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# GACWORLD



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## The D Generation



# The Digital Divide...



**An important division of labour has arisen in households around the world. Parents now regularly enlist the aid of their kids, and their kids' friends, to work out their TV remotes, decipher their smartphones and resolve any number of related tech issues. It's a parental payoff for putting up with our youngsters being welded to their smart screens.**



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In the workplace, the Digital Generation is equally engaged. They come with new skills and new attitudes. They are not so much tearing up the old script for career development as ignoring it. In their eyes, managers are too often locked into perfecting last century's business models and not heeding the offers and opportunities of the current century. Yep, they're a critical bunch. Our examination of the Digital Generation starts on page 10.

## 60 years

We are celebrating GAC's Diamond anniversary this year. Such a milestone is worthy enough but its deeper value lies in the opportunity it offers to reflect on what sort of organisation GAC has become and to what effect in the wider world. Our Group Chairman, Björn Engblom, has set down the enduring principles that continue to shape the way we work. You can read his mind on page 16.

## Summer passage

The ice is getting thinner as the sun rises higher over the Northern Sea Route. The route's viability shrinks and grows with the seasons and managing its potential as a maritime transit route calls for skilful cooperation among many players. GAC Russia was an early starter on the Siberian coast and is working with State partners to strengthen the route's appeal. See page 9.

## Fish dinner

The lengths fine diners will go to have fish with their dinner! Currently getting prepped in the Maldives resort of Hurawalhi is the world's biggest underwater restaurant. In the way of such enterprises, its story began in far-off New Zealand. GAC had the task of transporting the monolithic acrylic masterpiece from fabrication yard to final moorings. Details on page 8.

## Who's smarter?

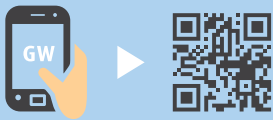
I'm smarter than my phone. I know I am. Why then does my phone seem smarter than me? Turns out my phone and I are simply smarter at different things. She does the grunt calculating, manages my searches and queries, stores my data (lists, files, contacts) and keeps me online. Meanwhile, from moment to moment I decide the priorities and how best to use her helpful grunt powers. It's a relationship and like all relationships, we're working on it. How is yours going?

**Gurumurthi Shankar**

Editor

# Lay-up and warm stacking ramp up in Southern Africa

Growing demand prompted by low oil prices



For more about GAC South Africa's lay-up solutions go to [www.gac.com/southafrica](http://www.gac.com/southafrica)

South Africa and neighbouring Namibia are profiting from their geographic location, lower cost structures and skilled workforces as ship owners look for space to accommodate lay-ups. Tonnage oversupply and sluggish markets, particularly crude oil, are behind the surge in demand.

## Marine Notice

That growing demand prompted the South African Maritime Safety Authority to issue a notice in February covering procedures for vessels that intend to stop or anchor for immobilisation, repairs or lay-up.

GAC South Africa's Managing Director Eric Barnard says: "With the markets being in the state they are, an ever increasing number of customers are looking at affordable lay-up options. Though not good news for the market, it is an opportunity for GAC to offer a service where there previously was none."

## Comprehensive

GAC provides lay-up and warm stacking services in Cape Town, Ngqura (Coega), Durban and Saldanha Bay in South Africa, and at Walvis Bay in Namibia.

The service covers:

- Approval of lay-up arrangements
- Safety and security matters
- Preservation and maintenance
- Vessel inspections
- Hull inspections
- Status reports
- Ship agency
- Husbandry (crew matters/ship supplies)
- Logistics

**\*\* Warm stacking:** keeping idle vessels in a semi-ready state, suitable for those not expected to remain unemployed for extended periods.

GW







## Seatrade Clean Shipping Award goes to GAC EnvironHull

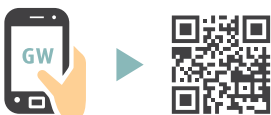
**H**ullWiper hull cleaning technology has won the Clean Shipping title at this year's Seatrade Awards for GAC EnvironHull. It's the fourth major industry award the diver-free remote-controlled system has won since its launch at the end of 2013.

The Clean Shipping Award is presented to new or improved technology which significantly reduces shipping's negative impact on the environment. It acknowledges HullWiper's ability to deliver a foul-free hull quickly, conveniently, economically and without risk to human life or the delicate marine environment.

Since its launch in Dubai two and a half years ago, HullWiper has been approved for use at ports in the Middle East, Europe and Asia. More than 400 hull cleaning operations have been conducted using the Remotely Operated Vehicle (ROV) to date.

Simon Doran, Managing Director of GAC EnvironHull, says: "There will always be room for greater safety and the protection of the environment. This Award is a valued endorsement from the industry that the revolutionary HullWiper system meets stringent marine environmental protection standards."

