

# Tribune

Issue 18 - 2015

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**Our Values:**  
Proactivity,  
Commitment &  
Respect

**Our Vision:**  
Creating Value  
by Daring to be Different



## Dear friends and colleagues!

**Welcome to read** the summer 2015 issue of the Tschudi Tribune. This is a much appreciated communication channel to all colleagues which helps us stay on the same page (literally speaking). At the same time it gives the external reader the insider's view of what is happening within the Group. Tschudi Tribune would not have been such an interesting and useful read if it had not been for the individual contributions from many dedicated Group employees, well managed by the editor Celia Lindqvist.

The world around us is changing fast and not always to the better. This we really have experienced over the past 12 months, not least in the North which is so strategically important for us. We are motivated by the longer term prospects and will work hard to stay ahead during these times of rapid change.

Two major factors have unexpectedly slowed down the developments in the High North as well as activities in our offshore and logistics markets. The first is the sharp drop in oil, gas and commodity prices in general (and for us, iron ore prices in particular) and the second, the deteriorating geopolitical situation, i.e. the sanctions against Russia and the sanctions by Russia against others. As Russia is the dominant arctic nation in terms of land and sea areas and corresponding resources, the changing relationship between Russia and the rest of the world matters a lot in the High North. Part of the set-back has been created directly by the sanctions while uncertainty about their interpretation and the general change in sentiment has added to this negative impact. As we know only too well from shipping, commodity markets fluctuate and they will recover when the demand becomes greater than the supply again. Based on demography and the long-term trend of economic growth in the world, there will be an increasing need for arctic resources. During good times many industry players let costs soar while enjoying the high prices only to discover that they have a problem when markets correct. Such self-inflicted pain needs new and creative solutions, and that is where we should fit in. Innovation and creativity are often thriving better in smaller companies and we definitely have the right people on board to adapt to the new circumstances with flexible and more cost efficient solutions. It is during times like these that the one who is able to adapt quickly will come out strengthened.

With regard to the geopolitical scene, companies can do little apart from not letting the colder political climate destroy old established relationships both personal and in business. Hopefully people at high levels will find solutions and the trust



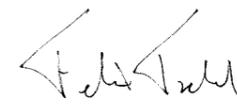
lost will be re-established, even if it does not look promising just now. Throughout history trade has contributed to peace as people who trade must understand each other in order to reach agreements. Despite the recent setbacks we have a long-term commitment to the High North and the future development of that region. We will continue in this direction and are confident that we will be successful even if things usually take more time than expected.

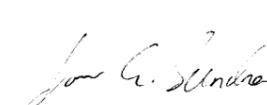
This commitment to the High North is about more than geopolitics and commodities. It is also about people and the belief that once we have chosen the direction, having the right people is what gets us there. It is during times when unpredictability is omnipresent that we have to trust in our vision, "Creating Value by Daring to be Different" and values, Proactivity, Commitment and Respect. We do think that our vision and our values hold the key to our success, not least in adverse times when it pays to think out of the box while staying true to our values.

We repeat our message about focusing on one of our core values, proactivity. Proactivity is to be forward thinking and prepare for what might happen both good and bad. It is an important safety aspect from a personal point of view as it protects you, your colleagues and the environment in which we operate. Being proactive also puts us in a position to avoid dangers and to foresee and be prepared for opportunities before others. That is needed in a changing world. We know this with experience from 1883. We urge and encourage you to act accordingly.

Wishing you all the very best and a nice summer.

Kind regards

  
Felix H. Tschudi  
Chairman

  
Jon Edvard Sundnes  
Managing Director

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*Cover photo: Nordic Oshima sailing the Northern Sea Route, 2014.*  
*Courtesy: Rosatomflot.*



# SAFETY FIRST

BY LARS CHRISTIAN AASEN, TSCHUDI SHIPPING COMPANY

**The health and safety of colleagues,** customers, business partners and protection of the environment and society around us are fundamental principles of our businesses and a number one priority.

The Tschudi Group has a proactive and systematic approach to the safe operation and safety of personnel both on sea and ashore, while providing customers with quality products and services. By complying with international conventions and national and flag state regulations, all reasonable actions will be undertaken for pollution prevention and leaving a positive footprint.

The statement above is clearly stated in our policies. However to achieve this and simultaneously create reasonable value for our owners, job security and a pleasant working environment for our employees does not just happen by itself. Our abilities, as a company, to understand the risks and opportunities in our business environment and context is and will always be crucial. Crucial because it enables us to proactively and systematically plan and execute our business and to achieve objectives set for the group as a whole, for the individual group companies, for all employees, and for the society as such.

So what do we mean by “us”? Well, ideally, it should be every person involved in the execution of our business, but main contributors are of course you and I, the employees of Tschudi. Other key stakeholders, such as legislators, partners, customers, sub-contractors and suppliers also play important roles, but in the end, it is up to us working in the company to collaborate and structure and organize our resources, processes and systems for achieving best possible results and continual improvement as we move forward.

In the previous issue of Tribune, we reflected upon how we could utilize our corporate structure and brand better, looking at the Group as a whole in terms of structuring and organizing resources, processes and systems. Since then we have initiated development of a Tschudi Group management system and a dialog on how to organize related decision-making. The CEO and some of the key Managing Directors in the group met recently at Lysaker and approved the basic principles and ideas behind the ongoing development.

The “new” Tschudi Group management system will integrate relevant aspects of management (i.e. health & safety, security, environmental, quality, human resources, information & communication technology (ICT), and financial-management) realizing synergies across the company, by standardization of methodology and tools for design, implementation and continual improvement of processes and workflows. The management system will be web based, and if possible online for all users ashore and onboard. We are currently assessing suitable QMS software, including QM+, which is already in use by a few Tschudi group companies. The assessment involves SHEQ resources from across the group.

The development and implementation process for the group management system will continue over some time, and my ambition is to publish regular updates through the Tribune magazine. This will be additional information to what you will receive from your local management and internal memos moving forward. If anyone has questions about this and/or good ideas, I am always interested so let me know.

PLAN
  DO
  CHECK
  ACT

# A REMARKABLE FIND

*In the 1980s Tschudi & Eitzen (T&E) was being run by the fourth generation, Felix H. Tschudi and Axel C. Eitzen.*

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY



With the changes of the shipping industry in the 1980s, involving third-party management and foreign seafarers, the partners were now considering business opportunities outside Norway. In addition to developing their Norwegian business, it was desirable to establish a beachhead abroad.

Their eyes fell upon Denmark – an appealing country with a well-developed investment environment and opportunities for shipping partnerships.

