



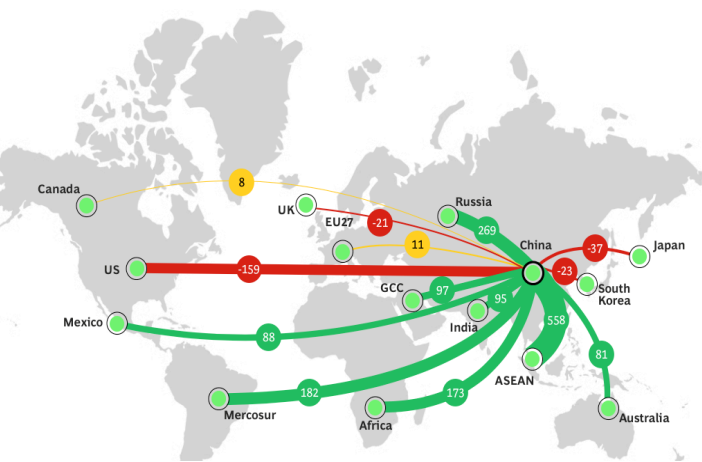
STRATEGIC RESPONSES TO TRADE WAR DISRUPTIONS: LESSONS FROM THE SHIPPING SECTOR

Liping Jiang, Associate Professor, Department of Operations Management
Copenhagen Business School

TRADE IS RE-ROUTING, NOT RETREATING

CHINA

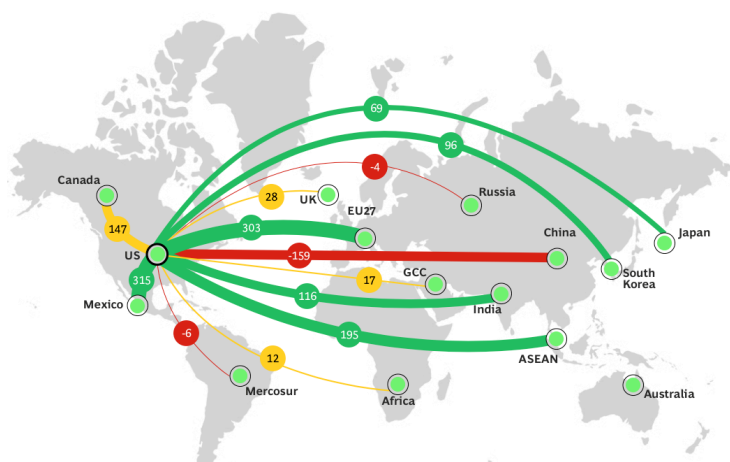
Projected change in goods value
2023 vs. 2033 (USD \$billions)



- China → Emerging markets
- Emerging markets → China
- China → Advanced economies
- Advanced economies → China

USA

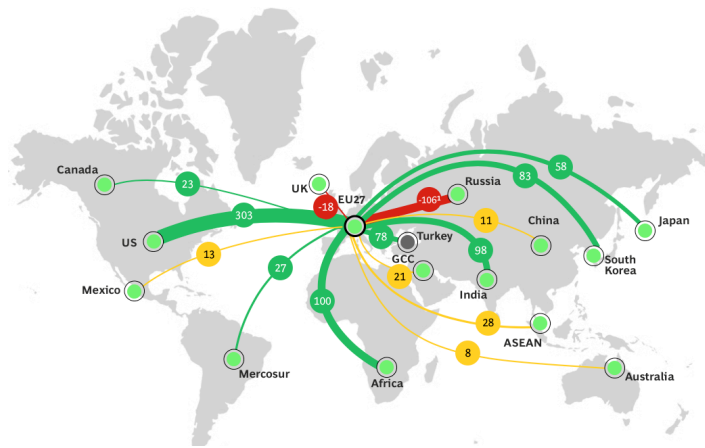
Projected change in goods value
2023 vs. 2033 (USD \$billions)



- Advanced economies → Emerging markets
- Emerging markets → Advanced economies
- Emerging markets → Emerging markets
- Advanced economies → Advanced economies

EU

Projected change in goods value
2023 vs. 2033 (USD \$billions)



Shrinking Growing Below Average Growing Above Average

Container YTD TEU growth
China → Argentina, **+99%**
China → W. Africa, **+72%**
FE → South & Central America, **+14%**

MAJOR FORCES RE-ROUTING WORLD TRADE

China pivots

As China's links with advanced economies cool, flows accelerate with ASEAN, India, Africa, and Latin America.

ASEAN's scale-up

ASEAN deepens China+1 supply chains and expands links with the US/EU and the rest of Asia.

Stronghold N. America

US demand stays resilient; new tariffs and tighter rules-of-origin push nearing shoring.

India's ignition

Manufacturing scale-up fuels export growth and integrates deeper into global supply chains.

Rise of the Global South

South-South trade surges, moving beyond exporting natural resource-based commodities to manufactured and intermediate goods.

