CAMPBELL

SEPT 2026

GANGWAY

A Campbell Shipping Initiative

Driven by What We Do.
Inspired by Why We Do It.



WWW.CSSHIP.COM

PC –DUSHYANT SINGH



Motivation can look different for everyone. For some, it is the satisfaction of solving a difficult problem. For others, it is the joy of working with people, the feeling of making a difference, or the opportunity to discover what they are capable of.

At Campbell Shipping, every journey is different. Every role brings its own experiences, challenges, and moments of fulfilment.

And behind each of those journeys is something that keeps us moving.

This edition of Gangway explores TOMO Total Motivation through the people who bring Campbell Shipping to life, at sea and ashore.

PC –AJEET KUMAR SHARMA

Table of Contents

Leadership Perspective 01
A message from our VP Technical, setting the direction for this edition.

The People Behind the Progress 03
Perspectives and experiences from our seafarers and shore staff.

Moments Through Our Lens 34
Celebrating the creativity of our seafarers

A Taste of Togetherness 36
Recipes and culinary favourites

Celebrating Excellence & Growth 39
Recognising & Celebrating achievements

Life at Sea & Ashore 43
A look back at our quarterly celebrations



Amit Ghosh

Vice President
Technical

From the VP's Desk

The maritime industry remains the backbone of global trade, with over 90% of commerce being handled by Shipping. A career in shipping, though rewarding - is also very challenging due to the pressures imposed upon the seafarer due to long hours, hard work, and staying away from family. For the staff ashore, unlike many other professions, in Shipping work and rest hours blur due to different time zones and continuous activity 24/7.

Total Motivation refers to the overall quality of motivation that drives an individual to perform at their best. Traditional approaches to motivation often focused primarily on salary, promotions, and job security but research has indicated that other factors such as purpose, team culture, autonomy, and alignment with ethical values can also play a crucial role.

For seafarers, motivation is particularly complex because their workplace is also their temporary home. The physical separation from family, long contracts, multicultural crews, and operational pressures create additional challenges. These include compliance and adaptation to new rules and regulations which are getting more stringent day by day, introduction of modern technologies which are more demanding and more complex machinery. Wars and conflicts globally can also affect a seafarer when their vessels are trading in areas of unrest.

What are the ways in which we can drive Total Motivation in shipping? Listed below are the main drivers for TOMO.

Purpose: Shipping is fundamental to the modern world, and every seafarer should be proud of serving in this profession. It is also the reason why we have significant job security and relatively better pay compared to many other industries. Companies can enhance this by routinely sharing key achievements and goals with the onboard and shore teams.



Leadership: Poor leadership is often one of the main reasons for a demoralized workforce. The leadership qualities of individuals can be enhanced by good training and guidance. As a company, key personnel ashore and onboard should be identified for guidance and training. Such training need not be set in a rigid framework but could also be as simple as shadowing a senior at work to understand how he/she deals with issues. Seafarers come from various cultures, and this could unintentionally cause conflicts; guidance here is very important.

Recognition: Recognition of individuals is key to motivating that person and is also often undervalued. Recognition makes an individual feel as part of the team and encourages him to do more. It should be mentioned that failures/underperformance should also be flagged up but this should be done in the correct manner to make the individual understand that it is not his/her failure but rather a failure of the team/company. At Campbell, we have a robust system of badges which recognize individuals who have exceeded their work expectations.

Wellbeing and Safety: It is a basic fact of life that all of us like to be safe and well looked after. As a company, ensuring that seafarers are well compensated, on time and ensuring that we operate at the highest Safety standards mean a lot to the staff and contribute to a large extent in their motivation.

In the maritime industry, motivation and safety are closely interconnected. Highly motivated crew members are more likely to follow procedures, report near misses, participate actively in safety meetings, and support continuous improvement initiatives.

Conversely, disengaged employees may become complacent, less attentive, or reluctant to communicate concerns. Such conditions can increase operational risk. Therefore, investing in total motivation is not merely a human resources strategy but a critical safety measure.
Safety cultures thrive when seafarers feel empowered to speak up without fear of blame. Organizations that encourage learning from mistakes rather than assigning fault create environments where motivation and safety reinforce one another.

The maritime industry is at the crossroads, with a lot of modernization coming our way. As responsible owners, we are on a path to operate in a more environmentally friendly way. Embracing new technologies every day, our seafarers are constantly becoming better at their jobs. It is essential to take a step back and review the above to ensure that we have a very motivated workforce which is ready to take up all the challenges.





The People Behind Every Voyage

A vessel's readiness begins long before it leaves port. Behind every crew change, every joining arrangement, and every operational requirement is a series of decisions that bring the right people together at the right time. In the maritime industry, where schedules can change unexpectedly and compliance is non-negotiable, effective manning is not simply about filling vacancies. It is about understanding people, anticipating challenges, and ensuring that every seafarer is prepared to perform their role safely and competently.

With over 19 years of experience in the shipping industry, my journey with Campbell has been a valuable learning experience, deepening my understanding of vessel requirements, operational priorities, and the people who keep our business moving.

Beyond Filling Vacancies: Finding the Right Fit

As a Manning Manager, I believe that selecting the right person for the right vessel and role requires much more than checking availability. I consider the candidate's rank, certifications, relevant vessel and trade experience, practical competence, medical fitness, and readiness to join. Flag-state regulations, client requirements, documentation validity, and the expectations of the Master and Chief Engineer are equally important.

A candidate may possess the necessary certificates, but the right attitude and practical

understanding is just as essential. I look for reliability, communication skills, safety awareness, the ability to work under pressure, and a willingness to learn. Interviews, references, and feedback from previous assignments help me understand how a person responds to instructions, handles responsibility, and works with others.

For junior officers, ratings, and trainees, I particularly value honesty about their knowledge, the confidence to ask questions, and the willingness to learn from senior crew. My objective is always to make a safe, compliant, and suitable placement, not merely to fill an open position.

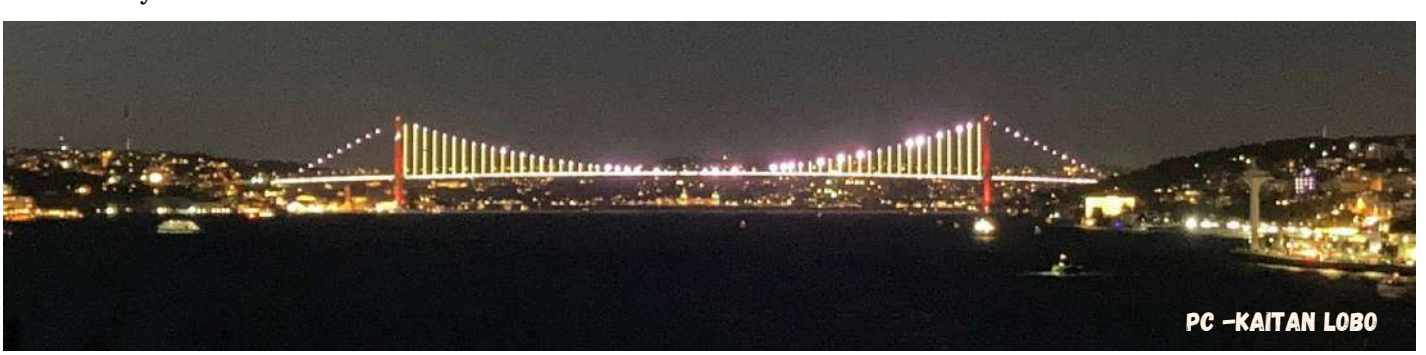
Planning Ahead in an Ever-Changing Environment

Manning requires looking well beyond the immediate crew change. I work with forward planning by reviewing sign-off dates, contract periods, promotion requirements, vessel schedules, takeover plans, visa and travel lead times, and the status of certificates and other documents. Regular communication with the operations team and vessel representatives helps us identify requirements early.

However, maritime operations rarely follow a completely predictable path. Changes in sailing schedules, delayed approvals, visa complications, medical issues, and short-notice resignations can disrupt even a well-prepared plan. These situations require an updated crew pipeline, clear ownership of pending actions, and suitable alternatives wherever possible.

When a last-minute challenge arises, I first establish the facts and determine what the vessel needs most urgently. I coordinate with recruitment, operations, the vessel, and relevant agencies to assess the available options and keep decision-makers informed of the risks. Speed is important, but it cannot come at the expense of competence, documentation, or compliance.

Our experience of taking over one bulk vessel and one cruise vessel during my tenure at Campbell has further reinforced the importance of planning, coordination, documentation, and clearly defined responsibilities. We currently manage manning for 14 vessels, including two cruise ships, making structured planning and close follow-up essential to maintaining continuity.



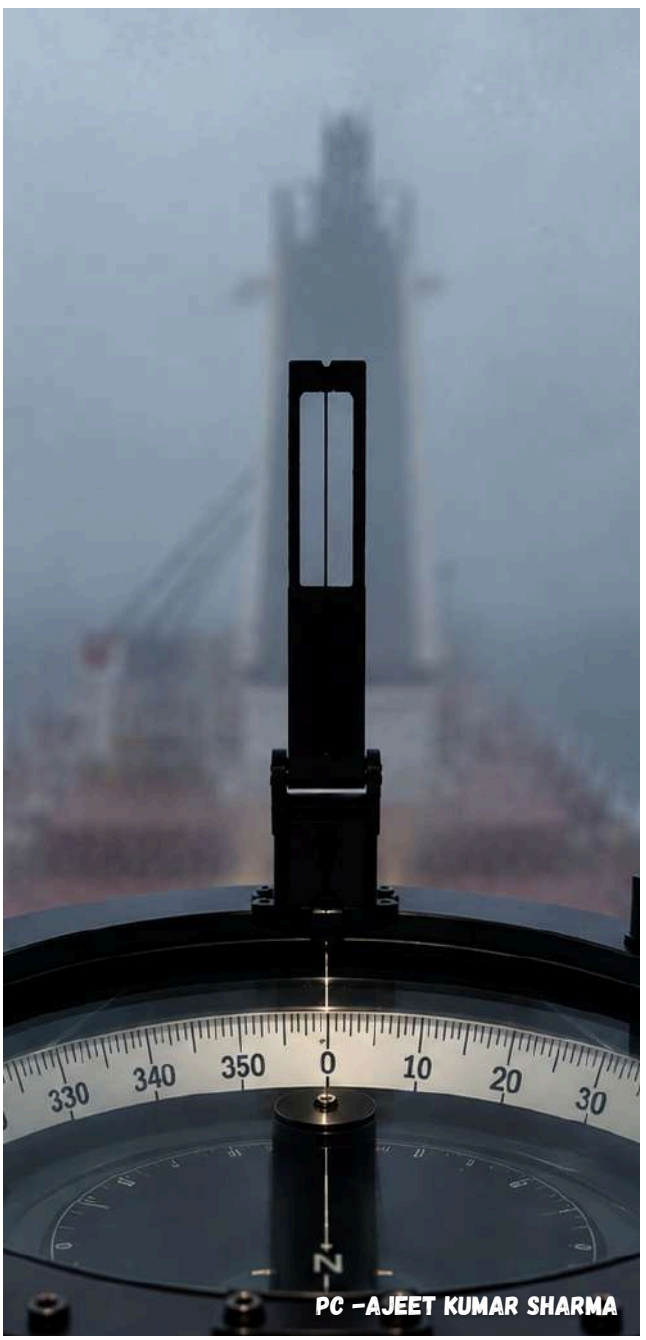
Balancing Operational Needs with Human Understanding

Behind every manning decision is a person with professional ambitions, personal circumstances, and responsibilities beyond the vessel. At the same time, I must consider safe manning levels, contractual obligations, vessel schedules, and the impact a change may have on other crew members.

