



# CAMPBELL

Safety our Priority - Excellence our Commitment.

## *The Gangway 2.0*

*Life On Board to Life Ashore*



February 2019



*"It's not the ship so much as the skillful sailing  
that assures the prosperous voyage."*

*- George William Curtis.*

## ***Resolve to make this a better year***

January always starts with great expectations and a sense of a new beginning, fresh ideas, and initiatives. Everyone is resolved to make the year different – all recharged and set for the race. Will 2019 be different? Many readily buy into the optimism, given the truly difficult challenges of the year gone by in business, disruptions, and disasters. Then, there are the usual laggards and everyone expecting same old, same old, if not worse.

The brave new world of shipping and experts have even narrowed it down to the ABC of it all – AI, Blockchain, and Cloud. Tough words aside, consumers, especially the digital natives and the connected folks, are looking for just “simplicity, convenience, and transparency” and so is shipping. Nothing more. Shipping is constantly evolving, and with it, so are we, as part of the same fraternity adapting to this evolution. The dry bulk market has changed since 2017, let alone since 10 years ago, and everyday we strive to incorporate new technologies and inculcate the ideology of “working smart rather than working hard.”

It is a new year – make sure you are geared for it. Arm yourself with fresh and realistic optimism to make a difference. As Einstein said, “Only fools try the same thing each time expecting a different result.” We are certainly not Einstein, but at least let’s resolve not to end up as fools this year. In one of the Chinese dialects, 2018 is a pun on “sure to prosper.” Let’s embrace that mantra for 2019. Be prosperous in body, mind, soul, and business.

This new release is filled with topics to help each reader understand how we are evolving as a smart organization to reach the goals set out by our principals. The company strongly believes in the philosophy that as its employees grow, the company grows with them. The magazine lists the new softwares adopted and how they have been resourceful. It also lists the recent achievements of the organization and tools to equip each and every one of you to embrace the leader within you. We hope that this new release will give you an insight into not only the organization but also yourself and will ignite that spark of fire to make you think, adapt, grow, and be different. May the saying “Be positive. Be ambitious. Be driven. Be hungry” be your new mantra for 2019 and hope you enjoy this new release.



The team onboard and ashore during the annual company seminar at Sea Princess, Mumbai on the 28th Jan' 2019



The group of Campbell sponsored cadets part of the L.J.M Maritime Academy during the annual crew seminar of 2019 in Nassau

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Visit to CS CALVINA



Visit to CS SARAFINA



Capt. Rajesh Dhadwal, C.E.O / M.D during his visit to thank the crew for their hard work and effort, they are the company's warriors in the line of battle and the face of the organization to the rest of the world.

2017-2018 has indeed been a challenging but successful year for Campbell Shipping. I would like to thank the entire staff ashore and onboard for their constant dedication and handwork in helping to achieve this outcome. During the last year, the overall performance across the fleet has been remarkable, with great PSC records, continuous asset upgradation, successful dry-dockings, reduced OPEX cost, reduced off-hire claims, reduced insurance cost and close to an 88% reduction in our speed and fuel claims.

For the upcoming year, the expectations are even greater and the bar is set higher, as we want the Campbell flag to soar high. We are working with the objective of becoming an intelligent organization and have taken up initiatives geared towards continuous learning and education for our ship and shore staff via tools including knowledge sharing. We will soon be creating a Whatsapp group so that all the vessels across the fleet will be connected to share real-time data, findings, learnings, and ideas. Other similar initiatives are the masterclass to educate the crew on board and learn from past mistakes that we have made so that we can continue to grow as a team and the ongoing project of the "electronic logs," which we are yet to launch in the current year. As our industry is evolving, we should learn to adapt.

It is the responsibility of each and everyone on board and ashore to understand and adapt to the changes in the organization to design and innovate the best way to achieve our objective. "Just because something's always been done that way, doesn't mean it should continue to be done that way." I count on all of you to join hands on deck to make a shift towards being an intelligent organization in your own way. Last but not the least, while we make an effort to look after Campbell, we must not forget to enjoy and nourish ourselves to be healthy in mind, soul, and body. So let this new year be a new challenge to help you grow and become "intelligent" while making Campbell an "intelligent organization."

Capt. Rajesh Dhadwal,  
Managing Director/CEO



**"If you think and believe that business is built on relationships, make building them your business"**



Mr. Claus Bjarnested and Mr. Bo Kristensen from Falcon navigation during their annual meet with our Directors Mr. Dwayne and Mr. Dario Mortimer to discuss business and strengthen the bond between

**FALCON & CAMPBELL**

# Cargo hold cleaning: Why it matters?

When cargo holds are presented for loading cargoes on bulk carriers and they are not sufficiently clean for the intended cargo, delays, off-hire, and charter party disputes can arise. Insufficient cleaning can also cause cargo contamination and infestation, leading to cargo damage claims from cargo receivers. Due to the importance of the preparation and cleaning of cargo holds prior to loading, personnel on vessels involved in preparing cargo holds, and also those ashore involved in fixing and operating vessels, should be familiar with the various issues surrounding the cleaning of holds in order to prevent the possibility of delays, disputes, and claims. Operational guidance addressing the preparation and cleaning of holds between cargoes should be available to both seagoing and shore-based staff. This was the major reason for my visit to MV CS JENNA during July of 2018. I wanted to understand the challenges faced by the crew cleaning the holds first-hand and it didn't matter if that involved me getting my hands dirty while doing so. The experience changed my perspective and I learned how important it is to push our crew during the intermediate cargo cleaning, while encouraging them to spend less time on cargoes that didn't require much effort for cleaning. I learned a lot during that visit and it helped me better understand the intricacies involved in the different types of cargoes we handle in the industry.

The extent of the cleaning operation and the steps required between two dissimilar cargoes will depend on the properties of the previous cargo. When a break bulk cargo such as steel coils has been discharged, the cleaning task may be limited to the removal of old dunnage and lashing materials and a final sweep of the cargo spaces. However, if a petroleum coke (petcoke) cargo has been carried, the subsequent cleaning operation will be conversely lengthy and effort-intensive due to the "dirty" and possibly oily nature of this cargo.

External factors beyond the control of the vessel may also limit and hinder a cleaning operation and these will need to be allowed for. There may be a requirement to ballast a hold at the discharge port, there may be limited time prior to loading the next cargo, or washing down may not be possible due to freezing temperatures. In general terms, holds should be cleaned so that there is no residue of previous cargoes; no loose rust scales, paint flakes, or blistering of paint coatings; no evidence of insect or rodent infestation when foodstuffs are to be carried; and no odors present, including those from cleaning chemicals and paint. Holds should be thoroughly dried prior to loading, though some cargoes may be loaded damp from open stockpiles possibly negating this requirement.

The design of modern dry bulk carriers is centered on their holds and has evolved to be as efficient as possible in terms of volume of cargo carried. Whether this is coal, grain, iron ore, or other bulks, the need is for fast and efficient loading, safe shipping, and speedy unloading. But what happens when the voyage is completed and the cargo holds are empty? What comes next is a crucial process that can make the difference between securing the ship's next employment and losing a valuable charter by failing to meet regulatory requirements. Probably the biggest single issue facing the crew is the size of the spaces that must be cleared of residual cargo and then cleaned to charterer requirements. In ideal conditions, the crew may be able to start cleaning the holds while discharging is still taking place and they could have as many as two or three holds clean by the time discharging is finished, but often the time available is more limited.

How fast you have to work depends on how far you have to travel until the next port. If you have just discharged coal and your next cargo will be grain and you have only a day to clean to this very high standard, it's a huge challenge. Working inside a massive hold while the ship is at sea might also be a challenging task, but the crew must clean the hold using hoses to throw chemicals up the walls of the hold and then rinse them with cold water.

The best example is trying to clean a dinner plate from a distance of 20 meters. If the ship has been carrying consecutive coal cargoes, for example, residues will have built up in layers that are very difficult to remove from such large areas. Once cleaning of the hold is completed, the crew have to sample the resulting wash water to check that it is suitable for discharge in compliance with MARPOL Annex V and national discharge regulations. In some areas, pumping out of wash water is permitted, provided the chemicals used are approved to cause no harm to the environment. In more sensitive sea areas, no discharge is allowed at all.

Through a policy that prioritizes the importance of hold cleaning, it is always important for the owner or operator to know the standard they are required to meet in certain locations for particular cargoes. As with any shipboard activity, education and training of the crew are vital but not without their own issues. Crews are in regular rotation and often bring very different experiences of cleaning products and procedures. Throw in a range of nationalities and languages and following even simple instructions can be a problem. Misunderstandings could potentially lead to non-compliance or worse, harm to the crew. The two pillars of a shipowner's investment are the holds and the engine. A good engine can



Understanding the commercial operations on board the ship to help better support the crew from shore

Ensuring that cleaning kits and consumables are on tap wherever they are needed is a practical requirement, but it is also a form of risk management. The pressure on the crew to get the holds clean is high and the result of not being able to satisfy the charterer can hit the operator where they can least afford it. The consequences of not meeting the standard that the charterer requires can be extreme. One piece of coal left behind can get the hold failed and then you have to bring in short-term labor to fix the problems. That can mean bills running into tens and sometimes hundreds of thousands of dollars and the risk of off-hire for the ship. Having to take the ship off-hire means you could lose your next charter, so the impact can be severe.

help you to save on fuel, but the income comes from the holds.

There are many different types of cargoes that are commonly carried in bulk in today's market, and they all require different methods of hold cleaning, although one basic rule always applies, and that is that the vessel's cargo holds must always be cleaned to the highest standards possible, regardless of the next commodity to be carried.

## Hold sweeping/washing procedure

After carriage of the bulk cargoes, the holds must always be swept before any attempt is made to wash. This will reduce the effects of unwanted cargo residues building up in hold bilges and hindering the process of pumping away the washing water. Old dunnage is not to be retained onboard unless specifically requested for by the charterers. When disposing of waste materials, attention must be drawn to the International Regulations concerning the disposal of garbage at sea. It must be stressed that on no account are plastics to be thrown overboard into the sea at any time.

