



## The new CEO

Norbert Aschmann

Training: The foundation  
of BSM's reputation

Working to continually  
improve safety and quality

Addressing the challenges  
of LNG refuelling

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# Welcome



On behalf of the editorial team, I would like to extend a warm welcome to this new edition of BSM Highlights and trust that our colleagues, customers and business partners will find the new format interesting and informative.

The feature article in this issue introduces BSM's new Chief Executive Officer, Capt Norbert Aschmann, and we ask him to share his views on the challenges facing the industry, BSM's approach to meeting these and his vision for the future.

Sharing knowledge and best practice throughout our Company is essential to continually improving safety, quality and efficiency across all aspects of our business, thereby earning the trust placed in BSM by both our customers and employees.

The work being undertaken by our Loss Prevention, Safety and Quality (LPSQ) colleagues to support this is featured within this edition, along with a recently launched initiative, Innov8, which aims to capture and apply the many bright ideas focused on improving

operational performance that are generated by BSM employees around the world.

Innovation and the associated application of technology developments are also at the forefront of our activities. We talk to BSM UK about addressing the challenges of energy transportation and LNG refuelling, explore the use of advanced simulators to enhance crew training and are proud to have announced that BSM will be the first shipmanagement company to operate a pair of specifically designed Service Operation Vessels in the offshore wind sector.

I would also draw your attention to 'One BSM', the section of Highlights dedicated to sharing news of the activities our teams around the world are involved in to support the local communities in which they work.

We hope that you enjoy reading the new style Highlights and welcome your feedback and comments.

**Robin Thuillier**

Director – Marketing and Business Development

“Sharing knowledge and best practice throughout our Company is essential”

# Interview



## Norbert Aschmann

By Sean Moloney, Editor – Ship Management International

Capt Norbert Aschmann looks very much the part of a Chief Executive Officer. His handshake is welcoming yet firm; his gaze engaging yet interested; and his desk? Clear of clutter, suggesting this is a man who gets things done.

I am meeting Norbert in his offices in downtown Limassol – a city which has earned its global reputation as a maritime cluster of shipmanagement excellence.

His appointment as CEO on January 1st this year was part of a planned succession which will see BSM continue on its path of sustained growth. And with latest shipping industry research estimating that only 15% of all commercial ships are currently managed by third party shipmanagers, the opportunity to grow and establish leadership positions built on world-class capabilities, quality and “BSM people” is real, he says, and, with the support of his global team, “we are determined to seize it.

“We are now looking at the next phase of BSM’s growth and development, with a clear emphasis on safety, quality, operational excellence and teamwork, to ensure we remain our customers’ partner of choice.”

And while the goal of sustainable financial growth is important for a business like BSM, it has to go hand-in-hand with a strong emphasis on operational excellence, he stressed.

The challenges facing companies like BSM are not so different from five years ago, but very different from 20 years ago, Norbert added. “The safe, efficient and reliable operation of vessels without any losses continues to be the ultimate objective and the daily challenges are to ensure that the people both onboard the ships and in the offices are suitably qualified, experienced and motivated and that the ever-growing number of relevant rules and regulations are complied with at all times.

“The need and pressure to retain good officers is permanent. This is not only in the interest of every employer but also mandatory in many segments of the industry where crew matrix-requirements exist. The need to recruit officers from the market is certainly lower for a company like BSM which has been maintaining established cadet training schemes and undertaking continuous training and development of its officers for many years.”

“ We want to be the employer of choice for the people that we wish to recruit, develop and retain ”



“ We are now looking at the next phase of BSM’s growth and development, with a clear emphasis on safety, quality, operational excellence and teamwork, to ensure we remain our customers’ partner of choice ”

Norbert Aschmann is based in BSM’s Limassol offices but spends much of his time at other BSM locations around the world.

Providing value-adding solutions to a market that is growing will, he believes, enable BSM to further develop and enhance the respected position it already holds within the maritime industry.

“Achieving this will require capable, trained and motivated people with the right attitudes, behaviours and a willingness to embrace change. Committed ‘BSM people’ onboard the vessels under management and in the offices ashore are a prerequisite and the foundation of BSM’s future success,” he said.

Running a business driven by teamwork and collaboration is very much at the top of Norbert’s agenda but, as he made clear, there must be a reason

to want to achieve this. Following a corporate ethos of effective collaboration brings its own internal efficiencies and drives a culture of innovation, continuous improvement and better utilisation of the resources that a business like BSM has available internally. By working more closely together, the business starts to benefit from synergies of combined capability: this is where the culture of ‘One BSM’ really becomes important.”

This mantra of embracing initiative with a purpose also extends to the company structure itself and the people within it. Norbert is clear that for BSM to be the best and to succeed in what it does, it has to have the right people in the right place. “We want to be the employer of choice for the people that we wish to recruit, develop

and retain but again for the right reason. We want the right person for each position and we do not create positions that suit the people.

“Every shipowner is a potential shipmanager and if we don’t manage to continuously convince the owning sector that we can do better than they can do themselves, then what is the reason for doing the job?” he stressed.

Norbert recognises that the shipping market is changing but with change comes new opportunities: “Without doubt we are moving more and more away from the existence of the classic ship owner, such as in traditional ship owning countries like Greece,” he said.

“Today, owners of ships are not purely interested in managing their ships; for some of them it is all about asset play. We are talking about financial investors who pick shipping as an area to invest money in. The focus of their activity is not primarily in shipmanagement; it is an investment so it is not ship owning and operating in its purest sense. This will provide more opportunities for companies like BSM,” he said.

“The involvement of private equity and the slow recovery in shipping markets should be conducive to increased third party shipmanagement business as, in general, private equity companies do not have the required shipping know-how and smaller shipowners



Capt Aschmann was Deputy CEO of Bernhard Schulte Shipmanagement from October 2013 to December 2014 before taking up the position of Chief Executive Officer on January 1st 2015. He has previously held senior management positions at Hanseatic Shipping and E.R. Schiffahrt.

Prior to his 20 years' experience ashore, he served at sea for almost a decade reaching the rank of Master on container vessels. In addition to being a Master Mariner, Capt Aschmann holds a Diploma in Maritime Economics from the University of Applied Sciences in Hamburg.

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may find it difficult to achieve the same level of cost efficiencies as larger shipmanagers.”

“At some point in time even major liner operators, e.g. in container shipping, may ask themselves whether the deep operational involvement in the daily management of ships should continue to be their core business that has to be taken care of in-house.”

Norbert shares the view of many of the leaders in the top echelon of shipmanagement that shipowners are prepared to pay a price for additional quality. As he stressed, the trouble that the shipping industry and especially the third party shipmanagement industry has, “is that they find it very difficult to convince their customers that they have this value to add and that they are really providing a quality service.”

But as he stressed, when it comes to delivering quality shipmanagement services, “you have to prove it through your daily actions. We are not focusing on

areas where low cost is a priority because we know there are existing owners and potential new customers who are prepared to pay for a quality service. I see our role as being as much about enhancing their reputation as it is about enhancing our own.”

