



MASTERCLASS
LEADERSHIP IN SHIPPING

Copenhagen
8-10 March 2027

CBS | THE BLUE MBA
ASSOCIATION

In a unique cooperation between BIMCO and the CBS Blue MBA Association, we present a leadership learning experience taught by expert speakers and senior shipping executives, ensuring that participants benefit from real-world insights and best practices in the international maritime transport sector.

DAY 1

Leadership style and self-leadership

09:00-09:15	Welcome and introduction by BIMCO and CBS
	<i>During the leadership module, we will focus on the importance of leading with self-awareness. As preparation, you will be asked to complete a personality assessment. The assessment offers insights into what drives you at work and how others perceive you. Your results will be used throughout the day as a reference point for your ongoing development as a leader.</i>
09:15-10:30	The Leadership Role – part 1 <ul style="list-style-type: none"> ■ What is Leadership ■ Time Management ■ Leading with self-awareness
10:30-10:50	<i>Break</i>
10:50-12:00	The Leadership Role – part 2

12:00-13:00	<i>Lunch</i>
13:00-15:00	People Performance <ul style="list-style-type: none"> ■ Feedback as performance tool ■ The difficult conversation ■ Reframing
15:00-15:20	<i>Break</i>
15:20-16:15	People and Culture <ul style="list-style-type: none"> ■ Cultural awareness in a global context ■ People Engagement ■ Resilience
16:15-17:00	Key learnings from today's session <ul style="list-style-type: none"> ■ Questions for Anne-Christine



DAY 2

Strategy and leadership foundation

09:00-11:00	<p>Strategy and leadership foundation:</p> <ul style="list-style-type: none"> ■ The strategy toolbox ■ Strategic maritime context ■ Financial management ■ Keeping the value proposition agile and relevant ■ Increasing yields and capturing market opportunities ■ Maintaining competitive edge ■ Reputation, relations, and performance management ■ The need for scale and efficiency ■ Digitalisation, innovation and sustainable business models ■ Corporate governance system.
11:00-11:20	<i>Break</i>
11:20-13:00	<p>Case study in strategic decision making:</p> <ul style="list-style-type: none"> ■ Real-world scenario from the shipping industry ■ Group discussions and presentations ■ Lessons learned and key takeaways.
13:00-14:00	<i>Lunch</i>

14:00-15:40	<p>Communicating vision and change:</p> <ul style="list-style-type: none"> ■ Clearly stating the vision and why change is needed ■ Using simple and direct language ■ Inviting feedback and questions ■ Sharing progress and celebrating wins.
15:40-16:00	<i>Break</i>
16:00-17:30	<p>Role of applied learning:</p> <ul style="list-style-type: none"> ■ Integrating strategic leadership, leadership in action and effective leadership communication ■ Applying the programme's learnings immediately to lead teams, drive change and solve real-world challenges in the shipping industry.
18:30-21:00	Dinner at restaurant Tårnet, located inside the Tower of the Danish Parliament.

DAY 3

Communication and integration

09:00-11:30	Leadership communication: <ul style="list-style-type: none"> ■ The art of impactful leadership communication ■ Storytelling and influence ■ Practical exercises and feedback ■ Championing effective communication and transparency.
11:30-11:50	<i>Break</i>
11:50-13:00	AI and Cyber Security
13:00-14:00	<i>Lunch</i>
14:00-15:00	AI and Cyber Security (cont.)
15:00-15:20	<i>Break</i>

15:20-16:50	Panel discussion on topical leadership challenge
16:50-17:00	Closing remarks and official picture



Onno Meij

Onno Meij, has been in the industry since 1992 and has worked as an executive at various global leading logistics firms including TNT, CEVA, DB Schenker and Vanguard Logistics. In all these companies he held general management positions with global and/or regional responsibilities. From 2018 - early 2025 he served as CEO of Vanguard Logistics, the global leader in LC, after having previously served their Supervisory Board for over 5 years.

Before being in general management positions Onno was amongst other the COO for CEVA with a focus on operational excellence and continuous improvement and CFO of TNT's express network.

Onno has Dutch nationality, lives in Amsterdam and is married with three children. He holds a business administration degree from Rijks Universiteit Groningen, a master of transport and logistics development from Katholieke Universiteit Brabant and various leadership programme degrees from INSEAD.



Anne-Christine Ahrenkiel

Anne-Christine Ahrenkiel is an accomplished corporate executive with over 30 years of cross-industry experience in international, listed companies. Since 2015, she has held executive roles, specializing in HR, organizational transformation, and strategic leadership. Currently Executive Vice President at Hempel, she leads People and Culture, driving cultural transformation, digitalization and strategy implementation initiatives across a global workforce of 7,000 employees.

Her career spans leadership positions at DFDS, Egmont Group, A.P. Moller-Maersk, NNIT and Accenture, where she delivered results in growth, integration, and professionalization of organizations.

Anne-Christine holds a Master's degree in Political Science from Copenhagen University and has completed a Blue Board education at Copenhagen Business School.



Tore Karlsson

Experienced leader with +20 years of leadership experience across multiple industries managing multi-cultural and global located teams within strategy, GenAI, project management/management consultancy, communication, analytics, finance, port merger integrations and large-scale capital investments. Started career as an energy, shipping and raw-material trader/bioenergy developer following a career with within finance and sourcing of R&D services in the pharma industry. Currently, employed as Vice President, Strategy, Portfolio Management and Analytics in a top tier global pharmaceutical company. Educational track-record: eMBA in Shipping & Logistics Copenhagen University, MSc studies from Copenhagen University and Oxford University. Serve on Boards and advisory committees in United Kingdom and Denmark.



Jesper Klit

Jesper Klit is one of the most popular and inspiring European lecturers in communication and leadership. He is the CEO of Jesper Klit & Partners and has previously worked at Weekendavisen, TV2, and Nordisk Film TV, where he served as CEO for six years.

He specialises in developing personal communication and impact, media coaching, and business storytelling, and advises companies and leaders on personal and strategic communication. Among Jesper Klit's clients are several Fortune 500 companies.



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).

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Frederiksberg, Denmark



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.



Mette Juul Madsen

Mette is a Training Manager at BIMCO, delivering both online and face-to-face training courses that cover key commercial shipping topics to a global audience. Mette's responsibilities include course planning and implementation, and she is assisting with the development of new training activities.

Mette was part of BIMCO's Training department from 2012 to 2017 and joined again in 2023. Mette holds a MSc in Business, Language and Culture from Copenhagen Business School.

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