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## Sporting Success and Business Smarts

# A Sporting Chance...



I learned my first business lesson on our school football pitch at the age of 10. It was about teams and teamwork. Our soccer coach always put me in defence and like any red-blooded schoolboy I wanted to be up the front scoring the goals. I complained. The coach listened and then he replied: "The team can't score goals if you don't do your job at the back. You and the other defenders (Mike, Andy and Bill) must work together to get the ball back so that the team has the chance to score the goals. All the positions are equally important and we need everyone to do their job". Some lessons are never forgotten.

Sporting champions have lessons to teach the world of commerce. In our cover story, world champion match race yachtsman Ian Williams shares some competition insights that he believes may be relevant to our business lives. His thoughts are supported by further comments from some of our professional golfers and the professional cycling team we sponsor. See pages 10-13.

## Meanwhile in Siberia...

The Russian Federation stretches from 8 in the morning to 7 in the evening. That's 11 timezones and most of the country east of the Urals is wilderness. But things are stirring along the northern coast and through the interior as resource development takes hold. GAC Russia's Tatyana Shorokhova takes a look at what's happening in the world biggest country starting on page 8.

## Wind, waves and race logistics

Being appointed again to run logistics for the Volvo Ocean Race is both an honour and a daunting challenge, albeit less daunting than the first time around. Now we know all the ins and outs and pitfalls involved in delivering services to competitors and viewers in a 46,000 nautical mile race that traverses all the world's oceans. Amy Monkman from Volvo Ocean Race HQ provides an overview of the logistics task that begins in October in the Spanish port of Alicante. See page 14.

## Thanks and Greetings

I've recently been appointed Editor of GAC World and I'd like to thank my predecessor Gurumurthi Shankar for his work in the Editor's chair over the past several years. Shankar set high standards and I intend to maintain them. I'm also aiming to expand our thinking on the sorts of stories we cover. With this in mind, I am open to any suggestions from our readers so please drop me a line any time. I hope you enjoy this edition and I look forward to delivering many more. And I wonder what happened to Mike, Andy and Bill. What sporting or business lessons did they learn?

## Stuart Bowie

Editor  
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## Dubai Moving team crowned FIDI Top Performer

The largest global alliance of international moving and relocation companies has named GAC's Dubai-based international moving team its top performer in the Middle East – Africa region after a flawless result in the audit for its FAIM (FIDI Accredited International Mover) PLUS affiliation.

FIDI (Fédération Internationale des Déménageurs Internationaux) has 600 affiliates in more than 100 countries on five continents. To qualify for FAIM PLUS, companies must undergo an audit which scrutinises every detail of the process in place for moves. GAC Dubai's Moving crew scored an unbeatable 100%.

The team also received a Gold award from the FIDI Training Academy after many of its members undertook specialist training with the Federation. **GW**



### SIGNED

## GAC Malaysia signs master services agreement with COSL



China Oilfield Services Limited (COSL) has appointed GAC Malaysia to provide a range of onshore and offshore services in Malaysia and South East Asia - and worldwide when required.

Under the master services agreement, GAC will provide rig lay-up services, crew management, warehousing, freight, customs brokerage, marine charter and agency services to COSL.

Matthew Trovato, GAC's Labuan Branch Manager, says: "We have established a robust relationship with COSL over the past few months. I am positive that this partnership will continue to grow and become stronger, as we embark on collaboration opportunities in other parts of the world."

Mou Jun, Procurement Manager of COSL says GAC's strong commitment to business ethics and HSSE (Health, Safety, Security and the Environment) resonates well with COSL's value of placing high importance on the health and safety of all involved. "We are pleased to have GAC as our logistics partner and are confident that the two companies can leverage our close cooperation and strong teamwork to achieve greater efficiency. I look forward to bringing our partnership to the next level." **GW**

# All the way with GSFS

When GAC Samudera Freight Services (GSFS), Indonesia was appointed to handle the door-to-door transport of drilling equipment for the Bitung-Manado Toll Road Project in Sulawesi, innovation, smart thinking and swift action delivered.



It was the first time P.T. BAUER Pratama Indonesia (a subsidiary of Germany's BAUER Spezialtiefbau GmbH) used a single service provider to coordinate, monitor and follow the delivery from start to finish using a combination of land and sea transport.

To save time and cost, GSFS General Manager Pramodh Ellath and his team led by Project Manager Gaurav Khanduja arranged for the 750mt cargo to be loaded directly from truck to vessel without being offloaded at the port wharf. Unloading took place in a similar manner. Two 60-tonne base machines, cranes and other drivable equipment were loaded and unloaded to the 2,100 DWT landing craft in a beaching operation. Other non-drivable cargo was handled using port cranes.

