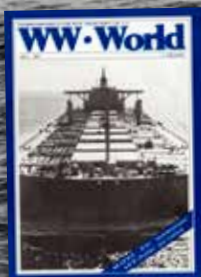
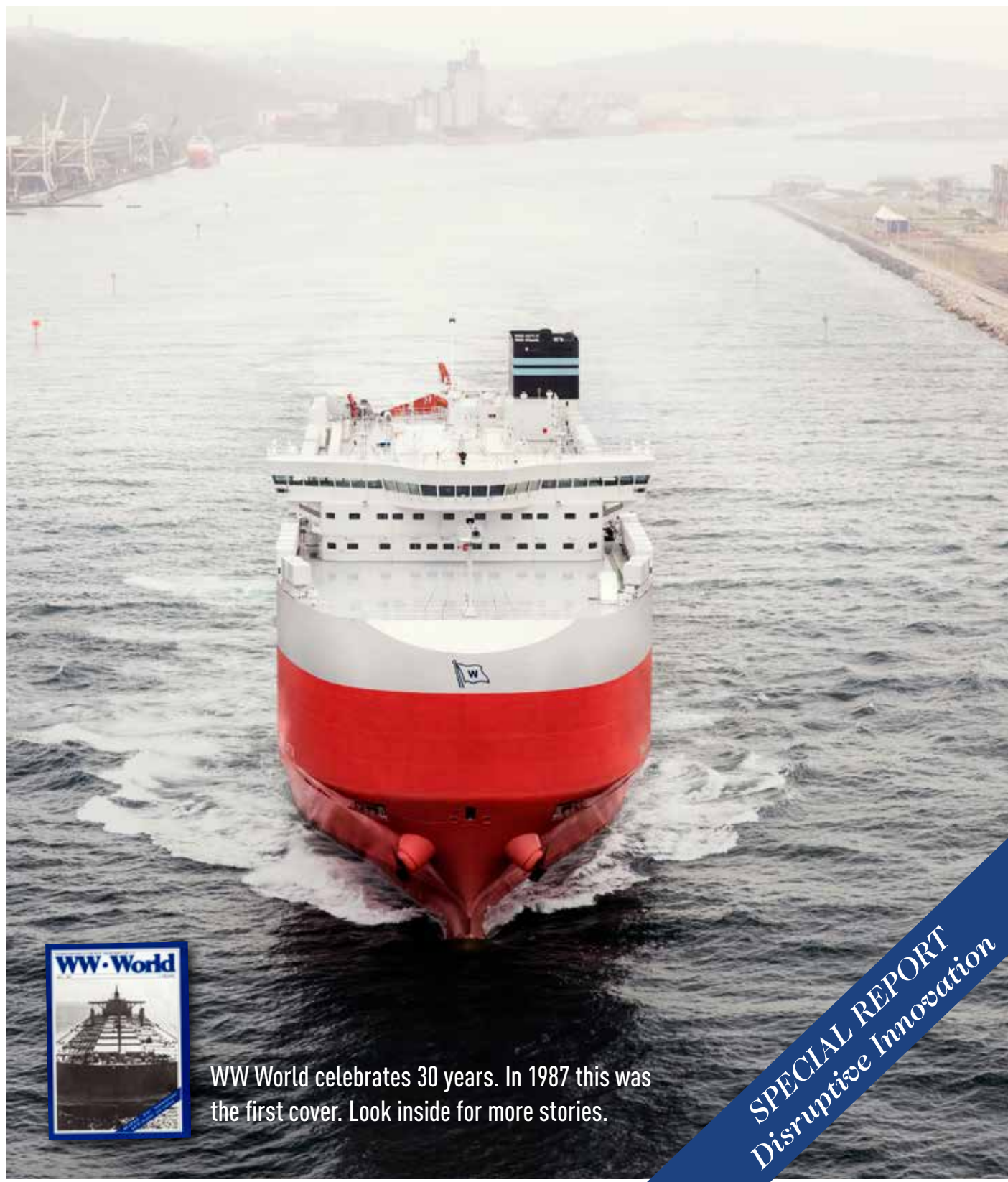


CORPORATE MAGAZINE FOR THE WILHELMSSEN GROUP

WW • World

No. 1 – 2017

31. YEAR



WW World celebrates 30 years. In 1987 this was the first cover. Look inside for more stories.

SPECIAL REPORT
Disruptive Innovation

Dear colleagues,

This issue of WW World celebrates the magazine's 30-year anniversary. Looking back at the development of the magazine and not least the stories we have shared, it is evident that we have been through many changes and witnessed several major events during the past three decades. We have changed our way of operating, changed our business models and focus, and we have met and handled external challenges and opportunities.

Some argue that change is the new normal. I argue that we have always changed, acted on opportunities, utilised existing technology and adapted to customer needs and expectations. Having survived for 156 years tells me that we have been fairly good at adapting to changes.

Buzzwords such as digitalisation and disruption are challenging us to make big decisions going forward. At the same time, we face market challenges, which require the Group to adapt if we want to stay competitive and shape the industry.

We have left behind an intense 2016 with several transactions, a stock listing, and merger plans. We will continue to restructure the Group to meet both customer needs and future market opportunities. Everything we have done and all we are doing are measures to meet tomorrow head-on and well prepared. I encourage you all to stay on top of our strategic direction and not least our way of working by reading Wilma, our common global intranet.

I am very confident that we are making the right decisions. We are in this for the long run. We are in this to continue to shape the maritime industry. Given our enormous network of talented people, global operations and the gigantic platform of information we encompass, I am truly confident that we will survive and even thrive in the future.

I wish you all the best for 2017. It will be an exciting year for us and for the industry.



Thomas Wilhelmsen
Group CEO



NO 1 2017

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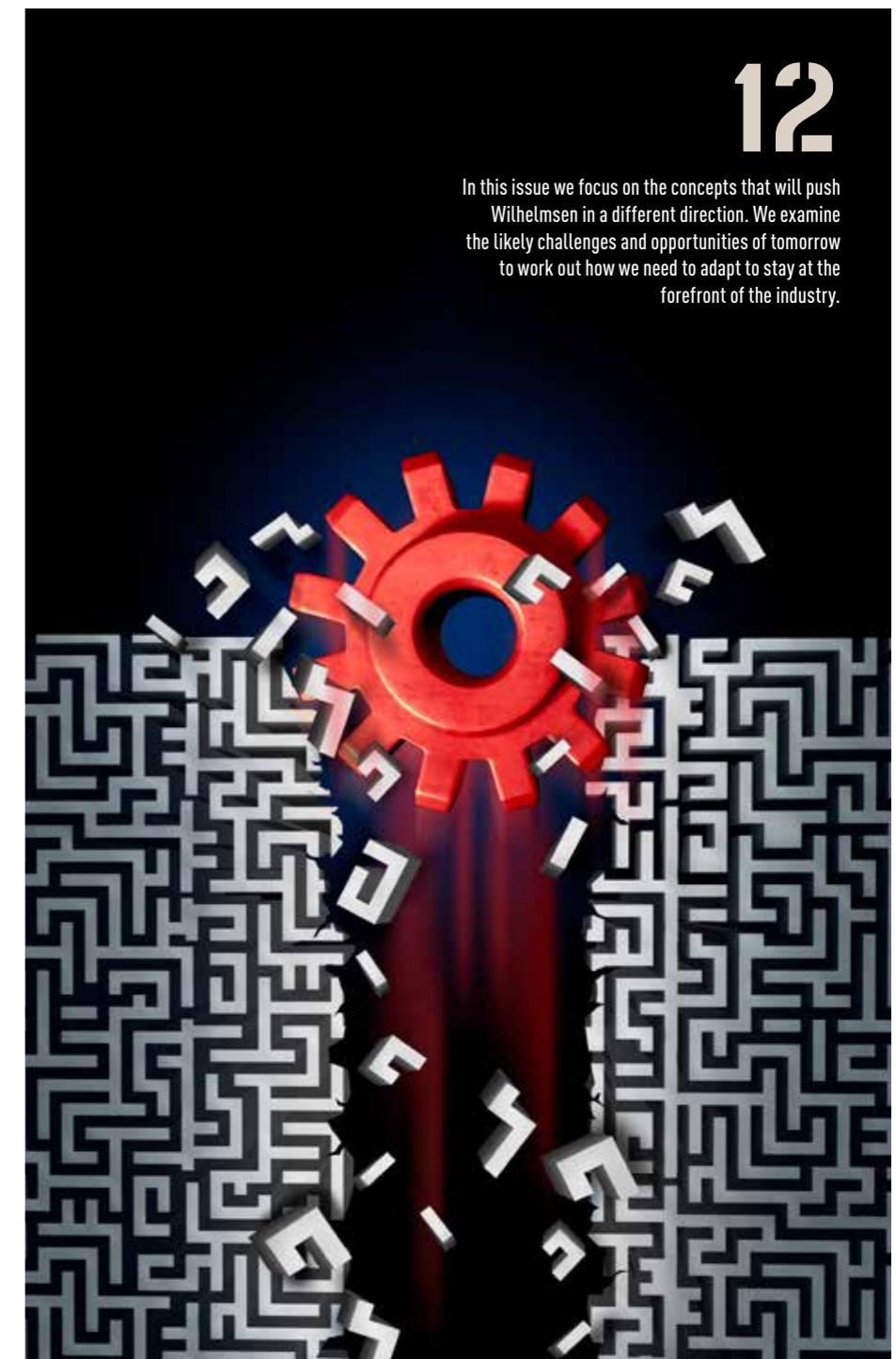
TIP US!

HAVE YOU GOT NEWS? Give us a tip! Please send an email on stories that you might think are interesting in WW World. Please use: marius.steen@wilhelmsen.com. Since our group consists of over 24 000 employees located in over 72 countries worldwide, we are depending on you to tell us in the editorial staff what is going on.