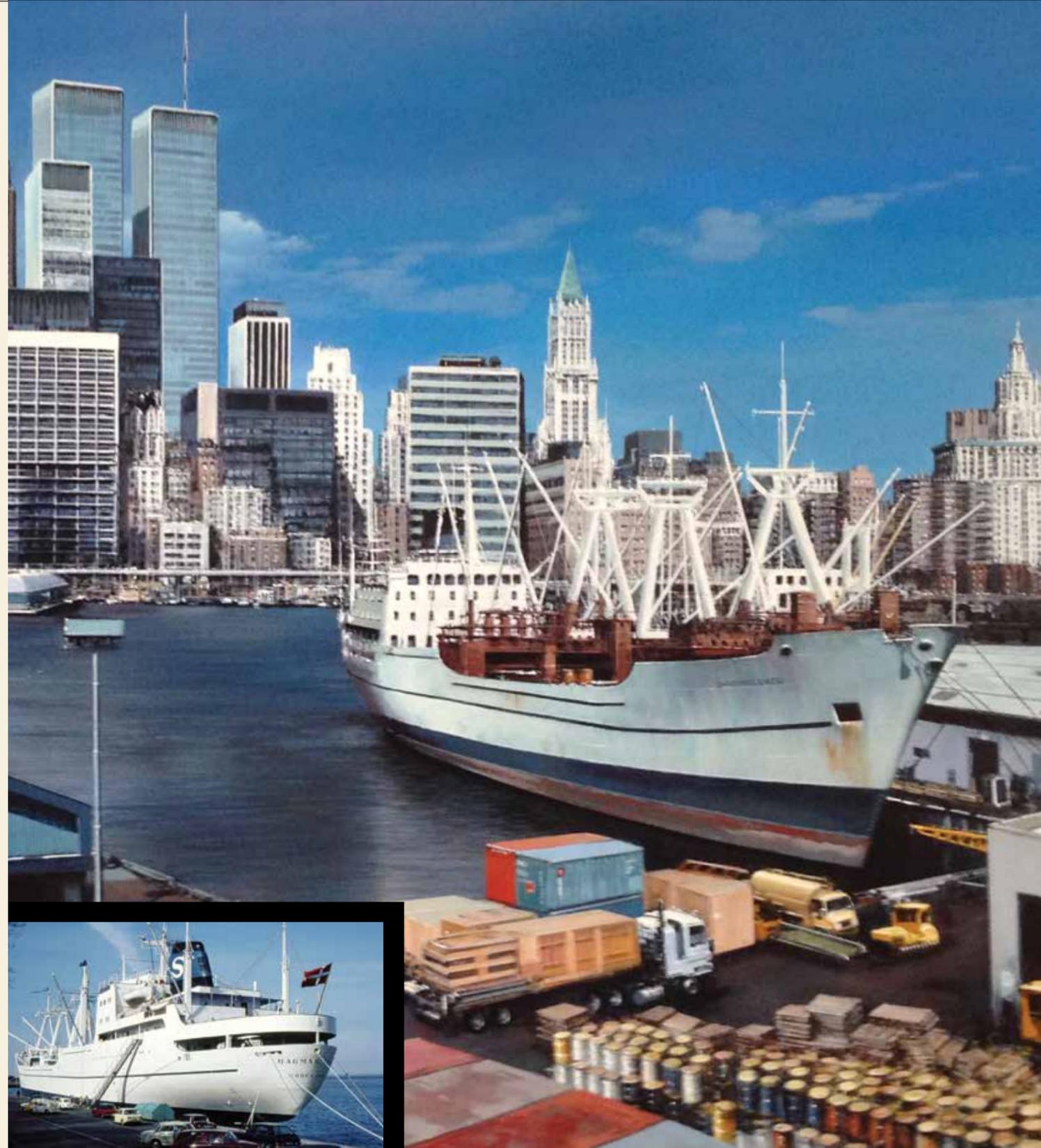
After scouting various possibilities, it was the Danish company Skou International A/S which was found to be the most interesting option. The company had been formed in 1986 from the maritime/technical division of Ove Skou Rederi A/S, a Copenhagen based ship-owner, and was specialising in third party ship management.

In 1989, T&E established Tschudi & Eitzen (Denmark) and subsequently bought a 50% ownership share in Skou International. T&E thus became part owners of what was now to be called SITE International (SITE=Skou International Tschudi &

Eitzen) including also their portfolio of six vessels. One of the ships being Dagmar Skou – a general cargo vessel from 1971. In 1993, Tschudi & Eitzen bought out Skou and renamed the company, Tschudi & Eitzen International A/S.

Years later, during a business trip to Hamburg Felix H. Tschudi and Jon Edvard Sundnes spotted an impressive painting of the famous New York skyline in a local art gallery. When looking closer, it was the boat in the foreground which aroused their curiosity. The boat was familiar but not the name – Daga Srou. Intrigued they contacted the artist and explained that, based on Tschudi & Eitzen's history, this boat could be none other than Dagmar Skou. This painting was naturally of great interest for the Tschudi Group and with little persuasion, the artist agreed to repaint the correct name. In a slightly different position from the original but still good enough to secure a sale!

The painting is now displayed in the offices at Lysaker and perhaps already a familiar sight for those who have visited us.



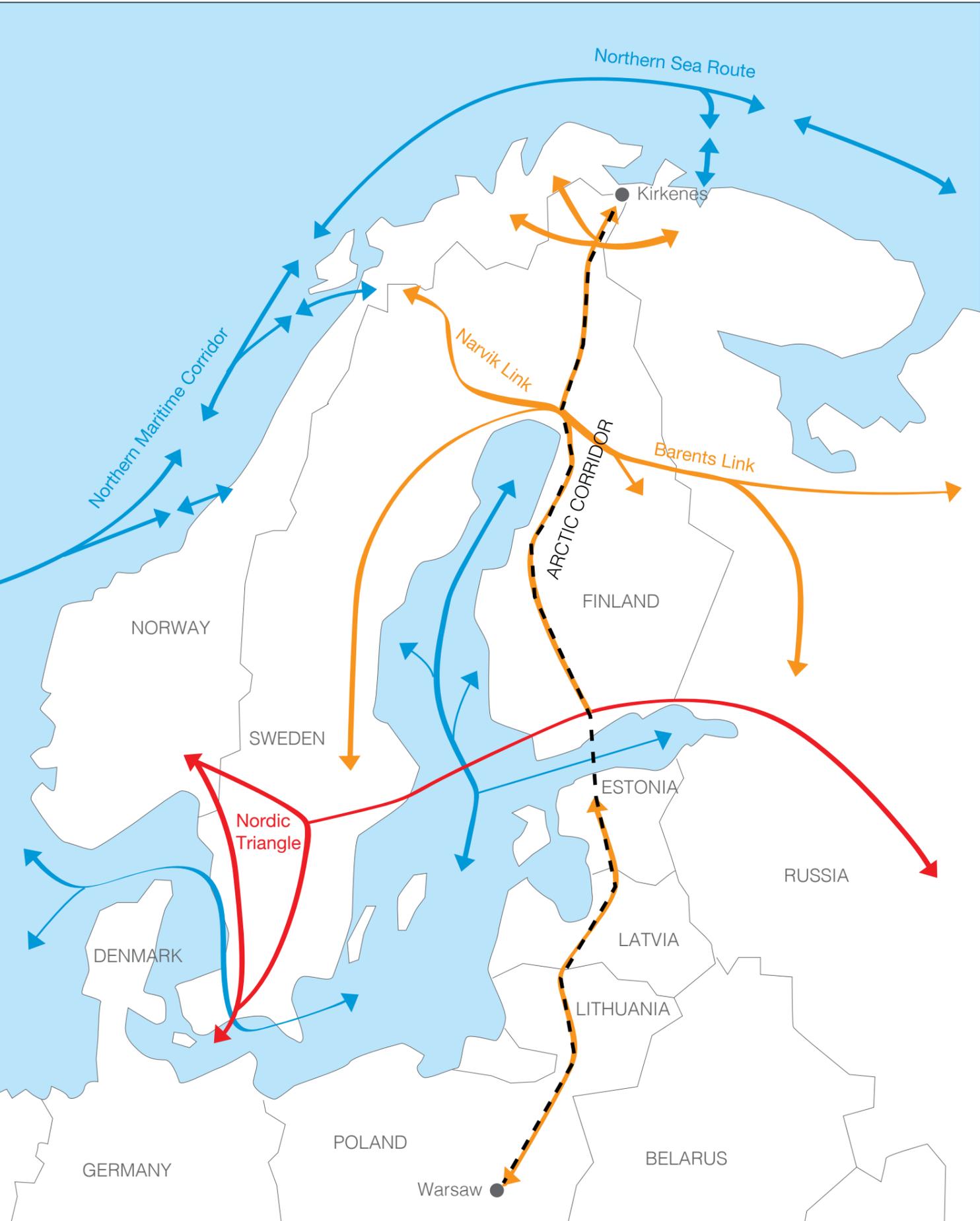
The original and the artist LROCCA'S impression of Dagmar Skou.

An aerial photograph of a train traveling through a vast, snow-covered landscape. The train, consisting of a blue and white locomotive followed by several red and blue freight cars, is moving along a track that curves through a dense forest of evergreen trees. In the background, a small settlement with several houses is visible, and a large body of water, possibly a frozen lake or river, stretches across the horizon under a pale sky.

# THE ARCTIC CORRIDOR

The new transport route connecting the High North to a global network.

*(Photo taken from an Arctic Corridor animation.  
You will find the film under Arctic News on [www.tschudiartctic.com](http://www.tschudiartctic.com))*



**FACT:**  
 According to estimates, 20-30% of the world's unexploited gas reserves and 5-13% of its oil reserves are located in the Arctic region.

