



For professionals in shipping and logistics

# world

No.4 Oct 2010



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# An Exuberant Spirit...

Brazil is hot in every sense. Its economy is hot, its culture is hot, the politics are hot, its people are hot and the weather is hot. However, you may be surprised to learn that snow often falls in the uplands of Rio Grande do Sul, Brazil's southernmost state. And that's the thing about Brazil. Everything you've been told about the country is true. But it is never the full story.

## Powerhouses And Paradoxes

There are many poor people in Brazil, true enough. But there is also a huge middle class that is getting richer by the day. It's a big place, covering more than 8 million square kilometres. Yet Brasileiros are more likely to celebrate their hearth and home than carry on about their great wide land. It is a country that now leads South America in economic strength, infrastructure development and international outreach. It is also striving to preserve its forests and rivers - and the indigenous people who live there.

Above all, there is a sense of exuberance that has been part of Brazil's identity for centuries. This, coupled with the feeling that anything and everything is possible, makes it a place worthy of respect and investigation. Our brief survey of the country and our work there starts on page 8.

## A Real Gem

The appointment of Carlos Arrieta as the President of GAC Energy and Marine Services (GEMS) in Houston is a sign of the ambitions we have for this new operation. Mr Arrieta brings massive international logistics experience and intellectual force to our business and he too knows the importance of Brazil. Read about it on page 12.

We've also strengthened the European reach of GAC Marine Logistics, our door-to-deck marine spares and supplies service. Based in the UK, Jamie McPhail augments dedicated GML sales resources already at work in the north and south of the continent.

Elsewhere, new business shoots are blooming. GAC Australia is working with key suppliers to the huge natural gas projects unfolding off the north-west coast. GAC Qatar is entering the helium trade. And GAC Sri Lanka is delivering railway sleepers.

## Ever Angola

Our Insight section focuses on the art of doing business in Africa. We look at what's needed through the eyes of GAC Angola's Managing Director Gerrit Laubscher. Gerrit speaks with the voice of experience. This is not theory for him. It's daily practice.

## Safe, Safer, Safest

We all know about the recent oil spill in the Mexican Gulf. It has injected the issue of safety, particularly in the energy sector, firmly into our veins. As a supplier of services to some of the most high-risk industries in the world, we recognise our duty in this area. We must play our part to foster a healthy, safe, and secure environment, wherever we go. We report on our global guideline on page 15.

## It's Finally Over!

After watching my own team, England, crash and burn and then seeing all those other glorious struggles for victory and glory, I can now say that I have had my World Cup. Indeed, 'the Cup' is full.

Brazil didn't win (Forza Espana!), which is possibly good for the game. But we will all be focused very sharply on Brazil again soon enough, when the country stages the next World Cup in 2014 and Rio de Janeiro hosts the 2016 summer Olympics. In the meantime, get used to seeing Brazil on your radar and, equally, in your rear view mirror.

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Back copies of GAC World are available for download at [www.gacworld.com](http://www.gacworld.com). Click on 'News' and then on 'GAC World magazine'.



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## Insight:

# THE JOY AND CHALLENGE OF AFRICA

Africa combines obstacles with opportunities, and pitfalls with potential, and it is not for the faint-hearted. GAC Angola's General Manager, Gerrit Laubscher, looks at how businesses can overcome the challenges to deliver success.



**"Africa is not for the weak."**

There's an old saying that "Africa is not for the weak", and for proof you just have to look at the transportation you need to tackle its roads.

An ordinary vehicle won't survive the trip. You need a quality 4x4 with upgraded suspension and stocked with water, fuel, provisions, recovery equipment and a global positioning system. Experienced African travelers tell tales of delays at border posts, painfully slow bureaucracies, and corruption driven by poverty. It takes an adventurous spirit to tackle a trip, but travelers will tell of an unforgettable journey.

It is much the same with doing business here. It can be tough going, with countless unforeseeable obstacles standing between you and Africa's huge growth potential and wealth of resources.

### Growing demand

Industries like mining, energy exploration and construction are driving development. Major consumers like China, the US, Europe and Brazil are increasingly turning to Africa to feed their demand for energy and minerals, and they're bringing change with them.

### Memory

Angola is an example of how overseas investment has driven progress. Nearly three decades of civil war are now a memory, the government is stable and the economy is growing. But the infrastructure is still poor, following years of neglect or destruction.



### The China effect

Angola cannot rebuild alone and fortunately, it doesn't need to. It has now overtaken the Middle East as the biggest supplier of crude oil to China, the market for more than half of the country's production. Angolan crude is being traded for Chinese infrastructure and construction aid.

