

BIMCO

The practical voice of shipping

CBS | THE BLUE MBA
ASSOCIATION

SHIP MANAGEMENT ACADEMY

BIMCO TRAINING

Copenhagen
29 September – 3 October 2025

DAY 1

29 September 2025

Overview and introduction to ship management

10:00–10:15

Introduction and learning objectives

By the end of the day's session, participants will:

- Appreciate fundamental principles in ship management
- Know the products and services of third-party ship management
- Understand how ship management business is organized to deliver services effectively and efficiently.

10:15–12:00

Intro to ship management:

- The history and ship management development
- The parties and core stakeholders
- Profile of a ship manager
- Outsourcing vs in-house management
- The business model and value proposition
- The role of asset and risk managers as agents
- Competitive landscape.

12:00–13:00

Lunch

13:00–14:45

Setting the commercial and customer scene:

- Global outlook for the maritime industry

- Geopolitical and societal trends
- World shipping “state-of-affairs” at a glance
- World fleet and outlook
- Freight rates and shipping markets
- Newbuilding outlook
- Second-hand outlook
- The customer – shipowners, cargo owners and operators, distressed asset intermediate owners
- Customer expectations
- Trends and future requirements of a ship manager
- Keeping the asset tradeable 24/7 undisrupted.

14:45–15:00

Break

15:00–16:30

PRACTICAL SESSION – Case study:

Attracting and retaining a ship manager's customer.

16:30–17:00

Conclusion:

- Summary of key issues
- Looking ahead.

18:00–21:30

Dinner for all participants and faculty

Restaurant Frederiks Have ApS, Virginiavej 1, 2000 Frederiksberg

DAY 2 30 September 2025**Principles in ship management business**

10:00–10:15

Introduction and learning objectives

By the end of the day's session, participants will:

- Appreciate fundamental principles in ship management
- Know the products and services of third-party ship management
- Understand how ship management business is organized to deliver services effectively and efficiently.

10:15–12:00

Principles in ship management business:

- Products and services
- Costs and controlling
- Processes, procedures and people
- Data, compliance and documentation
- The role of fleet cells and centres of expertise
- Customer-centric (an Owner's perspective)
- Organisational structure / COE's / Fleet Cell.

12:00–13:00

Lunch

13:00–14:45

Ship management organisation:

- Technical management
- Fleet Operations (Flawless Service Delivery)
- HSSEQ
- Crew management.
- Cost MNG / OPEX MNG as agents
- The need for scale, efficiency and consistency.

14:45–15:00

Break

15:00–16:30

PRACTICAL SESSION – Case study:

Outsourcing ship management services – The Business Case.

16:30–17:00

Conclusion:

- Summary of key issues
- Looking ahead.

DAY 3 1 October 2025**Legal aspects of ship management contracts**

10:00–10:15

Introduction and learning objectives

By the end of the day's session, participants will:

- Know the legal principles governing ship manager–shipowner relations
- Understand the key clauses in the standard BIMCO SHIPMAN and CREWMAN contracts
- Appreciate the rights and responsibilities of the parties to a ship management agreement
- Know the main regulatory frameworks and key provisions of contemporary ship management contracts.

10:15–12:00

SHIPMAN/CREWMAN as an agency contract:

- “Agency” as a concept under English Law
- Authority of the managers – “As Managers Only”
- Indemnities and Co–assurance
- Terms no more onerous than BIMCO Shipman – industry standard
- Disputes with third–party contractors/suppliers
- Managers’ obligations (Standard of performance and “Best Endeavours”)
- Liability clauses.

12:00–13:00

Lunch

13:00–14:45

Contract management SHIPMAN/CREWMAN:

- The ship managers’ obligations
- The ship owners’ (the carrier’s) obligations
- The crew managers’ obligations
- Force majeure and “hardship” clauses. Breach of contract and “frustration”
- Termination by agreement and without fault. Notice periods and minimum contract periods
- Real–life examples of disputes in relation to SHIPMAN/CREWMAN.

14:45–15:00

Break

15:00–16:30

PRACTICAL SESSION – Case study:

Breach of the Ship Managers’ obligations towards the Owner.

16:30–17:00

Conclusion:

- Summary of key issues
- Looking ahead.