Figures from the European Commission indicate that cargoes transported over the road network via the Arctic Corridor to Norway and Russia will increase to 1-3 million tons by 2020.

BY FELIX H. TSCHUDI, TSCHUDI SHIPPING COMPANY

Visions are important not only for people, but also for countries and regions. The Arctic Corridor's ([www.arcticcorridor.fi](http://www.arcticcorridor.fi)) initiative for an Arctic railway connecting the Baltic and the Barents Sea could create a vision of vital importance for the Nordic and even Baltic countries.

It is difficult to measure the indirect impact of large-scale industrial investments before they happen. Tschudi Shipping's experiences in the northern Norwegian town of Kirkenes are an example of this. In 2006, before the decision to reopen the Sydvaranger iron ore mine, many of Kirkenes' inhabitants felt left behind waiting for the offshore development of the Barents Sea. The main local debate was about the proposed closure of the local hospital which described the town's prior decline. Today, seven years later, a new hospital is under construction, the population of the municipality is increasing, and the optimism has returned to the region. What brought about this change? The completion of the NOK 2.5 billion mining project meant activity. Activity creates more activity, attracts expertise and develops knowledge. After extensive work during the reconstruction phase of the mine, local Kirkenes subcontractors are now prepared to serve the expected oil and gas developments in the Eastern Barents Sea. Due to the common Nordic labour

market in a region where the language and cultural barriers are low, the reconstruction of the Sydvaranger mine was able to draw on experienced workers and management from Norway's northern neighbours. Kirkenes now has the port expansion plans, skills and capacity required to succeed. In sum, Kirkenes' outlook radically changed over the course of eight years due to the Sydvaranger industrial investment. The development of the North must start with an attitude change within and towards the region. Real results need to be realised for negative trends to be broken – Kirkenes is a good example of such a transformation.

"Where gas meets ore" could be the motto of the Barents Region. The Fennoscandian geological shield covers the Kola peninsula, northern Sweden and Finland. It is one of the largest and richest mineral provinces in the world. Its deposits are similar to the world-class ore deposits in the Canadian, Western Australian and Southern American shields. At the same time, large oil and gas fields have been discovered in the Barents Sea. Clearly, the combination of large deposits of both minerals and natural gas are opening up for unprecedented industrial and technological developments. Hence natural gas can be used as feedstock for the processing of the minerals and metals of the region. The resulting semi-processed materials are



A grand vision! A bridge to the future for the Nordic countries.  
(Photo taken from an Arctic Corridor animation. You will find the film under Arctic News on [www.tschudiarctic.com](http://www.tschudiarctic.com))

### “This joint project has the potential for large regional and environmental benefits - a real vision for the future.”

environmentally beneficial due to reduced transportation needs and industrial emissions. By combining the metallurgical, natural gas and offshore know-how of Finland, Sweden and Norway, the Nordic countries could develop a new technological frontier together. This joint project has the potential for large regional and environmental benefits – a real vision for the future.

The Barents Sea South East is a new oil and gas province close to the newly defined sea border between Russia and Norway in the Barents Sea. Since 2011 seismic surveying has been ongoing in this area. The 23rd round of offshore licensing, which covers parts of this seabed, has gathered the interest of more than 40 oil companies. Although the offshore developments were initially hugely popular, the sentiment has lately turned negative as the local population do not believe they will benefit as much as expected without landing the oil and gas ashore. These issues could be overcome through creating on-shore value with offshore gas. Applications for oil exploration licenses should be given preferential treatment if they include

plans for onshore gas and mineral processing. Such preferential treatment would spur the oil and gas companies to become catalysts for new industrial thinking in cooperation with the mineral and metal processing industry. Due to the scale of investments required, only very large gas fields will be developed independently. Every oil field, however, contains associated gas that is normally reinjected into the field. If such stranded gas could form the feedstock for industrial projects, all parties would have incentives to find joint solutions. In the future requirements for CO<sub>2</sub> capture onshore should be included. For example, returning captured CO<sub>2</sub> as pressure support to the oil fields could become the norm. It could be technically feasible to use the same shuttle gas carriers for transporting the CO<sub>2</sub> back offshore which are transporting the compressed natural gas ashore. This is not only a viable industrial approach but also an environmentally friendly solution. A win-win solution.

The Arctic Railway initiative connecting Rovaniemi with Kirkenes is stretching the imagination. It will require huge

### “The ice-free deep water Port of Kirkenes can today load vessels up to 100 000 dwt and there are plans to increase up to 170 000 dwt .”

investments and will also spur long debates about environmental impact and cost/benefit analysis. Ultimately though, it could create a unified economic North with its own industrial logic and momentum. The Arctic Railway would transport raw materials and goods to the North for shipment either via the Northern Sea Route to the Far East during the ice-free season, or to the Atlantic. For example, the ice free deep water Port of Kirkenes can today load vessels up to 100 000 dead weight tons (dwt), and there are plans to increase this to 170 000 dwt vessels. This would offer considerable economies of scale for shippers of bulk cargoes. Like the previous Petsamo corridor, today Russian Pechenga, it would connect Finland to the Barents Sea and be a gateway for exports and imports that could provide Finnish industry with an opportunity to serve the growing offshore activity in the Barents Sea. Importing LNG by specialised tankrail cars could also be important for Finland and the Baltic countries seeking to diversify their energy supplies.

### “The Arctic Corridor would add flexibility, save cost as well as create a new supply route for Norwegian and possibly Russian LNG to a gas hungry Europe.”

This “rolling LNG pipeline” could be run on LNG itself and would enable energy generation and processing at remote mine sites in northern Finland and Sweden. This would make industrial developments possible almost anywhere, and at the same time be environmentally friendly, save transportation cost and create jobs and value locally.

The main supply of LNG to Europe via the Arctic Corridor to Finland, Sweden and the Baltic countries will come from new LNG plants envisioned in Finnmark on the Norwegian Barents

Sea coast. In the future when Russia again will become a natural partner in these developments, the LNG from the Yamal LNG project could also be sold and transported along this route. The Arctic Corridor would add flexibility, save cost as well as create a new supply route for Norwegian and possibly Russian LNG to a gas hungry Europe. It could also open new opportunities and new markets for the forestry and tourist industry.

The industrial development involving natural gas as feedstock will probably first develop along the northern coast of Norway, possibly involving the expertise of Finnish or Swedish companies and scientific institutions. In parallel with these industrial initiatives the time consuming preparations for planning, approving and financing the Arctic Railway should be started. The end destination of this journey should not be the Arctic Corridor alone but a new Arctic Industrial Corridor of sustainable developments benefiting the people and the region!

In his book “The New North – the world in 2050” Professor Laurence Smith of UCLA describes a demographic and economic shift northwards caused by rising temperatures, melting ice covers and rapidly increasing populations in low-lying or drought affected areas. Resources such as space and water will become scarce, and these are resources of which the North has plenty. Maybe the possible development described in this article could be the forerunner for that trend.

The Arctic Corridor is a grand vision - a bridge to the future for the Nordic countries. It is environmentally friendly and economically beneficial, but it requires our political leaders’ understanding, determination and courage to be realised!

*The above is an extract from Felix H. Tschudi’s article published in the Finnish BRE Review (Baltic Rim Economies) December 2014. The full article can be read here: <http://www.tschudigroup.com/article/340>*

# KEEPING THE CUSTOMERS

**Branding is how our clients perceive us and why they do business with us. We all represent the brand, the name, the services offered and how we communicate is of great importance.**

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

**We have to work consciously** with our brand and ensure that we deliver above our clients' expectations in a different and better way than our competitors. It is all about the client preferring us and how to secure repeated business, loyalty and long-term relationships.

Long-term customers are more likely to purchase additional products, introduce our services to others and ultimately, have no reason to consider a competitor's services. By recognizing what is important to our customers and by being able to deliver it, we have the ability to maximize customer loyalty and minimize the number of lost customers.

Studies\* across a number of industries have revealed that acquiring new customers can be 4-10 times more expensive than simply keeping existing customers. Customer profitability tends to increase over the life time of a retained customer and this should therefore be an added incentive to sharpen customer retention strategies.