When a seafarer raises a concern, I try to understand the circumstances before deciding on the next step. Depending on what is operationally feasible, we may review the timing, consider an alternative candidate, or plan a relief arrangement. I have learned that people are more likely to cooperate when they feel heard and understand the reasons behind a decision.

Difficult conversations about delayed reliefs, assignment changes, or promotion readiness also require honesty and consistency. I explain the reasons for a decision, distinguish confirmed information from matters still under review, and avoid making promises that cannot be guaranteed. If someone is not yet ready for promotion, I believe it is important to explain the gap and identify the experience, training, or performance needed to progress.

Fairness and empathy matter, but they must go hand in hand with accountability and the vessel's operational requirements.



PC -AJEET KUMAR SHARMA

Balancing Operational Needs with Human Understanding

A vessel's strength lies not only in the competence of individual crew members but also in how effectively they work together. When planning a crew, I consider the overall balance of experience, the competence of senior personnel, departmental requirements, previous vessel feedback, and the support available to junior crew.



I also consider whether the team has sufficient experience at key ranks and whether less-experienced seafarers will receive the supervision and familiarisation they need. Looking at vacancies individually is not enough; we must understand how the entire department will function after a crew change.

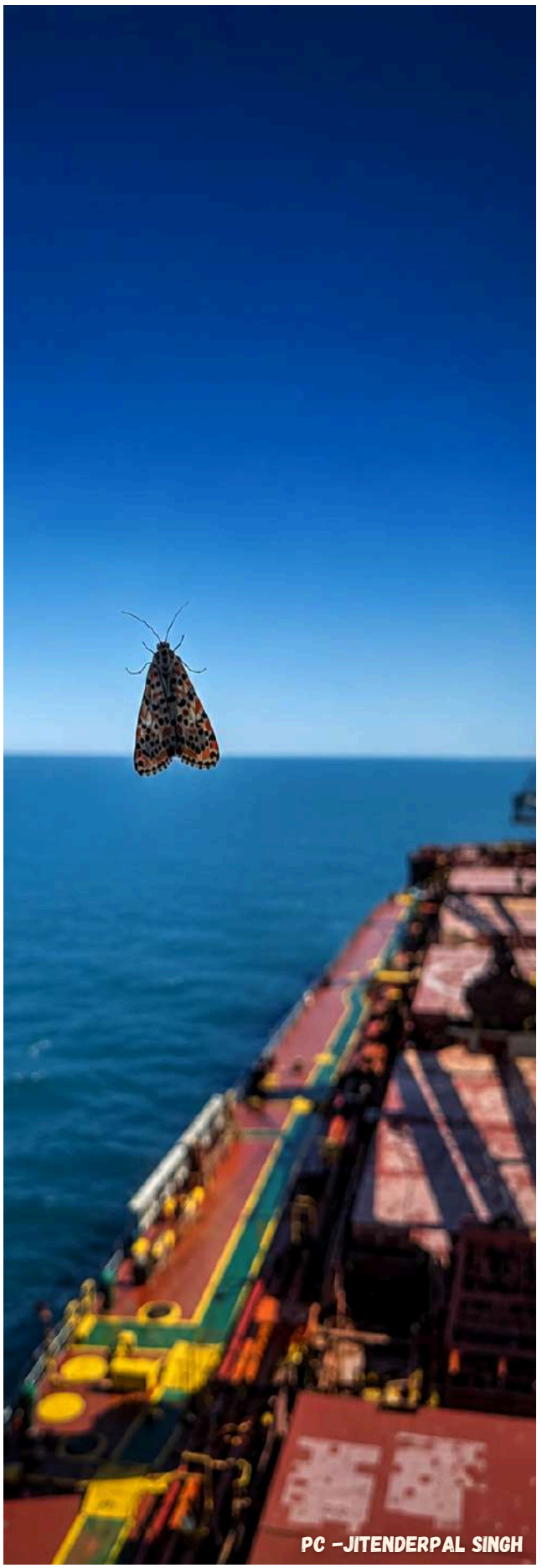
If a potential mismatch or concern about team dynamics arises, I verify the information and discuss it with the relevant stakeholders. The solution may involve a different assignment, clearer expectations, additional support, or another suitable candidate. Decisions must be based on facts, competence, safety, and the needs of the vessel, not assumptions or personal preferences.

Good communication before joining can prevent avoidable difficulties once the crew is on board.

Manning as a Foundation for Operational Excellence

Effective manning has a direct influence on vessel readiness, operational continuity, and business performance. When the crew is appropriately selected and their certificates, medicals, visas, travel arrangements, and joining documents are managed on time, we reduce the risk of delays and last-minute costs.

Sound planning also supports continuity on board, maintains client confidence, and reduces


PC -JITENDERPAL SINGH

pressure on both vessel and shore teams. Manning, therefore, is much more than a recruitment function. It contributes to regulatory compliance, service quality, cost control, and the overall performance of the business.

Technology is increasingly helping manning teams work proactively. Bringing crew availability, contract dates, certification expiry, medicals, visas, travel arrangements, and joining status into one reliable view can help identify upcoming gaps, track pending actions, and reduce errors caused by manual processes. Digital documentation and clear reporting can also improve audit readiness and decision-making.

However, technology is only as effective as the information and processes behind it. Accurate data, controlled access, and consistent working practices are essential. Digital tools should strengthen professional judgement and communication, not replace them.

Creating Opportunities for Growth

Beyond meeting immediate vessel requirements, I believe a Manning team has an important role in supporting a seafarer's long-term development. By tracking performance and feedback, identifying appropriate training and sea-time opportunities, and planning promotions according to competence and readiness, we can help seafarers work towards greater responsibility.

Clear expectations are essential. Seafarers should understand what they need to demonstrate to progress to the next rank. Promotions should reflect experience, valid

certifications, attitude, and previous performance rather than being treated as automatic steps. Consistent feedback and fair opportunities allow people to develop their careers while ensuring that vessels are staffed with capable personnel.

This is also where motivation becomes meaningful. People are more likely to remain engaged when they understand what is expected of them, see a path for development, and know that their concerns are taken seriously.

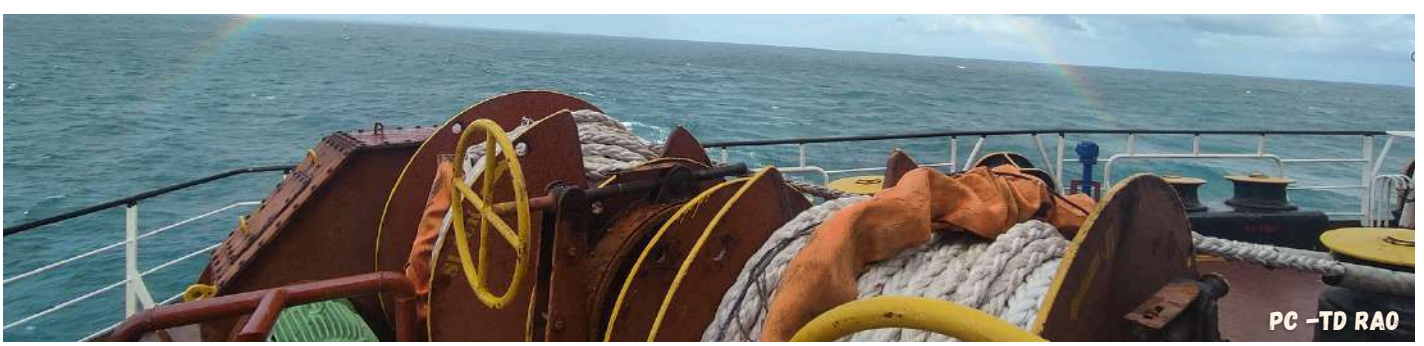
What Keeps Me Motivated?

What I enjoy most about manning is that no two days are exactly alike. The role brings together people, planning, problem-solving, documentation, and coordination across different teams. I find satisfaction in working through difficult situations, finding practical solutions, and helping my team approach challenges with greater clarity and confidence. Even after many years in shipping, the role continues to teach me more about vessel operations and the wider maritime business.

I feel the impact of my work most strongly when good planning helps a vessel remain ready, and a seafarer joins with the right documents, preparation, and expectations. Manning decisions affect the vessel, the wider team, and the seafarer's family. Even work carried out behind the scenes carries real responsibility.

Since joining Campbell, I have also become more conscious of the importance of being approachable. Experience has taught me that people handle challenges better when they feel listened to and understand what is expected of them. Rather than focusing only on completing a task, I try to understand the issue behind a query, explain the available options, and involve the right people early.

For me, effective manning is ultimately about bringing operational discipline and human understanding together. When we plan carefully, communicate honestly, support development, and place people where they can perform at their best, we do more than prepare a vessel for its next voyage; we help build stronger teams and a more resilient maritime operation.





The Challenge that Keeps the Journey Moving

For me, one of the most interesting things about being a Chief Engineer is that no two vessels are ever exactly the same. Every ship brings different machinery, different operating conditions, and different challenges. Even after years at sea, there is always something new to learn. That unpredictability is one of the things that continues to keep me interested in my profession.

Choosing the Core of Engineering

My interest in mechanical engineering started when I was young. I was always fascinated by machines and how things worked. While many of my friends were interested in software, I wanted to stay connected to core mechanical engineering.

After completing my B-Tech in Mechanical Engineering, I discovered the maritime industry and saw an opportunity to apply my technical knowledge in a practical environment. I completed my GME with Samudra and began my career in the gas fleet before moving to bulk carriers.

My journey with Campbell has now been around 14 years. I started as a Fourth Engineer, progressed to Third Engineer and Second Engineer, and eventually took on the responsibility of Chief Engineer.

Every Vessel Brings a New Challenge

What I enjoy most about my role is that every vessel teaches me something different. The machinery may perform the same basic functions, but every ship has its own characteristics, and every situation requires a different approach.

One experience I particularly remember was my first voyage as a newly promoted Second Engineer on a takeover vessel. During the voyage, we faced a major main-engine turbocharger breakdown.

It was a challenging situation, but I was fortunate to have a strong team onboard and good support from the Superintendent. Working together, we used temporary arrangements to bring the vessel to a safe position so that the turbocharger could be changed.

Looking back, it remains one of those experiences that taught me how important teamwork, technical knowledge, and calm decision-making are when dealing with a serious breakdown.

