

ENITNO

Singapore

**A PREMIER
MARITIME CENTRE**

**WITH
IVARAN**

Issue 2/96



GOOD LEADERSHIP IS HARD TO FIND

A question most frequently asked in shipping is: How to be a good leader? The answers given to the question are numerous, as there is no one right or standard answer. In fact, good leadership is made up of many elements that change or interrelate in relation to the market, type of shipping activity, location, employees, degree of competence, and so on...

One thing is certain, a good leader has the ability to get others to think the same way, to look towards the same vision, and to work for a common cause. In shipping, managers, agents, employees, and owners must think alike.

Over the years, Ivaran has done its part to "play ball", to develop a team spirit and to draw upon the professional competence of all its playing members.

The amount of strategy and planning meetings over the year, not to forget the phone bills, should prove this point. In the Masthead (see adjacent page), Steinar Forberg talks about the past and present challenges for Ivaran. I like his use of "we" and "us" - all employees and offices of Ivaran are in this business together. Later on Sarah Wells comments... "this is well understood at head office"... , which gives me the impression that there is ongoing contact between the main Oslo and foreign Ivaran offices. Being a part of this edition of On Line has given me some good insights into leadership, working together, and being part of a team, not just a spectator.

Mark Fuhrmann
editor

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FIT FOR FIGHT

In international shipping the business cycles can vary considerably from time to time. Even if liner shipping tends to be more stable than other shipping activities, Ivaran has certainly experienced quite some changes during the 90s - of which the previous two years have been difficult ones.

Increasing competition and falling freight rates have substantially reduced the income side. General cost increases - and in particular the expensive repositioning of empty equipment due to more southbound than northbound cargo - have certainly increased the costs. In addition, one of the subsidiary compani-



Further result improving actions have to be implemented - Steinar Forberg senior vice president economy & finance department

es lost quite some money on exchange speculations in 1994. Painful losses have not been avoidable.

However, Ivaran never gives in. We are prepared for challenges, and substantial efforts have been made to turn the company into a profitable operation again. All the debts in the above mentioned subsidiary company have been settled and the downward result development of the liner activities levelled out during the beginning of 1995. In spite of worsening business cycles for liner shipping on South America, the positive

"FURTHER IMPROVEMENTS ALSO LARGELY DEPEND ON SYSTEMATIC PLANNING AND GOOD KNOWLEDGE OF THE EXISTING AND EXPECTED LOCAL MARKET CONDITIONS"

effects of the turn around operation have gradually and considerably improved the net result during 1995. Fortunately this positive development also seems to continue into 1996 due to increased northbound cargo flow and less imbalance and increased utilisation of our lifting capacity.

Even if the net results have improved, they are still not at a satisfactory level. Further result improving actions have to be implemented. This might take some time, but fortunately we still have reserves and not at least substantial extraordinary incomes in 1996 and most probably also in future years. If necessary these will give us the time and financial strength required to prepare and implement further result improving measures.

One big step in this direction will be made when our new worldwide and integrated data system - the so called

LMS System - is implemented towards the end of this and during the beginning of next year. This will enable us to serve our customers in a much better way than we are doing today and thus considerably strengthen our competitiveness. In addition it will significantly improve our income and cost control and last, but not least, it will improve our degree and level of information, thus enabling all of us to make quicker and better decisions.

Further improvements also largely depend on systematic planning and good knowledge of the existing and expected

local market conditions. For these reasons and to strengthen the cooperation within the Ivaran family, we recently invited some of our creative agents, board members and some of our own employees to a strategy meeting just outside Oslo. Here our business idea and main targets were discussed; our strengths, weaknesses, opportunities and threats were listed; and priority and solutions to specific and important challenges were outlined. Valuable material, now being carefully analysed, will be used to establish new and hopefully successful strategies and result improving actions.

We are on the right track and our positive thinking, creative and dedicated employees, agents and board members will certainly keep us moving towards a profitable tomorrow and thus further strengthening the whole of Ivaran in the future.

SINGAPORE: A PREMIER MARITIME CENTRE

With a land of 626 sq kilometers and a population of 3.1 million, Singapore is one of the small countries of the world. Despite its size, Singapore has been able to survive and succeed. The port of Singapore is also small in physical terms, yet it is the world's busiest port, the top bunkering port, the second largest container port and the third largest oil refining centre.

Historians say that Singapore got its name from the 19th century usage of "singgah" and "pura", meaning "the city where one breaks one's journey". Singapore is believed to have been a thriving port in the 7th century, but when the British arrived under Sir Stamford Raffles in 1819 it was inhabited only by a small Malay community. Under Raffles, the island developed rapidly and in 1832 it became the centre of government for the newly created Straits Settlements. It was in that year the earliest port regulations stated, "...the port of Singapore is a free port and the trade thereof is open to ships and vessels of every nation free of duty equally and alike to all...".

Development was rapid in the first 50

years. The growth resulted in congestion in the Singapore River, thus opening of Keppel Harbour in 1852 for ocean-going vessels. The river and harbour were linked by roads so that imports from the river became exports at the harbour and vice versa. This is the earliest record of a transshipment trade; today Singapore transships more than 75% of its annual volume of 12 million TEU per annum (1995 figures). Further modernization brought improvements to lighthouses, signal stations and navigational aids, and introduction of new equipment such as tugs, electric cranes and forklifts.

Despite the construction of a massive naval base and extensive fortifications after World War I, Singapore fell to the advancing Japanese in 1942, an event



The success of the port of Singapore reflects the growing dynamism of its Asian neighbours, especially in the Pacific Rim.

that helped undermine the British Colonial mandate throughout its pre-war empire. More than 60% of the ports warehousing and machinery were destroyed during the 2nd World War - sunken craft clogged the waterways and many businesses were forced to close down. Still Singapore remained resilient and, with the resumption of trade, the shipping tonnage increased four-fold from 1947 to 1963.

Several factors came together to propel Singapore's growth as a port. Its strategic geographical position is in the middle of the maritime trade routes between Europe and Asia. It is also within easy reach of coastal vessels from Malaysia and Indonesia and today cargo from Philippines, India, Pakistan, Thailand and Vietnam - to name a few countries - is routinely moved through the Singapore port.

Singapore became internally self governing in 1959 and formed part of Malaysia from 1963 - 1965. Following differences however, Singapore separated from Malaysia on 9 August, 1965 to become fully independent On 22 December, 1965, Singapore was declared a republic.