Consideration must also be given to the type of residues involved; some heavy cargoes may lie in bilge lines and may not be pumped away. There is also the possibility of damage to pumps, valves, and valve seals. Washing after carriage of this type of cargo should involve the use of a portable salvage pump to remove washing water rather than using the hold bilge pump. For cement cargoes, the bilge pumping system must not be used, as any water left lying in the pipeline will hold cement in suspension and will eventually harden in the pipelines, valves, and pumps.

If there is no facility available to you other than the hold bilge pumping system when dealing with cargoes such as the above, a constant and plentiful supply of clean seawater must be supplied to the bilges during pumping to dilute the washing water as much as possible and prevent a buildup of residues. Even when using this method, it may be necessary to frequently stop washing and pump clean sea water through the system to reduce buildup of residues before resuming the washing operation.

Bilge strainers must never be removed during washing of holds and pumping of waste water. If the strainers are blocked, the washing and pumping operations must be stopped and the strainers should be thoroughly cleaned before resuming the operation. This must be done as frequently as necessary to ensure as little solids as possible are passing through the bilge lines.

On completion of sea water washing of holds, a fresh water rinse must always be carried out. Salt deposits may contaminate cargo, and due to the corrosive nature of salt, will damage coating,

fittings, and steelwork. An ample supply of fresh water must always be obtained in anticipation of this operation, although it is often surprising how little fresh water is required to perform this task. Ideally, it can be carried out before the hold is allowed to dry, after sea water washing, thus preventing salt deposits to accumulating and so making the job much simpler.

## Hold structure

The conventional bulk carrier has a box construction with large frames, usually smooth hopper sides fore, aft, port, and starboard. The under deck and coaming frames are situated high up and are often impossible to get to physically, as are the high ship side frames. These frames can retain traces of old cargo: corrosion, scale, and residues of previous cargo can collect and fall, and contaminate the next cargo.

Some bulk carriers, including many smaller coastal-type ships, are built with box holds. This means that the hold sides are "boxed" in with smooth steel sides, making discharge and cleaning much easier, as there are no frames. These box holds, however, often have adjacent ballast tanks that may be prone to water leakage through grab damage.

The ship structure, including ladder rails, stanchions, rungs, and pipe protection fittings, can become damaged during discharge. Any such damage should be noted and repaired on a continuing basis so that steel fittings torn from the ship's structure by grabs or bulldozers do not contribute to cargo contamination. This can also result in damage claims to shoreside discharging and conveyor machinery and equipment. The sheer size of the holds is a factor that often prevents a good hold-cleaning operation from being performed.

In addition, the following can cause contamination of the next cargo:

1. grab damage to steel fittings and protection brackets
2. loose bulkhead or tank top rust scale increased by damage from grabs or cargo
3. grab damage to hold ladders or hold fittings
4. tank top and ballast side tank integrity jeopardized by grab damage.

## Washing of hatch covers undersides

Hold washing operations are often carried out with the vessel's hatch covers open, such as when the vessel is lying at anchor. On these occasions, it is important to ensure that the hatch cover undersides are not forgotten. Frames and drain channels are to be well swept and washed out. Any small spaces that are missed may well contain cargo residues that would then contaminate a clean hold while closing the hatch. Similar attention is to be given to the hold accesses and ventilation hatches.

## Fresh water rinsing

In certain circumstances, it will be necessary to rinse the cargo hold with fresh water to remove any salt deposits. If there is any doubt, the Master is to seek advice from the relevant Management Office.

## Drying time

In the final preparation of the cargo holds, it must be remembered that drying time may be greatly reduced by the use of the vessel's forced draught ventilation system, if fitted. In all cases, ventilation for drying purposes must be altered according to the prevailing weather conditions, sea temperature, and the temperature of ballast

water in adjacent ballast tanks, all of which may cause either condensation or sweat.

## Cleaning of hold fixed fire fighting installation

The fixed fire fighting installation in the hold is to be inspected for damage. The system is to be blown through with air to ensure that all nozzles are clear.

## Cleaning of hold bilges

Hold bilges must always be cleaned out thoroughly and bilge suctions tested before loading another bulk cargo. Bilge covers are to be wrapped in burlap, replaced in position, and secured.

## Chief Officer's inspection

The Chief Officer must always carry out a full and final inspection of all cargo holds before presenting them for shipper's final approval and acceptance, to ensure that all cleaning work has been carried out as per his instructions and to his satisfaction, and that he is satisfied that the cargo holds are in a suitable condition for the carriage of the next commodity and presentation to the shippers.

The relevant Management Office must be advised immediately of any expected problem with regard to the holds passing inspection.



The Chartering Manager's visit to MV CS JENNA to understand the difficulties associated with hold cleaning

# KNOW THE ROPES – DEALING WITH A ROPEY CHARTERPARTY DISPUTE

*Dispute between shipowners and charterers can arise when additional mooring ropes are required by a port. It generally raises the question: "Who bears the cost?"*

London Arbitration 19/01 describes a case where the charterer ordered the vessel to the port of Caleta Coloso in northern Chile. It was the port's requirement that vessels should use 14 mooring lines, each of 220 metres length. However, in accordance with design specification and classification society ("Class") requirements, the vessel was only equipped with five mooring lines of 197 metres length each.

Accordingly, 14 mooring lines of the requisite length had to be hired to enable the vessel to berth. A dispute then arose as to whether the shipowner or charterer was liable for the cost of hiring the additional mooring lines.

Under the agreed Time Charterparty, the shipowner had agreed that the vessel would on delivery be "... in every way fitted for the service" and to "provide and pay for ... all necessary stores ... and keep the vessel in a thoroughly efficient state in hull, machinery and equipment ... for and during the service".

## TRIBUNAL DECISION

In deciding the case, the London Arbitration Tribunal held:

- ❑ The provision of mooring ropes for a vessel was ordinarily a matter that clearly fell within the shipowner's sphere of responsibility under a Time Charterparty.
- ❑ The Class requirements were a minimum for trading, and took no account of the practical needs of ports such as Caleta Coloso and many others to which the vessel might legitimately have been ordered, where local wind, current or swell conditions called for securing arrangements of a higher level than the minimum Class requirements.
- ❑ Owners of commercial vessels plying their trade worldwide should reasonably anticipate such requirements.

If the time charterparty had been agreed on New York Produce Exchange ("NYPE") 15 wording:

*"The Vessel on delivery shall be ... in every way fit to be employed for the intended service"*

or NYPE 93 printed charter party form:

*"[at the time of its delivery, the ship is to be] ... in every way fitted for ordinary cargo service"*

...would the London Arbitration Tribunal have decided the case differently?

Almost certainly NO if the vessel had been fixed on a NYPE 15 charterparty form wording for a time charter trip and charterers had as part of the fixture negotiations informed owners as regards the vessel's "intended service". And probably NOT if the vessel had been employed on a period time charter for worldwide trading; for exactly the same reasons as given by the Tribunal in London Arbitration 19/01.

Conversely, had the vessel been fixed on terms requiring the vessel to be fitted for "ordinary" cargo service, the answer would be less certain and would require a determination by the Tribunal of what was meant by the parties when they used the term "ordinary service".

## MINIMIZE THE RISK OF DISPUTES

So, how can shipowners minimise the scope for disputes?

One possibility is for the shipowner in the charterparty "Descriptions Clause" to declare the number of mooring ropes available to charterers and their length. Whilst a charterer might still argue that the number of ropes on delivery were not sufficient for "ordinary cargo service" or "the intended service", a tribunal is likely to be more sympathetic towards a shipowner who has as part of the fixture negotiations declared to the charterer what mooring ropes and of what length would be available. This will particularly be the case if on delivery of the ship into their service the charterer did not issue a protest declaring that the number of mooring ropes carried by the vessel – or their length – were insufficient for "ordinary cargo service" or "the intended service".

# GPS OUTAGE – A NAVIGATOR'S NIGHTMARE

*The Global Positioning System (GPS) is one of the most heavily relied upon aids to navigation. It is considered to be easy to use, accurate and reliable. But GPS signals can be degraded or blocked by both natural and man made sources, resulting in inaccurate data or complete loss of GPS signal.*

This article considers some of the problems with GPS signals and reminds seafarers of navigational best practice to ensure that any GPS problems are less likely to lead to difficulties.

## COMMON PROBLEMS

### Incorrect Installation:

Incorrectly installing the GPS equipment and antenna on board can mean that the given position is incorrect or the signal is not received correctly. Careful checks should be made during the installation process to ensure that the equipment is fitted and commissioned in line with manufacturer's requirements.

### User Error:

Operator errors can occur, such as the GPS being left in dead reckoning (DR) mode. Good practice is to regularly check the equipment before the start of the watch – these checks will allow the user to not only become familiar with the current navigational inputs but will increase familiarity with the equipment displays, menus and alarms.

### Atmospherics:

Signals from the satellite can also be affected by irregular activity in the earth's atmosphere. A typical example is refraction, which lengthens the path of the signal as it passes through the atmosphere. Users should be familiar with the process of manually selecting satellites to improve overall satellite geometry and assist in reducing this effect. Solar storms may cause electromagnetic interference which effectively drowns out the satellite signal causing errors in positioning.

### Local Issues:

In some locations in the world, for example in polar regions, the availability and quality of GPS signals can cause issues. The 'spread' and number of available satellites can affect the accuracy of the information provided. Errors can also be caused when satellite signals reflect off objects such as structure or mountain. This is known as multipath error.

### Deliberate Acts

Jamming, spoofing and hacking are all possible malicious actions that can affect a vessel's GPS signal. Jamming is a locally generated interference that drowns out the GPS signal. In 2007 a jamming incident in San Diego harbour led to a disruption to all GPS related services that not only affected shipping but also the naval medical centre, emergency pagers and the harbour's vessel traffic services.

Spoofing is the fake broadcast of a satellite signal. In June 2017, the signals of approximately 20 ships were spoofed in the Black Sea. The Master of one vessel off the port of Novorossiysk noted that according to the GPS, his ship's position was 32 kilometres inland. Hacking of GPS software could lead to information

received being misleading or misinterpreted.

## ALWAYS CROSS-CHECK

It is easy to become over reliant on GPS and neglect other forms of position fixing. It is vital to cross-check and that you are comfortable using traditional methods of fixing a vessel's position, even where this might be done on ECDIS.