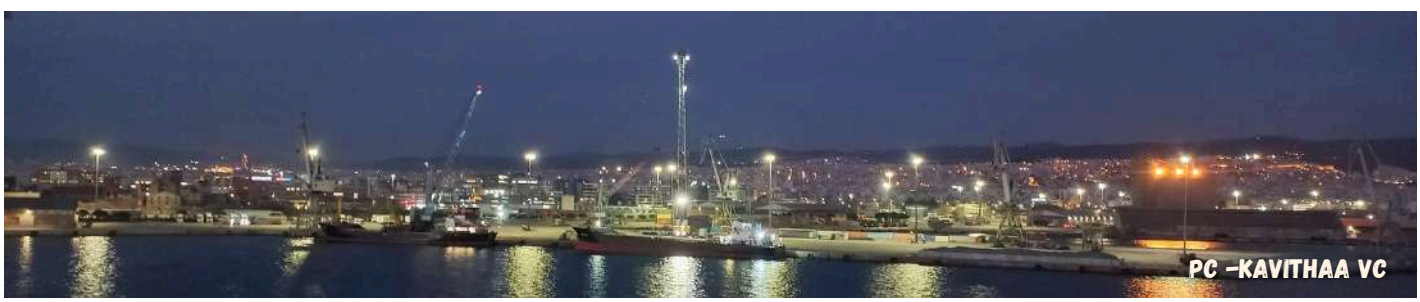
Sharing What I Have Learned

After spending so many years in the industry, I feel that sharing experience with younger engineers is an important responsibility.

Some of our best discussions happen informally, sometimes even over a cup of tea when we talk about situations we have faced onboard and the challenges that come with engineering operations.

When Campbell approached me about participating in the mentoring programme, I immediately agreed. Mentoring is also a learning experience for me. Juniors sometimes bring problems that I have never personally encountered. We discuss the situation, refer to manuals where required, and work towards a solution together.

For me, mentoring is not about simply giving an answer. It is about helping someone develop the ability to find the answer.



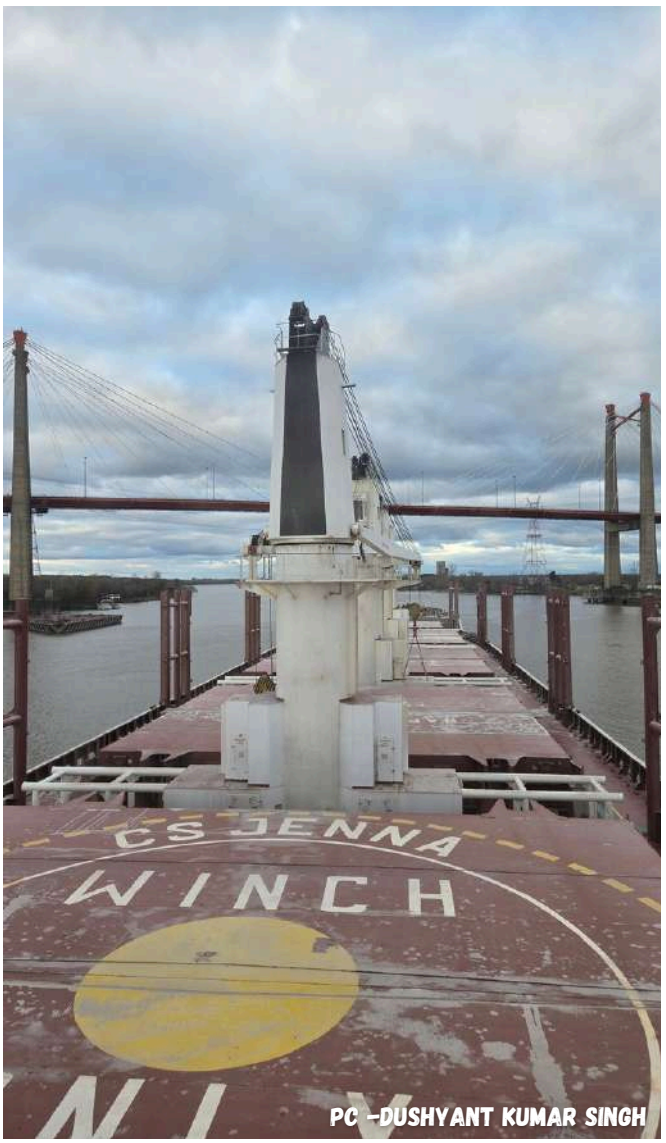
Planning Before Problems Arise

As Chief Engineer, one of my main responsibilities is to ensure that the vessel operates smoothly and to avoid unnecessary stoppages or equipment failures.

A major part of this is planning. Having the right stores and spares available at the right time can make a significant difference.

The Planned Maintenance System gives us visibility of maintenance requirements several months ahead. If we plan properly and raise requisitions early, the purchasing and supply teams have enough time to arrange the required items.

I strongly believe that planning is one of the most important aspects of an engine department. Machinery that is maintained within the manufacturer's recommended timeframe is much less likely to create problems. Neglecting maintenance, on the other hand, can eventually lead to trouble.



PC –DUSHYANT KUMAR SINGH

A Breakdown That Changed My Approach

One experience that reinforced this lesson happened when I was working as a Third Engineer.

The vessel had only one air-conditioning unit, and its contactor burned out. Unfortunately, we did not have a spare onboard. It became a difficult situation because air-conditioning is extremely important for the crew to rest properly after a demanding day's work.

After that experience, I became much more conscious of critical components such as contactors. I also started looking at whether equivalent components were available elsewhere onboard and whether they could be used temporarily if required.

As engineers, we need to understand not only how individual equipment works, but also how components may be duplicated or substituted during an emergency.

The Electrical Challenge That Helped Me Grow

One of the experiences that had a significant impact on my career happened when I was a junior engineer preparing for promotion.

I had my Class 2 COC, and when I applied for promotion, the Technical Superintendent asked me about my electrical knowledge. I honestly admitted that electrical work was not my strong area.

I was told that Second Engineers were expected to understand electrical responsibilities, particularly as the company's approach to ETOs was changing. I was asked to go onboard, discuss the matter with the Chief Engineer, and demonstrate that I could develop the required knowledge.

Chief Engineer Rohit Hadkar encouraged me to take electrical work seriously. I studied the manuals and put in additional effort to improve my understanding. Eventually, an electrical breakdown occurred onboard, and I was able to solve it.

That experience gave me confidence and supported my promotion to Second Engineer. It also taught me an important lesson: sometimes, a weakness is simply an area where we have not yet invested enough effort.

Rohit later created electrical training videos for Campbell engineers, covering subjects such as timers and contactors, which became useful learning resources for newly joining engineers.

What Life at Sea Has Taught Me?

I believe seafaring is a tough but rewarding career. When we are onboard, we have to be completely dedicated to our responsibilities. Things are serious at sea, and there is no room for taking our duties lightly.

At the same time, the profession provides its own rewards. Once a contract is completed, we can dedicate our time to our families. I have friends working ashore who may finish their regular working hours but still receive calls or attend meetings afterwards.

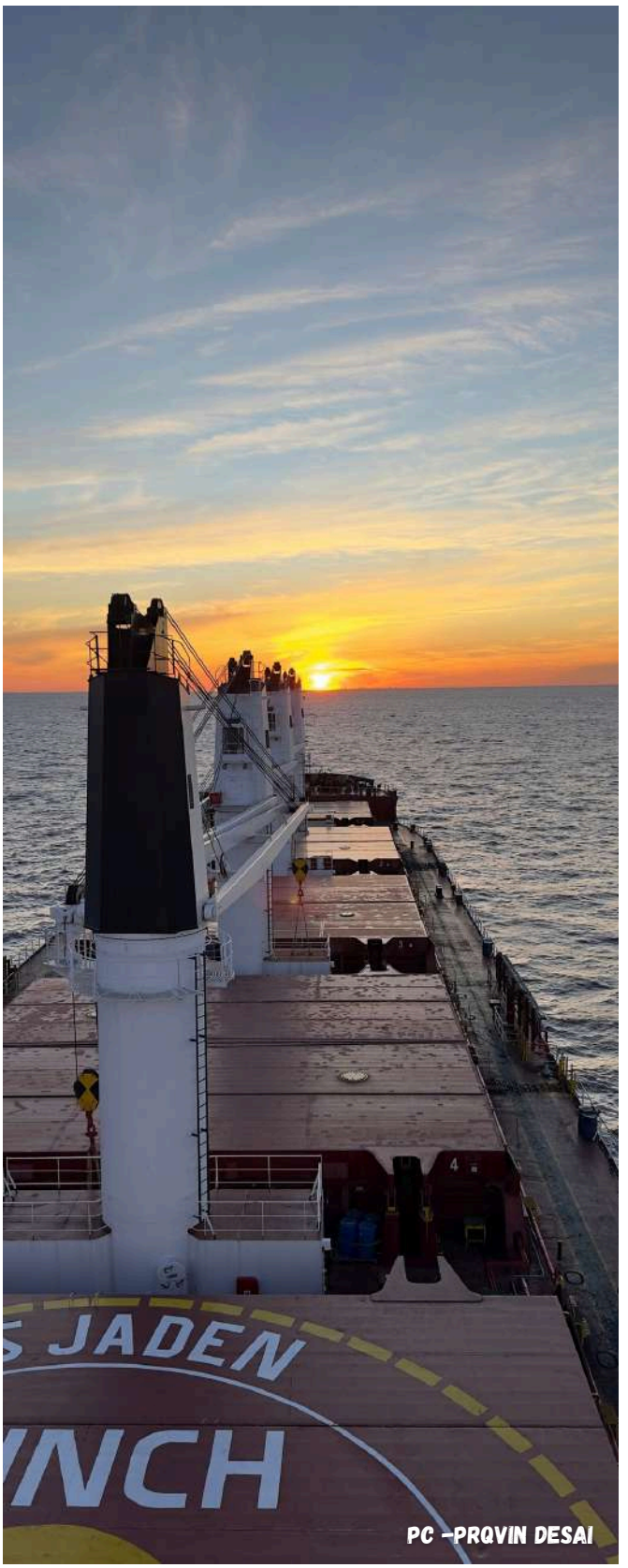
For me, the sea also offers a clear path for progression. With knowledge, qualifications, examinations and experience, a person can continue moving forward through the ranks.

Looking Beyond the Engine Room

Earlier in my career, my goal was simple: I wanted to become a Chief Engineer as soon as possible. Having reached that position, my aspirations have now expanded.

I would like to understand the wider shipping and logistics industry and learn more about the shore-side side of the business beyond vessel operations. I am also planning to pursue an MBA from a reputed university.

For me, this is another stage of growth, moving beyond what I already know and understanding the larger picture of the industry in which I have built my career.



Preparing for the Future of Shipping

One thing I have learned throughout my career is that the maritime industry never stops changing.

When I started, environmental regulations were not as stringent as they are today. Over time, MARPOL requirements have evolved, and systems such as Ballast Water Treatment Systems have become part of modern vessel operations.

Technology is also developing rapidly. That is why I believe young engineers must continuously update their knowledge and remain open to new technologies and methods of working.

The industry is already exploring areas such as unmanned vessel operations and robotics, creating possibilities beyond traditional maritime roles. There are many opportunities ahead for those who are willing to keep learning and adapting.

