

# BRAZILIAN WAVE

OCTOBER 2011

ISSUE 2

THE NEW BRAZILIAN FOCUSED MARKET REPORT



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BROUGHT TO YOU BY  
WESTSHORE SHIPBROKERS AS



## The Sleeping Giant

Once the 70's heat was gone, which some refer to as "the golden decade" in Brazil, those who lived in the country through the 80's and early 90's got used to hearing the sentences "The Sleeping Giant" and "Brazil is the country of the future". In the Brazilian *botecos*, where very serious conversations take place over a *chopp*, you will hear those two sentences frequently. Often linked to a frustration felt that much more could be done for Brazil's growth than what is currently taking place. Recent facts however demonstrate that Brazil can indeed be The Sleeping Giant and this relates to Proven and Estimated Oil Reserves.

At the end of 1990, Brazil's Proven Reserves did not total more than 4.5bn barrels. 20 years later, at the beginning of 2010, the

number was already hitting 12.9bn. Looking at this growth rate alone, the immediate conclusion is that no other country in the world grew its proven reserves as much as Brazil. The story goes on: at the end of 2010, that is, no more than 1 year later, Brazil was already at 14.2bn barrels. There is some unmatched growth in reserves going on in Brazil. But compare that with Libya 46.4bn or Venezuela 211.2bn barrels and Brazil is still far from being a major player.

And then comes the Pre-Salt discoveries, which are already responsible for part of the increase on proven reserves. There is a lot of speculation as to what is realistic in terms of how much oil Brazil holds below the salt layer. The acceptable average number is 50bn barrels, although sources claiming to be intimately aware of Petrobras studies claim it can be as high as 120bn barrels. The message is, however, if we stick to the 50bn, Brazil will rapidly overtake the positions of

Libya (46.4bn), US (30.9bn), Canada (32.1bn) and Kazakhstan (39.8). It can even get close to the Russian Federation (77.4bn).

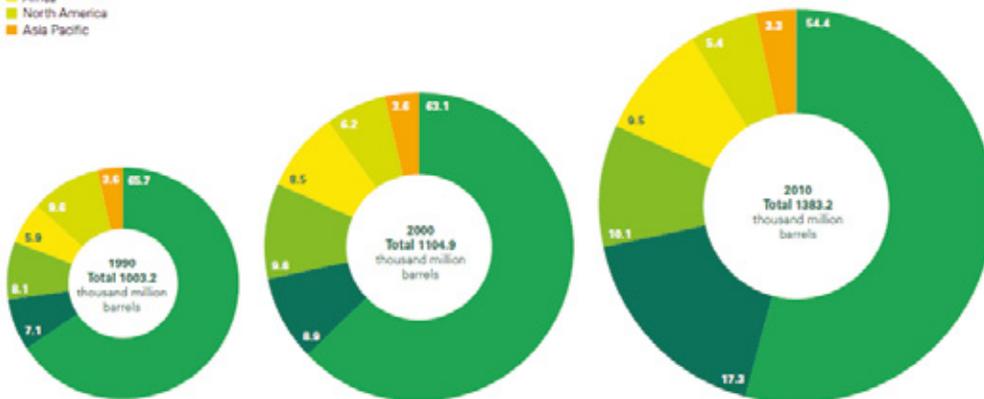
Evidently, it is quicker to get to an increased figure on Proven Oil Reserves than what it is to produce more oil and gas. The value for vessel Owners and Operators is the fact that this growth will require a lot of equipment and personnel, and if this need for resources follows the trend of reserves to increase, one can safely confirm that no other place in the world will offer as much opportunity as Brazil in the years to come. Is the virtuous cycle making a come-back? Sim Senhor!