It is not unusual to see large Chinese construction companies flying their flags here and there are about 9,000 Chinese workers at sites around the country. 'New cities' such as the Angola Social Housing Project Kilamba Kiaxi are springing up, with the help of investors like CITIC, one of GAC Angola's Chinese customers. CITIC is developing 20,000 apartments, shops, schools and municipal facilities.

### The logistics challenge

Players in Africa's freight and logistics sector have to meet the First World demands of their customers while facing the Third World challenges of poor infrastructure, long delays, a shortage of local expertise, low productivity and high costs.

Here, reducing customs clearance delays from four weeks to three days may be cause for celebration. But that is unlikely to impress a customer who is used to seeing the same task completed in a day elsewhere. The achievement of bringing down berthing delays at Luanda from 2-3 months to 10 days or less is impressive, but there is still room for improvement.

### Recipe for success

So, what is the recipe for successful business in Africa?

First and foremost, a pioneering spirit - something there is no shortage of in the GAC Group, given its tradition of working in difficult environments.

Second, hiring local staff, whose know-how eases operations and communication, to work with a small management team of ex-patriates experienced in international business.

Third, the willingness to invest - in anything from satellite communications technology to staff training to raise the levels of employees' expertise, perhaps via online courses provided by GAC's Corporate Academy.

Fourth, a strong network to ensure that coverage can be provided wherever your clients may need it.

And last but not least, a strong ethics policy that gives staff the support and confidence they need to resist pressure to participate

in or turn a blind eye to corruption. Such a policy, like the one in place throughout the GAC Group, helps build a loyal workforce and gives clients the peace of mind that everything will be handled in full compliance with local and international laws.

### Entrepreneur's paradise

Africa may well be the last surviving paradise for the adventurous entrepreneur.

All it takes is the right attitude, the ability to tackle its rugged infrastructure, adaptability without losing sight of your destination and local knowledge, to secure business success.



# HELIUM DEAL

GAC Qatar has signed a deal with international gas producer Air Products USA to ship helium from Qatar to the UAE.

Air Products provides the industrial, energy, technology and healthcare sectors with a portfolio of gases, equipment and services worldwide.

The helium is transported in ISO tank containers brought in empty by truck from Jebel Ali to Ras Laffan, where they are filled and sent on their way by road or sea. As helium gas is highly sensitive, GAC Qatar is also charged with the important task of monitoring nitrogen levels during transit to ensure it does not evaporate.

*“Air Products and GAC make a good match,” says Ravindu Rodrigo, GAC Qatar’s Commercial Manager. “Both are truly global, put a premium on quality and invest in the best people to work for them. We hope that this contract will be just the start of a long and mutually profitable relationship.”*

# SUPPORTING BIG AUSSIE PORT PROJECT

GAC Australia has been awarded an agency contract by leading dredging, maritime infrastructure and services expert Royal Boskalis Westminster N.V. This appointment comes after GAC’s successful handling of the entry and quarantine procedures for Boskalis for its dredging vessel ‘Cornelis Zanen’ used for a major project at Fremantle Inner Harbour and Channel.

## Major offshore project

The agreement covers all Boskalis agency requirements in Western Australia associated with the Gorgon Project at Barrow Island. Boskalis became involved in the project when Chevron Australia awarded it the AUD744-million contract to construct terminal facilities to serve the offshore LNG project.

The initial agency contract covers tug and barging operations carrying equipment and rock between Henderson in Fremantle and Barrow Island, as well as agency requirements associated with the operation and import of craft to Dampier before the vessels head for the environmentally-sensitive area of Barrow Island.



## Relationship

Phil Coolican, GAC Australia’s Managing Director, says the barges, which are around 10,000 dwt, are expected to generate around 30 port calls and will further cement GAC’s relationship with Boskalis Australia.

He adds: “GAC staff in Fremantle and Dampier have extensive experience in breakbulk and project cargoes, and they look forward to working with Boskalis and further developing the relationship between the companies.”

# APPOINTMENT BOOSTS MARINE LOGISTICS GROWTH IN EUROZONE

Marine spares logistics specialist, GAC Marine Logistics (GML) has appointed Jamie McPhail as its Marketing & Sales Manager to oversee its growing business in Europe.

Based in the UK, Jamie will promote GAC's door-to-deck ship spares solutions to ship owners and management companies in the region. He will also supervise and liaise with clients to ensure time sensitive operations run smoothly.

Hailing from a sea-faring background, Jamie brings to his new role more than

two decades of management and operations experience in the maritime and logistics industry.

The new UK office joins a global GML network of offices in Singapore, Hong Kong, India, The Netherlands, Greece, Germany and Brazil.



## Heavy Demands No Problem For Rig Moves



When Arabian Drilling Services needed two rigs weighing more than 7,000 tons delivered off Port Sultan Qaboos in Oman, they turned to GAC.

