MARKETING PLANNING FOR GROWTH: A VIEW FROM THE PORT

ELAINE S. POTOKER, Maine Maritime Academy

In 1960 Theodore Levitt pointed to the dangers of practicing "marketing myopia," in his classic article of the same name. Levitt urged organizations to define their scope broadly in order to take advantage of growth opportunities. This article illustrates how and why Levitt's remarks continue to pose major challenges to contemporary organizations—especially to those in pursuit of global growth opportunities. In the spirit of the Levitt article, the author provides a marketing planning model based on analysis of selected port development within the U.S. and overseas. Topics involve several subsets of management and strategy: as examples, the role and importance of relationship marketing, the interrelationships of logistics (to include transportation and supply chain management), new product service development, and promotional strategy. Both the illustrations and the model provide insight across industries as to how contemporary organizations must position themselves for growth—both at home and in overseas environments.

INTRODUCTION

In truth, *there is no such thing* as a growth industry, I believe. There are only companies organized and operated to create and capitalize on growth opportunities (Levitt 1960, p. 47).

In 1960 T. Levitt discussed the dangers of practicing "marketing myopia"--i.e., management's failure to recognize the scope of its business. He urged managers to turn from product-oriented approaches to customer-oriented ones in order to optimize future opportunities for growth. While these views might have been considered revolutionary nearly four decades ago, they are common discourse in contemporary marketing management circles. Today's prevailing marketing/management jargon generally discourages businesses from short-term, transactional-based thinking. Rather organizations are encouraged to pursue long-term customer-focused relationship marketing in order to remain poised for growth opportunities. Nevertheless, what appears to remain elusive to many and proprietary to only a few is how growth positioning may be achieved in the face of global competition, shortened or non-existent life cycles, and burgeoning technologies. Therefore, Levitt's article continues to beg a perennial strategic marketing question: How, in fact, do companies and industries remain poised for growth?

This article points to a planning model for growth positioning based on the historical evolution of the port experience. Analysis of select port development activities within the U.S. and overseas, i.e., the *"port,"* what it used to be, what it continues to be, what it no longer can be, and how some have redefined its scope, provides illustrating examples of the evolution from transactional-based thinking to long-term growth orientation. The author emphasizes the increasing role and importance of relationship marketing as a forum for opportunity discovery. Additionally, it is argued that since relationship marketing is both a vehicle and influence to elements of marketing management and strategy, e.g., new product development and logistics management, it should be the first step in the marketing planning process (Figure 1). Discussion of the Figure 1 model, its genesis, and its respective applications in the

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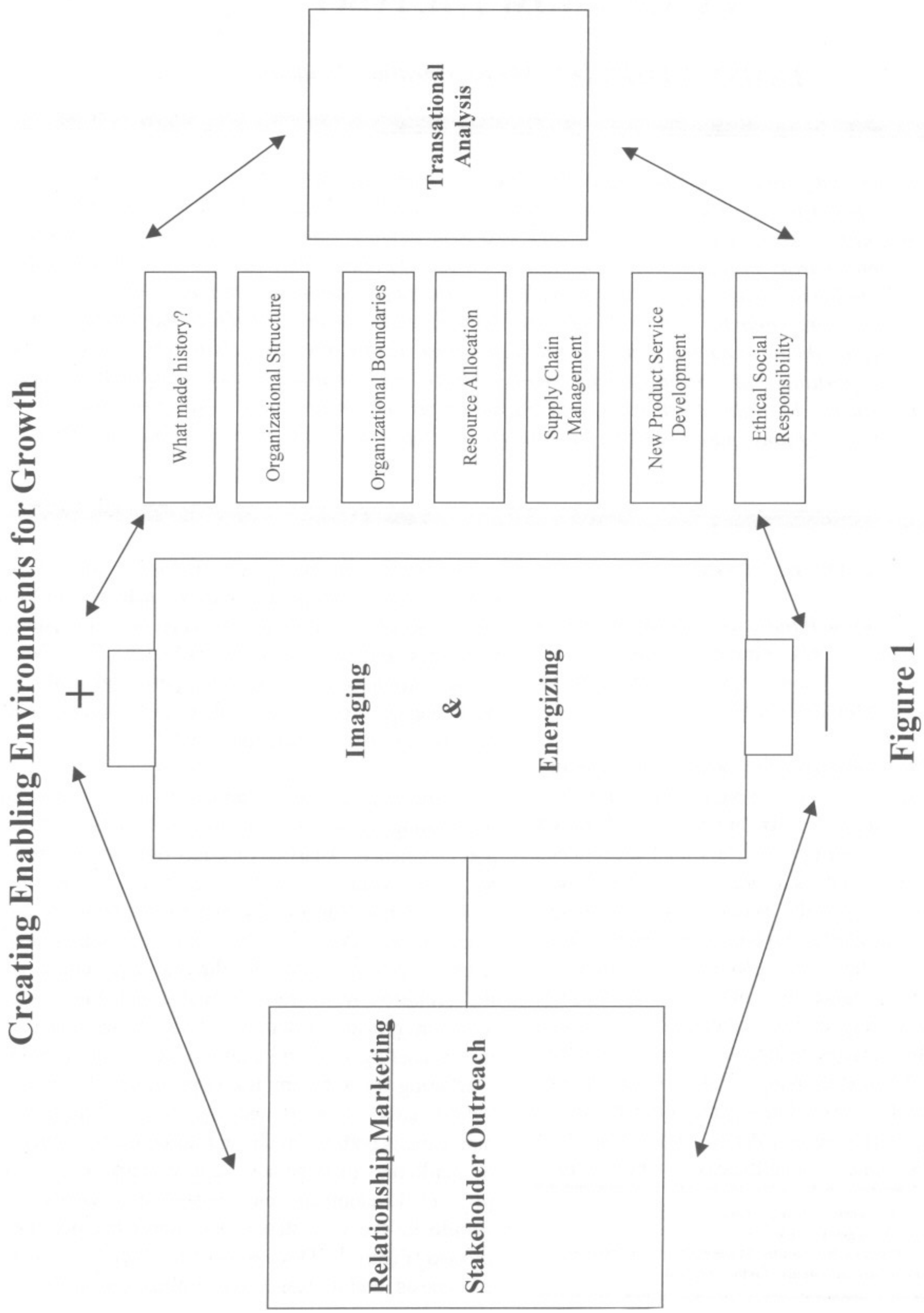
FIGURE 1


Creating Enabling Environments for Growth
Transational Analysis
What made history?
Organizational Structure
Organizational Boundaries
Resource Allocation
Supply Chain Management
New Product Service Development
Ethical Social Responsibility
+
Imaging
&
Energizing
—
Relationship Marketing
Stakeholder Outreach
Figure 1

Sections to follow provide insight into how contemporary organizations across industries must poise themselves for growth and opportunity creation and capitalization in the global marketplace.

