



مجلة البحوث المالية والتجارية
المجلد (23) – العدد الرابع – أكتوبر 2022



**The Role of Strategic Marketing in Supporting the
Competitive Advantage of Container Terminals
Case Study" Damietta Container Handling Company"**

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Journal Link : <https://jsst.journals.ekb.eg/>



Abstract

This study aims to discuss the role of strategic marketing in supporting the competitive advantage by using competitive marketing strategies of Porter, and the five sources of the competitive advantage (costs, delivery, quality, flexibility, and creativity). This study was looking to guide decision-makers in using modern administrative and scientific methods to deal with all different variables efficiently and effectively. The problem of the study is focused on the extent of the impact of strategic marketing on the competitive advantage to reach the target market share from the government for container terminals, especially the Damietta Container Handling Company (the case study) operates in the Eastern Mediterranean market, and the (study sample) has been identified from stakeholders and dealers with the terminal. The analytical method is based on distributed (221) questionnaire to collect the necessary data from a representative sample and (215) questionnaires were collected, Likert's five was used to measure the variables, Cronbach's Alpha was used to assess confidence, which estimated by (0.948), which that's an Excellent rate as it was greater than (0.80), Pearson's coefficient was used to measure the correlation between independent / dependent variables, ANOVA was used to determine the impact of strategic marketing on competitive advantage, and statistical analysis was done by SPSS program.

The study concluded that the sample members were interested in strategic marketing by choosing the strategy of differentiation focus and the competitive advantage of delivery.

Keywords: Strategic Marketing, Competitive Marketing Strategies, Competitive Advantage.

Introduction

Marine transportation (ports, container terminals) plays an important role in countries' economic development. However, this sector suffers from competition at the local, regional, and global levels which makes ports and container terminals face a great challenge, their level of performance must improve to respond to this competitive pressure, global ports and container terminals are investing in infrastructure, utilities, and improving operating systems (Cahoon and Notteboom, 2008; Mehrem, 2011). This also can be achieved by increasing awareness about competition levels and the nature of the market through strategic marketing as it plays an active role in organizations' potency to have a competitive advantage, especially where the sector faces many obstacles including the size of competition in the sector (Alomian et al., 2019). Therefore, decision-makers will gain the ability to make decisions objectively, so that they can differentiate themselves from other competitors and help them define their goals in the future.

The Egyptian government has a vision for container terminals to handle 20 million TEU by 2030, while the productivity in 2020 was 7,245 million TEU. As far as Damietta Container Terminal is concerned, the target capacity was 1.8 million TEUs while its productivity was only 1068 million TEUs in 2019. The government developed a plan to raise the competitiveness of container terminals and ports through investments in infrastructure, development of data handling services, and implementation of commercial strategies in port pricing and land management as well (<https://mped.gov.eg>). Therefore, this study attempts to examine the role of using strategic marketing in bridging the gap between the target set by the government and the actual productivity of the Damietta container terminal under study.

The Study Problem

The main problem that the marketing for container terminals lies under the responsibility of the marketing department, which operates within the scope of traditional marketing, it is fundamentally different from strategic marketing in several aspects: orientation, philosophy, entrance, relationship with the environment, and other parts of the organization and the required administrative style. Where strategic marketing requires looking to long-term results and dealing with future



work, and what are the options for rebalancing the market and re-establishing it for the benefit of the organization, while marketing management is on managing the planned work, and when looking at the arrangement of environmental forces that affect the past and future performance of the industry or the market and the current location What kind of investment can be made in this business? The researcher conducted an exploratory study on a number of experts and workers in a number of container companies. The exploratory study highlights some of the following phenomena:

- Lack of clarity of vision, mission, goals and objectives.
- The limited powers and capabilities of the marketing department, the weakness of the company's marketing practices.
- Low assortment of terminal services, Increasing of competing container terminals.

Based on the foregoing, the study problem can be formulated as follows: What is the role of strategic marketing in supporting the competitive advantage of Damietta Container Terminal to reach the target market share?

Objectives of the Study

Main objective: Studying how changing the management method used in container terminals from marketing to strategic marketing according to the current and future environment depending on the market economy and the phenomenon of globalization affects achieving competitive advantage in container terminals and increasing market share? What is the situation for Egyptian container terminals, especially Damietta containers?

Sub-objectives: What is meant by strategy, strategic marketing, competitive advantage? How do container terminals gain a competitive advantage to increase their market share? What is the nature of the relationship between strategic marketing tools (cost leadership strategy- differentiation strategy- cost focus strategy - differentiation focus strategy) and achieving competitive advantage (cost, quality, flexibility, delivery, Creativity)?

The Importance of the Study

Scientific Perspective: This study contributes to increasing theoretical and applied knowledge in this important field of management. The value of the study stems from the significance of its findings and recommendations that will give a clear idea of strategic marketing, its concepts and competitive strategies and sources of competitive advantage.

