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In India, people interested in Victorian architecture can gorge on the many railway stations built across the country from the 1850s, as Britain's colonial ambitions drove the rapid expansion of the rail network. Today, another expansion is under way, this time encompassing rail, roads, ports, airports and everything in between. It's a massive to-do list that the prime minister, Narendra Modi, has begun to work through. Along with changes to the tax system and other financial instruments, the infrastructure makeover signals India's determination to assert its position as a global economic power in the 21st century.

Getting things done in India is not always easy. Clashes between the 29 states and the Federal Government in Delhi are frequent and it's a tough challenge to balance the many competing interests that arise when big money is being spent. The difference with Mr Modi's approach is that foreign direct investment is now a key component in the financing of major projects. This shift and other key issues are examined in our lead story starting on page 10.

Howdy Partner

The role of partners in business is as old as commerce itself. In the challenging markets of the 21st century, having a partner adds strength, resources and resilience to an enterprise. So it is with GAC's partnership with the National Maritime College of Ireland. The College's head, Conor Mowlds, has teased out the benefits of partnerships in our Insight column on page 9. As Conor might say, it's a learning experience.

Raising Standards

Still on the subject of learning, the GAC Corporate Academy has gone through a major audit and been recertified to ISO standard 29990:2010 (page 19). Over at GAC Dubai, the Contract Logistics team has achieved ISO 22000:2005 which builds on the ISO 9001:2015 quality management system implemented across GAC Dubai since 1996 (page 3).

HullWiper wins again

GAC's remote hull cleaning system has won another award. It's the eighth award in HullWiper's short life and shows the potential impact the system can have on improving vessel performance while keeping our oceans free of dangerous fouling wastes. See page 6 for more. The HullWiper team also reports on its first hull clean of a cruise vessel, performed in Copenhagen, also on page 6.

Ferry drydock solution

In the 1970s, GAC built a strong relationship with Poland's shipbuilders. Back then it was a challenge because the Iron Curtain was in place and contacts, communications and critical money transfers required immense patience and reams of paperwork. Nevertheless, it's a relationship that has lasted well, evidenced by the recent assistance given to ferry owner P&O. See page 18.

Brainpower

Since colonial times, many bright Indians have gone to other countries to get an education and advance their prospects. In the late 1990s that started to change. Ambitious Indians recognised that their own country was becoming a land of opportunity and started to pack up their goods and families and head home. Why? Two core reasons: increased opportunities at home and the formation of an ambitious start-up culture that has continued to expand through the first two decades of the 21st century. Will this be India's century? Not entirely. The world has grown too complex and fragmented for such a simple answer. But even so, India's place at the top end of the economic order is assured, secured by the visions of its prime minister and the ambitions of its 1.3 billion people.

Stuart Bowie

Editor



Tanker husbandry contract awarded

The Kuwait Oil Tanker Company (KOTC) has awarded GAC Fujairah its husbandry business in Fujairah, Khor Fakkan and Singapore anchorages. The contract covers ship supply, spare parts and a range of other logistics services. The GAC team expects to handle about 450 jobs annually.

Capt. Johan Thuresson, General Manager – Shipping Services for GAC Fujairah & Dubai, says: “Effective husbandry ensures efficient vessel turnaround, which in turn minimises time in port. GAC Fujairah’s husbandry services have consistently generated tangible time and cost savings for our clients like the Kuwait Oil Tanker Company. Our goal is to ensure our teams deliver such efficiency gains on a continuous basis.” **GW**

MILESTONES

Food safety standards audit

GAC Dubai Contract Logistics has topped its quality certification to ISO 22000:2005.

This follows an exacting DNV audit and builds on the ISO 9001:2015 quality management system implemented across GAC Dubai since 1996. It also incorporates the principles of HACCP (Hazard Analysis and Critical Control Point) which covers the storage and distribution of perishable food.

GAC Dubai Contract Logistics operates 40,000 pallet storage locations for food and beverage operations in Jebel Ali Free Zone and Dubai Industrial Park, as well as another 90,000 pallet storage locations dedicated to its pharmaceutical, retail and FMCG clients. **GW**



The GAC Dubai Contract Logistics team receiving its ISO 22000:2005 certification. Left to right: Trevor Bracken – Contract Manager; Neil McMaster – General Manager; Aisha Nazeera – CRM & Process Analyst; Lorraine Fernandes – Quality Officer; Richard Potts – Distribution Centre Manager; Amit Bhatia – DNV Lead Auditor; Sandeep Kumar – QA Manager; Ronald Lichtenecker – GAC Dubai Managing Director; and Pramod Kumar – Commercial & Customer Service Manager (Contract Logistics)

Plans for pharma and food-grade multi-user facility

Work is underway to convert part of GAC Samudera Logistics' distribution centre at Cikarang, Indonesia, into a multi-user temperature controlled pharmaceutical and food grade facility.

