Strategic Marketing Approach in Container Shipping: Application of Ten S Model

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Abstract— **The application of strategic marketing theories is rather difficult due to the complexities in demand and supply factors in the shipping industry. Shipping is a derived demand of international trade. The supply of shipping also has its exclusiveness leading to very complicated outcomes. Given the fact that shipping has more services characteristics than that of a product the key fundamentals such as perishability, intangibility, non-separability, and heterogeneity make it further complicated. This paper attempts to systematically apply the Ten S marketing model because it is expected that the model could be applied in highly complicated marketing environments.**

Keywords— **Include container shipping, Ten S Model, strategic marketing**

I. INTRODUCTION

A. Container shipping

Shipping has proved its potential as an increasingly efficient and swift method of transport. Containerization has made a notable change globally in the system of freight transport. Containers are capable of transporting efficiently over long distances, and facilitate multimodal transport without intermediate reloading at any mid points. It is generally accepted that more than 90 per cent of global trade is carried by sea. Containers are an asset that maritime shipping companies make available to service their customers. Providing containers help increase the utilization rate of containerships [1]. Container ships and containers are supplementary to each other thus Container Shipping Lines (CSL) cannot transport cargo if containers are not available. Shipping is highly sensitive with respect to timely delivery of cargo thus availability of containers is vital as much as availability of ships. Edirisinghe, Jin, & Wijeratne, [2] (In press) investigates, the strategies that are currently used by shipping lines to manage their container inventories efficiently and effectively

One of the most striking developments in the global economy since World War II has been the tremendous growth in international trade [1]. The total sum spent on repositioning of an empty container (MTY) is a complex calculation because the cost parameters are numerous and varied [3]. Shipping is a business that grew up with the world economy, exploring and exploiting the ebb and flow of trade [2]. The CIM decisions are usually influenced by many factors [4].From 1981 to 2009, global transport of containerized cargo increased approximately 3.3 times faster than the world's GDP [3]. World's very first all-container ship "Gateway city" was found in 1950 [4] and containerization was commercially implemented in the US in the mid-1950s [1] and is the driver of the twentieth century economic globalization and world container port throughput increased by an estimated 3.8 per cent to 601.8 million 20-foot equivalent units (TEUs) in 2012 [5]. Containerization was not just about ships but a new way of organizing transport [2] which has made a significant change globally in the system of freight transport. However, container fleet size and the complexity of the container shipping network [6] have increased dramatically bringing more challenges to the operation of the container shipping system. Cross-border transportation is an engine to promote the foreign trade [7]. The system, that proved its potential as an increasingly efficient and swift method of transport, led to greatly reduced transport costs, and supported a vast increase in international trade. 'Container' means, an article of transport equipment of a permanent character and accordingly strong enough to be suitable for repeated use [8] or any type of container, transportable tank or flat, swap body, or any similar unit load used to consolidate goods, and any equipment ancillary to such unit load [9]. Container ships and containers are supplementary to each other thus Container Shipping Lines (CSL) cannot transport cargo if containers are not available. Containers are capable of transporting efficiently over long distances, and facilitate multimodal transport without intermediate reloading at any mid points. The total existing fully cellular fleet as at 14th November 2016 (all sizes / all positions) stands at 6.038 fully cellular ships for 20,713,884 [10]. Containers are built to standardized dimensions, and can be loaded and unloaded, stacked, capable of being transported efficiently over long distances, and transferred from one mode of transport to another without intermediate reloading at any mid points. The terminal related variable fees connected to different segments and services (e.g., fee per handled container, trailer, swap-body, storage of load units, etc.) [11].

Although bigger Container Ships (CS) were built to derive benefits of economies of scale carriers found it does not work always given the derived demand factor inherent in the shipping industry. To obtain the economies of scale advantage CSL used to form consortia and share the ship space. Accordingly, CSL presently share ships' space with

competitors. In addition to Vessel sharing these alliances gradually extended the collaboration to other areas such as, service rationalization, operating expense sharing, equipment interchange, and joint service contracts.

B. Ten S Model

Many textbooks attempt to explain how to market a product successfully. The marketing concept having its origin in many already complicated disciplines such as Economics, psychology, and Sociology created a platform for many professionals and ideologist to construct various models or matrix to help analyse and debate firms marketing approaches. Out of various models and tools available to help develop a strategic marketing plan, the Ten-S model created by the late Professor Uditha Liyanage is exclusive and something unique for its simplicity while keeping the comprehensiveness and visibility of the entire marketing process.