Practical Perspective: Analysing the factors affecting the application of the strategic thinking of marketing on increasing the shipping lines' contracts with the Damietta Container Terminal through attracting new shipping lines. Besides, raising the rating of the terminal's competitiveness in front of the Mediterranean ports through choosing appropriate competitive marketing strategies, and arranging sources of competitive advantage, Bridging the gap between the productivity of government container terminals and the vision of 2030 after development by using strategic marketing to attract shipping lines and optimizing the potential of container terminals by creating, discovering and exploiting current and future opportunities, and avoiding threats and risks through:

- Developing the company's competitive position.
- The future outlook from inside the company to the outside.
- Leading change through an outstanding marketing strategy.
- Determine the most important sources of competitive advantage for the company.

Main Hypothesis

The first main hypothesis: There is a statistically significant correlation between the strategic marketing tools in Damietta Container Terminal (cost leadership strategy-differentiation strategy-cost focus strategy-differentiation focus strategy) and achieving competitive advantage (costs-quality-flexibility-delivery-creativity) to increase market share of terminal.

The second main hypothesis: There is a statistically significant effect of the strategic marketing tools in supporting the competitive advantage of Damietta Container Terminal by increasing its competitive advantages.



Research Methodology

In conducting his study, the researcher relied on the deductive approach, using the descriptive analysis method to determine the best strategies to be adopted from the container terminal, interpreting the data, and providing information that helps clarify the phenomenon and its causes. The researcher relied on two main sources to collect data.

Secondary sources: books, references, and published scientific research to build the theoretical framework.

Primary Sources: The questionnaire, which was specifically designed to collect data from the study population, has two parts:

- We were guided in constructing the paragraphs of competitive marketing strategies (the independent variable), and it includes (20) paragraphs from the following studies, according to the following: (Honga, 2020) In determining the factors affecting the marketing strategy of enterprises, (Deerod, 2018) In identifying appropriate marketing strategies, (Francesco Parola, 2018) Innovative Thinking of Marketing Strategies, (Awad, 2017) In pricing the service, (Cacciolatti, 2016) in marketing capabilities, company performance, marketing strategy and organizational strength, (Angeliki, 2016) Strategic marketing and integration of marketing strategy at the state, port authority, and terminal operator levels.
- We were guided in constructing the paragraphs of competitive advantage (the dependent variable), and it includes (27) paragraphs From the following studies, according to the following: (Senarak, 2020) in developing the physical infrastructure of the port, relying on technology and digitization, increasing environmental efficiency, and paying attention to the operational process and vertical integration, (Shair Mustafaa, 2020) Quality, better connectivity to the regions, condition of machinery, equipment and IT management systems, and increased productivity by improving the scope of operations and improving the relationship with shipping companies, (Alavi, 2018) Logistics Integration, (Ping Wang, 2017) Process Structure, Operational Performance, Delivery, Resiliency, and Service Process Automation, (Hyuksoo Cho, 2015) Improving competitiveness and reviewing tangible and intangible resources, (Volberda, 2011) The importance of innovation and stakeholder participation in decision-making, (Zhongzhen, 2005) Operation status, facility status, service quality, management level, (Haralambides, 2019) The relationship of vessel volumes, container terminals and global logistics services, (Jeevan, 2019) Dry Ports.

Study Population and Sample

The questionnaire was divided into four groups (members of the board of directors of stations, experts and academics in marketing, international transport and logistics, shipping lines and customers, and workers in the Damietta container terminal). We recovered (221) questionnaires with a percentage of (92%) and (6) were excluded due to Not being suitable for statistical analysis, thus the number of valid questionnaires that were subjected to statistical analysis became (215) questionnaires with a rate (89.58%) of the distributed forms.

The Validity and Reliability of the Questionnaire

To obtain an appropriate confirmation of the validity of the research tool and its validity in measuring what it was designed for, the researcher presented this tool in its initial form to (5) experts specialized in the fields of international transport and logistics, and marketing.

The questionnaire was formulated according to criteria that they developed and reviewed with the supervisors, and a final version of the paragraphs was reached. It was presented to a group of experts.

- The approval rates were for the elements of the main independent variable (competitive marketing strategies): Low-Cost leadership (80%), Differentiation leadership (73%), Cost Focus (85%), Differentiation focus (90%) with an average approval rating of 82%.
- Approval ratios for the elements of the main dependent variable (sources of competitive advantage): Costs (70%), quality (73%), delivery (92%), flexibility (84%), creativity (72%) with an average approval of 77.4%. Then it was presented to an exploratory sample of (20) respondents to ensure the clarity of the questionnaire for the research sample and clarify the ambiguous phrases and ensure the stability and validity of the forms as per the following table:

Table (1): The Stability and Validity of the Forms

Variables	Axles	Phrase Count	Cronbach's alpha		
			axis	total	
Competitive marketing strategy	1	Cost Leadership Strategy	6	0.934	0.950
	2	Differentiation leadership	6	0.847	
	3	Cost Focus Strategy	4	0.820	
	4	Differentiation focus strategy	4	0.766	
Competitive advantage	5	Cost	6	0.797	0.897
	6	Quality	6	0.801	
	7	Delivery	5	0.830	
	8	Flexibility	5	0.798	
	9	Creativity	5	0.882	
Total			47	0.958	



from the table:

The values of the reliability coefficients (Cronbach's alpha) for the resolution range between (0.766: 0.950) higher than the critical ratios of the acceptable stability lab (70%), which indicates that the resolution (the study tool) in general has high stability on the one hand and consistency among all the variables of the independent, dependents variable, which gives a high degree of confidence in the current study.

