# CONTENTS

1 THE RESEARCH PROJECT

1.1 INTRODUCTION ................................................................. 1
1.2 THE RESEARCH CONTEXT: PORT AND PORT AUTHORITY REFORM ................................. 1
1.3 THE RESEARCH SET-UP ................................................... 2
   1.3.1 Research goal ............................................................ 2
   1.3.2 Entity of research ..................................................... 3
   1.3.3 Research foundations .............................................. 3
1.4 STRUCTURE OF THE RESEARCH AND THESIS SET-UP .................................................. 6
REFERENCES ............................................................................. 10

2 STRATEGY MAKING BY HYBRID ORGANIZATIONS: THE CASE OF THE PORT AUTHORITY ................................. 13

2.1 INTRODUCTION ................................................................. 14
2.2 SIMILARITIES AND DIFFERENCES BETWEEN PORT AUTHORITIES AND PRIVATE SECTOR COMPANIES ......................................................... 16
   2.2.1 The public and private distinction ................................ 16
   2.2.2 Characterizing the Port Authority on the public – private dimension ......................................................... 18
2.3 PORT AUTHORITIES’ STRATEGIC CHALLENGES ............................................................ 22
2.4 RELEVANT CONCEPTS FROM STRATEGY RESEARCH AND THEIR APPLICABILITY TO PA’S STRATEGIC CHALLENGES ................................................. 24
2.5 MANAGERIAL RELEVANCE AND FURTHER RESEARCH AVENUES ................................ 29
2.6 CONCLUSION ........................................................................ 31
REFERENCES ............................................................................... 32

3 STRATEGIC BELIEFS OF PORT AUTHORITIES ........................................................................................................... 39

3.1 INTRODUCTION ................................................................. 40
3.2 PERSPECTIVES ON ANALYSING PORT AUTHORITY STRATEGIES; AN OVERVIEW ................................................................. 41
3.3 CONCEPTUAL APPROACH ON MEASURING STRATEGIC COGNITION OF PAs ................................................................. 43
   3.3.1 Strategy and cognition .................................................. 43
   3.3.2 Mapping of cognition: methods and instruments ................. 43
3.4 PA’S EXECUTIVES AND THEIR COGNITIVE MAPS ................................................................. 47
3.5 EMPIRICAL ANALYSIS .......................................................... 49
   3.5.1 Data and method ............................................................ 49
   3.5.2 Validity of measurement construct .................................. 50
   3.5.3 PA’s executives’ cognition along eight dimensions ............... 51
   3.5.4 Discussion of results ..................................................... 51
   3.5.5 Impact of institutional structures of PAs in sample ................ 52
3.6 DISCUSSION AND CONCLUSIONS ......................................................... 54
REFERENCES ............................................................................... 57

4 BEYOND THE LANDLORD: WORLDWIDE EMPIRICAL ANALYSIS OF PORT AUTHORITY STRATEGIES .................... 63

4.1 INTRODUCTION ................................................................. 64
4.2 METHODOLOGY ................................................................. 65
4.3 RESEARCH CONSTRUCT ...................................................... 66
   4.3.1 Measurement constructs ................................................ 67
   4.3.2 Survey content and process ............................................ 70
4.4 ANALYSIS AND RESULTS ..................................................... 71
   4.4.1 Data analysis ................................................................. 71
   4.4.2 Analysis of institutional structure ..................................... 72
LIST OF TABLES

TABLE 1: OVERVIEW OF RESEARCH PAPERS ................................................................. 9
TABLE 2: CHARACTERIZING THE PA BETWEEN PUBLIC AND PRIVATE ...................... 21
TABLE 3: OVERVIEW OF PA’S STRATEGIC CHALLENGES ........................................ 24
TABLE 4: OVERVIEW OF RELEVANT CONTRIBUTIONS ON PA STRATEGY .................. 42
TABLE 5: MEASUREMENT TOOL FOR MAPPING EXECUTIVES’ STRATEGIC BELIEFS .......... 45
TABLE 6: STRUCTURE OF SURVEY ........................................................................ 71
TABLE 7: NUMBER OF SURVEYS SENT, RESPONSES AND RESPONSE RATES PER REGION ........................................................ 72
TABLE 8: INTER-ITEM CORRELATIONS INSTITUTIONAL VARIABLES .......................... 73
TABLE 9: RESULTS OF FACTOR ANALYSIS OF 11 STRATEGIC GOALS OF PAs ............ 74
TABLE 10: PAIR WISE CORRELATIONS BETWEEN GOAL TYPES AND INSTITUTIONAL ASPECTS .................................................. 75
TABLE 11: COMPARISON OF MEANS OF PAs ROLES BETWEEN 2011 AND 2015 WITH T-TEST .......................................................... 77
TABLE 12: PAIR WISE CORRELATIONS BETWEEN STRATEGIC ACTIVITIES AND VARIABLES FOR INSTITUTIONAL STRUCTURE .............. 79
TABLE 13: CO-EVOLUTIONARY DRIVERS OF STRATEGIC REORIENTATION AND RELATIONAL OUTCOMES IN THE PORT OF ROTTERDAM ........ 98
TABLE 14: CO-EVOLUTIONARY DRIVERS OF STRATEGIC REORIENTATION AND RELATIONAL OUTCOMES IN THE PORT OF BARCELONA .... 103
TABLE 15: OVERVIEW OF TYPES OF INTERNATIONALIZATION STRATEGIES DEVELOPED BY PAs .......................................................... 117
TABLE 17: STRATEGIC ASSETS, RESULTS AND IMPACTS OF THE POR’S INTERNATIONALIZATION STRATEGY ........................................... 128
LIST OF FIGURES

FIGURE 1: STRUCTURE OF RESEARCH STEPS .............................................................................................................................. 6
FIGURE 2: MEAN SCORE OF EXECUTIVES OF SET OF ‘REGULAR’ FIRMS (N=125) .............................................................................................................................. 46
FIGURE 3: COMPARING PAs (N=65) WITH MIXED SET OF PRIVATE COMPANIES (N=125) ............................................................... 51
FIGURE 4: CORPORATIZED/PRIVATIZED PAs (16) VERSUS NON-CORPORATIZED PAs (49) ............................................................... 53
FIGURE 5: RESEARCH CONSTRUCT ........................................................................................................................................ 67
FIGURE 6: MEAN SCORES FOR THE STRATEGIC GOALS............................................................................................................... 73
FIGURE 7: MEAN SCORES FOR THE DIFFERENT ROLES PAs HAVE ACCORDING TO THE RESPONDENTS ................................................... 77
FIGURE 8: INITIAL FRAMEWORK FOR EXPLORING THE STRATEGIC REORIENTATION OF THE TWO RELATED ACTORS ................................. 91
FIGURE 9: AN EXPLANATORY MODEL FOR THE ANALYSIS OF THE CO-EVOLUTION BETWEEN PORT ACTORS IN THEIR STRATEGY ORIENTATION ........................................................................................................................................ 106
FIGURE 10: FRAMEWORK FOR THE ANALYSIS OF POR’S INTERNATIONALIZATION STRATEGY ........................................................................................................................................ 120