\*All Proved Reserves data is extracted from the BP Statistical Energy Review 2011

**Daniel Del Rio**  
Managing Director

Distribution of proved reserves in 1990, 2000 and 2010  
Percentage

- Middle East
- S. & Cent. America
- Europe & Eurasia
- Africa
- North America
- Asia Pacific



A WORD WITH **WESTSHORE...**

"If taking into consideration proven reserves only offshore, Brazil is definitely the place for Owners to be for the next few decades"



# 03 VESSEL NEWS

THIS MONTHS TERM FIXTURES, ARRIVALS AND DEPARTURES

## THIS MONTHS FIXTURES

### Spot Fixtures

| DATE    | CLIENT  | VESSEL         | OWNER                     | PERIOD   | DAY RATE   |
|---------|---------|----------------|---------------------------|----------|------------|
| 11 Oct  | Statoil | CBO Maricá     | CBO                       | 1 month  | RNR        |
| 10 Oct  | Shell   | UOS Challenger | UOS (sublet from Perenco) | 5 days   | RNR        |
| 5 Oct   | Repsol  | Seabulk Angra  | Seacor                    | 3-7 days | ca USD 36k |
| 3 Oct   | OGX     | UOS Atlantis   | UOS (sublet from Perenco) | 5 days   | ca USD 38k |
| 26 Sept | Chevron | UOS Challenger | UOS (sublet from Perenco) | 10 days  | RNR        |

### Term Fixtures

| DATE    | CLIENT       | VESSEL  | OWNER            | PERIOD    | DAY RATE      |
|---------|--------------|---|------------------|-----------|---------------|
| 23 Sept | Petrobras    | Hulls TBN 1,2,3,4 (OSRV 750-10)                       | Petrosantos      | 8+8 years | USD 27,000.00 |
| 23 Sept | Petrobras    | Hulls TBN 1,2,3,4 (OSRV 750-10)                       | Senior Navegação | 8+8 years | USD 28,935.00 |
| 23 Sept | Petrobras    | Hulls TBN 1,2,3,4 (PSV 4500 Oil Carrier)              | Petrosantos      | 8+8 years | USD 33,300.00 |
| 23 Sept | Petrobras    | Hulls TBN WS 131,132,133,134 (PSV 4500 Fluid Carrier) | Wilson Sons      | 8+8 years | USD 34,688.00 |
| 05 Oct  | Shell Brasil | Astro Ubarana   | Astromaritima    | 6 months  | RNR           |
| 06 Oct  | Petrobras    | TBN 1, 2, 3, 4, 5, 6 (UT 4000)                        | Brasil Supply    | 8+8 years | USD 11,284.00 |
| 06 Oct  | Petrobras    | TBN 1, 2 (UT 4000)                                    | Superpesa        | 8+8 years | USD 12,400.00 |
| 06 Oct  | Petrobras    | TBN 1, 2, 3, 4, 5, 6 (UT 4000)                        | Intertug         | 8+8 years | USD 14,395.00 |
| 06 Oct  | Petrobras    | TBN 1, 2, 3, 4, 5, 6 (UT 4000)                        | Senior Navegação | 8+8 years | USD 14,600.00 |
| 06 Oct  | Petrobras    | TBN 1, 2, 3, 4, 5 (LH 2500)                           | Camorim          | 8+8 years | USD 8,501.00  |



## OTHER VESSEL NEWS

The First Varada vessels, Varada Ipanema and Varada Buzios have arrived in Brazilian waters to commence term contracts with Petrobras for 4 years in Natal.

The Chouest PSV, Bram Bahia has been delivered by Navship and awaits commencement of term work with Petrobras. The DP II vessel is the second diesel electric built by the owner in Brazil.

The SMIT Angola, has left Brazil and is en route to West Africa. The 92 TBP vessel recently worked for Okeanos B.V. and Boskalis and was trading the spot market.

Anadarko is looking for a 240 TBP AHTS to install 8 preset mooring lines at Wahoo #4 location, BM-C-30, beginning on or around December 05th, supporting the SS Blackford Dolphin. The expected period is 30 days. This vessel will be the third one hired, as Anadarko already awarded the UOS Atlantis and UOS Challenger for 200 days as from December 2nd.

Far Scotia is also en route to Brazil from Aberdeen to commence a five year term charter with Petrobras. Expected arrival is mid-October.

