

GACWORLD

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SHIP-TO-SHIP



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HANDLING THE PRESSURE...

When two ships draw alongside each other for a ship-to-ship transfer, big pneumatic fenders cushion their embrace. Those fenders are designed to handle the pressure of this controlled collision.

The Mooring Master up on the bridge is trained to handle the pressure too. He stands on top of millions of dollars' worth of vessels and cargo, with the task of controlling all the preparations and actions required to transfer oil, gas or chemicals from one vessel to another. It's not a task for the faint-hearted or anyone who has other things on their minds. Concentration, focus, astute judgement and awareness of the risks are core skill requirements.



Protocols and practices

GAC has been doing STS transfers for decades, developing protocols and practices aligned to ever tightening safety and environment protection rules. Our coverage of this essential service starts on page 10.

ISO values

In an age where compliance and adherence to standards is the norm, GAC has sought to keep moving onwards and upwards. ISO certification has provided a key pathway. On pages 6 and 7, we cover our latest ISO achievements. The point of these certificates is not so much what we've achieved but the attitude and values which underpin their achievement. We aspire to be at the cutting edge of global business standards and are willing to expend the effort and resources needed to stay there.

Big numbers

GAC opened the first major distribution centre in the Middle East in 1993 and it has continued to grow ever since. For Neil McMaster and his 800+ team, our complex of warehouses at Jebel Ali provides both a daily challenge and a daily reward. Customers are demanding more and more sophisticated services for their product ranges and it's Neil's pleasure to meet those demands. See page 9.

Global partners

It's one thing to serve a customer in a single location. It's quite another to deliver a uniform level of service across the whole world. But increasingly, many of our bigger customers are looking for global service partners – companies that can deliver what's needed whenever, wherever. PGS, the big offshore seismic explorer, is our most recent addition to the global nest. See page 15.

Calyпсо business

Our youngest operation is steaming forward under a tropical sun and a Caribbean rhythm. GAC's policy is to expand to locations where our customers want us. Trinidad and Tobago, with its offshore energy reserves, is typical. We have one of our most experienced hands running the shop there. Read Gobind Kukreja's report on Page 4.

The feather touch

Fully loaded tankers are big and heavy. Hundreds of thousands of tonnes heavy. Yet it takes a Mooring Master's feather touch to bring them alongside each other for a ship-to-ship transfer - guiding them metre by metre till finally it gets down to centimetres. There are no Olympic gold medals for Mooring Mastery but the skills and practice required for success put these people in the elite athlete class. GAC is fortunate to have some of the best and they're at your service.

Gurumurthi Shankar

Editor

PACIFIC SHIFT

Claus Schensema is our new GAC North America Logistics chief after 12 years with GAC China

Schensema knows a lot about moving other people's goods. He carries a quarter of a century of shipping and logistics experience.

In China, Schensema led the company from start-up to become a local leader in international and domestic logistics services. GAC China now has six offices and about 150 employees providing integrated logistics services throughout the country. He says the secret of that success was the dedication of the staff who made up his team, their diligence, advocacy of the GAC Spirit and enthusiasm for participating in GAC Academy courses to lift their performance and reinforce their place in the global GAC family.

While in Shanghai, Claus also launched a series of initiatives supporting animal welfare, the environment and underprivileged children. The Green Bamboo program at the Longnan Elementary School for migrant children in Shanghai was a standout. He played a hands-on role at the school mainly as a volunteer at monthly read-a-thons.

Renewed commitment, sharpened focus

"My goal in Houston is to expand our work in the oil and gas, mining and project logistics sectors of North America," he says. "We shall renew our commitment to those sectors, sharpen the focus of our logistics and integrated services and drive performance standards to deliver a strong message about how our customers benefit by working with GAC as their lead logistics provider." **GW**



NEW GROUP VICE PRESIDENT FOR ASIA PACIFIC

Fredrik Nyström is GAC's new Group Vice President for the Asia Pacific region. Nyström was previously GAC's Regional Business Controller based in Singapore since 2007.

"In the 12 years since Fredrik joined us, he has served key roles in the Middle East, Indian Subcontinent and Asia Pacific," says GAC Group President Bengt Ekstrand. "That has given him the knowledge and experience that will prove valuable in overseeing our continued development in one of the world's most diverse regions."

GAC Asia Pacific provides services in 11 countries and has more than 1,700 staff.

Fredrik says: "We are already strong in Asia Pacific but it is a large and highly competitive market. I'll be drawing on our considerable resources and stable infrastructure to strengthen our standing further in the region." **GW**



FINDING THE PULSE: DOING BUSINESS TO A CALYPSO BEAT



When Gobind Kukreja was sent to Trinidad & Tobago to set up GAC Energy & Marine Services (GEMS), it was a step into the unknown for the GAC veteran. He shares with us his experience of being sent to establish a new operation under Caribbean skies.

