



BERNHARD SCHULTE  
SHIPMANAGEMENT



# highlights

Issue 1 | 2017

## China

A global maritime power



Interview:  
David Furnival

Singapore continues  
to grow

Maintaining a  
happy crew

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# Welcome

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On behalf of the editorial team, I would extend a warm welcome to the first edition of BSM Highlights in 2017 which I trust our colleagues, customers and business partners will find interesting and informative.

During the past three years, BSM has participated in a benchmarking study undertaken by the Boston Consulting Group that compares operating expenditure (OPEX) performance across various ship owners and ship managers. Major cost categories included within the study are crewing, lubricating oil, repair & maintenance, consumables and insurance. Across a three-year sample of nearly 6,500 vessels, of which 10% were managed by BSM, we are proud that our OPEX performance has been independently demonstrated to be 10% lower than the average across a range of vessel types and sizes included in the study.

The feature article in this edition is an interview with BSM's Chief Operating Officer, David Furnival, outlining the continuing emphasis on safety, reliability and operating efficiency together with supporting examples of the cost-efficiency and machinery reliability focused work being undertaken to maintain our industry-leading position and standards of service provided to customers worldwide.

The theme of operational excellence and simplifying complexity onboard is further developed through an interview with Frank Lasse, Director of Loss Prevention, Safety and Quality, who provides an update on the 'Project Pilot' and 'Behaviour Based Safety' programmes that are delivering tangible reductions in accident and incident rates whilst, in parallel, receiving extremely positive seafarer feedback.

Maintaining a happy, motivated and dedicated crew on board our managed ships is critical to being able to maintain these standards, with the provision of enjoyable

and nutritious food being a key contributor to seafarer health and welfare. The expertise of our pioneering hospitality business, Seachef, in this area is covered through an interview with General Manager, Tapan Kumar, and a profile of one of our Chief Cooks, Rex Villaneuva Sontillanosa.

The country focus in this edition covers the work being undertaken by our Ship Management Centre based in Shanghai under the leadership of Managing Director, Mingfa Liu, who outlines the reasons why an increasing number of Chinese ship owners are seeking the support of a high quality, internationally experienced ship manager to advance their business growth ambitions.

With Maritime Week taking place during April, we are also pleased to profile the activities and expertise of our Ship Management Centre in Singapore. Led by Managing Director, Bob Maxwell, BSM Singapore manages a diversified and growing fleet of petrochemical tankers, dry bulk vessels and containerships and has recently established a highly-experienced team to support the needs of Offshore Oil & Gas Floating Production customers.

Last but by no means least, within the 'One BSM' section we recognise the contribution made to improving our performance by notable individuals and teams across our company, and showcase an innovative approach taken to equipment care by one of our creative cadets.

We hope that you enjoy reading Highlights and would be happy to provide more information on any areas covered in this edition that are of particular interest.

**Robin Thuillier**

Director – Marketing and Business Development



# Interview

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# David Furnival

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David Furnival, BSM's Chief Operating Officer (COO), does not hesitate when asked the question: "What is the most important issue for Bernhard Schulte Shipmanagement today?" Based on the Isle of Man and recently appointed as President of The Society of International Gas Tanker and Terminal Operators (SIGTTO), David replies: "Operating efficiency is the key area of focus given the difficult state of most shipping markets with many of our customers under pressure as result."

"When customers entrust their vessels to BSM, it is absolutely vital that we are able to demonstrate the highest levels of operating efficiency combined with an uncompromising approach to safety and quality. That is the main reason why they use our services," he says.

BSM measures operating efficiency in two main ways. One is examining operating expenditure (OPEX) on each managed vessel; the other is through monitoring the reliability aspects of vessel machinery in a holistic, analytical way.

With respect to operating expenditure, BSM has participated in a study by the Boston Consulting Group (BCG) over the past three years that benchmarks OPEX performance against owners who are managing their vessels directly. "We have been 10%-11% below the average OPEX of owners included in the study sample over the past three years. The issue now is that owners' OPEX is falling faster each year, as they react to ongoing difficult markets, so we must continue to find ways to stay ahead to maintain our advantage."

Fuel efficiency and its monitoring is one way of maintaining this advantage. David says that crew training, retention of knowledgeable seafarers and personnel, as well as reporting discipline are all vital aspects in keeping ahead of the game in fuel efficiency. The company will soon gain ISO 50001:2011 Energy Management Systems accreditation and will be among the first ship managers in the world to obtain this global standard.

The maintenance of machinery is also closely allied to maintaining high standards of operating efficiency. "We have worked hard on this in the past few years and today our maintenance and repair teams can tackle any kind of issue anywhere in the world, from an overhaul of main or auxiliary engines to supervision of a standard dry-docking or a major overhaul including crew training."

Developing this theme, David explains that a major step forward will come when BSM implements its 'Fleet Performance Monitoring Platform', encompassing new software which enables a fully integrated approach to planned maintenance. "The platform will allow us to adopt a condition-based and, ultimately, predictive maintenance approach and we will be capable of conducting a detailed analysis of all technical aspects of a vessel," he explains.

"We look at 'underlying factors' of mechanical performance on board and we take pre-emptive action." An example is the use of vibration analysis of ball and roller bearings used in machinery. "We analyse changes in vibration data to determine the condition of a bearing

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“ *When customers entrust their vessels to BSM, it is absolutely vital that we are able to demonstrate the highest levels of operating efficiency* ”

“ *The reason why our customers entrust us with management of their ships is because we deliver maximum vessel availability, safety, reliability and cost efficiency* ”

and this allows a safe extension of time between overhaul and timely intervention before a failure occurs.”

Of course, this kind of performance analysis needs to be aligned with an effective loss prevention, safety and quality culture. David, as a former seafarer himself, understands the focus that must be placed on crew safety. “Like all ship managers, we face significant challenges in this area. The personal safety of our seafarers, and all third-party personnel on board our vessels, is fundamental. In the past six years the number of injuries on board our managed vessels has halved. However, we can never be complacent with respect to personal safety and we are always seeking ways in which to create safer working environments.”

Striving to continuously improve in all aspects of its operations, BSM places great emphasis on the identification and development of innovative ideas and practices. Two examples of projects that are being progressed are the ‘Innov8’ initiative and ‘Project Pilot’.

‘Innov8’ is a programme in which all BSM employees, both sea and shore based, are encouraged to come forward with innovative ideas to help improve the way things are done; it has become valuable in driving the development of new ideas across the company.

“BSM believes that great companies have people who can come up with a hundred good, small ideas to make things better. It’s rare for anyone to conceive one big idea and our experience shows that many small ideas add up to real improvements!”

