



WORLD

FOR PROFESSIONALS IN SHIPPING AND LOGISTICS • No.3 July 2008

The **CUSTOMERS'** WORLD

"This Is
Not A Drill"

Seatrade Asia Awards 2008
'Best Ship Agent'

GAC Corporate Academy:
More Than Learning



KEEPING ACCOUNTS

In an imperfect world where best intentions can be derailed by unexpected events, customer satisfaction is not always written into the contract. It has to be achieved through a million small efforts that add up to a job well done. What's not in the contract can often determine a successful business outcome.

In the industries we serve, our standing is determined strongly by our problem-solving skills and ability to predict a customer's needs. These in turn depend on how well we understand our customer's business.

The key account approach

GAC has always had key account customers who by their size, their growth rate or global spread require a beyond-standard set of services. As GAC rolls out its new five-year strategy, VisionY - Global Values, we are taking key account management to a higher level.

Key account management is a useful way to build mutual understanding between a customer and GAC. It brings depth to the simple questions: 'What do you really need?' and 'What can we do to meet your needs?'

Size not an issue

Key account management is not only for our big customers. Indeed not all big customers need it because their service requirements are straightforward and uncomplicated or their operating culture dictates another approach. Smaller customers who are growing fast or reaching into new markets may benefit from a key account approach. Our job is to know when it is a good idea for a customer and when it is not. This and other key account issues are discussed on pages 10-14.

Internal linkages

Good account management prospers when the communication between GAC and our customers is strong and positive. However this alone will not guarantee success. We must also put consistent effort into our internal communications, to make sure that what is promised is in fact delivered. The VisionY - Global Values strategy recognises this as an area for closer attention.

Training helps

One way of improving our internal communication is through training. The

GAC Corporate Academy was launched in February last year and it is already helping our people to become more skilled, more responsive, and more able to communicate effectively with both customers and colleagues. You can read about the Academy's progress on page 20.

Other highlights include a closer look at the need for better upstream logistics services in the oil and gas industry and a report on how good communication and teamwork saved the life of a badly injured seaman.

I hope you enjoy what you find in the following pages and please feel free to send me your comments any time.

A stylized, handwritten signature in black ink, likely belonging to Lars Heisselberg. The signature is fluid and cursive, with a prominent loop at the end.

Lars Heisselberg
Editor
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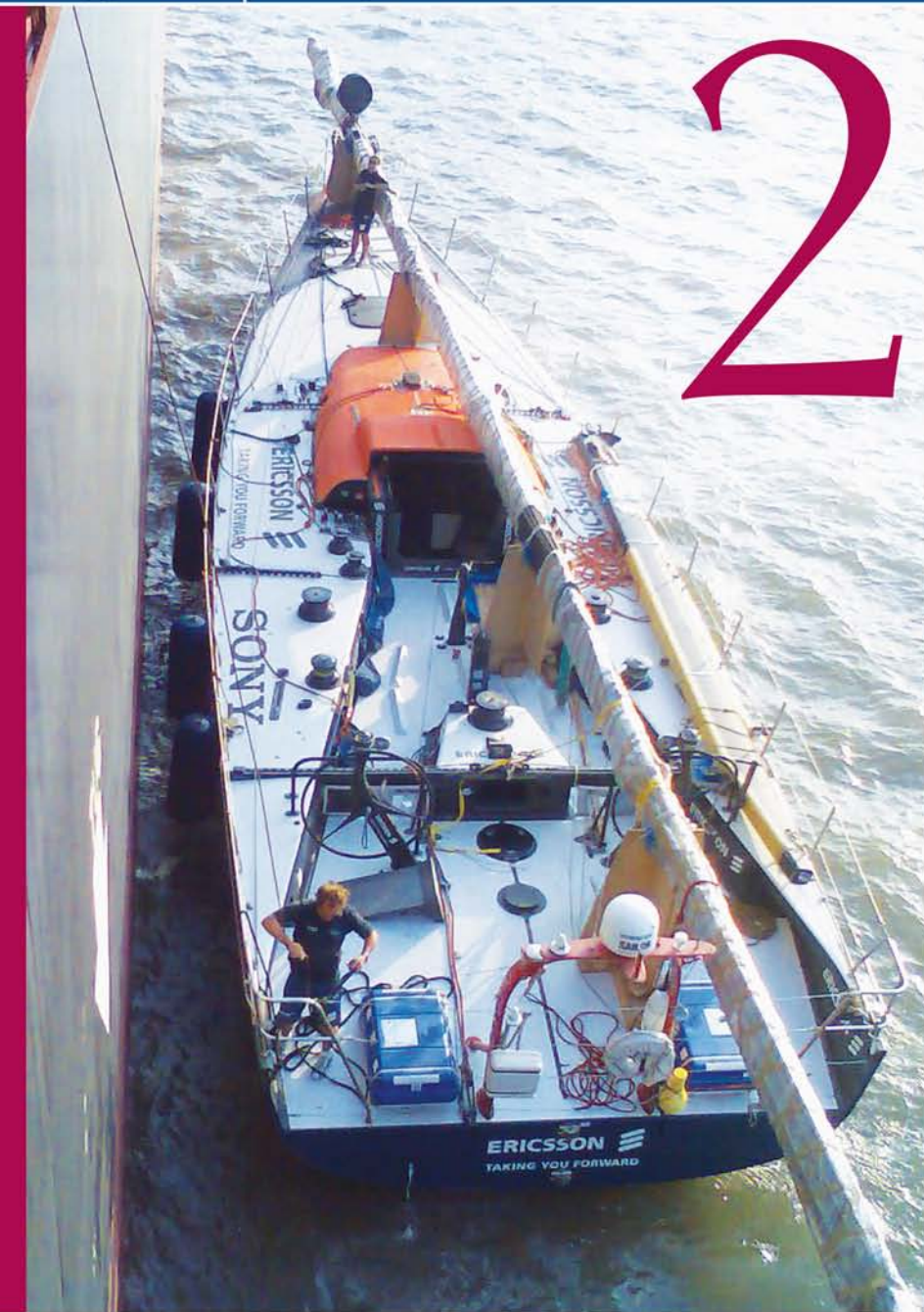
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2 WAYS TO MOVE A YACHT