Located within Lippo Cikarang, a flood-free industrial zone adjacent to Cikarang Dry Port, the facility has capacity for 20,000 pallets and a temperature range of 18 to 25°C.

Top gear

It has a single selective racking system, electrically operated equipment and is fitted with 200 lux LED lighting with an environmentally-friendly zoning feature. A suspended floor keeps moisture and termites at bay. Ample truck parking, a drivers' waiting room and an air-conditioned receiving doorway with a raised dock and moveable dock levellers are included.

An air-conditioned re-packing area meeting Good Manufacturing Practice (GMP) standards adjacent to the main facility will support Value Added Services operations. There is also a dedicated room for sampling to take place without risk of contamination.

A separate maintenance area, ablution block and staff canteen complete the fit-out, and it's all secured by fire detection and fighting systems and uninterrupted power supply.

Continuous growth

GAC Samudera Logistics' President Director, Hari Krishnan, says the establishment of this pharmaceutical-grade facility is timely to match the growth of the sector, driven by increased government healthcare spending, rising incomes and increased foreign investment.

PT Samudera Indonesia Tbk, GAC's logistics partner in Indonesia of more than 20 years, is supporting the investment. Samudera's President Director Masli Mulia, says: "It was a dream come true for me when the Cikarang distribution centre was completed in 2013. When one dream ends, we dream new and bigger dreams. The new facility embodies our constant resolve to challenge ourselves to do more and achieve new breakthroughs through our partnership, which is growing stronger by the day." **GW**



GAC Malaysia is ready to meet growing demand with the added contract logistics capacity.

New facility

GAC Malaysia has opened a new warehousing and distribution facility, more than doubling its storage capacity. The move is in response to increasing demand from FMCG clients for storage and distribution services and to expected continued growth in the sector.

The 4,000-pallet, ambient-racked facility in Bukit Raja, Selangor, replaces the company's previous facility in Shah Alam, which had a capacity of 1,500 pallet positions.

It is located just 22km from Port Klang Seaport (Northport), 29km from Port Klang Seaport (Westport) and 56km from Kuala Lumpur International Airport.

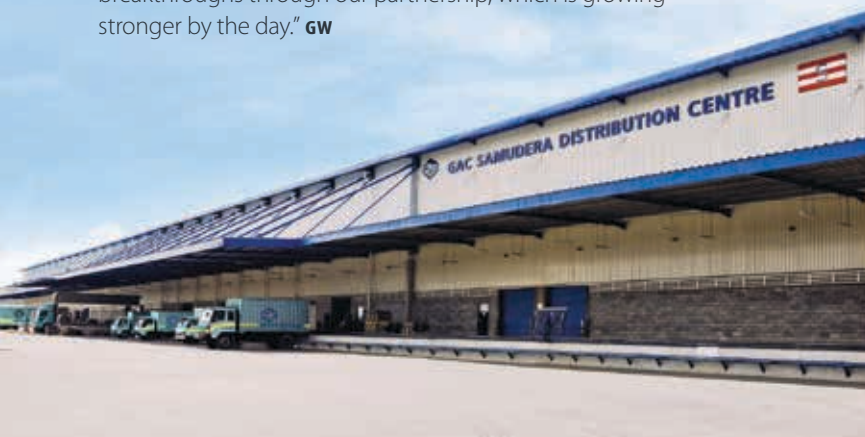
Its features include a selective pallet racking system, hydraulic loading bays and 24-hour monitored security and fire protection.

GAC Malaysia's Managing Director John Tansey says: "Malaysia ranks 23rd among the world's largest trading nations and logistics plays a crucial role in its economic growth. As a gateway to the region and with well-developed transport infrastructure, the country is an attractive location for multinational companies to house their operations."

GAC has been providing contract logistics and distribution services in Malaysia since 1994 and has a network of offices in Petaling Jaya, Melaka, Ipoh, Penang, KLIA, Port Klang, Johor, Lumut, Bintulu, Kemaman and Labuan. **GW**

4,000

pallet positions





GAC Brazil expands northwards with office No.9

GAC Brazil continues its regional expansion with the opening of a ninth office – at São Luis, the capital of Maranhao state – the company's first in the north of the country.

Situated on São Marcos Bay, the office serves the area's two major ports, Ponta da Madeira and Porto do Itaqui, as well as Alumar Terminal which receives ships discharging raw materials used in aluminum production and loading alumina in bulk.