How do we then maintain long-term customer relations and ensure customers are interested in more? Our customers' specific needs, customer satisfaction and our customer's profitability are all essential factors and the only way to get to know this, is to ask them! However, the majority of customers are different, each with their own specific needs, and this also

has to be taken into consideration. By showing a genuine interest in what is important to our customers and then taking action shows a commitment which can build trust and lead to a long-term relationship. A lot can be gained for mutual benefit by getting existing customers to increase their business rather than constantly hunting new customers.

Communication plays a vital part of customer relations. Regular face to face meetings backed by customer magazines or newsletter updates can be an important way of keeping in touch and signaling that they are indeed important to your business. Be proactive and inform customers prior to changes and unwelcome incidences and with this approach customer loyalty will be strengthened. Furthermore, find out what differentiates our services from that of our competitors. Once established, strengthen these differences in the services we provide. People appreciate the personal touch - it shows they are valued. It also reinforces the reason why they're doing business with you and encourages repeat business.

This alone can make the difference between a loyal customer and one that feels neglected and tempted by a competitor's services. Keeping customers makes good business sense.

\* The Chartered Institute of Marketing



*Jelena Pavlova and Jelizaveta Raikova, Tschudi Project Transports taking good care of customer CIEST METAL's needs.*

# TIME TO TEAM UP

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

Norway is home to a complete maritime and offshore industry cluster with every part of the supply chains represented. Norwegian products, technology and expertise are renowned globally and services such as maritime and energy finance, insurance and vessel classification are world leading. This is particularly true for the Oslofjord region where companies and people are involved in all aspects of the maritime and offshore industries. Since the establishment of the Maritime Forum Oslofjorden in 2007, Tschudi has been an active member and well represented with Felix H. Tschudi being Chairman of the Board over a two year period.

The Maritime Forum, originally named Oslo Maritime Network, is an interest organization representing the entire maritime industry in Norway. The Forum brings together about 750 companies and organizations, both employees and employers, in the maritime sector.

The aim is increased cooperation between companies within the industry and to create a greater understanding and awareness of the sector's significance for the Norwegian economy and society. The maritime industry employs about 105 000 people and has a combined value creation of approx. NOK 160 billion annually therefore making it the second largest value creator after oil and gas.

A similar Forum, the Oslofjord Offshore Forum (OOF) established for the offshore and petroleum industry in 2009 has also been an active venue for their members.

Instead of continuing with the two separate Forums, Maritime Forum Oslofjord and OOF, the two Boards in November 2014 decided that a merger would be more beneficial to their members and the maritime and offshore industries as a whole. It was time to team up and move forward jointly.

On 20th April, the planned merger was finally confirmed. The new venture is to continue under the name of Ocean Industry Forum Oslofjord. The term "Ocean Industry" referring to all maritime and offshore related businesses. In the future aquaculture and fisheries will be included as well in order to cover all industries involved in the ocean space in our region. This Forum is a non-profit membership organization gathering key maritime players in collaborative projects to strengthen and develop the regional and national clusters.

The most important task will be to manage a multitude of ideas that the cluster possesses.

"Community building" between competing actors should be encouraged. Certain things can't be shared but there are many which can and some which can only be developed jointly. Similarly, there are values which can only be created when competitors cooperate and the industry, academia and authorities join forces. Successful collaboration across sectors and between companies is considered to be the key for these typical Norwegian industries to remain innovative and thereby secure Norway's position as the most complete Ocean Industry nation of the world.



**"The marine industry is a cradle for innovations securing adaptability to changing requirements and new challenges. Here illustrated by the converted Dutch accommodation vessel DP Gezina managed by Tschudi Ship Management AS, Tallinn, Estonia. A truly international cooperation."**

# INCREASED FOCUS ON THE HIGH NORTH



BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

**The High North possesses** a variety of natural resources, some in vast quantities, which have become a source of international attention and demand.

As a consequence shipping and logistics activities are on the increase in the Arctic, primarily as a result of oil, gas and mineral exploitation in the Barents and Kara Seas but also due to increased activity off the coast of Alaska.

Equipment for developing these resources needs to be brought in and commodities need to be transported from on-shore and offshore fields in the Arctic to markets in Europe, America or the Far East on a year-round basis. The best way to accomplish this is through marine transport with specially designed ice-strengthened cargo ships (LNG carriers, tankers and dry bulk carriers). China, South Korea and Japan are also showing great interest in future prospects of transit transport on the Northern Sea Route (NSR/ North East Passage) with containers, vehicles and large project cargoes.

The key to unlocking this potential, in areas characterized by harsh climate, long distances and lack of infrastructure, is environmentally and economically sustainable logistics solutions. This also applies for the development of commercial shipping along future Arctic trade routes between markets in Europe or the East Coast of North-America and the Far East.

This was the initiating factor for the establishment of The Centre for High North Logistics (CHNL) by Tschudi Shipping Company, in collaboration with the Norwegian Shipowners' Association, Det Norske Veritas (now DNV GL) and the Norwegian Ministry of Foreign Affairs in November 2008.

CHNL ([www.chnl.no](http://www.chnl.no)) offers updated information on all aspects of Arctic shipping and is involved in research into and dissemination of practical information about maritime operations in the region (the ARCTIS database, [www.arctis-search.com](http://www.arctis-search.com)). The Center is a non-profit organization with headquarters in Kirkenes and a branch office, the Northern Sea Route Information Office ([www.arctic-lio.com](http://www.arctic-lio.com)), in Murmansk.

The initial 5 year funding of CHNL expired in 2013 and since then financial contributions have been from DNV GL,

Norwegian Shipowners' Association, Tschudi Shipping Company and the Universities of Nordland and Tromsø. Welcome news is therefore the recent allocation of governmental funding of NOK 5 million per year from the Ministry of Education in the revised Norwegian state budget supporting a permanent incorporation.

Felix H. Tschudi, Chairman of CHNL, comments: "This new permanent funding confirms that Norwegian authorities see CHNL's importance as a bridge between the business, scientific and educational communities in providing practical information and knowledge about maritime transport and logistics in the Arctic. We are very excited about the funding which will allow us to produce quality knowledge in a field that is constantly evolving economically, technically and politically on a permanent basis."

In addition CHNL has recently also gained support for another project: Feasibility and Reliability of Shipping on the NSR and Modeling of an Arctic Marine Transportation & Logistics System.



**The Nordic Orion and Nordic Oshima** are controlled by Nordic Bulk Carriers A/S (NBC), Copenhagen. NBC participated in the April 2010 Workshop arranged by CHNL in Kirkenes paving the ground for the pioneering voyage by Nordic Barents, under a Tschudi contract, from Kirkenes to China using the Northern Sea Route.



Photo: Rosatomflot

**Dr. Bjørn Gunnarsson, Managing Director of CHNL comments:**  
**“CHNL has built up an impressive international network of close partners with leading expertise in Arctic marine transportation and logistics. This network has given CHNL a good foundation to fill the ambition to be a key mediator of knowledge of logistics in the Arctic.”**

This is a 20 month research venture between CHNL and their South Korean partner, the Institute of Arctic Logistics (IAL) of Youngsan University in Busan together with a number of other project partners: FUSE Rosatomflot in Murmansk, Russia, the Department of Marine Technology at the Norwegian University of Science & Technology (NTNU), DNV GL's Arctic Operations & Technology and the Norwegian Shipowners' Association.

The project is being fully financed by the Norwegian Department of Foreign Affairs and the Korean Maritime Institute of South Korea.

The goal of the project is to provide comprehensive research and assess the advantages and risks of using the NSR as an alternative transit route between Europe and Asia and prepare recommendations for the shipping industry as how to best take advantage of new opportunities and benefits from using the NSR compared to more southerly routes (i.e. Suez and Cape).



Always happy to be on board because of the good vibes and the familiar faces.

## Life at sea

**The Tschudi Group's performance is based on a strong international team, influencing our daily life at sea and ashore. We work together to ensure we get good results and also that we have a good time at work. Here is the latest from our ITC Chinook crew.**

BY ITC CHINOOK CREW

Since 2012, both ITC Chinook and ITC Cyclone have been operating in Block 18 and 31 offshore Angola - engaged in terminal support duties by James Fisher Angola Ltd. for end client BP.

