

# GACWORLD

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2013



Delivering your strategy.

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Mobile Directory  
goes Android

Performance,  
Passion  
and the  
Big Event

# THE PUSH BEHIND EVERY HUMAN TRIUMPH...



We play sport because as a species, all of us understand and relish a contest. It's in our genes. We watch sport for a different reason, namely because it is a great, unscripted drama. The underdogs can rise up in the final minute and claim victory. The front runner can stumble in the final straight. How else do we explain the millions of people worldwide, rich, poor and in-between, who choose to go to matches or turn on the TV at game time?

But players and watchers never see and never know what has been done to make the contest happen. All the gear, from clothing to water bottles to broadcast equipment and media centres has to be shipped in, set up and ready to roll before the start of any event. Getting it all done on time and in good order is yet another contest, one that GAC relishes. Again, it's in our genes. Our cover story starts on page 10.

## Performing at the top

Our Insight section is devoted to team work. Ian Williams, a multiple world champion match racing yachtsman, digs into the mechanisms for developing high-performance teams under pressure conditions. Knowing when to listen and when to make the call is key. See page 16.

## Got your app yet?

GAC's free mobile directory is a handy tool for customers wanting quick access to GAC people worldwide. Now it's available in Android format and can be downloaded from our webpage, gac.com. More on page 18.

## Clams not for eating

Normally, I think of clams as food, not pets. But there are people who keep them in aquariums and do what? Watch them? Hardly the liveliest pets to have around the home. But again one has to marvel at human interests. Millions of us watch cars racing, balls being hit or kicked, darts being thrown, yachts tacking, and bodies colliding. And some of us watch clams. Brilliant! See page 7.

## Moves north and south

Up in the Shetland Islands, we're moving our office to give us a quayside base from where we can support the North Sea energy sector. Down in South Africa we're also moving. The regional office for Africa, Russia and Central Asia was previously in Cairo. Now it has new digs in Cape Town.

## Mangroves for the future

Mangroves love to grow in mud. In doing so they stabilise coastlines and protect shores, vegetation and animals from extreme weather and climate change. Planting mangroves on mudflats is not the kind of sport most of us would volunteer for, but our people in Thailand

know that standing in mud up to your knees might also be helping to make the world a better place. All the action's on the back page.

## Human endeavour

Some of us love a bit of mud. Some of us love to go down to the sea on surfboards, some love the sound of leather on willow, yet others like to have an easy chair and a few refreshments ready for kick-off. The passion that we humans bring to what we choose to do is unbounded. What is also worthy of note is the passion we bring to what we have to do. The scientists call it intrinsic motivation. Our job is to deliver your strategy. We have the skills and the experience but more importantly, we have the right kind of motivation. We simply like doing what we do. Happy reading!

**Gurumurthi Shankar**  
Editor





# 10-14

## LEAD

### Winner takes all

Second place not an option in sports logistics.

### Leading teams under pressure

GAC Pindar's world champion yachtsman Ian Williams shares his valuable insights on effective decision-making and how to get consistent winning performances from himself and those he leads.



## INSIGHT 16

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In conversation with GAC Pindar's Commercial Director



# GACWORLD

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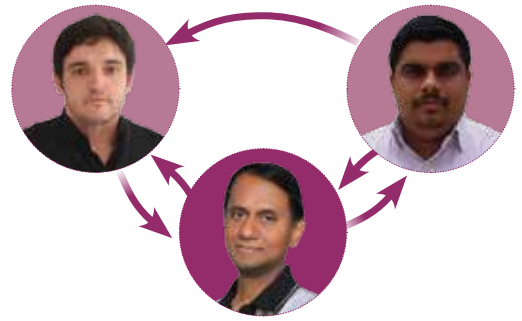
Want the contact details for a GAC office or staff member? Please visit the Contacts section of [www.gac.com](http://www.gac.com)

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

### Cover Photo

Neil Everett

## TEAMWORK IN ACTION



### Anchor to anchorage takes cross-regional coordination



The more complex the job, the more likely you are to encounter unforeseen issues or changes. Under such conditions it's helpful to have access to a global network working across time zones and continents. Such was the case for a leading shipping company when one of its tankers in Brazilian waters needed a new anchor.

In Singapore, Sadan Nair from GAC Marine Logistics (GML) was asked by his contacts at the Japanese shipping line to find a smooth and efficient solution for sourcing and transporting the urgently needed anchor.

He contacted Anoop Nair, GAC Customer Service Manager in Dubai, who took charge of the operation. The 6.5t anchor could be sourced in the USA, Singapore or Europe. A supplier in Holland was selected.

In Brazil, Operations Coordinator Carlos Alberto was locating the best port for delivering the anchor to the vessel and working on the customs clearance details. The port of Salvador was identified as the best fit with the tanker's itinerary.

Then, the customer advised that it wanted quicker delivery and asked for an air freight solution. Anoop in Dubai now needed an airline flying cargo planes to Brazilian airports and capable of handling the 3.6m x 2.72m anchor package. The best airport option was Vircopos, 2,200 km south of Salvador. GAC Brazil set about arranging customs clearance and overland transportation.

The special load required several permits to move it by bonded truck through three Brazilian states. Good relations with the authorities helped.

The final challenge was to arrange a barge to carry the load to the anchorage where the vessel was waiting. Time was tight and the operation had to be undertaken within six daylight hours for safety reasons. It was. All present and correct. In Singapore, Sadan Nair, the one who started it all, was having breakfast. It was a new day. **GW**

## GIANT TANKS DELIVERED

At nearly 25 metres long, this cryogenic tank presented special challenges for GAC Laser when it was charged with transporting it and three more just like it from Cape Town to California.

