


MARITIME FRONTIER

Charting Our ITM Journey



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IS WEARABLE TECH THE ANSWER TO SAFER CREW CHANGE?

Electronic tamper-proof wearables were put to the test recently to determine their effectiveness as a less resource-intensive way to ensure seafarers adhere to quarantine requirements in their countries of origin.



The Singapore Shipping Tripartite Alliance Resilience (**SG-STAR**¹) Fund is the first global ground-up tripartite initiative to bring like-minded international partners from the industry, unions and government to work with stakeholders in seafaring nations on concrete solutions for safe crew changes. Its efforts are focused on ensuring safety best practices at crew-holding, medical and testing facilities, so as to create safer and scalable “corridors” for seafarers travelling from one country to another to join their ships. Since its establishment in August 2020, the SG-STAR Fund has been garnering strong global support, with partners ranging from the **International Transport Workers’ Federation**² and **International Maritime Employers’ Council**³, to major port authorities around the world.

To enhance its efforts, the SG-STAR Taskforce had issued a “Call-For-Trial Proposals” for digital solutions from potential technology providers who could partner with crew change stakeholders in Singapore and overseas. The primary purpose of the solution would be to capture and authenticate the health credentials of seafarers, as well as continuously monitor their health status during the self-isolation periods in their countries of departure.

While the solution had to be readily deployable and tamper-proof, it would also have to contain smart features like geo-fencing to support the enforcement of safety distancing regulations found in Singapore’s “**Health Advisory for Persons Issued Stay Home Notice (SHN)**”⁴. The information captured via the solution

Notes:

1 SG-STAR - <https://www.mpa.gov.sg/web/portal/home/media-centre/news-releases/mpa-news-releases/detail/dbefa1fa-e2df-42fc-b64b-b87a40b6a21d>

2 International Transport Workers’ Federation - <https://www.itfseafarers.org/en/news/sg-star-fund-first-global-tripartite-initiative-support-countries-crew-change>

3 International Maritime Employers’ Council - <http://www.imec.org.uk/imec-news/sg-star-fund-first-global-tripartite-initiative-to-support-countries-for-crew-change/>

4 Health Advisory for Persons Issued Stay Home Notice (SHN) - https://www.moh.gov.sg/docs/librariesprovider5/2019-ncov/moh-health-advisory-for-persons-issued-stay-home-notice_26-feb-2021.pdf

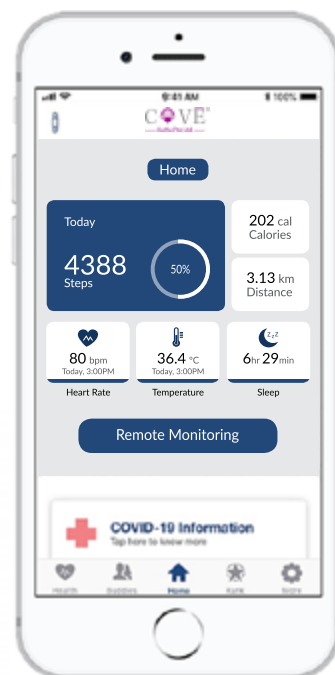
would have to comply with data privacy policies, while providing maritime authorities with better assurance of quarantine compliance.

Wearable solutions from **KaHa** and **Viatick** – two Singapore-based digital-solution providers – were eventually shortlisted for the initial trials in Manila, the Philippines. SSA and MPA supported the effort by matching both companies with the test subjects before the trial commenced in November 2020. The wearables were expected to overcome limitations faced by ship managers from the use of emails and phone calls to verify the locations, vital signs and medical certificates of crew members serving SHN.

