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DISSERTATION THESIS

INTERACTIVE ONLINE DBA

New Marketing Strategies used by Freight Forwarders in Australia for Sea Freight

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27th July, 2020



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AFFIDAVIT

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ABSTRACT

The purpose of the research is to understand the dynamics of freight forwarding companies in Australia focusing on sea freight and how new marketing strategies have been implemented to keep up with the changing global markets and technologies. The chosen topic “ New Marketing Strategies used by Freight Forwarders in Australia for Sea Freight“ will look into the current marketing strategies utilised by existing freight forwarding companies and agents, how such strategy developed was carried out and what the future of freight forwarding marketing strategies should be to include various aspects of marketing management with developing technologies and trends.

Based on past research studies and literature review, digital marketing and social media, as well as other measures of marketing have proven effective amongst freight forwarding in Australia in terms of sea freight. This research will further supplement this belief on how the fact that digital marketing and social media marketing can be beneficial when included in an organization's marketing strategies to not only reach and maintain rapport with their existing customers but also engage with potential customers. The research study will also factor in various types of marketing management methods and approaches, and incorporate the use of digital marketing, diversity marketing, relationship marketing, word-of-mouth marketing, and also how business-to-business marketing and CRM systems. By factoring all these marketing strategies, it will be possible to assess whether they are beneficial when implemented into marketing strategies for freight forwarding companies in Australia for sea freight shipping services.

The research methodology was based on positivism methodology, facilitated with primary and secondary data collection methods. Questionnaire surveys targeting 50 freight forwarders and 50 freight forwarding customers were facilitated, and thereafter semi-structured questionnaires were used for interviews which were respondents selected from the 50 freight forwarder list. A focus group study was also conducted to gather insight from different perspective of an industry expert, freight forwarders and commercial cargo customers. Past research and literature review was carried out extensively to gather research materials for the purpose of this study.



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Based on the research carried out, there was significant insight gathered on the existing freight forwarder management practices and marketing strategies utilised presently and how digital measures were beneficial towards lean generation and efficiencies of business operations concerning sea freight. It can be surmised that new and innovative marketing strategies being has improved efficiencies in businesses and customer satisfaction.



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KEYWORDS

Audience Targeting

Australian Sea Freight

Business-to-Business

Communication Marketing

Customer Relationship Marketing

Digital Freight Forwarder

Digital Marketing

Lead Generation

Marketing Strategies

Online Advertising

Online Freight Marketplace

Sea Freight Forwarding

Sea Freight Management

Social Media



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LIST OF ABBREVIATIONS

3PL – Third Party Logistics

B2B – Business-To-Business

B2C – Business-To-Customer

CFS – Container Freight Stations

COVID-19 – Novel Coronavirus 2019

CRM – Customer Relationship Management

EDI – Electronic Data Interchange

FCL – Full Container Load

IATA – International Air Transport Association

LCL – Less Than Container Load

LSP – Logistics Service Providers

MAD – Mixed method Approach of Design

NVOCC – Non-Vessel Operating Common Carrier

OECD – Organisation for Economic Co-operation and Development

SAD – Single method Approach of Design

SME– Small and Medium Enterprises

UNCTAD – United Nations Conference on Trade and Development



CHAPTER 1: INTRODUCTION

The current research effectively deals on developing new marketing strategies used by freight forwarders in Australia for sea freight. A freight forwarder, also known as a non-vessel operating common carrier (NVOCC), is a single entity that organizes shipments for individuals or corporations to receive goods from manufacturer to market, warehouse or the ultimate point of distribution as per Ding and Tsai (2012). Freight forwarding is the process of shipment of goods from one destination and a freight forwarder effectively carries out this process as defined by Lim (2018). Essentially, a freight forwarder is defined as either a company or individual, who is engaged in the arrangement of shipments for corporations or individuals, to provide goods from the manufacturer to the markets, consumers or final point of distribution.

Freight forwarders usually contact a carrier or multiple carriers to move freight goods. However, forwarders do not carry out the act of moving the goods and act as an expert on the logistic network. Freight forwarders are the agents that arrange shipments for various sectors or industries from the manufacturer to their eventual destinations. Forwarders tend to have contracts with shipping line carriers to move freight goods. However, there have been several dynamics in the freight forwarding services due to changes in the business.

A forwarder (who is also known as either a freight forwarder or a forwarding agent) does not move or distribute the good physically but has efficiency in balancing the logistics network with the usage of effective strategies assists the process of distribution of the cargo goods. Logistics refers to the commercial activities that take place while transporting goods and services to customers and the means of which handling is done in a timely and cost-effective manner. During the process of transporting goods from Point A to Point B, the efficient use of different shipping modes (be it the use of trucks, railways, ships and aeroplanes) for various requirements to and from the manufacturer and client ensures that the goods are transported. By choosing the right mode of transportation for the supply or logistical chain, cost and time efficiencies are sought after.

In terms of international or global trade activities, the most effective way of distributing or transporting goods is via cargo ships (also known as vessels). There are several ways in



which you can do this, but in the case of packaged goods, they will be efficiently packed into containers (that are either 40ft or 20ft in size). In the case of non-bulk goods, whereby special vessels will carry dry bulk goods across the seas. With containers, they are loaded onto a shipping vessel, and then distributed to the suppliers by sailing, whereby the process is known as sea freight, which is widely used by different nations for international trade and when a need to transport large quantities of goods arise.

The reason for using sea freight is due to its inexpensive nature, which makes it very attractive in comparison to other modes of distribution like trains, trucks, and aeroplanes. Ships can carry large quantities of goods, which would not be possible for transport at a similar price point and quantity. Whilst the cargo will be shipped based on standard sailing time, the ability to transport large amounts of goods and carry bulk amount has made significant impacts in international trade patterns whereby shipping has often been referred to as one of the cornerstones of globalisation as per Corbett and Winebrake (2008).

The major purpose of their research is to identify and analyze the new marketing strategies for freight forwarders, specifically with concern to sea freight. It can be mentioned that the organizations need developing suitable market strategies with a mixed approach to gain competitive advantages and cost efficiency as per Winston and Mintu-Wimsatt (2013). In sea freight, there are many players in the industry and as a growing sector, it triggers the development of suitable marketing strategies for freight forwarding agencies. Also, due to the increasing use of technology in businesses across every sector and industry, it has been noted by Lehmann (2010) that freight management or the pattern of logistics management has changed.

The research investigates the contemporary marketing strategies such as digital and social media marketing, diversity marketing, word of mouth marketing and relationship marketing. Furthermore, how all these contemporary marketing approaches shape the dynamic marketing needs of sea freight will also be investigated.

Organizations that can cut marketing costs can avail the top position in the market and tend to perform more effectively as per Cahoon, Haugstetter, and Bhaskar (2010). Nonetheless,



a more significant concern is the need for greater innovation and technology advances whilst remaining budget-conscious at the same time.

One of the most significant costs helping to cut down the cost of transportation is the fuel price as stated by Ho, Chiu, Chung, and Lee (2017). This means that the higher the fuel price is, it is more likely to enhance the cost of transportation. It is noted that the cost of new technology in the freight service often makes the headlines and this is becoming an increasing challenge to remain at the top of the new business process.

Furthermore, it has been identified that service enhancement in the freight sector has become a significant challenge as every service providers want to maintain transparency with better customer experience and facilitation. Moreover, work practices through digital portals make it easy to manage the transport of goods and reduce time and cost. Thus, most of the large sea freight agencies are incorporating digital strategies to differentiate itself in the market and to gain competitive advantages as per a study by Wong, Chow, and Sculli (2010).

As freight forwarding is a service market offering whereby it facilitates the logistical operations of moving cargo from one location to another, in this case, via sea freight. It is important to understand that various companies are offering the same services across Australia whether they are primarily sea freight forwarders or are multimodal freight forwarders. No matter the primary service, it is the effectiveness of their marketing strategies that ensure that their company is chosen by the customers in question. Based on their marketing mix, that is the product, price, promotion, and placement of the services that each freight forwarding company in Australia. Based on the marketing strategies in place, their customers can decide to choose a respective company and compete for a market share of sea freight forwarding cargo to and from Australia.

Despite the global COVID-19 impact, sea freight operations proceeded with constrained capacity statuses, along with air freight operations, which were impacted due to reduced manpower. As freight forwarding and shipping are considered essential services, though there was lesser demand, many opted for the sea freight options over air freight to minimise the rising costs. Whilst many countries including Australia was in COVID-19 lockdown,



Container Freight Stations (CFS) were open and operational but with constrained capacities due to either lack of manpower or inter-provincial transport restrictions as per Agility (2020).

Marketing strategies can have a significant impact on freight forwarding businesses and their operations. The importance of analysing the successes of marketing strategies and improving them to adjust to current market temperatures and trends will allow for greater competitive advantages, efficiencies, and outcomes. Thus, to understand how the sea freight industry is evolving, it would improve advantageous to study the new marketing strategies in effect by Australian sea freight forwarders.

1.1 GENERAL INTRODUCTION

Freight forwarders act as the point of contact between the shipping line carriers and the manufacturers. They have contracts with multiple carriers needed for moving goods from manufacturers in one country to the customers or markets in another country. Liner shipping is considered the most efficient method of goods and cargo transportation as per the World Shipping Council (2020), whereby a single large container vessel can transport over 200,000-container load of cargo in one single year. However, whilst sea freight and liner shipping are the most efficient in terms of quantity and cost, there is a need for on-demand cargo whereby air freight is preferred. Whilst there is a demand for air freight, uncertainty in Europe (due to Brexit-related trades) and growing tensions between the US and China, and most recently the rising air freight rates due to COVID-19 has continued the negative trend in terms of air cargo demand as per IATA (2020), which has put sea freight back in the forefront. Furthermore, due to these global impacts, nations including Australia have taken actions to remedy further impacts by adopting different methods to adapt to the changes in the global market. With business changes, environments have led to growing changes in freight forwarding processes and adopting different marketing strategies to improve performance. As per OECD (2016), Precedence is put on freight transport variables such as timeliness, track-and-trace, and infrastructure facilities along with service quality, which is a relative variable.



Concentration amongst the freight forwarding market share is promoted by economies of scale and barriers to entry as per Starkie, Grenning, and Starrs (2012). Accordingly, they state that the economies of scale are derived from operational economies, competitive advantages, and pecuniary economies. According to Ken Research (2017), freight-forwarding companies have low barriers to entry. Furthermore, it goes on to state that the Australian logistics and warehousing market is expected to reach AUD 187 billion by 2021. This prediction is based on the provision of service mixes inclusive of freight forwarding, warehousing services, value-added services, courier pickup and delivery services are balanced against future geographical expansions, digital technology, changing consumer preferences and investments in public and private infrastructure in Australia.

Efficiencies in international trade performance have made freight forwarders much sought after, especially due to their extensive industry experience in export document preparation, sales contract negotiation, cargo insurance covers, border clearance compliance and international trade facilitation services. According to Ho, Chiu, Chung and Lee (2017), consolidated shipping has led to an evolution of freight forwarding practices concerning cost-effective solutions, lower insurance charges and market effective strategies.

In a world where information is freely available, traditional freight forwarders have had to adapt to modern freight forwarding measures with the shift to innovative and technological advancements to offer value-added services that competitors are utilising. Before the COVID-19 outbreak and subsequent lockdown, falling fuel prices and capacity surpluses caused sea freight forwarders to push down prices as stated by Marder (2016). However, with the addition of value-added services, adopting marketing strategies and technologic advancements, these will help freight forwarders maintain market presence and share. It is important to remember that one way of increase the barriers to entry into the freight forwarding concentrated market is with technologies advancement that falls in line with value additions. Thus, traditional freight forwarders need to reflect on past marketing strategies and adapt to newer and modern marketing strategies that are relevant to the current market, and industry trends and customer demands. The usage of innovative technology has led to an expansion in business activities by rendering growth to many markets. Innovative technologies have helped in the development of marketing strategies to



garner favourable outcomes for not just the freight forwarding industry, but other industries as well.

The impact of growing technology has had a huge impact on the logistics management of sea freight in Australia. According to Bell (2017), the new technologies, collectively referred to as Industry 4.0 is looking to shrink supply chain operations that will emphasis mobility and use of automation, with a shift towards customisation to reduce inventory costs and improved customer responsiveness to name a few. This will reduce freight rate pressure but improve freight productivity. The key elements towards freight productivity with Industry 4.0's technologies advancements include the likes of Electrification, Digitalisation and Automation.

There are several freight forwarding companies in Australia, whereby their service offerings include logistics via sea freight with global customers. As per Petkevičiūtė–Stručko and Yauhen (2018), it is important to keep in mind that sea freight services have been provided by freight forwarding companies since 1836. They have taken care of the competitive freight services by changing the business environment with reliable cargo services that have effectively improved the pattern of sea freight. The key to making a successful product is the provision of the goods via a freight forwarder who has high expertise in the market and helps in generation of brand value as stated by Poliak, Šimurková ., Jaśkiewicz and Hernandez (2018). An important factor to remember is that over the years, it has increasingly become apparent that customer relationship marketing is important when it comes to freight forwarding, more so in sea freight services. This is primarily based on the notion that air freight is costlier than sea freight and thus more marketing strategies and practices are enacted to ensure that the services are being used. However, comprehensive export freight services being gradually developed in the sea freight services industry of Australia with the provision of fast transit time with regular sailings.

One of the core reasons in which sea freight is preferred for international trade is due to its low-cost efficiencies when shipping a large quantity of cargo. As goods can be delivered in bulk amounts, it facilitates economies of scale. Freight forwarders maintain a huge efficiency in the transport of goods through sea freight in Australia as they specialize in certain commodities and manage the guaranteed arrival time of the products. Various



goods are imported and export to and from Australia via sea freight such as machinery, mineral fuels, vehicles, electrical machinery, pharmaceuticals, and optical or technical apparatus to name a few. The timely deliveries of goods are ensured by the freight forwarders who are actively involved in the process from origin pick-up until destination delivery. The growing range of services (along with value additions) as integrated packages provided by freight forwarders in Australia has actively contributed to international trade growth and economic performances with improvements in marketing strategies as stated by Kowalska (2014). Management of an efficient logistic system is important towards maintaining efficacy in the movement of goods in international markets.

1.2 BACKGROUND OF THE STUDY

Freight forwarding practices originally started in the year 1836 in England by the Thomas Meadows and Company Limited and it was an executive staff of the company that developed the freight forwarding practices that was published in 1972 as per Thomas Meadows (1984). The trading system gradually developed and demand for goods and services evolved in every economy. Communication was not possible and this led to the development of freight forwarders who effectively handled the shipments between the two countries. As the freight forwarders had extensive knowledge about markets, they gradually efficiently distributed the goods by targeting the size of markets and consumer demand.

The usage of containers in shipping was introduced to America in 1956. Australia started the container services much after America did, yet sea freight has been an attractive way of performing the trade and related activities in Australia. The nation celebrated 50 years of containerised shipping trade in 2019. Shipping services gradually developed with the innovation of steam propulsion that enabled carriers to provide previously impossible delivery dates. Freight forwarders contacted carriers and ensured the guaranteed dates for delivery.

Technological advancements have increased the level of scheduled services from sea freight. One of the main reasons why freight businesses operate well is because of the effectiveness of markets and the way they manage clients. With effective communications between manufacturers, customers, and other players in the supply chain or logistics



network, they can shape the structure of sea freight within Australia. Freight forwarders have extensive market strategies that help to manage product delivery more efficiently than any other analyst does. They improve the performance of the markets by keeping a proper eye on the sales, client and customer relationship and analysing the market in a significant way. Due to this, it has led to the establishment of newer and better services for the management of sea freight operations. This has encouraged freight forwarding companies who extensively handle businesses by targeting the range of management opportunities that has effectively changed the value of goods and services in the economy. Whilst sea freight has been sought after since the beginning of trade, it is also considered risky business venture that can lead to several complications such as timely delivery, and guaranteed port calls especially in the case of natural or manmade disasters.

The numbers of freight forwarders or forwarding companies are continuously increasing due to a rise in the business operations across countries. Competition among freight forwarding companies is also rapidly increasing due to lesser barriers to entry. This requires a range of new marketing strategies with the aid of technological advancements (courtesy of Industry 4.0) to manage the transport of cargo by attempting to offer more services with a higher value point to customers. The aim is to be unique in the freight forwarding businesses to attract new clients and thus engage potential freight forwarding customers. One of how the freight forwarding business evolved is by adapting into multimodal transport and logistics operations for higher revenue and growth potential as per UNCTAD (2018). Furthermore, as the freight forwarding industry grew from what it used to be, it became more evident that freight forwarders had a large role to play in maritime transport. UNCTAD (2018) goes as far as to say that the ability to arrange for and deliver cargo meant that it enabled trade and development and historically, the maritime industry has played a great strategic role in international trade and development.

Markides, Vassilis & Holweg, Matthias (2006) stated that freight forwarders in the UK and the US looked towards diversifying from traditional revenue streams with freight forwarding companies looking at higher profit margins outside of the core business at the time of the study. Most freight forwarding companies from the period of the years 1995-2005 looked at ways in which to diversify by including value-added services to their core business of freight forwarding. Apart from acting as a Non-Vessel Operating Common Carrier (NVOCC),

traditional freight forwarders looked towards becoming a total logistics provider inclusive of offering customs brokerage services and advice, and not to mention becoming Third Party Logistics providers (3PLs) capable of offering solutions for the movement of international freight and export freight management services. Traditional freight forwarder services included taking care of the shipping and legal documentation and ensuring that the customs proceedings between the countries being shipped between were taken care of. With the changing developments and freight forwarders offering quality services concerning the deliveries has effectively increased the demand for freight forwarders carrying out sea freight operations. According to Baluch (2006), the evolution of the role of freight forwarders is effectively depicted in the following **Figure 1.1**.

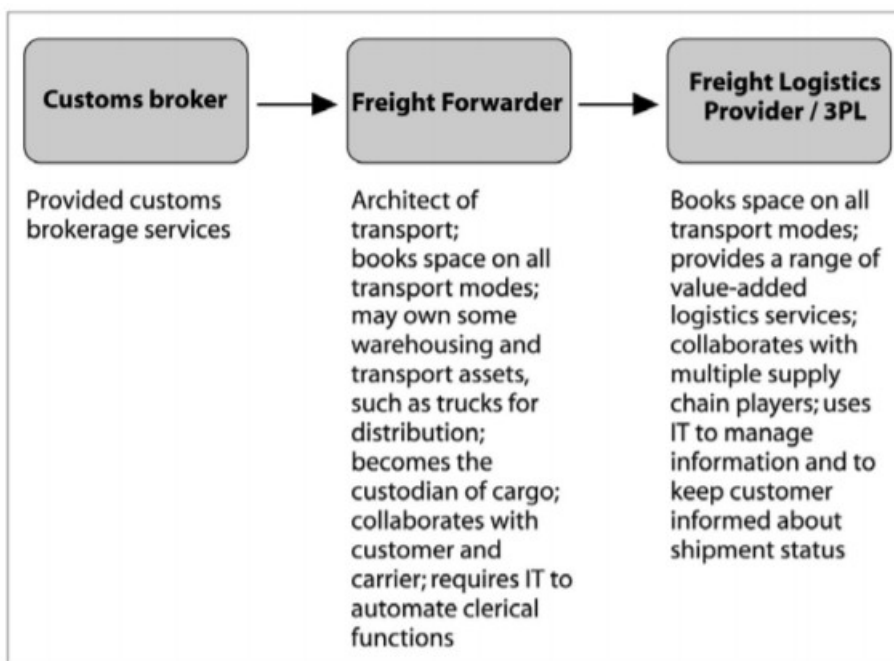


Figure 1-1: The Changing Role of the Freight Forwarder, Source: Baluch (2006)

Apart from the above, at times when a customer attempts to enter a new market (geographically in another country), a freight forwarder would be able to offer assistance in offering logistical services inclusive of warehousing, distribution, inventory management, co-packing, labelling, repacking, weighing and quality control as a third-party logistics provider as per Baluch (2006). The shift from arranging freight between the shipper and carriers to offering a range of services towards managing overseas market logistics has made freight forwarders much sought after.



In Australia, freight forwarders effectively manage the movement of freight cargo with contracted carriers to offer better service arrangements, up-to-date information and garner better economies of scale. Freight forwarders in today's trading practices can either act as a domestic carrier for foreign manufacturers or as corresponding agents overseas. The specifics of this is highlighted by MSG Secretariat (2018) which states that at times freight forwarders operating sea freight transactions will manager a variety of tasks inclusive of acting as the carrier or an agent on behalf of their customers. In such circumstances, a freight forwarder will effectively balance the operations between the carriers and other agencies, and as an international freight forwarder company will undertake to handle the documents and shipping charges on behalf of the clients as well. Advice will also be imparted towards manufacturers on how to carry out the export duties by using an efficient carriage along with the preparation of legal documents that are needed at the time of delivery of products via sea freight. Freight forwarders will segregate the landing bill from other bills and preparing the document letters for the release of cargo and guarantee timely delivery of the goods and services across economies. They act as contact points between the effective delivery of goods between the two countries as per the effective maintenance of shipper's export declaration, bill of landing, commercial invoice, and other legal documents that is needed for authentic import, export and transshipment as per IWLA(2010). This has worked effectively for improving the trade pattern in Australia as per significant changes in market effective strategies and outcomes in the sea freight business by freight forwarders as stated by De Sousa and Findlay (2007).

The Australian Government (2020) has deemed that customs clearance agents, who are commonly known as customs brokers, can operate under the freight forwarders in Australia as long as they are licensed. AFIF (2019) highlighted that 73% of freight forwarders in Australia offered sea freight operations, with 66% of the freight forwarders also offering customs brokerage services. Furthermore, 83% of the freight forwarding businesses also offered integrated logistics and stated that 61% felt strongly that economic conditions and its impact on consumer demands have a great influencing factor on their businesses. With many freight forwarders in Australia offering sea freight also along with integrated logistics services, aligning with effective market strategies will garner favourable outcomes.



The goal is to encourage the sales of people by significantly improving the market conditions that have gradually improved the trading system due to a change in marketing strategies by the freight forwarders. Based on the data collated by AFIF(2019), 39% of respondents felt that productivity and improvements could be made with technological advancements, whereas 20% felt they need to align tasks and activities within the business to maximise output, inclusive of marketing strategies. Another 20% felt investments should be made towards training and development of the workforce, whilst another 20% believed streamlining processes to meet regulations and 2% were unsure on how to proceed.

Based on Haddad (2008), with the advent of globalisation and thus international trade being at the forefront of the global industry growth, customers are more aware of what's available to them with the technological advancements and competition of players in the market. This has created a need for more efficient marketing practices to ensure that companies stay ahead of the competition with constantly addressing changes in the market. It should be remembered that in a customer-driven market, marketing concepts should be focusing on what the company can do to ensure that they can deliver what the customers need and not find the right customer for your service. It should be noted that whilst marketing initiatives have been successful for sea freight companies in the past, it is a less popular choice for use than in air freight forwarders. To catapult a sea freight forwarding business to the forefront with the right marketing strategies, it is important to understand that high-quality service levels are needed in line with what the customer needs, want and expect. Furthermore, it is also of import that the entire company will need to realign its strategies to ensure that they achieve their targets based on these marketing strategies and practices.

Freight forwarding companies need the development of suitable marketing strategies and a mixed approach that can effectively lead to a gain in comparative advantage. According to Ho, Chiu, Chung and Lee (2017), the decrease in cost will enable sea freight forwarders to gain a cost advantage. As the participation rates for international trade between countries increase, freight forwarder companies in Australia will need to develop newer strategies by analysing the international and external factors and understanding the market segment as per UNCTAD (2019). The newer comparative marketing strategies are diversity marketing, digital and social media marketing, word of mouth marketing and relationship marketing, whereas the newer marketing theories that are gradually developed for the shipping

practices are concentrated marketing, multi-segmented marketing and a strategic marketing mix as per Haddad (2008).

The significance of the research study lies in the identification of new marketing strategies to aid in significantly improving the sea freight businesses in Australia. Marketing strategies adopted by different sea freight forwarding companies will be assessed and analyses concerning the marketing models of five categories that are effective for improving the pattern of international trade and significant changes in ineffective strategies. Furthermore, the effectiveness of the strategies will be relative to changes in the markets and the extensive performance of freight forwarders who has efficiency in delivering products as stated by Ding and Tsai (2012).

Freight forwarders can influence the price of a product by understanding its versatility, flexibility, cost-effectiveness, provision of additional services, market adequacy, cost-effective measures, hassle-free arrangements and dealing with a customer base directly. They are engaged with the task of managing and maintaining resources that will help in bring huge profits along with changes in market

The research study will put the focus on the activeness of the comparative marketing strategies that can have a significant impact on sea freight. According to Chou (2018), these marketing strategies are expected to shape the dynamic marketing needs of the sea freight that will be followed by the freight forwarders for a productive presentation of the business statistics. The marketing strategies can influence the efficiency in the market as a change in marketing strategy will a huge impact on the level of revenue generated by a firm. Effective usage of the newer marketing strategies will lead to lower costs, which would in turn attract huge sales from the lower prices of the products. As stated by Nazemzadeh and Vanelislander (2015), this will result in greater focus should be given towards the development of marketing strategies that can effectively improve the quality of people with better facilities.

On the other hand, Elbert and Seikowsky (2017) have drawn a greater concern for better innovation and technology that can help to keep the budget constant as stated. Usage of advanced modern technologies will help in providing faster solutions to businesses along



with lowering the overall cost. Faster communication between the sectors can improve the efficiency of the markets that can come from the effective proviso of goods due to significant changes in market-based strategies. This is greatly achieved from the increased usage of newer strategies that are likely to transportation costs.

Modern-day ships are effectively designed in such a so that it can travel faster and consume lesser fuel. According to Feng and Shen (2015), this is advantageous in two particular ways. Firstly, consumption of lesser fuel reduces transportation costs that in turn reduce the overall price of the product in the market that raises greater demand. Moreover, lesser emissions help in improving air quality and make to environmental friendly practice. Secondly, faster modes of communication help in reducing the time that can be further utilised for the delivery of goods by freight forwarders.

It should be noted that existing freight forwarders are facing significant challenges from service providers who are trying to maintain transparency with better facilitation and customer experience. According to Shirani (2015), it has created complexity for the freight forwarders to balance the customers and agency continuously. In correspondence to this, the evolution of digital markets has increased the demand for transported goods in between countries as the process of buying and selling has significantly changed the value of goods and services in the economy.

1.3 AIMS AND OBJECTIVES OF THE STUDY

The aims in research clearly express the purpose of the paper whereby it summarizes the significance of the paper and the goal that will be established at the end of the research paper.

New marketing strategies are effective for enhancing the performance and operation for sea freight that is managed by the freight forwarders or freight forwarding companies. Thus, the aim of the research paper is to identify and analyse suitable marketing strategies used by freight forwarders in Australia Sea freight.



The research objectives concisely describe the accomplishments of the researcher is trying to achieve in the paper. The objectives of the study are dependent on the aims of the paper, which is needed to make an effective analysis.

The research deals in the study of the new marketing strategies that are used by sea freight forwarding businesses in Australia. Forwarders use several marketing strategies in order to manage logistics and clientele base. It is important to study the strategies to get an estimation of the structure of the forwarding agencies with respect to changes in consumer demand and the reason for the growth of freight forwarding businesses.

The goal of the research study is to gather information about the range of topics that can be affected by the study with respect to significant changes in market-based strategy and outcome.

The main objectives of the dissertation are as follows:

- To research and identify the current freight management practices that is used by the freight forwarders for sea freight
- To analyze the importance of new and innovative marketing strategies for freight management services
- To critically evaluate the new freight forwarding marketing strategies used by Australia sea freight

1.4 PROBLEM STATEMENT

Sea freight is an effective source of international trade that is facilitated by freight forwarders. The economic contribution of the Australian maritime industry is great, as Australia relies on sea freight for 99% of their exports as stated by the Australian Government (2020) via the Department of Infrastructure, Transport, Regional Development and Communications. Ports Australia (2019) recorded that on average they would bring in \$1.2 billion of trade, and in 2018, sea freight brought in \$23 billion of cars, \$8 billion of computers, 20 trillion litres of fuel, and 8 million containers.

Based on the performance of sea freight over the years, and the changes and trends in the market, industry and global business developments, the effectiveness of new marketing



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strategies needs to be evaluated. The growing competition in the freight sector has increased due to improvements in service facilities. According to UNCTAD (2019), technological incorporation with freight forwarding has been a very easy task for targeting the growing market structure that is effectively handled by digital platforms.