From 1964 the port underwent its most spectacular years of growth, moving into the top 10 ranking of the world's busiest ports. In 1982, Singapore overtook Rotterdam to become the world's busiest port. The decision to construct the first container ter-



Sir Raffles - and the Singapore River today.

"SINGAPORE'S STRATEGIC GEOGRAPHICAL POSITION, IN THE MIDDLE OF THE MARITIME TRADE ROUTES BETWEEN EUROPE AND ASIA, HAS PROPELLED ITS GROWTH TO BE THE WORLD'S BUSIEST PORT"

minal in the late 1960s was an important milestone. Japan was the only country in Asia to have a container port in 1969 and Singapore opened its own in 1972 which comprised three container berths. Volume in the 1970s was 100,000 TEU annually, and one million was achieved in 1982. To keep up with this rapid expansion, new container berths have been built almost every other year since 1980. Singapore handled over four mil-

lion TEU in 1989 and in 1995 with 10 berths handled around 14 million TEU.

Singapore has competently marketed its port, offering incentives such as, discounts for vessels operating pioneer routes, calling at off-peak hours or achieving a fast turnaround time. The port is determined to be efficient and paperless. @Interactive computer systems such as Portnet and Teleport are widely available, and in some cases their use is com-

pulsory.

The success of the port of Singapore reflects the growing dynamism of its Asian neighbours, especially in the Pacific Rim. This has been especially true in the last decade with the emergence of the newly industrialized economies. This shows when you consider that most of the 10 top ports are located in Asia rather than in Europe or North America. Singapore was blessed with a good geographic location and favourable developments in global shipping, but these benefits are of no guarantee and Singapore is aware that it must move forward to continue its success as a premier maritime centre.

Special thanks to Sarah Wells, Ivaran Lines Asia Pte. Ltd.

MARKETING: AN INSIDE LOOK

The small tropical island of Singapore is the headquarters for Ivaran Lines Asia, where Glen Creighton and Ramesh Mukundhan run the marketing arm of the service from the Southpoint offices in Tanjong Pagar. The choice of location allows them to travel to and communicate with the extensive agency network that Ivaran operates across Asia.

Singapore offers superb links to the rest of the region and they are therefore ideally placed to manage the marketing interests of the Ivaran Group throughout the area.

The role of the marketing department is manifold but can be broken into several distinct functions as perceived by the three key areas of our contact who are: head office in Oslo, agents and the market place. We try to be all things to all men which brings us tremendous variety (not to mention an occasional conflict) in our day to day workload.

Our first function and primary responsibility is of course to make

money for the company and to maximise all revenue opportunities by securing cargo at the most favourable rate. This sounds simple enough on the surface, but as anyone in our business knows, it has become a formidable challenge and involves a complex analysis of a multitude of factors that determine the pricing mix. This is well understood at head office, who take an owners perspective, but it is sometimes difficult for our other two areas of contact - agents and the market place - to grasp.

On the one hand, we have to take into account layers of cost that agents and the market are able to circumvent (the final price being their point of reference). On the other, we have to keep these costs within achievable revenue when the former keep threatening to rise and the latter seem forever to be in free fall!

In a service industry such as ours, finding a sustainable competitive advantage is extremely difficult, and the search for a unique selling point is particularly elusive, given that our customer base considers a ship to be a ship and a container to be a container and hardly ever even come into direct contact with these tools of our trade. What is it then that we, Ivaran, can offer to differentiate ourselves and thereby attract cargo? How can we deliver a product into the market place that commands a reasonable return and at the same time denies the competition the opportunity of penetrating our customer base?

What can be done to get away from "price, price, price" and why have we allowed these three "Ps" to become the marketing watchword in our industry rather than the classical "price, product, place"? These are the questions that vex the market department and keep us constantly engaged in the search for solutions but if the reader thinks that the answers will be forthcoming on these pages then think again...we know the enemy is watching!

Our second function is to take these



Singapore River today.



solutions to the market place and this is where our agency network is involved. There is a constant flow of market feedback from our agents who must keep us abreast of the vital indicators in their local market so that we can react with effective strategy. This is a monumental task in itself and it may serve the reader well to pause for thought and consider the role of an agent from a marketing and sales perspective. A good agent must train and deploy an effective sales force who in effect become our main point of contact with the lifeblood of our industry, cargo.

Researching opportunities, targeting new business, maintaining existing accounts and building solid relationships are all crucial activities very often underestimated by the industry.

We at Ivaran Asia take none of this for granted and this office is very conscious of the fact that our agency arm is an integral part of our business on whom we depend heavily for the successful promotion of our interests.

Our Singapore office has a very active and important support and guidance role, but at the end of the day, it is the agents who must develop and further the direct interface with our customers at local level.

Less obvious, but of equal importance to the marketing effort, is the gathering of information and statistics,

the reporting of performance and results, budget and forecast input, monitoring the competition and tracking the prevailing rates. This list includes many pure operational responsibilities which have commercial impact; especially when one considers the dire consequences of service failures. Competition is always lurking in the wings to exploit any customer dissatisfaction.

"THERE IS A CONSTANT FLOW OF MARKET FEEDBACK FROM OUR AGENTS WHO MUST KEEP US ABREAST OF THE VITAL INDICATORS IN THEIR LOCAL MARKET SO THAT WE CAN REACT WITH EFFECTIVE STRATEGY"

Our third main function is to act as the eyes and ears of the Ivaran group as a whole and to be on the alert for opportunities in this extraordinary region of growth that we are based in. This may mean anything from analysing niche markets to taking up a short term position on a particular trade, if there are

meaningful returns. It also involves keeping a constant eye on the competition and our existing business. We must continually monitor our effectiveness and profitability and quickly implement the appropriate strategies which cement our leading position. Traveling to our network of agents is a key part of our brief in this area. Through market contact, Ivaran gets up-to-date information about the problems and opportunities that exist locally.

We are also members of the Forum Line Group (Lines that trade between the Far East and South America) and the writer is chairperson of the local committee that meets on a monthly basis to discuss rates and other matters of trade interest. One must consider the immensity of our region. The wide variety of cultures and languages in Asia. The geographical coverage which extends from Pakistan in the west through Japan in the northeast and then down into the southeast Asian countries of Thailand, Malaysia, Singapore and Indonesia, not forgetting China and the "Tigers" (Hong Kong, Taiwan and Korea). We are faced with a tremendous scope, variety and challenges on a daily basis. Mix all this in with the other end of our trade, South America, and we can safely say that there is never a dull moment in the marketing department of Ivaran Lines Asia.