HullWiper is now in use at the ports of Jebel Ali, Sharjah and Fujairah in the United Arab Emirates, Sohar in Oman, Singapore, Spain and in Scandinavia. **GW**



For more about how GAC's hull cleaning experts can do for you and your fleet, go to [www.gac.com/hullwiper](http://www.gac.com/hullwiper)

## Online fuel savings calculator launched

**S**hip owners and operators can now compare fuel cost savings achieved by hull cleaning.

A fouling-free hull enhances fuel efficiency and lowers operating costs by reducing water resistance along a ship's hull.

GAC EnvironHull's online calculator was developed over the past year in response to market calls for a quick, simple method to compare savings achieved through different hull-cleaning techniques at a time when owners and operators are under intense pressure to cut costs. It factors in vessel size, speed, voyage length, fuel type, temperature and anti-fouling coating used for a range of vessels including bulk carriers, box ships, LNG/LPG vessels and tankers.

### Hidden costs

It also calculates the hidden costs of divers using brushes or others abrasives, which can damage expensive coatings.

GAC's HullWiper does not require divers, just an operator alongside, and uses pressurised sea water jets to dislodge and remove fouling without damaging the paint beneath. The Hullwiper system can save up to 30% on costs related to antifouling coatings. Taking all the operational costs into consideration, using HullWiper can help reap savings of 50-100% for shipping companies.

The calculator – at <http://gacc.environhull.com/> – can be accessed and used by PC, laptop, tablet and smart phone.

### Performance and profit

HullWiper inventor and GAC EnvironHull's Technical Director Robert Anderson says: "This new tool gives users an easy way to plan their route, calculate and compare savings. With it, they can make an informed decision about which hull cleaning system to use to optimise their vessel's performance and profit." **GW**



## Online GAC Photo Gallery opens



Hundreds of images of GAC's operations and activities from around the world can now be viewed and downloaded at the new online photo gallery, launched in June.

<https://photos.gac.com> is a free online media centre housing selections from GAC's extensive corporate and industry photo library. It's available for viewing by everyone and for use by staff, partners and other interested parties upon request.

Visitors simply select the images they are interested in and submit a request stating the purpose of usage. Upon approval, they will be sent a link by email for downloading individually or as a zip file.

"There has always been a strong interest in using our corporate images for various purposes," says Christer Sjödooff, GAC's Group Vice President – Commercial. "For example, they turn up in news features in magazines, on partner's websites or in GAC promotional materials."

"This is another example of how we use technology to create value for both our internal and external stakeholders." **GW**

*Use of the photos in the gallery is subject to our License Agreement. For more information about the GAC Photo Gallery, contact [corpcomms@gac.com](mailto:corpcomms@gac.com)*

## GAC and HOYER in logistics link-up

The HOYER Group, one of the world's leading bulk logistics providers, has appointed GAC as its official agency partner in 17 countries in the Middle East, Indian Subcontinent and Africa.

An independent family business since 1946, HOYER is a leading supplier of sophisticated bulk logistics solutions, transporting, storing and handling liquid and solid products and liquefied gases. It develops and implements solutions particularly for the chemical, food, gas and mineral oil sectors, including tank cleaning, maintenance and repair.

### End-to-end

GAC will represent HOYER's Deep Sea business unit handling the end-to-end movement of thousands of ISO tanks around the world.

"With GAC we have found a professional partner in a region that is important to us and look forward to a successful collaboration," said Ortwin Nast, CEO of the HOYER Group.

### Synergies

"The synergies between our companies are strong," says GAC Group President Bengt Ekstrand. "We share similar values, operational standards and ethical practices with an aim to build long-term relationships. GAC is proud to work with such a professional company."

### Coverage

GAC companies and partners now serve HOYER clients in Kuwait, Iraq, Oman, Qatar, Saudi Arabia, the United Arab Emirates, India, Angola, Benin, Ghana, Ivory Coast, Kenya, Nigeria, Senegal, South Africa, Tanzania and Togo. **GW**



# GAC appointed for Abu Dhabi Desert Challenge

When the big names in international motorsport arrived for the Abu Dhabi Desert Challenge (ADDC) in April, GAC took care of the logistics to make sure the cars, buggies, quad bikes, support vehicles and other kit all arrived in good time and condition.

It was the second consecutive year that GAC Dubai was tasked with supporting rally participants, shepherding their shipments from port of origin to the UAE. Preferential access was given for customs clearance and insurance matters.

## Calibre

Founded in 1991 by Emirati motorsport legend Mohammed Ben Sulayem, the Abu Dhabi Desert Challenge took place over a week in April this year. Competitors spent three prep days at Rally HQ at the Yas Marina Circuit before setting off for five days of head-to-head driving through the Liwa Desert's Empty Quarter.

