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**ACCOUNTABILITY**



It is more than a simple word; it is part of our organizational culture that allows us to have a responsible way of working and showing respect to our teammates by being accountable for what we do and for the results that we obtain.

Once a month we have our accountability meetings which represent open spaces where each department leader presents his/her achievements and challenges that had to be faced to reach their goals of the month.

We know that promoting accountability means that everyone at the company shall focus on performance and should also have the open mind and open heart to receive good feedback and feedback for improvement to grow.

What is not measured does not exist and cannot be improved; for that reason, our accountability meetings are a source for generating value and show transparency in what we do.

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# STRATEGY, A PATH TOWARDS CONSISTENT GROWTH



The canvas business model is an effective and practical tool that we use in order to design, execute, control, and improve our strategic plans for all the business units that are part of talleres industriales.

We know the importance of keeping track of market trends and changes within the maritime industry that have an impact on our operations, therefore we invest time to discuss, exchange ideas, and analyze each of the nine phases of the canvas model to make decisions that add value.

Our consulting and management teams work together in deep strategic thinking sessions to come up with projects, innovations, and resources allocation that strengthen the value proposal of the different units and generate competitive advantages.

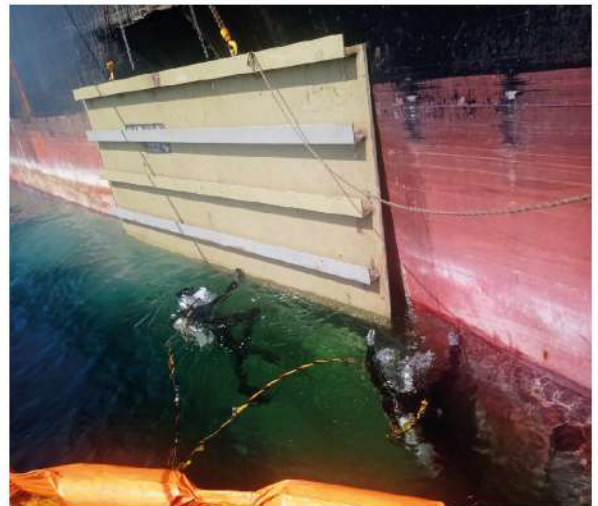
We take the strategy as something relevant that gives us guidance and helps us maintain focus on our crucially important goal of the year and project the future.

## MAJOR UNDERWATER REPAIR AT BALBOA ANCHORAGE



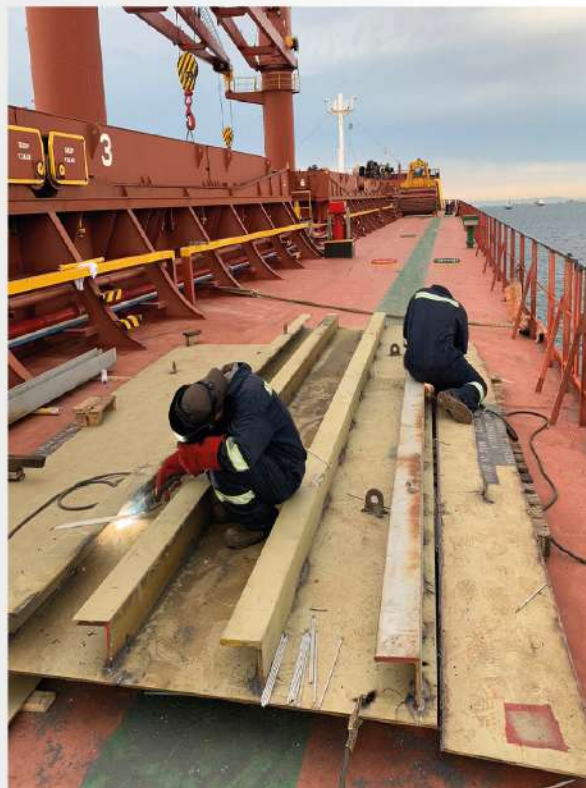
On last month's main article on our monthly magazine, we wrote about a 38,000 tons transshipment of soybean at Balboa anchorage. The reason of that unique STS project was that the discharging vessel suffered a major structural damage due to a collision.

A few weeks ago, this vessel arrived safely to China for her permanent repairs. On this month main article, we will illustrate the damage that forced owners to perform an STS of their dry cargo.