"The entire operation, from loading at the client's factory in Bogor near Jakarta, to delivery in Airmadadi near Bitung in Sulawesi, was completed in less than three weeks," says Pramodh. "This allayed any concerns our client had about entrusting everything to a single service provider and, by delivering on our promise, we won their trust in the best possible way."

The team's performance was praised by Bauer in a message of appreciation for their good cooperation and excellent communication during the successful move. **GW**

## Sea shipment goes sky-high in Dubai

It graced the skies above Dubai, giving customers an unforgettable skydiving experience. But it took a container, a ship from the UK and GAC to get this aircraft airborne.

The MDM-1 Fox glider and its tow-plane were brought to the Emirate in a 40' closed container to support Skydive Dubai's programmes. It was loaded on to a vessel at Felixstowe for its trip to Jebel Ali port and then on to the Skydive Dubai base.

GAC teams handled the shipment from start to finish, starting with Mark Horton and crew in England and ending with Sudesh Chaturvedi and the GAC Dubai Projects & Energy Team in the UAE.

It was the second time GAC was entrusted with a shipment for this client, having previously handled logistics for their shipments to the Al Ain Airshow.



source: GliderFX

Guy Westgate, team leader of GliderFX, says: "We are experts at flying but know nothing about shipping, so we were looking for a personal, bespoke door-to-door service. GAC has been the perfect partner and guided us through the whole process."

When the plane's tour of duty above Dubai came to an end, it made its way back to the UK, again under GAC's care. **GW**



# India-Indonesia paint plant delivered

Asia's fourth largest paint company, Asian Paints Ltd, was setting up a plant in Indonesia and needed someone to handle the customs clearance and door-to-door shipping of the machinery and raw materials.

GAC Freight Services Indonesia (GSFS) secured the project and worked closely with GAC offices in India and Malaysia to take care of the freight arrangements. That included guiding the client on the required documentation for the clearance process to ensure that the cargo was loaded on to the planned vessel on time for its shipment to Indonesia.

Once the machinery arrived in Indonesia, GSFS handled the customs clearance and transportation of the project cargo for the new manufacturing plant in Karawang, 32 miles east of Jakarta. General Manager Pramodh Ellah and Operations Manager Teddy Augusta led a team that cleared the 19+ shipments, gave valuable advice on HS codes, and took care of the import permits and other statutory requirements. Meanwhile, sister company GAC Samudera Logistics was contracted to provide storage and distribution of the finished products.

## Customs, challenges & cooperation

The rainy season and new customs rules in Indonesia added extra challenges.

GSFS's Key Account Manager Tri Nurhayati coordinated the shipment from multiple ports and provided daily updates on the cargo and clearance status to the client. He says: "Since the consignee import licence was new, all shipments were in Red Lane customs clearance, which meant physical inspection and document verification prior to clearance approval.

"Our team and our partners worked closely with the authorities and the consignee to ensure smooth clearance. The cooperation between the different GAC offices played an important part in making sure that everything worked out right."

Abhishek Mohnot, Head of Finance, Logistics and Commercial at Asian Paints, adds: "We would like to thank Pramodh and the entire team for the time and efforts spent in ensuring quality service to Asian Paints. The import of machinery and other items has been a difficult journey but was well supported and guided by the professional team from GAC." **GW**

# GAC Dubai goes live with e-commerce for high-end fashion line

**G**AC Dubai has celebrated its first month of live outbound operations for start-up online luxury couture retailer, The Modist.

The launch of themodist.com website followed a short preparation period to build up stock and develop a dedicated Warehouse Management System (WMS).

GAC Dubai's Contract Logistics team assigned to the account received a flurry of local and international orders when the website went live, all of which were picked, packed and dispatched within hours. Local customers in the UAE received their orders on the same day and international orders were delivered the next day, a pattern that has continued since.



*Alisha Dsouza, part of the stock handling team, packing orders for The Modist.*

## Best partner

Lisa Bridgett, Chief Operating Officer for The Modist, says: "GAC Dubai was selected as the very best partner for the inbound and outbound operations of our luxury proposition. Their strength in warehousing and commitment to the evolution of e-commerce in the region has been second to none.

"They have been fully responsive to our needs for 24/7 turnaround on stock, same day and international distribution, as well as support in import and export. We are delighted to be warehoused in the region and part of the wave of digital growth originating from the UAE."

