



For professionals in shipping and logistics

# world

No.1 Jan 2009



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# Looking for Tomorrow

Tomorrow is a land we can never visit. We see it in the near distance, sensing its outline and assessing its shape but it always shifts and slides away from us.

So it is with business strategy. In a world that is being hammered by bad economic news, the shape of tomorrow is constantly changing. Yet we must plan, set targets, agree on approaches.

Over the past year, GAC people have been digging in to the future. We have put together a five-year strategic plan that touches everyone in GAC from local companies through to Regions, Business Areas and Group HQ.

The result is titled Vision Y – Global Values. In a changing world, we believe it was important to emphasise on the things that would not change. These are what count no matter the state of the economy or the political temperature. These are the things that we will be doing in the coming five years to make sure our operations remain on song with the needs of the people we serve.

First and foremost, we are making sure that our growth does not come at the expense of our ethics. We will maintain our ethical standards and core values because we believe that long-term relationships are built on honesty, trust and dignity and that these apply equally to our customers, our suppliers and our own people.

On page 10, GAC Group President Lars Säfverström sets out the key areas we will be focusing on in the coming five years. It is a healthy mix of steep challenges and easy pickings and we welcome the engagement and support of all our readers where they see a fit with their own plans.

For our shipping customers, we report on the upgrade to our Hot Port News services and welcome a new Global Network Agent, Tomas Ruiz S.A. covering all ports in Mexico. We get a taste too of our new operation in Algeria.

On the Logistics side, customer entertainment events were held in the UK recently and we have joined Cargo 2000 which operates under the IATA umbrella. Our membership of this group, comprising major airlines, transporters and IT providers, will help us implement new quality systems that will have clear benefits for our customers.

Earlier this year we acquired OBC, the US, UK and Netherlands shipping agency.

In this issue we are visiting Rotterdam where GAC-OBC's Ries Hoogenboezem takes us on a tour.

2009 is upon us and we are all being pushed by powerful forces towards tomorrow land. The challenge is to stay upright and to watch out for the rocks. If we work together and keep our eyes on the prize, we have a good prospect of reaching December with dry feet. I look forward to sharing the ride with you.

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*Soccer-loving GAC Logistics UK customers were given the chance to tread the turf at the world famous Old Trafford football ground.*





## News Beat



Art Container by Heung Kin-fung, Alex

### ART IN MOTION:

GAC recently brought a splash of art to its cargo operations, when it used two 20' containers decorated by Hong Kong artists to shift client cargoes from Hong Kong to Jebel Ali, UAE.

It was part of the 'Art Container Project', sponsored by Emirates Shipping Line in association with Mere Independent Artists (MIA), which aims to transform containers into travelling works of art. For more info go to [www.artcontainer.hk](http://www.artcontainer.hk)

### PRESENTED:

A commemorative plaque to mark the maiden voyage of Chevron Shipping's 'Capricorn Voyager', by GAC USA's James Pfluegger. More than just a crude oil tanker, the vessel is also the first cadet training ship in the Chevron Shipping fleet. The plaque was handed over to her Master upon arrival at San Francisco after an 18 month journey with seven cadets and a training officer on board.



### GEARED UP:

...for excitement. GAC Shipping and GML customers had a grandstand view of the inaugural Singapore Formula 1 Grand Prix – the first night race in F1 history.

After pre-race refreshments, they joined tens of thousands of motorsport fans at the Marina Bay Grandstand to experience the thrills of the high-speed event. Their hosts were Regional Director Christer Sjödooff, Group HR Vice President Jan Farnelid, Shipping Marketing Manager Johannes Ericson and GML's Ulf Olausson.

### SAFELY DELIVERED:

To Raffles Hospital in Singapore - the Chief Engineer of the 'Furness Hartlepool' who suffered a suspected heart attack while the vessel was passing close to the port of Benoa in Bali.

PT Andhika GAC in Jakarta liaised with medical evacuation experts, International SOS, to airlift the patient to the local hospital. Once his condition was assessed, he was airlifted to Singapore for further treatment. Almost a month after taking ill, the Chief Engineer had recovered enough to be repatriated to his home town, Yangon.

### REUNITED:

Two veterans of the strong GAC-Chevron relationship – GAC's Jayram V.K. and Chevron Shipping Company Vice President Alex Walker – met again at an event at Mumbai's Taj Mahal Tower and Palace to mark 60 years of Chevron operations in India.

Jayram, now retired after many years service with the Group, worked closely with Mr Walker during his (Jayram's) days in Dubai.

