

EFFICIENT,

RELIABLE

AND SAFE

SHIP

MANAGEMENT

Campbell Shipping, established by a prominent Scottish naval architect, George Campbell, in the years after World War II, and headquartered in Nassau, Bahamas, is a company rapidly expanding as a result of an intensive focus on not only providing high-quality ship management services but at the same time, paying the greatest attention to the wellbeing, training and development of its staff. Romana Moares spoke to the company's Managing Director/CEO, Captain Rajesh Dhadwal, about the latest company developments and the aspects that make it different from its competitors.



Campbell Shipping has an interesting history. It was founded by George T Campbell and was originally domiciled in Halifax, the capital of Nova Scotia, Canada, where he learned and mastered his skills in shipbuilding and repair. After settling in Japan, Campbell began building his Freedom Series design vessels in 1950 where he attained rapid success, opening the doors for mass expansion of his business.

In the 1960s, Campbell visited the Bahamas on vacation and eventually decided to develop his business there. In 2009, the business started to operate

under the name of Campbell Shipping Company Limited with technical management of vessels as its core business. Today, Campbell Shipping can provide technical management services from two locations: its head office in Nassau and branch office in Mumbai, India.

The company presently manages a fleet of 13 dry bulk vessels with an average age under five years, all built and maintained to the highest standards. The vessels trade globally and are chartered out to major charterers such as Cargill, Oldendorff, Pacific Basin, Falcon, K Line, Clipper and NORDEN. Services include full technical

management, vessel technical inspections/condition reporting and pre-purchase inspections.

The current fleet of managed vessels is undertaken entirely in-house. As such, the company is able to maintain the highest level of controls required to ensure a superior focus on overall customer service. The company has recently added a 3rd party vessel under its management and looks forward to increasing the management fleet further.

"In the last five years or so, our company has done a lot to improve risk management services to the benefit of our customers,"





said Managing Director Captain Rajesh Dhadwal who, with a background in the oil and gas industry, has a deep awareness of risk management.

“We fully understand that successful organisations are those that have the ability to identify and manage the risks associated with business. Our clients are charterers and commodity traders who use our vessels for cargo carriage. Their risk is associated with the cargo reaching the destination safely and on time. And we help them to eliminate that risk and in the process, safeguard their reputation.”

All on board

Another priority of the company’s management in recent years, highlighted Capt Dhadwal, has been corporate governance.

“This is not just policies and procedures, this is something for everybody in the company to see, a living thing. It is one thing

to define the strategy at the top level, but to get it across further down the organisation is quite another. Many organisations fail despite having a brilliant strategy, because people do not understand the full picture and do not understand where and what specific role they play.

“The clarity of the execution plan in my head alone has no value if everyone in the organisation does not share that. To provide that clarity at all levels, it is critical that it is communicated in a manner that is easily understood by everyone.”

This concept forms the basis of a model that Campbell Shipping developed in-house and that is quite unique in the shipping industry - a model that ensures that everyone in the organisation is on board. Branded the Campbell Target Operating Model (C-TOM), the model enables the application of a corporate strategy or vision to a business. It is a high-level representation of how a company

can be best organised or how different components of the business fit together to effectively deliver and execute and overarching strategy. Moreover, it allows all people within an organisation to view and appreciate the wider perspective and see their fit and engagement in the bigger picture.

“To communicate the strategy to our seafarers in this manner has been one of our key initiatives. It is very important that they identify with it and follow the principles every day in every task to ensure that they take ownership of the company culture and of its core values,” reflected Capt Dhadwal.

Employee focused, customer driven

The captain further affirmed that the management philosophy is centred on people and customers; both those the company employs and those it serves.



“We believe that meeting and exceeding the needs of people is a key component to our success. Therefore, we put a strong emphasis on providing our employees with opportunities to ensure their professional growth and development while at the same time creating a work environment that enables them to effectively manage their personal and family life,” he said.

“Being an employee focused organisation, we have our own manning company and pool of seafarers in India and the Bahamas. The company has also taken major initiative in the Bahamas with the development of LJM - Maritime Academy. This is a one-of-a-kind in the Caribbean region incorporating the latest navigation and engineering simulators, fire-fighting and life-saving training facilities and an engineering training workshop.

Capt Dhadwal continued: “Fully trained and content employees can then do their best to meet and exceed the needs of our clients, and thus to ensure our company’s growth. And our suppliers are very much a part of this process too as they provide us with the resources that we need to be able to do what we do. They are very important to us and we value

in particular three things: quality, reliability and timely delivery.”

In view of the market requirements, Campbell Shipping is currently investing in IT and information systems, as well as a business intelligence tool that will allow the company to look at all ship data inputs and analyse them to improve performance.

“We also invest continuously in the training of our seafarers and believe in customised training platforms rather than off-the-shelf training solutions,” added Capt Dhadwal. In 2012, the company was awarded the Safety At Sea Award in recognition of an innovating and original development to improve safety and security for its staff, both onboard and ashore.

But that was not the only award the company has received in the last few years. In 2013, Campbell Shipping qualified for Qualship 21. On the basis of a detailed US Coast Guard review of company’s performance, Campbell Shipping and its vessels were recognised to meet the eligibility criteria of this programme. Less than a tenth of all the foreign flagged ships that operate in the United States meet the eligibility

requirements of Qualship 21, thereby putting Campbell’s vessels in an elite class. The company has retained this recognition ever since until this date.

And an accolade of a different nature came in 2015 with The Connecticut Maritime Association Award & IMO special recognition in 2017 - when one of Campbell Shipping’s vessels rescued 510 men, women and children refugees in peril in the Mediterranean Sea. “This was an unprecedented challenge, which the Campbell team was able to accomplish successfully,” stated Capt Dhadwal.

Summarising the shipping market in its entirety, Capt Dhadwal said it is a changing landscape where “more focus is being put on environmental protection as well as risk awareness and risk management at every aspect of the business. Every company, if it wishes to succeed in today’s environment, must, in addition to providing an excellent level of services in a very cost-effective manner, be a highly responsible company.

“This is what clients require today and I am happy to confirm that Campbell Shipping is such a company. We look forward to serving clients with similar views.”