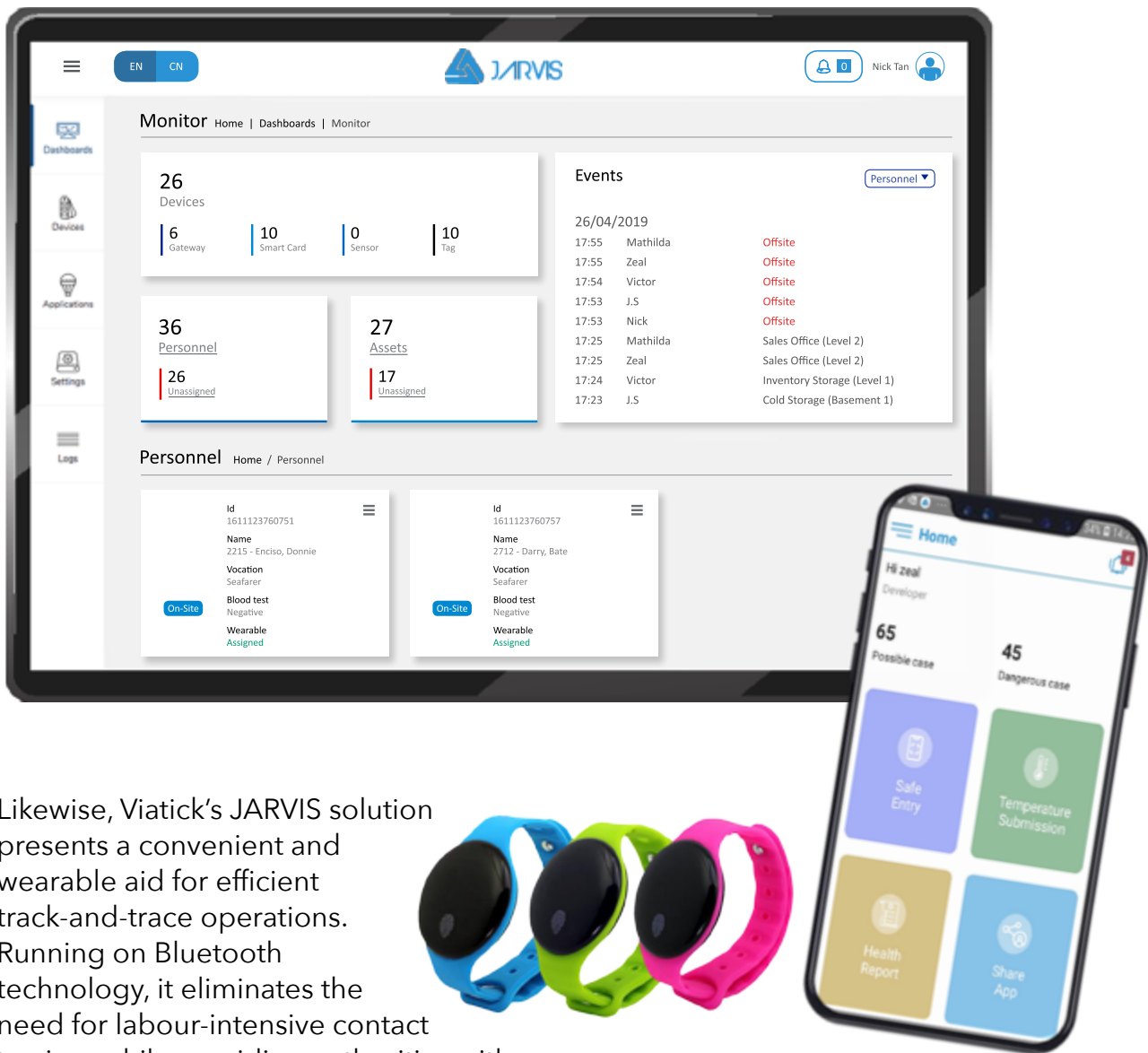
Mr Pawan Gandhi, KaHa's CEO and Founder, is excited about making a positive impact in the maritime industry with his holistic, affordable and easy-to-deploy solution.

"The COVE® Remote Monitoring

Solution (RMS) comes with a smart band, issued at the start of the quarantine, to provide round-the-clock monitoring of the wearer's temperature, heart rate, activity level and sleep patterns. The RMS dashboard analyses and triangulates the data collected for risks and abnormalities, and alerts authorised stakeholders via SMS when irregularities or geo-fencing breaches are detected. The solution also features a mobile app, which functions as a convenient means for the conduct of further health screenings if required, and for seafarers to furnish their health declarations seamlessly on a daily basis," he explained.



Both the KaHa Remote Monitoring Solution and the Viatick JARVIS Solution are affordable, simple and smart health monitoring platforms comprising of a smart band, mobile app and remote monitoring dashboard with automatic alerts providing companies better assurance that their seafarers have adhered to quarantine requirements in their home countries.



Likewise, Viatick's JARVIS solution presents a convenient and wearable aid for efficient track-and-trace operations. Running on Bluetooth technology, it eliminates the need for labour-intensive contact tracing, while providing authorities with a quick and accurate digital trail for clearing personnel into a country for crew change. Said Mr Louis Lee, Viatick's Head of Accounts and Engagement, "JARVIS is an indoor positioning platform designed to offer full visibility of where your personnel and resources are. It offers an elegant plug-and-play solution comprising a wrist band, mobile application and management platform, capable of sending automated alerts in the event of a breach in SHN or quarantine orders."

According to Viatick, a wearable device could save at least 80% of the time spent sieving through manual records

and submitting data sets to different agencies. "Furthermore, if a quarantine breach is not immediately flagged to the authorities, the affected individual would have to restart the self-isolation process, and the company would have to incur additional accommodation and other costs," Mr Lee revealed.

Since the start of the trial, both COVE® and JARVIS have been tested by more than 170 seafarers from companies serving SHN in Manila. User companies like NYK Shipmanagement Pte Ltd and Zeaborn Ship Management (Singapore) Pte Ltd have noted promising results.

Zeaborn is acutely aware that hundreds of thousands of seafarers are stranded aboard vessels due to the COVID-19 pandemic making it difficult for them to be signed on/off on time. To assist in solving this problem and in the hope of expediting crew changes, we immediately agreed to participate in SG-STAR Fund's digital solution trials. We see the benefit of such schemes in enhancing and reinforcing crews' compliance during the quarantine phase and wholeheartedly support the SG-STAR Fund in their initiative. We are confident that Singapore will lead the world in alleviating the roadblocks associated with crew changes during this unfortunate pandemic.