## Practical solutions

Neil McMaster, GAC Dubai's General Manager of Contract Logistics, adds: "E-commerce is becoming increasingly important in Dubai as local and regional retail markets mature. GAC is part of a working group sponsored by Jebel Ali Free Zone to drive practical solutions around simplifying the paperwork, customs and duty regulations that will make Dubai a desirable and viable hub for high volume international e-commerce retailers. It is great to be part of this revolution, playing an important role in shaping the future of our local industry."

The start of e-commerce operations for The Modist contract brought some changes to GAC Dubai's contract logistics team to meet the need for detailed picking and packing solutions, order picking for end-customer and same-day operations. Distribution Centre Manager Richard Potts says: "Luxury packaging on this level is a step up for us and The Modist contract has brought many more female colleagues into our warehouse team."

GAC Dubai Contract Logistics currently operates storage and handling operations for retail customers from both offshore locations at Jebel Ali Free Zone and onshore at Dubai Industrial Park. With a retail stock file comprising approximately 250,000 live SKUs (Stock Keeping Units) at any given time, GAC Dubai's staff can pick up to 50,000 units per day for home and retail delivery to customers in the UAE, across the GCC and, in the case of e-commerce, worldwide. **GW**

# Smooth as ice:

## World's first reinforced class LNG carrier completes sea trials & maiden port call

**G**AC Russia has marked a milestone with its successful handling of the first LNG carrier designed to withstand Arctic conditions at the icy Russian ports of Murmansk and Sabetta.

The "Christophe De Margerie" is the world's first specialised LNG vessel in the reinforced ice Arc7 class and the first of a fleet of 15 designed to export liquefied natural gas from Sabetta to European and Asian markets.

### Ice trials

When it arrived in Murmansk for its ice trials in the Kara Sea, GAC Russia provided the vessel with a range of services, including: the permit to operate in Russian territorial waters; boarding engineers and scientists for the trials; delivering equipment and supplies on board; coordinating her route with the Russian Coast Guard Service; and providing valuable advice on navigation in the Arctic. Once the trials were concluded, customs and border formalities were completed and the ice crew disembarked. GAC Russia also handled safe passenger operations in Murmansk, arranged bunker supplies and delivered machine parts and ship supplies.

### New era

The ship then set sail for her first call at Sabetta. The port is dedicated to exports of gas and gas condensate from the South-Tambeyskoye gas field and has a natural gas liquefaction plant to prepare the raw hydrocarbons for transportation by sea. Commercial shipments are expected to commence before the end of this year. **GW**



# Pushing the edge

## New opportunities in a remote region



**R**ussia's Far East is up to eight hours ahead of its Western cities. This vast territory is 1.5 times the size of Europe and is resource rich. But, historically, its harsh weather and isolation have led to neglect.

A transformation is now underway. The Government and private companies are working together to boost the region's commercial activity and economy. As its development moves to the top of the political agenda, the future looks promising.



### Resources and remote markets

Though poor in population – just 5% of the national total lives on one-third of the country's landmass – the territory is rich in other ways. It holds 32% of the world's gold reserves, 81% of its diamonds, 51% of its timber, 27% of its gas and 17% of its oil. But the transport system connecting the Far East with the rest of Russia has always been inadequate.

Its population had peaked at just over 8 million people by 1989 but growth was swiftly reversed following the breakup of the USSR. Those who could afford it left for Central Russia in search of jobs - and the exodus is still underway. In the past 27 years, the Far East has lost more than 20% of its residents.

The region is dependent on goods from a 'domestic' market that is further away than many foreign countries – more than 8,000km distant in some cases. Historically, the main transport artery was the Trans-Siberian Railway, and with no viable on-land alternative, it was often over-burdened and inefficient. For a long time, the Far Eastern Arctic had no roads at all. Supplies could only be delivered by the Northern Sea Route during a short summer navigation period. In the winter, the only options were helicopters (blizzards permitting) or by *zimniks*, temporary roads made of bulldozed snow. That meant logistics were complex and costly and in the absence of government subsidies, consumer prices were sky high.

### Development

The Government has declared the development of the Far East and Siberia a national priority for the 21<sup>st</sup> century.

The Far East Development Ministry was set up to devise and implement measures to boost the local economy. Those wishing to move to the Far East are offered a relocation allowance and help with employment. Any Russian citizen can be issued with a plot of land in the region which can be transferred to their ownership in five years, so long as it is used for the agreed purpose. Businesses are offered benefits including zero land, property and profit taxes, and reduced pension and social insurance contributions (7.6% compared to 31% elsewhere in the country).

With a share capital of USD 271 million, the Far East Development Fund co-finances private investment in Far Eastern transport and energy infrastructure, agriculture, heavy industry, mining and processing of natural resources. It provides loans at 5% interest while businesses in the rest of the country face rates of 20% or more. Projects already implemented with Fund support include logistics terminals, warehousing and distribution centres, a new bridge over the Amur River linking Russia and China, and modernised mining equipment.