Broken down into 37 packages - some up to 54 tons - the shipment was conveyed from the works in Houston to Muscat, where it was cleared through Customs, and then delivered to the Lekhuware field about 360 km from the port.



### News Beat



#### RE-AWARDED:

For the second time, GAC has been named as 'Shipping Agent of the Year' at the Supply Chain & Transport Awards 2010, the leading awards event for the Middle East's transport and logistics industry. Organised by the ITP Publishing Group, the annual awards have become established as a benchmark for excellence in the industry.

#### RETRACKED:

45km of rail line between Galle and Matara in Sri Lanka with GAC moving the materials. In all, GAC Sri Lanka shipped 15,000 tons of rails, sleepers, fittings, bridges and other essentials to sites along the track. The upgrade will increase the speed of passenger trains from 60 mph to a zippy 100 mph.

#### APPOINTED :

Carlos Arrieta as the new President of GAC Energy & Marine Services LLC (GEMS), based in Houston. GEMS, launched in May, provides integrated logistics services for the oil, gas, marine and mining sectors. Mr Arrieta's immediate priorities are to implement a strategic marketing plan and expanding the company's service portfolio. After training as a Medical Technologist and



Cancer Researcher, Mr Arrieta shifted to logistics and has spent more than 30 years providing global logistics support mainly for the oil and gas sector (see story page 12).

#### SEALED:

A new deal between GAC Qatar and EMO-Trans USA to handle 100% of Maersk Oil Qatar's freight exports, the latest development in a relationship which will lead to further service upgrades to meet security and supply chain challenges in the USA.

#### DEDICATED:

Cricket legend and GAC Brand Ambassador Andrew Flintoff showed what dedication means to success during a recent luncheon engagement with GAC customers at Dubai's Emirates Golf Club. Just as proceedings were about to start, Flintoff was called away by a minor family emergency at home (he lives on the Jumeirah Palm development). He dashed off to fix the problem and then sped back to arrive in time for dessert. Legends know it's all about timing!

#### CERTIFIED:

GAC Transfer services Dubai, by Det Norske Veritas (DNV), confirming that it meets with the quality criteria of the ISO 9001:2008, ISO 14001:2004 and ISO 18001:2007 standards.

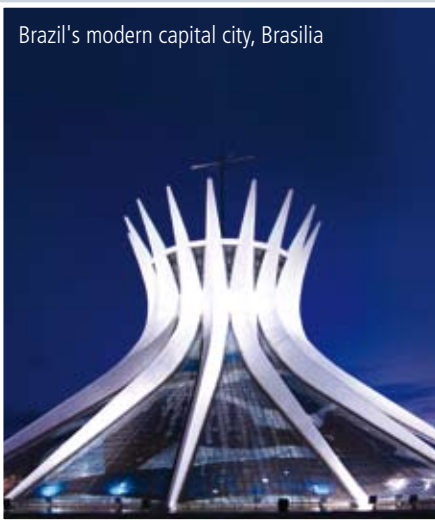
# Brazil Allure

*The story of Brazil, as you will read in the following pages, is full of colour, sound and fury. And we are not speaking only about the crowds at Copa do Brasil matches.*

*The history of the country has mixed blood and enlightenment in large doses. Slaves from Africa, followed by immigrants from everywhere else, have made the country's culture rich and varied. It has world-class industries: it is the world's biggest producer of biofuels; its aircraft industry is a quiet achiever; its resource industries are well established. It is also a land of poverty and rancid exploitation.*

*But, as you will read, it is a place of great allure and the 21st century may well be its greatest.*

Brazil's modern capital city, Brasilia



## Much More Than Football, Coffee And Rainforests

It's no mistake that Brazil has been tagged as a 'country of the future', even as more established economies struggle with the seismic shifts of the worldwide financial crisis.

In just two decades, the country has gone from virtual bankruptcy and cancelling foreign debt payments, to offering the International Monetary Fund (IMF) \$10 billion to help developing economies.

### Brazil in Brief

<b>Area:</b>	8.55 million square kilometres
<b>Population:</b>	193.7 million (UN, 2009), the world's 5th largest population
<b>Capital:</b>	Brasilia
<b>Largest cities:</b>	Sao Paulo & Rio de Janeiro
<b>Main exports:</b>	Manufactured goods, iron ore, coffee, sugar, oranges, other agricultural produce
<b>GNI per capita:</b>	US \$7,350 (World Bank, 2008)
<b>Natural diversity:</b>	The Amazon is home to 30% of the world's plant and animal life

### Success story

Today, Brazil is considered one of the four economies to watch (along with Russia, India and China) and is widely considered to be Latin America's big success story.

It is the region's most influential country, an economic giant and one of the world's biggest democracies.