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In this issue we focus on the concepts that will push Wilhelmsen in a different direction. We examine the likely challenges and opportunities of tomorrow to work out how we need to adapt to stay at the forefront of the industry.



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M/V VIKING SKY JOINS HER TWO SISTER VESSELS UNDER WILHELMSSEN SHIP MANAGEMENT

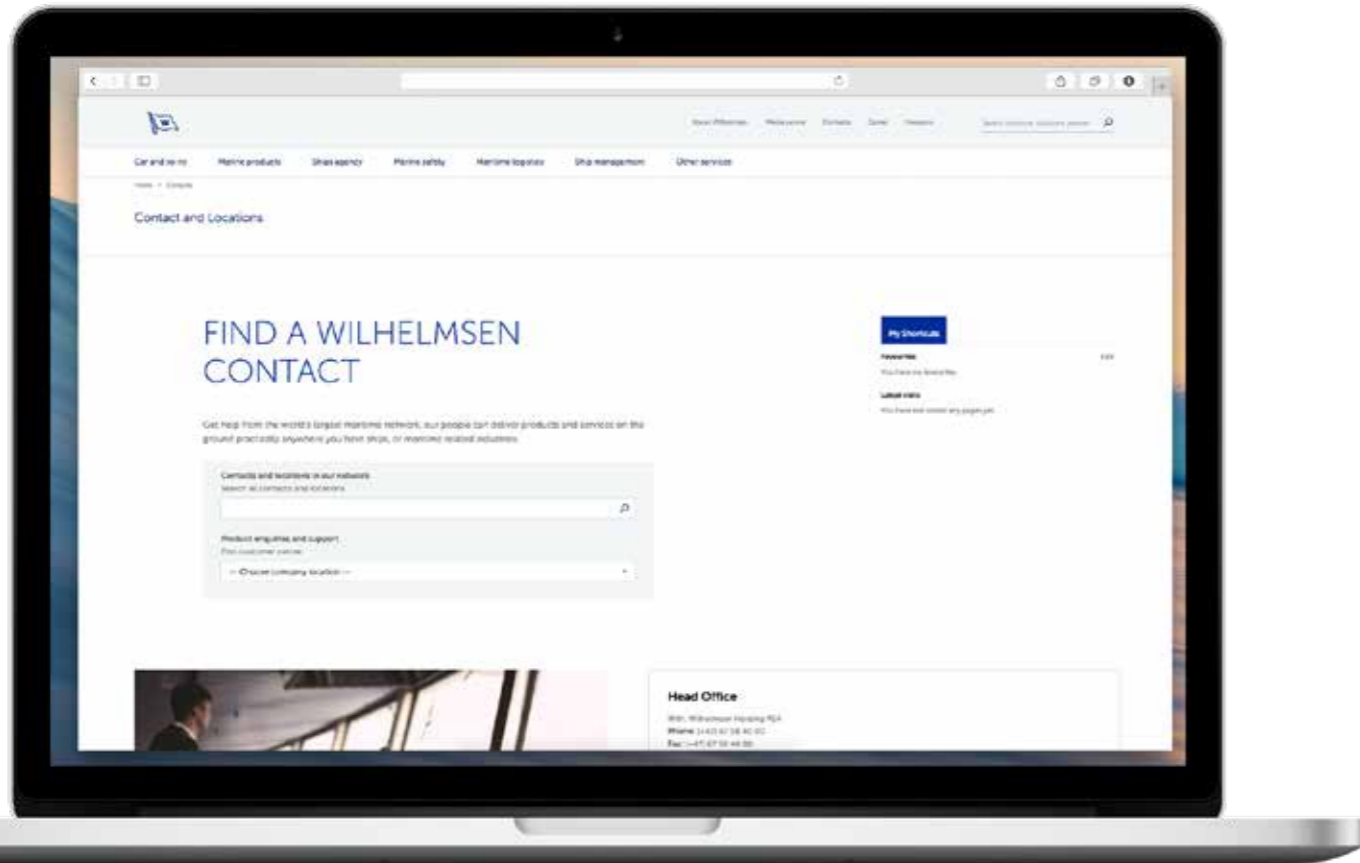
On 26 February 2017, Viking Sky was delivered to Viking Ocean Cruises and Wilhelmsen Ship Management (Norway) AS from Fincantieri Shipyard in Ancona, Italy. Viking Sky is a state of the art cruise vessel in the luxury segment. Her sister vessels Viking Star and Viking Sea have won several awards in the Cruise industry since the first launch

in 2015 of Viking Star.

Viking Sky can carry 954 passengers, is 227,2 metres long and has a gross tonnage of 47842 tonnes. As her sister vessels, she is flying the Norwegian flag and her homeport is Bergen, Norway.

Master Atle Knutsen is in command and Vessel Manager is Yngve Beite. ■





LOCATIONS & CONTACTS' DIRECTORY RE-CONNECTS US WITH OUR CUSTOMERS

A new directory that combines locations and contact information across the Wilhelmsen group is now available on wilhelmsen.com/contacts-and-locations, all for our customers benefit.

Aligned with the Group's web strategy of having a more customer-friendly view of the various business solutions offered across the Wilhelmsen group, this unified directory no longer consists only of Wilhelmsen Ships Service contacts. The directory also includes Wilhelmsen Ship Management and other group contacts such as investor relations, insurance and the International Maritime Training Center (IMTC).

The improved directory enables customers to add favorite contacts and locations to

a 'Favorites' list, access their latest visited contacts from a shortcuts list and download contacts directly into their mobile phone book.

"Ensuring that customers can easily find the right contact is key to increasing customer satisfaction and business leads. Since the launch of our new website last year, we have already seen a 75% increase in web visitors using the directory to get in touch with us - we see the need to continuously improve the user experience", says Danielle Hrin Kuek,

Digital Marketing Manager from Wilhelmsen Ships Service.

"Our priority in this first phase has been to set up the new structure within our website and ensure that all contact information is accurate. Additionally, a new governance structure of local editors will ensure that the contact information is always up-to-date. This is just the first phase of our roadmap - with more new features to be added over the coming months based on customer feedback and user behavior", concludes Kuek. ■



MV THEMIS FORMALLY NAMED ON 20 JANUARY IN THE PORT OF YOKOHAMA, JAPAN

Lady sponsor was Ms Haruka Matsuyama, Audit & Supervisory Board member of Mitsui & Co. Ltd. Ms Matsuyama was previously a court judge and is now a partner in Hibiya Park Law Offices. A very suitable lady sponsor for MV Themis, since Themis was the Greek goddess of law and order.

The naming took place on deck 5, which gave the approx. 80 guests protection against the cold grey weather. Mr Axel Bantel, president of Wallenius Wilhelmsen Logistics region Asia was Master of

THE MAIN DESIGN OBJECTIVES FOR THE HERO VESSELS ARE

- designed to fit the operation profile
- low fuel consumption
- good transport economy
- good form stability, -> reduced need for water ballast

Ceremony and guided the official part of the naming with a steady hand. Amongst the dignitaries were Mr Jan Eyvin Wang, president and CEO of Wilh. Wilhelmsen ASA, Mr Heesock Eun from shipbuilder Hyundai Samho Heavy Industries (HSHI) and Mr Noboyuki Tanaka, from the new owner Mitsui & Co. This vessel, just as her sister MV Theben is on a so-called sale and leaseback programme between Wilhelmsen Lines Shipowning Malta and Toda Shipping, Singapore (a company owned by Mitsui).

MV Themis was delivered from the yard on 30 June 2016, and is the sister vessel of MV Thermopylae, MV Thalatta and MV Theben. All vessels are of the HERO type (High Efficiency Ro-Ro), designed for the wider Panama Canal. ■



"Wilhelmsen Crewing Philippines" on Facebook.

FACEBOOK FINDS TALENT

Four Ship Management crewing offices and the International Maritime Training Centre are currently part of a pilot programme to test Facebook as a recruiting and marketing channel. Already the pilot is seeing promising results.

"We were in need of giving seafarers better access to our crewing offices, and for our office to find talent easier", says VP Marine Personnel at Ship Management, Espen Sending. He explains that Ship Management Philippines, India, Poland and Norway are all part of the newly established pilot programme to see if Facebook can help promote our services and vacancies better. "We have also included the International Maritime Training Centre (IMTC) into the mix. They use Facebook for marketing of services and to stay relevant in the Indian training debate". The Facebook pages ease the process of getting seafarers to sign up to the new digital crewing system put in place by Ship Management, making sure all digital platforms work together including Facebook, the crewing system and the Wilhelmsen webpage.

All pilot participants will spend the next month's acclimatising to Facebook, and from there determine if the solution works. So far it is showing great promise with the first office in use, the Philippines gaining lots of traction. "We are very happy indeed. New talent is pouring in and we can build a community for all the seafarers already part of our Wilhelmsen family. Facebook is very important in the Philippines, so it is a must to stay connected here", says General Manager for Ship Management in the Philippines, Helge Oliversen. ■



WILHELMSEN SHIP MANAGEMENT IN SINGAPORE SIGNS CONTRACTS FOR TWO BULK CARRIERS

On 13 January 2017, Ship Management in Singapore signed two contracts with Eastern Bulk AS for full technical management of their bulk vessels, Bulk Avanti and Stove Caledonia.

Bulk Avanti was built in 2006 and sails under the Panama flag with DWT of 56 024 tonnes while Stove Caledonia was built in 2010 and sails under the Norway flag with DWT of 58 092 tonnes.

Well done Ship Management in Singapore. ■



Digital trainees transforming the traditional into new. From left: Lovise Nyvoll, Jonas Borchgrevink, Magnus Dickens, and Sigbjørn Rudaa.