Simple measures include:

- ❑ Plot the position: Take a series of ranges and bearings from prominent land marks or navigational features. Single range and bearings should be avoided. When using ECDIS, crew should still plot ranges and bearings to confirm the vessel's position.
- ❑ Increase the frequency: Plot positions at intervals so that the vessel cannot run into any danger in between the plots. For example, if the vessel is close to the coastline, position fixing should be more frequent.
- ❑ Parallel indexing: This is a simple yet highly effective way of continuously monitoring the vessel's position. These should be included in the voyage plan.
- ❑ Use the echo sounder: This is another means of confirming that the vessel's plotted position is correct. For example, if you know the under keel clearance should be 14 metres for the position you have plotted, then this is easily confirmed by a quick glance at the echo sounder.
- ❑ Beam bearings: The use of beam bearings is a highly effective way of visually confirming when to alter course.
- ❑ Alteration of course: The vessel's position should be plotted shortly before and shortly after you perform a course alteration. This confirms you are in the correct position prior to altering and that the alteration has had the desired effect.

When plotting the vessel position, confirm the position by multiple means and do not rely on a single method where possible.

## GPS FEEDS: IDENTIFY EQUIPMENT

Numerous items of navigation equipment have a GPS input. Even items such as the vessel's GMDSS equipment can be affected by a GPS outage. In order to maintain some useful input (and therefore output), in the event of GPS loss it is important to set the ECDIS to dead reckoning (DR) mode and also ensure radars are sea stabilized. Navigating officers should familiarize themselves with all bridge equipment and be fully aware of any inputs for other equipment. It is good practice for crew to run drills for such situations. Crew can then easily identify the equipment that will be affected by a GPS loss in the event of a real outage.

## ALWAYS EMPLOY BEST PRACTICE

Exercising best practice at all times - even when GPS is operational – will mean a safer vessel and a crew that is ready and well drilled in the event of GPS loss. Best practice assists navigational officers in maintaining good situational awareness, ensuring that safety is less likely to be compromised when navigating in restricted or congested waterways.

# BIG data

**Big data has the potential to transform our industry. Through application and insights, big data is creating new opportunities to drive innovation and deliver tangible operational efficiencies across the shipping world. But information alone is not enough. It is the analysis of this data and the actionable insights it provides that will move our industry forward and determine our future.**

This is a time of huge change for our industry. The advancement of automation, and the exponential rise in data it brings, mean disruption on a scale that "shipping" has never seen before. Shipping means the end-to-end transfer of cargo, whether by sea, rail, or air. Shipping is doing brilliantly at taking advantage of new technology. Maritime, not so much. Retailers are already disrupting shipping by taking greater control over logistics: they are moving from last mile delivery to first mile – and the first mile is supposed to be the remit of maritime.

Overall, what does emerge from this new benchmarking study is that while many shipping and logistics players recognize the importance of transformative technology, the maritime industry lags behind other sectors of the global economy when it comes to adopting it. In the context of shipping, the economic outlook remains tough, so finding new ways to optimize performance and remain competitive is a priority. Big data needs to be part of the solution.

What is big data? There's a tinge of the unfathomable about it in the present age. Perhaps it's because data these days is so vast in quantity, or the algorithms with which we use to analyze it are so seemingly complex. But this ostensible complexity is why I like the introductory sentence to the overview in this report: There is nothing complicated about that explanation. It articulates exactly what we're dealing with – data. It is in the analysis of

such data where things get a little more complex, yet figuring out that complexity sits with the specialists. For the rest of us in the industry, we can benefit from the findings.

Big data offers great capabilities in optimizing operations to chime with ship calls, renewing port assets, and ensuring optimum cyber-security. However, the buzzword of recent years has been collaboration, and big data provides a platform in which solution providers, ports, and agents along the supply chain can sing from the same hymn sheet. The application of big data offers huge potential in our industry, and it's great to see the case studies within these pages outlining the achieved benefits already.

**Big data is the name given to the large volume of data – both structured and unstructured – that is generated in our personal and professional lives. It can be defined by its variety, and the velocity and volume with which it is generated. The analysis of this big data is extremely useful, as it allows businesses to uncover hidden patterns, unknown correlations, ambiguities, market trends, and other useful information.**

Even though big data has significantly benefited industries such as finance, media, telecom, and health-care, its uptake by the maritime industry has been slow. According to a report by Ericsson, the maritime industry lags behind other transport industries in terms of its use of information and communications technology. Only a handful of marine companies currently leverage big data.

There are several benefits that the industry can derive through the use of big data. The industry generates roughly 100-120 million data points every day, from different sources such as ports and vessel movements. Companies can analyze these data points to identify efficiencies such as quicker routes or preferred ports, ultimately resulting in an extra 5 to 10% increase in performance. One of the most recent examples is of the implementation of Eniram's big data analytics systems in 12 Royal Caribbean Cruise

ships resulted in 4% estimated annual savings of USD12m annually. The applications are endless. For a ship operator, using big data can result in large energy-saving operations, safer operations, and a more accurately scheduled management. Similarly for a management operator, big data can be utilized for fleet allocation, service planning, and chartering. The benefits to a shipowner in the field of technical management are for the purpose of safer operations, effectively monitoring the environmental regulations compliance, monitor hull and propeller cleaning, and retrofit and modifications. A shipowner can also use it while purchasing a new building for design optimization from previous and historic data to obtain the most economically efficient design tailored to his requirements.

Other applications to the shipping industry in the field of chartering and operation are also possible. A key function of charterers is to find the right ship for cargo at the most economical price. The task is highly dependent on information provided to them by known brokers and shipowners. However, as this information is limited, it may or may not be the most efficient. Big data analytics can provide charterers with readily available, accurate, and actionable information to improve decision-making. Charterers can integrate Automatic Identification System (AIS) information, position reports, estimated times of arrival, vessel particulars (such as size), and market information into an exchange



portal to find all available alternatives as well as the freight forecast. This can give charterers and shipowners access to more options, thus improving transparency and competitiveness.

In the field of operating, speed and maintenance play a very important role. The speed and fuel claims has been predicted to be a trillion-dollar industry, with owners being sued for losses to the tune of thousands of dollars on a single voyage and hence has become a very integral part of the shipping industry. Ships, like automobiles, have optimum speeds, and various tests are conducted at the time of vessel delivery to determine the optimum speed for fuel consumption. However, operating a vessel at its optimum speed is difficult, as it changes over time due to a variety of factors such as engine wear and maintenance.



Data collected on board our fleet helps us manage, operate, and serve better

Big data analytics can help shipowners determine the optimum speed for fuel consumption, taking into consideration factors such as bunker cost, freight rates, and schedules. Similarly, decisions regarding vessel maintenance, including hull cleaning and propeller polishing, are taken based on intuition or a schedule rather than on actual vessel performance. Fuel consumption data can also be used for cost-benefit analysis of vessel maintenance. Data analytics can make it easier for operators to decide the timing and the benefits of performing maintenance.

Vessel owners and operators try to ensure that their fleets are acceptable for use by charterers. Instead of improving the vessel quality, they focus on meeting or passing the acceptance criteria. The process of vetting includes getting feedback from various entities such as inspectors, terminals, and port state authorities, as well as operator self-assessment. Data analytics can help charterers and vetting organizations analyze the different sources of information and select the right vessel with the least amount of risk involved in pollution preparedness, safety management,



Big data to change the way we ship and operate.

Terminal operators, voyage managers, or port agents need estimated time of arrival (ETA) and cargo information. Vessels can be tracked using dashboards instead of relying on notes, emails, or phone calls. This helps in making more effective decisions about terminal and berth allocation, cargo handling, and route tracking. Dashboards can also provide information about any deviations from optimum performance. The ideal route, the weather service-provided route, and the actual route can be tracked in real time. Any changes to speed, ETA, and other factors can be tracked and managed in real time, thus ensuring that the voyage goes as planned and remains profitable.

and navigation. In 2013, RightShip, a Melbourne-based vetting agency, redeveloped its on-line ship vetting information system (SVIS) with business analytics software from IBM. The system uses predictive analytics and reporting to give customers access to information such as ship ownership details and inspection records. It also allows customers to perform accurate risk forecasting on nominated vessels.

There are many initiatives that are paving the way for a more efficient future. To implement big data analytics, shipbuilders and shipping companies have been entering into partnerships with leading technology suppliers and universities.

Shipowners and operators are exploring the use of big data analytics to reduce their bunker costs. Low bunker costs can offset the record low freight rates in the market. Maritime software allows companies to achieve fuel savings through energy efficiency retrofits, using big data collection and analysis. In recent years, there has been an increase in the number of companies offering high-level technologies for optimizing ship operations. As big data implementation is still at a nascent stage in the maritime industry, the approach to data capturing is fragmented. Similar data has to be sent to different vendors and processes are time consuming and inefficient. To counter this, maritime companies are developing internal platforms and entities to ensure efficiency and data security. According to observers and industry stakeholders, big data is the next major revolution in the shipping industry. There have been recent cases of funding to promote the use of big data in different applications of shipping.

We should not forget the challenges we need to cross to implement big data. It is an ongoing process, but just like evolution, the industry will learn to adapt and find a solution for these barriers. Marine IT and telecommunication infrastructures are at high risk of penetration from cyber criminals, terrorists, or other malevolent interests. According to CyberKeel, a Danish cyber security firm, more than 90% of the largest container lines are vulnerable to hackers. ESC Global Security's head of cyber security division, Joseph Carson, also mentioned that big data will increase the vulnerability to cyber-crime in the maritime industry. There is the potential for a major cyber-attack on the maritime industry, which may lead to disruption in food and energy supplies, as shipping transports 90% of the world's total trade. The following are highlights of a report by Windward, published in 2014: 1% of all ships broadcast fake IDs, i.e. a ship claiming to be a completely different vessel, less than half of all vessels report their next port of call accurately, and only 55% of ships misreport

their actual port of call throughout their journey. Misreporting of data can cause concerns, as it may lead to incorrect analysis and inappropriate decision-making.