"The event is known for the calibre of its competitors and the challenging conditions and also for the ease of access to the host country for international competitors," says Ronan Morgan, ADDC Event Director. "GAC's performance in 2015 proved that they are equal to the challenge the race presents, and we were delighted to have them back in the driving seat for the logistics support the event demands." **GW**





# Poland lends an ear

**V***an Gogh's Ear*, a sculpture by Scandinavian artists Michael Elmgreen and Ingar Dragset, is now standing outside the Fifth Avenue entrance to the Rockefeller Center. It's hard to miss. It's a 10m-high 1950s-style swimming pool in the shape of an ear, referencing the doubtful story that Dutch Master Vincent Van Gogh cut off his own lobe in 1888. It's part of an exhibition organised by the New York Public Art Fund.

As GAC UK's Dominic Watson explains, it took the skills of some logistics masters to get the 3500kg sculpture from the factory in Poland to Manhattan.

"Masterpiece International art shippers, having worked with GAC on transporting smaller pieces before, approached us with this opportunity late last year," he says.

Plans were drawn up to truck the sculpture to the German port of Bremerhaven, where it would be loaded onto a RoRo ship heading for New York City. Special permits were acquired to cover the night-time movement and a police escort. Time was tight, as there was only one ship sailing out of Bremerhaven that would arrive in New York by the deadline, but it would be enough - just.

## Change of plan

It became clear that *Van Gogh's Ear* would not be ready in time and a new plan was needed. The load was redirected to Zeebrugge to meet the same vessel when it arrived at the Belgian port three days after leaving Bremerhaven. Restrictions still applied, with the transporter only allowed to crawl along the 1300 km route between the hours of 2200 and 0600. Then an unplanned road closure forced a major detour but the load arrived in Belgium one day before the deadline.

Meanwhile, plans were drawn up to fly the finishing touches of the artwork - steps, diving board and paint - to New York, to wait in Manhattan for the main structure to be trucked in.

## Saved the day

Andrew Pearlstein, Vice President - General Freight of Masterpiece International, says the GAC team saved the day: "The installation at Rockefeller Center was a huge success and that's largely thanks to the efforts of GAC's team in Europe working to get this important and delicate artwork delivered on time and intact."

Sandra Stemmer, Studio Manager for the artists, adds: "GAC did a very dedicated, careful and professional job and also were highly flexible and creative in solution finding, which is really important when you work in the art world. Michael Elmgreen & Ingar Dragset and the studio are very happy and look forward to working on other projects with them in the future."

The sight of a giant blue ear making its way through the city streets to Fifth Avenue caused quite a stir, even among New Yorkers, and it was featured in the local TV News. **GW**





## Megamove sets up dinner date with the fishes



Check out the video of the restaurant being lowered into place at <https://www.facebook.com/hurawalhi/videos/166973999955104/>



For more about GAC's project logistics capabilities go to [www.gac.com/project](http://www.gac.com/project)

When it opens later this year, the underwater restaurant at Hurawalhi in the Maldives will be the biggest to treat guests to fine dining beneath the waves. GAC's project logistics experts are a key part in its story.

### Planning

The 410-tonne acrylic and steel structure was built in New Zealand and had to be transported to the resort by road and sea. Enter GAC's Group Project Logistics Manager, Captain Per Thörnblom. It was his job to work out how to get this structure measuring approx 6.4m wide x 18.3m long and 13.2m high from the builder's yard to the Maitre D's table.

It took 12 months of planning using Capt Per's CAD-assisted lifting and lashing calculations to prepare for the structure's journey. The first stage involved trucking the load 8 km on a 200-wheel trailer from the yard at New Plymouth to Port Taranaki. Due to local traffic regulations, the road trip started at 11pm. 12 hours later the restaurant was hoisted on to Jumbo Maritime's vessel the 'Fairlane'. Next came lashing, welding, securing and protecting the load.

The challenges did not end there. The shipment had to be unloaded at the Maldives without a jetty. Per and the team did their numbers again and drove pilings 11m into the seabed to act as bollards for the Fairlane.

With no local pilots available at the remote atoll, Capt Per also acted as a pilot onboard one of the supporting tugs used to guide the Fairlane to the exact discharge location.

The Fairlane's two heavy lift cranes then took up the slack on the precisely-placed slings and raised the structure out of the hold and on to its underwater pilings.

This final phase was made more complicated by strong winds and tidal currents. To manage the task, about 15 divers equipped with underwater radios went below and communicated with the ship's crane drivers onboard, helping them settle their load accurately.

