Masamichi Morooka, Chairman of the International Chamber of Shipping (ICS), has been in the industry for over 40 years, working within the INGO group. A proven expert in most aspects of shipping, his current ICS role requires finding the right balance between the members' viewpoints and regulatory bodies and governments. What would you consider your greatest achievement to date as Chairman of the ICS? ICS rarelychronks about its achievements. But during my time as Chairman, I do think we have had some success in persuading governments to take more account of the industry's views, as well as the collective efforts of our member national shipping associations, both in developing practical ICS policy positions and in encouraging their respective governments to listen to the ICS point of view. But, during my time as Chairman, I do think we have had some success in getting governments to finally understand the serious problems associated with the IMO Ballast Water Convention, especially with the Basel Convention on Harmful Marine Organisms. We have always been a little bit of a nuisance to the swimming industry. And I do believe that this is a solid foundation for my role as Chairman of ICS, which strives everywhere to promote the global regulation of the shipping industry. On a more practical level, I have previously spoken a great deal of time working in the liner shipping sector, where I regularly attended consortium negotiations with shipping companies based in other countries. Through this process, I think I learned how to manage and conclude debates effectively and how to reconcile different opinions. I do think it is important for the industry to be governed by a wide range of institutions, including the International Chamber of Shipping. Whether regional, national or local, governments can create big challenges for the industry. I have spent a lot of time working in the liner shipping industry, where I regularly attended consortia negotiations with shipping companies based in other countries. Through this process, I think I learned how to manage and conclude debates effectively and how to reconcile different opinions. However, the different regimes being applied in the United States, the EU and the other regions mean that the ICS has not yet agreed upon any treatment systems that shipping companies can install with confidence. This is also delaying entry into force of the IMO Ballast Water Convention. Within the States, the US ballast water regime is already in force, but the US government has not yet agreed upon any treatment systems that shipping companies can install with confidence. This is also delaying entry into force of the IMO Ballast Water Convention.