The first task was getting the monster tanks from manufacturer GASON's plant at Elsies River to the Cape Town harbour while complying with local regulations that limit the times when such massive loads can travel by road. Less than a handful of multi-axle trailers capable of carrying the 57 ton load were available in South Africa, and most were in use up-country. Once secured, GAC Laser arranged special permits for the move from a variety of authorities before the tanks could be loaded and start their road trip.

Meanwhile, GAC's Project logistics experts in Sweden sought and found the most cost-effective sea route for the tanks, which involved two separate shipments to Rotterdam, then loading all four onto a barge heading for Flushing where they were loaded onto the Grieg Star vessel 'Star Lima' for the final leg to Port Hueneme, California. **GW**





# TECHNOLOGY AND EXPERTISE

Raising standards for project logistics



New standards of value and efficiency are being set by logistics providers who use digital technology to plan project movements – and Per Thörnblom, GAC's Group Project Logistics Manager, is embracing them with enthusiasm.

## New tools

Computer Aided Drawing (CAD) has been around since at least the 1960s but is now emerging as a vital element in planning how to load and store complex project shipments. Lashing calculators identify the best way to secure cargo on a vessel. Onboard stability and weather routing software help deliver a safe and efficient voyage.



"Project logistics is a diverse and demanding field and having the right skills, knowledge and experience is essential," says Thörnblom. "Project skills are built on practical experience and a solid background in shipping and logistics – and we now have new tools to enhance that expertise."

## Skillsets

Attracting talent to the project logistics sector is also close to Thörnblom's heart. Finding the people with the right skillsets is essential but so too is utilising specialist staff already within the organisation.

"Staff with a practical background, who have served at sea or who have been involved in heavy lift logistics operations, are always a good fit," he says. "Within GAC, wherever we can, we aim to bring existing employees into the heart of project logistics operations – as and when required – and train them in the specific skills they need. Our staff can also enhance their knowledge through a range of theoretical and practical courses offered by the GAC Corporate Academy."

Thörnblom will be speaking about the advances in Project Logistics software and the advantages they bring to project planning and operations at the PowerLogistics Asia 2013 conference in Singapore this October. **GW**

## SHETLAND BASE MOVE

GAC UK has relocated its Shetland operations to larger facilities at Greenhead Base in the Shetland Islands' capital and main port, Lerwick.

The move brings the company's offshore and tanker agency teams together to increase support for oil and gas clients and their vessels. The new office facility is situated quayside at Lerwick's Greenhead Base, complementing the Port Authority's other facilities with 683 sqm of quay space. A further 100 sqm of quayside is in development and is expected to be ready early next year. **GW**



General Manager – Shetland, Adrian Henry, at the new Greenhead Base.

DELIVERING YOUR STRATEGY.

GAC

ARCTIC  
DEVELOPMENT TEAM



The Arctic is opening up. Sea lanes that once were impassable due to thick ice are now becoming navigable.

In ecological terms, it's cause for concern and the debate continues over whether the shrinking ice is a result of human activity or part of the planet's natural cycle. But the undeniable change also represents an opportunity for shipping seeking a shorter route from Europe to the Pacific, and for energy sector leaders looking to explore untapped riches below the seabed.

#### Pushing north

GAC Norway's Ahmet Özsoy, Herman Jorgensen and Evgeniya Popova are leading the Group's drive beyond the Arctic Circle, to help such companies get the most from the opportunities emerging from the ice whilst preserving and protecting its delicate ecosystem.

It started in 2007 when an LNG plant started operations in the Norwegian port of Hammerfest, one of the world's northernmost towns. Since then, GAC has supported the increasing number of oil & gas majors looking to move further north. GAC Spitsbergen opened in 2010 supported by Pole Position AS, followed by a joint cooperation between GAC Norway and

GAC Russia – GAC's branch in Murmansk – two years later. In 2012, GAC and Henriksen Shipping Service AS in Kirkenes began providing agency and logistics support for offshore operations in the Barents and Kara Seas. And this year, GAC Norway and Polar Logistics Group formed a strategic partnership to further strengthen GAC's network within the Arctic Circle.

#### Short cut through the ice

The Northern Sea Route shortens the distance between Europe and the Pacific by thousands of kilometres, offering massive savings on voyage times and bunkers during the navigable months from July to November. When the LNG carrier Ob River became the first vessel of its kind to transit the Northern Sea Route in 2012, GAC was the agent.

#### One-stop solutions

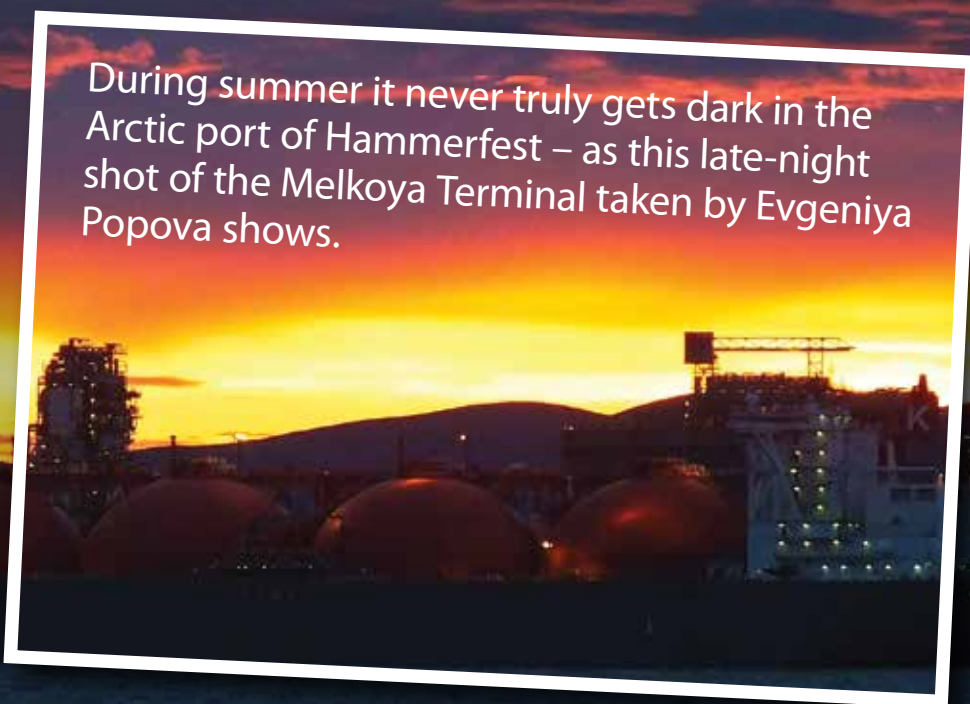
GAC's Arctic Strategy Team is now offering a one-stop-shop service for vessels transiting the Northern Sea Route. It is also working with partners to offer international clients a single contact for support services for major offshore projects in the Barents and Kara Seas from both Norwegian and Russian ports. Services include agency, bunker fuels, crew changes, procurement, chartering and logistics

