

# Bernhard Schulte Shipmanagement, a Global Expert in Maritime Solutions

## 德国贝仕，全球海事解决方案专家

—— Interview with Mr. Mingfa Liu, the Managing Director of Bernhard Schulte Shipmanagement (China) Co., Ltd.

—— 访贝仕船舶管理（中国）有限公司董事总经理刘明发先生

航运业是一个国家的基础性、战略性产业，因而受到世界各国政府的高度重视。航运在我国经济发展和经济全球化进程中起着不可替代的重要作用，是“21世纪海上丝绸之路”建设的重要支撑和载体。国际船舶管理产业正是国际航运市场中一个非常重要的环节，无论是从技术、管理、



行业标准，以及所涉及的法律法规等，对整个航运业有着深远的影响。来自德国的在业界有着很高美誉度的贝仕集团 (Schulte Group)，拥有超过 135 年的悠久历史，发展至今 Schulte 家族已拥有船舶 90 多艘，其全资船舶管理集团 (BSM) 贝仕船舶管理也已成为全球领先的船舶管理公司。贝仕船舶管理遍布世界 30 个地区的各服务网点，可以为客户提供 24 小时的全球海事解决方案，量身定制个性化船舶管理服务和软件应用解决方案，涵盖船舶管理、海事培训、海事餐饮服务、海事旅行服务、海事软件应用解决方案，保险服务、供应链管理和物流服务、新造船、改造船和拆船服务等。目前贝仕船舶管理集团管理着 600 多条船舶，是全球最大的船舶管理公司之一，拥有近 20000 名员工。集团在全球各地设有全资的船舶管理中心、船员管理中心及培训中心。

随着中国逐步成为主要的船舶拥有、船舶建造和船舶融资大国，贝仕集团凭借前瞻性思维看到了极具吸引力的商业契机，对中国市场充满信心，不断加大投资力度。2008 年，贝仕船舶管理（中国）有限公司成立（前身是耀欧亚船舶管理有限公司），是中国第一家从事船舶管理的全外资船舶管理公司。贝仕中国还是上海浦东新区

□记者 李莉  
航运发展促进中心的航运专家顾问，上海陆家嘴金融贸易区航运委员会的会员。为进一步了解贝仕公司在中国取得的成就和行业竞争优势，记者回访了贝仕船舶管理（中国）有限公司董事总经理刘明发先生。

亲切随和，温文尔雅的刘明发总经理，曾在不同的国际化公司工作过，有着多年的专业管理经验，他首先介绍说：“贝仕集团在全球

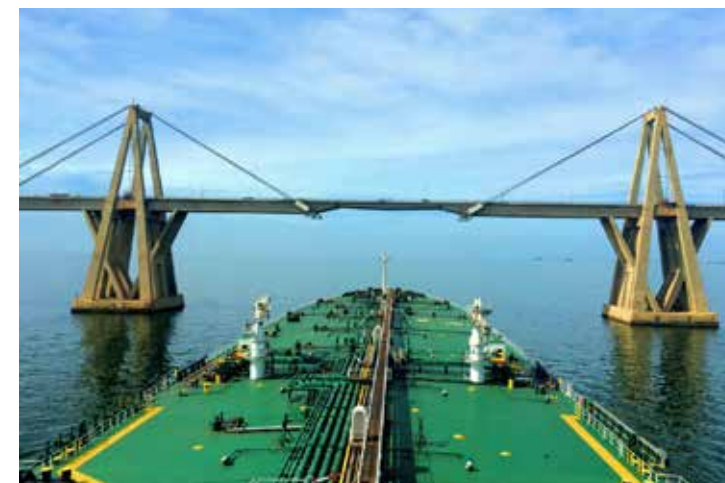
30 多个国家设有分支机构，是世界前三大船舶管理公司之一。我们特色是自己拥有船舶，同时又对第三方的船东公司提供管理服务。贝仕早在 2002 年就进入中国，已深深扎根中国 17 年。目前整个贝仕集团拥有 20000 多名岸基和航海员工。贝仕涉足中国市场非