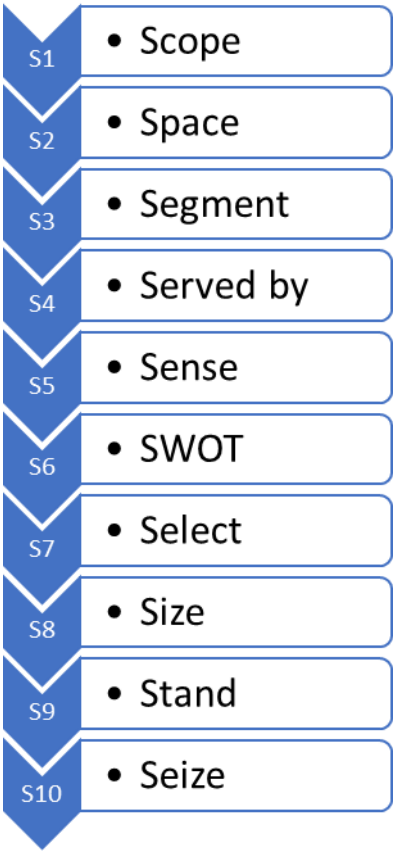

Fig. 1 The Ten-S Model

Firstly the framework originates from the Business scope that eliminates the possibilities of being myopic defining what business they are in [2]. Secondly it prompts the firm to clearly define the market space that they will associate followed by identifying market segments, competitors who serve the segments through a detailed study such as analysing key purchase determinants. This helps the firm to sense the market opportunities that will be evaluated through a SWOT analysis in the stage six. The target market segment(s) will be selected and quantifiable objectives will be determined in next two stages. The last but not the least the operationalization of the plan using marketing mix will be done in the tenth stage. This framework is produced in Fig.1as a process flow diagram for easy reference.

Marketing is on one hand defined as a business philosophy which shapes and directs the organizational processes. This confirms the necessity of every person's contribution in the firm through top management's commitment while on the other hand marketing functions sense, design and deliver customer value that should necessarily be handled by professionals. Therefore, in such a complicated process the Ten-S model thus provides the visibility across the firm to stakeholders about purpose of their existence and facilitates smooth functioning of true marketing approach.

C. Case study approach

The researcher has selected to apply the Ten S model to one of the leading shipping lines in the world but the name of the carrier is kept anonymous due to commercial reasons. However, it would be necessary to enlighten the reader about the commercial status of the carrier as the model will be explained as an application to the respective carrier. The selected carrier ranks at top level with a fleet of approximately 3 million TEUs and claiming a double-digit market share of container trade. The marketing of shipping industry involves many complicated disciplines in addition to consumer marketing such as Services, Organizational buying which make this exercise very interesting though. A service is an economic activity that creates value and provides benefits for customers at specific times and places by bringing about a desired change in, or on behalf of, the recipient of the service [3]. Organizational buying is the decision-making process by which formal organizations establishes the need for purchased products and services then identifies, evaluate, and choose among alternative brands and suppliers. [4]

This paper consists of three main sections and the section II illustrates the stages of the Ten-S framework and its application in the container shipping environment.

II. The Application of Ten 'S'

This chapter consists 10 sub topics that that elaborate the application process of the components in the Ten 'S' model. Since the model is generalized to suit to any firm irrespective of the intended organization deals with product or service, the application of each component can be customized to shipping lines that offer services. Accordingly, the ten components namely, Business scope; Market space; Segmentation; Served by; Sensing; SWOT; Select; Size; Stand; and Seize will be explained below.

A. Scope (Business Scope-BS) A. Scope

Defining the right business scope (BS) of a firm is crucial and challenging because it is the starting point of the Ten-S matrix. If the beginning itself is myopic the firm cannot expect a successful outcome at the end of the process. The literature reveals that IBM lost sight of its customers. IBM

failed to deliver the 'change' demanded by customers. Because, the firm believed that they were in "selling computer hardware and software" business. In contrast companies such as Nike and Wal-Mart manage to stand for market oriented definitions by understanding what business they are in. Nike help people experience the emotion of competition, winning, and crushing competitors, while Wal-Mart delivers low prices every day. The results would have been the same like IBM if Nike thought they sell shoes and if Wal-Mart ran discount stores. In order to determine the BS it is vital to understand the concept of Terminal Customer Value of an industry or a firm.