DAY 4 2 October 2025**Decarbonisation, fuels and emerging regulatory frameworks**

09:15

Bus departs from CBS to BIMCO House

10:00–12:15

Energy efficiency measures and decarbonisation

- Ship Energy Efficiency Management Plan (SEEMP)
- IMO Data Collection System (IMO-DCS)
- Energy Efficiency Existing Ship Index (EEXI)
- Carbon Intensity Indicator (CII)
- EU-MRV
- Fuel EU Maritime
- Energy Taxation Directive (ETD)
- Compliance & Reporting
- EU's Emissions Trading System (EU-ETS)
- BIMCO EU ETS standard clauses
- ETS and ship management agreements and the BIMCO standard clause
- The challenges of creating and negotiating clauses to support the industry's reduction of emissions.

12:15–13:00

*Sandwich lunch**Group photo outside BIMCO House*

13:00

Bus leaves for CBS

13:45–15:15

Fuel types and alternative propulsion:

- Traditional marine fuels (HFO, MGO)
- Bunker management
- Introduction to alternative fuels (LNG, hydrogen, ammonia, biofuels)
- Battery-electric and hybrid propulsion systems
- Fuel cell technology in shipping
- Alternative fuel availability
- Fuel and fuel converters
- Alternative Fuels Infrastructure (AFI).

15:00–16:30

Practical session – Case Study:

Energy efficiency in ship management.

16:30–17:00

Conclusion:

- Summary of key issues
- Looking ahead.



DAY 5 3 October 2025**Performance management**

10:00–10:15

Introduction and learning objectives

- By the end of the day's session, participants will:
- Appreciate the historical development of ship management
- Understand the ship management business model
- Know the competitive landscape of the ship management industry
- Be aware of shipping industry trends and their impact on ship management.

10:15–12:00

Managing through KPIs:

- Measuring and managing ship management performance
- Performance measurement challenges in the ship management context
- Strategy and ship management performance
- Key strategic priorities of ship management companies: profit, client retention, operational excellence, cost control, ESG and regulatory compliance
- Ship management functions and performance management
- Types of KPIs
- Corporate KPIs
- ESG KPIs
- COE's KPIs
- Assigning KPI responsibility and engaging staff
- Setting targets
- Managing initiatives.

12:00–13:00

Lunch

13:00–14:45

The future challenges for ship managers and owners:

- Operational optimisation in time charter parties and decarbonisation in voyage charters and voyage planning
- The need to rethink demurrage as a separate revenue or expense stream
- Integrating emissions' abatement in all shipping contracts – the necessity of integrating emissions reduction as a contractual parameter in the evolving landscape of maritime contracts
- Facilitating the transition to the Decarbonization Era and encouraging innovative thinking within organisations beyond sheer regulatory compliance
- A new “holistic” business model for the 21st century, providing efficient and inclusive shipping operations within the supply chain
- Global supply chain focus
- Multiparty alignment
- Combining contracts and technology
- Rewarding efficiency through incentives – what about “Utmost dispatch”, “demurrage” and “Speed and Performance” in a decarbonised world?

14:45–15:00

Break

15:00–16:30

PRACTICAL SESSION – Case study:

Shipmanagement KPI Management to drive service delivery excellence

16:30–17:00

Conclusion:

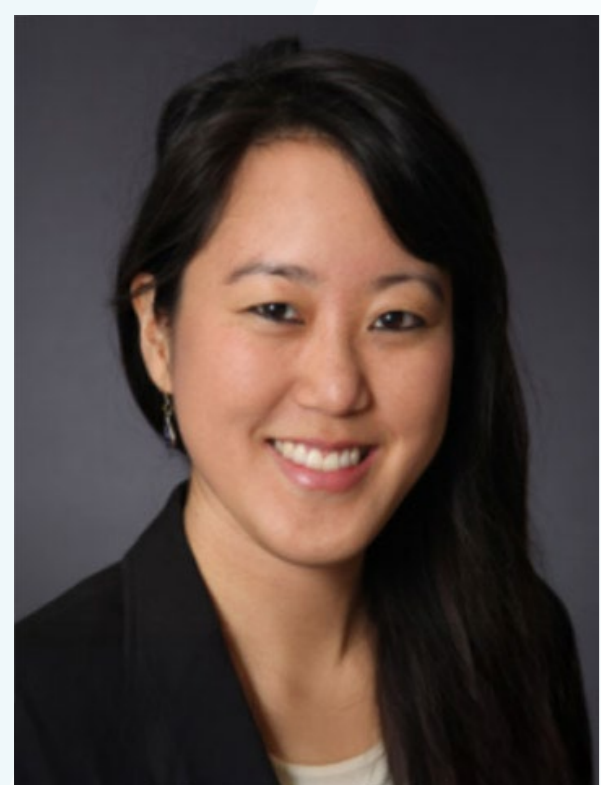
- Summary of key issues
- Looking ahead.

