

GACWORLD

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THE MOMENTUM OF EUROPE...



The news has been uniformly bad for Europe for more than 12 months. The reality on the ground has been something else. Despite the agonies of Greece and the turmoil of Italy, Ireland, Spain and the UK, business continues to be done and the economic momentum of the region defies the gloom of the news clips, reports and predictions.

While leaders fret and bankers groan, people continue to deliver and consume essential goods and services. GAC is busy supporting the movement of these goods and the delivery of these services from the Arctic to the Mediterranean. Even as price pressures mount in shipping, volumes are up. In logistics, demand is steady in most places and remarkably robust in others. Our Europe report starts on page 10.

Lehmann acquired

The European present may not be a bed of roses but the future always holds opportunity. No surprise then that GAC has continued to expand its presence in Nordic lands. The latest acquisition was

inked at the start of January when GAC took over all the shipping subsidiaries of the Lehmann Nordic Group, one of the region's oldest transportation groups. See page 12.

China is raising the safety barrier on ships entering its waters. New pollution rules are in place and they demand a lot of work by ship owners and charterers to prepare and submit documentation so that their vessels can enter, stay in and leave Chinese ports. We've put a dedicated team together to help our shipping customers navigate the new requirements. See page 6.

Hydrogen in Sri Lanka

Our Chairman's Award for Environmental Excellence for 2011 has gone to GAC Sri Lanka. The company has moved much of its vehicle fleet to hybrid engines (running on either electricity or petrol/gasoline) and gone one step further. The team has introduced an advanced hydrogen additive system called Hydrogen X which has helped reduce fuel consumption by 15,000 litres in four months. See page 6.

E-learning

The GAC Corporate Academy continues to grow and develop deep knowledge of how to deliver online training to GAC staff and partners worldwide. The learning curve has been steep and the lessons are there for all to share. Check out what's been happening at the cutting edge of education on page 14.

Simply the best

GAC has a world champion three times over. GAC Pindar skipper Ian Williams won the International Sailing

Federation's World Match Racing title for the third time after he and his crew clinched the Monsoon Cup in Malaysia late last year. Williams joins an elite band of sports people who have managed to reach the top more than once. See page 17.

The growth continues

While our customers continue to move their cargoes to, from and around Europe, other parts of the world are not being left out. Asia is strong and undaunted. India is ramping up its search for energy resources and GAC has opened a new office there. In Africa the growth rolls on. GAC has commenced operations in the Republic of Congo to support customers with vessels calling at her ports, or cargo to manage there. Some parts of the world say the glass is half empty. Clearly in other parts the glass is overflowing.

Neil Godfrey

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Despite the constant flow of bad news about the European crisis, stifling austerity and squeezed margins, GAC's results for 2011 show recovery and an optimistic outlook. Ivo Verheyen, Group Vice President - Europe, considers the region's prospects.



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GACWORLD

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WORKING THE CHAIN GANG: FORGING THE LINKS THAT MAKE A SUPPLY STRATEGY



by **Neil Waudby**
GAC UK's Commercial
Director - Logistics



In international logistics, it's no longer enough to offer a simple 'from A to B' solution to clients. You have to think beyond boundaries, dig into the customer's commercial psyche to gain a deep understanding of their needs, and examine every link in the supply chain to deliver the goods how, when and where they demand.

If you can do that, clients will view you as an ally in achieving their business goals – and that can only have a positive effect for all involved in the supply chain. But it takes careful planning and lots of hard work to make that magic recipe work.

From China to Coventry

Such success was achieved by GAC in our work with The London Taxi Company (formerly known as LTI), coordinating the transportation of parts between the UK and China.

It started when we were asked to propose a solution to enable The London Taxi Company to import all the components for their vehicles in CKD (complete knocked down) form, for assembly at their plant in Coventry at a rate of 40 cars per week.

In effect, we were being asked to feed an assembly line with everything it needed. The challenge lay in maintaining a constant flow to ensure that the process could continue uninterrupted, but also to make sure that excess stocks did not build up faster than assembly could take place.

We did a detailed study involving everyone from the parts production people in China to those checking the

finished vehicles rolling off the line in the British Midlands.

Looking backwards

We looked at the process backwards (yes, that's right, backwards). We picked it apart to analyse every link and identify ways to make it work better. We looked at where each individual SKU (Stock Keeping Unit) originated, the quantities involved and how they needed to arrive in the UK.

Cooperation across the continents

GAC UK's strong relationship with our cousins in GAC China was key to the success of this analysis. GAC China Managing Director Claus Schensema and his team were part of many conference calls to discuss how to bring everything together for the London taxi project.

That 'can-do' attitude resulted in a solution with GAC China managing the warehouse at their end of the production line, fully visible to us in the UK through the use of GAC's inventory management system. An order management system fed the chain with a constant flow of information about what components were needed and

when, and a packing process identified the contents of each individual package and assigned it to the right container for shipping.

So far, so good. But we had to consider the possibility of containers getting to port on time only to be bumped on to the following week's sailing due to a shortage of space. The potential domino effect on the UK assembly line could be devastating.

The answer came through GAC's excellent relationship with Evergreen Line. We were able to negotiate a space protection programme that guaranteed our containers would be shipped as booked. Another item was ticked off the list.

Synchronicity

Once at sea, the shipments are monitored in real time to facilitate planning and to synchronise arrivals in the UK with the needs of the assembly line.

Containers are unloaded at GAC's large facility in Felixstowe, where parts are held in allocated bays and racking. A daily planning sheet itemises the parts that are needed, and they are loaded onto trailers for delivery by road to arrive at the Coventry factory at set times three or four times every day.