- Terminal Customer Value (TCV) in shipping

Identifying the service or benefit the customer is really buying is the key to success for any product or service; a hotel guest is buying "rest and sleep"; the purchaser of a drill is buying "holes". Therefore, the shipping company must see themselves as benefit providers to engage in successful marketing. Ohmae, [5](1988) explained how the manufacture of a coffee percolator may identify the features that should reflect in the successful design of a percolator [5]. The first and foremost is to understand why do people drink coffee and what are they looking for when they do? The answer was "Good Taste". In order to provide this the firm should know what influences the taste of a cup of coffee. The beans, the temperature, the water was identified as key factors among many such causes thus the product was designed to cater to such TCV making the product most successful. The similar question was raised to the consumers in shipping. Why do they use shipping lines? The answer came, 'hire space in ships'. Why? ; To move their cargo. And what are they looking for when they do? A "Good Service" so what influences a good service ? State of the art ships, fixed arrival/departures, and convenient shore based service.

Defining the TCV correctly help marketers to understand the strategic business scope. Using the archetype of railroads Levitt, . (1975) urged organizations to define their industries broadly to take advantage of growth opportunities. (Break Bulk ships-one major ocean freight category failed considerably in the rail road due to evolution of sea freight containers which will be discussed under FSS in water transport.)

Encyclopædia Britannica defines transportation, as "the movement of goods and persons from place to place and the various means by which such movement is accomplished." The most dominant modes of transport are aviation, rail transport, road transport and water transport. However, the transportation is possible through pipelines, cable transport, space transport and off-road transport. The container shipping business therefore has its origins in water transport. Therefore, as long as the container shipping consumer looks at a TCV of "movement of cargo" it derives a conclusion that the Container shipping lines (CSL) are in the transportation business.

B. Space

Space in this model refers to the market space. If a firm that manufactures toothpaste defines its BS as toothpaste they become myopic and will not visualize real competition until it is too late. The toothpaste is just the form of the firm's offer but the TCV is a broader factor such as oral care. Therefore, the BS could consider oral care to be nonmyopic. Consequently, the Market Space (MS) of the firm may be defining as toothpaste. According a CSL should closely look at its FSS (stated above) before defining its MS. Having considered the inherent limitations, pros and cons etc. of each FSS the MS for CSL can be concluded as container shipping market.

One can argue that when the toothpaste firm restricts to just one form (i.e. toothpaste) isn't it itself being myopic. Well, the answer is Yes and No. How can one conclude that an oral caring "chewing gum", medicated tablet or a mouth wash that provides precisely the similar benefit like the oral "paste" (existing toothpaste to be specific) would not create a deadly competition from nowhere? (From the Sri Lankan context, the brand "Danttha Muktha" came in powder form and lost its foot due to messy application and compatibility issues with use of tooth brushes together with heavy advertising by MNCs). Therefore the possible justification in favour of MS-toothpaste is a logical assumption that the "paste" form continue to be the trend in the foreseeable future thus the firm should not be unnecessarily expanding its watchful boundary.

2) Forms Substitution Set (FSS)

The firm must define the business domain in terms of value and not as means of the competitor brands. Apart from barely escaped Hollywood there are other industries and firms that are faced with severe repercussions due to the emergence of Television. Therefore, the firm should analyse other forms of offers that can substitute the firms' existing offer. The rightly define a Business scope and TCV is a prerequisite in the Ten-S process. The FSS can originate from a totally different industry thus what really matters is that to see if such a form can offer the same or higher value to the consumers and compete.

The Time Magazine was very popular few decades ago but not anymore. The reason is not only other firms who publish magazines but the firm not realizing the TCV and defining the broader BS that allows the firm to be cautious on the real competition apart from mere existing brands of same product. People enjoyed the action pictures in the Time Magazine and the firm was doing it well but the Television could satisfy such customers comprehensively and it was very late when the Time magazine realized that there was no gap for them to supply in the demand/supply equation anymore.

As far is shipping industry is concerned what are the other forms that would possibly satisfy the TCV of its consumers? There are three primary means of transportation; Land, water and air. Land will be isolated to a great degree because land transportation cannot always substitute water or air transportation. (The concept of multimodal transport has its own complications and in-depth analysis of it therefore intentionally left out in this discussion). Air can be an equally or better substitution to provide customers a faster service but in the foreseeable future the cost factor and other technical reasons would not allow "Air" to substitute "Water" in a comprehensive capacity. (However, it should be remembered the fact that shippers3 found air as a "situational" substitute between certain port pairs for few distinctive commodities such as garments or live plants but the world trade volumes that should essentially go by sea is very big).

