MARKETING THE PORT OF TEMA

THE ROLE OF THE MARKETING DEPARTMENT OF THE PORT OF TEMA

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DECLARATION

I declare that except for the reference to other people's work, which have been duly acknowledged, this dissertation is the result of my own research carried under the supervision of:

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DEDICATION

To My Dear Mother Naa Deede.
ACKNOWLEDGEMENTS

There are individuals who contributed tremendously to enable me do the course work, fieldwork and completion of this report that I would like to recognize. First, I thank the almighty god for his guidance and protection throughout my studies.

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LIST OF ABBREVIATIONS

ECOWAS..........................Economic Community of West African States
GATT...............................General Agreement on Tariffs and Trade
GPHA...............................Ghana Port and Harbours Authority
PNDC...............................Provisional National Defence Council
TPN.................................Tema Pot News
GC-Net............................Ghana Community Network
DVLA...............................Driver and Vehicle Licensing Authority
CEPS...............................Custom Excise and Preventive service
TEU.................................Twenty Equivalent Units
ABSTRACT

The global Maritime industry has undergone remarkable transformation because of technological advancement in transportation systems. Ports are therefore under enormous pressure to update and improve their infrastructural facilities in order to satisfy current clients and attract additional users. In the West African sub region, this development has led to intense competition among ports traffic originating from their landlocked countries such as Burkina Faso, Mali, and Niger. The situation has compelled the Tema Port’s Marketing and Customer department to develop services to attract the landlocked countries, and to achieve the port’s aim of becoming the gateway to the sub region.

This study attempted to highlight the contribution of the Marketing department toward achieving the above-mentioned objectives. That is, find what the Marketing department was doing to attract more customers from ports such as Abidjan, Lome, and Cotonou to utilize its services.

The research methodology included a sample size of 50. The interviewers’ guide was administered to 6 respondents, and the questionnaire to 44 respondents. The study revealed that the port was beset with constraints such as delays, poor facilities for the transit truckers’ convenience, poor road networks between Techiman and Wa Hamele for transit traders, frequent stoppages of transit vehicles by the Ghanaian Police, port charges described by customers as exorbitant and ad hoc without corresponding increase in the quality of services, poor staffing, the absence of a dedicated website and inadequate transport for the department to do its work effectively.
In spite of the challenges, the Marketing department had been able to make some stride in trying to promote the image of the port through various fora and trade exhibitions in and around the sub region.

It was recommended that, the Ghana Ports and Harbours Authority (GPHA) of which the Marketing is an arm should try to match its efforts to providing efficient services to the port’s customer. These facilities would help the marketing department deliver efficient services to its present and potential customers.
CHAPTER ONE: INTRODUCTION

1.1 Background

In the majority of countries, most international trade (export/import), and in some cases large shares of domestic trade, is done through maritime transport. However, the availability of alternative transportation modes, such as road transport, do not give ports a monopoly in transporting goods and services. The development of integrated transport chains has also helped to reduce transport cost to such an extent that a shipper might prefer to use a distant port instead of a closer one. Therefore, modern ports need to provide competitive services that are timely and beneficial to the port customer. (Lourdes and Nombela, 2005).

The seaport, as the prime facilitator provides the only cost effective way to transport raw materials, components, finished goods and fuel in the global economy has generated the drive for the port of Tema to improve port efficiency, lower cargo handling cost and integrate port services to suit the needs of its growing customer base. In addition to this is the steady growth in Container traffic has prompted the Ghana Ports and Harbours Authority (GPHA) to invest in seven gantry cranes. The management of the port has embarked on a number of expansion and modernization projects since 1998.

Marketing the port’s services is pivotal in the effort of the port of Tema to take advantage of the transit trade from the hinterlands; and to promote and advertise their services to attract more transit cargo from the land locked countries namely, Burkina Faso, Mali, and Niger.
These three nations, out of the 16 countries in the West African sub-region are the ones, which have no direct access to the sea.

In 1986, when the Ghana Ports and Harbours Authority was mandated to take over the administration of the Ports by PNDC Law 1.60 there was no Marketing department dedicated solely to marketing the Port’s operations. However, it was not until the year 2002 that a Marketing department was set up. (Quansah, 2007)

The Marketing department solely focused on promotion, and related activities that used to be performed by the public relations department of the port. Although customer service and its related activities in reality formed part of the services performed by the operations department, it was not formally considered part of the marketing function. This resulted in the fragmentation of the marketing activities (Adorkor 1993), and consequently, a lack of coordination. The solution of this problem culminated in setting up the Marketing department in 2002 to take full responsibility for the ports overall marketing effort. However, the marketing department is yet to enjoy the full compliment of its structure (TPN. 2007). Currently the Marketing department has only five members of staff, comprising of the Marketing department manager who serves as of department, an Assistant manager, a Marketing Officer who receives complaints from customers as well the provision of vital information required by the port customer. A Marketing Supervisor also collates all relevant information on the port and from the customer for the Head of department for redress.

A secretary helps with typing of relevant materials and keeping of records for the staff.
The mission of the department as set up in the GPHA Newsletter (2006) is as follows;

- Provide general education to both internal and external customers for the achievement of quality service in the port.
- Be a channel of communication between the port and its clients and stakeholders.
- Continuously review the internal processes and recommend appropriate standards for enhanced customer service.
- Use various research methods to gather market intelligence data from the port clients and its competitors towards the improvement of the port processes.
• Adopt appropriate marketing strategies to retain existing customers and attract potential ones.

The Marketing department has its vision as thus "To become the catalyst for the port’s progress and profitably". Its functions and services provided include the following,

• Visits to clients and client association
• Business visits, promotions and exhibitions.
• Production and circulation of ports business journal and customer brochures
• Establishment and management of a Customer Service Centre to handle customer complaints, enquires and to provide prompt response to customer concerns
• Train all staff especially frontline staff on quality service delivery.
• Gather marketing intelligence from clients and competing ports.
• Research and data collection.
• Advertising
• Linking the port and its community in the area of port promotion (GPHA Marketing and Customer Unit, TPN Jan-April issue 2007 pg 24).

The primary role of the Marketing department is to turn the GPHA into a marketing oriented organization where the Authority as a whole appreciate the importance of finding out what the customers want, and thus organize to satisfy those needs. The Marketing department Manager is responsible for information/data gathering and marketing research activities in order to provide adequate and relevant information for decision-making.

Depending on the needs of identified customers, competitor activities, corporate objectives and resources, the Marketing department draws marketing plans allowing for trade offs between customer’s requirements and authority’s resources. This is to ensure that the
marketing activities actually meet customer’s needs. It is also responsible for the control and improvement of service quality by identifying customer needs.

The GPHA (Ghana Ports and Harbours Authority) has a mission statement, which reads as follows,

“We are in business to provide efficient port facilities and services to our customers. Our pricing policy seeks the mutual benefit of the Authority and our customers, as we keep them to keep our business. We recognize our workforce as the greatest asset and the key to our success in our pursuit to be the gateway to the West Africa sub-region. We will employ appropriate technology to our operations and also contribute towards a clean, healthy, and safe maritime environment”.

The G.P.H.A has a vision “To be a maritime hub, the most efficient one stop port services centre in the West African sub-region and Africa by the 21st Century”.

1.2 Statement of the Problem

Since the port has become an indispensable avenue for trade and development in Ghana, the port is expected to attract a significant amount of trade and investment. Part of the port’s reform process was to market the port’s services to achieve its commercial aims. The port authority has therefore embarked on a vigorous campaign to attract port users from landlocked countries (in the sub-region) which hitherto used rival ports like Abidjan, Cotonou, and Lome. The department has a role to play to bring this about. However, there were indicators that the department is bedevilled with a number of constraints such as low staff strength, lack of adequate transport facilities, and lack of in-service training for its staff. These could dampen the quest of the port to become the hub of shipping in the sub-region. There was therefore
much more to be done by the GPHA and the department in order to compete more effectively with the neighbouring ports (Daily Guide May 17\textsuperscript{th} 2006 pg 6). The study intended to identify what the Marketing department of the port of Tema was doing and how to maintain the number of present customers and how it could attract additional users of the port’s services.

1.3 Objectives of the Study

The main objective of the study was to find out what the Marketing department was doing to attract more customers to utilize its services. This involved,

i. identifying Marketing strategies of the Marketing department and their effectiveness.

ii. assessing the challenges needed to overcome to be attract more of the services of the landlocked countries to the port of Tema.

iii. assembling information and making recommendations that would promote the effectiveness of the department.

1.4 Research Questions

The following questions were intended to assist in addressing the research objectives;

1. what strategies have the Marketing department put in place to attract more customers to use of the Port’s services?

2. what were some of the challenges facing the Marketing department?

3. how effectively was the Marketing department addressing complaints from users of the services of the port?

1.5 Justification of the Study

Marketing plays a pivotal role in any corporate agenda in ensuring that services provided were tailored to meet the needs of the customer for which they were intended to serve.
With intensive inter-port competition along the West African coast, the best policy for Tema port is to make serious attempt to generate traffic by maintaining a close relationship with their customers, listening and talking to them as well as helping and satisfying them. In this regard, the findings of the study could inform decision-making on how to market the ports’ services effectively in the face of stiff competition. It could benefit both them information as how to develop, refine, and evaluate user-friendly policies and marketing strategies that would contribute to improving the attractiveness of the Port to shippers. Again the study could add to the body of knowledge on the marketing of the Port services.

1.6 Study Area

The Tema port is located 29 km east of Accra. It lies along the Gulf of Guinea (Atlantic Ocean). The port of Tema was built in the early 1960s to meet the demands of Ghana’s expanding economy and to ease the pressure on the port of Takoradi, a smaller port commissioned in 1928. It has enclosed area of 1,659,249 sq. Metres, total land area of 390,4750 meters and the total quay length of 2,196 sq metres. The port has 12 multi – purpose berths, with depths ranging from 8 metres to 11.5 metres. Total coverage area is 53, 270 sq. metres while open storage occupies an area of 200 sq metres. The port of Tema covers 166 hectares of water area enclosed by two breakwaters. There are two quays housing 12 multi purpose berths. Quay 1 houses Berth 6 to 12, while quay 2 houses Berth 1 to (5) five.