After more than 24 years working for GAC in Dubai and Fujairah, I took up my new assignment and I arrived in Trinidad-Tobago (T-T) in late March 2011.

Our Global Hub Services were already providing agency services there through network agents but anticipated business growth had made it feasible to set up our own operation.

Homework

My first task was to find the twin-island nation on the map and learn about its geography, people, culture, commercial landscape and so on. I'd heard of T-T but had never been there, not even during my years as a seafarer. Colleagues at the GAC Houston hub helped bring me up to speed as they had been dealing first hand with our subagents there.

On the ground

Our set-up strategy was to combine GAC's global reach, resources and business philosophy with the experience and expertise of people on the ground in T-T. All staff were to be hired locally and trained in GAC's way of delivering service. The people are naturally warm, friendly, courteous and helpful. Being Indian helped me blend in as 40% of the population are of Indian origin. (Even today, I am taken for a local until I start speaking and my accent gives me away.)

By June I had set up our office and we handled our first vessel by the middle of July.

That was then...

Despite being a globally-recognised brand, GAC had to make itself known with local stakeholders. We also had to establish here the same high standard of service expected by our customers worldwide. This was doubly important as many of our key clients have regional or global agreements in place with GAC.

Other practicalities included setting up bank accounts and lines of credit with local suppliers, obtaining terminal-entry approvals for GAC personnel, setting up bonds with customs and immigration. All the while letting customers know that GAC was now on the ground and active in Trinidad.

...this is now

Three years on, we cover all ports and terminals in T-T. We work closely with the Global Hub Services team and have secured a global agreement with a big local customer Methanol Holdings Trinidad Limited (MHTL).

Different rhythm

T-T has lots of potential. People work hard here. They also play hard and sometimes local festivities can get in the way. With good planning and cooperation, however, we have maintained our service levels during Carnival time when a different rhythm dictates daily life here.

Our stable service platform rests on the shoulders of my 13-strong team. We are a small operation and we have a powerful team culture which encourages everyone to strive to meet (or exceed) our customers' expectations, whilst still enjoying Caribbean life.



Energy

Trinidad & Tobago has been in the oil & gas production business since the mid-1970s. Activity has increased in recent years. In July this year, the 3,000th cargo was lifted onto a tanker from the LNG terminal at Point Fortin.

Despite government efforts to diversify, the economy depends heavily on the energy sector which accounts for 44% of the country's GDP, 58% of government revenues and 83% of total exports.

Its continuing significance is evident in the new offshore blocks that are awarded and taken up for exploration and exploitation every year.

At GAC, we have the advantage of being able to draw on the Group's global resources, reach, experience and expertise to serve energy companies and to meet their very high standards. The fact that GAC T-T is a part of a worldwide operation enables these discerning customers to appoint GAC both here and elsewhere in the world. Right now, this is translating into close cooperation with GAC USA to assist a major oil & gas contractor to move shipments from Houston, and take care of local transportation here in Trinidad.

Different game

It's been a whole new ball game for me. In the UAE, I managed a much larger shipping department and that meant a greater degree of delegation. In a smaller operation, I have to have a finger on the pulse of every aspect of the operation. It's a new experience for me but it's been a good one and one which I believe will continue on a positive note as we develop further.

Doing business under the Calypso sun has its challenges but we have a strong pulse and willing hearts to support the development of business here both for GAC and our clients around the world. **GW**

BRIDGE WORK

After more than 10 years, USD88m invested, over 430 meetings held and 150 concepts considered, work has started on a new mass transit bridge to replace New York's Tappan Zee Bridge.

Named the New NY Bridge, it will reduce congestion for motorists with eight traffic lanes, four breakdown/emergency lanes and state-of-the-art traffic monitoring systems. There's also a dedicated bus lane. The first span is scheduled to open in 2016 with completion due in 2018.

Barges carrying steel pipes for the bridge's foundation piles have become familiar on the Hudson River thanks to Bob Bandos, Managing Director of GAC North America Shipping. He was asked to act as a broker to work out a tug and barge agreement on behalf of Kinder Morgan Logistics to get the steel to the project site.



Installation of permanent piles for the New NY Bridge (courtesy of New York State Thruway Authority).

Over two years, the pipes will be shipped from the US Gulf Coast to New York using five barges and six tugs.

"The deal between Kinder Morgan and the tug owner involved many different moving parts but we were able to reach an amicable agreement," says Bandos. "Kinder Morgan Terminals is using its Fairless Hills Terminal to stage the shipments while Kinder Morgan Logistics handles the movement of the pipe from the US Gulf to the bridge site. As such, this project is an excellent example of collaboration between GAC and Kinder Morgan.

"The day I drive across the New NY Bridge, I shall feel proud that GAC played a role in the initial building phase." **GW**

CERTIFIED

GAC Bahrain has secured the coveted FAIMplus certification for its international moving operations after completing a strenuous quality assessment.