The questionnaire was divided into four groups; each group is as follows:

- **Group (1) Board members of the terminals:** due to the limited number and the fact that experience and age are close, characteristics have been set, namely the job title, and years of experience.
- **Group (2) Experts and academics in marketing and international transport and logistics:** Demographic characteristics were developed according to age, qualifications, and years of experience, and due to their different orientations, two options for specialization were identified: international transport and logistics - marketing.
- **Group (3) Shipping lines and customers:** they were divided into: qualification, age, years of experience, employer (shipping lines - clients), and the place of residence was established due to its importance in terms of loyalty to the place in which he lives.
- **Group (4) Workers in Damietta Container Terminal:** The demographic and organizational characteristics were divided into: qualification - age - years of experience - job position - number of subordinates.

It was divided into four groups according to some opinions and the presence of some research such as (Asfour, 2016) which relied on three groups.

Statistical Analysis Methods

The data was entered into SPSS and the following statistical methods used:

- **Descriptive statistics for descriptive analysis of answers.**
- **Measuring the degree of stability and confidence using Alpha Cronbach.**
- **Analysis of variance for testing the study's hypotheses.**
- **Pearson correlation coefficient to analyse correlation between variables.**

Theoretical Framework

Strategic marketing falls between the terms strategy and marketing, and competitive marketing strategies (Porter, 1980), and the marketing framework is part of it (Kotler, 2003).

The importance of strategic marketing: market leadership, customer orientation, creating competitive advantage, maximizing customer value, formulating an innovative and effective marketing strategy, creativity in implementation and performance, creating marketing opportunities for the organization, developing a long-term view of the marketing activities to be developed and implemented, In order to formulate a marketing strategy, attention to the customer's organizational strategies, competition, the political, legislative, technological, social and economic environment (Subhash, 1999).

Strategic marketing achieves the sustainability of organizations by studying organizational and environmental phenomena in the long term with attention to behaviour of organizations in the market and their interaction with their environment, the responsibilities of the general management of the marketing function and its compatibility with strategic planning for marketing and the ability of companies to effectively deploy scarce and valuable resources in order to achieve a competitive position (cost or excellence) Through marketing performance to achieve the target financial performance. The differences in the concepts of strategic marketing, marketing strategies, and market strategy identified (Varadarajan, 2015).

Strategic Marketing Definitions :

Strategic Marketing: is directed to the customer the focus of management thinking and focusing on the long-term vision of the senior management of competitive advantage through product innovation, and facilitating the achievement of this strategic vision of the company. with attention to the analysis of internal and external variables, customer orientation through customer strategy, competition strategy, and organization strategy (Vassin, 2006; Subhash, 1999). It expresses a process directed towards valuing the market, considering the continuous change in the marketing environment and the need to deliver high value to consumers, and therefore it focuses on business performance and not just increasing sales. The customer has become the



main actor at the center of the relationship in the market (David and Piercy, 2009; Lambin and Moerloose, 2008). According to (Lambin and Moerloose, 2016) It is a process that revolves around analyzing the needs of individuals and institutions, following up on the development of the target market in terms of general needs, determining the diversity of needs required for the product market, distinguishing from competitors with distinctive quality and better productivity, and working on a medium or long horizon. Its mission is to define the company's mission, choose the target market and location, define development strategies, ensure a balanced product portfolio and develop new products.

Proactive Strategic Marketing: Revolves around creating a new market based on an underlying need, a technology-driven approach to creating a new product market through technological and organizational innovation (Lambin, 2008).

Competitive Marketing Strategy: according to (Porter, 1980) it is a long-term marketing action plan for firms to gain a competitive advantage over their rivals in the industry. This strategy is focused on achieving an above average position and generating a superior return on investment. This strategy is very important when firms have a competitive marketplace and several similar products available for consumers. Have four strategies (Cost Leadership, Differentiation leadership, Cost Focus, Differentiation focus).

The 7Ps of Marketing Mix: (Guerassimoff and Thomas, 2015) defined marketing mix as the tool or guideline for an organization to understand the fundamentals of elements for implementing marketing strategies. However, organizations should establish marketing mix strategies for each target group. Further, each marketing strategy should respond to the environmental factors and critical situation that affect the business (Kotler, 2001). The traditional concept of 'marketing mix' is consists of four basic elements, which are product, price, place, and promotion, which is commonly referred to as the "4 Ps". However, (Wirtz et al., 2012) point out that service businesses should extend the marketing mix by adding another 3ps which are process, physical environment, and people. To summarize, the marketing mix for the services business is referred to as the 7 Ps marketing mix.