*special thanks to Sarah Wells



**OSTERRIETH
MARITIME CY n.v.**

PLEASE CALL US OMC

To make a long story short....

Comptoir Maritime Osterrieth S.A. was founded in Antwerp in 1924, as a joint venture between Osterrieth S.A. and the Norwegian shipowner Wilh. Wilhelmsen, Oslo, when the latter developed their Australia cargo-liner services. A further branching out of activities was ensured by the appointment of Ctr. Maritime Osterrieth as agents for Lloyd Brasileiro, and later for various Scandinavian shipowners. In 1969, the company merged with John P. Best, but, however, after a fruitful and expanding period of cooperation, it was decided that both companies create their own specific commercial future, enabling them to adapt with more flexibility to a difficult and rapidly changing shipping environment. In October 1987 Osterrieth Maritime CY n.v. was formed.

A small liner agency - part of the largest shipping agency group in Antwerp.

Osterrieth Maritime CY n.v. is part of the fully privately owned Cetraco Group (also known as Herfurth Group). Except for the 6 independant shipping compan-

ies, the group is also involved in forwarding (sea & air), consolidation, warehousing, CFS, container depot & repair, trailer repair, container trucking, European logistics, EDP software, marine insurance and travel agency. The group employs some 478 people in 24 companies in Belgium and the Netherlands. The synergi advantages of this construction are to be found in the service company called S.D.S. (Shipping Data Services) which provides the back-office functions to all group companies, such as finance and administration, ship's accounting, logistics, claims, quay services, etc.

Osterrieth Maritime Cy and Latin-America.

OMC has for some time been involved in the Europe to Latin-America trade through the agencies for CSAV, Lloyd Brasileiro, Johnson Line (who later became Laser Line/Hamburg Sud) and Transroll. Both Laser/Hamburg Sud and Transroll left us for political reasons in 1995/96.

We are very happy and proud that Ivaran Lines is giving us the opportunity to maintain the Latin-American tradition and so takes the advantages of our experience in this market. Though our office is close proximity the Norwegian seamen's Church and our appreciation of Liner-Aquavit is growing, representing Norwegian shipping lines seems also to be a kind of tradition in OMC. As already mentioned, the company was founded as a joint venture with Wilh. Wilhelmsen, which we still represent today together with Nosac (Norwegian

Specialized Auto Carriers), who recently merged with WW. Saga Forest Lines, who is discharging forest products in Antwerp and loading iron & steel back to the US East Coast, also used to be partly owned by Norwegians interests, but now are fully under NYK control.

"THE FEELING WE HAVE HAD SINCE OUR FIRST CONTACT WITH IVARAN LINES, IS THAT WE ARE HANDLING IN A VERY OPEN AND FRIENDLY ATMOSPHERE"

The Osterrieth Maritime team.

Our dedicated staff members are active in management/sales, marketing/bookings and documentation. Also included in our team are several people from the service company.

Representing Ivaran Lines.

As a newcomer in the Ivaran agency-network, we could use the classical term of "facing a new challenge", but we won't, as challenge can often imply aggressivity. The feeling we have had since our first contact with Ivaran Lines, is that we are handling in a very open and friendly atmosphere, whether with headoffice or with agents who have given us full support as from the very beginning. Of course the main requirement in shipping, and all other businesses, is performance. Being a pure service company offering space on one of the numerous shipping lines trading on the Europe/SAEC route, we believe that it is the personal relationship, the friendship and the mutual trust that will make the difference. It is our feeling that this is particularly possible through the Ivaran philosophy, which is coherent with ours.

We are conscious that economical, competitive environment and the actual trading volume with Brazil/River Plate area is rather depressed. It is our conviction that the quality of the Ivaran network, a close cooperation between agents and fast information flows and reactions on a permanently fluctuating market will help our Line to make the best of it in expectation of better days.

- Special thanks to Henk Koning



Main actors on the Ivaran stage are (from left to right): Henk Koning - management/sales, Rosy Marivoet - inbound documentation, Jean Herfurth - sales, Joost Somers - bookings/documentation, Marc De Rycke - logistics.

CATCH THE RISING STAR

The East Coast of South-America was not the easiest place to operate Liner services during 1995, given the extreme congestion in the Port of

Santos, so Ivaran had good reason to be pleased with the news that their European service had been nominated as Star Performer for transit time in the



271 members of the shipping fraternity gathered at the Banqueting House in Whitehall Palace, designed by Inigo Jones and built in 1619, to attend the awards ceremony on March 8th. Mr Jeremy Mounsey, Marketing Director of Ivaranis UK agent Bahr Behrend, collected a silver plated clock and certificate on behalf of Ivaran Lines.



"IVARAN LINES ACHIEVED AN AVERAGE TRANSIT TIME... AT LEAST TWO FULL DAYS BETTER THAN ITS NEAREST RIVAL."

Lloyds of London Press and Port of London Authority awards scheme.

The awards are made annually to the Lines achieving the most reliable schedule and the fastest transit time. Ivaran Lines achieved an average transit time from Felixstowe and Antwerp which was at least two full days better than their nearest rival. The Lloyds Liner analysis commented:

"The result was pretty conclusive with the fastest times to all four base-ports being scooped by a single operation - The Ivaran/CSAV/Pro Line joint service".

Due to the port conditions in Santos, no Line achieved a sufficiently good result in terms of schedule reliability and no awards was made. However, Ivaran Lines are aiming for "The double" next year!

Ivaran around the world

INTERMODAL EXHIBITION 1996

The bright stand of Ivaran Lines attracted a good number of customers, freight forwarders, and port authorities, etc., during the 1996 Intermodal Exhibition held in Sao Paulo 3 - 5 June.

The 12,000 square meter exhibition site was totally occupied by stands from shipping companies, agencies, freight forwarders, NVOCC's, port authorities, terminals, equipment suppliers, airfreight, truck and container companies.



CAN COMPUTERISATION HELP TACKLE THE ISM CODE?

There are different opinions on how the ISM Code will ultimately affect shipping as a whole in terms of becoming a better, safer industry. Nevertheless, codes and rules are there, and it is imperative for any good shipowner to abide them.

Chapter 10 of the Code includes the following: "The company should establish procedures to ensure that the ship is maintained in conformity with the provisions of the relevant rules and regulations, and with any additional requirements which might be established by the company. In meeting these requirements the company should ensure that:

1. inspections are held at appropriate intervals;
2. any non conformity is reported with its possible cause, if known;
3. appropriate corrective actions are taken;
4. records of these activities are maintained'.