The shipping industry has been facing numerous disturbances and challenges such as market fluctuations, over supply, margin pressures, and labor shortages. These challenges are expected to impact the industry's profitability. According to a report published by IHS in November 2015, in the coming 5-10 years, the industry will experience slow growth. In such an unstable environment, players are uncertain about implementing big data, as it is a relatively new technology in the industry. As a result, investment by these companies in big data analytics technologies is decreasing. Currently, ship builders, shipowners, and ports are solely focusing on running reasonably efficient operations and not on running a highly flexible, responsive trading business of "container-as-a-community." This means that there is a lack of cross-enterprise processes. Companies are concentrating on automating processes within functional silos instead of taking a holistic view of the enterprise. This prevents the true potential of big data from being realized. Ensuring enough quantity and quality of human resources is essential for developing the use of big data solutions for maritime. There is a shortage of highly trained data scientists. This shortage is expected to further increase in the future.

Big data is considered one of the top initiatives that will transform the shipping industry. We at Campbell Shipping realize the importance of connected technology in increasing efficiency and the use of big data analytics in day-to-day operations, which is expected to increase. Our team is working towards not only collection but also curation of this data. According to the Global Marine Technology Trends 2030 report published in November 2015, big data analytics will be one of the top 18 transformational technologies being used by the sub-sectors (commercial shipping, naval, and ocean) in the marine industry.

# "We reap what we sow"

In our belief lies our strength and our motto says it all. We all work together as a unified family to achieve great results, and the appreciation from USCG and other such authorities is the outcome of this.

On September 5, 2018, while berthing at New Orleans anchorage, it was noticed that the main engine bridge control system was not responding due to a defect in the main engine governor. The master immediately informed the Agent, the US coast guard, and the Campbell team ashore about this particular defect. After reviewing the case, the US coast guard granted permission in mutual consent with the port authority to maneuver the vessel from the anchorage area till the Cargill Grain terminal where the vessel was to load.

While the vessel was busy performing her loading operations, back in the head office, the technical team worked to have Class as well as a technician attend the vessel to rectify the main engine governor defect; however, due to the short duration of the stay on account of fast loading as well as lack of spares, the technician couldn't finish the repairs, leaving the vessel with the only option of waiting for the spares, which would ultimately cost the owners a huge loss of time and hire, or if granted permission to then sail to the discharge port and have the defect rectified, which was almost impossible given that the vessel would be transiting the Panama Canal. Finally, after coaxing Class, the vessel was granted permission to use her emergency maneuvering from the main engine control stand (short-term certificate). This information was immediately brought to the notice of the US coast guards and the port authority, allowing her to sail from New Orleans. The vessel sailed out from the load port and advised the head office to arrange for the spares and another technician to attend the vessel in order to rectify the defect prior transiting the Panama Canal.

As soon as the vessel exited New Orleans, the master quickly notified the Panama Canal authorities about the status of the main engine including the plans to have a technician along with the spares connected to the vessel prior her transit from Cristobal to Balboa. The necessary arrangements were made by the technical team to have the defect rectified.

On September 13, the main engine technician boarded the vessel along with the spares at 1600 hrs. local time (LT) while the vessel was at Cristobal inner anchorage. The master kept the Canal authorities regularly updated about the status of the repairs. On account of the vessel losing time and loss to the owners, an option for having the vessel towed via tug boats was also being checked and was later disregarded, as it was highly uneconomical. With the help of the ship staff, the main engine governor fault was finally rectified at 1900 LT. The main engine was tried out ahead and stern from the main engine control stand/ECR control/Bridge control and was found to be in order. The transit vessel inspection (TVI) inspector boarded the vessel at 1920 LT and tried out the engine from the Local/ECR/Bridge and issued a satisfactory statement, which was sent over to the Canal authorities within the time period allotted for the transit vessel inspection window. At 2100 LT, the TVI inspector cleared the vessel for Canal transit and the inspector disembarked the vessel for her safe transit via the Panama Canal.

This just goes to show that with team effort and a unified goal, anything is possible. The unanimous efforts to have the vessel complete the task and sail during her allotted transit time not only saved the company the loss of hire due to the time lost but also strengthened the faith of the company in the Panama Canal authorities for future transits with other vessels. The Canal authorities also shared their appreciation via a letter, which is shared on the next page.



September 17, 2018

WAYPOINT PANAMA  
Edif. High Tech Plaza  
Bella Vista, Republic of Panama  
Fax 264-6532

Gentlemen:

**REFERENCE: M/V CS CAPRICE (SIN 6008245)**

On September 14, 2018, when the above referenced vessel was presented for transit of the Panama Canal the Master informed that the vessel's main engine controls did not function from the bridge and the engine control room; the engine is controlled from the emergency control station. A Transiting Vessel Inspector embarked and the Chief Engineer informed that the problem was located in the main engine governor controls, which was solved. Several components were adjusted and replaced. The Inspector tested the engine controls, from all control stations, and the engine was submitted to a twelve starts test to satisfaction.

Vessels transits are a joint effort. The cooperation of all concerned parties is necessary to assure safe and efficient transits.

Please inform the Principals of this and express my appreciation to the Master, the Chief Engineer and the crew for their cooperation.

Sincerely,

Guillermo Manfredo Jr.  
Canal Operations Captain  
Executive Manager for Transit Operations

VET/caf

# Life without ETOs on board

*“The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.” - Albert Einstein.*

It was the scariest thought anyone could ever think of as the vessel had never seen a day without an electrical officer (ETO) on board. ETOs have always been an integral part of the team from the very inception of the organization. It was time for change and there were a lot of mixed reactions. Some were nervous and others ready to take on the new challenge. The final decision was taken and the company began to lay the groundwork for the big change, as the management and technical team believed that their engineers were capable of operating without an ETO. This decision was based on the shore team's knowledge that the study of mechanical operations and academic knowledge of electrical systems is part of the curriculum while certifying a capable marine engineer.

When the time finally came to incorporate the change, the technical team during their visits to the vessels could feel the tension of the team on board and comforted them with the assurance of continuous training and shore support via a highly experienced employed officer ashore. This laid the foundation for in-house and on-board training by the technical department.

Year to date, the team has completed the training of over 30 junior engineers, 3rd engineers, and TME's under the Campbell umbrella of ship staff. These engineers form the pillars of our electrical front. With the guidance and support from technical management on board and ashore, we can successful say since the time of implementation, they have been able to handle most of the electrical problems including all the planned maintenance jobs. The deck crew did their bit by showing a unified front and helping the engine team in sharing the load by changing blown

lamps, preparing for port, and protecting electrical fittings and equipment on deck in bad weather. We now believe that dependency on ETOs has gravely reduced and the staff, though concerned, has well adapted to the change.

The greater challenge we now face is moving to the next stage, which is troubleshooting the electrical problems across the fleet. Both the chief as well as the 2nd engineers on board have a bigger role to play in enhancing their skill set and competency, and removing fear of life without an ETO in their team. Some of the junior engineers, including 3rd engineer Vishal Antony on Board CS Calvia and JEWK Gauravkumar Anil Sonawane to name a few, have shown promising progress with their interest in electrical troubleshooting and preventive maintenance. Many of the young chief engineers have also taken up the challenge of motivating their team to work without an ETO on board their vessels.

Our ships' staff now looks eager to take their learning to the next level and live up to the company's expectations. It may seem hard at times to meet the requirement, but it is necessary to understand that the team is not alone and has a strong and robust support structure placed ashore to guide and help them round the clock. As we move ahead, we continue to groom our young energetic talent, which will benefit them in their own branding and their area of expertise and drive them to greater heights.

We will continue to enhance our knowledge sharing system to meet the company's goals by various levels of trainings and grow as ONE TEAM CAMPBELL!

# PREVENTING BUNKER SPILLS

***Oil pollution incidents can lead to several claims where clean up cost, fines and damages to affected parties ca reach several millions of dollars***

Heavy fuel is widely used for bunkers and is described as persistent oil. This means that it's composed of heavier hydrocarbon fractions which do not dissipate rapidly through evaporation and may require a more thorough clean-up operation than non persistent oils.

The release of fuel oil into the seas can occur if a tank is breached. This may be as a result of a collision or impact with a fixed or floating object (FFO). However, many bunker spills happen during bunkering operations and the vast majority of these spills could be avoided.

Many bunker spills occur when a fuel tank overflows during the bunkering process. A vessel's storage tanks will be designed to overflow into the designated overflow tank and if this fills completely, the fuel spills out of the tank vent head, onto the deck and into the water. Overflow tanks can also fill up when the bunker manifold is over-pressurized and the system's safety valve relieves the pressure into the overflow tank.

Numerous common factors emerge when looking at the underlying causes of bunker spills. Some are outlined as follows:

## **Not acting on overflow alarms**

Overflow tanks are fitted with float alarms that activate when a set level is reached. These are usually positioned quite low in the tank to allow plenty of time for the engineers to act. On some vessels, a flow switch is fitted to the manifold safety valve drain line, which activates an alarm if flow is detected. In some incidents, overflow alarms have activated but the crew did not take immediate action to investigate.

## **Overflow alarms not fitted or not working**

There is no statutory requirement to fit alarms to the overflow system and in such cases crew vigilance and suitable monitoring of the overflow tank contents is vital. For those vessels fitted with such alarms, it is important that they are periodically tested to ensure that they will provide the all-important early warning when it really matters.

## **Failure to monitor bunker tank levels**

The crew must not rely on tank high level alarms and overflow alarms during bunkering. The tank levels must be monitored throughout, paying particular attention

when tanks are almost full and changing over to new tanks. If the wrong valve is accidentally operated, a tank level could rise and overflow unless detected and corrected by a vigilant engineer.

## **No effective watch at the bunker station**

The bunker station should be manned during the bunkering operation. This not only provides visual monitoring and checking for pollution, but is also an important means of communicating with the supplying vessel or barge.

## **Communication between bunker barge and receiving vessel**

There must be a means of communication between the supplying and receiving vessels' personnel at all times. If a problem occurs that requires an emergency stop of the transfer, the two vessels must be able to communicate immediately. It is good practice to test these communication channels prior to commencing operations.

## **Not following procedures or the bunker checklist**

A vessel's bunker checklist can be lengthy and there may be a temptation to bypass some of the instructions to speed up the process. This can have major consequences. Shipowners should ensure that the checklist and supporting policies and procedures are sensible and workable. The vessel's crew must appreciate the importance of the procedures and understand their purpose.