SPEAKERS



Photis Panayides

Photis M. Panayides is a Professor of Shipping and Maritime Economics at the Cyprus University of Technology and Dean of the Faculty of Management and Economics. Prof. Panayides has 23 years of professional experience and has held appointments or research collaborations at, among others, The University of Plymouth, The University of Reading, The Hong Kong Polytechnic University and the National University of Singapore. Prof. Panayides has authored the books *Principles of Chartering and Professional Ship Management* and has edited or co-edited four books, including *Maritime Logistics, Shipping Operations Management, and the Handbook of Maritime Management*. He has consulted on the development of key performance indicators and performance management in shipping organisations and published several scientific journal papers in esteemed academic journals. Prof. Panayides serves on the editorial board of several academic journals and has served as Vice-President of the Board of Directors of the Cyprus Ports Authority and as a member of the Council of the International Association of Maritime Economists.



Geraldine Koon

Geraldine Koon is a solicitor qualified in England and Wales who joined ITIC as a senior claims' executive. She previously worked in private practice at Ince (London and Paris) and MFB Solicitors for 8 years, handling a wide range of shipping and commercial disputes on behalf of owners, charterers, cargo claimants, P&I Clubs, H&M underwriters and other insurers, with a particular focus on casualty work. She regularly acted on behalf of clients in arbitration proceedings and the English Courts and assisted with resolving disputes via settlement discussions and mediations.



Haris Zografakis

Haris Zografakis is a partner at Stephenson Harwood, a leading London law firm that was named the Law Firm of the Year at the 2009 British Legal Awards. Over more than fifteen years he has dealt with all aspects of shipping and international trade law, acting both for traders and shipowners, as well as their respective insurers. He has been involved in several arbitrations and cases before the High Court, some of which have been reported: *Trafigura v. Kookmin Bank*, a seminal case on negative declarations and anti-suit injunctions in the context of oil product trading, arbitration reported as *LMLN 22/2007*, on jurisdiction issues in a shipyard dispute; the *Sabrewing*, regarding documentary requirements in the presentation of demurrage claims under tanker charterparties; the *Johnny K* regarding the question of damages in addition to demurrage and the *Northgate*, regarding validity of NORs and estoppel. He has lectured in four continents, including events organised by BIMCO, Universities, as well as the International Maritime Organisation and others, and has also been on the editorial board of the *Shipping and Transport Law Journal*. He is singled out by both main legal directories, *Chambers* and *Legal 500*, as a leading individual in his areas of expertise.



Manolis Nicolaou

Manolis Nicolaou comes to shipping from a legal background, having studied law in the UK and at the University of Bristol. Following an initial period of working for law firms in Cyprus related to shipping and commercial/company law, he then focused on marine insurance-related matters. Having worked across various disciplines in the field, including claims handling, brokering, and loss adjusting, he joined Columbia Shipmanagement Ltd as a Claims Officer in the Insurance and Claims department. Other than claims handling his duties include sanctions reviews, data protection, as well as negotiating and drafting the wording of the shipmanagement agreements based on the BIMCO template and any related documentation such as managers' undertakings.



Michael P. Elwert

Capt. Michael P. Elwert has worked in the global shipping industry his entire working life and has over two decades of international management experience within the maritime industry. He gained his education with Maersk in Copenhagen and grew his global shipping acumen and exposure working in Denmark, the UK, Norway, South Africa, the USA, Singapore, Korea and Japan, as well as several other countries in Asia. As Global Chief Operating Officer and Deputy CEO of V. ships, Michael was responsible for leading cross-functional efforts to drive scale, organisational alignment, efficiency, customer advocacy and consistent flawless service delivery across the V Group's ship management BU's. He is currently based in Cyprus and acts in a dual role as a board member and group COO for internship navigation and Donnelly Tankers. Michael has held various senior executive positions with Maersk, Thome Group, the Danish Shipowners' Association and BIMCO, and holds an EMBA in Shipping & Logistics from CBS in Copenhagen (The Blue MBA).



Stinne Taiger Ivø

Deputy Secretary General Stinne Taiger Ivø leads the Contracts & Clauses department providing the shipping industry with balanced, clearly worded and practically workable contracts and clauses, and the Support & Advice department answering members' queries about charter parties and other contracts. She joined BIMCO in early 2022. Prior to BIMCO, she headed the claims department in Copenhagen of marine insurer Skuld, worked at Danish Shipping (formerly known as the Danish Shipowners Association) and as a lawyer at Gorrissen Federspiel's department for Shipping, Transport and Offshore. She holds a PhD in international company law and a Master of Law from the University of Copenhagen.