Mr Tony Bartlett, Team Leader - Crew Management, Zeaborn

The 14-day isolation measures adopted by **NYK** for all Filipino seafarers joining ships during the pandemic times was further enhanced and strengthened by the digital solutions. The 24/7 Smart wearable devices and monitoring dashboard allowed NYK to strictly monitor the movements and physical parameters of the seafarers within the quarantine facilities thereby ensuring the sanctity of the 14-day isolation, without any physical interaction or contact. The in-depth and precise record of movements with vital health information by the remote monitoring dashboard also offered NYK a closed-loop alert and effective platform for monitoring quarantine breaches throughout the 14-day isolation periods.

Mr Hemant Pathania, Managing Director & COO, NYK



Seafarers being briefed on safety procedures at a medical testing facility. (Picture credit: KaHa)



A seafarer performing his quarantine at a holding facility. (Picture Credit: Viatick)

Upon successful completion of the trial and validation of the trial results, the digital solutions from KaHa and Viatick would be placed on a whitelist, and shipping lines and crewing agents would be able to get in touch directly with the

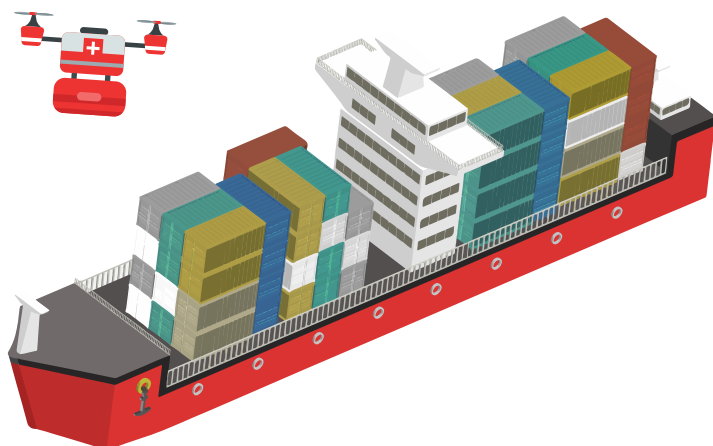
solution providers to purchase the digital solutions. Maritime companies can also register their interest in the wearable solutions by emailing **Mr Viknesh** from MPA's Maritime Transformation Office at **Viknesh_G@mpa.gov.sg**.

FINDING **INNOVATIVE WAYS** TO SUPPORT OUR SEAFARERS

A drone carrying the care packs takes off.

Singapore has been facilitating crew change since 27 March 2020 despite the imposition of wider pandemic-related travel restrictions. To date, Singapore has facilitated crew changes for more than 137,000 crew of different nationalities. MPA has also been advocating the use of new technologies to support the seafaring community, who has been working tirelessly to

keep cargoes flowing throughout the pandemic. Examples include shore-to-ship deliveries of care packs using drones, the distribution of 3D-printed face shields to signing off seafarers, and allowing the use of tele-medicine for clinical consultation and assessment. In May 2020, MPA launched an open call to solicit innovative proposals to address the challenges and opportunities arising from safeguarding vessel crews as a result of COVID-19.



GOING ***DIGITAL*** TO EXPEDITE MARITIME PAYMENT TRANSACTIONS



The maritime sector is no stranger to digitalisation when it comes to technology adoption for operational efficiency. However, in a post-pandemic world, could the adoption of digital payment solutions bring forth the next wave of productivity improvements for the industry?

MPA signed an **MoU**⁵ with DBS Bank Ltd in September 2020 to drive digitalisation and innovation of financial services and payment transactions across Singapore's maritime industry. The collaboration looks at streamlining and expediting maritime payment transactions, facilitating innovation, and co-developing financial solutions for the sector in conjunction with maritime start-ups. A **webinar**⁶ for the industry was organised on 8 February 2021 to outline some of the tools and resources available to companies keen on adopting digital invoicing and payment systems.

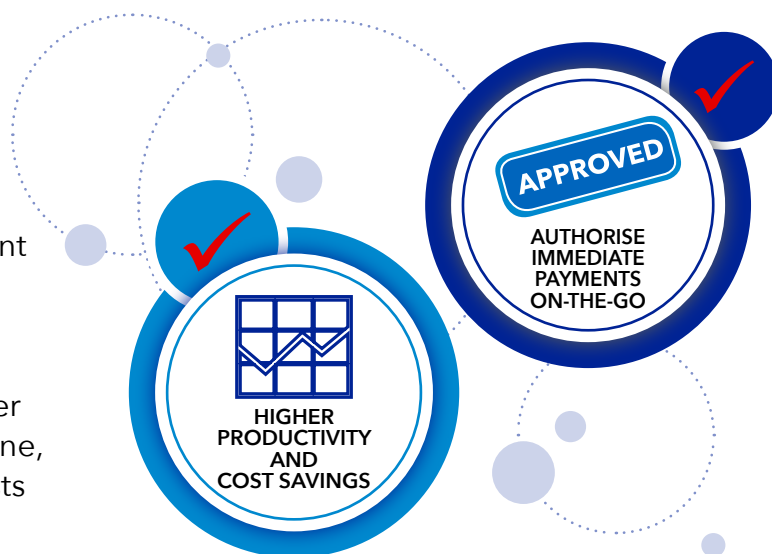
For many enterprises in the maritime trade, this collaboration signals a timely shift – from traditional resource-intensive B2B payment processes to one of business efficiency. The challenge is exacerbated by differences in payment terms between buyers and sellers, foreign currencies and exchange rates, as well as the jurisdictions of local and overseas banks. This exposes business owners to the risk of insufficient or mismatched cash flows, resulting in companies having to take up last-minute financing at higher costs to ensure the uninterrupted movement of cargoes.