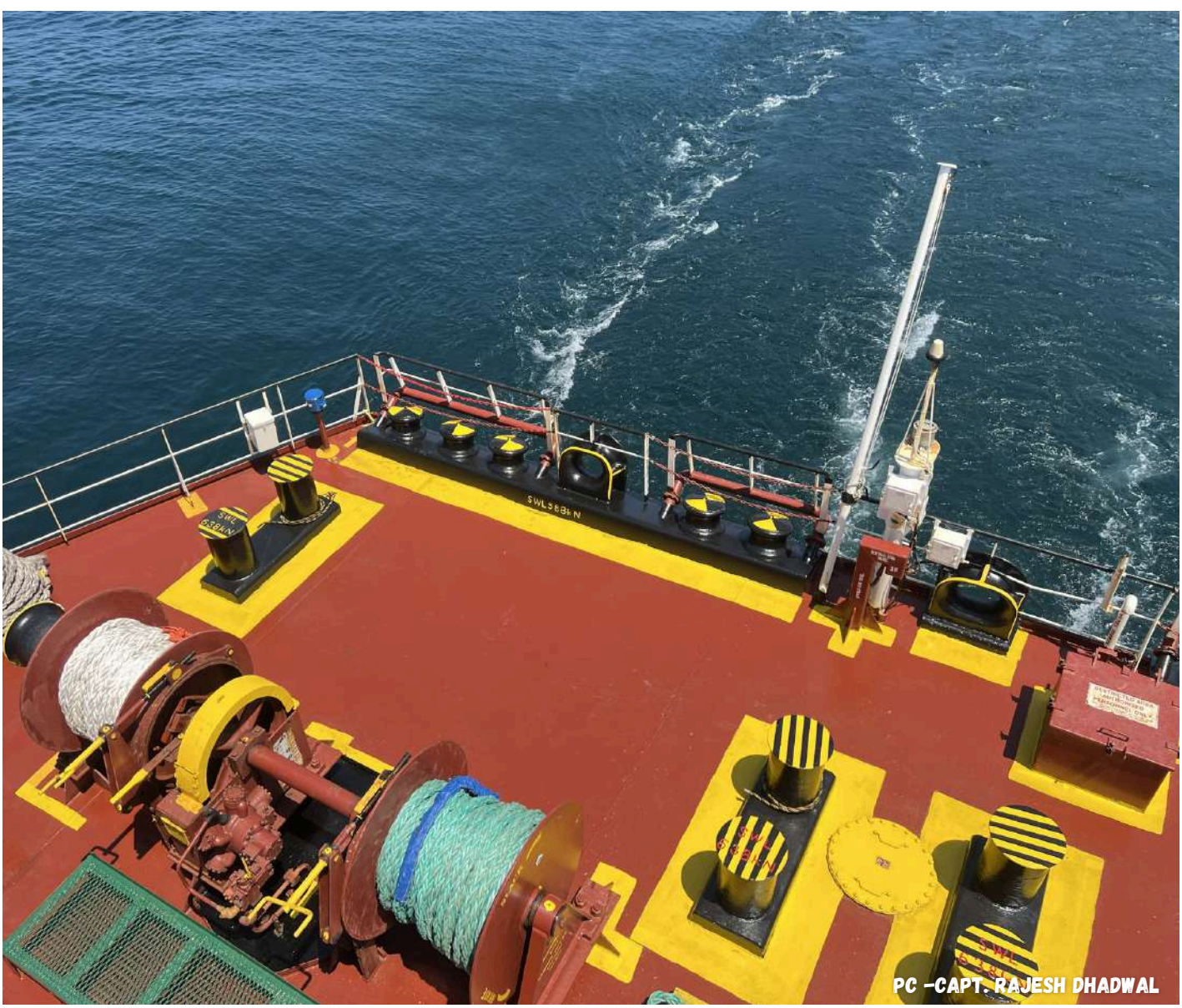
Keep Learning. Keep Moving.

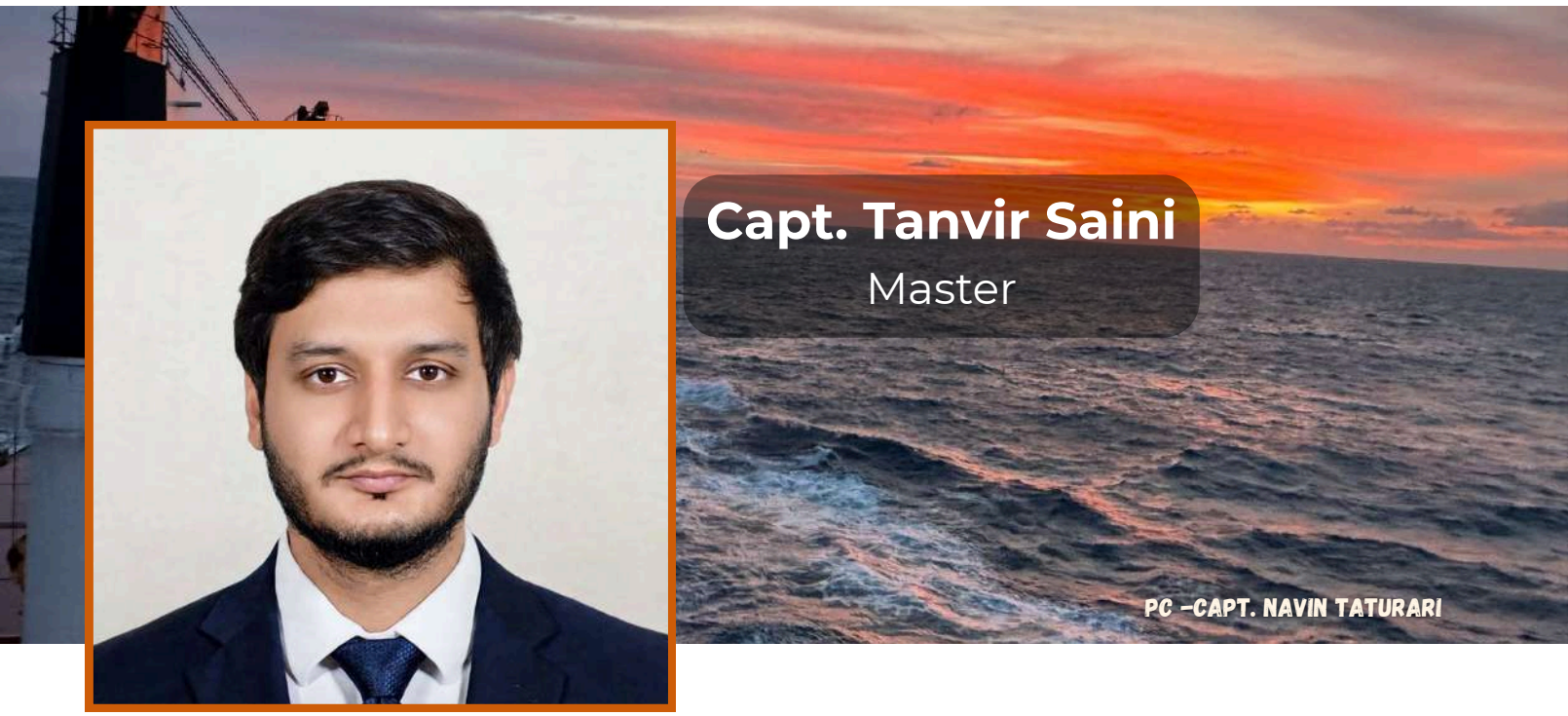
When I look back at my journey from being fascinated by machines as a child to becoming a Chief Engineer, I realise that every challenge has contributed something to my growth.

A breakdown taught me the importance of preparation. A technical challenge taught me to expand my knowledge. Working with seniors taught me the value of experience, while mentoring younger engineers has shown me the importance of sharing that experience.

Today, my approach is simple: keep learning, keep adapting, and keep moving forward.

Technology is becoming part of every field, and the pace of change is only increasing. In maritime, staying updated is not just about career growth; it is about being prepared for whatever the next vessel, the next challenge, and the next chapter may bring.





The Responsibility to Keep Learning

At sea, no two voyages are ever exactly the same. A new port, a different cargo, a different crew, or an unexpected challenge can turn a familiar operation into a new puzzle. For me, that is what has kept the maritime profession interesting for nearly two decades: the knowledge that there is always something more to learn, something new to solve, and another opportunity to grow.

My journey to becoming a Master was not something I had originally planned. But looking back, I believe I found this profession at exactly the right time.

Every Voyage Is a New Puzzle

What has kept me connected to shipping over the years is not discipline alone. It is the constant challenge.

Every voyage brings something different: a new port, a different cargo, a new operational situation, or a problem that requires a fresh approach. It feels like solving a puzzle. You plan, consider safety and regulatory requirements, execute the operation, and learn from the outcome. Then another puzzle arrives.

That cycle never really stops. Whether someone has been at sea for 10, 15, or 25 years, there is always something new to learn.

Growing with Campbell

I joined Campbell in 2014 as a Third Mate. Before that, I had sailed with two other companies. Campbell became the place where I progressed from Third Mate to Second Mate, Chief Mate, and eventually Master.

Spending meaningful time at each rank allowed me to understand the responsibilities associated with each stage of the journey. I also had the opportunity to work with experienced Masters who shaped the way I think and work.

Today, being a Master means more than simply performing the job. Earlier in my career, I was the person seeking guidance from senior officers. Now, I am in a position where I have to guide others.

Every Master I sailed with left something behind: a habit, an approach, a way of handling people, or a way of dealing with a situation. Over time, those small lessons shaped my own personality. Now, my responsibility is to help shape the next generation in the same way.

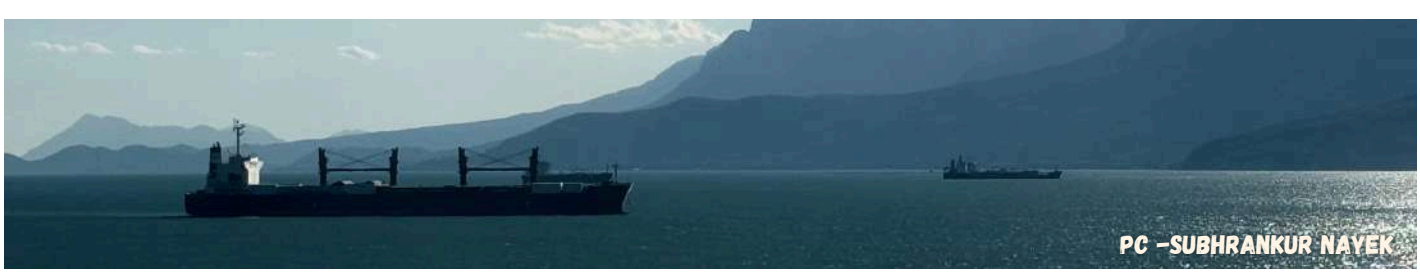
Keeping the Basics Strong

Technology has transformed the maritime industry, but I believe the fundamentals must never be forgotten.

With technology readily available, there can be a tendency to rely on tools without understanding the basics. I encourage younger officers to understand the fundamentals and not lose touch with them.

At the same time, learning at sea goes beyond technical and operational knowledge. We work with office teams, agents, port authorities, and people from different countries and cultures. Every interaction teaches us something.

