



MCM project 174 : Dykstra/Rhoades Young 33.5m



MCM project 169 : Baltic/Frers 32.64m

In addition to the Hoek/Huisman project described on the front page, we are also very pleased to announce two other new projects:

The first is a classically styled aluminum 33.5m world cruising ketch (MCM project 174). This is our first collaboration with the Dykstra office and we are of course delighted to be working with this prestigious designer. The interior design and exterior styling are both by Rhoades Young with whom we have successfully worked on a number of occasions. The other is a striking 32.64m high-performance carbon composite sloop (MCM project 169) from the distinguished naval architect Germán Frers. The interior design by Adam Lay Studio will be crisp, clean and light. This project was introduced to us by Georges Bourgoignie of GCB Marine and is just under construction at Baltic Yachts; we look forward to our second collaboration with Baltic following on from the successful Nilaya from the same yard.



Nigel Ingram has been enjoying some fine racing on board Marie who this year completed with great success at the Antigua Superyacht Regatta, St. Barth's Bucket, Antigua Classics, Loro Piana Superyacht Regatta in Sardinia and the Palma Superyacht Cup. Quite a programme - with plenty more for 2012!



The Nauta/Richel Pugh 34.1m Nilaya also starred at the Palma SYC, winning the performance division; congratulations to Owner and crew on this fine result.



MCM project 155 (above) : the handsome Van Der Velden designed 39m steel hull/aluminium superstructure expedition motor yacht is progressing extremely well at Alloy Yachts. The RWD walnut interior is now starting to be varnished and installed. We are looking forward to her launch in November 2012. The Warwick designed 30m catamaran (MCM project 117) currently under construction at Yachting Developments in Auckland is also steaming ahead. On a recent visit to the RWD interior that is being built by SINZ, also in Auckland, the client said "I couldn't be happier - it's everything I hoped it would be". We will be conducting sailing trials in the Hauraki Gulf in April 2012.



Yacht Management Division:

We have centralized the management of our yachts to our headquarters in Newport, Rhode Island. To best serve the needs of our owners and crews we have concentrated our focus and expanded our resources there. In so doing we are confident that we continue to improve our excellent service in all areas of yacht management to our fleet – no matter where in the world they are cruising.



TEAM Mike Tyrwhitt-Drake, who joined MCM in September 2010 has taken the helm of the Yacht Management Division. His broad-ranging experience which includes skills as a sailor, racer, captain and architect, provide him with the essential tools to understand the needs of our owners and to circumvent issues before they become problems.

We are also delighted to welcome Mark Dauplaise who joined MCM in May 2011. Mark joins us after seven years with a manufacturer of various semi-custom and production yachts where he held various senior management roles. Mark brings extensive knowledge of marine manufacturing processes and a host of management skills, which will be of great benefit to MCM and our clients, particularly in respect to refit work. Mike and Mark, along with Katherine Turner, Jennifer Way, Jillian Fonseca, Mary-Ellen Spinelli and Jolene Sayers make for a real

powerhouse to take care of the myriad issues that crop up daily.

FLEET On the Fleet side, MCM Management Division continues to grow. We were delighted to welcome the Pendennis/Ron Holland 46m ketch "Christopher" aboard – under the command of highly-respected Captain Terry Gould – delivered just in time for her proud owners to enjoy a tremendous weekend of sailing at the St. Barth's Bucket Regatta in March 2011.

At the Bucket were several other MCM-managed yachts including, "Kokomo", "Marie", "Lady B" and "Paraiso". Spectacular Trade Wind sailing conditions and 40 boats competing made for some truly memorable experiences for the owners, guests and crew alike. Seeing "Kokomo's" massive Asymmetrical spinnaker (the largest ever made) stands out as a high point for all of us.



The magnificent J-Class yacht "Lionheart", under new ownership, has rejoined the MCM fleet. "Lionheart", "Marie" and our Baltic 34.1m project "Nilaya" were an impressive sight tearing up the bay during the Palma Superyacht Cup in June 2011 and we look forward to seeing them all compete in several events in the coming season. We also welcomed a 32.9m Ron Holland design to the Management fleet.

The last 12 months has been a very active and exciting period for the management division. We have a tremendous team and with their dedication and wealth of knowledge, we are confident that MCM Yacht Management will continue to provide excellent service and value to our clients and support to their crews.

Next time you are in Newport, please stop by and visit us!

BOAT SHOWS This year MCM will have a booth at the 2011 **Monaco Yacht Show** in the air-conditioned Parvis Piscine tent (QP58) next to the swimming pool. Please come by for a coffee or a cold drink and to meet our team which this year includes Nigel Ingram, Peter Wilson, Mike Tyrwhitt-Drake and our newest addition, Mark Dauplaise. We will also be represented at the **Fort Lauderdale International Boat Show**; Peter Wilson, Mike Drake, Jennifer Way and Jillian Fonseca will all be there.

The J-class Lionheart that Nigel oversaw at Classen Jachtbouw made her racing debut in Palma at the Superyacht Cup. Under MCM Management, she will campaign vigorously with the new owner at the helm - and we look forward to seeing her compete at the J-Class event of the century in Cowes next year.