Clockwork

It works like clockwork. But like a fine watch, there is a great deal of work going on behind what is visible to the casual observer. The "Chain Gang" comprising The London Taxi Company, GAC colleagues in the UK and China, and Evergreen Line has put in the hours and the analysis to make it all happen. And to ensure it continues to happen. **GW**

NEW DUBAI HOME FOR BUNKER FUELS

The GAC Group's global bunker fuels service arm will relocate its global headquarters from London to Dubai in August 2012, under the name GAC Bunker Fuels Ltd.

Christer Sjödooff, Group Vice President, GAC Solutions, says: "Dubai has great strengths as a strategic hub between Europe, Africa and Asia for international business."

New Director

Ahead of the move, Nicholas Browne has been appointed the new Global Director of GAC Bunker Fuels, after serving as Business Development Manager. His strong background in risk assessment, mitigation and credit control will serve GAC's customers well as the bunker fuel business continues to grow. **GW**



Nicholas Browne
GAC's new Global Director
of GAC Bunker Fuels



NEW OFFICES

GAC India has opened a new office in Pipapav to support vessels calling at the port and principals using it as a base for operations in the Mumbai High oil field off the country's west coast.

GAC has also opened for business in Pointe Noire in the Republic of Congo, serving vessels and providing husbandry and freight forwarding services there. The port is receiving increasing traffic both for the Republic of Congo and also for the offshore energy industry in neighbouring Angola. **GW**

BUTTERWORTH APPOINTS GAC SINGAPORE TO MANAGE MARINE SUPPLIES

World leader in automated tank cleaning solutions, Butterworth System Inc., has added GAC Singapore to its stable of logistics service providers, supporting their rental programme for vessels calling at the port.

Already an established GAC client in Houston, Rotterdam and Fujairah, Butterworth added Singapore after its President, George Sherman, visited GAC and its warehouse facilities there.

As a result, in October 2011 GAC Singapore started operating as Butterworth's local Marine Supply Centre, handling receipts and collections, providing inventory management of their products in storage and offering GAC Marine Logistics services where necessary.

A GAC Singapore team made up of Veronica Lee, Kee Hooi Ai and Evelyn Lee is tasked with ensuring all Butterworth's needs are fulfilled. **GW**



George Sherman, President of Butterworth Systems Inc.,
with GAC's Mike Vettors.

CHAIRMAN'S ENVIRONMENT AWARD RECOGNISES BIG FUEL SAVINGS

GAC Sri Lanka has taken First Prize in the Chairman's Award for Environmental Excellence for 2011. The company's focus on reducing fuel consumption in its vehicle fleet has seen it introduce five hybrid vehicles (able to run on electricity or petrol/gasoline) and an advanced hydrogen additive system called Hydrogen X.

Fuel savings amounted to 15,000 litres, measured over four months, and the savings continue. As well as cutting carbon emissions, the initiative by GAC Sri Lanka is also saving a lot of money that would have been spent purchasing fuel.



Recycling everything

GAC Hong Kong was awarded Second Prize for its broad and sustained commitment to recycling. Paper, Mooncake tins, electronic equipment and printer cartridges have all been recycled since 2009. In 2011, the company's recycling efforts helped it reduced its carbon footprint by almost four tonnes.

e-filing cuts the paper load

GAC Oman took Third Prize for its focus on reducing paper usage and printing. By introducing an e-filing system, the Import Freight Services department went from using 3,000 A4 pages a month to almost zero. Printer usage dropped significantly too, bringing more savings in ink cartridges.

Commitment

"These winning initiatives show how creative and determined GAC people can be," says Group Vice President, Human Resources, Jan Farnelid. "The commitment of GAC people to thinking globally and acting locally is really paying off and we look forward to see what further initiatives come forward during 2012." **GW**

POLLUTION CONTROL SERVICE TO STEER OWNERS THROUGH NEW CHINA RULES

GAC China has launched a service to help ship owners comply with strict anti-pollution regulations that came into force at China's ports in March this year.



The rules apply to owners and operators of vessels carrying cargo deemed a potential pollution risk in Chinese waters. Owner/operators must now work with a Government-approved Ship Pollution Response Organisation (SPRO) to establish and implement a full Ship Pollution Response Regime before entering, leaving or starting operations in port.

Cutting red tape

GAC's Pollution Control Services team, composed of master mariners, helps guide owner/operators through the new measures, while liaising with SPROs to ensure full compliance and smooth operations at ports from Dalian down to southern China. The GAC team cuts the red tape owners have to deal with when working directly with the SPRO by handling the entire process for every call.

Endorsement

Claus Schensema, GAC China's Managing Director, says: "This pioneering service shows our commitment to easing the way for owners, charterers and receivers operating in the country, both by helping to reduce the risk of pollution and by working to reduce time in port and associated costs."

The Pollution Control Service is available, upon appointment, as part of a broad range of shipping services that GAC can provide at Chinese ports. For more details, contact GAC China at china@gac.com. **GW**

SHIRT FUNDS SAILORS



The Sailors' Society is USD 1,000 richer following the sale of a signed Crystal Palace FC shirt donated by GAC, modelled here by Jo Rich from the mariners' charity.

The shirt was among the lots auctioned at the Sailors' Society Singapore ball. The event raised more than USD 200,000 which the charity will use to provide seamen from all cultures with practical and pastoral support.