The seaport is supervised and maintained by the Ghana Ports and Harbours Authority (GPHA) with the Marketing department charged to use various research methods together with market intelligence data from the Port’s clients and its competitors towards the improvement of the port processes, including the adoption of appropriate marketing strategies to retain existing customers and to attract potential ones.
The research involved the Marketing department of the Ghana Ports and Harbours Authority, freight forwarders who represent shippers, and the Bureaus executives of land locked countries of as Burkina Faso, Niger, and Mali.

1.7 Definition of Terms

To facilitate the understanding of some key terms in this research some of the terms are defined as following;

A port: A port can be defined as “a terminal and an area within which ships are loaded with and/or discharged of cargo and includes the usual places where ships wait for their turn no matter the distance from that area. Usually it has an interface with other forms of transport and in so doing provides connecting service”. (Dr. H. Coltof (Ed.) 1999).

As a link in the transportation system, the port makes provision for the concept of the through transport operation and hence, it performs the functions such as support services for ships, dry-docking, bunkering, and stores, etc. It does also provide as a base for industrial development, which involves the provision of infrastructure to facilitate the development of trade passing through the port. A terminal forming part of a transport chain may involve rail, road or inland waterways/canal transport. A port provides safe shelter for ships from the sea elements that in case of unsafe sea, ships can seek safe anchorage ports. Finally, it serves as a place where vessels can load or discharge cargo, and/or passengers.

Marketing: Marketing is “the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create and maintain exchanges that satisfy individual, and organizational, and societal goals in the context of a global environmental”. (Michael R. Czinkota et al, 1997).
**Port marketing:** Port marketing is a total concept covering all managerial actions and measures to meet present and future market requirements in order to successfully achieve the Port's commercial aims (Boelhouwer, April, 1999).

**Hub ports:** These seaports exploit a central function for a bigger area as well as supply the hinterland partly by feeder services.

**Services:** The American Marketing Association (1960) defines services as "all activities, benefits, or satisfactions, which are offered for sale or are provided in connection with the sale of goods.

### 1.8 Organization of the Study

The study is organised under five chapters. Chapter 1 discusses the introduction to the study. It includes the background, the problem statement, the objective, justification, and scope of the study. The Chapter 2 covers the literature review, whilst Chapter 3 discusses the methodology of the study. Chapter 4 discusses the results from the fieldwork, and the fifth Chapter discusses the conclusions and make recommendations to add to the research objectives.
2.1 Introduction
The Chapter looked at the port industry trends in the sub-region and explore the factors that influenced the port customer to engage in business in a given port. It also discussed measures which the port of Tema had taken to position itself to take full advantage of trade opportunities in the sub region.

2.2 Marketing
Marketing is a management process directed towards the performance of activities that seek to accomplish an organization’s objectives by anticipating customers’ needs and providing the appropriate goods and services for their satisfaction. The United Kingdom Institute of Marketing defines it as “… The management process responsible for identifying, anticipating and satisfying customers requirements profitably”. Cowell, D.: (1986).

Philip Kotler et al (2001) define marketing as “a social and managerial process whereby individuals and groups obtain what they need through creating and exchanging products and value with others”.

From these definitions, it can be observed that the focal point of marketing is to determine clearly the relationship between the capabilities of the organization and the needs of the customers in order to achieve the objectives of both parties. This relationship consists of three constituent’s parts: the capabilities of the organization; the needs, wants and demands of the customers; and the marketing environment of the organization. The aim of marketing Drucker
(pg 2 1985) is to make selling superfluous and to know and understand the customer so well that the product or service fits him and sells itself.

2.2.1 The Marketing concept

According to Phillip Kotler, in his principles of marketing (2002 pg 15) the marketing concept “is a management orientation that holds that the key to achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfaction more effectively and efficiently than competitors do”. The concept does not only relate to the functional area of management but it is also a business philosophy, which states that the identification, satisfaction, and retention of customers are the key to the long-term survival and prosperity of an organization. It thus takes an outside-in approach into providing value and satisfaction for the customer, which invariably is the path to sales and profits in any serious organization.

The marketing concept therefore provides a system for identifying customers and satisfying their needs and wants through the functioning of all sets of business activities including planning, pricing, promotion, and distribution of the organization's products or services. While finding new customers is part of the continuous effort of the organization, providing satisfaction to these customers is the major thrust of the Marketing concept. The marketing concept therefore stresses the importance of customers, emphasizes that marketing activities start, and end with the customer.

Stratton’s (1978) incorporates the notion that “service is one of the objects of marketing, that is, the firm is selling the service as the core of its market offering”. He defined services as:
Those separately identifiable, essentially intangible activities which provide want satisfaction, and which are not necessarily tied to the sale of a product or another service. To produce a service may or may not require the use of tangible goods.

However, when such use is required there is no transfer of title (permanent ownership) to these goods.

2.2.2 The Marketing Mix

This comprises ways in which the Port can adapt tactical marketing tools as place, product, price and promotion, which the Marketing department could well blend to pursue its marketing objectives. Understanding of uncontrollable environments in domestic market planning is important, but the task is more complex in foreign marketing as each country presents the Marketing department with a different set of unfamiliar environmental constraints.

The primary goal then is to decide on a marketing mix adjusted to the cultural constraints imposed by the uncontrollable elements of the environment that effectively achieve corporate objectives and goals.

For the Port of Tema, the main marketing mix variables considered relevant to this study were the four P's of Marketing. These are product, pricing, place, and promotion.

a) Product of the Port

Product of the port is the cornerstone around which all the other marketing activities are designed. Fundamentally, the customer will choose a particular port because of the product it has to offer.

According to Thomas Strickland (1996), product innovation can broaden an industry's customer base, rejuvenate industry growth, and widen the degree of product differentiation among rival sellers. With the introduction of new cargo handling equipments into the operation
system of the port, handling rates are expected to improve further, making the achievement of a faster ship turn – around time very possible in the port of Tema.

For the customers of the port from the landlocked countries, attempts have been made in recent years to provide them with dedicated terminal facilities in the port.

b) Pricing of Port Services

Pricing is a flexible tool that can be exploited by the port authority to influence the purchase behaviour of the port user. In Ghana, the port pricing is based on charges recommended by the port authority and approved by the central government. These charges constitute the main source of revenue for the port.

The charges of the port authority are determined in relation to the cost of providing the services and the prevailing charging practices in neighbouring ports. The pricing structure is categorized into vessel handling, cargo handling, and miscellaneous charges. Each activity is charged separately to the ship-owner or his agent, the shipper or the cargo owner, depending on the circumstances.

Port dues on vessel handling are calculated based on the gross or net registered tonnage and the overall length of the vessel as well as the period it occupies the berth. The ship-owner or his agent pays it. Cargo handling tariffs are specific port dues, which constitute the largest source of revenue for the port. They are based on the freight-weight or dead weight of the cargo, whichever is higher and are paid by the shipper or the cargo owner is depending on the contract of affreightment. Considering the handling cost, the cargo-mix is categorized and a uniform rate found and applied to each group of cargo.
Other miscellaneous charge consist of specific port dues levied on the ship-owner, the shipper, or the cargo owner for services rendered to their vessels, which are circuitously concerned with vessels or cargo handling. They include charges for such services as water and electricity supply to ships, sanitary services, as well as the hiring and usage of special equipment ordered by the cargo owner. Among the three categories of port dues, cargo handling and vessel handling charges constitute the greatest cost to port users who are shipping agents, the shipper, and the cargo owner. They generate over 80 percent of total revenue for the port authority annually. (GPHA MIS Statistics 2006).

It is worthy of note that, while some customers use price as the sole criterion for their buying decisions, others consider service, dependability, and convenience value. Before you determine the price of your product or service, you need to know what motivates your customers. (Marketing your own Business, a Guide Wexford County Board 2005).

c) Place

According to Czinkota et al (1997) place represents the channels by which the audience performed the desired behaviour, where they access the program products and services, or where they are thinking about your issues. It thus includes activities of the port that make services available to the targeted consumers.

d) Promotion

Promotion can be defined as a means of communication between the port and its clientele in order to inform and influence their market attitudes. According to Peterson, promotion stands for communication messages, materials, channels, and activities that will effectively reach your audience. (Peterson, et al. 1997). An effective
marketing programme therefore blends the marketing mix objectives. This constitutes the companies tactical tool kit for establishing strong positioning in the target market of the port.

Among a firm's marketing tools and functions, promotion is probably the most important, visible, and culture-oriented. Therefore, any port promotion strategy has to consider the three principal components: means of communication, type of audience (targeted customers), and the nature and characteristics of goods (or services) to be promoted.

At the inland interface of ports, this implies a new product (e.g. warehousing, logistics and terminal services) for a different audience (e.g. inland transport and logistics operators), and thus a different means of communication and advertising.

Promotional techniques, which a port can adopt to make a direct and conscious impact on its market by stimulating customer demand, include the effective use of advertising and personal selling. Ports must engage in trade and transport related exhibitions in order to reach a much wider audience to create awareness in the shipping community of its services.

2.3 Customer Retention

According to Kotler & Andreason et al (1985), many businesses in the past took their customers for granted. As customers often had limited alternatives so businesses did not have to worry about fully satisfying its customers. Ports today find themselves in competition with other ports towards the provision of efficient delivery of services. Therefore, ports in such a competitive environment cannot afford to lose 80 customers a month, but gain another 80 customers and consider its sales to be satisfactory.
According to C. Wallace (2007), it is a proven fact that it costs a lot more to gain a new customer than it does to retain a current one. Therefore, increasing customer retention may well be one of the most effective ways to increase profits, and it can be done relatively quickly and with long lasting impact. (Naras V. Eechambadi 2006).