I often tell my crew that when we travel to another country, we are also representing India. The way we behave, communicate, and perform our duties shapes how people experience us. We should therefore be professional, polite, and proud of the work we do.



Learning Through Diversity

I have sailed with people from different backgrounds and nationalities, including Indian, Bangladeshi, Burmese, and Indonesian crew members. Each person brings a small part of their culture with them: their food, experiences, traditions, and way of looking at life.

I have always enjoyed that diversity. Communication is the key. Once people understand what you are trying to achieve and why, working together becomes much easier.

For a Master, communication is not simply a soft skill. It is fundamental to safe and effective shipboard operations.

Leading Through the Difficultest Times

One experience that has stayed with me happened when I was Chief Mate during the COVID-19 pandemic.

We had crew members who had already spent nine or ten months onboard, while difficult cargo operations still had to be carried out. Everyone at sea was worried about their families and when they would be able to return home, while those ashore were facing their own uncertainties.

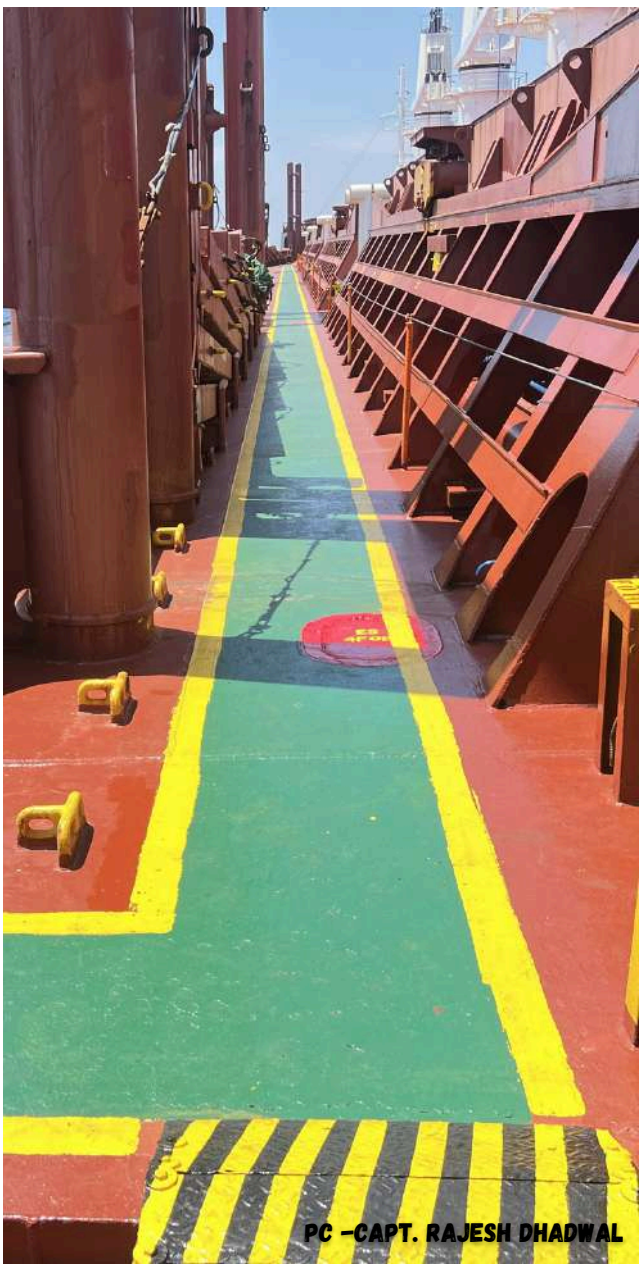
During that period, I made it a point to speak with people individually every day. I listened to their concerns and reminded them that they were not alone. I was going through the same uncertainty with them.

At the same time, I wanted the crew to take ownership of the work. Rather than simply


PC -AJEET KUMAR SHARMA

assigning tasks, I encouraged them to contribute ideas, take responsibility, and become part of the operation.

The difficult loading operation ultimately went well. It reinforced something I strongly believe in: when people work together as a team, the work becomes more meaningful and even enjoyable.


PC –CAPT. RAJESH DHADWAL

Empathy Before Blame

One of the most important lessons I learned from a former Master was the value of empathy.

In any organisation, people can easily blame another department when something does not happen as expected. At sea, it can be the same between ship and shore.

For example, if a crew member's sign-off is delayed, it is easy to say that the office did not do its job. But there may be reasons beyond someone's control: local regulations, flight availability, or operational schedules.

I believe it is our responsibility to understand those reasons before assigning blame.

Blaming someone takes a second. Understanding why something happened may take an hour. But that hour can teach you a great deal and, more importantly, help build trust between ship and shore.

Experience Is More Than Years

When I look back at my early career, I realise how much I learned from working on older vessels. Problems seemed to appear every day, and as a trainee, I had the advantage of being able to observe those problems without carrying the full responsibility for solving them.

That is one of the best learning opportunities a junior professional can have.

I always tell younger crew members: if you see your senior dealing with a problem, do not simply walk away because it is "his problem." One day, you may be in the same position.

Experience is not simply the number of years you have spent in the profession. Experience is what you gain from the challenges you face during those years.

Looking Beyond the Ship

Even after so many years at sea, I know there is still a vast amount I do not understand about shipping. The next area I would like to explore is the shore side.

As a Master, I understand one part of the operation of the vessel. But an organisation may have many vessels working together. I am interested in understanding how the shore team creates harmony between those vessels, develops systems, implements regulations, and keeps the entire organisation moving in the same direction.

It would be a significant transition after spending 15 - 16 years at sea, but it is a challenge I would welcome.

Keep Moving Forward

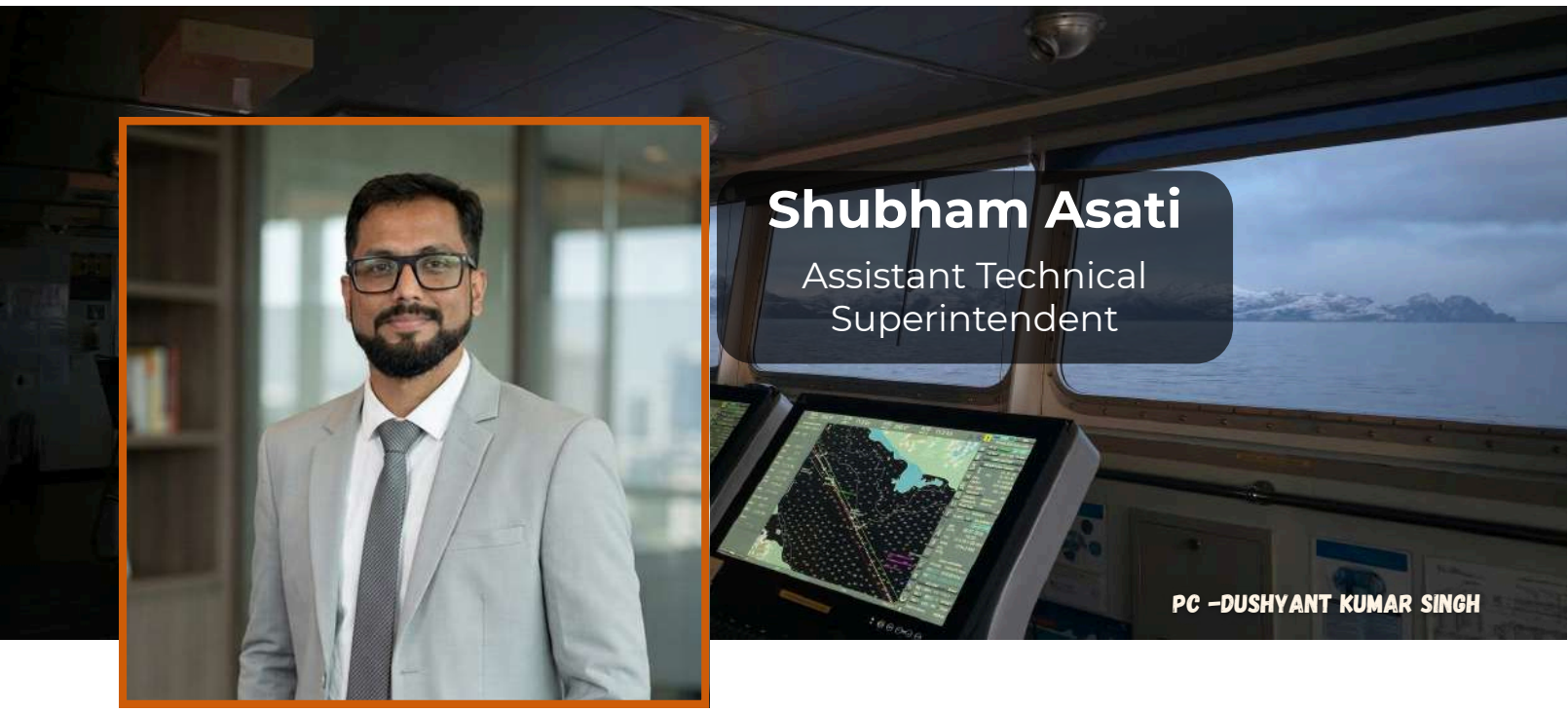
Technology will continue to change shipping, just as it has changed every other part of our lives. The future may bring forms of automation and remote operations that we cannot fully predict today.

But I do not believe we should spend our present worrying about what the future might take away. We should focus on doing today's work well and continue learning.

My message to anyone considering a career at sea is simple: if you enjoy challenges, this profession can give you opportunities that few others can. You meet people from around the world, experience different cultures, and see life from perspectives you may never encounter otherwise.

The sea has certainly helped me grow professionally. More importantly, it has helped me grow as a person.

And perhaps that is what continues to motivate me: the knowledge that every voyage, every challenge, and every person I meet still has something to teach me.



Finding Motivation in the Challenge

In the maritime industry, no two days are ever the same. Every vessel, voyage, and technical situation brings its own set of challenges, and it is this constant opportunity to learn, troubleshoot, and improve that keeps me motivated.

For me, technical work is at its most rewarding when faced with a problem that does not have an immediate solution. Whether on board or ashore, challenges often require a combination of technical knowledge, teamwork, and persistence to resolve effectively.

What drives me is the process itself: understanding the problem, investigating its root cause, and developing a solution that not only addresses the immediate issue but also prevents it from recurring. There is a unique sense of satisfaction in transforming a complex technical challenge into a lasting improvement that enhances reliability, safety, and operational performance.

Choosing a Career That Would Challenge Me

I come from a family where no one had any connection to, or knowledge of, the shipping industry. As I was exploring career options, I was determined to choose a path that would not only challenge me but also allow me to distinguish myself within the engineering profession. Marine engineering stood out because of its unique blend of technical complexity, responsibility, and continuous learning.

I pursued my marine engineering studies at MANET, Pune, and began my seagoing career on bulk carriers before later sailing on world-class container vessels. Working across different vessel types exposed me to a wide range of machinery, operational practices, and technical challenges, helping me build a strong foundation as a marine engineer.

Following my sailing career, I transitioned ashore and gained experience in several technical and project-focused roles, including PMS project management and serving as a subject matter expert for maritime digitalization. These opportunities broadened my perspective and allowed me to contribute to the industry's ongoing transformation through technology and process improvement.

