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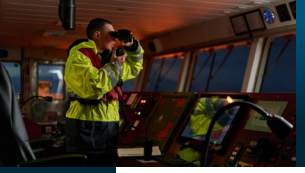
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SHIP MANAGEMENT
ACADEMY

Copenhagen
25 October - 29 October 2027

CBS | THE BLUE MBA ASSOCIATION



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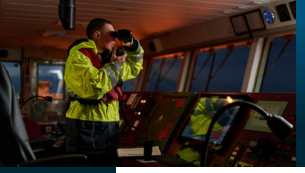
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PROGRAMME

DAY 1

Overview and introduction to ship management

09:30-10:00	**Welcome** ■ Opening remarks by CBS & BIMCO ■ Introduction round
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 organised 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. *The session includes a short break.*
12:00-13:00	*Lunch*
13:00-14:00	**Setting the commercial 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.
14:00-14.15	*Break*
14:15-15:00	**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.
15:00-15:30	*Break*
15:30-16:45	**PRACTICAL SESSION – Case study:** Attracting and retaining a ship manager's customer.
16:45-17:00	**Re-cap of the day:** ■ Summary of key issues ■ Looking ahead.
17:15-18:30	**Welcome reception for all participants and faculty**



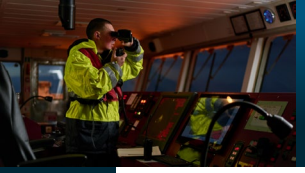
PROGRAMME

DAY 2

Principles in ship management business

09:30-09:45	**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.
09:45-12:00	**Workshop: Principles in ship management business –** **A structured and interactive session built around discussion, collaboration, and participant input, covering:** ■ 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. *The session includes a short break.*
12:00-13:00	*Lunch*
13:00-14:45	**Workshop: 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.
14:45-15:15	*Break*
15:15-16:45	**PRACTICAL SESSION – Case study:** Outsourcing ship management services – The Business Case.
16:45-17:15	**Re-cap of the day:** ■ Summary of key issues ■ Looking ahead.





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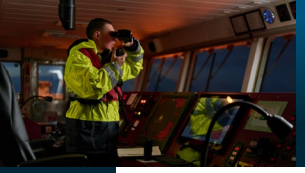
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DAY 3

Legal aspects of ship management contracts

09:30-09:45	**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.
09:45-11:30	**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. *The session includes a short break.*
11:30-12:00	**Short case study on SHIPMAN or CREWMAN – working with box layout**
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. *The session includes a short break.*
14:45-15:15	*Break*
15:15-16:45	**PRACTICAL SESSION – Case study:** Breach of the Ship Managers' obligations towards the Owner.
16:45-17:00	**Re-cap of the day:** ■ Summary of key issues ■ Looking ahead.

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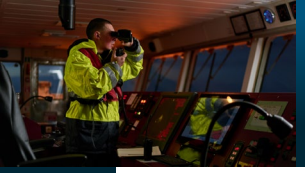


PROGRAMME

DAY 4

Financial and operational performance

09:30-09:45	**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 and the financial and procurement principles that support it. ■ Gain insight into the competitive landscape of the ship management sector ■ Be aware of shipping industry trends and their impact on ship management. ■ Understand how performance is measured in ship management, including the role of KPIs.
09:45-12:00	**Financial management & controlling:** ■ The Strategic Pillars of Procurement ■ Supply Chain Management ■ Sustainable Procurement ■ Supplier management ■ As agents ■ Leveraging scale and value proposition. *The session includes a short break.*
12:00-13:00	*Lunch*
13:00-14:45	**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.
14:45-15:15	*Break*
15:15-16:45	**PRACTICAL SESSION – Case study:** Ship management KPI management to drive service delivery excellence
16:45-17:00	**Re-cap of the day:** ■ Summary of key issues ■ Looking ahead.
18:00-21:30	**Dinner for all participants and faculty** Restaurant Frederiks Have, Virginiavej 1, 2000 Frederiksberg