EN ROUTE TO MARKETING PLANNING: THE PORT EXPERIENCE

How might management of a relatively new or existing port decide what its product/service strategy might be in the face of increasing global and regional competition? This question is one that currently challenges city and regional port developers throughout the U.S. and overseas. Alternatively stated, why should someone choose downeast Maine, home of this article, as a transportation link vs. *x* or *y port* offering (presumably) comparable logistical and other advantages and/or disadvantages? If we were to substitute ("port") for other business enterprise activities, this type of marketing challenge is not an uncommon one in contemporary profit and not-for-profit organizations. With regard to ports, approaches to marketing planning appear to fall on a T. Levitt continuum (Figure 2). There are those stakeholders that view the port solely as a *transportation link*. In other words, their view of products and services is often defined in terms of "transportation-related" customer services such as increased berths, containerization facilities, parking, and rail development.

FIGURE 2

a) Product/service definition: (the future)
transportation link............>.................>..................?
short-term, transactional based — long-term, growth oriented

An M. Porter (1996) perspective is useful to further contrast short-term vs. long term approaches to marketing planning. Porter cautions against worship of "operational effectiveness" vs. "strategy." Applied as a continuum:

b) Product/service defined in terms of operational effectiveness: (the future)
numbers of bulk berths}....>...............>.......................?
(more) direct rail services }
(more) refrigerator services} — long-term, strategy oriented

Port effectiveness on the short-term end of the spectrum is translated in terms of improved efficiencies. In developing a "marketing plan," a transactional approach might typically begin a situational analysis through review of secondary data (e.g., sales figures). Subsequently, complementary and same-industry comparisons with rivals are done through benchmarking. Projections may be generated that are also transactional in nature.

No one is suggesting discounting the importance of transactional analysis in preparing a marketing plan. Likewise, the importance of operational effectiveness in contemporary marketing planning is undisputed herein. Nevertheless, as Porter also emphasizes, operational effectiveness can be matched by rivals. Over the *long*-term, companies can continue to outperform rivals only if they can establish differences that can be preserved (p. 62). How then do companies discover and/or rediscover those? In the case of ports and perhaps numerous other profit and not-for-profit enterprises, valuable direction lies in history and in the eyes and experiences of an organization's stakeholder relationships. Stakeholders include, but are not limited to individuals, groups and other profit and not-for-profit organizations within the firm's internal and external environments who potentially derive direct or indirect benefits (e.g., knowledge, growth, new product/service ideas, good will, etc.) from the organization's own growth and development. Illustrations of this important first step in situational analysis (Figure 1) are discussed in the following section.

Defining "Ports": A Historical Perspective

Revisiting history is a crucial step in situational analysis. "History" here is understood in its broadest sense. In history one looks for missions that *made* history, i.e., not just the events, but also the folklore associated with events that caused them to be memorable (as with legends). Similarly with the business of business: What *makes history* are the enduring (value-added) benefits, not just longitudinal studies of the dollars and cents of transactions as a measure of productivity and or success. Historical analysis often uncovers and rediscovers organizational missions that may have gone astray due to overattention to process versus strategy.

Applied to ports, a functional definition is: "a harbor ... with facilities for ships to load, unload or obtain supplies, and which has been appointed for travelers to enter or leave the country" (Miller 1995, p. 258). Another (economic) functional perspective defines major seaports as an *entrepôt* "a place for the transshipment of cargoes and the exchange of goods" (Labaree 1977, p. 35). A broader view is derived from folklore. Travelers have described certain ports as *havens*--where both ships and travelers could lie in safety. (Recognize that history is extensive recounting events pointing to horrors of port unsafety!)

Geographical location was and continues to be fundamental to differentiation from rivals. Location, location, location is and has always been key. Yet, Labaree (1977) reminds us that few major seaports are located on coasts. Consider the many successful ones that are located many miles upstream along the rivers or are inland ports. Therefore, the functional definition is a prerequisite to success only to a degree. Nature does not always provide these geographical requirements. History then points to another requirement for success--i.e., access to the interior. How people intervened points to how geographical disadvantages became advantages. New York, as one example, was blessed by a well-situated harbor for coastal, transatlantic and inland trade. Yet it placed behind its rivals for years until local initiative intervened (Albion 1939).

Many ports became successful due to the addition of channels, locks, dredging, operations, breakwaters and other artificial aids. Careful, the reader may say!: Wasn't this attention to operational effectiveness vs. strategy? Yes, perhaps it was, but those events are also a historical lesson, as these improvements did not assure dominance over rivals over the long-term. As technology progressed (e.g., invention of the steam engine, followed by railroads, followed by the automobile and the trucking industry and intermodalism), efficiencies would improve. With the development of efficient inland transport it became possible that a hinterland could be served by more than one port. Therefore, we look further into history for distinguishing differences amongst rivals.

What apparently distinguished one major port from another--given natural and/or developed geographical and infrastructural advantages--was often the ability and/or willingness to involve the port stakeholders and/or the initiatives taken by the stakeholders themselves.

> In time...the merchants of major *entrepôts* extended their business contracts far into the interior, arranging with local shopkeepers to provide them with goods and to purchase country produce. An elaborate system of credit soon followed, and it is not surprising that major seaports became the financial centers of their respective regions and nations (Labaree 1977, p. 37).

Potential "stakeholders" extended far beyond a view of the port as only a link in the physical distribution chain. The heartbeat to growth of every major seaport ultimately involved the public. Where merchants congregated in the vicinity of the havens that ships could visit, consumers accompanied merchants. Trade led to the development of the port in many areas, towns and cities. This would be called *commerce*. The shipowners and merchants, were instrumental to growth. As Albion (1939) states, "no port could grow great simply by catering to the needs of its own inhabitants" (p. 76). This statement is prophetic to contemporary growth of organizations. This is why the first step of marketing planning for growth must be to discover who is the organization's wider public—a discovery that can and should be initiated through relationship marketing as illustrated in Figure 1.

Another distinguishing characteristic of the "port"--broadly defined, apparently involved the natural or ingenuous ability for the port to be a *safehaven, a refuge, a shelter.* Again, human ingenuity intervened where natural advantages were not available. The word *safehaven* is still applicable today, but in ways that early travelers never would have imagined. The image adds another definitional element that distinguishes major ports from other rivals.

Safehaven in contemporary times, however, not only involves concern with the safety of travelers, but also encompasses concern with environmental issues such as how dredging may affect ecological balance. Social responsibility, both legislated and self-generating, is, therefore, a natural evolution of (re)discovering the legends that made history.

It is beyond the scope of this paper to provide an overview to political events, ownership, legislation and other internal and external environmental factors that affect organizations' (e.g., ports') ability to pursue growth strategies. The literature is extensive on the subject. The evolution of U.S. ports as public enterprises (Ircha 1995) and other port-specific (Labaree 1977) and/or global overviews are illustrative of the competitive challenges that many contemporary organizations encounter over time. Nevertheless, how management and others decide/decided to intervene to *create* enabling environments for growth is what situational analysis should attempt to uncover en route to marketing planning. The "enabling" factors--to include stakeholder involvement, evidence of social responsibility and logistics management--are what appear to distinguish the leaders. These issues are addressed in the section to follow which describes such efforts in the cases of selected ports.[1]

Creating Enabling Environments For Growth

The Port of Rotterdam (PoR). Generally considered the principal port of the Netherlands and the Northern European Hinterland, the Port of Rotterdam has enjoyed exponential growth over the past 120 plus years. Data specific to liquid and dry bulk cargoes earns the Port of Rotterdam its place as a major transshipment port for Western Europe. Its distinguishing and perhaps enduring characteristics as a for-profit business enterprise appears to be the ability of early rulers, merchants, and others to assume a systems view to growth both regionally and internationally. From the turn of the 20th century, the Port's history (Kline 1925-26) reveals commitment to lasting improvements of communications with other countries outside its own borders. Indeed, to define Rotterdam an *entrepôt* would be a very myopic, although it certainly describes many of its economic activities.