Support duties for the day to day operations around respectively FPSO Greater Plutonio and FPSO PSVM are carried out with enthusiasm and dedication by our crews.

As always focus is on safe operations and our crew's safety which requires regular toolbox talks, safety meetings and discussions – essential for getting the job done. Part of the typical Dutch mentality is the commitment to accurately stick to planning and get involved in planning and improvement. Where possible we try saving precious time and thus money for our contractors. Continuous improvement is our aim, but it is not limited to our own company.

On board our crew is from Tschudi Offshore & Towage, JFAL and BP. Divers, supervisors, ship's crew and client representatives all team together to get the job done. In between our main job of export tanker support operations we work hard to keep the vessel in a perfect con-

dition. Sometimes rip currents caused by heavy rain fall named "Solitons", heavy squalls, Benguela currents and the African sun provide us with challenging conditions. But as a team we face those challenges with a smile.

Part of the flexibility of our team is the diversity of nationalities, working under Dutch flag, but sailing with a mix of Dutch, Ukrainian, Russian, Estonian, Latvian, Lithuanian, Pilipino, and Angolan. With support functions we also host a team of mainly British, Angolan, South African and Irish crew. The pilots are always happy to be on board because of the good vibes and the familiar faces on the ITC Chinook.

Legislation is such that vessels operating offshore Angola now have to sail with local ratings and eventually with local officers. Since 2014, Angolans have therefore been trained and they are already integrated as part of the team. Currently we have 2 Angolans working on our deck and engine room team. Although speaking different mother tongues, they are mixing very well with the Pilipino crew. They are being taught the ropes and are involved in tow-back operations, daily maintenance



and lifting operations. Everybody taking turns, they are also allowed to assist on the wave and the Rapid Response Vessel during tanker connections.

Captain Gerrit Verweij, one of the permanent Masters on board "ITC Chinook" since the beginning of the Angola contract, is proudly reporting that the team spirit with all the different nationalities is excellent and he is also very happy (as is our client) that most of the crew is on a back to back schedule.

Another nice part of the job is the area of operation. Due to different currents from rivers and the Benguela stream the marine fauna is very active and exotic. Animals such as the southern right whale, fin whale, dwarf sperm whale, spinner and common dolphin, silky and blue shark, shortfin mako, manta ray, tuna, dorado, wahoo, loggerhead and the olive ridley sea turtle are regularly spotted.

Most important is the fun we have on board, while staying professional to the outer world. Jokes among the crew, socialising after duties and during meals while limited internet access during the day also contributes to a good atmosphere.



To coincide with the 6th Ghana Oil and Gas Summit, the Norwegian Embassy in cooperation with INTSOK hosted the 5th Norway-Ghana Business Forum. Fifteen Norwegian companies, including Tschudi Offshore & Towage, met up to discuss the challenges for the Ghanaian oil and gas sector in a depressed market and how Ghana can still be attractive and secure local value creation. With the biggest turnout so far this was a perfect opportunity to introduce new players and strengthen existing relations.



Joint booth manned by Johann Kasten, Tschudi Offshore & Towage and Mr Ebow Quaicoe of Premier Offshore.

## A Dutch teaser

BY JOHANN KASTEN, TSCHUDI OFFSHORE & TOWAGE

As some readers might have heard Tschudi was present in Africa, Accra Ghana on the 22nd and 23rd of April at the 6th Ghana Oil and Gas Summit. This Summit is targeted at all offshore, logistics and service providers wishing to enter the oil and gas industry in Ghana.

Ghana has several oil and gas fields close offshore which are in different states of exploration or production. Considering new areas of growth, Tschudi Offshore & Towage (TOT) is looking closely at Ghana to expand its offshore profile in West Africa.

In the past few months extensive research has been done to find out how to do business in Ghana as the oil business is dictated by the Ghana National Petroleum Commission. Among other regulations working in Ghana involves having a local partner and a nationalization plan. In other words you may work in the oil industry but it must also be beneficial to Ghana and its population.

One of the potential partners of TOT invited us to present ourselves together at the Ghana Oil and Gas Summit. As this

was a perfect opportunity to show a broad audience in Africa who the Tschudi Group and in particular TOT is we grasped this opportunity.

To decorate our joint booth at the Summit we ordered three pull-up banners which were delivered just in time to be taken on board the plane together with a suitcase full of brochures. The booth would be manned by Mr Ebow Quaicoe of Premier Offshore and Johann Kasten of TOT. Upon arrival in Accra, the day before the summit, we set up the booth together. However ballroom would be a better description as the size of the booth was twice as large as what was ordered. The company supposed to stand next to us had paid but did not show up for the Summit hence TOT was issued a booth twice as large. This posed some challenges to fill it but with some improvisation and a last minute ordering of another banner we managed to arrange a nice booth.

With some tables to network, 4 Tschudi, 4 Premier offshore banners and 3 Tschudi

flags we managed to fill all the blank space. We even managed to arrange a flat screen TV on which a photo slideshow of TOT and Tschudi Group was presented and as a big teaser TOT offered its visitors real Dutch old cheese.

Only 50 exhibitors were present of which TOT was the only support vessel provider, therefore we got all the attention we wanted from the big construction companies. We had a continuous flow of people coming to our booth. The visitors consisted of European and US companies working in Africa, local company representatives and people looking for jobs.

We noticed that besides TOT there was also some interest in our "brother" Tschudi Project Transports. Being prepared with brochures of other Tschudi divisions we were able to accommodate all questions.



## New Lady joins the fleet

BY MARGUS RAAD, TSCHUDI SHIP MANAGEMENT

In January, Tschudi Ship Management (TSM) took delivery of Fatima 2 from the Nantong Shipyard in China. It is a great honour and pride for all of us at TSM to be the preferred ship manager of a brand new vessel for our good and long-term client Bahrain Mineral Company (BMCO).

Fatima 2 is a special-purpose vessel designed specifically for transporting aggregates, in the range of 1 to 35 mm. She is 150m in length and 37 m wide and can carry about 29.000 mt of cargo. The overall unloading system is based on two

sets of aggregate discharge systems with the rate of 2000 mt per hour or 1300 m<sup>3</sup>/h each.

Fatima 2's building process was a long journey, starting already in 2013 with the vessel's keel being laid in August 2013. The TSM team joined the new-building process later in October 2014 when our Fleet Manager Sergei Shurman and Technical Superintendent Jevgeni Holdobajev attended the final 4 months, making sure that everything was properly finalized and taken care of before delivery.

After delivery in January, Fatima 2 immediately departed China. On the 1st of March, after the maiden voyage, she arrived at Fujairah where she took her first load of 23.900 mt of aggregates and crushed sand for discharging in Bahrain. Currently Fatima 2 is engaged in aggregates' trading in the Persian Gulf for BMCO.

We wish Fatima 2 and her crew safe and successful voyages and promise to take good care of her.



Eager to learn the ropes.

## A day out in Tschudi

BY ALEXANDER RASMUSSEN, TSCHUDI LOGISTICS, NORWAY

**In August last year** I got the opportunity to have "a day out in Tschudi" with one of our skilled hauliers in Norway. I got the idea from one of my colleagues, who suggested this was a good way to understand how our door deliveries were performed in practice. And it was.

I met the truck driver at the Port of Drammen in the morning. By then he had already loaded a container on his chassis and our first destination was TINE Meierier in Oslo. During our first trip, he told me several things he had learned from his job like where our different clients are located, where he had delivered cargo before and various kinds of unloading routines at the sites.

During the day we also delivered containers to Takeda Nycomed and

Toyota. At Toyota we left the container with cargo and picked up an empty one. Later we also brought back some cargo equipment that we had delivered earlier that day.

In between deliveries, we drove back to the Port of Drammen. Here we delivered the empty container and signed a delivery note from the consignee. We then got another delivery note for a new delivery, with instructions about container number and delivery address.

At the terminal in Drammen, I observed routines for how they deliver an empty box and load a new unit with cargo. This was performed by the terminal truck. That is operations, isn't it? I also experienced the good safety routines at the terminal. Neither the haulier nor I were

allowed to enter the terminal without a helmet. He also checked that the container locks was properly tightened every time before we left with a new unit.