According to IMF figures, Brazil's GDP / purchasing power parity has been steadily rising since 2000 and is set to keep growing over the next five years.

Many of its politicians and business leaders believe it is on course to become the world's fifth largest economy by 2026.

Like many of its South American neighbours, however, Brazil's history is chequered by political instability, economic boom and bust, high inflation and foreign debt.

### Natural wealth

One of the keys to Brazil's current standing is its rich natural resources, particularly iron ore, which is in great demand from major manufacturing nations like China. And thanks to the development of offshore fields, the nation has become self-sufficient in oil, ending decades of dependence on foreign producers.



## TIMELINE

- 1500 Portuguese land in Brazil and claim it for the Portuguese crown.
- 1822 Son of Portuguese king declares independence from Portugal and crowns himself Emperor of Brazil.
- 1888 Slavery abolished. Large influx of European immigrants starts.
- 1889 Monarchy overthrown and federal republic established with government controlled by coffee interests. By 1902, Brazil produces 65% of the world's coffee.
- 1964 Bloodless coup establishes military rule that brings both repression and rapid economic growth.
- 1974 Reforms introduced to allow limited political activity and elections.
- 1982 Brazil halts payment of its main foreign debt, among the world's biggest.
- 1989 Economic reforms fail to bring improvements and inflation remains out of control. Foreign debt payments suspended.
- 1998 IMF provides rescue package after Brazil's economy is hit by the collapse of Asian stock markets.
- 2001 Government plans to spend \$40 billion over seven years on roads, railways, hydroelectric projects and housing in the Amazon basin.
- 2002 **June:** Brazil wins football's World Cup for the fifth time.
- 2002 **July:** Currency hits an all-time low. Financial markets panic over the prospect of left-winger Luiz Inacio Lula da Silva winning presidential elections.
- 2002 **October:** Luiz Inacio Lula da Silva, popularly known as Lula, wins presidential elections. At his inauguration in January 2003 he promises political and economic reforms and pledges to eradicate hunger.
- 2004 Brazil launches its first space rocket.
- 2006 President Lula is re-elected.
- 2007 Government officially recognises human rights abuses under the 1964-1985 military dictatorship, when more than 500 people are believed to have 'disappeared'.
- 2008 Brazil turns down an invitation to join Opec.
- 2009 Brazil says it will offer \$10bn to the IMF, to help improve the availability of credit in developing countries.
- 2010 Brazil gives initial approval for construction of hydroelectric dam in the Amazon rainforest, expected to be the world's third largest.



## A Regional Perspective

Lars Heisselberg became GAC's Group Vice President for the Americas in 2009. His task to develop GAC's business from Alaska to Patagonia is being made easier by Brazil's economic growth.



When GAC started its logistics operation in Brazil it was primarily with a view to capture a share of the massive Asia – Brazil trade, primarily imports from China, which by and large is controlled by Brazilian importers, he says.

In other words, GAC had to be on the ground in Brazil to make it happen and thereby support our Asia operations. This is what we refer to as G2G (GAC to GAC) business.

### Natural step

Heisselberg adds: "Our recent launch of ship agency services throughout Brazil is a natural step offering our customers integrated services like we do in most other locations around the world. Brazil's economic growth and business potential cannot be ignored, particularly in the energy sector, and we expect the establishment of GAC Energy & Marine Services in Houston to play an important role together with GAC Brazil in securing a share of upcoming projects."

## Sailing Down To Rio

### *GAC begins ship agency operations in Brazil*

The rise and rise of Brazil in the shipping and energy sectors has prompted GAC to establish its latest ship agency operation there, with a coordination centre in Rio de Janeiro.

GAC Brazil will work with its own team and its established network of sub-agents to offer a full range of support services for vessels, crew and cargo, both in-port and offshore all major Brazilian ports.

### Meeting demand

"Continuing growth in Brazil's economy and industrial output has boosted demand for first class ship agency and related services," says Lars Heisselberg, GAC Group Vice President – Americas. "We decided it was time to position the expertise, experience and resources to meet that demand."

### Integrated service options

The new ship agency operation complements existing logistics services provided by GAC in Brazil.

"We operate in a world where clients want more integrated service packages and the savings that arise from them," says GAC Brazil MD, Rodrigo De Marco. "We aim to provide differentiated shipping and logistics services to our clients and give them a wider range of service options."

### Boundless potential

GAC has appointed Capt. Robert Olsson as its General Manager, Shipping Services, in Brazil.

"Growth potential in Brazil is boundless," he says. "In the long term I expect GAC to become a strong player in this market. The GAC team has the network, knowledge and contacts to be the first choice for ship owners and charterers active here."