Shipowners are increasingly seeing the role of the third party shipmanager as being essential to the safe and efficient operation of their ships. They see the manager as more of a partner. Could this be a catalyst for shipmanagers to develop and supply a whole raft of new services to the market?

“I think we are there already. We have a comprehensive range of services we can offer our customers. Some may only seek crew management services, but increasingly there is a requirement for a full solution ranging from vessel concept development, construction supervision, all the way through to effective and efficient management throughout the lifespan of the ship,” he said.



*“ BSM has been maintaining established cadet training schemes... for many years ”*

# Latest news

## BSM takes on the management of two SOVs

BSM will break new ground by becoming the first shipmanagement company to manage two specially designed Service Operation Vessels (SOVs) for use in the offshore wind farm sector.

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The two new ULSTEIN SX175 Service Operation Vessels (SOVs) will be built at the Ulstein Verft shipyard in Norway as part of a WINDEA Offshore joint venture involving BSM's parent company Bernhard Schulte. They will be operated by BSM on a long-term charter contract for Siemens following their delivery in 2016 and 2017.

Purpose-built to meet the needs of the offshore wind industry, the vessels will be 88m long by 18m wide with a top speed of 13.5 knots and capable of accommodating up to 109 people.

Speaking at a recent ceremony to mark the launch of the project, Mark Albenze, CEO of Siemens Wind Power

and Renewables Services Business Unit, said: "We are proud to be the first in the industry to introduce these new specially designed SOVs. By improving efficiencies in our service operations, we can help our customers realise optimal performance from their turbines, thereby contributing to the competitiveness of offshore wind energy in the future.

"Our charter agreement with Bernhard Schulte offers us the opportunity to work with an experienced shipowning company and we look forward to the start of offshore operations with these new vessels in 2016."

WINDEA Offshore is a joint venture between Bernhard Schulte, EMS Maritime Offshore and SSC Wind. WINDEA provides multiple solutions including consulting for the construction and maintenance of offshore wind farms.



## BSM cadets learn the importance of teamwork



Life at sea is as much about teamwork and camaraderie as it is about skills and competence. Any one of the world's 1.5 million seafarers will tell you how important it is to be able to interact socially and responsively onboard ship.

With this in mind, BSM teamed up with the University of Cebu's Maritime Education and Training Centre in the Philippines to conduct the first ever Acquaintance Party and Teambuilding Exercise for BSM and IMEC (International Maritime and Employers' Council) cadets studying at the University of Cebu Quadrangle.

The University is well known in the region as a centre of excellence in promoting and developing wellness in cadets. The main focus of the day was to show cadets how a team works, its strengths and responsibilities, and how to get the best out of it.

Dealing with people from various locations and with different cultures, backgrounds, mentalities, religions and languages on a daily basis requires certain social and interactive skills that can be essential to completing tasks as a team. The exercise proved to be a valuable stepping stone for the cadets, showing them what is expected of a seafarer at sea.

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## Etihad says thank you to Eurasia

### Travel Network

It was a cause for celebration for Eurasia Travel Network as it was presented with an outstanding performance award by Etihad Airways at a special event in Nicosia, Cyprus, in early February 2015. The award was given in recognition of the strong relationship that Eurasia Travel Network has worked to build up with the airline.

Eurasia Travel Network remains committed to extending and further developing the relationship it has with all



industry stakeholders, and its travel management teams continue to work to provide top quality cost-efficient travel solutions for its clients.



## BSM's new Caracas office

The South American shipmanagement market is an important one for BSM so during a business trip to Mexico and Venezuela Capt Norbert Aschmann attended the opening of the new BSM office in Caracas on February 27th.

This stunning new office is situated in the unique Centro Banaven building in Las Mercedes. Designed by a famous local artist, the building is often referred to as the Cubo Negro (Black Cube), because of its art deco design and smoked glass façade.

The office space is open plan, bright and spacious and a fitting home for the 29 BSM employees. The building is very near to many shipping offices and there is also plenty of room for future expansion.

BSM's previous office and Crew Service Centre was

some three kilometres away in the Parque Cristal building in Chacao but it had become too restricted for BSM's needs.

While the new premises may not house a metro station in the basement, like the old one, it is far more accessible by car and local transport for visiting seafarers and clients.

The BSM office in Caracas is a branch office of the Cyprus Ship Management Centre and maintains close liaison with Venezuela's State oil company PDVSA, supplying officers and crew to 44 vessels operating either on cabotage or on worldwide trades. Of these vessels, 12 are technically managed from Caracas while another five Venezuelan-flagged vessels are fully managed by BSM's sister company Hanseatic Consultoria Naval.

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## BSM wins award for excellence

The *Stellar Lilac*, an IMO Type II Chemical Tanker operated by Tokyo Marine Asia and managed by the BSM team in Mumbai, has been named as the best performing vessel in the fleet for the second year running.

Tokyo Marine compiled data on

vessels from both its owned as well as its chartered fleet, and made its selection based on **zero incidents**, **zero pollution** and **zero injury** to crew, in the six months from May 1st to October 31st 2014.

BSM would like to offer its thanks to Capt Sin and his shipboard

team as well as the BSM team in Mumbai for their exemplary levels of commitment and dedication at work, and for the level of excellence they have shown in the field of crew management, protection of the environment, navigation and cargo operation.



## Interlink Mobility | 11

## makes debut

The newest addition to the Interlink Maritime fleet, the *Interlink Mobility*, was launched last month at the Kou'an Shipyard, one of the oldest and most respected builders of bulk carriers in China. The launch was attended by Paul Gurtler, President of Interlink Maritime Corp.; Ashoke Dey, Deputy Managing Director of Schulte Marine Concept; surveyors from Lloyds Register; the BSM site team; and shipyard representatives.

Jens Alers, BSM representative in Bermuda, who attended the event on behalf of BSM, commented on the launch: "We caught the early tide for the launch of TK 1011, duly named *Interlink Mobility* by her Godmother Cindy. In arctic temperatures, the vessel accelerated down the slipway at the fastest speed she will ever reach - certainly when travelling astern! It was a joy to watch her, and to wish her well for the future."

*Interlink Mobility* is a new, extremely fuel-efficient, Green Dolphin open-hatch handysize bulk carrier. It has a capacity of 38,500 dwt, and has been designed by the Shanghai Merchant Ship Design & Research Institute (SDARI) and Det Norske Veritas (DNV); in conjunction with design consultants and newbuilding supervisors Schulte Marine Concept.

*Interlink Mobility* will be joining the Interlink Maritime fleet in spring under the technical management of BSM Hong Kong. The vessel joins the current fleet of five 37,000 dwt handysize bulkers, which is set to expand to twenty vessels by 2017. At this time Interlink Maritime will control a significant fleet of ultra-modern large eco-handies, positioning itself as a key player in the bulk markets.