According to Lim (2019), the digital race is being joined by many organizations who has implemented digital marketing or social media marketing as their business bases. The usage of social media marketing has worked effectively well for businesses at a time when there were fewer firms who could gain a competitive advantage due to lower opportunity costs. However, according to PwC Strategy& (2017), these strategies are no longer effective as it does not provide the relief and opportunity of comparative advantage solely based on low costs. It is dependent on strategic consideration based on such factors as customer expectations, sales volume, and product mix. This makes it clear that the development of new marketing strategies is significantly important to improve the logistics and management of freight forwarders in the sea forwarding business. Management strategies need to be updated constantly due to continuous changes in consumer preference, and demand for goods and services. Utilising marketing strategies like integrated services, business-to-business marketing, allowances for digital assets, sponsors and advertisements on social media platforms can be very complex. This may not acknowledge the targeted set of audience.

The research study will effectively analyse the significant changes in market-based strategies that can sort the growing problem for sea freight forwarding companies in Australia to ensure that they stay afloat with changing trends and business operations.

1.5 RESEARCH QUESTIONS

The Research Question under consideration relates to understanding what "new marketing strategies are used by sea freight forwarders In Australia" concerning significant changes in marketing effective policies for favourable outcomes. This is further based on the following points as well.

1. What are the new and old management practices that are used by the freight forwarders for sea freight?



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2. What is the effectiveness of new and innovative marketing strategies for freight management services?
3. What are the impacts of the new freight forwarding marketing strategies that is used by the Australian sea freight?

1.6 STRUCTURE OF THE STUDY

The research study follows a definite structure that is crucial for effective research. It is primarily divided into five sub-sections that comprise of introduction; literature review; research methodology; data analysis, results and discussions; and conclusion. The Introduction gives a clear introduction of the topic by detailing the aims, objectives, problem statement and research question. This serves as the backbone of the paper as the depth of the research is based on the introductory section. The papers presented by other people on the same topic are featured in the section of Literature Review. It guides the researcher to deeply understand the topic and find out the approaches used by other researchers and allows researchers to find the gap in the literature that has not yet been analysed. This gap is based on the issues of the paper such that whether marketing strategies are effective for the operations of sea freight businesses by the freight forwarders in Australia.

The research methodology proposes data collection techniques and the methodology be used in the research. As per Elsherif (2016), data can be collected by several techniques that can be either qualitative or quantitative. The data gathered in the research methodology is implemented in the data analysis section, where the data is finally analyzed. The results are effectively discussed and interpreted.

A summary of the dissertation is presented in the conclusion section that effectively states the key points in the study, which reflect the impact of new marketing strategies on sea freight business operations by the freight forwarders or forwarding companies. The role of newer marketing strategies in sea operations will be actively evaluated by gathering information from several data sources. Furthermore, recommendations are included at the end to suggest ways of improving the business objective of the freight forwarders in the Australian economy.



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CHAPTER 2: LITERATURE REVIEW

Literature review gives a comprehensive summary of the previous research carried out on the respective research topic. The role of the literature review is to describe, summarize, enumerate, evaluate and clarify previous research on the topic.

The literature review acknowledges the reason for the growth of the freight forwarding companies at a succeeding rate. The efficiency of freight forwarders is another reason for the growth of sea freight in Australia. The purpose of the review is to attempt to find the gap in the study on which the analysis will be based. The analysis will be effective after studying the strategies used by freight forwarders for handling the sea freight operations in Australia. This is then studied by understanding the dependent & independent variables, and then establishing a quality relationship between the parameters to signify the effectiveness of new marketing strategies.

The key factors that drive the growth of the market are the high demand for low-cost shipping, the capability to identify customer needs and respond to quickly with the logistics solutions as explained by Surchi (2011). The major trend focuses on high demands for integrated services to further excel or enhance the market growth. In general, it has also been identified that freight forwarders tend to provide customers with a greater range of integrated services that does not include the typical transport of cargo to its ultimate destination but also a series of other services as per Wilson and Gilligan (2012).

Furthermore, the rise of trade agreements between nations helps in enhancing market growth but further increases in manufacturing may prevent market growth as well. Despite these challenges, there is a greater level of intermodal freight transport demand, which could further boost the market growth in the coming future. Shang and Lu (2012) stated that developing ties with a freight forwarder with effective/successful operations and steady growth can be no longer different from just doing it any other business, particularly when it comes to the alignment of technique, technology, and people. To be successful, freight forwarders should understand the complexity and the need for diversity of personal relationships in business. This means that the diversity in personal relationships can help generate value to customers as identified by Feo, Espino, and Garcia, (2011).



Communication between people and the system may cause delays or frequent breakdown but if the user can handle it or control it, communication is most likely to become an effective and stronger resolution to further grow the business as per Jirsak and Kolář (2012).

Australia has strict rules for the entry and exit of foreign goods that are balanced by effective management practices of the growing number of freight forwarders or freight forwarding companies. Chou (2018) defines the success of the freight forwarders lies in the delivery of goods at guaranteed delivery time. A greater range of integrated services helps in the growth of sea freight businesses, which is not only based on typical cargo and other services. Australia has several trade agreements between different nations that led to a rise in demand for freight forwarders.

The path to success in freight forwarding is the potential to understand the complexity and the need for diversity in the customer relationships within the business. This ensures that the diversity of business works effectively for greater demand in the international market. This has become a challenge for freight forwarders or companies. Sea freight is profitable due to its lower fuel cost although it is a very risky operation due to unforeseen disasters that could occur (mitigation measures are possible via insurance covers), or even communication breakdowns which can cause delays in deliveries. Despite this, if the freight forwarding company can handle it or control it the status quo, communication is most likely to become effective and stronger resolution to grow the business concerning newer marketing strategies.

Managing business outcomes with the usage of newer marketing strategies are significant for the sea freight business in Australia that has huge potential for multinational companies. To be successful, freight forwarders need to analyse the market conditions daily to now about the strategies of rival firms and fixing the delivery dates as highlighted by Subhashini and Preetha (2018). Finding a good freight forwarder is one of the most important processes in business as they handle the documents, customs and the overall business operations in other economies. A range of strategies is needed to balance the business operations along with the fulfilment of customer requirements. Moreover, according to Narunart and Panjakajornsak (2019), changes in technology, people, and techniques and



business processes have been a growing challenge for the freight forwarders who efficiently handle the business operations.

2.1 DEMAND FOR LOW-COST SHIPPING FOR SEA FREIGHT BUSINESS

The growth of sea freight businesses has been acknowledged by the low cost of ships while they travel from one store to another. The shift for sea freight operations from air freight has changed the market structure for the growth of freight forwarding business who handle to the management of logistic of the international business as denoted in UNCTAD (2019). Ocean freight offers a range of benefits to customers, manufacturers, freight forwarders and economies as a whole. Movement of goods across the globe is more effective via sea freight as the ships offer more value and capacity. For instance, a 20ft container on average can hold 800 cases of 750ml beer bottles in 12 pack cases as per a statistic offered by WSSA (2020). Container vessels can carry over 90 per cent of non-bulk cargo across the globe as per Jha (2020); with modern containers, vessels can carry cargo over 21,000 TEU. Ships are built in a variety of sizes that are used in international trade to carry different types of dry bulk and non-bulk freight as per Stojanović and Veličkovića (2019). According to UNCTAD (2019), terminal operators and shipping lines carry out expansion management of terminals with global alliances with container shipping lines have resulted in the use of larger container ships, as well as developments of feeder networks and hub ports with demand for higher productivity and lower shipping rates.

Sea freight offer lessens environmental implications than that of air freight as it generates a lesser carbon footprint than other freight modes. Sea freight is the preferred option by environmentalists, governments, and freight forwarding businesses that address growing environmental concerns. However, it should be noted that sea freight is a slower transportation mode and can be affected by customs clearances issues based on the country to which the shipment is being sent to which can affect the business transactions.

There can be pressures from port hold-ups and additional delays that can impede the timely delivery of goods. Forwarders, who have a greater knowledge of overseas routes and carriers, can adequately balanced operations should delays become apparent. They can efficiently balance the route for product delivery by making the operation efficient and fluent



in its outcomes. Forwarders are well experienced to choose the delivery date and ensure flexible delivery of goods across each port. As international trade volumes increase with demand, forwarders are tasked with improving the effectiveness of sea freight businesses. Furthermore, with shipping charges being comparatively cheaper than other modes, it is also a cause for the rise of demand for sea freight

Containers are often loaded on LCL (less than container load) or FCL (full container load) for shipments, whereby often, shipments on LCL basis will be fully loaded into a container and the most economical and environmental choice when sailing to different economic ports. As they are carefully loaded to maximise on container space availability, Containerised shipment is the most popular and efficient means of sea freight shipping. Unlike air freight, transportation through sea freight does not have many restrictions. There is a range of items that are prohibited in air freight like untanned hides, perfume, lamp bulbs, speakers, batteries, chemical medicines and other items as per Freightos (2020).

One of the reasons why freight forwarders prefer sea freight is due to the ability to carry goods and services across the seas due to the range of benefits provided in sea freight. For Australia, sea freight serves as the most efficient mode of transportation as air freight is costlier as per Australian Government (2019). Freight forwarders in Australia will ship the container efficient, with customs documentation handled efficiently and routes and timely delivery managed well.

After the trade boom slowed, trade operations were comparatively lower in Australia as compared to other nations. Yet, the growing range of opportunities found in the Australian markets has made it an attractive place for business development. As per Fanam, Nguyen and Cahoon (2016), more and more investors and manufacturers are discovering the Australian market due to the growing range of opportunities and the market demand for goods and services. The Australian market offers a range of opportunities to business markets as sea containers can be carried from any conceivable destination to Australia. Freight forwarders know how to manage the time and distance efficiently. The efficiency of sea freight makes containers effective for operation around the major tradable countries. The aggregate cost generated from sea freight business is considerably low as the fuel



costs are lesser. Routes managed properly will lessen the distance for the shipping vessels to travel.

As stated by Ekaterina (2017), the low cost of shipping is significant towards generating higher profits that influences the growth of sea forwarding business. With smaller shipments, the margin between the price and ships gets smaller, which helps in lowering the aggregate cost. This leads to a fall in overall cost before the calculation of revenues. The depreciation cost is also lower as the number of goods affected by wear and tear due to transportation is effectively lesser. Shipping goods via large shipping carriers in bulk amounts helps in managing overhead costs. However, if ships get smaller shipping costs will not be attractive as it will not be able to balance the cost that is extracted by delivering products in bulk amounts as stated by Son and Yeo (2017).

Freight forwarders manage the delivery and provision of goods to the customers or to the final point where goods are sold. Furthermore, freight forwarders are also engaged in customs clearance for the goods when crossing international borders.

2.2 NEED FOR EFFECTIVE MARKETING STRATEGIES IN THE SEA FREIGHT BUSINESS BY THE FREIGHT FORWARDERS

Freight forwarders with significant changes in market-based strategies can effectively manage shipping costs and rates. The result is a fall in overall cost, which enables them to deliver goods at a lower price within a stipulated timeframe. Carriers review their rates and change them on a monthly basis as per the demand for the ships. The rate might also differ for different sea routes and the requirements for a specific class. Along with these factors, fuel costs are constantly changing which can have a great impact on the overall cost structure as stated by Rahim (2015). Freight forwarders manage logistics and documents of sea freight businesses that are continuously growing in Australia. There are varying costs that impose threats to foreign customers who are unable to handle the expenses properly, as the risk of operating businesses in the foreign market is high. Whilst these expenses might create a range of issues for the customers, due to their inability to change their

business ventures in several areas on the basis of these market-based policies, there are risks in which hamper the flow of goods across economies.

The aim of freight forwarders is to carefully implement strategies that can effectively improve the performance of the customers' trading in the market and help in recovering the cost that can affect their level of economic profits. Moreover, the arrangement of certified export and import documentation is equally important as Australia restricts the flow of certain goods. Certificates and license of operation need to be presented at the time of delivery for verification as stated by Homchant (2019). Legal documents can range from varying agreements such as trade policies, bilateral, bilateral or unilateral trade agreements. Freight forwarders need to efficiently manage trade practices and be detailed-oriented. Legal and custom documents vary across ports, which needs to be submitted before the delivery process begins. Exportation processes can only be completed once these documents are properly analysed. That is why freight forwarding marketing strategies and management practices are necessary to control the sea freight businesses in Australia that has strict regulation policies in order to provide an efficient service to its customers for improvements in international trade.

With shipping practices in place, it has been effective in satisfying customers and manufacturers who depend on the freight forwarders. Sea freight business operations are based on the managing capabilities of the freight forwarders, as there are more factors that can affect the business other than finding a reliable carrier. Australia has very strict rules when it comes to export and import of international traded goods. Documents can be arranged by the freight forwarders but must have strong evidential documentation to support the cases. Under such circumstances, freight forwarders have a huge demand in Australia for undertaking the liaising between and handling legal documents that are crucial for international trade and movement of goods in and out of Australia.

Freight forwarders are efficient in handling the trade regulations, as they are tasked with the responsibility of handling entire logistics operations. Freight forwarders are tasked to carry transactions of the movement of goods and their legalities, as well as maintain a positive relationship with customers, manufacturers and trade agencies that actively take care of the trade operations in Australia. Furthermore, freight forwarders will attempt to provide freight



forwarding services at the lowest possible price, as they know which form of transport business works best for them and accordingly containers are selected and carriers are contracted. Moreover, manufacturers do not need to pay much effort as the freight forwarders, who are well experienced in the field take transporting, will take on that responsibility.

According to Kirankumar (2013), the advantage of utilising a freight forwarder is that it helps in running the business far more effectively with the aid of timely delivery and provision of extensive goods along with the effective implementation of legal matters. Therefore, the performances of multinational companies are hugely influenced by the activities of the freight forwarders who are effective in handling the market outcomes as stated by Reidl et al (2018). Forwarders have a wide range of knowledge over good sea routes, market conditions, public and private demand customer satisfaction, delivery, legal and other factors that continuously influence economic performance. According to UNCTAD (1998), forwarders provide guaranteed delivery days after ensuring it from the legal officers on the grounds that their documents have passed the verification process. Most of the cargos are consolidated, although the dedicated services take time. These dedicated services can vary between once or twice a week, from the time of payment whereby the delivery dates are fixed accordingly by the forwarders. The importance of the strategies lies in the efficient performance of people that perform these duties in order to arrive at favourable outcomes.

2.3 NEW MARKETING THEORIES

New marketing theories are developed by stakeholders in the industry, with key input from the likes of management professionals, business analysts and other professionals who are constantly developing systems in order to target customers. These new marketing theories have the prime objective in attracting customers by offering improved marketing strategies for better outcomes. According to Hutchison and Yassini (2014), they have suggested that the only way to win over modern customers is to swap information with emotional intelligence and providing the amount with the information that is needed to attract them. This means that more time has to be given towards understanding the consumer's perspective as to what makes the consumers emotionally attached to the products that make them add the products in their bucket list. This is because providing all the information



is not good for business as customers might get carried away with too much information and are unlikely to shop. They investigated the role of customer relationship and the effectiveness of the forwarders in dealing with clients.

Based on Hutchison and Yassini (2014), Nima Yassini has actively studied the psychology behind buying and selling with respect to the choice of customers and the products bought by them. It was seen that customer satisfaction is not only based on the quality of the products or the information provided to them, although a little information is effective for making the customer aware of the products. The goal of such investigations is to target the people and drive them towards the products sold by the manufacturers in the most effective manner way. It was seen that customer interest is triggered by relationships as customers or individuals want something or someone they can trust.

There are three prime drivers of a strong relationship with a firm with employees such as being charitable and generous with the time given for delivery, building an understanding of the person with respect to likes, dislikes and developing permissible proximity to that person. Furthermore, Hutchison and Yassini (2014) state that Robert Hutchison took a step further by explaining the fact the level of proximity of customer relationship can get altered with changes in what is acceptable by people. They researched the three parameters with respect to twelve variables, which showed similar results of responsiveness, generosity and proximity. Generosity is created by providing knowledge that is healthy and efficient, discounts, coupons, tokens and more products per pack, which attracts customer interest.

Responsiveness is the key step in businesses that can derive ample profits such that manufacturers have to understand the consumer needs and accordingly goods can be offered.

New marketing strategies are based on this principle such that modern technologies have the flexible feature of understanding customer preference and make goods accordingly. Freight forwarding companies have a big role in this process as they are engaged in the delivery of the product. Failure to maintain timely delivery would result in a poor relationship such that customers would not be motivated to buy goods from that firm even though they are satisfied with the product. Customers want suppliers on when they can trust and



depend. Proximity is developed over time by taking continuous feedback with timely delivery and responses. Through this study, it is significant that internet and globalization have changed the way of doing business, yet the rules of doing business remain the same, which is the traditional process of developing a quality relationship through services and behaviour in the most effective manner that derives huge profits in the most effective way.

The process becomes more challenging when goods are imported from other economies as customer relationship is strongly based on the goods sold by the two countries in the most effective way possible. Then the foreign companies have no option than depending on the marketing strategies, which is effective for generating customer satisfaction. There are several new marketing strategies that have been developed in the past 5-10 years with the development of internet and rise in online platforms for buying and selling products.

The first strategy is the business-to-business marketing strategy on which the entire retail industry is based. They have a significant efficiency in supply chain management systems as they deliver products of several brands under a specified name. The brands can sell the products directly to the retailers who then source it to the forwarders for supplying at the proper time. The next marketing strategy is targeting the customer base through door-to-door delivery and getting good feedback.

Customers are targeted through integrated systems where customers get the advantage of communicating with the enterprise or brand. This is possible with the creation of seamless experience on social media platforms. Other marketing strategies are advertising, direct marketing, sales promotion, public relations, social media and direct marketing, which would be actively discussed throughout the research study. The goal is to change the economic policies, which can help in fighting the regulating practices in the most effective way possible. Under an integrated system, various tools collaborate in the system that helps faster advertisement on social media platforms that targets customers. This imparts knowledge to customers that would adequately attract them to make a purchasing decision.

Direct marketing is enabled after the customer is targeted. Manufacturers and freight forwarders then reach out to the customers through various customer management tools and client handing output that helps in delivering significant profits in the most effective way.



This helps them derive significant profits in the markets as they are able to know the interest of the customers. However, it can be risky and ineffective as customers might find it irritating and might report the profile.

Another effective strategy is a digital strategy that has helped revolutionize the sea forwarding business with the increase in trade activities managed by freight forwarders. Digital assets attract customers via social media platforms. Branding is another tool used to sell goods used by the forwarders, which attracts the consumer. CRM strategy is another marketing strategy used to generate quality relationships by targeting the customers. Other marketing strategies include behavioural targeting and other effective strategies. Digital marketing has been very effective as it has improved the customer transactions, as customers are dependent on the forwarding business through the usage of digitization.

2.4 MEETING CONSUMER REQUIREMENTS WITH RESPECT TO INTEGRATED MARKETING STRATEGIES

The market for freight forwarders or freight forwarding companies grew at a significant rate because of the rising demand for integrated services that can only be served through sea freight via extensive management practices by the forwarders. The forwarders have the capability to identify the needs of the customers by responding with a suitable supply chain solution. This comprises of tools and/or modules that are suitably designed for easier transactions, balanced relationships with suppliers and govern the associated business processes.

As defined by Lovelock et al (2016), the effective use of the 8 components of integrated service management as an integrated strategy will offer favourable market-based performances, especially in the case of freight forwarding businesses. According to Sarma (2018), business operations were organized with integrated services to allow managers, customers and freight forwarders to communicate in the most effective way. The goal of the research is to effectively evaluate the role of business freight forwarders using integrated marketing strategies to effectively change sales and gain higher revenue. Gaining such profits and generating customer satisfaction has been easier after the introduction of



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integrated strategies which has proven to be effective for freight forwarding companies involved in sea freight operations and logistics maintenance as per PwC (2016).

An integrated strategy is designed with customers in mind, in order to maintain a quality relationship with them. The use of business strategies can be effective in enforcing effective management practices for freight forwarding businesses. As stated by Markides and Holweg (2006), the use of diversification strategies for freight forwarding along with industrial marketing or organisational marketing is used. A wide range of marketing strategies is used in international markets from manufacturing companies, dealers, distributors and more. According to Shryiaieva (2019), this system is highly focused on the relationships with business buyers or customers, whereby the goal is to create efficient networking by building relationships with the clients.

The objective of freight forwarders is to try and meet the requirements of their customers by delivering goods within the guaranteed time. Customers are informed of the expected delivery date/time in order for them to be able to receive the products. The growth in business activities and technological advancement has effectively improved the performance in ensuring that customers are kept informed of the status of their goods, making value-added services important factors in meeting customer requirements. This in turn has raised business opportunities. Australia has a very profitable market that allows customers and local entrepreneurs to import goods from foreign brands. Customers are given several benefits by freight forwarders who are efficient in handling client management duties. Shipping time can be arranged according to the ports from which goods are carried by the carriers. Guaranteed dates are fixed as per the delivery address at the minimum cost in order to keep customers happy and generate a trust that will help in executing deals in the future. Usage of integrated services allows managers, freight forwarders and customers to manage the complexity of diversified businesses by the usage of team-based and client-focused models as stated by Forrester and Drexler (1999). This empowers quality relationship among customers that further generates demand for freight forwarders. They offer intelligent solutions to customers that are driven by several strategies to manage effective client management practices. They could be easily contacted by the customers by way of integrated systems that keep them connected to information on product details,



status quo, price, affordability and market conditions which keeps the customers better informed concerning the market.

Chichoni (2018) stated that satisfied customers provide the best reviews that work positively to improve the management logistic services of the products. As a result, the development of newer marketing strategies can be fruitful for freight forwarders as it changes the outcomes of markets for increased revenue and profits.

2.5 IMPRESSIVE PERFORMANCE OF FREIGHT FORWARDERS AND THE NEED FOR COMPELLING MARKETING STRATEGIES

Freight forwarders are capable in handling the operations of timely delivery of goods at the respective milestones in the journey from point of origin to destination. Freight forwarders utilise several tactics to manage the delivery along with taking care of the legalities involved. Legal matters can often affect the time value of goods due the way goods are delivered at the ports and in the event certain variables are not accounted for. Chichoni (2018) states that freight forwarding practices have been affected by the growing changes in trade operations have led to the development of businesses across the world.

As these new businesses enter new markets, it is crucial that freight forwarders are able to balance the value of goods as they are shipped from foreign countries. Related documents and customs are immediately arranged by the freight forwarders to show legal points of the transported well which is then supplied to the customers.

Freight forwarding companies will contact customers and update them about the delivery details via marketing tools. This keeps the customers satisfied as they are able to know the status of their delivery and time it can take for delivery. The tracking and messaging option offered as a value-added service give customers great satisfaction as they are kept appraised of the progress and delivery of goods from different countries. These tools work well for freight forwarders as they are able to keep contact with the customer as well.

According to Riitho (2018), these management practices are adequate in handling the range of business opportunities that is active in the freight forwarding businesses via sea freight operations in Australia. The logistics of arranging carriers for cargo transport,



customs clearance and other legalities are not the only tasks that a freight forwarder is responsible for. The management of logistics requires efficient customer management techniques as freight forwarders also need to manage the customer requirements with respect to proper delivery and quality goods. This can be done with the introduction of efficient marketing strategies that is significant to improve performance in the freight forwarding industry to allow for greater revenue and profits.

2.6 BUSINESS-TO-BUSINESS MARKETING STRATEGY

Business-to-business marketing, also abbreviated as B2B, revolves around the marketing of products to organizations or businesses for the production of goods or other general business operations such as resale via wholesaler to retailer. In business-to-business marketing, one firm sells or tries to sell a product or item to another business by using a brand name. It generates a higher value to the branded products to run their business in other markets under a respected organization and clientele base.

The approach of a B2B marketing strategy is directly related to market analysis, whereby a company will align themselves with enhancing their annual marketing plans with updated strategies and tactics to increase efficacy to better achieve their goals and objective as denoted by Panno (2019). In terms of how it works best for the logistics industry are the benefits that are derived from B2B marketplaces and integrated systems that will enhance value additions in transactions as stated by Boyle (2000). According to Jovic et al (2019), these integrated systems facilitating B2B transactions help promote the freight forwarding market with the flexible provision of goods and services.

Businesses try to streamline the buying process as they transform business patterns. The efficiency of B2B marketing is based on logic and the operation of market systems. With a proper strategy, it saves both time and money of manufacturers as they let the forwarders handle their business. They link the buyers and sellers by delivering products to the customers in a way that creates economic value to foreign firms. There are a series of steps that are followed by the freight forwarders to conduct the logistics management such as contracting the carriers, preparation of needed documentation, the arrangement of vessel space, undertaking freight changes and taking care of port activities.



Business-to-business marketing enables people to take care of effective marketing policies that have helped in the growth of firms. Expansion of customer base can be very complex due to the increasing competition of the sea freight across several economies. B2B marketing is straightforward and informational as it allows firms to have a direct relationship with the customers. Forwarders transport goods and significantly improve the business process. Based on customer satisfaction and utility, with efficiencies in the freight forwarding and logistical aspect of B2B marketing, the value of goods can be significantly improved.

Constantly analysing the market is crucial for the growth of the forwarding business. This enables the forwarders to present date of providing the goods as per the trends in the logistics field. According to Mangan (2019), this is done by analysing and understanding the strategy of competitors and their performance in the markets.

Networking is the key to success for freight forwarding business, which is achieved by integrated systems and technological parameters that allow communication and cooperation between stakeholders as stated by Guisti et al (2019). The integrated system allows freight forwarders to address potential customers by transferring resources from one company to another. This enables foreign companies to generate value in the new market and help freight forwarders delivering products at a correct time based on market-based strategies and operations that make running businesses in several markets more efficient. B2B marketing helps to gain a greater knowledge of the strategy of foreign firms as they tap into the resources of other countries and have a grip over the network of resources in order to find the new customers for themselves.

Optimisation of B2B sales will eventually translate into greater sales and revenues as per Ernst & Young. The strategy is highly effective when the product is properly presented with the provision of potential details that will lead to a rising sale. With the growing use of internet-based technologies, the power of business-to-business digital marketing is also growing. Nonetheless, in order to be effective freight forwarders must invest in the digital platforms.

The following **Figure 2** by Marwyk and Treppte (2016) highlight digital business models classified based on influences on the logistics chain and their value proposition, based on

digital trends in the logistics industry. It is said that forwarders are required to undergo digital transformation to ensure that they do not become obsolete.

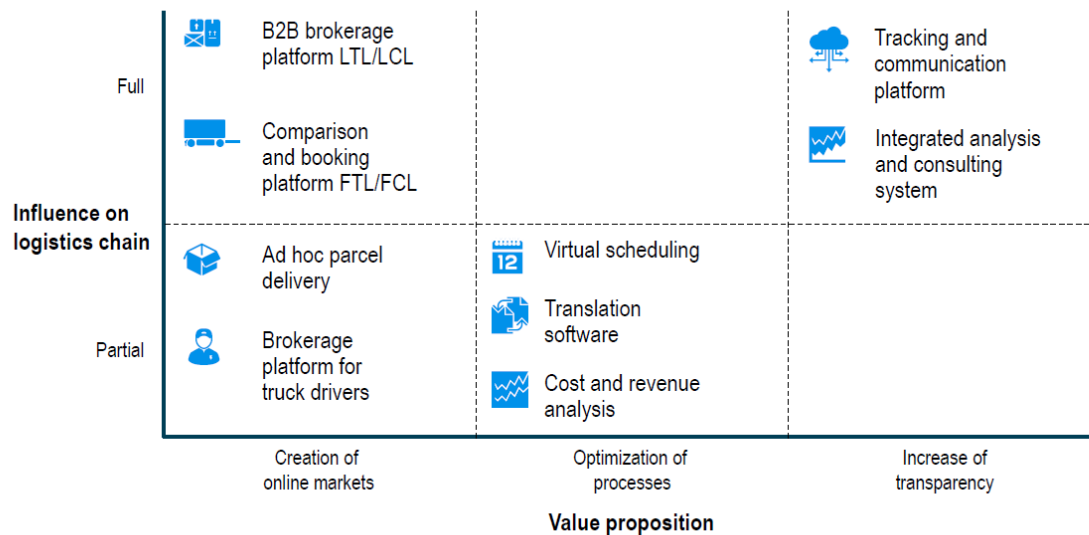


Figure 2: Digital Business Model - Influence on Logistics Chain against Value Proposition, Source: Marwyk and Treppte (2016)

2.7 TARGETING THE CUSTOMER BASE EFFECTIVELY

Businesses need to run adequate targeted campaigns by understanding the targeted set of audience. By doing so, freight forwarders can utilise one of the most effective ways for social media marketing. Based on the collected data, an accurate target customer profile can be created. It is one of the initial steps towards an efficient social media marketing campaign. While giving a brief description of the brand, freight forwarders can manage the system by clearly defining the target customers and objectives in a compelling pitch. By doing so, this allows the customers or business professionals to find the respective freight forwarder's social media marketing page and choose the ideal freight forwarder for their business. According to Gil-Saura et al (2018), a page that has all the information does 30 per cent more business professions or clientele than in the normal case. A good banner picture with an attractive slogan is mandatory for attracting the customers and to acquaint potential customers with the products that are provided by the freight forwarders. Filling the page with company details increases the business creditability of the freight forwarders to the potential customers.