### Great pickings

The restaurant will offer guests exquisite views of marine life. Food will be prepared on land and then transported to the 24 guest-capacity dining area which sits deeper than any other underwater restaurant in the world. Later, it will be available for weddings and honeymooners. **GW**



# Arctic growth alliance

**G**AC Russia has teamed up with the Far East Development Fund to address the challenges faced by vessels transiting the Northern Sea Route (NSR), and to make this transport corridor more attractive to ship and cargo owners.

## Northern navigation

The NSR runs along the Russian Arctic coast from the Kara Sea, to the Bering Strait and the Pacific Ocean. It shortens the distance between Europe and Asia by thousands of miles, offering big savings on voyage times and costs. It is, however, ice-bound for up to nine months of the year and ice-breakers are used to help keep the route clear.

The **Far East Development Fund** is a Russian state development institution which invests in ventures and infrastructure with significant social and financial impact on the economic development of the country's Far East region.



**Denis Askinadze,**  
Managing Director  
of the Far East  
Development Fund

Denis Askinadze, Managing Director of the Far East Development Fund, says: "It would be hard to overstate the significance of the NSR for Russia's economy. Pursuing the goal of practical development of the NSR and drawing on the GAC Russia team's extensive knowledge of the Arctic region and their global shipping and logistics expertise, we believe that this partnership will address the challenges and help to form a hands-on solution for all users of the NSR."



**Arkady Podkopaev,**  
GAC Russia's  
Managing Director

### Extensive research

The strategic partnership's first move will be to conduct research within the shipping community to collect data on NSR navigation experiences. Combining this feedback and the belief that the NSR will be a significant factor in the future development of global maritime trade, the initiative will then explore options to make it more competitive and attract more traffic.

Arkady Podkopaev, GAC Russia's Managing Director, notes that the company's bases in Murmansk and Sabetta combined with a network of agents along the NSR enable it to provide a single point of contact for integrated shipping and logistics services in the Arctic region.

"It's a complex area in which we're well-versed," he says.

### Survey

The survey will involve shipping companies ranging from those who have already used the NSR to those who have ruled it out up till now. Their feedback will help GAC Russia and the Far East Development Fund build their future strategies and, in GAC's case, deliver services precisely aligned with specific needs.

"We're on course to make the NSR more attractive to shipping companies and encourage them to take advantage of the shorter distance and time benefits on offer," says Arkady. "Our aim is to bring about fast and positive change by 1 July 2016 when summer navigation commences." **GW**



The survey is open to all at  
<https://www.research.net/r/northernsearoute>





# The D Generation

## A New World View

by Greg Newbold



**R**emember using a fax? They don't. Remember when CDs first burst on to the scene? They don't. DVDs? Same thing. Millennials, Digital Natives, Gen D, Gen Y, Gen C, Gen Z: we cannot even agree what to call them. What's clear though is that the 20 and 30 somethings that are populating our workplaces today are bringing a different world view along with their smart phones and smart attitudes.

#### **Born to it**

Digital Natives are so-called because they have left their baby prints all over the monitors, touch screens and keyboards that surrounded them as kids. Researchers argue about the starting point for this generation, but "born after 1980" is widely used as a rough guide. We are now seeing the results in our workplaces of having a generation comfortable with digital technology and able to take full advantage of its powers. They are also the most studied generation in history, fuelling a separate industry in Masters degrees and PhDs.

#### **Welcome to Whatever**

Studies in the US give a picture of Digital Natives as better informed than their elders in areas that interest them and more cynical than previous generations. They are less willing to take political and marketing messages on trust. Having been saturated with political spin and corporate PR fluff while growing up, they now see straight through them. So hammering messages at Digital Natives is going to get you the 'whatever' response. In the age of Wikileaks, Edmund Snowden and the Panama Papers, Digital Natives know to be wary of soothing statements from on high.

#### **Values**

Multiple surveys show that the D Generation generally holds stronger social and environmental values than their elders. Earnest stories about careers and wealth acquisition tend not to excite them unless social and environmental issues are factored in. No surprise then that Corporate Social Responsibility programmes are becoming essential in attracting and retaining D Gen staff.

#### **Authority figures**

Given all the above, it's not surprising that Digital Natives are less in awe of their bosses and supervisors than previous generations. They are far less convinced about the virtues of hierarchy and won't automatically sign up to protocols and procedures. For them, status in a group varies with the task at hand. It's determined more by skillsets than hierarchy. In response, some firms have introduced reverse mentoring where youthful digital aces guide older managers and workers to get the best out of their tech.

#### **The multistream**

Before the rise of digital information networks, mainstream narratives were strong: East v West, Capitalism v Communism, Democrats v Autocrats, USSR v USA. These days, the narratives are vastly more diverse. For every issue or interest there are now many voices competing for an audience. This is the 'multistream' where all opinions are challenged and all truths are questioned. Understanding how this more nuanced discourse plays out in the workplace will be an important task for those who seek to engage and focus the energies of Digital Natives.