# Delivery of MV Ore Ningbo



The 12th in a series of Valemax bulk carriers, *Ore Ningbo*, was handed over to her owners at a delivery ceremony on January 23rd at the Xinya Shipyard, Liheng Island, China.

Her Godmother Tracy Xie, Iron Ore Director of Vale China, was one of the key participants at the naming ceremony, accompanied by Mr Moura and Mr Viera from Vale International; Mr Hongyu, Vice President, Rongsheng Heavy Industries; Mr Joglekar, Site Manager as well as Mr Noah from DNV GL.

The delivery of the *Ore Ningbo* brought the curtain down on one of the most challenging and rewarding newbuilding projects undertaken by Schulte Marine Concept.

The Schulte Marine Concept Rongsheng site office commenced operation in February 2010, to support the construction of 12 x 400,000 dwt VLOC's for Vale. This represented a great opportunity to supervise building of the world's largest ore carriers incorporating several new design features and concepts prior to the vessels entering service under the full management of BSM India.

## Making new ideas work



Innovation and idea generation can often be a gift that is home grown which is why BSM is calling on all employees to put their thinking caps on and come up with ideas of their own. Big ideas or small improvements - all are welcomed, and prizes are on offer for the best ideas chosen.

As the demands on shipping increase, having a flow of well thought out ideas can make all the difference in helping shipowners reduce operating costs while also ensuring that BSM managed vessels continue to be

operated to the highest standards, in the safest way possible and with no damage to the environment.

This is why BSM has launched its **Innov8** initiative where staff will be encouraged to propose new ideas focused around ten topic areas: Safety and Environmental Protection; Engineering and Nautical Operations; Machinery, Equipment and Structural Designs; Processes and Information Technology; Communication; Working Conditions; Training; Energy Efficiency; Income Generation or Cost Saving.



*Simulators are vital to effective crew training, and investment in new technology such as this next generation Kongsberg bridge simulator at BSM's Maritime Training Centre in Manila, is key to our future success.*

## The foundation of BSM's reputation

BSM has built its reputation on the delivery of safe, efficient and reliable ship operation to its customers. This has been achieved through a commitment to developing highly professional, trained and motivated people on board the ships that it manages, and supporting its business onshore. To continue to build this reputation and grow its business BSM is committed to offering the highest quality training.

Capt Bill Lunn, Deputy Director, Training and Development at BSM, explains. "High quality seafarers are essential to maintain our reputation for excellence, and training is very important to their recruitment, development and retention. Every good seafarer wants to progress his career and wants to be trained properly. Not only do they want to be promoted on time, but they also want the skills to ensure that they do the job properly and effectively."

He points out that a good training programme ensures that when a promotion is offered, the seafarer has the skills to handle the increased responsibilities.

Explains Capt Lunn: "The whole industry recognises that promotion can be quite rapid these days – people need the right combination of experience and skills for the job. With more and more seafarers taking on higher jobs at a relatively younger age, training is crucial."

He points out "Ships today are almost too reliable. When I was at sea, machinery breakdowns, propulsion problems, etc, were more common than on today's modern fleet, and so we were more experienced by the time we came to be promoted.

"It's the same with the dry-dockings. Work is now often being done by specialist technicians, or 'Maker's Men' so a seafarer can progress to senior levels without necessarily seeing a major overhaul or a specific piece of maintenance or repair carried out. If they aren't going to see it in the course of their normal duties, then we have to make sure we train them in some other way."





BSM is very proud to have achieved a top quartile position in Oil Major's rankings, with training playing a key role in that achievement.

"We try to be as proactive as possible," explains Capt Lunn. "We work closely with the Loss Prevention, Safety and Quality (LPSQ) department to take a quarterly look at the statistics and analysis to see exactly where areas for further improvement exist. This analysis, together with the in depth investigation reports help us to understand the root causes of incidents – the 'why' incidents occur, not just the where, what, when and how. We have been doing this for many years, and seen the same root causes, all attributed to the human element – for example, leadership issues and poor communications. We have been addressing this by focusing on behavioural based safety, teamworking practices and leadership skills."

Good loss prevention means establishing an effective safety culture within BSM, and it uses The Swedish Club's Maritime Resource Management (MRM) training programme to assist with this.

"Simulators too work very well," says Capt Lunn. "They create a real life environment, allowing you to set up different scenarios, and to see how people interact with each other. Classroom training and e-learning play their part but only go so far. Our 'Advanced Bridge Team Management – Best Practices' simulator course is about team management and human interaction. It is designed around the four pillars of Bridge Team Management; communication, workload (too much or too little), rules and regulation and situational awareness."

This interactivity is very important to the learning process, believes Capt Lunn. "The interactive nature of simulation means you can not only see how students are interacting with each other, but you can video the situation and then show exactly where the potential problems lie – for example, not repeating commands. The debriefing sessions which follow each simulation exercise are therefore a key element of the training. Practicing in a safe environment on land rather than at sea reinforces previous learning as well as introducing new learning.

Flexibility is the key. As Capt Lunn explains, "Different styles of learning suit different people. One approach may help some people to understand something for the first time, while that same approach may reinforce learning for other people. And of course training doesn't stop at the end of the course – it has to be taken on board the ship. Our training masters and engineers are superintendents who sail onboard for short periods. They continue to reinforce the learning process, making sure that lessons learned in the classroom and on simulators are applied during the ship's normal routines - a five day training course alone won't change the world."