This process supports the freight forwarders to identify the target set of customers who are interested in the products and services offered by them. The value of an efficient customer base makes it easier for freight forwarders to conduct their business as it provides potential revenue funnels towards generating greater sales and profits. Initially, freight forwarders might face problems in identifying the customers. However, over time, the problem will be solved once a comparative analysis is done and thereafter planning according to the changes in the customer profile database.

Once the database is created based on customer preferences, it is identified as the set audience. Targeting the audience provides a wider range of advantages to freight forwarders as they can handle logistics as per their customer profile database. Based on the information gathered from the existing customers, freight forwarders can start targeting similar demographics and psychographics with their marketing campaigns to attract more potential customers.

Manufacturers are inundated with the task of goods production as per the objectives of the company. The usage of customer tracing strategy works efficiently as per Anik (2017) as it factors changes in the business environment along with the preference of customers. However, it is the task of the freight forwarders to target the audience base, as they will be handling the delivery, legal, documents and value-added services. Based on consumer demand, carriers are arranged and travel routes are ensured by freight forwarding companies. By understanding the wider audience, they can identify those that value the products and services offered by the freight forwarders. Therefore, maintenance of a database is mandatory to study who the customers are and how they can be reached to convert them into a sale.

Freight forwarders need to communicate actively with the stakeholders and customers, in line with the general marketing strategy. The investment budget towards marketing needs to align as per the targeted customers. The budget in terms of marketing is factored based on the target revenue generated from the average customer. This investment needs to be changed and updated constantly due to the different regions the goods are to journey, and the changes in sea freight routes and carriage options (FCL or LCL).



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Dealing in markets can be very complicated, especially when there is a shift for high-quality service along with other parameters. Investment is made on advertisements on social media, for digital assets, management of integrated service systems and relevant customs procedures. This requires a team and interdepartmental efficiencies within the freight forwarding company.

Direct marketing is a traditional form of marketing, which currently works effectively in the past. Direct marketing used to include presenting the business to the public through advertisements via posters and launching programs through a renowned group of people. With changing times, direct marketing strategies have changed and through this process, customers are directly reached as they are mailed, texted through messages, notified, online adverts, promotional letters or cards, or even called under certain cases which denotes customer satisfaction for the product in the most effective way possible. This evolved form of direct marketing helps reach and target the ideal customer base for a freight forwarding business to streamline their strategies for future growth.

2.8 DIGITAL AND SOCIAL MEDIA MARKETING STRATEGIES FOR FREIGHT FORWARDING

Delivery of competitive logistic solutions requires more than just the collection of shipment boxes and scheduling the carrier for transport. Carriage options need to be selected along while considering shipping charges. The reason is that transportation of goods through sea freight does not require the entire space of a container, which is known as less than container load (LCL) shipping. Whereas, full container load (FCL) shipments are those who take up the space or weight limit of an entire container (be it a 20ft or 40ft container).

According to Ailawadi and Singh(2011), transportation costs comprise of more than 30 per cent of the logistics cost, Logistic management needs the management of several factors like product line, warehousing and inventory balancing, economic regulation, increased public concern for products, technology and warehouse changes in the retail market. Often businesses will enlist freight forwarders to undertake the logistical parts to make the process simpler.

It was identified by the World Economic Forum (2016), that there would be five prevailing themes for the digital transformation with the logistics industry foreseen for the next decade. They included the following;

- Digitally-enabled information systems for the reduction of operational costs whilst improving operational efficiencies.
- Digitally-enabled logistics services to promote trade growth between cross boarder platforms
- Enhance delivery capabilities through autonomous delivery vehicles
- Circular economy for more environmentally friendly product life cycles
- Shared logistics capabilities for increase in asset utilisation

Based on a qualitative study carried out by Deloitte (2019), insight into the digitalisation of freight forwarding was gathered. McKinsey (2017) expected freight forwarding to become extinct however, more and more freight forwarders are expanding digital capabilities, turning into digital intermediaries that have helped keep the industry active, and moving forwards.

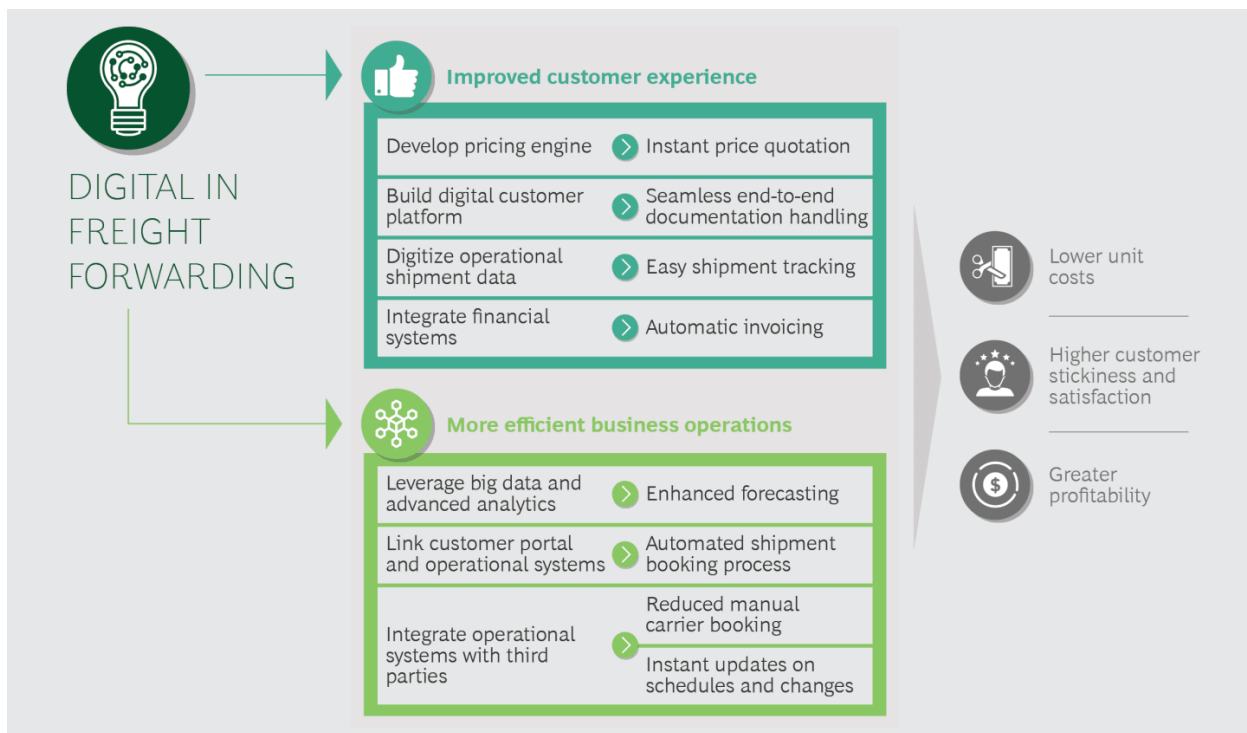


Figure 3: Digitisation in Freight Forwarding, Source: BCG Analysis/Riedl et al (2018)

According to Riedl et al (2018), it was stated that digitalisation can significantly improve customer satisfaction and profitability by improving customer experiences and utilising more



efficient business operations using digital and technological advancements. Freight forwarders following digital marketing strategies can provide the necessary customer experience and efficient business operations. Online platforms are more advantageous than the offline ones as the traditional cold selling process requires several resources. Getting clients is far more difficult for the freight forwarders as they find suitable customers. Major business houses use digital marketing technique to raise the value of sales in Australia to cope with the growing competition in the freight forwarding business through sea freight.

According to Freightos (2018), a mystery shopper survey revealed that only 25% of global freight forwarders issue online LCL quotes, whereas some freight forwarders would take on average 57 hours for pricing and offers. With the advent of the digital freight forwarder concept brought on by the likes of Freightos, FreightHub, and Flexport, more and more transparency is required for up-to-date and instantaneous responses to customer requests to maintain a competitive edge. Online marketing methods keep customers updated and informed about the wide range of things that are available in the market and the things provided by them. Acquiring newer sale prospects is much easier and profitable as customers are acquainted with the educational content that attracts them to buy the goods as stated by Narunart and Panjakajornsak (2019).

The logistic and freight management sector is the most effective industry where the business can grow through the digital marketing strategy. Digital transformation is important for handling the freight forwarding business concerning significant changes in the international market. Digital marketing strategies are more sought after as a means of an integrated marketing strategy with modern technology and the advancement of social media platforms.

Robinson (2013), states that it is also important to garner a clear distinction between social media platforms and digital assets for an effective digital marketing strategy. This will eventually lead to the formation of online communities that will further enhance the growth of business overseas and make it easier for freight forwarders.

According to Freightos (2018), their study called Customer-Centric Freight – State of Online freight Sales Survey 2018, focused on how the company Freightos has emerged into the

foray of freight digitalisation which offers an online freight marketplace to offer sea freight and air freight shipping rates and bookings to SMEs (small and medium enterprises) easily. Freightos is what is considered a digital or virtual freight forwarder and is often considered a threat to freight forwarders. According to Riedl et al (2018), it is stated that there are five types of companies that are expected to disrupt the processes, efficiencies and operations of traditional freight forwarders that have not evolved into digitalisation or formed digital strategies into the management and marketing policies.

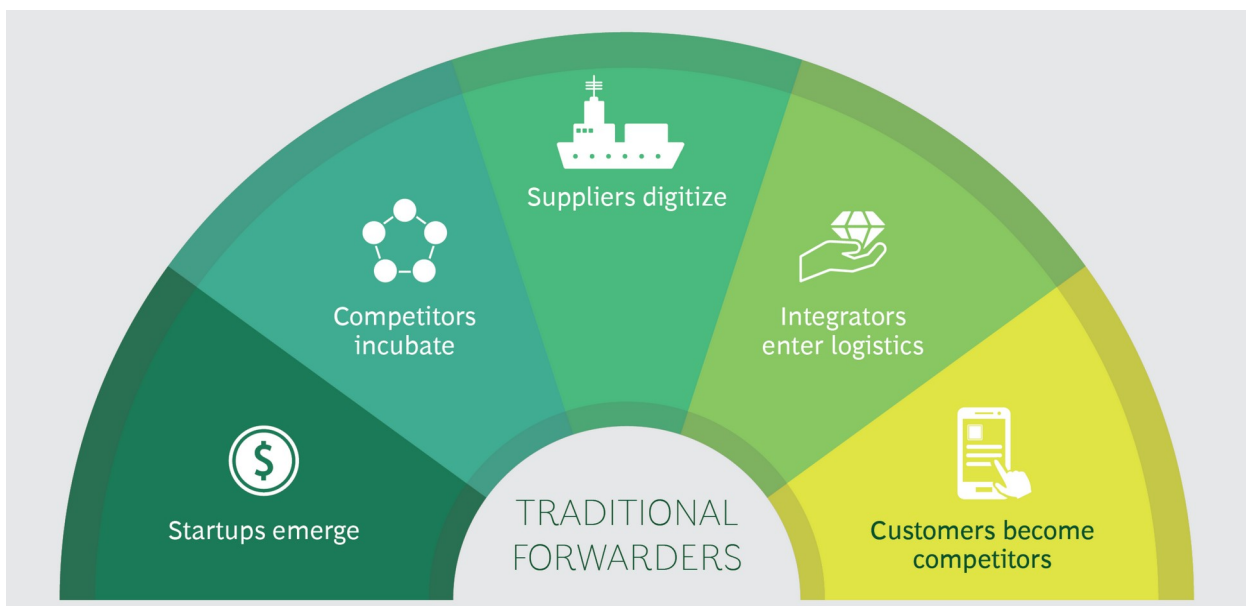


Figure 4: Traditional Freight Forwarding Landscape Under Attack from Five Companies, Source: BCG Analysis/Riedl et al (2018)

2.9 DIGITAL ASSETS

The contents that are digitally stored are known as the digital assets that can range from anything such as photos, images, videos, files that has texts, graphics, HTML documents, audio files, PDFs, slides and spreadsheets. With the advancement of technology, newer and better digital formats are rapidly growing in the market. Along with this, the definition of digital assets is continuously changing due to a constant change in the technological parameters. It is a content that can be stored in any format irrespective of the platform, although each asset requires some specific set of formats as per the storage facility.

The use of digital assets can provide value to the customers, forwarders and manufacturers. It helps the manufacturers and forwarders to provide goods as per the demand and



requirements of the customers to gain greater profit. Allowance of digital assets like images, audios, videos and clips about a certain product generates desirability of the customers. Files containing the digital assets can be shared and circulated across various groups that generate customer satisfaction for certain products. Availability of complete information about products on social media platforms allows customers to understand the performance of the product. However, this information can be ineffective as per significant changes in market-based statistics and outcomes as per growing business challenges unless used effectively.

According to Robinson (2013), digital assets can be considered online environments created to supplement a digital marketing strategy such as a website, blog, or landing page. Digital assets are created in the social media sites which are targeting to generate consumer demand for the products as use several modes for the product such as photos, videos and graphics respectively as per the nature of the commodity. This not only includes the buying behaviour of the individuals but also builds brand awareness through effective market-based strategies. The growing range of challenges faced by forwarders is balanced by several marketing strategies such as branding, internet marketing, media advertising and point of purchase marketing. Visual representation of the products will help to communicate and engage the target audience through a vast array of channels and mediums. Digital assets work effectively well as it provides brand identity among customers and rival firms.

2.10 SOCIAL MEDIA MARKETING AS AN EFFECTIVE TOOL FOR FREIGHT FORWARDERS

The growing range of possibilities provided via social platforms is effective for making a market analysis of the products as per changes in demand, supply, price, and quantity and consumer satisfaction. This helps in creating market awareness for customers offering the flexibility to choose goods following analysis and comparison of what is available in the market. This is effective to help to boost the efficiency of freight forwarders as it offers a healthy dose of competitiveness as per Issuu (2020).

Freight forwarders have their own optimised websites, which informs potential and existing customers of their products and services, as well as the processes and proceeding



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involved. Furthermore, profiles are maintained on social media platforms, which are constantly updated and made available to people all around the world. Usage of social media platforms helps in the formation of a strong client community seeking freight forwarding services. On this basis, it is a crucial factor for market effective strategies and outcomes, which needs to be managed and handled in an efficient way by the forwarders whilst analysing the market structure on a continuous basis. This allows the potential customers to gather more and more data on the freight forwarding products and service offers provided via the online communities and portals. Freight forwarders can make new decisions with respect to active changes in consumer value, satisfaction, happiness and utility. Any change in business structure can affect marketing strategies of the freight forwarders in Australia.

Although social media marketing is an efficient form of marketing, freight forwarding agencies should leverage top-most social media platforms like YouTube, Facebook, Instagram, WhatsApp and Twitter. During the promotion of products and services, freight forwarders need to highlight and demonstrate the kind of freight services it handles such as sea freight cargo or other goods.

Promotion via Google AdWords enables the forwarders in the determination of what is working for the system and what is ineffective for the system. Google AdWords target a wider audience as ads are displayed in sites used by customers that are searching for or have searched for freight services in the past. These customers can make effective choices as per the preference for the products based on online advertising. Forwarders must keep track of their advertisements and ensure that their advertising is actually working.

LinkedIn has been an efficient social media platform for business professionals that fits the business-to-business customer demographic seeking freight forwarders for timely delivery and value-added customer service levels use it. It has a clear focus on business who manages their network professionally.

2.11 EFFECTIVENESS OF TRANSPORTATION SECTOR IN ENCOURAGING THE CRM STRATEGIES



Many changes in commercial industries in the past decades has had huge impacts on freight operations as stated by McKinsey (2017) and Deloitte (2019). The major prospects and growth of the commercial sector can be seen in some major industries like transport and telecommunications. It is crucial for freight forwarding services to be aware of opportunities that are available to them particularly, which are related to digital marketing campaigns that open up more doors of exposure and profitability. According to PwC (2016), it can be mentioned that as the transportation and logistics industry is evolving. With newer technologies and collaborative operating models, it is widely becoming dependant on relationship-based selling to further their growth and/or stay afloat. As per Tanner and Raymond (2012), relationship-based selling is based on creating strong relationships with people for closing sales. The process is important as it can have an impact on the potential customers who are choosing to close a particular deal and make a purchasing decision with the forwarders. In a general sense, it is easier to keep an old customer than to secure a new one. The old clients will help in securing newer ones as per their loyalty, feedback, trust, product quality, timely delivery and behaviour of the freight forwarders. Followed by this fact, strategies related to logistics forms take different tools like CRM marketing and customer targeting that enables the development of a stronger relationship with a large number of potential customers.

Freight Forwarders has identified that customer relationship management (CRM) software significantly helps the business to manage both future and current customer data and communication measures. As defined by Salesforce (2020), a CRM software system is system software that is crated for interaction between potential customers and develop a quality relationship with each other. The effectiveness of the system lies in the interaction of between customers that is required for streamlining processes and tracking leads. It consolidates all the data of the company into one central space, which can be used by freight forwarders. Information regarding communication history, customer history and contact information can be easily accessed by freight forwarders to enhance customer service levels and improve business operations. It allows freight forwarders to update data in real-time without the possibility of inaccurate information and duplicate data entry.

CRM has the capability to automate several time-consuming tasks, which gives freight forwarders the benefit of utilising that time on potential customer bases and for further

growth potentials. The sales process can be efficiently built which is possible by creating a step-by-step process flow on closing deals and gradually decreasing the lengths of the sale cycle. The provision of all information in the central space helps stay connected to quickly move the sales cycle. It has the flexibility to anticipate customer needs and give recommendations with respect to similar goods that offer a better customer experience. Moreover, management of over thousands of customers is not easy with large data loads. The use of CRM software helps in storing the customer information, analytics and interactions that could be used anywhere and anytime. Freight forwarders benefit from the advantage of managing sales, marketing, service and analytics in the most efficient way. The Logistics Sales Funnel streamlines a wider range of managing opportunities for the freight forwarders to lead sales conversations and balance the overall timeline of product delivery as featured in **Figure 4** below.

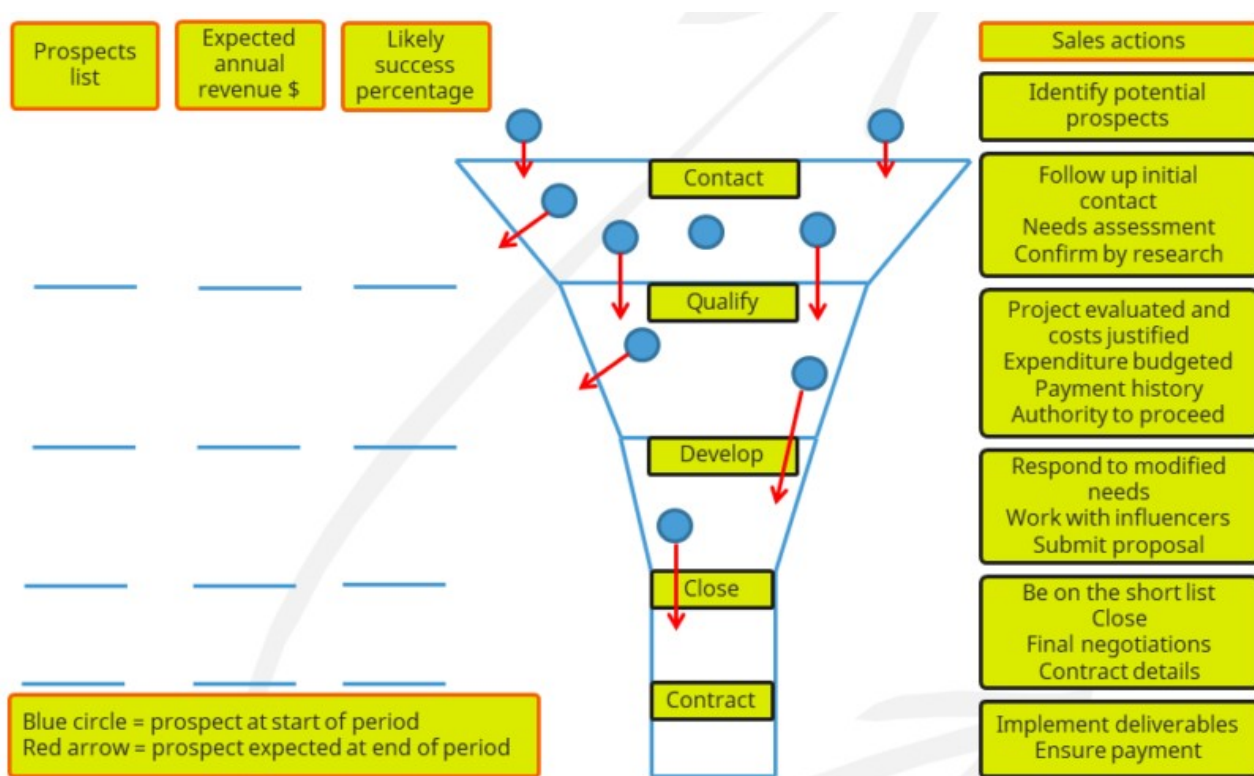


Figure 5: Logistics Sales Funnel for Logistics Service Providers (LSPs), Source: Oakden (2019)

There are specialised CRMs made for logistics and freight forwarding companies, that handles the incoming and outgoing documents of potential customers which are secured by the CRM's Document Management System. It provides the benefit of a management



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system, which monitors the system performance with the feature of powerful reports. Logistics quotes can be easily issued online from the CRM account. Furthermore, it also provides with the benefit of email notifications, outlook connection features that gives easier communication networks for the people. Therefore, it can also be mentioned that it significantly helps to understand the customers and how they communicate with the company.

2.12 USAGE OF MARKETING AUTOMATION IN THE SYSTEMS

Freight Forwarders utilise marketing automation technology to take care of marketing processes in a unique manner. it can handle multifunctional campaigns across multiple channels automatically and also update & automate online marketing campaigns concerning sales activities. Freight Forwarders can easily get the attention of potential customers by targeting customers with their automated messages across web, email and text respectively.

Marketing automation is used to handle repetitive tasks to solve the high order issues in an effective manner that is crucial for generating greater sales. Marketing automation simplifies time-consuming responsibilities of modern marketing roles. It allows for the creation of a digital campaign that is effective for simplifying the qualification process that is becoming very complex. This strategy is easier to use as the forwarders does not need to press the “send” option manually on every e-mail, campaign, message and post that is created.

Good automation helps identify the target audience that has a genuine interest in the products and services offered by freight forwarders. This is possible as the content is well-designed and automatically triggers actions once it has identified the customer behaviour and schedules in a precise manner. As soon as the campaign rolls out, freight forwarders can put the focus on the range of other parameters, which can be used to tweak the marketing plan and change the marketing plan once it starts coming in. Moreover, it saves up ample time for managing resources and logistics. This derives huge revenues and the return on investment is comparatively higher due to its lower maintenance and effective functioning. As a result, forwarders can focus on growing the business. Personal experiences are shared by the automation process for the clients be whether it is used for



other parameters or effective purposes. Every interaction with the customers is stressed in the systems which are then used to monitor the dependence of the customers as per the changes in market-related outputs and choices. This is crucial for generating the value of the brand through brand touchpoints that will generate long-lasting sales.

Relevant content is created by marketing automation that serves a crucial role in the generation of system services as per effective changes in a business environment with the development of online marketing platforms that leads to faster and better management as per Biegel (2009).

According to forwarders, relationship-based selling has effectively led to the growth of the forwarding business as relationships with customers act as a key driver of success in business-to-business marketing. Customers want to communicate with the forwarders and convey product information. Thus, sales progress becomes smoother when the customers can develop a reliable and sincere relationship with the freight forwarders.

This is because relationship-based selling will eventually lead to an effective way of dealing with the customers in comparison to big players in the freight forwarding industry. Within a world of information-sharing, customers can become overwhelmed with the amount of information available to them. With the process of relationship-based selling, they can get through the process the information based on previous transactions and customer satisfaction. It can difficult for sales pitches to stand out in this big market and which is why relationships matter. It helps to get through to the customers and stand out in the market.

Forwarders need to do a little work if they opt for a relationship based selling because then they have to study about the things that keep them going in the market place and what keeps the clients interested and satisfied for the products. Forwarders need to provide valuable information by keeping in mind about the benefits that can be offered to the customers, which makes the customers more interested in them. Therefore, forwarders must know how to handle customers by simply showing them the efficiency and benefits. They must regularly provide valuable information such that customers feel at ease making the purchasing decisions and does not feel as if the forwarder is imposing the products on them.

Cultivating a relationship with the existing customers is the first and foremost principle in business because newer customers are generated only based on loyalty and trust.

2.13 ONLINE ADVERTISING AND AUDIENCE TARGETING SOFTWARE

The automated process of buying and selling online advertising is known as programmatic advertising. It offers transactions that are faster, safer and easier as it streamlines the process of digital consolidation in one technological platform as stated by Busch (2016). This is another way of targeting customers through a developed structured process. The significance of this process is that it will help in brand promotion and data process. It is made simpler with CRM software that can store all the data and lessens the burden faced by the forwarders while maintaining and managing the details of their customers. It connects different departments with a range of services that can generate additional information.

CRM along with marketing automation will help in nurturing contacts and prospects which will be promoted by programmatic advertising to gather important information. Programmatic advertising opens doors to target specific audiences and makes it easier for people to get used to the digital buying process. It enables the management of ad campaigns in an effective manner. This helps the publishers to leverage their ad inventory across several places for marketing processes. Thus, it can improve the process of generating market effective structures for systematic development. The efficiency lies in the systematic handling of portals that do not need frequent monitoring of activities regularly. Moreover, this is cost-effective as well. Freight forwarders can extract profits after changing the way customers are targeted and cost spent on advertisements can be potentially reduced. Programmatic advertising has been a rising trend in the modern period of digital technology. It is typically used in place of the traditional structures of RFQs, manual insertion orders and human negotiations. According to Deshpande (2019), this method is highly adopted by companies and it is taking over the marketing and advertising industries. Furthermore, it allows advertisers and marketers to reach a large number of people across the internet by the efficient power of retargeting.



With a greater reach, the probability of converting a visitor into a buyer who will subsequently be used as a promoter is higher. The sharing process is easy and once customers are satisfied with the products, they can share the link among their peers, which multiplies the target number. Direct ads do not permit the adjustments once the purchase has been made. On the other hand, programmatic advertising allows advertisers to make changes in real-time as per the changes in analytics and impressions. Due to this, freight forwarders can double down in the most successful ads and generate a greater surplus from them.

Moreover, forwarders and marketers can communicate based on the target audience and understand the potential needs of the customers. They can implement several marketing procedures at a reasonably low price, which enables them to reach a greater number of audiences. The process is efficient for big data, demographics, in-market audiences and interests as the data analytics are adequately helping in reshaping the way markets work. Programmatic advertising has generated a new level of confidence of marketers as its cost-effective and the time-saving practices allow advertisers to generate four to five times more than the amount which was previously earned as mentioned by Gregoriadis and Nultey (2018). Return on investment is high as a small budget can go a long way. It makes it advantageous for marketers to gain more from initial investments.

2.14 BEHAVIOURAL TARGETING

Behavioural targeting enables a business to demonstrate the ads to people online based on the jobs industry and other purchasing behaviour, geographic locations rather than advertising on one website as defined by Kaan (2019). Data from browsing habits like purchases visited sites, searched items are efficiently handled. Accordingly, the data searches or visits, relevant ads and offers are channelled in the system of the customers that leads to campaign effectiveness. This is done to create a larger target audience as per the number of people using the internet and studying their preference.