We can develop container terminals strategy by identified through the following figure:

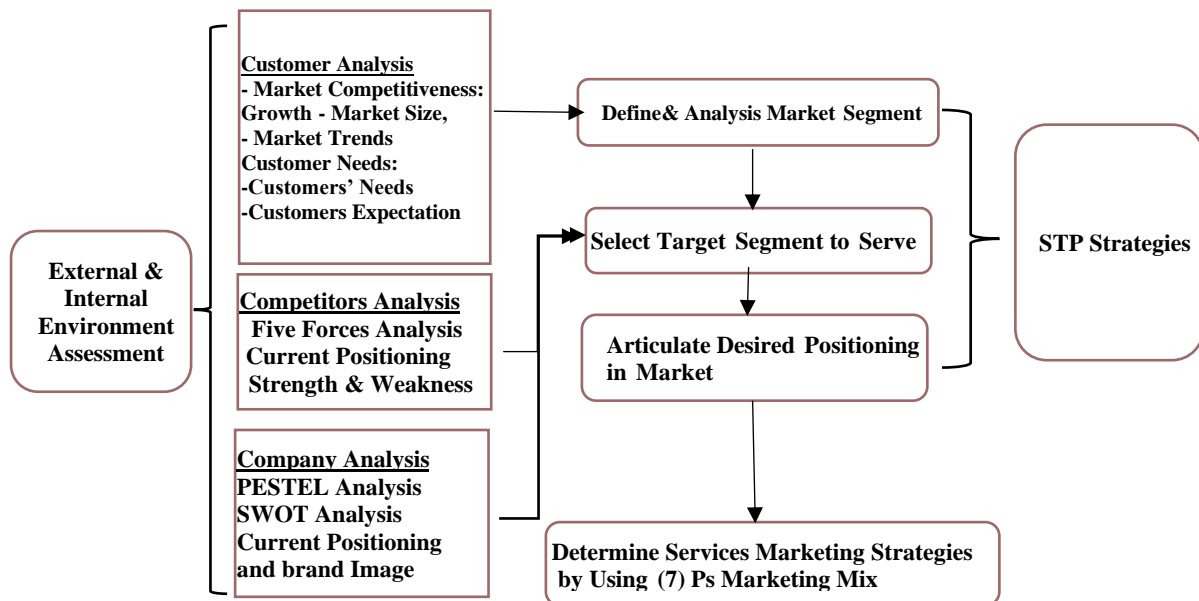


Figure (1): Analytical Framework for developing a container handling service strategy Compiled based on Wirtz et al. (2012)

Competitive Advantage Definitions

Competitiveness: It is the ability to provide customers with products or services more efficiently and effectively than other competitors in the international market, which means continued success for this institution at the global level in the absence of support and protection from the government, and this is done by raising productivity and production technology in the production process, (Kotlar, 2000).

Competitive Advantage: the organization's ability to create better value for its customers and profitable returns for itself (Rumelt, 2003).

The five dimensions of competitive advantage include:

Cost: It reflects the lower cost of competitors and ancillary products and economies of scale. This strategy requires extensive monitoring of the work, accurate cost control, and ongoing and detailed cost control reporting. The need to reduce cost has become considering strong competition, and the proportion between the cost of providing the product, the specifications in it and as a result, the organization will achieve a competitive advantage through lower prices, which means maximizing returns (Hill, 1989).

Quality: Providing products that meet or exceed customers' needs and expectations and play a major role in maintaining a strong relationship between the customer and the organization (Lee and Zhou, 2000).



Delivery: Introducing a new product or new service or reducing the time of product production, delivery of the product at the agreed time, and business organizations began to compete for speed of delivery to achieve a distinguished position (Williams, 2007).

Flexibility: It means the company's ability to provide a variety of products at the required time, as well as the company's ability to develop existing products and improve its operations to provide new products that meet the needs and desires of customers. The customer needs: product flexibility - mix flexibility - size flexibility - delivery flexibility (Chase et al., 2007).

Creativity and Innovation: It means the discovery and development of products, services, operations as an entry point for developing new knowledge and translating it into commercial applications, and innovation is the exploration of a new, distinctive idea (Chase et al., 2007).

From the foregoing definitions, the researcher defines:

The Strategic Marketing of Container Terminals: It is a deep understanding of the current internal and external environment of the container terminal in terms of the available capabilities and comparing them with competing terminals in the same market while defining the location you want to reach by determining the target market through the general strategy. Determine the sustainable competitive advantage, develop an innovative marketing strategy, and draw future scenarios to be able to anticipate opportunities and avoid threats, while preparing the most appropriate strategies to exploit them to achieve stakeholders' requirement with the terminal.