## THIS MONTHS REQUIREMENT AND MARKET SCREENINGS

| Requirements      |                       |                  |                      |               |
|-------------------|-----------------------|------------------|----------------------|---------------|
| DATE              | CLIENT                | SCOPE OF WORK    | PERIOD               | COMMENCEMENT  |
| 21 Sept           | Anadarko              | Anchor Handling  | 30 days              | 15 Dec 2011   |
| 14 Oct            | Repsol                | Supply duties    | 05 days              | Oct 15 2011   |
| 5 Oct             | Perenco               | Supply duties    | 10 days              | Oct 23 2011   |
| 13 Oct            | Petrobras             | PSV 1500         | 4+4 years            | Mar-Aug 2012  |
| 11 Oct            | Petrobras (NB tender) | PSV 4500         | 8+8 years            | 2014/2015     |
| 11 Oct            | Petrobras (NB tender) | OSRV 750         | 8+8 years            | 2014/2015     |
| 11 Oct            | Petrobras (NB tender) | TS 15000         | 8+8 years            | 2014/2015     |
| 11 Oct            | Petrobras (NB tender) | AHTS 18000       | 8+8 years            | 2014/2015     |
| 7 Oct             | Panoro (Vanco)        | 2 X AHTS 150 TBP | 6 MONTHS + 8X15 DAYS | Q1 2012       |
| 7 Oct             | Panoro (Vanco)        | PSV 650 M2       | 6 MONTHS + 8X15 DAYS | Q1 2012       |
| 7 Oct             | Panoro (Vanco)        | FSV              | 6 MONTHS + 8X15 DAYS | Q1 2012       |
| Market Screenings |                       |                  |                      |               |
| DATE              | CLIENT                | SCOPE OF WORK    | PERIOD               | COMMENCEMENT  |
| 19 Sept           | Petrobras             | PSV 4500 FW      | 4+4 years            | Mar-June 2012 |
| 30 Sept           | Petrobras             | AHTS 21000       | 4+4 years            | Feb-Oct 2012  |

# 04 PETROBRAS TENDERS

UPDATE ON THIS MONTH'S OUTSTANDING TENDERS

**Petrobras** is gearing up to award contracts from the recently concluded tenders, as published in our last edition: AHTS 15000/18000/21000, PSV 3000 A/B/C and OSRV 750 tenders. The market expects more than 20 vessels to be contracted in total. However, the contracting plan is so dynamic that other tenders are already underway. Tenders for PSV 4500 A/B, AHTS 21000 ARF and more OSRVs (Oil Spill Response Vessels) are expected to be on the pipeline, being released shortly.

The PSVs 4500 is focused on specialist vessels capable of carrying big volumes of either dry bulk (400m<sup>3</sup>) or fresh water (2,100m<sup>3</sup>). Vessels are required to be fitted with DP and have a minimum free deck area of 810m<sup>2</sup>.

On the AHTS 21000 AFR (Anchor Frame Recovery), Petrobras will be looking for newer vessels, from 2007 and onwards, with 220 Tons Bollard Pull, the usual high-spec winch package and a device dedicated for launching/Recovery of Torpedo anchors.

Recently published rate levels from 18,000 ROV tender:

| TYPE      | VESSEL       | OWNER   | DAY RATE (USD) |
|-----------|--------------|---------|----------------|
| 18000 ROV | Far Scout    | Farstad | \$ 69.400,00   |
|           | Siem Garnet  | Siem    | \$ 95.000,00   |
|           | Havila Venus | Havila  | \$ 104.950,00  |



As tenders which were previously or recently issued, Petrobras has just launched its tender for the PSV 1500 class aiming to renew existing contracts and/or get more attractive proposals, hoping prices will be at lower levels than those seen on the last PSV 3000 tender results. The PSV 1500 is aimed at smaller vessels that can carry up to 800 m<sup>3</sup> of Fresh Water and 500 m<sup>3</sup> of Fuel. Petrobras requires DP I and a deck area larger than 350 m<sup>2</sup>.

Petrobras has just launched the 4th batch of its Fleet Renewal Program inviting bids for PSV 4500, OSRV 750, AHTS 15000 and AHTS 18000 vessels. Worth remembering that vessels must be built in Brazil, contracts are for 8+8 years with delivery time within 3 to 4 years.

Following the contracts recently awarded from the 3rd newbuilding round (as published in our section 3),

Finally, a long awaited tender for RSVs is being approved by Petrobras at the moment, management is expected to be issued before year end. More to come by our next edition.