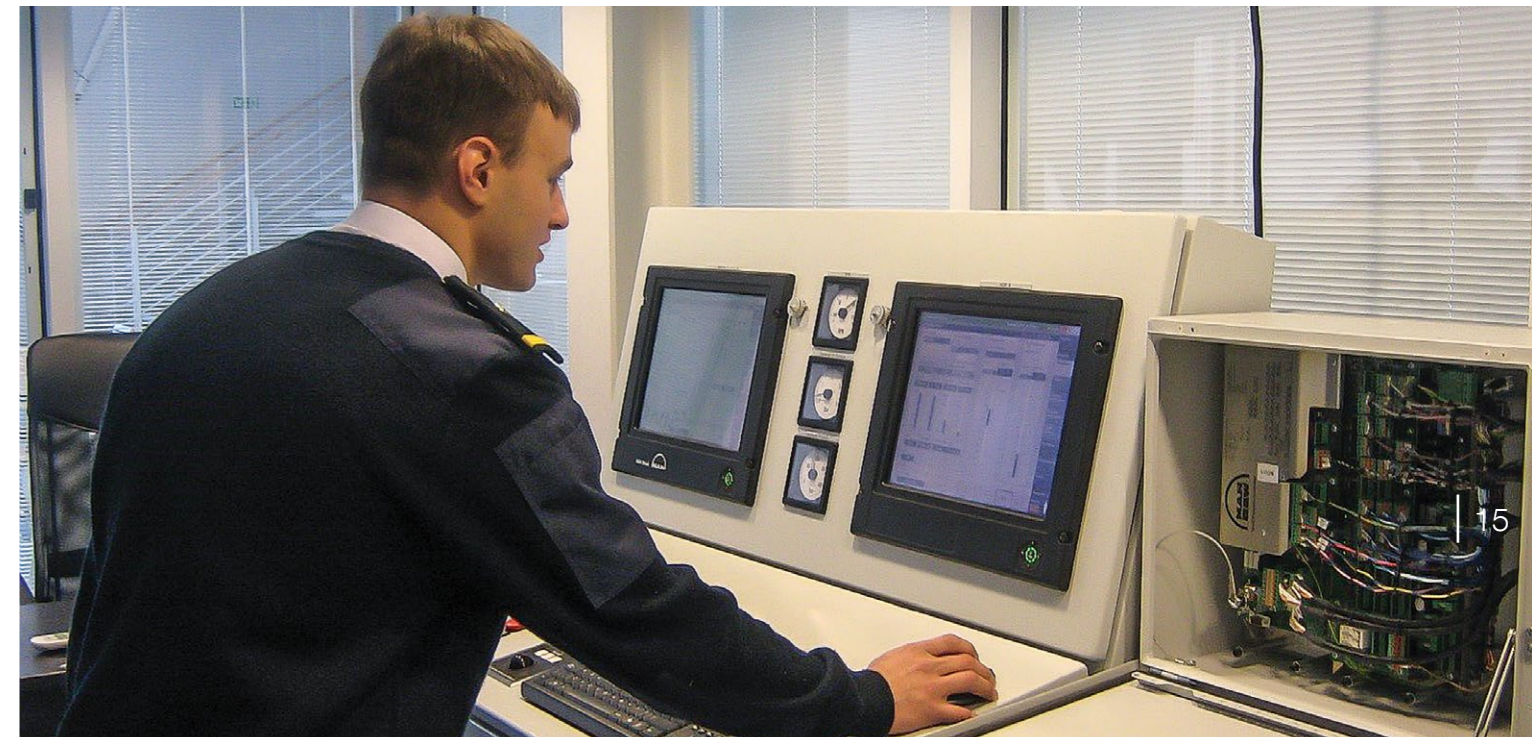
Capt Lunn is very proud of BSM's Bridge Team Management simulator course and the opportunities it offers for creating the various interactions that occur in real life. Exercises contain real life scenarios, with the trainers playing key roles, e.g. a pilot, a harbourmaster or a tug captain. The trainer will also introduce variance in communications – he can be grumpy or jovial, he can misunderstand commands, or make simple mistakes, which if not queried by the bridge team can have dire consequences for the exercise – all designed to introduce

the human factor to the training experience. The simulation will also allow for hazards that are ostensibly outside the scope of the particular exercise, in order to test the situational awareness and alertness of the bridge team, as well as their proper responses, e.g. how do they react to seeing an oil slick on the water? Do they recognise a transponder signal from a Liferaft?

BSM has invested heavily in bridge simulators and training the people who operate them. Says Capt Lunn.

"It's a fantastic investment. Seafarers learn a lot and you can actually see them progressing in the course of the training."

BSM has its own suites of full mission bridge simulators in India and Manila, and has delivered its Advanced Bridge Team Management – Best Practices simulator course, in partnership with training institutes and academies across the globe, including China, Ukraine, Bulgaria, Rumania and Poland.



## Cyprus installs new ME simulator

BSM has underlined its commitment to top level training of its engine room staff as well as its deck staff by taking delivery of a new MAN ME engine simulator.


The simulator, which was accompanied by a train-the-trainer operator course, was delivered from the MAN Primeserv Academy in Copenhagen to the Maritime Training Centre in Cyprus.

Because it contains the same operational functionality as the actual ME engine, the simulator teaches crew how to operate the equipment correctly and how to optimise the engine's performance for any given conditions at sea. This is important as optimising

engine performance can lead to significant savings in operational costs.

Students are able to learn about the engine parameters and to understand what is needed to meet the demands of local environmental regulations. Something they would not be able to achieve through normal operational duties onboard ship.

The course also includes fault diagnosis and remedial actions including complete Multi-Purpose Controller change, automatic and forced downloading of necessary operating software.



# Addressing the challenges of LNG refuelling

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Building on its proven and extensive capability in the management of LNG carriers, Bernhard Schulte Shipmanagement could soon be managing and operating one of the world's first LNG powered gas fuel supply vessel under innovative plans being drawn up by its UK operation.

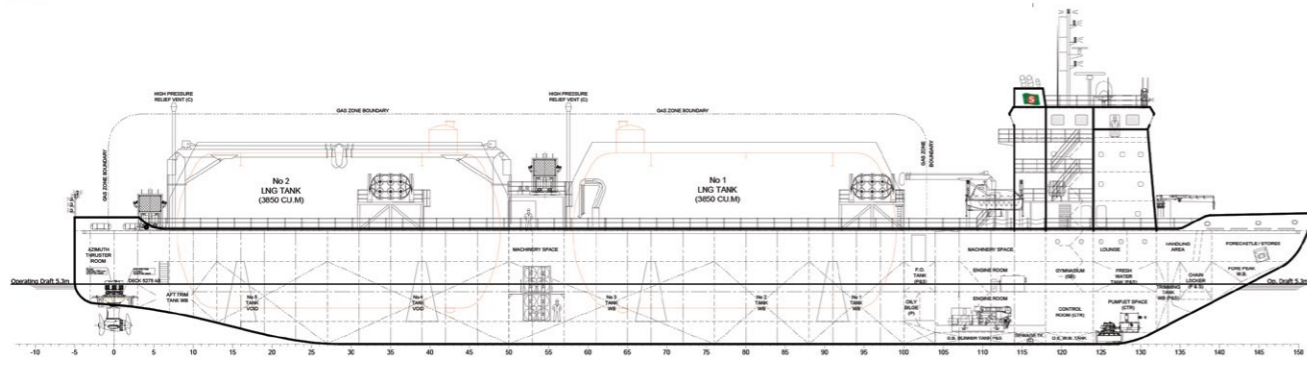
The 18 month project, which should come to fruition in the second half of this year with the ordering of the first vessel, will give the consortium of companies involved in the project – the Schulte Group, BMT Titron and The Babcock International Group – first mover advantage in what will surely develop into a high growth sector in global shipping.

The use of LNG as a fuel for ships is high on the international agenda as more stringent vessel emissions regulations come into force and shipowners strive to find more cost-effective ways to power their ships. Indeed, a number of major container shipping lines have already started to consider LNG as a fuel-alternative to conventional bunkers; a factor which will undoubtedly accelerate as owners and charterers look increasingly at their bottom line profits.

According to Angus Campbell, Managing Director of BSM's UK operation in Newcastle upon Tyne, the use of LNG as a fuel for ships will be an exciting prospect for global shipping over the next few years.

