

VIEW FROM THE BRIDGE



"All the lines realise the reality that you have to sacrifice part of your corporate culture because the benefits more than outweigh the sacrifices"

**BRONSON HSIEH**  
P24

DATA HUB

**TRADE STATISTICS**

Exports from east Asia up 7% this year

P04

DATA HUB

**LOAD FACTORS**

A look at vessel utilisation on key routes for 2015

P08

DATA HUB

**WORLD FLEET UPDATE**

The number of vessels in use remains largely the same in 2014 but capacity increases sharply

P14

EQUIPMENT

**TICKING OVER**

Container manufacturers and lessors struggle to shake off the gloom

P20

VIEW FROM THE BRIDGE

**EVERGREEN FIGHTS BACK**

Vice Group Chairman Bronson Hsieh tells Janet Porter why the Taiwanese carrier has changed its mind about alliance membership and larger ships, but sidesteps questions on succession planning

P24

REVIEW OF 2014

**THE YEAR OF THE REGULATOR**

Global alliances are posing new challenges for antitrust authorities that will continue through 2015 as the container shipping trades consolidate into four power blocks

P28

REVIEW OF 2014

**THE RACE TO BE BIG-SHIP READY IS ON**

Retracing an eventful year for ports and terminals where congestion and industrial action were the order of the day

P32

PREVIEW OF 2015

**PORT AND SHIPPING SYNERGY THE KEY TO FUTURE GROWTH**

The affiliation between ship size and port infrastructure must be realigned

P38

REGULATION

**REGULATORS MULL THE IMPACT OF GLOBAL ALLIANCES**

Reporting from this year's European Maritime Law Organisation conference

P41

FUEL

**WHAT PRICE BUNKERS?**

Next year, the price of fuel may well be uppermost in shipowners' thoughts

P44

CARRIERS

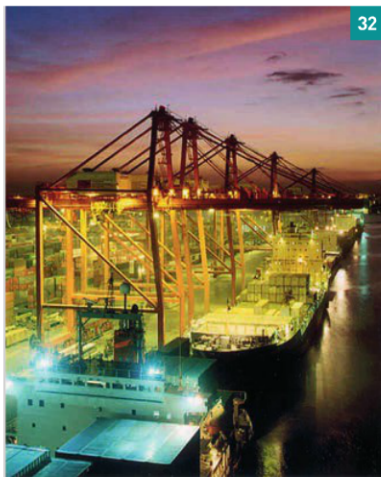
## SEARCHING FOR PROFITABILITY

APL president Kenneth Glenn is leading the shipping line on a journey of fundamental change as it seeks a return to profitability  
**P48**

CARRIERS

## HABBEN JANSEN REVIVES HAPAG-LLOYD'S FIGHTING SPIRIT

Following its merger with the container shipping arm of CSAV, Hapag-Lloyd has taken its place as the world's fourth-largest shipping company. But the new chief executive only wants the line to be the best  
**P52**



32

BOX WORLD BRIEFING

## NEWS ROUND-UP

CMA CGM to acquire OPDR

**P56**

Howe Robinson to merge with ICAP?

**P57**

Maersk Line third-quarter results

**P58**

Horizon Lines broken up

**P59**

UASC begins its journey to become a top ten carrier

**P60**

GUEST COLUMNIST

## CONTAINER CONSTRUCTION: BUYER BEWARE

Peregrine Storrs-Fox of TT Club and Bill Brassington of ETS Consulting share their thoughts on getting what you pay for in the container buying business

**P61**

GUEST COLUMNIST

## SHOULD PORTS TAKE ACTION TO STOP LINES GOING FOR EVER-BIGGER SHIPS

A dredging boycott would halt the endless upwards spiral in vessel capacities, says Ulrich Malchow

**P63**



48



52



### YOUR SHIP AGENT IN NORWAY

ÅLESUND - ULSTEINVIK - MÅLØY - BRATTVÅG - MOLDE - AUKRA - KRISTIANSUND AREA

Ship's Agent, Forwarding Agent, Coldstore Warehouse, Lloyd's Agent & British Consulate



Tel: +47 70 11 63 00 • Fax: +47 70 11 63 40 • AOH: +47 70 11 63 30 • Telex: 94078544 TYFA G • E-mail: agency@tyrholm.no • www.tyrholm.no