



COLUMBIA
SHIPMANAGEMENT

5th Tanker Operator Hamburg conference

"What is good and what is bad for tanker operators"

October 18, 2016

Question

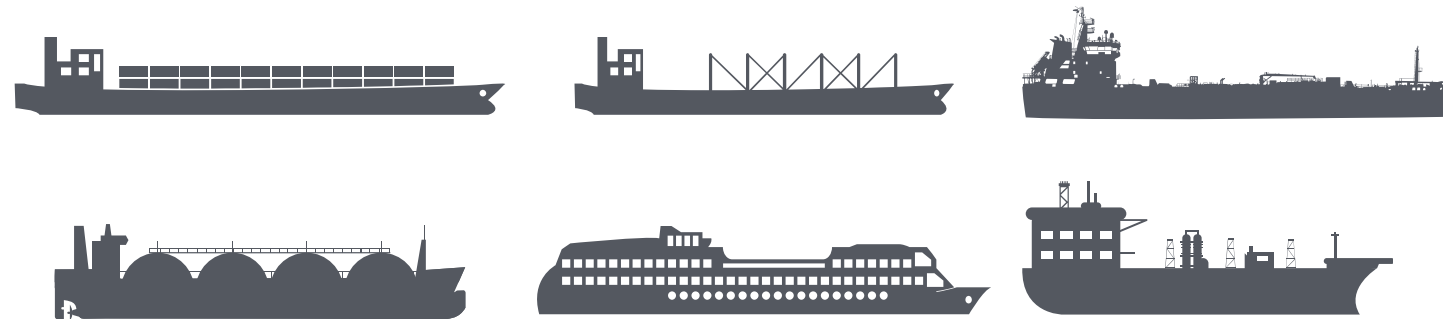
Do we have a working environment where people can continually learn and improve, including from colleagues and oil major inspectors? Are we managing to avoid a blame culture?

Table of content

- CSM Key Facts
- Working Environment
- Efficient Learning
- Blame culture
- Conclusion


CSM Group I Key Facts

more than **365** vessels under management



 **1978**
year founded

 **8**
ship management offices

 **14**
owned crewing agencies

 **14,500**
employees worldwide

Vessels Under Full Management

153
Total tankers

3
Chemical tankers

82
Chemical/ Product tankers

68
Crude oil tankers

117
Total dry ships

60
Container vessels

19
Multi purpose vessels

38
Bulk carriers

9
Passenger vessels

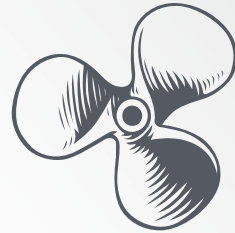
Strong Links with Tanker Pools



Strong Relationships / Reputation with Oil Companies

- BHP
- BP
- CEPSA
- CHEVRON
- CITGO
- CLEARLAKE
- CSS SA
- DOW
- ENI
- ERG
- EXXONMOBIL
- INEOS
- KOCH
- LUKOIL
- LYONDELL
- NEWTON
- NOBLE
- OMV
- P66
- PETROBRAS
- PETRONAS
- REPSOL
- SARAS
- SAUDI ARAMCO/VELA
- SHELL
- ST SHIPPING
- STATOIL
- SUNOCO
- TOTAL
- TRAFIGURA
- VALERO
- VITOL

Comprehensive Package of Solutions



Technical
management



Crew
management



New building
supervision



Cruise vessel
management



Commercial
management
(Chartering &
Operations)

Core Ship Management Offices



- COLUMBIA SHIPMANAGEMENT
HAMBURG, GERMANY

- COLUMBIA SHIPMANAGEMENT
SINGAPORE

- COLUMBIA SHIPMANAGEMENT
SHANGHAI, CHINA

- COLUMBIA SHIPMANAGEMENT
LIMASSOL, CYPRUS

- COLUMBIA CRUISE SERVICES
LIMASSOL, CYPRUS

- COLUMBIA CRUISE SERVICES
HAMBURG, GERMANY

- TSAKOS COLUMBIA
SHIPMANAGEMENT
ATHENS, GREECE

- ASIA MARINE PHILIPPINES,
LIMASSOL, CYPRUS



COLUMBIA Crewing Agencies



- LOGBRIDGE SOUTHAMPTON, UK
- COLUMBIA SHIPMANAGEMENT ROTTERDAM, NETHERLANDS
- COLUMBIA CRUISE SERVICES HAMBURG, GERMANY
- COLUMBIA SHIPMANAGEMENT - DOEHLE MANNING AGENTS GDYNIA, POLAND
- COLUMBIA SHIPMANAGEMENT RIGA, LATVIA
- COLUMBIA SHIPMANAGEMENT ST. PETERSBURG, RUSSIA
- COLUMBIA SHIPMANAGMENT NOVOROSIYSK, RUSSIA
- COLUMBIA SHIPMANAGEMENT RIJEKA, CROATIA
- COLUMBIA CREW MANAGEMENT SHANGHAI, CHINA
- COLUMBIA SHIPMANAGEMENT, JAPAN. REPRESENTATIVE OFFICE
- CAREER PHILIPPINES SHIP MANAGEMENT MANILA, PHILIPPINES
- SENATOR CREWING MANILA, PHILIPPINES
- COLUMBIA SHIPMANAGEMENT ODESSA, UKRAINE
- COLUMBIA SHIPMANAGEMENT BATUMI, GEORGIA
- COLUMBIA SHIPMANAGEMENT CONSTANZA, ROMANIA
- COLUMBIA SHIPMANAGEMENT, KOREA. REPRESENTATIVE OFFICE



Question

Do we have a working environment where people can continually learn and improve, including from colleagues and oil major inspectors? Are we managing to avoid a blame culture?

Working Environment

24/7

Dynamic

Global

Regulated

Confined

Working Environment



Question

Do we have a working environment where people can continually learn and improve, including from colleagues and oil major inspectors? Are we managing to avoid a blame culture?

Efficient Learning



What will trainees remember from theoretical training sessions?

- Within one hour 50 percent
- Within 24 hours 30 percent
- Within a week 10 percent

Efficient Learning

- Onboard or Shore trainings
- Group discussion
- Scenarios
- Work related learning
- Learning basics

Question

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Blame culture

- Don't blame others for your mistakes
- When you do blame, do so constructively
- Set an example by confidently taking ownership for failures

Blame culture

- Revise procedures in response to success
- Always focus on learning
- Reward people for making mistakes

Question

Do we have a working environment where people can continually learn and improve, including from colleagues and oil major inspectors? Are we managing to avoid a blame culture?

Conclusion

- Near misses
- Lessons-learnt databases
- “Surprise” inspections and their results
- Case studies highlighting good practices
- Results of suggestion programs and changes made

Conclusion

- Training opportunities
- Resources
- Coaching programs
- Information sharing
- Seafarers perceptions of good practices

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Columbia Shipmanagement

Relationship
Partnership
Leadership