“The fact that we can have a meaningful impact on a ship owner's bottom line through gas as a marine fuel has already driven the major container lines and others to consider LNG for the next generation of ships”

Angus Campbell, Managing Director, BSM UK



*BSM works closely with technical partners*

“Yes the environmental credentials are important, but as you look at the world’s energy mix with more and more natural gas being found and produced, we are at a stage where there is a global market for gas as a marine fuel. And as market forces start to kick in, I think there will be a permanent cost differential between the cost of oil-based fuels and LNG, with gas being the cheaper, cleaner and much preferred option,” he said.

BSM UK has developed a high degree of expertise in the LNG sector, with a number of the team coming from this side of the industry. “There are many people in our office with years of experience in this energy sector. We have used this knowledge as a nucleus to create the Gas Fuel Supply Vessel,” Mr Campbell said.

He said: “Over time we are going to see the price of gas evolving in a different direction to the price of oil. We have a low world oil price at the moment, but I think volatility will kick in before long and that market drop will be corrected to a certain degree. But the fact that we can have a meaningful impact on a shipowner’s bottom line through gas as a marine fuel has already driven the major container lines and others to consider LNG for the next generation of ships.”

“All of this has to have an infrastructure; the gas has to be delivered and that is where I think the opportunity is for BSM to come in; we get a chance to develop a ship specifically for that purpose.”

BSM has been working with its technical partners to develop what it considers to be a unique vessel design which addresses the challenges of LNG refuelling in a way that perhaps no other design has. “We have approached the challenges of vapour return and boil-off

gas in a slightly different way to the competition,” Mr Campbell said.

“It is a dedicated LNG carrier with gas electric propulsion and is extremely manoeuvrable with a specialised hull form and very good visibility and safety systems. We call it a Gas Fuel Supply Vessel (GFSV) because to call it a bunker vessel degrades its capability,” he stressed.

The vessel is designed with an unusual hull form featuring a low wash bow which is very similar to the Viking cruise ships you see being used for river use in Europe, enabling them to work in harbours and inland waterways at a reasonable speed without causing a lot of wake. And the fuel-holding capacity? Ranging from a very small 3500 m<sup>3</sup> net up to 7500 m<sup>3</sup> net which is the most discussed capacity at the moment. As Mr Campbell hinted though, the design could stretch to 13,000 m<sup>3</sup> or 15,000 m<sup>3</sup> “if needed to”.

Naval architects were careful to build a high level of sophistication into the design, while also ensuring the vessel was fully capable of deep sea operation. Safe delivery of liquefied natural gas demands significant design competence but when the vessel is being used to fuel other ships then the skills involved raises the bar a few notches.

As Angus Campbell emphasised, a conventional LNG value chain would typically involve loading a dedicated ship at a dedicated LNG terminal and then discharging at a dedicated discharge terminal. “When we enter the world of LNG fuelling, we are introducing variables into the situation. Yes the volumes are smaller, but there are simultaneous operations going on which have to be carefully managed. We are confident that our design

and crew training programmes have fully taken this into account.

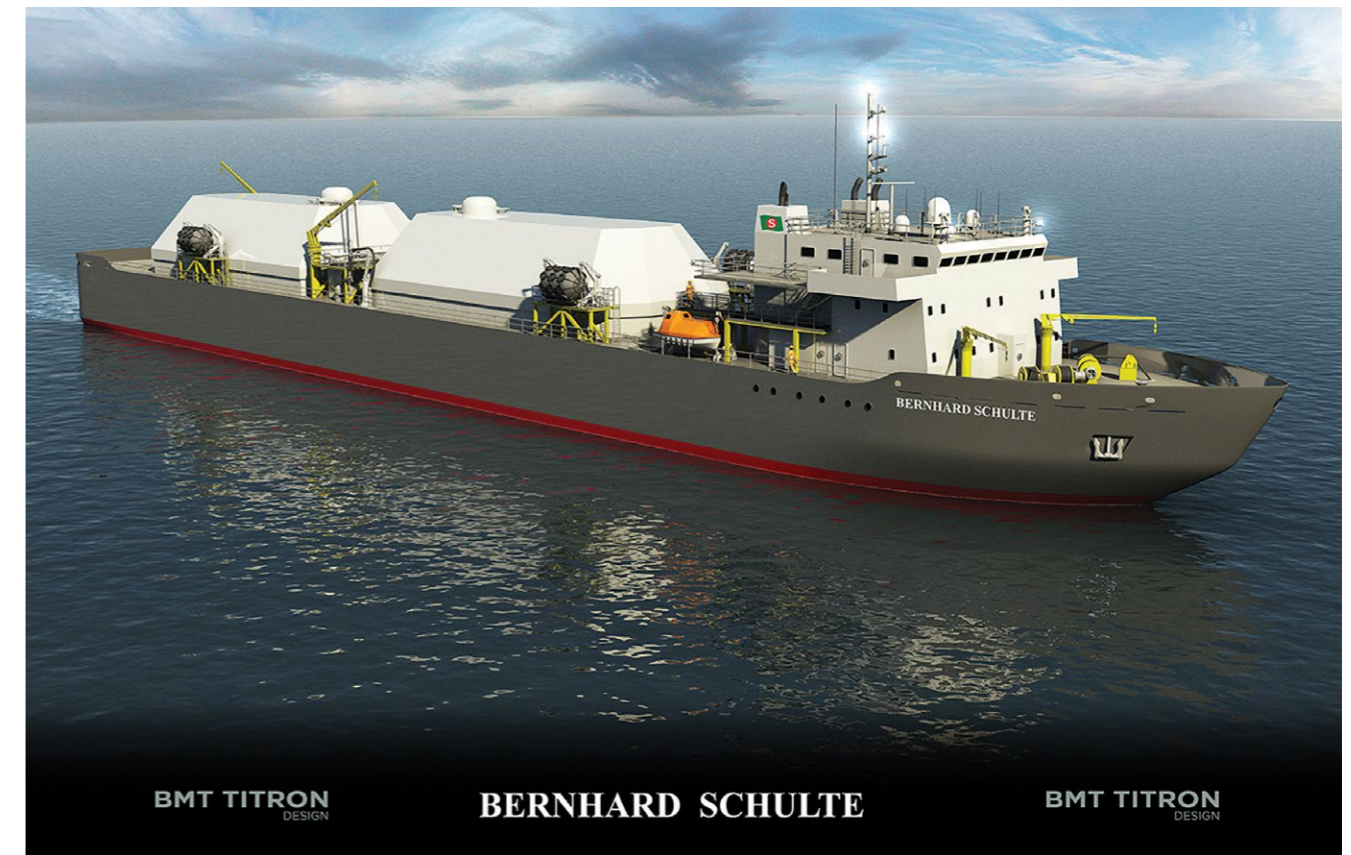
“Safety and uniform standards are going to be very important; it is a new sector so we want to get it right. The last thing we want is a battle with other designs to set the industry standard. As one of the pioneers developing LNG as a marine fuel, we have to get it right. There is no room for error. So by working closely with SGMF (Society for Gas as a Marine Fuel) there is a bit of joined up working going into all of this,” he said.