A yacht out of water is like a foot without an ankle - everything that makes it useful is suddenly a problem. In case of a yacht, you have a tall mast, heavy keel sticking out below, all curves and few straight edges.

GAC recently used two very different methods to transport the 'Ericsson' yacht from A to B. Only one was plain sailing...

Ingemar onboard

GAC Abu Dhabi's Ingemar Porathe took his duties for the Ericsson yacht very seriously by joining the crew to sail her from Khor Fakkan through the Hormuz Straits to Abu Dhabi.

"She was due to be shipped from Spain to Khorfakkan, and then sail to Abu Dhabi," he says. "We made all the berthing arrangements with the authorities in Abu Dhabi in advance and our colleagues at GAC Sharjah took care of her inbound clearance."

Sailing from Khorfakkan to Abu Dhabi took a full day, and Ingemar was happy to hand over to his colleague waiting to welcome the yacht and her crew to the port.

She stayed in Abu Dhabi for about one month before heading to India.

Over to Gracias ...

The yacht was due in Cochin on India's south-west coast to promote the 2008-09 Volvo Ocean Race. And it was GAC India's Gracias Thevar that UK-based yacht transportation specialists Peters & May Ltd. UK contacted to help export her after the event.

"We thought it would be plain sailing. But once we laid eyes on the yacht we realized that it was going to be a challenge," says Gracias.

Not only did they have to find the best way of transporting and loading the yacht, but export formalities were complicated by the fact that she would leave the country from a different port to the one where she arrived.

The yacht would be loaded directly from the water, using a special cradle

from Dubai. Once the rack arrived and was fitted onto the CMA CGM vessel 'Kingston', the yacht was brought alongside and lifted by her mast onboard. She was then secured in her cradle and the long mast stowed separately on deck – and she was on her way.

"Only then did we breathe a sigh of relief," says Gracias. "Thanks to excellent coordination by the Mumbai team (Jigensh Karia, Ajit Rahate, Vipesh Chande and Hiren Mehta) under the guidance of Logistics Manager Ravi Menon, the job went without a hitch."

"In the true spirit of GAC, instead of being a stressful task fraught with problems, it was a good experience that taught us some valuable lessons in light of India's emerging leisure market."

"THIS IS NOT A DRILL"

Crisis Management In Action

by Jimmy Liak

“ It was a Sunday like any other in Singapore until we received a call from TORM India. One of their tankers located south of Singapore had sent a distress call seeking an urgent medical evacuation for a badly injured crew member. The GAC ‘Crisis Team’ (MD, Operations Manager and Commercial Manager) was activated.

Time and distance meant the only option was a helicopter evacuation. But none of the excellent medical facilities in Singapore could provide a helicopter service to bring the injured man ashore. However, we had an important ally in our mission. Singapore’s Maritime and Port Authority had also intercepted the captain’s distress messages and were now on the case.

Updates

Meanwhile, Crisis Team members were on the phone giving continuous updates to TORM representatives in India, Singapore, and at TORM HQ in Copenhagen. The latest news about the condition of the injured crew member was relayed from the Captain every 15 minutes. It was later confirmed that the crewman had suffered severe internal injuries and a fractured skull.

As time advanced, more information had to be sought and communicated to a variety of involved parties - the owners, the Captain, doctors, the P&I Club representative, family members and more.



The Air Force flies in

The break came when the Port Authority managed to secure the assistance of a Royal Singapore Air Force helicopter. That meant a new slab of technical information had to be provided. Working together, TORM India's Head of Operations, Capt Ajay Bhandari and GAC Singapore's Patrick Tang quickly obtained the info.

Shore-side, our agent-in-charge Robin Ng was liaising with Singapore Police, the Coast Guard, Immigration authorities and the hospital to prepare for the arrival of the injured crewman.

Crewman stable

Minutes before midnight, the helicopter landed at Singapore General Hospital. Two hours later, we reported that the injured crewman had been treated and was in stable condition.

That news brought relief all round and a happy end to a steep learning experience. TORM and GAC Singapore's cooperation skills had been tested and they had worked together successfully to bring aid to the injured crewman.

He is now back home recovering from his ordeal. And the Crisis Team and its TORM colleagues have had the honour of hearing the words ‘You’ve saved another seafarer’s life’ from the Captain.

”



GAC MEETS NICHE NEEDS FOR THE EXPERTS

When a global leader in pipe coiling and packaging solutions for the oil industry has a challenging load to transport, it turns to GAC. Paul Snowden of GAC Logistics Newcastle explains why.

“Traditionally, many in the freight forwarding market have focused on loads that can be easily transported by road, sea or air and rejected complex project cargoes.

However, as a sales person for GAC Logistics, I approach manufacturers with niche requirements in order to diversify our customer portfolio. North-east England is home to a company that provides the oil industry with essential pipe coiling machinery - Pipe Coil Technology in Wallsend, Tyne & Wear.