However, the industry complexity does not end there. The water transportation itself consists of many sub forms.

3) FSS in water transport

There are eight types of water transport vessels classified in the reports compiled by UNCTAD, however only four main categories will be considered here primarily to assess the importance of focusing on a broader market space and business scope. The four main categories include Break bulk ships, Dry bulk ships, Container ships, and Tanker ships. Break bulk (BB) was the most ordinary form of cargo for most of the history of shipping. The competition for BB did not come within BB vessel operators but from other substitutable forms called Dry Bulk ships (DB) and Tankers (TS) and Container ships (CS). The substitution DB and TS did away with the transport of liquids in barrels and cargoes such as grain in sacks. Consequently, a decline of BB was inevitable with the advent of containerships and even tankers and bulk carriers about some commodities in which the consumers realized more value due to faster turnarounds with fewer personnel.

Since the late 1960s CS made an enormous impact on the volume of break bulk cargo because moving cargo on and off ship in containers is much more efficient, allowing ships to spend less time in port. The outcome was more value to consumers. However not all cargo can be substitutable due to obvious practical reasons but the above scenario sets living examples of FSS in the industry in which the CSL need to remember. This is a very good example to prove that the competition toa container carrier may not necessarily come from another container carrier but from a totally different category of carrier such as DB. It is noted that historically commodities such as grain in sacks in the BB market had been converted to DB ships. Therefore, competition had come from another FSS and not among other BB carriers. Tanker ships (TS) in fact initially were built to carry liquids such as oil but are now making a substantial threat on BB and DB carriers for some commodities such as grain. With the improvement of technology these ships consist of high power pumping systems that can easily handle loading and discharging of cargo comprising of relatively small solid in addition to liquids (of course with limitations). Therefore, the true competition comes from another FSS.

C. Segment

For example, the segments in toothpaste market represent socio economic, Demographic (Large families, Teens. Children/parents, Male/Female) and psychographic groups as it is considered to be Business to Consumer (B2C) market. Shipping, predominantly being a Business to Business (B2B) market calls for a different approach in segmentation.

Once the potential groups of consumers are identified, a test to be carried out to validate the existence to such segment. The answers for "what do they buy?" and why do they buy?" make the fundamental validation of a segment. If a product (what) can satisfy two who's (two proposed segments) then actually no two segments exist in such situation. This may require further validation of SADAM test which evaluates each segment whether the selected segment is sizable, accessible, distinctive, actionable, and measurable to exist and sustain.

While the conceptual reality is the same, there is practical variance in application in shipping than that of toothpaste or any Fast-Moving Goods (FMG) for that matter. It is useful to understand the customer value hierarchy prior to attempting the segmentation and Liyanage value pyramid illustrated in figure 2 gives a logical direction.

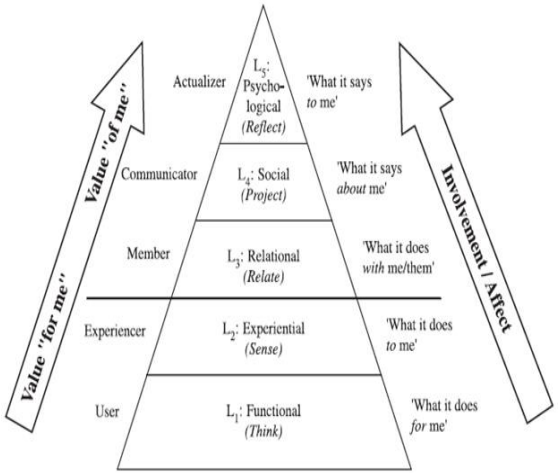

Fig. 2 Liyanage Value pyramid [6]

The Business markets havea greater tendency towards rational decisions based on economic discipline than the emotional impact that is usually found in consumer markets. But it is still possible to analyse the value hierarchy in the shipping market. However, it is easier to understand the concept using an example from the consumer market. A consumer buying a CROSS pen primarily gets a functional value of smooth ink flow, then get a low weight as an experiential value. When the consumer realizes that his/her admiring friends too use similar pens it gives a relational value of being associated. Thereafter consumer "wears" the pen as an ornament trying to communicate to others about himself. Thereafter he gets a psychological value by self-actualizing.

Similarly, the shipping consumer primarily gets the value of smooth delivery of goods as a functional value. Then he experiences the service features such as the network communication, container tracking etc. The shipping line considered in the research being a prestigious carrier feels proud to be associated with other leading exporters in the country thus getting a relational value. This association gives value to a communicator about the consumer that he would not have got otherwise. At the end, the consumer will have a psychological value by being proud about using their service.