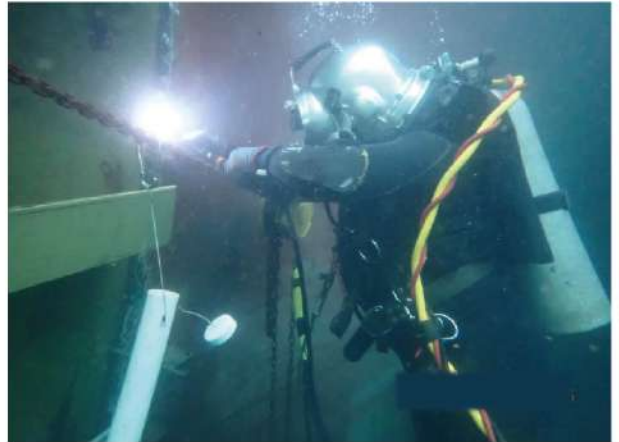




Late February 2023, a Panamax Bulk Carrier suffered a major collision at Balboa Anchorage just before heaving anchor to depart to her discharge port in China. The whole bulbous bow of another Panamax bulk carrier while maneuvering had ruptured the cargo hold #4. Hold was instantly flooded, and a percentage of the soya was spilt from the hold into the sea.



Almost immediately one of our engineers was sent to the site to analyze and develop a repair plan to stop the outflow of cargo from cargo hold. Our Commercial Divers were also sent to the site to perform initial inspection. This was not an ordinary inspection due to the size of the hole and the suction of water which made this operation extremely hazardous.



The chronology of events involved the following steps, off course after extensive meetings and approvals of all authorities involved.

1. Divers took all templates of areas which new doubler plate was going to make contact and seal the complete perimeter to enclose indented and fractured areas.
2. Design the doubler plate in order to allow dry welding on side shell and wet welding on bilge hopper tank.





3. After completion of the survey, four section doubler structures, each of 2.5 m x 6m reinforced with 6"x6" angle bars were prefabricated in our workshop to wet weld in position.



Additionally, two 8" flanges were to be installed on the lower plate to allow the water in hold #4 to equalize during discharge of sound cargo.

4. Divers to secure and chain weld (to allow dog / screw)

Once doubler was sealed, cargo was discharged outside Panama waters with special permits and then came back for final reinforcements by wet and dry welding means before her long voyage to China. Upon vessel safe arrival to China, we sent one of the engineers involved in the project to receive vessel on the dry dock along with owners' representative at the Chinese yard. We are proud to have contributed on this complex project which demanded vast resources and an experienced team.



**UPON ARRIVAL AT CHINA DRY DOCK**





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## AVOIDING DRY DOCK! STEEL INSERTS REPAIRS ON THE FLAT BOTTOM OF A NEOPANAMAX VESSEL



Talleres offers class approved permanent repairs with the use of custom-made cofferdam and inside class approved dry welding. Every time we undertake more complex jobs of this nature as far as number, shape, and size of areas to be repaired.





Last month we were once again encountering one challenging project of this nature in which more than 28 commercial divers, 12 class approved wet welders and another dozens of support personnel were involved using two diving support vessels.



On this particular occasion, we performed repairs on a total of 4 water ballast tanks in way of her flat bottom (Water ballast tank 2-P/S and Water Ballast tank 3P/S). Job was divided in two phases: two tanks at a time, both done simultaneously with different teams and support vessels due to the vessel ballast arrangements.



More than 20 inserts were performed at Balboa Anchorage complying with class requirements and testing in a fast, safe, and reliable manner. Now these jobs are very common for Talleres who can offer a turnkey solution and has trained and certified personnel to undertake those tasks as a daily routine.

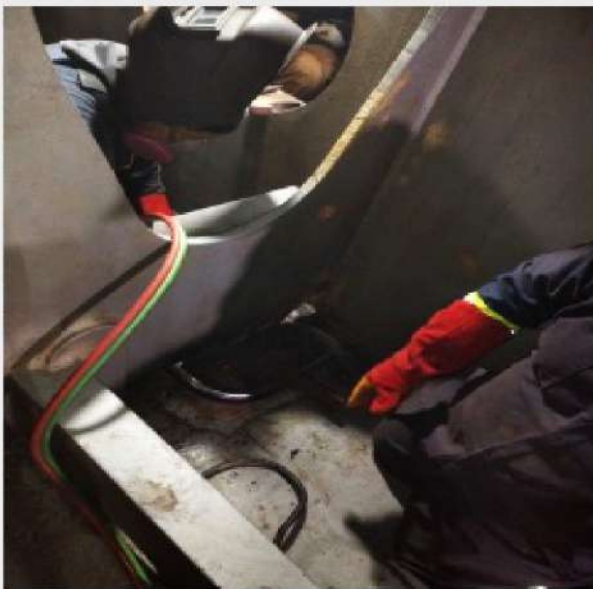




Once again, Talleres performed a job which was done with the highest coordination from the dry welding team who worked from inside and the wet welders who installed and removed the cofferdam from outside.