### Sea trade

The overhaul of the economy of a region with 28 ports and bordering high-growth Asia Pacific countries is bound to have a positive effect on its shipping sector as it becomes a transshipment hub for imports from Asia.



In 2015, a Free Port Zone was established covering Vladivostok, Nakhodka, Vanino, Korsakov and other major ports on the Pacific coast. It offers a single window for border control, round-the-clock operation of checkpoints and tax-free import of commodities and equipment required for residents' business activities. To qualify for such benefits, a company must invest at least 5 million roubles (USD 86,000) during the first five years of operations.

GAC Russia has opened two new branches, making it the only ship agent with a presence throughout the interconnected Arctic region and Far East. We are now examining closely different investment opportunities in the region in order to become a resident of the free port.

### A solution to sanctions?

Sakhalin boasts vast offshore hydrocarbon resources and is Russia's only deep water drilling area exempt from US and EU sanctions. That makes it the perfect location for GAC Russia to provide integrated shipping and logistics services to the offshore industry.

Russia is looking to new business partners in China, Japan and South Korea who are being invited to step up investment and business activities in the Far East region. At the Eastern Economic Forum in Vladivostok, Japanese Prime Minister Shinzo Abe suggested that the lack of a peace agreement after the WWII dispute over the four Kuril Islands was a matter that should be resolved sooner rather than later.

If such a breakthrough is achieved, it will be followed by a substantial leap in economic cooperation between the two countries. And GAC, with offices in Japan and Russia, will be there when it happens. **GW**

# What can a world champion yachtsman tell us about doing good business?

by Ian Williams

Competitive sailing is a different challenge from operating a business but there are parallels that can allow us to learn from each other. In this article, I will attempt to give an insight into two core areas that impact our results. I hope that readers will find it interesting and also notice some techniques or philosophies that can assist them in their approach to business.

## Profile of a Winner

- Ian Williams: born Exeter UK, 1977.
- First went to sea aged six weeks when his parents took him across the English Channel.
- Started international yacht racing at 11. Won his first Youth Match Racing National Championship at 16.
- Continued to win youth and senior National Championships while also training and qualifying as a lawyer
- Left the Law and entered full-time professional sailing in 2005.
- Has since been World Match Racing Tour Champion in 2007, 2008, 2011, 2012, 2014 and 2015 - a record that's unequalled in professional yachting.

GW



## 1. Effective Decision Making

During a match race, a number of decisions need to be made, whether tactical, trim-based, or to do with the handling of the boat. We focus on having a clearly defined decision-making process. Decisions often need to be made under intense time pressure, so efficiency is paramount.

At specific times during the race, different people in the team are in the best position to make certain decisions. This could be dictated by an individual's skill set, their physical position on the boat at any particular moment, or by how busy they are likely to be at that moment. Also some people are more naturally suited to making decisions under pressure. Rather than have the skipper make all the decisions, we aim to allocate decisions pre-race to different people around the boat based on those criteria.

Some decisions are more important than others but it is still critical that the lower-order decisions are made. To ensure nothing gets missed, we use our training sessions to allocate responsibility to an individual for every possible scenario. For minor decisions, we give authority to several people. This allows any individual who is free when a decision has to be made to take some of the load.

For the key decisions – usually big tactical ones like when to tack or gybe or which side of the course to head for – we ensure that they are made by the allocated person. The focus for the other individuals on board is to support that decision by supplying relevant information.

### Information gathering

When a key, race-defining decision needs to be made, we allocate as many resources as possible to it. We have already determined who will make the decision but everybody else on board is responsible for ensuring our decision maker has all the relevant information to make that decision.

**There is a great skill in being able to provide this information and for me this is what separates the great sailors from the good ones. It is a big part of making the people around you perform better.**

Information is only useful if it's relevant. This can be achieved by training for certain set plays where we define exactly what is said and by whom. But it is also necessary to be flexible for extraordinary situations. An awareness of what information will be important, what the decision maker himself already knows (often dictated by his position on the boat), and therefore what further information may be useful to him is vital.

For time-critical decisions, providing relevant information at the correct moment (just before the decision has to be made), is essential. In such situations, if a piece of information needs to be asked for, the response will usually come too late to be useful.

### Objectivity

It is easy for an individual providing information to have an opinion regarding the decision and to frame their communication accordingly. But they often do not have the whole picture, so it is important that information is provided as objectively as possible.

## Decisiveness

The most difficult decisions arise when there are two competing options, each with their pros and cons offering more or less equal chances of success.

