employee, the second part of the questionnaire is asking about the position of the respondent inside the company and the sample of employees were chosen from the three levels of management (first- middle- top level of management), the study chooses a sample of these three levels. The third part of the questionnaire consists of five main factors which are forming the five aspects of the holistic marketing strategies and these factors are (interactive-internal-integrated-relationship – and external marketing).
5. The existence of all factors in the research area is measured on a five-point Likert scale ranging from, very good, good, neutral, poor, very poor. Ranging from 1 to 5; (1) very poor,(2) poor,(3) Neutral,(4) good,(5) very good Agree. The respondents are asked to mark the point that best indicates how they would describe the object being rated.

SAMPLING TECHNIQUE AND SAMPLE SIZE:

1. The researcher collects the primary data from a population of 100 respondents distributed in four categories (top level- middle level –staff – customers) divided equally on two companies table 2 shows the distribution of the sample in east port said contain terminal and table 3 shows the distribution of the sample in West Port Said terminal port.

Table 1: East Port Said container terminal (Suez Canal terminal)

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	top level managers	4	10.0	10.0	10.0
	middle level managers	6	15.0	15.0	25.0
	staff	22	55.0	55.0	80.0
	customer	8	20.0	20.0	100.0
	Total	40	100.0	100.0	

Table 2: West Port Said container terminal

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	top level managers	6	15.0	15.0	15.0
	middle level managers	8	20.0	20.0	35.0
	staff	18	45.0	45.0	80.0
	customer	8	20.0	20.0	100.0
	Total	40	100.0	100.0	

2. The total sample size is 40 respondents in each company based on the sample size table. The sample represents all administrative levels that are communicating customers and their responsibilities should be designed based on their customers needs, and the customer respondents are the shipping agents and companies which are using the two selected companies services. The researcher distributes 100 questionnaires with 50 questionnaires for each company, the researcher receives 80 questionnaires, 40 questionnaires from

each company, and rejects 20 questionnaires because of the errors of their responses as 10 from each of the two selected companies.

- Figure (1) shows numbers and ratios of each level of managers, staff and customers in East Poer Said container terminal, while the figure (2) illustrates numbers and ratios of the same clusters in the West Port Said container terminal.

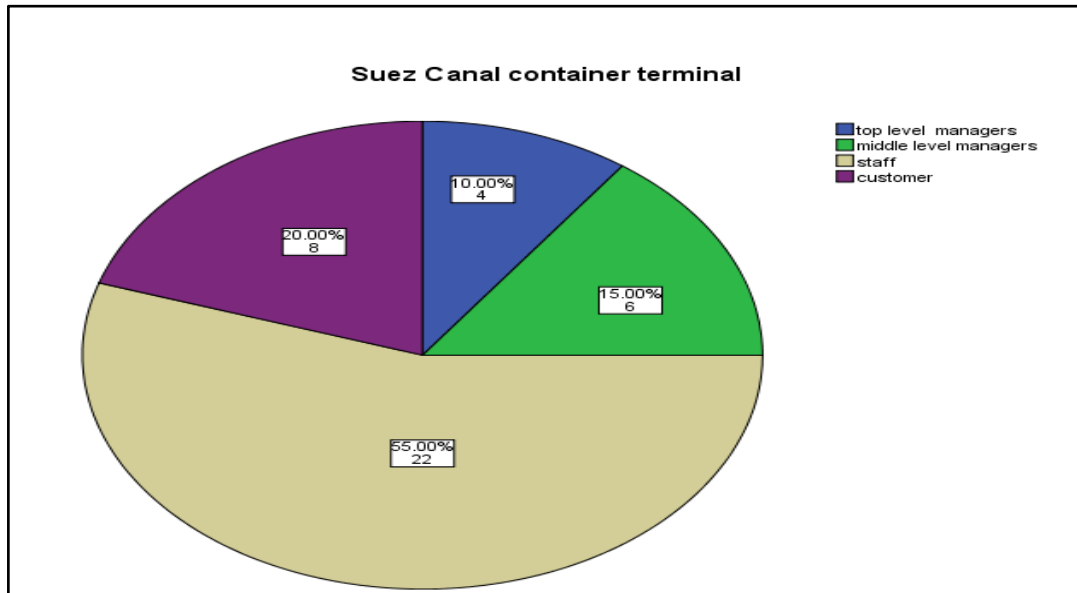


Figure 1. Numbers and ratios of the East Port Said sample

- The researcher chooses the majority of the sample from staff because there are more than one employee that are providing targeted service to customers, employees represent 22% of the sample, then this study select customers randomly from companies which are receiving services from the container terminal, the least ratio and number is the top level managers which contribute 4% of the sample, because they are designing strategic plan and monitoring the overall performance of the organization, and the main responsibility of this top level is drawing the holistic marketing strategies, long- term objectives and long- term plan . Middle level of managers they are implementing and executing the performance of employees in their departments only, this level contributes 5% of the sample.