GAC recently extended its key sponsorship contract with Crystal Palace to 2014, making it one of the longest-running sponsor relationships in English football history. **GW**



ONLINE RETAILER PARTNERS GAC TO DONATE CLOTHES

GAC has teamed with online fashion retailer Mysale.my to deliver 15,000 items of new clothing to children at a shelter in Petaling Jaya, Malaysia.

The Australian-made clothes were presented to the 'Shelter Home for Children' to spread hope and joy. The Malaysian welfare organisation provides a safe home, education, food and clothing for children from across Malaysia who have been abused, abandoned or left 'at risk'. The not-for-profit organisation runs three homes for youngsters aged between four and eighteen years of age, works 'on-site' to improve the standard of living of some of Malaysia's 60,000 refugees, and provides food and financial aid to families living in poverty.

Mysale.my - part of Apacsale, Australia's largest online shopping club - donated a full container load of clothes to the Shelter Home for Children, while GAC provided its services, free of charge, to facilitate its transportation, customs clearance and delivery. Their cooperation was an extension of the business partnership that has been in place for almost two years, under which GAC Malaysia provides Mysale.my with international freight forwarding, warehousing and other value added services such as packing, sorting and labeling. **GW**



ANGOLA LNG SUPPLY SERVICE APPOINTS GAC FOR PORT AND BUNKER SERVICES

GAC has signed a global hub contract with specialist liquefied natural gas transporter Angola LNG Supply Service (ALSS), to provide ship agency services to its vessels.

Using seven LNG carriers, each with a capacity of 160,000 cubic metres, ALSS will transport LNG from the Angola LNG Project liquefaction plant in the north of the country to receiving terminals worldwide beginning in the first quarter of 2012. ALSS is jointly owned by Sonangol, Chevron, BP, Total and ENI.

GAC Global Hub Services (GHS) will provide worldwide ship agency services while GAC Bunker Fuels will act as a bunker trader for the fleet, providing price updates, market intelligence and quotations.

Kumar Ganesan, GHS General Manager, says this agreement strengthens and solidifies GAC's position as the market leader and preferred agent in the maritime energy transport sector.

"The local expertise and global experience of GAC's network will ensure the best front-line handling of all operational matters," says Kumar. "These will be complemented by the resources of GAC Global Hub Services and GAC Bunker Fuels, under a single umbrella to provide a reliable service to our Principal." **GW**



FLOOD-DAMAGED IN THAILAND – FIXED IN GERMANY

When a big part of Thailand went under water during massive floods late last year, there was plenty of collateral damage. It included five gas turbines that had to be sent to Germany for repairs. GAC Thailand did the job.

MTU/Rojana Power Co. Ltd. appointed GAC Thailand to handle the project because of its track record in managing complex and heavy cargoes.

The turbines, each weighing 13 tons, were moved from the power company's site at Ayutthaya, about 85 km north of Bangkok to Suvarnabhumi International Airport.

The route was surveyed and a special 'Air Ride' truck used to ensure no damage was done to the turbines' sensitive electronics. In coordination with partners in Germany, GAC Thailand separated the load into three shipments and airfreighted them over the course of a week.

Once repairs have been completed in Germany, GAC Thailand will handle the return of the turbines to Ayutthaya. **GW**

SUNDA RENDEZVOUS TO DELIVER URGENT SPARES

The Teekay LNG carrier MT Soyo struck a problem as it headed towards the Sunda Strait in Indonesia recently and sent out an urgent request for vital air compressor spares. Andhika GAC responded, the parts were acquired and delivered as the MT Soyo made her way through the waterway.

Andhika GAC's task was complicated by the fact that the needed spares were not available locally and had to be ordered and couriered from the shipyard in Busan, South Korea to be hand-delivered to GAC's Cilegon office. That allowed time for all the paperwork to be prepared, enabling a GAC Boarding Officer to visit the MT Soyo as she arrived in the Sunda Strait to hand over the parts. **GW**

O&G TEAM

UP TO THE MAGNIFICENT CHALLENGE

With every job completed, GAC India's oil & gas team cement their place in the country's growing offshore energy sector. The latest job involved clearing a 41,300 ton floating crane being used in the ONGC's 5 Well Processing Platform installation project.

Swiber Offshore appointed GAC India to handle its prestigious 2010-built crane vessel/accommodation barge, 'Swiber Magnificent', equipped with a 3,000 tonne crane and a crew of 240.

Swiber Offshore has also appointed GAC India for all three of its offshore projects for the season, which will involve handling about 40 vessels, including another crane vessel like 'Swiber Magnificent'.

Combined efforts

GAC India is getting more calls from potential oil & gas clients as its work – and its work ethic – are recognised.

Arun Julka, General Manager Business Development - Oil & Gas Support Services, India says: "Our business development team has been very busy with visits to oil & gas clients in India and abroad. The combination of GAC Group's reach, performance standards, close coordination between other GAC offices, and willingness to support customers with cost-effective solutions has started showing results." **GW**

OFF-PISTE SERVICE BRINGS ON-PISTE VISION TO THE WORLD

As the world's top skiers flew down mountain pistes in the USA and Canada for the Federation Internationale de Ski World Cup, images of their exploits were beamed to the world using sophisticated broadcast equipment. The gear that sent the images arrived intact and on time under the care of GAC UK, which has specialised in such deliveries to sporting venues around the world.

The five tons of equipment went by air from the UK to Denver in the USA and Calgary in Canada. Once there, GAC's local logistics partners loaded it on to trucks for the trips to Lake Louise, Alberta, and Aspen and Beaver Creek in Colorado. It was all downhill from there, as you would expect at a ski competition.