It is often the case that the execution of the decision will have a greater impact on the chance of success than the actual making of the decision.

**We have a rule: if a decision maker has all the information available and it is not going to change, they should make the decision and free everybody to focus on the execution.**

This is particularly relevant for strategic decisions which are tempting to put off because they feel important.

## 2. Building A Team

One area where I believe I have differentiated myself most from my competitors over the years is in building a strong team. This has three facets to it: hiring, motivating, and managing/organising. All three are inter-related.

When hiring, I will normally go for an individual who balances the team in terms of personality, experience and skills, rather than focusing on how they fit into a particular job description. My view is that job descriptions should be created (or revised) once you know the whole team. And they should remain flexible.

### Managing/Organising

I am a big believer in the tight/loose/tight approach. Once I have a team finalised, I allocate roles based on where I think each individual will be able to contribute most to the team (tight). But then I back off, and having communicated what I think everybody should be doing, I allow each individual to run with their own ideas and find their own place in the team (loose). Invariably there will be roles that get swapped between team mates as they find themselves better positioned or more comfortable there. Finally, we re-define the roles based on where people have naturally fallen (tight). I believe this approach can have positive applications in business.

### Motivating

I am not very big on rousing speeches before a race. Instead, I try to motivate my team by seeking to understand their personal goals and create an environment in which they can achieve them. In sailing, those goals may be based around the thrill of competition, the lifestyle it allows them, their financial position, or how their career may be progressing.

### Not finished

My successes in professional yachting are sufficient for me to believe I must be doing something right. I know I contribute leadership and critical decision-making. But it is how my skill set combines with my crew's that truly determines victory. And I continue to learn and discover more of the bricks that build the pathway to success on the water. **GW**

# Sporting lessons

Every aspiring elite sportsman and woman is in business. Sport is their business. Here are some thoughts from among the GAC-sponsored team.



## George Coetzee

Professional golfer with eight career victories including European Tour wins at the 2014 Joburg Open, the 2015 Tshwane Open and AfrAsia Bank Mauritius Open.

“There are many things that are transferable from sport to business. Specifically when it comes to my sport, they always say that you learn a lot about someone from playing golf with them.

The hours and hours of work and practice are not always rewarded but you have to keep going, stay calm, be strategic and focused and take the opportunities with both hands when they come.”



## Chris Wood

Pro golfer with three European Tour wins, a silver medal in the 2008 Open Championship, represented Europe in the 2016 Ryder Cup at Hazletine. Represented England in the 2013 and 2016 World Cup. His third European Tour win was at the BMW PGA Championship at Wentworth, England, in May 2016.

“It’s important for an individual sportsman to have a supportive team sharing the same vision. It’s also critical that my people are all experts in their field - my putting & swing coach, psychologist, manager, overall game coach and caddy all collectively come together to help Team Chris Wood meet the targets we set pre-season.

The role of a boss, like a solo sportsman, can be lonely. To help overcome this I not only encourage strong lines of communication between all my team members but also trust them implicitly to represent what Team Chris Wood stands for every day. Alongside a willingness to push and question each of my team, as I do myself, I also feel it’s important to reward them so we all share in the sense of achievement and accomplishment together.”



## Nicole Broch Larsen (left)

24-year-old pro golfer, represented Denmark at the Rio Olympics, pro wins in the 2013 LET Acces Series, 2015 Ladies European Tour and 2016 Symetra Tour. 2015 'Players' Player of the Year' on the Ladies European Tour.

“There is always room for improvement. In sport it's the small details and it's always about finding that extra one percent, which can make a huge difference. In business I guess it's similar. So even though you are the best in the market, there's always another percent.

Setting goals and evaluating is really important. I use it every day. I set goals for my practice on a daily basis, but I have long-term goals too. I think it's important to set goals in business too. Maybe not on a daily basis, but maybe have small goals every week. And then the most important thing is to evaluate how things went, otherwise there's no learning.”

## Amy Boulden (right)

23-year-old golfer, Junior Ryder Cup member in 2010 and PING Junior Solheim Cup in 2011. Represented Great Britain & Ireland at the Vagliano Trophy in 2011 and 2013, and Curtis Cup 2012. Professional debut in September 2013, eight top 10 finishes and named 'Rookie Of The Year' in 2014.

“You have to set clear goals so you have something to work towards. These goals need to be specific and motivate you to reach your full potential. I make short term and long term goals which help me to keep focused on what I am trying to achieve.

In sport and business you have great success as well as failures. It is important to learn from your successes to know what you have done well but even more important to learn from your failures so you can work out what went wrong and how you can improve.”