1) Major Segmentation Variables for Business Markets

Previous reseraches suggests seventeen segmentation variables for business markets out of which five appropriate variables were considered for this study. For the given MS, therefore the segmentation variables of Industry, Company

size, Location, Urgency and Size of order are vital. For the convenience of reference the author has assigned four identities namely, Galivers, Consevaties, Destinies,and Liliputs.

TABLE 1
SEGMENTING THE CSL MARKET

	Segment Name	**Galivers**	**Consevaties**
Who buys?	Industry	Garments, Tea	Fibre, Spices
	Company size	Above 5000 TEUs/year	1000-5000 TEUs/year
	Location	Many	Moderate specific
	Urgency	High	Moderate
	Size of order	Big	Moderate
What is bought?	% of the market	35%	30%
	Type	Service contract	Spot volumes
	Purchase frequency	Weekly	2-3 times a month
Why?		Fast Transit	Availability
Potential for growth		Medium	Moderate

	Destinies	**Liliputs**
Who buys?	Various	Specific
	Less than 1000TEUs/year	Less than 1000TEUs/year
	Specific	Occasional
	Mixed	Mixed
	Small	Very small
What is bought?	15%	20%
	Ad-hoc volumes	Isolated
	Monthly	Monthly and less
Why?	Regularity	Flexibility
Potential for growth	Moderate	Moderate

Each segment qualified the SADAM Acid test and also holds different answers when the question "Why do you buy the X line (the name of the line anonymous) service?" is being raised. Galivers buy for availability of any quantity of clean containers and slots while Liliputs needs prompt response to inquiries. Consevaties need extended container demurrage free time and freight adjustments. Destinies focus on the customer service criteria at ports that they have regular movements.

D. Served (by whom?)

Container shipping business is presently served under various brand names including Non-Vessel Operating Common Carriers-NVOCC in Sri Lanka as per recent un-official statistics. However, there are only thirty-one key players who own/operate ships and carry more than 1000 TEUs of export container cargo ex Colombo per year. More details about top three players will be discussed under "Sensing"

E. Sense (Market Opportunities)

To sense market opportunities a clear understanding on the Key Purchase Determinants KPD is a must. The degree of importance of each KPDs may vary thus the marketer should essentially assess this criterion too and assign a weight to each KPD if at all to derive a logical marketing information through the data set. This approach facilitates a comparison among competitor offerings and the own offering.

It has been revealed from a previous researches that container shipping consumers are very concerned about the Flexibility in documentation, availability of clean and seaworthy containers, Fast transit times, Fixed vessel schedules, Competitive freight rates and maintaining weekly Frequency of ships. The impact on freight rate (Price) play a more complex role unlike in contrast to a consumer market primarily due to shipping being a derived demand of world trade and for its B2B front end.

Figure 3 illustrates the response of 50 customers for six KPDs in the likert scale. (SA-Strongly agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly disagree)

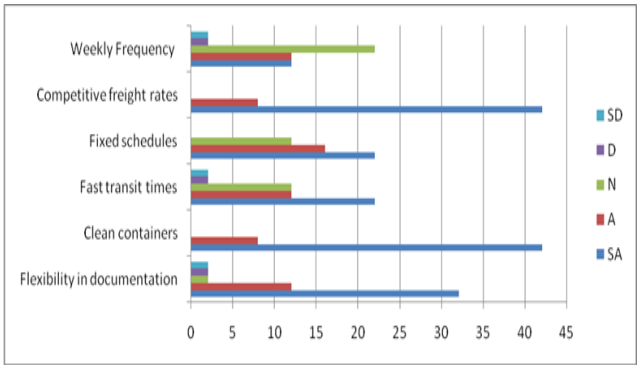

Fig. 3 The CSL customer responses for six key purchase determinants

Based on the response a specific weight was allocated to represent more realistic value under each criterion. This was done based on the following assumptions.

1. Customers who responded N has no impact to the weight.
2. SA and SD have 100% strength in each response while A and D have less strength on their stand of the response (Hypothetically taken as 75% for each count of response under A and D. In other words, the term Strong gives 100% impact).
3. SA and A have positive value while SD and D are negative)

TABLE 2
ASSIGNING WEIGHT FOR EACH KPD

	1	2	3	4	5	6
KPD	SA	A	75% of A	N	D	75% of D
Flexibility in documentation	32	12	9	2	2	1.5

Clean containers	42	8	6	0	0	0
Fast transit times	22	12	9	12	2	1.5
Fixed schedules	22	16	12	12	0	0
Competitive freight rates	42	8	6	0	0	0
Effective Weekly Frequency	12	12	9	22	2	1.5

Continued….