Market leader

Pipe Coil Technology is a truly international company with a significant market share in the USA and Europe. It also has a strong Scandinavian customer base. Pipe Coil has become a market leader largely due to its recognition that oil extraction is a costly business and that its products can reduce labour costs, while increasing output and coiling capacity.

The coilers come in all shapes and sizes, some able to coil up to 200 metres per minute. The largest - currently much in demand - are up to 9 metres long, 4

metres high and 3 metres wide, and weigh as much as 15 tons.

Concerns

Sending such a large coiler to Denmark recently presented Pipe Coil's Works Manager, Dave Vallely, with a distinct set of concerns.

"The value of these large coilers is vast, not just in monetary terms but in their output volume," he says. "It takes two months to manufacture a coiler of this size so it is imperative that nothing goes wrong during shipping. It is also essential that it is delivered on the agreed date, and in the condition that it leaves our factory. The machine must remain dry at all times (sometimes a challenge when moving something from rainy north-east of England to Scandinavia)."

Back to basics

I was in charge of the team handling the movement of the coiler with support from our Ocean Freight staff, Phil Hood and Emma Fountain. The dimensions of the load meant we had to make certain that every detail was taken care of. Precision

in all aspects of the move was essential.

The coiler was loaded, wrapped up well against the weather, and strapped securely before the 200-mile drive to Immingham Port, accompanied by a police escort. That night, it sailed across the North Sea to Esbjerg, where it was unloaded the following day and it was delivered to the client - again under a police escort.

Pipe Coil Technology received updates on the load's progress at every step.

Satisfaction

The job was completed on time, without any snags and to the client's satisfaction. Lizzie Millar, Pipe Coil's head of Marketing, told us: "Selecting the correct freight forwarder is vital for us. GAC has been Pipe Coil's choice ever since their first shipment to Denmark - thanks to its unsurpassed levels of professionalism when transporting complex and sensitive machinery. GAC should be recommended to anyone transporting valuable goods because it can be trusted to provide high quality freight forwarding with excellent customer service."

And as Pipe Coil Technology grows, we intend to meet their every need for getting their sensitive equipment on site, on time and in top condition.





News Beat



GAC NAMED:

As "Best Ship Agent" at the inaugural Seatrade Asia Awards held in Singapore. The Asian awards are part of the global Seatrade Awards scheme, which has championed high service standards for the past 20 years. Ivo Verheyen, GAC Singapore's MD, received the Award on behalf of GAC.

"Clinching this award is testament to the industry's recognition and appreciation of our shipping services in Asia," says Ivo. "The past year has been especially fruitful, as we expanded our maritime service portfolio to include fire, rescue & safety systems and services, as well as weather routing solutions."

EXPANDED:

GAC Hong Kong's portfolio of services, to include 3PL (Third Party Logistics) at its facility at Tsuen Wan, Kowloon.

Strategically located between the airport and port, the 22,000 sq feet caged and racked Tsuen Wan facility is ideal for clients who need extra-secure storage for time-sensitive shipments often in combination with GAC's in-house air and sea consolidations to key markets.

The facility also utilizes GAC Ware, GAC's inhouse warehouse management system which gives customers inventory visibility and any relevant information, when, where and how they want it.

QUIZZED:

Visitors to GAC's stand at World Air Cargo Bahrain 2008. As part of the attraction, they were asked to identify a range of aircraft. Those with right answers entered a draw for Thai souvenirs and a trip to Bangkok including accommodation.

GAC reps from Bahrain, Dubai, Thailand, Abu Dhabi, Kuwait and Oman were on site to inform visitors about GAC's raft of air freight and logistics services.

DELIVERED:

By the GAC Nigeria team - five patrol boats and 30 tonnes of gear in the hold of a big Antonov AN225 cargo plane. The shipment gave new meaning to the term 'flying boat'.

WELCOMED:

More than 130 shipping and logistics clients, to GAC India's reception at Mumbai's ITC Grand Central hotel.

Managing Director Paul Haegemantold the audience that 2007 had been a record year for GAC Shipping in India, with close to 1,500 port calls. He also highlighted the company's expanded logistics activities, including a new warehouse at Biwandi, plans for new warehouses at Delhi and Chennai and the successful Kakinada offshore base that was opened this year.

SHIPSHA

In Latin America



PE



The Venezuelan Navy's Rear Admiral Salvatore Cammarata Bastidas greets the Master of STS "Pallada" at La Guaira.

WHEN THE TALL SHIP 'STS PALLADA' VISITED VENEZUELA AND CUBA AS PART OF HER WORLD TOUR, GAC KEPT EVERYTHING SHIPSHAPE.

Venezuelan hospitality

The three-masted 'Pallada', listed in the Guinness Book of Records as the world's fastest sailing vessel, was given a Coast Guard and Navy escort when she arrived at the Venezuelan port of La Guaira.

Once berthed, she welcomed onboard the Russian Ambassador and his executive committee, as well as Rear Admiral Salvatore Cammarata Bastidas of the Venezuelan Navy and GAC-Vensport's Alex Hernandez.

Preparatory work done by Alex and his team, and careful coordination with the Venezuelan authorities, meant the 'Pallada' had a successful stay. The Government even exempted the vessel from taxes and dues for the duration of her call.

Havana calling


Next stop was Cuba, where the ship's owner, Georgy N. Kim, wanted to pay a visit. And here again, GAC's local agent, Marinter S.A. ensured all necessary permissions were obtained for him to board the 'Pallada' in Havana.

Good relations with the Cuban authorities also helped in the exchange of 110 cadets from Russia who had to be either repatriated or transported and accommodated locally before joining the ship.