FAIM is an industry-leading standard for the logistics business, developed by FIDI Global Alliance. By assessing the international moving activities of logistics companies, the FIDI-FAIM accreditation provides a global common standard for service delivery. The 3.0 version of FAIMplus is the strictest yet - treating quality as a living platform that requires constant self-assessment.

Verifiers Ernst & Young awarded the certification after a series of evaluations that were part of a three-year audit cycle covering the fulfilment of prerequisites, a pre-audit assessment and an onsite audit. **GW**

GAC Bahrain MD
Mikael Leijonberg
with the FAIMplus
certificate.



ACADEMY ACHIEVES ISO 29990

Joins elite of accredited learning organisations



Damien O'Donoghue receives the GCA's certificate from Alireza Ramin Majd, DNV Country Manager for the Middle East, Northeast & South Africa and West Asia.

The GAC Corporate Academy (GCA) has joined a select group of learning organisations in receiving ISO 29990 certification in recognition of the learning opportunities it offers.

About 30 learning organisations currently hold ISO 29990 which sets the global standard for learning services for non-formal education and training.

Accreditation means that GCA courses offered around the world meet international quality standards for learning service providers.

The certificate was presented to GCA General Manager Damien O'Donoghue by Alireza Ramin Majd, DNV Country Manager for the Middle East, Northeast & South Africa and West Asia, at a ceremony in Dubai.

In handing over the certification, Alireza Ramin Majd said: "Training is an increasingly important investment for companies large and small. That's why it's important for providers like the GAC Corporate Academy to develop processes and performance standards to measure and meet the challenges they face. ISO 29990 provides a model for quality professional practice and performance and a common reference for the design, development and delivery of non-formal education, training and development."

Learning Culture

Since its establishment in 2007, the GCA has emerged as a leader in corporate learning. ISO 29990 certification acknowledges its rapid development and the high standards applied to its learning processes.

"The journey from our start-up seven years ago to where we are today has been incredible," says Damien. "In that time we have seen the learning culture of GAC grow and the Corporate Academy mature in its course development and delivery.

"ISO 29990 certification sets a benchmark from which we will continually innovate and improve." **GW**

THREE CERTIFICATES FOR GML

GAC Marine Logistics (GML) Dubai has been awarded three quality assurance certificates in recognition of its Quality Management, Environmental Management and Occupational Health & Safety systems.

The ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007 certificates were presented to GML Global Director Jan Kielmann by Alireza Ramin Majd, DNV Country Manager for the Middle East, Northeast & South Africa and West Asia, at a ceremony at GML's head office in Dubai.

Mr. Majd says: "Today companies are subject to a much higher level of scrutiny from all stakeholders. Businesses worldwide face rising demands for transparency with respect to what footprint you leave on the environment, how safely you manage your operations, and how you continually improve quality.

"The fact that GAC Marine Logistics is now certified in three areas is evidence of its commitment and eagerness to understand and meet customers' needs and expectations." **GW**

Jan Kielmann and
Alireza Ramin Majd



PEACE OF MIND DELIVERED FOR CASPIAN NEW-BUILDS

CSSI Kazakhstan had ordered new additions to its oil spill recovery fleet in the Caspian Sea from a shipyard in India. They wanted an independent observer to monitor the work and give regular progress reports.

Through its contacts in GAC Marine Kazakhstan, CSSI came to GAC India seeking help to oversee the building of four Rigid Hull Inflatable Boats, a 20m barge and two mini-tugs at the Marine Frontiers shipyard in Alibaug, about 100km from Mumbai.

For ten months GAC India had an observer on-site to monitor construction and ensure that all specs for the new-builds were met, with GAC India's Capt. Sathya Chandrashekar (pictured) coordinating the whole operation. His last task in June this year was to oversee the loading of the completed craft on to trucks for the trip to Jawaharlal Nehru Port and a ship journey to Kazakhstan.



Murray Faulkner, Manager of CSSI Kazakhstan's Marine Division, says: "I have been very pleased with the oversight provided by GAC during this project as well as their comprehensive support on my regular visits to Mumbai during the build.

"Throughout my years in Marine Management, I have used GAC in other locations on a number of occasions and always been pleased with the standard of service. That track record continued in India. GAC's detailed weekly photographic reports were well received by our management and by the ultimate end user. The regular formal and informal communications have been most helpful and the GAC service has greatly reduced my requirement to be onsite. That, for me, is peace of mind."

CSSI has now appointed GAC India to monitor the building of two more shallow draught landing craft at the yard. **GW**

OIL MAN BRINGS AFRICA KNOWLEDGE TO HOUSTON

GAC is bringing its African market knowledge to the USA. Gerrit Laubscher, Business Development Manager - Oil & Gas for Sub-Saharan Africa, is in Houston, Texas to share his expertise and promote trade and cooperation between key energy players in the USA and African oil-producing countries.



From the GAC Logistics base in Houston, Gerrit is acting as a bridge, offering regional expertise and guidance, in-depth local insights and market intelligence direct to customers looking to work in Sub-Saharan Africa.