It is only natural for ports under intense competition to channel most of their marketing efforts into new customer acquisition. Without customers, there are bound to be losses as ports initial focus must be on creating a solid customer base. Nevertheless, once this has been attained the ports short-term goal of acquiring new customers must shift.

For the port of Tema, the medium/long-term goal is to devote more and more efforts to customer retention. Customers who have given you a vote of confidence by doing business with the port must become the port's most valuable asset. It is pertinent that the port of Tema must endeavour to provide customers with good service, and to meet (or even exceed) their expectations, and these satisfied customers will return repeatedly.

Customer Relations Management (CRM) is not just a new way of saying customer service – it is a better way. By making customers more than mere transactions and focusing on the relationship aspect, ports will be better equipped to engage in non-stop wooing of their loyal customers. It therefore makes good business sense to focus one's marketing energy on loyal customers.
2.3.1 Customer Relationship

According to Grönroos, customer relationship refers to a relationship between customers and companies, service providers, and brands. From a customer perspective, the existence of a relationship refers greatly to an attitude: perception of mutual way of thinking, i.e. two-way commitment (Grönroos 2000).

Understanding customer relationships and interactivity calls for exploring the customer views, how do customers see their relationships with companies, products, services, and brands? Sometimes customers do not realize that they actually have any relationships. Instead, they often perceive only single incidents and encounters with products and services they engage in their daily lives. An interview study of over 300 consumers revealed that consumers most easily see their lives through lifethemes (Mattinen et.al. 2001).

Lifetheme as a concept is similar to product category, but it is the customer’s point of view, which often differs from the company’s point of view. Mattinen and others (2001) define lifetheme “as the total combination of products and services between which a customer makes choices in a given area of needs”. The level of involvement explains the amount of thoughts, time, and resources that a consumer devotes to a certain lifetheme. In addition, customer’s activity and initiative behaviour, as well as responsiveness are explained by the level of lifetheme involvement.

Results of the study revealed that consumers divide into two main groups: curious and sleepers. All consumers seem to have both high and low involvement life themes, but the curious have more of the former than sleepers do.

Furthermore, customers were perceived to be very different in their attitudes and consuming behaviour. This difference is explained by the level of lifetheme involvement and relationship commitment. The level of relationship commitment is defined as the amount of thoughts, time,
or resources that a customer directs toward a certain company or in this case the port. It explains the customer’s willingness to retain a relationship, or to engage in a relationship, and describes both attitudes and behaviour.

2.3.2 Digital marketing and customer relationships

The understanding of how to use digital channels like the Internet, email, mobile phones and digital television in marketing has increased, and marketers now use these channels for different purposes. For example, some use them for acquiring new customers, while some focus on serving customers better. Digital marketing communication has typically been information about products, advertising on the web, and direct marketing via email and mobile.

It seems like the channels and concepts of digital marketing have been used separately and operationally, while the strategic understanding and models of how and why to use different digital channels are still developing. At the same time, marketers have acknowledged the importance of cultivating customer relationships. Consequently, there is now increasing discussion about how to use digital marketing to develop customer relationships, an approach that has not been fully utilized yet.

Reasons why marketers may not have fully exploited the opportunities of digital channels include ways of thinking and understanding, and possibly lack of experiences and models on how to use digital marketing from a customer relationship perspective. It seems like in many cases attracting new customers and reducing marketing costs have become the main goals in marketing via digital channels. This is also noted by Reichheld and Schefter (2000), who
discuss how marketers should concentrate attention on retaining rather than attracting customers on the Internet.

With a growing number of e-marketing books, there seems to be a focus on short-term operational issues, like carrying out online marketing campaigns. Instead, among many others, Godin (1999), Novak and others (2000), Brondmo (2000), and Zeithaml (2002) have given emphasis to the customer relationship and service perspectives of digital marketing. It is believed that digital channels can be used to create unique and positive experiences to customers, and build trust and relationships in the long term by mixing all aspects of products, service, brand, and communication – not just transactions (Wind et.al. 2002, 247). For example, Kwak and others (2002) found that product information requests over the web are positively related to online purchases.

However, there is still little information and empirical research on how digital marketing channels can be used to boost customer relationships.

From a customer perspective, the Internet has given power to get up-to-date information, ability to more easily compare products and services, and to get in touch with marketers (see e.g. Robins 2000; Coupey 2001, 44).

Furthermore, in digital environments customers increasingly use self-service and have more options to initiate action (e.g. give feedback, check account balances, request and personalize marketing communication). From the customer perspective, perceived value of using digital channels and interacting with a marketer can come several ways. It could be money, time, information, convenience, pleasure, entertainment, assistance, social interactivity, prestige, or something else the customer appreciates.
2.4.0 The Port Industry

This section discusses challenges and emerging issues in port development, uniqueness of a port, service delivery, shipper's criteria for selecting a port, and competition in the shipping industry.

2.4.1 Challenges and emerging Issues in Port Development

A port is essentially a point where the transfer of goods is by one mode of transport to another. In an era of economic globalization, ports are evolving rapidly from being traditional land/sea interfaces to providers of complete logistics networks. This means that ports have had to face many challenges due to unpredictable environmental changes and trends in the shipping, port and logistics industries. Most ports in the world have paid (or should pay) attention to these challenges and emerging issues, such as:

- globalization of manufacturing and outsourcing global trends of logistics network
- restructuring and repositioning of regional and/or local distribution centre
- rapid growth in volume of world seaborne freight, especially container, emerging hub and spoke system in global shipping service
- increase of transhipment cargo and competition among ports and terminal operators
- introduction of the super mega size containership
- increasing competition towards hub ports, emerging global terminal operators and their growing market share
- one stop shopping concept and intermodal transport linking strategically between ocean, railway, road and inland waterway
- increasing role of ports in global supply chain management and logistics network structures
• Increase of productivity and efficiency in ports, high cost, and constraints for developing port facilities.

Attention is now seriously been paid to these challenges and other emerging issues in trying to develop physical infrastructures, especially container terminals and related facilities, to expand the port hinterland through introducing free trade zones with the hope of developing hub ports and international logistics centres.

In addition, many ports have been carrying out port reforms such as port governance, restructuring and deregulations, private and public partnership in accordance with the changing dynamic trends in the shipping industry.

Private sector investment in Africa's transport sector is still in its nascent stage. Nevertheless, progress has been made in the port privatization efforts of various countries including Angola, Tanzania, Nigeria, Ghana, Cote d'Ivoire, Cameroon, Mozambique, and South Africa, with the ports of Ghana recently managing to attract an investment of $109 million. (Drewry Shipping Journal 2005).

2.4.2 The Uniqueness of a Port as a Service Industry

Seaports sell services including cargo movement, ship handling, warehousing and customs clearance. These services are inseparable, intangible, heterogeneous, and perishable. The ownership title of the service facilities is therefore not transferable to the customer who paid for their use.

Port services cannot be stored or inventoried if there is an over-production. They are unique because the demand for them is a derived demand depending on the international trade of the country and the trade of its customers. The seaport offers its services in various markets, which
may differ very much in terms of their elasticity’s of demand. Largely, this elasticity indicates
the intensity of competition between seaports.

In addition, port services are ‘intangibles’, that is, they do not result in a physical product.
According to Frankel (1987), they are however more concrete to buyers than those of many
other service industries because:

An institution – the port; delivers them; since port services are equipment and infrastructural
based, they depend largely on an investment that is generally immobile and can be referred to
as sunk-capital. In practice, it is very difficult to find use for such investment apart from the
originally planned services.

In Ghana, where foreign trade forms the very core of economic life, the role of the Tema port
in economic development cannot be overemphasized. The port therefore, provides the basis for
economic progress and “without an efficient port, industrial development will be very difficult
to attain and exports of primary and unprocessed minerals will be very unprofitable”.
(Nargoski, B. 1972).

The export trade through the port of Tema consist of high-volume low-value primary products
particularly agricultural produce and mineral ores. On entering the international markets these
products face a lot of competition and therefore needs to be transported and hauled as cheaply
and efficiently as possible so as not to attract added cost. Overland transport is not as well
developed in some areas and its cost is very high while most seaports in the sub region are not
as efficient in handling cargo as they need be. Land transport cost and port charges for the
export products therefore form a large proportion of their sale price, making them
uncompetitive in the international market.
On the other hand, although foreign trade plays a less significant role in the economies of developed countries, ports perform an important function in the development of the industrial sectors. The Ports serve as gateways for the importation of the necessary raw materials and exportation of the manufactured products.

Generally, the low level of overland trade in developing countries is another factor, which makes the ports very crucially important. This low-level regional trade is due primarily to the homogeneous nature of products these countries offer for sale in addition to their poorly developed industrial sector and land transportation network. The reliance on seaports to provide the necessary basis for foreign trade in these countries is therefore high.

The port of Tema’s direct access to world markets opportune it to develop trade with different countries without any intermediaries. Many industries rely on ports directly for importing raw their materials, and for the exporting of their finished products. The proximity of such industries to the port also gives it the added advantage of a wider range of International markets.

A seaport such as the port of Tema provides a sure guarantee for economic and political independence. However, high port charges may result in a decline in the surpluses that accrue to the producers and consumers of goods, which pass through the port, and can eventually, erode the economic advantages that a country might gain from such a port. It is therefore imperative for the Marketing department to develop its marketing strategies to operate efficiently and effectively so that the cost per tonne of moving cargo through is as low as possible.
2.4.3 Shippers Criteria for Selecting a Port

In the last two decades, the hub and spoke system in liner service has been introduced as larger containerships have been adopted in major sea transport routes such as Europe-Far East-American West coast. The emergence of this new system has allowed load centres along the East-West shipping lanes.

This hub-feeder system has allowed shipping lines to provide a global grid of east/west, north/south and regional services. The large ships on the east/west routes call mainly at transhipment hubs where containers are shifted to multi-layered feeder subsystems serving north/south, diagonal and regional routes.