#### New frontiers

Ahmet Özsoy, who is also Managing Director of GAC Norway, says the push into remote northern territory is another example of how GAC places itself in a position to support its customers as they explore new frontiers, both geographically and in terms of their business objectives.

The next step will see GAC complete the Arctic Circle with partners in Alaska, Newfoundland in Canada and Nuuk in Greenland. **ew**

During summer it never truly gets dark in the Arctic port of Hammerfest – as this late-night shot of the Melkoya Terminal taken by Evgeniya Popova shows.





## NEW ADDITIONS BOOST GAC LOGISTICS SERVICES IN JORDAN

GAC Jordan has opened a new 500 square metre warehouse facility in the Al-Rajeeb-Sahab area of Amman city.

GAC Jordan's road transportation, containers transportation, international moving and local distribution services have also been boosted by the acquisition of a new closed-top 5 ton truck with hydraulic lifting gear capable of handling cargo of up to 1 ton. **GW**

The team at the new GAC Jordan warehouse are (left to right): Front row - Mai Almasri, Majdi Nasr, Raouf Kilani, General Manager Fadi Nasser, Managing Director Ghassoub Kwar, Shadi Amori, Sarah Odeh, Shereen Kilani; Back row - Mohammad Jaoni, Shadi Abu Al-Lail, Samer Samara, Ahmad Khair, Mohammad Amawi, Ahmad Hilal, Serena Shnoudeh, Rami Odeh, Maha Najjar, Janet Owais, Firas Madanat and Omar Abu Dayyeh. (Not pictured are colleagues Amer Bishtawi, Elias Hindaileh, and Amjad Nasser).



## HAPPY AS A CLAM: COMPLIANT PRACTICES ENSURE SAFE DELIVERY OF RARE SHELLFISH

It seems British ornamental fish lovers also have a fondness for bivalves, especially rare ones. GAC recently had the honour of chaperoning 200kg of rare clams from the Western Pacific island of Palau to London.

GAC's Ornamental Fish Supervisor Anthony Rosher and his team at Heathrow are experts at handling live fish imports. Clams have never been on the menu. But the customer, Marine Aquatics had orders and interest from keen aquarists so to ensure the clams arrived in good shape, so they were packed according to IATA regulations in salt water and kept at a constant tropical temperature throughout the journey. The shipment also complied with the conditions set out by the Convention on International Trade in Endangered Species (CITES).

At Heathrow, the team worked with UK Customs and inspection authorities to get the clams cleared and on their way with no delays. Lee Webster of Marine Aquatics was pleased: "Compliance with CITES is very important to us, so it was a priority to use a partner committed to safe, responsible, legal and ethical business practices."

The Ornamental Fish team were happy as clams. **GW**



## CUSTOMS BROKER LICENSE AWARDED ENSURING CROSS- BORDER SAFETY AND SECURITY

GAC is continuing to increase services in the US, the latest being a Customs Broker License. This follows its recent C-TPAT certification, granted only to companies that meet the strict criteria set by US Customs & Border Protection and US Department of Homeland Security.

As a licensed customs broker, GAC can provide its supply chain and oil & gas customers with a complete suite of services with greater efficiency, and quicker turnaround times. Customers benefit from GAC's complete internal control of clearance processes from start to finish and the ability to clear a customer's cargo in all US states including Alaska, Hawaii and Puerto Rico. **GW**

## REGIONAL OFFICE HEADS SOUTH

The GAC Group's Regional Office for Africa, Russia and Central Asia has relocated from Cairo to Cape Town in South Africa.

Erland Ebbersten, Group Vice President for the Region, says South Africa's well-developed financial, legal, transport, communication and energy sectors provided a strong motivation for the relocation. The Regional Office will assist individual GAC companies' in the Region to implement their strategies.

Joining Erland (seen here in photo 3rd from left), at the new office are the Regional Managers for Finance, HR, IT and Communications. **GW**



## FLAWLESS HANDLING OF HEAVY LIFT CHALLENGE

The combined expertise of GAC's shipping and logistics teams in South Africa helped deliver a solution for a client that needed to deliver heavy equipment to Monrovia, the capital of Liberia.

The dockside cranes, counter-weights and other equipment from China had to be redirected when it was found that the infrastructure needed to discharge and transport the heavy outsized cargo was not available at the Liberian port. It was decided that the 536 tonne shipment should be unloaded at Durban in South Africa, where it could be loaded onto another vessel that would deliver the shipment en route to Europe.

All the agency requirements for the vessel's call were entrusted GAC Shipping South Africa, including the discharge of the freight using the port's floating crane.