Christ the Redeemer, Rio de Janeiro, Brazil



## The View From Sao Paulo

Looking out on the bustling streets of Sao Paulo, Brazil's largest city, Rodrigo De Marco is cautiously optimistic.

As Managing Director of GAC Brazil, he has seen the country emerge from the economic woes of the 1980s and 90s and business is now doing well. While many advanced economies continue their slow and difficult recovery from the world financial crisis, growth is the key word in Brazil.

### Stabilisation

"The past decade has been characterised by the stabilisation of the Brazilian economy, which has brought a significant increase in foreign direct investment," says De Marco.

"Brazil's economy has resisted the downturns in international financial markets largely because growth has been built on a fast-growing domestic market and a diversified trading sector. We're expecting to see growth of 7% in 2010."

### Target

The GAC Group identified Brazil as one of its target areas for business development in the early 2000s. As such, it was one of many international companies to back up their belief in the country with

significant direct investment. GAC Brazil now runs successful logistics, ship agency and marine operations and its customer base includes international clients in the consumer goods, marine, pharmaceutical, automobile, electronic, petro-chemical and oil and gas industries.

Exports - both of commodities and an increasing number of manufactured and semi-manufactured goods - and imports of equipment and other capital goods form a complex web of production and consumption.

### Potential

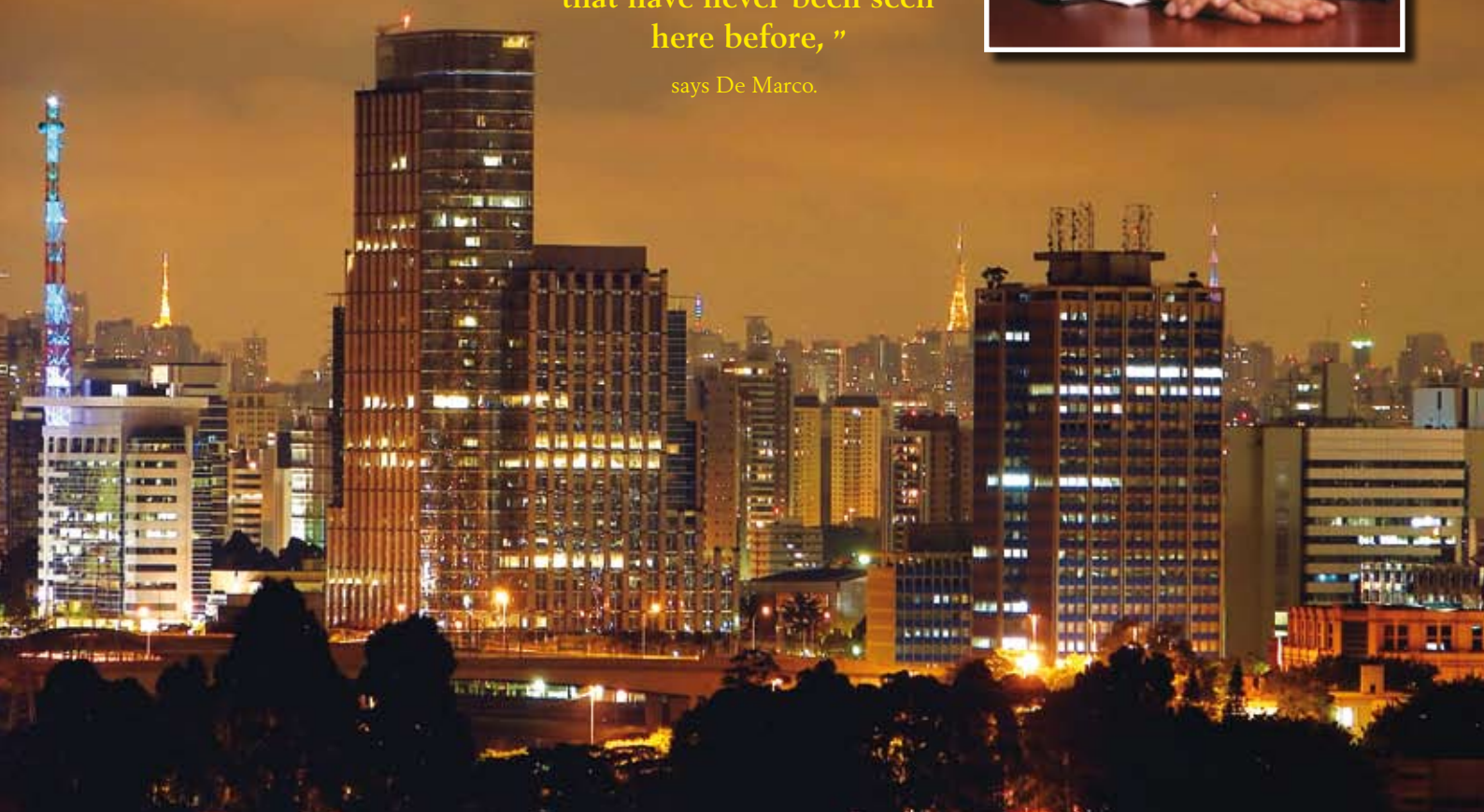
De Marco says key areas for growth include civil construction and infrastructure projects, driven by Government initiatives and further boosted by upcoming world-class sport events the country will host.