When the road runs out...

Rob Cotton, Key Account Manager – Sports Logistics says it was a challenging task but all went well until...

"In the final leg of the delivery – 2,800 metres up the mountain at Beaver Creek - we discovered that the road came to an end about 200 metres short of the venue," he says.

Arrangements were quickly made to use heavy duty snow chains and specialist vehicles to complete the delivery to the satisfaction of their very happy customer.

Presteigne Charter's Project Logistics Manager Matthew Corner says: "We are extremely grateful for the hard work and effort put in by the GAC Sports Logistics team in planning and executing such a smooth operation for these projects." **GW**





Ivo Verheyen
Group Vice President - Europe

LOOKING AT BOTH SIDES OF THE EURO CHALLENGE

OPPORTUNITIES STILL ABOUND DESPITE FISCAL GLOOM

Nobody who's anybody loves Europe. The World Bank, the International Monetary Fund, the OECD, Bill Gates, George Soros and a chorus line of doomsayers are lining up to tell us how bad things are going to be. Every day brings more news of crisis, stifling austerity measures and squeezed margins.

But there is another story. GAC's results for 2011 show a recovery from the previous year and the outlook is optimistic for 2012. Ivo Verheyen, Group Vice President – Europe, considers the region's prospects.



Oil and gas exploration is taking the energy sector further afield in Europe, as this rig off Cyprus shows.

Now you have been in place as GAC's Group VP for Europe for just over a year, how do you see the biggest challenges and opportunities in the region?

The Eurozone crisis is inevitably having its impact on our operations, and many of our clients who were previously in good shape are now worse off. The immediate result is fewer advances, older receivables and bad debts as a result of companies going bust. There's also constant pressure to reduce fees, but bowing to that pressure could jeopardise quality – something that we refuse to compromise in GAC. It is at such times that corporate and financial governance is crucial.

Different industries are experiencing the crisis in different ways. Some – such as the energy sector and logistics and transport service companies – remain healthy as they meet basic needs that still have to be met even during an economic downturn.

Europe still presents many opportunities for GAC – especially in markets where we are, in a way, a new player. The recent acquisition of the Lehmann Nordic Group (see page 12) is an example of an opportunity we have identified and taken to expand our network.

What are your priorities for GAC in Europe?

First and foremost, to create a single regional commercial strategy and a common approach to our work.

We are also focusing on the important oil & gas sector, not just in North Sea countries where it has been strong and active for decades, but also in the Eastern Mediterranean following the recent discovery of gas reserves off Cyprus.

What was the reasoning behind Niko Steindamm's appointment as GAC's Shipping Marketing Manager in Bremen?

Germany is a major maritime nation and home to many owners, charterers and ship managers. Niko's appointment as our dedicated shipping marketing person sharpens our focus in the country, and strengthens our presence in that market. Niko joins Katja Springmeyer, Sales Manager for GAC Marine Logistics in Hamburg, who focuses on ship spares logistics for German clients.

Turkey is seen by some as a major power in Europe. What is your view?

The Turkish economy grew too fast for its own good in the first three quarters of 2011, and we're going to see a major adjustment in 2012. Nonetheless, there is no denying that growth of 8.2% is considerable when compared to 9.1% for China and 2.6% for Germany. Turkey's strategic location, with its coastline covering the Mediterranean, Black Sea and the Bosphorus Passage, makes it an ideal place to offer our integrated shipping and logistics services and solutions.

GAC serves a number of major European shipping and offshore oil & gas companies. How have they been faring over the past 12 months?

I can't comment on how these companies are doing, but I can say that the work we do for them has grown, both in terms of volume and geographical spread. The energy sector is an important market for the GAC Group as a whole, and we support it strongly both within Europe and beyond. The key is cooperation and sharing of experience, expertise and resources throughout the GAC world (see page 14).

Is a united Europe an impossible dream?

Unless we have common policies it will remain very difficult. There is a great diversity of cultures across the region, but there is also financial strength and economic stability, despite the current crisis. Solidarity is a must if the European dream is to be pursued, and I believe that the recent moves to create a common fiscal policy are a step in the right direction.

How is GAC faring across Europe in light of the economic crisis shaking markets and overall confidence?

We're doing well. Good progress has been made on financial results compared to 2010 and the outlook for 2012 is actually very bright.

There are problems in some countries (which are being addressed), but in other places our operations are outperforming all others. I believe that the hardest hit countries don't have a basic economic problem – media hysteria and other parties that influence the markets are playing too big a role in the general perception of the issues. This view is borne out by the fact the best-performing country for GAC in the region is the one that has been getting the worst headlines – Greece.

How do you think the region will emerge from the current situation?

Ultimately, I believe Europe will come out as a winner, but we need to go back to the basics. For too long, the focus was on moving production to lower cost locations and that has been the root of some serious problems. Europe is home to many highly professional people – both generally and within GAC – and that quality is something that should not be ignored.

Cooperation is the key – the more we work together, the more able we are to turn this crisis around. **GW**



EUROPEAN EXPANSION CONTINUES



The GAC Group has further expanded its ship agency, liner agency and project logistics network with the acquisition of all the shipping subsidiaries of the Lehmann Nordic Group (LN), one of the region's oldest transportation groups.

The move brings to the GAC team more than 45 staff at offices in Denmark, Sweden and Norway.

Robust network

Since starting in Copenhagen in 1900, LN has grown from a local customs clearance and freight forwarding company into a leading global ship and liner agent operating a robust Scandinavian network with worldwide connections.

