mi Executive Meeting 2027

Insight, inspiration and interaction since 1990

maritime-insight

The Emerging World Order

When: 21 January 2027. Registration starts at 08:30. Programme ends at 17:00, followed by refreshments and dinner.
Where: Event and lunch at the Museum of World Culture, Södra vägen 54, Gothenburg. Refreshments and dinner at the Royal Bachelors' Club, Skyttegatan 1.

The post-cold war order has seen businesses focusing on cost efficiency and relying on just-in-time logistics. More markets opened under the supervision of the World Trade Organization. Covid-19 and the geopolitically induced disruptions we have experienced in recent years have forced businesses to shift focus to resilience.

The US, China, and to some extent also Russia are competing for influence. Meanwhile, middle powers are refusing to take sides. Instead, they take a more transactional position, partnering with different blocs for each specific issue.

Outlook from the crow's nest

The chair of the day, Maritime Data's Rory Proud and maritime-insight's Christopher Pålsson provide an introductory framework for the day.

***Rory Proud**, Co-Founder, **Maritime Data** - Chair*
Christopher Pålsson**, Managing Director, **maritime-insight

What is happening and why?

The value of global goods exports increased 7% in 2025 over 2024 and close to half of that growth was related to AI products. Asia's position in global trade strengthened and 40% of exports had its origin in Asia. Most of North America's, mostly US', share of world exports by commodity group declined. The exception was electronics and telecom (AI related). The growth drivers of GDP and trade are changing, with direct impacts on trade relations. Geopolitical disruptions add to unpredictability.

***Lena Sellgren**, Chief Economist and Head of Research, **Business Sweden**.*

The extreme shipping market fluctuations in the recent years have triggered new ship ordering of a magnitude we have not witnessed in many years. What market situations will the ships meet when they leave the shipyards in the coming years? What will the impact be on continued new ship ordering? Will there be any old ships left to replace?

Christopher Pålsson**, Managing Director, **maritime-insight
Niklas Bengtsson**, Director, **maritime-insight

Ships have not been able to safely sail through the Strait of Hormuz since late February 2026. There have been numerous attacks on energy infrastructure and on ships in the region ever since. Trade has found other ways but at high costs. The sanctioned and other shady trades have continued. Monitoring and tracking have become challenging.

***Michelle Wiese Bockmann**, Senior Maritime Intelligence Analyst, Windward.*

The tanker shipping market has been in the spotlight ever since the MidEast conflict erupted. In 10 months, VLCC rates went from below WS50 to WS1,200 before heading south again. What is the status of the tanker shipping markets, and what should we expect in the near future?

***TBN, Tanker market expert**.*

Large parts of the shipping industry are trading internationally, often globally. The industry needs clear global regulations for key matters such as safety, security, trade and emissions, but can the challenges be overcome?

***Simon Bennett**, Deputy Secretary General, **International Chamber of Shipping**.*

How are companies adapting their businesses?

The Höglund family has engaged in shipping since the 17th century and in oil products trade for about 70 years. Furetank invested early in dual-fuel LNG propulsion and have pioneered in technical solutions to save energy, increase safety and redundancy and reduce the impact on the environment. What has turned out better and worse than expected? What are the lessons learned? How have these measures been received by customers, ports, governmental organisations …?

***Lars Höglund**, CEO, **Furetank**.*

For the past six years, north Sweden has been the centre of attention for large-scale investments capital-intensive green industry projects in Europe. The ambitions and challenges have been, and remain, high. The industrial base in the region is critical for the development of this industrial cluster. What implications can we expect for shipping over the next 2-5 years?

***TBN**, Head of Logistics/Supply Chain, **Industrial Cargo Owner**.*

Hapag-Lloyd is a global container ship operator with a strong presence in North Europe. The business environment has been ever changing in recent years, and strategic plans need to be constantly revised. Which have the main impacts been on the North European market? Which strategic choices has Hapag-Lloyd made to meet future changes?

***Lena Christenson-Duus**, Managing Director Area North, **Hapag-Lloyd**.*

Container port operations are expanding rapidly. The largest ships continue to become even larger, while expectations are high that swift port handling will reduce the risk for congestion. Port landlords and port operators are investing heavily, and the Port of Gothenburg is no exception. Which demands does a port of tomorrow have to meet to remain successful?

***Birna Ödefors, CEO, APM Terminal Gothenburg**.*

Managing risk through geopolitical disruptions is a highly challenging task. Providing marine insurance requires skills, knowledge, proper tools, adequate intelligence, and a whole lot more. Lessons learned from the past help the shaping of a strategy to meet an emerging world order.

***Thomas Nordberg**, CEO, **Swedish Club**.*

Closing remarks

Rory Proud**, Co-Founder, **Maritime Data