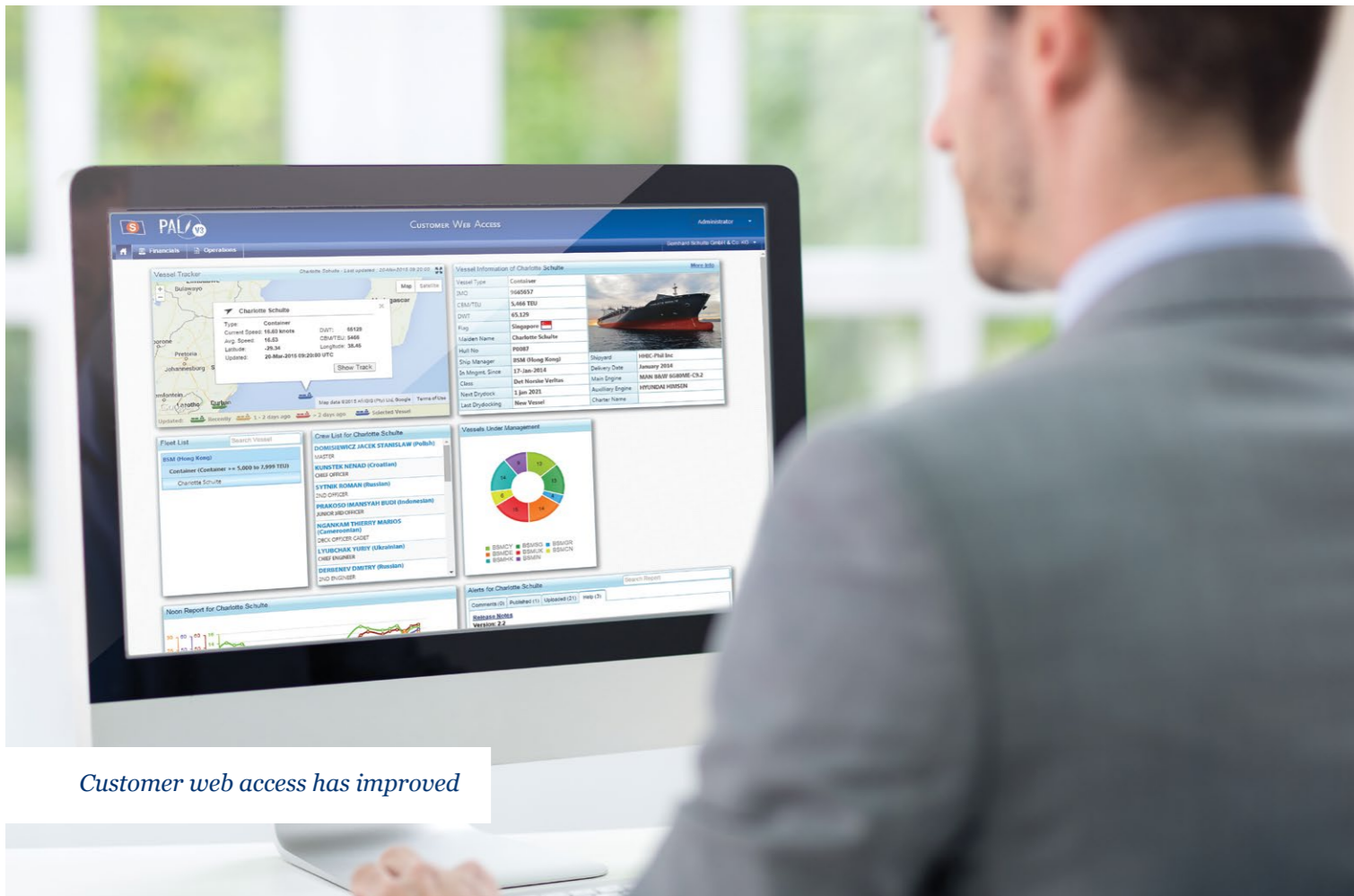
Crew training to ensure safe operation of the vessel is a vitally important aspect of the project. It will be the job of BSM to ensure it recruits and trains the right personnel to perform the refuelling tasks, manage the

vessels and ensure the vessels are operated to the highest possible safety standards.

“The more we drill down into this the more complicated it becomes. It is a little bit counterintuitive because you have what could be known as bunker operation but technically it’s more complicated than most other operations that are performed in the LNG industry. A lot of planning has gone into the design and a lot of preparation has taken place, but at the end of the day it is all about the humans. We have to get that part of it right, and we look forward to the challenge of using all of BSM’s resources to ensure we create the right crews for these ships. This comes with a big responsibility as we have to make sure things in this new sector are done properly,” he said.

“ *the gas has to be delivered and that is where I think the opportunity is for BSM to come in; we get a chance to develop a ship specifically for that purpose* ”





Customer web access has improved

# Next generation PAL rolled out world-wide

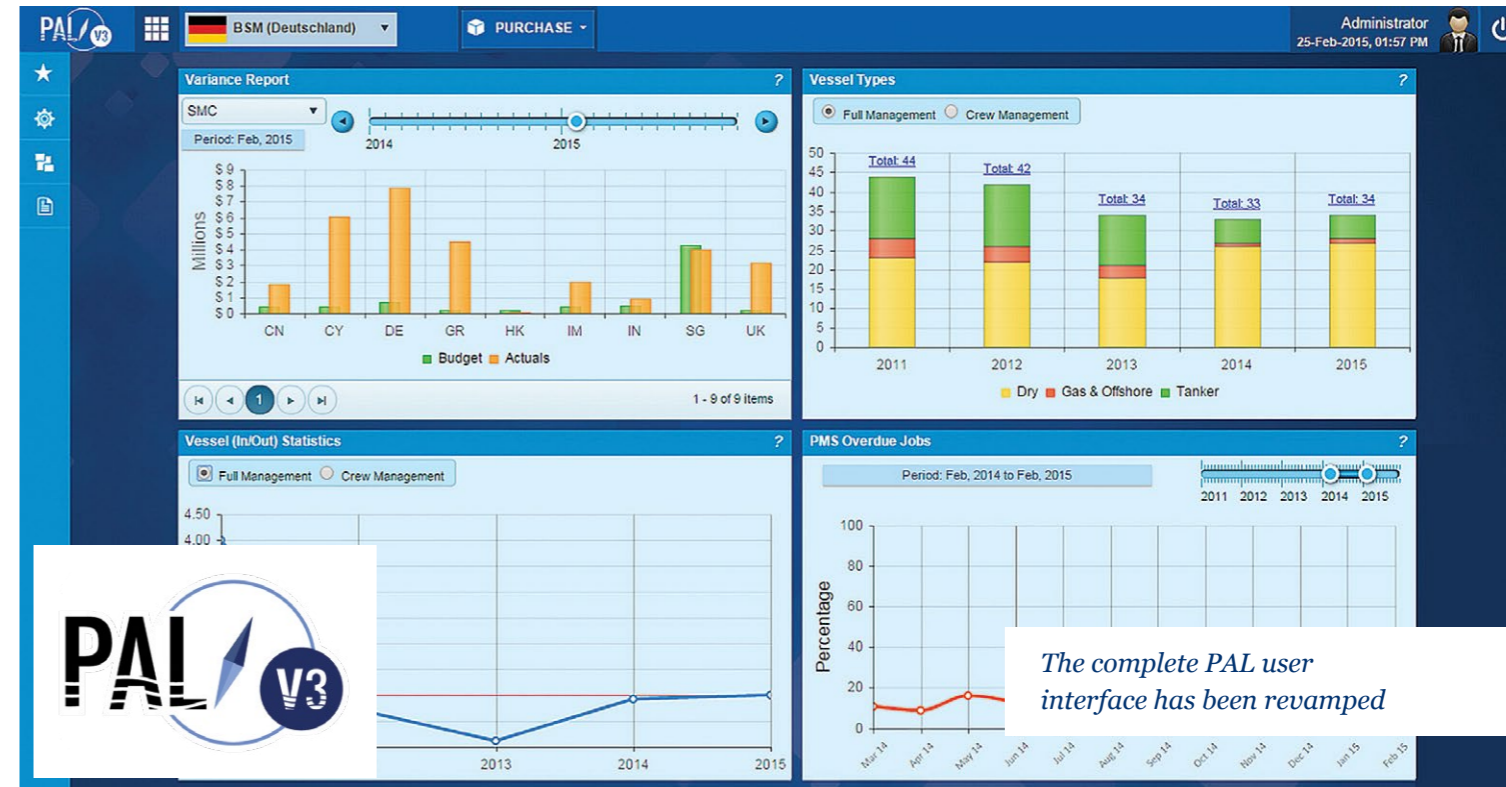
While it is a given that a shipmanagement company is only as good as its people, BSM continually draws upon the best in technology to ensure it gets the best out of those people, and that they in turn get the best out of BSM.