A broader, poised-for-growth definition positions Rotterdam as both a World Trade Center, chamber of commerce, haven, and an economic engine by virtue of its trade and distribution centers, visitor facilities, Electronic Data Interchange (EDI) and subscription data bases, policies directed toward education and research, and others. These are integrated through its Distripark, a large scale center with facilities for all type of distribution activity. PoR has obviously considered its wider public in planning for growth. As examples, in designing the Distripark system, planners wanted to assure excellent connections with European motorways, railways and waterways (Scholten 1992, p. 5). Terminals and means of transport are all close-by. The Park system is alsoa value-added center of commercial activity. Services such as assembly, storage, repackaging, labeling, stripping, and stuffing of containers are all available (Port of Rotterdam 1998).

Businesses can also enjoy the benefits of a Free Trade Zone, and use the port as a platform to launch initiatives to other areas of the world. As examples, those initiatives can include refining liquid bulk products prior to transshipment, processing fruit juice from concentrates, or assembling items such as chairs. Technology supports these initiatives through Datatrak, a system that monitors cargo electronically to its final destination. The port is integrated electronically by a vessel Traffic Management System.

Distriparks, attention to urban development, security, and environmental safety give new meaning to the term *safehaven*. The Municipal Port of Rotterdam functions as a landlord port and interfaces with the business community and others on development

[1] There was no attempt to identify a scientific methodology for selection of the ports discussed in the section that follows. If this paper were a study of economic impact of ports to regions--which it is not--that objective could have been accomplished in a number of ways (e.g., commodity studies, tonnage, jobs generated, spending patterns, etc.) However, this paper is not concerned with functional economic definitions of ports, but rather the innovative ways in which stakeholders create enabling environments for growth and thereby reach beyond functional definitions of their business. The ports were selected based on the practitioner, consumer, and traveller experiences of the cross-functional team that collaborated on this project.

issues. Environmental safety and Distripark security are elements of product/service strategy itself, ongoing developmentally, and also part of the promotional strategy to attract new industry, cargo and services. In short, PoR illustrates a very important construct of the international growth model discussed herein (Figures 1 and 3). With PoR, marketing planning begins with relationships. Transactional analysis is vital as well, but the wider public is not seen if one starts and ends with transactions.

Scenario Building With Stakeholders for Global Growth

G. Morgan's metaphor of the organization as an organism is inspirational to marketing planning (1997). According to Morgan, organizations must *imagine* their existence "in a wider environment on which they depend for the satisfaction of various needs" (p. 33). Analysis and brainstorming over the extent of its wider public is key. Again, the initiation of that process viewed as an input and catalyst and illustrated in Figures 1 and 3.

In order for organizations to create and position themselves for growth, situational analysis begins with the view of the organization as if it were an *organism* capable of system generation and regeneration. At PoR, as an example, the role of *relationship marketing* cannot be overstated as the port continues to expand and integrate its stakeholders in its product/service design and development and manufacturing and production processes. Stakeholders engage in constructing scenarios--i.e., realistic and contingency-based visualizations of the future (UNCTAD 1993, p. 47). Alternatively stated, relationships seek those interactive processes that influence future scenarios. That interactive process is illustrated in Figure 4a. Brainstorming for multiple relationships, influences, and causalities is a "loops, not lines" process (Morgan 1997, p. 419). Through stakeholders, therefore, marketing planners uncover many potential opportunities, vulnerabilities, and/or barriers to growth. (Figure 4b).

The Port of Cleveland, Cleveland-Cuyahoga County Port Authority (PoC). Turning again to metaphors, the Port of Cleveland's influence as an *economic engine* and *systems generator* is well documented (Urban Center). Nancy Cronin, International/Government Liaison of the PoC, points to ways in which the Port's Maritime Group, marketing material and financing enable the Port to build community; additionally both contribute to position the Port as a key player in international and interlake trading. PoC claims to be generally recognized as the busiest port on the Great Lakes. In Cronin's words,

> The Port played a significant role in partnering with other local and state government agencies in the financing and construction of the Rock and Roll Hall of Fame and Museum, the Applied Industrial Technologies World headquarters, and the...football stadium. The Port also created a Bond Fund program to assist in financing small and medium size business expansion (letter, Aug. 20, 1997).

PoC's primary mission is "to improve the economic well-being of Greater Cleveland and accelerate economic development" (Urban Center 1997, p. 2). While functional improvements as an *entrepôt* are priorities (e.g., expansion of bulk handling), these are tactical goals intended to position PoC as a multi-cargo, multi-modal, multicustomer international enterprise--necessary steps to achieve PoC's primary mission. The Foreign Trade Zone (FTZ) and sub-zones are equally as critical in the logistical value-added chain. However, manufacturing focused "community development" includes the worldwide community. A bond fund program assists in financing small and medium size business expansion along with the Lakeside Area Development Corporation. Indeed, this enterprise as with PoR, has influenced *logistics management*--generally understood as the process of directing and coordinating the flow of information, goods, and services among members of the distribution channel. *Supply chain management* decisions are influenced in numerous ways. As examples, raw material inputs and the manufacturing processes are affected by the