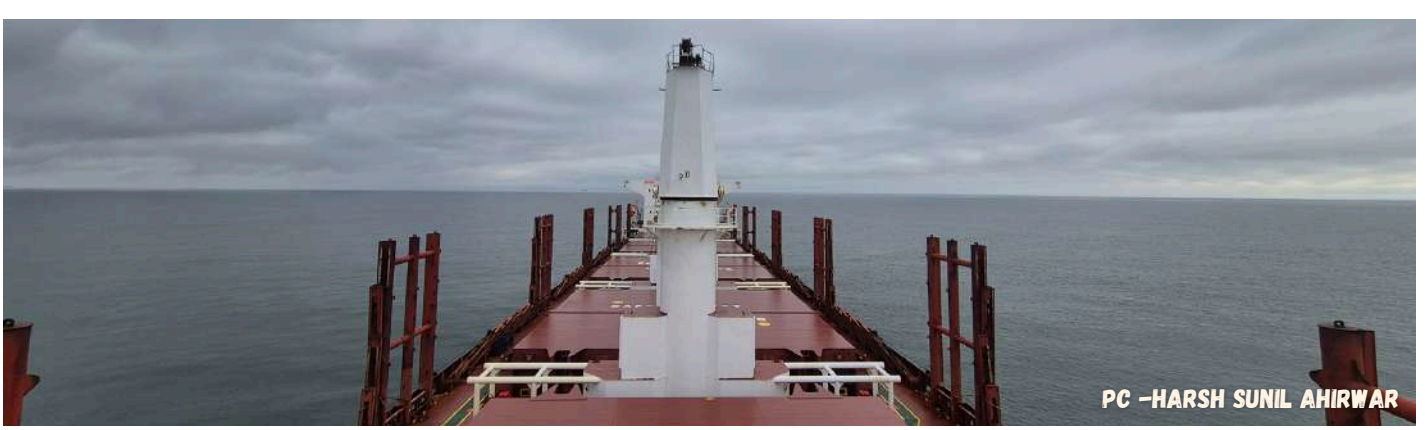
Today, as an Assistant Technical Superintendent at Campbell Shipping, I work closely with the Fleet Manager and Vessel Technical Managers, supporting regulatory compliance, class-related matters, technical services, maintenance planning, and fleet-wide coordination. The role provides a unique opportunity to combine technical expertise with strategic planning while supporting vessels and seafarers across the fleet.

What continues to inspire me is knowing that our work directly contributes to the safe, reliable, and efficient operation of the fleet. Being part of an industry that keeps global trade moving, while continuously learning and overcoming new challenges, makes this career both professionally rewarding and personally fulfilling.

Learning Through Real-Time Operations

I have now spent around one and a half years with Campbell, and my role has continued to evolve through guidance and mentorship from my Fleet Managers, Vessel Technical Managers, Vice President, and other senior leaders.

That support has given me opportunities to lead projects and, more importantly, understand the realities of running ships from the shore side. Having the right guidance while gradually being given greater responsibility has motivated me to make decisions with more confidence.



The Satisfaction of Finding the Root Cause



The part of my role I enjoy most is collaborating with Vessel Technical Managers and Fleet Managers to diagnose problems and identify their root causes.

Shipboard problems are rarely identical. Finding a temporary solution may get machinery running, but understanding why the problem occurred and eliminating the root cause is much more valuable.

I enjoy that process of investigation and problem-solving. Once we identify a solution, the learning does not remain with one vessel or one person. We share that knowledge across the fleet so that others can benefit from the experience.

For me, this continuous exchange of technical knowledge is an important part of growing as an engineer and as a technical professional.

When a Generator Would Not Start

One experience from my sailing days that remains particularly memorable took place during a dry-docking. Following the complete overhaul of an auxiliary engine, we conducted post-maintenance trials, but the generator repeatedly failed to start.

With the ship staff and maker specialists working together, we began a systematic investigation. We reviewed the overhaul work, checked all systems, verified critical parameters, and explored multiple possible causes. Despite extensive efforts, the root cause was not immediately apparent, and what seemed like a straightforward issue evolved into a complex troubleshooting exercise.

After nearly a full day of analysis and collaboration, we eventually identified the source of the problem: the air distributor was operating outside the tolerance limits, preventing the engine from starting correctly. Once the component was replaced, the generator started successfully and returned to normal operation.

What made this experience particularly valuable was not just finding the fault, but the lesson it reinforced. In marine engineering, effective troubleshooting requires patience, attention to detail, and a methodical approach. The first suspected cause is not always the correct one. Success often depends on following the evidence, eliminating possibilities one by one, and remaining focused until the true root cause is identified.

I believe that systematic problem-solving, collaboration, and perseverance are essential to achieving reliable and lasting solutions.

What TOMO Means to Me?

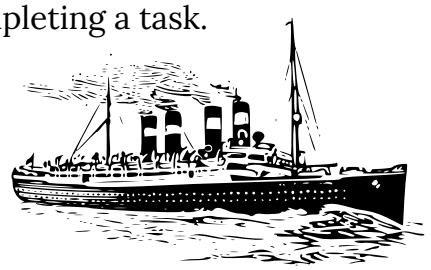
When I think about Total Motivation, I connect strongly with its three positive pillars: Play, Purpose, and Potential.

For me, Play means enjoying the technical challenge itself. When a machinery problem comes up, I enjoy troubleshooting it, understanding what went wrong, and finding ways to improve the situation.

Purpose comes from understanding why I am doing the work. When we understand our responsibilities and the larger objectives behind them, our contribution becomes more meaningful.

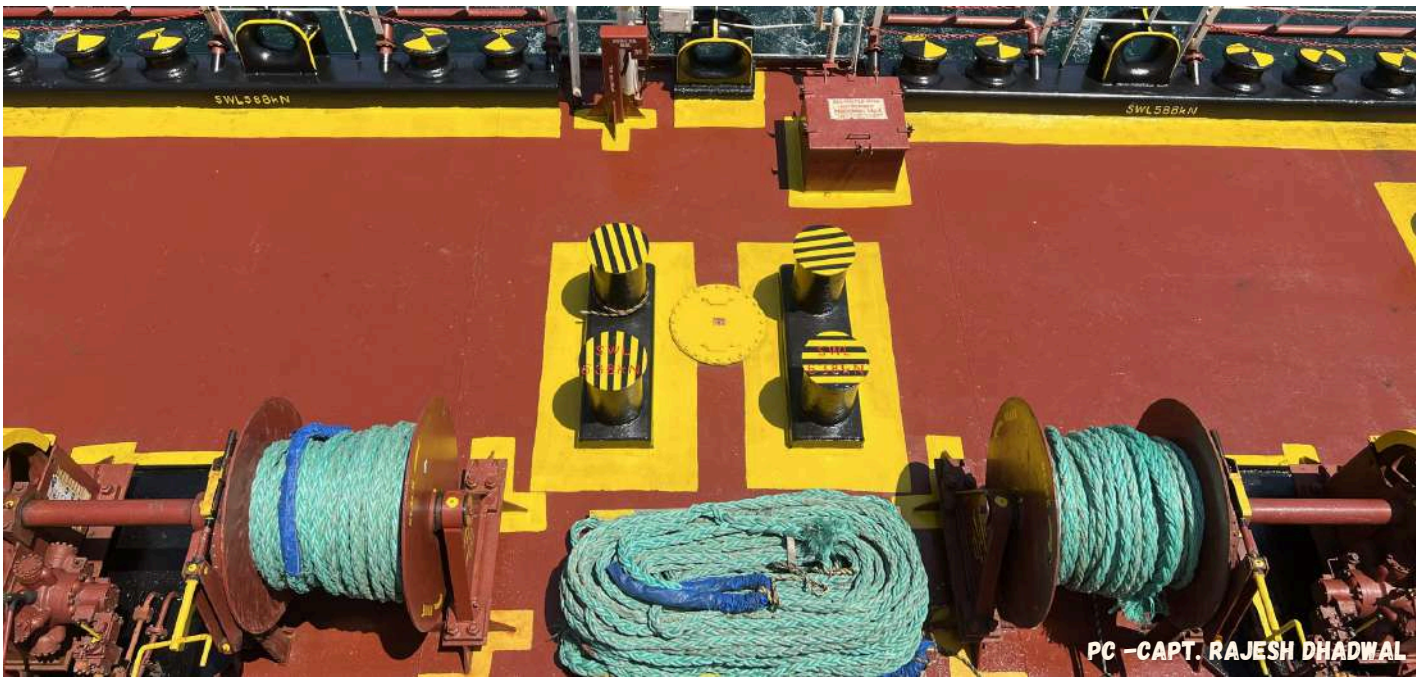
And Potential is about continuing to develop. Every technical problem, project, and interaction gives me an opportunity to improve my knowledge, decision-making, and overall perspective.

These three elements help turn a responsibility into something more meaningful than simply completing a task.





PC –SHIV KUMAR



Growing Through Decision-Making

One of the qualities I feel I have developed most during my time at Campbell is decision-making.

I believe that when you are properly trained, have confidence in your knowledge, understand your objectives, and genuinely enjoy your work, you become more comfortable taking responsibility for decisions.

I am still developing this ability, but I have become much more confident in making decisions and taking ownership of them.

Stepping Outside My Comfort Zone

Growth rarely happens within the boundaries of comfort. Throughout my career, some of the most valuable learning experiences have come from taking on unfamiliar responsibilities, adapting to new environments, and embracing challenges that initially seemed beyond my comfort zone.

My transition from sea to shore was one of the most significant steps in my professional journey. Moving from a vessel environment, where the focus was on operating and maintaining machinery, to shore-based roles that involved project management, digital initiatives, compliance, and fleet-wide technical support required a completely different perspective and skill set

One of the biggest lessons I learned was the importance of being open to change and continuous learning. Joining Campbell Shipping as an Assistant Technical Superintendent further expanded my horizons. The role involves working closely with senior management, technical managers, classification societies, and vessel teams, while balancing technical, operational, and regulatory requirements. It challenged me to look beyond individual equipment and focus on the bigger picture of fleet performance, compliance, and long-term reliability.



Today, I actively encourage the same mindset within the teams I work with. The maritime industry is constantly evolving, and our ability to adapt, learn, and embrace change is essential for future success. For me, real growth starts where comfort ends.



Supporting the People Who Keep Ships Moving

Behind every safe and successful voyage is a dedicated team of seafarers working tirelessly to keep ships operating efficiently. While machinery, technology, and systems are essential, it is ultimately the people on board who ensure vessels continue to perform safely and reliably.

As an Assistant Technical Superintendent, one of the most rewarding aspects of my role is supporting these teams and helping them overcome technical and operational challenges. Whether it is providing timely technical guidance, coordinating critical repairs, assisting with maintenance planning, or supporting compliance requirements, my objective is to ensure that vessel personnel have the resources and support they need to perform their jobs effectively.

Growing Towards the Next Responsibility

My immediate goal is to continue taking the right steps and eventually progress towards becoming a Vessel Manager.

I want to focus on the smaller milestones first, building my technical expertise, decision-making, and leadership capabilities along the way. Looking further ahead, I would like to take responsibility for projects, vessels, or potentially an entire fleet as my career develops over the next 10 to 15 years.

