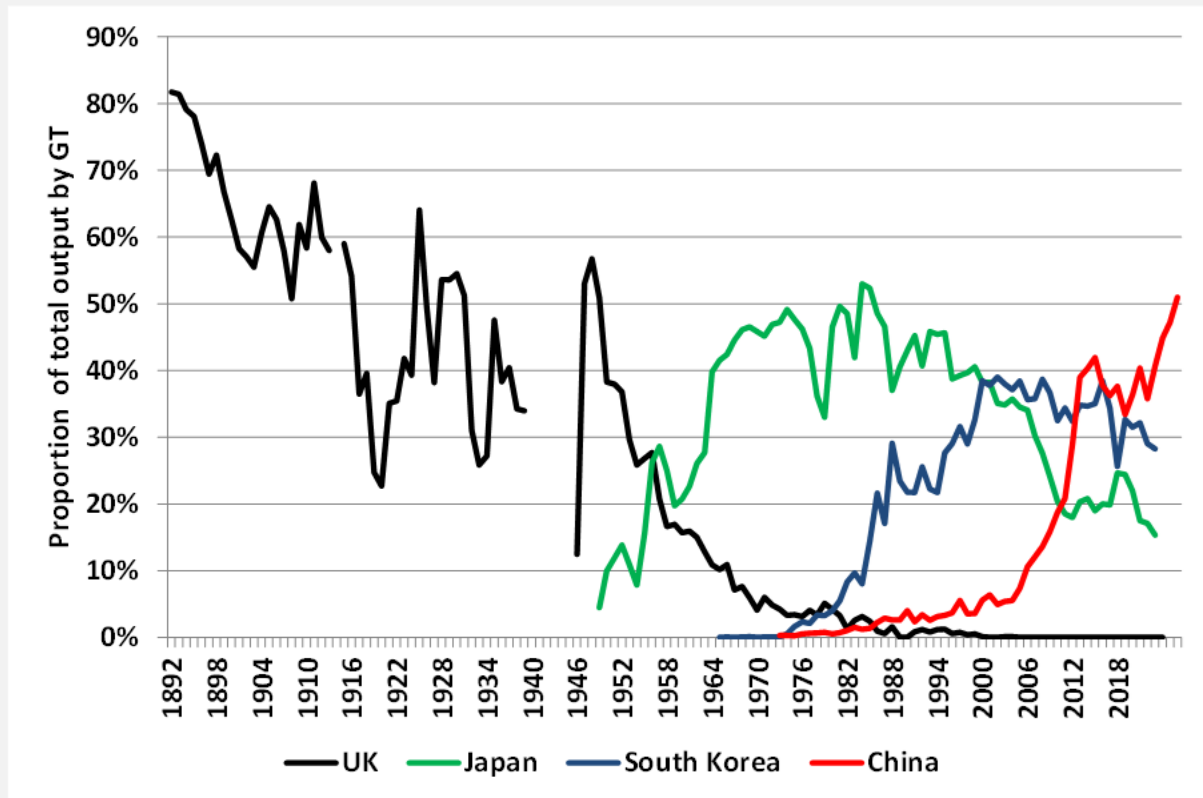


The shifting hegemony

Dr Paul Stott, Strategic Maritime (UK), 23rd June 2026



This morning I have uploaded a presentation (Global shipbuilding: the big picture), which I gave yesterday at the Mastering Shipbuilding Management course at Liverpool John Moores University. Many thanks to LJM for giving me the opportunity to give my views.

Today's picture (from yesterday's presentation) presents what might be called commercial shipbuilding's 'shifting hegemony'. A hegemony is a sector that has a dominating supplier. In this case the dominator gradually shifted over 100 years or so from UK to Japan to South Korea to China. Where will it go next? My answer to that is that the world is changing, and we should not necessarily assume that this pattern will continue.

I am now going to dedicate my time to trying to improve university teaching of shipbuilding. I am thinking also that I will try to publish something on subsidy in shipbuilding, which is mostly misunderstood, and my thoughts on a possible disruptor for the industry. I do not believe that shipyards will look the same in 2050. What might change?