GAC Laser then arranged bonded customs clearance as well as port landing and cargo dues. Freight rates were negotiated with a breakbulk carrier and GAC Laser's team set about sourcing mobile cranes, riggers, a floating crane and low bed trailers to transfer the 15 pieces totalling 3,000 cubic metres. And once the load was on its way, GAC Laser continued to track it until its safe delivery in Liberia, much to the satisfaction of the client. **GW**







# BOW TO BOW

A subsea vessel and a supply ship form a novel frame for this view of the Nordnes area of the Norwegian city of Bergen, seen from our port office. This shot was taken by ship agent Tonje Dueland, on her way to work recently. Tonje is one of the GAC team at Bergen that handles 400-500 portcalls every year.

## GOODBYE TO THE GULF...

After a four-year stay in Dubai, the FSRU Toscana has left the Gulf for a destination off Livorno, Italy. She arrived in Dubai Drydocks in June 2009 as the LNG carrier 'Golar Frost' and was converted by her owners OLT Offshore to a Floating Storage Regasification Unit.

GAC worked closely with OLT throughout the conversion to meet all agency, immigration, accommodation and clearance needs. **GW**

# WINNER TAKES ALL

Second place not an option in sports logistics



by **Bill Hill**,  
Executive Group Vice President, Commercial

The roar of the crowd, the pump of adrenaline in the final push to the finish, the focus, teamwork and determination to get there... sport has the power to touch everyone, whether you are on the pitch, on the sidelines or sitting in your armchair.

But getting everything together for sporting events is another ball game – one that requires the skill, dedication and coordinated efforts of a different kind of crew.

GAC's range of integrated services – including global transportation, onsite handling, storage, out of gauge shipments, spare parts, corporate event and site logistics – are essential requirements for success in this sector. When added to GAC's sporting connections through sponsorships, a natural business opportunity arises: sports and event logistics.

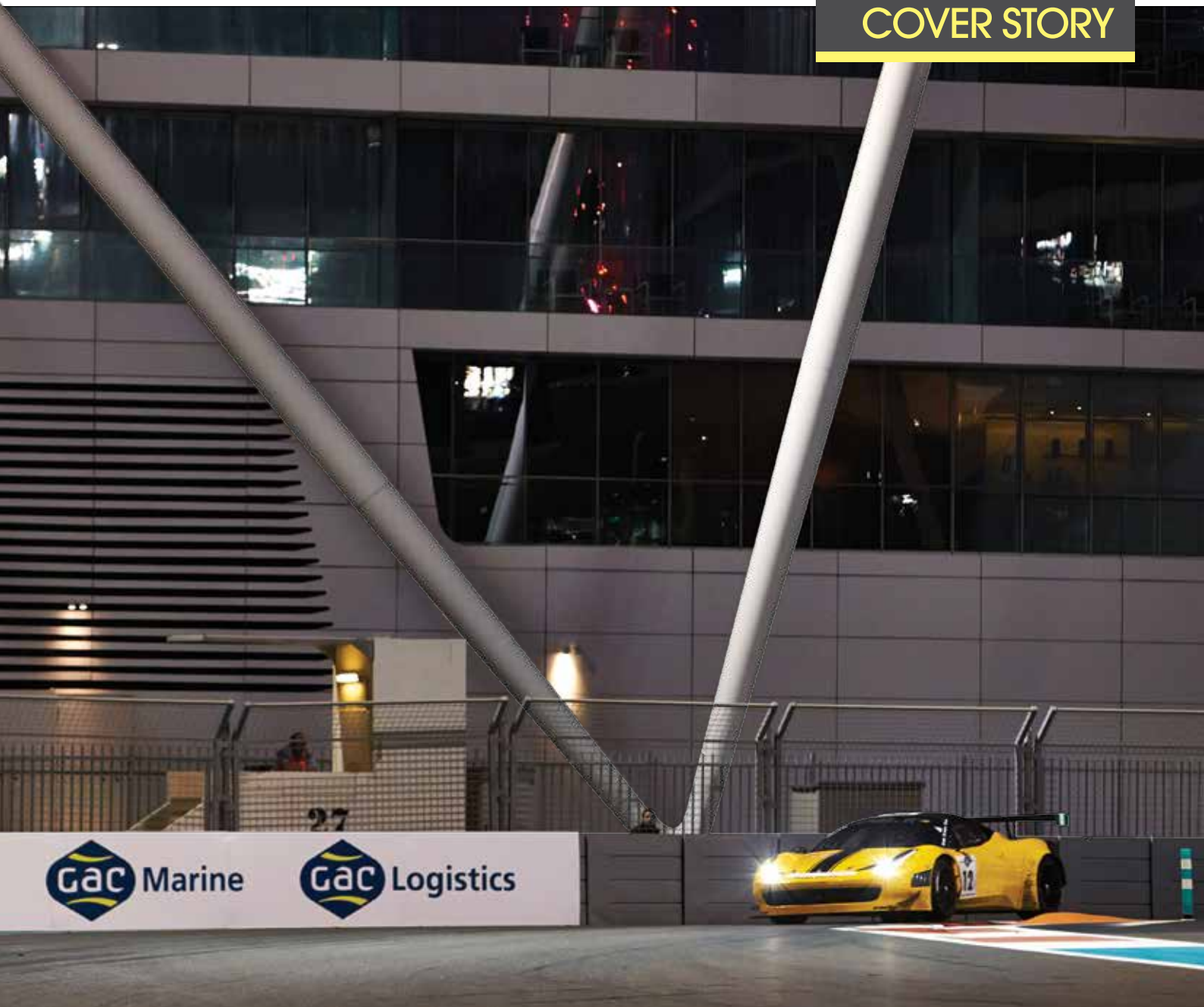
## Track record

GAC was the official logistics provider for the 2006 Asian Games and the 2011 Arab Games, both held in Qatar. It helped deliver special seating for stadiums in South Africa for the 2010 Football World Cup. It airfreighted 11 tonnes of equipment – including canoes and a 5-metre rowing shell – for Chinese athletes at last year's Olympic Games in London.