The Competitive Advantage of Container Terminals: is the terminal's ability to provide a unique value that enjoys continuity, whether for shipping lines in particular or their customers in general and includes providing services to customers in a way that brings them a benefit higher than its counterparts and this benefit may be represented in (low price-quality of service-speed Delivery-Flexibility-Innovation) and includes the terminal's continuity in possessing the ability to achieve a competitive advantage by being renewable advanced and more attractive than the competing terminals.

We explain the Strategies of competitive advantage in container terminal development in this figure:

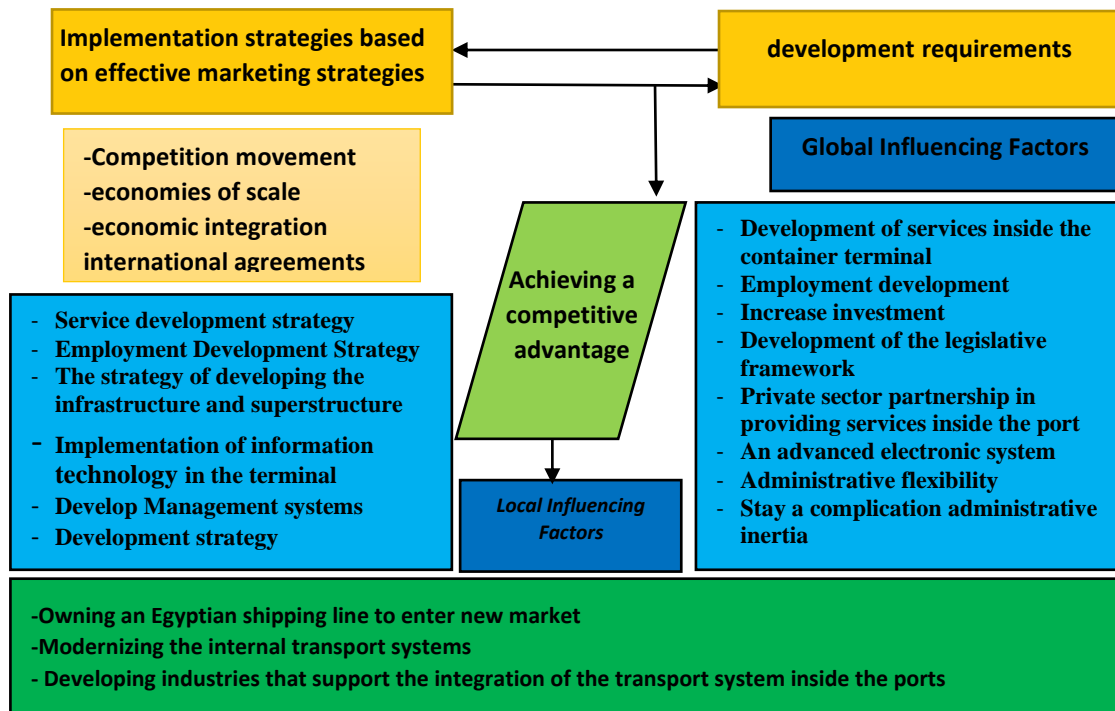


Figure (2): Strategies for applying competitive advantage in the field of container terminal development

Previous Studies

Many studies have been carried out investigating role of competitive advantage in ports and container terminals management. (Mustafa et al., 2021) found that the technical efficiency of South Asian ports was due to the management of high-quality resources, better connectivity to the regions, machinery and technical equipment, effective resource management, high efficiency, strong shipping networks and information technology management systems. (Senarak, 2020) concluded that expanding the physical infrastructure of the port is important to the increasing demand for maritime transport and the adoption of digital technology in port operations, and environmental management can increase port efficiency, and digitization can be used to reduce energy costs, increase environmental efficiency, and must supply chain members participate in the design and management of the operational process that may assist the vertical integration strategy. (Jeevan and Roso, 2019) recorded those dry ports are one of the ways to increase the storage capacity of container terminals. (Alavi et al., 2018) found that the higher the level of integration helped improve the operational efficiency and competitiveness of shipping and logistics and the positive effects on the supply chain and economy, the effective shipping system



is effective in joining separate activities and includes a third of logistics costs and affects the performance of logistics. (Dang and Yeo, 2017) concluded the importance of restructuring port operations to increase their competitiveness, market share, stakeholder engagement, and data quality. (Elbayoumi and Dawood, 2016) deduced that future plans start with correct demand forecasts and information by sharing between Port authorities, carriers, and shippers. (Hyuksoo and Sangkyun, 2015) found that improving the capacity of container ports leads to an increase in the competitiveness of exports- imports and the importance of tangible, intangible resources data at the state, company level, and terminal operating efficiency. However, the previous studies in their entirety did not focus on the holistic view of the strategic marketing of container terminals, as each study focused on some parts only, which must be considered when making marketing decisions. The researcher found that strategic marketing studies all the variables, whether at the present time or according to for a future vision based on the growth rates in the global economy, the trend towards contained trade, the market size, and the desired market share in the future. Attention was paid to the elements that affect the generation of tangible and intangible competitive advantage, which the researcher compiled in the analysis of the sources of competitive advantage, while each element was analyzed separately.