## **Supplier exceeding maximum pressure or flow rate**

Before bunkering commences, the supplying and receiving vessel must agree a maximum transfer rate and a maximum pumping pressure. There have been instances where the supplier has attempted to exceed these limits to speed up the transfer and has resulted in overflow.

Less common are spills caused by defects to the bunker piping or tanks. Bunker system pipework, fittings and vents that are poorly maintained or neglected can fail in service. Implementing and following a sensible but robust planned maintenance program will prevent the bunker system

# Fleet DSS

## An insight into our vessel performance monitoring system and guidance tool for effective management

Fleet DSS stands for Fleet Decision support system. Fleet DSS integrates weather, voyage reporting, sensor data and expert assistance to provide profound levels of decision support to ship owner or Liner and tramp operators. It is a product developed by a company named StormGeo.

StormGeo is a global provider of advanced analytics and meteorological services delivering decision support for weather sensitive operations. Since its inception StormGeo has analyzed petabytes of data, transforming it into actionable decision guidance to help our customers manage risk and operations, control costs and increase revenue. The company has a leading position in solutions for shipping.

The basic version provides a map and alarm dashboard. It is intended for BVS users that wish to display a BVS track or for clients utilizing StormGeo AIS tracking services that only wish to view the current AIS track of the vessel. The alarm dashboard provides early warning when vessels are expected to be encountering heavy wind or wave conditions, approaching war risk zones or are expected to be in proximity of a tropical cyclone. This information may be invaluable to closely monitor your asset.

### Some of the key functions of fleet DSS

#### KPI Dashboard

Provides a quick overview of when your fleet, a group of vessels or individual vessels are

deployed. How many days have been spent at sea? What types of fuel have been consumed? FleetDSS displays your most important KPIs in one comprehensive diagram.

#### Event Timeline

One can view a complete voyage history in chronological order and access all voyage reports submitted by the Master. Add events in relation to ship condition or vessel availability such as hull cleaning, propeller polishing, dry-docking, off-hire, etc.

#### Operating Profile

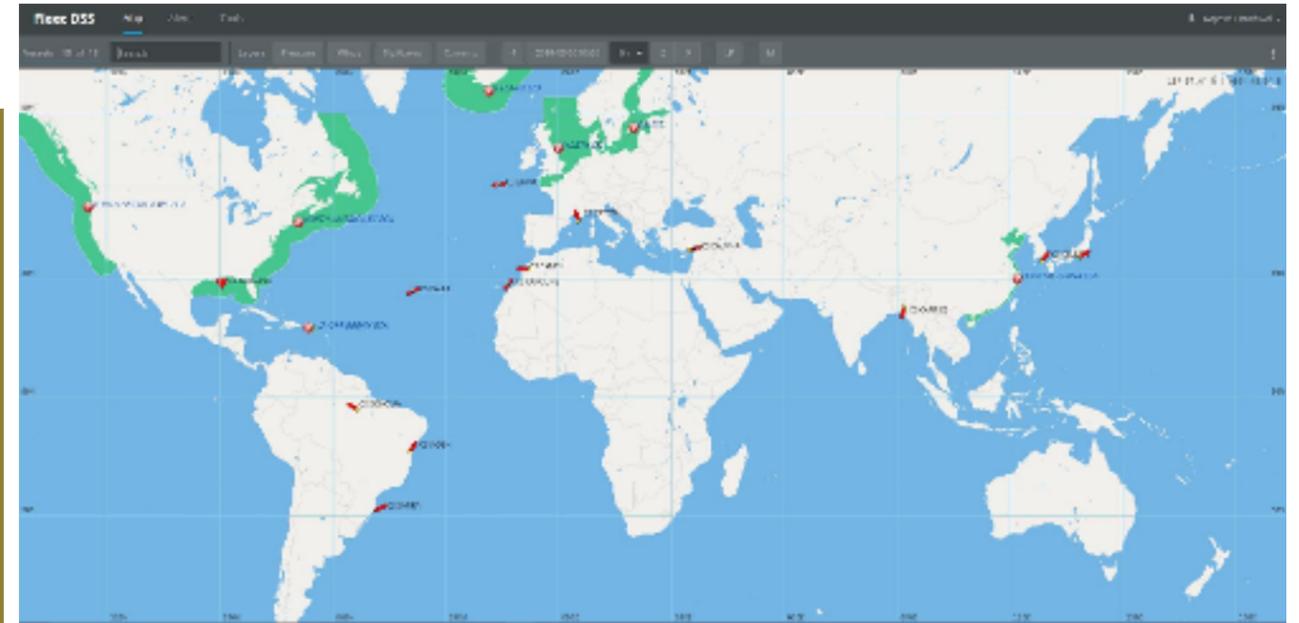
One can display a ship's operating profile for a specific time-span or individual legs. FleetDSS shows crucial parameters at a glance—including performance speed, trim, cargo utilization, engine load, trading in good/bad weather and ECA zones.

#### Analysis Report

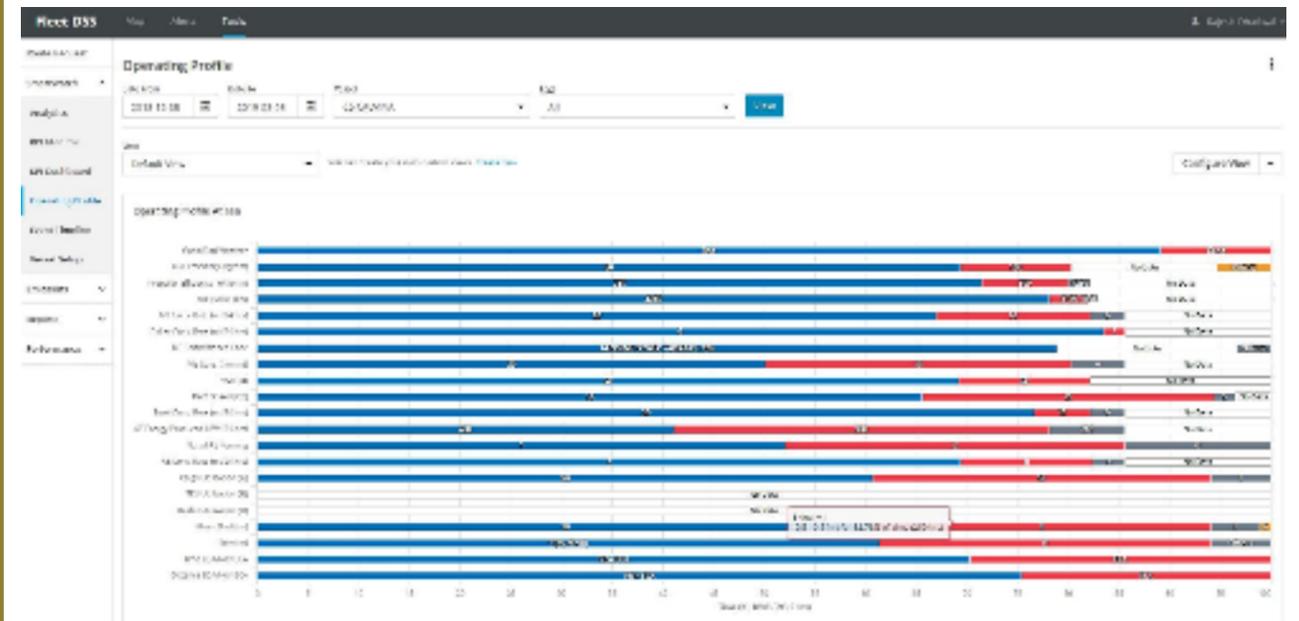
One can receive an in-depth voyage performance analysis against the commercial description. Access the indicated performance speed based on defined "good weather" criteria. See the calculated time and fuel gained or lost compared to benchmarks.

#### Alert Dashboard

Streamline the daily, routine work of fleet management by identifying vessels that need attention. FleetDSS continuously checks thresholds and ranges of various vessel parameters, triggering alarms when thresholds for their respective ranges are exceeded.

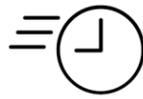


The Fleet DSS system is used across all the departments within the organization to monitor and help fight the speed and fuel claims by guiding the vessels to alter their speed depending on the weather conditions and relative factors. In addition, the system also acts as an effective tool to track the vessels' real-time position to help monitor the fleet when they call at any high-risk area or the hull breach regions during the winter period. It helps to plan the connection of stores, spares, annuals, and other requirements by the technical, manning, HSEQ, IT, as well as commercial team. The Fleet DSS system is one of the most effective tools to help bridge the gap between the distance and time difference on board and ashore.



The data for each vessel or the entire fleet can be accessed, captured, and analyzed either for a single day or for the entire duration of the voyage, making it easy to review and trace the exact occurrence of the vessel's under-performance to troubleshoot and avoid any future claims.

## ANALYTICS - TURNING DATA INTO DECISIONS



### ETA & Speed Confidence

How reliable is the calculated ETA based on instructed speed or the recommended speed, in order to arrive as per schedule? Be advised if the ETA or the schedule integrity is at risk



### Progress Graph

How diligently is the Master following the constant power strategy? Compare actual to optimum voyage progress at a constant power output in order to arrive fuel-efficient on time as required per schedule.



### Speed & Consumption

Keep control of fuel costs and assess potential fuel savings, which can be realized by adjusting the speed for the remaining voyage, or calculate how much additional fuel needs to be burned in order to arrive earlier.



### Compare your fleet against the market

Compare the fuel efficiency of your vessel to a peer group of the same ship type, a similar size and age of the global fleet. Benchmark the commercial performance of your vessels in terms of fuel efficiency as well as Charter Party description to the market.

## USING ONE MAP TO TRACK IT ALL



### Track Vessels

Display track and position data from different sources, e.g. actual track, BVS track or AIS data. You can view past positions and tracks as well as estimated future positions.



### Weather Data

Enrich your fleet positions with all essential weather data, such as surface pressure, wind, significant wave heights, current, tropical storm or ice data. Fleet DSS provides a weather forecast up to 16 days ahead.



### Port Forecast

You can also access the port weather forecast up to 4 days ahead.

## ADDITIONAL FEATURES



### Routing Request

Fill in routing service requests online. Actively support your fleet and order routing-on-request if adverse weather conditions may affect a ship's stability and cause risk to the crew, cargo or environment



### Auto-Logged Data

Chart auto-logged data in Fleet DSS Analytics and add baselines for comparison. Align and compare sensor data to reported data and differentiate between random, systematic and human errors.