Notes:

5 MoU – <https://www.mpa.gov.sg/web/portal/home/media-centre/news-releases/detail/2d04da29-96a1-437b-8ff9-71cfb1b4d43e>

6 Webinar – <https://youtu.be/0kgE3C94utg>

Productivity is further impeded by the need to reconcile hardcopy and PDF invoices against accounts payable and receivable, update payment records in the company's ERP system, manually issue cheques or key payment instructions into the banking portal. This is in addition to the longer lead time required to clear cheque and prepare cash payments. All in all, paper transactions are tedious and error-prone, and could lead to added business costs and even potential fraud.

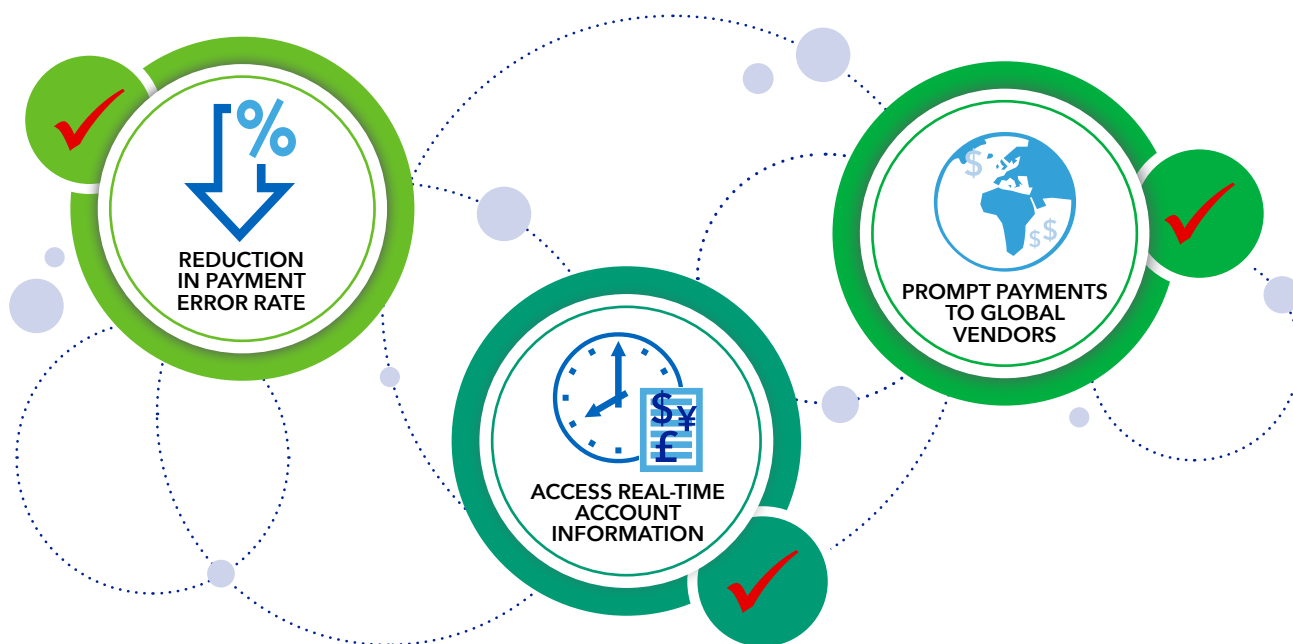


Empathising with all of these pain points is Mr C K Lim, CEO of **Hiin Holdings Pte Ltd**⁷, a company that owns and operates tankers, terminals and storage facilities for petroleum products across Asia. "We've been engaged in trading and logistics for more than 50 years, and we've seen the operations becoming more dynamic by the decade. With the growing volume of shipping and trading activities across our network of 21 subsidiaries in different Asian countries, it has become untenable for our very lean finance team to continue manually processing payments for some 10,000 transactions each year. This is especially the case for low-value purchases, which makes up 80% of the transactions," he shared.

In 2017, the company decided to go digital with their payment methods. Working closely with their SME banking partner – DBS Bank Ltd, Hiin Holdings adopted an Internet banking platform which comes with a mobile app. This has enabled the company's authorised Treasury Managers to approve transactions, pay vendors and access real-time account information on the go.

The Internet banking platform also serves as a single portal for the company to monitor and manage multiple bank accounts across different subsidiaries in different countries. This provides an added convenience to the Treasury Managers, as they no longer need to remember multiple log-ins for each company entity.

"The ability to make immediate payments to our vendors anytime and anywhere in the world has been a huge advantage for our business operations," said Mr Lim, as he weighed in on the conveniences of the digital payment solution that was adopted. "In fact, my Finance team reported an average savings of about two man-days per week, thereby freeing-up more time for higher-value activities.