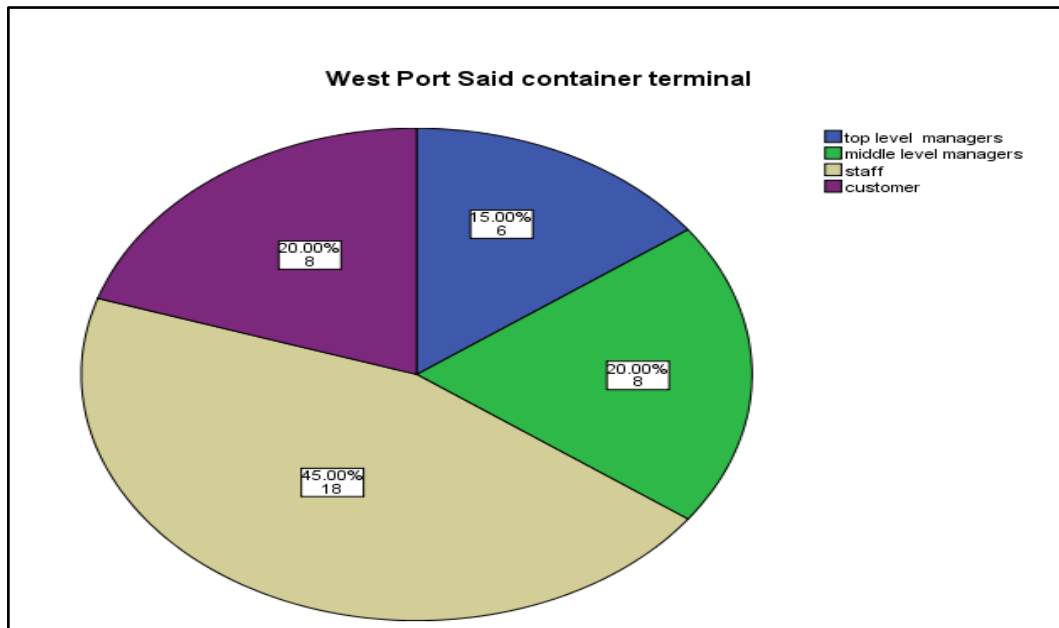


Figure 2. Numbers and ratios of the West Port Said sample of the East Port Said sample

As the figure (2) shows, the employees represent 16% of the sample, while customers contributing 8% , middle managers are forming 8% , and top managers are 6% of the sample in West Port Said container terminal.

9 Reliability and validity of Total Items:

Reliability of the questionnaire according to Cronbach Alpha Coefficient is 0.952, while the validity is .9757. Table 4 which shows that the Reliability and validity of holistic marketing factors and its significance:

<i>Factors</i>	<i>Cronbach's Alpha Coefficient</i>	<i>Validity</i>
Performance / interactivemarketing	0.823	0.9071
Internal marketing	0.902	0.9497
Relationship marketing	0.892	0.9444
Integrated marketing	0.912	0.9549
External marketing	0.877	0.9364
Total	0.952	0.9757

RESULTS AND DISCUSSION:

The differences between customers` responses and employees` responses

The research examines the respondents` answers to each of the holistic marketing factors to find if these factors are already exist or not and to which extent ustomers and employees consider the importance of these factors,first customers respondents in the two selected companies mentioned that all these factors are already exist but each of them works seperatly, it finds also that there is a difference between all the customer responses and all the employees` responses in each of the holistic marketing factors using T- test analysis, as the P.value is less than 0.05 and that prove that there is a difference between the employee`s response and the customers` responses. The sample of employees give different rates than customers for all sentences which included under each factor and table (5) shows that there is a difference between customers and employees assessments of each factor, and that emphasizes that the port services which delivered varied from customers perspectivethan the employees perspective in both companies, accordingly, managers are designing their marketing strategies and setting their objectives and plans without getting the feedback from customers and without gathering data about their customer`s needs which direct their strategic plans and objectives, and that prove the first hypotheses,

Table 5. Differences between customers` responses and employees` responses

<i>T-test</i>	
<i>Factors</i>	P-value
Performance / interactivemarketing	0.00
Internal marketing	0.00
Relationship marketing	0.02
Integrated marketing	0.01
External marketing	0.00

The differences between employees` responses , according to the hierarchical level:

This study uses ANOVA test to measure the differences between all employees responses according to their hierarchical position, the questionnaire measures employees` responses by asking them to rank the same sentencestop level` managers responses are different than middle managers` responses than staff responses in the two selected companies, and table (5) shows that their responses to each of the holistic marketing factors are different as P.Value of each holistic marketing factors is less tan 0.05 and that prove that there is are significant differences according to their hierarchical level.According to the holistic marketing concept every single task participate in achieving the strategic

objectives and plans and the affect positively the overall performnce, and when the organization- based on its human capabilities and skills –implement its vision and its strategic directionand when the organization is aligning all efforts and when all employees are sharing same values and commitments that will lead to sustainable developments to satisfy customers, table (6) shows that there is a difference between the employees` responces on each of the holistic marketing factors according to their position, and that prove the second hypotheses

Table 6.The difference between the employees` responses according to their hierarchical levels and positions

<i>Anova</i>	
<i>Factors</i>	<i>P-value</i>
Performance / interactivemarketing	0.02
Internal marketing	0.00
Relationship marketing	0.01
Integrated marketing	0.00
External marketing	0.03

The importance of holistic marketing factors and their existence in the two selected companies:

Table 7. explains customers responses tendency toward each of the five holistic marketing factors in the two selected companies, by using the weighted mean fro each holistic marketing factor in both companies :

Table 7. Responses tendency between customers and employees

<i>Weighted mean</i>				
<i>Factors</i>	<i>West Port Said container terminal</i>		<i>East Port Said container terminal</i>	
	<i>Employees</i>	<i>Customer</i>	<i>Employees</i>	<i>Customer</i>
Performance (interactive) marketing	3.48	1.69	4.26	3.91
Internal marketing	3.78	1.82	3.98	1.55
Relationship marketing	4.11	2.60	3.77	2.77
Integrated marketing	3.68	1.92	3.55	4.01
External marketing	4.01	1.99	4.68	4.10
Total weighted mean	3.812	2.004	4.048	3.268

Table (7) shows that firstly that all factors are already existing in a positive importance from the customers and employees` perspectives, secondly, each of single sub factors has a significant importance in the overall performance of the

main holistic marketing factor. Thirdly, from customers' perspective in West Port Said port the existence of these factors are ranged from moderate with weighted mean 2.60 and poor with weighted mean 1.69. In the East Port Said port the existence and importance of these factors ranged from poor for internal marketing, especially the motivated performance of the employees to moderate for relationship marketing and the weakest point from the customers' perspective is the relation between the organization and the government, unions and suppliers. The performance factor weighted good in existence and importance because the reputation and the positive image which the terminal had compared with the second terminal that is operating in the same governrate, East Port Said port ranked in the second position compared with the Mediterranean terminal ports. Customers give strong existence and importance to the integrated and external and that prove that the terminal is trying to coordinate and integrate all services, procedures, processes, plans, objectives and strategies with each other to enhance the quality of port services. Customers emphasize that the lack of performance of any of these factors surely affects the overall performance and has a negative impact on the customers' satisfaction.

The total weighted mean is totally different from the customers' perspective and customers' perspective in the two selected companies and that shows that there is a gap between the customers' evaluation of the delivered services and the employees' evaluation of the provided services and from the marketing perspective all aspects in the organization should work together to achieve the customers' needs and to satisfy them. Customers assess the holistic services in the West Port Said as a moderate port service and tend to be poor, while the port services which provided by the East Port Said port, graded as very good and they want it to be an excellent port service.

The tendency toward each holistic marketing factor is totally different from the customers' perspective than the employee perspective, according to the factors weighted mean and its relative importance to the total holistic marketing factors. Moreover the weighted mean of the performance marketing from the customers' perspective is different than the employee's perspective in both companies and that for all factors. Performance marketing concerns with matching the organizational performance with the vision of the organization considering the culture that will support the company's performance, all these variables should developed after asking customers, we can conclude that the performance not designed and/or measured based on customers' opinions, and that will affect directly their satisfaction because their perception and assessment about the time, quality, cost, effectiveness, transparency, and accuracy of port services are different than the employees' perception toward

Table (7) also explains that there is a difference between the weighted mean which employees give to the internal marketing and that assessed from the

customers` perspective, which means that employees consider motivation , improved wages and rewarded systems, delegation, and job enrichment are important factors that motivate them to serve their customers in effective ways, while customers assess the whole port services according to their needs regardless customers` needs.