### Voyage Performance Report

Access all voyage performance reports, which provide an analysis of the vessel's performance in relation to Charter Party. These are compiled by Storm Geo at the end of a voyage.

# Cyber Security Awareness

**Awareness is the first step to action.  
You have to know something is going on to know to do something about it.**

Online technology has completely revolutionized international trade over the past few decades and the marine industry is no different. Information technology on-board vessels has transformed the way in which they operate, vastly increasing the accuracy and efficiency of a ship's performance. Yet with these new technologies come new dangers. Ever-greater integration of systems that organizations will use has greatly increased the risk of malicious attackers looking to breach an organization's or vessel's secure networks. With the EU's trade in goods by sea at over 50% of the total, it is not difficult to see how such a lucrative market could be a hunting ground for cyber-attackers. Yet in spite of this drastic threat, the European Network and Information Security Agency (ENISA) found from their own study that awareness of cyber security is either very low or non-existent in the maritime sector, which is a confusing place. On the one hand, you have commercial providers suggesting the risks of everything from a hostile attack on ship's systems, which allows the vessel to be remotely controlled by pirates and direct it to a port of their choice, or causing catastrophic navigation errors, a phishing attack, or ransomware on the Master's PC. While on the other, you have sensible people who point out that this notion is nonsense due to the number of fail safes and manual overrides and controls in place. Then, there are calmer voices still, who point out that the most likely threat is actually to the servers inside your head office, or a man in the middle attacking your company's bank accounts.

BIMCO have published their Guidelines on Cyber Security Onboard Ships that identifies the main

risks and seeks to raise awareness and provide effective responses to these issues.

They identify a range of different individuals or organizations who pose a threat for a variety of reasons:

- Criminals, acting mainly for financial gain by hacking into systems to steal cargo or sell or ransom stolen data.
- Terrorists (including state-sponsored terrorists), looking to disrupt or destroy infrastructures for political gain.
- Activists, who are also looking to attack infrastructures for their own ends. There are others who undertake these kind of attacks just because they can.

These will take the form of untargeted or targeted attacks. Untargeted attacks, as the name suggests, are random and use software that detects vulnerabilities in a vessel's or company's systems, where they are one of many potential targets. These will include obtaining sensitive information using techniques with which many of us will be familiar, such as phishing or ransomware via e-mail, or creating a fake website or exploiting a genuine website to dupe visitors (water-holing). Another technique used is one not often considered, which is manipulation of individuals such as employees, who can be tricked into giving away sensitive information (often through social media) in order to gain access to secure networks. Targeted attacks are of a similar nature, though the cyber-attackers will use more sophisticated techniques such as spear-phishing or botnets. They may even tamper with a ship's equipment before it is delivered to an organization to gain access.

The stages of a typical cyber-attack will involve:

- **Survey/Reconnaissance**, where an organization is targeted, either individually or en masse.
- **Delivery**, where breach is attempted, which includes everything from sending malicious e-mails to hacking into cargo or consignment tracking systems.
- **Breach**, which will depend on the degree of access the cyber-attackers have and could include making changes that affect a ship's operations such as to ECDIS, or retrieving sensitive data such as crew and passenger lists and management systems.
- **Affect**, which will depend upon the objects of the cyber-attackers and can include widespread disruption to a ship's operations and systems, which can endanger many lives, or stealing cargo or funds or holding sensitive data to ransom.

Given the risks involved for those in the marine sector, it is crucial that maritime organizations that use online systems (which will be most if not all of them) are trained to identify and mitigate these risks.

The Guidance gives a fuller understanding about how this can be done, but in brief it will involve:

- Identifying the threats and your own vulnerabilities
- Assessing exposure to the risk
- Developing protection and detection measures
- Establishing contingency plans, and
- Adequately responding to cyber security incidents.

It is hoped that by spreading awareness of the vulnerabilities in the marine sector from cyber-attacks, that threats can be diminished and properly mitigated, especially as the industry moves, with the rest of the world, further online.

### Recognizing the threats

So what are the real, documented, current threats to the shipping industry from cyber criminals? Much has been made of the threat to vessels on the water from hackers. However, there is only limited available credible evidence to support claims of hacks at sea. Rather, the real threats on the water come from a lack of crew training and awareness and a culture which turns a blind eye to crew using their own devices at work (Bring Your Own Device, or BYOD) and plugging them into ship systems to charge them, thereby possibly releasing a malware they may have been inadvertently carrying onto the vessel.

### Maritime cyber security survey results

In 2017, I.H.S. Fairplay conducted a maritime cyber security survey, to which 284 people responded. 34 percent of them said that their company had experienced a cyber-attack in the previous 12 months. Of those attacks, the majority were ransomware and phishing incidents; exactly the same sort of incidents affecting companies everywhere, and not at all specific to the maritime world. The good news is that only 30 percent of those responding to the survey had no appointed information security manager or department, meaning that the majority of companies have a resource able to respond and mitigate any attack. However, the survey did reveal that there are still a lot of employees who have not received cyber awareness training of any kind, which means the shipping industry must try harder, for its own security. Additionally, only 66 percent of those questioned said that their company had an IT security policy, which is a serious cause for concern; IT security cannot be approached on an ad hoc, incident by incident basis. It's the security equivalent of plugging holes in a hull with cardboard. To underline that, 47 percent of those questioned believed that their organization's biggest cyber vulnerability was the staff. Hardly a glowing endorsement but, if you don't train your staff to be aware of threats, it's not surprising.

### Mitigating the risk – train your staff

Imagine you're in charge of a company. You trust your staff to do everything. Except, it seems, ensure your bank accounts aren't handed over to cyber criminals or that your network is exposed to ransomware or malicious attack. It would seem to be a rather curious way to run a company. The key to mitigating cyber-crime is training. Yes, you can put posters up; send company memoranda out; promote industry guidelines. But how many of your staff take those in? A robust workplace IT security policy is the first step, but that can only work when also supported by a training course where employees can see the risks through demonstrations, simulations, and good teaching. There are very simple changes that any company can make to ensure better security in the workplace. From enforcing a zero-tolerance policy on BYOD, which is often disliked by the crew, to separating crew and administrative or operational networks, blanking unused USB ports, requiring monitors be turned away from public view to prevent "shoulder surfing," and a rule that all computers go into secure sleep mode when left unattended. For staff dealing with accounts, additional rules may be required to ensure the risks of phishing and social engineering (whale attack) are reduced.

You don't think your company is at risk? In November 2016, Europe's largest manufacturer of wires and electrical cables, Leoni AG, lost £34 million in a whale attack, when cyber criminals tricked finance staff into transferring money to the wrong bank account. £34 million. Lost... That should be read out to every board of directors. And similar attacks take place every week. In the last six months, the shipping industry has seen several incidents in the sector, ranging from a data breach at Clarkson's through to the damage done to Maersk by the WannaCry NotPetya variant sabotage/ransomware incident, which the company believes cost it as much as \$300 million.

There is no single solution to managing cyber risks. It is a collaboration involving people, processes, and IT systems. Establishing awareness in all levels of an organization is the important first step when implementing cyber security management. At Campbell, we conduct a training awareness seminar compulsory once every quarter and even once a month if possible to reinforce the team with the tools to fight cyber crime and to better protect against attacks on board and ashore.



*"A leader is one who knows the way, goes the way, and shows the way"*

*- John C. Maxwell.*



## ***Leadership Disciplines for 2019 and beyond ..***

I learned a great deal from ten years of coaching senior leaders in the corporate sector including several successful and some not so successful entrepreneurs, and some politicians as well. The cross-sharing of experiences was able to help fulfill their performance potential and that of their people who benefited greatly from the transformed way of being of their respective leaders.

While leadership effectiveness depends on several competencies it is also the leader's consciousness that is equally telling in terms of how they are able to overcome their challenges and succeed in a very volatile, complex and uncertain world.

### **Interpersonal interaction**

Ichiro Kishimi a disciple of Adlerian Psychology and author of "The Courage to be Disliked" explains that at the end of the day all human problems are interpersonal relationship problems.

The one lesson that stands out prominently in all my coaching experience is that whilst leaders focus strongly on the task ahead of them, it is their people skills, the way they manage interpersonal interactions at work that ultimately makes the difference between winning and losing. The current US President and the numerous broken relationships with former members of his 'team' that has resulted in a sense of chaos in the world's most powerful office are a stark reminder of the value of strong interpersonal relations. Jose Mourinho the coach of

Manchester United in the English Premier League, had to be let go of because of his failed interpersonal interactions with his team.

I had written an article in The Straits Times, Singapore, some years ago titled "the business of business is people". Nothing has changed since then and if anything, it has become even more clear that leaders need to excel at building trusted relations with their people just as much as they do with their clients.

Getting them to feel motivated and take ownership, inspired by the leader's ability to guide and support them on their journey, giving meaning to their life with a strong sense of fulfillment is what delivers organizational success.

### **Managing time**

In the words of Henri David Thoreau, "it is not enough to be busy...the question is what are we busy about?" Most leaders are very busy often working long hours without a break, trying to squeeze every bit out of themselves in the limited time at their disposal. Yet this is their biggest challenge as they fall into the trap of fixing the urgent, taking their eyes off the important tasks that need to be addressed on a priority basis.

Most critically they do not find the time for themselves, to reflect and think about the long term, the vision and purpose of their existence. This is due to their focus on the short term, the quarterly numbers, the need for immediate results that quite often can be in conflict with their long-term goals.

It is this aspect of managing the polarities, both the short term and the long term that gets in the way of effective time management which then leads to several self-limiting behaviors that get in the way of business performance.

One CEO client of mine lamented that even if there were more than 24 hours in the day he would never be able to find the time to relax and find time for himself. On the other hand, I've had the opportunity to work with executives like Amit Banati, President, APAC, ME and Africa at Kellogg Company, who have developed the art of having time for their people and still find enough time to reflect for themselves. Their effectiveness and resultant success owe itself to a large extent on this ability to find time for the things that really matter.