"A reduction in error rate was the other improvement I noticed. In the past, information would have to be manually extracted from our records before we can issue purchase orders, provide payment instructions and raise cheques. By switching over to digital payments, the error rate has fallen from 12 per cent to an average of about 2.8 per cent per year – meaning less reworks for our team, improved accuracy and better productivity all around," Mr Lim quantified.

Encouraged by these outcomes, Hiin Holdings is looking to further streamline its payment processes, and plans to adopt a new ERP system that would allow the sending and receiving of **electronic invoices over the PEPPOL network**⁸, as well as direct integration with the bank through a server-to-server connection for automated high-volume data transfers at specific time intervals.

Besides these digital solutions, banks also offer **Application Programming Interfaces (APIs)**⁹ which allow access to real-time banking information and transactions such as account enquiries, credit confirmation and payment, foreign exchange enquiries and booking, remittance payments, etc.

Mr Lim continued: "If the COVID-19 pandemic has taught us anything, it would be the need for companies to accelerate digitalisation for business continuity. However, digitalisation is not a silver bullet, and my advice would be to work with a payment solutions provider that is able to offer good alignment with business needs. Companies would also have to be vigilant with issues like cybersecurity, and draw up clear policies to govern their digital transactions."

Notes:

⁸ IMDA implemented the nationwide E-invoicing network in 2019 to help businesses improve efficiency, reduce cost, enjoy faster payment and stay green. The network adopts the international Peppol e-delivery framework, which allows invoices to be electronically transmitted from one finance system to another without human intervention, resulting in faster invoice processing and payment. For more details - <https://www.imda.gov.sg/programme-listing/nationwide-e-invoicing-framework>

⁹ Application Programming Interfaces (APIs) - <https://www.mas.gov.sg/development/fintech/technologies---apis>

FINTECH AS A CATALYST FOR DIGITALISED MARITIME TRANSACTIONS

Lately, many fintech companies are starting to find their way into the maritime industry, and disrupting the financial services offered by traditional banks. Examples include the solutions by **ShipMoney**¹⁰ and **MarCoPay**¹¹ that offer vessel crews the convenience of cashless transactions on board, ranging from salary credit and international remittances, to money transfers, mobile phone top-ups, and payment for onboard expenses – all without having to step off the ship.

E-commerce platforms (similar to Lazada, Shopee and Qoo10) that cater to essential marine supplies and services like bunkering, crewing and chartering have also gained traction in recent years. The **Marine Online**¹² B2B e-commerce platform, for example, provides credit facilities, guaranteed foreign exchange rates, escrow services as well as artificial intelligence and machine learning solutions to vessels sailing globally.

READY TO EMBARK ON DIGITAL PAYMENT SOLUTIONS?



Besides basic account and credit facilities, banks also offer a multitude of digital solutions to streamline your financial transactions.

Talk to your corporate banking partners to find out how they can support your digital banking needs.



Notes:

10 ShipMoney - <https://www.seatrade-maritime.com/finance-insurance/thome-makes-first-step-cashless-vessel-shipmoney>

11 MarCoPay - <https://www.hellenicshippingnews.com/marcopay-inc-realizes-worlds-first-onboard-use-of-digital-currency/>

12 Marine Online - <https://www.seatrade-maritime.com/asia/brightoil-s-marine-online-launches-maritime-e-commerce-platform>

IN SEARCH OF NEW PORTS OF CALL



From its first project digitalising the pilotage and towage operations of the Singapore Port in 2004 to becoming a leading provider of port management software solutions for some of the world's busiest ports and towage operators today, **Innovez One**¹⁴ has proven to be not only a pioneer in maritime artificial intelligence (AI) applications but an inspiration for maritime SMEs and technology start-ups aspiring to take their business beyond Singapore shores.

Maritime Frontier met with David Yeo, software-maverick-turned-maritime-AI-honcho to get his side of the story on how he has navigated Innovez One through storms and obstacles to find safe havens and new opportunities internationally.



Notes:

¹³ Marinetech refers broadly to technologies such as shipbuilding, propulsion, smart shipping, advanced materials, big data and analytics, robotics, sensors and communications, where these technologies could enhance or automate maritime operations, processes and services, amongst other improvements.

¹⁴ Innovez One - <https://www.innovez-one.com/>

QUESTION

From code punching to punching above your weight, what has driven you in growing Innovez One from a one-man start-up to today's 20-plus-strong maritime AI powerhouse with two overseas offices?

Innovez One is all about making a positive and progressive impact for the shipping industry and the last mile sector through technology and innovation. I founded the company in 2004 to fulfil this exact mission when I took on the first project to digitalise the pilotage and towage operations of the Port of Singapore.

In 2015, when the maritime landscape intensified efforts in decarbonisation, sustainability and transparency, we knew that both digitalisation and optimisation would be an integral part of this transformation, and developed our

cutting-edge marineM platform to take on this sea change.

Today, marineM is helping to solve complex last-mile challenges in maritime supply chains and deliver operational efficiency, emission reduction and sustainability for port operations. We are excited by the results and eager to take marineM global to unlock untapped potential and productivity for more port and shipping operators. To support our internationalisation goal, we have set up two offices overseas in Jakarta and London, with another European outpost in the pipeline.