## GAC Logistics joins Cargo 2000 in pursuit of excellence

GAC Logistics has joined Cargo 2000 as part of its continuing drive to enhance quality assurance and processes, provide measurable efficiencies and reduce costs.

Cargo 2000 is an International Air Transport Association (IATA) Interest Group that brings together major airlines, freight forwarders, trucking companies and IT providers with the common goal of implementing new quality management systems for the worldwide air cargo industry.

GAC's membership will enable it to monitor carrier performance, verify transit times and cut labour intensive processes, thus improving its management of shipments. This will strengthen GAC's quality of shipment planning and handling and result in improved efficiencies, cost reductions and revenue increases.

### Value-added services

Bill Hill, Group Vice-President, GAC Logistics, says the decision to implement Cargo 2000's quality management system is part of GAC's commitment to provide best practice and value-added services to its customers.

"We are happy to partner with Cargo 2000 as we believe the system represents significant progress in quality and operational excellence within the airfreight industry," he says. "Working with Cargo 2000 will enable our company to offer the best levels of service to our customers in line with our common values of service excellence."

"Reliable and quality control of data allows GAC to provide up-to-date accurate

information for each shipment. And with high transparency and optimisation of operations, GAC is able to pass on cost savings and further quality in customer service to its shippers."

Among the GAC Logistics customers that will benefit are manufacturers, distributors and retailers in the fast moving consumer goods (FMCG), textiles, pharmaceuticals, automotive parts, electronics, entertainment and oil & gas sectors.

### Commitment to quality

Lothar Moehle, Cargo 2000's Regional Director for Europe, Middle East & Africa, says: "GAC has seen significant growth and development and is clearly committed to improving quality of service for its customers. This is exactly the type of company we want to attract to Cargo 2000."

"Our quality management system simplifies the air cargo process, reduces errors and therefore costs and leads to improved customer satisfaction. We are delighted that GAC recognises this and we expect the company and its customers to benefit as a result of its participation in Cargo 2000."





# GAC Algeria

The latest addition to GAC's African network opened for business at the port of Algiers in July 2008.

Since then, the GAC Algeria team has provided ship agency services to vessels calling at all the country's ports, including Annaba, Skikda, Jijel, Bejaia, Algier, Mostaganem, Arzew/Betioua and Oran.

## Energy focus

GAC's expansion into Algeria is part of the Group's ongoing focus on the global energy market.

A strong presence in the country was considered a 'must' as Algeria is Africa's 4<sup>th</sup> largest exporter of gas and produces an average 1.5 million barrels of oil per day.

## "Anything with a hull"

However, General Manager Xavier Perrin, stresses that GAC Algeria handles all kinds of vessels at the country's ports.

"Oil and gas may be the reason we are

here, but we handle pretty much anything with a hull. Tug boats from Portugal for a local desalination plant, bulkers carrying phosphates, grain or pipes, and – of course – tankers are some of the vessels we have taken care of so far," he says.

"Nor do our services stop at port limits. In a recent medical evacuation, a sick seaman was taken from the ship at anchorage, through Customs and to hospital for X-rays, and was back on board in less than eight hours, despite the fact that it was the weekend and we only had one hour's notice."





In War and Peace

# Integration's the name of the game



*By Simon Heywood  
Shipping Marketing Manager  
- Europe/Mediterranean*

The need to integrate shipping and transport services has long been recognised and practiced by military forces to mobilise and sustain their operations. In 1991, during the build up to the first Gulf War, almost half a million people and half a million tons of military hardware and supplies were airlifted thousands of kilometres and more than 3 million tons were moved by sea. People in the shipping and transport business understand intimately the

processes, documentation, warehouses, trucks, ship fixtures, load and discharge port operations and the overall logistical coordination such movements demanded.

In everyday business, similar processes of supply, coordination and delivery are involved and a key competitive advantage lies in ensuring its efficiency and cost effectiveness. Business looks for a company which is global in reach, diverse in its capability and well connected at the

local level; one that can get the customer's shipments into the market within agreed timelines and in the right condition.

## **A concrete example**

GAC has a customer who supplies bulk construction materials and was seeking to penetrate a new market. Initially our discussions were about our port agency capabilities but we soon realised our customer's larger needs and began



discussing a wider range of support.

We have since been involved in arranging long term berth contracts for the customer as well as negotiating with trucking companies and the local rail network to secure seamless offtake from the vessel to landside transport.

