

LIGHTHOUSE

CARGO BY AIR

CSS Moves Projects cargo from Houston to Ras Al Khaimah

WHAT MAKES NVOCC SO SPECIAL?

CONNECTING AND RECONNECTING



STRENGTHENING RELATIONS

CSS Group Visits C.H. Robinson, USA

NVOCC-THE CSS GROUP'S BASICS



PROJECTS OIL & ENERGY



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LIGHTHOUSE

CHAIRMAN'S MESSAGE



T S Kaladharan

Whilst 'Where have all the years gone?' is sometimes used as a throwaway comment, it is frequently used when the passage of time takes on a delightful meaning. As it is exactly eleven years since the 'Chairman's Message' was inaugurated in our Lighthouse magazine, I really do wonder where have all the years gone? I am overwhelmed that my message has proved to be a

constructive platform which has resulted in timely comments and constructive suggestions from you – our readers. I am immensely grateful and express my gratitude.

The range of topics we have discussed both from within CSS and outside, interacted with major events which have flowed alongside with our development. The growth of CSS has been attributed to the healthy discussions and debates we have been able to have. The Chairman's Message has been at the forefront highlighting issues and generating responses.

Any institution that seeks growth must have an attitude to always communicate positively. That doesn't mean telling others what you want, it means being a good listener first. American educator, author and business man Dr Stephen Covey said; "Most people do not listen with the intent to understand; they listen with the intent to reply".

Taking on board the implications of this truism results in a company environment where a positive attitude to communication is encouraged. Putting active listening first, enables realistic forward planning where success becomes characteristically assured. Such interaction engenders friendship, loyalty and support which speeds along the passage of time. So, it really is no wonder that, after eleven years of the 'Chairman's Message', I am happily asking: "Where have all the years gone?"



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STRENGTHENING RELATIONS

■ CSS GROUP VISITS C.H. ROBINSON, USA



From left: Dan Sluka, C.H. Robinson Manager, Global Agent Network, Chandrakala, Ajay Krishnan and Rosh Manoli at C.H. Robinson's Corporate Global Forwarding Office in Chicago.

A Strategic Sales Campaign initiative by the CSS Group saw a team visiting C.H. Robinson offices in the USA. The CSS Group are exclusive agents for C.H. Robinson across the Middle East and the trip was primarily to boost trade growth and cement working relationships between the two organizations. The CSS Group team comprising of Ajay Krishnan, COO Freight Forwarding, Chandrakala, COO NVOCC/Ocean Freight Operations, and Rosh Manoli, Deputy General Manager Sales, visited C.H. Robinson offices at Los Angeles, Atlanta and New York, as well as the C.H. Robinson Global Forwarding Corporate Office in Chicago. The visit concluded with

commitments to grow the already significant USA/Middle East traffic, as well as discussions specific to product development and compliance.

“The relationship with C.H. Robinson has been a growing one. We believe there is an opportunity to take this to the next level, implementing the strategy we discussed during our visit. A robust and growing relationship (while remaining an effective and compliant trade lane) is our objective here.” mentioned Ajay Krishnan.

“The relationship between C.H. Robinson and the CSS Group continues to be very strong. We are excited about the new business development initiatives and continued growth together,” commented Matt McInerney, C.H. Robinson

“The relationship between C.H. Robinson and the CSS Group continues to be very strong. We are excited about the new business development initiatives and continued growth together.”

VP Global Forwarding Sales.

“It was a great visit to C.H. Robinson in the USA. I would like to thank Mr. Dan Sluka and the C.H. Robinson team for organizing the meetings,” mentioned Chandrakala.

About CSS Group

Consolidated Shipping Group (CSS Group) provides end to end cargo and logistics solutions through their 28 offices present in the Middle East and South Asia. CSS Group today is one of the leading integrated freight forwarding solutions provider, with close to 25 years of

experience in the industry.

About C.H. Robinson

C.H. Robinson is one of the world's largest third-party logistics providers and provides a broad portfolio of logistics and transportation services, fresh produce sourcing and Managed Services. From surface to ocean to air, C.H. Robinson uses the strength of their global network and the visibility provided by Navisphere®, their global technology platform, to integrate supply chains, end to end.

CONNECTING AND RECONNECTING

■ CSS GROUP PARTICIPATES THE GALA DINNER HOSTED BY DP WORLD

The CSS Group joined DP World at their annual Gala dinner, organized back in April, 2018 at the renowned Atlantis the Palm resort in Dubai. The banquet celebrated partnerships and achievements made by DP World and its clients across the UAE. Chandrakala (CK), Chief Operating Officer, NVOCC and Dr. Britto Satheesh, Director of the CSS Saudi Arabia branch represented the Group at the event.

“It was a good opportunity to hear DP World’s developments and successes over the years, especially for the year 2017. They are looking at a positive 2018 which is indeed amazing news for the logistics fraternity. We met with both new and old faces, I felt it was a good networking event” commented CK. The CSS Group and DP World have enjoyed a wonderful working relationship



over the years, never missing an opportunity to reconnect. “This was a great opportunity for me to know how such events are organized - it was well put together, catering

to over 3000 attendees. Being amongst the event’s delegates, I thoroughly enjoyed meeting a lot of agents and forwarders – new and old,” mentioned Dr. Satheesh.

AMAL MARY AUGUSTINE – CSLC1, awarded by Chandrakala(CK), COO, NVOCC, CSS Group

APRIL 2018

CSS - EMPLOYEES OF THE MONTH

CHUCHU VISWANATH – Transport Department, awarded by Chandrakala(CK), COO, NVOCC, CSS Group

MAY 2018



QUOTABLE QUOTES

Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence.

- Helen Keller

There’s nothing more satisfying than seeing a happy and smiling child. I always help in any way I can, even if it’s just by signing an autograph. A child’s smile is worth more than all the money in the world.

- Lionel Messi

NVOCC – THE CSS GROUP’S BASICS



DUBAI – The Consolidated Shipping Group’s NVOCC (Non-Vessel Operating Common Carrier) division has been active in the Middle East for 23 years, going on 24. It will not be considered presumptuous if this particular LCL and FCL facility was to be regarded as the flagship service offered by the Group, locally and internationally.

The CSS Group’s NVOCC – whether it be inbound or outbound Middle East - based – all have one port in common; JAFZA, where the headquarters is located. CSS began offering inbound direct services wherever possible in the Middle East, an import market at the end of the day. The company wanted to ensure quick cargo turnarounds, connecting their final destination to Jebel Ali, the hub for all cargo Middle East. Opening up operations in Dubai, Abu Dhabi, Qatar, Bahrain, Oman, Kuwait, KSA, India and Pakistan have cemented this directive in the industry.

When it comes to the Group’s employee loyalties, there are those that have been with the company – or dare we say division – for 19 years, and counting. CSS prides itself with seeing the right opportunity and potential, taking it forward to no end.