## Cherie Pridham

Team Principal of professional cycling squad Team Raleigh GAC

“Sport and business are a natural fit. This is particularly the case with cycling where a marginal gain can take us to the front of the peloton. Refining some aspects of our equipment, our training, our tactics and never giving in: these traits are also critical to a successful business and sport can help show its corporate partners how to make this a routine strategy.

Bike races are won or lost in the rider's head so clear and decisive thinking in stressful situations is critical. You have to want to win; to really want it more than the opposition or they'll find a chink in your armour. It's similar in business. It requires experience, tenacity, innovation, and a strategic mind, as well as good riders and equipment. It's how we learn to put the pieces of the jigsaw together that counts. And that's the area where sport and business are so similar.” **GW**

# A race within a Race



by  
**Amy Monkman,**  
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Manager

Find out more about the Volvo Ocean Race at  
[www.volvoceanrace.com](http://www.volvoceanrace.com)



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or [twitter.com/volvoceanrace](https://twitter.com/volvoceanrace) for the latest news.

The Volvo Ocean Race is one of the most complex logistics projects on the planet. Delivering the world's longest sporting event (in both months and miles) requires extensive preparation, precision and teamwork. Enter GAC Pindar.

"Logistics is one of those things that no one notices until it goes wrong," says Anna Goyne, Head of Logistics and Host City Operations for the Volvo Ocean Race. "We're like ducks, gliding smoothly across the surface while paddling wildly underneath. I'm extremely thankful to have GAC Pindar on board – it's a game changer for us."

The Volvo Ocean Race is an extraordinary sporting event but also a remarkable exercise in logistics. The effort and level of precision involved behind the scenes in delivering such an event is a major undertaking.

GAC Pindar has embedded two full time staff at Race HQ in the Spanish city of Alicante to ensure a smooth delivery of the 46,000 nautical mile (83,000 km) yacht race. One of the biggest challenges the team faces is ensuring the delivery of the 100+ containers that make up the Volvo Ocean Race Village in each of the 12 Host Cities around the world.

These Host Cities are: Alicante (Spain), Cape Town (South Africa), Melbourne (Australia)\*, Hong Kong, Guangzhou (China)\*, Auckland (New Zealand), Itajaí (Brazil), Newport, Rhode Island (United States), Cardiff (United Kingdom), Gothenburg (Sweden) and finally The Hague (Netherlands).

*\*There will be a reduced Race Village set-up in Melbourne and Guangzhou.*



### Leapfrog

There are two identical Race Villages leapfrogging each other across the globe totaling 200+ FEUs (forty foot equivalent units). Due to time constraints, it's impossible to have one set of containers.

In weight that's the equivalent of 300 double decker buses, approximately 2,400 tonnes travelling 65,800 nautical miles in the space of nine months. This monumental challenge will require 12 permanent staff members once the race starts in October. Both sets of containers will be managed in parallel to one another and will require approximately 20,000 man-hours.

In each Host City there is a 'bump-in' period of 7 days where the containers clear customs and the Race Village is assembled before the fleet arrives. Every aspect of that is GAC Pindar's responsibility from a logistics perspective. Once the fleet arrives there is downtime of a few days (depending on the length of the stopover) before the fleet leaves port once again. The Race Village then needs to be 'bumped out' in less than a week and sent en route to the next location.

### Intense

"It's nine months of intensity that you won't find in any other logistics challenge," says Beth King, Operations Manager at GAC Pindar. "Whilst you're delivering 110 containers to a port on one continent you're simultaneously offloading a set from a ship on another continent. Throw in 16 airfreight bins, some very unexpected curve balls, countless sleepless nights and there you have it – a total of two years in planning and execution,

and still a project that all the GAC Pindar team are clamouring to do all over again."

"There's always an element of risk with such a tight schedule," explains Anna Goyne. "On certain segments of the route, due to time constraints, we only have the option of one vessel to ship the containers on. Due to the complex nature of this operation we are constantly facing uncertainty, but I know that GAC Pindar will do everything in their power to ensure the logistical needs of the race are met."

### The Boatyard

The two sets of containers deliver not only the Volvo Ocean Race Village for the event but also more than €2.5 million worth of spare parts and the structure of The Boatyard – the maintenance facility for the Volvo Ocean 65 yachts. If a boat is damaged, The Boatyard and the spare parts become essential to their continuing in the race. The containers also deliver the M32 catamarans used for guest sailing and are key to the activation of major sponsors in certain Host Cities.