FIGURE 3

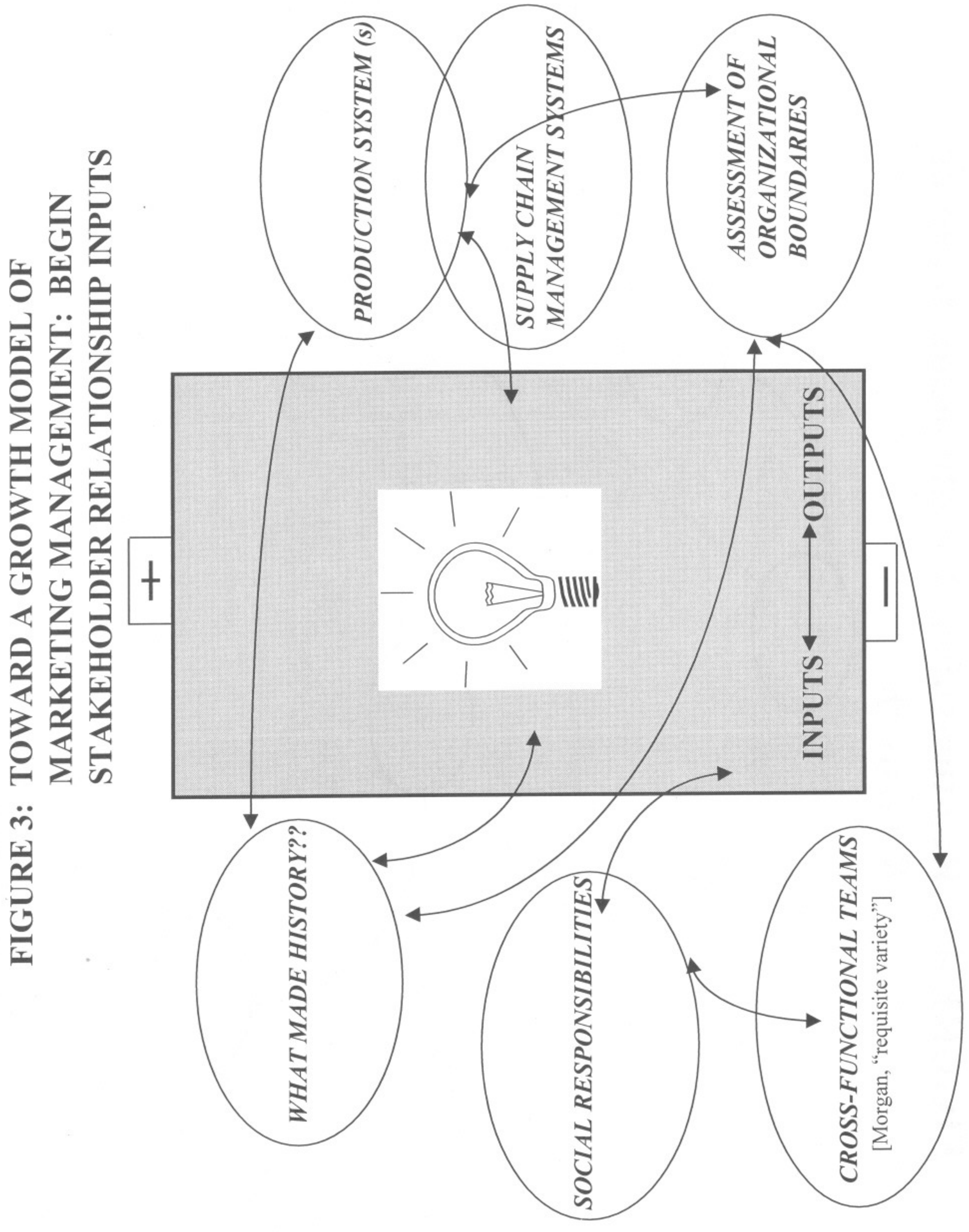
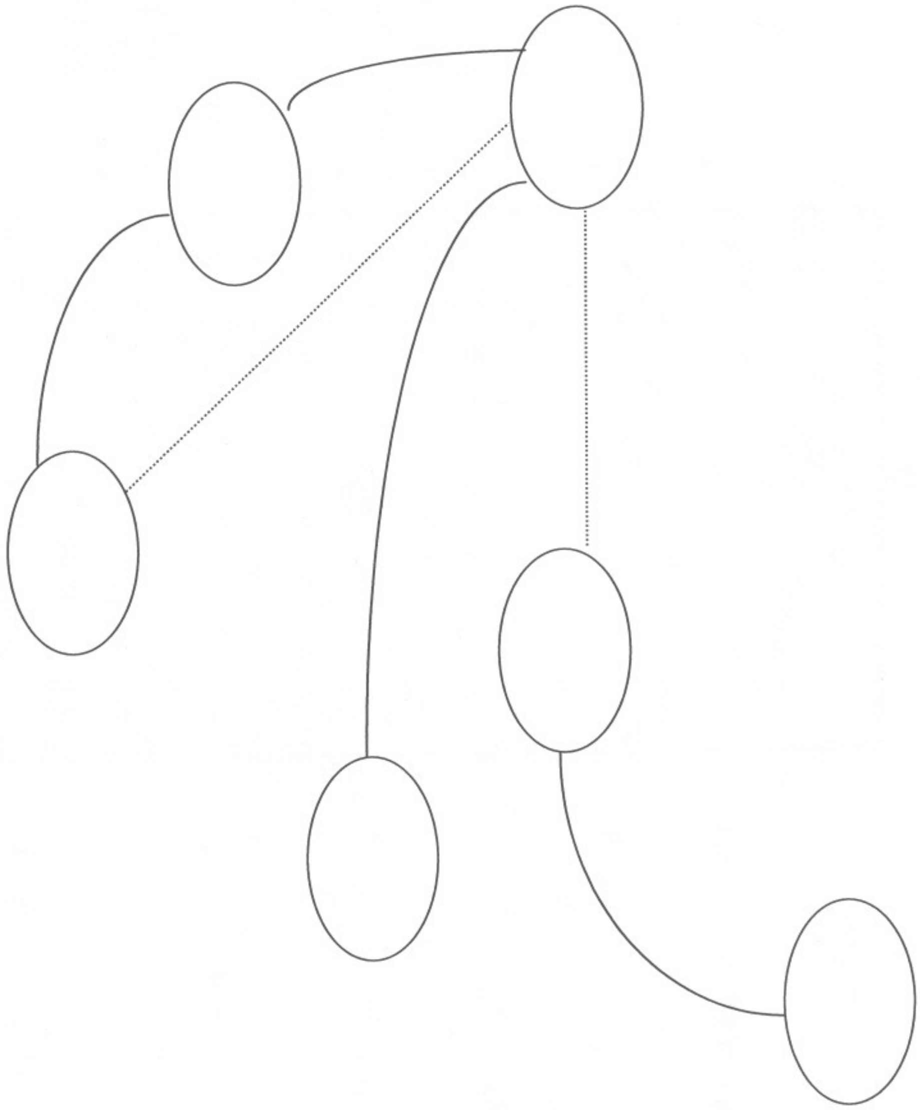


FIGURE 3: TOWARD A GROWTH MODEL OF
MARKETING MANAGEMENT: BEGIN
STAKEHOLDER RELATIONSHIP INPUTS
PRODUCTION SYSTEM (s)
SUPPLY CHAIN
MANAGEMENT SYSTEMS
ASSESSMENT OF
ORGANIZATIONAL
BOUNDARIES
+
INPUTS
OUTPUTS
—
WHAT MADE HISTORY??
SOCIAL RESPONSIBILITIES
CROSS-FUNCTIONAL TEAMS
[Morgan, "requisite variety"]