Methodology of the Study

Sample and Population: the primary data were from a population of 215 respondents distributed in four categories. The study population categories included board directors, workers in the Damietta Container Terminal, and stakeholders with the terminal, in addition to a group of experts and academics in the fields of international transport, logistics, and marketing according to the following:

Table (2): Study of Population by Sectors, Questionnaires, Response Rate

Study Community	No.	Questionnaires Distributed	Returned Questionnaires	%	Correct Questionnaires	Response Rate %
Board Directors	12	3	3	25	3	100
Experts and academics	105	12	11	10.48	11	91.7
Shipping lines and customers	526	58	55	10.46	54	93.1
Terminal workers	1360	167	152	11.18	147	88.02
	2003	240	221		215	

**The sample percentage was more than 10% of the sample population

The statistical analysis used in the study:

Descriptive analytical results of competitive marketing strategies and Competitive advantage: It was in two parts:

a) The selection of groups for strategy and competitive advantage was as follows

- The board of directors group chose the differentiation Focus strategy with an average (3.800) and the highest competitive advantage was the advantage of delivery with an average (4.267).
- The expert group chose the differentiation Focus strategy with an average (4.182) and the highest competitive advantage was the advantage of delivery with an average (4.273).
- The customer group choice Differentiation Focus strategy with an average (4.208) and the highest competitive advantage was the delivery advantage with an average (4.322).
- The group of workers chose the differentiation Focus strategy with an average (4.022) and the highest competitive advantage was the advantage of delivery with an average (4.218).

b) Arrangement of the study axes

The dispersion of the data for the study axes can be compared in general by comparing the relative dispersion coefficient = standard deviation / mean ×100. The following table shows the value of the relative dispersion coefficient for the study axes.

Table (3): Relative Coefficient of Variation for the Study Axes in General.

	Strategy	General Mean	Standard Deviation	Variation Coefficient	Ranking	Axle Alpha
Competitive Marketing Strategy	Cost Leadership	4.0127	0.7976	19.9%	4	0.645
	Differentiation leadership	4.0148	0.8576	21.4%	3	0.712
	Cost Focus	4.028	0.8878	22.04%	2	0.894
	Differentiation focus	4.0739	0.7607	18.7%	1	0.807
Competitive Advantage	Cost	4.1749	0.7827	18.8%	2	0.636
	Quality	4.01	0.7985	19.9%	4	0.769
	Delivery	4.247	0.731	17.2%	1	0.824
	Flexibility	4.0384	0.843	20.9%	3	0.624
	Creativity	3.9689	0.860	21.7%	5	0.625

****The expressions of differentiation focus strategy are the least dispersed (the most homogeneous) with a dispersion rate of 18.7%, while the cost concentration strategy is the most dispersed (the least homogeneous) with a relative dispersion rate of 22.04%.**



****The delivery axis phrases are the least dispersed (the most homogeneous) with a dispersal rate of 17.2%, while the creativity and innovation axis are the most dispersed (the least homogeneous) with a relative dispersion rate of 21.7%.**

Test Hypotheses of the Study

The first Main Hypothesis

In this part, we analyzed the correlation between the study variables included in the first main hypothesis. Pearson's simple correlation coefficient was used as a statistical method to test the sub-hypotheses of this hypothesis with a significant correlation (at $\alpha \leq 0.05$) to make an accurate decision regarding the validity of the first hypothesis, which testing:

- *The null hypothesis (H0):* There is no statistically significant correlation for the strategic marketing tools to achieve competitive advantage (5 advantage).
- *Existence hypothesis (H1):* There is a statistically significant correlation for the strategic marketing tools to achieve competitive advantage (5 advantage).

The relationship of the strategies to sources of competitive advantage:

Table (4): Pearson's correlation coefficient of strategies (cost leadership- Differentiation leadership- Cost Focus- Differentiation focus) on competitive advantages (Cost-Quality-Delivery-Flexibility-Creativity).

		Cost	Quality	Delivery	Flexibility	Creativity
Cost Leadership	Pearson R	0.989*	0.987*	0.974*	0.978*	0.999**
	Sig.(2.tailed)	0.011	0.013	0.026	0.022	0.001
Differentiation leadership	Pearson R	0.998**	0.999**	0.996**	0.995**	0.986*
	Sig.(2.tailed)	0.002	0.001	0.004	0.005	0.014
Cost Focus	Pearson R	0.981*	0.978*	0.962*	0.967*	0.999**
	Sig.(2.tailed)	0.019	0.022	0.038	0.033	0.001
Differentiation focus	Pearson R	0.985*	0.992**	0.996**	0.989*	0.951*
	Sig.(2.tailed)	0.015	0.008	0.004	0.011	0.049

*The correlation coefficient is statistically significant at the significance level of 0.05

**The correlation coefficient is statistically significant at the significance level 0.01

From *Pearson's coefficient*: there is a strong direct correlation, the degree of statistical significance is less than 5%.