WILHELMSSEN DIGITAL TRAINEE PROGRAMME LAUNCHES

Four new digital talents have started their traineeship with the Wilhelmsen group. They are the first wave of recruits to begin Wilhelmsen's 18 month digital trainee programme. The programme has been designed to strengthen the Group's digital capabilities and focus, providing recruits with hands-on experience within global digital projects.

Leading Wilhelmsen's digital charge is Group CFO, Christian Berg. Since joining Wilhelmsen in January 2016, he has been a driving force behind the Group's digital transition and heads Wilhelmsen's internal technology forum. This forum has mapped the technology gap in the Group and from there initiated recruitment processes to find new talent capable of accelerating Wilhelmsen's push into digital solutions.

"The way we work as a company and industry is changing rapidly", says Berg. "Traditional business models and supply

chains are being challenged. To continue to be at the forefront, we need people who see the opportunities technology can provide and challenge existing ways we do business. The digital trainee programme is one of many initiatives we have started to ensure this", says Berg.

Magnus Dickens represents a new breed of talent and is one of four digital trainees set to launch a career with Wilhelmsen. In addition to a degree from the Norwegian University of Science and Technology (NTNU), he is a digital native with experience from web and app development projects.

Over the next 18 months, Magnus will work within various functions and divisions on a number of selected digital projects. Following completion of the programme, the trainees will continue in full time positions and be key in the Group's ongoing digital transition.

"The programme represents a unique

opportunity", says Dickens. "I have been allowed to challenge one of the most traditional industries and given the room to innovate. Over the course of the trainee period I hope to get insight into various parts of the organisation to better understand the demands and needs, and how these can be captured by new solutions".

Dickens is optimistic to the new digital challenges facing many companies. "I believe we have started in a time with a lot of uncertainty for the whole industry, but at the same time there is a lot of willingness to try new approaches. The maritime industry holds a vast ocean of opportunities in terms of digital innovation. BHP Billiton's debut with a new online auction platform and Maersk Line's collaboration with Alibaba are examples of companies seeking new ways to do business. It is an exciting time to be joining the industry". ■

SIMULATOR UPGRADE AT IMTC

Investing for the maritime future.



With these upgrades, we strive to continue developing the knowledge of our seafarers and provide skilled hands to operate our own and our customers' vessels.



The latest Kongsberg K-Sim Polaris simulator.

International Maritime Training Center (IMTC) has recently completed an upgrade of its Ship Handling, Engine Room and AUTOCHIEF Simulators.

All three ship bridges of the ship handling simulator have been upgraded to the latest Kongsberg K-Sim Polaris Version 7.5.0. In addition, all hardware has also been renewed with state-of-the-art Kongsberg Consoles and Panels.

Several new areas and ship models have also been added to the IMTC Simulator "library" to provide more accurate and realistic training for Wilhelmsen's seafarers as well as customers.

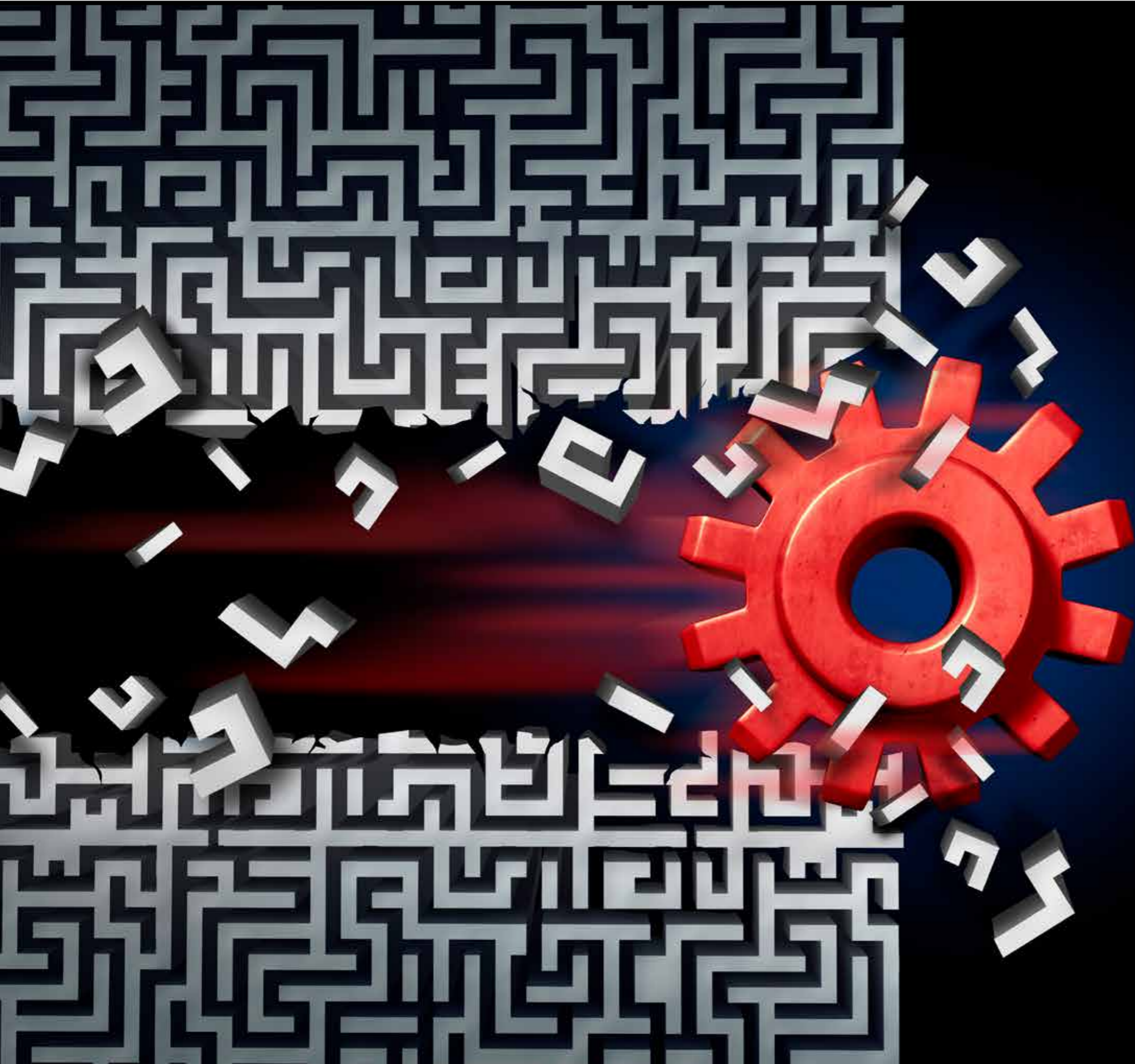
The Engine Room (ERS) and Cargo Handling Simulator (CHS) software has also been completely upgraded to the newest versions along with all operating PCs running the simulation. Upgrades listed below:

- K-SIM Engine Room Simulator - MAN B & W, 5L90MC - VLCC-L11-V, Ver: MC90-V
- Neptune Engine Room Simulator - Steam Plant Dual Fuel
- Neptune Engine Room Simulator - SULZER 12RTA84C-III
- Neptune CHS - Chemical Carrier
- Neptune CHS - VLCC - DH

A new Kongsberg AutoChief C20 Propulsion Control System Simulator has also been added to the existing AutoChief 4 Main Engine Manoeuvring & Control System Simulator, along with local fitting of actuators, solenoid valves and other indicators for hands-on use during practical demonstration and troubleshooting exercises.

The existing mimic "Main Engine" is also available from the newly included AutoChief C20console; creating as realistic an "on-board" scenario as possible.

With these upgrades, we strive to continue developing the knowledge of our seafarers and provide skilled hands to operate our own and our customers' vessels. ■



DISRUPTIVE INNOVATION

WORDS DAVID NIKEL PHOTOS WILHELMSSEN

In this special report we focus on the concepts that will push Wilhelmsen in a different direction. We examine the likely challenges and opportunities of tomorrow to work out how we will all need to adapt to stay at the forefront of the industry.

We invited one of the world's most prominent challengers to the maritime industry, the Norway-based one-stop-freight-shop Xeneta, to tell us how they view the future of the maritime industry. We speak to leaders across the Wilhelmsen group to discover where their respective business areas will be in 10 years' time, and we meet the head of Wilhelmsen's newest department, Digital Solutions.

The last three issues of WW World have focused on different areas of innovation: environmental, digital and disruptive. All three issues collectively highlight the many great initiatives the Wilhelmsen group has taken and will continue to take. In this issue, we discuss some of the thoughts we have towards the disruptive changes in our industry, and some of our plans for how Wilhelmsen will make a living in the future, no matter how different that future might be.



MEETING THE UPSTART

When one of the industry's brightest and most disruptive startup leaders meets one of the world's most established maritime companies, you might expect sparks to fly. But when Xeneta CEO **Patrick Berglund** met Wilhelmsen group CFO **Christian Berg** at our Oslo head office, they found more common ground than disagreement.

Virtually every industry around the world is facing disruption from new companies, new technologies, and new ways of working.

Traditional business models are being challenged by newcomers that understand the digital space and can develop new solutions fast. The shipping industry is no exception. One of these newcomers is right on the doorstep of the Wilhelmsen group global headquarters in Oslo, Norway.

Xeneta, a benchmarking platform for container-based ocean freight, is led by Patrik Berglund. When the young Norwegian founder and CEO arrives at Wilhelmsen he emits a casual confidence and a curiosity about what one of the industry's major players will have to say.

Such has been Patrik's impact, he was recently given the Lloyd's List Next Generation Shipping Award, which recognises the year's most noteworthy young, up-and-coming shipping industry leader, one who has made an outstanding contribution to the industry.

"We have managed to build up the company by going to the end customers and crowdsourcing their shipping contracts. We collect, track and display this data so our customers can easily see the variations in price," explains Patrik. "They pay to get their cargo shipped on hundreds of different

routes, which all have high price volatility. We help to create transparency in pricing so the end customers can see how high or low their procurement costs are relative to the market."