Table (7) also shows that tendency from customers toward the holistic factors is dramatically different than employees` tendency in West Port Said container terminal than East Port Said container terminal, that reflects that managers and employees don`t consider customers as the most important factor and that could dissatisfying them

Customers in West Port said port illustrates that the existence of relationship marketing is moderate with weighted mean 2.60 and that is related to the nature of the port services and industry, ports services relies mainly on different external parties and the terminal should build a strong and sustain relationship with those stakeholders to satisfy their customers, while external measured measured as a poor existancefactor with weighted mean 1.99 when the researcher asks customers about this factor they answered that the port does not play a positive role in developing its society and the company has to participate in developing this community by giving job opportunities and developing all areas around the terminal and participating in social activites., customers give integrated factor weighted mean 1.92 and internal factor 1.82 and finally performance factor 1.69with poor existance. The nature of the ports services as an accumulated services with external and internal parties, customers consider all external parties have a direct impact on internal marketing and performance marketing, they also pointed at the internal marketing as a more important factor than the performance marketing because the port service is a direct communication between the provider of the service and the receiver of the service.

On the other hand employees put relationship marketing existence as an excellent factor with weighted mean 4.11while customers see its existence as a moderate one, employees explained that the relationship between the terminal and all its stakeholders is one of the most important issuesand the terminal should build a strong relationship with all internal and external parties, then they put external marketing as a strong factor with weighted mean 4.01 for the same reasons and they explained that the public sector tied with different constraints that could affect the performance and that affect directly customers satisfaction, they give internal marketing the weighted mean 3.78 and they emphasize on the positive culture with positive corporate value that should shared inside the terminal, employees need motivation, fair wages and compensations and transparency roles of promotion and all these policies well lead the terminal to serve its customers as they expect to satisfy them. According to employees perspective the terminal has a lack of integration between departments, processes,

and procedures, that affect customers directly and lead to dissatisfaction, finally they put the performance as the least important factor with moderate weighted mean 3.48 they explained that there is a relationship between taking different corrective actions to fill the gap between customers` needs and the actual performance.

In the East Port Said container terminal customers consider the existence of external marketing as an excellent factor with weighted mean 4.10 and they explained that, the port service affected directly by the positive image in the society it works inside , East port Said is a private company so if it builds a positive image in its society that will lead the society to accept the company and that will satisfying the society`s needs, then customers search inside the organization about the integrated systems that has a positive impact on the quality of services delivered, customers give the integrated marketing 4.01 as a good existence and they mentioned that the integrated system could save time, cost and reduce losses and overlaps. Customers rank the performance marketing as an existed factor in a good condition with weighted mean 3.91 and then the relationship with weighted mean 2.77 then the internal marketing, customers are looking for the quality of provided services and they asked the terminal to solve its problems out of customers, customers added that the terminal should manage a win-win strategy and search about the best interest of its customers.

Employees have another perception about the existence of the holistic marketing factors. They consider external marketing with its society, especially in the private sector terminal, then the performance marketing with realistic vision that cope with the terminals` environment, then keeping its employees motivated enough to serve their customers, then building positive relationships with its stakeholders , and finally trying to make a harmony in all departments performance, and thus customers will be satisfied.

According to the previous analysis each factor of the holistic marketing plays an important role in completing the expected performance from the customers perspective, customers and employees in the two selected container terminal think of each of these five holistic marketing strategies as a separate factor that has no relation with others and has no impact on others, container terminal have to design all these factors and try to fill the gap between customer expectation and the actual performance by thinking of customer as a core point that all processes, procedures, policies, plans, objectives ,and strategies are designed around.

Differences of the employees` responses and its impact on the marketing performance:

Table 8. shows the employees responses according to their levels, this research tries to assess the existence of the same holistic marketing factors from the employees` perspective according to their administrative level and position. In the

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marketing concept the performance marketing is trying to build a strategic vision oriented by customers and all employees is committed to achieve, so the organization has to build a corporate culture toward the customer oriented values. When all employees are sharing the same culture and related values they can serve the customer better than rivals and exceed their needs.

Table 8. The difference in employees responses toward the holistic marketing factors

<i>West Port Said container terminal</i>				<i>East Port Said container terminal</i>			
<i>Factors</i>	<i>Top level managers</i>	<i>Middle level managers</i>	<i>Staff</i>	<i>Factors</i>	<i>Top level managers</i>	<i>Middle level managers</i>	<i>Staff</i>
Performance (interactive) marketing	3.712	3.541	3.712	Performance (interactive) marketing	3.662	3.322	3.214
Internal marketing	3.845	3.612	3.845	Internal marketing	4.221	3.925	3.101
Relationship marketing	4.100	3.987	4.145	Relationship marketing	3.765	3.624	3.888
Integrated marketing	3.923	3.765	3.937	Integrated marketing	3.811	3.421	3.432
External marketing	3.881	4.002	4.321	External marketing	4.002	3.887	3.648

Table 8. shows that there is a significant difference between the assessment of each factor, according to their levels in the two selected companies. Respondents rank each sentence which contribute the main holistic marketing factor with different rate, and that indicates that there is no agreement about the existence of each factor, more than that there is misunderstanding about the importance and existence of each factor , that will mislead the employes to serve their customers in a targeted manner.