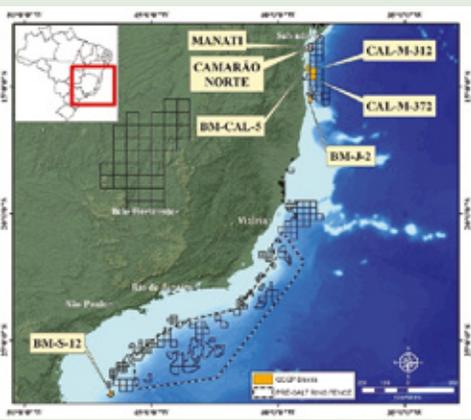
## A WORD WITH WESTSHORE

**Victor Canellas**  
Trainee

"In order to keep the pace of ordering between 16 and 24 vessels under each Petrobras' Newbuilding round, the market will need to see more shipyards' options."

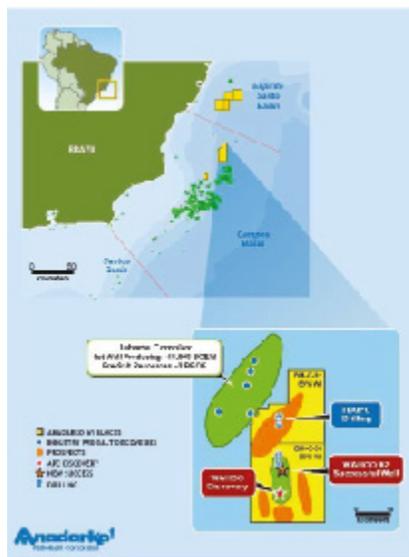


## QGEP takes BS-4 stake



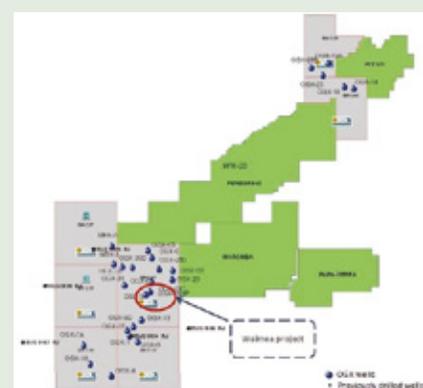
The BS-4 block, located in the Santos basin has changed hands again as QGEP acquires 30% of the block from Shell leaving the Anglo-Dutch major with a remaining 10% stake. Shell's reduced stake was subsequently sold to Barra Energia in addition to a further 20% from Chevron. The remaining 40% is held by Petrobras but QGEP will act as operator for the field. The much discussed BS-4 includes the Atlanta and Oliva fields with a combined volume of 2.1bn barrels of oil. The block is located 185 km from the Brazilian coast near the Libra field which is one of the largest pre-salt fields in the region. The BS-4 block is noted for its heavy oil, acidity levels and specific technical challenges that will be involved in extracting the reserves. Despite the huge volume of reserves involved this prospect is one for the long-term players prepared to put the time and investment needed into the project. The recent change in ownership may well reflect the oil companies individual strategies in terms of how long they are prepared to wait for first oil....

## Anadarko bows out



US-Independent Anadarko has announced plans to exit entirely from E&P activities in Brazil. Anadarko currently holds stakes in exploration licenses totaling over 1100 km<sup>2</sup> in area, three of the blocks are located in the Campos Basin and four in the Espirito Santos Basin. What has been regarded as a negative announcement however needs some closer examination. Anadarko has made a string of exploration discoveries in recent times leaving it with a challenging backlog of projects to deliver on time and on budget. The global presence of Anadarko has resulted in several discoveries of late, notably on Africa's West Coast. The Brazilian portfolio could net up to USD 5bn and is likely to attract the attention of investors from far and wide, amongst others Asian interest is expected. This will not be the first time such a transaction has been carried out by Anadarko however, Statoil bought Anadarko's 50% interest in the Peregrino filed in 2008 for a reported USD 1.4 bn.

## OGX inks Shell deal



First oil from Waimea is now expected by the end of the year, about two months later than expected. As Brazilian Wave reported last month the oil will be produced from OGX's FPSO OSX-1, recently arrived on location some 84km from the Brazilian coast. The deal signed by OGX will see Shell Western Supply & Trading Ltd take 1.2 million barrels of oil for processing by a Shell refinery in two batches of 600,000 barrels. Moreover the agreement will further the cooperation on logistics opportunities, oil and gas sales and new business development.