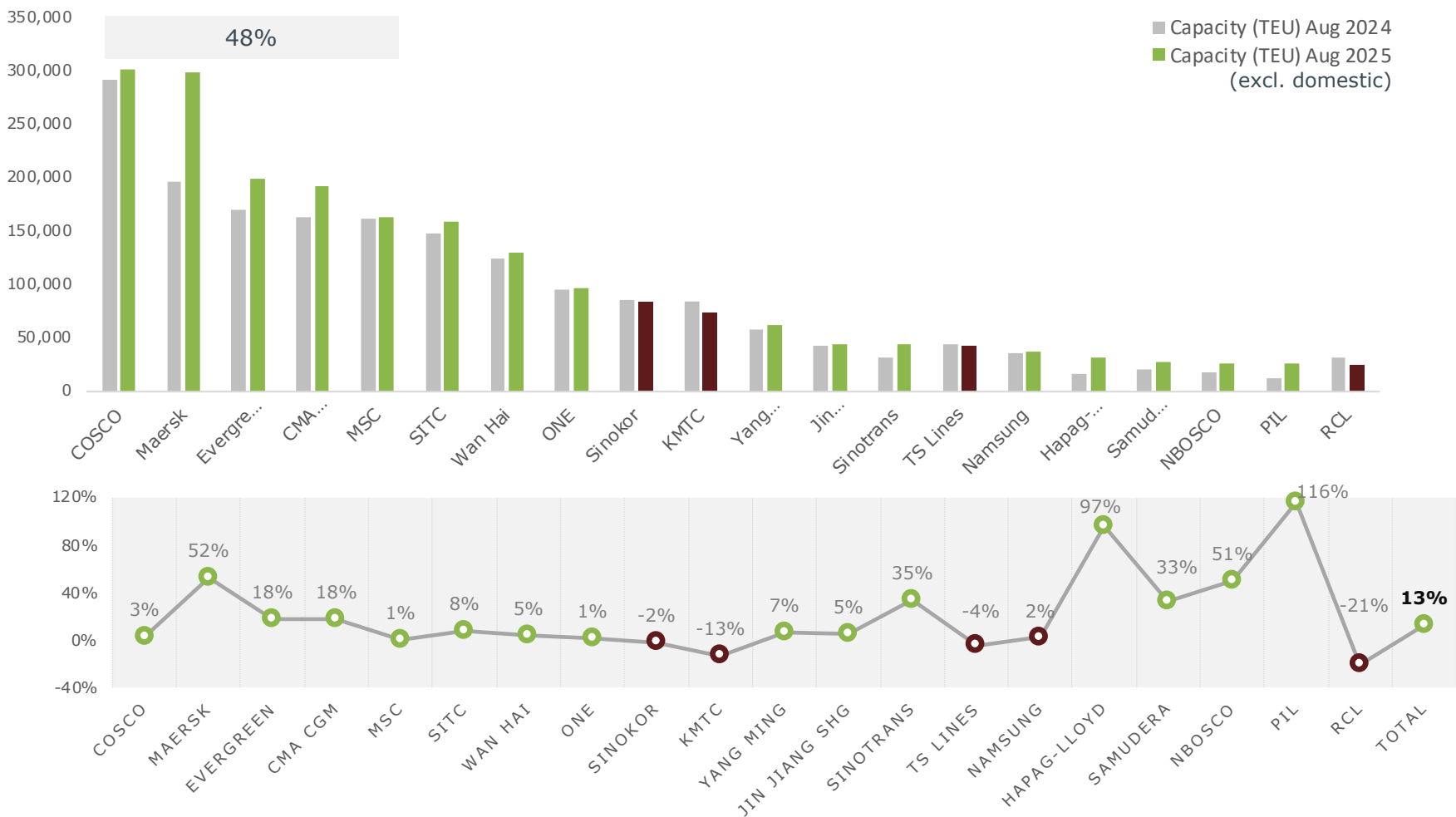
EU focuses on partners

EU trade shifts toward strategic partners like the US and Japan and growing markets like India, Vietnam and Africa.



INTRA REGION NETWORKS: MORE CAPACITY, EMERGING RELIABILITY RISKS

TOP 20 LINER CARRIERS: INTRA-ASIA CAPACITY



Hub-centric pivot

More regional shuttles signal a deliberate shift to hub-and-spoke connectivity.

Better access

Secondary ports gain higher frequency and broader coverage.

Reliability hinges on hubs

Hub dwell and connection success now drive lead-time variance.

High concentration

Top carriers have greater bargaining power and network control.

Pricing dynamics

Risk of rate volatility if demand trails supply.

Source: Alphaliner weekly report, August 2025.

SUPPLY CHAIN MANAGEMENT IN A FRAGMENTING TRADE SYSTEM



Resilient & Transparent

- Supply alternatives to China
- In-house critical components



Grow in Global South

- Prioritize ASEAN, India, Africa and Latin America
- Lock long-term access



Regional Differentiation

- Tailor product specification and compliance
- Maintain regional process variants



Smart Nearshoring

- Closer, lower-risk production
- Balance cost, resilience, policy



Thank you!

Contact

Liping Jiang, Associate Professor
Department of Operations Management
Copenhagen Business School
lji.om@cbs.dk