It is a strategy that has paid off for Xeneta. "We knew from the beginning that if we could get the most important clients of the shipping lines and freight forwarding companies onto our platform, it would make our case towards the supply side of the industry. About one year ago, we started onboarding the first suppliers, so we now have a platform with both supply and demand data."

Keen to meet Patrik was Wilhelmsen group CFO Christian Berg. While the decision to appoint a 'finance guy' to lead the digital transformation of Wilhelmsen may surprise some, Christian's background is very much in business development. Prior to joining Wilhelmsen, he worked as senior partner in HitecVision, one of Europe's leading private equity companies focused on the offshore oil and gas industry.

"The worst thing we can do is to be afraid and shut our doors to companies like Xeneta," says Christian. "We need to learn and see how they can help us to serve our customers more efficiently. We need to become a part of the same community by listening, because the industry is rapidly changing. We have a proud history but the only way for

us to remain an industry leader is to embrace this digital disruption and be at the forefront of the community working to create a new model."

THE INDUSTRY IS READY FOR DIGITAL DISRUPTION

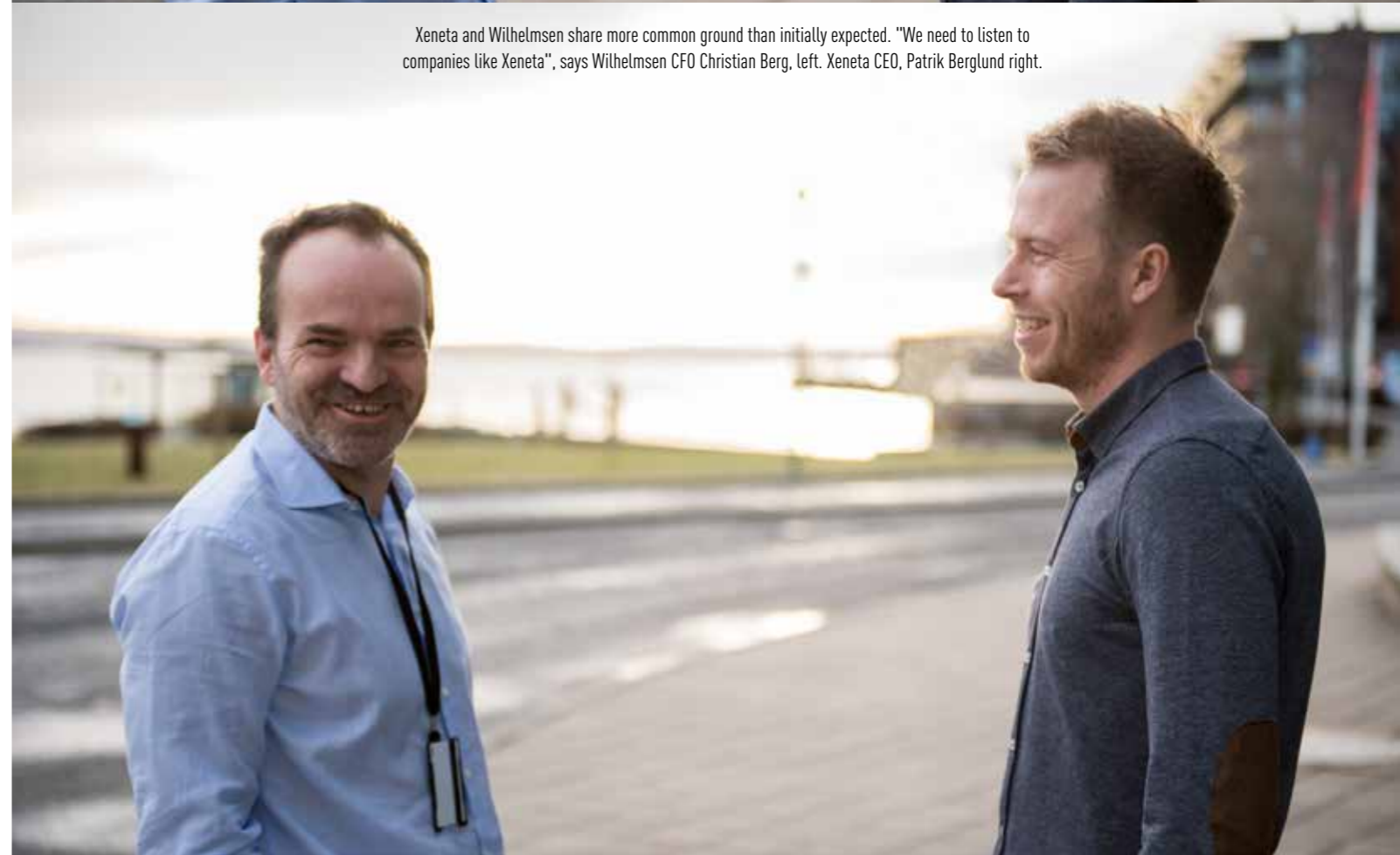
Patrik believes the time for digital disruption within shipping is now. "A lot has changed since 2012 when Xeneta was founded. Startups and new initiatives are getting more attention, more venture capital and more private equity funding. We used to face closed doors, whereas now the doors are open."

When asked what disruptive innovation will bring to the shipping industry, Patrik believes it is important to look to other industries which have already undergone a transformation. AirBnB have challenged the hotel industry without owning any property, while Uber has altered the taxi industry forever despite owning no cars.

"The challenge for the existing asset-based players is to build the cloud-based systems first. They have a lot of value tied into their physical assets but letting others build the digital assets is a big risk. If a company like Amazon or Alibaba adds a digital layer on top of the supply chain, all of a sudden they hold the power over the entire logistics operation while holding no or few physical assets themselves."



Xeneta and Wilhelmsen share more common ground than initially expected. "We need to listen to companies like Xeneta", says Wilhelmsen CFO Christian Berg, left. Xeneta CEO, Patrik Berglund right.





WILHELMSSEN
ON XENETA

“I have heard a lot about Xeneta and I am delighted to see that this is happening right here in Oslo given Norway’s strong maritime heritage. This is just the first of many discussions we plan to have with them about the future of our industry.”

CHRISTIAN BERG WILHELMSSEN GROUP CFO



XENETA ON
WILHELMSSEN

“I am really impressed with the positive mentality of Wilhelmsen towards the future. At the beginning of our journey, I expected the established companies to be the showstopper of getting things done within the industry. The fact that this has changed makes me very optimistic.”

PATRICK BERGLUND XENETA CEO

Christian agrees on the likely future of the industry, but says the key question for Wilhelmsen is whether we are to remain a supplier of relationships, or just a supplier of capacity into such a model. “Will our customers be looking to partner with Wilhelmsen for all their shipping requirements, for that branded, consistent experience from start to end, or will they be simply looking to book cargo on a ship? The threat from companies like Xeneta is that they are trying to commoditise a service that we do not want to see commoditised.”

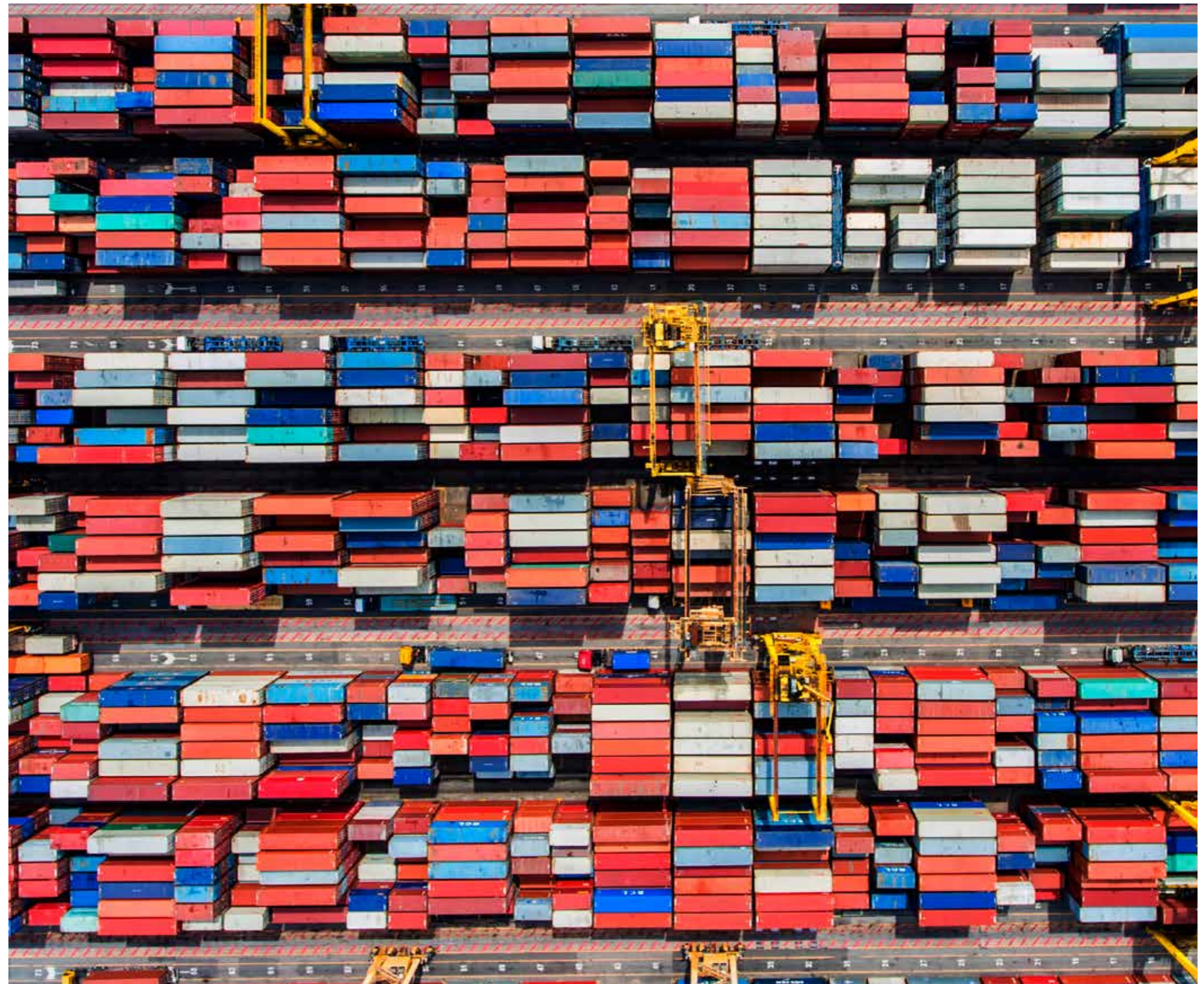
As the conversation turned to what the future holds for both Wilhelmsen and Xeneta in such a model, both men identified changing global trade patterns as key factor. One of the biggest question marks centres around the digitisation and automation within manufacturing. The introduction of 3D printing seems likely to result in a decentralisation of production, which will make the world a

more efficient place with less need for long-distance cargo transport.