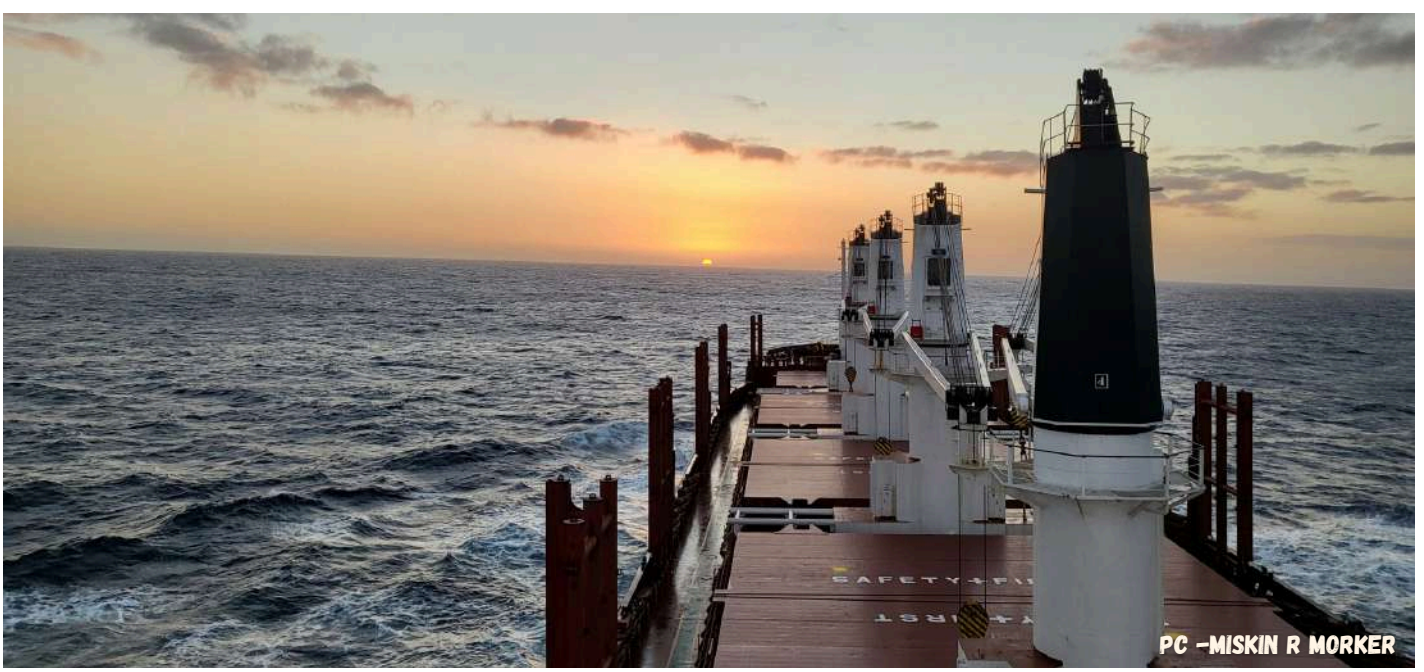
A Shared Motivation Across Sea and Shore

I believe the strongest performance comes when the ship and shore teams work together.

For the technical department, this collaboration extends beyond the ship and technical teams to include functions such as Technical Purchase, HSEQ, and Manning. When everyone is motivated by Play, Purpose and Potential, it creates a stronger sense of ownership, encourages innovation and supports a strong safety culture.

Ultimately, positive motivation can contribute to better reliability, safety, compliance and overall fleet performance.

For me, it comes back to a simple principle: when we love what we do, understand why we do it, and continue developing ourselves, we do more than complete our responsibilities; we contribute to something bigger.





Kaitan Lobo

Assistant Manager - Cultural Officer

The Power of Being There

Sometimes, helping someone does not require an answer. It simply requires being there.

Over the years, both as a psychotherapist and as a Culture Officer at Campbell, I have learned that people do not always need advice, solutions, or even a response. Sometimes, what they need most is to know that somebody is genuinely listening.

That understanding has shaped the way I approach my role and continues to remind me why the work I do matters.

Finding My Place in Maritime

By profession and training, I am a psychotherapist. Maritime was something I came across unexpectedly when I saw an opportunity and decided to take it.

It was an entirely new spectrum for me. I had never worked with seafarers before, and I quickly realised that the stressors and challenges faced by maritime professionals can be very different from those I had encountered with clients ashore.



That difference is also what has kept me learning during my two-and-a-half years with Campbell. Every ship visit, every new person I meet, and every conversation brings something different. The trust that seafarers place in me, particularly when they open up about things they may not have planned to discuss, has been one of the most grounding experiences of my professional life.

At the heart of every interaction is one objective: helping people grow and reach their potential.

When Stress Becomes More Than a Feeling?

One of the most fulfilling parts of my work is conducting stress-management sessions onboard.

People often think of stress as something that exists only in the mind. But stress also has a physical impact on the body. The hormonal response associated with stress can affect our physical well-being over time.

For seafarers, this connection is particularly important. Physical fitness is a basic requirement for working at sea, and crew members undergo medical examinations before joining a vessel. Yet we may not always pay enough attention to how prolonged stress can affect that same physical wellbeing.

When I explain this connection during sessions, I often see a moment of realisation. It encourages people to think differently about their own health and recognise that taking care of themselves is not optional; it is part of being able to perform at their best.


PC –ASHISH PANDEY

The Officer Who Thought My Visit Was a Waste

One of my earliest ship visits with Campbell gave me an experience I will never forget.

Before visiting a vessel, I normally inform the Master about the visit, the courses I conduct, and the one-on-one interactions I plan to have with the crew. On one occasion, an officer saw the communication and initially thought the visit was a waste of time, energy, and money.

By the end of that same visit, his perspective had completely changed.

When it was his turn for a one-on-one conversation, he began opening up about things he had been carrying with him. The conversation became emotional, and eventually he was in tears.

Later, he told me what he had thought before I arrived and how differently he felt after our conversation.

I had not necessarily done anything extraordinary. I had simply given him the opportunity to speak and, more importantly, to be heard.

We eventually shared a hug before he left.

That experience stayed with me because it showed me how valuable a listening ear can be in an industry where everyone is busy, people have fixed hours for everything, and there is often very little time to simply sit with another person.





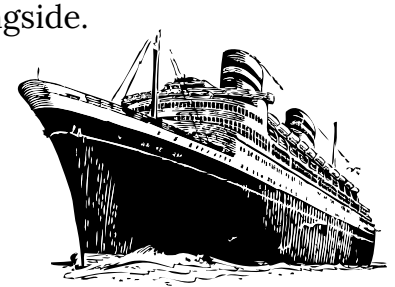
Why Being Onboard Matters?

There are different ways of providing support: online sessions, telephone conversations, and other professional interventions. But being physically present onboard creates a different kind of connection.

When I sit beside a seafarer and say, I am here to listen, without judgement and without the intention of preparing a report about them, it can make a significant difference.

A person at home and the same person onboard a vessel can be two very different individuals. The environment, responsibilities, and pressures of shipboard life change the context completely.

That is why I value Campbell's willingness to invest in this kind of support. It is not simply about conducting a session; it is about meeting people where they actually work and live and walking with them alongside.



Purpose Makes Work Meaningful

For me, motivation begins with understanding our purpose.

The Culture Officer's role is not always clearly defined in the way a traditional department might be. At times, that can make you question what exactly you are achieving.

What keeps me motivated is seeing the difference my presence can make to another person. Discussing their struggles, appraisals, badges, etc. helps them to grow personally and professionally.

I often ask people about their personal and professional goals. If what we are doing every day does not align with what we ultimately want to achieve, then something feels incomplete. Work cannot be only about earning a salary. I also enjoy what I do and feel that it contributes to something meaningful.

That is what makes my profession dynamic. Every morning, I know that someone may walk towards me with a completely different experience to share, and the same goes for the ship visits too!



Learning That Listening Is Sometimes Enough

One of the biggest lessons I have carried as a psychotherapist into this role is that people do not always need a response.

Early in my career as a psychotherapist, I would listen while simultaneously thinking about how I should respond. Over time, I realised that sometimes people are not looking for an answer at all. They simply want to know that someone is listening. Being heard is a luxury in today's world, and I feel privileged to be able to provide that through my role here.

Being present without judgement can itself be a powerful form of support.

I try to bring that same principle to my conversations at Campbell. I may not always have the perfect response or solution, but I can make sure the person knows that they have been heard and, unlike the common notion, that too is empowerment.



The Courage to Challenge

My time at Campbell has also taught me something that did not come naturally to me: accountability.

As an empath, I can easily understand why someone feels the way they do. But understanding someone's situation does not mean removing their responsibility for it.

As a Culture Officer, sometimes my role is to help people grow, but sometimes I also have to challenge them.

I think of it like giving someone a small push before a bungee jump. The intention is not to hurt them. The intention is to help them experience something they have wanted to experience but may have been afraid to attempt.

Learning to challenge people without making them feel judged has been one of my biggest areas of growth.

Building a Culture That Listens

Looking ahead, I would like to see this sense of connection become part of everyone's responsibility, not something that belongs only to the Culture Officer.

As Campbell grows, with more vessels and people from different nationalities, I believe we need to consciously build a culture that is inclusive, caring, and willing to listen.

There is already enough pressure coming from outside on our vessels and the organisation, like the commercial demands, rules, regulations, and operational responsibilities. We do not need to create unnecessary pressure within ourselves.

Every contract, every assignment and every interaction with a colleague is an opportunity to leave a positive influence.

There is one thought of introspection that has always helped me and I would like to share that with everyone, hoping that we can ask ourselves this question too - If I am going to be a part of this person's journey only for a limited period, what is the influence or legacy I wish to leave behind?



Know the Why Before the How

If I could leave one thought with someone beginning their career, it would be this: ask yourself what you genuinely enjoy doing, something that helps you feel and stay connected with yourself.

Some people know the answer before choosing their profession. Others discover it later. Either way, having the courage to recognise what gives you meaning and living life accordingly is important.

I know that a completely desk-based job, with no human interaction, would drain me. I need conversations and connections. That self-awareness helped me understand where I could contribute best.

Not everyone has the freedom to choose exactly what they want, but within whatever circumstances we have, we can still ask ourselves what matters to us.

As Homi who I have often looked up to often says, know the WHY and the HOW to it becomes a cakewalk.

Sometimes we focus so much on HOW to do something that we forget WHY behind doing it in the first place.

For me, that why is simple: to be there for people, help them grow, and leave them a little stronger than when we first met.



Photography Competition



Winner of Photography competition -
Abhishek Sharma



Congratulations to our Photography Competition winner for capturing a moment that truly stood out. We also extend heartfelt appreciation to all our seafarers who participated and shared their unique perspectives with us. Every photograph reflected a different way of seeing life at sea and the moments that make our journeys memorable. We encourage everyone to keep capturing, creating, and sharing because the next great photograph could be yours.
We look forward to seeing even more of your creativity in the competitions to come!