### A WORD WITH WESTSHORE...

**Ms Jacqueline Medina**  
Shipbroker  
Westshore do Brasil

"We're seeing the spot market picking up again by Q4 2011 as more drilling campaigns are taking place.."

### Thank you to..

This second edition of Brazilian Wave has been compiled using shots sent to us by Dante Carvalho at Deep Sea Supply and Westshore wishes to say a big thank you for this.

If you are a keen photographer taking pictures of offshore scenes, particularly in Brazil, please get in touch with us, we are always on the look out for more pictures to use.

# 06 DRILLING & PRODUCTION ROUNDUP

WHAT'S GOING ON OUT THERE?

## 21 drill rig tender and other rig news

- Two Owners were declared as having submitted tenders to Petrobras, Ocean Rig Brazil and Sete Brasil. The drilling units will be built in Brazil aimed at the ultra-deep water pre-salt areas.
- BP near completion of its first well at Itaipu pre-salt location in the Campos Basin with DeepOcean Clarion (DP Drillship) contracted until 2016. The rig will move onto a next exploratory well in BM-C-34 Q1 2012.
- Perenco are about to start its two wells at Espirito Santo Basin with the Semi-Sub Ocean Star, coming from OGX.

- By January 2012 Repsol will have concluded their Gávea pre-salt well with the Stena Drillmax (DP Drillship). Next for Repsol is the arrival of a new drilling rig in Q3 2012.

- The Semi-Sub Blackford Dolphin currently with Sonangol/Starfish will soon be mobilized to operate for Anadarko.

| Critical Resources                      | Current Situation (Dec/10) | Delivery Plan (to be contracted)<br>Accumulated Value |                   |                   |
|---|----------------------------|---|-------------------|-------------------|
|   |                            | By 2013   | By 2015           | By 2020           |
| Drilling Rigs Water Depth Above 2,000 m | 15                         | 39  | 37 <sup>(1)</sup> | 65 <sup>(2)</sup> |
| Supply and Special Vessel               | 287                        | 423   | 479               | 568               |
| Production Platforms SS e FPSO          | 44                         | 54  | 61                | 94                |
| Others (Jacket and TLWP)                | 78                         | 80  | 81                | 83                |

What's needed: taken from Petrobras' latest Business Plan

## Another two FPSOs for Brazil

**As news of Brazil's oil reserves continues to flow, further down the value chain plans are being put into place for the eventual production of these fields. In addition to the units already in place, not least is the latest to arrive for OGX – the OSX-1 there are numerous units under construction/on order and still more needed.**

There are around 18 floating production units either on order or under construction for Brazilian fields at present. The vast majority of which will be operated by Petrobras with some coming under an owner/operator arrangement. Since our last report a further two VLCCs have been secured for conversion into FPSOs.

The first is set for work at the Cernambi field in the Santos Basin for Petrobras. The VLCC 'Sunrise J' will be converted by MODEC into a unit capable of processing 150,000 barrels of oil per day

and renamed FPSO Cidade de Mangaratiba MV24. Delivery is expected in the third quarter of 2014.

Modec will also convert a second vessel for OGX – The VLCC 'Tar II' into an FPSO with production capacity of 100,000



barrels per day, delivery is penned for the second quarter of 2013. The unit will operate in somewhat shallower waters – around 110 meters. Jurong Shipyard, a subsidiary of Sembcorp will carry out the conversion.

SBM – a global player in the floating production market has announced a joint venture with Naval Ventures to develop and operate a yard and integration quayside specifically designed for floating production units. The facility will operate a floating production crane capable of lifting up to 500 tons modules on to FPSO decks. The Niteroi-based yard will be capable of fabrication and pre-commissioning of topside modules in addition to FPSO integration and commissioning. SBM has said that this is a positive move towards meeting the demand for construction capacity during a time when an 'imbalance is seen in the coming years between the local demand and the availability of qualified fabricators for topside modules, and of FPSO quaysides' – a concern that is echoing round various parts of the offshore sector in Brazil.