FIGURE 4a

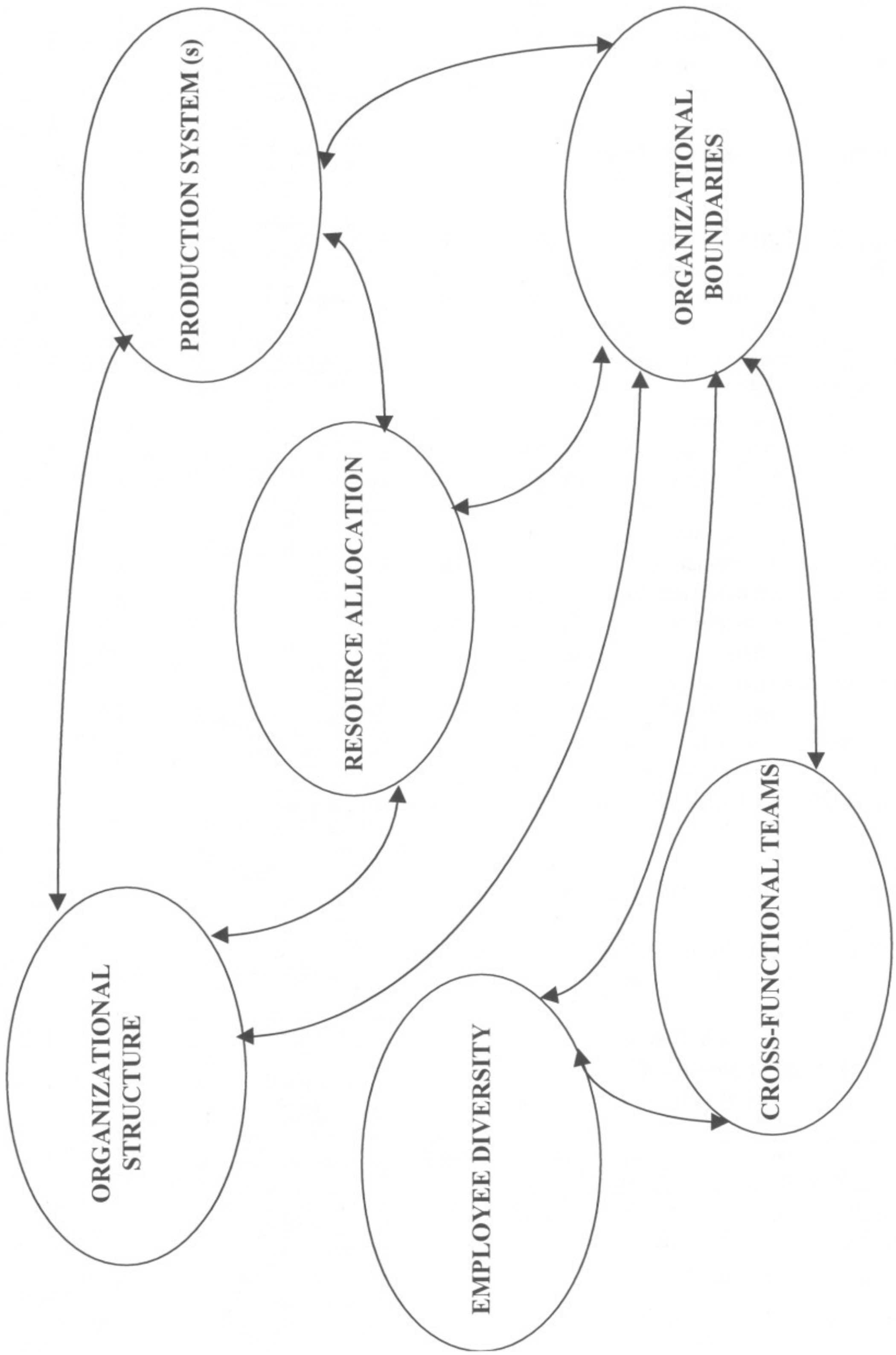
FIGURE 4a: Relationships, Constellation-Building, & Growth



Inspiration: G. Morgan (1986).

FIGURE 4b

FIGURE 4b: Stakeholder Outputs: Implications to Market Planning, Growth and Change



FTZs; distribution channels are influenced with the timing of the flow of finished goods and financial capital exchanges through the FTZs as goods reach end customers. Refer again to Figures 1, 3, and 4a & 4b where the potential outputs (results) of relationship marketing are illustrated.

The Organization as a Constellation of Relationships

Ports, as all enterprises large and/or small, may be also be viewed metaphorically as *constellations,* housing many potential direct and indirect stakeholders for whom products and services are generated. An illustration of how diverse those may be is shown in Table 1 for the Ports of Rotterdam, New York and New Jersey, Virginia, and Massachusetts. The Virginia Port Authority has a much more limited charter. It represents a port charged with oversight and operation of only those services related to common carrier services, i.e., general cargo (container and breakbulk). The information available from Massachusetts covers Boston, plus the smaller ports of Gloucester, New Bedford, and Fall River. Each of these smaller ports represents smaller communities with niche markets. The services detailed are not necessarily offered by the port authority directly; they may be provided in private facilities and/or outsourced. No matter how this Table may be interpreted, certain conclusions are self-evident:

a. Processes can be matched by rivals. (Porter 1996)
b. "Ports" are not just about transportation any longer (*M through P* below)

TABLE 1
Listing of Selected Port Services (as of July, 1997) [2]

Service/ Characteristic	Rotter-dam	New York	Vir-ginia	Mass.
A. Container Berths	X	X	X	X
Container Cranes	X	X	X	X
Container Handling Equipment	X	X	X	X
Stuffing and Stripping Facilities	X	X	X	X
Fumigation Facilities	X	X	X	X
Intermodal- On Dock Rail	X	X	X	X
Maintenance and Repair	X	X	X	X
On site container & chassis	X	X	X	X
Chassis Pool	X	X	X	X
Roadability Inspection	X	X	X	X
Reefer Container	X	X	X	X
Computer Access	X	X	X	X
B. Ro-Ro Berths	X	X	X	X
Intermodal Direct Rail	X X	X	X	X
C. Breakbulk Berths	X		X	X
Cold Storage Deep Freeze	X	X	X	X
D. Bulk Berths	X	X	X	X
Non-Fuel Liquids	X	X	X	X
Dry Bulk	X	X	X	X
Petroleum	X	X	X	X
E. Passenger Ship Terminals	X		X	X
On Dock Parking	X	X		
F. Auto Terminals	X	X		X
Intermodal Rail Terminals	X	X	X	X
Double Stack Service		X	X	
G. Services				
Steamship Agents	X	X	X	X
Automobile/Vehicle Processors	X	X		X
Stevedores	X	X	X	X
Port Maritime Association	X	X	X	X
H. Marine Services	X	X	X	
Barge Services	X	X	X	X
Bunkering Services	X	X	X	X
Chartering Brokers	X	X	X	X
Cleaners – Tank, Ship, Barge	X	X	X	X
Harbor Pilots	X	X	X	X
Heavy Lifts	X	X	X	X
Marine Contractors	X	X	X	X
Marine Engineers/Naval Architects	X	X	X	X
Marine Insurance Brokers	X	X	X	X
Marine Repair Services	X	X	X	X
Oil Spill Control Organizations	X	X	X	X
Pollution Response Hazardous Waste Handling Services	X	X	X	X
Salvage & Reconditioners	X	X	X	X
Surveyors and Appraisers	X	X	X	X
Towing and Lighterage	X	X	X	X
I. Shipbuilding	X		X	X
J. Marine Supplies	X	X	X	X
K. Intermodal and Port Access	X	X	X	X
Rail Intermodal Ramp	X	X	X	X
Container Drayage	X	X	X	X

[2] Refer to previous footnote. This information was derived from secondary sources provided by the respective ports.