Under the agreement signed by GAC Group President Lars Säfverström and LN Group Chairman Søren Halsted (pictured), GAC now has full ownership of LN's three shipping subsidiaries – Lehmann Shipping A/S (consisting of: Lehmann Junior A/S, Joship AB, Transweco Projects & Chartering AB, Transweco AB, Transweco Agency AB and Scanweco AS), Christian Jensen Shipping A/S and Lehmann Shipping Center A/S.

Nordic development

LN's standing in the regional market and strong client base of international and domestic ship owners, managers and operators strengthens GAC's overall coverage of the Nordic

region and neighbouring countries.

"Until now, GAC has been working in the region through partners and agents," says Ivo Verheyen, GAC Group Vice President – Europe. "The time is right for us to establish our own presence here to ensure stricter control and consistency of standards."

"LN has a long-standing track record in ship agency, liner agency and project logistics, all areas in which GAC is strong, both globally and regionally. By integrating LN's business into our global network, we will be able to combine our resources, experience and expertise to better serve these sectors."

Søren Halsted says that both clients and employees will benefit from this strategic move which puts one of the world's most far-reaching ship agency networks at their disposal, offering a wider range of value-added and innovative services.

Having disposed of its shipping subsidiaries, LN will concentrate on its interests in terminal and logistics activities in the Port of Aarhus.

European expansion

GAC's acquisition is the latest in a series over recent years that includes John Nurminen Navis Oy in Finland (2010), OBC in UK and Rotterdam (2008), Ole R Olsen in Norway (2007), and Benair in UK (2005). **GW**

LIVING IN THE MEGA PORT

The traffic and the output from Rotterdam port are huge. Its location gives it prime access to markets in the UK, Germany and the rest of continental Europe.

Total cargo throughput in 2010 was 429.9 million MT. Its closest rival – Antwerp in Belgium – did 178.2 million MT in the same year. Both ports are served by GAC Netherlands.

Globally, Rotterdam ranks No.4 after Shanghai, Ningbo/Zhoushan and Singapore. It is also Europe's top container port, with a throughput of more than 11 million TEUs in 2010.

The Port of Rotterdam Authority alone has an annual turnover of approximately €500 million.

Fierce competition

All that throughput creates intense and unrelenting competition. The port has close to 3,000 providers offering services to ships and cargo. That includes 397 forwarders, 129 shipping companies and 228 warehouses.

GAC Netherlands is one of about 120 ship agents competing in one of the toughest markets in the world.

"Our team can hold its own here because we have a lot of

skilled and experienced people," says Managing Director Ries Hoogenboezem. "We handle every type of vessel except liners and we know exactly how to serve their needs. That is probably our main selling point. We handle everything."

"We're also positioning ourselves for future growth as new terminals are built and new product trades introduced."

Logistics counterpoint

The logistics business in GAC Netherlands is thriving and makes a strong counterpoint to the doom and gloom caused by the Eurozone's financial ills.

Success has been built on two legs. One leg is the team of older, experienced personnel who manage GAC Netherlands' business and bring confidence and peace of mind to customers. The other leg is the suite of long-term, satisfied customers mainly from the challenging offshore sector.

"A second warehouse will be added in 2012 along with more staff and more office space," says General Manager David den Broeder. "We've had a tough couple of years but now we're getting very positive growth signals from our customers."

"Our core strengths are in project and offshore logistics but now that we've stabilised our income, we'll be introducing a structure to cover marine spares and general forwarding more effectively. We should see these changes taking shape during 2012." **GW**



FISHY BUSINESS AT HEATHROW

Every week, about 85,000 fish are delivered to Pets at Home, the UK's largest chain of pet shops. GAC Logistics UK's livestock team at Heathrow makes it happen.

Under the deal with Pets at Home, signed in 2011, GAC receives imports of fish and other aquatic livestock from all over the world and sends them out to more than 120 stores around the country.

The team is headed by Ornamental Fish Manager Peter Smith, who says that effective supply chain management is at the heart of the operation. This ensures the fish reach final destinations in good shape and as quickly as possible. A shipment from Singapore can be swimming in UK stores in as little as 24 hours.

Sensitive cargo

As with all live animal transportation, correct and careful handling is essential.

Says Peter: "Many species are sensitive to changes in their environment so we ensure that everyone – from external suppliers through to our own warehouse staff and delivery drivers



GAC UK's Ornamental Fish Manager Peter Smith with Peter Carey, Aquatics Operations Manager for Pets at Home.

– understands the importance of handling them properly.

"Our team will always go the extra mile. For instance, when a delivery driver was delayed at a sea port due to bad weather recently, he drove to another port that was still operating to ensure that the Pets at Home store on the Isle of Wight received their fish order."

Exceptional

Pets at Home's Aquatics Operations Manager, Peter Carey, says the GAC team's level of service is exceptional.

"Our success depends on having a reliable supplier keeping our stores stocked with our customers' favourite fish," he says. "GAC's livestock team understands the important part they play in delivering the fish safely and on time, and this shines through when dealing with them." **GW**



GAC's Oil & Gas Team with their Norwegian colleague Ahmet Ozsay.

OIL & GAS TEAM SERVING CUSTOMERS – HELPING COLLEAGUES

In early 2010, the Arctic Ocean started to heat up. It had nothing to do with global warming and everything to do with the number of seismic survey vessels setting out to look for energy reserves under the seabed.