"The São Luis office allows us to better serve customers in the north, and we aim to tap into new local and overseas business opportunities," says Rodrigo De Marco, GAC Brazil's Managing Director. "Our strengthening presence in the local and regional markets shows that we are a reliable choice for the shipping, freight forwarding and project logistics services we offer."

GAC Brazil's head office is in São Paulo, with branch offices in Angra dos Reis, Macae, Recife, Rio de Janeiro, Santos, Port Açu, Vitória and – now – São Luis. **GW**

New office in Ras Laffan



GAC Qatar has set up an office at the world's largest LNG export port, Ras Laffan, providing 24/7 ship agency services. Previously, GAC handled operations at Ras Laffan as Owners' Protecting Agent.

"Ras Laffan receives nearly 1200 port calls from LNG, LPG and hydrocarbon-carrying vessels yearly," says Daniel Nordberg, General Manager of GAC Qatar. "This is a market with vast potential and being one of the first few ship agencies in the country to enter this market marks exciting times ahead for us."

GAC Qatar has more plans for Ras Laffan including the development of upstream oil & gas yards to support Field Operators and other contractors. **GW**



The Ras Laffan team can be contacted around the clock at:
operations.raslaftan@gac.com

DFDS pushes environment and safety in HullWiper choice



The DFDS Group's 2,800 DWT car-passenger ferry 'Pearl Seaways' is the latest in more than 550 hull cleans carried out by GAC's remotely operated HullWiper system.

The clean happened in Copenhagen and took just 7.5 hours to complete while the ferry, which runs between Copenhagen and Oslo, was in dock.

Environmental credentials

Gert Jakobsen, Vice President of the DFDS Group, explained why HullWiper was chosen for the job: "We pride ourselves on our environmental credentials so it was essential that whatever system we chose could handle waste water and not contaminate the local marine ecosystem with debris and fouling.

"DFDS also cares about safety – and the ability to use a remotely operated vehicle instead of divers and brush carts was a definite advantage. This made choosing HullWiper to clean the 'Pearl Seaways' an obvious choice."

First impressions

GAC EnvironHull Managing Director Simon Doran says that in addition to greater safety, pollution avoidance, improved performance, reduced fuel consumption and fewer carbon emissions, a clean hull plays a key role in forming the first impressions of passengers when boarding a ship.

"We are always looking at markets that can benefit from HullWiper's approach to cleaning and the passenger and cruise industry ticks all the boxes," he adds. "Time is critical, so delivering a fast hull clean with minimum disruption is paramount.

"Further, as cruise liners generally have top-quality hull coatings, it's important to avoid any damage caused by brushes or abrasives. By using adjustable sea water jets to remove fouling, HullWiper eliminates that risk, and offers a huge long-term saving." **GW**

HullWiper wins its eighth

The tangible financial, operational and ecological benefits offered by GAC EnvironHull's HullWiper has earned it Product of the Year at the Environmental Leader Product and Project Awards 2017.

The Awards recognise excellence in products, services and projects that provide companies with energy and environmental benefits. Environmental Leader is an online B2B publication, portal and forum for environment-focused managers and companies.

Industry recognition

This latest success is GAC EnvironHull's eighth industry accolade.

Managing Director Simon Doran welcomed the honour: "This adds to our growing collection of accolades and it is, once again, thanks to our colleagues who have maintained faith and support as we lead the way in ROV Hull Cleaning, as well as our industry peers who have recognised the benefits of HullWiper."

HullWiper has been approved for use at ports in the Middle East, Europe and Asia. **GW**



The Award was accepted on behalf of GAC EnvironHull by GAC's USA Marketing Manager, Andrew Boaz.



For more, check out:
gac.com/shipping/hull-cleaning-solution

Balancing economy and ecology – one hull at a time

Singapore's Minister for Foreign Affairs Dr Vivian Balakrishnan has highlighted to United Nations delegates in New York his country's aim to achieve a balance between economic growth and environmental sustainability.

Marine sustainability is particularly important for a small city-state intrinsically linked to the sea for its survival and wellbeing, Minister Balakrishnan told the High-Level United Nations Conference to Support the Implementation of Sustainable Development Goal 14 (the Ocean Conference) on 8 June 2017.

"Our oceans face existential threats including overfishing, climate change and marine pollution. These are serious issues that confront Singapore and our fellow small island developing states," Dr Balakrishnan said. "We have no buffer, we have no hinterlands. Any increase in sea-levels, coastal degradation or marine pollution will impact all of us severely."

Eco-solutions

Among those giving practical support for Singapore's sustainability goals is the GAC Group's eco-friendly hull-cleaning specialist GAC EnvironHull and its brush- and diver-free HullWiper system.

