

Copenhagen, August 6th, 2026

Final Report on the Project: 2022-072, The Great Integration - Global Shipping in the Digital Age

To the Danish Maritime Foundation,

I am pleased to submit this final report concerning the completion of the project Strategy and Digitalization in International Shipping: Maritime Economics in the Integrated Ecosystem. The project has now reached its intended outcome with the successful completion of the manuscript and its acceptance for publication by Springer Nature under the Palgrave Macmillan imprint as part of the Palgrave Pivot series.

The purpose of the project was to contribute to contemporary research and knowledge development within maritime economics, with particular attention to the ongoing digital transformation of international shipping and the strategic implications of technological change across the maritime ecosystem. The project has addressed a subject of increasing importance for both academic research and industry practice. As shipping companies, ports, logistics providers, regulators, and technology firms become more interconnected through digital infrastructures, new challenges and opportunities emerge for maritime decision-makers. The book examines these developments and provides an integrated perspective on strategy and digitalization within the global maritime sector.

The completion of the manuscript represents the culmination of an extensive research and writing process. Throughout the project period, considerable effort was devoted to collecting and analysing relevant material, synthesising existing research, and developing a coherent framework for understanding digital transformation in international shipping. Particular emphasis was placed on ensuring that the work maintains academic rigor while remaining accessible and relevant to practitioners and other stakeholders in the maritime industry.

The resulting publication comprises a focused scholarly contribution that brings together current perspectives on maritime strategy, technological innovation, digital platforms,

ecosystem development, and the changing competitive dynamics of international shipping. The book aims to bridge academic and practical discussions by highlighting how digitalization affects business models, value creation processes, organisational structures, and strategic decision-making across maritime industries. The project therefore contributes not only to the academic literature on maritime economics but also to ongoing discussions among policymakers, industry professionals, and educational institutions.

A publishing agreement was concluded with Springer Nature Switzerland AG in April 2026. Under this agreement, the book is being published as an open-access publication, thereby ensuring broad international accessibility and dissemination of its findings. The publication is jointly authored by Martin Jes Iversen and Cemile Solak-Fiskin and is published under the title *Strategy and Digitalization in International Shipping: Maritime Economics in the Integrated Ecosystem*.

The support provided by the Maritime Foundation has been instrumental in enabling the completion and publication of the project. The Foundation's contribution has facilitated the development of a research-based publication that addresses issues of direct relevance to the maritime sector and supports the dissemination of new knowledge to both academic and professional audiences. The open-access publication model further ensures that the results of the project are freely available to readers worldwide, thereby maximizing the impact and reach of the Foundation's support.

The manuscript has been completed in accordance with the publisher's requirements and has successfully progressed through the editorial and production process. The project objectives outlined at the outset have therefore been achieved. The publication provides a comprehensive examination of current developments in maritime digitalization and offers an analytical framework that may support future research and practical decision-making within the industry.

The official publication date of the book is 1 November 2026. The publication marks the formal completion of the project and the fulfilment of its primary objective: the production and dissemination of a scholarly book dedicated to the strategic and economic implications of digital transformation in international shipping.

In conclusion, I would like to express sincere gratitude to the Maritime Foundation for its support. The Foundation's contribution has made it possible to complete a research project that addresses a significant area of contemporary maritime development and to ensure that the resulting publication reaches a broad international audience. It is our hope that the book will contribute to ongoing discussions concerning innovation, competitiveness, sustainability, and strategic development in the maritime sector and provide lasting value to researchers, students, industry practitioners, and policymakers alike.

Yours sincerely,

Martin Jes Iversen

Copenhagen Business School