

Research on Diversification Strategies of Terminal Operators—Evidence from Polish Seaports

Michał Pluciński ¹, Izabela Kotowska ², Marta Mańkowska ¹ and Ludmiła Filina-Dawidowicz ^{3,*}

¹ Institute of Management, University of Szczecin, 8 Cukrowa St., 71-004 Szczecin, Poland

² Faculty of Engineering and Economics of Transport, Maritime University of Szczecin, 11 Henryka Pobożnego St., 70-507 Szczecin, Poland

³ Faculty of Maritime Technology and Transport, West Pomeranian University of Technology in Szczecin, 41 Piastów Ave., 71-065 Szczecin, Poland

* Correspondence: ludmila.filina@zut.edu.pl

Supplementary Materials. The Interview Questionnaire

1. Over the past 20 years, did your Company apply a diversification strategy in its port activities?
 - Yes
 - No (this response ends the interview).
2. Please indicate motivations for implementing a diversification strategy in your port activities:
 - changes taking place in maritime trade and transport;
 - changes in the hitherto served cargo markets or geographical markets;
 - emergence of new cargoes or new geographical markets;
 - expectations of cargo shippers regarding extension of the scope of services;
 - changes in the energy policy/ climate pressure;
 - safeguarding against seasonal or sporadic business cycle fluctuations, (e.g., pandemic, armed conflict, etc.);
 - other (please specify).
3. To which area were the diversification measures related:
 - cargo diversification, hereinafter: X;
 - (which?), hereinafter: Y;
 - (which?), hereinafter: Z;
 - (which?), hereinafter: W;
 - (which?), hereinafter: T.
4. Which type of measures did your Company take as part of diversification X:
 - developing the potential for handling general cargoes;
 - developing the potential for handling bulk cargoes;
 - diversifying the potential for handling bulk cargoes;
 - diversifying the potential for handling general cargoes;
 - other (please specify).
5. Was the selected diversification type X accompanied by the Company's investment in:
 - transshipment facilities;
 - handling facilities;
 - storage facilities;
 - infostructure;
 - other (please specify).

6. What was the effect of the measures taken by your Company as part of diversification X:
 - increase in the share of general cargoes in total transshipment volume;
 - increase in the share of specific general cargoes (please specify) in total transshipment volume;
 - increase in the share of bulk cargoes in total transshipment volume;
 - increase in the share of specific bulk cargoes in total transshipment volume, (please specify).
7. Please specify the scope and durability/ tendency of the measures taken by the Company in diversification area Y.
8. Please specify the scope and durability/ tendency of the measures taken by the Company in diversification area Z.
9. Please specify the scope and durability/ tendency of the measures taken by the Company in diversification area Y.
10. Please specify the scope and durability/ tendency of the measures taken by the Company in diversification area T.