We have organised port warehousing in case storage is required within the port prior to final delivery and we will also co-ordinate crew turnarounds and vessel spares deliveries - all this while managing the entire documentation flow.

Our ability to integrate services into value-added packages has put our customer in control of his entire supply chain and there is just a single point of contact and consolidated billing.

### **Offshore benefits**

A customer's options for integrated services increase when its service provider operates in more than one country. Having sister

operations, particularly in neighbouring countries, provides value for contractors working in the offshore sector.

Earlier this year, a leading offshore contractor was fulfilling a key project off the Egyptian coast. The company employed GAC in Cyprus to mobilise and demobilise crew and equipment for a specialised offshore vessel. Meanwhile it engaged GAC in Egypt to handle the clearance and landside logistics for the loading of special project cargoes and delivery alongside the customer's offshore vessel. For the customer, being able to call on a range of expertise that matched exactly his needs was critical to the project's success.

### **Mission**

Over the years, GAC has developed a broad portfolio of transport-related services in more than 40 countries. Our Mission Statement says we aim to be "a fully integrated worldwide service provider

dedicated to serving the Shipping, Logistics, Marine and related markets through an international network".

The challenges a business faces today to reach market safely, on time and at the right price place increasing pressure on the full range of services involved in this complex process. The integration option offers a way forward and increasingly, business is looking to those service providers who can deliver.



# Spanish Super Pumas land in Beirut



One of the Spanish Super Pumas taking off from Beirut Port.

GAC Lebanon took care of business when the Spanish Army needed to get two new Super Puma helicopters into Beirut in August 2008.

Since late 2006, GAC has handled logistics for the Spanish contingent of the

UN Interim Forces in Lebanon (UNIFIL). GAC handled both the discharge of the two Super Pumas and the onloading of two other helicopters heading back to Spain for maintenance.



(From left to right) Joe Berbery (GAC Beirut), Major Manuel Arrive (Spanish UNIFIL), Yorgo Bejjani.



Delivering  
a Beirut  
homecoming  
for pop star  
**Mika**



# Water shipped down to thirsty island



GAC Greece is helping to ease a water shortage on Cyprus via a six-month operation to ship supplies across the Eastern Mediterranean.

## Critical levels

After four years of drought, Cyprus is thirsty. Reservoirs have dried up and

output from the island's desalination plants is insufficient for its population and the tourists it welcomes every summer.

In response, the Cypriot authorities appointed Ocean Tankers to ship eight million cubic metres of water offered by Greece. Ocean Tankers then appointed GAC Greece as its agent to handle the fleet



of six modified tankers loading water at the HELPE (Hellenic Petroleum) facilities at Elefsina, west of Athens.

## Relay

Elefsina has the only water pipeline with sufficient capacity – 2,500 cubic metres per hour – to pump the volumes of water needed for the job.

“Over six months, the tankers are running a relay – berthing at Elefsina, loading up and sailing for Cyprus – then returning to repeat the process after pumping the water ashore,” says Stavros Kiramargios, GAC Greece's Shipping Manager. “It is essential that we keep everything running like clockwork from our side.”

## One-a-day

The first vessel, carrying nearly 40,000 cubic metres of water, arrived off Limassol at the end of June.

Since the end of July, GAC has handled an average of one water tanker per day.

When Lebanese-born pop star Mika put on a show for 15,000 fans in Beirut's Martyrs' Square, it was GAC that helped bring the traveling music circus to town.

As GAC Lebanon's Yorgo Bejjani explains, the company worked with entertainment logistics specialists SoundMoves to ensure that all the stage & sound equipment, musical instruments and costumes arrived safely and on time. And after the show was over, everything had to be packed up and moved out again.

## Precision planning

“With so many fans eager to give Mika a warm homecoming, the pressure was on,” says Yorgo.

“Precision planning was a must, as the slightest mistake from our side could ruin



the whole show. And that would mean not only an unhappy customer, but an angry crowd too.”

Thanks to close cooperation with

Paul Holliday of SoundMoves, Mika's tour manager and event organisers Beiteddine and Baalbek Festivals, the show made for a happy homecoming for Mika.

# Vision Y – Global Values: the Strategic Plan

by Capt. Lars Säfverström,  
GAC Group President

**GAC is in growth mode. We have reached a critical mass both in geographical reach and financial strength where growth is a matter of strategic choice, not dire necessity.**

The current economic woes of the world caution us to be wise in our planning and to recognise that our best-laid plans can often be turned upside-down by unforeseen events.