The port of Tema has thus embarked on the construction of a dedicated terminal at quay two (Gyebi 2006) to alleviate pressure on the other terminals. When a port fails to meet the shipping line’s demand, it may lose its major clients. Ports and container terminal operators are under strong pressure from their clients, which means they are forced to take part in the competition among ports by actively enhancing productivity and investing a great amount of money in order to stay in the business.

The demands of shipping lines (customers of ports) exercise their growing bargaining power to lower port tariffs, quick turnaround times, accommodation of super large ships, and many other quality services. Industry trends towards containerization, super larger ships, consolidated port operations, and concessions to global operators allow for a straightforward definition of the conditions for success as hub port:

According to Whitelaw (2002), shipping lines select ports based on five main criteria; this comprises,
• Little or no deviation from the main routes
• Central location in the area to allow feeder network to serve in a respectable time
• Modern and large port infrastructure allowing competitive productivity and immediate availability of berths/cranes
• Limited paperwork requirements from local authorities
• Competitive costs

Additional criteria are

• Hub port with local markets (is of course a plus)
• Regional hinterland via intermodalism is an extra plus.

Most major ports in the world have tried to meet the above-mentioned requirements in their quest to positioning port. The port of Tema, therefore, has no choice but to upgrade and update all its processes to facilitate the efficiency of doing business in the port, including the removal of fake transitors engaged in the diversion of cargo at the port (Daily Guide 2006 May 17th 2006). To this end, it will help in achieving its potential to be the preferred port in the sub region.

2.4.4 Seaport and Competition

Generally, marketing implies a competitive environment. The situation in which a port is in a monopolistic position and has neither direct nor indirect competitors is a case of the past. In practice, most ports whether private or public are faced with a degree of inter port competition, which is often severe either in their hinterlands or in respect of attracting new shipping companies.
The extent to which a seaport is subject to competition is influenced by its geographical location and by the nature of the cargo that moves through it. The indicator for this competition is the elasticity of demand for port services. Since the demand for port services is derived from the demand for the goods passing through it, the elasticity will be less when ports have few competitors.

Each port has an immediate hinterland in the region surrounding its location and a distant hinterland to which its services could be extended provided there is an improvement in transportation systems. It is within this hinterland that intense competition occurs. It must be noted that the immediate captive area cannot also remain static for a very long time because the port industry is very dynamic and subject to changes due to factors beyond the control of the port Authority. Typical examples of these dynamic changes include:

- marketing strategies of competing ports;
- changes in tariffs, rules and regulations of shipping companies and inland carriers;
- changes in the environment policies of other partners in the transport chain;
- Changes in the national transport policy.

These factors open up the hinterland of the port for inter-port competition from neighbouring ports along the same coastline. Generally, five basic forms of competition could be identified within seaports according to Goss (1990). These are:

- competition between ranges of ports on the same coastline;
- competition between ports in different countries;
- competition between individual ports within the same country;
- competition between port operators within the same port;
- competition between the different modes of transport within the same country.
Perhaps, the most straightforward case of competition among seaports is where two or more of them share a continuous hinterland. In this situation, the ports compete for the business of importers and exporters who can route their cargo through any of them and are capable of switching from one another. A typical example is the use of the port of Abidjan by some of the landlocked countries.

Recently most ports including the Port of Tema have introduced incentives to transhipment such as longer free storage periods, lower terminal handling charges and the reduction of port tariffs for shipping lines handling more than certain freight volume, which could contribute significantly to reducing the cost of shipping companies and/or shippers. (Tema Port Newsletter Vol. 1, no. 2, 2006 pg 9).

Moreover, most shipping lines have been introducing vertical integration by transforming their role from shipping carriers to global logistics providers covering logistics supply management, logistics distribution and global logistics and value-added services.

Hence, the role of shipping lines will not be just as carriers but as total logistics service providers with additional service activities increasing customer's value. These total services will need sophisticated services around ports including well-developed related logistic clusters.
The maritime and shipping industries are growing rapidly in Africa. Total world port traffic reached 5.064 billion tons, with port traffic consisting of 45% liquid bulks (mainly oil, petroleum products, and chemicals), 23% dry bulks (coal, iron ore, grain, and phosphate), and 32% of general cargo.

Many global industries are highly reliant on the shipping and sea freight industries and average annual growth in traffic has stabilized at around 3% per year since the 1990's (The World Bank- Ports and Logistics Overview).

As the industry becomes more mature, costs have also declined. Maritime freight costs, as a percentage of import values, have decreased from 6.64% on average for the whole world. The corresponding figures are 11.53% for Africa. Total logistics costs (packaging, storage, transport, inventories, administration and management) are estimated to reach up to 20% of total production costs in OECD countries, while freight costs alone (transport and insurance) can make up to 40% of values of exports for several African landlocked countries.

Table 2.1 Trading patterns by region (in TEU volumes) in Africa.

<table>
<thead>
<tr>
<th>Region</th>
<th>1980</th>
<th>1992</th>
<th>2002</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>N. Africa</td>
<td>217,067</td>
<td>956,355</td>
<td>2,782,582</td>
<td>34.40%</td>
</tr>
<tr>
<td>E. Africa</td>
<td>110,254</td>
<td>528,304</td>
<td>1,172,356</td>
<td>14.50%</td>
</tr>
<tr>
<td>S. Africa</td>
<td>599,531</td>
<td>923,404</td>
<td>2,251,206</td>
<td>27.90%</td>
</tr>
<tr>
<td>W. Africa</td>
<td>527,083</td>
<td>813,356</td>
<td>1,872,667</td>
<td>23.20%</td>
</tr>
</tbody>
</table>

Source: Drewry Shipping
Alongside these declines in cost because of the liberalization of maritime transport and corporate restructuring in the shipping industry, international freight rates have significantly decreased in real terms over the last ten years, often by more than 40%.

2.5.1 West Africa

The Economic Community of West African States (ECOWAS) is a bloc of fifteen states (see fig.2.2) from Nigeria in the east to Mauritania in the west. The countries of Mauritania, Mali, and Niger are located in the southern stretch of the Sahara Desert while the remaining countries are located along the coastline. Because of their respective colonial histories, these countries were divided into French, English and Portuguese-speaking states. The francophone countries include the Republics of Benin, Burkina Faso, Togo, the Ivory Coast (Côte d'Ivoire), Guinea, and Senegal.

The Republic of Guinea Bissau is a Portuguese-speaking state to the south of Senegal, while the remaining states of Nigeria, Ghana, Liberia, Sierra Leone, and the Gambia have English as their official language. (See Fig 2.2).

2.5.2 The Market economy of West Africa

After natural resources, exports from the region consist largely of agricultural commodities, employing roughly 68 percent of the work force. The informal sector accounts for over 50% of GDP in most nations and remains robust because of the high costs of formalization associated with taxes and regulatory compliance. With the government accounting for 26 percent of economic activity, less than one-quarter represents the formal private sector.

Though the informal sector has served as a key driver for African economies, some argue these nations need the efficiencies and institutional capacity of formal sector firms to foster their participation in the global economy.
Sub-Saharan Africa realized positive real growth in GDP per capita over a sustained period in the late 90s and real GDP growth exceeded population growth since 1995. This also extended into the late 90s in spite of a period of political instability in some countries (World Development Indicators Database, August 2004).

In 2001, the combined Gross Domestic Product (GDP) for the ECOWAS region was estimated at $75.1 billion. Nigeria, the region's largest economy, has a GDP of $39.5 billion - larger than the combined GDP of the other ECOWAS countries. While the region's economy grew at a rate of 3.4% in 2001, the substantial external debt of individual states remains one of its greatest challenges.

Total regional exports, including intra-regional exports, were $26.1 billion and ECOWAS had a $2.5 billion trade surplus for early 2000. Sub-Saharan Africa continues to strengthen trade relations with the US and Asia, but Western Europe remains Africa's strongest trading partner, accounting for approximately 48% of total inter-regional trade in 2004. (WTO: International Trade Statistics 2004).

a) West African transport infrastructure

In reaction to developments in other ports of the world, governments since the early 1980's embarked on improving the transport infrastructure. Upon the proposal of the economic community of West African states, a Trans West African highway was designed and the various governments were requested to carry the construction through according to a standard and specification agreed by them.

This highway is made up of two major routes, the first (the Trans Sahelian highway) runs from Dakar to N'djamena (Chad) passing through the capital cities of the land locked countries and
the northern part of Nigeria; the second (trans-coastal highway) runs from Nouakchott (Mauritania) to Lagos (Nigeria), passing through the capital cities of all the coastal countries (see Figure 2.2).

The entire network is linked up with the trans-Saharan highway that runs from Niamey (Niger) to Algiers (Algeria). In addition, link roads were to be constructed or upgraded to connect the two branches of the trans-West African highway to facilitate the easy movement of freight and people within and across the borders.

These developments have enhanced the competitive positions of the seaports. Consequently, road haulage has been developed into a highly efficient operation with a wide choice of trucking companies providing domestic services to northern Ghana and plenty of services for transit traffic. (Ghana ports Hand book 2005-2006 pg 13).

This improvement of the community's road network, will also benefit Ghana, and undoubtedly revive activities in all the corridors and encourage increased competition among ports. N'Guessan N'Guessan (2003). These developments have therefore enhanced the competitive positions of the seaports in these countries. In relation to the transit cargoes, it has such provided an opportunity
Fig 2.2 Major Transit routes of Burkina Faso, Mali, and Niger.

for the marketing of their services as the Tema port battles with ports such as Lome, Abidjan, Cotonou, Dakar (See Table 2.3) etc over the cargo for the landlocked countries and recognizes the need to be competitive and have a good image. Daily Guide (2006).

It is noticeable that the existing indicators of competitiveness and performance are applied differently from one port or transit corridor to another. However, Ghana's corridors are generally the best: firstly, the port authority has established the "trade point" vitally needed in order to manage information and procedures relating to goods movements, and, more importantly, the port of Tema. It is equipped with scanners, which leave no room for doubt where customs checks are concerned and thus help significantly to reduce repetitive and
expensive administrative delays in the corridors. This comparative study indicates that the port of Tema is in a stronger marketing position to deliver more efficient services than its competitors in the sub region are.

