

Singhai Hosts 13th Senior Officers Management Conference in Shanghai (19–21 October 2025)

Singhai Marine Services commemorated its 20th anniversary with the 13th Senior Officers Management Conference (SOMC), held at its Shanghai headquarters. Under the theme “Navigating the Next 20: Building Resilient Leadership for the Digital and Green Transformation,” the three-day event brought together maritime authorities, global shipowners, senior seafarers, and leadership experts to explore the evolving demands of the shipping industry.

On the opening day of the conference, Singhai Group Chairman Mr. Terence Zhao delivered a keynote address reflecting on the company’s two-decade journey. He emphasized the enduring partnership between Singhai and its seafarers, stating, “Our seafarers are not just our workforce, they are the heart of our mission and the engine of our growth.” Mr. Zhao outlined three primary objectives for the seminar: to strengthen face-to-face communication, foster collaborative learning, and celebrate the company’s 20th anniversary. These goals, he noted, are integral to reinforcing the values that have guided Singhai’s growth and its commitment to maritime excellence. To mark the milestone, Mr. Zhao extended a warm invitation to all participants for a celebratory dinner on October 20, underscoring the spirit of gratitude and unity that defines the Singhai community.



Singhai Group Chairman, Mr. Terence Zhao

Following the opening address by Singhai Group Chairman Mr. Terence Zhao, the Singhai management team conducted a series of leadership workshops designed to deepen strategic thinking and elevate operational standards across the organization.

- Capt. Luo Cheng, General Manager of Singhai Shanghai, underscored the value of strategic foresight and integrated thinking in ship management. Drawing on real-life grounding incidents, he illustrated how effective communication and disciplined execution are vital to operational success. He also emphasized the long-term importance of investing in the development of junior officers and engineers.

- Mr. Francis Chin, Executive Director of Singhai Singapore, focused on the critical role of supervision in safeguarding operational integrity. Referencing cases involving oil pollution and vessel groundings, he highlighted that leadership is not only about setting direction but also about maintaining active oversight and personal accountability.
- Capt. Wu Wen, General Manager of the Singhai Shanghai Training Centre, introduced a coaching-style leadership model. He clarified the distinctions between management, leadership, and coaching, advocating for active listening and constructive feedback as tools to unlock team potential and nurture a culture of mutual growth.
- Mr. Wang Xi, Deputy General Manager of Singhai Shanghai, led an interactive session on institutional rules and fairness. Using the 2018 collision between a container ship and a fishing vessel as a case study, he reinforced the uncompromising nature of safety compliance and the imperative for leaders to lead by example.
- Capt. Anthony Khoo, Senior Manager of Singhai Singapore, explored the role of creativity in ship management. Citing innovators such as Thomas Edison and Steve Jobs, he encouraged officers to challenge conventional thinking and overcome psychological barriers to innovation.
- Mr. Mike Kee, Singhai Group Training Director, concluded the leadership series with a powerful reminder: “All management issues are, at their core, cultural.” He called for the cultivation of a safety-first, communicative, and team-oriented onboard culture as the foundation for sustainable leadership.



Capt. Wu Wen
General Manager
Singhai Shanghai Training Centre



Capt. Luo Cheng
General Manager
Singhai Shanghai



Mr. Francis Chin
Executive Director
Singhai Singapore



Mr. Mike Kee
Training Director
Singhai Group



Mr. Wang Xi
Deputy General Manager
Singhai Shanghai



Capt. Anthony Khoo
Senior Manager
Singhai Singapore

The second day of the conference brought together industry leaders and partners to share insights on leadership, safety, and the evolving maritime landscape.