GAC has a long history of handling essential equipment for Formula 1 and other motorsport events. And thanks to the formation of the GAC Pindar alliance, it is a recognised expert in specialist services to the yachting world and the official logistics sponsor for world-class







sailing fixtures (for more on how GAC Pindar serves the world of competitive sailing, see articles on page 13-14).

#### Against the clock

Major events like the World Cup, Olympics, and the Commonwealth and Asian Games, grab the big headlines, but almost every day of the year there is some kind of tournament, contest or challenge going on.

Sport is dynamic and fun. It appeals to people from all walks of life. And for us, as logistics providers, it brings excitement and special interest to the work we do.

But it also presents us with challenges. It takes a special kind of teamwork and desire to meet the unforgiving deadlines involved. We're racing against the clock as events are effectively 'perishable'. If everything is not where it has to be at

the right time, it affects the competitors, organisers and countless fans. There is no margin for error – and that presents a special challenge for logistics providers who have to take everything into account from potential weather delays and possible hold-ups in customs clearance to mechanical breakdowns. There is always a Plan B... and often a C and D.

#### Preparation, preparation, preparation

Planning for an event starts well in advance. It involves inspired crystal ball-gazing for problems that might arise and intense communications with customers, partners, organisers and suppliers to pin down all the details. The aim is to foresee every eventuality – or at least make sure we're ready for anything.





As the big day approaches, the pace quickens. A hands-on approach is essential from start to finish to make sure everything is ready when the action begins.

GAC has built up its expertise and knowledge base over many years and fostered strong relationships with its partners and customers. Training workshops are held for teams involved in sports and event logistics to maintain their skills and their ability to think on their feet to solve any problems that arise.

## It's personal

Like many other business sectors, sporting circles are fueled by personal relationships.

It may be a cliché, but people do business with people, and usually with those they like and have learned to trust. That's why, over the past 15-20 years, we have invested in our relationships with the sporting world through regular contact, face-to-face meetings and – above all – delivering on our promises. **GW**

## Lights. Camera. Action!

Many sports have a worldwide fan base, most of whom follow matches remotely, so handling delicate broadcasting equipment is a major element of the logistics provider's brief. Events for which GAC has delivered equipment to beam the action to the world include:

- US Open (tennis) at Flushing Meadows, New York
- World Swimming Championships, Shanghai
- FIFA World Cup Qualifying games in Uzbekistan & Kazakhstan
- FIS skiing events in Aspen, Beaver Creek and Lake Louise
- MOTO GP races in Qatar
- PGA golf in Thailand
- Camel racing in Qatar
- PSA squash events in Canberra, Delhi and Qatar
- ESPN's first ever '3D broadcast' for the College American Football playoff

## HOT WHEELS IN THE DESERT

When the participants in this year's Gulf 12 Hours endurance race rev up in Abu Dhabi this December, they will do so safe in the knowledge that the logistics for one of the Middle East's premier motorsport events is in good hands.

GAC has been the official logistics partner for the event since its inception in 2011. Last year, GAC teams in Abu Dhabi, Dubai and the UK handled the transportation, temporary import and safe delivery of 26 cars and more than six tons of engines, spare parts, wheels, communications equipment and more from all over the world.

GAC UK also coordinated the delivery of ten tons of tyres from Avon in south-west England to Abu Dhabi to keep the competing cars in rubber to grip the race track during the 12-hour challenge. **GW**

## AFRICAN SUN POWERS ENDURANCE RACE



When two teams from Japan entered the 5,400km Sasol Solar Challenge across some of South Africa's toughest terrain, they needed strong logistics support. They got it.

They raced against 11 other international

and local teams using specially engineered solar powered vehicles. The reigning champion, Tokai University, won again, and the Shinozuka team took second place.

For both teams, GAC Laser imported and cleared their cars and equipment, provided a support vehicle for the 11-day race and assisted with the return of the vehicles and equipment once the event finished. **GW**





# EXTREME DELIVERY

## FOR PREMIER SAILING EVENT

The Extreme Sailing Series brings together many of the world's best sailors to compete in spectacular locations. Ensuring that everything comes together at the right time, in the right place and in perfect condition is no easy feat. Spread across four continents, eight venues and with 11 teams fighting to win, there is no room for error or delay.



by **Mike Millar**,  
GAC Pindar's Commercial Director, explains the challenges  
of delivering the world's only truly global sailing series

### Combining expertise

GAC Pindar was created to meet that challenge by combining the professional sailing experience of Team Pindar with the specialist logistics expertise and infrastructure of the GAC Group. As sailors, we speak the same language as our customers and understand the needs of the teams. As logistics professionals with a presence in over 1,000 locations worldwide, we know how to make it happen.

GAC Pindar is responsible for many aspects of logistics provision, including transportation of the Extreme 40 boats to the eight regattas, as well as transporting much of the supporting infrastructure including onshore facilities such as the Extreme Race Village, media centre, TV equipment, race support centre and VIP area.





It's not a task for the faint-hearted. The first four events span three continents in little over three months. From Oman to Singapore, on to China, then to Turkey, these three legs will see us transport an array of fragile, valuable equipment over 10,000 miles by road, sea and air. In total, we will clock up over 23,000 miles to deliver the 2013 Series.

## Local support

Customs requirements and transportation infrastructure vary at every venue, so we work closely with our local GAC colleagues to ensure these time-sensitive deliveries arrive safely and smoothly. Freight forwarding procedures and means for declaring equipment in (say) Muscat are very different to those in Singapore. Getting equipment checked, verified

and approved for use wherever we go can be a complex process, but without the equipment, there is no event, so having on-the-ground support and lots of local knowledge and contacts ensures success.