To further that aim, the BSM Technology Solutions Delivery Centre (TDC) has now launched version three of its PAL shipping management system group-wide.

Developed in conjunction with a dedicated PAL taskforce, this new version has a number of new features designed to help BSM manage its business

more efficiently, while at the same time helping BSM to stay close to its employees and its customers.

**The complete PAL user interface has been revamped**, with new and improved screen controls and new dashboard features. A personalised dashboard is now available for each role in a customer's organisation, from the accountant who manages accounts receivable/payable tasks to the Managing Director keen to see how his ships are performing. A new multi-level drill down option is now also available, enabling users to access transaction details at the touch of a button, with no manual searching for the information they need.



**Customer access has improved** with the new Customer Web Access (CWA) tool allowing owners to find vessel-related information online anytime they want. It has a real-time vessel tracker which shows where the owner's vessels are currently trading, and provides access to the complete crew list onboard their vessels. In addition noon reports and vessel performance reports are also available.

**Budgeting is now easier** as Variance Reports and associated comments can now be exchanged between the shipowner and shipmanager via the upgraded PAL portal. New reports will generate an email alert, and the status of Planned Maintenance System (PMS) jobs on an owner's vessels can be monitored through the CWA.

**Additional modules have been introduced**, further personalising the PAL system:

- Insurance PAL
- Voyage PAL
- Seachef PAL
- Ticketing PAL
- Financial Planner
- SeaRoster (a work – rest management module)

**Current modules have also been improved to make life easier on board ship:** Crewing PAL now features a crew planner with access to a range of seafarer activities from one screen; administration has been reduced now that the payroll module accepts monthly payroll inputs from the captain without the use of individual templates. Profit/Loss reports can now be generated in any reporting

currency and all financial reports can be generated for various time periods.

**Two new mobile applications have been developed:** Vessel Tracker, which monitors BSM vessels on a near real time basis, and Spend Tracker, which monitors vendor payments. More mobile applications are in the development pipeline.

Of course training seafarers in the new upgrades is of key importance. A new module, Training PAL, has been developed to support BSM's Marine Training Centres and PMS Officers.

The module is available to the seafarer both on board and in the office. It has an interactive audio/video-based training system covering all aspects of working with PAL modules. At the end of each course seafarers can carry out an online evaluation, allowing them to be PAL certified. In addition the office version helps people who work from BSM offices to familiarise themselves with PAL.

BSM TDC is the technology solutions business unit within BSM, with teams spread across India, Cyprus, Germany, Singapore, Hong Kong, Greece, UK, Isle of Man, and China. The TDC is committed to helping BSM and its customers achieve their strategic and business goals by providing innovative, value adding and yet simple technology solutions.

# Balanced and healthy diet

22 | Sitting down to an enjoyable meal with work colleagues after a busy morning shift can be one of the most rewarding parts of a busy day at sea. But as **Tapan Kumar**, General Manager at Seachef explains, a satisfying meal isn't always the most healthy and seafarers need to balance the fat, carbohydrates and salt they are consuming.



Balancing the goals of a nutritious and varied diet against a daily ship and fleet food budget can be an onerous task for many which is why the experts at the BSM owned company Seachef are there to ensure that all the 'i's are dotted and the t's crossed' when it comes to menu planning, chef training, galley management and good housekeeping.

Seachef offers specialised catering and housekeeping management services on board a growing fleet of seagoing vessels and offshore platforms. The primary aim is to help the crew onboard to live a healthy lifestyle by having nutritious, safe and palatable meals as well as a clean living area. Seachef can also help in handling the paperwork needed as well as any additional work related to day-to-day catering and housekeeping management onboard.

Sticking to a well-rehearsed budget is crucially important but so is the whole issue of diet control

and nutrition onboard ship. So much so that Seachef has developed powerful ERP (Enterprise Resource Planning) software which can tell at the click of a button what food is being prepared, how much is being consumed, the impact of that food on a seafarers' well-being and how closely the per-day food budget target is being hit.

As Mr Kumar stressed, analysis of data gleaned from over 10 years of records has shown that seafarers are working their way through over 4,000 calories of food each day. Or to put it another way, 2.1kg of actual food a day – and that is functional food – not snacks.

"This is an important finding," explained Mr Kumar. "There are no hard and fast rules on how much one should eat - the amount a seafarer needs will depend on a range of factors including his size and how physically active he is. However as a general rule, the average man needs around 2,500 calories a day

to maintain a healthy body weight and the average woman 2,000.

"And of course, an important part of a healthy diet is consuming the right amount of calories, so you balance the energy you put into your body with the energy you use."

Insights like this emphasise the importance of the ERP software. "We are rolling this excellent software out to the entire Seachef fleet: as of now we have it on onboard 60 ships, and by August it will be on 230 of our vessels," Mr Kumar said.

The system is proving invaluable in that it not only helps ships' cooks plan menus, but by linking into all BSM office-based systems, it helps the whole planning process run more smoothly. Ingredients are ordered automatically when cooks choose a menu and cooks can choose a menu based on a number

of sorting criteria, such as the amount of calories they want the seafarers to eat, the type of food and recipes they want to prepare, as well as whether they want to limit the consumption of sodium or carbohydrate.