Aiming to promote the initiative, BSM rewards employees who propose an idea that the company then adopts. Seafarers also have access to an online portal through which they can suggest ideas. “It works really well and each year we get around 30 good ‘Innov8’ ideas. This is

a very satisfying part of my role when I see these actually implemented,” David adds.

‘Project Pilot’ began two years ago and was developed from studying techniques used by the aviation industry. BSM has now produced concise, easy-to-understand operational procedures in clear, simple English. The first procedures to be revised in this form were those covering navigation and ship handling in the Marine Manual, followed by other priority manuals such as emergency response. Most manuals, both shipboard and office, are now rewritten in Project Pilot format and the remainders will be completed within 2017.

David says ‘Project Pilot’ was a much-needed initiative aimed at making procedural understanding and communication easier at all levels, as well as promoting better teamwork. “Processes are now unified, with better cross-checking and the feedback we have received from our crew in particular, as well as the shipping industry in general, has been encouraging,” he emphasises.

Supply chain management is another area that David and his team are focused on to further improve operating cost efficiency, with progress made in centralised procurement and reducing the number of suppliers. “While fewer suppliers means better negotiating positions for BSM, it also encourages long term supply chain partners to work hard to produce better outcomes for both sides.”

With little sign that shipping’s difficult times will disappear soon, David says that BSM must be relentless in its efforts this year to achieve even greater operating efficiency. “I will keep saying it: the reason why our customers entrust us with management of their ships is because we deliver maximum vessel availability, safety, reliability and cost efficiency. So, in these testing times, we must deliver on this promise,” he concludes.



# A safe pair of hands

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Two years ago, BSM introduced 'Project Pilot' as part of its ongoing goal to continuously improve the understanding of procedures whilst ensuring they comply with international requirements.

As the project is in full swing, one of the first undertakings has been to review, restructure and rewrite the Marine Manuals used on board BSM managed vessels and in the Ship Management Centres around the world.

"We are presently rewriting all BSM manuals in the new Project Pilot style," Capt Frank Lasse, Corporate Director of Loss Prevention, Safety and Quality (LPSQ), explains.

"On board, we focus on emergency response, security, environmental protection and technical operations, outlining the safety management for our container, gas, bulk, petroleum and chemicals carriers.

"At the same time, we are preparing the manuals for our offices around the world, covering procedures pertaining to LPSQ, HR Shore, Fleet Personnel and Crew Service Centres, amongst other topics."

The seafarers' feedback is overwhelmingly positive, since the guidelines are written in a concise and simplified way and focus purely on the relevant procedures.

With the updated manuals, every party involved knows exactly what kind of action is required to meet BSM's high safety standards and what to expect as best practice. Designed in a robust way, the books can be taken virtually everywhere, which makes them very easy to use in day-to-day operations. Being also available electronically, the manuals are a very resourceful tool for work planning and computer-based training.

Safety's utmost importance for the company is also reflected in its Behaviour Based Safety programme (BBS), which started in 2012. While BBS has resulted in a lower accident rate, the effects of its implementation did not fully meet initial expectations.

"This is why we decided last year to further improve the programme," elaborates Frank. "By examining the processes on board we developed a proper procedure manual for BBS."

The way employees handle concerns that may arise on board a ship is crucial to Loss Prevention, which is why Frank liaises closely with the Fleet Personnel function. Together they developed a training module on safety matters, which has since been introduced as part of the BSM Induction Course.

"Once people are conscious of safety-related matters, their behaviour changes and they work in a safer manner," he adds. The training courses are already available on board the vessels, as well as in the offices, and the goal is to have the revised BBS campaign fully implemented by the end of 2017.

In terms of ship-based LPSQ, reducing the margin for error is key. The company is about to implement use of an LPSQ software module on board BSM managed

vessels to streamline written communication and information processing within its own ERP software suite, PAL.

With the modular ERP software suite BSM ensures that its Ship Management Centres around the world operate via a common platform. By using the new tool, the crew can easily enter information into the system which is then replicated in the office.

As there is no need to enter data twice or write lengthy emails back and forth, the error rate has been substantially reduced. In addition to performance improvement, the new module shortens the response period between ship and shore and provides an overview of the operations on board. As with the Marine Manuals, the focus again is on providing easy and straightforward guidelines that are accessible to all parties involved.

"Project Pilot, the new approach to BBS and Shipboard LPSQ PAL are just some of the elements we apply to ensure the provision of quality ship management to the highest standards.

"We are constantly striving to improve our services, making sure we go over every single procedure again and again," Frank concludes.

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“ *Once people are conscious of safety-related matters, their behaviour changes and they work in a safer manner* ”





# Latest news

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## Maersk Supply Service

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## framework agreement

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**B**SM is proud to announce that we have signed a framework agreement with Maersk Supply Service to provide crew management services for an initial scope of 10 Offshore Oil & Gas project vessels.

Comprising a number of existing Subsea Support Vessels and two 'Stingray' Subsea Support newbuildings capable of advanced subsea operations in water depths of up to 3,000m, most of the 10 vessels will be owned by the newly established entity, Maersk Supply Service Subsea UK Limited, and operate under the Isle of Man flag.

Following a formal tender process, BSM was selected as the preferred partner best able to cost effectively meet Maersk Supply Service's operational

requirements for access to a fully flexible, multi-national crew pool with sufficient Offshore Oil & Gas experience, combined with demonstrably high retention rates that are vital to meeting rigorous reliability and safety standards.

*REM Forza, Maersk Achiever and Maersk Attender* were brought into BSM Germany management during December and February, with the next AHTS and Subsea Support vessels planned to be brought in during the second and third quarter of this year.

At the end of February, a second induction and briefing meeting was held at BSM's Crew Service and Maritime Training Centre in Manila with seafarers scheduled to join the ships.

# BSM commences management of *Reforma Pemex*



**B**SM Mexico has commenced management of *Reforma Pemex*, the first of two offshore ‘flotel’ accommodation vessels owned by Petroleos Mexicanos International (PMI) and chartered to the Mexican National Oil Company Petroleos Mexicanos (PEMEX), further strengthening the Schulte Group’s growing position within the offshore market.

Following a two-year period of plan approval and newbuild supervision services provided by BSM’s project focused business, Schulte Marine Concept, *Reforma Pemex* set sail in late November from the Barreras Shipyard in Vigo, Spain to the Gulf of Mexico and commenced operations in January.