Behavioural targeting is a procedure actively used in online advertising where the browsing habits of data are stored and collected. This allows the people to gather relevant information as the consumer choice and preferences which make it easy to target the audience. The



behaviour across different websites are gathered such that the advertising network will be focused on this group of people. Accordingly, the network of advertisements is made visible to that group of audience and increased advertising will eventually raise the likelihood of a purchase. Previously, the method of web tracking was used where ads appeared as per related keywords or relevant topics of the users.

Under such circumstances, behavioural targeting is most effective as it solely targets people all over the internet based on their choices and preferences. This not only enhances the value of sales of the forwarders but also studies the consumer experience based on the evidence. This process is recalled as tailored advertising, which falls under the behavioural advertising. Another method of behavioural targeting is retargeting where advertisers show the same ad multiple times across various websites based on the previously visited websites, to generate consumer interest for the products. This process is efficient as customers have the advantage of getting ads from multiple brands and analyse before making any purchase. However, it creates a challenge for the forwarders to manage the audience if they shift their preference towards other firms, which might hamper their profits. This can also create a mismatch in expected data such that customers will solely buy their products and services.

Although there are few complications relating to targeted audience and behaviour of rival firms, the process has shown efficient results as per the changes in the advertising strategies in the business world. The functionality of the ad is based on the content provided through the ads and experiences show that an effective deal takes about 6-8 exposures of the product as stated by Glynn (2015). Repetitive exposures of a particular brand generate familiarity, which then builds trust and drives conversions adequately. Yet, one of the biggest mistakes made by marketers is to target too many segments at the same time. On the other hand, customers get a wide range of data to choose from and they get tempted about it. Therefore, it is better to start with smaller segments and focus on narrowing it on those who value it the most. This is done by surveying the pages and understand the traffic used in such areas. This can adequately help in raising greater sales as per effective changes in market outcomes.



Maintaining software with a database of potential customers is fortunate for effective management of forwarding business. The goal is to put the focus on marketing strategies that are effective for changing the business ventures in a large number of areas. An important parameter in the logistics business is the maintenance of consumer trust by proper marketing strategies that will keep the customers satisfied with the services. Another significant fact is that logistic businesses tend to gain customers through the relationship developed on trust; if there is no trust, one cannot use it and digital marketing can help to develop the trust as stated by Schwager and Meyer (2007). This might seem invaluable in the first stage in the logistic marketing, yet in the long run, this will act as a chain to increase the target audience as the potential customers have a huge role in increasing the sales as per effective changes in market-based strategies and values.

The purpose of this research is to evaluate the role of newer marketing strategies on the value chain activities of forwarders that has a positive impact on long-run growth. Planning and development of an effective marketing strategy have been a growing challenge for the freight forwarders and the freight forwarding business. This is creating greater opportunities in the market and the market is now acquired by several new freight forwarding businesses who are trying to enter into the market and extract the growing profits.

The operation of each business requires a deeper knowledge and perspective about various things as the problems faced by each business is unique in its way. Businesses today are effectively based on IT solutions, which can give better and effective results as per the effective changes in the market. Currently, every business owner who is moving into the direction of growth is well aware of the flexibility of unique IT solutions that is available in the form of application software. As every person or organization is focusing on growth, they are actively interested in the integration of software businesses in the system that can help in generating higher sales and revenue. It gives a range of benefits that is adequate for the expansion of business in every market such as increased productivity of business processes, the addition of business clientele, faster decision making and easier to comprehend the outcomes. These systems support the interests of the customers which are mostly automated where the software directly stores the clientele data and uses them when needed. The software has effective features, for handing the targeted set of audience. This



is crucial for the growth of the forwarders in a positive direction and important for the formulation of newer marketing strategies.

This is how everything is directed in a way that gives a better driver for businesses activities and helps to sort out problems that might come up during delivery. The task is to assure the customers that they are getting a quality service and other goods are to be delivered well within the time. This system works effectively well as it instils a sense of trust and power among the customers.

However, the biggest contradictory factor about newer marketing strategies is that it is changing the business cycle in the freight forwarding market. This can have a positive impact on the newer firms who are have been trying to enter the market for quite a long time. Forwarding companies who are unable to implement these new marketing strategies are worse off as they are unable to target the customers and their trusted customers might trust a newer firm who has extensive marketing and management facilities. However, as more and more firms enter the sea forwarding business, the range of profits might go down even though the level of targeted customers is rising due to usage of automated marketing techniques that have highly regulated the forwarding business.

Traditional marketing is effective for maintaining a strong relationship with the clients, but newer marketing tools have highly regulated customer management systems that can improve the revenue generated. The process of doing business has transitioned away from a traditional structure after the introduction of newer marketing strategies. It will help the freight forwarding industry effectively plan their business processes concerning growing trends to achieve the goals that will effectively help align themselves with greater sales, revenues and thus profits. Utilizing which to attract the customers, they will feel more connected to the company and trusts their business process. Whilst extensive studies have been carried overseas, understanding how what marketing strategies are currently being implemented in Australia freight forwarding businesses, especially those operating sea freight operations is lacking. Furthermore, it is unclear how many of these sea freight forwarding companies in Australia are utilising newer marketing strategies and its effectiveness. Therefore, this creates a gap and it is important to study the effectiveness of marketing strategies as per the market of freight forwarders in the operation of sea freight



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businesses in Australia. The role of the research study is understanding how the newer marketing strategies have raised the competition of freight forwarding businesses and its impact on the potential outcomes and policies. Thus, the role of the independent variable, newer marketing strategies on the dependent variable freight forwarding business will be analysed in the study.



CHAPTER 3: RESEARCH METHODOLOGY

Once the gap in literature is identified, it is important to find out ways of carrying out research and thereafter the analysis of the data collected. There are several ways of doing the data analysis, which is described in the following section. It is important to structure the data collection techniques and procedures for the analysis. By structuring the parameters that is used to address the data collection techniques, it will be helpful towards analysing the gaps established in the literature review.

The section addresses the ideas that will be used to find the data of the freight forwarders in Australia operating in sea freight operations and the efficiency of new marketing strategies. It mentions the population or the data sample that will be used in the paper for the analysis. While collecting the data and analysing them, the following should be kept in mind. This included the theory on which the paper is based, the set which focuses on the respondents or data collection techniques, and the concept which is the prize focus of the paper that is given below:

Theory: New Marketing Strategies

Set: Focuses on the population group or the respondents needed for collecting data which would include a mixed methodology strategy

Concept: Freight Forwarders for Sea Freight in Australia

3.1 RESEARCH ONION

The steps involved in the development of quality research are known as research onion, which suggests multi-methods, mono-methods, and mixed-methods choices for the research as defined by Moltzau (2020) towards results-driven based on the means of data collection and the analytical measures used accordingly. Accordingly, a mixed-method or multiple method approach of design (often abbreviated as MAD) considers two or more analytical measures and a single approach design (SAD) which is also known as a mono-method factor only one analytical opinion. The following **Figure 5** by Saunders et al (2009),

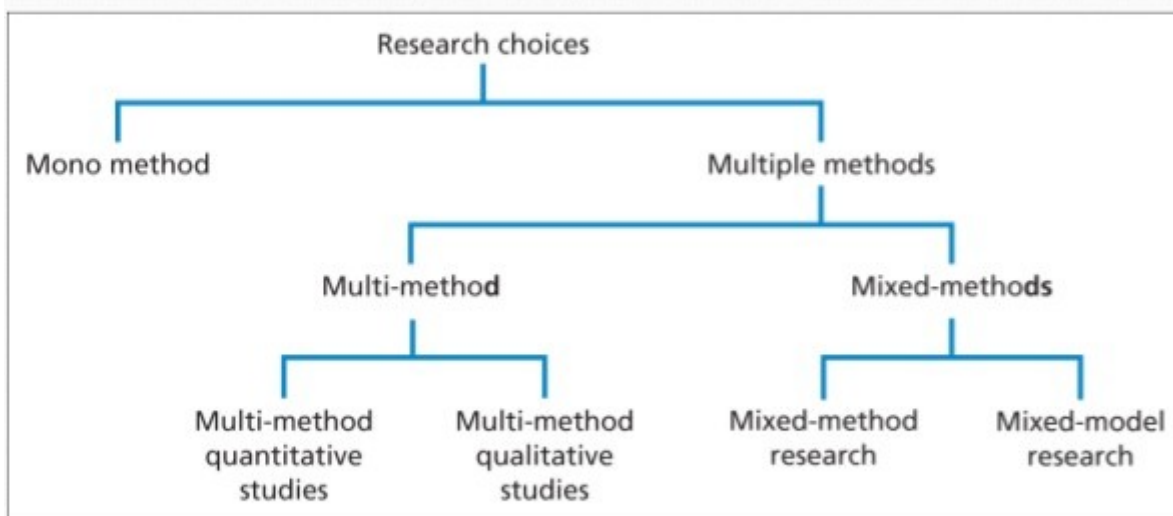


Figure 6: Research Choices, Source: Saunders et al (2009)

In mixed-method research, the research is based on the collection, analysis and integration of mixed-method research quantitative (such as surveys or experiments) and qualitative methods (such as interviews and group focus) respectively.

Multiple methods are described as the application of two or more data sources or methodologies that is used for analysing the study. These can include the likes of surveys, interviews, case study, critical research, along with the likes of phenomenological research, longitudinal research, and narrative research, hermeneutic and discursive research respectively. It can take multiple forms based on the topic of the paper. However, the process can be complicated as a researcher can mix the course of these methodologies and thus hampering the effectiveness of the study of the analysis and contrast the results.

In mono-method research methodology, analysis is based on the collection of only one type of data, which is either quantitative or qualitative and not a combination of both.

The methods to be chosen are based on several parameters that will be described in the course of this chapter. However, the most effective way involves the collection of data sets that are adequate towards understanding the effectiveness of new marketing strategies for the growth of freight forwarding businesses in Australia operating sea freight transactions. Mixed method strategy works effectively as it follows a mixed methodology to gather the data and generate productive results. This process is used in many models that do not have either qualitative data or quantitative data such that analysis is only performed on a single



type of data set as stated by Creswell and Plano Clark (2006). It highlights the stages in which different elements needed in research can be analysed operatively. The research onion shows the practice of using theories that can be incorporated with the help of which type of collection of data can be ascertained.

According to Saunders et al (2019), there are six different ways of conducting research, which is research philosophy; research approach; research choices, techniques and procedures used in data collection; research strategies; research techniques and procedures used in data collection; and the time horizon of the data sets. To understand how new marketing strategies are beneficial to freight forwarders when running a sea freight business in Australia, it is important to structure the paper as per the topic. These six steps will be described in the following section, which will be effective in studying the marketing analysis as a part of the research study. The reason for considering the mixed methodology will be described in the next sections.

3.2. RESEARCH PHILOSOPHY

According to Abdul Rehman and Alharthi (2016), the philosophies of research guides the analysis and understand the usefulness of a proper paradigm. It is the belief the data about a phenomenon for the paper must be gathered and analysed. As per Saunders et al (2009), research philosophies can be conducted in four types such as realism, positivism, interpretivism and pragmatism.

The most crucial aspect of the study can be explained by research philosophy that has its own character and attributes. In this respect, philosophies are chosen based on the research topic as each philosophy has its own characteristics which are based on the perspective of the researcher and the way the researcher want to establish its objectives. Realism approach is based on the idea of independence of reality from the human mind, which is dependent on the assumption of the scientific approach. The collection of scientific evidence and provision of factual data that is gained through statistics experiments and observations is used in positivism approach that reveals the true way society behaves. Ideology and proposition in a study are held true and satisfactory under the pragmatism approach only when it accepts the practicality of the paper and neglects any unpractical



approach that might come up in the course of the research. Interpretivist method is the approach in which elements of the study are investigated and interpreted by the researcher with the help of qualitative analysis, rather than doing quantitative analysis.

The topic chosen for the research study reflects on the sea freight forwarding operators in Australia and in order to study the efficiency and means of the marketing strategies in the business performance would be used in the paper. There are two different approaches to reviewing a research philosophy such as ontology and epistemology. Ontology is basically a philosophical field which revolves around the nature of reality that exists in the study on the basis that data collected is effective. This type of research philosophy is mostly used for studies that use primary data in a qualitative manner such that the interpretation of an individual is actively considered as to what constitutes a fact from their statements generated from surveys. These data might not be collected from secondary sources and even if it did, might not provide effective results.

On the other hand, epistemology is another philosophical field, which is used to understand themes of growing challenges in the study that will be faced and the ways for finding proper knowledge to reach it.

The data to be generated for the paper is mostly subjective in nature as freight forwarding practices are considered for sea freight operations in Australia, where the impact of new marketing strategies and how they arrive at outcomes are subjective to the research aims, which makes the research philosophy as ontology. In order to reach these goals, it is important to follow the approach of research epistemology, which will generate a proper knowledge about the findings in an interpretivism approach with the formulation of the mixed methodology using both qualitative and quantitative data.

The topic needs data from freight forwarders and the collection of quantitative data is very effective in order to provide satisfactory and significant results. Quantitative data is also important for the paper because the satisfaction, demand, choice, preference cannot be measured in quantitative terms and quantitative data is needed, which is why employees and customers are to be interviewed. Moreover, the study of the effectiveness of new marketing strategies and the operations of freight forwards is based on the customer-



employee relationship; qualitative data would be highly satisfactory to study the true potential of the freight forwarders in Australia. This makes it effective for the people to continue with their deal with the forwards in the sea freight business. Therefore, it is important to study and relate to its significance in the market as per the efficiency of the new marketing strategies.

This requires a highly structured sample and results of data collection are qualitative which takes the interpretivism approach. Usage of quantitative data will be significant for the research analysis that will be collected by primary means by conducting several interviews and questionnaires for the forwarders doing business in sea freight.

3.3 RESEARCH APPROACH

The approach to be used in the research needs to be discriminated as per the topic because it is important to understand what kind of data needs to be collected and accordingly the approach will be selected. It is the actions that are taken for the completion of the study for attaining competent results. The approach highlights the actions and the steps that are required to perform the activities to fulfil the aims in the study. It has been seen that two types of research approaches are commonly used in research papers, inductive and deductive approach respectively. The inductive approach is based on the development of a new theory for a paper, which requires a lot of research and knowledge on the topic. This approach is generally followed when there is little or no literature on the topic and creation of their ideas or theories are effective for ascertaining appropriate results. On the other hand, deductive approach consists of the models that have been used previously studied by other researchers as a form of primary research for the attainment of desired data. That is why inductive approach will be used to develop newer concept into the system and find relating to the efficiency of newer strategy in sea freight business.

3.4 RESEARCH DESIGN

The design of research identifies the technique and the structure that will be followed with the help of which the data analysis can be guided in an effective manner. The research designs are based on the aims and objectives of the paper and the approach used by the



research to study the effectiveness of new marketing strategies in the forwarding business for sea freight within Australia.

Research designs are of three types such as explanatory research design, exploratory research design and descriptive research design. The initial step in any research design is the usage of explanatory approach that generates a hypothetical or theoretical idea for a paper. The role is to connect ideas and explain the models based on the strategies of the paper as per the changes in market-based strategies and outcomes.

The method is adequate for investigation and examination of raw materials with the goal of creating a strong relationship with unfamiliar concepts and existing background knowledge is followed under the exploratory approach. The described approach is the method of describing data and characteristics about the population being studied, which can systematically and accurately describe a situation, population and phenomenon to identify the cause and effect of the research. In order to estimate the role of new marketing strategies in the growth of sea freight forwarding businesses in Australia, it is important to follow the exploratory approach as interviews and questionnaires will be conducted.

The reason for using an exploratory approach is to provide newer insight into the marketing system that is crucial for handling the forwarding business. Several marketing strategies have been studied in the section of the literature review which proposed that the newer marketing strategies have effectively improved the forwarding business as management of clients and finding newer clients has become comparatively easier. However, this flexibility is rapidly changing the business words such that simulation of newer marketing strategies is leading to rising competition among the forwarding business in order to extract higher profits as per the changes in related strategies and outcomes.

This can lower the profit structure of older or traditional freight forwarding businesses that been profiting in the past. The efficiency of the study lies in the effectiveness of market-based policies and outcomes that is significant for the increase in sales and revenue as per the efficacy of newer marketing strategies used by Australian sea freight forwarders. There is not much data about this niche within the forwarding industry and investigation is needed which can be done by taking interviews of the people.



3.5 DATA COLLECTION PROCESS

The process of collecting the data is effective for doing the analysis is studied in this section. There are two types of data available for use which is primary and secondary data respectively. Primary data is attained from firsthand sources by conducting surveys or experiments and direct interviews. The data that is collected by secondary sources is known as secondary data such that information presented in government or official websites, which can be qualitative, but it is mostly quantitative.

There is no such way to study the efficient performance of freight forwarders because the impact of new marketing strategies cannot be analysed by doing quantitative analysis. It is important to collect data from the forwarders and enquire about new marketing strategies and its effects on the forwarding business. As discussed, the study will follow a mixed methodology that will be dependent on several data collection techniques.

The researcher will collect primary data for the paper because the efficiency of new marketing strategies will be based on the customer-based relationships which can only be collected or studied by taking surveys, experiments or interviews. These data will be collected in four basic ways such as pre-interview questionnaire, semi-structured interviews, structured questionnaire and focus group.

The pre-interview questionnaire is taken to devise a questionnaire that is used to understand the type of company, size of the company, types of retail and marketing being used, revenue models and channels being used. Thereafter, semi-structured interviews that are dependent on the pre-interview questionnaire for chosen freight forwarding companies will be carried out. This will be based on semi-structured interview questions in order to understand the marketing strategies and channels used by the forwarders for continuing with their business. Under the process of a structured questionnaire, the sales data on marketing strategy and channels are collected that will help to analyse the usefulness on the new marketing strategies directly on the sales and profits. A focus group will also be held as the final point of data collection, to gather more insight into the marketing strategies.

The goal of the paper is to signify the importance of new marketing strategies by focusing on the interview patterns that is adequate for the generation of effective results. This will be



done with the data collected from conduction of pre-interview questions, semi-structured interviews structured questionnaires and focus group. This is adequate for the extraction of suitable results in order to study the importance of new marketing strategies and how it has helped the freight forwarders in conducting the sea freight business in an efficient manner.

These factors are adequately important as they can study the significance of newer strategies that are crucial for sea forwarding businesses in Australia to function effectively, although competition in the logistics market has gradually increased due to flexible management of customers through newer marketing strategies.

The data for the research will be collected from the sea forwarding companies in Australia that operate via sea freight. There are a large number of forwarding companies in Australia that operate and manage logistics through the sea and air freight regularly that is changing the business structure as per the effective changes in marketing strategies. Only the data for freight forwarders using sea freight in Australia will be considered for the current research paper.

In order to understand how the effective marketing strategies of freight forwarding companies operating sea freight businesses in Australia have been, it is important to get an understanding on both sea freight customers (operating in personal effects shipping and/or commercial cargo shipping and of sea freight forwarding business employees as the first step. This will be carried out by reaching out to customers and freight forwarding business employees to answer two types of questionnaires that have been targeted to factor the customer views and the employee/business views.

It should be noted that there is no formal registry of all freight forwarding businesses in Australia. According to AISC (2018), offered a snapshot into key transport and logistics metrics which identified that there are 84,635 transport and logistics businesses in Australia. However, it should be noted that based on ASIC (2018), these include Courier Pick-up and Delivery Services, Customs Agency Services, General Warehousing and Cold Storage, Grain Storage, Long Distance Bus Transport, Port Operators, Postal Services, Rail, Air and Sea Freight Forwarding, Removalists, Road Freight Forwarding, Road Freight Transport, Scenic and Sightseeing Transport, Stevedoring Services, Taxi and Limousine Transport,



Urban Bus and Tramway Transport, whereby 48,747 of these businesses are registered as road freight transporters. However, based on industry research honed in on Rail, Air and Sea Freight Forwarding in Australia industry statistics, IBIS World (2020), that there is approximately 514 freight forwarding business involved in rail, air and sea freight in Australia as of May 2020. Another statistical report by IBIS World (2020) highlighted that there are 417 water freight transport businesses in Australia. There is not enough significant statistical data and no proper means to ascertain the true size of the freight forwarding market of sea freight operators in Australia, However, based on personal discussions with industry experts, it can be speculated that there are approximately 250 sea freight forwarding businesses in Australia.

For the freight forwarding company employees based questionnaire survey, data from 50 respondents will be taken whereby the questionnaire will be sent to 50 out of the 250 freight forwarding businesses identified, and one employee from that company will be tasked to respond to the questions mentioned. The data can be used to study the practices of forwarding agencies that is significantly used in sea freight with respect to a range of factors that have changed over time due to rise in trade, commerce and marketing tools.

Thereafter, from the 50 (employee) respondents from the unique freight forwarding companies in Australia, 20 respondents will be invited to interview sessions (held either in person or via telephone communication). The questionnaire and interviews will help understand how the new marketing theories have impacted the business performance and led to allocative efficiency with the maximum possible profits.

For the customer/client based questionnaire survey, data from 50 respondents will be taken in order to understand the efficiency of sea freight forwarding business in satisfying their needs and tools used by them to target them and deliver the products. Furthermore, data are taken from the customers who have been using the services from the mentioned sea freight companies in order to understand customer preference for using the services and the utility derived from it.

They will be inquired about the business structure and the way the logistics of the company is handled. Their relationship between forwarders or employees working in forwarding



business with customers will be understood from the interview session. The reason for conducting primary research for both employees and customers is in order to understand the perspective of both employees and customers as it is significant for the study in order to understand the effectiveness of the forwarding business with respect to new marketing theories. The data to be generated from the surveys and interviews would be quantitative in nature which would be analysed and interpreted in the section of data analysis.

The significance is to study the way business processes and service arrangements are carried out and served with respect to marketing strategies that can help in the process of growth. A company works effectively when it caters to the needs of both employees and customers. These data cannot be only quantitative, as it is crucial to utilize the information collected from the businesses are impacting the performance of the freight forwarding agencies using the sea freight operations in the most effective way possible. This will be helpful to study the goals of the study in the most effective way. The role of new marketing strategies will be understood and their efficiency in handling clients and/or customers.

3.6 DATA ANALYSIS METHOD

This model suggests ways of conducting the analysis, which is the most important part of research as the outcomes will be obtained from it. It addresses the tools that have to be used for ascertaining significant results for data analysis. As the method to be used in studying the role of new marketing strategies, in the freight forwarding business of sea freight in Australia, data from companies are to be taken from interviews and surveys. These data will focus on the pre-interview questions, semi-structured interviews structured questionnaires and focus group in order to estimate the role of newer marketing strategies as per effective changes in marketing strategies and outcomes.

The goal of the research is to study perspectives of freight forwarders about new marketing strategies, and whether they are confident in its effectiveness in the market. While newer marketing strategies simplify client management system through automated marketing strategies. It is important to estimate the policies that are required to analyse the market conditions of the forwarding business and the effectiveness of marketing strategies in improving the sales and logistics of the business.



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As mentioned in Section 3.5, Questionnaire surveys will be carried out from 50 employees of unique freight forwarding companies, and 50 freight customers respectively. The 50 freight forwarding companies have been selected at random. Thereafter, from the 50 employees of freight forwarding companies, 20 of these employees will be invited to be part of the structured interviews.

The efficiency of the marketing strategies will be analyzed by string the data gathered from the interviews. The way to collect them is to record and write them and then present in a transcript form to avail the data in an effective manner. The data will be then studied which will estimate the impact of the interviews and compare them with the value of sales. The purpose is to establish a relationship with new marketing strategies and effective growth of the value chain activities in the freight forwarding business. This process will be effective in analysing the data that is crucial for the provision of effective results as per the efficiency of new marketing strategies in the forwarding business in Australia.

3.7 ETHICAL CONSIDERATION

Ethical considerations are the issues that can arise in the course of the study concerning authentic data sources. Collection of ethical data concerning the maintenance of privacy is equally important for the collection of primary data. The main ethical issues in a research paper are informed consent, beneficence, respect to anonymity and confidentiality and respect for privacy. Informed content protects the right of the researcher such that participants and companies are well informed about the evaluation being conducted by the researcher. Other considerations are used to protect the privacy issues such that the data provided by the companies will remain private and will not be forwarded to anyone. The companies can put ethical charge under such cases and therefore, ethical considerations need to be strictly maintained whenever primary data is used for data analysis. The data collection must be focused on the ethical issues that might come after the data has been collected and hamper the role of the research study is used to denote changes for data collection. Every company has a certain way of doing business and it is important to preserve them. Ethical considerations are a must as it enables other competing firms to understand and formulate their business practices, which might harm the growth of the



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firms. Moreover, data of employees and customers cannot be provided as they are not validated and must be provided to the extent inferred by the people and the employees.

Instead of this, survey questionnaires were given to employees of freight forwarding companies, the interview sessions, and focus group have maintained anonymity in terms of professional representation and have requested that transcripts not to be shared to ensure that respondents were able to speak at ease with the knowledge that information and data being shared for this research study will not be shared via transcripts.



CHAPTER 4: DATA ANALYSIS, RESULTS AND DISCUSSION

The analysis of the data for the research paper has been conducted using the thematic approach. According to Braun and Clarke (n.d.), a thematic analysis approach can be utilised in understanding and analysing qualitative data sets to find a common theme or pattern (such as opinions, ideas and/or similar topics). The thematic analysis developed by them is also known as the Reflexive Thematic Analysis and features a 6 step process that follows Familiarisation, Coding, Theme Generation, Theme Reviewal, Theme Definition, and Contextualisation the themes (by writing them up). This choice of data analysis was chosen, as it is helpful attempting to understand the views of people, their opinions, knowledge and/or experiences based on qualitative data collected such as interviews, focus groups, and questionnaire or survey responses, which is how the data was collected for this research paper in question. Therefore, the thematic approach will be useful to adapt to the data analysis needed for this research study.

As the analysis is to be done by using primary sources, thematic analysis is the best tool for the approach as it effectively evaluates the qualitative data as per the objectives of the study. This is done by analysing, identifying and interpreting the extracted data from primary sources. It is a technique used for qualitative analytic approaches instead of other approaches like grounded theory, narrative analysis, discourse analysis and interpretative phenomenological analysis. It is generally applied like a set of texts like the interview transcripts for an effective analysis, whereby it is examined concerning the topic, patterns and ideas in an effective manner.

4.1 CONDUCTING DATA ANALYSIS

The thematic analysis aims to identify the patterns in the data series and identify their themes. A good thematic analysis is not about summarizing the data but interpreting the outcomes in an effective manner that makes sense of the study. Data collection was conducted via interviews, questionnaires/surveys, and focus group sessions. It is important to prepare the set of questions for studying the responses and then effectively analysing the data. This can help in arriving at results for efficient analysis.



The research topic chosen for the dissertation is focused on studying the new marketing strategies that are being used by sea freight forwarders within Australia. The theory is regarded to the new marketing strategies which are then inferred with the concept that is based on the Freight Forwarders for Sea Freight. The prime focus is to understand the evolution of new marketing strategies that has gradually developed in the freight forwarding business using sea freight. In terms of the number of sea freight forwarders in Australia, it is estimated that are close to 250 based on personal discussions with industry experts. However, the numbers are not definite as no current data is available with the latest statistics published in 2019 by the Department of Infrastructure, Transport, Cities, and Regional Development only included sea freight volumes and data up to the year 2017. How these various freight forwarders within Australia for sea freight operate differs vastly from one another. Their operations and marketing strategies have evolved in the last decade. Moreover, data requires clarity as the forwarding practices are constantly changing due to increased competition, the true value of topic can be arrived at through interviews and surveys from the employees who work for the freight forwarders and customers who use the services of the top enlisted freight forwarding companies in Australia.

To understand the problem at hand, the research paradigm has been identified which would use the interpretivism approach in an inductive manner that follows a mixed methodology strategy. As these freight forwarders in Australia facilitates sea freight operations, the means and efficiency in performance in which they carry out their marketing strategies and how they arrive at them are all subjective and thus the research ontology aim. However, when it comes to the research epistemology, the research will need to have an interpretivism approach with a mixed methodology of both quantitative and qualitative data gathering methods (a mix of questionnaires and interviews (semi-structured and structured)).