Service/ Characteristic	Rotter-dam	New York	Vir-ginia	Mass.
Convenient Rail Service	X	X	X	X
Convenient Truck Access	X	X	X	X
Interstate Highway Access	X	X	X	X
L. Customs Brokers and Foreign Freight Forwarders	X	X	X	X
M. Trade Services	X	X	X	X
Warehouses	X	X	X	X
Trucking	X	X	X	X
Foreign Consulates/Agents	X	X	X	X
International Banks	X	X	X	X
Trade and Transportation Education	X	X	X	X
Economic Development / Business Assistance	X	X	X	X
Trade Associations	X	X	X	X
Foreign Trade Zones	X	X	X	X
N. Fishing Industry Services			X	X
Fish Processing			X	X
O. Recreation / Tourism Industry Services	X	X	X	X
Historic Vessels	X	X	X	X
Local Cruises	X	X	X	X
Waterside Parks / Trails	X	X	X	X
Marinas	X	X	X	X
P. Academic and Scientific Community Services	X	X	X	X
Marine Research Facilities		X	X	X

Organizations That Organize for Growth: Outreach Significance

Earlier we pointed to T. Levitt's remarks--i.e., "*...there is no such thing* as a growth industry"...there are only companies organized and operated to create and capitalize on growth opportunities (1960, p. 47). Doing situation analysis in contemporary times requires organizations to involve direct and indirect stakeholders in imaging analysis for the future. If approached solely on a *transactional* basis (Figure 2, left side) foreseeing long-term opportunities are limited. Yet, if approached through partnerships with a wider public through relationship marketing, the possibilities are many, indeed. In the case of ports and the experiences illustrated above, those opportunities are represented through the following images:

Organizations (e.g., the port) as constellations of relationships:

Organizations (e.g. ports) as safehavens

Organizations as organisms (e.g.,the port as a systems generators for)
employment
logistical decisions
social responsibility

Organizations (e.g., the port) as economic engines

Organizations (e.g., the port) as an entrepôt

The PoR and the PoC, as examples, meet with its wider public to envision its future as a constant dynamic of the market planning process. Figures 5a-d are images of what those might be for a "Great Seaport."[3]

An interesting example of using metaphoric imaging to identify a wider public of stakeholders involves a potential marketing relationship and supply chain influencer that does not even appear on Table 1--i.e., the packaging professional. If the port were to view itself as a *safehaven*, this professional resource (and stakeholder) is a more likely "hit" in brainstorming of stakeholder relationships--*if,* of course, management has a predilection for thinking "out-of-the-box"—i.e., in loops vs. lines. Undoubtedly, packaging affects every part of a market economy and all the transactions shown on Table 1 either directly or indirectly. One packaging professional discusses her work in providing packaging assistance to food aid programs:[4]

[3] "Imagine a Great Seaport" was the mission and title of a conference held in Portland, Maine, Jan. 29, 1998. At that conference, a wider public was brought together to brainstorm about future international growth opportunities.
[4] Source: Diana Twede, Associate Professor, School of Packaging, Michigan State University.

FIGURE 5a

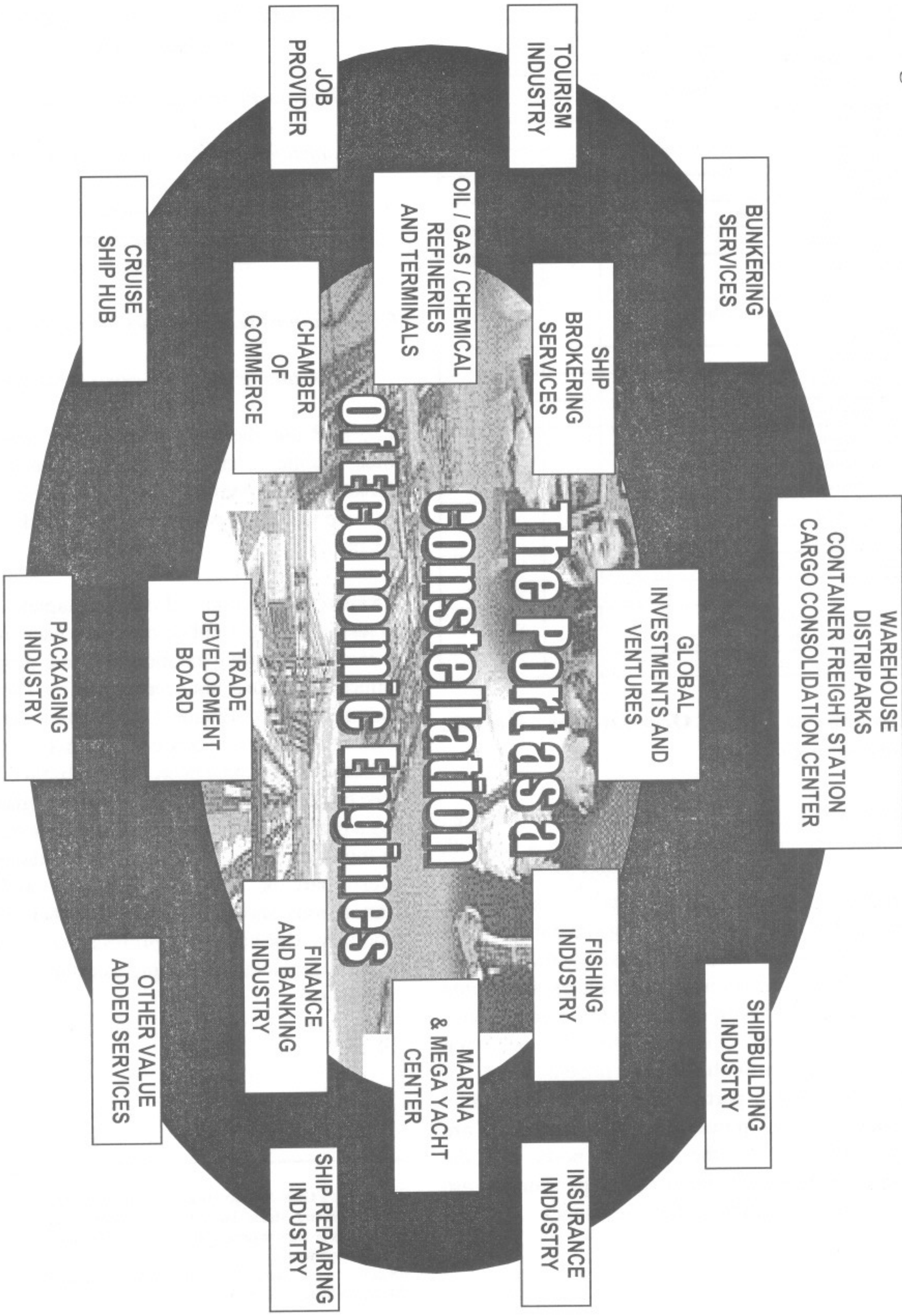


Figure 5a

Source: Mohamad Salleh, 1998
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FIGURE 5b