"Houston's place at the heart of the global upstream oil & gas industry is well recognised," he says. "While modern communication technology is great, there is nothing like face-to-face contact in real time. GAC is eliminating the six hour time difference by bringing its African face and local knowledge to key players in the USA." **GW**

SUPPORTING DRILLING PIONEER IN SOUTH AFRICA

One of the first companies to drill for oil & gas in South Africa has appointed GAC to provide shipping and logistics support for its offshore programme.

Total E&P started work in June, with GAC South Africa providing forwarding solutions to move drilling equipment as needed by air, sea and road. **GW**

SWEET DEAL COUNTERS OIL MARKET DROP

Until 2011, GAC North America Shipping was getting significant business from crude oil tankers calling at US terminals and refineries. That business is now in decline due to a big increase in the use of rail to transport crude oil. In Philadelphia alone, only one of the seven major refineries now uses tanker vessels to transport its shipments.

Bob Bandos, GAC North America Shipping's Managing Director, spotted the tanker market decline early and responded with a diversification plan to pursue new business, specifically in the dry bulk and offshore oil & gas markets.



New focus

In December 2013, Bob and his team had their first contact with CSC Sugar, one of the largest importers/exporters of sugar in North America. They worked diligently, sending CSC estimated port disbursements for various US Gulf terminals and other value-added information. Persistence paid off and GAC North America Shipping won the CSC business.

It is now handling 25,000MT of sugar loaded in Dos Bocas, Mexico for discharge in Freeport, Texas.

Sweet success

It's the kind of success story that brings a smile even to a seasoned veteran like Bandos. "We succeeded because we understood and reacted swiftly to changes in the industry," he says. "And then, by putting in the work to understand the dry bulk sector and the opportunities it presented, we were able to secure success." **GW**

GAC DUBAI CONTRACT LOGISTICS

The figures are impressive: 120,000 equivalent palletised positions, 2,151 sqm of bulk storage space, 130 vehicles, more than 800 permanent staff covering a 24/7 working week.

This team, GAC's biggest worldwide – is led by General Manager, Neil McMaster. GAC's Distribution Centre, at the heart of his multi-site operation, was the first in the Middle East when it opened in 1993. It remains one of the biggest and busiest.

"Whatever you can imagine, we've got it," McMaster says. "Palletised, bulk or loose; narrow aisle, wide aisle or mezzanine deck; tote bin, dry, cool, chilled or frozen; manual, automated, scanned or barcoded; bulk extraction, pallet retrieval or unit pick.

"If you shop in Dubai, there's a good chance that we have handled what you take home with you. Ladies' underwear, gents' trousers, kids' raincoats, shampoo, lipstick, coffee, chocolate, canned soup, pet food, water, pistachio nuts, frozen meat-balls, sofas, linen, carpets, car parts, footballs, surfboards, pilots' uniforms, baggage handlers' boots, insect repellent, drain cleaner, cameras, projectors, toothpaste, headache pills – you name it.

"We also act for distributors, coordinating their shipments in transit to end users: export by sea, air, or road, courier or for collection, duty paid, duty exempt, certificate of origin, bill of entry, re-labelling, repackaging, promo-packaging, date coding. If it goes in a box or if it fits on a pallet, then our Jebel Ali Distribution Centre probably handled it somewhere along the chain."

Meeting demands

The demands of clients are many, varied, changeable and sometimes difficult. McMaster and his team meet them by firstly understanding what each customer needs and then meeting those needs with a combination of smart planning, state-of-the-art warehouse management systems, team spirit and hard work.

The combination works. In June 2014 the team matched their highest ever throughput of 78,300cbm.

The range of jobs handled has diversified with the focus shifting to more complex solutions and retail deliveries. Indeed, it's the ability to manage complexity that lies at the core of the Distribution Centre's current success. **GW**



130

vehicles

120,000

equivalent palletised positions



2,151 sqm

bulk storage space



800+

permanent staff



Neil McMaster
General Manager



Abdul Hameed
Value Added Services
Manager



Pramod Kumar
Customer Service and
Commercial Manager



Richard Potts
Distribution Centre
Manager



Sasidharan Achuthan
Manager New Business



TRANSFER SKILLS

WHAT MATTERS WHEN SHIPS MEET

A chemical tanker is stranded mid-channel with engine failure. Its cargo is urgently required at its destination port. The vessel's not going anywhere but its cargo has to.

The tanker is towed to an approved location for a Ship-to-Ship transfer (STS). A second tanker is sourced to receive the cargo from the distressed vessel. Equipment, tugs and a skilled mooring master come in to complete the operation. With the transfer done, the stricken vessel is towed to port for repairs.

At key locations around the world, GAC Transfer Services (GTS) provides STS services. It's a high-risk sector with multi-million dollar cargoes and vessels engaged in a delicate dance.