## The Crewing Crisis

**The biggest challenge facing those involved in the Brazilian Shipping industry is that of man power. Education, developing people skills – and keeping staff is a great risk threatening the continuity of business in the Brazilian Shipping arena.**



*by Alexandre Vilela  
Marine Advisor*

**It would be all too easy to blame the crewing crisis on lack of investment in the 80s. The golden era may well have been followed by a period of divestment but the game has changed. The Nation needs to look into the future and avoid repeating its mistakes...**

A study prepared by Syndarma (last review Nov/10) showed that in the next 10 years the Merchant Marine in Brazil will face a considerable deficit of officers. The peak is expected in 2014/2015, with a peak shortfall of over 1,200 qualified officers. Moreover, this deficit only takes into consideration the absolute number of graduates, but just graduating does not necessarily equate to competence. Opinions from unions and owners clash; the unions insist there are professionals still looking for jobs, but owners have a number of job vacancies that they can't fill. The reality is that the specificity of the jobs is greater than it has ever been, and the level of experience and training of most of the professionals is not meeting demand. This is even more acute in the Offshore Support industry.

Compared to other maritime nations, the budget per head for Navy schools is considerably higher outside Brazil and private institutions are allowed to help deliver the results needed. But on its own this will not produce the desired effect immediately, so in parallel, the country needs to allow for greater temporary entry of well-trained specialised foreign workers.

Another relevant factor is cost. While

seafarers may focus solely on salary levels, owners complain that costs are unsustainable. The net salary of a Brazilian Master or a Brazilian Chief Engineer is lower than that of his European or U.S. colleague; but the Company cost of the same positions in Brazil is higher. The problem is taxation, over 100% cost on top of net salary, or over 30% pure taxation. This year Brazil reached 33.5%\* of country GDP on taxes, a heavy, inefficient burden to carry.

“...in 2014/2015, with a peak shortfall of over 1,200 qualified officers...”

Let's take the European countries as a comparison: Company costs go almost entirely into the pockets of the offshore staff. Why? Because those governments realized long ago that if you want to attract people to work Offshore and employers to achieve sustainable growth, you need to offer incentives. By doing so, more people are attracted to pursue a career offshore. At present, Unions put pressure on Owners for salary increases, Owners fight their huge costs and the crews continue with lower net salaries compared to their peers from abroad. Owners compete with other Owners for quality employees, graduate DP Officers leave vessels they like to work on DP Units, departure to administrative work on shore is

widespread. It is a vicious non-ending cycle.

What's needed is all sides working together with central government to create a system of fair taxation and better incentives to the industry. Owners, Unions, Charterers, Associations, Brokers need to work together with Congress, Senate and Ministries to deliver the changes that are really necessary.

The fundamentals of the Brazilian Shipping industry need corrected. If these changes are started soon the country may be able to fill the gaps. And maybe one day export workers to the rest of the maritime world. An excellent and efficient way of increasing Country income.

Here is a summary of the suggested actions;

- Government to allow 5 to 7 years flexibility of VISAs/Minimum number of Brazilians on board for specialized seafarers (NR 72);
- Remove income taxation for seafarers that are at on board for more than 180 days per year;
- Government to compensate Owners for FGTS, INSS for seafarers that are on board for more than 180 days per year;
- Owners to reflect the savings on tax incentives onto the salaries of the crews, with the total Company cost remaining aligned with the same position in Europe;
- Government to increase the Navy Merchant Marine Training budget;
- Navy to hire/allocate the best staff to train the seafarers, buy top-notch simulators, equipment, infrastructure;
- Country to allow private institutions to train/graduate Merchant Marine professionals;

\*Tax: Source Receita Federal do Brasil 26 Sept 11.



# 08

# SPOTLIGHT ON GALAXIA

INTERVIEW WITH SUPPLIERS AND MAJOR PLAYERS IN THE BRAZILIAN MARKET

**GALAXIA**

**Mr. Danniell Palmieri**  
Director

**MARITIMA**

**INTERVIEW WITH GALAXIA MARITIMA**

**The Background:**

Founded in 2002, Galáxia Marítima Ltda is a Brazilian Shipping Company specialized in Offshore activities. With long term contract to build two Platform Supply Vessels to operate for Petrobras, and five foreign AHTS vessels already in operation, Galaxia say they constantly seek to be recognized for excellence in providing services, operating safely and profitably.