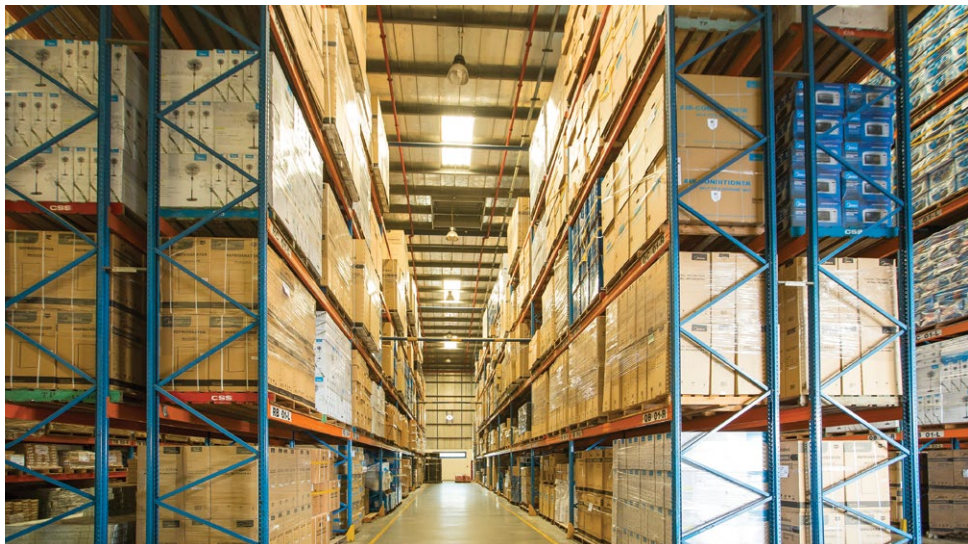
CSS Group’s NVOCC division is penned to keep growing, be it through

LCL, FCL, Air Freight or any other method of transport and logistics. Advancement in technology will play a key role in ensuring the Group stays on point with their competition, introducing online platforms for our clients to reduce process time.

Being a freight forwarding company – undertaking movement of goods from point A to Z on behalf of the cargo owner – NVOCC services would never be possible without its dedicated staff members and reputation it carves out for the company in the market. With services extending to six continents, as well as partnerships



with renowned companies such as C.H.Robinson and more, the CSS Group intends to hold on to its reputation as a one-stop solution provider.



WHAT MAKES NVOCC SO SPECIAL?

The Lighthouse editorial team sat down with **Fida Asghar** - Manager, NVOCC - to know more about the impact the current economy has on the maritime industry, his 19 years of experience with the CSS Group, and more.



Fida Asghar
Manager - NVOCC

to great heights [with the CSS Group].

How can you keep brushing up, or adding, on your knowledge of the industry?

We meet a lot of people in this industry, including our peers. Through listening, you learn. There will not be any daily trainings but you do end up learning through [observation]. It is fair to say you gain knowledge through networking, your colleagues and your superiors.

In your time with the CSS Group, what have you seen it to become?

It has expanded really fast - when I came in first to the CSS Office in 1995, there were only 3 employees. When I finally joined in 1999, there were 80-90 employees - you can imagine the amount of growth in 3 years. Within 10 years, we were at the top. I will not say we have reached our peak yet - we are still going higher and breaking more barriers!

What is the average day like for an NVOCC operator?

It is mostly a lot of phone calls. This industry is based on creating and sustaining relationships. In my 19 years of experience, I have learnt that you need to have good relationships in order to get yourself that cargo and volume. Just keep working on your people skills!

Can you please summarize yourself in two minutes?

I am jovial, challenging and loyal. My job portfolio at the CSS Group includes handling all LCL cargo [imports and exports] by way of specifically managing the NVOCC division. I also help in product development for the CSS KSA branch offices (in Riyadh, Dammam and Jeddah).

How did you first get involved with the NVOCC industry?

That is really a good question - I was not a shipping guy before! I came to Dubai in 1993 and after a few years I was asked by the Chairman [T.S. Kaladharan] to join CSS. I came from the ground up, learning at every stage. I was in operations initially, then moved to the Customer Services department - in telesales - where my performance spoke for itself. I began heading the call center and it grew to what you now see as the NVOCC division at the CSS Group.

How long has it been since you have been with CSS? What has motivated you to stay?

I am in my 19th year at the company now. I joined CSS because I was looking for a better career - this industry is vast and you learn everyday. What keeps me here this long is the open door policy - you can meet the chairman, you can meet anyone that you want and it is a friendly atmosphere. As long as you perform well, you can go



CARGO BY AIR

■ CSS MOVES PROJECTS CARGO FROM HOUSTON TO RAS AL KHAIMAH



A highly challenging Air Project Cargo movement was successfully handled and completed by the Projects team at CSS Dubai. The move was concluded before the deadline, receiving appreciation from the client's side. The real challenge in the project was to transport machinery through different airlines from the US to the destination in the Middle East. The cargo - Marine Crane Parts with 60 tonnes of total volume - was airlifted from the George Bush Intercontinental Airport (IAH), Houston,

Texas and transported to Dubai International Airport.

"The real challenge here was to transport the Machinery as parts, on different airlines and to track all of them to make sure that each of them reaches Dubai on time, so that we could fulfil our commitments. The shipment was loaded as part cargo on 5 separate cargo flights to meet the deadline. Such tests give us great insight on how to handle time bound movements with precision." Mentioned Sajith Vijayan, Manager

Projects, CSS Dubai.

The scope of this air project movement included, the collection of cargo as loose parts from the supplier, completion of airworthy packaging, and successfully doing the airfreight to the destination. The cargo arriving in Dubai was cleared at the Dubai International airport and transported to the client in Ras Al Khaimah, the final destination of the cargo. Within 15 days, the entire movement was complete and the last consignment reached the client facility

a day prior to the deadline given by the client.

"The project cargo movement has become highly competitive. The freight forwarder handling projects cargo must be knowledgeable in all aspects of the movement of goods. Our team engaged in this particular air cargo movement has done extensive research on all levels of operation before the actual move commenced. We are thankful to our clients for the continuous trust they are showing us" commented Raj George, Senior VP, Projects Oil & Energy division, CSS Group.



NEXT PHASE OF PRINCE RUPERT FAIRVIEW TERMINAL EXPANSION UNVEILED

CAPACITY INCREASE TO 1.8 MILLION TEU IN 2022 AND CREATION OF 300 NEW JOBS

Dubai, United Arab Emirates, 20 June 2018: The Port of Prince Rupert and DP World have agreed on terms of a project development plan that outlines the next phase of expansion for the DP World Prince Rupert Fairview Container Terminal.

The Phase 2B expansion will increase annual throughput capacity at Canada's second largest container terminal to 1.8 million TEUs (twenty-foot equivalent units) when complete in 2022.

DP World Group Chairman and CEO, Sultan Ahmed Bin Sulayem, said: "Canada is an important part of our global network and we are delighted to confirm these plans, which underline our commitment to

Prince Rupert, which plays a major role in enabling trade in the region and across the west coast with rail connections inland to the rest of the country and the United States. It also demonstrates the excellent relationships built with the Port Authority and the confidence we both share in the future and the creation of jobs in the community, stimulating the local and regional economy. I would like to thank all our partners and people at Prince Rupert for their commitment and ongoing support."

The Fairview Phase 2B project follows the 2017 completion of Fairview Phase 2A, which increased the terminal capacity by

500,000 TEUs to its current capacity of 1.35 million TEUs. Construction on Phase 2B will begin in mid-2019. There will be an initial gradual release of capacity to 1.6 million TEUs in 2020, following the completed expansion of the container yard to the south.

Port of Prince Rupert Chair, Bud Smith, said: "The execution of this agreement signifies DP World's commitment to enabling Canadian trade with another significant investment that will bring a total of one million additional TEUs of container capacity to the Port of Prince Rupert in less than

five years. This project will provide critical trade-enabling infrastructure for Canada's west coast, a timely response to forecasted growth in trans-Pacific trade and supportive of Canada's efforts to diversify markets through new free trade agreements such as the CPTPP."