It was also in early 2010 that GAC people in the UK, Norway and the Netherlands formed the Oil & Gas Team. Each country had their own set of customers, plus others which were shared. It made perfect sense to the team members – and to their customers – to unify practices, share ideas and costs, and set new standards for customer service.

Since then, the team of David den Broeder (Netherlands), Herman Jorgensen (Norway) and Stewart Hendry (UK) have been helping each other and also sharing their O&G knowledge with colleagues in the US, Asia and, most recently, the eastern Mediterranean.

"We are so much stronger in the eyes of our global customers when we work for them as one GAC operation instead of each office for itself," says den Broeder. "It allows us to set up uniform procedures for handling O&G business in GAC, while keeping the flexibility needed to meet customer-specific requirements."

The team has worked closely with GAC Energy and Marine Services in Houston, reflecting the global reach of big offshore companies and their need to be looked after 'wherever they go'.

Recently the O&G Team has been helping colleagues from Greece and Cyprus as they gear up to serve energy customers entering the new fields discovered in the eastern Mediterranean.

"The GAC network is already global and our O&G business will see it grow further," says Stewart Hendry. "This will strengthen the solutions we can provide to our clients, regardless of their location or scope of work. It's about hitting the right note with our customers who expect the same level of service wherever they go."

Herman Jorgensen recently spent time in Greece helping GAC colleagues there get up to speed. He sees the O&G Team's momentum building further in 2012.

"The first step is to get ourselves fully operational across the whole Europe region and then to work with our colleagues in other GAC regions to develop a truly global reach," he says. "With the subsea and construction experience in Aberdeen, the seismic experience in Bergen and the heavy lift experience in Rotterdam combined, we now have the collective competence to serve the whole upstream sector." **GW**

E-LEARNING CHALLENGING THE PAST, DELIVERING THE FUTURE

The GAC Corporate Academy (GCA) has actively pursued corporate e-Learning for the past four years. Over that time, the GCA has not only helped GAC staff to gain essential skills and knowledge but also developed its own best practices in the delivery of e-Learning courses.

General Manager Damien O'Donoghue says the GCA was one of the corporate world's early adopters of e-Learning. He says the GCA approach is special: "We do not just rework existing course material into an online format. We design our courses around the unique advantages that e-Learning offers."

What is e-Learning?

E-Learning (short for electronic Learning) connects participants to course content and fellow learners via the internet. Courses are designed to work online, which allows for text, images, videos, quizzes with instant feedback, person-to-person facilitation and guidance, and the opportunity to repeat key learning tasks to improve scores.

With any e-Learning programme, there is a need for a software system to manage the content and to provide all the necessary means for learners to participate online. The GCA uses the Moodle learning management system, which is an open-source package (see box).

e-Learning Positives

Building GAC as a Learning Organisation

One of the strategic objectives of GAC is to be a Learning Organisation. e-Learning, as developed by the GCA, builds an organisation where knowledge is SHARED rather than STORED.



Course development by GAC for GAC

e-Learning allows the GCA to develop custom-made courses for GAC by using subject matter experts from within the organisation. This means the courses relate directly to strategic objectives and to GAC work practices. All courses are based on the SMART principle of course design:

Specific	built specifically to GAC's needs as a business,
Measurable	the participant's engagement and outcome is assessed,
Action-based	participants engage in active learning within the workplace,
Relevant	learning is relevant to GAC's business strategy,
Time-based	the timing of the course is flexible – but specific. Courses run alongside normal work activities so that learning takes place in the real world.

Creating communities of professional practice

The GCA's e-Learning platform brings together GAC employees and partners from around the world to share experiences and learn from each other. This in turn creates a community of GAC professionals able to share knowledge and sustain strong relationships.

Accessible and affordable learning

E-Learning removes the limitations that arise from travel expenses and time away from the job. It allows everyone to participate in the learning organisation no matter their designation or location.

Self-paced learning

With a requirement of around 2.5 hours of coursework per week, participants can complete their activities at the most convenient time for them. Many GAC companies have set up special training rooms where participants can do their study.

e-Learning Challenges

While e-Learning has many advantages, some challenges are evident.

Learners need to be self-motivated

Learning new skills and knowledge can be difficult at times, especially when the 'classroom' is online and fellow learners are in distant offices. The GCA uses experienced facilitators to manage the progress of the course and assist learners to achieve their best.

A course is only as good as its content

If the content is not meaningful to the learner, there will be little motivation and less actual learning. The GCA addresses this challenge by developing its own courses with GAC subject matter experts to ensure the content is relevant to GAC practices.

Not being able to apply the learned knowledge

There is nothing more frustrating than completing a course but not being able to relate it to real work. GCA courses not only run alongside normal work practices but weekly learning activities are based on each participant's own work experiences.

e-Learning relies on the ability of participants to use technology and have English skills

As the "Facebook generation" takes over from the "Flintstone generation", the GCA experience is that technology is no longer a limiting factor for the majority of course participants. To address the need for adequate English, the GCA offers a sought-after Global English course which offers learning opportunities from Beginner level to Advanced.

The GCA course directory and schedule provides a comprehensive overview of the range of e-Learning courses available through the Academy. Find it at <http://www.gacacademy.com> **GW**

What is Moodle?

It's not a new ice cream flavour or a new breed of designer dog. Rather, Moodle is one of the top Learning Management Systems in the world and the power behind the GAC Corporate Academy's courses.

"There are many Learning Management Systems in the corporate market but Moodle outshines them all due to its incredible flexibility – technically and pedagogically, as well as its development pace," says Waleed Jameel, the GCA's Business Operations Manager. "No other e-Learning platform is updated as frequently and as quickly as Moodle. Given that Moodle was designed and developed by educators, it is very user friendly, with a short learning curve, allowing participants to get to what matters: their relevant learning content."