#### **'Power sharing'**

Digital Natives share a lot. You know some of their networks: Facebook, Youtube, Instagram, Reddit. But what about Kik, ooVoo, Whisper, Yik Yak and Skout? Whichever way you slice it, the net is bursting with personal shares and likes. This willingness to share opinions, complain, judge, and giggle online has made the D Gen at once a slippery market to capture and brilliant at promoting their own personal likes to their peers. Some companies now market their wares to this generation through their personal networks. They identify prominent net sharers and offer them products to promote. This phenomenon of 'power sharing' may be important in a company's internal communications. It may be that the big messages from the CEO are better served via key online influencers further down the corporate ladder. Finding the right ones will be the challenge.

#### **Trouble and mess**

It's often said that the baby boomers have made a big mess of the world financially, politically and environmentally and have left the D Generation a huge clean-up job. Well, yes, the period from say, 1950, is a rich mix of miracles and messes. Yet while the D Generation may see our world today through sharper and more critical eyes, they remain blind to the miracles and messes they themselves are creating. Whether it's social alienation, technological over-reach or whatever, the D Generation is now moving into positions of authority. Soon, they will be in charge of the miracles and the messes. Theirs to create and theirs to solve. **GW**



## D Gen voices

**M**illennials are generally considered to be those born between the mid-1980s and the early 2000s. They grew up with digital technology among the 'givens' in their lives, just as previous generations did with running water or electricity. Hence another name for them: the 'Net Generation'.

They use social networking sites like Facebook to create online communities, nurture a sense of belonging, connect with people and keep in touch with friends. 59% use social media to find information on people and events, compared to just 29% of previous generations. And a reported 88% of Millennials use Facebook as their primary source of news. But in 2010, the Elon Journal of Undergraduate Research published a report which claimed that students who use social media and decide to quit show the same withdrawal symptoms as an addict quitting their drug.

GAC World went straight to the source and asked a selection of Millennials what they fear, and what they like, about growing up in a digital world. Here's what they told us:

GW

### 59%

use social media to find information on people and events

### 88%

use Facebooks as their primary source of news



"I fear society will be consumed by the digital world. I fear productivity will plummet as everyone walks around on their phones instead of advancing in the real world. But I like having the knowledge of the world at my fingertips, it's easier to learn anything I'm passionate about." - **George, 20**

"I fear we'll lose the ability or desire to interact face-to-face. But I like that I have a breadcrumb trail of every business and personal financial interaction I make at my fingertips." - **Alex, 30**

"I like the ability to stay in touch with people 24/7, and to meet people or build on friendships online. I have many very close friendships that wouldn't have passed the acquaintance stage if it weren't for social media. Growing up alongside technological developments means I'm old enough to appreciate the advances but young enough to not feel threatened by them.

"It's a lot easier for everyone on social media to know exactly what I'm doing - and as I've been online from a young age I know there are things I've posted that I'll regret in the future, but will never be able to completely remove. Most of my conversations are on Facebook Messenger and Whatsapp and will be stored forever."

- **Samantha, 17**





"Digital media has been around my whole life. I love its convenience, I can find anything I want – music, information, videos, games and more – almost instantaneously. It's played a big part in my education. I also like that it means that we need less paper, so we should be cutting down fewer trees.

"However, it worries me how easy it is to lose touch with the 'real' world and get sucked into its digital mirror image. There are so many things constantly at our fingertips, ready to distract us from things we're supposed to be doing." - **Konstantinos, 19**

"I sometimes feel I live in the digital world as much as I do in the real one. Privacy is in my hands, as I decide what to upload to Facebook or Instagram, but it worries me that I might be giving away more information than I should. Another thing that bothers me is that the digital mindset encourages disposable consumerism, replacing things at the click on the mouse rather than making do and mending.

"On the other hand, I love being able to access anything I want 24/7. Thanks to the technology we've grown up with, we're a generation of multitaskers. Even as a schoolgirl, I remember preparing a presentation for school, whilst listening to music on my MP3 and chatting online with friends." - **Antonia, 27**

"The thing I fear about growing up in a digital world is the potential for multiple serious dangers - for both children and adults - such as identity theft, having credit card details stolen and accounts hacked.