The project will expand the container yard from its current 32 hectares to 41 hectares and add two new rubber-tired gantry (RTG) cranes as well as an eighth dock gantry crane. The existing maintenance and administration buildings will be relocated to create additional container storage capacity.

موانئ دبي العالمية
DP WORLD

DP WORLD JOINS WORLD OCEAN COUNCIL

FIRST COMPANY IN SECTOR TO BECOME A FULL MEMBER

Dubai, UAE, 7th June 2018: Global trade enabler DP World has become the first company in its sector to join the World Ocean Council (WOC) as part of its leadership journey to actively engage in the protection of the world's oceans. By becoming a member of the growing international multi-industry alliance on "Corporate Ocean Responsibility" DP World will commence, enhance and advance its role as a responsible leadership company.

The WOC is a global, cross-sectoral business leadership

alliance with a network of over 35,000 stakeholders addressing corporate ocean responsibility. Developed by and for the private sector, it addresses issues affecting ocean sustainable development, science and stewardship. It brings together representatives from shipping, oil and gas, tourism, fisheries, aquaculture, mining, renewable energy, ocean technology and financial services sectors. The WOC is a registered not-for-profit organisation in the US, the UK and Europe.

EMIRATES SKYCARGO CHOSEN TO HELP ALIBABA ACHIEVE 72-HOUR GLOBAL DELIVERY



Alibaba's logistics arm, Cainiao, has picked Emirates Skycargo to help transport its international shipments and grow the Chinese online retail e-commerce giant's global logistics infrastructure, the company has announced. The landmark agreement comes as Cainiao looks to build supply chain hubs in six global cities of which Dubai is one.

The agreement is "the first step" in what will be Emirates expects to be a "deep relationship", according to Nabil Sultan, Emirates Divisional Senior Vice President, Cargo.

Emirates SkyCargo will handle e-commerce shipments on behalf of Cainiao in the Middle East. "Further details of the tie-up will be announced progressively as they are developed by

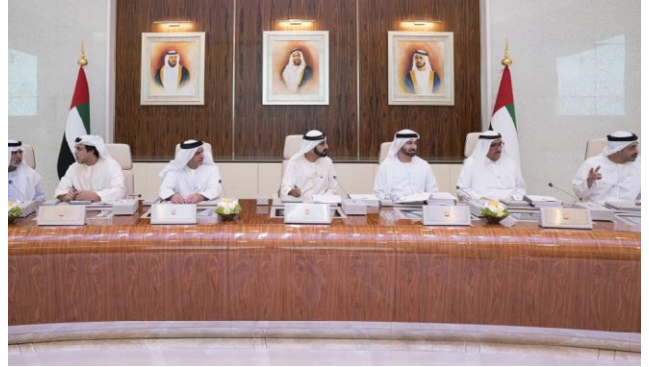
the two parties," Emirates Skycargo said in a statement.

Cainiao's is looking to build its logistics and supply chain capabilities to be able to deliver anywhere in China within 24 hours, and across the globe within 72 hours.

Emirates Skycargo's 50 weekly flights to China on an all-widebody fleet of 267 aircraft including 13 Boeing 777-Fs and one B747 F will help it link Asia and Europe. Dubai's geography "is well positioned to help us achieve our goal of 72-hour global delivery," said Xiaodong Guan, General Manager of Cainiao Global Business.

"We have a strong commitment to Dubai and the neighbouring markets. This fits well with our broader strategy," he added.

LOGISTICS MAY GET AED2.4-BILLION STIMULUS FOLLOWING NEW UAE LABOUR LAW



Sheikh Mohammed bin Rashid Al Maktoum, Prime Minister and Ruler of Dubai, has announced new legislation approved by the UAE cabinet which includes doing away with bank guarantees for the recruitment of labour in the private sector.

Under the new law, a "low-cost insurance" system of AED60 per worker can be used instead of the current AED3,000 that must be issued as a bank guarantee by employers to sponsor employees.

The new regulations are expected to provide an AED14 billion stimulus for the economy and lower the cost of doing business in the country.

With more than 800,000 people working in the logistics and manufacturing sector in

the UAE, according to statistics, this will give these sectors an extra AED2.4-billion to reinvest.

The new insurance scheme will be priced at AED60 per year per employee.

The insurance policy in the new system covers the workers' end of service benefits, vacation allowance, overtime allowance, unpaid wages, return air ticket and cases of work injury, in which the insurance coverage amounts to AED20,000 a person.

The scheme is aimed at securing workers' rights in the private sector and reducing the burden on employers, allowing businesses across the UAE to recover about AED14 billion in guarantees, freeing up capital for other purposes such as reinvestment.

FLYDUBAI CARGO ADDS ITALY TO GLOBAL NETWORK

FlyDubai has launched daily direct flights between Italy and Dubai, connecting its belly-hold air cargo capacity on this route with more than 100 destinations of the airline's Network in Asia, Africa, the Middle East and Europe.

Flights will be operated by the B737-800 max, with more than 18sqm of space available for general cargo, priority cargo, perishable cargo, valuable cargo, courier cargo and mail. FlyDubai Cargo expects the most demand to come from perishables.

"We're continuously growing our fleet of Boeing 737-

800s to expand our network and increase frequencies," FlyDubai Cargo said in a statement. "Young and efficient, our Boeing 737-800 fleet is well-suited to our network. Our fleet will continue to grow as we receive delivery of aircraft from the order announced at the Dubai Airshow in 2013. This order was for 75 737 MAX 8s and 11 Next Generation".

"We have the potential to connect Dubai to a population of over two and a half billion people, creating opportunities for our clients," the statement added.

Source : Online news portals



BEING RESPONSIBLE-CSR INITIATIVES



As part of a CSS - CSR initiative, school kits including new bags and umbrellas were distributed amongst pre-primary and primary school children in and around Thrikkunnappuzha, Alleppey Dist. Kerala. Five lower primary schools and the new commers of one Upper primary school running under the Government of Kerala aid benefitted by this regular CSR programme of school aid distribution by CSS under the guidance of T S Kaladharan, Group Chairman. The schools were Govt. LP School Valiyaparambu, Govt. LP School Thrikkunnappuzha, Govt. LP School Panoor, Govt. LP School Pallana, Govt. LP School Atma Vidya Sangham and MT UP school,

Thrikkunnappuzha. New school kits brought beaming smiles on the faces of more than 1000 little faces. The school aid distribution was inaugurated by Unnikrishnan G, Head of Marketing & Corporate communications, CSS Group. The function was attended by Government Local body representatives, School PTA members, and school authorities. Students accompanied by their



parents were welcomed with sweets and balloons to the function. Local body representatives and the school authorities thanked CSS and its Chairman for this noble activity, followed by lunch.

SPARE THEM FROM EDUCATION

Rahat Talreja

Vice President - CSS Central India

The criteria for education in today's times is only one thing: How much of a profiteer you become. Development of virtues like integrity, character, persistence, commitment which are intangible are not even counted since the ultimate parameter of evaluation has become profit, Nothing else.

As I famously tell people: Cost price is the truth and Selling Price is a lie. The difference between truth & lie is called profit.