Nevertheless, the essential point of a good strategy is that it can ride the bumps and accommodate change. We believe Vision Y – Global Values does just that.

## **SWOT that Target**

Targets are important. The world might be unpredictable but you still need to have

something to aim at; something reasonable, achievable and sustainable. To find our Vision Y – Global Values targets, we first undertook SWOT (Strengths, Weaknesses, Opportunities & Threats) analyses of our Business Areas and Regions.

SWOTs tell us much about the NOW and help us get a sense of the LATER. With the Vision Y – Global Values targets, we certainly want to stretch ourselves, but more importantly we want targets that are sustainable. We don't want to hit them once and then fall back to a lower level.





By 2012, we want to see:

1. Increased operating result
2. Income growth
3. Improved cash flow
4. Improved cost management
5. Consistent quality service
6. Good customer relationships
7. Operational process efficiencies
8. Better customer / sales management
9. Stronger business development
10. Clear evidence of good corporate citizenship
11. A stronger learning culture in the organisation
12. More skilful and motivated staff

### Define that Strategy

To achieve these targets we needed to know what we were doing right and what we had to do better. Our planning process has given us the following To Do list:

1. **Increase human resources at the Regional level**  
(More support at the Regional level will make us more responsive to local company and customer issues and opportunities.)

2. **Extract greater value from combining Marine, Shipping, Logistics and Solutions operations**  
(Our customers are recognising the benefits of having an integrated package of GAC services and we now need to do more.)
3. **Increase our logistics activities in the Oil & Gas sector**  
(We are building on our existing strengths in this sector.)
4. **Improve and strengthen our overall sales activities**  
(Along with greater training and mentoring of our sales people, we are introducing formal Key Account Management processes to make sure customers have exactly what they need from us.)
5. **Increase and improve training**  
(We always say that people are our most important assets. With the GAC Academy and other initiatives we must show that we truly mean it.)
6. **Improve communication internally and externally**  
(Better cooperation will increase our business success. Better cooperation starts with better communication.)
7. **Expand geographically**  
(By listening to our customers and sensing their needs we can open up new markets in new locations.)
8. **Increase our general cargo and bulk ship handling**  
(We are strong in the Tanker business. We will now get stronger in other shipping sectors.)
9. **Boost Marine Services in Africa**  
(Africa has lots of potential. We must build the relationships that can carry us into new markets in that region.)
10. **Improve our IT capabilities**  
(We must improve our systems and we must improve our skills in using our systems.)
11. **Implement proper management systems such as GAC TIME and Balanced Scorecard**  
(Balanced Scorecard was used to develop the Vision Y – Global Values plan at the Corporate HQ level. GAC TIME is used at the company level to

improve the Really Important Things that create business strength and profitability.)

### Global Values

GAC operates ethically. It has been a mark of our service provision now for more than 50 years.

People know us as straight dealers. We aim to keep those values and the very human, caring values of our Group at the front of our minds in all our dealings with our customers and each other. We don't intend to grow at any cost and we don't intend to sacrifice being good in order to do well.

### Continuity and Simplicity

Part of the GAC culture is to take the long view. In Vision Y-Global Values that translates into keeping a steady hand on the helm. We don't jump ship at the first sign of bad weather. If we are with you today, we will be with you tomorrow. Difficult places and circumstances do not scare us away. The business world is always struggling with incomplete information and often there is a lot of confusion. Our strategic approach to this is to stay cool, think long term, and keep our focus firmly on our customers.

### Why am I telling you this?

It may seem strange and even wrong to be sharing our strategic goals with our customers reading GAC World. I believe it is smart. Our growth and our success are based on our customers. We need to work together to achieve mutual benefits. You need to know what we are thinking so that you can see the opportunities in it for you.

But won't our competitors take advantage of GAC's openness? They are welcome to try. Service industries thrive when they direct their attention and their efforts towards their customers. If our competitors prefer to focus on GAC instead of their customers, I am confident that many of their customers will become our customers. It is like a football match. You win by playing the ball, not by playing the opposition.

### A simple request

The world is changing fast and what is true today will be false tomorrow. I need help. You need help. Everybody needs help. We will make a success of each other's business by working together, cooperating, sharing and planning. Join me.



# Mid-East award repeat

For the second year running GAC has won the "Transport/Logistics/Freight" honour at the annual Seatrade Middle East and Indian Subcontinent (MEIS) Awards.