We will accept hypothesis (H1) that there is a statistically significant relationship between the strategies (Cost leadership- Differentiation

Leadership-Cost Focus-Differentiation focus) and the achievement of competitive advantage with the advantage (costs-quality-delivery-flexibility- creativity).

The Second Main Hypothesis:

There is no statistically significant effect of the strategic marketing elements represented in the competitive strategies (cost leadership, Differentiation leadership, cost focus, Differentiation focus) on achieving competitive advantage, and in order to test this hypothesis, it is necessary to formulate the non-existence and non-existence hypotheses are rejected or accepted, according to the following:

- *The null hypothesis (H0):* There is no statistically significant effect of the strategic marketing tools on achieving competitive advantage (costs-quality-delivery-flexibility-creativity) separately.
 - *Existence Hypothesis (H1):* There is a statistically significant effect of the strategic marketing tools on achieving competitive advantage (costs-quality-delivery-flexibility-creativity) separately.
- The existence hypothesis if the significance level in $\text{sig} \leq 5\%$ accepted.
 - The existence hypothesis if the function level in $\text{sig} \geq 5\%$ rejected.

The following decision can also be used, which gives the same results:

- Accepting the hypothesis of being in the computed $F_{\text{state}} > F_{\text{tabulated}}$.
- Rejection of the hypothesis in the computed $F_{\text{state}} < F_{\text{tabular}}$.

The Relationship of the strategies to sources of competitive advantage:

Table (5): Regression analysis to show the strategies (cost leadership- Differentiation leadership- Cost Focus- Differentiation focus) to achieve competitive advantage (costs-quality-delivery-flexibility-creativity).

Independent variable	Cost Leadership		Differentiation leadership		Cost Focus		Differentiation focus	
	R2	Beta	R2	Beta	R2	Beta	R2	Beta
Cost	0.978	0.989	0.997	0.998	0.963	0.981	0.970	0.985
Quality	0.974	0.987	0.999	0.999	0.956	0.978	0.984	0.992
Delivery	0.949	0.974	0.992	0.996	0.925	0.962	0.992	0.996
Flexibility	0.956	0.978	0.990	0.995	0.935	0.967	0.978	0.989
Creativity	0.998	0.999	0.972	0.986	0.998	0.999	0.905	0.951



The results of the analysis estimation of the regression line as follows:

a) The results of cost leadership strategy to achieve competitive advantage:

p (low cost leadership strategy) = - 0.421 + 1.064x (cost strategy) • The calculated F value is (90.620) and the calculated significance level is 0.011 < 0.05.
P (Low Cost Leadership Strategy) = - 0.199 + 1,049 Q (Quality Strategy) • Calculated F value is (74.170) and the calculated significance level is 0.013 < 0.05.
p (low cost leadership strategy) = 1.033 + 0.703 x (delivery strategy) • The calculated F value is (37.552) and the calculated significance level is (0.026) < 0.05.
p (low cost leadership strategy) = 0.499 + 0.873 x (flexibility advantage) • The calculated F value is (43.626) and the calculated significance level is 0.022 < 0.05.
p (low cost leadership strategy) = 0.326 + 0.927 x (creativity and innovation strategy) • The calculated F-value is (1091,045) and the calculated significance level is 0.001<0.05

b) The results of Differentiation strategy to achieve competitive advantage:

p (Differentiation leadership strategy) = -0.546 + 1.095 x (cost advantage) • The calculated F value is (590.976) and the calculated significance level is 0.002 < 0.05.
P (Differentiation leadership strategy) = -0.333 + 1.083 x (quality advantage) • The calculated F-value is (1764.993) and the calculated significance level is 0.001<0.05.
p (Differentiation leadership strategy) = 0.911 + 0.732 x (delivery advantage) • The calculated F value is (236.235) and the calculated significance level is 0.004 < 0.05.
p (Differentiation leadership strategy) = 0.372 + 0.906 x (flexibility advantage) • The calculated F value is (190.347) and the calculated significance level is 0.005 < 0.05.
p (Differentiation leadership strategy) = 0.306 + 0.933 x (creative advantage) • The calculated F value is (69.912) and the calculated significance level is 0.014 < 0.05.

c) The results of Cost Focus strategy to achieve competitive advantage:

p (cost focus strategy) = 0.563 + 0.832 x (cost advantage) • The calculated F value is (51.335) and the calculated significance level is 0.019 < 0.05.
p (cost focus strategy) = 0.740 + 0.819 x (quality advantage) • The calculated F value is (43.153) and the calculated significance level is 0.022 < 0.05.
P (Cost focus Strategy) = 1.709 + 0.547 x (delivery advantage) • The calculated F value is (24.827) and the calculated significance level is 0.038 < 0.05.
p (cost focus strategy) = 1.290 + 0.681 x (flexibility advantage) • The calculated F value is (28.768) and the calculated significance level is 0.033 < 0.05.
p (cost focus strategy) = 1.123 + 0.731 x (creative advantage) • The calculated F value is (1211.501) and the calculated significance level is 0.001 < 0.05.