"I really trust GAC Pindar," says Goyne. "Without the experience, contacts and great relationships that GAC has this would be almost impossible. It's all about preparation, communication and people and GAC really understands that. What makes the difference between GAC Pindar and any other company is that they are passionate about our race. They understand the urgency of our timelines and the implications that even the smallest of mistakes can have. They are passionate about sailing as a sport and it's a pleasure to work with them." **GW**



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RACE  
ROUND THE WORLD

## Kids log on



Children at the Shelter Home for Children in Kuala Lumpur have started the new school term with some great new kit to aid their studies, thanks to GAC Cargo Systems Malaysia.

When the time came to replace office computers after five years' use, it was decided to donate them to the welfare organisation which provides a safe home, education, food and clothing for vulnerable children between the ages of four and 18. A team from GAC's IT Department installed the 15 laptops at one of the three homes run by the charity.

The Shelter Home for Children's Assistant PR Manager, Ms Elaine, thanked the company for its generosity and the IT volunteers for getting the computers up and running: "It is definitely a big help to us."

Staff from GAC Malaysia will support the charity again later this year when they take part in its annual Mount Kinabalu Charity Climb from 28 July to 1 August. **GW**

## Thousands raised for MS research

GAC Pindar-sponsored sailor Ruben Donné has handed over a cheque for almost €60,000 to help find a cure for Multiple Sclerosis (MS). The event took place in his hometown of Genk and marked the end of his SailingChallenge4MS solo voyage from Belgium to South Africa, via Brazil.

GAC Pindar's sponsorship covered logistics support for Ruben's yacht, weather and routing advice and ship agency services at his stopovers. **GW**



## Eagles and birdies give Seafarers' Angel a boost



The UAE Mission to Seafarers' Angel Appeal is now AED 25,000 (approximately USD 6,800) better off, thanks to the proceeds of GAC Dubai's annual golf day.

The Angel Appeal funds the MV 'Flying Angel', the world's only floating seafarers' centre, based in Fujairah anchorage. In 2016 the centre visited over 2,440 crew members and distributed 11,000 aid packages.

GAC Dubai has supported the charity for the past two years. MD Ronald Lichteneker handed over a giant cheque to Ann Ashworth, Director Development and Public Relations, Mission to Seafarers UAE, who said: "In times of economic hardship the need for welfare and assistance for seafarers only increases and your contribution enables us to meet those needs."

Go to [www.angelappeal.org](http://www.angelappeal.org) for more about the Mission to Seafarers' UAE Angel Appeal. **GW**



[www.angelappeal.org](http://www.angelappeal.org)

# Seatbelt Convincer delivers the message in Qatar



**G**AC Qatar combined sports with safety awareness by bringing a Seatbelt Convincer to the Sri Lankan OZEE Soccer Sevens tournament held in Qatar.

Those who tried it out quickly got the message as they experienced a force of up to five times their own body weight, similar to what is experienced in a collision at just 10 km/hour.

"GAC Qatar is part of the Qatari community and wants to contribute to sports, well-being and safety awareness," says General Manager Daniel Nordberg. "The company started here in 1979 and is one of the country's top providers of shipping and logistics services. We consider it a privilege to work with the people and government of the country, both for economic growth and social cohesion and community well-being. That's why we arranged for a Seatbelt Convincer to be in place at the recent soccer event, in support of the authorities' drive to get people to buckle up and focus on road safety.

"We were pleased with the impression that the Seatbelt Convincer had on those who gave it a try - and on those watching. Seatbelts save lives every minute of every day, but it's easy to forget how important they are. We wanted to amplify the message that buckling up saves lives and protects your loved ones, and I believe we succeeded in that goal." **GW**



## Veteran reaches out to tomorrow's logisticians



Terry Adams is GAC Thailand Logistics' Senior Manager, Commercial & Business Development.

During his long career he has run seven truck fleets, five Distribution Centres and a Container Freight Station. He has also been responsible for the profitability of 3PL operations in the UK and Asia, acted as a consultant

to many multi-national companies, and has given public training courses in transport and warehouse management.

He is a life member of the Thai Logistics & Production Society (T-Laps).

With more than three decades in the logistics game, GAC Thailand Logistics' Terry Adams has a wealth of experience. He recently shared some of his insights and anecdotes with Stamford International University undergraduates studying for a BSc in Logistics & Supply Chain at its campus in Bangkok.

His talk on "Inventory and Warehouse Management – from a practitioner's perspective" gave a first-hand view of the industry to complement the lectures given by the course's professor, Morgan Afshar.

Terry's presentation aimed to give the logisticians of tomorrow a realistic insight into the complex sector and covered subjects such as sales forecasting's impact on logistics, inventory and records accuracy, stock rotation, warehouse management systems, slotting, voice solutions in warehousing and optimising warehouse operations. He also offered advice on job hunting, resumés, and preparation for interviews from the perspective of an employer.