I would like to say that in this last part of the multimodal supply chain, it is particularly important with good routines and that operations go smoothly. This is because we have a daily schedule with an agreed time frame and of course, a mutual focus of customer satisfaction.

From my day out I experienced that no days are alike for the carrier. They have to be flexible and ready to adapt as rapid changes can occur. For me, this was very useful and I will gladly join for another day out in the future.



From left: Farkhod Usmanov, MSC UZ, Dmitrij Jelutins and Carsten Andersen, Tschudi Logistics, Shavkat Usmanhodjaev and Aziz Ibragimov, MSC UZ.

## New business leads

BY CARSTEN ANDERSEN, TSCHUDI LOGISTICS, DENMARK

**Central Asia** is the main market for Tschudi Logistics, Latvia and our annual autumn visits are an essential part of maintaining good customer relations and observing market trends.

Recently an additional trip was made by MD Dmitrij Jelutins and Board Member Carsten Andersen. This visit was also to include another interesting market Uzbekistan. Here there is a definite interest for our services – particularly in our LTL (less than truckload

shipping) traffic from Europe. After a round of customer and partner visits we are optimistic that new opportunities will arise.

Almaty in Kazakhstan was our next stop. Due to our regular visits, we are already well established in this market however each trip strengthens our existing relations in this area.

Our trip proved very successful and we look forward to following up our new business leads.



## Catering for all needs

BY ANDY ELLIS, TSCHUDI LOGISTICS, UK

**We see yet again** the vision and timing of the Tschudi Group's policy of market leading ventures setting the standard; this time with the Tschudi Line service from the North West Polish port of Szczecin to the UK Port of Immingham.

Entering only its second year, already it has become a key factor in the UK companies business, and the potential this gives, to not only the UK, is beginning to be realized in a market that is growing stronger each year.

Today Poland is the fastest-growing economy in Europe as per capita GDP, in U.S. dollar equivalence, soared to more than \$13,432 by 2013 from \$1,683 in 1990. Its economic success can be seen throughout the continent and as far as UK is concerned we are now only second behind Germany in terms of Polish export destinations.

Supported by the Tschudi Lines service our customers have already come to rely on our short and efficient Logistics chain, one where the individual focus offered to each customer is the key and where the knowledge, commitment and reliability of the entire group cater for all the needs of our ever growing list of clients!



Vessels participating in the drill (Photo: Joonas Lahelma)



Rescue swimmer at work (Photo: Joonas Lahelma)



Exchange students (Photo: Joonas Lahelma)



Preparing to move the patient (Photo: Joonas Lahelma)

## The highest medal award

BY TSCHUDI LOGISTICS, FINLAND

**The Finnish Lifeboat Institution, FLBI**, was founded in 1897 to save lives and assist people in distress at sea and on inland waters.

The member associations of The Finnish Lifeboat Institution currently manage 65 rescue stations throughout Finland with the help of approximately 1,500 sea rescue volunteers. The rescue stations have approximately 150 rescue vessels on standby on a 24-hour basis during the open-water season.

The crews on all the vessels work on a voluntary basis, and do not receive payment for their work. Each year, the volunteers perform approximately one thousand different kinds of rescue and relief missions.

At sea, the vessels work in cooperation with the maritime safety authority, i.e. the Finnish Border Guard. On inland waters the authority in charge is the local fire brigade and the emergency response centre.

Maritime search and rescue vessels are on duty usually throughout the open water season, from around the beginning of May until about the turn of November

and December. The vessels typically have an operational readiness time of approximately 15-60 minutes, around the clock. Many vessels operate at the basis of immediate readiness especially in summer weekends. In this case, the vessel is either patrolling in their own operational area, or the crew is on duty at the station.

Typical emergency assignments include, among others, assisting and towing pleasure boats that have been grounded or suffered engine failure, performing various types of searches at sea and the archipelago as well as assisting leaking vessels. Additionally, all rescue ships have the capability of giving basic first-aid with many of them being capable of performing ambulance and emergency first response activities as well as fire fighting.

In 2014, voluntary rescues associations from nine European countries participated in the week-long IMRF exchange.

The third IMRF exchange week was held from 27 September to 4 October. IMRF stands for "International Maritime Rescue Federation". The organization's mission is to act as the international maritime center organization for both

volunteer and professional maritime rescuers. The organization has members from all over the world.

The IMRF exchange week was funded by the EU's mobility program Leonardo Da Vinci. The exchange is coordinated by the Dutch volunteer rescue organization KNRM and in addition to Finland and the Netherlands, the countries involved in the program include Estonia, Sweden, Norway, Denmark, Iceland, Germany and the United Kingdom. The visiting countries outside the program have been, in previous years, France and Canada. The project's aim is to exchange knowledge and share ideas and know-how between the participants, and through the participants pass on their competence to their local crews.

In Finland, the exchange is coordinated by the Finnish Lifeboat Institution. It is the umbrella organization for Finnish volunteer maritime rescuers.

The exchange week is carried out in such a way that each participating country sends one exchange student to each of the other participating countries. Each country then plans its own program for

the exchange students. In all countries, the week includes exploring places of interest as well as joint exercises with the local marine rescuers. An important part of the week is becoming acquainted with colleagues from other countries and spending time with like-minded people.

In Finland, the exchange students explored the operation of Lifeboat Society activities both at sea and inland waters. They also learnt about the authority responsible for maritime safety, i.e. the Finnish Border Guard, and the Rescue Service responsible for rescue operations on inland waters. A couple of days were spent in the institution's training centre in Bågaskär, in the outer archipelago of the southern coast of Finland, to explore training offered to Finnish volunteers as well as training offered to other countries.

The exchange culminated in a rescue drill arranged in Meriturva Maritime Safety Training Centre in Lohja at the end of the week. In this drill, the exchange students performed two different tasks as rescue crew while the Finnish voluntary workers worked as target persons. One of the people organizing the target activities was

Freddy Seemer, a Tschudi employee, who works as a volunteer in Espoo Sea Rescuers.

An application for a new funding period has been filed for arranging the IMRF exchange week in future and the exchange will be carried out in 2015. If a new round of financing is obtained, the exchange program will be continued and developed also in the coming years. A new country joining the actual exchange program in 2015 is France, which has been participating in previous years by sending observers.



Freddy Seemer, shown here in the TLF office, was awarded the highest Medal of Merit of the Finnish Lifeboat Institution, Cross of Merit, for his 25 years of voluntary service both at sea as captain of vessels and crew member and also on land. (Photo: M. Albrecht)



Plenty of interest in Tschudi's activities.

## Networking and negotiating

BY ROB DALMEIJER, TSCHUDI LOGISTICS, THE NETHERLANDS

The 15th International Trade Fair for logistics has just finished. The exhibition was visited by more than 55,000 visitors and represented by 2,050 exhibitors from all over the world in the field of logistics, mobility, IT and supply chain management.

This year our logistics team manned a joint stand with the Port of Rotterdam and several other logistical, shipping companies. This proved very successful and during the week many customers, suppliers and business friends found their way to our stand.

Transport logistic is the key trade fair in the logistics world. This is where you meet the right contacts at all decision-making levels. What is crucial for us is the mix of complementary companies. Basically the whole industry is present.

We met several of our customers there and made a lot of prospects. Working on business opportunities, networking and negotiating were the three most important tasks we had on our agenda. In short, the Trade Fair gave a tremendous opportunity for future business.



Drammen Port Director Einar Olsen and Christine Bu, Secretary General, Norsk elbilforening. (Photo: Per-Jan Brekke, Godt Sagt kommunikasjon)

## WOW 50 000!

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

Since 2013, Tschudi Logistics, with their North Sea container service, has regularly transported Tesla cars from Rotterdam to Norway. The Californian produced electric cars are shipped from New York to Europe for further distribution.

Norway has become a significant market for the American car manufacturer with Tesla currently being one of the most popular models on Norwegian roads. This great success can be put down to an increased awareness for environmentally friendly alternatives, supported by governmental incentives giving several finan-

cial exemptions. In fact, one in every hundred cars in Norway is currently electric.

On the 20th April, the 50.000th electric car arrived at the Port of Drammen. For the occasion, various electric cars were on display in the port where a Tesla Model S was given the symbolic registration number EL 60 000, the first electric car having been given the number EL 10 000.

