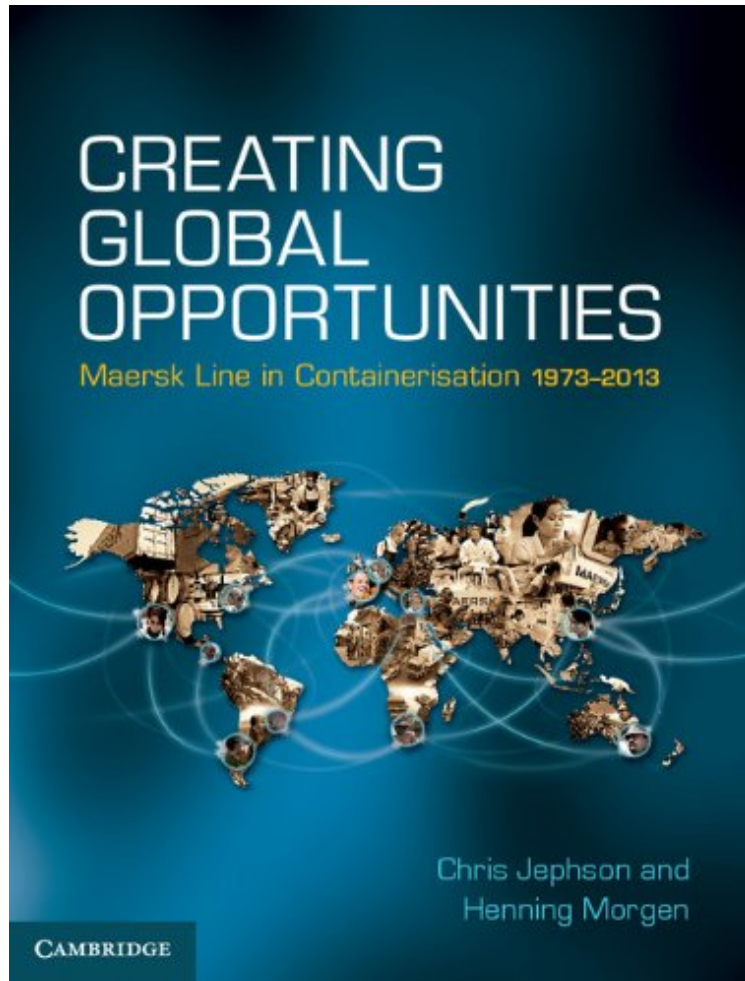


Creating Global Opportunities: Maersk Line in Containerisation 1973ndash;2013

Chris Jephson, Henning Morgen
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Today's trade is global. A company can choose to have its headquarters in one part of the world, its production

facilities in another and sell its brands in all markets. Since the first sea-borne container transport took place in 1956, the shipping industry has been one of the main facilitators of the globalisation of trade. This book traces the rise to prominence of Maersk Line - the world's leading container operator - and the internal decision-making processes that lay behind the firm's extraordinary expansion between 1973 and 2013. With unprecedented access to company archives, interviews with current and former employees, and extensive statistical information provided by The Economist Intelligence Unit, Containerisation International and Lloyd's Register, this is a valuable resource for students of logistics, shipping or international business. This first inside account of the challenges of building a global business will also appeal to industry specialists and the general business reader.

"The global shipping industry has been a major driver and enabler underpinning the massive growth in world trade in recent decades. One of the major players in the sector - and one of the most innovative - has been Maersk Line. This fascinating book provides many insights not only into the development of Maersk itself but also the impact that the industry as a whole has had on the way that the world does business." Dr Martin Christopher, Emeritus Professor of Marketing and Logistics, Cranfield School of Management

"This book is compulsory reading for all who are involved in container liner shipping. Maersk Line is no. 1 in the world, and its strategy is key for shaping this industry. And, this book offers a rare insight in just that - the successful strategy of Maersk Line under the leadership of the legendary Maersk McKinney Moeller." Professor Dr Peter Lorange, President/CEO, Lorange Institute of Business, Zurich, and former President, IMD, Lausanne

"Many shipping company histories are chronicles laced with ship pictures. But this one goes much, much further. If you want to understand how the world's biggest shipping company got to where it is today, and its struggle to manage a meteoric expansion from 6% market share to 16%, then this book is an Aladdin's cave. The 40-year time series of financial statistics provides a unique quantified framework, against which the strategic and operational development of the company is played out." Professor Martin Stopford, President, Clarkson Research

"... [this] book is a very valuable source for insight into the inner workings of one of the world's largest shipping companies ... [It will] appeal to readers interested in the development of the shipping industry in general, and the growth and transformation of Maersk Line in particular." Espen Ekberg, Forum Navale

About the Author Chris Jephson was, until recently, Director of Learning at Maersk Line. Following graduation in the UK in 1969, he worked for Maersk Line in Taiwan, then in Copenhagen and the UK until 1990 when he became part of the global management team of Maersk Logistics before moving back to Maersk Line in Copenhagen in 2004. He has been a long-time member of the US-based Council of Supply Chain Professionals (CSCMP) as well as the Cranfield Centre for Logistics and Supply Chain Management Advisory Board (CLSCM). Henning Morgen is General Manager in Group Relations at A. P. Moller-Maersk with responsibility for archives management and history documentation and communication. Henning was employed with A. P. Moller-Maersk in 1998 and is the author of several shorter accounts on the Maersk history, based on research in the Maersk archives. Henning is a member of archives and records management associations in Denmark, Germany and the United States and is a member of the Section of Business and Labour Archives in the International Council of Archives.