This part of the ISM Code is asking the owners and managers of a vessel to insure that a proper Planned Maintenance System (PMS) is in place.

Lots of managers and chief engineers think they are doing planned maintenance, as they have a paper system that says so. It might even be approved, but if a paper system works, it is extremely difficult that it does so in an efficient way. This is easy to understand when looking at a large container operator, for example, with a fleet of 14 ships. In one year this operator might have an average of 5,000 work orders (of which 1,500 could go towards third party companies, and the rest to internal workshops, avail-

able in their container terminal) and some 1,700 purchase orders.

It is extremely difficult to manage such a large number of data in an efficient way unless there is a computerized system available. What happens most of the time is that the chief engineers will carry out the most known maintenance routines, and the ones requested by Class, and forget about all the small machinery, which, in time, will become a big source of problems and expenditures. Moreover, crew changes with the relevant loss of continuity, as well as the lack of proper maintenance procedures, will have their effects, even on main equipment.

So computerisation can be a very good solution to putting order into these large numbers, allowing for a smooth technical management.

Most owners understand the need of having a good control over the accounting and the purchasing, and this is where shipping companies are found to be at the same level as their land based counterparts.

Maintenance and stock control, though, may be a totally different issue. Market specialists say that very few shipping companies have a strict knowledge of the spare parts onboard their vessels. Some have a vague idea with regard to the situation of the maintenance, with the normal exception of the main engine and the diesel generators.

The growing problem is that, aside from ISM, the insurance companies are also starting to get annoyed at this lack of knowledge, and are pulling the strings on how important is the knowledge that the shipowners or ship manager ought to have on the state of health of the vessel.

But what exactly does it involve, to computerise the management of a fleet? Technical management involves:

1. maintenance control;
2. spare parts control;
3. purchasing control;
4. documentation control.

It is necessary to have under full control all of the above activities, which are strictly related to each other since:

1. you cannot do maintenance if you do not have spares;
2. you cannot have spares if you do not have a proper purchasing routine;
3. everything must happen according to the rules.

To control maintenance, one needs to have:

1. the full description of all the equipment onboard;
2. all related maintenance activities, as extracted from the relevant handbooks, and Class rules;
3. routines for the insertion of equipment run time.

This is, to start with, not any easy task: it takes more than 400 hours of work to insert just the maintenance data relevant to a bulk carrier and another 200 for the spare parts. A commercial vessel (not a passenger vessel) is made of about 30/32,000 parts, of these, from 8,000 - 14,000 will need replacement during the life of the vessel. Some will be kept onboard for years without the vessel ever needing them once. Some others require constant replacement. But once the spares have been properly sorted out, then controlling the purchasing activities can become rather easy: the chief engineer notes that a part is missing, and raises the request on the computers. The message is sent ashore, where it is automatically uploaded into the purchasing program.

Even though available technology allows the whole of a ship to run in an efficient, cost-effective way, it does not work all the time. The main reason is the human factor.

As any shipowner would be able to confirm, it is one thing to write down a set of rules and another to have sailors follow them. The same applies to the use of computers: it is one thing to buy and install them, and another thing entirely to have people using them, and using them well.

"IT IS EXTREMELY DIFFICULT TO MANAGE SUCH A LARGE NUMBER OF DATA IN AN EFFICIENT WAY UNLESS THERE IS A COMPUTERIZED SYSTEM AVAILABLE. "

SAILING SCHEDULE FOR ADVENTURE

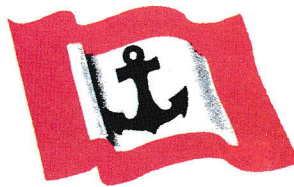
M/S 'AMERICANA'

Voyage 64	Leaving	New Orleans	o/a July 30,	1996
65	Leaving	New Orleans	o/a Sept 18,	1996
66	Leaving	New Orleans	o/a Nov 5,	1996

M/S 'SAN ANTONIO'

Voyage 19	Leaving	New York	o/a July 9,	1996
		Miami	o/a July 13,	1996
20	Leaving	New York	o/a Aug 27,	1996
		Miami	o/a Aug 31,	1996
21	Leaving	New York	o/a Oct 15,	1996
		Miami	o/a Oct 19,	1996

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BEN LINE AGENCIES

The Ben Line name has been well known in Far East shipping circles for over a century. Ben Line Steamers first established its own offices in the 1950s in order to manage and develop its liner services between the Far East and Europe. A strong network of offices was established in most of the line's main loadports and today the name is well known in most shipping areas, but in a different guise.

In the 1980s, a strategic decision was taken to actively seek outside shipping agencies to compliment the in-house core business activity, container liner shipping. A separate company Ben Line Agencies (BLA), was established in 1987, and the agency business gradually developed into becoming a significant group activity. However, the major watershed in the company's development really only occurred in 1992 when the Edinburgh based Ben Line withdrew from liner shipping.

Shipping agency became the new core activity and during the last two



Some of the pleasant Ben Line Agencies staff working with Ivaran in Singapore.

that BLA can provide to the carriers in the main trades.

Although liner agency has been BLA's main business since inception, the fastest growing activity is in the tramp agency sector. The company can provide round the clock representation in most Far Eastern ports for operators of bulk carriers, tankers and specialised tonnage of all types. In addition to ship-

ping agency, BLA has extended its activities to encompass P&I representation, surveying, freight forwarding, project cargo specialisation, warehousing and distribution.

Philippines and China in order to enable it to provide coverage throughout the region. Although strong links with the Ben Line Group in Edinburgh are maintained, the company is now managed in Asia and are closely involved in the day to day business. The blend of nationalities within BLA's staff ensures high levels of communication with overseas principals.

In times when business relations can often become depersonalised, the management is convinced that the road to success lies in maintaining close personal relations at all levels with various principals. BLA believes it can provide ship operators with a top quality service at a competitive cost. The company is flexible enough to be able to adapt to different circumstances and requirements quickly. However, it is also committed to maintaining a high level of integrity in order to protect the interests of the lines it represents. Presently, BLA represents Ivaran in Singapore, Malaysia, Japan, Hong Kong and Indonesia.