It was no coincidence that the Port of Drammen was chosen. 40 000 of all the electric cars coming to Norway, have come via Drammen.

Tschudi is naturally very pleased that the setup with Tesla and the Port of Drammen has, and continues to work well and looks forward to a continued cooperation.



**!** From: Aalborg Denmark To: Northern Europe Exhaust scrubbers dims: (LxWxH) Up to 5.300 x 5.500 x 5.500 m

**!**  
**FACT:**  
 On 1st January 2015, the new IMO regulation aimed at controlling marine fuel emissions from vessels came into force. In accordance with these new regulations, vessels operating in Emission Control Areas (or ECA's) are not permitted to consume marine fuels with a sulphur content exceeding 0.1% by mass, making sea transport even more environmentally friendly.

The ECAs currently cover the North Sea, Baltic Sea, North America and the US Caribbean Sea.



Strict routines before departure.

## Successful project for Alfa Laval

BY JUSSI HEINONEN, TSCHUDI PROJECT TRANSPORTS, FINLAND

Due to recently introduced Emission Control Areas (ECAs) legislation, there is now a market for Sulphur Oxide (Sox) cleaning systems in the maritime sector. Estimates indicate that more than 15 000 vessels are to be equipped with an SOx cleaning system, more commonly referred as a scrubber. This equals roughly to one billion Euros in market value.

The Tschudi Group is also getting their share of the North European market.

During the past 6 months - on behalf of Alfa Laval - Tschudi Project Transports has transported a total of 11 PureSOx scrubber units to various destinations throughout northern Europe. The scrubbers were then assembled on Finnlines, Spliethoff and K-Line vessels.

The shipments included many sizes and shapes, both in gauge and out of gauge transports, but all international transports originating from Alfa Laval's

Aalborg based factory in Denmark. All scrubbers were fabricated into transportable size elements, assembled and installed on vessels at their respective shipyards in the Baltic Sea area.

Due to the out of gauge dimensions, some of the element transports required special attention. The largest elements exceeded 5 meters in height and width, which meant that for some destinations road transport was not an option. The

deliveries were therefore with a chartered vessel and discharged directly at the shipyard's quay. In some cases, road transports were possible after a thorough investigation of the route in the planning phase. With a height and width of around 6 meters, it sure is a tight squeeze on any public road.

Whatever the case may be, Tschudi's in-house expertise and know-how ensured the best and affordable trans-

portation for our customer. In the end, due to accurate planning and careful execution, each shipment arrived at its destination unharmed and on time. Our client is very pleased with the given service and more orders are already in the pipeline.

## Getting it right

BY MORTEN WESTERHEIM, TSCHUDI PROJECT TRANSPORTS, NORWAY

Recently, Tschudi Project Transports (TPT) loaded 17 cable reels in Klaipeda, Lithuania onto MV Joungeur on behalf of one of our clients in the offshore equipment business. 13 reels were delivered to Tønsberg, Norway and 4 to Newcastle, England. TPT was acting as charterer with responsibility for the sea fastening of the 6m diameter reels in cradles weighing 6 and 14 tons each.

During the last year we have done a lot of similar shipments and have a good knowhow of this specific cargo. Deliveries are often time-sensitive while at the same time we strive to keep to our client's budget. Key factors for our success have been a good network of owners supplying the right vessel on the right dates and close supervision throughout the whole operation.



*Skilfull operation in Kirkenes.*



## A challenging call

BY STEIN LIND-HANSEN, TSCHUDI NORTHERN LOGISTICS

**Late November 2014**, Tschudi Northern Logistics (TNL) was contacted by Dutch Marine Contractors in order to assist in a tug operation.

Their two tugs, TB Bever and TB Duke II, had to make a break in their towing operation from Arkhangelsk/Russia to improve and reconstruct the towing gear, as the arrangement from the shipyard in Severodvinsk/Arkhangelsk showed to be too weak and dangerous for further towing.

The towing destination was Trogir/Croatia – a long and challenging tow especially with it being winter in the Barents Sea. A tow from Arkhangelsk in these Northern seas is particularly demanding in a period when winter storms often cause rather dangerous conditions.

According to Captain Willem Keesom

/ Bever, the towed object – a new build «NB Hull» - unmanned; length overall (loa) 189 meters, 26 000 tons with a draft of only 7 meters – was a real challenge to take care of.

He commented further “Towing a «dead ship» – unmanned, no machinery working, not even winches on board working was a challenge and a greater risk than what we were told to begin with.”

In Arkhangelsk when taking over the tow there had not been an opportunity for the crew on the two tugs to properly inspect the towing arrangements on board the Hull. The ship had more or less just been thrown at them and then ordered away from the port.

When at sea Keesom and his crew did however manage to climb onto the Hull to get an overview of the towing gear

and arrangements made for the towage and what they saw rather shocked them. It was then obvious they had to call an «emergency port» for safety improvements. They were convinced they would lose the Hull if they continued this way. Keesom commented: “There was a mess of wires, ropes and chains all mingled together, like a «crow’s nest».

Captain Keesom and his owners decided on the Port of Kirkenes in order to improve and reinstall the tugging gear. Finally, on 4th December they were allowed to enter the port area and moor at the Tschudi Bulk Terminals. Before receiving permission to enter the port «Duke II» spent 9 days holding the Hull in the open sea outside Kirkenes while the TB Bever crew and TNL prepared and ordered equipment – mooring ropes,

chains, wires and even specialists from Amsterdam assisted in making new towing gears/wires.

In order to moor/berth a «dead ship» this size a good mooring plan needed to be made in advance. Everyone involved in the operation had to be properly briefed to understand their tasks and be aware of the danger. A written «Mooring Procedure» was made by Captain Keesom which we distributed in order to inform about all the steps; «Arrival and fjord tow / Access to ship / Mooring equipment and procedure in several steps / Radio working channels» - a real «learning book» for all taking part.

Before arrival alongside, a team from Kirkenes together with the TB Bever crew entered the Hull at sea in order to pull in heavy mooring ropes by hand and moor

the vessel. Eight coils of mooring ropes were lifted on board by a shore crane and the crew on board had a long and extremely hard session mooring the vessel by hand.

During the preparing and executing of the mooring operations we certainly discovered how professional Dutch seamen are. They were in full control, even advising the pilot what to do and tightening mooring ropes one by one by their tugs, assisted by payloaders at shore. Being part of this operation was definitely a genuine learning session.

Their seamanship cannot be described with anything other than superlatives. Captain Keesom and his Chief Officer Jeroen Scoth on TB Bever could run their own Maritime School, if they wished. They are both fanatical «tug

enthusiasts» and it seemed they enjoyed the challenges and led the operations as if it was the most natural thing for them. Later they showed their «fanaticism for tugs» in a library of books with stories and photos of generations of Dutch tugs on board TB Bever.

On 9th December before departure a new briefing, again in writing, was given followed by a final crew/mooring team meeting and then action. The vessel sailed!

Equipped with proper towing gear, two tugs forward and an emergency towing line aft in case of troubles at sea the long tow could now continue towards Trogir. Despite the «weak» start and problems in the Barents Sea it was now apparent that the NB Hull would arrive safe and sound.

## Goliat has arrived!

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

The **Goliat platform**, on board the world's largest heavy lift vessel the Dockwise Vanguard, successfully completed the long journey from South Korea and arrived Hammerfest, Norway on 17th April. The final destination will then be an 80km tow out to the field location in the Barents Sea.

The Goliat project is an important milestone for the development of the oil and gas sector in the Barents Sea, generating ripple effects in northern Norway and considerable expansion of local industries. A new era of Norwegian oil production has started.

Goliat has been previously mentioned in the Tschudi Tribune, when we informed about subsidiary Boreal Maritim's new addition M/S Tor Geir and their oil spill contingency contract related to this new field in the Barents Sea. Now in 2015, Boreal has signed an additional contract with Norwegian Clean Seas Association for Operating Companies (NOFO) – this time spanning over 7 years.

This contract requires a significantly bigger vessel than M/S Tor Geir and a specially adapted catamaran is therefore being built. Using local expertise, this new build revives ship building traditions at Skjervøy. Under the supervision of Tschudi Ship Management, all hands are now on deck for completion and launch late summer.