The Awards are the premier event for the region's shipping industry. For the past 20 years, they have championed high standards and quality in shipping, as well as important policies of the International Maritime Organisation (IMO) and honoured key players who have contributed to the region's Maritime-related industries.

## Continued investment

"Receiving the prestigious industry honour two years in a row is an encouraging recognition of GAC's service excellence as an industry leader," says Bengt Ekstrand, GAC Regional Director for the Middle East.

"Our continued investment in the Middle East and Indian Subcontinent, particularly in warehousing and distribution, has paid off. This Award will motivate us to



Meena Mathews, GAC's P&I Regional Manager - Middle East and Business Manager, accepted the Transport/Logistics/ Freight Award from Capt. Jitendra Misra, Managing Director, Emarat Maritime LLC.

further improve our operational efficiency and service quality so that we can continue to set new benchmarks in the industry."

The winners of 26 categories, selected

by an independent panel of industry figures, were presented with their prizes at a gala ceremony held at the InterContinental Hotel in Dubai Festival City.

# Keynote address at Indian Summit



GAC Group President Capt. Lars Säfverström delivered a keynote address to the Indian Shipping Summit in September. His theme covered infrastructure developments taking place around India and how they might affect business operations in the future.

The annual event, held in Mumbai, was also the scene for a unified GAC sponsorship and branding message.

More than 500 delegates from the shipping world had GAC-branded water bottles on their tables plus a soothing box of GAC mints in their pockets.

At the GAC stand, there was a prize draw for a Nikon digital camera, won by Mr Kushroo of Prudential Shipping Mumbai.





# Alliance strengthens GAC in Mexico



The veteran Mexican agency, Tomas Ruiz S.A., has become the latest addition to the GAC Global Shipping Agency Network.

Mexico has emerged as a major oil-producing nation and its prospects as a producer of Liquefied Natural Gas (LNG) have further strengthened its strategic importance to global markets, including its northern neighbour, the United States.

Through its head office in Coatzacoalcas and branch offices in Cayo Arcas, Dos Bocas and Salina Cruz, GAC-Tomas Ruiz covers all Mexican ports and terminals.

## Century of experience

Tomas Ruiz adds a century of agency experience at Mexican ports and terminals to the global reach and resources of the GAC Group.

Services provided include port agency, handling of crew and spares, bunkering, inspections, coordination of

operations with shippers/receivers and communications assistance. The excellent long-standing relationships Tomas Ruiz enjoys with the Mexican Authorities also add value to the service provided.

Director Daniel Ruiz Flores welcomed the alliance between GAC and his company: "GAC's global network will enhance Tomas Ruiz's market coverage and international profile and give us the opportunity to strengthen our business focus on diverse sectors from LPG to dry bulk such as grains, iron ore and fertilisers."

## Growth

GAC's global agency network has grown strongly in recent years, enhancing the GAC Group's position as an integrated and diversified service provider with in-depth local expertise. Strategic tie-ups with committed partners in target geographical areas have given GAC's customers global reach.

# GAC Fire, Rescue & Safety expands into Turkey

GAC Fire, Rescue & Safety (GAC FRS) has extended its sales network to Turkey in response to growing demands for its class-approved fire safety and protection systems and services in the country.

The latest development marks the third stage of the expansion of GAC FRS, following its April 2007 launch in Singapore and the acquisition of a Danish service partner earlier this year.

## Shipping Hub

Christer Sjödooff, Group Vice President of GAC Solutions, says the new FRS set-up in Turkey recognises the country's growing importance as a shipping and shipbuilding hub. In particular, the Bosphorus Strait linking Europe with the Near & Middle East, the Black Sea Region, and through to the Caspian Sea, is seeing increased vessel traffic.

Timur Makzume, GAC Turkey Branch Manager, believes the addition of FRS is an excellent complement to the company's existing portfolio of ship agency and ship spares logistics services offered at all its seven offices in the country.

"Our principals can now choose from an even wider range of complementary shipping-related services, and reap the benefits of greater convenience and efficiency," he adds.

## Solutions

Offered under the GAC Solutions umbrella, GAC FRS combines the Group's ship agency, logistics and offshore expertise and infrastructure with a solid service partner network to deliver a seamless, innovative and convenient solution directly to any vessels including new buildings, retrofits and conversions. Working with class-approved service providers around the world, GAC FRS ensures that installation and any other services can be carried out for any brand at any location – no matter how remote.



# In the fast lane

Lady of the lap: Justine Hemmings, the only female guest, who went on to win the trophy for the most points accumulated around the track.