### **Mindfulness**

Rasmus Hougaard a pioneer of Mindfulness and author of "One Second Ahead" explains it as learning to master your attention, which is nothing but learning to master your thoughts. It has a positive impact on your physiology, mental processes, and work performance. It requires the ability to see clearly what is happening in your mind and make wise choices about where to focus your attention. This kind of open awareness allows the leader to work with clear thinking which when combined with a sharp focus on the single task at hand leads to mindfulness for outstanding results.

So multitasking is a thing of the past. It is not something to be proud of. It causes distraction and usually results in behavior that is on autopilot- not a great way to achieve the flow that the leader seeks in himself and his team as a way of achieving

outstanding results. Mindful goal setting, positively framed, increases the chances for success and even routine activities like emails and meetings which otherwise become overwhelming can be dealt with in an effective manner. Is it any wonder that Google, one of the world's most successful companies, has been a pioneer and a strong advocate of mindfulness, running elaborate programs for its executives to inculcate this attribute?

### **Being Stoic**

This is the one quality I have seen amongst many of the successful leaders I have coached. Their decision making, the choices they make, how they categorize, respond (not react) and reorient themselves to the context of the external elements they cannot control. Three critical disciplines that contribute to their stoicism are: The Discipline of Perception (how they see and perceive the world around them) The Discipline of Action (how they respond by way of behaviors in the context of external stimuli and to what end) and The Discipline of Will (how they deal with things they cannot change, attain clear and convincing judgment and come to a true understanding of their place in the world).

Singapore itself is a great example of the virtues of stoicism. Right from the time of its independence to this day, the country's leadership has had to overcome several challenges to get the country to where it is today. How the country responds to the changing social, economic and geopolitical dynamics is a lesson in stoicism worth emulating. By mastering the disciplines mentioned above, leaders cultivate resilience, purpose, and joy in the work they do even when faced with complex dilemmas and challenges on a daily basis.

They are able to keep their emotions under control, stay calm and poised in the face of extreme provocation and find mental clarity to direct their actions properly and justly.

Marcus Aurelius, the last of the five good Roman emperors in his Meditations 9.6 refers to the Big Three disciplines of stoicism: "certainty of judgment in the present moment; action for the common good in the present moment; and gratitude in the present moment for anything that comes your way."

### **Self-awareness**

Leaders who are self-aware are able to see themselves clearly, understand who they are, how others see them, and how they fit into their organization and the world in general. There is a strong and positive co-relationship between the self-awareness of leaders, their authentic behaviors and consequently their leadership effectiveness. On the flip side, the lack of self-awareness often leads to a fall from lofty pedestals, as has been the recent case with Carlos Ghosn the ex-CEO of Renault/ Nissan.

According to accomplished leadership coach and author Dr. Tasha Ulrich, self-awareness is the meta-skill of the 21st century. The qualities most critical for success in today's world -things like emotional intelligence, empathy, influence, persuasion, communication, and collaboration - all stem from self-awareness. It is what makes them great team players, great relationship builders, and superior leaders.

Self-aware leaders constantly seek to be aware of their perspectives, how they show up and how it impacts others and the organization. They derive their self-esteem from the fact that they see their journey as one of continuous learning and development. They do not ignore their ignorance, seek to explore their imperfections, and how they need to recalibrate their beliefs to overcome them. They know that change comes from a lot of little things strung together and are not afraid to start the journey of transformation.

Lastly, I want to end with a quote from Carl Jung: "All the greatest and most important problems in life are fundamentally not solvable. They cannot be solved, but have to be outgrown. This outgrowing requires a new level of consciousness. Some higher or wider interest appears on the horizon, and through the broadening of our outlook, the insoluble problem loses its urgency. It is not solved logically on its own terms, but faded when confronted with a new and stronger life urge."

Leaders have to keep growing the structure of their own mind and that of their people. This new structure is what will drive performance. If you wish to take the organization to the next level, you have to change the consciousness of the people, have different conversations, conversations not had before, even change the language you speak so you can create a new way of being that will lead to new doings and new outcomes.

**- Mr. Pratap Nambiar  
Chairman & Founder  
of thought Perfect Pte. Ltd.**

# A greener way to operate

*"Operating more efficiently is another way to reduce fuel consumption and go green"*

Industries today measure success by their operational efficiency. With the widespread use of computers for management of data, gone are the days when a warehouse inventory was written down on ledgers stacked up in a corner. Companies like Amazon and Google have opened up new frontiers in logistics and inventory management and are toying with radically new concepts such as deliveries by drones and automated devices.

Shipping has traditionally been an industry that has never been quick to adapt new technology. However, in the past few years, under pressure due to weak worldwide economies and low freight rates, we have seen many shipping companies venture out and seek new ways to reduce costs. The biggest operational expenditure in shipping is the cost of fuel and this was the area of primary focus. Companies such as AP Moller and MSC with container vessels on liner trade first experimented and adopted the concept of slow steaming. Container ships, which traditionally used to operate at 20-plus knots reduced their speed to around 15 knots and halved their fuel requirements. This model was soon adopted all over the industry and engine makers also got into the game by introducing engines with electronically controlled fuel injection and valve timing, which were more suited for slow steaming.

Fouling of the ship's hull is another major cause of high fuel consumption and soon shipping companies realized that they would be able to operate far more efficiently if they adopted a regime for inspecting and cleaning a ship's hull on a periodical basis. Paint manufacturers came out with new silicone-based paints, which were far more effective in prevention of fouling.

To be able to reduce fuel costs, it is very important to measure engine parameters such as SFOC (Specific Fuel Oil Consumption) and engine load accurately. Traditional flow meters were found to lack the accuracy needed and many companies are fitting mass flow meters, which are more accurate. To be able to measure power accurately, ships are being fitted with shaft power monitoring equipment, which measure the engine load. Weather routing is another tool that uses computers to analyze weather and current patterns and plot the route of a vessel most efficiently.

Campbell Shipping has adopted the Storm-Geo platform for close monitoring of the fuel consumption of its fleet. The speed, fuel consumption, and track of the vessel is monitored in almost real time to check for high consumptions. Using this platform, it is also possible to check the performance of the vessel over a period of time to analyze the effect of hull fouling (or the effectiveness of any hull cleaning operation carried out). The benefit of using these tools and the efforts by the shore team are appreciated fully when one observes the significant reductions we have been able to achieve in fighting speed and fuel claims for the fleet. From a high of US\$ 22,000 for one quarter barely a year ago, we have consistently improved our performance and brought it down to below US\$ 4,000 for a quarter.

The excellent performance is a result of the hard work onboard the vessels as well as the shore team management in closely monitoring and taking every available step to reduce fuel consumption.

**KEEP UP THE GOOD WORK !**

**FLEET LOSS - REVENUE/DAY/VESSEL - FUEL & SPEED WARRANTIES (RUNNING AVERAGE - 2017)**



The numbers speak for themselves and an outstanding reduction in the speed and fuel claims helped reduce the overall revenue loss from US\$ 152,059.69 in 2017 to US\$ 14,261.81 at the end of 2018. It's the team effort moving with a single goal and motto of our ONE TEAM CAMPBELL that helped the company achieve its target. This new milestone should be now placed as a benchmark and set as a new record to break

in the coming years. It is not the effort of a single individual but the contribution of every single person to help work towards that goal. Like the functioning of a healthy body, every organ needs to perform its respective task. Every new achievement helps strengthen the faith that the management and team of Campbell Shipping both on board and ashore has in the owners.

**FLEET LOSS - REVENUE/DAY/VESSEL - FUEL & SPEED WARRANTIES (RUNNING AVERAGE - 2017)**



# "Test your shipping knowledge"

1. If someone were to say they have "no room to swing a cat," what is the cat they are referring to?

1. A pet
2. A whip
3. Catherine the Great
4. This was a random phrase that didn't mean anything.

2. In nautical terms, berth is used many times. Which of these is NOT a description of "berth"?

1. A place to sleep
2. A safety margin
3. A place for a ship not at sea
4. A large type of ship

3. Sometimes a structure is built in the water that is similar to a buoy; it acts as a marker. What marine animal is it named after?

1. Shark
2. Whale
3. Dolphin
4. Seal

4. You may have heard of a fathom, especially if you say "I cannot fathom that, salami!" How long is a fathom, roughly?

1. From toe to toe if you can do the splits
2. From fingertips to the ground if you can reach straight up
3. From fingertip to fingertip if you outstretch your arms
4. From elbow to elbow if you touch your fingertips together

5. Many have heard of grog, but did you know it is half water and half alcohol? What kind of alcohol is it, by chance?

1. Wine
2. Gin
3. Rum
4. Whiskey

6. Sometimes ships have more than three masts. What is the fourth, much smaller mast known as?

1. Mizzen-mast
2. Jigger-mast
3. Fore-mast
4. Main-mast

7. What is a monkey's fist?

1. Type of knot
2. An actual monkey fist with magical powers
3. Type of fishing technique
4. Type of belaying pin

8. When a ship skids on top of the water more-so than actually pushing through it, what is this called?

1. Carring
2. Training
3. Boating
4. Planing

9. You've probably heard all of these terms: aft, fore, port, starboard. However, if you're like me, you get them mixed up often. Which one refers to the right side of a ship?

1. Port
2. Aft
3. Starboard
4. Fore

10. Though you might use the term "under the weather," it has a completely different meaning in nautical terms. What does it mean on a ship?

1. Serving a watch that is exposed to wind and spray
2. There are thunderclouds directly overhead
3. Ill; Sick; not feeling well
4. A type of rigging known as a "weather" has fallen on top of a crew member

1. (2) 2. (4) 3. (3) 4. (3) 5. (3) 6. (2) 7. (1) 8. (4) 9. (3) 10. (1)

Answers:

## Interesting Shipping Facts and Knowledge sharing



- In 2010, Somali pirates were holding 544 seafarers hostage. Every year, more than 2,000 sailors die at sea, and an incredible two ships are lost every day. In 2012, the attack rates on seafarers was higher than the number of violent crimes in South Africa, the highest-crime nation on Earth.
- If you were to line up the containers on just one ship, they would easily stretch nearly halfway around the planet. If you stacked them up, they would be equivalent in height to nearly 7,500 Eiffel Towers, and if you unloaded their cargo onto trucks, the traffic would stretch for 60 miles.
- A container ship travels the equivalent of three-quarters of the way to the moon and back in one year during its regular travel across the oceans.
- Around 1.5 million seafarers are employed by the global shipping industry.
- Shipping is cheap. It's so cheap in fact, that rather than fillet its own fish, Scotland can send its cod 10,000 miles across the ocean to China to be filleted, and then sent back for less than the price of doing it themselves.