"THE ROAD TO SUCCESS LIES IN MAINTAINING CLOSE PERSONAL RELATIONS AT ALL LEVELS WITH VARIOUS PRINCIPALS"

years BLA has emerged as one of the fastest growing agency networks in Asia. The company was able to fill the vacuum created by the loss of Ben Line Containers as a result of being appointed agents for a number of substantial liner principals. In addition, there has been considerable concentration on developing feeder and smaller niche trades which often enhance the services

BLA presently has offices in Japan, Hong Kong, Singapore, Malaysia, Thailand, Indonesia and Vietnam. In addition it has close ties with agency organisations in Korea, Taiwan,

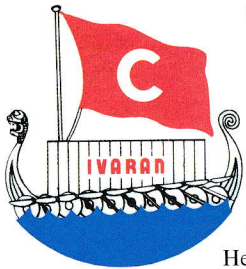
BRAINSTORMING AT THE KLAECKEN



From 3 - 5 June, Ivaran employees, agents and representatives (including the board) gathered at Klaekken Hotel - a beautiful conference centre situated just north of Oslo, Norway - to brainstorm on the key issues facing Ivaran and upcoming strategy.

All participants took active part in the discussions, especially in the group workshops which were based on the main topics of the "SWOTS" sent in before the meetings.





WHERE IS MY CONTAINER?

Words like this can strike terror into the heart of a container person, says vice president of containers, Ralph

Henning, who gives us the following scenario.

Well, I guess all I have to do then is just put this 7 digit number into our vast know-it-all computer system and voila! Oh no! The system shows the container is lost. How can a twenty-foot rectangular box of steel be lost? True, but to a container person the unit is only less than 1/2 inch long!

Now don't panic. DO NOT PANIC! Surely this must be a mistake. Let me check further.

Sure enough. After a period of time the container is located. How could those fingers punch in the wrong information? The situation is rectified by the

"THE ILNYC CONTAINER DEPARTMENT IS RESPONSIBLE FOR MAINTAINING THE DATA BASE FOR THE SHIPS SYSTEM"

right input of information and the unit is found on it's way back to the terminal to be loaded for next vessel.

The above scenario, although comical in its own way, demonstrates the need for clear, correct, current information at all times. The right information is a must to provide whatever information a customer or another department may require for whatever reason. The ILNYC container department is responsible for maintaining the data base for the "ships" system. As such, we are in constant touch with our worldwide agency network to ensure that errors in logical movements, proper codes, etc.

etc., are provided. Then and only then, our computer can do its mystical work and provide the necessary correct data which is so vital to all of us.

As a general agent, we must ensure that procedures, instructions, etc. received from head office in Oslo are properly passed on to our agents. Further, they must be monitored to see that they have achieved the desired effect they were intended for: quick turn around of equipment (so as not to be required to maintain a level of stock which is not truly needed) and professional handling of customer needs.

Agents Corner

FIRST IN SOUTH INDIA

Marine Container Services (South) Private Limited, with its head office at Madras and branch offices at Cochin and Tuticorin, became the first shipping agency organisation based in southern India to obtain the prestigious ISO 9002 certificate for its Quality Management Systems in conformance with the ISO 9002:1994 standard.

the container feeder, mainline, NVOCC and container leasing activities.

MCS (S) is a part of the Seahorse Group of Companies which had its beginning in 1980 as Seahorse Shipping and Shipmanagement. Under the professional stewardship of its founding directors, capt. Avinash Batra, capt. Vilas Katre and capt. Somesh Batra, the group has today emerged as a leading shipping and maritime agency house and has also branched into manufacturing, financial services, product marketing and health care.

Adopting a corporate mission: *at Seahorse pursuit of excellence is a continuous process*, and a corporate motto: *Committed to quality*, the Group

plans to implement QM Systems to international standard of ISO 9000 at all its Group Companies, as it forges ahead in its growth process.

Mr R. Ramkumar, regional director at the helm of affairs in south India, says

with pride, "This is the ultimate testimony to our high standards of customer service."

"THE ULTIMATE TESTIMONY OF HIGH STANDARDS"

The certificate is granted by the internationally renowned certifying body, Det norske Veritas QA Ltd, London, under accreditation from the NACCB U.K., for its shipping and maritime agency services for operations within



MCS is the first south India shipping agency organisation to obtain the ISO 9002 certificate.

On the occasion of leaving Brazil after 20 years, Dieter Schambach, owner's representative, Ivaran Rio, feels inspired to put a few thoughts on paper.

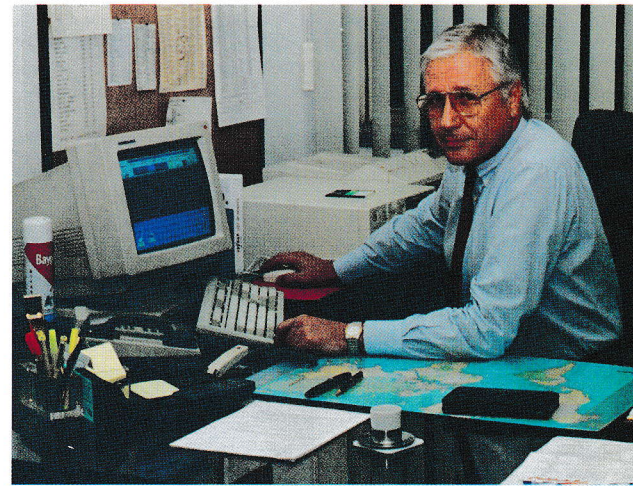
When my Lufthansa Boeing 707 made its landing approach over Guanabara Bay on that sunny 1975 August morning, several images were indelibly recorded in my brain. Among the most memorable were Cristo Redentor smiling benignly upon 7 or so million Cariocas, and a modest number of Liberty-type general cargo vessels gently rocking in the bay's greenish-brown waters waiting for berths. Once on the ground, my attention turned to business, scouting out where the cargoes were, and who was calling the shots. All philosophical considerations were pushed back into some drawer in the memory.

In On Line 1/96, Morten Veflingstad said that some 6,500,000 TEUs (Twenty Foot Equivalent Unit's) were moved in the North-South America trade during 1995. That makes me wonder how many containers this writer, the undersigned, has seen move during his 20 plus years in this trade. There probably exist statistics to that end. One particular container I never really anticipated to see move is box GSTU 339820-7. It's loaded with my earthly possessions, consigned to a distant shore. And while it moves, I am preparing for new responsibilities within Ivaran's worldwide organization.