Risky business

Transferring oil, gas, liquid or dry bulk cargoes from ship to ship at sea requires special skills and equipment, rapid mobilisation and the experience to make critical decisions under changing conditions. It requires highly trained personnel with a deep knowledge of industry standards to ensure all operations are carried out in compliance with multiple standards and regulations.

Mooring Masters at GTS have been doing transfer operations at sea for 35 years without a single major incident compromising safety, security or the marine environment. GTS carries ISO 9001:2008, 14001:2004 and OHSAS 18001:2007 certifications for the provision of Ship-to-Ship Transfer Services.

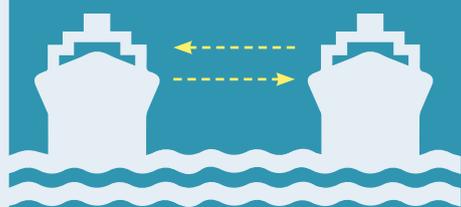
"Every Master is responsible for the safety of their ship, crew, cargo and the environment. There's a lot at stake and that's why they want to work with people they can trust," says Capt. Alex Garroch, GTS Managing Director. "Our Mooring Masters are some of the most experienced and skilled in the industry."

From the GTS HQ near Dubai's Dry Docks, the GTS team oversees STS operations in Dubai, Fujairah and Khorfakkan, Sri Lanka, Vietnam, the Mediterranean and Denmark.

ANATOMY OF A TRANSFER

An STS operation is a transfer of oil, gas or chemicals between two vessels in open water, at an anchorage or inside a port or terminal.

GTS supplies primary and secondary fenders, hoses, moorings, support craft and the Mooring Master. Every STS operation is conducted in accordance with MARPOL Chapter 8, Annex 1, regulation 40 – 42 for petroleum cargoes and OCIMF Ship to Ship Transfer Guide.



Checklists

All personnel involved in the operation are sent full information regarding the job, including copies of the checklists, to ensure they are well prepared.

The plan

A mobilisation plan is drawn up in liaison with local authorities and base agents. This plan details the location co-ordinates, vessels involved, permissions obtained, equipment to be used (including serial numbers), certificates, date and time of the mobilisation - a lot of information.

Mobilisation & rigging

The Mooring Master and base agents mobilise the fenders, hoses and equipment on board the support craft. Equipment is checked before departure to the transfer location.

Maneuvering

It takes great skill to move two big ships into exactly the right position for a safe and efficient transfer. The Mooring

Master co-ordinates the movement of the two vessels and the rigging of all the transfer equipment. This includes the use of specialised fenders (read more on page 12).

Connection

Once the vessels are moored together, hoses are rigged and checked for the transfer in line with IMO industry regulations and OCIMF guidelines.

Letting go

Once the transfer is complete, the hoses are drained back to the vessel's tanks and all the documentation is completed. The ships' masters prepare to un-moor and sail off. Support craft de-mobilise the fenders and hoses and head back to base.

Final checks

Back at base, all the equipment is checked yet again before going back into storage ready for the next transfer.

THE GTS CREW



Capt. Alex Garroch
Managing Director

High stakes

Shipping is a fiercely regulated industry and STS transfers particularly so.

Vessels involved in STS operations range from smaller product tankers up to Very Large Crude Carriers (VLCCs). No two STS transfers are the same so strict protocols, procedures, checks and re-checks ensure nothing is left to chance.

The weather, however, cannot be regulated or controlled so accurate forecasting and advice is provided via GAC-SMHI Weather Solutions.

"When bad weather is forecast, be it high winds, heavy swell, lightning, we have to call a halt," says Garroch. "Clients don't like this as it causes delays and maybe higher demurrage charges. We understand their concerns and the commercial pressures on them but the potential cost of carrying out a transfer in unfavorable conditions would be much, much higher."

Dwindling skill pool

Qualified Mooring Masters are a declining breed. One reason is the drop in the number of young people choosing a career at sea. This is due, in part, to the huge raft of regulations they have to know inside-out. Mooring Masters are specialists and must first qualify as Tanker Masters.

Despite dwindling numbers of top Mooring Masters, the number of STS providers is growing, creating a fiercely competitive market with squeezed margins. But it's a market that is ideal for an operator that can deliver quality service. **GW**



Capt. Jagdeep Singh
Director of Operations



Tarun Kabra
Operations Coordinator



Annappa Shetty
Operations Coordinator



Anoop Nanu
Head of Accounts



Rikeeta Shirodker
Accounts Assistant /
Administrator



Rachel Whittaker
Marketing Manager, based
in the UK

IN PERSON



Capt. Alex Garroch went to sea in 1997 as a cadet after completing maritime studies at Durban University of Technology in South Africa. He soon progressed to deck officer, sailing mostly on product tankers, then moved to crude tankers lifting crude between the Middle East and Far East. He served on VLCCs on the Middle East to USA run (and encountered his first STS operations), then aboard FSOs (Floating Storage Offloading) off West Africa and completed his seagoing career on tankers in the North Sea.