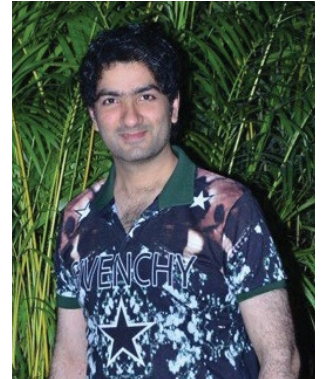
So, without getting into the morality of education, let us

that is a serious problem. So, watchmen, electrician, plumber, driver, maid, cleaner, mechanic all of them are in a race to educate their children. This primarily emanates from the need for **dignity of labour** which has been lacking with these skills for decades. But here is the catch. Their time has come now. Because the educated space is getting congested by the day. Jobs are being chased by millions. Anyone will tell you that price corrections in salaries have already happened for graduates & engineers who are

overlapping reasons there was an acute driver shortage. On engaging further with transporters, we also learnt that these days drivers make more money than the transport owner himself. Because they are in shortage and therefore command a premium.

Ask any Indian household. They will tell you that the most important service provider in the house is the maid. In urban cities like Mumbai, not an inch can move without them. It is common to see maids being treated at par with the house owner's family. Taken to parties and even vacations. A car mechanic I know for many years now said he is saving to make his son educate himself. One thing I have seen is common. No one wants their children to be in the same profession. I asked him to make his son a mechanic because education will only put him in a queue which is congested. But the future will have no mechanics compared to the demand. So, his earnings will be much higher. But he might privately think that I am not his well-wisher for giving such an advice.

But this is what I call a classic curse that the poor carry. Their time has come now but they are moving towards education which will keep them poor again. Only if they see that continuing the same profession will lead to enormous wealth for themselves along with the dignity that these scarcities will bring for them. But no, they want their kin to study. Study makes one a smooth talker but talking alone does not run the



world. Look at your own self. If every body part wants to be the head, what will the head stand on? We need feet for sure. You may not give feet the dignity that you give the head. I have not seen people shampooing their ankles and feet more than their head and faces. That will always remain. But the feet are feet and we need labour class to run our world.

Look at the developed world too. America and Europe. They had this 100% educated population and had issues growing their societies too. So, they made immigration policies and labourers from across the poor countries moved to these nations and helped build them. Even today the taxi drivers, grocers, cleaners, newspaper boys, truck drivers, forklift operators etc are mainly immigrants. The problem is with growing wealth across the world and across classes, who will be left to do these jobs? And the generations of skills that they carried will be lost. They should know that we live in a pyramid model society where people at the bottom provide the foundation and support to people at the top. If everyone is the top, it becomes the bottom.



extrapolate on the reasons why everyone is after education these days and how it will create serious labour issues in our world going forward.

If you see the pattern of education, it is primarily to bring you to the work desk. After that, only work skills and domain experience matter. But a dangerous trend is emerging, especially in countries like India, where everyone wants to be "educated" And

queuing up for the same jobs and creating a huge supply - demand gap.

Compare this to a truck driver. An interesting incident happened last month for us and give us the jitters for completing a very important project shipment. We had scheduled pick-ups in trailers but there was a severe shortage of drivers. This is unique and unheard of in so many decades. Due to several

MARITIME INDUSTRY IN THE DECADE OF DIGITAL TRANSFORMATION

CHALLENGES AND OPPORTUNITIES - SINGAPORE'S JOURNEY TOWARDS DIGITALIZATION IN 2018



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The rapidly developing digital technologies are embarking on a significant transformation of the Shipping Industry across the globe. The implementation of Digitalization, the innovative cyber security systems and technological solutions, autonomous mobility and artificial intelligence has helped in transforming the developments in the shipping industry. With the inputs of accurate, updated and secure data insights, delivered on time, the achievement of a more strategic and cost effective productivity along with maximum performance is possible. The ability to centralize the decentralized digital transformation on a digital platform creates a great potential for organizing markets efficiently. The exchange data and digital platforms enables the

Sea Surface Crafts” and these vessels are either remote controlled by shore-based controllers/officers, or controlled completely by complex algorithms with no human existence or a combination of the above mentioned two. The challenges that will be faced by these are guidelines and legal regulations to be followed in case of any violations, or maritime incidents involving any damage to the vessel, the cargo, human life, environment and property. The existing legal framework is that of the UNCLOS82 regulations by the International Maritime Organization. The present legal system and maritime regulations are designed for manned vessels so this will make it a difficult task for the legislators and jurists to decide upon the best and

world. One of the important factors is that it reduces cost and increases efficiency. The data inputs and interconnected technologies are emerging to create a revolution in the maritime industry. Systems like Radio Frequency Identification System (RFID) are used to track the movement of the vehicles cargo and people, and ensure timely delivery of cargo. GPS navigation system, automated electronic data exchange from ship to ship and ship to shore increases the efficiency, safety and accuracy in navigation and communications.

There are many challenges to overcome, and one of them is that of marine liability. The Question of liability is considered to be more complex as the vessel travel through different national waters and of different jurisdictions. The insurance industry will also face similar challenges in resolving disputes and also the difficulty to analyze the resources to risk management as well as to understand loss occurred. Thus, it becomes a necessity to ensure maximum data security for preventing a risk or loss. Cyber attacks on unmanned ships also can be problematic as container vessels reliant on digital navigation systems could be potentially manipulated and a small failure in a system can result in dangerous consequences in an interconnected digital environment. The networking of vessels and ports is an enormous opportunity for shipping. This also helps in reducing the ongoing over capacity paired with a relatively soft global demand, and the existing pressure on the rates and profit margins of the industry.

to be continued...



companies to have a control of and also organize the logistic chains delivered on time, by reducing the waiting period and predicting the arriving time of the vessels accurately, thus opening up the possibility of unmanned ships in future.

The world's first crewless cargo ship will be delivered in 2018 under the name and fame of Yara Birkeland and the operations is assumed to commence in 2020. These Unmanned Ships are also referred to as “Unmanned

effective legal resolution in case of a violation or dispute. Therefore many countries are already considering amendments or integrations in the existing regulations and also drafting of fresh shipping guidelines and laws.

Digitalization has brought in many challenges as well as opportunities. According to the IMO over 90% of the world's trade is carried out by sea as this is the most cost-effective way to move goods and raw materials across the

Business with humanity in mind

Global enterprises interact across many cultures and social environments. The diversity of these, where communities are either reasonably rich, impoverished, exploited or inadequately recompensed for their services; has led to calls for businesses to conduct themselves with humanity in mind.

For such businesses 'humanity in mind' is not a mantra but a core value. It

humanity, I am happy just making money for myself?" However, research confirms that when staff is valued from the top down and when a company actively engages within the communities where it operates, then the bounce-back goodwill is worth its weight in gold.