Allow me to use this (for me) land-mark event to reflect on some major developments in this great country, all of which have impacted the shipping industry. Back in 1975, trades to and from Brazil were *closed*, meaning that a shipping line had to be member of one or all of several freight conferences administrating these trades. The Brazilian merchant marine was represented in all conferences by a state-owned Brazilian flag line. Lloyd Brasileiro had a strong and distinct influence on the policy practiced within these conferences, and on the national shipping policy in general. In order to become

The great natural beauty of Rio de Janeiro is one thing that has not changed during the past 20 years
- Dieter Schambach.

moving. If you were not, and fell into the so-called "third-flag" category (Norwegian for example), you were limited to whatever share you could negotiate within the remaining, but not exceeding, 20 percent. You see the catch? While the national lines were guaranteed a minimum, the third flag lines were limited to a maximum. More than once, negotiations for pool shares suffered interference and impositions from national lines, who pursued their own interests under dubious labels, such as "hemispherical priorities." This was the case in the great "horse-trading deal" back in 1977 between two state-owned lines. At the expense of the third flag lines, the two state lines nominated one another as each others preferred crosstraders in their respective foreign trades. If a third flag line carried more than its designated share of cargo, it had to financially compensate the national flag lines for their



These terms were unknown and unthinkable only a few years ago. This development has been beneficial for Brazilian exports and imports, and has had a direct effect on the competitiveness of Brazilian products in world markets. Again, looking back 20 years, the biggest moving export cargoes were coffee and cocoa, the so-called "noble cargoes".

LOOKING BACK WHILE MOVING ON

lost shares. Such practices undermined competition and gave rise to the birth of an "industry of undercarriage", where the non-performers would sit back, watch the other guy do the work, hold out their hand out and then, get paid for doing nothing. Not bad, at least for them. The down-side of this whole system, of course, was the fact that national lines saw no need to invest in fleet modernization, as they had guaranteed cargo volumes anyway. So, when maritime legislation was relaxed in the mid-eighties, resulting in an

Today they have lost out to manufactured and semi-manufactured goods and when you look at the drastically reduced freight rates, there is nothing noble about it anymore.

No big changes have taken place in the precarious state of affairs of the Brazilian ports. Sure, investments have been made. Modern container cranes were installed in the key ports of Rio, Santos and Rio Grande, and in 1993 a *Port Modernization Law* was passed by Congress. There still exists a great amount of turmoil over the implementation of this law and one can only be hopeful.

But one thing has not changed: The great natural beauty of this city, my home for over 20 years. Cristo Redentor is still smiling benignly from his vantage point at the mountain peak. The number of Cariocas he smiles upon has grown to about 12 million. And the greater numbers of ships waiting for berths are now mostly modern full container ships. The Liberty-type vessels have long gone to the scrap-yards. At the time of writing, my departure flight is less than three days away. It will be an Airbus 340 A - Boeing 707's are history. Life moves on.

"WHEN YOU LOOK AT THE DRASTICALLY REDUCED FREIGHT RATES, THERE IS NOTHING NOBLE ABOUT IT ANYMORE"

a conference member, one had to prove capable and willing to provide regular linerservice to the shipping public. However, merely being a conference member did not allow you to compete for cargoes. Starting in 1966, rigid government sanctions imposed cargo-sharing agreements, called "Pools" which regulated the volume of business for any specific line. If you flew the Brazilian or so-called national flag, the latter meaning that you possessed Brazil's trade partner's nationality, you had access to no less than 80 percent of all cargo

influx of new carriers, companies like Lloyd Brasileiro, ELMA and Netumar were totally unprepared to meet tough new competition. Yesterday they were major players, today they are history.

History, just like the cargo pools. Trades are now open to all comers, with an inherent downward effect on freight rates. Aggressive pricing is the catch word of the day and "independent rate actions" by conference members, FAK rates (Freight All Kinds), NVOCCs (Consolidators) are now commonplace terms.

Dieter Schambach












A funny text for the above cartoon. Send your reply to The Editor, On Line, Ivarans Rederi, Vollsvn. 9-11 PBox 175, 1324 Lysaker, Norway before September 1, 1996. The winner will receive a collector's pin.

and the winner is ...

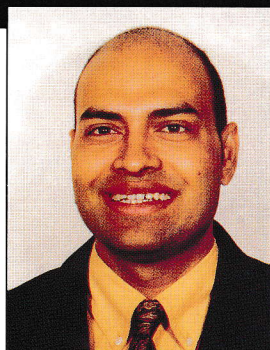
On Line is sending Monica Pértiga, Agencia Maritima, E.J. Rohr S.A., Montevideo, Uruguay a pin for her prize-winning caption



EQUIPMENT		INTERIOR DIMENSIONS		DOOR OPENING		TARE WEIGHT	CUBIC CAPACITY	PAYLOAD
20' DRY FREIGHT CONTAINER		L: 5.900 m W: 2.352 m H: 2.393 m	(19.35 ft) (7.71 ft) (7.80 ft)	W: 2.343 m H: 2.280 m	(7.64 ft) (7.48 ft)	2230 kgs 4920 lbs	33.2 cbm 1173 cu ft	21770 kg 47990 lbs
40' DRY FREIGHT CONTAINER		L: 12.034 m W: 2.352 m H: 2.395 m	(39.44 ft) (7.68 ft) (7.81 ft)	W: 2.343 m H: 2.280 m	(7.57 ft) (7.41 ft)	3800 kgs 8550 lbs	67.0 cbm 2394 cu ft	26600 kgs 58650 lbs
40' HIGH CUBE CONTAINER		L: 12.033 m W: 2.348 m H: 2.688 m	(39.42 ft) (7.75 ft) (8.83 ft)	W: 2.338 m H: 2.581 m	(7.66 ft) (8.42 ft)	3920 kgs 8543 lbs	76.2 cbm 2690 cu ft	26605 kgs 58657 lbs
20' REFRIGERATED CONTAINER		L: 5.450 m W: 2.285 m H: 2.260 m	(17.88 ft) (7.50 ft) (7.42 ft)	W: 2.220 m H: 2.255 m	(7.28 ft) (7.40 ft)	3200 kgs 7050 lbs	28.1 cbm 992.4 cu ft	21800 kgs 48060 lbs
40' REFRIGERATED CONTAINER		L: 11.600 m W: 2.286 m H: 2.241 m	(38.06 ft) (7.50 ft) (7.35 ft)	W: 2.288 m H: 2.266 m	(7.51 ft) (7.43 ft)	4350 kgs 9590 lbs	56.77 cbm 2004 cu ft	28150 kgs 62060 lbs
20' FLAT RACK CONTAINER		L: 5.932 m W: 2.394 m H: 2.319 m	(19.19 ft) (7.31 ft) (7.04 ft)			2200 kgs 4850 lbs		27800 kgs 61290 lbs
40' FLAT RACK CONTAINER		L: 12.042 m W: 2.394 m H: 2.034 m	(39.52 ft) (6.95 ft) (6.43 ft)			4400 kgs 9700 lbs		40600 kgs 89507 lbs
20' OPEN TOP CONTAINER		L: 5.792 m W: 2.225 m H: 2.31 m	(19.32 ft) (7.61 ft) (7.57 ft)	W: 2.336 m H: 2.233 m	(7.51 ft) (7.51 ft)	2050 kgs 4519 lbs	32.1 cbm 1133 cu ft	21950 kgs 48390 lbs
40' OPEN TOP CONTAINER		L: 11.883 m W: 2.152 m H: 2.32 m	(39.56 ft) (7.64 ft) (7.61 ft)	W: 2.337 m H: 2.280 m	(7.61 ft) (7.51 ft)	3800 kgs 8377 lbs	66.6 cbm 2351 cu ft	27020 kgs 59567 lbs