	7	8	10	11
KPD	SD	1+3-5-7	Percentage	Weight 1-10
Flexibility in documentation	2	37	74	7
Clean containers	0	48	96	10
Fast transit times	2	27	54	5
Fixed schedules	0	34	68	7
Competitive freight rates	0	48	96	10
Effective Weekly Frequency	2	17	34	3

This information is then tabulated together with competitor details of three major CSL (2009 Exports from Sri Lanka- Top three CSL-X 27055TEUS, APL 23624 TEUS, MSC 18057TEUS - Unofficial data)

TABLE 3
THE EXPECT AND GET COMPARISON OF KPDS

KPD	Weigh t 1-10	X Line	Key Competitors	
			APL	MSC
Flexibility in documentation	7	3	6	9
Clean containers	10	9	9	8
Fast transit times	5	6	5	3
Fixed schedules	7	9	7	3
Competitive freight rates	10	7	8	9
Effective Weekly Frequency	3	8	5	1
Price (Freight Rate/TEU- Hypothetical -average of many trade lanes were considered)		1500	1300	900

The outcome of the systematic sensing exercise is usually a meaningful and effective Market Opportunity Statement (MOS). The concept of competitive value proposition should be considered at this level where greater satisfaction to the customer (V>P) and greater profit to the firm (P>V) realized in each Context thus both parties are better off.

1) Formulating a MOS for a shipping line

This statement usually includes what factors are to be raised, reduced, eliminated, create or maintained by a firm to capture market opportunities. The prime objective of forming the MOS is to either manage the organization's performance to suit customer expectations or to manage the customers' expectation itself. The latter can be achieved through effective marketing communication.

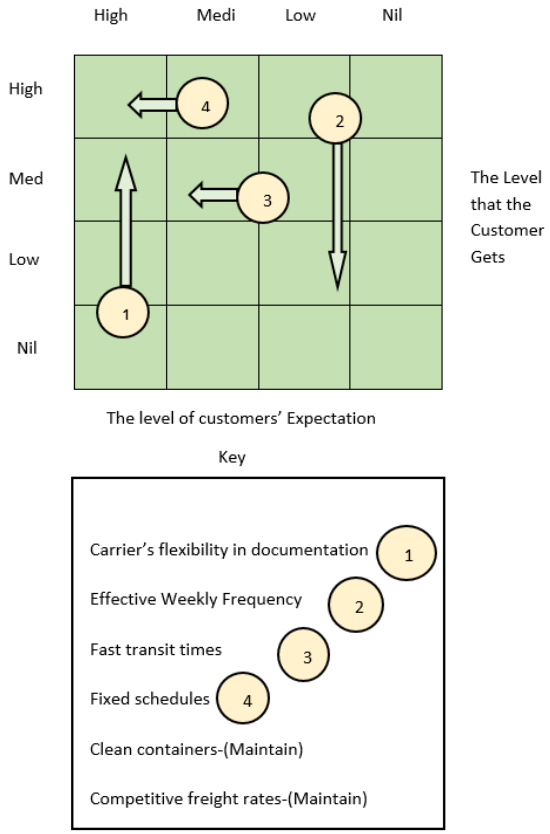

Fig.4 The Expect –Get Matrix

The Expect-Get matrix was used to map the X line's exiting status under each KPD to determine what factors should be raised, reduced, eliminated, created or maintained with due consideration to those of completion. KPD label 1 needs to increase while 2 reduces to match the customer expectation. About label 3 and 4 the firm will change the customer expectation level through marketing communication.

2) Proposed MOS for X Line

We will increase flexibility in documentation, and will reduce cost presently spent maintaining weekly frequency of ships. We will effectively communicate to the customers the competitive advantage offered by X in "Fast Transit", and "Fixed schedules" thus enhance the customer expectation levels under these factors. The company will make every effort to make available clean containers and competitive freight rates.

F. SWOT

Though the existing Gaps that need to be bridged have been identified in the sensing stage it is equally important to assess the internal strengths and weaknesses as well as external opportunities and threats in doing so.