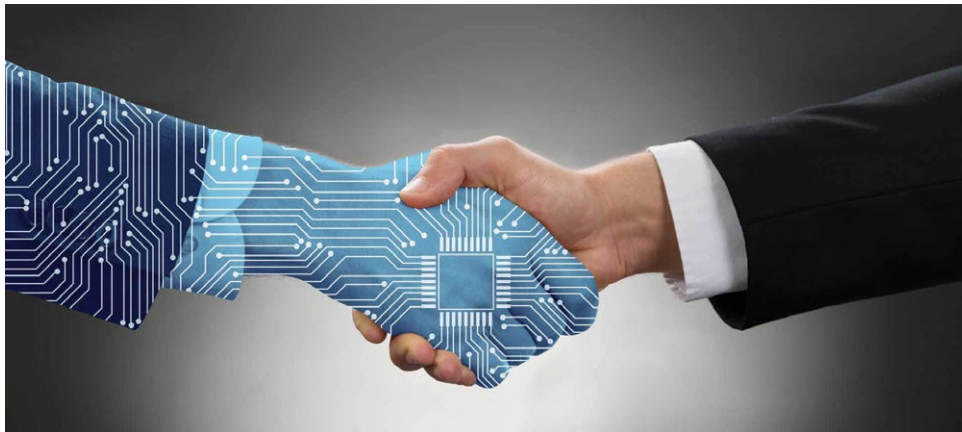
Many services and products have become ever more comparable and interchangeable. Clients now have more choice because the

marketplace you must first win in the workplace'. When leaders go with what they feel is right, being true to themselves and only treating others as they would like to be treated; then humanity starts cascading down. However, wherever we find ourselves in this chain there is one thing that frequently halts the process. It's our own egos! Once we start to think it is important that others recognise that we

Equally the same applies when 'giving back' includes interacting with communities. Starbucks, the American coffeehouse chain, was founded in Washington in 1971. It now operates in 28,218 locations worldwide. Their 'Meet Me at Starbucks' campaign was an exceptional method to involve communities enjoying the experience of getting together in a Starbucks café all around the world. It showed how it could adapt to regional cultures, whilst offering the guarantee of a recognised quality brand served by staff focused on their regional environment. So, everyone is happy because they are being recognised for who they are, where they are and in a way that connects the company with their individual experience.

No matter what the size of an organisation the bottom line, when it comes to 'business with humanity in mind', is that everyone within a company equally from the leaders downwards, provides opportunities for others to flourish as individuals. At the same time humanity requires we seek out those, within a community, who may benefit from a little help. Random acts of kindness go a long way especially if given from the heart. Receiving smiles from others, as you conduct your business, is great recognition that you are succeeding in putting humanity into your business. It also means that your brand is honestly endeavouring to give something back – this really is operating your business with humanity in mind.

Kaleidoscope desk



means thinking about the bigger picture within a company and how the decisions it makes may affect their employees and the communities in which they operate. It is a desire to do something for humanity which has led to persons like Bill Gates, Mark Zuckerberg, Sulaiman bin Abdul Aziz Al Rajhi and Sheryl Sandberg becoming internationally known philanthropists. They use a significant total of their income to help others less fortunate. They also recognise that it is their staff that deserves special consideration for their contribution to a company's success. Of course, there will be those who ask; "Why should we bother about

internet means they are better informed and consequently are no longer necessarily loyal to companies, brands or services. They may be satisfied with a product but nowadays it requires more than just satisfaction – it requires meaningful interaction and a 'we like your company's attitude and approach better than others', to maximise customer retention.

Doug Conant, an internationally renowned business leader with over 40 years leadership experience with companies including Nabisco, Campbell Soups and Avon Products, highlighted how business with humanity in mind starts: - 'To win in the

are important then our ability to build positive relationships is soon frustrated. Putting aside our egos, and focusing on how we may help others develop, means that all of us may grow together. It's currently known as 'giving back'. Often, it's the little spark, a magic moment that starts someone on the path to success. Be it within a company, or an interaction between a company and a community; a catalyst for good carries its own inherent rewards. Where a company, a leader, a team or even a single salesperson are known to encourage others and think about how they can help; the 'we like your company' attribute soars.

CULTURE OF EXCELLENCE



Nishu Jain
CSS Delhi

When it comes to organisation culture, it really becomes difficult to define and explain. It is complicated, generally misunderstood and hard to change.

There are lot of writings on building the culture of organisation and moving on to excellence. Words cannot weave excellence. It is something like fragrance. You can feel it. It's presence in the environment of the organisation can be felt through demonstrative passion, attitude and mindset of employees while discharging their functions. Excellence is something more than perfection. Stakeholders, be it internal or the external, get delighted when enter in the zone of the organisation having culture of excellence.

It is a myth that talent alone can bring excellence in the culture of organisation. Talent also brings hidden arrogance. It is not necessary that talent is always embedded with mindset to excel. It is desire to excel in a person that makes him performing with excellence. It is something like that one is smoking addict and he has to stop and leave smoking. Why efforts of bringing excellence in organisation culture failed many times are because of the fact that very few leaders of organisation purposely work on developing culture of excellence. They just kind of let it happen.

You cannot handoff this sensitive matter to anyone. Making the changes that lead to excellence is not an overnight pursuit-it is cumbersome, psychologically tough and long process. It is mistaken that attractive workplaces, weekend parties and get together, outbound adventure training in the name of team building and motivation create workplace culture of excellence.

None of these initiatives work if there is an element of disrespect, mistrust

and achieving results by bulldozing the human dignity. What people prefer who have desire to excel at workplace is authenticity, trust, transparency in dealings and commitment to employees growth and well being along with organisation's prosperity. Managers at all levels who are only functional experts in their domain should also be developed as organisation development experts. It will make easy for the business leaders to get the culture of excellence accepted at the root level.

CHANGES WILL IT BRING IN THE ATTITUDE OF THE WORK FORCE

1 An Organizational Vision is Communicated and Understood

To achieve a Culture of Excellence, every employee must understand not only the company's vision, but also know their own roles, responsibilities and the specific actions they need to take in order to help achieve this vision.

2 Clear Purpose and Meaning

In a Culture of Excellence, employees feel that what they are working on is meaningful, significant, and purpose-based.

3 Focus on High Performers

Many managers actually empower their low performers by focusing their time and energy on trying to solve their problems—while ignoring their high performers. Those high performers leave because they aren't being rewarded for their hard work. Companies with a Culture of Excellence set an expectation of high performance organization-wide. Every employee is supported and encouraged to become

a master in their role and area of expertise. High performers are nurtured, rewarded, mentored and recognized, and average performers are coached to move into the high performance category.

4 Change and Challenges

In most organizations, when change or challenges occur, employees become distracted and lose focus on the organizational vision and goals.

In a Culture of Excellence, employees develop the flexibility and resilience to deal with change, challenge and uncertainty. Even when there are obstacles and challenges that may seem impossible to overcome, the motivation to achieve the organizational vision is higher than the urge to avoid the discomfort. Managers support their teams in staying focused and on track, despite difficulties and challenges.

5 Collaborative Teams

A key feature of a Culture of Excellence is collaborative teams. Because every employee and all teams are working together toward a common organizational vision, they feel they are on the same side. And because this collaboration is encouraged and rewarded from the top down, there is no more reason to protect individual roles, projects or expertise.

6 Rewards and Recognition

HOW CAN WE ACHIEVE CULTURAL EXCELLENCE?