By the time each regatta reaches its finale and the winners are happily celebrating, we're already in action behind the scenes with a carefully choreographed plan to transport the equipment to the next venue. **GW**



## FLAG FLYING HIGH

Over 100 boats were seen sailing with the GAC and Pindar flag in the Eastern Harbour, Hong Kong in May. It was the annual Spring Regatta organised by the Royal Hong Kong Yacht Club (RHKYC), and GAC Hong Kong was a co-sponsor of the event. GAC Pindar also sponsored 2 jackets for the GAC Pindar Big Boat Award. **GW**

## STEADY AS SHE GOES

A Selene 40 yacht is carefully unloaded at Auckland, after arriving from Hong Kong. It was the latest craft manufactured in China to be handled by GAC Hong Kong and marine leisure logistics specialists TNL GAC Pindar.

GAC's Hong Kong team coordinated the loading from a barge directly onto the deck of HS 'Berlioz' for its journey to New Zealand. Once she arrived, TNL GAC Pindar's Manager Richard Thorpe was there to supervise her lifting back into the water.

A repeat performance followed just ten days later, when GAC handled an Integrity 380 boat again from Hong Kong to Auckland. The launch was wrapped before being loaded onto the ship and stowed below deck for extra protection during its voyage. Upon arrival, the Integrity was discharged to a waiting trailer and delivered to a local boat yard. **GW**





# Q&A WITH MIKE MILLAR

**You're originally from Birmingham, in the UK Midlands, which is at least 70 miles from the nearest sea. How did you become involved in the world of sailing?**

In 2011 I was asked to assist in putting a bid together for a sailing project, probably due to the carrier contacts I had developed in the wholesale freight market. From there they just kept coming back for more rates and then came the time to move.

**How does the handling and transportation of yachts and their associated paraphernalia differ from 'normal' logistics?**

Now you're after my secret recipe, well there is not one but many. One critical ingredient is response time – especially when a part is needed for a boat in a race. The pressure is on when the events are close together and you often have to change the mode of transport or even the carrier you have based your offer on. It's fast-moving, hectic, high pressure and exhilarating. Handling equipment becomes a normal requirement, so cranes need to be sourced and hired.

All that means a massive mix and a long checklist. It's very rare to get two jobs that are the same. Our clients need an answer to their problem and often it's our creative ability to come up with solutions fast that is the deciding factor in winning business, rather than price. In some cases, we're dealing with sportsmen and women, for whom 'Handle With Care' is a priority.

**How do you measure your success?**

I measure success in many ways, but first and foremost in winning new clients. On the Extreme Sailing Series circuit, if I hear that a new client has been secured after an event, or a quotation sought, or that an existing client has extended their working relationship with GAC, I count these all as successes for the Group. It's also extremely exciting to see that our business in Southampton is now growing.

**Which classic British car model would you like to drive and why?**

I have a 'Bond' with Aston Martin, but I

suppose I should stick with my client's current marque as Landrover are the official sponsor of the Extreme Sailing Series, so I guess it will have to be a Discovery. Of course I may now have to consider a famous and very safe Swedish manufacturer...

**Explain the upside of the British weather.**

Well, on a personal level, like many Brits I go on holiday to get away from the British weather! I'd like the country that has stolen the 'great British summer' to give it back, please.

However, in our business we need wind, and we have plenty of it in Britain. In sailing, extreme winds can make an event a real spectacle.

**Who are your role models?**

Steve Jobs (try, if you can, to read 'Insanely Simple') and our very own Co-Chairman Björn Engblom. I met Björn for the first time in London back in 2001 and spoke for just a few minutes, but four years later in Dubai he came straight up to me and said: "Hello, Mike!" I wish I had a memory like that.

**What's your recipe for a job well done?**

Listen carefully to your clients, understand their requirements, qualify everything and deliver what you promised. If things go wrong, get in touch as soon as possible to talk them through the issue and provide the best recovery you can. Why? Problems are there lurking, things happen and good communication goes a very long way. A problem resolved can be an opportunity opened.

**What's more appealing to you – a solo voyage where you can commune with nature, or the camaraderie of a crew pulling together for a common goal?**

I like to be surrounded by people, I am a people watcher. I think I learn something new every day and I love to hear other people's ideas (which sometimes become my own). I think we can all take something from our sailing team, five people on a small boat, all with a job to do. If there is



**Born:** In Birmingham, UK, on 4 November 1967.

**Before GAC:** Started career in international banking paying Letters of Credit, followed by a stint with an international book seller. Entered the world of freight forwarding in 1989 and held many trade lane management positions.

**Joined GAC:** In January 2006, as Manager for a GAC-associated logistics provider, then setting up the UK subsidiary as a stand-alone NVOCC in 2008. Joined GAC Pindar Southampton as Commercial Director in January 2012.

a weakness in the team the others know how to compensate for it, pulling together and creating strength whilst still covering their own responsibilities and managing not to bump into each other when moving at speed.

**What are your key professional and personal goals for the coming year?**

In 2012, we prepared a business plan and we are following the course set out in it. We need to expand our knowledge, win more friends and customers. Special thanks are due to Pindar Sailing partners Andrew Pindar and Nick Crabtree for opening many doors in the sailing world, which have helped us reach where we are today. And naturally to the team - Beth King, Maritza Lopez, Rikke Svendsen and Jo Gregory – who are a pleasure to work with. **GW**

# LEADING TEAMS UNDER PRESSURE



by **Ian Williams**,  
GAC Pindar's World Champion  
Yachtsman

GAC Pindar's world champion yachtsman Ian Williams puts himself and his crew under intense pressure in every race in the Alpari World Match Racing Tour. Here, he shares his valuable insights on effective decision-making and how to get consistent winning performances from himself and those he leads.