Table 2.2 Indicators of competitiveness in the West African transit corridors

<table>
<thead>
<tr>
<th>No.</th>
<th>INDICATORS</th>
<th>ABIDJAN</th>
<th>TEMÆ</th>
<th>LÔMÉ</th>
<th>DAKAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Port concessions</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Facilities (port, road, rail, frontier)</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Traffic volume</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Customs performance (cost and waiting period)</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Transit system (compliance with TRIE/TIR principles and facilitation)</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Road conditions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Traffic flow (physical operations)</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Transparency and effectiveness of Info. (communication)</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>Speed of admin procedures</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>Document simplicity</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>total</td>
<td></td>
<td>22</td>
<td>20</td>
<td>33</td>
<td>25</td>
</tr>
</tbody>
</table>


Field study based on methodology used by the observation centre on unfair practices, Feb 2002. Consultant: N'Guessan N'Guessan.

Key: 1= Very good; 2= Good; 3= Quite good; 4= Mediocre

Table 2.3 The strength and weaknesses of the port of Tema vis-a-vis the port of Abidjan:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>No land for expansion</td>
</tr>
<tr>
<td>Political Stability</td>
<td>Restricted in its activities</td>
</tr>
<tr>
<td>Trained and qualified staff</td>
<td>Government intervention</td>
</tr>
<tr>
<td>Good Financial Returns</td>
<td>Restriction to only stevedore and shore handling operations.</td>
</tr>
<tr>
<td>Availability of port equipment</td>
<td></td>
</tr>
<tr>
<td>Stable and published tariff (negotiable)</td>
<td></td>
</tr>
</tbody>
</table>

Table 2.4 The port of Abidjan has the following as its strength and weakness:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>Port Administration not well developed</td>
</tr>
<tr>
<td>Private participation in port operation</td>
<td>Information technology not well developed</td>
</tr>
<tr>
<td>Well developed port community</td>
<td>Political instability</td>
</tr>
<tr>
<td>Local cargo base</td>
<td>Clarity of port dues</td>
</tr>
<tr>
<td>Good link to hinterland</td>
<td>Independent Maritime Authority</td>
</tr>
<tr>
<td>Availability of port equipment</td>
<td></td>
</tr>
</tbody>
</table>

The progressive political climate here in Ghana puts the port of Tema at a more advantageous position than its major competition. This has further been boosted by improvements to Ghana’s port operations and to the hinterlands. (Ghana Port’s Handbook 2005-2006).

Another key advantage has been distance, Ouagadougou, the capital of Burkina Faso, is 540 miles from Accra. This compares with 840 miles from Abidjan in cote d’Ivoiré and 720 miles from Lomé in Togo.
The political climate has also not been conducive for many shippers trying to engage in the shipping business in the port of Abidjan. For the success of any business enterprise to develop and be productive, it is important that a good political atmosphere created in order for the shipping sector to grow.

This is certainly one area that Ghana and for that matter the port of Tema has to really take advantage of in its promotions if its promotional activities are be successful.

b) Challenges of West African landlocked states

Among the landlocked countries of the world, those of western Africa have the lowest levels of human development both on average and in relation to their maritime neighbours. These countries have suffered from widespread internal strife and surrounding civil wars that have rendered most transit corridors impassable at least once over the past decade.

Of the eight transit countries in the region, six have been involved in at least one civil conflict severe enough to block transit trade in the past 10 years. Because many of the landlocked countries of this region depend on a small number of transit corridors, such civil conflicts have had severe effects on trade. Burkina Faso, for example, has been forced to redirect a significant portion of transit trade twice in the past decade. In 1990–1993, because of the crisis in Togo, the volume of Burkina Faso’s transit trade through the port of Lome’ fell.

Similarly, the crises in Côte d’ivoire (previously the transit route for more than 80% of Burkinabe trade) have significantly restricted transit movement, causing Burkina Faso to attempt to open up a new route to the Gulf of Guinea in Ghana (Organisation for Economic Co-operation and Development/African Development Bank, 2002). These conflicts not only
impose significant direct costs through the need to use alternative ports, but also hinder long-
term foreign investment because of the associated uncertainty.

These difficulties, bad as it may sound for our neighbouring landlocked countries, present a viable opportunity for the port of Tema to take full advantage to attract more shippers from these states.

c) Ghana Inland Infrastructure

According to DeCastro, (1996) transport costs are incurred both in the shipping and in the inland movement of goods to and from the coastline. However, goods often incur more than half their total door-to-door transport costs in the course of the inland movement. For example, the total cost added to coffee in Cote D'Ivoire from producer to port is about 170%, and about 60% for cocoa, with transport accounting for a significant share in both cases.

Limao N. and Venables, A. (2000) compared the transport costs of land and sea legs of a journey and found out that the former is around seven times more costly for the same distance.

Other improvements planned include upgrading the 50-mile route between Tema and the river port Akosombo, and the development of an inland port of Boankra near Kumasi with facilities for cargo destined for the north of the country and landlocked neighbours. Security at the ports and on the transport routes has been improved: Customs and Excise operations are streamlined and plans are advanced to introduce one-stop documentation. To ensure faster and easier port operations, an electronic data interchange system is to be developed.

The government of Ghana plans to extend the railroad north, and the proposed inland port at Boankra to be connected by rail (Ben Owusu Mensah 2003). Much of the current rail network has been poorly maintained and requires considerable investment to modernise. There are plans though, to put the rail connection to the port of Tema into realization.
The Boankra inland port is expected to be a vital link in Ghana's transit corridor, a staging post for goods to and from the landlocked countries of Burkina Faso, Mali, and Niger. It is to function as any other port, with customs clearance and other services available on site thus allowing shippers located deep inside the hinterlands and in neighbouring countries to conduct their business at a central point rather than having to travel to and from Tema or Takoradi. (Ghana ports and Harbours handbook 2003). This would significantly reduce the cost of the landlocked countries engaged in shipping downward. It would also reduce bureaucracy, long distances, and delays at the port, and facilitate Ghana's, or better still, the Port of Tema, to become a more attractive and viable marketable hub for shipping in Africa.

2.6 Conclusion

The chapter looked at the effective use of some marketing variables comprising the marketing mix, analysis of the shipping industry in the West African sub region, developments in the shipping industry globally and the use of the digital media in establishing customer relationships.

The next chapter will look at the methods used in the gathering of relevant data for the research.
3.1 Introduction

This Chapter focused on the methods and techniques used for the study. They consist of the target population, sample size, sampling procedures and techniques used in the collection of data.

3.2 Population and Sample size

The population of the study consisted of the Marketing department staff, freight forwarders who represent shippers, and the executives of the Burkina Faso, Mali, and Niger shipping bureaus. The estimated population for the three categories of the study subjects was 228. Out of this, 210 were freight forwarders, 6 were officers from the Marketing department (MD), and 4 officers each from the shipping bureaus' of Burkina Faso, Mali and Niger. The six respondents from the Marketing department were the Marketing Manager, Assistant Marketing Manager, Marketing Supervisor, Marketing Officer, and two supporting staff.

Robson (1993) and Saunders et al (2005) point out the impracticability of interviewing or questioning entire population. They identified distorted budget, and time constraints as some of the factors which propel the need to sample a particular population at a particular time, and apply the findings more generally. Hence, out of the 210 freight forwarders one-third (70) was selected to represent the group. Two (2) representatives each were selected from the three bureaus (Mali, Burkina Faso, and Niger) to represent their sub population. In all 80 people were selected who held various positions in their organisations, including Chief executive
officers to represent the three population groups (Marketing department, freight forwarders and officers, for the landlocked countries).

3.3 Sampling Procedure

The simple random sample method was used to select the sample size of the freight forwarders. The simple random sample was used because all the 210 members could not be reached or interviewed. The purpose sampling method was used to select the sample size of the Marketing department and officers of the bureaus of the three landlocked countries (Mali, Burkina Faso, Niger). Table 3.1 Summarizes the population, sample size and sampling procedures.

<table>
<thead>
<tr>
<th>Names of Stakeholders</th>
<th>Estimate population</th>
<th>Sample size</th>
<th>Sampling Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freight forwarders</td>
<td>210</td>
<td>70</td>
<td>Simple random</td>
</tr>
<tr>
<td>Marketing department</td>
<td>6</td>
<td>4</td>
<td>Purposive</td>
</tr>
<tr>
<td>Burkina Faso Shippers bureau</td>
<td>4</td>
<td>2</td>
<td>Purposive</td>
</tr>
<tr>
<td>Niger shippers Bureau</td>
<td>4</td>
<td>2</td>
<td>Purposive</td>
</tr>
<tr>
<td>Mali shippers Bureau</td>
<td>4</td>
<td>2</td>
<td>Purposive</td>
</tr>
<tr>
<td>Total</td>
<td>228</td>
<td>80</td>
<td></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods and Techniques

The survey method and the questionnaire were used to gather data from the freight forwarders. The questionnaire made it easy to reach all the 70 respondents. It also did not require the
presence of the researcher before respondents could fill them out. However, the researcher administered some of the questionnaires to some respondents and assisted them where necessary to complete answer to the questions. This made assistants made it possible to collect the completed questionnaire at the spot. The other questionnaires were distributed to the respondents, and later collected later from them.

The direct observation method and one-on-one interviews were used to collect data from the Deputy, the officers of the Marketing Department: Manager, Marketing supervisor and Marketing officers. The same method (observation) and instrument (one-on-one interviews) were used to collect data from the bureau officers of the three landlocked countries (Burkina, Mali, and Niger) shipping bureaus.

3.5 Field problems

It is important to mention some problems encountered during the fieldwork. Although a clear explanation of the purpose of the research was given to respondents. Some of them thought the study had a political motive. As a result, some of them respondents were nervous, apprehensive, and uncooperative.