After her Latin American sojourn, the 'Pallada' called at Ponta Delgada (Azores), Barcelona (Spain), Bizerte (Tunisia), Piraeus (Greece) and the Turkish Straits, before continuing towards Asia.

The CUSTOMERS' WORLD





Customers define a business: what it does, how and where it does it - and whether it will still be doing it two years down the line. Since its earliest days in the 1950s, the GAC Group has been a customer-centric organization. Its founding principles, focusing on relationship building, have remained in place as the organization has grown. Indeed, how and where it has grown has been in direct response to the demands of customers.

In the 21st century, GAC continues to look to its clients for new directions.

The key account

Key Account Management is a logical manifestation of the GAC corporate philosophy. Key Account Managers strive to see the world that their customer sees and to use the knowledge gained to deliver better service.

This approach goes beyond traditional selling. It builds relationships that lead to stronger and more effective business results. It places innovation

and constant service improvement at the front of the relationship to foster growth opportunities and cost savings on both sides.

The GAC Group can do this because of its international reach and broad range of services, combined with a skilled workforce and financial strength.

What customers want

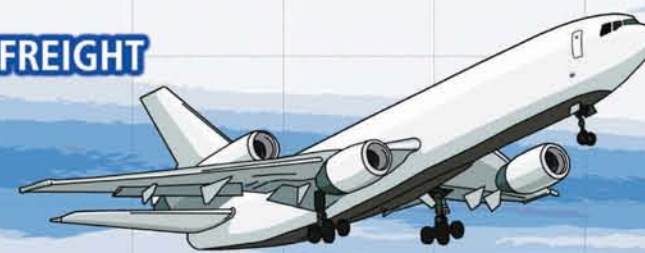
"Everybody wins," says Group President, Lars Säfverström. "The benefits to our customers and to us are clear: convenience, easy access, the chance to strike better deals, consistent service levels, trust and long-term loyalty."

"These relationships give us greater insight into what customers want, enabling us to evolve and improve in direct response to those needs."



AT YOUR SERVICE

AIRFREIGHT



3PL, STORAGE & DISTRIBUTION

LOGISTICS PARK

EVENT LOGISTICS



SPECIALIST LOGISTICS



CUSTOMS CLEARANCE

FIRE, RESCUE AND
SAFETY EQUIPMENT

BUNKER FUELS

LAND TRANSPORT



CRUISE AGENCY



FREIGHT FORWARDING

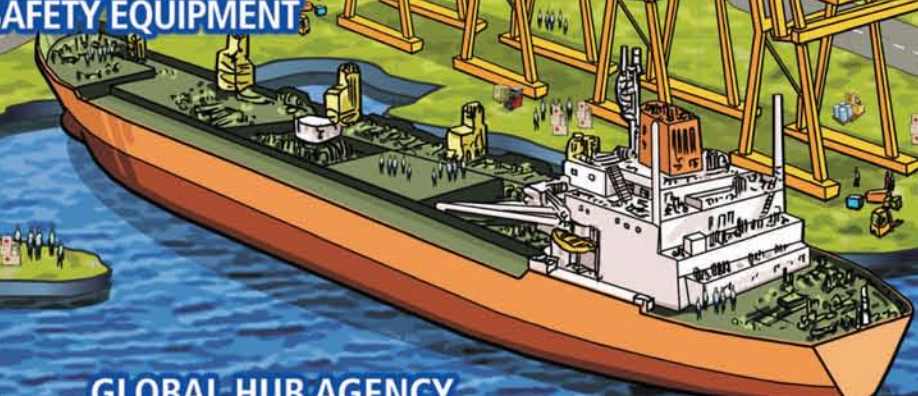
SHIP SPARES

SHIP TO SHIP TRANSFERS

SHIP SUPPLY SERVICES

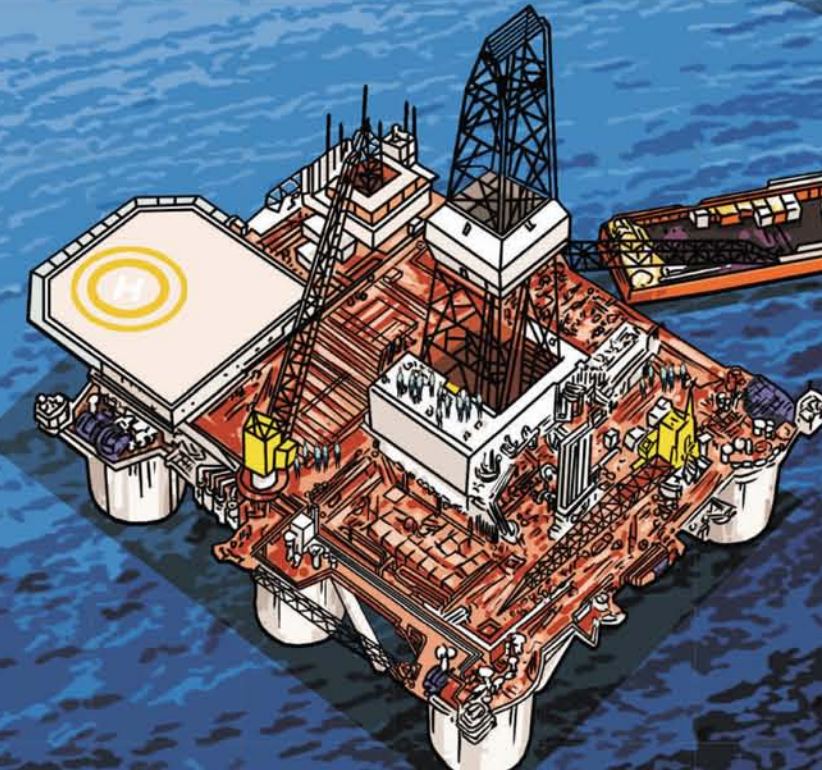
WEATHER ROUTING

GLOBAL HUB AGENCY



TANKER AGENCY

OFFSHORE SUPPLY AND SUPPORT



TOWAGE / PROJECT LOGISTICS



THE SHIPPING VIEW

Lars Heisselberg, Group Vice-President – Shipping, says the Group has always treasured and given top priority to client relationships. And it's not just for the big guys.