With concern to the research approach, an inductive approach was selected and the research design will factor an explanatory approach to fully understand the marketing strategies utilized by sea freight forwarders in Australia in the past. As the analysis of how new marketing strategies has impacted the performances and operations of these freight forwarders in Australia that operates in sea freight logistics cannot be carried using quantitative data alone, it is important to utilise data and information collected on how businesses are impacted with the introduction of new marketing strategies. The data



collection process will involve pre-interview questionnaire, semi-structured interviews, structured questionnaires and focus group based on a sampling method.

As previously mentioned in Sections 3.5 and 3.6, the primary research was conducted in series of ways; questionnaire surveys from 50 employees (of unique freight forwarding companies) and 50 clients/customers in sea freight cargo (for personal effects or commercial cargo). The next step after the employee questionnaire was concluded and analysed, interviews were conducted with 20 out of the 50 employees who operates in freight forwarding through sea freight. Most of these forwarding companies operate with 200 routes in more than 150 countries through containers and dry cargo that has effectively improved their business.

The study follows a thematic analysis framework concerning freight forwarders using sea freight in Australia which is effective for giving satisfactory results. The conceptual framework allows relating the topic with own ideas which are very important for the paper as the data is qualitative and quantitative. The data generated from the respondents which are 50 employees and 50 customers are primary. The respondents are chosen from the mentioned companies by the process of simple random selection where every employee or customer gets an equal chance for selection with irrespective of their position, age and tenure. The methods of collecting data are based on survey and questionnaire, interviews, and focus group.

These are generally open-ended questions that are aimed at understanding the tone of the focus group concerning data collected through the interviews and survey questions. This would also add validity to the study which is important as it gives a better degree to the analysis. Conducting interviews and a focus group study will help in getting quality data that is valuable for understanding the topic in a detailed manner. Moreover, the method is cost-effective for other modes of collecting data. The data is more accurate as it helps in giving value which is effectively needed in the study for the research analysis in the most effective way, although the participants need to be honest while giving data and then only the results would be most valuable. Yet, altogether it is an effective process as the topic is focused on the marketing strategies whose sole purpose is to generate a quality relationship between



employee and customers and usage of interviews and surveys would be effective in understanding their true feelings, values, thoughts, insights and opinions.

Once the results of the primary research are collected, the reliability of the methods needs to be highlighted, which will correlate to the hypothesis (including zero and one). The hypothesis is tested by doing a null hypothesis which tested the accuracy of the survey concerning the value of 0 and 1. With the 3 hypotheses variables in mind, the method that is most effective for collecting the data is the method of survey, which would study the perspective of employees and customers concerning services offered and the satisfaction derived from them.

After taking the survey session, it is effective to conduct the semi-structured interviews that will adequately study the employee relationship with clients and the effectiveness of the newer marketing strategies that is flexible for the business outcomes and generation of potential profits. These interviews (via face-to-face and phone) helps the researcher arrive at the perspective of the employees towards a specific question. These communications are very important to study the role of the new marketing strategies and their perspective about them. Greater insight is generated about the marketing strategies after keeping the data generated from the interviews provided by the 20 employees of sea freight forwarding companies in Australia.

1.1. OUTPUT OF EMPLOYEES DATA

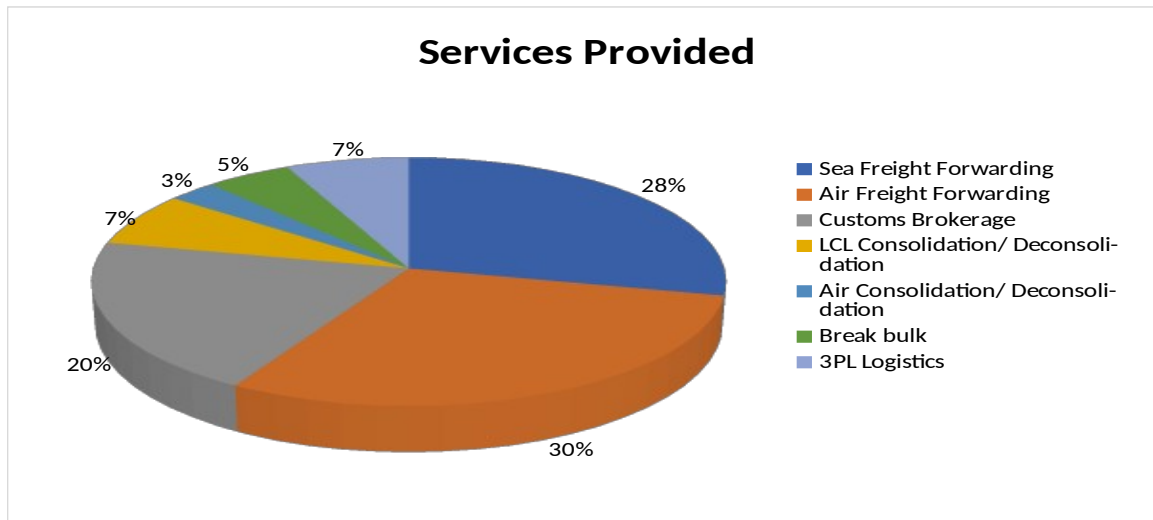
Data Collection via primary research methods will be carried out targeting Stakeholders such as Employees of Freight Forwarding companies to understand how their current marketing strategies are being put to use. The following includes the collation of data collected from the questionnaire targeting employees of unique freight forwarding companies in Australia.

4.1.1.1. Company Details

The pre-interview questionnaire was sent to 50 freight forwarding companies, from which one employee would be asked to answer the questions. Out of the 50 respondents, only 16 were comfortable with stating the companies that they respected, and the rest opted to

remain anonymous. However, to maintain ethical considerations and anonymity, the names of the companies will be withheld from being published.

4.1.1.2. Company Services

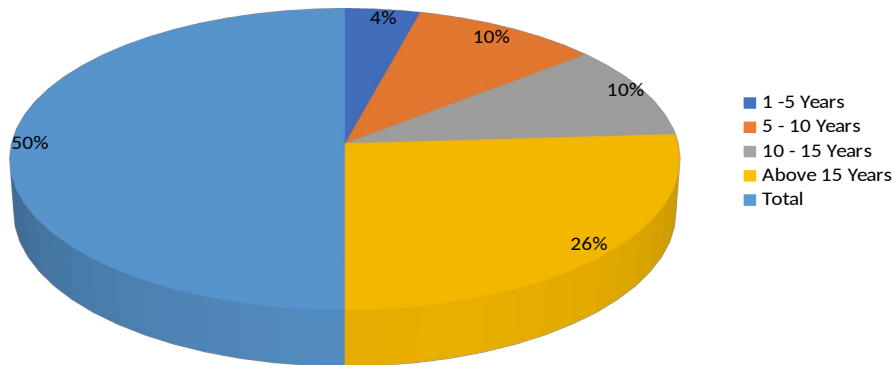


	Frequenc y	Percent	Valid Percent	Cumulative Percent
Sea Freight Forwarding	41	28%	28%	28%
Air Freight Forwarding	43	30%	30%	58%
Customs Brokerage	29	20%	20%	78%
LCL Consolidation/ Deconsolidation	10	7%	7%	85%
Air Consolidation/ Deconsolidation	4	3%	3%	88%
Break bulk	7	5%	5%	93%
3PL Logistics	10	7%	7%	100%
Total	144	100%	100%	
Missing	0			
Total	144			

4.1.1.3. Years in Business

The following include data pertaining to how many years the respective freight forwarding company has been operational.

Years in Business

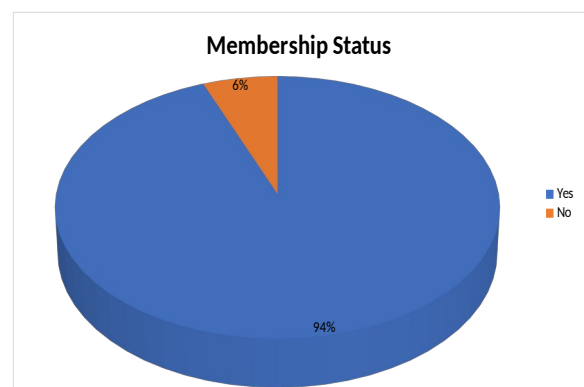


	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 5 Years	4	8%	8%	8%
5 - 10 Years	10	20%	20%	28%
10 - 15 Years	10	20%	20%	48%
Above 15 Years	26	52%	52%	100%
Total	50	100%	100%	
Missing	0			
Total	50			

4.1.1.4. Membership Status

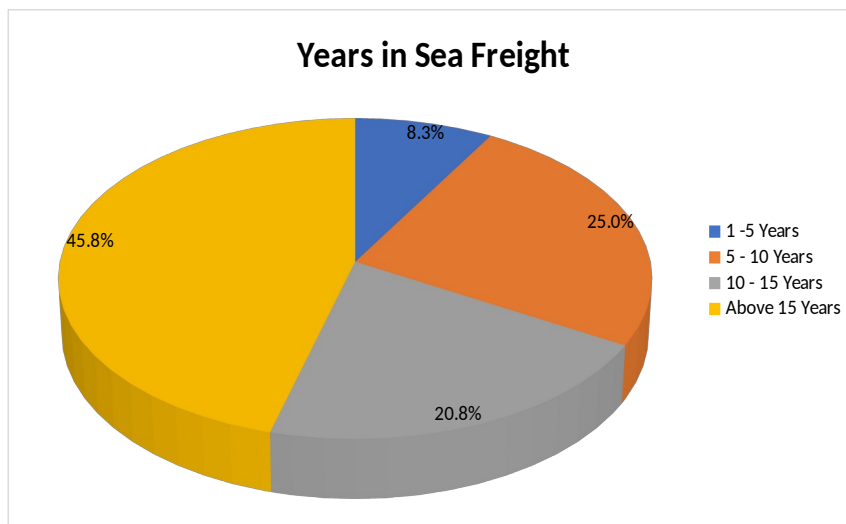
The following includes whether the respondent's freight forwarding company is associated or registered with any national councils or associations. A majority stated yes.

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	47	94%	94%	94%
No	3	6%	6%	100%
Total	50	100%	100%	
Missing	0			
Total	50			



4.1.1.5. Number of Years in Sea Freight Business

The following includes data concerning how many years the respective freight forwarding business has been in operations concerning sea freight operations. It can be noted that a similar number of sea freight business operators are in line with the overall responses.

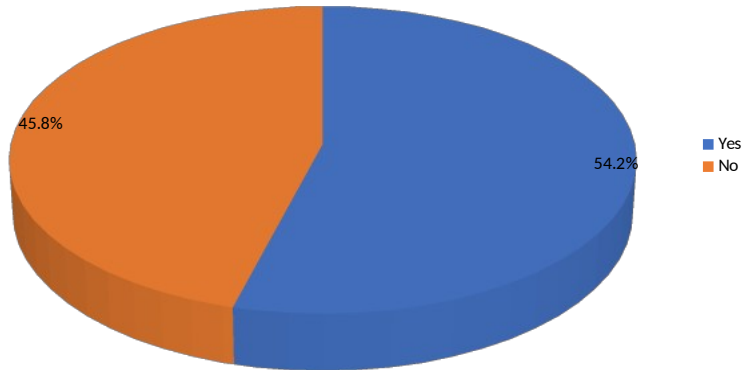


	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 5 Years	4	8.0%	8.3%	8.3%
5 - 10 Years	12	24.0%	25.0%	33.3%
10 - 15 Years	10	20.0%	20.8%	54.2%
Above 15 Years	22	44.0%	45.8%	100.0%
Total	48	96.0%	100.0%	
Missing	2	4.0%		
Total	50	100%		

4.1.1.6. Warehouse Services

Most of the services provided by the companies are tracking inland, booking cargo space and warehousing where other services are used less. Most of the employees who responded to the survey questions have been in the business for 5-10 years with a percentage of 60 and the remaining employees who worked for periods 1-5 and 10-15 are 10 and 22 per cent respectively. Among them, most of the people are members of the national council.

Operates Own Warehouse

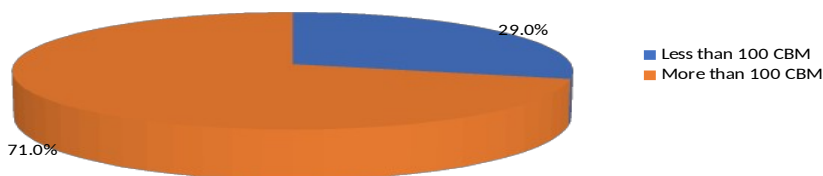


	Frequenc y	Percent	Valid Percent	Cumulative Percent
Yes	26	52.0%	54.2%	54.2%
No	22	44.0%	45.8%	100.0%
Total	48	96.0%	100.0%	
Missing	2	4.0%		
Total	50	100%		

4.1.1.7. Max Amount of Cargo at Any One Time

When operating a sea freight forwarding business, especially when dealing with commercial cargo, ensuring that the capacity is available in their warehouses is important for most customers and consider it a value-added service based on personal insight.

Max. Amount of Cargo at any one time



	Frequenc y	Percent	Valid Percent	Cumulative Percent
Less than	9	29.0%	29.0%	29.0%
More than 100 CBM	29	71.0%	71.0%	100.0%
Total	38	100%	100%	

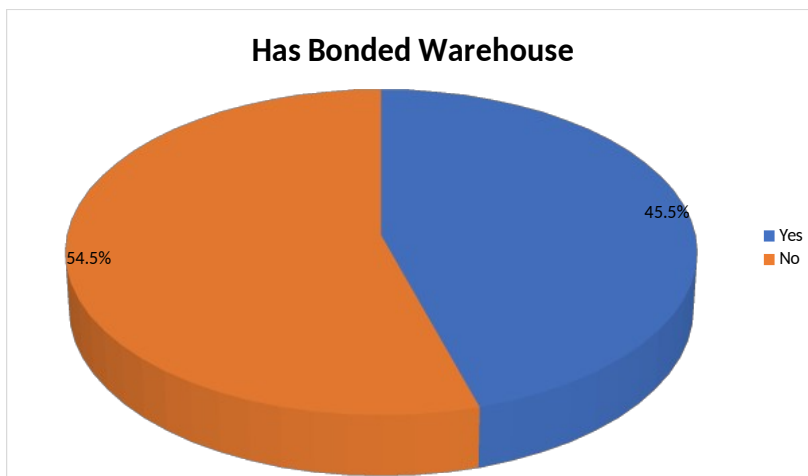


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100 CBM				
More than 100 CBM	22	44.0%	71.0%	100.0%
Total	31	62.0%	100.0%	
Missing	19	38.0%		
Total	50	100%		

4.1.1.8. Bonded Warehouse

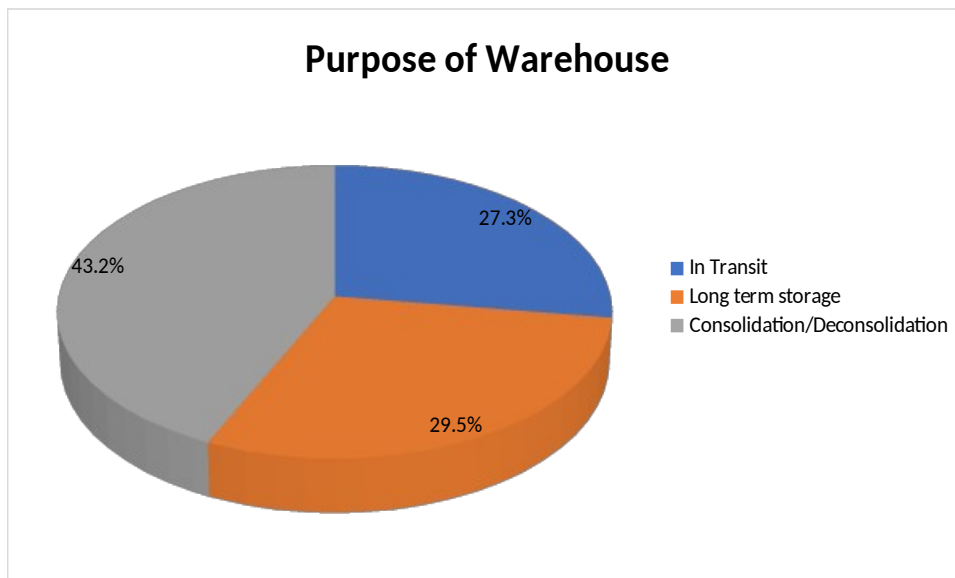
For customer brokerage and clearance services, and the provision of AQIS (Australian Quarantine and Inspection Service) inspections, holding a bonded warehouse is considered a value-added service, based on the cargo being moved. A majority of the respondents possess bonded warehouses.



	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	15	30.0%	45.5%	45.5%
No	18	36.0%	54.5%	100.0%
Total	33	66.0%	100.0%	
Missing	17	34.0%		
Total	50	100%		

4.1.1.9. Purpose of Warehouse

Understanding the purpose of having a warehouse offers insight as to what the cargo is held at the warehouse maintained/managed by the freight forwarding company. A majority of the respondents utilise it for consolidation/deconsolidation purposes.

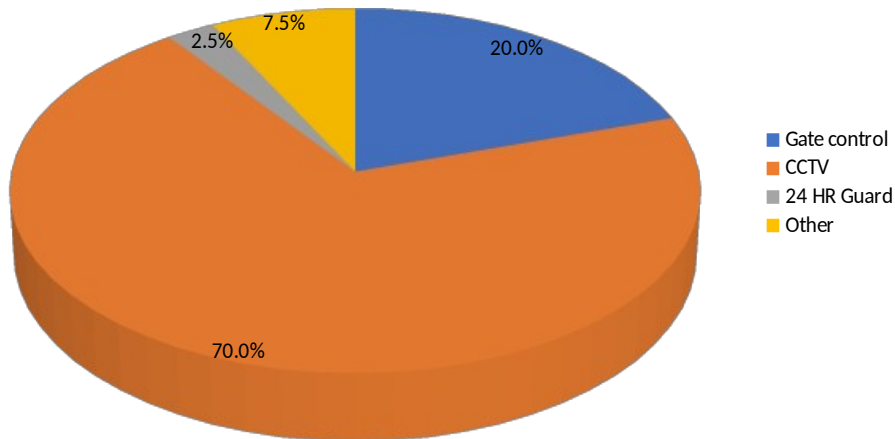


	Frequency	Percent	Valid Percent	Cumulative Percent
In Transit	12	24.0%	27.3%	27.3%
Long term storage	13	26.0%	29.5%	56.8%
Consolidation/ Deconsolidation	9	38.0%	43.2%	100.0%
Total	44	88.0%	100.0%	
Missing	6	12.0%		
Total	50	100%		

4.1.1.10. Security at Warehouse

Ensuring security at the warehouse offers customers (commercial cargo and personal effects shipment) a value-added service.

Warehouse Security

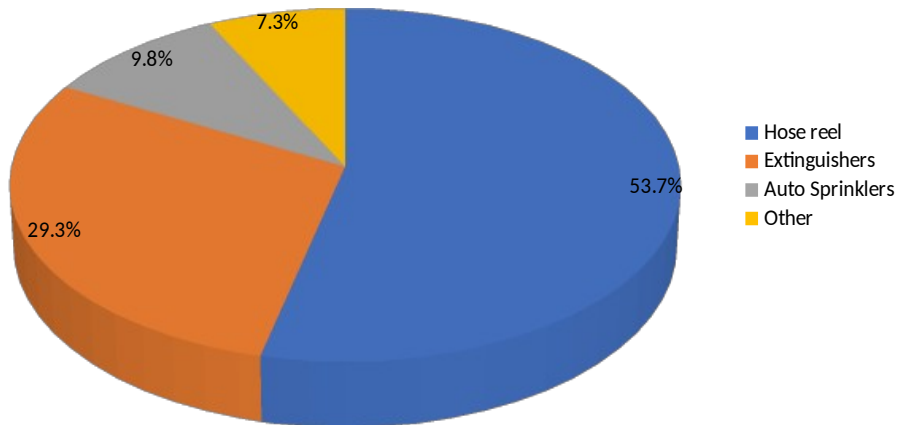


	Frequency	Percent	Valid Percent	Cumulative Percent
Gate control	8	16.0%	20.0%	20.0%
CCTV	28	56.0%	70.0%	90.0%
24 HR Guard	1	2.0%	2.5%	92.5%
Other	3	6.0%	7.5%	100.0%
Total	40	80.0%	100.0%	
Missing	10	20.0%		
Total	50	100%		

4.1.1.11. Fire Safety Measures

Similarity, having fire safety measures within the warehouse offers a sense of relief to customers and is considered a value-added service in terms of facility benefits.

Fire Safety Measures at Warehouse

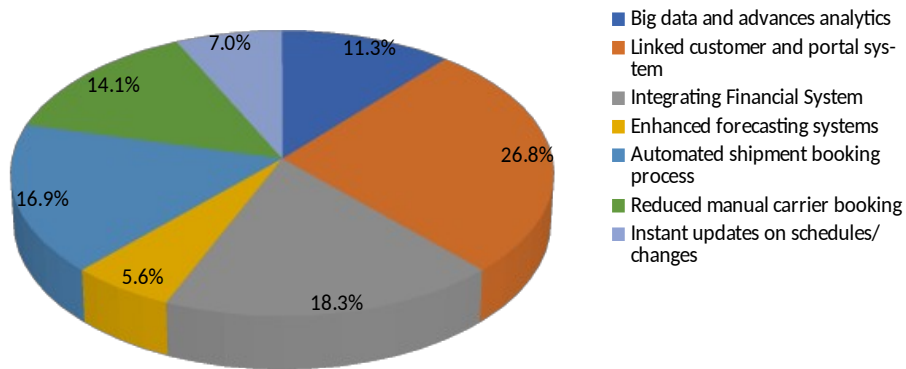


	Frequency	Percent	Valid Percent	Cumulative Percent
Hose reel	22	44.0%	53.7%	53.7%
Extinguishers	12	24.0%	29.3%	82.9%
Auto Sprinklers	4	8.0%	9.8%	92.7%
Other	3	6.0%	7.3%	100.0%
Total	41	82.0%	100.0%	
Missing	9	18.0%		
Total	50	100%		

4.1.1.12. Digital Measure to Improve Business

Understanding the types of digital measures utilised for business operations by freight forwarders to improve efficiencies will aid in understanding the correlation between new marketing strategies and their efficiencies and performances.

Digital Measures Used to Improve Business Operation Ef - ficiencies

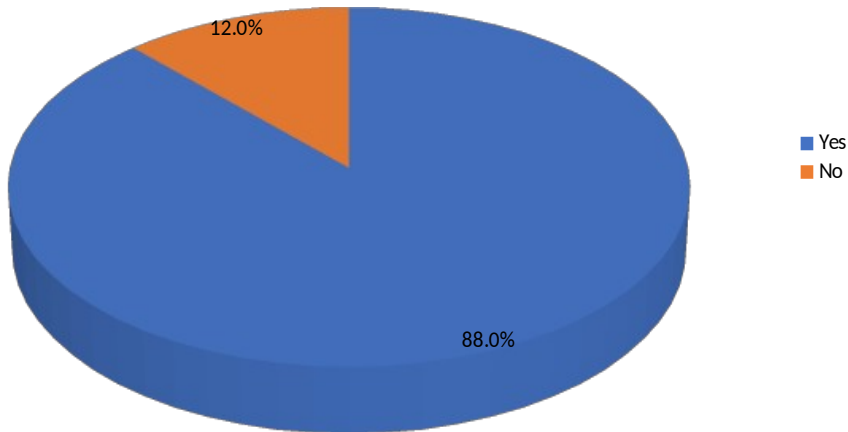


	Frequency	Percent	Valid Percent	Cumulative Percent
Big data and advances analytics	8	11.3%	11.3%	11.3%
Linked customer and portal system	19	26.8%	26.8%	38.0%
Integrating Financial System	13	18.3%	18.3%	56.3%
Enhanced forecasting systems	4	5.6%	5.6%	62.0%
Automated shipment booking process	12	16.9%	16.9%	78.9%
Reduced manual carrier booking	10	14.1%	14.1%	93.0%
Instant updates on schedules/changes	5	7.0%	7.0%	100.0%
Total	71	100.0%	100.0%	

4.1.1.13. Ease of Customer Data Handling

The following offers insight into the use of digital measures and new marketing strategies, how effective it has been when handling large customer data.

Ease of Customer Data Handling with New Marketing Strategies

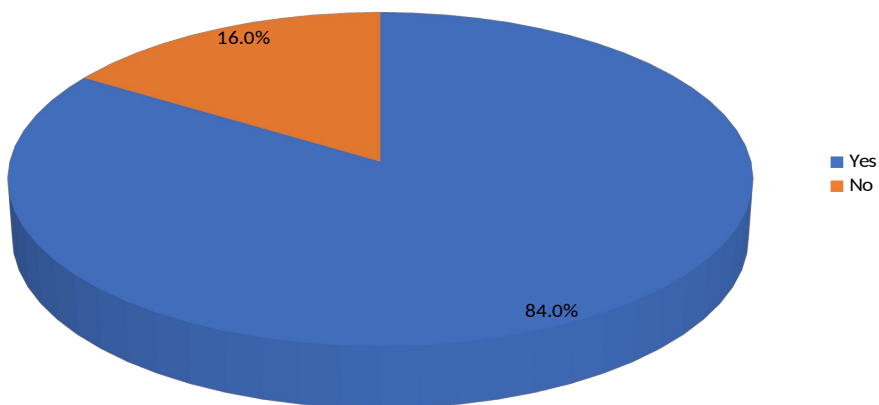


	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	44	88.0%	88.0%	88.0%
No	6	12.0%	12.0%	100.0%
Total	50	100.0%	100.0%	

4.1.1.14. Automated Strategies

The employees of freight forwarding companies feel that there are benefits to utilising newer automated strategies for improving business performance in sea freight forwarding operations.

Benefits of Newer Automated Strategies



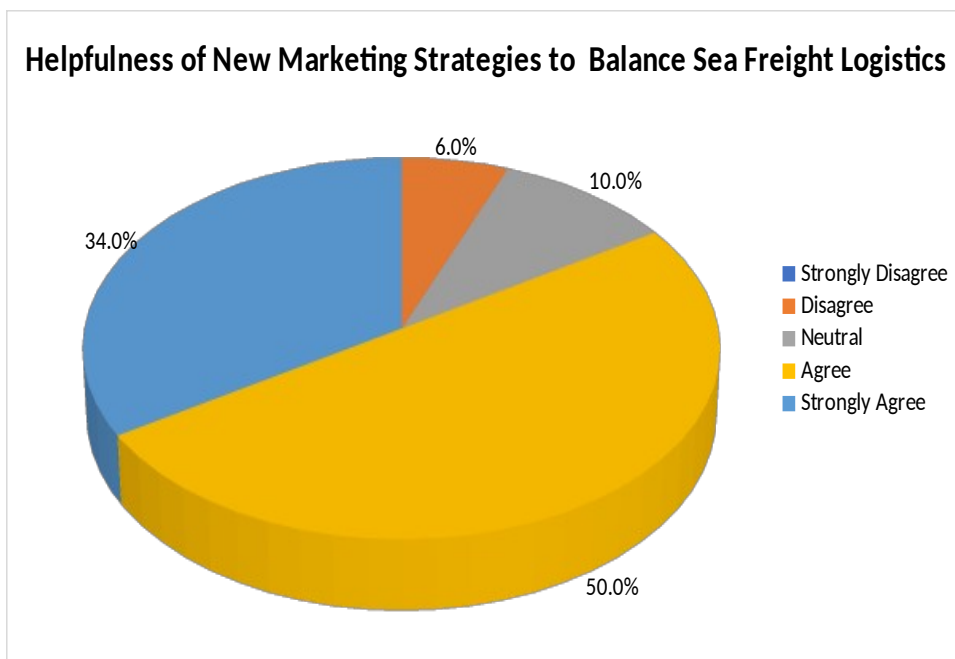


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	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	42	84.0%	84.0%	84.0%
No	8	16.0%	16.0%	100.0%
Total	50	100.0%	100.0%	

4.1.1.15. View on New Marketing Strategies with Balancing Sea Freight Business Operations

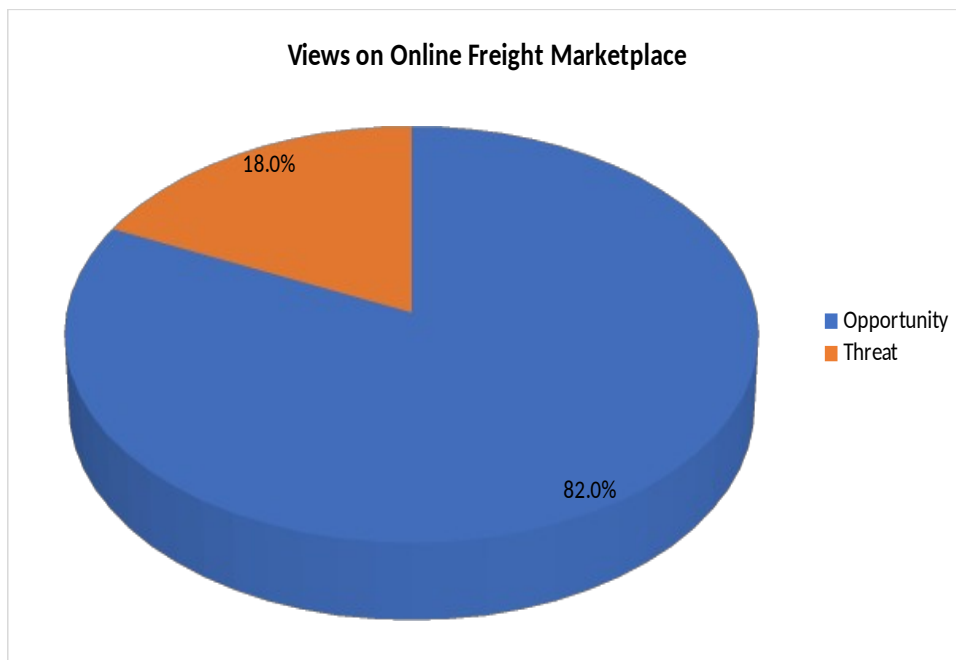
A majority of respondents believe that new marketing strategies will be beneficial towards balancing sea freight business operations.