GAC clients and business partners were recently taken for a high-speed spin – by Formula 1 legend and commentator Martin Brundle and up-and-coming Formula 3 driver Viktor Jensen, at the PalmerSport's Bedford Autodrome in the UK.

The 20 guests experienced the thrill of driving a lap at the purpose-built four track facility run by F1's Jonathan Palmer. Their chosen steeds included a Porsche 911, Jaguar XKR and Caterham 7 Superlight. But only after the surprise arrival of Martin and Viktor did PalmerSport unveil the Slik Cat LeMans Jaguar in which the participants were taken for an exhilarating lap with the professional drivers at the wheel.

## Myth-busting Justine

In a blow to the myth of female drivers, the trophy for the guest who clocked up the highest speeds and most points on the track went to Justine Hemmings, the only woman to take part.

"I had the most amazing time – it was a fantastic day. I am so grateful to GAC for the opportunity to drive such great cars," says Justine, who usually drives a small family car.

## Sporting links

GAC sponsors a number of sports personalities and teams, including Viktor Jensen, Martin Brundle's son Alex in

Formula Palmer Audi, Crystal Palace Football Club, and South African golfer Richard Sterne. Stuart Bowie, GAC Logistics UK's Managing Director, says that those strong sporting links made the memorable day possible.

"Not only does this give the GAC brand great visibility and differentiation, but it provides opportunities to forge stronger relationships with our clients and partners in an informal and fun environment."



GAC-sponsored F3 driver, Viktor Jensen, helps prepare a customer for a high speed lap.



GAC's Neil Godfrey picks up some tips from F1 legend Martin Brundle.

GAC Logistics UK's MD, Stuart Bowie, with GAC-sponsored Viktor Jensen (left) and Martin Brundle (right)



# Vrrroom!

GAC brings the prestige motoring experience to Qatar



Hundreds of car enthusiasts in Qatar recently experienced the thrill of driving some of the world's most expensive automobiles – and GAC helped make it happen.

Bugatti, Mercedes, McLaren, Porsche, Dodge Viper and Ferrari were just some of the famous names to feature in the fleet of performance cars brought from Europe and the USA to Qatar's Losail Circuit for a 40-day Michelin Tyres promotional event.

Freight, clearance, transport and handling of the prestige autos were taken care of by GAC Qatar's Events Department, who also handled two trailers of gadgets on show to visitors at the circuit.

Two of the performance cars – Dodge Vipers shipped in from the United States – nearly didn't make it. They had been shipped in a container to Dubai, where they were stuck for two months. As the deadline for their transportation to Qatar loomed, GAC pulled out all the stops to get the container cleared within two days, so the cars could be flown to Qatar.

GAC Qatar is no stranger to prestige motoring events. Every year, the company also takes care of the specialist logistics demands of Moto GP and Superbikes races and tests, as well as the F1 and Class 3 boat races, and launches of new Honda models.





www.gacacademy.com

# The Corporate Learning Curve

In February this year the GAC Corporate Academy (GCA) approach to eLearning was the subject of a Case Study in for the book 'Cases'n'Places: Global Cases in Instructional Design and Technology'.

It's a milestone for a learning institute that is little more than two years old. The Academy's General Manager, Damien O'Donoghue, reflects on the challenges faced and the lessons learned so far in bringing top level learning opportunities to a global organisation.

“The GAC Corporate Academy (GCA) concept was an outcome of the GAC Group's 5-year strategic plan Vision X – Global Reach. To put flesh and bone on the concept, market research was done involving key stakeholders throughout the GAC World, from Company Managers to frontline personnel. With the input from this research, a business case was developed and presented by Jan Farnelid, Group Vice President Human Resources, to the senior management team. It was approved and the Academy was officially launched in February 2007.

## Global Presence calls for eLearning

Companies with a global presence should aim to have best-in-class eLearning systems as the backbone of their learning organisation. What is important is bringing geographically distant people together in a virtual learning environment. This approach has been used successfully in big-volume introductory courses such as 'Introduction to the GAC World', where participants interact with colleagues from across the GAC World. Some courses employ a blended format that combines eLearning with regional workshops.

## Lessons learned

We learned very quickly that a Corporation's needs change quickly. A corporate learning organisation must work

consultatively to ensure it tracks and supports the core learning needs related to leadership, professional development, specific business areas and general induction. One of the most important lessons learned has been to ensure there are clear lines of communication between the learning organisation and the management, and above all that the learning outcomes are directly aligned to business performance.