In match racing, two teams go up against each other in identical boats in races which last about 15 minutes. Because the event organisers supply the boats, there is no technological advantage and the decisions made during the race are decisive to the outcome. Over the course of a race, there are many decisions that need to be made; some instantly, some you get a few seconds to consider. Consequently, the decision-making process is very pressured. Much depends on how I use the team around me to give us the best chance of winning each race.

## Inclusive decision-making

On my boat, all five members of the team are involved in the decision-making, which both keeps them engaged and makes use of all of the skill sets that we have within the team. Decisions are delegated to the person best placed to make that decision, either due to their personal skill set, or due to their position on the boat. This allows the minor decisions to be made efficiently with the least resources necessary, whereas more complex and important decisions can involve the whole team.

## The right information

All decisions, big or small, are based on information – and that can mean getting



**Light touch:** A soft hand on the helm stands in contrast to the intense focus of Skipper Ian Williams as he and his team approach their next challenge. Getting the whole team involved in gathering information for a key decision helps win races.

the relevant facts communicated to the decision maker from multiple sources. Often, a changing situation means an instant decision needs to be made. In that scenario, it is important that all relevant information has been gathered and communicated prior to the situation developing.

Critical, therefore, is an understanding by the team of what information is going to be important for the upcoming decision, and that is where strategy comes in.

## Strategy

Many decisions can be made in isolation, but most will be improved in some way if the decision maker understands what the team is trying to achieve at that moment. For example, at the end of the off-wind leg, the bowman decides at what moment to drop the spinnaker in preparation for the next leg. The later he does that, the longer the boat will have the benefit of the spinnaker but giving himself less time to complete the work adds risk of a messy take down and some bad consequences later. If the bowman understands that we need every second we can get, he may risk a later drop. But if he knows our strategy is to consolidate our position, he can make a more conservative decision. If he has no knowledge of the strategy, he can still make a reasonable decision, but having that knowledge can lead to a better decision.

But strategy is not just relevant to decision makers. Good decisions rely on having accurate and relevant information to hand, and in the context of a sailboat race there is only one opportunity to communicate a certain amount of information. If those

providing the information also understand the strategy, they are better able to prioritise what information to gather and communicate.

At any one time we will be trying to implement one of up to four or five possible strategies that may be appropriate to the situation. These are pre-determined and can consequently be communicated very quickly during a race. Often it is obvious what that strategy should be, but we also find that confirming it, even if obvious, is an effective way of focusing the whole team on their jobs with the bigger picture in mind.

## Inclusive but decisive

Involving many people in the decision-making has many advantages. But it can lead to hesitation or indecision and no decision is often worse than a bad decision implemented well. To overcome this, we establish a clear hierarchy for instances where we may disagree. That hierarchy is not based on seniority in the team, but rather who we consider is best placed to make any particular decision. Sometimes I find myself implementing a decision that I do not agree with at the time. Needless to say, those calls are thoroughly debriefed after the race!

## Debriefing

Effective debriefing is critical to improvement in a team environment, but not always easy to implement. Engendering a culture where people can speak their mind without fear is crucial to the learning process. Where mistakes have happened, it is important to focus on the underlying reason for the mistake which could be a result of having the wrong person allocated to the task, a lack of training, weak





information flow or even something more fundamental like poor nutrition leading to tiredness. Sometimes people just make mistakes and the best thing is not to dwell on it, but move on.

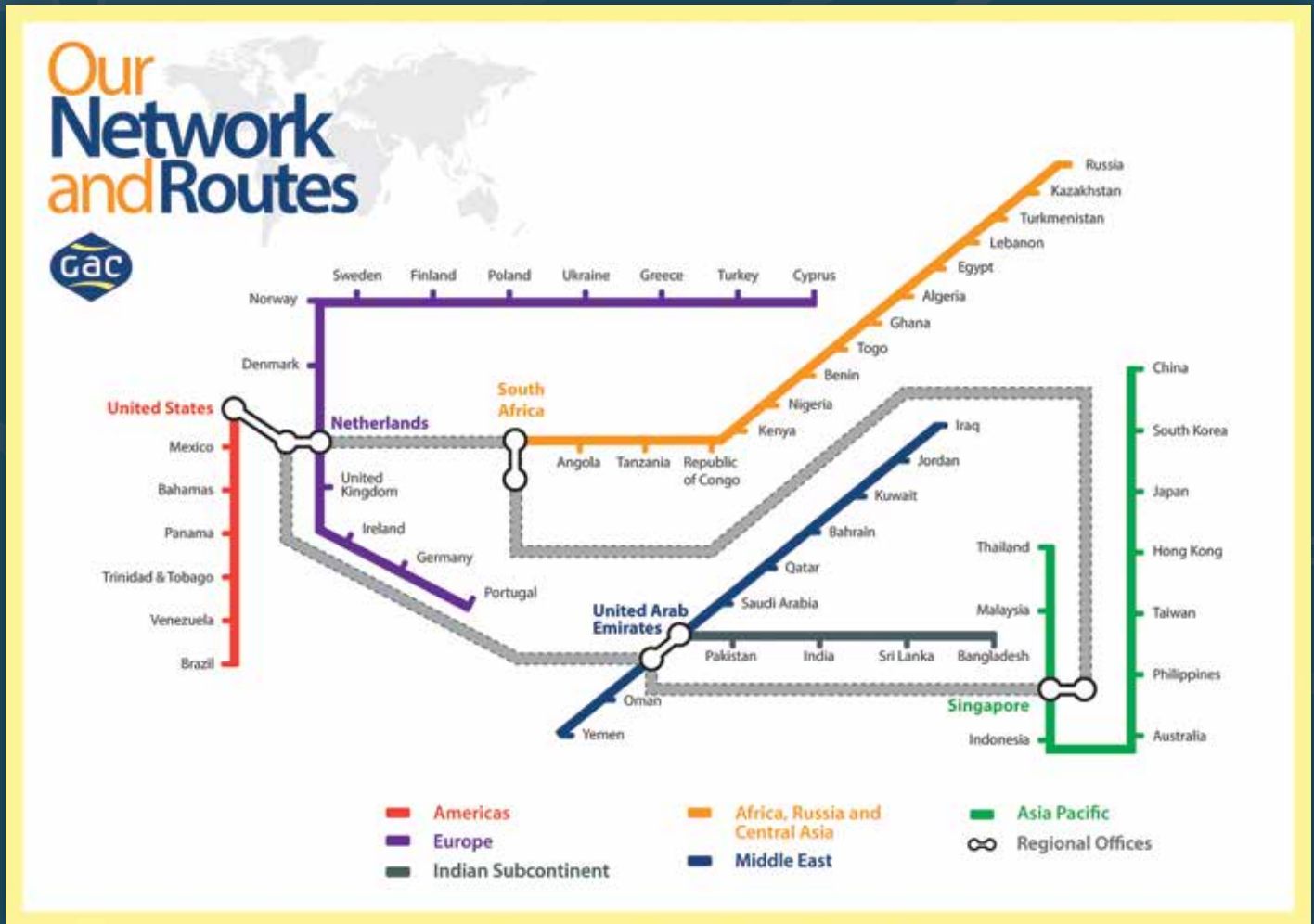
Such an inclusive process requires strong individual performances and a high level of trust within the team. There are constant challenges, but overall I believe that we do a better job than our competitors of getting the important calls right. **GW**