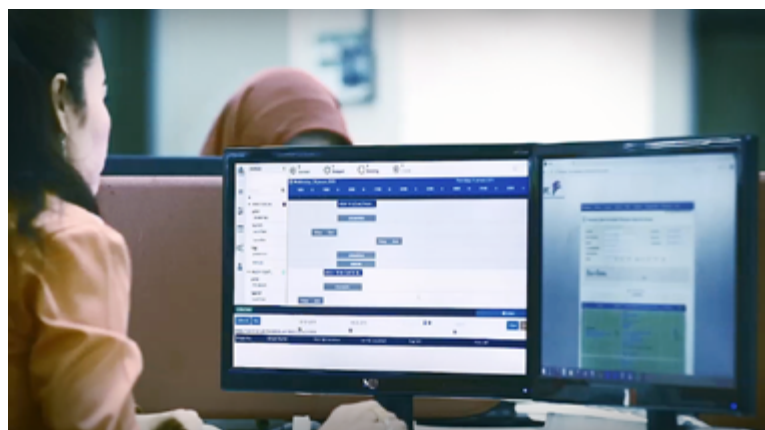


QUESTION

How does marineM work to optimise port and last-mile operations?

marineM is an AI-powered port management information system for optimising the complex last-mile challenges in port calls, from ordering booking and resources planning to dispatch and billing. When a ship makes a port call, it will schedule for marine services, such as pilots and tugboats, to facilitate the vessel's safe approach into the port. The process is dynamic, and every port has to manage a huge volume of scheduling daily. Any slight error in the process could lead to time-consuming disputes and delay the last-mile operations.

marineM solves this coordination challenge by using digitalisation and automated AI scheduling to optimise



marineM has reduced fuel consumption, emissions, maintenance costs and port incidents, and cut the average vessel waiting time for marine services by 80%, from an average of 150 mins to under 30 mins.

resource allocations. Vessels will receive real-time updates on the timing and location of the services as well as billing details through a mobile app. The streamlined process enables vessels to easily schedule maritime services on the fly, minimising waiting time and running cost.

QUESTION

Did you get any support from the Government in developing marineM?

Interesting that you should ask that. In 2015, we started working on a cloud-based platform for local harbour craft operators that included digitalised ordering, AI-driven scheduling, real-time tracking, and automated billing and reporting. We were able to secure strong government support to offset part of the development cost and risk through the **Maritime Innovation and Technology (MINT) Fund**¹⁵ from MPA.

We successfully developed the platform and proved its usefulness in enhancing

efficiencies and generating significant cost savings. The new platform expanded our service offerings from towage and pilotage into pier operations and opened doors to new customers like Indonesia Port Corporation and Portsmouth International Port in the UK. In 2020, when the platform was pre-approved under the Sea Transport **Industry Digital Plan**¹⁶, we secured HHH Marine, a leading launch and supply boat operator in Singapore, as our first customer. Recently, another local supply boat operator, RW Marine Services, also chose marineM as its platform of choice.

Notes:

¹⁵ Maritime Innovation and Technology (MINT) Fund - <https://www.mpa.gov.sg/web/portal/home/maritime-companies/research-development/Funding-Schemes/mint-fund>

¹⁶ Industry Digital Plan - <https://www.mpa.gov.sg/web/portal/home/maritime-companies/research-development/industry-digital-plan>

Besides MINT, we were further supported by MPA in 2020 for our development of the Counter Service Digital Platform at the West Coast Pier. The platform, designed to minimise physical transactions and interactions at launch counters to prevent the spread of COVID-19, allowed us to expand our offerings into pier operations with the implementation of smart lockers and new functionalities.

QUESTION

You mentioned taking marineM global. Can you share with us where are you now?

marineM is already being used by some of the busiest ports, like Singapore, Tanjung Priok in Indonesia, and Portsmouth Port, and has achieved significant savings for these port clients. In Port of Tanjung Priok, for example, marineM has reduced fuel consumption, emissions, maintenance costs and port incidents, and cut the average vessel waiting time for marine services by 80%, from an average of 150 mins to under 30 mins.

In 2021, we have a healthy pipeline to onboard additional overseas port clients globally with positive new growth in customer demand from regions such as Africa and East Asia. Today, more than 80% of the ports market, comprising mostly tier-2 ports and below, still do not use any form of digital technology for optimisation and efficiency. Operations are either running manually or using legacy systems, leaving these ports potentially vulnerable in an increasingly digitalised world.



Application of marineM at Tanjung Priok in Indonesia.

We believe these ports can become more competitive through digitalisation. An AI-enabled solution, such as marineM, can significantly improve their competitiveness in the global port industry in terms of commercial, operational, environmental and sustainable performance, and ultimately, contribute to the overall sustainability of the shipping industry at large.

QUESTION

Would you like to share your outlook for Innovez One in 2021 and beyond?

We will still be operating in a restrictive environment with the pandemic hanging over our heads. That makes finding the right local partners who can acquire leads and engage potential customers a priority as we seek growth markets overseas.

We are truly fortunate to have a supportive government eager to help SMEs access overseas markets. Innovez One is in the process of applying for the **Market Readiness Assistance Grant**¹⁷ to defray the cost of accessing new markets and opportunities. I have participated in mission trips to Europe led by Enterprise

Singapore (ESG) and met many port authorities and industry partners that connected us with maritime hubs across Europe.