## Outsource!

There is a case for bringing in outside expertise as well as promoting teaching expertise from 'within the ranks'. A number of our personnel have been trained as GCA facilitators, working in both eLearning and workshop formats.

The 'core-business' argument that sees customers outsource services to GAC also applies to the GCA outsourcing some of its operations. Services such as the internet-based Learning Management System, course development, media and communications are contracted out, as is some facilitation. At the end of the day, we are seeking to balance our capabilities, and ideally build in-house competencies as we grow.

## To sum up...

Work strategically. Make a plan for achieving your goals then scan your operations for evidence of success or otherwise - and adapt the plan as you go.

Honour your Customers. At the end of the day, both the learner and the business are customers.

Evolve. Your business will continuously develop and evolve. So too should your learning institute. Good luck! Contact me if you want to discuss these ideas further at [damien.odonoghue@gacworld.com](mailto:damien.odonoghue@gacworld.com) ”





# New services boost Port Updates

GAC has added a new dimension to its online information services, with RSS newsfeeds and an SMS alert service for breaking news from ports around the world.

## News feeds

Customers can now receive GAC Corporate News and vital Hot Port News updates as RSS feeds.

RSS, an acronym for Really Simple Syndication and Rich Site Summary, enables GAC to send newsfeeds of headlines and brief summaries to subscribers. On viewing the headlines, recipients can follow the link to read the news item in full online.

To add the GAC Corporate News RSS feed, go to <http://www.gacworld.com/news/rss>

To add the Hot Port News RSS feed, go to <http://www.gacworld.com/hpn/rss>

## Hot Port News goes Red Hot

Subscribers to GAC's daily Hot Port News service can now receive breaking news while on the move, in the form of text messages to their mobile telephones.

Red Hot Port News sends headline alerts of urgent news items as SMS messages to subscribers' mobile phones. Again, recipients can view the full news item online at the GAC website.

To subscribe to the free Red Hot Port News alert service, go to <http://www.gacworld.com/hpn>

*(RSS feeds are supported directly by Outlook 2007 and Vista. However, users of Outlook 2003 need an add-on application to access and view them. GAC gives instructions on the steps that Outlook 2003 users need to take to get RSS feeds at [www.gacworld.com/rss\\_outlook2003](http://www.gacworld.com/rss_outlook2003).)*



## Moves & Appointments

### GAC Qatar



**Mona Morsi**  
Asset Management & Security Executive

Previously:  
More than a decade's experience setting-up and running airline Safety & Transport Departments, as well as establishing and managing an independent transportation company.

### GAC Logistics UK



**Neil Waudby**  
Sales & Marketing Director, based at the East Midlands branch

Previously:  
Eight years as European Freight Director with GAC customer American Standard based in Brussels, and other key freight buying management positions in the industry.



**Sunil Tewari**  
UK Key Account Manager

Previously:  
Nine years in a variety of posts for GAC Dubai, including Operations Manager at the Airport Office. After moving to the UK in 2007, Sunil served as Route Development Manager for Hellmann Worldwide Logistics.

### GAC Headquarters, Jebel Ali



**Christer Sjödoft**  
Group Vice President, GAC Solutions

Previously:  
Regional Director Asia Pacific Region and Group Vice President GAC Solutions based in Singapore.

### GAC Asia Pacific Regional Office, Singapore



**Bengt Ekstrand**  
Regional Director

Previously:  
Regional Director - Middle East.

### GAC Middle East Regional Office, Dubai



**Dan Hjalmarsson**  
Regional Director

Previously:  
Managing Director of GAC Dubai.

### GAC Dubai



**Peter Bengtsson**  
Managing Director

Previously:  
Managing Director of GAC Nigeria.

### GAC Nigeria



**Neale Proctor**  
Managing Director

Previously:  
Managing Director of PT. GAC Andhika, Indonesia

### GAC Singapore



**Julian Kordek**  
Marketing Manager, Hub Services

Previously:  
Marketing Manager, Shipping Services, based at GAC London.

### GAC London



**Sami Younis**  
Marketing Manager, Shipping Services, covering UK, Republic of Ireland, Benelux and Switzerland

Previously:  
Most recently held a sales position with a maritime software provider, and has held sales and bunker trading posts with GAC in London.

### GAC Shanghai



**Jessie Gong**  
Marketing Manager, Shipping Services, covering China, Hong Kong, Macau & Taiwan

Previously:  
Has held roles in sales and marketing within China for a international shipping agency company and latterly in a trading environment, assisting European based buyers to source and ship materials from China.

