
Shipping Executive Course: Fleet Investment, Freight Markets and Decarbonisation

17 – 21 January 2027
Manama





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Programme Summary

Shipping executive decisions on fleet investment, freight markets and decarbonisation form the subject of this five-day training course for shipping company leaders at advanced level, culminating in a fleet strategy and renewal plan for their organisation. Owners who buy at the top of the cycle or delay carbon action carry the cost for the life of the ship. The approach moves from market cycles to fleet investment and finance, management models, carbon regulation and governance. Mars Training Centre UK delivers this programme in shipping executive strategy.

The Business Case

Shipping is capital-intensive and cyclical, and a few decisions on timing, ship type and finance shape returns for decades, while carbon rules now affect charter demand, asset values and bank finance. Executives who read the cycle and plan the energy transition protect fleet value.

- Return on Fleet Capital: Improves as purchases, sales and orders are timed against the cycle.
- Carbon Intensity Ratings: Improve as renewal follows a planned pathway.
- Cost of Ship Finance: Falls as lenders see credible climate alignment.

Principles and Evidence Base

- The Four Shipping Markets and the Shipping Cycle: The freight, sale and purchase, newbuilding and demolition markets frame Sessions 1 and 2.
- IMO Energy Efficiency Rules Under MARPOL Annex VI: EEXI, CII ratings and the SEEMP structure the decarbonisation analysis in Session 4.
- Poseidon Principles: The ship-finance climate alignment framework informs Sessions 2 and 4.
- ISM Code and Porter's Five Forces: Safety management duties and industry structure analysis guide Sessions 3 and 5.

Intended Participants

- Leaders who set the strategy and fleet plan of a shipping company or maritime group.
- Board members who approve ship acquisitions, newbuilding orders and financing.
- Directors who run commercial, technical or ship management divisions.
- Senior executives responsible for decarbonisation and regulatory strategy.

The programme serves shipowners and ship managers, energy-company fleets, national shipping lines and port and logistics groups.



Learning Outcomes

1. Participants will be able to diagnose the position of a shipping segment in its market cycle.
2. Participants will be able to evaluate a fleet investment using net present value and scenario analysis.
3. Participants will be able to justify a ship finance structure for a given investment and balance sheet.
4. Participants will be able to compare in-house and third-party commercial and technical management models.
5. Participants will be able to construct a fleet decarbonisation pathway that meets carbon intensity requirements.
6. Participants will be able to prioritise strategic risks and governance arrangements for a shipping organisation.

Programme Structure

Day 1: Shipping Markets and the Freight Cycle

Where is the segment in its cycle, and what drives freight rates?

- The Four Shipping Markets and How Cash Flows Between Them
- Supply and Demand Drivers: Fleet Orderbook, Scrapping and Trade Volumes
- Dry Bulk, Tanker, Gas and Container Segment Dynamics
- Freight Indices and Forward Freight Agreements as Market Signals
- Porter's Five Forces Applied to a Shipping Segment

Day 2: Fleet Investment and Ship Finance Decisions

Should the company buy, build, charter in or sell, and how is it financed?

- Second-Hand, Newbuilding and Charter-In Options Compared
- Net Present Value and Scenario Analysis for Ship Investments
- Ship Valuation and Residual Value Assumptions
- Bank Debt, Leasing, Bonds and Equity in Ship Finance
- Poseidon Principles and Lender Climate Expectations

Day 3: Commercial and Technical Management Models

Which management model creates value for this fleet?

- Owner-Operator Versus Third-Party Ship Management
- Employment Strategy: Spot, Time Charter and Pools
- Operating Cost Benchmarks and Ship Management Agreements
- ISM Code Responsibilities and Safety Management Oversight
- Crew Supply and Retention as a Strategic Constraint



Day 4: Decarbonisation and Regulatory Strategy

How will carbon rules change the fleet, the costs and the customers?

- IMO Greenhouse Gas Strategy for International Shipping
- EEXI and CII Ratings Under MARPOL Annex VI
- SEEMP and Operational Efficiency Measures
- Alternative Fuels, Retrofits and Fleet Renewal Options
- Charterer and Cargo Owner Demand for Low-Carbon Tonnage

Day 5: Applying Shipping Executive Strategy and Governance

Is the fleet strategy governed, funded and ready for the board?

- Strategic Risk Register for a Shipping Company
- Board Governance, Delegation and Investment Committees
- Linking Day 1 Cycle Position to Day 2 Investment Timing
- Aligning the Day 3 Management Model With the Day 4 Carbon Pathway
- Fleet Strategy and Renewal Plan Completion

Methodology

The programme relies on case analysis and a fleet strategy simulation. Participants steer a fictional mixed fleet through market shocks and carbon requirements, then test each decision against their own company using tanker, dry bulk and container cases.

- Suggested activity: Placing three shipping segments on their market cycle using live indicators.
- Suggested activity: Evaluating a newbuilding order against a second-hand purchase under three scenarios.
- Suggested activity: Building a carbon intensity pathway for a ten-ship fleet.

Capstone Output

Each participant completes a fleet strategy and renewal plan for their organisation. It sets the market view, investment options, finance structure, management model, decarbonisation pathway and top risks, and is used to brief the board.

Frequently Asked Questions

Is the shipping executive course on fleet investment suitable for new board members?

Yes. It is set at advanced level for leaders who approve fleet and finance decisions, and assumes general familiarity with shipping.



Which models does the shipping executive course on fleet investment and decarbonisation rest on?

It rests on the four shipping markets model, IMO energy efficiency rules under MARPOL Annex VI, the Poseidon Principles, the ISM Code and Porter's five forces.

How is the fleet strategy and renewal plan from the shipping executive course used at work?

You can present it to the board, screen ship purchases and orders against it and track carbon intensity ratings.

How does shipping executive training differ from a course on ship chartering?

Ship chartering covers contracts and claims for single fixtures. This shipping executive course covers company strategy, fleet investment, finance and decarbonisation.