Since GAC EnvironHull arrived in Singapore in April 2015, 5.75 tonnes of marine growth have been removed, collected and disposed of onshore in 115 hull cleans performed by HullWiper.

Balance

"Balancing the environmental imperative and the industry's need for economic sustainability is our founding principle," says GAC EnvironHull's Managing Director Simon Doran. "We are not talking about having to choose between the economy and ecology, but an opportunity to really contribute to the health of the world's oceans whilst delivering genuine financial benefits to vessel owners and operators."

Greener still

Doran sees the Maritime Singapore Green Initiative as a rallying point for a collective effort to protect the marine environment. He expects GAC EnvironHull to play its part. **GW**



Cross-border coordination for multi-origin shipment



Re-loading of essential equipment at Poti, in transit to the Yuri Korchagin oil field in the Northern Caspian Sea.

GAC teams in the UK and Russia have delivered an urgent, multi-origin mega shipment for pile driving and swaging works in the North Caspian Yuri Korchagin oil field being developed by Russian oil giant LUKOIL.

GAC first consolidated multiple loads totaling 500 tonnes from the UK, Netherlands and Germany in the port of Rotterdam. It then obtained the required permits to enable the 20 units – the two heaviest of which weighed 105 tonnes each and were almost 15 metres long – to be loaded on to a vessel sailing for Poti in Georgia.

Delivery by ship direct to the Caspian was not an option as Russia's internal waterways were not open for navigation at the time. Instead, GAC landed the shipments in Georgia and completed the journey to destination by road.

Obstacles overcome

11 days after departing the UK, the vessel reached Poti – and sat for two days waiting for the weather to clear. When the port reopened, the GAC team supervised the direct uploading of the cargo, using the ship's gear, on to trucks waiting for the 900km journey by road to Baku in Azerbaijan.

Unscheduled roadworks on the planned route meant a shift to a different course worked out by GAC and approved by the authorities. Despite the obstacles, the shipment arrived at its final destination on time. **GW**



Work underway in the Yuri Korchagin oil field in the Northern Caspian Sea. Photo courtesy of GT North.

Harnessing the power of partnership



by
Conor Mowlds,
Head of National Maritime
College of Ireland



Think of partnerships and certain names usually come to mind. Depending on your tastes and area of expertise, they might be Lennon & McCartney, Watson & Crick or Ben & Jerry. But one thing is for sure – what makes a partnership work in the recording studio, the science lab or the ice cream parlour is just as powerful in business. When both sides bring something unique to the table, the result will be greater than the sum of their parts.

That was the principle behind the partnership the National Maritime College of Ireland (NMCI) formed with GAC to create GAC Training & Service Solutions Limited (GTSS) back in February 2010. Our goal was to draw on the strengths of each party and combine them to provide cost-saving and innovative training solutions for the maritime industry.

It was a unique coupling and it took vision and hard work to offer a 'product' that met the evolving needs of the industry. Time has shown it was a smart move.

Different strengths

In joint ventures, partners pool resources and coordinate their efforts to achieve results that neither could obtain acting alone. That was the case for NMCI and GAC. But it was also something more. It was a careful matching of complementary pieces of a puzzle to provide a 'big picture' response to the needs of the sector we both serve.

Where GAC brought its global shipping experience and industry contacts to the table, we offered state-of-the-art training resources and expertise at our Cork campus (and now at designated training centres around the world) for both seafarers and shore-based personnel.

Thanks to that alliance, the NMCI has expanded its business and become more international in our focus. And GAC, in turn, has been able to offer key clients access to world class maritime training solutions and facilities that can be tailored to their specific needs.

Streamlining

I have often been asked about the challenges of establishing and maintaining our joint venture. The truth is that the challenges have not been that great, as our partnership was established on a strong mutual desire to work side by side, rather than in competition, towards a common goal.

GAC has rich experience of collaborating with other businesses to meet a need by nurturing strategic alignments that link both partners. We both had clear strategic interests but it was also important to have clear protocols for streamlining decision making, assigning resources, communication and governance.

It's a telling fact that all new NMCI employees working for GTSS must complete GAC's Ethics and Compliance course when they join the team. The result is a focused and motivated group of skilled maritime and operational professionals, each with their own distinctive skills but united by a common goal. And that is one of the key points that enables GTSS to stay ahead in a highly competitive market.

Game changer

Combining GAC's widely recognised brand with what we offer at the NMCI has made our partnership an industry game changer.