He came ashore in 2009 to focus on the STS sector, working as Marine Manager and Mooring Master in the UK, conducting operations, training personnel and setting up new bases. He joined GAC Transfer Services as Managing Director in 2013. **GW**

CREATING A BUFFER ZONE

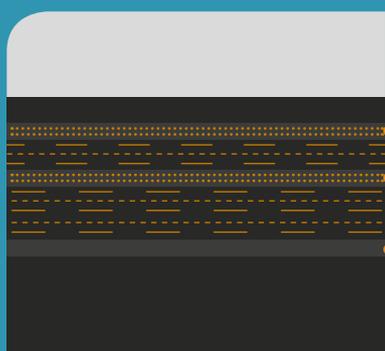
An STS operation is a controlled collision. Pneumatic fenders along each vessel's side absorb the pressure at the point of contact and create a safe standoff distance between the vessels. They're an essential piece of kit and Mooring Masters depend on them.

Primary pneumatic fenders used in STS operations are constructed to the ISO 17357 standard. They are made up of a main body, safety valve, tyre chain net, towing ring, swivel, shackles and moorings. The outer rubber layers protect the inner cord & rubber layers which ensure internal pressure is maintained and that the stress on the fender is evenly distributed. The safety valve prevents the fender body bursting under extreme stress during an STS operation.

They're big too. They range from 2 to 4.5m in diameter and up to 10m long. **GW**



GTS AROUND THE WORLD



- Outer rubber layers
- Inner cord layers
- Inner rubber layers



- Tire chain net
- Towing ring
- Swivel

Many factors determine a location's suitability for STS operations. GTS currently performs them off Denmark, in the Mediterranean, UAE, Sri Lanka and Vietnam but it is always ready to conduct feasibility studies of new locations from which to serve clients. However, what is wished for and what is feasible have to factor in:

- **Local legislation**
Are STS operations allowed under local laws?
- **Port Authority demands**
Local authorities may require that STS transfers be conducted at anchor in port limits or outside port limits underway. In such cases, the GTS team will investigate to identify a suitable grid position that both meets the demands of the authorities and is suitable in terms of safety, depth, size of the area, current, tidal range and proximity to any hazards.

- **Suitability survey**

STS transfers underway are usually done in open water. In such cases, a study is conducted first to give a clear picture of seasonal conditions, charted depth, traffic density, support craft availability and permissions. Sometimes, the base may have to be moved to an alternative location due to seasonal weather.

- **Onshore storage:**

Storage facilities at each base must allow boat access so that fenders, hoses and equipment can be easily moved to and from support craft for each operation. The storage area must be secure, and have access to reliable equipment like mobile cranes. GTS usually works with a local base agent. **GW**

Vietnam



HULLWIPER ARRIVES IN SHARJAH

It started in Dubai, then set up shop in Fujairah and Gothenburg. Now GAC EnvironHull is offering its HullWiper hull cleaner at the UAE port of Sharjah.

HullWiper is an unmanned underwater hull cleaning unit that uses variable-pressure seawater jets instead of brushes or abrasives to clean hulls. This reduces damage to antifouling. As well, residue and harmful marine growth are captured and disposed of onshore instead of being discharged into the sea as done using traditional methods.

Popular port

Sharjah has one of the UAE's finest deepwater harbours, able to accommodate all kinds of vessels. Strong investment in port infrastructure has made it a popular alternative to Dubai and other ports in the region.

GAC EnvironHull Managing Director Simon Doran says: "The expansion of Jebel Ali's container port has generated a growing need for larger lay-by berths for vessels, in particular for short-stay lay-ups or repairs. Sharjah is a natural choice for such calls and we're receiving an increasing number of requests for hull cleaning there." **GW**



For more about HullWiper, contact the GAC EnvironHull Head Office in Dubai (Tel: +971 4 435 3296, email: environhull@gac.com), or click on <http://www.youtube.com/watch?v=9xf3AknxRrE> to find out how the HullWiper ROV can help to improve vessel's performance and save money.

For ship agency or logistics matters at Sharjah, contact GAC Sharjah (Tel: +971 6 528 0070, email: sharjah@gac.com).

FREIGHT DEAL TARGETS ASIA-MEXICO TRADE

GAC has signed an agency agreement with Mexican customs broker and freight forwarder, Grupo MS, strengthening its logistics offering to customers.

Grupo MS Director Sergio Lara oversees the relationship between the two companies.

"Grupo MS and GAC have been doing business together for several years," he says, "so it was a natural evolution to expand that relationship to offer Mexican businesses a bolder, more integrated strategy for transporting their cargoes and tending to their high volume and special projects."

The partnership's main focus is the increasing trade between Asia and Mexico rising in part out of revised trade agreements with China. It follows an in-depth study of the market by GAC's business development team.