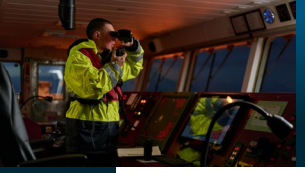
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DAY 5

Decarbonisation and emerging regulatory frameworks

09:00	*Bus departs CBS for BIMCO House*
09:30-09:45	*Arrival and group photo outside BIMCO House*
09:45-10:00	**Introduction and learning objectives –** **By the end of the day's session, participants will:** ■ Understand the main decarbonisation regulations and reporting requirements shaping modern ship operations ■ Recognise how emissions rules impact commercial relationships, charter party terms, and clause negotiations ■ Identify key operational strategies that improve ship energy efficiency and influence charter performance ■ Explore emerging business models and organisational approaches that support the shift to low-carbon shipping
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. *The session includes a short break.*
12:15-13:00	*Sandwich lunch*
13:00-14:15	**Maritime and cyber security** In today's risk environment, ship managers must navigate increasing security and cyber-related challenges. This session explores key challenges in maritime and cyber security, including piracy, mass migration and cyber threats.
14:15-14.35	*Break*
14:35-14:45	**Presentation on BIMCO SHIP PI**
14:45-16:30	**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

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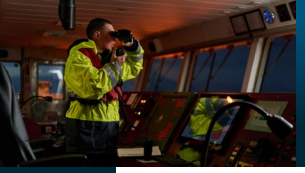


PROGRAMME

DAY 5 *(continued)*

	■ 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?
16:30-16:45	**Re-cap of the day:** ■ Summary of key issues ■ Looking ahead ■ Closing remarks.
16:45	*Bus departs BIMCO House for central Copenhagen*





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.



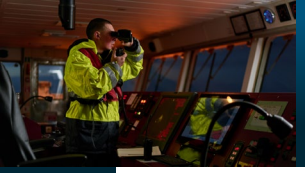
Michael Elwert

Capt. Michael P. Elwert has worked in the global shipping industry his entire working life and has over three 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 an Executive Director and Group COO for InterMaritime Shipmanagement Group, being the newly merged ship management company of Intership, Donnelly Tankers and Interorient.

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) and was a founding partner of the International CBS Executive 'Blue' Board Leadership Program.

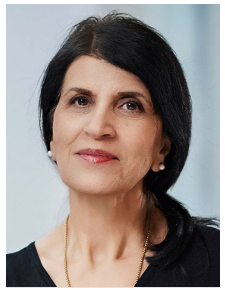


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Irene Rosberg

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).



Ansam Okbani

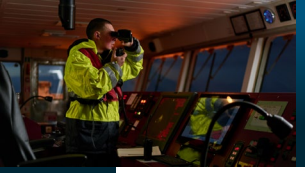
Ansam is a Training Manager at BIMCO. Prior to joining BIMCO in 2026, Ansam has worked as a French shipping lawyer for 14 years, handling various cases related to shipping, CMR, freight forwarding, customs claims. She lived in Morocco, France, Spain, and now is based in Copenhagen.

VENUE

Copenhagen Business School

CBS Executive
Porcelaenshaven 22
Lecture room 1.20
2000 Frederiksberg, Denmark





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Christian Hoppe

Christian is BIMCO's Head of Training. 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, being the General Counsel from 2016 to 2025, 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.



Copenhagen Business School

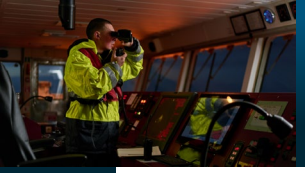
Mette is a Training Manager at BIMCO. Her responsibilities include course planning and delivery, and she supports the development of new training initiatives.

Mette was part of BIMCO's Training department from 2012 to 2017 and joined BIMCO again in 2023. She holds an MSc in Business, Language and Culture from Copenhagen Business School and has complemented her studies with a module in Adult Learning and Competence Development at the Danish School of Education.

VENUE

Where will the course be held?

CBS Executive
Porcelaenshaven 22
Lecture room 1.20
2000 Frederiksberg
Denmark



For more information, please contact:

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Web: *www.bimco.org/training*

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