At 131m in length and with a beam of 27m, *Reforma Pemex* provides hotel standard accommodation and services for 700 PEMEX personnel working on offshore platform fields in the Campeche area. With a service speed of 12 knots and DP3 capability, she is fitted with a ‘walk-to-work’ gangway that enables transfer of workers between the offshore platforms and accommodation vessel.

Her sister vessel, *Orgullo Petrolero*, is currently completing sea trials and crew familiarisation training at the Navantia Shipyard in El Ferrol Spain and is expected to be delivered during the next few months.





## Windea La Cour wins OSJ

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### ‘Offshore Renewable’ award

**W**indea La Cour, the first Wind Energy Service Operation Vessel to be ordered by Bernhard Schulte Offshore, has won the Offshore Support Journal (OSJ) ‘Offshore Renewable’ award for its innovative design concept.

The annual OSJ Awards recognise innovation, operational excellence and exceptional industry achievements. In making the award, the judges recognised that the Service Operation Vessel represented a significant contribution to the development of the offshore renewables market in 2016.

With over 500 attendees representing all sectors of the offshore industry, the Awards ceremony was held on February 8<sup>th</sup> in London with Matthias Mueller, Managing Director of BS Offshore, accepting the award on behalf of the entire team.

Windea La Cour is managed by BSM Germany and is in operation at the Gemini wind farm in the Netherlands on a long-term charter for Siemens Wind Power Service, supporting the production of energy from 150 wind turbines.



*Matthias Mueller (centre), Managing Director of BS Offshore amongst other winners of the OSJ Awards*



# Second BS Offshore Service

## Operation Vessel delivered

Following entry into service of *Windea La Cour* last year, the sister ship *Windea Leibniz* has been delivered from the Ulstein Verft shipyard in Norway. Both vessels were ordered by Bernhard Schulte Offshore and are co-owned by Bernhard Schulte and China-based ICBC Leasing.

The new Service Operation Vessel (SOV) was named by her sponsor, Mrs Dai Ling, Managing Director of the ICBC Leasing Financial Market Department, at a ceremony held in Ulsteinvik, Norway attended by Johann and Christoph Schulte. *Windea Leibniz* is named after the German mathematician, philosopher and physicist, Gottfried Wilhelm von Leibniz, who first proposed the use of wind power to operate pumps in the 17th century.

*Windea Leibniz* will be managed by BSM Germany on a long-term charter contract for Siemens Wind Power Service and will commence operations in April at the Sandbank wind farm in the North Sea to facilitate the production of energy from 72 wind turbines.

Both SOVs incorporate the new X-STERN hull shape which enables dynamic positioning with the stern facing towards the weather instead of only the bow.

This capability achieves improved weather resilience, greater operability and reduced power consumption, and has already been demonstrated by *Windea La Cour* which has been working in the Dutch Gemini wind farm since August 2016.





# BSM and Babcock collaborate on innovative LNG Supply Vessel

**B**SM and Babcock International Group, the leading UK-based engineering support services company, have embarked on a project to develop a ground-breaking Gas Supply Vessel (GSV).

With the rapid expansion of new LNG refueling infrastructure and expectation that the demand for Gas Supply Vessels will continue to increase, the two companies have joined forces to develop a 7,500m<sup>3</sup> vessel designed for the fueling of ferries, containerships, cruise ships and shore-based terminals in the Baltic Sea.

The GSV will be the first of its kind to incorporate Babcock's market leading FGSV0™ technology which enables LNG to be delivered into the receiving vessel with zero emissions during normal operations, greatly minimising environmental impact.

The vessel has been designed to meet the International Maritime Organization's global cap of



0.5% on shipping-related sulphur emissions which will be enforced from January 2020, as well as Emission Control Areas (ECAs) in the North Sea, Mediterranean, Baltic and the US Gulf among other areas.

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The first GSV will be built at Hyundai Mipo Dockyard in Ulsan, South Korea. The keel is scheduled to be laid down in February 2018 with delivery of the vessel in September 2018.

## BSM partners with Dreifa Energy

**A** partner agreement has been signed between BSM and Oslo-based Dreifa Energy Limited (Dreifa) to support development of the Dreifa floating LNG regasification solution that will enable reliable, cost-efficient access to energy for new and existing LNG consumers worldwide.

The floating regasification terminal is being developed for mid-scale LNG import and the concept encompasses regasification and related utilities on a suitable floating structure (FRU), operating in combination with a standard LNG carrier acting as the floating storage unit (FSU).

Applying extensive experience gained through the Schulte Group's ownership and management of gas carriers over the past 45 years, BSM will work with Dreifa throughout the different phases of the project to ensure a safe and reliable design, successful execution of the conversion project and high quality operation of the Dreifa Terminals.

The design is currently being matured to the level required to seek classification society approval, establish construction costs and commence placing orders for long-lead equipment items with an aim to have the first FRU available for startup during the second half of 2018.



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## *MOL Prestige* added to the BSM China managed fleet

**B**SM China welcomed 2017 by taking the IS Container Pte Ltd owned *MOL Prestige* into management. The 6,350 TEU containership built by Koyo Dockyard in Japan joined the growing BSM fleet on January 10<sup>th</sup> in Qingdao, China.

BSM China has been managing two sister vessels during the past two years, with the owner's decision to also place management of *MOL Prestige* with BSM

underlining the strong relationship that has been built and high levels of operational performance and cost efficiency delivered.

Mr B.N. Prasad, Executive Director of IS Container Pte Ltd, accompanied by Mr Mingfa Liu, Managing Director of BSM China, attended the ship's handover in Qingdao following which she set sail under the operation of Maersk Line.



# Enhanced simulators for Mumbai Training Centre

Comprehensive seafarer training and development is at the forefront of BSM's operating philosophy, which is why the company has invested in the use of advanced simulators at our Maritime Training Centres around the world.

Following the installation of state of the art simulators at BSM's Maritime Training Centre (MTC) in Manila and Cyprus, the MTC in Mumbai has recently upgraded its Transas Full Mission Bridge Simulator and installed a new engine simulator.

The upgraded bridge simulator has a 270-degree horizontal field of view and is fully equipped with ECDIS, VHF, GMDSS radio communication control systems and voice & video recording facilities to provide the highest levels of realism. Replay and projector facilities are also available in the training area for debriefing and assessment.

With a variety of operational exercises available, the bridge simulator will enable officers to be fully trained in the decision-making situations they will encounter on board.

The new engine simulator, which is integrated with the bridge simulator, provides a three dimensional, 'virtual' engine room experience with the ability to train on the general operation of main engines, fault finding and engine room resource management.