The 24 mt. catamaran, designed in cooperation with NOFO, is equipped with cabins and a lounge thus providing an ideal onboard emergency base.

As with oil spill contingency contracts, the catamaran has to be within easy reach of Hammerfest and no further away than 42 hours sailing time. Like M/S Tor Geir, the new vessel will be based at Skjervøy and will also serve the local industry and fish farming community.

Being awarded a second contract is a definite boost for Boreal and strength-

ens their position in the offshore sector. This also means a lot for the local Skjervøy community. Not only will the catamaran be stationed locally but when Goliat comes into production, Boreal will be in the market for a team of 60-80 workers.



### FACT:

Goliat will be the first oil field to come on stream in the Norwegian part of the Barents Sea and is the world's most northerly offshore development. The platform is operated by Eni Norge and is the largest and most sophisticated cylindrical Floating, Production, Storage and Offloading (FPSO) facility ever built.

The Goliat FPSO is designed by the Norwegian company Sevan Marine, and built at the Hyundai Heavy Industry yard in South Korea. It weighs 64,000 tonnes, is 107 metres in diameter, 75 metres tall and is designed to withstand in the harsh conditions of the Barents Sea. The estimated recoverable reserves from the field are 178 million boe. Planned production is 100 000 barrels per day. The lifetime of the field is currently estimated to be 15 years.

The Tschudi companies Boreal Offshore and Boreal Maritim will both be involved with the operation of Goliat. Boreal Offshore as a subcontractor for maintenance and modifications. Boreal Maritim as a contractor for oil spill contingency preparedness.



The Norwegian Minister of Petroleum and Energy, Tord Lien comments: "This will generate value for the Norwegian people for decades."

Photo: Thomas Nilsen / BarentsObserver

# 4 on the run

Our core values determine how we conduct our daily business. In all our activities and changing environments, our values remain constant.

In order to give more of an understanding, we invited four colleagues to give examples of how they implement our core value “Proactivity” and how they relate to our vision “Creating value by daring to be different.”



**KIEVEN WICHERN**  
TSCHUDI OFFSHORE & TOWAGE  
THE NETHERLANDS

*Do you have an example of how you, or any of your colleagues, have been proactive recently?*

Being proactive is a way to be ready for tomorrow. Explore possibilities in areas considered difficult, or far away and investigate the market for synergy in other companies with a similar approach.

This is exactly what we do in Angola. Now after getting to know the offshore market we have found potential future partners. A company, employing experienced locals, will be a great asset for future expansion in the country.

Another proactive approach is our interest in Ghana - an interesting, up and coming offshore market. We have recently participated at a local Summit and introduced ourselves to the local market.

*Have you a good example of “daring to be different” in a business context? This does not necessarily have to be related to the Tschudi Group.*

In a world where competition is fierce with high investments as only the newest and most technical advanced vessels are considered, in West Africa it is all about other values.

It is said that only those who are patience, persevere and have the will to invest in Africa and its people will be there for the long run.

Tschudi’s family values are highly appreciated in Africa, not quick and dirty but slow and steady. We live and believe in honesty and transparency which is considered a different approach and adds to our unique selling point.

This can be seen on board our vessels where we are integrating locals into our existing crew. We are different in a way that we are ahead of the mandatory regulations. We show that we are actually keeping our promises something that, in a country with a very strong focus on Angolanisation (local content), will help secure future business.



**MAREK WIESE**  
TSCHUDI LOGISTICS, POLAND

*Do you have an example of how you, or any of your colleagues, have been proactive recently?*

In my understanding to be proactive means to be always one step ahead and not to care about the limitations in finding your own way. How do I use this philosophy in practice in my daily work? Each day I shortly analyze the possible reasons of my fails (sales people know this very well what am I talking about) and draw the conclusions what I can do to make it better the next day.

*Have you a good example of “daring to be different” in a business context? This does not necessarily have to be related to the Tschudi Group.*

I have very good story and good example very related to the Tschudi Group. In the tough times for the shipping industry one company decides to start the business in the port a bit outside from the main cargo streams... Sounds crazy enough? This is a perfect example how to dare to be different and see the things the others do not notice, isn't it?



**GRY BODIL MALIN, TSCHUDI**  
NORTHERN LOGISTICS, KIRKENES

*Do you have an example of how you, or any of your colleagues, have been proactive recently?*

We follow business news in newspapers/net – also Russian news – in order to be updated regarding activities planned within oil drilling in Barents Sea and Russian zones – in order to locate companies and activities to whom we can offer our services – as we have a great network of contacts especially in North West Russia, within logistics, forwarding/custom clearances / border crossing / transports. For the time being we are trying to reach anchor handling /supply vessels we know will be active in Russian Northern areas to offer our services as “homeport”, for them for crew shifts, storage, custom declarations etc.

*Have you a good example of “daring to be different” in a business context? This does not necessarily have to be related to the Tschudi Group.*

Recently we “dared to be different” – by offering assistance to Dutch Marine Contractors in trouble in Barents Sea towing a “dead” ship from Severodvinsk/ Arkhangelsk/Russia to Trogir/Croatia. We organized a call at port – had to moor the ship; a tanker, 26.000 T/loa 189 mtrs, not equipped with mooring lines onboard, no winches functioning and a very bad towing gear. Even if “daring”, this case meant safety risks and possibilities to berth and execute the operation and find equipment and personnel to execute the operation in cooperation with the Dutch tugs. We managed and were proud of succeeding with the operation. Client was very pleased and satisfied with our assistance and ability to assist and find solutions.



**BECKY SIMPSON**  
TSCHUDI LOGISTICS, UK

*Do you have an example of how you, or any of your colleagues, have been proactive recently?*

It is not in the nature of myself or my colleagues to rest on our laurels - we are continually looking to establish the Tschudi brand in the minds of customers new and old. We are proactive in our search for potential new business whilst striving to ensure that those customers we already deal with are fully aware of the range of services we offer.

Creating value by daring to be different: think differently in order to find new smarter and better solutions. Think out the box.

*Have you a good example of “daring to be different” in a business context? This does not necessarily have to be related to the Tschudi Group.*

In contrast to other working environs Tschudi “dares to be different” in actively encouraging all employees to have an opinion. From line managers to operations clerks every member of the Tschudi team is appreciated and their thoughts valued.



*New venue, new faces, new opportunities!*



## Beneficial networking

BY CELIA M. LINDQVIST, TSCHUDI SHIPPING COMPANY

Last year's annual Tschudi Get Together took place at the Tallinn Teacher's House. After several years of frequenting the House of the Blackheads it was time for a change. This new venue proved to be a great success enabling our visitors to mingle with ease, hear updates and establish new contacts.

Chairman Felix H. Tschudi who had missed the previous year's Get Together expressed in his welcome speech that it was a great pleasure to be back among colleagues and friends.

Further, he reminded us of the diverse group of companies and activities that Tschudi now is. A Group more focused on people, knowledge, entrepreneurial spirit, attitude and solutions than steel.

He also commented that this is a rather strange experience for a shipping company with roots in conventional shipping all the way back to 1883, but it also reflects the necessity of being proactive and that we must always be prepared to change, even if it hurts.

An interesting illustration given was

that of a cross country skier with two skies and two poles which one depends on for skiing. If too much weight is put on either one of them and the snow gives way, then you fall! The moral therefore being that we must always have several activities supporting the Group and never be too dependent on a particular one.

As usual our event attracted a number of nationalities and this year, it was a great pleasure to be joined by business contacts from as far afield as South Africa!



WELCOME TO OUR COMMITTED TEAM.  
WE ARE PLEASED TO HAVE YOU ON-BOARD.



**JELENA SHURMAN**  
Accountant  
Tschudi Shipping Company, EST



**KIRSI TAMMEKAND**  
Accountant  
Tschudi Shipping Company, EST



**ANU-LIINA ASUKÕLA**  
Assistant Superintendent  
Tschudi Ship Management, EST



**KRISTIINA KODUMETS**  
Accountant  
Tschudi Shipping Company, EST

**Our Values:**  
Proactivity, Commitment  
& Respect

**Our Vision:**  
Creating Value by  
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