Both Christian and Patrik are also keen observers of the changes taking place in the car industry, and what that might mean for shipping demand.

“When it comes to self-driving cars, taxi platforms like Uber and local car sharing schemes, the common belief is this will lead to less cars on the road and therefore less new cars being shipped. But thinking logically, the usage of the cars will be much higher today, meaning they will need to be replaced more often. Look at how often car rental firms replace their cars, for example. So the exact effect of these changes on the shipping demand from the car industry is difficult to predict at this stage,” says Christian.

Patrik believes the number of new cars being transported will drop, because of the different mentality to business models in the digital world. “The Silicon Valley busi-



Changing the Game of Global Logistics: Xeneta helps the container market become transparent.



When it comes to self-driving cars, taxi platforms like Uber and local car sharing schemes, the usage of cars will be much higher than today, meaning they will need to be replaced more often. Look at how often car rental firms replace their cars.



"Established companies like Wilhelmsen are sitting on a potential goldmine of data. It's data that tells you so much about world economic trends and trading patterns. There is this whole ecosystem around transportation and logistics - some of the world's biggest consulting companies, banks and financial institutions - that are crying out for such data." Patrik Berglund (left), CEO Xeneta.

"Will our customers be looking to partner with Wilhelmsen for all their shipping requirements, for that branded, consistent experience from start to end, or will they be simply looking to book cargo on a ship? The threat from companies like Xeneta is that they are trying to commoditise a service that we do not want to see commoditised."

CHRISTIAN BERG WILHELMSEN GROUP CFO

**FACTS
WILHELMSEN**

FOUNDED	1861
REVENUE	USD \$3.3BN (2015)
EMPLOYEES	24 000
HEAD OFFICE	OSLO, NORWAY
OFFICES	72 COUNTRIES
CEO	THOMAS WILHELMSEN (42)



Xeneta's digital solutions.

**FACTS
XENETA**

FOUNDED	2012
REVENUE	USD \$2M (2016)
EMPLOYEES	35
HEAD OFFICE	OSLO
OFFICES	GERMANY & USA
CEO	PATRIK BERGLUND (34)

ness model is not about the market share or the number of cars on the road, but how to monetise each and every mile that is driven," he says.

And this gets to the core of the potential problem. If technology drives global trade patterns to shift significantly or even decrease, and technology also successfully commoditises the shipping industry, what role is left for players such as Wilhelmsen, and perhaps the most important question for the industry to answer, who will build the ships?

WHO WILL BUILD THE SHIPS?

"If the only way a shipping company can sell capacity on a ship is through a platform and the ability to sign long-term contracts is lessened, how can anyone defend building a new ship? Would any bank lend the shipping company money when the risk is entirely held by them?" asks Christian.

He also points out that the car carrying industry includes hundreds of ships with an average of less than 20 years remaining life,

there will be time to discover the answer.

Patrik believes the key to the Wilhelmsen's successful future lies in the wealth of data that lies within the company's systems.

"I agree the biggest worry for the traditional players in the industry, whether a shipping line or a trucker, is that someone else owns the supplier-customer relationship and you sit in the middle. But established companies like Wilhelmsen are sitting on a potential goldmine of data. It is data that tells you so much about world economic trends and trading patterns. There is this whole ecosystem around transportation and logistics - some of the world's biggest consulting companies, banks and financial institutions - that are crying out for such data."

Christian says that he knows the wealth of data the group is sitting on, and that plans and initiatives are in place to take advantage of it. "Amongst others, we have hired a new head of digital and a group of four digital trainees to disrupt from within. These are all talented individuals with entrepreneurial spirit but they

have chosen to put their talents to use with us here at Wilhelmsen. They will look at the data we have and how we can create value from it, but also other ideas around technology and automation. Neither the head of digital nor the digital trainees will complete these tasks by themselves. But rather as a part of the business streams and companies they support, who also have a vast number of exciting projects running already. One concrete example is the use of drones on our larger ships to deliver samples of oil and water, check if the cargo hold is clean and so on. One of our digital trainees is focused on these possibilities."

With startups like Xeneta challenging the long-held assumptions and business models of the shipping industry, it is an uncertain road ahead. Yet with Wilhelmsen investing so much time and money in developing new digital solutions, it is an exciting one. One thing is for certain, with Xeneta challenging Wilhelmsen to improve our offer to customers, it is the customers who will benefit most from disruptive innovation. ■



HOW SHOULD THE GROUP PREPARE?

Leaders from across the Wilhelmsen group talk about what disruptive innovation is likely to mean for them over the next 10 years and beyond.



ERIK LYNGNES

Regional HSEQ manager Americas and Europe, Wilhelmsen Ship Management

The only thing that is certain is there will be plenty of changes over the coming 10 years, from autonomous ships to drone deliveries and lots of other technological advancements, so it is obvious that in our business, change is the new normal.

Having said that, the challenge to keep up with the regulatory environment is unlikely to change. I expect to see the stream of new regulations to continue, especially as more automation is introduced. As the regulatory side of the business becomes more demanding, that opens up more possibilities for us to take on the ship management of smaller companies who can no longer keep up. This means there is also the possibility for more joint ventures, something which Wilhelmsen has done very well in the past.

The biggest impact of this technological change on our business will probably be in the skillsets we require. While I think it will remain important for vessel managers to have a technical maritime background and/or seafaring experience, I anticipate a new set of specialist information and communication technology roles being required. If and when fully autonomous ships are introduced, the need for such digital skills will be critical to analyse and better utilise the data generated by our business. Such analysis will also give us insight into opportunities for improvement that are just not visible today. ■



ESPEN SENDING

VP Global Marine Personnel, Ship Management

It is clear that improved technology and automation will lead to less crew on board the vessels in the future. We already see more information and communication technology (ICT) on board and that is a trend that will only continue as the industry becomes more connected. We will also see different types of propulsion systems, and also a different type of fuel mix due to changing environmental regulations. These changes will of course impact the competence we look for in the future.

Whether we get to fully autonomous ships remains to be seen. Maintenance could be done in bulk when the ship is in port, but navigation and other types of expertise may remain on board. Either way, there will be a transitional phase as some type of ships begin to automate and lower the number of seafarers on board. Onshore, I expect more real-time monitoring and support to the vessels, and eventually operational centres running around the clock which will require a very specific ICT skillset combined with maritime competence.

The requirements for engineers and navigators will change to include more knowledge of autonomous systems and the like, but beyond that there is a dialogue to be had with the training institutions. Will they be able to cope with the necessary shift? It could be that much more specialised courses from technology providers are required to top up the more traditional skills taught in the maritime academies. ■



KJELL ANDRÉ ENGEN

VP Marine Products, Wilhelmsen Ships Service, Marine Products

I am responsible for the supply chain of the marine product portfolio. Today we make approximately 210 000 deliveries to 6 000 customers that together own around half of the world's entire fleet.

Although order size is slightly down, the number of deliveries has been stable the last few years. Today we are trying to consolidate more orders and deliver to less ports to make a more efficient operation. Data-based innovation will enable this and help us to take a more proactive role in the procurement activities of our customers.

We analyse what they consume, and work out where and when is the best place for them to pick up the order. If we can consolidate the process in this way, there will be fewer orders the order size will increase, resulting in a more efficient process for us and them.

While mass-scale 3D-printing is coming and will absolutely have an impact, it is not clear exactly how big that impact will be on the demand for shipping. The population of the world continues to grow rapidly, and more people will lead to more products being delivered. A lot of people point towards the changes in the car industry. Although we expect 3D-printing of spare parts, I think the cars themselves will still be shipped.

In fact, we are working ourselves on a pilot project to 3D-print some spare parts for our own products, which will cut down the number of deliveries we need to make. ■



MARIUS JOHANSEN

Commercial Director, Wilhelmsen Ships Service, Agency

For a vessel to be able to enter a port, it needs a ship agent to coordinate all the required services including clearing the vessel, loading and unloading of cargo, and managing the changing of crew including transportation and accommodation. Today it is a very people-intensive industry, but obviously this is going to change somewhat in the future.

One of the biggest changes will come with autonomous ships that run without crew, as that potentially takes away a significant part of our current business. However, with that threat comes a great opportunity. With a crew of 15-20 people, a vessel's maintenance needs can be largely taken care of out on the water. Take away that crew, and many of those services

will need to be performed in port, and that presents a big opportunity for the ship agent.