- Promote a positive and happy environment.
- Giving effective feedback
- Clear & Consistent Communication
- Teamwork
- Growth Opportunities
- Know your customer
- Keep employees comfortable
- Plan your action

INBOUND

DUBAI

VESSEL	ALEXANDRIA	BAHRAIN	BANGKOK	BARCELONA	BREMEN	BUSAN	CHENNAI	DELHI	GENOA	GUANGZHOU	HONGKONG	ISTANBUL	KEELUNG	KOPER	NEW YORK	NHAVA SHEVA	NINGBO	QINGDAO	ROTTERDAM	SHANGHAI	SINGAPORE	SOUTHAMPTON	XIAMEN	XINGANG	JEBEL ALI	
WADI ALRAVAN	7-Jul																								24-Jul	
WADI ALRAVAN	14-Jul																									31-Jul
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WADI ALRAVAN	4-Aug																									21-Aug
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WADI ALRAVAN	18-Aug																									4-Sep
CAPE MOSS		6-Jul																								9-Jul
NORDIC WISMAR		13-Jul																								16-Jul
CAPE MOSS		20-Jul																								23-Jul
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CAPE MOSS		17-Aug																								20-Aug
NORDIC WISMAR		24-Aug																								27-Aug
CAPE KORTIA			4-Jul																							20-Jul
OOCL EGYPT			11-Jul																							27-Jul
CSC NEPTUNE			18-Jul																							3-Aug
CMA CGM AGUILA			25-Jul																							10-Aug
CSC JUPITER			1-Aug																							17-Aug
CMA CGM VELA			8-Aug																							24-Aug
OOCL BRUSSELS			15-Aug																							31-Aug
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OOCL SINGAPORE				13-Jul																						3-Aug
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CMA CGM ANDRONEDA				27-Jul																						17-Aug
CMA CGM CENTAURUS				3-Aug																						24-Aug
CMA CGM GEMINI				10-Aug																						31-Aug
CMA CGM MUSCA				17-Aug																						7-Sep
MAERSK SARAT					6-Jul																					28-Jul
DAU					13-Jul																					4-Aug
MAERSK SALTORO					20-Jul																					11-Aug
MAERSK STADELHORN					27-Jul																					18-Aug
MAERSK GUATEMALA					3-Aug																					25-Aug
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MAERSK GUAYAGUIL					17-Aug																					8-Sep
HYUNDAI RESPECT						7-Jul																				27-Jul
HYUNDAI DRIVE						14-Jul																				3-Aug
HYUNDAI PRIDE						21-Jul																				10-Aug
HYUNDAI VICTORY						28-Jul																				17-Aug
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HYUNDAI HOPE						11-Aug																				31-Aug
SIMA BRIZO							7-Jul																			22-Jul
XIAMEN							14-Jul																			29-Jul
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CSC PUSAN										13-Jul																2-Aug
XIN SHANGHAI										20-Jul																9-Aug
CSC ZEEBRUGGE										27-Jul																16-Aug
COSCO PRINCE RUPERT										3-Aug																23-Aug
COSCO PACIFIC										10-Aug																30-Aug
XIN LOS ANGELES										17-Aug																6-Sep
KOTA CEPAT											4-Jul															18-Jul
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KOTA CEPAT											31-Jul															15-Aug
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COSCO SINGAPORE												12-Jul														31-Jul
UASC YAS												20-Jul														7-Aug
CMA CGM BERLIOZ												26-Jul														14-Aug
XIN NING BO												2-Aug														21-Aug
MAISSAN												9-Aug														28-Aug

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. WE OFFER USA IMPORTS FROM CHARLESTON, HOUSTON, LOS ANGELES & NORFOLK WE ALSO OFFER IMPORTS FROM SHENZHEN, TIANJIN, KUWAIT & KARACHI

INBOUND

DUBAI

VESSEL	ALEXANDRIA	BAHRAIN	BANGKOK	BARCELONA	BREMEN	BUSAN	CHENNAI	DELHI	GENOA	GUANGZHOU	HONGKONG	ISTANBUL	KEELUNG	KOPER	NEW YORK	NHAVA SHEVA	NINGBO	QINGDAO	ROTTERDAM	SHANGHAI	SINGAPORE	SOUTHAMPTON	XIAMEN	XINGANG	JEBEL ALI		
AMOUANI												16-Aug														4-Sep	
HYUNDAI HONOUR													4-Jul														20-Jul
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HYUNDAI DREAM													8-Aug														24-Aug
HYUNDAI HOPE													15-Aug														31-Aug
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MAERSK CHICAGO														18-Aug													15-Sep
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CMA CGM PEGASUS																				4-Aug							23-Aug
COSCO PACIFIC																				11-Aug							29-Aug
XIN LOS ANGELES																				18-Aug							5-Sep
WAN HAI 611																						1-Jul					11-Jul
KOTA CEPAT																						9-Jul					18-Jul
WAN HAI 611																						15-Jul					25-Jul
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TO BE ADVISED (WAN HAI)																						29-Jul					8-Aug
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MOL TRUST																											8-Aug
MOL TRADITION																											15-Aug
AL NEFUD																											22-Aug
BARZAN																											29-Aug
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THAMA																											5-Sep
YM GREEN																											12-Sep
YM PLUM																										3-Jul	18-Jul
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YM WEALTH																											1-Aug
YM COSMOS																											15-Aug
YM PINE																											22-Aug
ANTON SCHULTE																											29-Aug
WELAND																											1-Aug
HAMBURG BAY																											7-Aug
WIKING																											15-Aug
SM VANCOUVER																											22-Aug
LONG BEACH TRADER																											29-Aug
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																											5-Sep

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. WE OFFER USA IMPORTS FROM CHARLESTON, HOUSTON, LOS ANGELES & NORFOLK WE ALSO OFFER IMPORTS FROM SHENZHEN, TIANJIN, KUWAIT & KARACHI