Through GAC, we have been introduced to key clients who need a training provider they can trust, something particularly important in these increasingly regulated days. One of our key customers is Chevron Shipping Company. Our training agreement with them - now in its third year - is still the single biggest maritime training contract in the history of the Irish State. And it's one that would not have happened if it were not for the long-standing relationship Chevron Shipping has with GAC for shipping services.

Global Training

Our partnership was the catalyst which has sparked the establishment of the GAC Global Training Provider Network, a collection of approved Training Providers in strategic locations worldwide. That network allows us to give shipping companies the peace of mind that their crews are training in a quality-assured training centre that's convenient to them and which meets our strict membership criteria.

There are now 16 training centres around the world providing OPITO-approved offshore training and STCW courses to the industry. This is an enormous benefit for our clients given the concerns the industry currently faces in obtaining quality training for crews.

By bringing together diverse ideas, skills and resources in a smart way, our unique collaboration has captured valuable market opportunities. And in the process, we have empowered and equipped our clients to provide safe and secure maritime operations. **GW**

Big plans

It's taken close to 30 years but the Indian economy is now firmly on the march to modernity. As our cover stories show, India has had to overcome some major hurdles on the road to its latest suite of economic reforms and the accompanying roll-out of its eye-popping programme for business liberalisation and infrastructure development.

Whether the incumbent Prime Minister, Narendra Modi, can turn his policies and plans into concrete outcomes remains to be seen. He's had a few successes already and a few stumbles too. He will need more of the first and less of the second to claim victory.

Fortunately, his agenda is being carried along by a new sense of confidence and 'can do' emanating from the subcontinent these days. Local and international companies can reasonably expect growth opportunities to increase under Modi's reform and refurbish agenda. Cautious optimism is advised. Read on. **GW**





Quick Fact!

There's plenty in the pipeline

infrastructureindia.gov.in, an Indian government website, contains the infrastructure to-do list for the country. Its first page lists 20 projects. The listings continue for another 424 pages. You can check here:



<https://infrastructureindia.gov.in/projects-list-by-state>



Responding to Reform

India is in transition towards a 21st century-style economy. GAC India's Miriam Mathews and Mark Delaney assess the impact of five key reforms and how they will affect customers.

Miriam Mathews



Mark Delaney



The Goods and Services Tax (GST)

The GST came into effect on 1 July this year, ending months of speculation about its impact on business. The new tax aims to replace a host of cumbersome state and central taxes with resulting tax revenues going both to the central government and the states. Four tax rates of 5%, 12%, 18% and 28% are applied depending on items and sectors.

The implementation of the GST has affected how GAC works with authorities and vendors including ports, shipping lines, Container Freight Stations, shipping agents, suppliers, banks, and others, as no unregistered vendor can now be a part of our GST-compliant ecosystem of business. Our Finance and IT teams have been busy getting the right software modules in place so that our invoices reflect the new tax requirements. In the logistics sector we are seeing a leap in the number of warehouses being set up in the country, after the GST Bill roll-out. Some pundits see a near future of mega logistics hubs and big investments in infrastructure with logistics costs coming down by 20%, and Foreign Direct Investment allowed at 100%.



Using online platforms under the Modi Government's 'Ease of Doing Business' programme

The biggest change here has been in monitoring the time factor, with the online system clocking the time taken for export/import clearance. This is slowly reducing delays and we are starting to see faster clearances and increased monitoring. Steps such as mandating the filing of the Bill of Entry prior to the arrival of the vessel, and easier processes in factory stuffing after inspections, have led to more efficient operations. On the down-side, we have not seen any impact on corruption levels in the various levels of business as was promised. Simplified online systems and paperless processes seem to be on the agenda though these have not come into effect as yet.

Some Numbers:

India has over
7,500 km
of coastline, served
by **12** major ports
and **64** minor ports

Indian ports handled
1.6 billion
metric tonnes
of cargo in 2015-2016

USD 2.7 billion
was invested in the last
three years in the ports
& shipping sector



Promotion of the cruise industry by the Shipping Ministry

More than 120,000 Indians went on cruises in 2016 while about 126,000 international passengers cruised through Indian ports in 2016-17. The Shipping Ministry, with the engagement of a global consultant, has been pushing for increased cruise business and is looking at revamping cruise terminals and developing cruise circuits. GAC India has cruise agency business as a focus area of our strategic plan.

One good initiative of the Ministry is the introduction of e-visa facilities at strategic ports. This has made the process easier for cruise operators and will encourage more calls to Indian ports.



Renewable Energy

Renewable energy, mainly solar and wind, has been a focus of the current Government. Companies importing solar hardware and technology have received exemptions from excise duties and concessions on import duties in line with the National Solar Mission. This has opened up a completely new sector for foreign players, with 100% FDI permitted and sanctions for 34 solar parks already in place. On the back of this, the Danish wind turbine manufacturer Vestas has set up a production facility in Chennai.