	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	0	0.0%	0.0%	0.0%
Disagree	3	6.0%	6.0%	6.0%
Neutral	5	10.0%	10.0%	16.0%
Agree	25	50.0%	50.0%	66.0%
Strongly Agree	17	34.0%	34.0%	100.0%
Total	50	100.0%	100.0%	

4.1.1.16. Views on Online Freight Marketplace

A greater majority of the respondents also feel that an online freight market place is an opportunity, which would improve rate quotes with a Global Price Management Tool, booking processes.

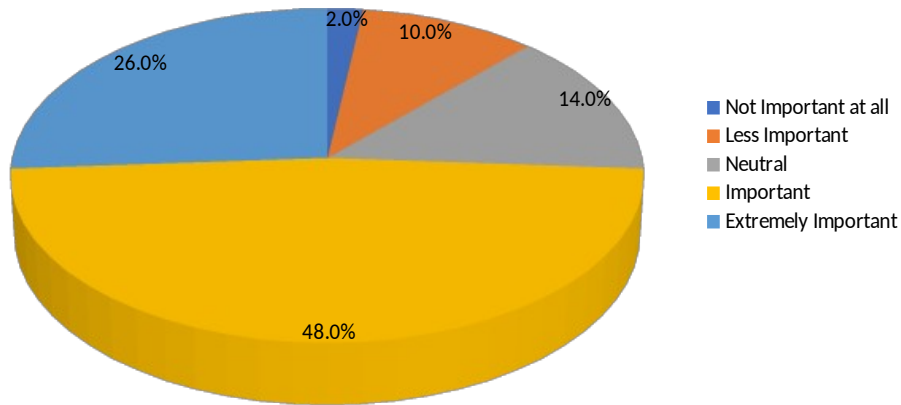


	Frequency	Percent	Valid Percent	Cumulative Percent
Opportunity	41	82.0%	82.0%	82.0%
Threat	9	18.0%	18.0%	100.0%
Total	50	100.0%	100.0%	

4.1.1.17. View on Importance of Digitalisation

A greater majority of the respondents also agree on the importance of digitalisation within marketing strategies within companies.

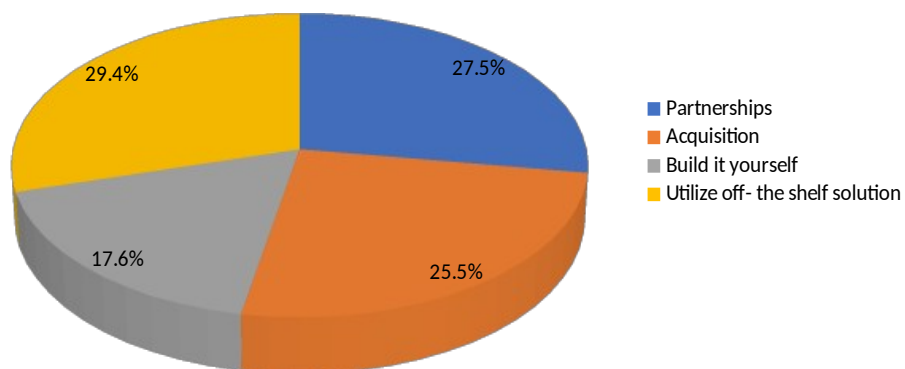
Importance of Digitalisation in Strategy



	Frequency	Percent	Valid Percent	Cumulative Percent
Not Important at all	1	2.0%	2.0%	2.0%
Less Important	5	10.0%	10.0%	12.0%
Neutral	7	14.0%	14.0%	26.0%
Important	24	48.0%	48.0%	74.0%
Extremely Important	13	26.0%	26.0%	100.0%
Total	50	100.0%	100.0%	

4.1.1.18. Plans to Invest in Digitisation

Plans to Invest in Digitisation



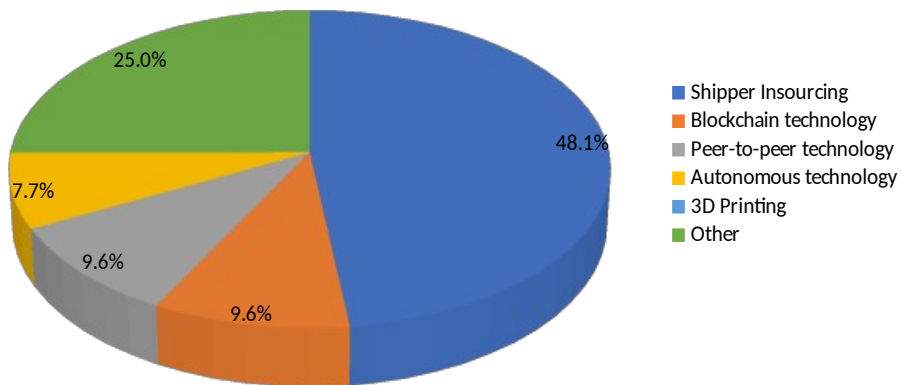


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	Frequency	Percent	Valid Percent	Cumulative Percent
Partnerships	14	27.5%	27.5%	27.5%
Acquisition	13	25.5%	25.5%	52.9%
Build it yourself	9	17.6%	17.6%	70.6%
Utilize off- the shelf solution	15	29.4%	29.4%	100.0%
Total	51	100.0%	100.0%	

4.1.1.19. Opinion on Trends/Innovations are Threats to Freight Forwarders

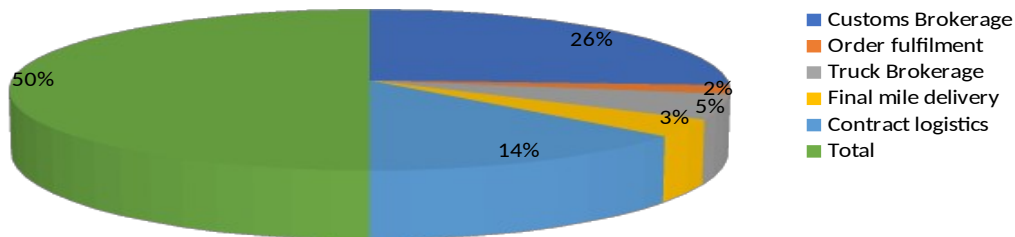
Biggest Threats to Freight Forwarders in terms of Trends/Innovations



	Frequency	Percent	Valid Percent	Cumulative Percent
Shipper Insourcing	25	48.1%	48.1%	48.1%
Blockchain technology	5	9.6%	9.6%	57.7%
Peer-to-peer technology	5	9.6%	9.6%	67.3%
Autonomous technology	4	7.7%	7.7%	75.0%
3D Printing	0	0.0%	0.0%	75.0%
Other	13	25.0%	25.0%	100.0%
Total	52	100.0%	100.0%	

4.1.1.20. Value-Added Services for Cross-Selling Opportunities

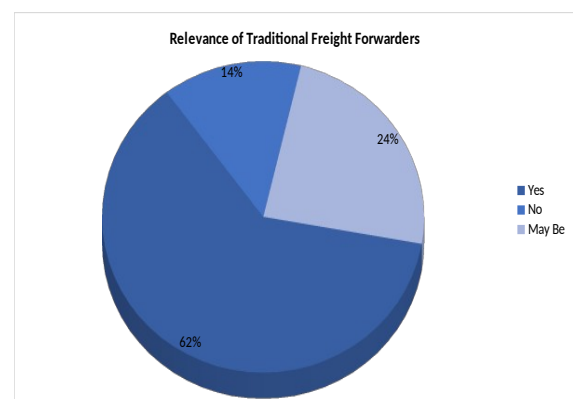
Value Added Services for Cross Selling Opportunities



	Frequency	Percent	Valid Percent	Cumulative Percent
Customs Brokerage	30	52%	52%	52%
Order fulfilment	2	3%	3%	55%
Truck Brokerage	6	10%	10%	66%
Final mile delivery	4	7%	7%	72%
Contract logistics	16	28%	28%	100%
Total	58			

4.1.1.21. Relevance of Traditional Freight Forwarder Practices

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	31	62%	62%	62%
No	7	14%	14%	76%
May Be	12	24%	24%	100%
Total	50	100%	100%	
Missing	0			
Total	50			



4.1.1.22. Summary of Employee Data



The output from the survey conducted by managerial employees of unique freight forwarding companies in Australia showcased several insights. Foremost, the initial few questions offered insight into the company for which they are employed at, the main service offerings available via their respective companies, the number of years that the company has been in operation, whether the company is affiliated with national councils or any industry-related associations. When devising the questionnaire, it was done in parts, whereby company details were assessed, thereafter the service offerings and facilities available that has a correlation to sea freight service and value additions, and thereafter the marketing strategies and how and whether the company is considered a traditional or modern freight forwarding company based on responses to a set of questions. The latter questions put the focus on the digitisation factor of the industry, as more and more traditional freight forwarders are finding it difficult to stay relevant with much global trade industry “going digital”.

With concern to responses regarding the company, the option of anonymity was provided to ensure that employees were able to respond with candidness and enhance the validity of the responses. The age of the company and how many years it has been in sea freight operations provides insight by cross-referencing the number of years in business and how many years in sea freight overlap. Out of the 50 respondents, 44% of them have been in the sea freight business for over 15 years and have with another collective 45.8% been in operation between 5-15 years. These values are important, as it shows that there some freight forwarding companies that have evolved from being traditional freight forwarding companies, and have evolved their marketing strategies and management practices with changing times and have maintained their market share to date. 94% of these respondents are also members of national councils and/or associations, which also further gives them credibility.

The next portion of the questionnaire looked into its warehouse facilities, whether it has its warehousing, and capacity, and if they had the added option being a bonded warehouse and the security and fire safety measures available on location. The basis for these questions was to garner insight on the level of value-added services that are offered by the respective freight forwarding company. Furthermore, it was also relevant to know whether companies that have been in business for several years correlate owning their warehousing



and offering bonded warehouse facilities with added security features and fire safety measures towards value addition to their services. The reason for the bonded warehouse response is connected to the fact that Non-bonded warehouse means that importer has to pay the taxes immediately and inspect them no matter where they go. In the case of a bonded warehouse, exporters are allowed to defer their payments until the goods are bought. Furthermore, the maximum amount of cargo which can be held at the warehouse at any one time 44% respondents stating that they can hold more than 100 CBM, whereby 43.2% of the respondents stated they utilised the warehouses for consolidation/deconsolidation purposes.

The data shows that these freight forwarders have efficiency in customer data handling, whereby more than 84% of employees agreed that automated strategies are beneficial. Furthermore, when the use of marketing strategies and management practices to handle large amounts of customer data has been advantageous, and a majority of 84% have agreed that marketing strategies in line with the company goals have helped in balancing sea freight logistics. The advent of online freight marketplaces such as Freightos, which offers sea freight rate management, bookings and tracking with the help of formula and automated system that often offers minimum sell rate (MSR), has made it attractive to receive quotes instantaneously and being able to book autonomously. The attraction is high amongst customers and thus poses a threat to many non-digital/virtual freight forwarders.

Advancement of modern technology and solutions has created a huge demand for import and export of goods, which has thus increased opportunities for freight forwarders using sea freight. About 78% feel that digitization is important and only 12% feels it is less important, which the balance 14% being neutral. It has been observed that the most effective way to invest in digitization is by the process of utilising off-the-shelf solutions, partnerships, or acquisitions, whilst 17.6% feel that custom build solutions are great, it can be a timely and often costlier process.

Concerning digitalised measures already in effect within their company, the respondents offered many insights. A majority of the respondents utilise linked customer and portal systems, integrated financial systems, automated shipment booking processes, and reduced manual carrier booking systems which correlates to the use of freight or logistics



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centric CRM. Furthermore, many respondents believe that due to the threat of online marketplaces, shipper insourcing measures are possible with customers taking on the role of organising their logistics in house posing as the biggest threat to freight forwarders. Whilst shipper insourcing is an attractive means of keeping it in-house, there are many factors to consider and overheads to garner should a customer switch to it, and they are required to have their fleet of vehicles for road transport and network connections overseas to facilitate the processes between different parties, customs clearances and so forth. It is noted that to cross-sell services with sea freight operations, value-added services such as customs brokerage, and/or contract logistics services would be best favoured. Freight forwarders that have evolved into the existing market, by adapting to changes and evaluating their goals and strategies with changes in the market and global trends also feel that traditional freight forwarders are not relevant in the market, and the need for moving with the digital trends and initiatives is imperative for sustainable business objectives.

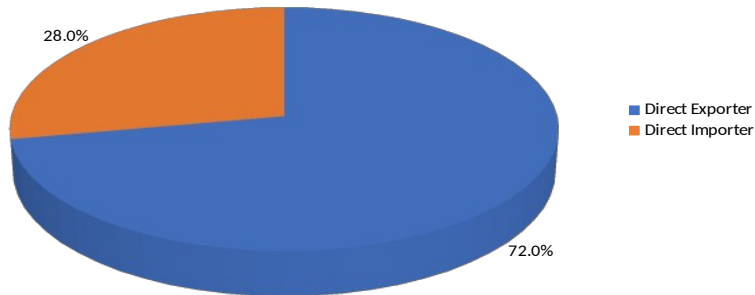
1.2. OUTPUT OF CUSTOMER DATA

A questionnaire targeting Customers of Freight forwarding agencies to understand how existing marketing strategies are being received by the consumers that they are being marketed to will also be carried out.

The data of the customers are also effective for the analysis which shows that the choice of customers with respect to the freight forwarding practices that generates consumer demand for the products as per effective marketing strategies. Below given are the quantitative data derived from the survey questions which are used effectively by using tables and diagrams which would be described below.

4.1.2.1. Organisation Type

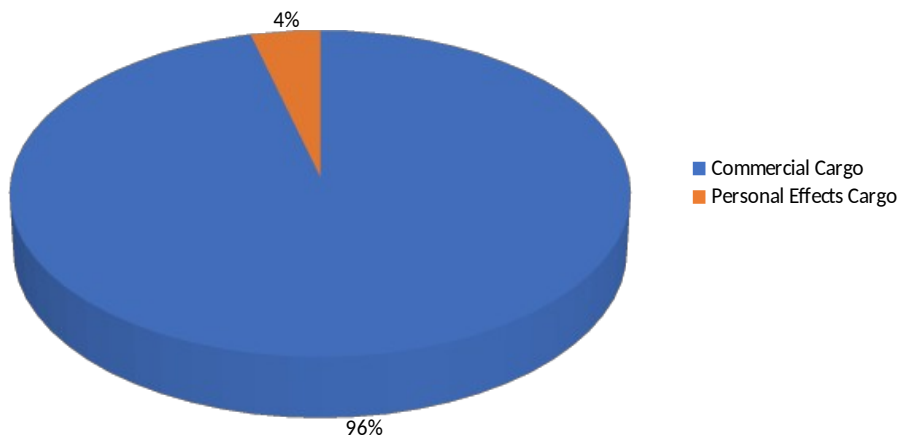
Organisation Type



	Frequency	Percent	Valid Percent	Cumulative Percent
Direct Exporter	36	72.0%	72.0%	72.0%
Direct Importer	14	28.0%	28.0%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			

4.1.2.2. Service Type

Type of Service



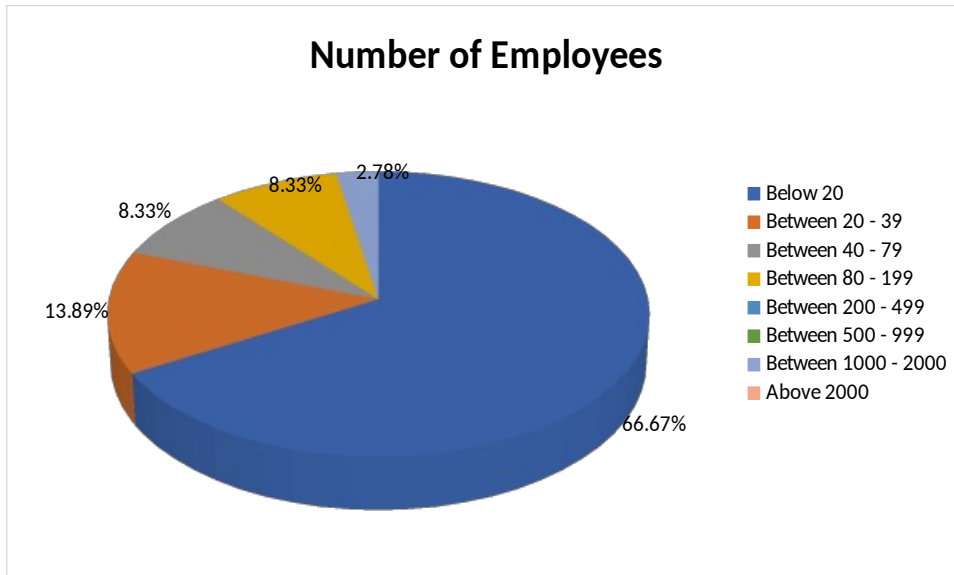
	Frequency	Percent	Valid Percent	Cumulative Percent
Commercial Cargo	48	96.0%	96%	96.0%
Personal Effects Cargo	2	4.0%	4%	100.0%
Total	50	100%	100%	
Missing	0			



Total

50

4.1.2.3. Number of Employees (if a Commercial Cargo Customer)

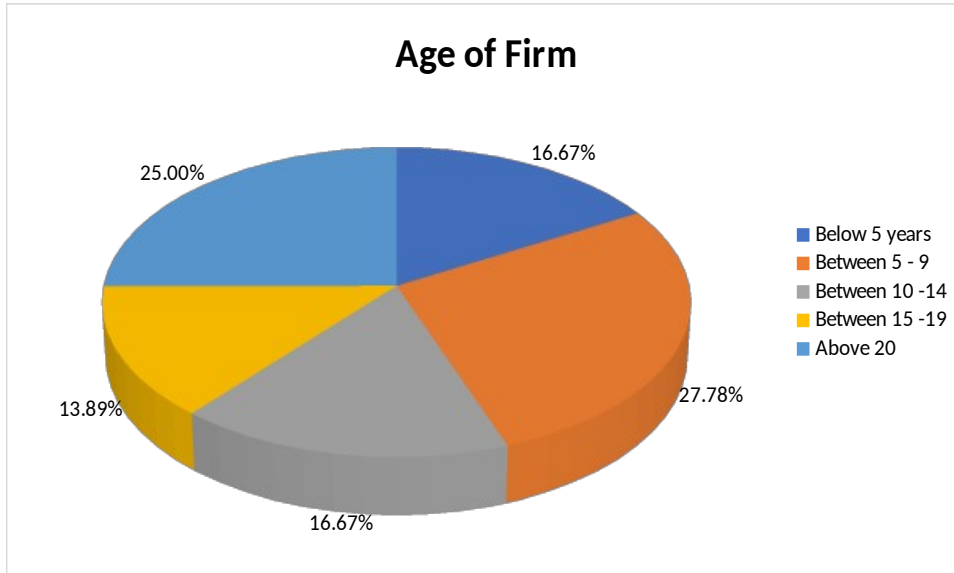


	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20	24		66.67%	66.7%
Between 20 - 39	5		13.89%	80.6%
Between 40 - 79	3		8.33%	88.9%
Between 80 - 199	3		8.33%	97.2%
Between 200 - 499	0		0.00%	97.2%
Between 500 - 999	0		0.00%	97.2%
Between 1000 - 2000	1		2.78%	100.0%
Above 2000	0		0.00%	100.0%
Total	36		100%	
Missing	0			
Total	36			



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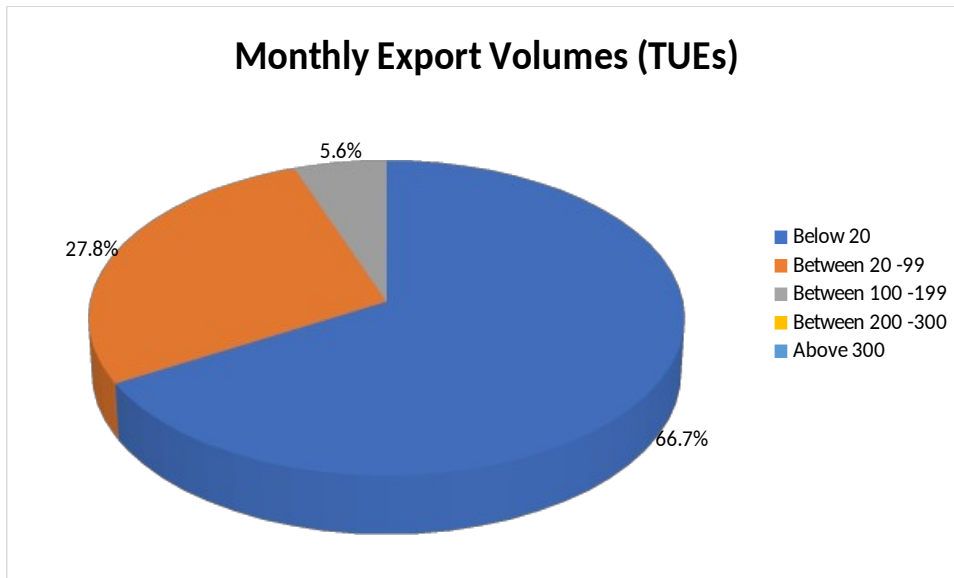
4.1.2.4. Age of Firm (if Commercial Cargo Customer)



	Frequenc y	Percent	Valid Percent	Cumulative Percent
Below 5 years	6		16.67%	16.7%
Between 5 – 9	10		27.78%	44.4%
Between 10 -14	6		16.67%	61.1%
Between 15 -19	5		13.89%	75.0%
Above 20	9		25.00%	100.0%
Total	36		100%	
Missing	0			
Total	36			



4.1.2.5. Monthly Export Volume (if Exporter)

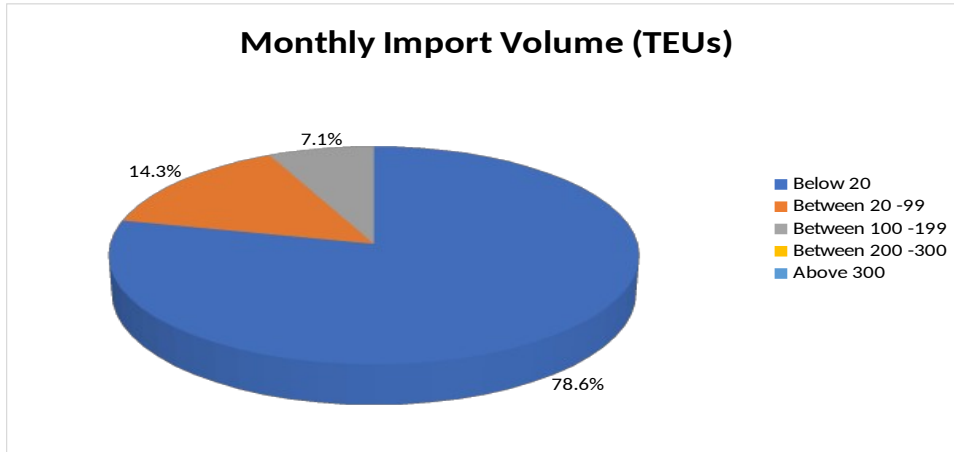


	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20	24		66.7%	66.7%
Between 20 -99	10		27.8%	94.4%
Between 100 -199	2		5.6%	100.0%
Between 200 -300	0		0%	
Above 300	0		0%	
Total	36		100%	
Missing				
Total				



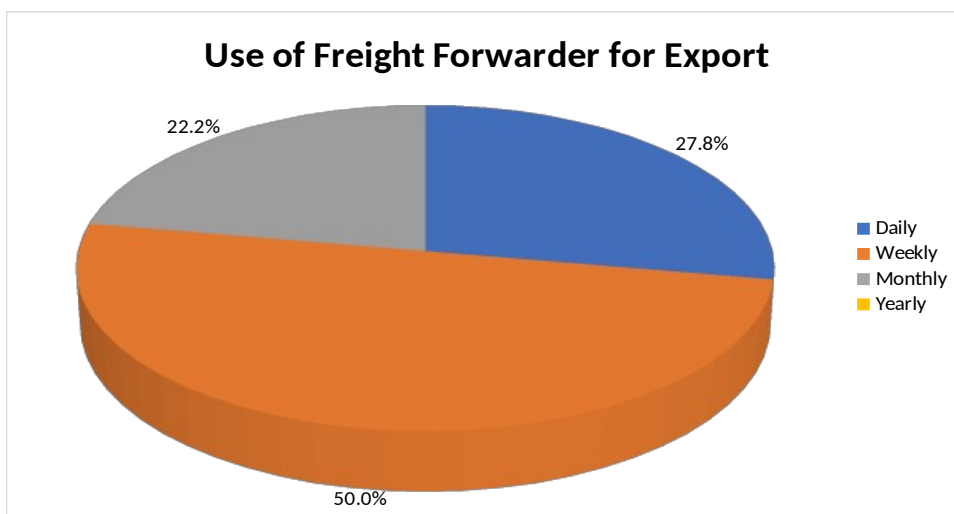
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4.1.2.6. Monthly Import Volume (if Importer)



	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20	11		78.6%	78.6%
Between 20 -99	2		14.3%	92.9%
Between 100 -199	1		7.1%	100.0%
Between 200 -300	0		0.0%	
Above 300	0		0.0%	
Total	14		100%	
Missing	0			
Total	14			

4.1.2.7. Frequency of Selection an Export Freight Forwarder

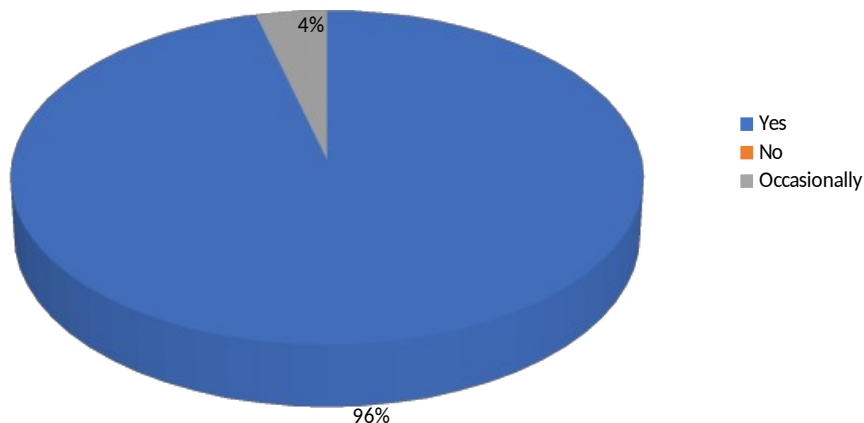




	Frequency	Percent	Valid Percent	Cumulative Percent
Daily	10		27.8%	27.8%
Weekly	18		50.0%	77.8%
Monthly	8		22.2%	100.0%
Yearly	0		0.0%	
Total	36		100%	