“Key Account Management works for smaller clients with medium- or long-term growth plans,” he says. “Big or small, it's essential to determine our customers' specific needs to ensure they receive premium service and greater satisfaction.”

The next level

Now, Key Account Management is being taken to the next level. The Group's account management strategy has evolved under the forces of globalization, and its new five-year plan 'Vision Y-Global Values' has brought additional focus to further refine and define it.

Relationships / Partnerships

GAC Shipping has practiced Key Account Management for decades, through its team of local Shipping Marketing Managers, headed by Neil Godfrey, Group Sales & Marketing Director – Shipping Services.

“All our Shipping Marketing Managers are essentially Account Managers, whose role is to develop our relationships with customers into the kind of partnerships which afford both parties optimum benefit,” says Neil.

Accurate and up-to-date information about customers and their activities is essential. On the shipping side, the Marketing Managers use GACSaM, a tailor-made application that enables them to record, update and share a wealth of information on their clients' needs and expectations.



Delivering Food Aid Around The World



Patrik Hallden is GAC's Key Account Manager for the United Nation's World Food Programme (WFP). He coordinates a wide range of shipping and logistics services for the agency in key locations including Turkey, Pakistan, India and Thailand.

As Operation 'Iraqi Freedom' was still underway, this was a very sensitive operation.

The success of our work led WFP to nominate GAC as its service provider within all ports in GCC countries as well as in the East Mediterranean.

“ I first came into contact with the World Food Programme in March 2003, when I was Managing Director of GAC in Kuwait. The WFP asked if we could assist with ship agency services in Kuwait and Iraq.

Benefits

To handle WFP operations more efficiently, it was decided to work through one GAC office, and I became the coordinator.

After the Kuwait and Iraq operations were completed, the benefits of working



WHY ?

KEY ACCOUNT MANAGEMENT ■

The Customer's Perspective

Since 2005, GAC has provided a raft of logistics services to Ideal Standard, the global leader in the manufacture and distribution of total bathroom solutions.

GAC coordinates the transportation of Ideal Standard products from Asia to the Mediterranean, from Egypt to Europe and from the UK to the Middle East (to name a few), and performs Customs clearance and final delivery to local distribution centres. It has also recently started providing a tailored freight management consultancy service, focusing on shipments between Asia and Spain as a start-up. The GAC man who oversees this account is US-based Robert Gennuso.

Héctor Rada, Ideal Standard's Transportation Manager - Europe, Middle East & Africa, shared some thoughts on the benefits arising from his company's Key Account Management relationship with GAC.

with a single contact point were clear to both GAC and WFP. Where operations are fast-moving and constantly changing, it's essential to have efficient and transparent communications and to fully understand customers' requirements and expectations.

Catalyst

As Key Account Manager for WFP I am not involved in day-to-day operations, which are well-handled by our offices around the globe. Instead, I act as a catalyst, responding to the expectations from WFP as well as our own, and working towards continued business development between the two organizations.

For me it's a positive challenge, as WFP requirements can sometimes go from standard to extreme as conditions change. My role is then to make sure that the concerned GAC office is fully mobilized and ready to assist WFP in safeguarding human lives. ”

“ Current business models often imply coordination of resources spread all over the planet. Efficient management of logistics flows requires the coordination of people based in different countries, working for different companies, and influenced by different cultures. As a result, communication is complex - and a single point of contact is a 'must'.

This is the case of Ideal Standard International's ocean freight operations. Our performance relies on efficient coordination of multiple production sites dealing with a wide

range of origins, local agents & suppliers, freight forwarders, port authorities, customs agents, and destination parties.

To simplify things, we rely on GAC and Robert Gennuso. Robert understands what we need and what GAC can do for us. He has the insight and resources to take care of the needs of all involved parties, and to align origin and destination service requirements. And he makes communication simpler and smoother. ”

Our Man In SAN RAMON



"It's all about communication" says Per Zachrisson. He should know. He is placed at the Chevron Shipping Company's HQ in San Ramon.

“ I act as a bridge between our two organizations, making sure the lines of communication are clear and that the right message gets through to the right people every time.

Pre-empting problems

Part of what I do is pre-empting potential problems and ensuring that everyone knows what is required for every job.

One of the biggest benefits of being based in Chevron's HQ is that I am working side-by-side with my Chevron contacts. I can quickly and painlessly sort out issues that arise on a daily basis. Despite the wonders of technology, an email or phone call can never take the place of sitting down together to sort things out.

Safety first

Safety is a top priority for Chevron, and in light of their insistence on having the highest HSSE measures implemented and enforced, it is no surprise that they work so closely with GAC.

In turn, GAC strives to follow Chevron's Core Value of: 'Do it safely or not at all'.

Little things, big difference

Some of the ways I help maximize the CSC/GAC Alliance are through the simplest tasks like finding the right name and address of a GAC office or partner agent. This can make someone's day flow better and that also gives me

the chance to introduce the Chevron person to a GAC person at the other end, helping our people be better prepared to give the quick response that Chevron has come to expect from the Group.