There can be variances in the exact specifications of a particular container, depending upon make and serial production. In critical situations please consult your local Ivaran agent.

NEW EMPLOYEE:



Shariq Hassan
System Consultant
IT Department



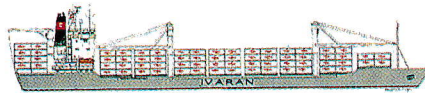
"AMERICANA" - Container/passengervessel, built 1988. 19,818 dwt/1,120 TEUs (cellular) + 3 coiled/coated deep tanks for liquid cargo of 11,785 cbft each. Speed: about 19 knots. Accommodation for 80 passengers.



"SAN VICENTE" - Containervessel, built 1993. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



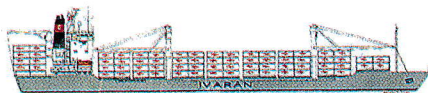
"SAN CRISTOBAL" - Containervessel, built 1995. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



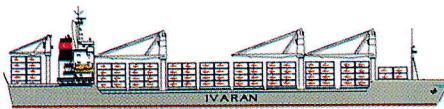
"SAN LORENZO" - Containervessel, built 1993. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



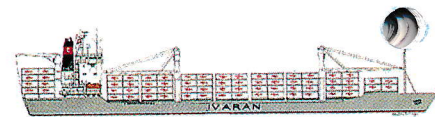
SAN FRANCISCO - Containervessel, delivery April 1996. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAN CLEMENTE" - Containervessel, built 1994. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



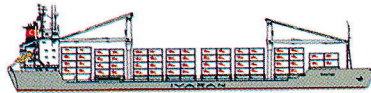
"SANTA ROSA" - Containervessel, built 1992. About 30,000 dwt/1,732 TEUs (cellular). Speed: about 19.5 knots.



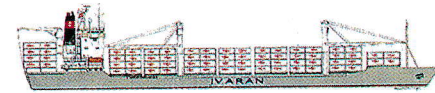
SAN FERNANDO - Containervessel, delivery August 1996. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAN ANTONIO" - Containervessel, built 1994. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



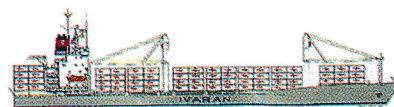
"SANTOS" - Containervessel, built 1985. 17,212 dwt/1,132 TEUs (cellular). Speed: about 17.5 knots.



SAN FELIPE - Containervessel, delivery December 1996. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAN ISIDRO" - Containervessel, built 1993. About 20,000 dwt/1,512 TEUs (cellular). Speed: about 20 knots.



"SAO PAULO" - Containervessel, built 1983. 19,700 dwt/1,134 TEUs. Speed: about 17 knots.

Newbuildings

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U.S.A., CANADA, CARIBBEAN, VENEZUELA AND MEXICO:

General Agents: Ivaran Agencies Inc., New York, N.Y.
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BRAZIL:

General Agents US East Coast Service: Agencia de Vapores Grieg S.A., Santos
Belem: Transnav Transportes e Representacoes Ltda.; *Cabedelo:* Agencia Ultramar Exportacao Ltda.; *Curitiba:* Agencia de Vapores Grieg S.A.; *Fortaleza:* Marnosa Navegacao Ltda.; *Ilheus:* Bahiaship - Agencia Maritima Ltda.; *Imbituba:* United Agencia Maritima Ltda.; *Itajai:* Agencia de Vapores Grieg S.A.; *Itaqui:* Pedreiras Transportes do Maranhao Ltda.; *Maceio:* Bahiaship Agencia Maritima Ltda.; *Manaus:* Transnav, Transportes e Representacoes Ltda.; *Natal:* Representacoes Ruy Paiva Ltda.; *Paranagua:* Agencia de Vapores Grieg S.A.; *Porto Alegre:* Cranston Woodhead Agenciamento Maritimo Ltda.; *Recife:* Agencia Continental de Navegacao Ltda.; *Rio de Janeiro:* Agencia de Vapores Grieg S.A.; *Rio Grande:* Cranston Woodhead Agenciamento Maritimo Ltda.; *Salvador (Bahia):* Bahiaship Agencia Maritima Ltda.; *Santos:* Agencia de Vapores Grieg S.A.; *Sao Francisco do Sul:* Agencia de Vapores Grieg S.A.; *Sao Paulo:* Agencia de Vapores Grieg S.A.; *Vitoria:* Transcar Vitoria, Agencia Maritima Ltda.