Because of the huge number of existing vessels out there, I do not think such a scenario will be commonplace for at least 10-20 years. However, what will make an impact much sooner is the introduction of drones. A launch boat used to deliver documentation, cash, medicine or spare parts to an anchored ship can cost a customer several thousand dollars. A drone could perform the same service at a fraction of the cost, and that is only one use-case out of many for drones. As a consequence, we will be putting more resources looking into these opportunities as we move ahead in the short term. ■



THE DIGITAL ACCELERATOR

Inge Sandvik is the person charged with steering Wilhelmsen into a connected future as our new Vice President Digital Solutions.

Prior to joining Wilhelmsen, Inge Sandvik (45) co-founded the entertainment content platform Filmgrail and the music-tech startups Tagiato and Soundrop, and spent time at Opera Software. His experience and network within the startup scene should be of huge benefit as Wilhelmsen looks towards a digital future.

INGE SANDVIK

Lives: Oslo, Norway
Age: 45
Family: Two children, boy (8), girl (12)
Hobbies: alpine skiing, cycling

I love tackling problems and I do not see the negative side of them, just the opportunity to solve them. I love problems and I do not see that as negative, I see that as an opportunity.

Throughout my career I have met so many people with great ideas, but who do not know how to take them forward. I know there will be plenty of people with great ideas within Wilhelmsen, so the execution of these ideas is where I will put my focus. My main strength is the ability to see patterns, trends and opportunities to innovate and be able to communicate the story to get others on-board.

What can you bring to the role from your time in the startup world?

The principles of lean thinking and design thinking, because that is where all industries are heading. In the software world you must constantly iterate, meaning you design, implement, test, learn, and move on. Some planning is of course necessary, but spending too much time in this phase does not make sense in the connected world because external factors are changing so quickly. We need to be leaner in our way of organising our work, and how we build our products and services. ■

Inge took some time out to speak to WW World just a couple of weeks after joining the company.

How would you describe your first weeks at Wilhelmsen?

It is been an awesome start with a great bunch of people. It is super exciting that the Group wants to be a leader in the digital space. The top management is so clear in terms of their ambition and desire to shape the future of the maritime industry, which seems to be energising everyone in the company.

What is the big picture goal?

We need to use more of the data that is collected on board our ships to meet the future requirements of our connected customers. We will have to index it, organise it, and analyse it, so we can be proactive rather than reactive so that we can delight our customers and impact their bottom lines a positive way.

How would you describe yourself and your approach to work?

Most people that know me would say that I am a very curious person.





HAPPY ANNIVERSARY WW WORLD

This year and with this issue, we celebrate 30 years of WW World. It is not only a celebration of the magazine, but also of our company's history throughout the past three decades. WW World was there when we survived, merged, sold, overcame, laughed, grieved, delivered, celebrated, stood fast - thousands of stories told through thousands of competent colleagues at sea and on land.

We had magazines and internal information bulletins long before WW World. In 1986 however, as the company celebrated its 125-year anniversary, we saw a need for a new and more frequent magazine. In 1987, WW World came fresh off the press. Still written in Norwegian at the time, but with a new layout and a different editorial style.

Three decades of stories later, we have spoken to the first editors, dug up some pivotal stories, and drawn the WW World timeline. We could add more, and make this issue 10 000 pages long. However, although only a glimpse into the rich history of WW World, we hope you will enjoy the next few pages. ■

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Heder og ære til WW-kaptein

● Vi har tidligere i "Skib-Rederi" fortalt om den redningsdåd som ble utført av kaptein Arne Røstad og mannskapet på M/S "Toro" i forbindelse med forliset av skonernten "Pride of Baltimore" i mai ifjor. Da gjenga vi også takkebrevet som kapteinen mottok av ingen ringere enn U.S.A.s president Ronald Reagan.

Siden har det skjedd mer i sakens anledning. Kaptein Røstad har vært byen Baltimores æresgjest. Det ble gjort stor stas på ham under besøket, hvor en bankett med 300 gjester til ære for WW-kapteinen utgjorde et av høydepunktene.



Kaptein Arne Røstads Dag! 27. februar i år ble høyde- lig proklamert til WW-kapteiners ære av staten Mary- lands guvernør. Så omfattende var æresbevisningene som ble kaptein Røstad og "Toro" til del i byen Baltimore.



Under mottagelse i Baltimore mottok kaptein Røstad kapersverd i silre fra den første "Pride of Baltimore" av ingen ringere enn guvernør W.D. Schaefer.

To menn - to møter

● Fra kaptein J. Bjør- hagen i Tønsberg har vi fått tilsendt de ovenstående bilder og et lite brev, som vi her starter fra: "Bildene viser watchman, nå chief- watchman i Hong Kong, av alle kalt Tjukken, også en kineser, og meg. Jeg er fotografert h.h.v. som stikspott på "Torrens" i 1953 og som kaptein på "Barber Tall" i 1983.

Alle som har vært i Hong Kong kjenner Tjuk- ken, og har på en eller annen måte hatt noe med ham å gjøre. Jeg vet ikke hans riktige navn, men han er ansatt i Barwil, så de kjenner det nok."

Og vi i WW•World avslutter med å si: Hvis noen kjenner navnet på Tjuk- ken, så er vi takknemlige for et tips.

OVER ALLE HAV

WILH. WILHELMSEN 1861-1941

"Over alle hav". Museumsdirektør Bård Kolltveit er her fotografert ved inngangen til rederiets store jubileums-utstilling som ble arrangert i samarbeid med Norsk Sjøfartsmuseum på Bygdø i Oslo. Utstillingen ble formelt åpnet i oktober, for så å bli flyttet til Vestfold Fykesmuseum i Tønsberg i slutten av november. Der var den ut året.

Utstillingen besto av en bred presentasjon av virksomhe- ten såvel ombord som i land gjennom rederiets 125 årige historie. En rekke skipstyper ble også presentert, det samme gjaldt jubileumsboken med samme navn som ut- stillingen. "Over alle hav" var godt besøkt av både skoleklasser og andre interesserte i de to sjøfartsbyene som har den nærmeste tilknytning til vårt rederi.

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Barwil-båt reddet 24 menneskeliv

● Tilbringerbåten ABE- ER I, som tilhører Barber Wilhelmsen Agencies A/S reddet hele mannskapet og to passasjerer fra det brennende indonesiske tankskipet "Fajar Indramayu" utenfor Madura i Indone- sia natten til 18. januar.

Det brøt ut en eksplø- sjonsartet brann i tankeren som hadde forskjellige sor- ter meget ildsfarlig last ombord. Hele mannskapet og de to passasjerene må- te hoppe på sjøen med bare livbelter og en flåte å hjelpe seg med.

Den vesle tilbringerbå- ten (crew boat) ABEER I har gått i skytteforfall i området siden mai ifjor og var like i nærheten da ulykken skjedde. Alle om- bord ble reddet og bragt til land, og redningsdåden har fått bred omtale i både "Java Post" og "Suraba- ya Post" (bildet). Kaptei- nen og mannskapet på ABEER I er blitt berøm- met for godt sjømanns- kap. Hele bevisningen på ABEER I er indonesisk.



Statsrådsbesøk på "Polar Pioneer"

● Lørdag 21. mars var "Polar Pioneer" åsted for et celebret besøk. Da an- kom nemlig en delegasjon ledet av olje-og energimi- nister Arne Øien, som bl.a. ble ledsaget av sin ko- ne og av sin personlige sek- retær Rune Bjerke. Fra Wilh. Wilhelmsen Ltd. deltok viseadm. direktør Sjur Galtung. Ellers besto gruppen av representanter for Golar-Nor Offshore A/S, Norges Rederifor- bund og Norsk Hydro, som er operatør og ansvar- lig for de praktiske sidene ved besøket.

Statsråden med følge fikk førstehåndsblikk i hvordan en avansert bore- rigg opererer, før ferden gikk videre til test- og produksjonsskipet "Petro- jart".

Data-Ship over- tar WilData

● Data-Ship har kjøpt 50% av WilData. Kjøpet betyr at Data-Ship vil opp- stå som vesentlig større bred- de med internasjonal ship- ping og transportmarke- det. Kjøpet forventes å gi betydelige synergieffekter såvel markeds- som orga- nisasjonsmessig for selska- penc.

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Kollisjon med hval

● Utklikken på "Barber Tampa" fikk seg en skik- kelig forskrekkelse i livet mot slutten av fjoråret da han oppdaget en 60 fots hval på tvers over baug- bulben under innseiling til Los Angeles Harbour. Han slo straks alarm, men på grunn av trafikken var det ikke mulig å få bakket for å få hvalen løs, fortel- ler kaptein F.A. Johansen i sin rapport til rederiet.

Istedet fortsatte man mot kai, hvor den døde hvalen heldigvis fløt av og ble lig- gende ved siden av skipet. For sikkerhets skyld ble bulben undersøkt, men uten at skade ble påvist. Verre gikk det med hvalen, som etter hva kapteinen fikk vite antagelig endte opp på museum. Hende- sen ble forevrig behørig re- gistrert med bilde av såvel skip som hval i tidsskriftet News/Pilot.



10

11

Pages from the very first WW World in 1987.

22 WWORLD 1 2017

WWORLD 1 2017 23



A QUICK LOOK AT THE INTERNAL MAGAZINE HISTORY FOR WILHELMSSEN

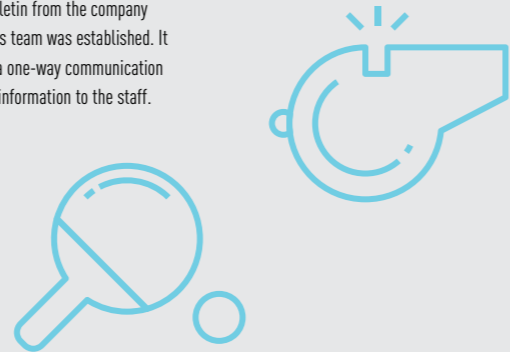
Wilhelmsen had its first internal magazine as early as 1952. Since then, we have seen two bigger changes and new names, all made to unite the ever-growing population of Wilhelmsen employees. This timeline shows some of the magazine milestones over the total 65-year history, including the 30 years we have had so far with WW World.