The upgraded facilities were inaugurated by Capt Norbert Aschmann, BSM CEO, on February 3<sup>rd</sup> and attended by Capt Brijendra Srivastava, Director of the MTC India and members of his team; Capt Sanjeev Sharma, Managing Director of BSM India; Mr Kamal Yadav, Sales Director of M/S Transas Marine Ltd and other members of the company; Heads of Civil and Information Technology Contractors.



# Customer Satisfaction Survey

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## endorses BSM performance

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**D**uring December 2016, BSM undertook a customer satisfaction survey focused on key decision-making criteria used in the selection of a shipmanagement service provider and understanding our performance relative to these.

The results were very encouraging and supportive of the actions being taken to continuously improve and deliver the highest levels of service to our customers.

Key highlights were:

- 80% average level of customer satisfaction
- 85% answering that service quality remained good or had improved during the past 2 years
- 60% willing to strongly recommend BSM

We are grateful for the time taken by customers to complete the survey and are communicating the results throughout BSM to ensure we remain focused on delivering further performance improvement commensurate with the high standards that we seek to achieve.



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## BSM appoints new Head of the

## Novorossiysk Crew Service Centre

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**B**SM is pleased to announce the appointment of Capt Roman Vdovin as Head of the Crew Service Centre (CSC) in Novorossiysk, Russia following the retirement of Mr Victor Ionin after ten years in the role.

Prior to taking up this new appointment, Capt Vdovin served for ten years as Master on BSM managed tankers and has spent time over the past six months working in a number of Crew Service Centres, including Novorossiysk, to familiarise himself with shore-based operations and procedures.



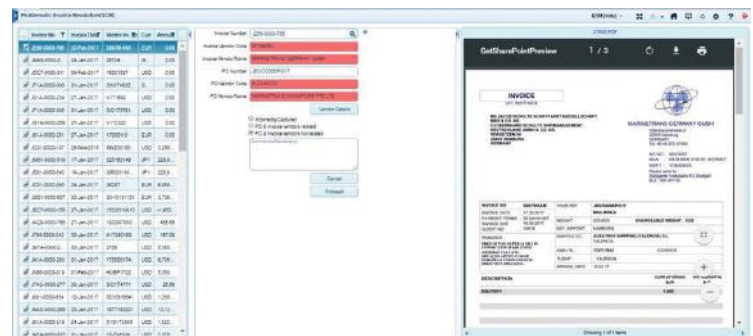
# MariApps delivers process automation solutions

**M**ariApps Marine Solutions, the Schulte Group's software solutions business, is helping to automate processes that have previously been manually undertaken, through the effective development and application of integrated software systems.

MariApps recently released a laptop and mobile application-based Inspection Reporting Tool (IRT) for the PAL v3 Enterprise Resource Planning (ERP) suite which facilitates faster processing and maintenance of reporting data on the go. This new module will enable the whole inspection process timescale to be reduced from weeks to days.

Replacing the need to complete the inspection reporting process manually, the new tool provides fixed questionnaires which are easy to complete with an ability to include photos, audio files, additional comments and relevant supporting documents which are then consolidated into a complete report.

Another innovative example is the Invoice to Payment (I2P) module which simplifies invoice processing,



reduces paperwork and improves efficiency across all BSM offices.

The module captures key data from scanned invoices including supplier, vessel, invoice number, currency and total amount details and registers these within the ERP system. It then verifies that the invoice details are correct and adds any missing information. Once the matching verification is complete, invoices are automatically set to 'approved' status and, following payment, purchase order line items are saved in the system.

# Country Profile: China

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**W**ith more than 14,000 kilometers of coastline and around 2,000 ports, China is a maritime nation of vast proportions.

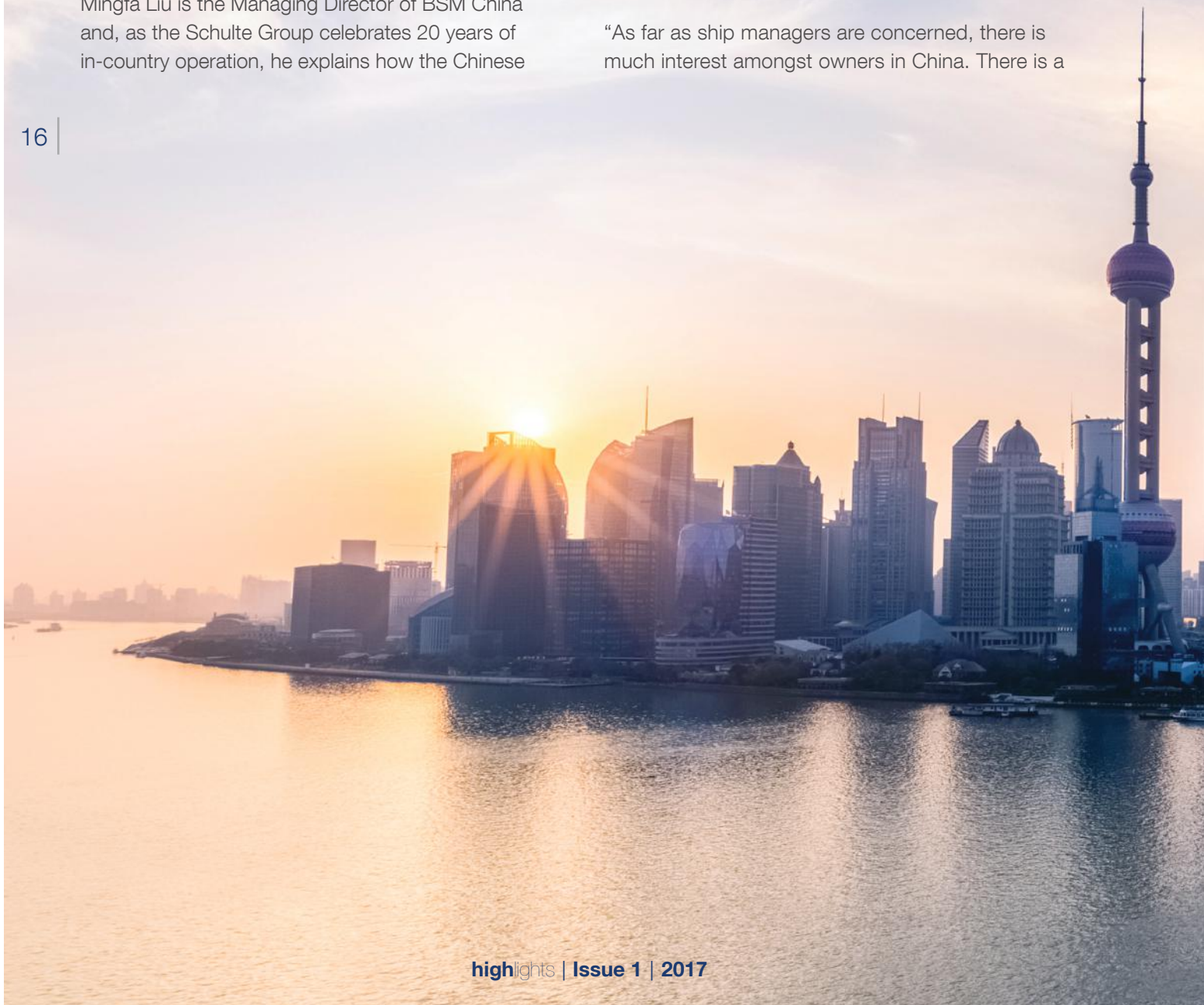
The country is today the world's second largest economy by GDP and its leaders are committed to transforming China into a maritime powerhouse, with many seasoned commentators predicting that the city of Shanghai will soon become the world's leading shipping capital and maritime centre.

