

## English summary

### **The closure of Nakskov Shipyard in 1986**

By THOMAS ROSLYNG OLESEN

The last 20 years have seen an increasing interest in the history of Danish shipyards. The history of Nakskov Shipyard, however, has only received very little attention. In addition to this, the existing research on the history of Danish shipbuilding is characterized by stopping with the closure of the shipyards. This means that it has not yet been examined what happened after the shipyard closures and how the factors of production labour and capital were used afterwards.

This article examines the closure of Nakskov Shipyard in 1986. It shows how several attempts were made to find new market niches from 1982 and onwards. The article also shows that the closure didn't evolve into a total collapse but that several activities were actually continued until the mid 1990ties. The article mainly builds on management- and board minutes from the Nakskov Shipyard company archive which are situated at Erhvervsarkivet in Aarhus. The studies were carried out as part of the PhD thesis *Fugl Føniks? Transformationen af den danske værftsindustri 1975-2012*, which was handed in at the University of Southern Denmark in May 2012.

### **The history of the shipping company D/S TORM and the Danish maritime cluster**

By Martin J. Iversen and Henrik Sornn-Friese

In contrast to most other Danish industries shipping companies in Denmark have been very internationally oriented since the late 19th century. At the same time they were characterized by a high concentration in the form of a group of dominant companies primarily located in Copenhagen. This article is focused on the steamship company TORM, founded in 1889, and a company which recently has been taken over by a group of banks due financial problems. We reflect on two important issues. Firstly, in retrospect: which impact did TORM have on the development of the maritime sector in Denmark in recent times? Secondly, also regarded in a historical perspective: how could it go so wrong for the company?

TORM has had a significant impact on the strategic and structural development among Danish companies. After the great shipping crisis of the mid-1970s to mid-1980s, followed a growth-phase, in which the Danish maritime industry grasped the global trade opportunities of European integration in the early 1990s, the U.S. economic recovery in the late 1990s and the Shinese economic breakthrough following year 2000.

The development of operation rather than ownership of fleets was critical to this development and TORM was a pioneer in this respect. In terms of operation TORM was actually the largest product tanker company in the world with a market share close to the 30 per cent around year 2005. In the golden years from 2005 to 2008 TORM unfortunately contracted expensive tonnage in the tanker market. After the severe financial crisis from 2008 to 2011 the value of the assets decreased in line with earnings. TORM suffered a sad fate and only survived on the mercy of the financial institutions.

## **Frederikshavn as a shipyard town for fishing boats in the period 1870-1988**

By ERIK S. CHRISTENSEN

The shipyards in Frederikshavn building ships in wood were in the 1870s in the lead of the development of new types of fishing boats, which changed the fishing industry from inshore fishing in small boats into large boats with engines. Those large boats were fishing in the North Sea and at the Atlantic. An important issue was the cooperation between the industries in Frederikshavn; especially between the leading shipyard Frederikshavn Værft and the leading iron foundry and engine work Frederikshavn Jernstøberi og Maskinfabrik, which was in front progressing engines for fishing boats.

Frederikshavn was in 1910 in front building trawlers made of steel and Frederikshavn Værft was succeeding in building steel trawlers up to 1950s. The boats were exported to among other Spain and France. In 1988 Frederikshavn Værft ended building fishing boats. But it was not only fishing boats that made Frederikshavn a mecca for the fishing industry. Technical innovation and developments within all kinds of fishing tackle, hull of the boat, engines, trawl winch, seine fishing and cordage became very important for the town and the fishing industry.

The location of Frederikshavn made it possible to build the most northerly harbor in Denmark, where the infrastructure was in order too. The harbor in Skagen was of course a competitor, but the harbor in Hirtshals – build in 1937 – was even more so. Later the harbor in Hanstholm – build in 1967 – became a competitor too. The two oil crises in the 1970s closed the 15 year old fishing harbor, which Frederikshavn had struggled for since the 1930s. In the area of Frederikshavn are almost no shipyards left. At Læsø and in Sæby the shipyards were closed long ago.

In the north there is Karstensen Skibsværft in Skagen, Aalbæk Værft in Aalbæk, and in Strandby there still is Strandby Værft. In Frederikshavn there are the slip belonging to Alpha, which only is used for the assembly of MAN Diesel engines for boats, the old Hjørne og Jacobsen shipyard. In the end Frederikshavn Bedding, which is now owned by a group of local people and the museum named Nordjyllands Kystmuseum.

## **The story of Aarhus Dockyard**

Persistent entrepreneurship, risky and successful leadership and in the end the unavoidable wreck

By MICHAEL O. BRUUN

The paper describes and comments the story of Aarhus Dockyard from its infancy just after the Second World War to its “wreck” 54 years later. The dockyard was established in 1945 in the harbor of Aarhus (the second largest city in Denmark). It was built out from an already existing repair-workshop and in the first many years benefited greatly from an international economy defrosting after the stagnation during the Second World War.

The paper further describes the ups and downs in the following years, the 1970s, 1980s and 1990s, until the bankruptcy in 1999. Several changes in ownership are mentioned together with a number of very successful and lucky decisions and disposals. These activities helped the shipyard through periods, which were generally bad for the European ships industry causing considerable decline.

Aarhus Dockyard also nearly made it through the nineties, but in 1999 it could no longer avoid its destiny and was forced to close down; the bank lost its patience with the dockyard. The

paper finally briefly describes the following 8 years, where some shipyard activities were continued on the old location, but in a much smaller scale, a sequel with new owners. In 2007 a new bankruptcy finally killed any further shipyard activity.