

Shipbuilding strategies

Dr Paul Stott, Strategic Maritime (UK), 28th May 2026

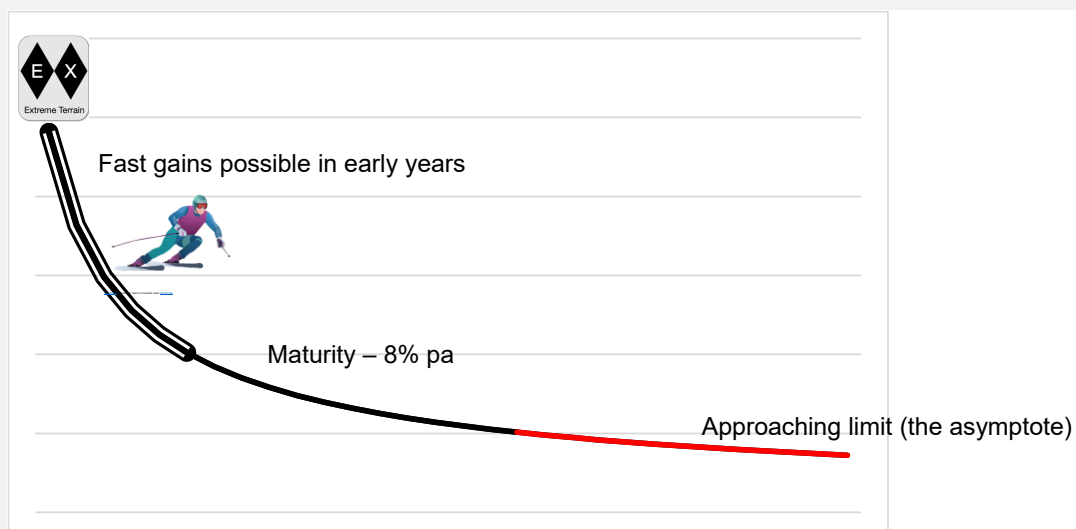
I am preparing for the Mastering Shipbuilding Management course at Liverpool John Moores University next month: "Commercial Shipbuilding: The Big Picture" will be my session.

I will open by talking about shipbuilding strategy at the national/international level. The first question I am asking is: "why bother supporting commercial shipbuilding at all?".

Stupid question? Not when you consider that in many countries, activity may have declined to below what might ordinarily constitute an industry sector of sufficient size to justify legislative/administrative attention. Why dedicate valuable resources to a sector that might appear to be a 'lost cause'?

My answer is predicated on the changing geopolitical and economic environments. Reason 1: sovereignty over critical infrastructure for maritime nations and reason 2: support for naval shipbuilding. This is a far cry from answers to the question in days gone by, which included: "to develop an industrial economy" (Japan (1945), South Korea (1970), China(1990)) and "to maintain employment and value in a struggling sector" (much of Europe between 1990 and 2010 and Japan since 2010). My thesis is that to be effective a strategy must be as precise as possible, starting with this question. How else could you justify the cost of implementation?

I will upload the presentation after it has been delivered.



This representation of the characteristic of productivity development in shipyards has significant implications for strategy at the shipyard level – see “Commercial Shipbuilding explained in three charts”, on the presentations tab of this site.