4.1.2.8. Freight Forwarder Use

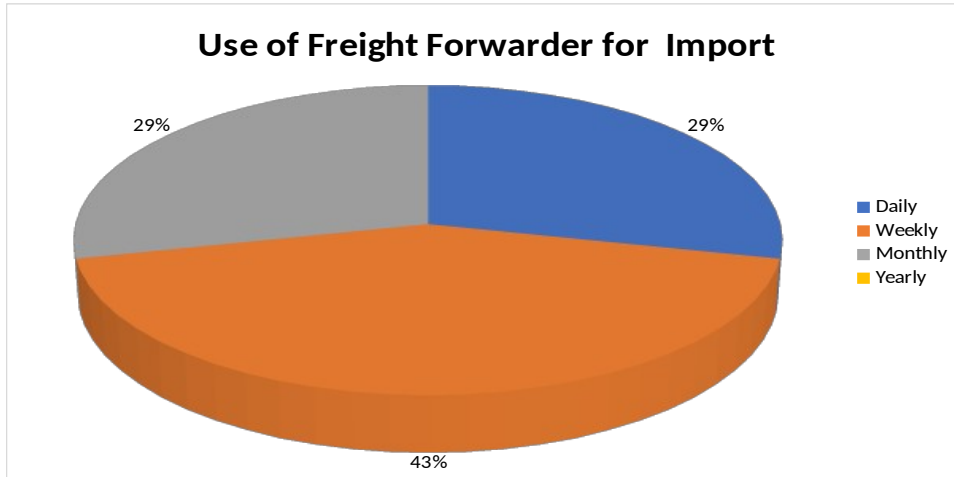
Use of Freight Forwarder for Import, Export, and Customs Clearance Services



	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	48	96.0%	96%	96.0%
No	0	0.0%	0%	96.0%
Occasionally	2	4.0%	4%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			

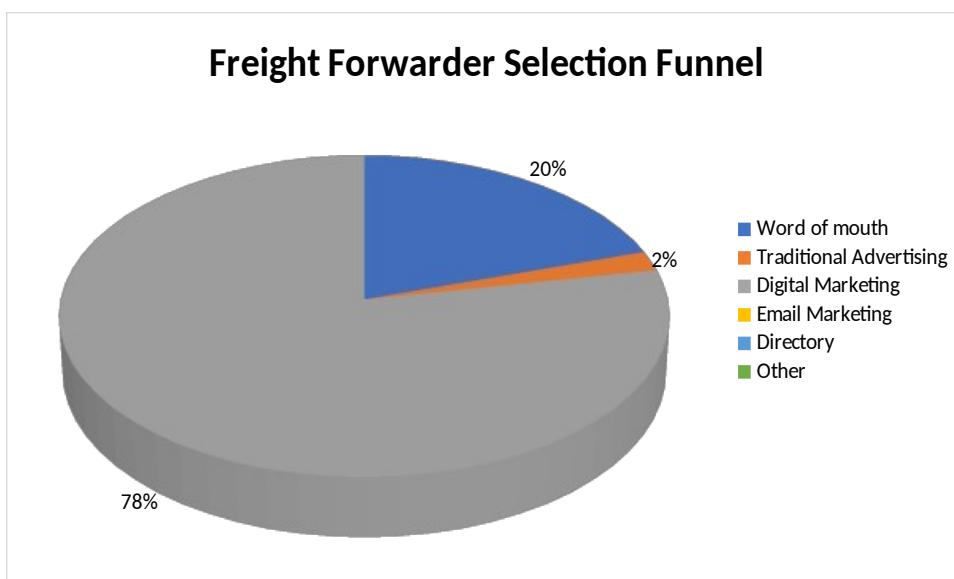


4.1.2.9. Frequency of use of Import Freight Forwarder



	Frequency	Percent	Valid Percent	Cumulative Percent
Daily	4		29%	
Weekly	6		43%	
Monthly	4		29%	
Yearly	0		0%	
Total	14		100%	
Missing	0			
Total	14			

4.1.2.10. Freight Forwarder Selection



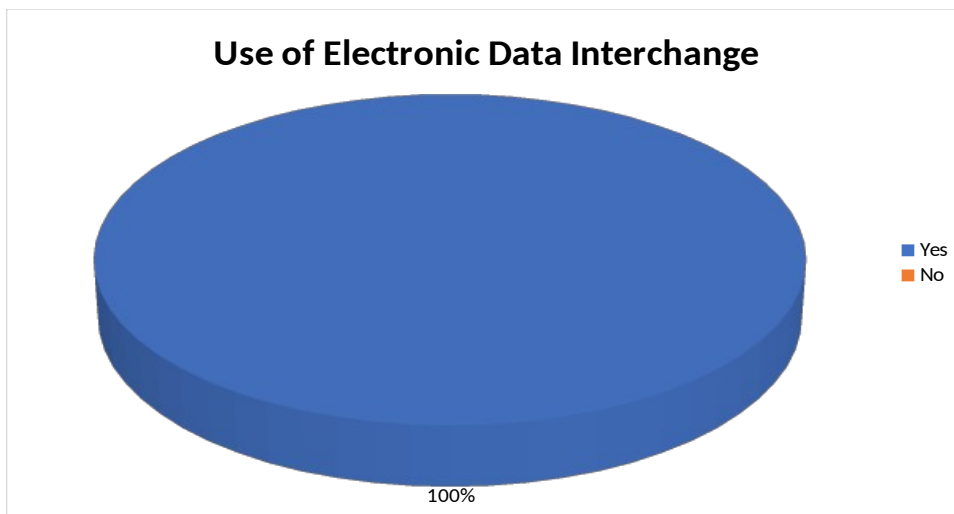
Frequency	Percent	Valid Percent
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Word of mouth	10	20%	20%
Traditional Advertising	1	2%	2%
Digital Marketing	39	78%	78%
Email Marketing	0	0%	0%
Directory	0	0%	0%
Other	0	0%	0%
Total	50	100%	100%

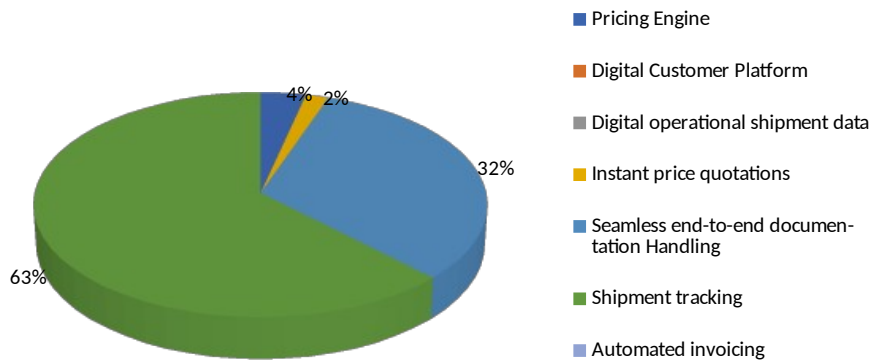
4.1.2.11. Use of Electronic Data Interchange



	Frequency	Percent	Valid Percent
Yes	50	100%	100%
No	0	0%	0%
Total	50	100%	100%
Missing	0		
Total	50		

4.1.2.12. Systems Used to Improve Customer Service

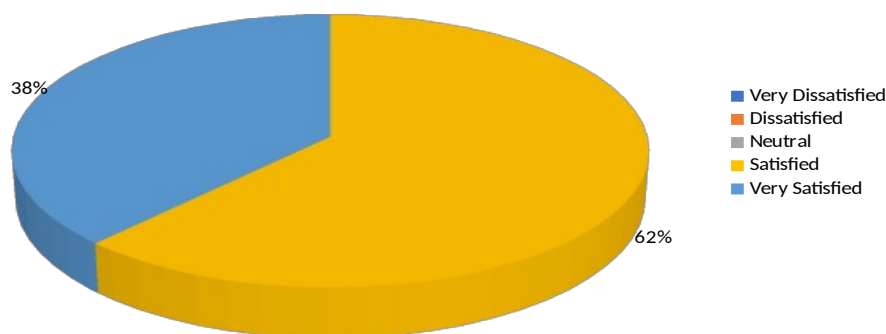
Systems Used to Improve Customer Experiences



	Frequen cy	Perce nt	Valid Percent	Cumulative Percent
Pricing Engine	2	4%	4%	3.6%
Digital Customer Platform	0	0%	0%	3.6%
Digital operational shipment data	0	0%	0%	3.6%
Instant price quotations	1	2%	2%	5.4%
Seamless end-to-end documentation Handling	18	32%	32%	37.5%
Shipment tracking	35	63%	63%	100.0%
Automated invoicing	0	0%	0%	
Total	56		100%	

4.1.2.13. Ease of Doing Business

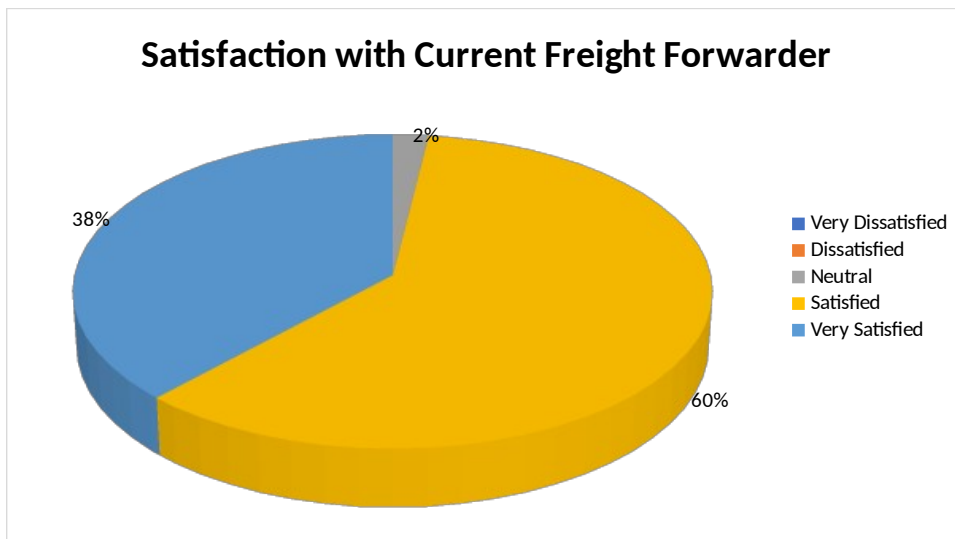
Ease of Doing Business





	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0.0%
Dissatisfied	0	0%	0%	0.0%
Neutral	0	0%	0%	0.0%
Satisfied	31	62%	62%	62.0%
Very Satisfied	19	38%	38%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			

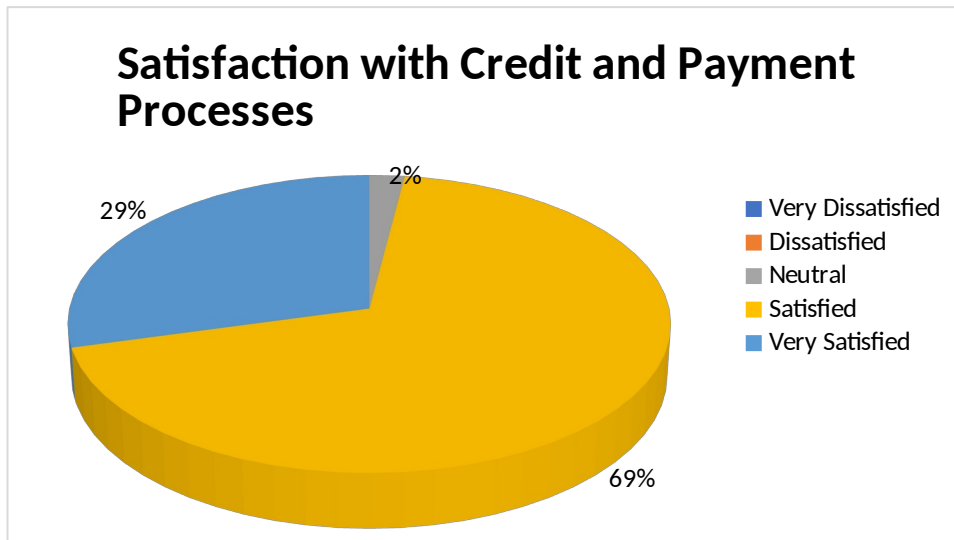
4.1.2.14. Satisfaction with Current Freight Forwarder



	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0.0%
Dissatisfied	0	0%	0%	0.0%
Neutral	1	2%	2%	2.0%
Satisfied	30	60%	60%	62.0%
Very Satisfied	19	38%	38%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			

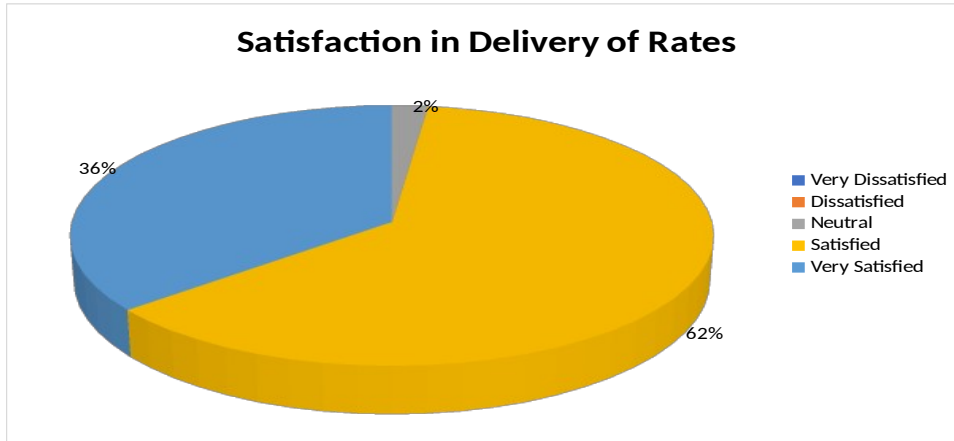


4.1.2.15. Satisfaction with Credit and Payment Process



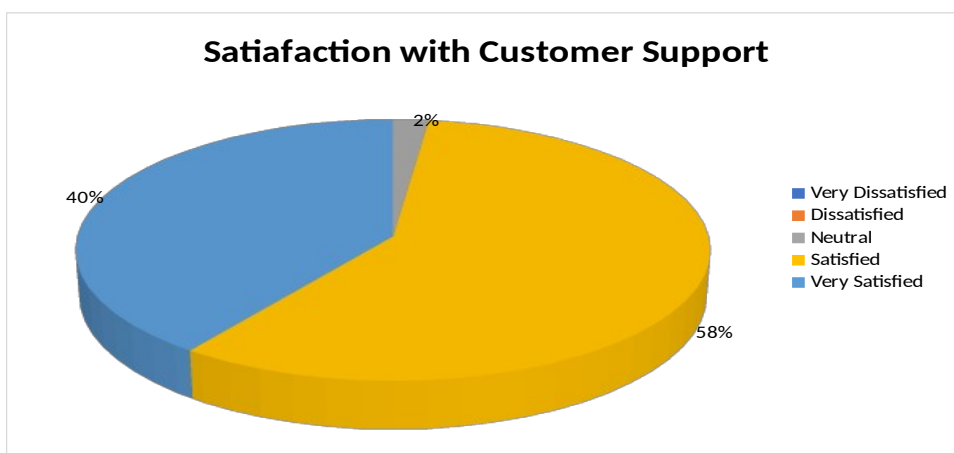
	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0.0%
Dissatisfied	0	0%	0%	0.0%
Neutral	1	2%	2%	2.1%
Satisfied	33	66%	69%	70.8%
Very Satisfied	14	28%	29%	100.0%
Total	48	96%	100%	
Missing	2			
Total	50			

4.1.2.16. Satisfaction in Delivery of Rates



	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0.0%
Dissatisfied	0	0%	0%	0.0%
Neutral	1	2%	2%	2.0%
Satisfied	31	62%	62%	64.0%
Very Satisfied	18	36%	36%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			

4.1.2.17. Satisfaction Customer Support

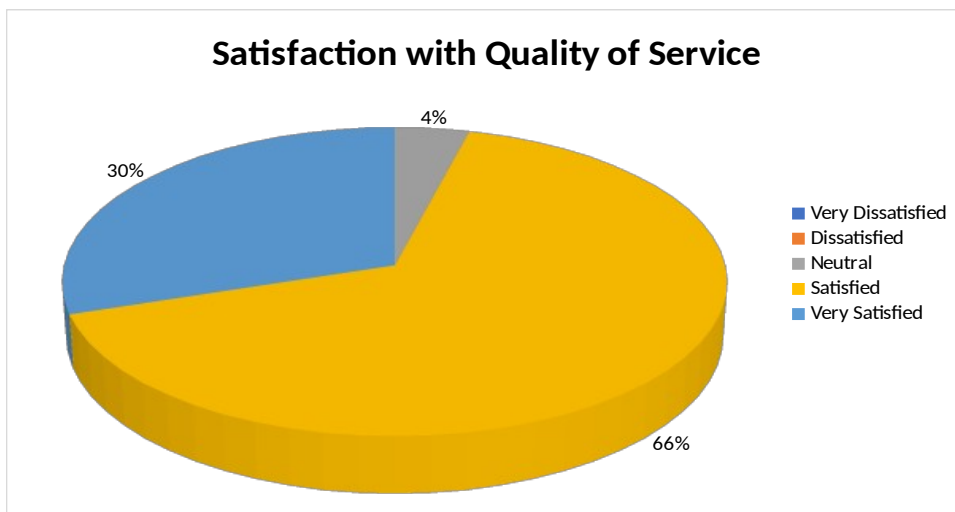




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	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0.0%
Dissatisfied	0	0%	0%	0.0%
Neutral	1	2%	2%	2.0%
Satisfied	29	58%	58%	60.0%
Very Satisfied	20	40%	40%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			

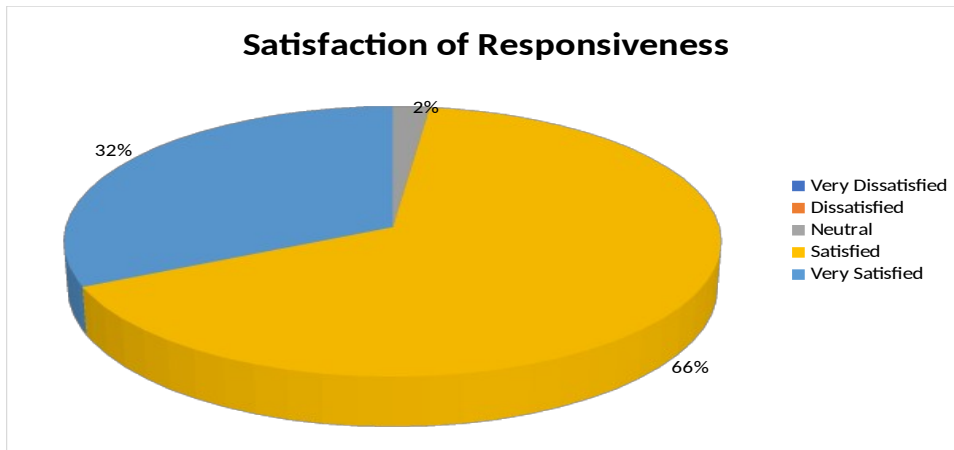
4.1.2.18. Satisfaction with Quality of Service



	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0.0%
Dissatisfied	0	0%	0%	0.0%
Neutral	2	4%	4%	4.0%
Satisfied	33	66%	66%	70.0%
Very Satisfied	15	30%	30%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			



4.1.2.19. Satisfaction with Responsiveness

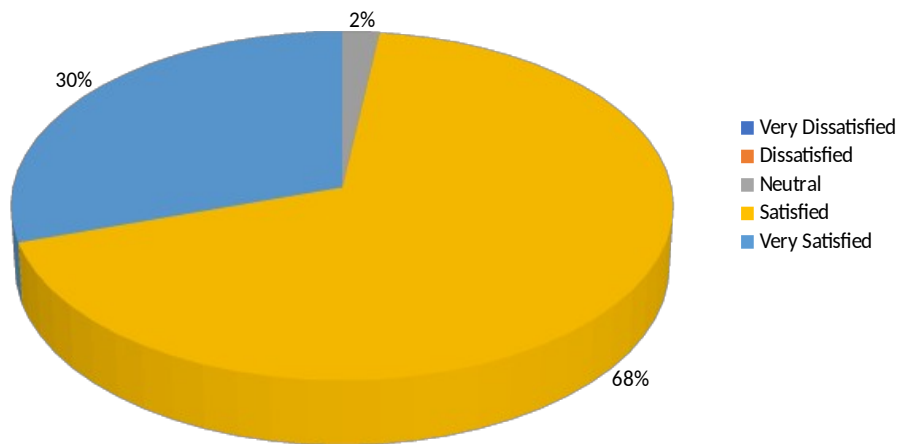


	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0.0%
Dissatisfied	0	0%	0%	0.0%
Neutral	1	2%	2%	2.0%
Satisfied	33	66%	66%	68.0%
Very Satisfied	16	32%	32%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			



4.1.2.20. Quality Management towards Customer Satisfaction

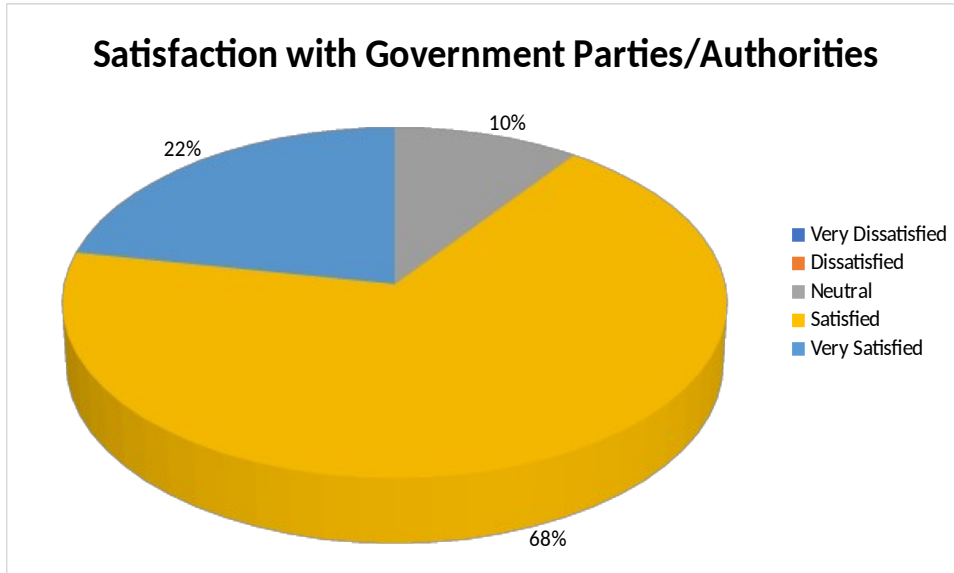
Quality Management towards Customer Satisfaction



	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0.0%
Dissatisfied	0	0%	0%	0.0%
Neutral	1	2%	2%	2.0%
Satisfied	34	68%	68%	70.0%
Very Satisfied	15	30%	30%	100.0%
Total	50	100%	100%	
Missing	0			
Total	50			



4.1.2.21. Satisfaction with Government Authorities/Parties



	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0%
Dissatisfied	0	0%	0%	0%
Neutral	5	10%	10%	10%
Satisfied	34	68%	68%	78%
Very Satisfied	11	22%	22%	100%
Total	50	100%	100%	
Missing	0			
Total	50			



4.1.2.22. Satisfaction with Freight Personnel

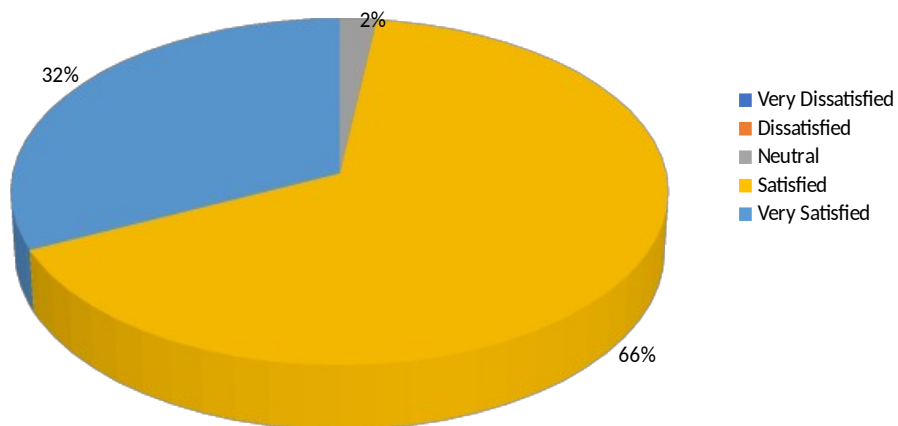


	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0%
Dissatisfied	0	0%	0%	0%
Neutral	1	2%	2%	2%
Satisfied	35	70%	70%	72%
Very Satisfied	14	28%	28%	100%
Total	50	100%	100%	
Missing	0			
Total	50			



4.1.2.23. Satisfaction with Interactions with Professional Freight Forwarding Staff

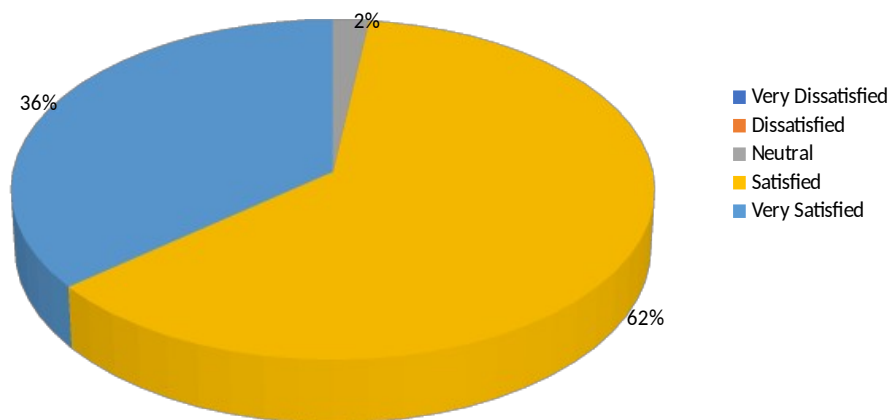
Satisfaction with Interactions with Professional Freight Forwarding Staff



	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0%
Dissatisfied	0	0%	0%	0%
Neutral	1	2%	2%	2%
Satisfied	33	66%	66%	68%
Very Satisfied	16	32%	32%	100%
Total	50	100%	100%	
Missing	0			
Total	50			

4.1.2.24. Satisfaction with Freight Forwarder Assistance with operations and Documentation

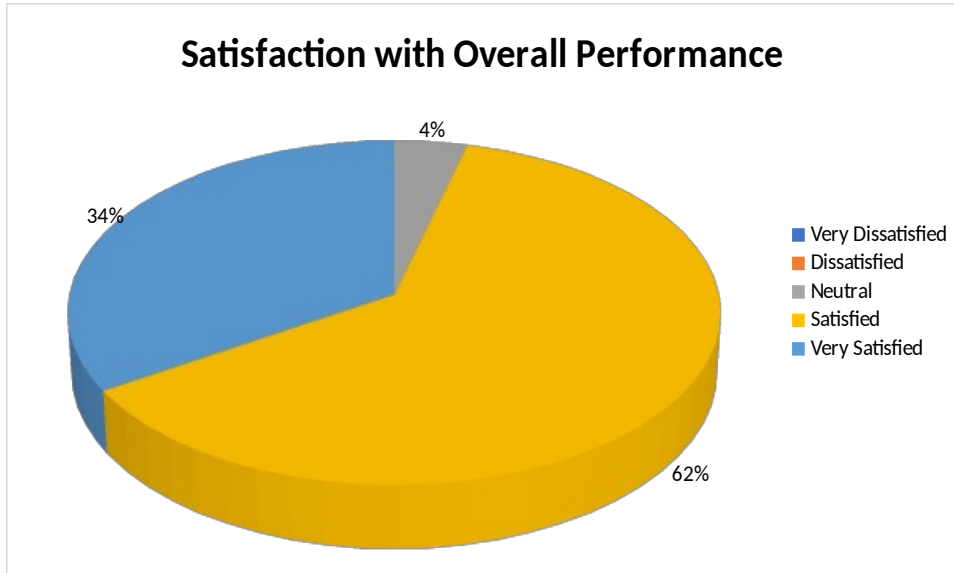
Satisfaction with Freight Forwarder Assistance with operations and Documentation



	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0%
Dissatisfied	0	0%	0%	0%
Neutral	1	2%	2%	2%
Satisfied	31	62%	62%	64%
Very Satisfied	18	36%	36%	100%
Total	50	100%	100%	
Missing	0			
Total	50			



4.1.2.25. Satisfaction with Overall Performance



	Frequency	Percent	Valid Percent	Cumulative Percent
Very Dissatisfied	0	0%	0%	0%
Dissatisfied	0	0%	0%	0%
Neutral	2	4%	4%	4%
Satisfied	31	62%	62%	66%
Very Satisfied	17	34%	34%	100%
Total	50	100%	100%	
Missing	0			
Total	50			

4.1.2.26. Summary of Customer Data

The output from the survey conducted by 50 customers of freight forwarding companies in Australia showcased several insights. The questions featured in the survey included basic information, such as the background or the business in which the customers were involved in. This was to ascertain whether they were involved in export or import trade, or whether they utilised sea freight services for commercial cargo or personal cargo. Based on the output, 72% of the respondents used freight forwarding services for export means, whereas 28% utilised freight forwarding for import means. Out these respondents, 96% utilised sea freight for commercial cargo, and based on this data, it was possible to ascertain the age of



their business and the number of employees employed within. 80.56% of the respondents had a lesser number of employees (under 20 employees, and between 21-39 employees) classifying them as SMEs, whereas there was 2.78% of respondents that ran a large-scale operation with 1000-2000 employees. The number of years in operation showed that there were 27.8% of businesses that have been operation between 5-9 years, and 25% of them for over 20 years. 83.33% of the respondents have been in business for more than 5 years. This provided insight as to that these businesses have been in operation for several years and been privy to the various marketing strategies freight forwarding companies operating in sea freight have utilised in the past and how well those were received.