"But what I love is the unrestricted accessibility of information about anything and everything." - **Theodor, 19**

"I fear a society in stasis, where information is abundant but never reaches a state of consciousness. I like the potential and the possibilities waiting to be harvested every day. Communicating is as easy as one click away. Feeling that this communication is fulfilling, though - well that's a whole other story." - **Kay, 30**

# Online perspectives



**66%**

of UK adults own a smartphone, using it for nearly two hours per day to browse the internet, access social media, bank and shop online \*



**90%**

of UK 16-24 year-olds own a smartphone \*



**27 h,  
36 min**

Time spent online per week by UK young adults \*



**89%**

of UK 16-24 years-olds use smartphones to take photos \*



**55%**

of Brits believe it is bad manners to pick up your phone alongside your knife and fork \*



**42%**

admit to checking their phone at the dinner table \*



**49%**

of UK 16-24 year-olds check their phones within 5 minutes of waking \*



**39%**

of UK young people use streaming services to listen to music \*



**9**

number of hours per day spent by US teens using media for entertainment \*\*



**100**

times some 13-year-olds in the USA are reported to check social media every day \*\*



**80%**

of UK internet users aged 35-44 now on social media (up from 12% in 2007) \*



**70%**

proportion of internet users who feel comfortable giving away personal information online, including home address \*



**350 mil**

number of Internet users in India \*\*\*



**45%**

of Internet users in India using mobile internet \*\*\*



**2 out  
of 3**

Proportion of all internet connections in India predicted to be on mobile devices by 2017 \*\*\*



**79.1 mil**

Number of mobile connections in South Africa (146% of population) \*\*\*\*



**5 h,  
6 min**

Average daily use of the Internet via PC or tablet in South Africa \*\*\*\*



**23%**

Proportion of the South African population that bought something online via a PC in Dec 2014 \*\*\*\*

## Sources:

\* Ofcom (UK communications regulator) 2015 Communications Market Report published August 2015 - <http://media.ofcom.org.uk/news/2015/cmr-uk-2015/>

\*\* Common Sense Media, US-based nonprofit organisation focused on helping children, parents and educators navigate media and technology - <http://edition.cnn.com/2015/11/03/health/teens-tweens-media-screen-use-report/>

\*\*\* <http://wearesocial.com/uk/special-reports/digital-social-mobile-india-2015>

\*\*\*\* <http://www.htxt.co.za/2015/01/21/what-do-sas-24-9-mil-internet-users-spend-most-of-their-time-doing-online/>



# A baby boomer tweets



**Amanda Millen,**  
Editorial Manager

**G**AC's Editorial Manager Amanda Millen started her career as a local newspaper reporter back in 1983. Like many baby boomers, she's seen a lot of changes in the world of work since then. She took her Twitter account back in time to give us a view of some of the changes she's witnessed.

**Amanda Millen @millen-amanda Sep 12, 1983**

Excited! 1st day in the newsroom of a real paper. Got my shorthand notebook, a manual typewriter older than me & a pile of copy sheets/carbon paper.

**Amanda Millen @millen-amanda Sep 22, 1983**

1st issue with stories by me (obits & a dustbin dispute) put to bed. Smell of hot ink and rumble beneath our feet as the presses start rolling.

**Amanda Millen @millen-amanda Nov 11, 1983**

Fri means newsprint-blackened fingers for trainees filing latest issue at the back of the newsroom. Still too junior to be trusted with the microfiche.

**Amanda Millen @millen-amanda Jan 25, 1984**

Wed night council planning meetings the worst. 3 hrs of blah blah blah, then back to newsroom to write it up ahead of Thu deadline. Home by midnight.

**Amanda Millen @millen-amanda Mar 22, 1984**

Train crash! On the scene, notebook full, running around trying to find a phone to call story in to copytakers back in the news room...

**Amanda Millen @millen-amanda Mar 22, 1984**

...finally found unvandalised phone box. Deadline looming. Heart pounding as I dictate story and carefully spell out names.

**Amanda Millen @millen-amanda Jul 16, 1985**

Can't read my shorthand from last night's council meeting. Typewriters clacking, phones ringing, subs shouting & tickertape chattering don't help.

**Amanda Millen @millen-amanda Jan 14, 1987**

At the Old Bailey waiting for verdict in local murder case. Ready to run to nearest phone box and call it through to newsroom.

**Amanda Millen @millen-amanda Mar 2, 1987**

New job, new technology. Typing copy into glorified electric typewriter, then struggling with cables & dial up to send down the line to head office.

**Amanda Millen @millen-amanda Jun 12, 1987**

Don't know if I'll ever get used to working on a computer. White dot flashing at top of green screen giving me a headache.

**Amanda Millen @millen-amanda Mar 10, 1989**

Chief Reporter has a mobile phone! Looks a bit like a plastic builder's brick and weighs a tonne, but it's so cool. Wonder if I'll ever get one?

**Amanda Millen @millen-amanda Oct 15, 1990**

I've got mail! My very own email. Will it ever replace telex/fax? Printing out every message & hanging onto my little black contact book.

**Amanda Millen @millen-amanda Feb 20, 1995**

Internet. Really? It's just lines and lines of text

**Amanda Millen @millen-amanda Oct 15, 1997**

Spellcheck! Copy, Cut & Paste! And to think I used to have to start all over again when I made a typo. Now using Windows 98. How cool am I?