### ACCIDENT CASE STUDY 1: DISASTER IN THE MAKING

#### What happened?

A northbound chemical tanker and southbound general cargo ship were making their way in open coastal waters. The vessels would pass clear by less than 2 km. The tanker made a large alteration to starboard. In response, the cargo ship altered course to port. The tanker struck the cargo ship amidships, holing it. As the tanker went astern to free itself, it caused the holed vessel to sink.

#### Why did this happen?

Neither vessel had assessed the risk of collision or acted in ample time to prevent it.

The action by the chemical tanker was late and inappropriate. Both vessels were full ahead at the time of collision. By going astern after the collision, the chemical tanker unblocked the hold in the cargo ship's side, causing it to sink.

#### Please remember

Any action should be positive, made in ample time, and be substantial. If there is any doubt regarding the risk of collision in a head-on situation, then action should be taken.

A better look-out would have ensured more warning was given and time availability to act. A full damage assessment of both vessels should have taken place before any further action.

#### International Requirements

Convention of the international regulation for preventing collision at sea (COLREGS): Rule 5 - Look-out, Rule 6 - Safe speed, Rule 7 - Risk of collision, Rule 8 - Action to avoid collision, Rule 14 - Head-on situation.

### ACCIDENT CASE STUDY 2: LIFEBOAT FALL TO DEATH

#### What happened?

A lifeboat was lowered with 4 crew members on board, but not detached from the on-load release hooks. The crew performed a lifeboat drill and raise the lifeboat again.

When nearly at deck level one hook release, leaving the lifeboat suspended, before the other hook failed. This dropped the lifeboat and crew 30 m, causing 2 fatalities and injuring the other 2.

#### International Requirements

International safety management (ISM) Code: 08 - Emergency preparedness, 10 - maintenance of the ship and equipment  
MSC.1 / Circ.1206 Rev.1 - Measures to prevent accident with lifeboats  
MSC.1 / Circ.1327 - Guidelines for fitting and use of fall preventer devices (FPDs)  
MSC.1 / Circ.1392 - Guidelines for evaluation and replacement of lifeboat release and retrieval systems

#### Why did this happen?

The first hook was not properly adjusted. A gap was present between the hook and retainer, allowing the lifeboat falls to come free during raising the lifeboat. This gap was greater than the manufacturer's specifications. The operation and maintenance manual did not detail this, no training was provided on installation, and the technician manual was not available (despite dealing with it). Regular inspection did not occur.

#### Please remember

The risk posed while lowering and raising a lifeboat is well known and guidance on reducing it was published by the IMO. The safety management system should include any suitable method to further reduce the risk, such as a fall-preventive device, along with inspection requirements and details on non-conformity reporting. The carriage of technical manuals is beneficial for checking, updating, and verifying O&M instructions.

### ACCIDENT CASE STUDY 3: ALLISION IN THE ANCHORAGE

#### What happened?

A bulk carrier was underway, inward bound to the anchorage, inside the harbor limits. A pilot was on the bridge. The vessel dropped anchor but sheered to starboard uncontrollably. Running the vessel engines astern worsened the sheer, so a second anchor was dropped. The vessel made contact with a crude oil tanker at anchor. Structural damage was caused to both vessels.

#### Why did this happen?

Communication with the pilot was poor. The pilot received the pilot card but no further details on the passage plan or vessel handling characteristics. The vessel was known to sheer when going astern and that engine response was weak in shallow waters. When the pilot reacted to the sheer, the bridge team was unaware that the vessel's characteristics would worsen the situation.

#### Please remember

The passing of integral information to the pilot is essential to ensure safe passage to anchorage. Equally, the pilot should ask the bridge team about a vessel's handling. Better oversight by the bridge team and improved working with the pilot ensure the whole team is able to prevent incidents such as these.

#### International Requirements

IMO Resolution - A.960 (23) - Recommendations on training and certifications and operational procedures for maritime pilots and other than deep-sea pilots  
SOLAS - Chapter V - Safety of Navigation > Regulation 34 - 1 - Master's discretion  
MCA M Notice - Marine guidance note (MGN) 199 (M) - Danger of interaction

Disclaimer: These are not incidents that have occurred on any of our Campbell tonnage but picked from an initiative as a collaboration between IHS safety at sea and ChartCo and has been shared as an initiative towards knowledge sharing and tools to broaden your outlook.

# Demise of Capt. Benson Furtado

On November 15, 2018, we got the unfortunate news that the Master of CS Caprice Capt. Benson Furtado, aged 42 years, was no more. He had suffered a cardiac arrest while onboard. Capt. Furtado had joined the company and CS Caprice in October 2018. He is survived by his wife and two sons.

November 23, 2018. Capt. Neville Quadros was present with the family to receive his mortal remains and Capt. Anindya Dasgupta was present for the funeral. The compensation due to the family was given out on January 21, 2019.

To respect his memory, Campbell Shipping observed a 2-minute moment of silence during the seminar. We pray for Capt. Benson Furtado's departed soul and hope his family can overcome this colossal grief.

Immediately following his death, the Company provided all assistance to the family and Capt. Furtado's mortal remains were repatriated back to his hometown on

**MONTH'S MIND**  
In everloving memory of  
**CAPT. BENSON FURTADO**  
**RATWADDONAVELIM**  
There will be an Eucharistic Celebration for the soul of our beloved Benson on Saturday the 15<sup>th</sup> of December 2018, (Tomorrow) at Our Lady of Rosary Church, Navelim at 8.15am followed by prayers at the grave.  
Offered by his sorrowful wife Benazir Furtado.  
Children Bedan, Benjamin. Mother: Anny Furtado & family.  
Relatives, friends and neighbours kindly accept this as the only intimation  
**ACKNOWLEDGEMENT**  
The family of late Benson express our sincere gratitude to Rev. Fr. Apollo Cardozo, Fr. Americo Rodrigues, Capt. Dasgupta, Capt. Neville Rodrigues, Management, Staff & Crew of C.S. Caprice Campbell Shipping Co. Family, Friends & Neighbours and all who have rendered help, attended the funeral. GOD BLESS YOU ALL !

# Promotions

| Name of the Seafarer                | Earlier Position | New Position    | On Board Ships | Month of Promotion |
|-------------------------------------|------------------|-----------------|----------------|--------------------|
| DHEERAJ KUMAR TARKESHWARNATH PANDEY | 2ND OFFICER      | CHIEF OFFICER   | CS JENNA       | Jan-2019           |
| AMAL NARAYAN                        | TRAINEE SEAMAN   | ORDINARY SEAMAN | CS CAPRICE     | Jan-2019           |
| JOESLEY CARVALHO                    | TRAINEE SEAMAN   | ORDINARY SEAMAN | CS JADEN       | Jan-2019           |
| BERNADO BUSH CARDOSO                | ORDINARY SEAMAN  | ABLE SEAMAN     | CS JENNA       | Jan-2019           |
| SLAGAR AUGUSTINE BOTERYA            | TRAINEE SEAMAN   | ORDINARY SEAMAN | CS SATIRA      | Dec-2018           |
| THANGARAJ MOHANKUMAR SELLAMUTHU     | 4TH ENGINEER     | 3RD ENGINEER    | CS CALVINA     | Dec-2018           |
| DENNIS PRAKASH                      | 3RD ENGINEER     | 2ND ENGINEER    | CS JOLA        | Dec-2018           |
| MANIK MALHOTRA                      | 2ND ENGINEER     | CHIEF ENGINEER  | CS JENNA       | Dec-2018           |
| RAM SHIVAJI HAJARE                  | JEWK             | 4TH ENGINEER    | CS SARAFINA    | Dec-2018           |
| ENDRICO DIAS                        | JEWK             | 4TH ENGINEER    | CS CRYSTAL     | Nov-2018           |
| TANVIR SAINI                        | 2ND OFFICER      | CHIEF OFFICER   | CS JENNA       | Nov-2018           |
| DOMINIC GARVIN THOMAS FERNANDO      | WIPER            | OILER           | CS SARAFINA    | Oct-2018           |
| MANMADHA RAO DASARI                 | TRAINEE SEAMAN   | ORDINARY SEAMAN | CS SONOMA      | Oct-2018           |
| NIXON FREDRICK ALBERT FURTADO       | CHIEF OFFICER    | MASTER          | CS SATIRA      | Oct-2018           |
| PARAG PADMAKAR BHOSALE              | 3RD ENGINEER     | 2ND ENGINEER    | CS SARAFINA    | Oct-2018           |
| JAYHAR VENUGOPAL                    | 3RD ENGINEER     | 2ND ENGINEER    | CS CANDY       | Oct-2018           |
| JWALANT PARESH TRIVEDI              | 2ND ENGINEER     | CHIEF ENGINEER  | CS CELESTE     | Oct-2018           |
| RAWLINS HILARY PEREIRA              | 2ND ENGINEER     | CHIEF ENGINEER  | CS CALVINA     | Sep-2018           |

We hereby take this opportunity to wish the crew who have been promoted a hearty congratulations, all the best in your new role. To all those who wish to look for the same outcome, keep working hard and strive to reach your goal. Hard work never goes unnoticed.



# On the lookout



Development and retention of talent is part of our core strategy. In anticipation of growth, we are always looking for talented and experienced individuals to join our team, both at sea and ashore and invite you to apply. We have the following current openings:

### **Bulk Carrier Ships:**

On the bulk carrier side, we are actively looking for Chief Engineers with ME Engine Experience

### **Cruise/Passenger Ships:**

We are looking for the following below positions for the cruise liners and passenger vessel

- Officers and Engineers of all ranks with Cruise / Passenger Ship experience.
- Cooks and Stewards with Cruise / Passenger Ship experience.

Interested applicant may apply to [manning@campbellshipping.com](mailto:manning@campbellshipping.com)

**Disclaimer:** It has come to our notice that some unscrupulous agencies / persons are fraudulently offering false employment opportunities in Shipping Companies. Campbell Shipping does not charge any money for placement onboard its vessels or in the office.

# NASSAU

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