**Bowman's call:** Some critical decisions fall to Matt Cassidy at the pointy end. Delegation in tight situations requires a mix of respect, skill and trust but it can deliver higher value results.



# MAPPING THE NETWORK

We've taken inspiration from the London Underground's iconic map to create this at-a-glance look at GAC's global network presence. Next station? **GW**



## MOBILE DIRECTORY GOES ANDROID



Android users can now download GAC's free Mobile Directory app to give them on-the-move access to GAC contacts worldwide.

The GAC Mobile Directory contains thousands of contact details that can be searched by services, locations or individual names. Users can customise their settings, specify 'favourites' for speedy access and even use the directory when offline.

Both the iPhone and Android versions (2.3 and above) are available for free download at [www.gac.com/mobiledirectory/application](http://www.gac.com/mobiledirectory/application). **GW**



## THE BUOYS FROM BAHRAIN

GAC Bahrain overlanded 196 buoyancy modules weighing in at 212 tonnes from Manama to a deepwater expedition rig 2,500 km away in the Red Sea port of Doha, Saudi Arabia.

Despite flat tyres, breakdowns and many other unforeseen challenges, the GAC Bahrain road freight team loaded and lashed them four per trailer and delivered them to their final destination without a scratch. The job took just over a month. **GW**



# 196

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## APPOINTMENTS

### GAC GLOBAL HUB SERVICES, DUBAI



**Ivan Arsic**  
Systems Architect  
Previously  
Software Engineer at  
Youngculture in Belgrade,  
Serbia



**Andrija Cacanovic**  
Technical Project Manager  
Previously  
Software Developer at  
Soprex d.o.o. in Belgrade,  
Serbia

### GAC TURKMENISTAN



**Stewart Macdonald**  
Company Manager  
Previously  
General Director with BLUE  
Kazakhstan



**Michael Chetkowski**  
Technical Director  
Previously  
West Africa Fleet Manager  
(Technical & Operations)  
for Lamalco in Nigeria

### GAC HONG KONG



**Ailsa Angus**  
Business Development  
Manager – Yacht Logistics  
Previously  
13 years of marine  
industry experience in  
Asia, most recently as  
part of Abu Dhabi Ocean  
Racing's Shore Crew  
Logistics team for the  
'Volvo Round the World  
Ocean Race'

### GAC DENMARK



**Peter Schau**  
Marketing Manager,  
Shipping, responsible for  
Denmark  
Previously  
Business Manager,  
Shipping Services

### GAC NIGERIA



**Venkatesha Babu**  
Finance Manager  
Previously  
Cluster Finance Manager  
for Maersk Mozambique  
Lda

### GAC NETHERLANDS



**Mark van der Akker**  
Managing Director  
Previously  
Managing Director for  
Smit International in  
the UK

### GAC SRI LANKA



**Mahesh Kurukulasuriya**  
Director  
Previously  
Regional Operations  
Manager - India South/  
East Regions and Sri Lanka  
for AP Moller – Maersk

### GAC ENERGY & MARINE SERVICE (GEMS), HOUSTON



**Reggie Gray**  
Vice President, Business  
Development  
Previously  
President of the Houston  
Intercontinental Chamber  
of Commerce (HICC)

### Looking for contact details?

Contact details for many GAC staff are listed in our website [www.gac.com](http://www.gac.com)

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

# HANDS-ON HELP FOR MANGROVE FOREST

Pornnapat Pinpathya, Pitchayaphan Wirth and Ruedeeporn Yongrithi aren't worried about getting their hands dirty for a good cause. They were among 90 GAC Thailand staff who volunteered to plant more than 500 mangrove trees in Samut Songkran province as part of the company's drive to support the conservation of the environment recently.

Mangroves serve as vital wildlife nurseries and protect the coastline from erosion. Research shows that despite making up just 0.7% of the world's tropical forests, they store two to four times the amount of carbon as tropical rainforests. Well worth planting. **GW**