Not clients, but colleagues

Being based in the San Ramon office has made me part of Chevron's team in their daily work, supporting and growing the relationship between our two companies.

I work closely with the Voyage Managers, Marine Superintendents, Repair Superintendents, Purchasers and Contract Managers, Accounts, the Marine Assurance Team and Marine Upstream Team, just to name a few (there are many more.).

Taking care of details

For a recent job, CSC Purchaser Chuck Shipman appointed GAC Marine Logistics to handle and transport a 45-foot-long accommodation ladder from Busan, Korea, to a shipyard in Oregon for the M/T 'Mississippi Voyager'.

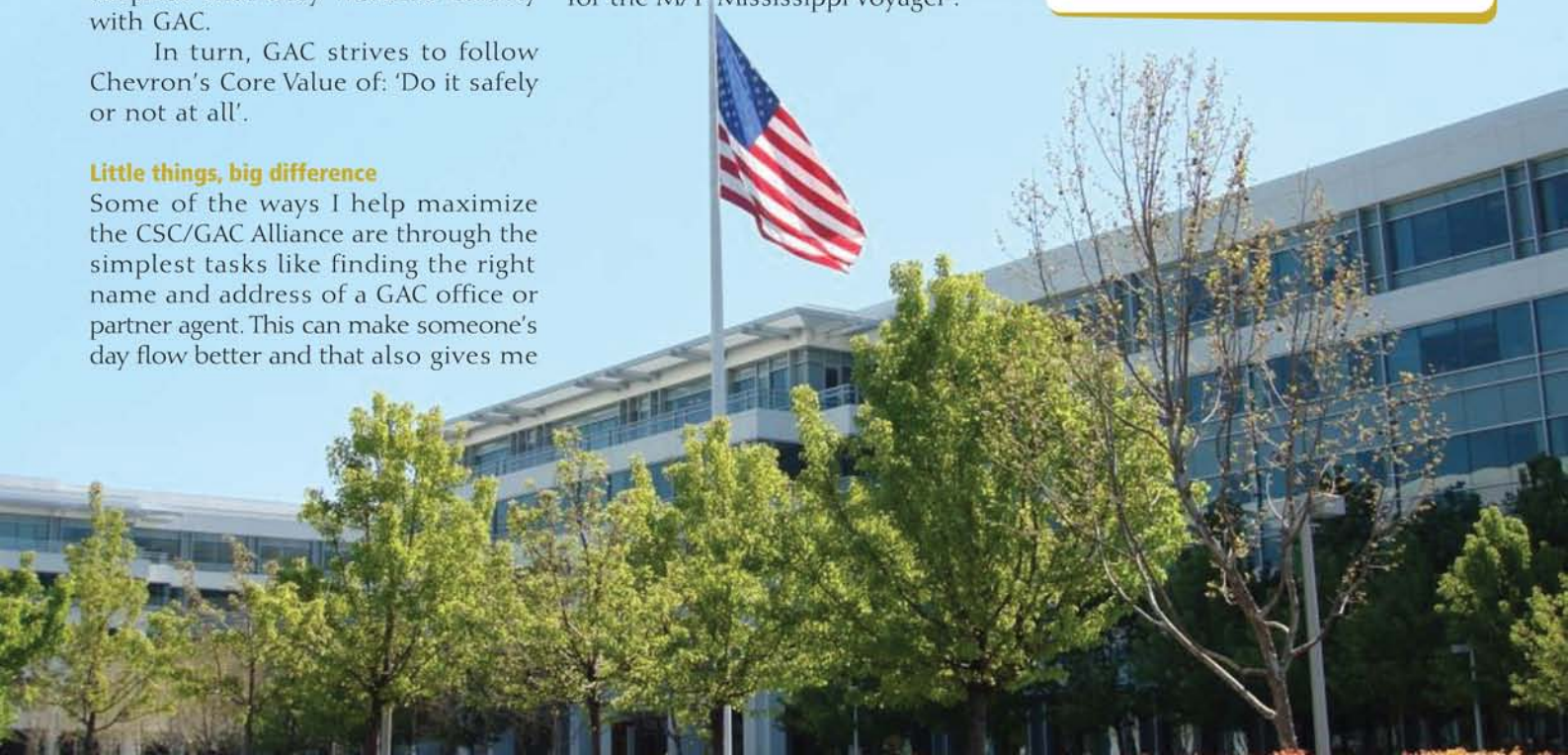
The timing of the delivery was critical and Chuck and I talked almost every day to take care of the details - freight rates, packing and loading in Korea, schedules from Korea to the US West Coast, road haulage from Seattle to the yard, and much more.

It was a complex job in the sense that delays could happen at virtually any point of the supply chain but its successful completion and delivery helped further strengthen the confidence that CSC has in GAC. ”

The CSC View

Mike Jones, Category Manager - Vessel Services - Marine Transportation Technical & Procurement Team, says CSC values its global alliance with GAC, and Per is an important part of that relationship.

"He is the day-to-day 'face' of GAC in our home office, and is a valuable resource for Chevron Shipping," he says. "While Per seems able to solve almost any problem that comes his way, perhaps his greatest value is in identifying issues before they become problems and ensuring good open communication between the GAC and CSC organizations."





GAC LOGISTICS UK, EAST MIDLANDS



The new facility at East Midlands Airport was officially opened by David Hood, Head of International Trade & Information at Derbyshire & Nottinghamshire Chamber of Commerce (right). With him are Dennis Billings, GAC Logistics (UK) Financial Director (left) and Managing Director Dennis Mead.