WORDS GURO THOBRU PHOTOS ISTOCK/WILHELMSSEN

1952

WIL-POSTEN

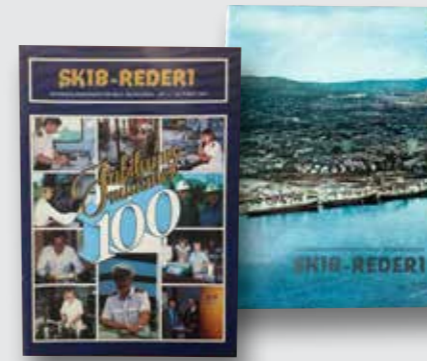
A bulletin from the company sports team was established. It was a one-way communication with information to the staff.



1960

SKIB & REDERI

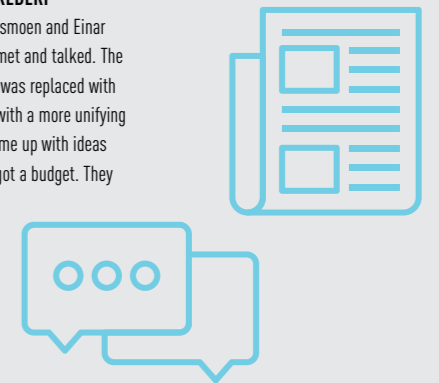
The magazine Skib & Rederi replaced WIL-POSTEN. With more journalism and feature articles, this was more of an influential magazine.



1986

NO MORE SKIB & REDERI

Hans Christian Bangsmoen and Einar Christian Erlingsen met and talked. The name Skib & Rederi was replaced with WW World, a name with a more unifying sound to it. Einar came up with ideas and Hans Christian got a budget. They were ready to go.



1987

FIRST EDITION OF WW WORLD

The first edition WW World was published in 1987, it was all monochrome except for the cover. The magazine brought news of business updates, company sports and internal staff changes.



1987

INTERNATIONAL

Already in its first year of existence, WW World started to experiment with bilingual articles. During the first few years, English summaries were written. Then WW World started to be published in English only.



1989

PARTNAIR FLIGHT 394

The most dramatic accident in the history of Wilhelmsen. 50 colleagues were killed in an aviation accident. The subsequent editions were marked by the event.



1995

MOVE TO LYSAKER

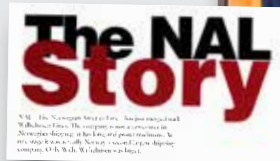
During the moving process from Haakon VII street to Lysaker, both WW News, a shorter news bulletin, and WW World informed the employees.



1996

MERGER WITH NAL

Wilhelmsen completed the purchase of Den Norske Amerikaline. The competition with Bergesen was tough and it received widespread media coverage. Wilhelmsen used WW News to keep the staff up to date with what was happening.



1999

MERGER WITH WALLENIUS

The merger with the Swedish company Wallenius was completed. WW World kept parties on both sides of the border informed about the process.



2001

TAMPA

The Tampa incident, which created international headlines for 9 days and put pressure on the diplomacy between Norway and Australia, took place in the Indian Ocean. Much of the WW World edition was dedicated to The Heroes of Tampa.



The Heroes of Tampa

The following were seen on the MV Tampa during the night of 23rd October 2001:

Board:	Arvid E. Børner	Stavanger, Norway
Chief Officer:	Philippe Berthoin	Paris, Norway
2nd Officer:	Einar Sægg	Løren, Norway
3rd Officer:	Jan Erik Skjerve	Berlevik, Norway
4th Officer:	Frank Richard Sævi	Sandness, Norway
5th Officer:	Carl Erik Sjøberg	Alnabru, Oslo
6th Officer:	Frank Berthoin	Austhøgland, Norway
7th Officer:	Per Erik Skjerve	Tromsø, Norway
8th Officer:	Arvid E. Børner	Stavanger, Norway
9th Officer:	Arvid E. Børner	Stavanger, Norway
10th Officer:	Arvid E. Børner	Stavanger, Norway
11th Officer:	Arvid E. Børner	Stavanger, Norway
12th Officer:	Arvid E. Børner	Stavanger, Norway
13th Officer:	Arvid E. Børner	Stavanger, Norway
14th Officer:	Arvid E. Børner	Stavanger, Norway
15th Officer:	Arvid E. Børner	Stavanger, Norway
16th Officer:	Arvid E. Børner	Stavanger, Norway
17th Officer:	Arvid E. Børner	Stavanger, Norway
18th Officer:	Arvid E. Børner	Stavanger, Norway
19th Officer:	Arvid E. Børner	Stavanger, Norway
20th Officer:	Arvid E. Børner	Stavanger, Norway

2003

INTRANET

The very first intranet came in 1999, covering employees in Norway only. Around 2003 came a global intranet, which has been updated and reworked several times. Today we call it Wilma, and it keeps all employees updated on current affairs in the company.





Hans Christian Bangsmoen and Einar Christian Erlingsen showing how WW World has transformed into a responsive format working on smartphones, as well as tablets and computers.

FROM BULLETIN TO WORLD WIDE MAGAZINE

Over a period of nearly 20 years, Hans Christian Bangsmoen was the Editor in Chief of WW World. With the trust of the management, and help from Executive Editor Einar Christian Erlingsen, they could create a magazine that reflected the organization.

WORDS GURO THOBURU PHOTOS WILHELMSEN



We wanted to create a magazine that had some journalistic material in it, not just an information bulletin from management. I think we managed to do that pretty quickly, says Hans Christian.

“We had a small budget - “make it cheap” we were told - but being trusted and having freedom inspired us and motivated us to work hard anyway.”

The magazine was at first only published in Norwegian, but it didn't take long before requests for writing in a global language came pouring in.

“At first we only sent out 2-3 magazines

to each vessel. It was too expensive to send more than that. Also, there were mostly just two or three people on board the vessels that could read it”, says Hans Christian.

“But I was out visiting vessels and offices from time to time, and I met many international colleagues who wanted to read WW World, but obviously did not understand Norwegian. So from then on, the language of the magazine became very clear to us. We switched to English.”

Hans Christian praises Einar for the job he did, travelling himself or sending journalists out on assignments reporting back to Norway. They met people from all corners of the world and told their stories. When the

magazine arrived at the front desk, fresh from the printers, the office celebrated.

“The expectations were high, but WW World obviously fulfilled the mission of having a unifying impact”, says Hans Christian.

The accident in 1989 had a big impact on the editorial staff.

“We knew almost everyone on that plane”, says Einar.

“I also made magazines for Widerøe airlines, who lost five employees.”

But they remember the volunteering spirit after the accident well.

“So much expert knowledge was gone”, Hans Christian remembers.

“However, almost everyone who had retired during the last 5 years here in Norway got called back to work and didn't hesitate for a second. We also featured pieces about people from the Middle East and elsewhere that helped us fill the vacant positions and move forward. We wanted to tell the story about how we made it through and how each and one of us made a big contribution. I remember we spent a lot of time on the first issue after the accident.”

The two founders appreciate the management's involvement in developing the magazine.

“To me, Leif Terje Løddesøl has had the greatest influence. He gave me freedom, got involved and showed great interest in the work we were doing. We could interview him any time about any thing and he would stand up for his beliefs”, says Hans Christian.

“I think Ingar Skaug too showed a huge interest in the magazine. Perhaps for one particular reason; he wanted to use it as an organizational tool. He was very conscious of that”, Einar adds.

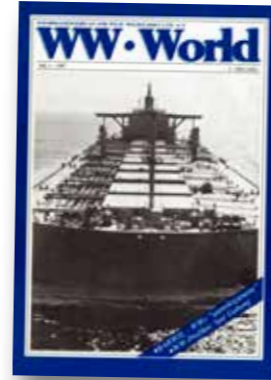
“Has there ever been any controversy regarding the material that has been printed?”

“We had a case or two where things ended up on print that perhaps should not have. But in general we were never doubted by the management,” says Hans Christian.

“What are the highlights of your WW World careers?”

“Meeting those we call the Heroes of Tampa was terrific. That was probably one of the highlights for me as a journalist”, says Einar.

“I remember the Tampa press conference in Singapore very well. It was the biggest press conference ever held in Singapore at the time. I was nervous as hell because all eyes were on the Tampa Captain and Chief Officer, with journalists ready to create even more tension between us and Norway towards Australia. This was on live television in Australia. But we had rehearsed all night, and our guys were terrific. I was very proud of our efforts”, says Hans Christian. ■



1987 DOCEFFJORD On her virgin voyage between Brazil and the far east, Doceffjord, commenced service before her sister vessel Tijuca.



1996 NAL IN PLACE The merger with NAL (The Norwegian America Line) was the cover story of the first issue in 1996.



2005 KEEPING TRACK OF LOGISTICS In 2005, WW World wrote about how Wallenius Wilhelmsen built their logistic services.



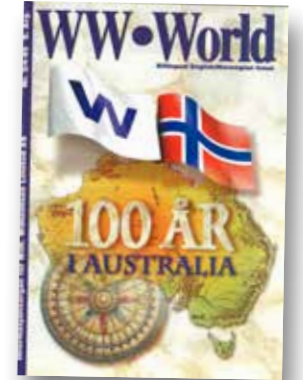
1994 IMPRESSIONS FROM MS TOBA Norwegian author and reporter Jon Michelet wrote about his experience aboard MS Toba in 1994.



1999 JOINING FORCES WITH WALLENIUS WW World covered the merger extensively in 1999.



2014 SPECIAL JOB FOR TAIKO This story covered MV Taiko bringing chemical weapons out of Syria for their destruction.



1995 100 YEARS IN AUSTRALIA WW World marked the company's centennial in Australia.