Like many of his countrymen in a football-mad nation, he is looking forward to the next World Cup in 2014 - as much for the business it will bring as for the soccer spectacle it promises. Other areas with great potential include shipbuilding and the energy sector, particularly offshore.

**" These are opportunities that have never been seen here before, "**

says De Marco.

"However it is really important that tax reforms to encourage private enterprise are enacted to guarantee that momentum is maintained and steady growth is made in the years to come. Another challenge for Brazil is to upgrade its infrastructure - especially its airports and ports. These are keys to delivering on the promise of all the new development."





## A 'Gem' Of An Opportunity

Brazil features firmly in the plans of GAC Energy & Marine Services (GEMS), which started in Houston in May this year.

GEMS President, Carlos Arrieta, says once the new operation has consolidated its position in the US market, attention will shift south. He knows the potential of the Brazilian energy sector.

"Brazil is the region's largest market when it comes to oil and gas," he says. "It's a growing market, comparable to the Middle East and Russia."

### Collaboration

GEMS will work closely with GAC Brazil's logistics team to develop operations from bases in Rio de Janeiro and Sao Paulo.

**"We plan to work collaboratively in Brazil to make the most of our colleagues' proven local reputation, know-how and experience,"**

says Arrieta.

### Ideally placed

Based in the new Central Green development close to Houston International Airport, GEMS is ideally placed to serve energy companies throughout the Americas. It has 65,000 square feet of covered warehousing space and 40,000 square feet of open air storage to support services that include: in-house case packing; international or domestic air and ocean freight management; and charter and project services.

## Brazil's Powerhouse Inland Port

It is 1,450 km from the coast, in the heart of the Amazon rainforest, and it's one of Brazil's key ports.

Manaus was also the first city in the country to have electricity, and its grand architecture, ornate opera house, universities and cosmopolitan lifestyle stand in marked contrast to the dense jungle that surrounds it.

### Rubber Roots!

A small fort was first established at the confluence of two great rivers, the Amazon and Negro, in 1669, but it was the natural rubber industry that brought prosperity to the region and its river port from the late 1800s.

Port facilities were upgraded in the early 1900s with many of the buildings of this period ordered from Europe, giving the city its unique character.

When the rubber trade collapsed in the 1920s, Manaus went into decline and did not recover until 1967 when it was made a duty-free zone.

### Transport hub

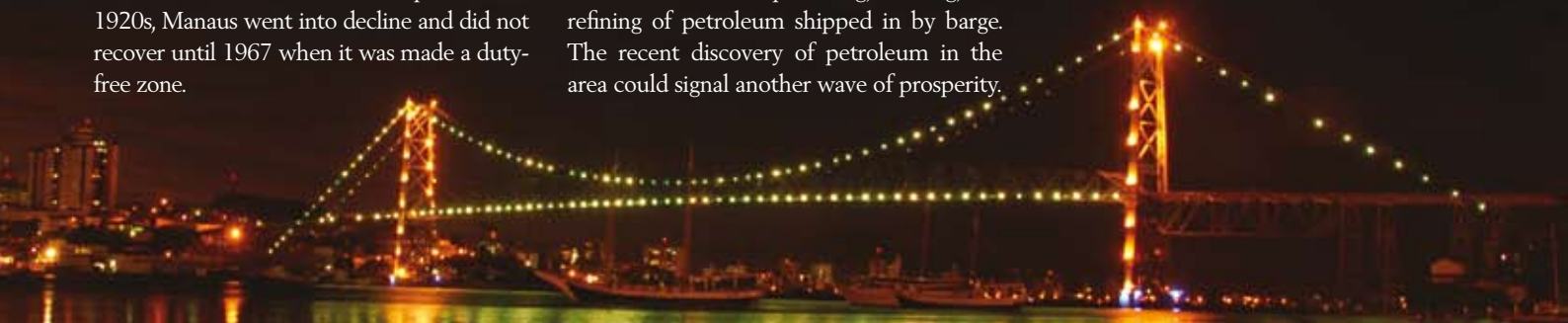
Today, Manaus is Brazil's eighth largest city with more than 1.7 million people. The port is an important destination for ocean-going vessels and is the main transport hub for the entire Amazon Basin.