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常早，远远领先很多同行业公司，船东业务是于上世纪九 0 年代初期就开始在中国船厂造船。贝仕集团和中国的合作是多方面的，特别是近 10 年，中国航运金融业发展的非常快，这几年我们和船厂、金融机构都有着多方面的合作。目前贝仕中国公司的规模比例虽然排在集团全球公司的中间位置，但是从长远发展前景来看，我们一直处于上升的趋势。”

2018 年，随着国际贸易格局发生的巨大变化，国际航运市场也随之产生了巨大的后市效应。作为市场开放最早的国际航运市场，技术革命和创新浪潮带来的航运智能化变革，也对国际船舶管理公司提出了更高的要求。刘明发总经理说：“在国内我们历史很久，经验非常丰富。公司全球网络非常庞大，有相对成熟的风险控制系统，



特别是现在集团非常重视信息化管理，开发管理软件的投资力度非常大，专门成立了船舶管理软件的开发公司，确保了集团全球服务网点数据信息的统一和共享。集团管理层也可以通过这套量身定制的管理软件实时了解全球任何一个船管服务中心当前的状况，包括整个管理船队的所有船舶的实时动态。”

目前贝仕在中国发展迅速，和国内一些重量级船东公司都有着非常良好的合作。“贝仕的中国客户分布于集团的多家分公司”。刘明发总经理强调：“我们最大的挑战就是怎样提供更好的一流服务。提供客户需要和满意的服务是我们工作的首要目标，还要在允许的范围内提供个性化的服务，面对客户不同的要求提供不同的服务。同时，对于我们的员工在和客户打交道时，要重视转变不同客户的思维，满足新客户的需求也是管理层要做的一项重要工作，所以沟通是非常重要的事情。作为服务型的企业最重要的资源就是人，员工是我们最重要的资源。公司高度重视对人才的吸引和培养，员工流失率相对较低，集团很多都是工作超过二、三十年的老员工，在中国也有很多工作一、二十年的员工。我们会为员工提供一个长期职业发展规划，让新进员工可以看到希望，并给员工提供很多发展机会和培训课程，让大家能够有整体的提升，同时集团非常重视与员工的交流沟通，有一个比较完善的员工评估体系。”

近 10 年来，中国在船舶方面的投入越来越大，国外同行进入中国市场的也越来越多，同时本土竞争也是越来越激烈。面对双重



激烈的竞争格局，贝仕唯一的选择就是不断完善服务，提高管理质量，为国内外的客户量身定制安全高效的海事解决方案。面对未来的发展，刘明发总经理表示：“贝仕具有很浓厚的家族企业的特色，一百多年来越做越大，并且还在不断地思考下个百年的发展方向在哪里，如何实现可持续发展。集团对中国业务非常重视，这和中国在国际海事板块的地位提升是直接相关的。船舶是重资产型产业，要投入很多资金。中国的投入越来越大，占的比重越来越大，所以需要像我们这样的服务型公司提供专业的服务。不仅提供船舶管理服务，还有很多和船舶行业相关的一些业务都要有所发展。另外，贝仕非常关注海洋环保，每年都会组织参与清理海洋垃圾，注重海洋生态等公益活动。今后‘蓝色海洋’的公益活动还将一直持续下去，将海洋环保意识与理念传送到社会的各个阶层，为海洋环境做出自己一份贡献！”

Being the fundamental and strategic industry of a country, the shipping industry has been highly valued by governments around the world. Similarly, it has played an irreplaceable role in China's development and globalization, and will act as a key carrier of the "21st-Century Maritime Silk Road". In the international shipping market, ship management is an all-important link covering multiple aspects, such as ship technology, quality management, industry standards and laws & regulations. This has greatly influenced the shipping industry. The Schulte Group, a German-headquartered firm with a history of over 135 years, with 90 owned vessels, is well-reputed in the global market. Its maritime solutions provider Bernhard Schulte Shipmanagement (BSM) is a world-leading ship management company. BSM has a wholly-owned network of ship management, crew service and maritime training centres in over 30 locations across the world, enabling the delivery of 24h customized ship management services and maritime digital solutions to the whole world. Its product and service solutions cover crew and technical management, maritime training, catering & housekeeping, marine travel, marine software applications, insurance, supply chain management, port service, fleet maintenance, shipbuilding, retrofitting and dismantling. Currently, as one of the world's largest ship management companies, BSM provides maritime solutions to over 600 vessels globally through 20,000 dedicated employees on board and ashore.