While many of its users are educational institutions like universities and colleges, the GCA has recently been acknowledged in the book 'Moodle for Business' as one of the role models in corporate e-Learning.

Find out more about Moodle by contacting Waleed at waleed.jameel@gac.com or go to the website at <http://moodle.org>. **GW**



ACADEMY'S WORK RECOGNISED

GAC's commitment to staff learning and development earned it recognition at the annual International Bulk Journal (IBJ) Awards.

The People Development Award recognised the excellent work of the GAC Corporate Academy (GCA) in providing state-of-the-art courses aligned with the GAC Strategic Plan.

Jan Farnelid, GAC's Group Vice President – Human Resources, says: "In less than five years, the Academy has gone from being a vision for developing GAC into a learning organisation to the highly sophisticated and internationally-recognised leader in corporate learning it is today. I congratulate those who have made GCA the success it is today, and sincerely thank IBJ for the acknowledgement." **GW**

Alan Hogg (centre) accepted the People Development Award on behalf of GAC at the International Bulk Journal Awards ceremony in Antwerp. With him are Christopher Boughton (left), Managing Director of the Nectar Group, which sponsored the Award, and the IBJ's Publisher Ray Girvan (right).

LOGISTICS CONTRACT FOR EXTREME SAILING SERIES



Left to right: GAC Pindar Director Andrew Pindar, Executive Chairman of OC Thirdpole Mark Turner, GAC Pindar Commercial Director Mike Millar and GAC Pindar Team Director Nick Crabtree.

GAC Pindar has won a three-year contract from global sports marketing company OC Thirdpole to provide all logistics for the award-winning Extreme Sailing Series.

The Extreme Sailing Series, one of four ISAF-rated Special Events, is renowned as one of the most exciting competitions in the sailing world. It has developed the stadium racing concept around a global tour watched by millions at the events and on TV.

Strategic partnership

As logistics provider for the series, GAC Pindar is responsible for transporting all of the Extreme 40 yachts to and from the locations on the event calendar. It is also responsible for shipping the support infrastructure, which includes onshore facilities such as the Extreme Race

Village, media centre, race support centre and VIP area.

GAC Pindar is a partnership between GAC and Team Pindar. Based in the UK sailing hub of Southampton, it is now the go-to provider in the specialist field of marine leisure logistics, offering a complete range of services including yacht transportation, superyacht fuel, air, ocean and land freight, yacht spares logistics, sailing event management and ship agency.

Understanding sailing needs

Andrew Pindar, Director of GAC Pindar, says: "The needs of sailing teams, the

movement of their boats and the sailing events in which they compete have nuances that are deeply understood by us. The Extreme Sailing Series is a model customer for our business plan, based as it is on our view – as sailors – that yacht owners and sponsors want access to the best rates for shipping, whilst at the same time dreaming of a logistics provider who speaks their language and understands their priorities.

"The global strength and infrastructure of GAC bring many advantages to its customers. When combined with the provenance of Pindar in the world of sailing, this has created a complete service provider in marine leisure and sports that is beyond compare." **GW**



NEW TV AD BUILDS FA CUP AND CUSTOMER SUPPORT

A new TV commercial, supporting GAC's FA Cup broadcast sponsorship with ESPN STAR Sports, focuses on the Group's service promise to customers.

FA Cup fans in Asia will see the advertisement during second-round FA cup matches. It is also available at www.gac.com/tvc. **GW**



GAC PINDAR SKIPPER WINS THIRD WORLD TITLE

GAC Pindar skipper Ian Williams (inset) clinched his third International Sailing Federation World Match Racing title after winning the Monsoon Cup in Kuala Terengganu, Malaysia last year.

Williams made history in 2007 as the first British sailor to win the title and retained it the following year.

Following the Monsoon Cup win, he paid tribute to his crew of Bill Hardesty, Gerard Mitchell, Malcolm Parker and Matt Cassidy: "The team really pull together, as our performance in Malaysia proved. It's the team that got us here - good job, guys!"

Talent and discipline

Andrew Pindar, Director of Team GAC Pindar, added: "We are very proud of Ian. Few sports stars earn three world titles in their discipline and now he has earned himself a place in that rarefied group. It is fitting that with the additional backing of GAC, Ian has shown yet again what a force he is." **GW**



For more about GAC Pindar, go to:
www.worldmatchracingtour.com
www.facebook.com/teamgacpindar
www.twitter.com/TeamGACPindar

CUSTOMER APPRECIATION REACHES NEW HEIGHTS



Standing at 6 ft 4 inches (1.93 m), it's not often that Lars Heisselberg (pictured above left) has to raise his gaze to look someone in the eye. But GAC's Group Vice President – Americas had to do just that when seven-time NBA World Champion Robert Horry was the special guest at GAC USA's annual Customer Appreciation Cocktail Reception.

The 6 ft 9 inch local sporting hero wowed the crowd of staff and clients at the Houstonian Hotel, Club & Spa with an inspiring speech about the meaning of appreciation followed by a lively Q&A session. GAC staff and customers were then treated to a 'meet and greet' where they were given the opportunity to have their photo taken with the towering retired basketball player. **GW**

30 YEARS IN SINGAPORE – AND A NEW HEAD OFFICE

GAC Singapore has marked its 30th anniversary by relocating to a new head office to enable its continued expansion. The company now employs 145 staff at four locations in Singapore, and will expand further in 2012.