OUTBOUND

DUBAI

VESSEL	JEBEL ALI	ABU DHABI	ALEXANDRIA	AQABA	BAHRAIN	BARCELONA	BEIRUT	CHENNAI	COCHIN	COLOMBO	DAMMAMI	DAR ESSALAMI	DELHI	FELIXSTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MOMBASA	NEWYORK	INHAVA SHEFA	PORT LOUIS	RIYADH	ROTTERDAM	SHARJAH	SINGAPORE	SCHAR	UMM QASR	
INTER MUMBAI	6-Jul	7-Jul																											
MS TIGER	10-Jul	11-Jul																											
INTER MUMBAI	13-Jul	14-Jul																											
MS TIGER	17-Jul	18-Jul																											
INTER MUMBAI	20-Jul	21-Jul																											
MS TIGER	24-Jul	25-Jul																											
INTER MUMBAI	27-Jul	28-Jul																											
MS TIGER	31-Jul	1-Aug																											
INTER MUMBAI	3-Aug	4-Aug																											
MS TIGER	7-Aug	8-Aug																											
INTER MUMBAI	10-Aug	11-Aug																											
MAERSK KITHIRA	2-Jul		18-Jul																										
MAERSK KLAIPEDA	9-Jul		25-Jul																										
MAERSK KALMAR	16-Jul		1-Aug																										
MAERSK KYRENIA	23-Jul		8-Aug																										
MAERSK KARACHI	30-Jul		15-Aug																										
RIO NEGRO	6-Aug		22-Aug																										
MAERSK KAMPALA	13-Aug		29-Aug																										
JACK LONDON	3-Jul			15-Jul																									
NORTHERN DEPENDANT	10-Jul			22-Jul																									
CECILIE MAERSK	17-Jul			29-Jul																									
AS CALIFORNIA	24-Jul			5-Aug																									
JACK LONDON	31-Jul			12-Aug																									
NORTHERN DEPENDANT	7-Aug			19-Aug																									
CECILIE MAERSK	14-Aug			26-Aug																									
CAPE MOSS	2-Jul				4-Jul																								
OEL JUMEIRAH	7-Jul				9-Jul																								
CAPE MOSS	9-Jul				11-Jul																								
OEL JUMEIRAH	14-Jul				16-Jul																								
CAPE MOSS	16-Jul				18-Jul																								
OEL JUMEIRAH	21-Jul				23-Jul																								
CAPE MOSS	23-Jul				25-Jul																								
OEL JUMEIRAH	28-Jul				30-Jul																								
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OEL JUMEIRAH	4-Aug				6-Aug																								
CAPE MOSS	6-Aug				8-Aug																								
OEL JUMEIRAH	11-Aug				13-Aug																								
CAPE MOSS	13-Aug				15-Aug																								
SEROJA ENAM	7-Jul					28-Jul																							
MAERSK SENANG	14-Jul					4-Aug																							
MAERSK SEMBAWANG	21-Jul					11-Aug																							
SEROJA TIGA	28-Jul					18-Aug																							
MAERSK SEBAROK	4-Aug					25-Aug																							
SEROJA EMPAT	11-Aug					1-Sep																							
MAERSK SERANGOON	18-Aug					8-Sep																							
MAERSK KITHIRA	2-Jul						16-Jul																						
MAERSK KLAIPEDA	9-Jul						23-Jul																						
MAERSK KALMAR	16-Jul						30-Jul																						
MAERSK KYRENIA	23-Jul						6-Aug																						
MAERSK KARACHI	30-Jul						13-Aug																						
RIO NEGRO	6-Aug						20-Aug																						
MAERSK KAMPALA	13-Aug						27-Aug																						
MAERSK KIEL	20-Aug						3-Sep																						
XIAMEN	2-Jul							13-Jul																					
ALS FIDES	9-Jul							20-Jul																					
MESSINI	16-Jul							27-Jul																					
SIMA BRIZO	23-Jul							3-Aug																					
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ALS FIDES	9-Jul								15-Jul																				
MESSINI	16-Jul								22-Jul																				
SIMA BRIZO	23-Jul								29-Jul																				
XIAMEN	30-Jul								5-Aug																				
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XIAMEN	1-Jul									11-Jul																			
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MESSINI	15-Jul									25-Jul																			
SIMA BRIZO	22-Jul									1-Aug																			
XIAMEN	29-Jul									8-Aug																			
ALS FIDES	5-Aug									15-Aug																			
MESSINI	12-Aug									22-Aug																			
XIN SHANGHAI	5-Jul										7-Jul																		
COSCO BEIJING	12-Jul										14-Jul																		
COSCO OCEANIA	19-Jul										21-Jul																		

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. ALSO HAVE DIRECT SERVICES TO ISTANBUL

OUTBOUND

DUBAI

VESSEL	JEBEL ALI	ABU DHABI	ALEXANDRIA	AQABA	BAHRAIN	BARCELONA	BERUT	CHENNAI	COCHIN	COLOMBO	DAMMAM	DAR ES SALAM	DELHI	FELIXSTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MOMBASA	NEW YORK	NHAVA SHEVA	PORT LOUIS	RIYADH	ROTTERDAM	SHARJAH	SINGAPORE	SOHAR	UMM QASR
CSCC LE HAVRE	26-Jul										28-Jul																	
CSCC YELLOWSEA	2-Aug										4-Aug																	
XIN SHANGHAI	9-Aug										11-Aug																	
COSCO BEIJING	16-Aug										18-Aug																	
NICOLINE MAERSK	5-Jul											15-Jul																
UNI FLORIDA	12-Jul											22-Jul																
CAPE MAYOR	19-Jul											29-Jul																
SAFMARINE NGAMI	28-Jul											7-Aug																
GH CHINOOK	2-Aug											12-Aug																
NICOLINE MAERSK	9-Aug											19-Aug																
UNI FLORIDA	16-Aug											26-Aug																
NORTHERN PRACTICE	5-Jul												15-Jul															
NAGOYA TOWER	12-Jul												22-Jul															
NORTHERN PRACTICE	19-Jul												29-Jul															
NAGOYA TOWER	26-Jul												5-Aug															
NORTHERN PRACTICE	2-Aug												12-Aug															
NAGOYA TOWER	9-Aug												19-Aug															
NORTHERN PRACTICE	16-Aug												26-Aug															
MAERSK GUATEMALA	1-Jul													27-Jul														
MAERSK GIBRALTAR	8-Jul													3-Aug														
MAERSK GUAYAGUIL	15-Jul													10-Aug														
MAERSK GENOA	22-Jul													17-Jul														
MAERSK SARAT	29-Jul													24-Aug														
DALI	5-Aug													31-Aug														
MAERSK SALTORO	12-Aug													7-Sep														
MAERSK GUATEMALA	1-Jul														31-Jul													
MAERSK GIBRALTAR	8-Jul														7-Aug													
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UASC YAS	2-Jul															8-Jul												
CMA CGM BERLIOZ	9-Jul															15-Jul												
XIN NING BO	16-Jul															22-Jul												
MAYSSAN	23-Jul															29-Jul												
AMULANI	30-Jul															5-Aug												
COSCO SINGAPORE	6-Aug															12-Aug												
UASC YAS	13-Aug															19-Aug												
BOMAR HERMES	6-Jul																9-Jul											
CAPE MALE	13-Jul																16-Jul											
BOMAR HERMES	20-Jul																23-Jul											
CAPE MALE	27-Jul																30-Jul											
BOMAR HERMES	3-Aug																6-Aug											
CAPE MALE	10-Aug																13-Aug											
BOMAR HERMES	17-Aug																20-Aug											
SAFMARINE KURAMO	3-Jul																	4-Jul										
NORDIC WISMAR	7-Jul																		8-Jul									
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NORDIC WISMAR	5-Aug																						6-Aug					
SAFMARINE KURAMO	7-Aug																						8-Aug					
NYK SILVIA	7-Jul																						14-Jul					
CMA CGM LA TOUR	14-Jul																							22-Jul				
MARIE DELMAS	21-Jul																							29-Jul				
EMIRATES ASANTIE	28-Jul																							4-Aug				
NYK SILVIA	4-Aug																							11-Aug				
JULIE DELMAS	11-Aug																							18-Aug				
NORO	18-Aug																							25-Aug				
NAVIOS LAPIS	4-Jul																							31-Jul				
SEASPAR LUMACO	11-Jul																							7-Aug				
HAMMONIA AMERICA	18-Jul																							14-Aug				
MAERSK TEMA	25-Jul																							21-Aug				
KMARIN AGUA	1-Aug																							28-Aug				
CMA CGM JAMAICA	8-Aug																							4-Sep				
HAMMONIA VIRGINIA	15-Aug																							11-Sep				
NAGOYA TOWER	5-Jul																								10-Jul			
NORTHERN PRACTICE	12-Jul																								17-Jul			
CARDONIA	19-Jul																								24-Jul			
NORTHERN PRACTICE	26-Jul																								31-Jul			
CARDONIA	2-Aug																								7-Aug			
NORTHERN PRACTICE	9-Aug																								14-Aug			

