



# **An analysis of the current situation for Polish ferry operators in a transitional environment**

**Elzbieta Kapsa<sup>1</sup>, Michael Roe<sup>2\*</sup>**

<sup>1</sup> *Department of Management and Economy, Technical University of Gdansk*

<sup>2</sup> *The Business School, University of Plymouth*

---

## **Abstract**

This paper begins with an analysis of the situation in Polish ferry shipping as it enters the new millennium and faces increasing tension caused by the extended process of transition. It goes on to present a SWOT analysis conducted amongst experts within the sector to identify the strengths, weaknesses, opportunities and threats that face the sector. This reveals the severity of problems that exist and which in particular are faced by the state operator Polferries. Discussion then follows of the proposed strategy for the industry from the Polish government before looking at the role of price in particular. Finally conclusions are drawn from the analysis.

*Keywords:* Ferry; Shipping; Poland; Baltic; Transition.

---

## **1. Introduction**

This paper has a number of objectives which are all centred upon the Polish ferry sector during the period of transition from the state controlled Communist era to the current market led environment:

- To examine the current situation in the Polish Baltic Sea ferry market and in particular the condition and prospects of the Polish owned industry;
- To present the results of research into the market for Polish ferries through the use of a SWOT analysis;
- To examine the role of pricing in the Polish ferry market.
- To provide a broad interpretation of the Polish Baltic Sea ferry industry, its prospects in the immediate future and the role that domestic operators can hope to play.

---

\* Corresponding author: Michael Roe (mroe@plymouth.ac.uk)