The following questions reflected on importing and exporting volumes, to ascertain the amount of cargo being moved with the help of freight forwarding companies in Australia. The frequency of freight forwarder use offered insight as to many often they would rely on a freight forwarder for export services rendered which included 50% on a weekly basis, 27.8% on a daily basis, and 22.22% on a monthly basis. 43% of freight forwarding customers responded that they would utilise a freight forwarder for import services on a weekly basis, 29% on a daily basis, and 29% on a monthly basis which signifies that many customers would reach for rate quotes or various documentation requirements or even logistics needs, as often a freight forwarder would provide value additions. 96% responded positively for use of a freight forwarder for use in import and export customs clearance services, which is considered a value added service to supplement the core service of freight arrangement and movement operations.

Respondents answered with 78% of them learning about their existing freight forwarder from digital marketing methods, whereas 20% was from word-of-mouth, and 2% from traditional marketing means. This signifies how a majority of freight forwarding companies in Australia have made the foray into digitising their marketing strategies to engage their customers online. Furthermore, all of them responded positively with their freight forwarders utilising Electronic Data Interchange for their business operations, which signified that they have transitioned into digitisation in some way or another such as with shipment tracking, improved data accuracy, faster & more efficient transaction flow to name a few.



63% of the customer respondents answered that their freight forwarders utilise shipment tracking in effort to improve customer experiences, with 32% favouring seamless end-to-end documentation handling, 2% stated instant price quotations and 4% mentioned pricing engines. In terms of satisfaction levels of these customers with their respective freight forwarding companies, all of them were either satisfied or extremely satisfied with the ease of carrying out business with their respective freight forwarder. 98% of them were either satisfied or extremely satisfied with their choice of current freight forwarder with only 2% being neutral in their opinion. 94% of the customer respondents were satisfied/extremely satisfied with the credit or payment processes offered by their existing freight forwarder, with 6% being neutral towards it.

In terms of rate provision following a RFQ request by the customers, 98% were satisfied/extremely satisfied with the existing procedures, 2% felt neutral towards the process. Similarly, with concern to customer support offered by these freight forwarders, 98% felt satisfied/extremely satisfied whereas 2% felt neutral about it. The responsiveness of freight forwarder staff also provided similar results along with quality management measures towards complete customer satisfaction, which signified that these respective freight forwarders were committed to ensuring that their marketing strategies which forayed into the digital means also factored on greatly improving customer experiences. This was seen with the fact 96% felt satisfied or extremely satisfied with the overall satisfaction levels in terms of quality of service provided by respective freight forwarders. Based on the questions in terms of customers dealing with freight forwarding companies towards fulfilment of orders and services, it was clear that relationship between customers and the freight forwarding company is overall positive. When asked about how they felt dealing with government parties, 68% were satisfied, whereas 10% felt neutrally about their dealings, and 22% were extremely satisfied.

The goal of the customer survey was to understand the existing temperate of freight forwarding company operations with respect to marketing strategies being implemented (which included digitalisation and digital means) which has been significant towards lead generation and sales turnover.

1.3. OUTPUT OF INTERVIEW AND FOCUS GROUP



The process for interview selection was based on the 50 freight forwarding companies that responded to the Freight Forwarding Employee survey. 20 respondents were selected to carry out video conferencing interviews in light of the COVID situation. However, due to ethical considerations and conflicts of interest, respondents were not keen to have transcripts shared but were agreeable towards the analysis of data shared to be included for this research study. In terms of the focus group, two freight forwarding companies were selected based on the number of years in business (one freight forwarding company has been in operation for less than 5 years, whilst the other has been in operation for over 15 years), a shipping industry expert, and two freight forwarding agent to understand the different viewpoints based on the given case study scenario.

Many of the freight forwarding companies, which were selected for the one-on-one interviews, reflected that they would periodically conduct research into competitors and the industry. They would do so by keeping abreast of news and industry forums to ensure that they are in line with the sea freight forwarding trends, offerings and not to mention lead generation strategies that they should or could be implemented to further revenue. Close to 50% of the interviewers mentioned that they are part of forums and business groups to gather insight from shippers and customers to know what is expected from a sea freight forwarder in Australia. It was mentioned that understanding common or general complaint or issues that are occurring in the industry is important to aim to improve on operations and strategies accordingly on a review system. A majority of the interviewees also mentioned that having a dedicated person catering to digital marketing strategies has been beneficial to their continued business to garner further reach and potential, to align all channels towards a common goal.

Based on the sessions conducted, there was a clear understanding of how a customer persona based on their buying process was devised towards devising their marketing strategies. Furthermore, the process in which a customer would also arrive at signing up to choose a respective freight forwarder to carry out sea freight operations was made clear during a focus group study session. Furthermore, a clear understanding what the customer persona(s) expect from a freight forwarder in terms of goods and services, as well as value-added services and not to mention what the customers (be it a B2C or B2B customer) may require and what they consider a value proposition was discussed during the focus group



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study from different viewpoints of the freight forwarder and the commercial cargo customers.

Based on the surveys carried out, freight forwarders are now mostly contacted via digital means, and therefore it is important to understand the analytics and in-depth metrics in terms of visitor behaviour, time spent on the website, bounce rate and bounce pages, etcetera are valuable insights for freight forwarding management and marketing strategy planning.

4.2 THEME 1: CURRENT FREIGHT MANAGEMENT PRACTICES

As per the data generated from the interviews and surveys, several marketing and management strategies and practices are being used to handle the logistics and operations of the sea freight business. These strategies are generally integrated services that are carried out with the help of automated processes for lead generation and customer support measures. These strategies are business-to-business marketing, targeting the effective customer base with CRM software, digital and social media marketing, digital assets, digital automation, online advertising concerning programmatic advertising to name a few.

According to employees, the new marketing strategies are beneficial to forwarding companies with increased sales and employment opportunities as businesses are evolving. Newer marketing strategies have benefitted the freight forwarding industry, as companies can understand customer preferences more effectively than the traditional strategies through means of analytics and data mining. Many freight forwarding companies supplement their marketing practices and strategies with A/B testing measures and not to mention utilising data metrics to understand the buying patterns of consumers and cause-and-effect of different economic and market influences.

From the survey, it is significant that customers most prefer the digital marketing strategy as most of the customers have voted for it, whereby the mode of choosing the freight forwarders is mostly through digital marketing. Many Australia freight forwarding companies use available social media marketing channels, email marketing as well as online pay-per-click campaigns for lead generation and opt for search engine marketing measures as well for their content and brand awareness assets.



Freight forwarding companies are actively involved in supply chain and delivery processes, towards keeping customers updated and engaged via different means such as text updates, and email updates. According to interviews, telephone communication is mostly utilised when necessary such as for urgent feedback based on special circumstances. Based on the surveys, 38% of customers are highly satisfied with the assistance given to them during the process of buying and product delivery. The management is highly responsive towards the needs of the customers as 36 per cent of customers agreed on getting responses daily that has encouraged them to use the service given by the forwarders. Customers find it easy to communicate with the forwarders and get acquainted with services provided by them.

It is safe to say that many freight forwarding companies focus on customer service and support measures as a core marketing strategy. Customer support is an important factor in freight forwarding, with the majority of customer survey respondents agreeing that they are satisfied with their existing freight forwarding company's customer support levels, whereas only 2% felt neutral about the same.

Customer satisfaction with the personal staff members shows the relationship between them. This is the most effective parameter in the freight forwarding business where the relationship is significantly based on trust and value which has been effective in deriving quality profits concerning market-oriented outcomes. The overall satisfaction derived from the usage of forwarding services is about 96 per cent of the customer respondents stated that they are either satisfied or very satisfied with their existing freight forwarding company's overall performance. This shows that they use the services given by the freight forwarding services, which is crucial for the development of their business.

The process of doing business has been encouraged by consumers, which shows their trust in the business. With this trust and satisfaction, the business is expected to grow in the upcoming years. Employees who have been working for 5-10 years have seen the improvement in business activities in the freight forwarding companies. Adaptation to new marketing strategies based on the trends and opportunities in the market has enabled them to stay afloat and garner a larger market base in Australia with concern to sea freight forwarding operations. Freight forwarders believe that shipper insourcing is the biggest threat to freight forwarders, whilst blockchain, peer-to-peer, and autonomous technology



being lesser threats in the market. However, with value-added services have improved customer relationship with the company with the likes of customs brokerage services, and contact logistics being opportunities for cross-selling. Fellow freight forwarders do feel that traditional freight forwarding companies are not relevant in today's business environment.

4.3 THEME 2: THE IMPORTANCE OF NEW AND INNOVATIVE MARKETING STRATEGIES

According to the survey conducted with the employees, it is evident that the marketing strategies are adequate towards lead generation as they are efficient in handling the clients. However, in certain companies, newer tools have affected the performance of the freight forwarding business that has brought about positive results. With the increased usage of automated marketing tools, the burden on employees has significantly reduced and they can manage clients with the usage of the software. Communication has become easier and even employees have learnt how to keep quality relationships with clients that are purely professional and business-driven.

According to employees based on the survey and interviews, many companies are planning to invest in digitisation due to its offerings in terms of improved customer service & support and offering more efficient business operations in some way, whilst some have already enacted certain upgrades and moved onto new & innovative marketing strategies seen globally. Based on the data gathered, freight forwarding companies are interested in the increased opportunities and benefits made possible through acquisition and/or development measures, but also prefer partnerships for investment in digitisation. Building the digitisation by themselves or utilizing off-the-shelf solutions to digitalised solutions is only preferred by a few forwarding companies as it is not beneficial to invest a huge amount for digitisation by themselves and it is sometimes not possible to raise such funds. It might lower the process of doing business and lead to lower opportunities if investments do not justify the means. As there are digitalisation options available within the global industry, those options and/or opportunities should be looked into.

Based on interviews, certain freight forwarding companies were looking to digitise towards improving customer experiences whilst others were focused on facilitating more efficient



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business operations. There were a handful of freight forwarding companies, which handled not only sea freight operations but also air and road freight, that were looking expanding into digitised solutions to improve customer and business-related operations. These companies feel that based on their clientele and business operations, it is important to be able to balance both factions and have aligned their marketing strategies with specific goals in mind. These companies are devising marketing mix strategies (with consideration given to the 7Ps) that have evolved to factor growing trends and opportunities in the global trade market as well as the logistics, transport and freight industry too. By utilising a marketing mix strategy in line with the changing business environments and digitalisation, it will play a vital role within the freight forwarding industry concerning sea freight operations, as it will offer competitive advantages and cost efficiencies. Adapting to the fact that the traditional freight forwarder is quickly becoming obsolete, there being many disruptors in the industry (from start-ups, competitors utilising new business models, suppliers digitising, integrators entering the market, and customers becoming competitors), it is important to make the shift towards becoming a modern freight forwarder to stay relevant and in business.

4.4 THEME 3: NEW FREIGHT FORWARDING MARKETING TOOLS USED BY AUSTRALIA SEA FREIGHT FORWARDERS

The most widely used marketing tool are linked customer and portal systems, which feature automated processes of a CRM (customer relationship management) tool. It offers an efficient sales, marketing, and delivery and support information and is an ideal tool for opportunity management. It has helped employees stay updated as per real-time preferences with its flexibility for automating the time-consuming tasks. The sales cycle can be improved with changes in value-based marketing strategies and outcomes. Although, employees initially faced few challenges in handling the software, with time they have efficiently learned how to handle the portal and keep customers happy and satisfied.

Another significant factor has been transportation and communication channels of freight forwarders for management of shipping services and delivery of cargo within estimated times. Creation of optimised websites for each business has adequately improved client management practices as they automatically reloaded the data structure. The usage of B2B



marketing has generated greater leads via various marketing strategies catering to specific customer bases.

Employees actively maintain a tracker of their data and repeatedly update them once the automation of customers through programmatic advertising is effectively analysed. Although the literature says that marketing strategies are a threat for the traditional forwarders, but employee data reveals that the opportunities have simply grown as the customers are either satisfied or highly satisfied with the management, freight forwarding companies, personal staff members and overall performance of the business.

4.5 THEME 4: EVALUATE EFFICIENCY OF MARKETING STRATEGIES IN CHANGING THE STRUCTURE OF SEA FORWARDING BUSINESS IN AUSTRALIA

Therefore, it can be said that marketing strategies and global developments have brought forth many opportunities in the freight forwarding business in Australia. These strategies have improved the online buying process and relatively improved the forwarding business in Australia. This has led to market competitiveness due to the evolution of the forwarding business and entry of new firms. On the contrary, the buying process has changed and a rise in global trade has improved the business condition in general. Therefore, these newer strategies are sufficient in raising value chain activities of freight forwarding businesses only when the freight forwarding firms can use the new marketing strategies.

The efficiency can be demonstrated from the data collected from customers who have a high level of satisfaction from the products delivered by the employees of the freight forwarding business. A small portion of consumers is neutral or dissatisfied with the operations, the overall impact is positive as the percentage of people satisfied or highly satisfies is about 36 and 34 per cent respectively. This simply shows that business opportunities have grown in the market as they can change the consumer perspective and generate a healthy relationship with them which is crucial to maintaining market presence and business growth. New marketing strategies have changed the buying and credit payment process by making it easier, and safer with effective assistance of the forwarders. Customers highly value the credit movement process, service facilities, service of the forwarders, management system and operations of individual staff members. Overall



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satisfaction of the customers is highly positive and the operations of the traditional forwarders have significantly improved in the market place which proves that profits of the forwarders would significantly improve in the long run.

Based on the respondents feedback from the surveys (both from freight forwarding colleagues and customers), interviews from the twenty freight forwarding companies chosen out of the survey that operates sea freight businesses, and the focus group study, it is evident new marketing strategies are making head waves in the Australian market for sea freight forwarding. During the focus study, a commercial cargo customer brought up how the online Freight Marketplace, Freightos allows for online freight quotes and bookings which was an interesting concept as it allowed customers or shippers to get an estimate on what their cargo. The estimate ranged from cheapest, best value, quickest and greenest options but currently, no Australian freight forwarders or logistics providers were listed as of yet. Global freight forwarders such as Kuehne+Nagel, Agility, DHL, and Twill are some of the prominent names on the platform. The focus group offered further insight into how prominent local shippers operating supply chain procedures from overseas manufacturers relied on freight forwarders to supply their goods from end-to-end, and the partnership set forth and the process in which they are operating. An innovative marketing mix strategy that has been adapted and evolved into the digital stream not just with marketing strategies but in management tools has great potential for improving customer service and support, and not to mention improve business operations efficiencies and profitability in the long run.



CHAPTER 5: CONCLUSION

The study has looked into how the new marketing strategies have improved the freight forwarding services in Australia with respect to operations in the sea freight business. Freight forwarding companies are engaged with the task of balancing logistics and supply chain operations as they deliver the goods to the customers. Sea freight operations involve carrying cargo either via containers or bulk goods shipping vessels based on the requirement. The rise in global trade opportunities has led to an increase in freight forwarding business as ships can carry a large number of goods and do not generate as much cost in comparison to other modes of transport. However, as sea shipment can be slower and many customers use to opt for air freight for urgent shipments, but due to the cost-efficiencies and being the more environmentally friendlier option, sea freight is the chosen option for many customers. Sea freight has been favoured by business-to-business customers of commercial cargo who would ship goods in bulk at a lower cost which with is the more cost-efficient option. Freight forwarders prepare documents and papers for goods to be exported or imported. The documentation preparation is an important factor to ensure everything is in line for delivery within the given time at the given rate. A freight forwarder will keep track of the logistics and maintain the supply chain management practices as they deliver the goods to the customers within the mentioned period.

The importance of utilising effective marketing strategies within a freight forwarding business operation sea freight operations was analysed with a mixed methodology approach that utilised both primary and secondary data (which is both qualitative and quantitative respectively). The methodology studied the ways through which data has to be collected for the provision of satisfactory results concerning new and improved marketing strategies that are in line with the digital trends within the industry and how companies are adapting to them and understanding its benefits. The study has also used the approaches of ontology and epistemology that studies the reality and the knowledge related to it.

As these data are materialistic, a qualitative study is very effective which is collected from surveys or pre-interviews. Data has been taken from 50 customers and 50 freight forwarding company representatives or employees were chosen based on simple random selection for questionnaire surveys. Thereafter, 20 of the 50 freight forwarding company



representation/employees were selected based on their prominence in the sea freight market. These interviews were conducted via online video conferencing methods during the COVID-19 lockdown period. A focus group was also held with two commercial cargo customers, a shipping industry expert, and two freight forwarding agents. The reliability of the data collected through surveys or interviews is tested by doing a hypothesis, which provided satisfactory results. The research is conducted by the process of mixed methodology, which follows the interpretivism approach inductively.

As per the results of the questionnaires and interviews, freight forwarding companies have benefitted with the adoption of newer marketing strategies that has raised profits, increased opportunities, increased customer support which has increased the frequency of customer demand for services. The newer marketing strategies use advanced digitalisation techniques and technologies which has benefited freight forwarding companies that have enforced them. With digitisation and integration of new and improved marketing strategies to complement these goals, it was found that business opportunities concerning customer demand have increased which has thus driven the business towards efficient outcomes.

Customers prefer to use the forwarding services as their satisfaction with the forwarding business is potentially high which is due to the management practices, responsive nature, quality assistance, timely delivery, strong customer support system, volumes of export and import, individual staff and freight forwarder. Even though the percentage of preference for freight companies is not high, customers using them have benefitted from it. The surveys show that most of the measures of customer satisfaction are satisfactory or highly satisfactory which shows their relationship with a freight forwarding company. Therefore, the opportunities in forwarding companies would develop in the future and freight forwarding companies will be able to further its business growth.

Continuous analysis of the markets is effective for understanding the potentiality of the forwarding business. The newer marketing strategies are advanced which facilitates automation and better responsiveness to customer requests. Digital marketing strategies have eased management practices of forwarders as it transformed the business activities and made the transaction process smooth and flexible. The reason is that offline tradition forms of forwarding practices are not advantageous as the modern digitalised modes of



forwarding practices. Lead generation has become easier for freight forwarders or forwarding companies as they target suitable customers through online platforms. Usage of digital assets has encouraged the customers to expedite transaction from lead generation with a request for quotations (RFQ) and order fulfilment without delays associated with traditional freight forwarding companies. The benefit of the quality customer relationship helps in getting more number of customers as satisfied customers give a good rating and recommend them to other customers who can be their friends, family, colleagues or relatives. Under such cases, social media marketing becomes an extensive platform for potential customers whereby freight forwarders can significantly target the customer base.

Newer and improved marketing strategies that are in line with the evolution towards digitised platforms and looking at greater value propositions has led to greater demand for freight forwarders in sea freight operations in Australia. The growth of freight forwarding companies is due to a rise in trade activities and increased competition along with foreign brands who wants to expand its operations and deliver goods to customers in several economies. The demand for freight forwarding companies is also due to complicated and strict government policies that regulate international freight movements.

The forwarding companies can provide documents and other official papers that are needed during the delivery which is then delivered to the ordered location of the customers. The forwarders have efficiency in delivering goods and services within the stipulated time with proper responses that keep the customers engaged in the process of business through tracking mechanisms and milestone updates.

The growth in demand freight forwarding companies is because of the newer marketing strategies that focus on targeting the customer, maintaining quality relationships by providing quality services and assist them in the supply chain process along with increases in global trade. The marketing strategies are actively developed due to its growth opportunities. The potentiality of an efficient marketing strategy that enhances business quality with increased orders and the product delivery is acknowledged by successes in freight forwarding companies.



However, with digital trade and business operations making waves in the transport and logistics industry, it disrupted traditional freight forwarders, as they were unable to satisfy demand and customer expectations promptly, and have caused operational inefficiencies. The disruption is mostly due to global digitalisation where the suppliers and customers are making the change to digital technologies and adopting innovative business models to stay relevant in the business environment and global trade markets. Most freight forwarders made the changes, adopted digital technologies, and thereafter adapted their business operations towards newer marketing strategies, which has allowed freight forwarders to maintain their markets. However, it is important to remember that the freight forwarding business as it primarily a service industry, continuous improvements are needed.

According to Aurora (2016), the market alone is saturated, with low barriers to entry, high competition, high buyer bargaining power and low supplier bargaining power. Therefore, to have a competitive advantage, freight forwarding companies in Australia operating in sea freight have devised marketing mix strategies that have taken the 7p's into consideration to stand out from the rivals.

With the development of newer marketing theories, the forwarding companies have a huge potential to grow in the years and use them as a tool for lead generation, customer acquisition and retention. According to Hutchison and Yassini (2014), the most active way to attract customers is by swapping complete information with emotional intelligence. This is because customers prefer to buy goods or services from them who are trustworthy and dependable. The goal is to make the customers inclined to the company, which can increase demand for the goods, and they would place orders significantly. Customers want goods that are economically valuable and buy them from trustworthy sources. The three indicators, which attract customers include generosity, responsiveness and proximity which is accumulated over time. Therefore the most effective way is to response the customers and is generous with the products with proper delivery and good quality. This would generate proximity that would make the customers dependable and trustworthy towards the organization. The prime role is to target the customers by understanding their preference and then source the goods as per customer choice.



Several marketing strategies have been adopted by the forwarding companies, which has eased the business flow and raised the profits from such transactions. The marketing strategies are digital marketing, word of mouth, email marketing, social media marketing, traditional advertising and several other ways are used to target the customers. Digital marketing has been very effective concerning the services offered in it. This is because it contains a range of new marketing strategies that can be used under digital marketing, which can lead to potential lead generation. The newer strategies developed under digital marketing are integrated marketing, augmented marketing, business to business marketing, to name a few.

Integrated marketing is an effective marketing strategy followed by manufacturers and forwarding companies who provides a good platform for communication as a wide range of goods are marketed in this platform. The process is also known as industrial marketing, which allows dealers, distributors, manufacturing companies, retailers to integrate their goods in this platform. This platform is very versatile due to the range of goods that are offered in this platform, which is provided by multiple providers. Customers have the advantage of knowing the price, status quo, affordability along with the information that is already given by them. This attracts the customers towards the products as they buy from these sources. This has greatly raised business transactions in the forwarding companies which satisfies the customers with proper delivery and being active on the portal to offer these services.

Business-to-business (B2B) marketing has significantly led to the growth of forwarding business as a wide range of products are marketed to organizations and forwarders who then deliver them to the customers. Partnering with manufacturing or retail businesses as their designated logistics provider or using a third-party logistics provider (3PL) with ensuring steady income generation, and thereby a marketing strategy catering to such a customer base can also prove effective. Generating customer demand and targeting the customer base for the product is easier in this process as they can supply the goods most effectively concerning growing changes in consumer demand. The prime motive of the new marketing strategies is diverted towards attracting potential customers towards the market. This not only helps the forwarders but also enables the manufacturers to supply those goods, which generate greater customer satisfaction. Business to business marketing



optimization has helped to reach a large number of customers and investment in the digital platform has significantly increased the activities in the forwarding business. Provision of competitive logistic solutions requires the management of less than container (LCL) shipping and full container load (FCL) shipping, where most of the forwarders prefer to use LCL shipping due to various benefits. Logistic management requires warehouse management where most of the forwarders prefer to use bonded warehousing for ease in quarantine and customs inspections proceedings.

Freight forwarding companies use social media platforms like Facebook, Instagram, Youtube, and Twitter, search engine platforms and promotes them through Google Ads and other modern forms of advertisements. A CRM strategy is also effective as it consolidates the overall company data into one central space, with concern to sales, marketing, delivery and financial data along with customer history and contact information. This enables them to track customers and offer services accordingly. Having CRM software facilitates business transactions as it gives more utility to the customers and employees for maintaining data and effectively respond to them.

Installation of marketing automation has simplified the time-consuming challenges in modern marketing processes as the software directly automates the data and responds. Marketing automation automatically triggers actions after the consumer behaviour identified and then directly schedules them in a precise manner, which can be utilised with social media platform, messaging platforms and email marketing campaigns too. When marketing automation is used with CRM strategies, freight forwarders can automate several data in one platform with an effective performance management system through CRM.

Online advertising and targeting software are also effective as generates digital consolidation in one technology platform due to CRM into the systems. Behavioural targeting is used to develop a healthy customer-employee system which is purely directed to a business purpose such that advertisements are given concerning the digital assets or pages that is already viewed by the customer.

Forwarding services has gradually evolved as they follow several tactics to supply the goods at the allocated order identification. Legal documents and customs are arranged by



the freight forwarders which does not delay the product from timely delivery. Freight forwarding companies keep the contact of the customers and update regularly concerning changes in product status and time for delivery.

New marketing strategies allow customers to communicate with the forwarders and enquire about their product delivery.

The aim is to create a strong dependence on the forwarding companies which was achieved through responses, customer support, management, activist messaging, updating the product status which has driven the customers towards the services. These tools successfully created a quality relationship with the customers and led to improved proximity, which is one of the prime measures for the growth of freight forwarding business in the long run. This has not only enhanced business transactions but led to the growth of forwarding companies by making the markets highly competitive for other firms. Improved and new marketing strategies that are in line with goals of the respective freight forwarding company that promotes lead generation measures via digital strategies and digitalisation has been very helpful in understanding the needs of the customer and providing services effectively and efficiently. This has led to a growing number of valued customers and thus enhanced the reliability and value of the sea freight forwarding company in Australia and furthered market growth. This is crucial for a good reputation in the market place.

To conclude, the objectives of the research study and questions were fulfilled with a clear understanding of the new and old management practices that are being utilised by freight forwarders in sea freight within Australia. Furthermore, it was concluded that the foray into digital marketing mechanism and digitalisation as part of the new marketing strategies has shown promise and effectiveness in lead generation, sales turnover and thus market retention and/or growth. Impacts of digital freight forwarders and new digital business models were also analysed and how they would affect existing freight forwarding companies in Australia that are involved in sea freight too. Despite the threat, many businesses within Australia are not yet ready for the advent into online freight marketplaces as often, value-added services and cross-selling of freight options towards turnkey logistics solutions are often preferred amongst commercial cargo clientele. With concern to the likes of digital freight forwarders, the industry has not yet been receptive to the concept of a digital freight



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forwarder at this time, due to the value-added services and customer service levels expected by freight forwarding customers that are not being offered by up and coming digital or virtual freight forwarders and digital platforms. Thus, it can be surmised that the newer marketing strategies based on digital trends are beneficial and will continue to be beneficial as these trends progress this proper adaptation and continuous improvements made to the freight forwarding companies in Australia operating in sea freight movement of cargo.



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