Mingfa Liu is the Managing Director of BSM China and, as the Schulte Group celebrates 20 years of in-country operation, he explains how the Chinese

shipping industry is changing and why it is becoming increasingly receptive to the use of high quality third-party ship managers.

"Chinese owners now play a significant role in the global shipping markets, Chinese shipyards have gained a strong position in the global shipbuilding industry and Chinese banks have stepped into the provision of finance in a material way, filling gaps left by western banks following the global financial crisis in 2008," he explains.

"As far as ship managers are concerned, there is much interest amongst owners in China. There is a





new generation of privately held companies, building fleets of up to 50 vessels and trading internationally, who are very open to considering third-party management as an efficient way of managing these ships,” he adds.

Bernhard Schulte started building owned ships at Chinese shipyards and recruiting seafarers for its fleet in the mid 1990s. The ship management business opened a representative office and began to recruit and train Chinese seafarers in 2002.

Mingfa takes up the story: “By 2005 we had a full representative office in Shanghai and were the first international third party manager to have such a presence here, managing five vessels in those days.”

By 2008 the Group had purchased its own property where the Ship Management, Crew Service and Maritime Training Centres are currently located, together with BSM’s newbuilding supervision focused

business, Schulte Marine Concept, and Bernhard Schulte’s representatives in China.

Today, BSM China has 39 vessels under full management comprising 11 bulk carriers ranging from handysize to capesize, and 28 containerships ranging from 1,700 TEU to 9,000 TEU capacity. These ships are owned by 13 customers, four of whom are Chinese.

Through a long-standing commitment to training and development, the personnel based in Shanghai at all levels are a truly multinational team, many of whom have been with the company for many years. In addition, there are more than 1,000 Chinese officers and ratings currently on board BSM managed vessels.

Mingfa is clear about where business growth will come from. “Our aim is to increase the number of Chinese owners and operators that we have as customers, and the preparatory work required to enable us to work with tanker owners is also underway.”

“Chinese owners now play a significant role in the global shipping markets”



*Mingfa Liu*  
*Managing Director, BSM China*

“ We have a global capability which, combined with local knowledge and expertise, enables BSM China to deliver high quality solutions to owners worldwide ”

Like all owners in today's difficult market conditions, Chinese owners are seeking value in the management of their vessels. “In the past, owning vessels has sometimes been a personal matter. Whilst this is still the case, the new generation is increasingly looking at ship owning in a different manner.

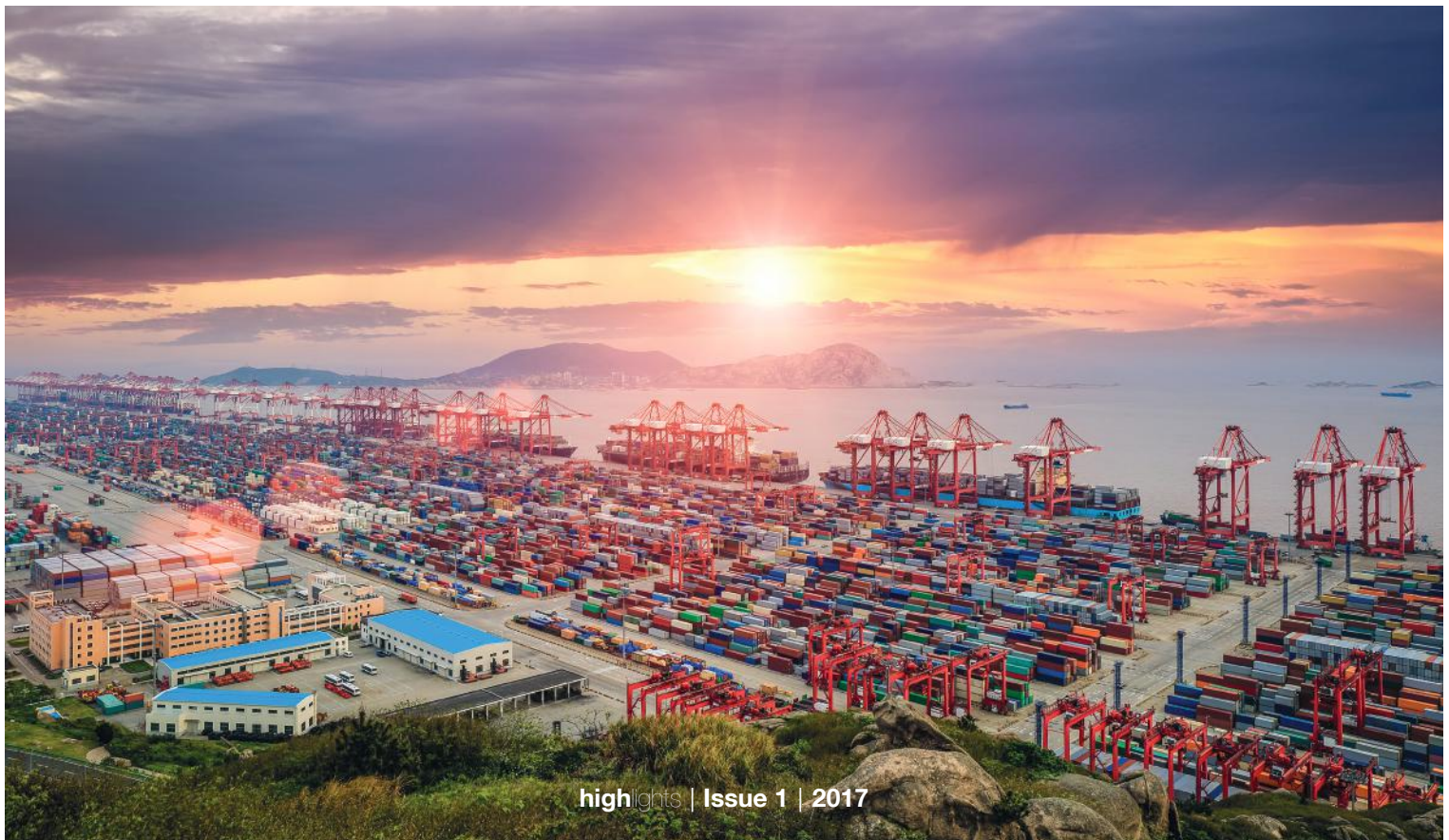
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“If a ship manager can convince an owner that they can operate their vessels more efficiently with a continuing emphasis on safety, availability and reliability then they are prepared to listen. Moreover, if an international ship manager such as BSM can assist them to access