Table 8. indicates also that each level gives the different arrangement to the holistic marketing factors, and none of the levels are considering all variables are equal or close near to each other to complete the holistic marketing strategies.

In the West Port Said port top managers think of the relationship marketing as an excellent existed factor with weighted mean 4.100, the public sector terminal has a strong relationship with government, unions, NGO because of its nature, while middle managers in the same company see the same factor with good presence and staff assess the existence of the same factor as an excellent, in the bureaucratic companies all employees are tending to follow top mangers and obey their orders hat`s explain the responses tended to be biased.

In the East Port Said container terminal there are differences between the assessment of each level of the existence of all holistic marketing strategies, these

differences are not big which indicated that the gap between levels is not vast and they all are trying to work in a coordinated fashion to satisfy their customers` needs, and that prove the second hypotheses

TESTING THE RESEARCH HYPOTHESIS:

Table 9. illustrates testing the following hypothesis:

1. There is a significant relationship between implementing internal marketing strategies and increasing customers` satisfaction in the selected companies in the two selected container terminals.
2. There is a significant relationship between implementing external marketing strategies and 3 increasing customers` satisfaction in the selected companies in the two selected container terminals.
3. There is a significant relationship between developing interactive marketing strategies and increasing customers` satisfaction in the selected companies in the two selected container terminals.
4. There is a significant relationship between developing integrated marketing strategies and increasing customers` satisfaction in the selected companies in the two selected container terminals.
5. There is a significant relationship between implementing relationship marketing strategies and increasing customers` satisfaction in the selected companies in the two selected contain terminals.

Table 9. Testing the research hypothesis

<i>East Port Said container terminal</i>			<i>West Port Said container terminal</i>		
<i>hypothesis</i>	χ^2	<i>P-value</i>	<i>hypothesis</i>	χ^2	<i>P-value</i>
H1	3.210	0.00	H1	3.122	0.00
H2	2.147	0.01	H2	3.456	0.00
H3	3.011	0.00	H3	2.124	0.00
H4	1.012	0.03	H4	2.111	0.00
H5	2.123	0.00	H5	3.451	0.01

According to P-value for the first company, East port said container terminal , P-value is bigger than 0.05 so the researcher refuses the null hypothesis and acceptthe alternative hypothesis, which is there is a significant relationship between each of the holistic marketing factors and its customer satisfaction. In West Port Said container terminal P –value is bigger than 0.05 so the researcher refuses the null hypothesis and acceptthe alternative hypothesis, which is there is a significant relationship between each of the holistic marketing factors and its customer satisfaction.

So there is a significant relationship between each of the holistic marketing strategies and the customer satisfaction in the two selected companies

CONCLUSIONS AND PRACTICAL POLICIES

The essence of market orientation is to motivate the port enterprise in engaging to a holistic review of its internal processes and the external environment requirements. The present paper attempts to outline a general overview market orientation and highlight the potential implications towards the improvement of ports' business performance.

This research, taking into account the results has concluded from two Egyptian container terminals. Port managers should adapt their tactics to the set goals and consequently adopt the most suitable marketing strategies. This study argues that the holistic marketing concept is not applied or applied with limits in the Egyptian ports and container terminals. The research build on three comparative investigations, the first one is compared between the holistic marketing in the private container terminal and the public container terminal, the second comparison is between the customers' perspectives toward the holistic marketing applied in the selected companies and the employees perspectives, the third comparison is between the top managers perspectives, middle managers' perspectives and staff' perspectives

These comparisons were examined and this study finds that all types of companies should implement the holistic marketing approach. The contribution of this approach is that it considers all variables and factors internally and externally to solve problems before customers be dissatisfied. It sees all aspects inside and outside the organization as integral parts that increase customers' satisfaction and give the organization its competitive advantages. This study also discovered that there are many differences between customers and employees' perception toward the existence and importance of the holistic marketing factors, these differences reflect a gap between customers' needs and quality provided by the selected container terminals. This study also discovered that there is a difference between human resources according to their evaluation of the importance and existence of these factors, the study indicated that there are many differences in the sample responses in each of the selected company which indicates that the corporate culture has to change and each of the selected terminal has to design many of human resources policies to let employees respond effectively to their customers needs.

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