When GAC Logistics UK moved into new premises at East Midlands Airport in March, it trebled its floor space – good news for customers with growing Third Party Logistics and warehousing needs.

Dennis Mead, GAC Logistics UK's Managing Director, says the purpose-built facility in Castle Donington, Derbyshire, is the latest step in providing specialised services for clients including many in the fast moving consumer goods (FMCG), pharmaceutical, textile and entertainment sectors.



Ready for action – the GAC Logistics UK team at East Midlands Airport: Suzanne Reid, Carol Sanderson, Barrie Veness, Laura McHarg, Jayne Potkins, Peter Smith, Mark Chapman, Martyn Powell, Claire Taylor, Michelle McKay, Niaz Panhwar, Neil Waudby, Karen Chapman, George Cliffe, Usha Varu, Sue Clifford, Amanda Edwards, Nicola Timmins, Sue Flack, Dennis Billings, Bronwyn Mead, Dennis Mead.

Strategic location

The new facility is strategically located at the East Midlands Distribution Centre (EMDC), a 140 acre rail-connected national distribution hub, with easy access to the UK's extensive road network.

From there, the GAC team is well placed to provide an effective supply chain and allows optimum operational efficiency at both national and global level.

Competitive edge

The GAC team is particularly proud of its new X-Ray facilities, which will give customers an alternative means of getting their goods security checked, with a substantial time saving.

ENERGY SECTOR CHALLENGES



by Ismayil Manzil

Ismayil is GAC's Group Energy Logistics Manager, charged with developing services to the global energy sector. He looks at some of the challenges that entails.

Energy is in the news. Record oil prices and record consumption are pushing countries and oil majors to invest heavily in exploration - often in untried territories.

These places, seen as too expensive a few years ago, are now considered commercially viable. Companies are drilling in places like the east coast of India, Sao Tome Joint Development Zone, Mozambique, Oman, Yemen, Sudan, Indonesia, Malaysia, East Timor, Brazil, Bangladesh, West Africa as a whole, Kenya, Morocco, Tunisia, Cyprus, Sri Lanka and Vietnam (the list goes on...).

15-20%

New projects mean greater costs. The Oil & Gas industry now needs to look closely at the cost of support services – including logistics. And that's hardly surprising when you consider that, on average, logistics account for about 15-20% of a project's total value.

Upstream-Downstream

The petroleum industry can be divided into two broad sectors: 'upstream', which engages in the exploration and development of crude oil or natural gas; and 'downstream' which operates production units as well as tankers, pipelines, refineries and retail outlets. GAC has had a long association with downstream transporters. Now it is looking upstream.

Integrated support

Upstream producers need a host of what I call integrated support services that deliver the vast array of materials and people needed to get a job done.

In the North Sea, for example, upstream logistics means providing

installations, both offshore and onshore, with the supplies they need and handling the return flow of used materials and equipment. But that is only part of the story. Each of these supply lines requires an entire raft of other enabling services. And that means having a logistics supplier with the expertise and connections to deal with any demand.

The Kitchen Sink

The energy marketplace is complex, with many parties involved at every stage. They want everything from administrative support services to marine and air logistics, and beyond. And they want these services delivered at the highest standard no matter the location.

With safety, enviro-protection and security of vital concern to developers, they don't settle for second best. They want state-of-the-art support vessels manned by experienced crews and supported by industry experts all along the supply line.

They want a single point of contact for all of these integrated support services because they want to avoid the costs, the

glitches and the misunderstandings that occur when there are too many parties and too many invoices in the in-tray.

Mix and Match

To deliver what is asked of them, upstream logistics providers need to command a portfolio of services – and to have the flexibility to respond to last-minute demands. They need to be leaders in shipping, logistics & marine services and administrative support, and be able to mix and match those services to the specific requirements of a project manager, wherever he goes.

GAC has built its business on a willingness to go with its customers to new frontiers, and it is that quality that enables the Group to work with our energy customers as they set up bases in new locations.

In a time-sensitive market, the value we add may be measured in minutes, hours or days. It's the planning and the follow-up on every task that makes the difference – wherever in the world you are.

For more information about GAC Energy, contact Ismayil at ismayil.manzil@gacworld.com



DAVID FONG'S Guide to SINGAPORE



David Fong is a native Singaporean and he has been part of the GAC Group's Corporate Communications team based there since February 2008. He gave us his 'insider's guide' to the city state.

History

Singapore's name dates back to the 11th Century when a visiting Sumatran Prince spotted an animal he believed was a lion, and named the place Singapura, the "Lion City". Previously it was known as Temasek, or "Water Town",

A small country made up of the main island covering 682 square kilometers, and 63 surrounding islets, Singapore sits where sea routes meet at the southern tip of the Malay Peninsula. Noting its deep natural harbour, Sir Stamford Raffles founded Singapore as a British trading colony in 1819.

Today, Singapore is a hub of commerce and industry, and has the world's busiest port.

Where to stay

Singapore offers a wide variety of accommodation to suit your budget and preferences. These range from backpacker, budget and youth hostels to boutique

and five-star or even six-star hotels like The Ritz-Carlton.

Getting around

Singapore has excellent public transport including clean and efficient taxis, buses, rail and light rail services. Taxis use reliable fare meters. Payment of bus and rail fares can be made in cash or by using contactless ez-link fare cards which are compatible across the different operators' systems.

Languages

Singapore has four official languages: Malay, Mandarin, Tamil and English. English is the country's official language for business and administration, and is widely spoken and understood.