"I was delighted to address the students, who will be the next generation of logisticians," says Terry. "It was interesting to note that more than half of the undergraduates who attended the talk were ladies; a clear and welcome sign that the once male-dominated industry is now attracting more females." **GW**

### AWARDS

## FMCG Supply Chain Management accolade for GAC Dubai



Photo courtesy of ITP Media Group.

GAC Dubai's world-class service to the Middle East's busy Fast Moving Consumer Goods (FMCG) sector has earned it the FMCG Supply Chain Management title at this year's Logistics Middle East Awards.

The Awards recognise the procedures, training and technology deployed by companies to ensure a seamless, safe and efficient cold chain. In selecting GAC Dubai, the judges acknowledged and applauded its ability to provide top-notch supply chain management services to the industry.

General Manager of Contract Logistics Neil McMaster, who accepted the Award, says: "Team work and communication are critical to efficient supply chain operations, especially for fast-moving industries like food and beverages. Every link in the supply chain must respond quickly and accurately to bring customers' products to market. This award is recognition of the unstinting efforts, commitment and entrepreneurial skills of both management and our Value Added Services team, without which we would not be able to deliver the quality service GAC is renowned for and which has earned us this accolade."

#### Commitment to customers

GAC has been a pioneer in FMCG supply chain management in the Middle East for almost a quarter of a century. It opened the Middle East's first Distribution Centre in Dubai in 1993 and today, the 103,000sqm GAC Logistics Park in the Jebel Ali Free Zone remains one of the largest and most advanced in the region. Construction is underway on GAC Dubai's newest warehousing facility, at Dubai South, which will bring the company's total capacity in the Emirate to more than 200,000 pallet positions serving local and regional customers. **GW**

## Appointments



Facundo Mendoza

Gopalakrishnan  
"Gopal" Srinivasan

Craig Stewart



Neil Godfrey



Ronnie Knowles



Andrew Crole



Göran Eriksson



Gurumurthi Shankar



Johan Thuresson



Alex Garroch



Trygve Bengtsson



Laurance Langdon



Vincent D'Souza

### Group IT

#### Facundo Mendoza

Group General Manager – Technology Business Management  
Previously: Senior IT Manager

#### Gopalakrishnan "Gopal" Srinivasan

Group General Manager – Applications  
Previously: Group IT Director

### Group HR

#### Craig Stewart

Group HR Development Manager  
Previously: Regional HR Manager for Africa Region at Regional Office in Cape Town

### Group Commercial

#### Neil Godfrey

Group Sales Director, West (London, UK)  
Previously: Marketing Manager – Shipping Services (London, UK)

#### Ronnie Knowles

Group Sales Director, East (Singapore)  
Previously: Managing Director at NSGAC Abu Dhabi

#### Andrew Crole

Marketing Manager, UK  
Previously: Worked in operations for a UK regional ship agent, in dry bulk operations & chartering for a major Japanese owner, and in sales & account management for a global ship agency.

### NSGAC Abu Dhabi

#### Göran Eriksson

Managing Director  
Previously: General Manager – Shipping Services with GAC Dubai

### GAC Dubai

#### Gurumurthi Shankar

Commercial Director  
Previously: Group Sales Director

#### Johan Thuresson

General Manager – Shipping Services  
Previously: General Manager – Shipping Services with GAC Fujairah

### GAC Global Hub Services

#### Alex Garroch

Product Delivery Manager  
Previously: Managing Director of GAC Transfer Services

### GAC Qatar

#### Trygve Bengtsson

Business Manager – Shipping Services  
Previously: Commercial Manager – Liner

### GAC EnvironHull

#### Laurance Langdon

General Manager – Management & Admin  
Previously: Group Sales Development Manager

### GAC Corporate Head Office

#### Vincent D'Souza

Group Freight Manager  
Previously: Regional Business Development Manager for the Middle East

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### Contacting GAC

Want the contact details for a GAC office or staff member?

Please visit the Contacts section of [www.gac.com](http://www.gac.com)

Back copies of GAC World are available for download at [www.gac.com/magazine](http://www.gac.com/magazine).

# From the cradle to the wave

The 420-ton tug “Vernicos Oceanos” is unloaded at the Greek port of Elefsina, after her voyage from Tampico in Mexico.

Unusually, she was lowered directly into the water rather than on to the quayside and is already in active duty for Vernicos Tugs at the port.

GAC Greece’s George Fragos was on hand to ensure that everything went smoothly and in full compliance with all safety regulations as the agent for the port call and cargo discharge. **GW**