Business growth is expected as a number of major infrastructure projects

come on stream. These include extra port and handling capacity, a new LNG terminal on Jurong Island, and the opening of Singapore's International Cruise Terminal (ICT) later this year.

Testament

Managing Director Ronald Lichtenecker says: "Celebrating our 30 years by moving to a larger office is testament to the hard work and dedication of our staff over three decades. This has established GAC as one of the largest and most highly regarded ship agents in Singapore.

"We are determined to build on that success and 2012 will be an important year as we expand our services and continue to promote Singapore as a maritime hub." **GW**

GUMBOOTS STOMPING INTO CHINA

Heavy boots clomped and stomped through GAC's Shanghai office recently, when staff were visited by a group of young performers from the Kliptown Youth Program (KYP).

The boys and girls of the Gumboot Dancers, aged between nine and 14, come from the disadvantaged Kliptown community, a suburb in Soweto outside Johannesburg. Their tour of Shanghai and Beijing took them to schools, corporate offices and restaurants, for performances of their exuberant gumboot dance and workshops to teach people their high energy routines.

Part of their tour was sponsored by GAC China, arranged by the company's South African-born Managing Director, Claus Schemsema, through his links with the South African consul-general's office in Shanghai. GAC China first supported KYP's Gumboot Dancers on their 2010 Chinese tour. **GW**





TWO TIMES A WINNER: GAC CLINCHES LOGISTICS ACCOLADE IN LLOYD'S LIST MIDDLE EAST & INDIAN SUBCONTINENT AWARDS 2011.

For the second consecutive year, GAC has won the Logistics title at the prestigious Lloyd's List Middle East & Indian Subcontinent Awards (MEISA). The accolade was presented to Phil Showering, General Manager 3PL Logistics, GAC Dubai, at a ceremony at Dubai's Grand Hyatt hotel.

The annual event recognises the industry's best practices and performers who have made an impact on the shipping sector over the past 12 months. This year, 13 categories were featured reflecting the central disciplines essential to the survival and prosperity of shipping. **GW**

APPOINTMENTS

GAC BUNKER FUELS HQ, LONDON



Nicholas Browne

Global Director

Previously:
Business Development
Manager



Shermeen Pradeep Kumar

Marketing Co-ordinator

Previously:
Graduated from the
University of Aberdeen
with an MBA specialising
in Marketing

GAC CORPORATE COMMUNICATIONS, HOUSTON, USA



Elita Fielder

Communications Manager,
Americas

Previously:
PR specialist for a nutritional
supplement company

Looking for contact details?

Contact details for many GAC staff are
listed in our website www.gac.com

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

GAC CORPORATE COMMUNICATIONS, UK



Jo Gregory

Sports Media Executive,
Team GAC Pindar

Previously:
Specialised in non-
traditional media
services for clients
including Vodafone,
Virgin Atlantic, John
Lewis and Carlsberg

GAC UK



Derek Bell

Operations Director –
Shipping

Previously:
General Manager



Anthony Mollet

Commercial Director –
Shipping

Previously:
Global Director,
GAC Bunker Fuels



Will Smetham

Operations Director –
Logistics

Previously:
Southern Region
Regional Manager



Neil Waudby

Commercial Director –
Logistics

Previously:
Director – Logistics

GAC INDIA



Santosh Kurade

Key Account Manager –
Oil & Gas services

Previously:
Worked as Project
Co-ordinator
(Offshore Services) in a
local ship agency



Rajendra Devadiga

Assistant General Manager,
Business Development/
Contracts – Oil & Gas
services

Previously:
Worked as Senior Manager
– Operations for an
Offshore company

GAC PHILIPPINES



Joel Domingo

General Manager –
Logistics Services

Previously:
Freight Manager



Amy de la Cruz

Customer Service Manager

Previously:
Sales Manager



Arnold Dumlao

Assistant Sales Manager

Previously:
Sales Representative

RISING DEMAND IN SUBCONTINENT DRIVES **SHIP-TO-SHIP BUSINESS**

GAC Transfer Services (GTS) has responded to growing demand for LPG imports and exports in the Indian Subcontinent by establishing a new base in Sri Lanka.

Ship-to-ship (STS) equipment, such as industry-standard fenders and hoses, is stored at GAC's base in Galle at the southern tip of the island nation. The GTS team works with GAC Sri Lanka colleagues to take care of all local arrangements such as government permits, clearances, storage and transportation.

Logical solution

Lars Bergström, GAC Group Vice President – Indian Subcontinent, says the choice of Sri Lanka as the regional base for STS operations offers a logical solution for principals without incurring high costs or

getting caught up in red tape.

"India is a very important and growing market for STS, but there are logistical issues due to bureaucracy and high costs of locating there," he says.

"Thanks to its proximity to that market, and its key geographical position close to major east-west shipping lanes, Sri Lanka was a natural choice for the expansion of STS services into the region."

Safety compliance

The main commodities handled include LPG, crude oil, fuel oil and gas oils. All operations comply with OCIMF (Oil

Companies International Marine Forum) and ICS (International Chamber of Shipping) guidelines and with the GAC Group's HSSE policy, Quality Management System and all local regulations.

Most operations will be carried out Off Port Limits (OPL) without any Port Authority intervention. During the south-west monsoon season between June and October STS operations will be concentrated in the sheltered areas OPL Trincomalee, and at OPL Galle and Colombo during the December to April north-east monsoon. All operations are supported by boats owned and operated by GAC Sri Lanka. **GW**