the global market, I am sure we will see many more Chinese owners entrust their vessels to us,” he says.

“Equally, our established presence and crewing capabilities in China enable us to offer extremely competitive ship management services to international owners and this is another area that we are actively developing.”

“We have a global capability which, combined with local knowledge and expertise, enables BSM China to deliver high quality solutions to owners worldwide.” he concludes.





# Seafarer Profile:

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## Capt Wang

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## Qing Xiao

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**B**orn and raised in Shandong, China Capt Wang Qing Xiao's love of the sea and interest in the shipping industry led him to decide on a seafaring career. A graduate of the Shanghai Maritime University, he has been serving on BSM-managed vessels since 2012.

Currently Master of the container vessel *SCT Qatar*, he takes great pride in his job. Capt Wang admits that while it is quite challenging to command vessels chartered by some of the most prestigious shipping companies in the world, it is at the same time immensely gratifying to see that the owners are happy with the high quality services provided especially during such difficult times for the industry.

Married with three children he is also very familiar with prolonged periods of time away from his family and friends, which is why he particularly values the company's approach towards the crew. "What I like about working for BSM is that the company takes a genuine interest in the welfare of its crew and the dedicated Crew Service Centres are always ready and happy to assist us in any way," he says.

Capt Wang highlights that BSM also provides the perfect platform for seafarers to broaden their knowledge and experience of serving at sea. He is an advocate of creating pools of seafarers for particular fleets as this approach develops exceptionally skilled personnel able to provide quality services. "BSM is



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“ *BSM is always looking at maintaining a workforce of the highest standards* ”

always looking at maintaining a workforce of the highest standards to offer the best possible services,” he notes.

When it comes to the younger generation of seafarers looking forward to a career in the maritime industry, he says that whilst they always bring vitality to the vessel his advice is that in order to be successful and advance in their careers, they must work hard, be motivated and strong. “Life at sea is not easy, but it comes with great rewards if they are dedicated and focused on their goals,” he concludes.

# Singapore continues to grow

Singapore, strategically located at one of the most important shipping lanes in the world, is a significant maritime hub and among the busiest ports in the world.

Being one of the first international shipmanagers to recognise the developing opportunities in the country and wider region, BSM established a base in Singapore in 2000 and is today a key player within the Southeast Asian ship management industry.

20 | Commenting on current shipping market conditions, Bob Maxwell, Managing Director of BSM Singapore, notes that “the shipping industry has been depressed for so long now that today’s conditions, rather than being extraordinary, should be viewed as the new normal. Everyone has been affected immensely by the global downturn since 2008. However, we have to accept that this has been going for a very long time now and take it in our stride as the current reality.”

“We need to take into consideration that many ship owners are operating under severe financial constraints,

hence our focus on improving cost efficiency without compromising safety and quality.”

With respect to Asia, Bob underlines that business is generally rising with a lot of owners exploring new opportunities. “We see plenty of activity in Asia, particularly in Singapore, Vietnam, Indonesia, Thailand and China, and our goal this year is for the Singapore Ship Management Centre to achieve 100 ships under management.”

Increasing the size of the managed fleet, the addition of several new customers in markets where BSM Singapore has not previously been present and expanding business in Indonesia were major high points in 2016. “Gaining a foothold in the offshore market and involvement in several projects in Indonesia, including





management of our first Indonesian-flagged Aframax tanker, were major highlights in Southeast Asia during 2016," he says.

"We increased from 80 to 90 ships under management last year, with more than 50% being tankers. In February this year we exceeded 5 million DWT and if we continue on this positive trend we will hit the 100-ship mark this year."

On the topic of BSM's management of high-value vessels and other specialist tonnage, Bob explains that BSM Singapore was working on several projects for small LNG carriers in collaboration with local shipping companies. "In addition, we are managing more high-value vessels, such as VLCCs and ultra large containerships, and expect to see more of this type of tonnage under our management during 2017," he says.

Bob and his team are now looking forward to Singapore Maritime Week in April, organised by the Maritime Port Authority of Singapore (MPA), of which BSM has always been a strong supporter. "It is an excellent opportunity to meet and network with people from different parts of the industry and participants attending from various

parts of the world. The way in which Singapore Maritime Week is promoted by the Government is encouraging for the industry."

Outlining his priorities for 2017, he stressed that being prudent on cost-control internally and operating expenditure (OPEX) on behalf of owners were key. "We want to control vessel OPEX to ensure that we are as competitive as possible whilst maintaining the high levels of quality and safety that are core to BSM."

"Our global workforce and diversity is our greatest strength, with 14 different nationalities employed in the Singapore Ship Management Centre. It is truly an international operation with an increasing number of Singaporean personnel and a customer base that ranges from Peru to Japan. This is what makes BSM a truly global company," he concludes.



*Bob Maxwell*  
*Managing Director, BSM Singapore*







# Maintaining a happy crew

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**T**he old mariners' saying: "a well-fed crew is a happy crew" is especially true for Tapan Kumar, General Manager of Seachef, BSM's hospitality services business.

Based in BSM's Mumbai offices, Tapan and his team run Seachef, which aims to please seafarers' palates while providing them with a healthy and nutritious diet. In parallel, it streamlines the entire system of victuals purchasing to deliver better food and beverage value to BSM customers, a key component of vessel management costs.

Today Seachef caters to more than 300 vessels of various types operating around the world, with a 94% level of satisfaction gained for their service standards as indicated by a recent crew survey. Seachef follows an ISO 9001-2008 Quality Management System and the office is manned by highly trained hospitality professionals, chefs with versatile culinary skills and professionally trained catering staff who oversee the requisition, preparation, month end reports and stock control.