2003 A NIGHTMARE AND A MIRACLE Captain John Knutsen experienced every seafarer's nightmare when Tricolor was hit amidsthips by a fully loaded container ship and sank.



2016 INNOVATION For the last year, WW World has been tackling the issue of innovation: Environmental, digital and, in this issue, disruptive innovation.



INTRODUCING WSS VANCOUVER

“In a small office like ours, everyone knows how to do everyone else’s job”



Wayne Mondy, Manager of the Ships Agency side of the business for WSS Vancouver. The Vancouver office covers nearly the entire Canadian coastline.

Established in 1974 and acquired by Wilhelmsen Ship Services in 2005, the WSS Vancouver office is home to only nine people. Together, they are responsible for a variety of activities relating to Ships Agency, Logistics and Warehousing and Safety Services.

WORDS ISABELLE KLIEGER PHOTOS JIMMY JEONG

Situated on an industrial estate in Burnaby, 15 km east of downtown Vancouver, the WSS Vancouver office is in easy striking distance of many of the ports it serves. The Port of Vancouver is a 30-minute drive away, while the car terminals along the banks of the Fraser River are a short 10-minute drive from the office.

Although Canada is a large, sprawling country, Wayne Mondy, who took over as the Manager of the Ships Agency side of the business for WSS Vancouver four years ago, works with only one other colleague to cover every Canadian port to which they provide an agency service. This includes Vancouver and Vancouver Island, and the ports that are dotted along the coastline of British Columbia, all the way up to Prince Rupert, which lies 1 600 km north of Vancouver. The office also provides agency services to most ports in eastern Canada, including the Maritime Provinces of Nova Scotia and New Brunswick, along with ports on the Saint Lawrence Seaway, such as Quebec and Montreal, through the numerous locks and into the Great Lakes.

“WSS Vancouver serves the nearby ports directly, but some of the more remote ones are looked after on a day-to-day basis by contracted sub agents,” explains Wayne, whose main responsibilities include overseeing berthing and departure and visiting vessels while they are in port, to ensure that any needs are met. One of the key ways in which WSS supports these vessels is through Husbandry Services, which include crew changes and Cash To Master (CTM) requests, as well as the coordination and provision of spare parts.

Aside from Wayne and his colleague on the Ships Agency side, WSS Vancouver also employs three people in Logistics & Warehousing, three in Safety Services, and one chemical sales engineer. The safety staff is dedicated to deliver services in accordance with our agreement with Survitec.

Tom Schjelderup, who heads up the



WSS Vancouver, left to right: Glen MacPherson, Sadon Barazanci, Mona Gilmore, Guy Vaillancourt, Wayne Mondy, Morgan Huang, Tom Schjelderup, Dejan Cavlovic and Craig Rae-Douglas.

Logistics and Warehousing operation at WSS Vancouver, joined the company in 1997. Together, he and two colleagues provide vessels with chemicals, gases, including welding gas, welding consumables, mooring ropes, and an array of maintenance products while they are in port.

“We supply the material and equipment the vessels need for their daily maintenance to ensure that they are in suitable condition to trade,” says Tom, adding that WSS Vancouver also handles the supply coordination for the WSS Seattle office.

In Safety Services, WSS Vancouver provides safety equipment, such as CO2 systems and fire fighting equipment, and carries out service and maintenance on fire fighting equipment and life rafts in accordance with our agreement with Survitec. Finally, the Chemical Sales Engineer supports the chief engineers on board the vessels with maintaining engine rooms and boiler tanks.

According to Tom, there is no such thing as a typical day in a busy shipping office.

“You never know what is going to happen



FACTS ABOUT VANCOUVER

With a population of more than 2.5 million people in the Greater Vancouver Area, Vancouver is Canada’s third-largest city after Toronto and Montreal. Situated in the far west of British Columbia, this coastal seaport city is consistently named as one of the top five cities worldwide for livability and quality of life. With its location on the Pacific Rim and at the western terminus of Canada’s transcontinental highway and rail routes, Vancouver is one of the largest industrial centres in Canada. Leading industries include forestry and mining, while Port Metro Vancouver, Canada’s largest and most diversified port, does more than C\$172 billion in trade with in excess of 160 economies annually.

on any given day - that is why the work here never gets bland,” he says.

While days at WSS Vancouver may not follow a specific formula, they tend to have certain things in common.

“Due to the time difference between our customers in Europe and us, we start early. I am usually reading my emails by around 6 a.m.,” says Wayne. “If I have a ship in port, I will stop by the office briefly before racing out to the port to oversee activities there. At the end of the day, I am back to coordinate any needs the ship might have.”

“We are a small office, so everyone here knows everyone else’s job. Being a small operation means we are like a family unit - a close-knit team in which everyone is flexible and quick to step up when needed,” adds Tom.

Both Tom and Wayne are clear on what their number one priority is.

“Our most important task is being available to the vessels while they are in the ports we service. We are here to provide a service to our customers 24/7,” Wayne concludes. ■



TAMPA

WORDS DAVID NIKEL PHOTOS WILHELMSEN



438 refugees were carried on the KM Palapa I – which was close to sinking.



Australian Special Air Service troops on the Tampa bridge with Captain Rinnan.



Truck driver Terje Wang carries one of the total 43 children aboard the Tampa.



The Tampa crew.

AWARD-WINNING RESCUE

The 2002 Nansen Prize was presented to master Arne Rinnan, the rest of the Tampa crew and Wilhelmsen. This annual award for outstanding achievement is made by the UN high commissioner for refugees. Rinnan was also appointed Knight First Class of the Royal Norwegian Order of Merit.



Australian troops on their way from Tampa to Christmas Island after a change of guard at the bridge.



hen Tampa was en route from Fremantle to Singapore in round-the-world service on 26 August 2001, it received a message from Australia's Rescue Coordination Centre (RCC) about a stricken vessel. The ship's master Arne Rinnan changed course and five hours later, reached the KM Palapa I. Chief officer Christian Maltau and his team lifted each person onto Tampa from a gangway amid high waves and constant motion.

Despite initial belief there were 80 people on board, 438 people were eventually rescued including 26 women and 43 children from Afghanistan, Pakistan and Sri Lanka. Rinnan laid a course for a secure emergency port on Christmas Island.

Then the unthinkable happened. The Australian authorities, who had instructed Tampa to rescue the people in distress, refused to allow the ship to dock. Rinnan refused their instructions to head to Indonesia because the conditions on board were becoming critical, with several serious medical cases.

What had initially been regarded as a well-conducted rescue operation developed over the next few days into a stand-off, with Tampa anchored off the coast of Christmas Island. It became a global media story, with key ministers in Australia and Norway as well as the UN and its high commissioner for refugees involved. With the Australian general election just around the corner, premier John Howard was keen to take a stand on immigration as Australia had long had a problem with the so-called boat people. Peter Dexter, head of WWL in Sydney and Norway's consul-general, came under immense pressure.

After making a final mayday call, Rinnan made for Christmas Island and was boarded by a military doctor and heavily armed Australian Special Air Service (SAS) personnel, although they did not take control of the ship.

Pressure on the Australian government increased from all sides, not least the international media. Six days after the initial distress call, an agreement was reached whereby the refugees would be taken to Papua New Guinea and onwards to New Zealand and Nauru, while the people smugglers would be dealt with by Australian police. Two days later, the Australian troop transport HMAS Manoora came alongside Tampa and the transfer of the refugees could begin.

The Tampa incident deserves a permanent place in the history books. It presented major humanitarian, commercial, political and media challenges. The challenges were overcome, thanks to the efforts of the many people involved. But praise is fully deserved for Dexter and his Sydney staff, and by Wilhelmsen's emergency response team at Lysaker under the management of operations vice president Håvard Hareide. Most importantly of all, the shipwrecked refugees emerged with their lives. ■

MEMORIES TO LAST A LIFETIME

WORDS DAVID NIKEL PHOTOS NTB/SCANPIX/PRIVATE/ISTOCK

DARWIN: Two days after the Tampa incident began, Geoff Brown was asked if he could assist operations on Christmas Island. Within three hours Geoff was on a commercial flight from his home in Darwin to Perth, where he boarded a chartered jet together with lawyer James Neil and the Norwegian Ambassador Ove Thorsheim. Geoff tells WW World what happened next.

“Due to the influx of international media and Australian Government officials, accommodation and vehicle hire was almost impossible. I went to a local accountant’s office and somehow convinced the owner to go to Perth for a holiday so I could rent his office.”

“Each morning at 0400 I communicated with the master and passed information on to Peter Dexter based in Sydney. The government authorities blocked the Tampa’s communications so this was the only way we could communicate with the outside world.”

“The Norwegian Ambassador was excellent and put a lot of pressure on Australia to change their tough stance. Avoiding the media was difficult but we remained unknown until we boarded the Special Air Service (SAS) military zodiac boat heading to the Tampa.”

The Master requested permission from harbour control to depart and they asked if he would wait a couple of minutes as they had arranged fireworks for the Tampa’s departure. The master steered the vessel closer to the coast and then it was full steam ahead for Singapore. The Tampa received messages of thanks from other vessels, sent with congratulations on changing the course of maritime law.”

“It was the most amazing feeling to be involved and see the Wilhelmsen group in action to save 438 people’s lives. The teams in Oslo and Sydney, the master and his crew and all involved were so professional with their decision-making and supporting all their personnel involved. They are memories that will stay with me for a lifetime.” ■



Geoff Brown and Captain Arne Rinnan.



The Tampa crew.



Tampa being guarded by Australian troops.

“It was the most amazing feeling to be involved and see the Wilhelmsen group in action to save 438 people’s lives. The teams in Oslo and Sydney, the master and his crew and all involved were so professional with their decision-making and supporting all their personnel involved. They are memories that will stay with me for a lifetime.”

GEOFF BROWN