"Last year, China and Mexico signed the Tequila Pact, encouraging trade between the two countries," says Reggie Gray, GAC North America's Vice President – Business Development. "GAC already has a strong presence in China and throughout the region and we want businesses in Mexico to know we have what it takes to meet their logistics needs to and from Asia." **GW**



For further information contact Sergio Lara Telephone 1- 956 -753-6489 Email: sergiolara@grupoms.com.mx

GLOBAL AGENCY AGREEMENT WITH PGS



GAC has signed a frame agreement to provide ship agency services to Norwegian seismic company Petroleum Geo-Services (PGS) for their global oil & gas exploration activities.

GAC will support vessels chartered and owned by PGS calling at ports worldwide.

"GAC has supported PGS with ship agency services since the company was founded in 1991," says Herman Jorgensen, General Manager of GAC Norway. "As both our businesses have extended their global reach, we've seen that partnership develop and strengthen. It's one of GAC's key business strategies to build long term relationships and this is a prime example.

"GAC's approach to delivering integrated shipping, logistics and marine services, its strong commitment to safety and security, experienced staff and extensive national and global coverage, were all contributing factors in securing this latest agreement with PGS."

PGS is one of several major exploration companies supported by GAC globally. **GW**

TENDER SUCCESS FOR QATAR

GAC Qatar has beaten 15 logistics companies in an open tender for a three-year freight and expediting contract covering more than 40 countries.

From September this year GAC Qatar will handle more than 4000 TEUs of sea freight and over 900MT of shipments coming in by air plus a range of road freight movements and local logistics services. It will also manage bulk coil movements from Spain to Qatar for a further project in the second half of 2014.

"Such contracts enable the GAC Group to strengthen its global position as a freight & expediting services provider," says Mikko Wieru, GAC Qatar's General Manager. **GW**

Qatar



Q&A WITH KUMAR GANESAN



Born: 2 October, 1974, in Mumbai, India

Before GAC: Started working for a shipping company in Mumbai, India, in 1995, then joined a Saudi shipping company in the UAE.

Joined GAC: In 1998, in Operations and Finance for GAC Hub Services in Dubai (GAC's only Hub Agency Centre at the time). With the signing of the Chevron 'One World, One Agent' alliance in 2002, moved to Houston, USA, to help set up GAC Shipping (USA) Inc. and establish Global Hub Services, Houston – GAC's third hub office. From 2003 to 2005, served as Hub Manager for GAC Shipping (USA) Inc., then Business Manager –Shipping and Hub from 2005. In 2011, relocated to Dubai as General Manager, Global Hub Services.

Describe your management style.

I do not follow one particular style as I believe the 'one size fits all' approach doesn't work. For me, it's important not to micro-manage, to empower people and enable them to take decisions. This brings in responsibility and accountability. To handle a situation or a project effectively, I adjust accordingly using the available resources and staff dynamics.

What are the main benefits clients gain from the hub approach?

We already know that with changing market conditions and shrinking margins, clients are constantly seeking to control costs, focus on their core business and improve their bottom line. The need for compliance to stringent geopolitical regulations, HSSE requirements and a renewed focus on vendor management add to that list and clients realise they need to adapt to sustain and do well. That's where we come in!

The hub works as an extension of the client, customising and integrating services to their specific needs. Client benefits include:

- streamlined administration
- competitive pricing
- dedicated point of contact available when convenient to them
- cost savings
- centralised accounting and funds management
- effective vendor management and risk mitigation
- reliable agency network
- system integration for reporting and data analysis
- and the ability to provide other services such as bunkers, hull cleaning or ship spares all under the Global Hub Services umbrella.

What are the biggest challenges you face as a General Manager?

One of my key tasks is to ensure our teams are all aligned and focused on our strategic objectives. It's vital to ensure there is no breakdown in communication and that similar work processes are followed throughout.

You are also coordinating GAC's husbandry services. How is that going?

Very well. The challenges it presents are similar to what we faced when the commercial hub started. Steadily, we are getting there. There's a huge market for the 'pay as you go' concept. The unique thing with GAC Husbandry Services is its centralisation in Dubai.

What do your two young sons think about your work?

Rohan, my eight-year-old, thinks work keeps me very busy - and I travel a lot, but he is also happy that I'm there for almost all of his important milestones at school and elsewhere. He also points out the GAC logo wherever he spots it and his four-year-old brother, Ishan, gets excited seeing the logo too. They both also look forward to seeing the GAC office in every city we visit. Ishan usually asks: "Does Daddy have an office here too?"

You've worked for GAC in both Houston and Dubai. What are the differences?

I have always been amazed by the laid-back southern culture, even though Houston is a major oil & gas centre. In Dubai, on the other hand, development is fast and furious. Many of our clients are US-based so Houston was more conducive for close interaction with them. However, Dubai is a melting pot in a time zone that's central and convenient for many contacts.

Perhaps one of the biggest differences is Houston's much talked-about 'gun culture', which is not reflected in Dubai - a relatively safe place for families. And on a lighter note, I've once again had to get used to 'Salaam Valekkum' and 'Inshallah' instead of 'Howdy!' and 'Big time'.