“

*We were one of the pioneers  
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meals for our crew*

”

Tapan believes that Seachef both simplifies and adds real value to the way food is purchased, handled and consumed on board, resulting in a ‘win-win’ for both owners and crew.

A sophisticated software module enables automated budgeting, diet control, menu selection and ordering of ingredients, whilst at the same time the crew stays healthy and happy because there is no compromise on quality supplies.

“Our seafarers are busy and with the increasing regulatory requirements at sea which must be met, there is a lot of time spent on administrative activity. With Seachef’s support, there is less paper and accounting work for senior officers, which means more time can be devoted to other important work,” Tapan says. All accounting-related processes are managed directly by Seachef, including preparation and verification of reports for the owners and managers, as well as processing of supplier invoices.

Fixed prices negotiated for various products with suppliers at major ports help Seachef maintain its cost competitiveness and ability to work within agreed budgets. There are also no cash transactions made to vendors supplying the vessels, so ‘Cash to Master’ (CTM) delivery is reduced and commission on the transfer of funds saved.

In the past two years Seachef has grown 30% in terms of the number of vessels using its services and is gearing up for further growth, with Tapan being clear on the areas of focus. “We continue to emphasise

the training of our catering personnel. With the new ERP software in place it’s important for us to have well trained staff on board using the software.” Another area being actively progressed is increasing the availability of local food products to satisfy the different nationalities on board. “At times our vessels carry a mix of eight nationalities and it is quite a challenge to keep those differing tastes happy,” he added.

Tapan is brimming with ideas for Seachef and is keen to share his future plans for the business. “We intend to expand our footprint within the offshore market. Even though that sector is depressed at present, we feel that we can bring efficiencies and improve the services offered.”

To support the achievement of the business growth objectives, a strategic partnership has recently been established with CF Louisiana Foods (CFLF) who will support Seachef’s commercial activities through their extensive knowledge of the ship supply sector, established reputation and network.

Tapan is confident that Seachef will continue to grow and become an even more important part of BSM’s suite of integrated maritime solutions. He said: “Over the years we have steadily come a long way, currently managing over 300 vessels with worldwide operations and more than 20 nationalities on board.

“We were one of the pioneers in the field of on board catering and our aim remains the consistent delivery of enjoyable, nutritious meals for our crew – with the old saying certainly still true,” he concludes.

# Seafarer Profile:

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## Rydell R. Kiroquero

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Chief Cook Rydell R. Kiroquero is strongly connected to the sea. Born in Marawi City, off the Mindanao Island in the Philippines, his desire to become a seafarer was ignited at an early age by seeing friends and neighbours working at sea and being fascinated by the travel and adventure that the job involves.

As Chief Cook, he has been serving on containerships since he joined BSM and is combining his two passions, traveling and cooking, into a fulfilling career. As Captain of the galley, he is fully aware that good food is an integral part of keeping the hard-working crew on board happy and healthy. Preparing tasty, nutritious meals for seafarers of different cultures and tastes can sometimes be challenging but Rydell, with a career spanning ten years, has mastered the art of cooking for a multinational crew.

As an experienced sailor, he acknowledges the benefits of working for a company such as BSM. “The company has an excellent reputation amongst the seafaring community for its positive approach towards the crew and the friendly, supportive culture,” he says. And his advice to new seafarers who are looking to join this demanding profession is exactly that. “Work for a company with a good reputation.”

He also notes that BSM is adopting new software, such as the Seachef PAL module, to assist with the efficient management of catering services on board. The software, he notes, is proving invaluable as it not only helps cooks plan menus but, through interfacing with the office-based systems, makes the whole planning process run more smoothly and enables him to carry out his duties efficiently.

Explaining how he has seen the maritime industry evolve, he singles out two major improvements which he is understandably fully supportive of. Firstly, the increasing measures being taken to protect the environment and, secondly, the emphasis placed on seafarer welfare and the provision of a safe and healthy working environment.





# One BSM

## BSM recognises top performers

**A**iming to recognise and celebrate notable employee and team performance, key achievements and innovative ideas that will improve customer satisfaction and support business growth, the company introduced two annual award schemes in 2016 - the BSM Gold Awards and Local Employee Awards.

The Gold Awards recognise employees and teams nominated from across BSM's business units worldwide and the 2016 winners will be announced shortly following completion of the nomination process.

We are delighted to announce that the winners of the 2016 Local Employee Awards, recognising exemplary performance and outstanding contribution to business unit specific activities, are:

**BSM Cyprus:** Information Technology Team comprising Melanie Rodosthenous, Elias Eliades, Evagoras Pourgourides, Charalambos Symeou, Edgar Cueto and Melvin Duldulao

**BSM Greece:** Katerina Maroudi, Administration Officer - Fleet Management

**BSM Hong Kong:** Tommy Tsui, Senior Technical Officer

**BSM India:** Sunita Oscar, Operation Manager - Eurasia Travel Services and Eurasia Travel Services Team members Subhash Shrivastav, Swati Kadam, Parvez Ahmad, Swapna Salian, Rashmi Mathew, Philby Philip, Pradeep Dorlekar and Sahadev Deulkar