It imports beef from the hinterlands, exports hides and leather, and manufactured goods such as soap, chemicals, electronics equipment and mobile phones. Other industries include shipbuilding, brewing, and refining of petroleum shipped in by barge. The recent discovery of petroleum in the area could signal another wave of prosperity.

### Eco-business

More and more tourists are hitting the eco-trail and heading for Manaus, bringing with them a new source of income.

They flock to see the wealth of wildlife around (and within) the city, and tour boats take visitors to see where the black waters of the Rio Negro meet brown of the Solimões River where they flow together for 9 km without mixing.



# GAC Kuwait

In GAC's office in Shuwaikh you can see on the wall 'Kuwait Shipping Licence No.1', marking GAC as the first agency to be registered in the country back in 1956.

More than five decades later, GAC remains Kuwait's leading ship agent and logistics provider and is investing continually to meet demand both in the country and in neighbouring Iraq.



## Investment

Managing Director Ronald Lichtenecker says: "Kuwait is where the GAC story started in the mid-1950s and over more than five decades, we have built up a comprehensive suite of services. This goes hand-in-hand with our policy of investment in infrastructure and other resources, which

distinguishes us from the competition and ensures our continuing success."

GAC Kuwait also coordinates all GAC operations in Iraq, including the handling of specialised oil field equipment for the local energy sector, as well as grain imports and occasional aid shipments.



Managing Director, Ronald Lichtenecker

Q &amp; A:

# Shanaka Fernando

**Born:**

1975, in Colombo, Sri Lanka.

**Before GAC:**

Worked as a Trainee Operations Executive for McLaren's Shipping (GAC Sri Lanka's local partner) from 1993 – 1994.

**Joined GAC:**

Joined GAC Sri Lanka in 1994 as Operations Executive, and was promoted to Assistant Operations Manager in 2000. Appointed in 2001 as Warehouse and Distribution Manager for the GAC Sri Lanka-managed Unilever Distribution Centre, and was promoted in 2002 to Shipping Manager – GAC SL. Transferred in 2003 to GAC Qatar as the Business Manager – Shipping Services, before being relocated again to GAC Thailand.

**What motivates you?**

The uniqueness of the shipping industry, not knowing what lies ahead. In shipping, every day brings new challenges.

**You came to Thailand from the Middle East. What was the biggest difference to strike you when you first arrived?**

First it was the greenery of naturally grown trees all around you. Then there was the culture shock, which took me several months to come to grips with. In the Middle East, 99% of the people I was dealing with were ex-pats. In Thailand, it is the complete opposite. Then you have the language barrier - most people will communicate with you only in Thai, so it helps to learn basic Thai as quickly as you can.

**What impact has the recent political instability in Thailand had on business?**

In my opinion, this has had little impact on the shipping industry of Thailand. We have not seen any decline in the numbers of vessels calling here. However, my colleagues tell me it has had a greater impact on logistics, and of course, the country's tourism industry has suffered.

**How did the troubles affected you and other staff members?**

Initially, it was just a normal protest. Then, we saw the protestors building camp sites around the office, which was not normal but seemed nothing to be alarmed about. However, towards the end when things got violent, we had to close the main office for almost a week. It was disturbing to see burning tyres on the street and hear shots being fired. We were lucky none of us was affected - we bounced back quickly.

**In more stable times, what are the secrets to business success in Thailand?**

Think local in your relationships with customers, suppliers, vendors and authorities. It is a very important part of the Thai business culture.

**Do you believe that conflict is always a bad thing, or can it produce positive side-effects?**

We saw many positive side effects coming from the conflict here. On the one hand, we understood

how vulnerable we could be in a conflict situation. But we also learnt that with today's technology and GAC applications you can sit anywhere and do business. The shared experience also brought colleagues closer together.

**What do you consider to be the most useful thing you were ever taught by someone else?**

"In matters of style, swim with the current. In matters of principle, stand like a rock!"

**What do you consider to be the most useful thing you learned by yourself?**

Be fair to people around you. Try to assess the situation in the other person's shoes.

**Name three things that are essential to you for your work.**

My notebook, my staff and - most importantly - the support of my wife.

**How much of a team player are you?**

I like to think that I am very much a team player. Just as in football, you cannot score alone!

# Trio Conquers Three Peaks Challenge

They may be Marketing Men, but GAC's Peter Österman, Sami Younis and Simon Heywood recently did some serious number-crunching for a good cause:

**24**

Length in hours of The Sailors' Society Three Peaks Challenge 2010

**3**

Number of mountains climbed (Ben Nevis in Scotland, Helvellyn in England & Snowdon in Wales)

**11,084**

Altitude in feet ascended by the climbers (4,406, 3,118 & 3,560 respectively)

**28**

Number of miles walked

**500**

Distance in miles travelled by road

**5,485**

Total in British Pounds raised for The Sailors Society (to date).