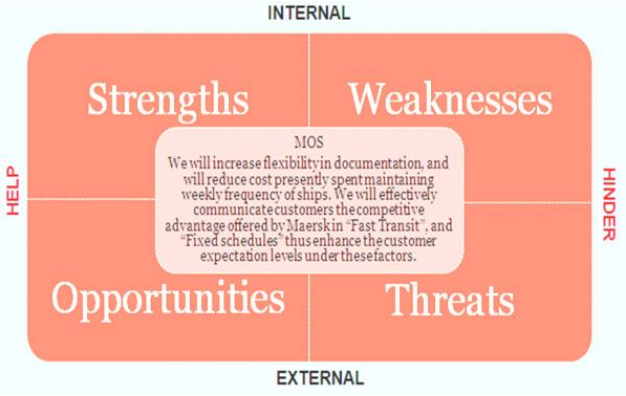

Fig.5 Assessing the internal and external impact

(Note: The Opportunities in the SWOT should not be misunderstood as the factors covered in MOS. These are essentially the external factors that help the firm). SWOT can be effectively carried out using two instruments commonly identified as ETOP and OCP. Market environmental analysis is carried out to understand and give a quantitative measure to opportunities and threats that are impelling on the operational space of the company. It is used to assess the business's chance of success in relation to the market opportunity identified.

TABLE 4
ETOP MODEL

KEF-Key environmental factors	Relative importance (1-10)				Impact (-5 <> +5)				Score			
	G	C	D	L	G	C	D	L	G	C	D	L
Legal implications	3	3	3	3	-1	-1	-2	-2	-3	-3	-6	-6
Container Imbalance	5	5	5	5	-2	-2	-1	-1	-10	-10	-5	-5
Demand for world trade	7	7	7	7	6	6	5	5	42	42	35	35
World politics/war	5	5	5	5	-2	-2	-2	-2	-10	-10	-10	-10
									19	19	14	14

Key: G-Galivers, C-Conservatives, D-Destinies, L-Liliputs

After the analysis, the company will know whether the internal competencies of the organization favour the proposed actions.

TABLE 5
OCP MODEL

KOF-K2y organizational factor	Relative importance (1-10)	Impact (>-5 > +5)	Score
Sales team capability	7	+4	+28
Dispersed operating culture	5	-3	-15
Advance MIS	5	+3	+15
Customer service high end attitude	6	-4	-24
Cheap financing	2	+2	+4
			+8

It is clear from the results of both OCP and ETOP score that the MOS can be operationalized successfully.

G. *Select*

The prerequisites of the selecting stage have already been achieved at the Segmentation stage because, to be an effective target a market segment should fulfil "SADAM" criteria explained under segmentation.

Destinies have Specific destination requirements which attracts some constrains to firm's decisions on service rescheduling etc. Its Ad-hoc volumes may create operational issues. After all, they expect regularity of service as the reason to purchase but on the other hand the carrier is not interested due to the firm's culture. Finally, the future potential is moderate while it constitutes only fifteen percent of market. Then the obvious question arises why the Liliputs be chosen? Well, the main reason is that new MOS focus on flexibility which is the purpose of buying claimed by that segment. The volumes are isolated and be operationally manageable. On the other hand, CSL should anyway target both big parcels and small parcels to strike a balance both operationally as well as commercially thus Liliputs are the best option. Especially, about Sri Lanka (SL) the geographic location plays a major role in many strategic decisions of CSLs particularly in the west bound vessels. SL is usually considered the last filling port on west bound vessels to Europe and Mediterranean. In case of previous port i.e. Singapore or Port Kelang has short-filled the ship than forecasted. SL should be able to capture additional volume to bridge the gap. Otherwise the entire voyage becomes a loss as the shipping space is perishable. Therefore, the combination of sufficient number of big parcels and large number of small parcels make sense in the Sri Lankan context provided that can be secured at short notice.

TABLE 6
SEGMENT ATTRACTIVENESS ANALYSIS

Segment	Share of the market	Growth Potential	ETOP score	OCP score	Rank assigned
Galivers	35%	10%	19	8	1
Consevaties	30%	5%	19	8	2
Destinies	15%	5%	14	8	4
Liliputs,	20%	7%	14	8	3

H. *Size*

The firm should set SMART objectives at this stage prior to implementing the marketing plan.

The forecasted volume should be specified in terms of TEUs from Galivers, Conservatives and Liliputs separately. Shipping is the derived demand of world trade, thus by evaluating past and present total export market, its growth potential and seasonal fluctuation etc. a realistic and achievable figure can be arrived at. Usually annual forecast be published with monthly breakdown considering traditional monthly fluctuations. (i..e. April and December low volumes).