As China becomes a big country in ship quantity, shipbuilding and financing, the Schulte Group discovers



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commercial opportunities with its forward-looking thinking. Its confidence in the Chinese market is exhibited in the increasing investment efforts. In 2008, Bernhard Schulte Shipmanagement (China) Co., Ltd. (formerly known as Eurasian Ship Management Co., Ltd.) was established and became the first wholly foreign-funded ship management company in China. Moreover, this company is listed as a navigation consultant in the Shipping Development Promotion Center of Pudong New Area, Shanghai, and a member of the Committee on Shipping of Lujiazui Finance and Trade Zone, Shanghai. To find out more about the company's achievements and competitive advantages in China, the journalist interviewed Mr. Mingfa Liu, the managing director of Bernhard Schulte Shipmanagement (China) Co., Ltd.

Having served several multinational firms, Liu has rich professional experiences in management. "The Schulte Group operates in over 30 locations. It has its own ships and also provides management services to third-party ship owners.



Bernhard Schulte Shipmanagement is one of Big Three Ship Management Companies in the world. In 2002, The Schulte Group entered China and now employees about 20,000 people onboard and ashore. Access to China enables BSM to keep leading among the industrial counterparts. In the early 1990's, BSM started its shipbuilding business in China, expanding later also in various other business fields. In the recent 10 years, we have built more cooperation with Chinese shipyards and financial institutions as the Chinese shipping finance industry takes off. Currently, BSM China's scale is constantly rising from a long-term view, ranking in the middle among the rest of the Group's ship management centres," said Liu.

In 2018, the international shipping market also had a huge aftermarket effect with tremendous changes in the



international trade pattern. The international shipping market started experiencing an intellectualization revolution driven by technological upgrade and innovation. In this context, international ship management companies should do more and better. "We are a veteran with a wealth of experiences. The company operates a global network with the support of a mature risk control system. The Group places great importance on data management, it has invested significantly in software development and has established its own software applications company, ensuring the unification and sharing of data and information across the entire Organisation. The Group's management can use this customized management system to learn about the operations of any ship management center in the world in real time, including the dynamics of all ships under the managed fleet," added Liu.

Presently, BSM is keeping close cooperation with key ship owners in China. "Our Chinese customers are from various sectors," Liu highlighted, "our biggest challenge is how to provide a better service. We regard our customers' better satisfaction as our primary goal, so we customize our services to meet the purposes of different customers as much as possible. Additionally, our staff pays attention on shifting any customers' ideas and our management takes new demands as a priority. Therefore, good communication is key for our operations. Being a service-oriented enterprise, the human element is essential, thus the company adds great value to the attraction



and cultivation of talents. With a low turnover employee rate, most of our staff has worked for 10 or 20 years for BSM in China. We provide a long-term career development plan for new employees and many development opportunities and training courses for senior employees, so that they all can improve as a whole. At the same time, the Group pays much attention to communication with employees and has a relatively spotless employee evaluation system in place.

Over the past 10 years, China has invested more in shipping. More foreign counterparts have entered the Chinese market, while local competition has in addition become fiercer. Faced with double competition, BSM remains committed in continuously improving its service quality and management



level and tailoring safe and efficient maritime solutions for domestic and foreign customers. "A family-owned company, BSM never neglects a sustainable development in the future, although it is already growing. With China's rising position in the international maritime sector, the country's business plays a significant role for BSM. We are able to offer a wide array of services, besides ship management. We will extend more businesses related to the shipping industry. BSM is concerned about marine conservation -- participating in marine garbage removal and further good causes for our environment. Via the Blue.Seas.Matter. programme, we are spreading marine protection consciousness and concept to all levels to contribute more to the marine conservation" concluded Liu.