## LOOKING FOR CONTACT DETAILS?

Many GAC staff are listed in the directory section of the GAC website: [www.gacworld.com](http://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.

# Rotterdam



**Ries Hoogenboezem, Managing Director of GAC-OBC in the Netherlands, gives us his guide to his home town – the port city of Rotterdam.**

## Beginnings

Named after a dam on the Rotte, a tributary of the River New Maas which today runs through the heart of the city, Rotterdam is now known for its massive port. But it started off as a small fishing village, where some of the more enterprising inhabitants were engaged in trade. Thanks to its location at the intersection of two rivers, it quickly grew into a small city, with trade linked to the river traffic from the hinterland and Germany.

The Industrial Revolution delivered a boost when a canal was dug linking Rotterdam with the Haringvliet estuary and the sea. At the end of the 19<sup>th</sup> Century, the 'New Waterweg' was dug linking directly with the North Sea in a straight line, giving Rotterdam the sea link that remains today. Since then, the city has flourished on the waves of international shipping.

## Europe's biggest

Today, that once small fishing village is Europe's biggest port with over 33,000 vessels calling every year. And the city has grown with it.

Its large and diverse population, and wide choice of restaurants, theatres and museums give Rotterdam the friendly and pleasant character that draws many visitors every year.

## Where to stay

Rotterdam has a wide range of hotels in every class to suit every budget. Within the city centre you can find top-of-the-range hotels like the Westin, Hilton and Bilderberg Park, as well as medium range options such as the Atlanta, Savoy, Tulip Inn and Golden Tulip. Further out you can also find hotel chains like Novotel, Ibis and Campagnile.

## Getting around

Rotterdam's public transport system is very good and includes buses, trams and a Metro system linking the city suburbs.

The city has many cyclists, thanks to its flat terrain, and they have their own red-coloured bike lanes and traffic lights.

## Eating out

If you want an authentic taste of The Netherlands, you can dine out in one of the many restaurants offering traditional Dutch fare, such as the famous "Old Dutch" or the "Kaat Mossel" fish restaurant. Alternatively, you can have a pint of beer with some bitterballs (also known as Dutch tapas) in a traditional Rotterdam brown café, or grab a bite at one of the many other restaurants available. Thanks to the cosmopolitan nature of the city, you are bound to find something to suit your taste.





### Shopping

If shopping is your thing, Rotterdam won't let you down as you can find all the top brands of clothes, designer goods and other commodities here.

### Sights to see

When you visit Rotterdam, the very least you should do is to take a tour of the port with

one of the Spido boats. Other sights not to be missed include the Euromast space tower, and the Erasmus Bridge (the newest link between the North and South banks of the river).

### Museum tour

There are many museums to choose from including The Maritime Museum, The Architectural Museum, The Photographic

museum and - last but not least - the famous Boymans van Beuningen Museum, named after a Rotterdam businessman and philanthropist, with its large art collection.

### Come on!

There are so many things to do and see, it's just not possible to catch them within the frame of an article, so come over and see for yourself.



# Old Trafford calling



GAC MUSS Day 1:  
GAC Logistics client Adam Collier of OfficeXpress and his son Dominic celebrate winning the technical skills challenge



GAC MUSS Day 2:  
Manchester United Soccer Schools' Gavin Rhodes congratulates children of GAC Logistics clients on their soccer skills

Soccer-loving GAC Logistics UK customers were given the chance to tread the turf at the world famous Old Trafford football ground recently - thanks to the company's role as the Manchester United Soccer Schools' (MUSS) official logistics partner.

Thirty guests were welcomed to the stadium for an access-all-areas tour, including photo opportunities in the players' changing room, the tunnel and dugouts. They were then taken by luxury coach to Carrington, Manchester United's training ground, for an intensive afternoon's training with the Soccer Schools coaching team.

## Learning to play the United way

Bill Hill, GAC Group Vice President, Logistics Services, says: "Managing the logistics for Manchester United Soccer Schools – the world's biggest sporting club – gives us the opportunity to play our part in facilitating the development of sport education and to thank our customers at events such as this."



GAC MUSS Day 3:  
GAC Logistics customers are put through their paces at Carrington, Manchester United's training ground

GAC MUSS Day 4:  
GAC Logistics clients, business partners and their children with the Premiership and Champions League trophies won by Manchester United this year