On the product development side, we are creating new algorithms to handle more complex pilotage and towage operations. We are also looking at digitising river port reports, an area where some potential customers had already indicated interest.

As the global maritime sector embraces digitalisation and decarbonisation, I can see a growing expectation and demand among ship owners and operators for innovative solutions that can automate operations and improve productivity. What's left is to find a way to access these opportunities.



Can't travel overseas to engage potential partners and customers? Don't worry! ESG is actively organising webinars to assist local enterprises in capturing business opportunities overseas. An example is the Portugal-Singapore Business Forum on 28 Jan 2021 where companies and entrepreneurs from both countries shared opportunities and explored potential partnerships and collaborations. Local maritime enterprises keen to participate or contribute to these webinars can reach out to Ms Iris Quah at iris_quah@enterprisesg.gov.sg or check out **ESG online resources**¹⁸.



Notes

¹⁷ The Market Readiness Assistance (MRA) Grant is a programme offered by ESG to local companies who wish to expand their business globally. The grant extends government funds to companies that incur costs on qualifying activities when they venture overseas. For more details - <https://www.startupdecisions.com.sg/singapore/incentives/overseas-expansion-grant/>

¹⁸ ESG online resources - <https://www.enterprisesg.gov.sg/campaigns/budget-2021/internationalisation>

MARITIME WORKFORCE TRANSFORMATION: 5 Ways To Get A Head Start

With forces like digitalisation and decarbonisation heralding new opportunities for growth, companies in the maritime sector have been called upon to identify new jobs and skillsets to support transformation.

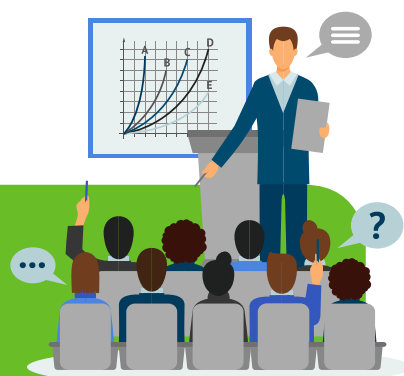


The Maritime and Port Authority of Singapore (MPA) and Singapore Maritime Foundation (SMF) have been working more closely with companies to catalyse maritime transformation through a suite of support schemes aimed at upskilling the current workforce. At the recent Maritime Manpower Forum held on 22 April 2021 (during the Singapore Maritime Week), Chairman of MPA Mr Niam Chiang Meng encouraged maritime companies to bring their focus to talent attraction and development. Mr Niam also unveiled several new initiatives for the industry and urged the maritime community to play a part in the manpower transformation effort.

If you or your company would like to be part of this exciting development, here are five ways to get started:

1

PARTICIPATE IN INDUSTRY CONSULTATIONS FOR JOB REDESIGN



Maritime jobs could evolve due to factors such as technological advancement, industry transformation and demographics. Redesigning jobs could help prepare companies and their workforce for the future of work, and address near term HR challenges such as productivity and job attractiveness.

Maritime HR and business-function leaders are invited to participate in focus group discussions on job redesign between 14 and 18 June 2021. Thereafter, MPA will work with like-minded partners to support the designing of the identified job roles, making them more productive, attractive and future-ready.

**SIGN
UP**

To sign up for these forums, visit <http://go.gov.sg/maritime-job-redesign>

2 PLUG INTO THE NEW SKILLS FRAMEWORK FOR SEA TRANSPORT

Much has been said about the impact of digital disruption and the need to rethink critical job skills. The Skills Framework for Sea Transport is a multi-stakeholder initiative designed to map critical work functions in the shipping, port operations and maritime services sub-sectors to specific skillsets. Individuals can use this framework to discover diverse career pathways and map out his/her progression within the sector, while

employers can identify the relevant skills before investing in training and skills upgrading programmes.



SHIPPING



MARITIME SERVICES



PORT OPERATIONS

FIND OUT

Find out more by checking out this useful portal at <https://www.mpa.gov.sg/web/portal/home/maritime-singapore/maritime-careers/skills-framework-for-sea-transport>