The researcher also took many trips to the study area without able to meet all the 10 representing the Marketing department, and the bureaus of the landlocked countries. The heads of shipping bureaus from the three landlocked countries particularly were reluctant to provide the information needed, attributing this to the fact that documentation and record keeping were very poor. Of the 70 freight forwarders only 44 (63%) completed the questionnaire. Also only six of the ten other respondents were interviewed, with the response rate being 60%.
Therefore, out of the 80-estimated sample size, 50 provided the information needed for the study. Table 3.2 summarizes the data collection instruments and the actual number of respondents (50) who completed the questionnaire and the interviews. The interviewer's guide was used to direct the interviews.

**Table 3.2. Summarizes the data collection instruments and the total number of respondents.**

<table>
<thead>
<tr>
<th>Names of Stakeholders</th>
<th>Estimate sample size (2)</th>
<th>Completed Sample size (3)</th>
<th>Data collection instruments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freight forwarders</td>
<td>70</td>
<td>44</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>Marketing department</td>
<td>4</td>
<td>3</td>
<td>Interviewers guide</td>
</tr>
<tr>
<td>Burkina Faso Shippers bureau</td>
<td>2</td>
<td>1</td>
<td>Interviewers guide</td>
</tr>
<tr>
<td>Niger shippers Bureau</td>
<td>2</td>
<td>1</td>
<td>Interviewers guide</td>
</tr>
<tr>
<td>Mali shippers Bureau</td>
<td>2</td>
<td>1</td>
<td>Interviewers guide</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

3.6 Data Analysis

The data was analysed using the statistical software SPSS and Excel. Pie charts and Bar graphs were used to analyse the data results. The data analysis took into consideration the research objectives and questions relevant to marketing practices.
CHAPTER FOUR: PRESENTATION OF RESULTS

4.1 Introduction

As indicated (in Table 3.2.) A sample of 50 subjects responded to the instruments. They consisted of 44 freight forwarders, three (3) staff members of the Marketing department, and one (1) representative from each of the shipping bureaus of Burkina Faso, Mali, and Niger.

4.2 Background of respondents

The background data included the gender, educational attainment, and occupational status of all the 50 respondents. Figure 4.1 shows the gender of the 50 respondents. Out of the 50

Fig 4.1 Gender of respondents
respondents, 42 (84%) of them were males, while females formed eight (16%) of the total. Figure 4.2 shows the age distribution of the 50 respondents. Out of the 50 respondents 39 (78.0%) were aged between

Fig 4.2 Age Distribution of Respondents

26-35 years, while 8 (16.0%) were between 36-45 years, and 3 (6.0%) were 55 years or older.

Fig. 4.3 Education of respondents.
Fig. 4.3 shows the level of education of the 50 respondents involved in the study. All the respondents have some form of education with 31% having tertiary education, 44% having diplomas, and 25% had some other form of education.

Fig. 4.4 shows freight forwarders as having the highest response rate 62% (31) of the total respondents. Five (10%) of the total respondents were senior level managers.

Fig. 4.4 Occupation of respondents

This is possible because managers make critical decision in the marketing process.

Fig. 4.5 shows nationalities of the respondents. Out of the 50, 94% (47) were Ghanaians, 2% were Nigérienne, 2% were of Malien origin, and 2% of Burkina origine as représentatives of the landlocked countries.
Fig. 4.5 Nationalities of respondents

The highest group of 47 respondents was of Ghanaian origin, the rest were Burkinabe's, Nigeriens, and Malian origin.

4.3 Freight Forwarders’ Responses

The data from the freight forwarders was concerned with the nature of services they obtained from the Marketing department and how it affected their business performance. The freight forwarders who completed the questionnaires were 44.

Fig. 4.6 summarizes the opinion of the 44 respondents about services they received from the port. All the respondents (100%) said they would not take their business anywhere as business was thriving.
Fig 4.6. Given the opportunity, would you like to take your business elsewhere.

Some of the reasons given for this included the relative peaceful environment that the nation as a whole has.

Fig 4.7 shows the responses to equipment availability at the port of Tema. Thirty six (82) % of respondents indicated that there were enough cargo handling equipments at the port. Thirteen (13%) indicated that the equipments were not enough.
Fig 4.8 shows responses to working conditions of equipments at the Port of Tema. Out of the 44 respondents, 68% (30) were of the opinion that the equipments were in good working condition, but 32% (14 respondents) indicated that the equipments were not in good working condition.

![Bar chart showing working condition of equipments at the Port]

Some of the reasons given by those, whose responses were negative, included frequent breakdowns, poor maintenance culture, and lack of skilled and competent personnel to put the equipments in good working conditions at all time.
Fig 4.8 shows how complaints to the Marketing and Customers Unit were readily addressed.

All the respondents (100%) said the Marketing department did not readily address their complaints. Reasons given indicated delays at many times information had to be relayed to respective departments for the necessary feedback to be given.

Fig 4.9 shows the rate of service delivery provided by the marketing department.
Majority of the respondents representing 45.3% (20) indicated that service delivery was good, whiles 8 (18.3%) indicated service delivery was very good, and 4.6% (2) said it was excellent. However, 27.2% (12) said that service delivery was poor and 4.6% (2) said it was very poor. The poor delivery responses were attributed to delays associated with inspections and documentation processes prevailing in the port of Tema.

Fig 4.10 shows the response given to the use of the services provided by the Marketing department. Out of the 44 responses 59% (26) indicated they used the services of the Marketing department. Only 41% (18) of the respondents had never used the services of the Marketing department.

Fig 4.11 Frequency of use of the Services of the Marketing department

Majority of these respondents said that they had not found it necessary to seek any assistance from the department because the ports' drive towards privatization had made most of them independent and self-sufficient.
Figure 4.11 below shows the responses of the impact of the Marketing department on their work. Out of the 44 responses 22 (50 respondents) indicated a moderate change in their business.

Twelve (12%) percent indicated a slight change and 10% of the respondents indicated no change to their business dealings in the port.

4.4 Responses from three Marketing Department Staff

Three Staff members at the Marketing department were asked questions about their operations. The questions related to what they were doing to solicit views on activities that could help promote the attractiveness of the port to customers and the impact their activities have had on the marketing activities of the port.

The marketing department of the GPHA has a staff strength of six, comprised of the Marketing manager, an Assistant, two Marketing Officers, and two supporting staff. There is a Secretary and a Messenger as supporting staff. The interview involved the Assistant Manager and two
Martceting Officers. The Manager herself was unavailable at the time of interview and in her absence, the Assistant responded to the issues related to the department.

(a) Responses from the Assistant Manager

The Assistant Manager indicated that the department intends to undertake periodic surveys into current operating processes and procedures in the port. This is to be done with the use of questionnaires, interviews and observations, and the gathering of market intelligence information from clients in both internal and external competing ports. Strategies to achieve this include study tours and visits to clients and competitors.

The Department has also executed three research projects. The project was on the following, (1) Clearance Procedure in the Port of Tema, (2) Idle time, Causes and effects on Productivity, Revenue Generation, and Customer Satisfaction, and (3) Port Analysis Tema, Lome, and Cotonou.

Two publications under the ambit of the Marketing department were published in both English and French. One is the Tema Port Brochure and the other is the Port Overview published by the printing section of the GPHA in Tema. Other publications include the Tema port Newsletter and Ghana Ports Handbook, which is published annually. Circulation of these publications is not huge, they are mainly sent to the various offices of the Ghana ports and Harbours Authority and shippers and visitors to the port.

On the address of customer complaints, the manager indicated that a complaints office has been set up close to the port. This is to help make it easy for the port customers to have their concerns readily addressed. The most common complaint borders on inspection delays by the port and custom officials.
According to the Manager, pragmatic steps have been taken to enhance the service delivery capacity of its staff including measures to ensure that staff receives adequate training in customer service concepts. She said the Marketing department aims at training 15% of staff, in order to gain a strong competitive advantage over its competitors.

She indicated that the port of Tema and for that matter the Marketing department, has as its target, the landlocked countries Burkina Faso, Mali, and Niger. She said that political instability in Côte d'Ivoire has led to a rise in the transit traffic through the port of Tema. This has lead to instances of congestion due to the stock pile of the transit cargo. According to her transit trade volumes from the landlocked countries has increased from 108,000 tonnes in 1999 to 705,000 in 2006, and indicated that a lot more needed to be done if the trend was to continue in order to reduce congestion. In spite of these problems she said, “The Marketing department continue to make inroads in the area of organising trade tours and marketing tours of the landlocked countries to win more clients for the port”. She said additional strategies to attract more transit cargo from the three landlocked, included an increase in the number of free days allowed for clients to keep cargo in storage in the terminals from 15 days to 21 days and reduce demurrage charges that usually accrue due to prolonged stay of cargo in the port. She said this would enable them trade their goods competitively and profitably, as the price of imports to soars due to high transit transport cost.

She said again that the Marketing department provides support to the representatives of the shipper's bureaus of the landlocked countries, but mentioned that the lack of uniformity in subscribing to and applying international and regional instruments leading to improper coordination between some agencies involved in the transit trade.
She enumerated additional challenges facing the Marketing department that had the potential to throw its plans into disarray. They included, lack of transport for field operations, inadequate storage facilities, frequent breakdown of handling equipments, lack of proper collaboration from the Customs, Excise and Preventive Service (CEPS), attitudinal problems of staff, and absence of direct communication channel between the port and client.

The following were being done to solve some of the challenges facing the Marketing department,

- Proper department establishment and recruitment of additional staff
- Private stevedoring companies to be compelled to build more warehousing facility each
- MIS department to hasten the computerization of port activities
- Proper supervision of operations staff
- Adherence to security rules and regulations to be enforced
- Acquisition of appropriate vehicle for visits
- Establishment of client service centre
- Inter-departmental durbars

This she iterated would go a long way to ameliorate the problems faced by the Marketing department.