d) The results of Differentiation focus to achieve competitive advantage:

P (Differentiation focus Strategy) = -0.512 + 1.102 x (Cost Advantage) • The calculated F value is (63.830) and the calculated significance level is 0.015 < 0.05.
P (Differentiation focus Strategy) = - 0.325 + 1.097 x (Quality Advantage) • The calculated F value is (123.317) and the calculated significance level is 0.008 < 0.05.
P (Differentiation focus Strategy) = 0.910 + 0.747 x (delivery advantage) • The calculated F value is (261.104) and the calculated significance level is 0.004 < 0.05.
P (Differentiation focus Strategy) = 0.384 + 0.919 x (flexibility advantage) • The calculated F value is (87.627) and the calculated significance level is 0.011 < 0.05.
P (Differentiation focus Strategy) = 0.425 + 0.919 x (Creativity Advantage) • The calculated F value is (19.093) and the calculated significance level is 0.049 < 0.05.

From table (5): It will accept hypothesis (H1) that There is a statistically significant effect of the strategies (Cost leadership-Differentiation leadership-Cost Focus-Differentiation focus) on achieving competitive advantage (costs-quality-delivery-flexibility-creativity) separately. the model describe approximately between 90.5% : 99.9% of data.

The Results

- **The results showed the interest of the four groups in applying strategic marketing to a high degree, starting with choosing the differentiation focus strategy, which is different from the study (Wang, 2017), which chose the strategy of cost leadership, The results of the four groups focused on the development of the terminal and equipment, which is consistent with (Shair Mustafaa, 2020), raising the technical efficiency of the ports of South Asia and the Middle East, enhancing their efficiency and improving management. The four groups differed in the order of the rest of the strategies. Here, we find that Damietta Container Terminal adopts a strategy of cost leadership, which is not commensurate with the development of the terminal and the pursuit of owning a competitive advantage, and that this strategy depends on the total market, which is the opposite of the terminal analysis, which reached a strategy of a part of the market.**
- **The interest of the four groups was shown in the competitive advantage, the first of which was the delivery advantage to a high degree, which is consistent with (Volberda, 2011) focusing on innovation advantage. where the two groups of the board of directors and the customers were interested in the phrase achieving competitive advantage by providing service in less time than competitors, but the groups of workers and experts interested in finishing the ship's work according to the time specified with the shipping lines and researching methods to increase performance rates.**
- **There is a strong and medium correlation between strategic marketing rolls (competitive marketing strategies) and achieving competitive advantage (costs-flexibility-quality-delivery-innovation) at($\alpha \leq 5\%$).**
- **There is a statistically significant effect of competitive marketing strategies on achieving competitive advantage (costs-flexibility-quality-delivery-innovation) when ($\text{sig} \leq 5\%$).**
- **The terminal is not interested in owning a distinctive brand, but rather depends on its connection to global shipping routes, in contrast to some terminals that move away from global shipping lines and attract customers either through logistical activities or work as feeding terminals to reach ports and pivotal terminals in the market in which they operate, with Lack of interest in implementing services and logistical activities. Here, the terminal management must reconsider adding logistics activities to it with a strong brand.**
- **Lack of interest in the advantage of creativity and innovation as one source of competitive advantage, even though it is a key factor in**



achieving proactive strategic marketing, and the greatest interest in development, whether equipment or infrastructure and information. Here, the management of the terminal must work to introduce new and innovative ideas into the service provided, whether from the expertise of the workers or Funding scientific studies related to container handling the activity.

Recommendations

The maritime transport sector at the Ministry of Transport should work on strategic planning for the marketing of the Egyptian container terminals by dividing the total market into parts. Each container terminal (governmental - private - operators) is assigned a part of the market according to an analysis of each terminal and achieving integration among them through strategic marketing for each terminal.

Damietta Container Terminal is expected to reconsider the current strategy of the terminal and adopt a strategy differentiation focus through:

- Improve performance, efficiency and reduce operating costs to be competitive.
- Provide customers with a price advantage based on the size of the contract.
- Connecting the terminal to a modern information network, implementation of distinguished quality systems.
- Linking the terminal to the backyard through multi-modal transport and taking care of the dry ports while entering a partnership with the lines, a dry port next to the port to achieve forward integration.
- Developing the organizational and administrative structure, whether inside the terminal or with the parties dealing with it and improving the strategic relationship with the terminal.
- Adoption of sustainable development from an administrative, operational and environmental perspective
- The terminal needs to develop the infrastructure to increase the volume of trading in the terminal and receive giant ships, and the need to increase the speed of container handling and reduce the total time for using the port, taking into consideration the importance of the time and delivery factor as a competitive advantage.
- Analyze the strengths and weaknesses of the service system provided to the terminal, taking into consideration the human factor.

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