**Q:** In your opinion what is the role of the Brazilian Shipping Company (BSC) when operating a foreign flag vessel?

The main role of the BSC in the foreign vessel operation is assist and support the owner in the vessel importation , clearance and complying with requirements of the main contract. Also, supplying the vessel with qualified Brazilian crew and mediating the relationship between Owner and Petrobras and Owners and Brazilian authorities.

**Q:** What Owners and type of vessel is Galaxia Maritima operating currently with Petrobras?

Currently we have a fleet of 5 vessels on-hire which they are: one 12.000bhp AHTS from MCT, one 12.000bhp AHTS from Femco, two 7.000bhp AHTS from Varada Marine AS and one 7.000bhp AHTS from Tag Offshore. We expect at least more one contract before the end of 2011.



**Q:** Do you think that the regulation or any other aspect of business will change in the future that will make it easier for Foreign Companies to operate in

Changes are happening in legislation, particularly with regards to local content regulation but will especially benefit the local market as a whole. We understand that the local offshore market has been developed, which benefits Brazilian and foreign companies operating in Brazilian waters.



**Q:** What are the biggest challenges when operating foreign flag vessels in Brazil?

From the vessel arrival until the end of the contract the biggest challenge in the operation of foreign vessel, is aligning the expectations of the owner with the compliance of the Brazilian legislation and with the requirements of the main contract with regards a standard operational procedures. With a highly experienced operational team, we are able to advise the owner in the best practices in accordance with Brazilian market.

# 09 É ISSO AÍ!

FINAL THOUGHTS FOR THIS MONTH



## OSM celebrates Brazilian license

To mark the achievement of attaining its Brazilian license, OSM held a cocktail party October 5th at the Windsor Excelsior Terrace. Over 130 guests were in attendance from shipping companies far and wide - Deep Sea Supply, ELKA, Noble Denton, a range of financial institutions and not least a delegation for Westshore Shipbrokers was there too!

The evening also marked the start of a new venture for Norway's 'Youngship' Group, as a Brazilian arm is to be set up. Youngship is an organization established to strengthen the professional network of individuals under the age of 40 working in the shipping industry. Founded in 2004 Youngship now has more than 1,800 members with branches in Norway, Singapore with two new branches being established in Brazil and Cyprus. Westshore wish to thank OSM for a fantastic evening and good luck with its Brazilian venture.

## A Personal Story

**How one man's sporting challenge represented so much more than just physical ability.**

**By Douglas Moura  
(OGX Procurement)**

Over the weekend of June 19th-20th I completed one of the most physically and mentally demanding tasks of my life. Myself and a team of five other enthusiasts, in a Hawaiian canoe, rowed from Urca beach in Rio de Janeiro to Abraham in Iha Grande bay, taking a total of 17 hours to row some 135km. We endured storms, calms seas, high winds and no winds and even sharks but we remained focused and nobody lost heart. The eventual completion of the task left me reflecting on the similarities between such a momentous physical challenge with the types of challenges one faces in the business world.

Above all is the concept of union and working towards a common goal. If each of us in that canoe had been envisioning a different beach or failed to pull together not one of us would have reached our destination. Teamwork is key; each individual's role in the canoe was different, we understood that but we trusted in each other's ability to carry out our respective roles. Humility is another vital element, nobody was any better than any of the others and a deep understanding of this was essential so no conflict arose for if it had done the boat would drift and time would be lost, a situation which would be detrimental to the whole team.

In life and in our canoe it is all too easy to confine one's self to the seat most comfortable, but for the sake of progress each colleague must be able to handle the role of the others in case of absence. Before we set off there were many who said our task was impossible, too demanding physically, the path too dangerous and unrealistic psychologically to keep that level

of focus throughout the journey. Despite this we achieved what we set out to do, in my view this can be attributed to the team's belief that it was possible to go beyond what people are accustomed to doing. In the business world as with our canoe adventure there are always lessons learned, callouses from the last campaign, obstacles – be it in the form of business adversity or sharks! But the feeling of victory, that we completed what few thought we could ever do, is so sweet it's not long before the next challenge is being planned.