What's the best piece of advice you've ever received?

A friend once told me: pick your battles. I find it so apt and applicable to everything in your life.

What is the most effective step GAC can take to improve its Hub offering?

Companies are outsourcing big time and we need to be innovative in order to stay at the front of the fiercely competitive pack. We need to promote and cross-sell GAC's wide range of products and services, and how we tailor them to the specific needs of each customer. Intelligent data analysis is an important tool in understanding our clients' business dynamics. Streamlined processes, improved productivity and integrated systems will play an important role by simplifying the way we interact with our clients. And finally, we need to nurture and grow the spirit of G2G (GAC to GAC) by cooperating across the Group to achieve cost savings for clients, provide value add services such as fact sheets and stay a step ahead of the market.

What book has had the most influence on you, and why?

It's very difficult to choose just one book, but if I had to it would be the epic 'Mahabharata'. I like the way it explores the human psyche with all its failings and passions, and how a person's actions reverberate and have an impact on many others. Life is not black or white. It has many other colours too.

What do you believe is the secret to success in global business?

I don't think there is one secret. We need to 'reboot' and upgrade constantly to stay ahead in this competitive environment. And of course we have to deliver on the promises we make.

Business is still made up of people dealing with one another so it's important to build lasting relations based on respectful, clear communication and good cooperation. And finally, it's important to have a clear plan to follow and implement and a clear view of the big picture to enable you to take appropriate and considered risks to achieve ultimate success. **GW**

BE PREPARED!



In an emergency, cool heads and clear response plans can avert disaster. That's why the 270 staff at GAC Samudera Logistics Distribution Centre in Cikarang, Indonesia, recently put themselves to the test.

In a simulated fire outbreak at the facility, based on a scenario drawn up by the local fire brigade and hospital with the company's HSSE team, all staff and clients stationed at the Centre were given a taste of what they would face in an emergency. It also tested plans and processes already in place, including fire fighting, evacuation and first aid.

It's part of GAC Samudera Logistics' ongoing programme to safeguard its staff, guests and premises. **GW**

HSSE PLATFORM



Greening in Malaysia

Staff from GAC Malaysia and their families went digging recently. They helped plant more than 30 trees in a small, 100 hectare forest park. The park is a patch of green surrounded by high-density apartment blocks and it offers locals a welcome break from all the asphalt and cement in the Petaling Jaya area.

Eco reminder in Singapore

GAC Singapore's Environmental Champions Committee has launched a sticker campaign to remind everyone that power, paper and water are finite.

Managing Director Ronald Lichtenecker is pictured here helping to place the reminders next to light switches, printers and water taps in the office. The initiative is part of GAC Singapore's drive to reduce its negative impact on the environment and achieve "Eco-office" certification. **GW**



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Senior Assistant General Manager (Projects) – Logistics Services

Previously

Manager, Sales/Operations – Project Logistics at Allcargo Logistics

GAC BUNKER FUELS, LONDON, UK



Ida Ryberg

Bunker Trader

Previously

Shipping Assistant with GAC Denmark

GAC NIGERIA



Marcel van Beek

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Previously

Senior Sales Manager (Global) with NRS International, Dubai, UAE

GAC QATAR



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GAC PINDAR GOES FOILING



GAC Pindar was the official logistics provider for the inaugural Foiling Week held on Lake Garda, Italy from 4 – 10 July.

The event is dedicated to the foiling ('flying') class of yachts, their designers, builders and crews. It included The Moth National Open Championship, forums, races, on-water tests and the final Full Foiling Catamaran Race. GAC Pindar oversaw the global transportation of boats for the event.

GAC Pindar Principal Andrew Pindar says: "We are keen to support sailing wherever we can and our involvement in the sailing world continues to expand."

Founder and CEO of Foiling Week Luca Rizzotti adds: "We are thrilled to have the support of GAC Pindar as it is a company we know and trust. We look forward to working with them in the future." **GW**



VIP SUPPORT

High-end leisure sailors stand to benefit from a new department in GAC Greece dedicated to their needs.

GAC Greece Yachting Services focuses on the super yacht sector, its service package designed for craft over 100ft (approximately 35m).

Services include:

- **Yacht Administration & Maintenance:**

Transportation, refit & repairs, spares pick-up & delivery, safety & security management, supplies of bunker fuels & fresh water, insurance and courier services.

- **Crew Support:**

Weather routing & itinerary planning, port operations/berth arrangement, Customs clearance/immigration formalities, provisions, medical assistance and airport pick-up/drop-off.

- **Hospitality:**

Delivery of food & drinks, spa treatments, events planning, guest specialty chefs, personal security, Internet/telephony, golf & tennis bookings, watersports, scuba diving/fishing, sightseeing, escorted shopping trips, VIP concierge, limousines, restaurant recommendations & bookings, luxury villas & special accommodation, and jet/helicopter charters. **GW**



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