"BSM has made a lot of changes in meal planning ethos over the past two years. Previously feeding rates were controlled solely by budget, but today the focus has changed more towards diet and nutrition, while still operating within agreed budgets. By training the galley staff to serve food with the right nutritional value and equally as importantly, to eradicate wastage and spoilage, then the daily budgets will be hit or improved upon," he said.

The good news is that this approach is validated by high levels of satisfaction amongst crew; quite a feat given that Seachef caters for seafarers across 18 nationalities.

# Working to continually improve safety and quality

The Loss Prevention, Safety and Quality department can often be seen as the feared enforcer of international rules and regulations. But as **Nicholas Rich**, LPSQ Manager at BSM's offices in Cyprus contends, its real role is to focus on the positives rather than the negatives and help the company and its staff continue to get things right.

"Fundamentally, we are here to help and support all our colleagues, both ashore and at sea, to operate and manage their day-to-day business in the safest way possible and to the highest standards possible. We are a resource and we have access to a great deal of information, so we are likely to have answers to their questions. In my view it is all about support, encouragement and development."

This comment by Nicholas Rich goes some way to emphasise the supportive role a professionally-functioning LPSQ department can play within a highly diversified and international company like BSM.

"We are often viewed in a negative light where our job is seen to investigate when something is going wrong or has gone wrong. But in actual fact the whole reason behind an audit process, such as for ISO accreditation or to comply with the ISM Code, is to seek areas of compliance, not areas of non-compliance," he said.

"The whole objective is to prevent loss and to promote best practice and we are there to help achieve that.

While loss prevention, safety and quality may be written on the sign above our door, it is in the operating ethos of everyone working within the company. What we are there to do is to give a better understanding of what procedures may be in place and how they should be followed.

"So we are there to support everyone – from individuals or departments to particular ships or entire management offices – to understand that the company has procedures they need to follow. These procedures embody industry best practice and are often driven by the coming into force, or amendments to already existing, international regulations and conventions."

It is the responsibility of the department to develop new procedures to meet the demands of new legislation, a task that Mr Rich admits can be testing when you consider the amount of new legislation coming onto the statute books almost every year. "We assess what the new regulation demands and how we as a company can best meet those demands while still being able to

“ it is all about support, encouragement and development ”



“ we see our role as concentrating on positive activities not negative activities ”



operate effectively and safely with the minimum impact on operations.

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“We have to adapt presentation of the new legislation so it can be implemented in the right way within the company as simply and effectively as we can,” he said.

The key question of course, is how does all of this happen? Nicholas Rich (pictured) says: “Quite often with the larger pieces of legislation, there is a requirement to produce a manual. We look at this in-house, and we consider what other industry players are doing in the same field: this helps us decide how best BSM can comply. Once that is done and we have the templates in place, we can start liaising with the management offices who, in turn, liaise with the ships, to look at developing a company, office or ship specific, variant of the manual.

“We will also look at putting a suitable training programme into place to train personnel working on our ships. We also need to train seafarers who will call into our crew service centres and management offices before they go onboard ship as well as training people in the offices themselves. It is all about making sure we initially comply, and continue to comply in the future,” he said.

And while it is complying with the demands of global maritime regulation, BSM also sets its own key performance indicators in areas where it wants to continually hit high standards, notably eradicating

personal injury, reducing serious accidents and avoiding pollution. “Many people think it is the responsibility of the LPSQ department to reduce accidents but the entire company will become involved in all of these areas. If for instance we see port state control detentions suddenly appearing as one of our KPIs, we will spearhead a response to the actions that need to be taken to ensure the detentions don’t happen again, but every other department in the company is also involved in doing their bit to ensure this happens.

“Encouragement is a big element of what we do and we see our role as concentrating on positive activities not negative activities. They represent opportunities where we can identify areas to improve. But often the only way we can find that out is by analysing what has gone wrong. But the whole process and purposes is to see what we are doing right and how can we improve,” he said.

As Mr Rich stressed, there has to be an element of follow-up to ensure that the procedures have been met and that the loss prevention, safety and quality targets have been met.

“The actual mechanism to achieve this and the variety of things that need to be followed up, is quite considerable. It is a huge task and it is all about closing the loop to continue meeting our target of managing ships to the best of our ability and ultimately to prevent loss,” he concluded.

# One BSM

## BSM at the heart of Cyprus



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It was almost 50 years ago that Cyprus started to recognise the political, economic and social importance of shipping. It was also in the perfect strategic location, being at the crossroads of three continents – Europe, Africa and Asia.

The Port of Limassol is now one of the busiest ports in the Mediterranean transit trade and the largest port in Cyprus and it has also become one of the most important tourism, trade and service-providing centres in the area. Limassol is renowned for its extensive cultural traditions, and is home to the Cyprus University of Technology, as well as boasting a wide spectrum of activities and a number of museums and archeological sites. Consequently, Limassol attracts a wide range of tourists mostly during the summer season and a large new marina was opened last year near the old town.

It is also the home of Maritime Cyprus, which started in 1989 and is a biennial event which has grown to become one of the world’s most significant maritime conferences.



*The IMO Secretary-General, visits BSM at Maritime Cyprus 2013*

The flexibility of the Cyprus tax system (offering the choice between corporation tax or a tonnage tax system) attracts many shipmanagement companies and the Cyprus registry is now ranked 10th among international fleets. Limassol is also now the largest shipmanagement service centre in Europe with more than 60 shipmanagement companies located in the city, employing over 40,000 seafarers.

BSM Cyprus is at the centre of this activity, with offices in the heart of the town, employing 180 people, and a new state of the art training centre offering a full range of IMO-approved training programmes from trainee and cadet level to senior officers at management level.



## Charity begins at home

The valuable work carried out by the Paediatric Oncological Haematological Clinic in Nicosia was recognised by staff members at BSM Cyprus who chose the charity as the beneficiary of proceeds from the annual BSM Christmas Charity Fun Fair.

A total of €2,000 was raised during the day, a figure which was doubled through the kind help of the BSM office. Dr Loizos Loizou, head doctor at the Clinic in Nicosia, attended the event alongside the Mayor of Limassol, Andreas Christou.

The decision to choose this worthy cause was initiated by two members of staff whose children had been hospitalised at the clinic in the past.

Yiannis Yiannaki, Volunteer Commissionaire of Cyprus, was also present and congratulated the organisers for their hard work.

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## BSM India supports Children's Day

BSM India chose Universal Children's Day to recognise the important work carried out by the Tata Memorial Hospital at Parel in helping children struggling with cancer.

presents to all the children – some of whom hid their gifts and came back for more.

In addition to a donation made on behalf of BSM for much needed equipment, the BSM team spent the day at the hospital, enjoying time with over 100 children affected by the illness. They arranged a magic show, which was very well received, and then handed out

It was a moving experience, but the BSM India team were left with fond memories of a wonderful day.

The Tata Memorial Hospital is recognised the world over as the major centre for research into the prevention and treatment of childhood cancers.

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