ABOVE MENTIONED ARE TENTATIVE VESSELS AND ARE SUBJECT TO CHANGE. ALSO HAVE DIRECT SERVICES TO ISTANBUL

continued...page 20

VESSEL	JEBELALI	ABU DHABI	ALEXANDRIA	AQABA	BAHRAIN	BARCELONA	BEIRUT	CHENNAI	COCHIN	COLOMBO	DAMMAM	DARES SALAMI	DELHI	FELIXSTOWE	HAMBURG	JEDDAH	KARACHI	KUWAIT	MOMBASA	NEW YORK	NHAVA SHEVA	PORT LOUIS	RYADH	ROTTERDAM	SHARJAH	SINGAPORE	SOHAR	UMM QASR		
CARDONIA	16-Aug																				21-Aug									
GULF BRIDGE	14-Jul																						2-Aug							
SM NEW YORK	21-Jul																						9-Aug							
MSC EARTH	28-Jul																						16-Aug							
MSC ALGECIRAS	4-Aug																						23-Aug							
MSC MARS	10-Aug																						29-Aug							
MSC MADELEINE	19-Aug																						7-Sep							
COSCO BEIJING	12-Jul																							25-Jul						
OOC L BRUSSELS	15-Jul																							28-Jul						
COSCO OCEANIA	19-Jul																							25-Jul						
CAPE KORTIA	22-Jul																							1-Aug						
CSC L LE HAVRE	26-Jul																							1-Aug						
TO BE ADVISED (COSCO)	29-Jul																							8-Aug						
CSC L PUSAN	2-Aug																							8-Aug						
CSC L NEPTUNE	5-Aug																							15-Aug						
COSCO BEIJING	9-Aug																							15-Aug						
MAERSK GUATEMALA	1-Jul																								5-Aug					
MAERSK GIBRALTAR	8-Jul																							12-Aug						
MAERSK GUAYAQUIL	15-Jul																							19-Aug						
MAERSK GENOA	22-Jul																								26-Aug					
MAERSK GUATEMALA	29-Jul																								2-Sep					
MAERSK GIBRALTAR	5-Aug																							9-Sep						
MAERSK GUAYAQUIL	12-Aug																								16-Sep					
X-PRESS SUEZ	3-Jul																								5-Jul					
X-PRESS SUEZ	10-Jul																								12-Jul					
X-PRESS SUEZ	17-Jul																								19-Jul					
X-PRESS SUEZ	24-Jul																								26-Jul					
X-PRESS SUEZ	31-Jul																								2-Aug					
X-PRESS SUEZ	7-Aug																								9-Aug					
X-PRESS SUEZ	14-Aug																								16-Aug					
HYUNDAI DREAM	7-Jul																									23-Jul				
COSCO BEIJING	12-Jul																								26-Jul					
HYUNDAI HOPE	14-Jul																									30-Jul				
COSCO OCEANIA	19-Jul																								2-Aug					
HYUNDAI HONOUR	21-Jul																									6-Aug				
CMA CGM CALLISTO	26-Jul																									9-Aug				
HYUNDAI RESPECT	28-Jul																									12-Aug				
CSC L PUSAN	2-Aug																									16-Aug				
HYUNDAI DRIVE	4-Aug																									20-Aug				
XIN SHANGHAI	9-Aug																									23-Aug				
ALINA	3-Jul																											6-Jul		
HEBE	6-Jul																											9-Jul		
ALINA	10-Jul																											13-Jul		
HEBE	13-Jul																												16-Jul	
ALINA	17-Jul																												20-Jul	
HEBE	20-Jul																												23-Jul	
ALINA	24-Jul																												27-Jul	
HEBE	27-Jul																												30-Jul	
ALINA	31-Jul																												3-Aug	
HEBE	3-Aug																												6-Aug	
ALINA	7-Aug																												10-Aug	
HEBE	10-Aug																												13-Aug	
ALINA	14-Aug																												17-Aug	
IRENES RELIANCE	5-Jul																													7-Jul
IRENES RELIANCE	12-Jul																													14-Jul
IRENES RELIANCE	19-Jul																													21-Jul
IRENES RELIANCE	26-Jul																													28-Jul
IRENES RELIANCE	2-Aug																													4-Aug
IRENES RELIANCE	9-Aug																													11-Aug
IRENES RELIANCE	16-Aug																													18-Aug



Office Memo reads:

Dear Staff,

It is advised that you come to work dressed according to your salary. If we see you wearing Prada sneakers and carrying a Gucci bag we assume that you are doing well financially and therefore you do not need a raise.

If you dress poorly, you need to learn to manage your money better, so that you may buy nicer clothes and therefore you do not need a raise.

If you dress in-between, you are right where you need to be and therefore you do not need a raise.

FARM-TO-PORT

MADHYA PRADESH, MAHARASHTRA & GUJARAT BIG IN INDIA-UAE FOOD SECURITY PLAN

NEW DELHI: India and the United Arab Emirates are hoping to put in place a food security partnership that envisages storage farms in Maharashtra, Gujarat and Madhya Pradesh to store excess agriculture produce for supply to markets in the Arab state during foreign minister Sheikh Abdullah bin Zayed Al Nahyan's visit.

The plan comes in the backdrop of the UAE looking to address India's energy security needs as both countries extend their areas of cooperation through greater engagement. As part of the partnership, the states will also grow produce dedicated for the UAE markets, said people with knowledge of the matter. Nahyan's seven-day trip began on Sunday. India is working on a "farm-to-port" project with dedicated logistics infrastructure along the supply chain for shipment to the UAE from farms in the three states.

UAE construction giant Emaar is building storage facilities in the three states toward this end. The arrangement will benefit farmers in the three states ahead of elections. The farm-to-port project will be similar to a special economic zone but in the style of a corporatized farm, where crops

would be grown keeping a specific UAE market in mind. The concept has been accepted by both governments.

The new food security laws in India may not apply to the produce from these special food zones, according to persons familiar with the matter. If successful, it will create a whole new sector for agro-industries. Ensuring food security remains an area of high priority for the two sides whose partnership has been on the upswing since 2015. The Indian government has also welcomed a proposal from the UAE side for establishing food security parks, including through the creation of high-quality food processing infrastructure, integrated cold chains, value addition, preservation technology, packaging of food products and marketing.

The UAE imports 80-90% of its food requirements due lack of arable land, water scarcity and a hot climate—much of the land being desert. The country's dependence on global and regional markets, coupled with population growth to 11.5 million in 2025 and local food consumption rising by 12% each year, will put increased pressure on its food sector.

NUMBER OF ONLINE SHOPPERS TO SURPASS 120 MILLION IN 2018



A recent study has revealed that over 120 million Indian consumers are expected to shop online this year.

As per an ASSOCHAM-Resurgent joint study, online shopping is expected to clock annualised growth of 115 percent this year, aided by fast-increasing data consumption and improvement in logistics, along with a number of offers presented by

e-commerce platforms. In the previous year, the study noted that as many as 108 million consumers did online shopping, with mobile phone.

Online ticket buyers were also seen to be more comfortable with the use of debit cards (23 percent), credit card (17 percent) and cash on delivery (58 percent). For regular internet users - cash on delivery was the most preferred mode

of payment (74 percent), followed by debit card (18 percent) and credit card (5 percent), the study noted.

In terms of motivators to shop online, the consumers' highlighted cash back guarantee as the number one benefit, ability to give cash on delivery, fast delivery, great deals and access to branded products. However, there were some drawbacks highlighted by shoppers

the number one factor being the inability to touch and try the goods before purchase, along with the fear of faulty products, fear of posting their personal and financial details online and the inability to bargain.

The study also highlighted a surge in the number of people shopping on smartphones across India with tier II and III cities displaying increased dominance.

Source : Online news portals

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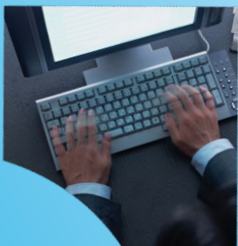
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