**BSM Singapore:** Information Technology Team comprising Rajan Pandian, Abhisheik Devarajan and Vinoth Nehru

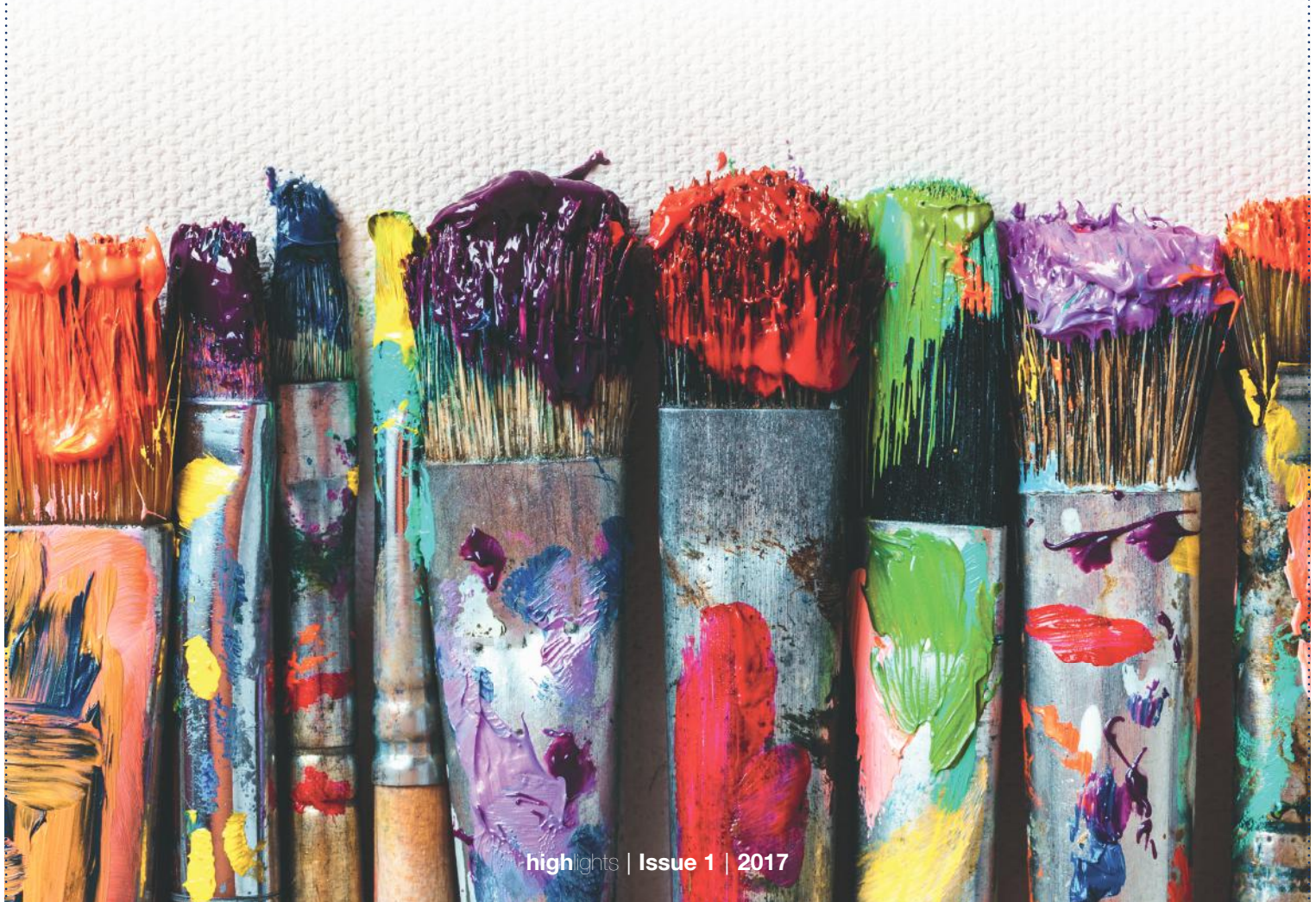
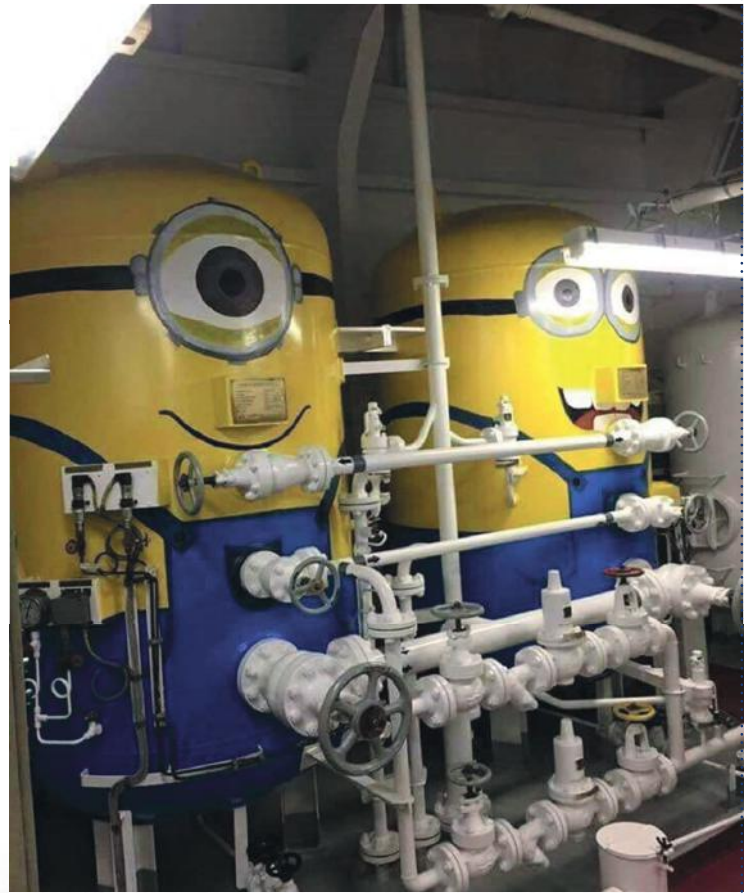




# When seafarers get creative

**B**SM takes great pride in the highly professional, skilled and motivated seafarers employed on board our fleet of managed vessels.

But our seafarers have proven to be not only of the highest calibre, but also very creative and artistic. When the Chief Engineer asked a new engine cadet to nicely paint the vessel's air bottles prior to a vetting inspection, he was not aware that the cadet was a Minions fan. The result was not exactly a pair of traditionally painted air bottles, but certainly an example of the innovative approach that we take at all levels in BSM!





# Learning to work together

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## towards a common vision

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A three-day Leadership and Team-Building event was recently held at the Garudmachi Training Centre, India with 20 personnel from various BSM India departments participating. The primary objective was to support the employees' development in the areas of leadership, self-advancement and team working through a series of exercises, activities and reflections.

The programme challenged the participants at all levels: physical, mental, emotional and professional. They were taught techniques to assist them in setting realistic

targets and developing effective interactions with co-workers. Emphasis was also placed on the importance of team effort and on how to operate as a cohesive team.

The participants acknowledged that not only the challenging exercises, but also the trekking and rappelling which tested their physical strength, were fun parts of the training event and felt that they would return more confident, motivated and ready to apply what they had learned to their professional life.





# High Potential

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# development

**B**SM has recently launched the High Potential (HiPo) Accelerator Programme, an immersive two-year programme that aims to prepare High Potential employees for more senior roles within the company and accelerate their path to leadership positions.

Fifteen employees at Senior Superintendent level and above have been selected to participate in the first Accelerator Programme, which was formally launched during an initial two-day event held in Cyprus. The initial training session was designed to introduce the programme and be experiential, with the participants completing problem-solving exercises and receiving feedback on their behaviours.

A wider group of 40 High Potential employees have also been selected to participate in the HiPo Optimiser Programme, which aims to identify future candidates for the Accelerator Programme and will commence in May.





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