**Amanda Millen @millen-amanda Oct 22, 1997**

I hate Windows 98.

It just ate ten pages of my hard work. I have no idea where it's gone.

**Amanda Millen @millen-amanda Dec 30, 1999**

Everyone's in a panic about Y2K. Do you think everything will crash the minute the calendar clicks onto the new millennium? Scary thought!

**Amanda Millen @millen-amanda May 18, 2007**

Seems we're constantly online these days. Is there any escape? Is Big Brother really watching? Think I'm having babyboomer mid-life crisis.

**Amanda Millen @millen-amanda Jun 4, 2010**

Sometimes I amaze myself. I started off on an ancient manual typewriter and now here I am editing html code.

**Amanda Millen @millen-amanda Nov 29, 2013**

Caught myself checking emails on my phone at 5am this morning. Slippery slope?

**Amanda Millen @millen-amanda Feb 5, 2015**

Should be planning my son's 18th birthday party. Instead, I'm checking the latest updates on my Facebook page.

**Amanda Millen @millen-amanda May 12, 2016**

If all the systems crash 2morrow, I'll be teaching Millennials how to work a typewriter. But where to get carbon paper these days?



# What we have learned in 60 years



by  
**Björn Engblom,**  
Group Co-Chairman  
and Principal  
Trustee

**M**ost companies and businesses do not survive for more than 15 years, let alone 60. The conclusion to be drawn from this is that GAC must have done something right to be celebrating this milestone in 2016.

So what has kept us going? As I look back on GAC's journey through the years, I can see that a few things that matter more than others.

## Good people

GAC's founder, Bengt Lindwall, was the ultimate people person. He knew how to inspire, how to listen and how to bring the best out in people. His faith in people was rewarded by loyalty and inspired business initiatives. GAC is described by others as a very 'human' company and while these days we have to deal with a lot of measuring and reporting, GAC still remains a company where the boss is someone you can talk to and more importantly, be heard. It's not easy in these pressing times but GAC maintains a high level of sincerity, comradery and genuine care among its managers and staff worldwide. Today we continue to offer second chances and tolerance of those willing to learn from mistakes and wrong turns.

## Tolerance

This brings me to the matter of tolerance. Our Swedish roots are evident in this. Swedish society generally favours discussion and listening over open conflict and is more likely to offer tolerance before judgement and punishment. Over the decades, a handful of GAC staff have taken advantage of our tolerant ways and abused the privilege and benefits they offer. I consider this a success for GAC because overall, tolerance works. It gives people that vital second go. The benefits to our customers and to GAC far outweigh the times when our vigilance has been less than perfect.

## Standards

GAC made a name for itself in its early years as a reliable, trustworthy and honest ship agent. We set high performance standards and encouraged an attitude of 'going the extra

mile' for our customers. This made GAC the agent of choice for many customers, especially those doing business in difficult locations. These days our standards have expanded through our commitments to HSSE and to Compliance and Ethics. For 60 years we've kept reaching for higher ground. The challenge today is to stay there.

## A fondness for edges

GAC has a long history of 'trying things out'. At different times, the Group has held stakes in a shipping line, oil wells, retailing, land transport, aquariums and many others. The point here is that successful companies don't just sit in the mainstream of their markets. They reach for the edges. Our Marine Services, Ship Supply Services, Consolidation Services and Hullwiper are examples of this in GAC. It is a quality that continues to inspire young people in GAC who have ambitions to innovate.

## Laughter

A company without a sense of fun is a dull place to earn a living. Every GAC manager knows that part of his or her job is to ensure their people have opportunities to just relax and be social. In Singapore it generally involves food because eating is a serious national pastime there. In India and the Gulf, cricket is often on the menu. Whatever the activity, the chance to play together and share a laugh creates a special kind of glue that strengthens teams and the individuals inside them.

## Giving

As John Lennon sang, 'money can't buy me love'. Indeed, money alone is pretty soulless and certainly can't keep a company thriving. It was clear in the days of Bengt Lindwall that GAC companies were part and parcel of the communities in which they worked and by supporting these communities in useful ways, a company's success and longevity was improved. GAC continues today to support worthy causes at both Group and company level. It gives a good feeling to know you and your company have helped clean up a beach in Hong Kong, helped a youngster get an education or planted some mangroves to protect a coastline. The giving list is long and it is a vital part of what it means to work for GAC.