Though this seems to clash with the 'Make in India' campaign, if the promised industrial corridor is developed, we could see industrial manufacturing in India moving into the renewable energy sector.



The Shipping Service Tax

Until 2016, ocean freight on import shipments was exempted from the Service Tax. Ocean freight payments on export shipments from India were also exempt.

In June 2016, the Government amended the Service Tax provisions and ocean import cargoes became taxable. This change inadvertently disadvantaged local shipping companies in favour of foreign lines.

To remove this anomaly, the government again amended the Service Tax in January 2017 whereby transportation of goods by sea to India on Cost and Freight Terms became taxable. The government made ship agents who file the Import General Manifest for the vessel, responsible for collecting the amount of tax payable from the ship owner. Chaos ensued.

Owners and charterers were unwilling to accept the new tax ruling and had a mountain of questions regarding if, when, how and under what conditions the tax should apply. The matter ended up in the courts, where it remains.

From 1 July this year, the Service Tax has been subsumed by the new Goods and Services Tax. Liability for payment of GST on Import Ocean Freight sits with the importer and the tax rate has been changed to 5.00%.

GAC India has opened a "help-desk" to assist our Principals and owners using other agents in complying with the taxation provisions. This initiative has been well received. **GW**

A total of

2.4 billion metric tonnes

of cargo handling capacity will be required in Indian Ports by 2021-22

Additional cargo handling capacity of

901 million metric tonnes

must be created at India's ports in the next 6-7 years

Port projects involving investment of over

USD 10 billion

identified for award during the next five years

Coastal Economic Zones (CEZs) are being developed under "Sagarmala initiative" in close proximity to several ports comprising coal-based plants, steel plants & oil refineries



Banishing India's FDI Ghosts

India has a painful history when it comes to Foreign Direct Investment (FDI). Its first experience of massive investment by foreigners came via the British. Between the 1760s and the 1850s, the British East India Company gained control of most of India's independent principalities, opening up access to India's natural resources and creating markets for British goods. The company invested in whatever suited its commercial goals. Gaining access to markets involved a range of tactics:

- extensive use of diplomacy
- extensive use of alliances
- step by step expansion
- use of divide-and-rule tactics
- waging only those wars which were profitable or unavoidable
- financing feudal opposition in domains of troublesome rulers
- bribing local courts with easy credit.

During the 1850s, the role of the East India Company declined and the British Government began to dominate Indian affairs. In 1848, the British had appointed Lord Dalhousie, a hard-working Scot, as Governor-General. Dalhousie took FDI to new levels and reshaped India in the process. Trunk railways, telegraph lines, postage services, irrigation systems, roads, ports, and British legal and administrative structures, expanded rapidly. Unlike the old Company days, this expansion was about governance and control, not about commerce and certainly not about the welfare of the local population. Much of this imposed investment was indeed resented by the locals. Dalhousie left India in 1856. The following year there were widespread rebellions and insurrections throughout British India.

Economic Consequences

Fast-forward to 1947. After roughly 300 years of colonial rule, India is independent and can now decide its own development path. The painful experience of foreign money and guns has left India determined to make it on its own terms. Barriers are put up against FDI and during the following decades, there's a steady decline in investment funds available to maintain and expand existing infrastructure. This situation lasts until the early 1990s. By then the country's declining economy and the growing post-colonial confidence of the nation in its own abilities see the barriers to FDI start to soften. During the 1990s, policies for privatisation, liberalisation and globalisation are introduced and create a platform for the changes to come.

A New Deal

Fast-forward again to 2017. India is now among the largest recipients of FDI in the world. (In 2016 it took in USD 62 billion for 809 projects.) The government of Prime Minister Narendra Modi announces a massive development programme with much of it open to 100% FDI. The government's budget plans include a record 3.96 trillion rupees (USD 61 billion) in spending on railways, airports, fibre optic links, roads and ports, while also increasing loans to farmers to a record 10 trillion rupees. Under the programme, automotive, pharmaceutical and manufacturing sectors also get access to larger FDI shares.

National outcome

The last time development happened on such a scale, back in the 1850s, it transformed India's society and economic structure radically. It provided great wealth to colonial masters and great disruption to the lives of ordinary Indians. Now the investment gates are open once more. Prime Minister Modi and indeed all Indians are expecting a better national outcome this time around. **GW**

First Steps



GAC has entered a new oil & gas market - Vietnam.