(b) Response from 1st Marketing Officer

According to the Marketing Officer a number of promotional activities were engaged by the Marketing department to promote the Port of Tema at the following fora; The 10th International Trade Fair; Port conference exhibitions in Abidjan 10th December 2001; 8th Ghana International Trade Fair from February 28th to March 11, 2002; The 7th International fair of Bamako, Mali 7th February 2005.
The aims of these promotions were to promote the port of Tema as the preferred maritime hub in the sub region, highlighting its competitive advantages like lower cost and efficiency to potential clients.

The Marketing department has only one pickup vehicle available to carry out all its activities. But breakdowns have become frequent which puts the department in a handicap situation when there were duty calls to be attended to. This has adverse effect on a core function of paying visits to shipping businesses located in the Port of Tema.

He mentioned visits to the shippers' bureaus of the landlocked states to listen to issues concerning them, which are then forwarded to the department for redress.

(c) Response from 2nd Marketing Officer

According to the Marketing officer, the port of Tema offers attractive discounts to transshipment and transit cargo, bulk cargo and non-traditional exports attract a rebate of 40%. Vessels that take berth for six (6) hours or less at a 50% rebate on harbor rent. Also, vessels calling for fresh water, bunkers or stores, also receives a 50% rebate on harbor rent.

The port of Tema charges no harbor rent for hours spent in the port on Christmas day and Good Friday. Port dues on transit and transshipment containers attract a rebate of 50%. Dues on transit and transshipment of vehicles attract rebate of 40%.

According to the Marketing officer, the commonest complaint usually centres on delays usually attributed to varying multiple processes involving CEPS (Customs Excise and Preventive Service). Some of the complaints include inadequate equipment, manual documentation processes, and delays in inspection, container evacuation charges, and frequent breakdown of the computer network system (GC-Net). She mentioned inadequate storage
facilities for the department. Files are stored right in the office leading to congestion. The Marketing and Customer Unit also needed to have a dedicated website, which should be up, and running. Presently, there is no dedicated website to provide clear, timely and accurate information available at all points of contact for customs to again access to all relevant information.

However, she intimated that apart from some minor setbacks, the port has embarked on institutional reforms under the Gateway Project aimed at capacity improvement programmes and the cost of doing business at the port to facilitate trade.

Apart from the use of international fora such as trade shows, the Marketing department has also intensified the use of radio and television to enhance its position in the sub region. Advertisements are placed mostly in the quarterly and annual journals of the port Authority. However, this has a limited circulation.

Although advertising, sales promotion and personal selling are the promotional techniques that a port can adopt to make a direct and conscious impact on its market by stimulating customer demand. The Marketing department has depended largely on publicity for its promotional activities. This was usually in the form of port news or editorial comments about the port. Now there is a gradual shift to increase articles concerning the Ports in both local and international newspapers and journals. Advertisements are placed mostly in the quarterly and annual journals of the port but as mentioned earlier, they have a limited circulation. The use of the electronic media like radio and television are being explored.
4. 5 Responses from the 3 Bureau Representatives

a) Burkina-Faso Representative

The following were alluded to during the interview with the representative of Shippers Council of Burkina Faso. Some of the problems they face in their business engagements in the port of Tema mentioned;

- Opening of earmarked house-to-house transit containers by CEPS officials at the port does not conform to internationally accepted regulations and practices causing many inconvenience to transistors.
- Inadequate consultation by the authorities before the introduction of new changes creates a feeling of instability in the governing regulations and did not make the port a safe and secure place to transact business.
- Cumbersome and time consuming custom clearance procedure seem not adequately factored in the particular needs of the transit trades;
- Recently introduced banking rules do not allow them to transfer or make bank transaction in CFA currency;
- Frequent congestion at the port resulting in high congestion surcharges by the shipping lines contributes further to the cost of transacting business at the port.
- Meetings with the Marketing department to address some of their problems has not yielded much results.
- The poor condition of significant stretches on the Techiman-Wa Hamélé route hinders the traffic with Mali and the western part of Burkina Faso;
- Constraint due to prohibitive cost of container deposit and demurrages charged by the shipping agencies.
Truckers who come to haul goods do not have adequate places of convenience. Some of them have to spend days at the port at a time. In such situations, they are forced to use one small facility provided by the GPHA, that is inadequate.

b) Nigerien Representative

The Nigerien representative was especially critical of charges and said that what was extremely disturbing is that charges at the port are raised without a corresponding increase in the value of services delivery and for them it was worrying. The charges include the bond they have to pay for a tracking device to be placed on their trucks. Moreover in the event of a breakdown of the tracking device the authority do not replace but demand that money still be paid which they find high reprehensible. There is even talk of a strike action to drum home their protest he hinted.

Shippers were indeed much concerned of the efficiency of the overall transport chain that matters. For instance, substantial efforts made by one stakeholder in the shipping operations in the ports, could be easily jeopardized by the bottleneck resulting from the inefficiency of another stakeholder anywhere along the transport chain. What he looked forward to is a competitively packaged supply of services from the quayside to the country of final destination.

He stated that custom procedures pertaining to the transit trade must be harmonized and simplified in the cross border trade. The improper coordination between some of the agencies involved in the transit trade has also contributed a major shortcoming of the Ghana corridor. He mentioned unavailability of parking lots and toiletry facilities also creates serious problems for their truckers. This development also has serious environmental impact on the port environ, which can lead to the outbreak of an epidemic like cholera.
He also indicated that all stakeholders uniform charges for demurrage, as they were not at the
time of this study.

The Marketing department he said “needs to help resolve some the issues enumerated above so
as to make the use of the port a haven for shippers across the sub-region”.

c) Malian Representative

The head of the Malian Shippers Bureau indicated that he was concerned about the undue
delays meted out by the Customs Excise and Preventive Service. He was of the opinion that the
Boankra inland port be completed on schedule to alleviate the congestion at the port due to
some of these delays.

He was of the opinion that more facilities needed to be make available a place of convenience
for their truckers who transport their transit cargo to their final destination.

As representative, he was also concerned about the harassment on the transit corridors by
members of the Ghana Police. It includes frequent stops for inspection with some of the
officials collecting bribes from the truckers.

He mentioned periodic meetings with the Marketing department for redress to some of these
problems. But added that more needs to be done to achieve better results.
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

It is an acknowledged fact that the port industry in developing countries such as Ghana is going through substantial transformation. It was realised in this study that changes in the milieu in shipping, namely improvements in technology, transformation systems, and the world economy have resulted in an increased competition in the environment within which the ports at present operate.

This chapter summarises findings from the previous chapter, draws conclusions and makes recommendations that might help the Marketing department to be more efficient in the delivery of quality service for the port's customer.

5.2 Background

The respondents for the study consisted of freight forwarders and three shipping Bureau executives of the landlocked countries of Burkina Faso, Mali, and Niger, who patronised who patronised the services of the Marketing department. The study also included three members of the Marketing department who managed the day-to-day affairs of the unit. Personal details such as age, education, and occupation were elicited. The responses showed a high percentage of men engaged in the industry. Those with higher levels of educational attainment were relatively low (See Fig. 4.3). The majority of respondents were identified as being between the ages 26 and 35, which indicated the dominance of a youthful population distribution who works in the sector.
a) Freight Forwarders

The freight forwarders formed the highest group in the study. Most were excited about the business environment, but were of the view that much still needed to be done if the port is to enjoy gateway status. Some of their concerns bother on equipment availability, and lack of competent individuals who can readily put equipments into function during equipment breakdown.

Many of the freight forwarders were not particularly impressed about the way their complaints were addressed by the Marketing department. Although majority indicated use of the services of the Marketing department, some said they would rather solve their problems on their own as they had some level of independence and self-sufficiency, which enables them find solutions to some of their problems. This was mainly attributed to the long wait for responses to their complaints.

b) Marketing department

From the view of the Marketing department tremendous inputs had been made to enable the department serve the needs of the port customers.

The study brought to the fore the following issues related to the challenges faced by the Marketing department of the GPHA:

a) Low staff strength
b) Inadequate training for staff
c) Lack of storage space
d) Lack of vehicles
e) Lack of a dedicated website for the unit
f) Lack of proper collaboration from the Customs, Excise and Preventive Service
The Marketing department is at the forefront of ensuring that customers gain the maximum satisfaction from the services provided at the port with the added responsibility of providing the port of Tema with a good image. The necessary logistical support needed for this in terms of human resource and a congenial working environment must thus be attained. To position the unit to give off their best for customers of the port to derive the maximum satisfaction out of patronising the ports services.

In spite of the challenges facing the Marketing department, it has moved on to conduct research into ways of satisfying the port clientele, clearance procedures, and ways of generating more revenue for the port. Efforts made include the organisation of trade tours in the landlocked countries of Burkina Faso, Mali, and Niger. The publication of periodic newsletter is published in order to keep customers in constant touch with the ports and its activities.

According to Marketing department, strategies have been put in place to reduce the total overhead cost of doing business at the port. In instituting this measure, it extended the number of days for which customers were allowed to keep cargo at the port. It is significant because the outstaying of one's cargo attract demurrage payable by the cargo owner. This cost reduction strategy included discounts on transhipments, rebates on bunkers, and stores.

All this is in an attempt to improve the capacity of the port to attract more customers, especially those from the landlocked states.