## The future

After 60 years, can GAC say its future is assured? No, it cannot. The future isn't a fixed thing that we can hold in our hands. GAC's future is decided every day at work by the decisions we make and the actions we take. It is created by the energy and effort of people working together with our customers to get things done. It's been a great 60-year journey for GAC. I'm curious about the next 60 years. I hope you are too. **GW**

## Pedal power



In Thailand, more than 350 people took part in the Pattaya Family Bike Day organised by Women with a Mission (WWM) recently. GAC Thoresen Logistics was a silver sponsor of the event which featured 5, 10 or 30km bike rides to raise funds for scholarships in the north of the country and for the Make A Wish Foundation.

GTL General Manager Micael Pihlblad (left) was joined for the event by colleague Dedi Supriadi, Facility and Security Manager of GAC Samudera Logistics in Indonesia. Both cycled 2x10km. **GW**

## Into the sunset for a worthy cause

GAC Pindar is supporting 28-year-old solo sailor Ruben Donné during his 8,000 NM voyage from his home port of Nieuwpoort, Belgium, to Cape Town, via Brazil, in a 6.5 m yacht. Ruben is raising awareness and funds to find a cure for the progressive disease Multiple Sclerosis. It's a cause close to Ruben's heart as his father has the condition.

Since he launched his campaign at the Belgian Boat Show in February, he has raised nearly 20% of his target of €50,000, and GAC companies in Belgium, the Netherlands, UK and South Africa are covering his logistics expenses. **GW**



Photo credit: Tjappintoe

## HSSE CORNER

### Certified in Singapore

Efforts at GAC Singapore's main office to promote and practise environmental sustainability have earned it the Singapore Building & Construction Authority's (BCA) Green Mark certification.

Managing Director Henrik Althen says: "In today's hectic world we sometimes overlook simple, commonsense measures like turning off lights when not in use, using motion-detecting switches in less-used areas, switching off computers and monitors overnight, going digital, printing on both sides of the paper, and recycling.

"They may be baby steps that we are taking, but they underline our resolution to help save the earth. It is a bonus that we get to enjoy some cost savings during the process."

The BCA Green Mark Scheme was launched in January 2005 to drive Singapore's construction industry towards more environment-friendly buildings. It aims to promote sustainability in the built environment and raise awareness among developers, designers and builders during conceptualisation and design, as well as during construction.

**GW**



Check it out at <https://www.youtube.com/watch?v=u5nOaMM2ShI&feature=youtu.be>



# Maria on Board

**M**aria Angelidou, GAC's Athens-based Shipping Marketing Manager, has been elected to the Board of the Greek arm of the Women's International Shipping & Trading Association (WISTA).

WISTA promotes and supports women in management positions in the maritime transportation business and related trades. Worldwide, the organisation has 2,100 members in 35 countries, including 221 in Greece. **GW**



## Appointments



Håkan Wester



Mikael Leijonberg



Jessy Karam-Castillo



Karely Martinez



Diederik Porthoine



Juma Akiyev

### *GAC Group HQ, Jebel Ali*

#### **Håkan Wester**

Group Vice President – Strategy & Planning.  
Previously: Group Vice-President – Business Control.

#### **Mikael Leijonberg**

Group Chief Financial Officer (CFO).  
Previously: Deputy CFO.

### *GAC North America*

#### **Jessy Karam-Castillo**

Alliance Representative for the Chevron Shipping account.  
Previously: Hub Business Manager at GAC's Global Hub Services in Houston.

#### **Karely Martinez**

Hub Business Manager, Global Hub Services.  
Previously: Senior Hub Coordinator.

### *GAC Nigeria*

#### **Diederik Porthoine**

General Manager, Business Processes.  
Previously: Owner/Consultant at DPwise in the Netherlands.

### *GAC Turkmenistan*

#### **Juma Akiyev**

General Manager.  
Previously: Deputy General Manager.

# Certificate triple

**G**AC Angola's Kumar Ganesan, Jose Ribeiro and Jose Lourenco display the company's certificates for ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007. Together, they confirm the completion of the Integrated Management System (IMS) which combines quality, environment, health and safety processes into a single framework.

General Manager Kumar says: "Businesses, especially in our industry, are subject to extensive compliance and HSSE scrutiny. Clients want to work with suppliers who share their standards. These certificates affirm our commitment to a safe and transparent culture in our processes, operations and continued improvements in everything we do." **GW**



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### Contacting GAC

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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/magazine](http://www.gac.com/magazine).

# GAC Through The Lens

## New GAC Photo Gallery opens up a world of images online

Discover the GAC Photo Gallery, a free online photo library that showcases GAC's extensive corporate and industry photo collections. As GAC's first online photo gallery, this new platform allows both GAC staff and trade partners to view and download photos easily.

The photos, curated from GAC's recent corporate photoshoots around the world, illustrate the comprehensive range of services offered to our diverse clientele across the globe.

From ship agency, bunker fuels, freight services through to contract logistics and offshore support, feast your eyes on our delightful photos at

<https://photos.gac.com>