Lars Robert Pedersen

Lars Robert Pedersen is Deputy Secretary General & Director of Regulatory at BIMCO and heads BIMCO's regulatory work and is an expert on maritime technology and maritime regulation – particularly in relation to the environment, fuel and safety. He frequently participates on behalf of BIMCO at the meetings of the International Maritime Organization (IMO) in London. He can also represent BIMCO's position on environmental policy issues. Lars Robert Pedersen started his maritime career as an engineer in container giant Maersk and finally as chief engineer before he was made director of Maersk's regulatory affairs. He has been with BIMCO since 2010.



Niels Rasmussen

Niels Rasmussen joined BIMCO in 2022 and is the Head of Shipping Analysis & Chief Shipping Analyst. At 19, he joined Maersk as a trainee and spent 24 years with the container giant before moving to the shipbroking industry. There, he headed up the market research team at a major shipbroking company. Niels focuses on explaining and predicting supply and demand developments in the major shipping markets.



Grant Hunter

Grant Hunter is BIMCO's CDO & Director of Products investigating the future of the shipping business to help BIMCO deliver digitalised products and services to members and the wider industry. He has worked in the shipping industry for over 40 years. Grant began his shipping career at sea in 1978, followed by eight years working ashore in the commercial and operations department of P&O Bulk Shipping in London. He has worked for BIMCO since 1997 – the past 25 years as Head of Contracts and Clauses. Grant has a master's degree in Maritime Policy and Law from the London School of Economics (LSE).

PROGRAMME DIRECTORS



Irene Rosberg

Irene Rosberg is the Director of the Executive MBA in Shipping and Logistics (The Blue MBA) at Copenhagen Business School (CBS), Europe's leading institution of its kind. From the beginning, she has been responsible for the design, development and coordination of The Blue MBA. On behalf of CBS, she has a fundamental role in building global relationships and networks within the maritime industry. She also promotes research identifying challenges and future issues for the maritime industry as a whole. She is a member of many international boards and committees. Based on her extensive international network and experience, she has been entrusted with major roles in varied maritime-related activities, and speaks at leading maritime events. From 2005 to 2009 Irene was Director of the DBA (Doctor of Business Administration) programme. She is involved in several maritime-related research undertakings and research-based conferences where she draws on expertise from her wide maritime connections, both in terms of academic and industry input. Since 2013 she has been an evaluator for the Association of MBAs (AMBA), which is described as representing "the highest standard of achievement in postgraduate business education." In 2014 joined the Board of Advisors for the Panama Maritime. Since 2017 she has been a member of an EU expert group for the motorways of the seas. She is also the Director for the Blue Board Leadership Programme which was established in 2022. She is a Member of the Executive Offshore Wind MBA Programme at the Gdynia Maritime University, and a member of the MBA Industry Advisory Board for the School of Management in the Faculty of Management, Law and Social Sciences at the University of Bradford (UK).



Christian Hoppe

Christian is BIMCO's General Counsel. He is a lawyer and graduated from the University of Copenhagen with a Master's degree in 2001 and an LL.M. with Distinction from the University of Southampton in 2004. He worked at the Danish Maritime Authority from 2001 until joining the European Commission's Directorate-General for Maritime Transport and Energy in 2005. Christian has been with BIMCO since 2009, providing legal and policy advice inhouse and to members, representing the association at various international meetings and managing a number of contracts and clauses related projects. Christian was seconded to Danish law firm Gorrissen Federspiel from 2017 to 2018 and was admitted to the Danish Bar in February 2019 (practice certificate deposited). From 2022 to 2023, he worked out of BIMCO's Singapore office whilst being part-time seconded to BW Group.



Peter Grube

Peter Grube is Head of Training in BIMCO, responsible for developing and delivering BIMCO courses and seminars world-wide. He joined BIMCO's Support & Advice department in 1990 and was later appointed Marketing & Sales Director for membership and products, responsible for promoting and driving forward BIMCO's global position as a leading membership and shipping interest organisation. Prior to joining BIMCO he worked at a shipowning office in Copenhagen, as well as a Sale & Purchase broker in Greece. He is a graduate from the Danish School for International Marketing & Export and is a Chartered Shipbroker (FICS). He holds a Master's in Education and Learning from Roskilde University (RUC).

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