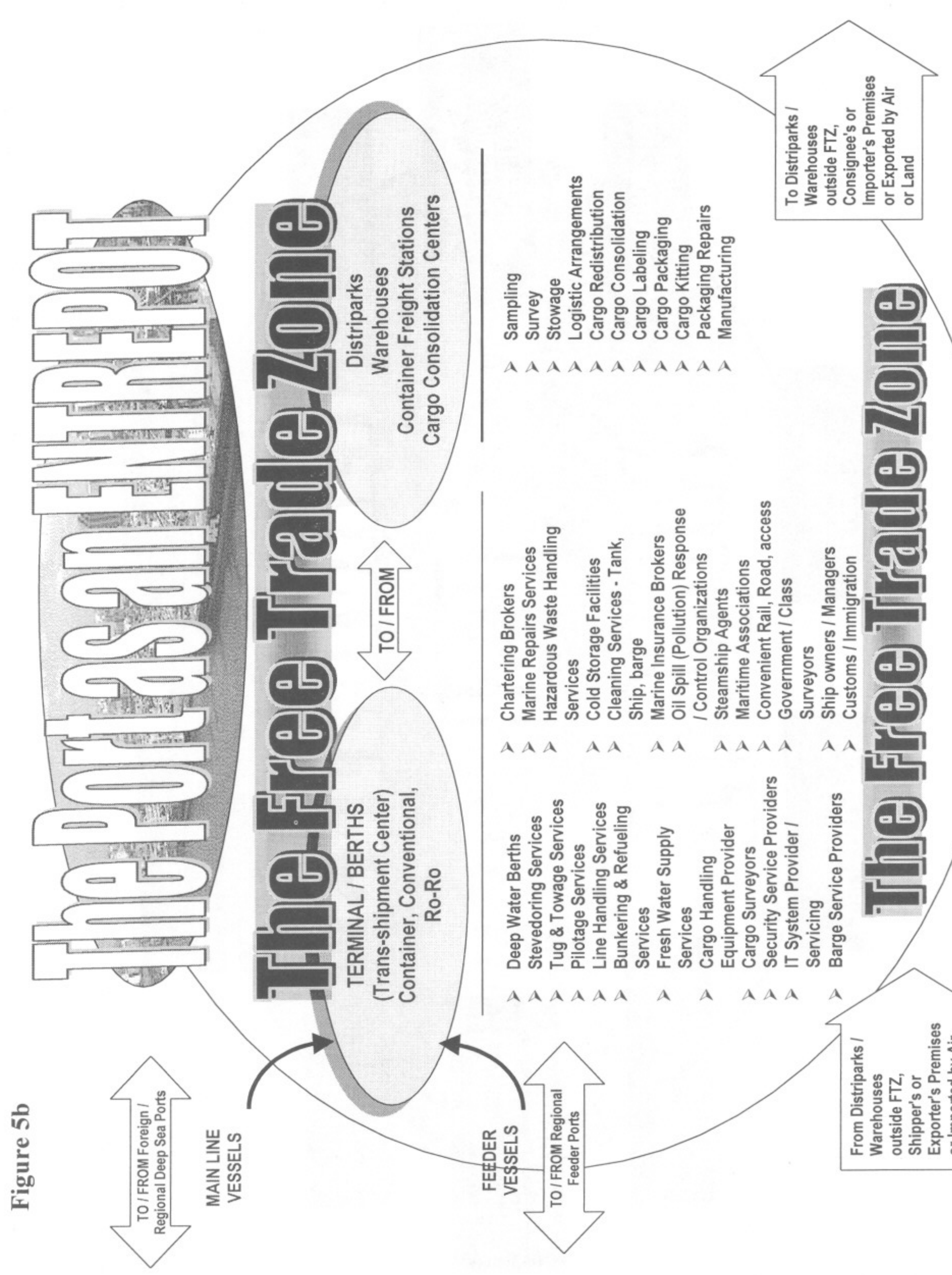

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FIGURE 5c

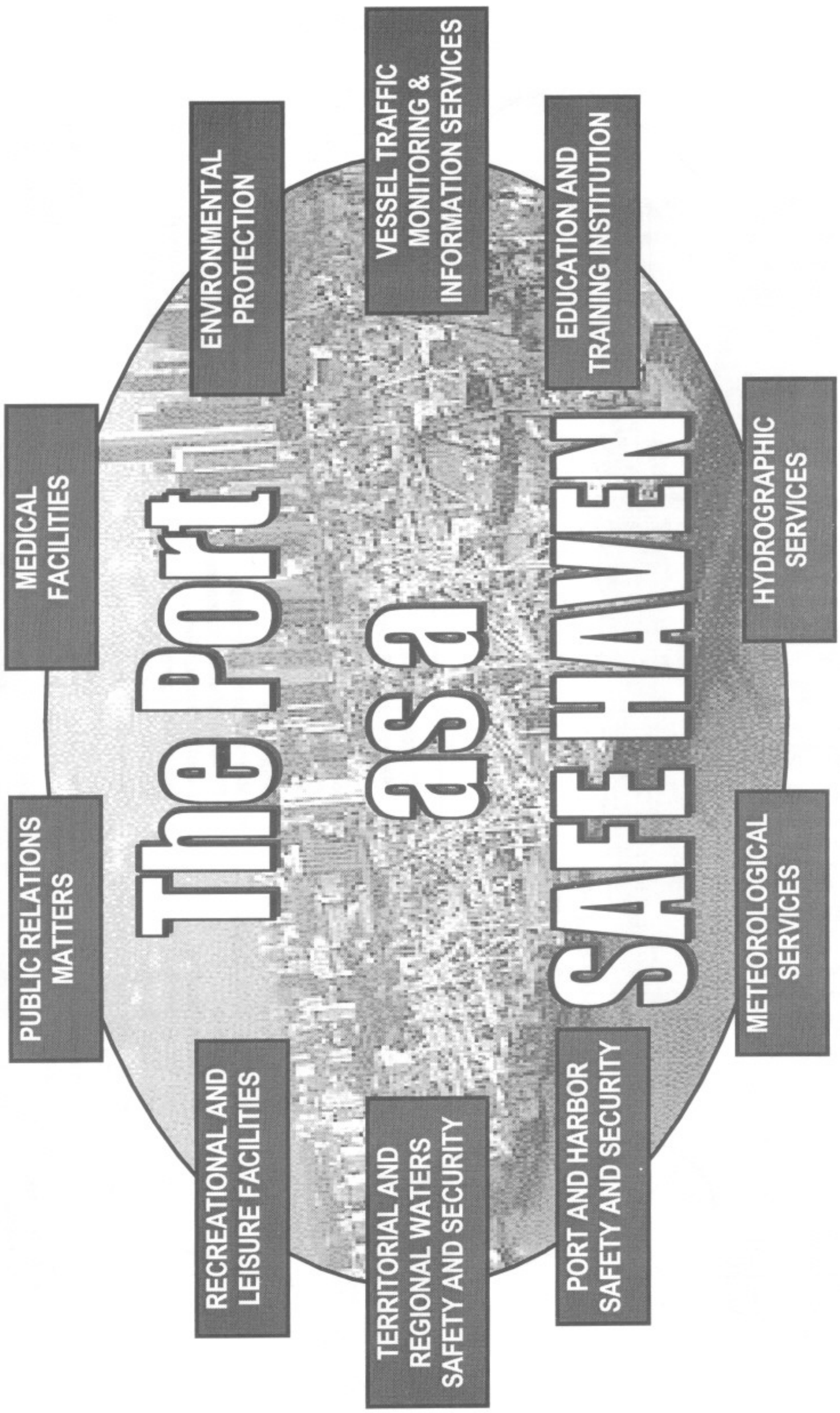

Figure 5c

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FIGURE 5d

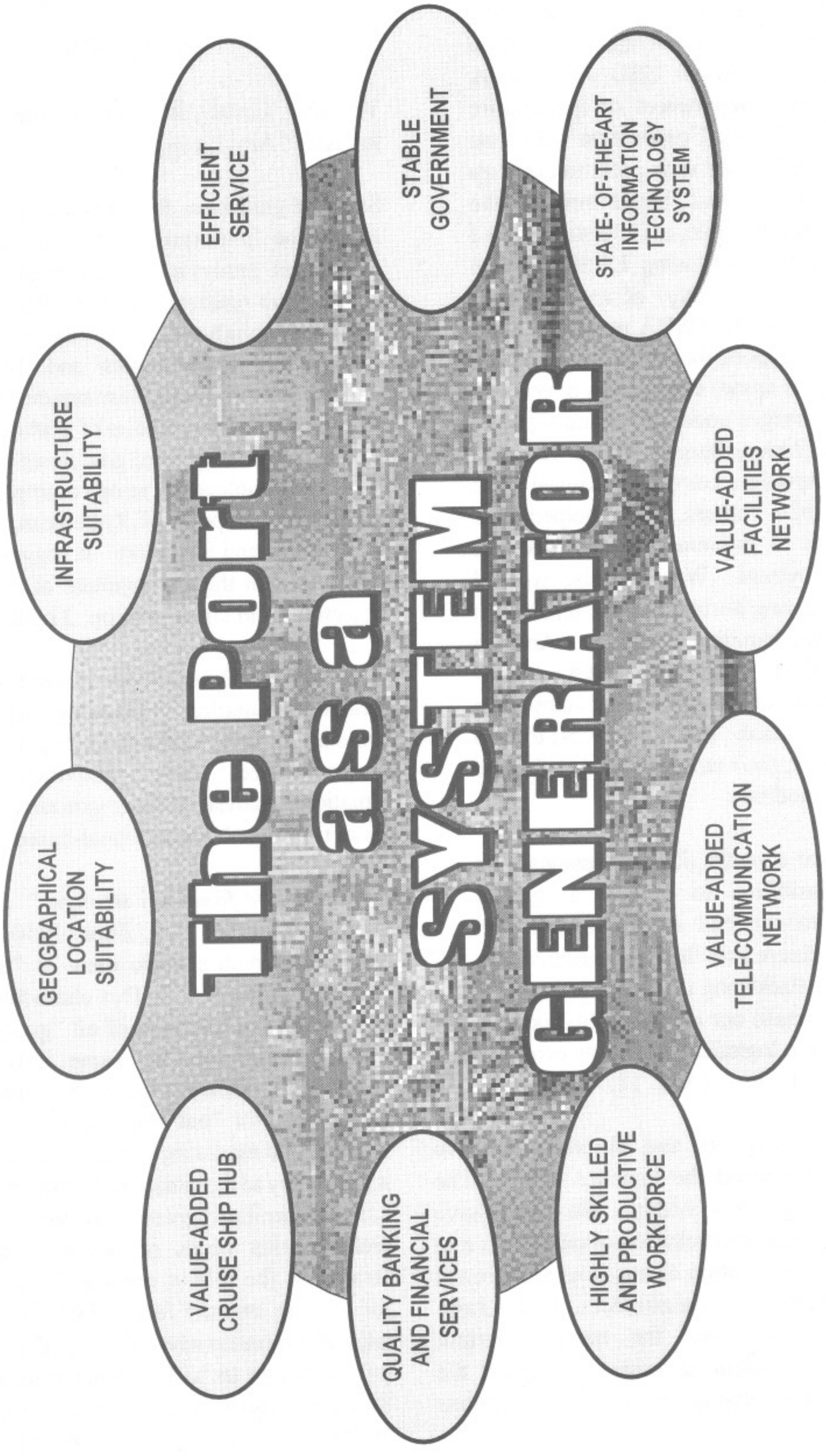

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Figure 5d

> I don't know that many port managers know about our work. But packaging definitely can affect port operations; just look at the productivity improvements from containerization. In our USDA/CCC work [United States Department of Agriculture /Commodity Credit Corporation work] we have worked directly with ports to clean up their operations and better protect the packages. For example, a 1992 study found that Memphis port (using LASH barges) caused the most damage of any domestic shipping port in the USDA program. As a result of our report, the Memphis operation (LITCO is its name) changed its operations to load the barges under cover and repaired a number of leaking barges...When we found that some stevedore companies caused more damage than others, we helped the government to implement a new loading inspection system. We have also worked with the receiving ports to reduce infestation and improve handling practices. And we have worked with the NGO [non-governmental organization] agencies (like CARE and Catholic Relief Services) to help them improve their storage and distribution of the commodities.
>
> We feel that a packaging professional has the responsibility to follow a typical shipment to the end of the distribution system to ensure that the packages perform adequately. Packaging is an interesting field that way, because our responsibility extends throughout the logistical system as products change ownership. ...(Aug. 18, '97 letter).

This individual's account and observations have implications far beyond the logistics chain. The problems she highlights within the chain have implications to a huge constellation of customers and ultimately to the realization of missions and growth opportunities of numerous stakeholders. In this case, it could be argued that the most important stakeholder is the public at large, and hence, the implications to how relationships (and organizations as *organisms* and *constellations*) directly and indirectly affect social responsibility and humankind.

IN CLOSING...

Yes, [Mr. Levitt], It's Not Just the "Transportation Industry" Any Longer.