Photography Competition Nominees


PC –MD. GOLAM SAMDANI



PC –RAVI NAYAL


PC –MAJID NADEEM



PC –PRAVIN DESAI

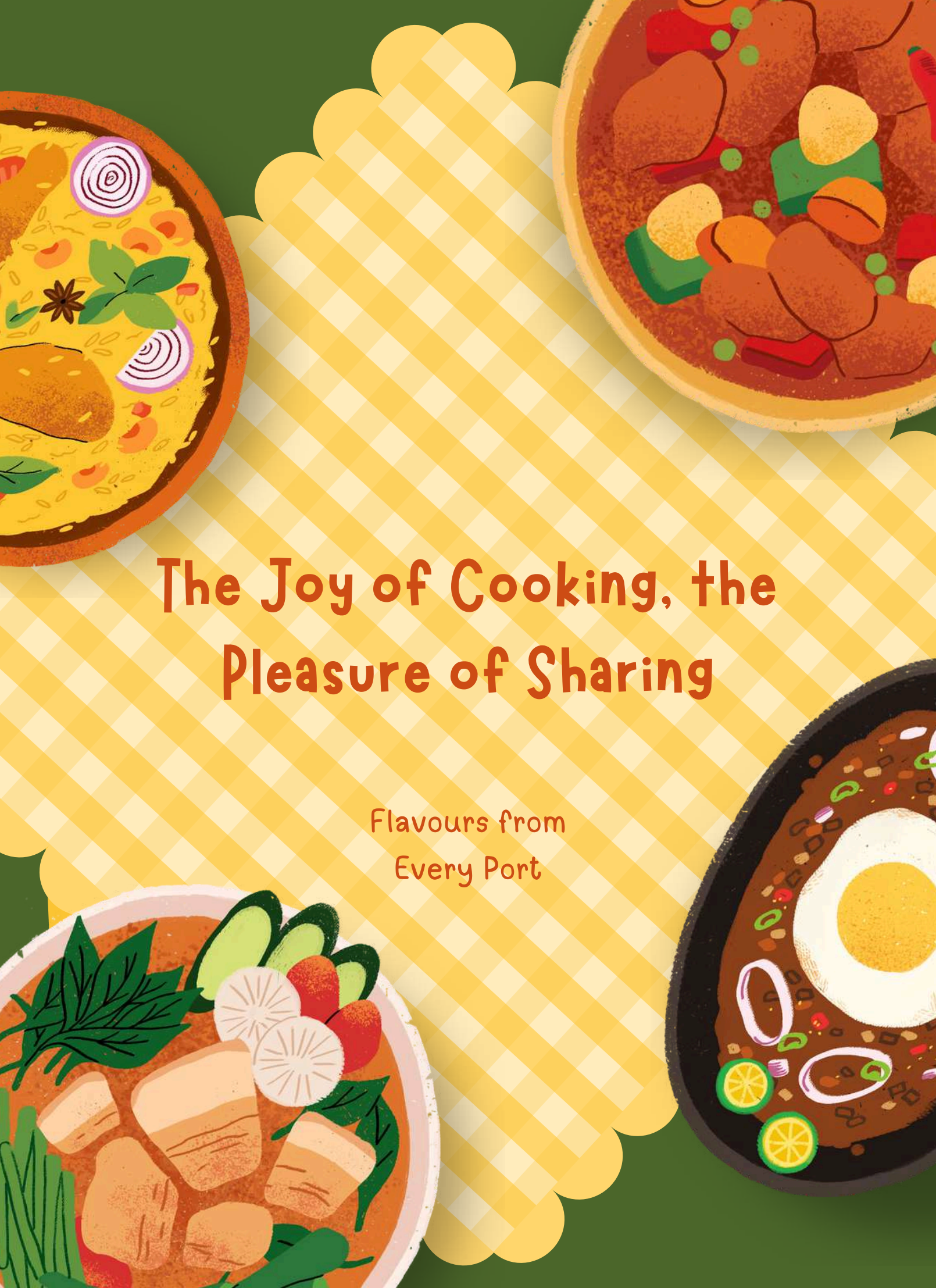

PC –AJEET KUMAR SHARMA



PC –RAJNEESH JAISWAL


PC –SURAJ NAGURE


PC –MD. GOLAM SAMDANI



The Joy of Cooking, the Pleasure of Sharing

Flavours from
Every Port

Malai Chicken



Ganesh Chinna
Chief Cook

Ingredients

For Chicken Marination

Chicken: 500g boneless chicken (or 1 kg skinless, bone-in chicken)
Greek yogurt/curd: 3 tablespoons (thick plain dahi)
Ginger-garlic paste: 1.5 to 2 teaspoons
Garam masala: 0.75 teaspoon
Coriander powder: 1 teaspoon
Black pepper powder / white pepper: 0.5 teaspoon
Kasuri methi (dried fenugreek leaves): 0.5 teaspoon (crushed)
Lemon or lime juice: 1 teaspoon
Salt: To taste

For Rich White Gravy

Ghee: 1 tablespoon
Oil: 1 tablespoon
Whole spices: 2 green cardamoms, 3–4 cloves, 1 small cinnamon stick, and a pinch of mace
Onions: 150g (pureed or finely chopped)
Cashew nuts: 10–15 (soaked and blended into a paste)
Milk: 0.5 cup
Heavy cream/Malai: 3 to 4 tablespoons
Green chilies: 2 (slit)
Nutmeg: A tiny pinch
Water: 1 to 2 cups (as needed for gravy)



Step – By – Step Instruction:

Marinate the Chicken:

- Mix the chicken pieces with Greek yogurt, ginger-garlic paste, lemon juice, garam masala, coriander powder, pepper, salt, and crushed kasuri methi.
- Let it marinate for at least 30 minutes (or up to 4 hours in the fridge).

Sear the Chicken:

- Heat a little ghee or oil in a pan over medium heat and pan-fry the marinated chicken pieces for about 3 minutes per side until lightly browned. Set the chicken aside.

Prepare the Gravy Base:

- In the same pan, add a bit more ghee and toss in the whole spices (cardamom, cloves, cinnamon, mace) until fragrant.
- Add the onion puree and sauté well until the raw smell goes away.
- Stir in the cashew paste and cook for 2 minutes.

Simmer the Curry:

- Pour in the milk and water, then season with a pinch of nutmeg, white pepper, and salt.
- Bring the gravy to a gentle simmer.

Combine and Finish:

- Add the seared chicken pieces and slit green chilies into the simmering white gravy.
- Cover and cook on low heat for about 10–15 minutes, until the chicken is tender.
- Stir in the fresh cream (malai) and an extra pinch of crushed kasuri methi right before turning off the heat.

Serve:

- Serve hot with butter naan, rumali roti, or jeera rice.

Green Healthy Paneer Spaghetti



Sampada Dustakar
Senior Executive - Manning

Ingredients

Whole-wheat spaghetti – 150 g
Paneer – 200 g, cut into cubes
Fresh spinach – 2 cups
Coriander leaves – ½ cup
Garlic – 4 cloves
Walnuts or peanuts – 2 tablespoons
Lemon juice – 1 teaspoon
Olive oil – 1 tablespoon
Broccoli – 1 cup
Capsicum – ½ cup, chopped
Black pepper – ½ teaspoon
Chilli flakes – ½ teaspoon
Salt – to taste
Grated cheese – 1 tablespoon (optional)



Procedure

Step 1: Cook the spaghetti
Boil the spaghetti in salted water according to the packet instructions. Drain and keep aside.

Step 2: Prepare the green sauce
Blend spinach, coriander, garlic, walnuts, lemon juice, a little olive oil, salt, and pepper into a smooth green paste. Blanch the spinach briefly first for a milder flavour.

Step 3: Cook the paneer
Heat a little oil in a pan. Add paneer cubes and sauté until lightly golden. Remove and keep aside.

Step 4: Cook the vegetables
Sauté broccoli and capsicum for 3–4 minutes until tender but still slightly crisp.

Step 5: Combine and serve
Add the green sauce and cooked spaghetti to the vegetables. Toss gently, adding a little pasta water if needed. Mix in the paneer and garnish with herbs and optional cheese. Serve hot.

Health benefits

- Protein-rich: Paneer supports muscle maintenance and repair.
- Iron and folate: Spinach contributes these important nutrients.
- Fibre-rich: Whole-wheat pasta and vegetables support digestion.
- Healthy fats: Walnuts provide unsaturated fats.

10-PAT ON THE BACK WINNER

JULY - SEPTEMBER 2026



Shogun Ritche Pereira

Chief Officer



Alwin Martin

Ordinary Seaman



Jitendra Kumar

Asst. Fitter



Asif Amiruddin Kazi

Chief Officer



Abhishek Sharma

2nd Officer



Suman Saurabh

Chief Officer

10-PAT ON THE BACK WINNER

JULY - SEPTEMBER 2026



Siva Sakthi Nadar

Planning & Recruitment Executive



Vishal Pujari

Ordinary Seaman



Joel Octavio Coutinho

4th Engineer



Suraj Kalathil

Trainee Electrical Officer



Shantanu Deshpande

2nd Officer

Seafarer of the Quarter

July - September 2026

Officer Category



Suraj Sidharam Nagure
2nd Officer



Ajeet Kumar Sharma
Add. 2nd Officer

Rating Category



Arul Jothi Arumugam
Trainee Electrical Officer



Vishwakarna Aadesh Mulchand
Asst. Fitter

Winners of Learning Week 11.0

Celebrating Learning,
Recognising Excellence! 🎉



Sukender Yadav
Chief Officer



Chirag Jangra
Deck Cadet



Livinthan Claston
Steward



Congratulations to all the winners of our Learning Week! Your enthusiasm, dedication, and eagerness to learn truly deserve recognition.
Let's keep our curiosity alive, continue learning, and turn every opportunity into a step towards greater success. Keep learning, keep growing, and keep inspiring!

Bridging the Distance Between Sea and Shore











A visit to the vessel offers more than a change of setting; it brings our shore team closer to the people. These visits create meaningful connections between our teams and strengthen the shared understanding.

CELEBRATING LIFE AT SEA

Proud moments, shared achievements, and the people who make every voyage special.







Independence Day











Pat on the back winners' recognition

MOMENTS THAT BRING US TOGETHER



Birthday celebrations



Prime Minister of the Bahamas – A visit to remember



Independence Day



Financial Planning Session



Fruit Day



Lunch & Learn



Ganesh Chaturthi Puja

Celebrations, shared knowledge, and experiences made our time ashore memorable.

From the engine room to the shore office, from the first step to the next milestone, what moves us today can shape where we go tomorrow.



PC –AJEET KUMAR SHARMA

CAMPBELL

Because the Best Work Is Not Just Done. It Is Experienced, Valued and Grown Through.



THE BAHAMAS OFFICE

Campbell Maritime Centre, West Bay Street, Nassau, New Providence, Bahamas.

+124-23971795
info@csship.com

THE MUMBAI OFFICE

601, 444 The Corporate Lounge, Linking Road, Khar (W), Mumbai 400052.

+91-2261456789
info@csship.com

THE SINGAPORE OFFICE

Level 17, Frasers Tower, 182 Cecil Street, Singapore 069547.

+65-69569008
info@csship.com

WWW.CSSHIP.COM