Panama proves to be one of the best repair hubs in the world for complex repairs.



## LET'S GO AHEAD TALLERES - IKIGAI



During the month of June, we have continued embracing our 2023 IKIGAI PROGRAM that reaches all employees of the company in different activities, promoting the importance of living and working with a purpose, that allows us to give a deep meaning to what we do every day. Human Skills was one of the most relevant aspects that we worked on since they represent a great complement for a professional career in today's world.



We designed a set of tailored made practical trainings that focused on giving tools for conflict management and negotiation, communication skills and decision making. It was very positive to have the attendance of participants of different areas of the company and all levels, which endorses the importance of addressing these topics that help in personal and professional life.



At the same time, we worked on one-to-one coaching sessions with certain team leaders in order to invite them to see different perspectives to deal with their daily challenges. Through these sessions, the discussion covers human talent management, productivity and efficiency, feedback and recognition systems used by the leader, focus on results, distribution of time, among others.



Another important task is the follow up to the internal mentoring program that works in couples of mentors and mentees of specific areas, that every month are evaluated in terms of objectives that have been previously assigned. Over time, we have been able to see the growth of mentees that with the guidance and support of their mentors make Talleres a company in constant learning.

The IKIGAI program in June included the visit on site to the Talleres Ships Fleet in order to share with the crews the message of working as a team with a strong purpose and to live the KAIZEN culture every single day. In fact, the implementation of the 5S system on the Talleres Ships led by its Business Unit Manager is a proof that the KAIZEN philosophy is alive.



In order to complement the activities mentioned before, we also implemented an open space meeting with managers, project managers and supervisors to analyze our corporate strategy and be ready to face the challenges that the second semester of 2023 will bring. So, we are ready to keep on facing what the maritime market demands from us with an engaged team, full of energy, knowledge, skills and our IKIGAI clear.





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1

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# TISA LIFEBOATS & NDT SERVICES, S.A. NON-DESTRUCTIVE TESTING (NDT) IN SHIP REPAIRS AND MAINTENANCE



Non-Destructive Testing (NDT) is a wide group of analysis techniques used in science and technology industry to evaluate the properties of a material, component, or system without causing damage.

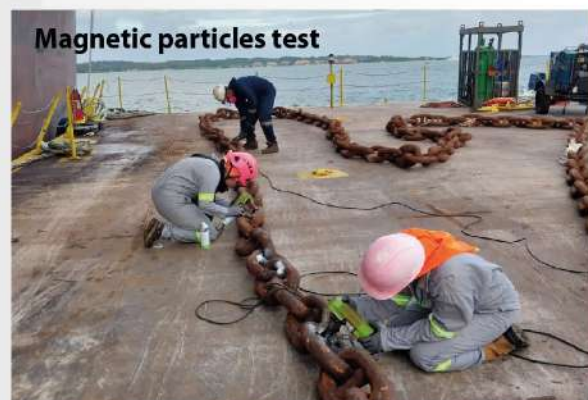




Our main NDT techniques services are Liquid Penetrant Testing, Magnetic Particle, Ultrasonic Testing, Visual Testing, and Thickness Measurement.



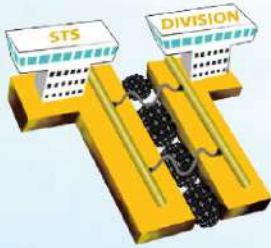
All our procedures for NDT and Thickness Measurement are adopted and based on the Organization ASNT (the American Society for Non-Destructive Testing) and are approved by the ANST Level III. Due to Tisa Lifeboats & NDT Services, S.A., strategic location in the Cristobal and Balboa Anchorages, it allows us to attend immediately (24/7) in the Panama Canal area and our service engineers can easily travel on short notice to any country in Central America, South America, and the Caribbean.



These techniques allow engineers and technicians to detect defects, such as cracks or weld imperfections, that could affect the strength and integrity of the ship. Talleres Group through their independent sister company has the right team of experienced qualified technicians (Level II) and engineers with extensive experience in ship repairs since December 2017.



Our team of Technicians understand the complex and demanding requirements of the most important Class Societies, ABS, LR, KR, RINA, BV, and DNV. TISA Lifeboat & NDT Team will always be ready for attendance with our high level trained & experienced personnel, using the best equipment's for UT, PT, MPI & UTM services on your vessel.  
**No Matter When... No Matter Where!!!**



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Contact us today for reliable and efficient STS Services!

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