The GAC trio joined 49 other teams for the annual charity challenge to scale the UK's three highest mountains, but they were one of a few that had not done any 'team training' in preparation due to their diverse geographical locations.

Of course, as marketing men, they know about uphill struggles and are accustomed to having competition close on their heels...

## Every muscle

Simon says: "As the challenge fell beneath our marching feet, we came to know each muscle in our legs, each toe butting the front of our boots and how much our rasping lungs had to inflate to fill every crack between our ribs."

They conquered Ben Nevis in 4 hours 40 minutes, Helvellyn in 2 hours 15 minutes

(coming 12th in a night ascent), and Snowdon in 3 hours 50 minutes. Their reward was a slap-up supper and refreshments at Liverpool's Maritime Museum, followed by a good night's sleep before they returned to their homes in London, Stockholm and Sintra (Lisbon).



## HSSE CORNER: GAC's Global Guidance System

Recognising the importance of effective Health, Safety, Security & Environmental practices in the industries it serves, GAC has released a Group-wide Guidance System that sets minimum global standards for all GAC staff and contractors.

Marine & Safety Manager Capt. Björn Brödje says the Global HSSE Guidance System gives simple, flexible and understandable procedures for providing safe, healthy and secure working conditions with minimal environmental impact.

Says Capt. Björn: "Every procedure – from vehicle / launch safety or the use of personal protective equipment, to the handling of hazardous substances and structured HSSE reporting – puts people at its heart. After all, it's people that make procedures work."



## Moves & Appointments

PT Andhika GAC, Indonesia



**Teddy Devrizal**  
Shipping Manager

Previously:  
Trade Product Manager for P&O Nedlloyd.

GAC Nigeria



**Gerrit Van Der Merwe**  
General Manager, Finance

Previously:  
with Metcash Africa (Pty) Ltd., Thebe Medical (Pty) Ltd. And Haumann Rodger Chartered Accountants.

GAC Marine Logistics, Edinburgh, UK



**Jamie McPhail**  
Sales and Marketing Manager

Previously:  
More than two decades experience both sea-going and on-shore in the maritime and logistics industry.

GAC USA, Houston



**Carlos Arrieta**  
President of GAC Energy and Marine Services

Previously:  
Worked extensively in the transportation and logistics industries worldwide.



# Silver Tip Trip TO DUBAI

There's a pair of rare Silver Tip sharks swimming around the Dubai Aquarium & Underwater Zoo at The Dubai Mall, courtesy of GAC. As Mario Coelho, GAC Dubai's Airfreight Manager, explains, it was a sensitive and challenging task – witnessed by the fact that the operation was filmed by a National Geographic crew for a documentary series on the transportation of wild animals.

## Long haul

"The sharks were coming in by air from Cairns in Australia – via Hong Kong – and it was probably the first time that this particular species had been on such a long journey. And naturally, there were special considerations to ensure their welfare throughout the trip," says Mario.

GAC has been handling live shipments for Dubai Aquarium & Underwater Zoo since 2007, including several high profile imports. Most recently it brought Gentoo Penguins from Scotland. The key requirement in all cases is to eliminate any delays and minimise the amount of time the animals are in transit.

## Ready for anything

But even the best-laid plans can be disrupted. That's what happened when the shipment was held up due to a tropical storm warning in Hong Kong.

"Fortunately, GAC has an 'emergency preparedness' mindset – ready to deal with any contingency at any stage of the job," says Mario. "We only had one day to re-arrange everything, brief all parties and obtain new passes from Dubai's Customs Authority and police. Here, our excellent relations with the local authorities helped put everything in place for the new date. On top of everything else, we also had to arrange to get the National Geographic crew airside and make sure they had permits to film the flight's arrival."

"Meanwhile, we had arranged for the special container holding the two sharks to be offloaded and transferred to special 'cool dollies' to protect them from the searing Dubai heat. They were then transferred to a special GAC Reefer truck set at 20 degrees Celsius for the trip. Once they arrived at

Dubai Aquarium & Underwater Zoo, the sharks were handed over to the experts for offloading and acclimatisation.

"A key role in the success of this operation was played by the local authorities who expedited all approvals and permits, and in particular the DCA/Dubai Airport teams, DNATA, security and the Ministry."

## Smooth

Says Paul Hamilton, Curator of Dubai Aquarium & Underwater Zoo: "Though it was the first time this particular species had undergone a long haul journey, thanks to the seamless work by GAC this was one of the smoothest shark transports that I have ever been part of. They arrived healthy, with minimum stress and started feeding within 40 minutes of being put into their new environment."