- Ms. Zhao Xiaoxia, Senior Coach and Consultant, led an engaging workshop on communication strategies. She introduced the ORID model and the Three Brains theory, underscoring that effective leadership begins with emotional awareness and clarity in instruction.
- Capt. Qiu Jingrong of Gaoyuan Shipping presented safety case studies that highlighted the critical importance of on-site command and procedural discipline. He cautioned against hidden risks such as crew fatigue and equipment failure, advocating for vigilance and proactive management.
- Capt. Li Chuncheng from the Baoshan Maritime Safety Administration provided updates on port state control trends across the Asia-Pacific region. He encouraged crews to report equipment issues promptly and adopt preventive measures to mitigate detention risks.
- Ms. Simona Toma, Chief Maritime HR Officer at Columbia Group, emphasized the foundational role of safety and the importance of continuous professional development. She also called for greater inclusion in the maritime workforce, particularly in supporting the advancement of women's careers at sea.
- Capt. Fared Khan, Head of HR (Sea) at MISC Marine, explored the integration of emerging technologies in maritime operations. He stressed the need to align digital tools with human factors to enhance both safety and operational efficiency.



Ms. Zhao Xiaoxia
Senior Professional Coach
Consultant



Capt. Fared Khan
Head HR Sea
MISC Marine



Ms. Simona Toma
Chief Maritime HR Officer
Columbia Group



Capt. Qiu Jingrong
Gaoyuan Shipping



Capt. Li Chuncheng
Baoshan Maritime Safety Administration

On the evening of October 20, Singhai hosted its 20th Anniversary Celebration Dinner. Participants were honored with the prestigious Golden Anchor of Excellence Award, and crew members expressed their congratulations through a spirited chorus. The evening was filled with



Senior Officers participated in Singhai's 20th Anniversary Celebration

The final day of the conference spotlighted Singhai Group's forward-looking strategy, with senior leaders and partners presenting key initiatives in operations, training, and technology.

- Capt. Luo Cheng, General Manager of Singhai Shanghai, delivered a comprehensive update on the company's China operations. Singhai now manages over 9,000 active crew members and provides full-crew deployment across more than 80 vessels. He highlighted recent achievements in cruise ship crew training and the innovative use of platforms such as Douyin to strengthen industry engagement and outreach.
- Mr. Francis Chin, Executive Director of Singhai Singapore, outlined the company's international expansion strategy, including active recruitment efforts in Myanmar, Indonesia, and other regions. He reaffirmed Singhai's commitment to digital transformation and adherence to ESG (Environmental, Social, and Governance) standards as part of its global growth agenda.

- Mr. Mike Kee, Group Training Director, presented Singhai’s strategic development of training infrastructure across China and Southeast Asia. Building on the success of the Singapore (Nantong) International Maritime Institute (SNIMI), Singhai launched two new centers in 2024: the Shanghai Singhai Training Centre (SSTC) and the Shenzhen International Maritime Training Centre (SIMTC). These institutions aim to elevate seafarer professionalism through advanced curricula and immersive, hands-on training. Looking ahead, Singhai plans to establish the Singapore (Hainan) International Maritime College (SHIMC), a visionary initiative designed to strengthen regional talent pipelines and redefine maritime education.
- Mr. Sun Kangming, General Manager of Aisailing, introduced a next-generation smart crew services platform powered by artificial intelligence and big data. The system facilitates intelligent crew–shipowner matching, streamlines data entry via OCR (Optical Character Recognition), and enhances training through AR/VR technologies. “Our goal is to build a one-stop crew service platform by 2027,” he stated, with expansion plans targeting Southeast Asia.

The conference concluded with a certificate ceremony and group photos, celebrating the achievements of participating officers. Thoughtfully designed to balance intellectual engagement with well-being, the event featured coffee breaks and Tai Chi sessions, moments of reflection that added a human touch to the intensive program.



The 13th Singhai Senior Officers Management Conference marked a significant step in Singhai's ongoing commitment to seafarer development. As the maritime industry navigates the tides of digitalization and green transformation, Singhai remains steadfast in its mission: to cultivate resilient leadership, foster a diverse and future-ready workforce, and contribute meaningfully to the sustainable growth of global shipping.