Singaporeans have also developed their own version of English – Singlish. In Singlish, if you hear "shiok" it means fantastic, "cheem" is difficult/complicated, and "kiasu" means being afraid of losing

out. Singlish sentences also usually end with a distinctive exclamation, the three most common being "ah", "ley" and "lah", (as in Can Do Lah!).

Weather

Singapore is warm and humid all year round with a temperature range of about 23 to 31 degrees Celsius, ideal for those who like it hot. For those who do not, they can beat the heat by staying indoors as almost all shops, hotels, office buildings and restaurants are air-conditioned.

Shopper's paradise

Singapore is a shopper's dream. At Orchard Road, one of the most popular shopping areas, you can find major department stores, high-end boutiques, supermarkets, movie theatres, restaurants,





entertainment outlets as well as famous hotels. Main shopping complexes are Centrepoint, The Far East Plaza, Paragon, Ngee Ann City, Orchard Point, Far East Shopping Centre, Forum the Shopping Mall, Lucky Plaza, Orchard Emerald, Orchard Plaza, Orchard Towers, Wisma

Atria, Shaw House, Shaw Centre, Tanglin Place and Tanglin Mall.

The best time to shop in Singapore is from mid-May to mid-July, when we have the 'Great Singapore Sale'. During this period, most stores offer good discounts.

Don't miss

Other attractions include The Esplanade with its theatres on the Bay; Sentosa Underwater World with the world's largest display of sand tiger sharks and more than 2500 other marine animals; Jurong Bird Park, southeast Asia's largest bird park with over 8,000 birds of 600 species from all over the world; Singapore Zoo and Night Safari (the world's first night-time wildlife park); and one of the newest attractions, The Singapore Flyer - a giant observation wheel.

What to eat

Singapore has a superb mix of Western, Indian, Malay and Chinese food. Some

Singapore delicacies you should definitely not miss include Satay (grilled meat on sticks with a fragrant peanut sauce), Roti Prata (an Indian version of pizzas), Fried Kway Tiao (fried black noodles served with cockles), Hokkien Noodles (seafood noodles), Hainanese Chicken Rice, and Ice Kachang (flavoured sweet ice balls with red bean, sweet corn and jellies).

Hawker centers and food courts are where most locals eat as they are relatively cheap. A meal at a hawker center costs from 2.50 Sing dollars, while food courts start at about 3.50 Sing (but they do offer the advantages of air-conditioning).

Dining etiquette

When looking for where to eat out, it is worth bearing in mind Singapore's "tissue culture". Local etiquette says that where tables and seats have a pack of tissue placed on them, it usually means that they are occupied and that you should not try to sit there.



Moves & Appointments

GAC Headquarters, Jebel Ali



Joachim Holst
Business Process Manager,
Shipping Services

Previously:
General Manager,
Area Process Excellence
for Maersk Middle East in Dubai

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Andy Bradbury
General Manager

Previously:
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GAC Dubai



Danny Otnes
Contracts Manager, 3PL

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General Manager for
GAC Logistics Philippines

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Anup Gulati
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Patric Lundin
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General Manager, Logistics

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General Manager,
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Claire Taylor
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Klaus Holmager
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Manager, International Moving
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Previously:
Manager, International Moving
for GAC Dubai

LOOKING FOR CONTACT DETAILS?

Many GAC staff are listed in the directory section of the GAC website: www.gacworld.com

Just type in the surname of the person you are looking for in the Name Search field in the "Directory" section of the site.



One Year On: GAC's Academy Delivers **MORE** Than Learning

In late February 2007, GAC launched its Corporate Academy. A year later, its success is reaching beyond education.

Combining advanced online learning technologies with workshops and plenty of homework, the Academy has become a magnet for energetic GAC staff seeking better career prospects and a deeper understanding of the jobs they do and the company they work for.

Demand for courses has quickly exceeded supply. In 2007, 40 courses were run, attracting 700 participants. In 2008, the Academy faculty will offer more than 80 courses for about 1500 staff.

Subjects range from the Academy's general Introduction to the GAC World, to ones targeting specific skills such as Logistics Sales, Customer Service, Business Communications and Balanced Scorecard.

"Our previous 5-year plan called for a greater focus on developing, motivating and inspiring our people and the GAC Corporate Academy has definitely achieved that for us," says Jan Farnelid, Group Vice President, Human Resources. "We now have a forum where people all over the globe can develop themselves professionally – and personally."

Based in Dubai, the Academy has little in the way of bricks and mortar. There are a couple of offices housing a General Manager and four technical staff. Its campus is mostly located at www.gacacademy.com where flash video introductions, courses, course outlines, application forms etc are accessed.

"GAC is a multinational company and that's a compelling reason to become very good at delivering online learning to our people worldwide," says General Manager Damien O'Donoghue. "Today, with our outside technical partners, we can build courses that are exciting, informative and above all, useful. There is real learning being done in this Academy and I have been truly stunned by the amount of talent we have in this Group."

O'Donoghue cites the effectiveness of online group forums in reinforcing what courses teach and building strong relationships across borders and timezones.

"We construct Global Learning Communities where the participants interact with each other, testing and cementing the principles from whatever course they're in. In a world where relationships and cooperation are essential to success, these Learning Communities have given GAC something that no other formal system could provide.

"We started out thinking we were in the teaching and learning business but we quickly saw that on top of that we were in the professional relationship and trust-building business. And that's amazing."

More information about the GAC Corporate Academy is available on its web campus at www.gacacademy.com or by contacting Damien O'Donoghue at damien.odonoghue@gacworld.com.