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Belem: Transnav Transportes e Representacoes Ltda.; *Belo Horizonte:* Transatlantica de Afretamentos E Agenciamentos Ltda.; *Cabedelo:* Agencia Ultramar Exportacao Ltda.; *Curitiba:* Agencia Maritima Transcar Ltda.; *Fortaleza:* Marnosa Navegacao Ltda.; *Ilheus:* Bahiaship - Agencia Maritima Ltda.; *Imbituba:* Agencia Maritima Transcar Ltda.; *Itajai:* Agencia Vapores Grieg S.A.; *Itaqui:* Pedreiras Transportes de Maranhao Ltda.; *Maceio:* Bahiaship Agencia Maritima Ltda.; *Manaus:* Transnav, Transportes e Representacoes Ltda.; *Natal:* Representacoes Ruy Paiva Ltda.; *Paranagua:* Agencia Maritima Transcar Ltda.; *Porto Alegre:* Agencia Maritima Transcar Ltda.; *Recife:* Agencia Continental de Navegacao Ltda.; *Rio de Janeiro:* Transatlantica de Afretamentos e Agenciamentos Ltda.; *Rio Grande:* Agencia Maritima Transcar (RG) Ltda.; *Salvador (Bahia):* Bahiaship Agencia Maritima Ltda.; *Santos:* Transatlantic Carriers (Agenciamentos) Ltda.; *Sao Francisco do Sul:* Agencia de Vapores Grieg S.A.; *Sao Paulo:* Transatlantic Carriers (Agenciamentos) Ltda.; *Sao Sebastiao:* Agencia Maritima Brasileira Ltda.; *Vitoria:* Transcar Vitoria, Agencia Maritima Ltda.

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General Agents: Agencia Maritima Robinson SACFeI, Buenos Aires
Asuncion: Remar SRL, Multimodal SRL (Asia Service only); *Buenos Aires:* Agencia Maritima Robinson SACFeI; *Campana:* Agencia Maritima Robinson SACFeI; *Ciudad del Este/Foz do Iguacu:* Trape Transportes Rodoviaros Ltda. (Asia Service only); *La Paz:* Anbol Ltda.; *Montevideo:* Agencia Maritima Ernesto J. Rohr SA; *Santiago:* A.J. Broom y Cia. S.A.C.

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General Agents: Ivaran Lines Asia Pte. Ltd., Representative Office, Singapore
Alexandria, Egypt: Milmar Shipping; *Amman, Jordan:* T. Gargour & Fils; *Aqaba, Jordan:* T. Gargour & Fils; *Baghdad, Iraq:* Middle East Shipping Services; *Bandar Abbas, Iran:* All Ships Marine Services; *Bangkok, Thailand:* Ben Line Agencies (Thailand) Ltd.; *Beirut, Lebanon:* T. Gargour & Fils; *Bombay, India:* Marine Container Services (I) Pvt. Ltd.; *Calcutta, India:* Marine Container Services (I) Pvt. Ltd.; *Chittagong, Bangladesh:* Aquamarine Ltd.; *Colombo, Sri Lanka:* Pership (Shipping) Ltd.; *Dalian, China:* Zen Continental Dalian Office; *Dammam, Saudi Arabia:* Globe Marine Services; *Dhaka, Bangladesh:* Aquamarine Ltd.; *Doha, State of Qatar:* Qatar National Navigation & Forwarding & Transport Co.; *Dubai, United Arab Emirates:* Pioneer Shipping Agency LLC; *Hodeidah, Yemen:* Gargour Shaher Shipping Co. Ltd.; *Hong Kong:* Ben Line Agencies (Hong Kong) Ltd.; *Iskenderun, Turkey:* Lyonel A. Makzume Shipping Agencies; *Istanbul, Turkey:* Lyonel A. Makzume Shipping Agencies; *Izmir, Turkey:* Lyonel A. Makzume Shipping Agencies; *Jakarta, Indonesia:* PT Benderamas Nusantara; *Jeddah, Saudi Arabia:* Globe Marine Services; *Karachi, Pakistan:* United Marine Agencies (Pvt) Ltd; *Kuwait:* Al-Rashed International Shipping Co. WLL; *Limassol, Cyprus:* GAP Navigation Co. Ltd; *Madras, India:* Marine Container Services (South) Pvt. Ltd.; *Manama, State of Bahrain:* Alsharif Group; *Manila, Philippines:* Overseas Agency Services Inc.; *Mersin, Turkey:* Lyonel A Makzume Shipping Agencies; *Muttrah/Muscat,Oman:* Badar Shipping Agencies; *Nanjing, China:* Zen Continental Nanjing Office; *Nicosia, Cyprus:* GAP Navigation Co. Ltd.; *Osaka, Japan:* Ben Line Agencies (Japan) Ltd.; *Penang, Malaysia:* Bendera (Penang) Sdn. Bhd.; *Port Kelang, Malaysia:* Bendera Shipping Agencies Sdn. Bhd.; *Pusan, Korea:* Bongam International Co. Ltd.; *Quingdao, China:* Zen Continental Quingdao Office; *Sana, Yemen:* Gargour Shaher Shipping Co. Ltd.; *Seoul, Korea:* Bongam International Co., Ltd.; *Shanghai, China:* Zen Continental Shanghai Office; *Singapore:* Ben Line Agencies (Singapore) Pte Ltd.; *Taipei, Taiwan:* Taiwan Maritime Co.; *Tehran, Iran:* All Ships Marine Services; *Tianjin, China:* Zen Continental Co. Inc.; *Tokyo, Japan:* Ben Line Agencies (Japan) Ltd.

EUROPE:

Aarhus, Denmark: Transocean Shipping Agency A/S; *Antwerp, Belgium:* Van Doosselaere & Achten bvba; *Basel, Switzerland:* Thommen Intertrans AG; *Bilbao, Spain:* MacAndrews S.A.; *Bremen, Germany:* Detjen Schifffahrtsagentur (GmbH & Co.); *Copenhagen, Denmark:* Transocean Shipping Agency A/S; *Dublin, Ireland:* Jenkinson Agencies Ltd.; *Düsseldorf, Germany:* Internationales Schifffahrtskontor Iskon GmbH; *Edinburgh, Scotland:* George A. Morrison & Co. (Leith) Limited; *Felixstowe, UK:* Bahr Behrend & Co. Ltd.; *Frankfurt, Germany:* Hans-Joachim Leue Schifffahrtskontor GmbH; *Gothenburg, Sweden:* Transocean Agency AB; *Hamburg, Germany:* Detjen Schifffahrtsagentur (GmbH & Co.); *Helsinki, Finland:* OY Hanseatic Shipping AB; *Le Havre, France:* Scamar; *Leixoes, Portugal:* Maritima Lusitana Navegacao Lda.; *Lisbon, Portugal:* CSA; *Liverpool, UK:* Bahr Behrend & Co. Ltd.; *Munich, Germany:* Internationales Schifffahrtskontor Iskon GmbH; *Oporto:* Maritima Lusitana Navegacao Lda.; *Oslo, Norway:* Heitmann Shipping A.S.; *Paris, France:* Scamar; *Rotterdam, The Netherlands:* Dammers Agenturen bv

March 21, 1995 / vp