With local partner SME Logistics, GAC Singapore recently delivered 247 tonnes of oilfield equipment and tools too PTSC Vung Tau Port for an offshore project.

Out of gauge cargoes - tanks of barite, oilfield equipment, chemicals and ship spares - were loaded onto a chartered ship at Jurong Port in Singapore for the voyage north.

Customs requirements for oil & gas projects in Vung Tau required the shipment to be offloaded for a lengthy inspection process. This had been factored into the project plan so the shipment arrived at the project site according to the client's timeline.

Lailah Soon, GAC's Regional Business Development Manager for Oil & Gas/Projects saw much to like in the successful completion of the task: "The great teamwork between GAC Singapore and SME Logistics ensured that the client's project could proceed without delay, and helped us win a happy and satisfied customer." **GW**

SME Logistics JSC specialises in sea & air freight forwarding, project cargo handling and ship agency services in Vietnam. It has ten branches and subsidiaries at the country's principal ports.

Upstream logistics services for car imports

Parallel car importer Shandong High Speed Qingdao West Coastport Co. Ltd. has appointed GAC China as its upstream logistics provider.

Under the one-year contract, GAC will handle the receiving and checking, container loading and freighting of 3,000-4,000 cars exported from Hamburg and Rotterdam to Qingdao and Hong Kong.

Simon Xu, Managing Director of GAC China, is optimistic about market growth and the opportunities that it will generate: "China was ranked as the world's number one automotive market for the eighth year last year, with double-digit total sales growth. We are also seeing a rising trend for the direct import of European cars into the country.

"Our partnership with Shandong High Speed marks the beginning of a new chapter for GAC China that will allow us to leapfrog into a new territory in the contract logistics market for fully assembled automobiles." **GW**



Supporting NatGeo expedition



National Geographic's largest environmental preservation initiative is on its way to remote Ascension Island, with help from GAC Brazil in Recife.



The team behind the Pristine Seas project is on expedition to the island on board the National Geographic vessel, *RSS James Clark Ross*.

The expedition is a partnership with the Ascension Island Conservation Department, the British Antarctic Survey (BAS) and the Royal Society for the Protection of Birds.

When *RSS James Clark Ross* arrived at Recife from Montevideo in Uruguay, GAC's team took care of crew changes, embarkation clearances for the scientists joining the ship for the expedition and the delivery and loading of research equipment.

Important work

Operations at the port were coordinated by Elberland Silva, GAC's Ship Operator at Recife, who says: "It is exciting to play even a small part in the important work of the National Geographic Society and the British Antarctic Survey. This was a great opportunity to start a long-term relationship with them both."

Tim Page, Master for the *RSS James Clark Ross* says GAC's team at Recife took good care of his vessel and worked hard to arrange the release of charter equipment held by customs.

BBC Television and Natgeo presenter Paul Rose was among those who joined the ship at Recife. He says: "Many thanks to GAC for the excellent handling. It feels great to be aboard!"

The *RSS James Clark Ross* is now on its 1,200 nautical mile passage to the island where the team will prepare for deep ocean and seafloor studies at Ascension. **GW**

Making connections



GAC's Regional O&G Manager Lailah Soon happened to learn that McDermott, an offshore engineering and construction leader, was looking for a new Importer of Record for its shipments from Singapore to South Korea. She called her O&G colleagues in Singapore.

With the connection made, GAC Singapore immediately worked with a partner in Korea to take care of McDermott's shipment to Busan that was waiting in Jurong Port.

Based on the team's performance, including constant follow-up and progress reports, more shipments have been awarded - between Singapore and South Korea and elsewhere. McDermott has also handed GAC Singapore its husbandry matters in Korea.

"The GAC Singapore team did great job for McDermott, especially in supporting us for the Ichthys project," says Shazwan Fairuz, Logistics and Trade Compliance Specialist of McDermott Asia Pacific Sdn Bhd. "GAC is proactive and a problem solver that is full of ethics and commitment. We appreciate that the team has always kept us updated on the progress on the cargo. We have included GAC Singapore in our preferred forwarder list for other projects and look forward to your continued good work." **GW**

Bumi crewlist grows

GAC Angola's Husbandry Department team leader Afonso Bartolomeu makes some last minute checks before sending a fresh Bumi Project crew on their way to work.

It's just one of up to 70 crew changes Afonso and his colleagues handle every week for the Olombendo FPSO project, operated by Bumi Armada.

GAC Angola provides transportation and meet & greet assistance for crew and technicians and has been appointed by Angoil Bumi JV Angola to handle ship spares logistics.