The Marketing department intends to take pragmatic steps to training of staff members to enhance their capacity to deliver a more efficient delivery of services to customers. It was identified that improper co-ordination between some agencies such as the Customs and standard Boards of the landlocked countries involved in the transit trade as a shortcoming.
The lack of uniformity in subscribing to and applying international and regional instruments is the major cause of non-coordination among these agencies.

c) The Three Landlocked Countries

The three landlocked countries of Burkina Faso, Mali, and Niger, were represented in the study by the heads of the Shipping Bureaus. It was realised that many of the problems they elicited to bordered on service delivery, port procedures, charges, storage and harassment on our roads and are summarized as follows,

i. Cumbersome and time consuming custom clearance procedure have not yet adequately factored in the particular needs of the transit trade;

ii. Inadequate consultation by the authorities before the introduction of changes does create a feeling of instability in the governing regulations and does not make the port a safe and secure place to transact business.

iii. The opening of earmarked house-to-house transit containers by CEPS officials at the port does not conform to internationally accepted regulations and practices, and also causes many inconvenience to transistors;

iv. The recently introduced banking rules does not allow them to transfer or make bank transaction in CFA currency;

v. Frequent congestion at the port resulting in high congestion surcharges by the shipping lines contributes further to the cost of transacting business at the port;

vi. The existence of a transit fee of $ 200 per consignment charged on export cargo in transit through Ghana.

vii. Constraint due to prohibitive cost of container deposit and demurrages charged by the shipping agencies;
Truckers who come to haul goods do not have adequate places of convenience. Some of them have to spend days at the port at a time. In such situations, they were forced to use only one small facility provided by the GPHA, which is inadequate.

Meetings with the Marketing department to address concerns were acknowledged but changes are slow and therefore patience on pertinent issues at times runs out, which has led to some mistrust between them.

The executives prayed the Boankra inland port be completed soon; to considerably alleviate most of the problems they are faced with currently. The Boankra port is an inland port being built by the government of Ghana to help alleviate congestions on the various terminals at the port of Tema and to facilitate the trade between those transit countries that patronize the port of Tema.

5.3 Conclusions and Recommendations

The transit business is pivotal for business of the port of Tema. Since year 1997, tremendous gains have been made (See Figure 4.3). Attracting more trade from these landlocked countries will spur it into attaining a hub status for the sub region.

The Marketing department needs to have a clear goal about its vision for the port of Tema. This must be infused with a sense of purpose, providing long-term direction, and establishing a clear mission to be accomplished. The Marketing department cannot be responsive to changes in the shipping industry unless managers exhibit entrepreneurship in studying marketing trends, listening to customers, enhancing the company’s competiveness and steering company’s activities in new directions in a timely manner.
The publications, researches, and promotions on radio by the Marketing department about the port of Tema is commendable, but must be sustained and spread wide in order to reach the target audience.

According to Strickland (1996 page 7) failure to exercise strategies exposes an organization to lag behind in an environment which is fast changing. It is critical that the Marketing department quickly diagnose shifting conditions and institute adjustments in a strategic manner. Regular training of staff to update them on port marketing to keep them in tune in the dynamics of the shipping industry.

It is important that the Marketing department not spend so much effort concentrating on internal processes and procedures, company politics and administrative demands in the department. This has the tendency of paying perfunctory attention to market trends and listening to customers infrequently. Although this does not disconnect one from the industry and competition, it stops short of being market driven and customer driven.

The Marketing department must rather be adaptive to shifting market conditions, altered customer needs and preferences, emerging opportunities and threats, unforeseen events, and fresh thinking on how strategy can be improved.

Weaknesses inherent in neighbouring ports for example the poor comparative political climate in the port of Abidjan can be essential in wooing more shippers from the landlocked countries to use the port of Tema. Instead of using huge sums of money in promotional activities, more can be spent effectively in the landlocked countries of Burkina Faso, Niger, and Mali to convince them of the relative advantage of doing business at the port of Tema.
Moreover, the use of information technology by the Marketing department should be paramount. A dedicated website can enormously assist the department to deliver information more widely. To enhance the existing relationship between the department and the port customers, customer can access and send information more readily. A French language variation should be added to website, to enable the targeted group of customers who are mostly Francophone to easily access into easily.

Access to the ports collective website is however restricted and is bedeviled with frequent disconnections. Godin (1999), Novak and others (2000), Brondmo (2000), and Zeithaml (2002) have given emphasis to the customer relationship and service perspectives of digital marketing. It is believed that digital channels can be used to create unique and positive experiences to customers, and build trust and relationships in the long term by mixing all aspects of products, service, brand, and communication – not just transactions (Wind et.al. 2002, 247). In spite of inherent challenges, the necessary inputs by harmonising all systems to forestall such glitches.

In addition, there must be a review and examination of the total number and importance of regulatory agencies and suggest options for establishing a harmonised inspection at the Ports in the form of “a One Stop Shop” agencies.

5.4 The way forward

It is incumbent on all stakeholders involved in the port to ensure the placement of relevant measures to catapult the Marketing department and for that matter the port of Tema in achieving its aim of becoming the hub of choice in the sub region. This must include the Ghana Ports and Harbors Authority, Ghana Customs and the Immigration Service, to
harmonize its operations to be able to enhance the delivery of efficient services to the port customer.

The smooth operations of these related entities will go long way to minimize complaints from the port customer. This will enable the Marketing department in focusing on its promotions and selling better image of the port to both users and potential users.

The collaborative effect will help offset most of the bottlenecks that tend to hinder the clearance of goods at the port of Tema. This will go to enhance the image of the port in our sub region, which will necessitate more customers to the use of the Tema port.
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Appendix 1:

ONE COVER LETTER

The Regional Maritime Academy,
Teshie Nungua, Accra.

Dear Sir/Madam,

I am a postgraduate student of Ports and Shipping Administration at The Regional Maritime Academy and my Thesis is on "Marketing the port of Tema (Role of the Marketing Department of the GPHA). The attached questionnaire solicits for your support for my obtaining the necessary information to write the dissertation.

All information obtained from the questionnaire will be for the project only.

Your early response will be highly appreciated.

Thank you.

Bernard Bossman Djabanor.
Appendix 2:

QUESTIONNAIRE FOR FREIGHT FORWARDERS

PERSONAL INFORMATION:

1. What is your gender?  
   1. Male  □  2. Female  □

2. What is your highest educational degree?  
   1. Degree  2. Diploma  3. HND  4. Others (Please specify)

3. What is your age?  
   1. 18-25  2. 26-35  3. 36-45  4. 46-55  5. 55 and above

4. What is your current position?  
   a. Managerial position.
   b. Lower level managers
   c. Middle level managers

SERVICE DELIVERY

5. Are your complaints readily addressed by the department?  
   1. Yes  □  2. No  □

6. How would you rate service delivery at the port?  
   5. Very Poor □

7. What in your view could be done to enhance customer service?  
   i) No change □  ii) slight increases □  iii) moderate increase □
   iv) large increase □

8. How would you rate the storage facilities at the Port for transit cargo? Please give reasons
(Please tick as appropriate)


9. Are the equipments in good working condition at the port?
   1. Yes □  2. No □

10. What in your view attracted you to do business with the port of Tema?

11. Given the opportunity would you take you business elsewhere? Give reasons
   1. Yes □  2. No □

12. Do you have suggestions for improving the services of the Marketing department?
   Please list them below.
   ....................................................................................................................
   ....................................................................................................................
   ....................................................................................................................
   ....................................................................................................................
   ....................................................................................................................

13. What in your estimation can be done to make the port a more conducive for your
    shipping operations?
   ....................................................................................................................
   ....................................................................................................................
   ....................................................................................................................
   ....................................................................................................................

14. Do you have quick redress to your problems by the Marketing department?
   1. Yes □  2. No □
15. What do you see as unique about the port of Tema? Give reasons if any.

16. How would you rate the speed at which service is delivered to clients at the Port?
   1. Excellent.  □  2. Very Good  □  3. Good
   4. Poor  □

Note: This questionnaire is for the purpose of the project ONLY (ALL INFORMATION IS CONFIDENTIAL)
THANK YOU

Appendix 3:

MARKETING THE PORT OF TEMA

A Study of the Role of the Marketing Department of the G.P.H.A

INTERVIEW GUIDE FOR THE MARKETING DEPARTMENT OF THE GPHA.

PERSONAL DATA

1. Institution of work:

2. Position/Status:

SUBJECT DATA

1. How long have you been associated with the Marketing department of the GPHA?

2. Has there been any in-service training provided for the staff of the Marketing department?
3. What are some of the international trade exhibitions that the Marketing department has been a part of since inception?

4. What are some of the most common complaints that customers report to the Marketing department?

5. Do you have a web site specifically designed for the Marketing department where customers can log on for information about the activities of the port?

6. What in your view could be done to enhance service delivery at the Marketing department?

7. How are the activities of the port promoted?

8. Who are your targets during these promotions?

9. Mention some of the medium used in trying to attract customers into the port?

10. Are there any specific strategies in place to attract more transit trade from countries such as Burkina Faso, Mali, and Niger?

11. What are the challenges the department needs to overcome in attracting the landlocked countries?

12. What has been the response so far to the strategies adopted to lure more customers to the use of the port?

13. Has the Marketing department adopted any different strategy?

14. If yes, how has it worked so far?

15. If not, why?

16. Has the feedback from users been encouraging or otherwise?
Appendix 4:

INTERVIEW GUIDE FOR THE HEADS OF THE TRANSIT SHIPPING BUREAU.

1. What is your current position?
   a. Managerial position.
   b. Lower level managers
   c. Middle level managers

2. Nationality

3. How long have you been at the helm of the shipping Bureau?

4. What are the common complaints made their clients?

5. What has the response to your complaints been like?

6. What are the peculiar challenges one encounters in doing business at the port?

7. What has been your organisation relationship been with Marketing and Customer care Unit?

8. Is there anything you can think of which would go a long way to enhance service delivery at the port?

9. What other suggestions can you give to the Marketing department in its service delivery?
Appendix 5:

SCHEDULE OF MEETINGS

2. Mr. Isaac Tawiah (Marketing Officer, GPHA) 25\textsuperscript{th} March, 2007.
3. Lydia Tam (Marketing Supervisor, GPHA) 17\textsuperscript{th} July, 2007.
4. Alhaji Alimu Mustapha (Niger Shippers Bureau Representative) 2\textsuperscript{nd} August, 2007.
5. Mr. Zoumana Sidibe, CNTRM (Mali Transporters Representative) 3\textsuperscript{rd} August, 2007.
6. Mr. Yedae Amidu (Burkina Faso shippers Bureau) 2\textsuperscript{nd} August, 2007.