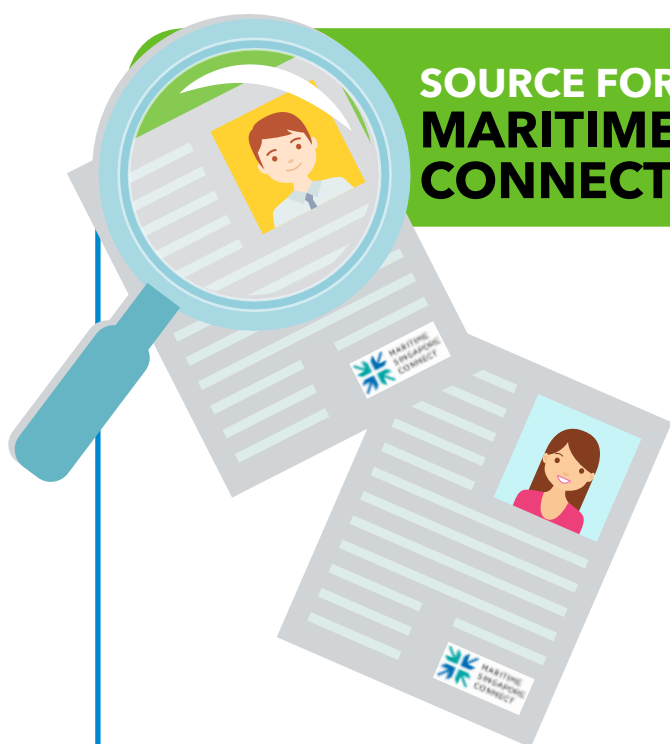
EXTEND YOUR TALENT PIPELINE THROUGH THE MARITIMEONE SCHOLARSHIP PROGRAMME

The MaritimeONE Scholarship Programme is administered by SMF and sponsored by the maritime industry. Since its launch in 2007, the programme has benefitted more than 400 outstanding students, providing financial incentives for their education, industry opportunities and overseas exposure. Corporate sponsors enjoy an elevated employer branding while attracting quality talent into

a diverse and exciting sector. Leading organisations like the Maersk Group, Eastern Pacific Shipping, Asiatic Lloyd and Equatorial Marine have come onboard this year, pledging their support for the MaritimeONE Scholarship Programme.

To join the growing pool of corporate sponsors in building a sustainable and future-ready talent pipeline, please email SMF at scholarship@sgmf.com.sg.

JOIN NOW



SOURCE FOR NEW TALENT VIA THE MARITIME SINGAPORE CONNECT OFFICE

4

Have a job opening or internship opportunity? Seeking interested candidates from a diverse maritime talent pool? Connect with students and jobseekers through the Maritime Singapore Connect (MSC) portal. The MSC Office, a unit under SMF, was set up to profile careers in the maritime industry and connect students and jobseekers through multiple pathways into the industry.

Register for a free account and begin your talent search at <https://www.maritimesgconnect.com/careers/maritime-employers>.

JOIN NOW

5

ENROL IN THE INAUGURAL MARITIME LEADERSHIP PROGRAMME

The newly launched Maritime Leadership Programme is designed to help junior management staff gain fresh perspectives on global maritime issues, develop leadership capabilities and cultivate industry networks. The inaugural run of this 10-day programme will take place in the second half of 2021.



To register your interest or find out more about the programme, please email Goldwin_KOH@mpa.gov.sg.

JOIN NOW

THE KEYS TO EFFECTIVE WORKFORCE TRANSFORMATION



Left to Right: Ms Melissa Kee, Mr Nakul Malhotra and Mr Thomas Knudsen.

During a panel discussion at the Maritime Manpower Forum held on 22 April 2021, Mr Nakul Malhotra, Vice President of Open Innovation at Wilhelmsen Ships Service, and Mr Thomas Knudsen, Managing Director of Toll Group, spoke candidly on some of the manpower trends confronting maritime companies. The discussion was moderated by Ms Melissa Kee, Chief Human Resource Office of Kuok Singapore.

Ms Kee kicked off the session by focusing on the role of leaders in transforming the workforce, given the dynamics from younger staff joining a more traditional workplace. Mr Malhotra observed that the leadership role has evolved fundamentally due to changing business landscapes. "In the maritime space, we're very used to hierarchical and instructive leadership. However, the millennial workforce is motivated by a very different set of parameters. Leaders may not have answers to everything, but they are expected to spur inspiration and creativity, and to provide safe spaces for people to collaborate, to try, fail and learn. That, I believe, is the key to unimaginably fantastic solutions," he said.

On the topic of talent attraction, Mr Knudsen noted that Singapore has done very well to establish itself as an International Maritime Centre with excellent infrastructure and a thriving ecosystem. For Singapore to retain its success as a global hub, it would

not be enough for companies to only have Singaporean talent. "Rather, they would have to grow and develop their Singaporean talent by bringing in people and technologies from the outside. That's exactly what made Silicon Valley so successful," he pointed out. There must be sufficient competition and skills transfer to spur continuous growth in a quality workforce.

Ms Kee also advised shipping companies to see themselves as logisticians and problem solvers in the age of disruption. "Just like how Amazon, Foodpanda and Lazada are great at providing end-to-end service, the maritime sector should look at driving simplicity, visibility and improving customer experience," said Mr Malhotra.

Mr Knudsen agreed that it would serve companies well to focus on value creation and customer retention. "Disruption is not about hiring other people to do the job, so my advice to employers is to tackle mindset change. If we don't change our mindsets, someone else will come along and change it for us," he cautioned.

The Maritime Manpower Forum was held in conjunction with the Singapore Maritime Week that took place from 19 - 22 April 2021. To catch up on the presentation and discussions, please visit <https://www.smw.sg/media-room/videos>.



Maritime Frontier is a quarterly electronic newsletter produced by the Maritime and Port Authority of Singapore (MPA). The publication aims to inform and engage the maritime industry as well as workforce in Singapore on the various initiatives and opportunities under the four pillars of Productivity, Innovation, Jobs and Skills, and Internationalisation of the Sea Transport Industry Transformation Map.

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