TABLE 7
SEGMENT ATTRACTIVENESS ANALYSIS

	Market Volume in TEUS	Present X share	Forecasted X share
Galivers	75030	20%	25%
Conservatives	64310	18%	22%
Liliputs	42870	3%	10%

I. *Stand*

The Greatest Marketing Principal (GMP) is to own a word in the consumers' mind and be lodged there. Getting in to the consumers' Mental Filing System (MFS) and storing the

brand physically and chemically needs a systematic approach. There are two fundamental questions to be answered as a prerequisite in the process of complying with GMP: Now the competitive frame of reference for positioning has been fixed by defining the customer target market and nature of competition. Obviously, there are other CSL brands that offer similar benefits thus those attributes may not be the reason to buy X service. But such attributes cannot be neglected because, if the customer does not find those attribute in his/her MFS under X the brand will never come to customers mind in the first place.

This approach is called Points-of-Parity (POPs) – Associations that are not necessarily unique to the brand but may be shared by other brands i.e. where you can at least match the competitors claimed benefits. While POPs may usually not be the reason to choose a brand, their absence can certainly be a reason to drop a brand.

Once the marketer is clear about where to position the next logical question to answer is "what is to position?" It should be something that strongly associate with a brand, and customer should positively evaluate, and believe that they could not find those attributes or benefits to the same extent with a competitive brand. This approach is called Points of difference (POD) in which consumer finds strong, favourable and unique brand associations such as FedEx which call them as "guaranteed overnight delivery", and Nike's "performance".

In a comparable manner X may define the appropriate points-of-difference and points-of- parity associations. Having evaluated the container shipping consumers' needs attributes such as Reliability, Fastness, Punctuality and Flexibility may be called the POP. Fixed schedule (Reliable) and Fast transit times (Fast) perform better as confirmed in the table 2 can be considered the POD of the carrier.

J. Seize

Seizing the market opportunity through the MOS or Product Positioning Statement (PPS) is the final yet complicated stage in the Ten - S model. Because all the strategic decisions that were made in previous stages now to be operationalized using the appropriate marketing Mix. Even with regard to a similar product a completely different approach should be adopted by two brands therefore. To capture the distinctive nature of service performances, we will be modifying the terminology and extending the mix by adding three elements associated with service delivery: physical environment, process and people [3].

TABLE 8
OPERATIONALIZATION OF MOS

Proposed Marketing Mix for X	
Product/Service	Fixed Schedule
	Maintain Fast Transit
	Add Flexibility to Documentation
Place	Maintain / facilitate more online booking
Price	Maintain /adjust to capture new share
Promotion	Communicate customer, in financial terms, about "outcome" values of fixed schedules. Compare competitor freight rates keeping reservations for losses due to late deliveries etc.
Physical Environment (PE)	Customers have accepted the existing physical evidences (i.e as confirmed under clean containers one of key PE). thus maintain existing approach
Process	Serious consideration needed as required under flexibility in documentation
People	Perceptual reality is not a lesser reality. It is the reality. According to previous research many customers do not perceive X as a convenient shipping solution primarily due to negative attitude of people factor. Therefore, need an "outside- in" approach that will be only possible through change in people or their attitude. An outside-in perspective means that companies aim to creatively deliver something of value to customers, rather than focus simply on products and sales.

III. CONCLUSION

The Ten-S Framework is an ideal tool that can be used to develop an effective strategic marketing plan of any type of firm. Having applied the model to a complicated service like CSL it has been proved without any reasonable doubt that this is an excellent tool that can be used by the marketers to develop very comprehensive yet simply understandable strategic marketing plan. In many occasions firms fail their marketing efforts not because the plan is bad but the lack of compatibility at operationalization stage or simply being myopic in defining what business they are actually in. The Ten-S model provides sufficient opportunities to the marketer to deeply look at the realistic scenario through a bigger picture. In other words, this is a kind of a check list to the firm to carefully assess the market opportunities in a sensible manner. This facilitates the firm to be "looking out of the window" rather than "Looking into the mirror".

Every possible effort has been made to apply the real data such as trade volumes and competition in the process of the Ten-S model to make the study more useful in a real-life scenario than a mere academic exercise. However, in order to eliminate certain ambiguity some hypothetical data were also used. The previous research data that were used to derive the KPDs have their own limitation because the respondents are not necessarily the customers of CSL. Although CSL engages in multimodal transport only the water transport mode has been considered for this study due to its inherent complications.

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