Standard guidelines for marketing plan development stress the importance of exploratory research, situational analysis, use of both qualitative and quantitative research methods, the SWOT analysis (i.e., the analysis of a company's strengths, weaknesses, opportunities and threats), and the interrelatedness of all these ongoing considerations, among others. Case studies of port development also incorporate these general guidelines to planning. The UNCTAD publication, as one example, includes case studies on the ports of Rotterdam, New York and New Jersey, and Singapore. It suggests factors to be considered in the development of a port's mission, objectives and strategies (pp. 21-28).

The UNCTAD approach is useful as a general guideline to marketing planning; yet, it is limited as a model for future growth as its primary focus is on cargo-oriented port activities; additionally, situational analysis of the organization is approached from traditional transactional-based vantagepoints.

"Making the familiar, strange." In his essay on Andrew Marvell, T. S. Eliot (1950, p. 259) writes that in Marvell's verse there is "the making the familiar, strange... ." This characteristic in Eliot's view, was the hallmark of all "good" poetry. It is argued herein that the same is true for "good" research; it should "make the familiar strange." Organizing for "out-of-the-box thinking" is key to research and marketing planning for growth. Indeed, it is also key to the situational analysis—for how else can the familiar become strange? Whether filling niche market needs or pursuing undifferentiated strategies, the role of relationship marketing is key for looking into the future. History is prolific with tales of companies who either failed to see their wider public, failed to look beyond transactions, and/or failed to consult its wider international public for marketing planning for growth. Successful companies cannot rely on success and growth forever.[5]

We have come a long way from the definition of a port as an entrepôt. While "ports" will continue to be a link within the logistical chain, connecting sea with land and the international transport network, leaders appear to distinguish themselves in the way they have organized for growth. This article suggests that enterprises of the future will need to organize for growth by assembling stakeholders along the lines illustrated in Figure 1- 5, i.e., through interactive processes involving metaphoric imaging and scenario building.

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[5] Refer to Tirschwell (1998) for a recent maritime example. Compare the contents of the Tirschwell article to Kline's Official Guide for Shippers and Travellers to the Principal Ports of the World (1925-26, p. 714) where the the Port of N.Y. is featured along with the (former) Woolworth Building.