Since December 2016, GAC Angola has cleared 1300 crew members and delivered more than 100 tons of equipment for the Bumi Project. There will be more before the project ends in November 2017. **GW**



P&O ferry upgrades

Four P&O ferries are back in business after completing major refits at Remontowa Shipyard in Gdansk with GAC Poland as their agent.

The 32,000-ton, 180m *Pride of York* and 2000 passenger, 650 vehicle *Pride of Canterbury* arrived at the yard in January and February. They were followed by their sisters *Pride of Bruges* and *Pride of Burgundy*. Three months after the first ferry arrived, major renovations to all four had been completed and they were back plying their Hull-Zeebrugge and Dover-Calais routes.

GAC Poland managed the delivery of many tonnes of materials, spares and supplies required for the project. Work included upgrading the main engines and generators, blasting and painting the hulls, major changes to the ferries' infrastructure, as well as modernisation of passenger areas, catering and retail outlets. Cabins were fitted with new lighting, bedding and ensuite bathrooms and improved temperature controls. Superior cabins underwent total refurbishment with new furniture, carpets and curtains.

Ryszard Karger, GAC Poland's Managing Director, says the company's strong relationship with the shipyard helped things go smoothly.

"Winning the ship agency business for the four upgrades was a major coup for us," he says. "We have worked closely with the yard on many occasions in the past, but this was the biggest project for some time."

Track record

John Garner, Fleet Director at P&O Ferries, says: "We looked at a number of shipyards across Europe and settled on Remontowa for its track record of delivering first class re-fits and the economies of scale generated by taking the ships to the one yard. This will guarantee the future of all four ships into the next decade."

David Piaskowski, Commercial Area Director at Remontowa, notes: "The secret to success for any major project is good planning and we were confident that by working with the GAC Poland team, everything would go according to plan." **GW**



APPOINTMENTS



Helena Lemon



Andrew Crole

Group IT

Helena Lemon

Technology Business Manager - Management Information

Previously: International management information and business intelligence consultant

Group Commercial

Andrew Crole

Marketing Manager, UK

Previously: Worked in operations for a UK regional ship agent, in dry bulk operations & chartering for a major Japanese owner, and in sales & account management for a global ship agency

GAC North America

Phil Edwards

Commercial Manager, Shipping
Previously: Senior Coordinator, BP Hub

Anders Pedersen

National Commercial Director, Freight Services
Previously: Director of Projects at freight forwarding company, Leman USA Inc



Phil Edwards



Anders Pedersen

Gold standard reaffirmed

The GAC Corporate Academy (GCA) is well-regarded for its corporate e-learning programmes. Getting ISO 29990:2010 recertification confirms its high standing.

Having received ISO 29990:2010 certification in 2014, the GCA had the external auditors back earlier this year to check on the maintenance of ISO standards. The auditors

commended the GCA team for its strategic approach and the implementation of risk-based reporting.

Patrik Halldén, Group Vice President – Human Resources, says recertification represents recognition of the Academy's continuing commitment to innovative learning methods for GAC employees across the Group.

"Our Academy plays an important role in aligning new joiners and experienced GAC people alike in their understanding of the Group and its interlinked business units," he adds. "The breadth of courses on offer allows GAC people from all over the world to learn the GAC way of approaching business." **GW**



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New base completed for Paragon Offshore

GAC Abu Dhabi has completed the preparation, construction and relocation of a logistics base for global drilling services provider Paragon Offshore.

3,717m²

of open yard space

930m²

of warehouse space

The entire project was entrusted to GAC including: designing the plot and layout of the base; obtaining necessary approvals to develop a storage facility; arranging renovation works; and relocating all cargo from Paragon Offshore's old site to the new facility. The base provides support to two of Paragon Offshore's jack-up rigs.

Situated at Mina Zayed port, the base has an open yard space of 3,717m², 930m² of warehouse space, facilities tailored to the needs of the oil & gas sector, and a team of GAC Abu Dhabi staff on-site. The yard is divided into areas dedicated to drill pipes and collars, as well as general cargo, BOP (BlowOut Preventer) parts, open top containers and heavy machinery.

GAC's in-house Warehouse Management System (WMS), GACWare, has been incorporated into the operations to ensure full supply chain transparency, accurate stock records and inventory control.

Planning

To move Paragon Offshore's stock from its old base at Mussafah, 60km away, to its new location took more than 100 trailers, special lifting gear and police escorts.

Paragon Offshore's Materials Manager – Supply Chain, Mark Basil, says: "We commend the GAC team for their support and teamwork throughout the project. We are pleased to have them working with Paragon Offshore to support our oil and gas operations in Abu Dhabi." **GW**



Oil and gas spares and supplies at Paragon Offshore's newly established logistics support base at Mina Zayed port.