MCM Construction Management

- Architect/designer/stylist selection
- Specification development, systems design and equipment selection
- Shipyard selection
- Contract development and negotiation
- Budget preparation and monitoring
- On-site representation
- Progress reporting
- Selection and management of sub-contractors
- Procurement of owner furnished items
- Sea trials and mechanical trials
- Yacht registration
- Owner acceptance



MCM Yacht Management

- Safety / ISM management
- Security / ISPS management
- Budget preparation and monitoring
- Accounting and reporting
- Crew administration
- Documentation and registration
- Insurance negotiation
- Logistics and parts supply
- Communication and sat-comm services
- Yacht transport
- Refit management
- Annual inspection
- 24 hour emergency response
- Fleet bunkering services



23 YEARS OF MARINE CONSTRUCTION MANAGEMENT

ISSUE 5

In this edition of the MCM Advocate we have a couple of "firsts" that we are particularly pleased to share with you.

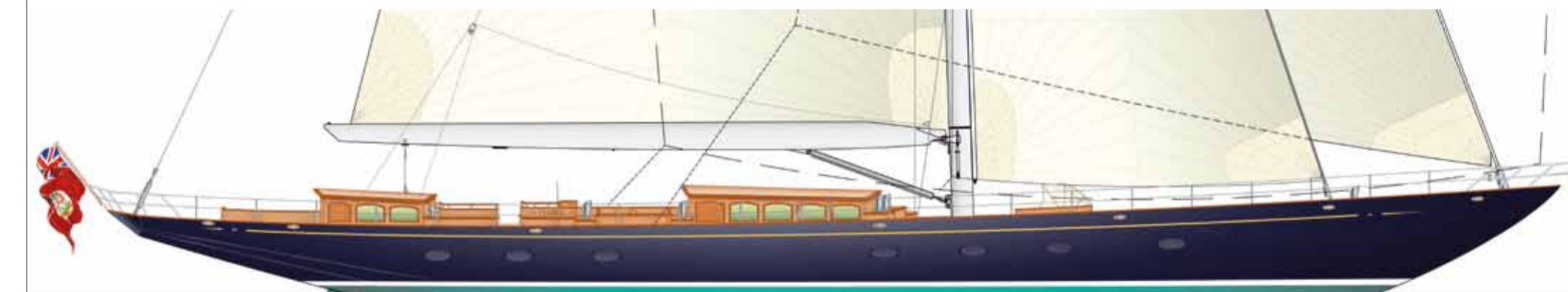
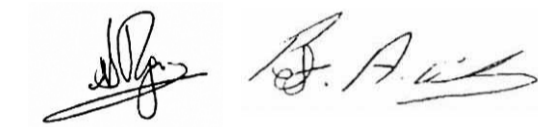
We are building our first yacht with Royal Huisman Shipyard. As the late Wolter Huisman often said to Nigel Ingram "one day it will happen", and finally after 23 years and 70+ MCM new-builds, here we are! RHS Project 393 (MCM project 163) whose Owner went to Andre Hoek to design this beautiful 47.6m cutter that draws inspiration from the gracious lines of traditional yachts of years past. The interior design is by Rhoades Young; altogether a 'dream team' from which we anticipate a fine result. The other first is our project with Dykstra & Partners, (MCM project 174), also with Rhoades Young who are responsible for exterior styling and interior design. This stylish 33.5m world cruising ketch is now out for bids and is described further inside.

It is a real privilege for us to finally have the opportunity to work with these two world-renowned groups.

In this financial climate we are naturally very pleased to be able to announce three new-build projects and also that our yacht management division is growing from strength-to-strength under the guidance of Mike Tyrwhitt-Drake with additions of some great new yachts to the portfolio including the stunning 46m Ron Holland designed ketch *Christopher*.

We hope you enjoy this edition of the MCM Advocate and look forward to seeing you on the waterfront.

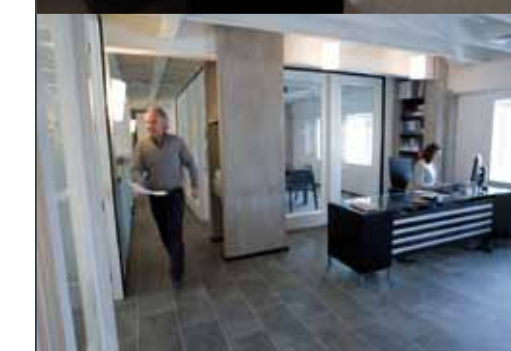
Nigel Ingram & Peter Wilson



MCM project 163 : Huisman/Hoek/Rhoades Young 47.6m

MCM Newport headquarters: New and improved...

Further to the additions to the Management Team, we also undertook a complete renovation of our offices in Newport. Designed by a local architect in close collaboration with Peter Wilson, the new layout is light, airy, and contemporary. It has proven to function extremely well for day-to-day operations, entertaining clients and hosting design and management meetings. We look forward to showing you around.



World Superyacht Awards 2011

MCM was delighted to have had SIX of its most recent new launches presented as finalists at the World Superyacht Awards in London which this year was the most tightly judged competition ever. Each finalist is recognised for its contribution towards the highest standards of design, driven by the owners.

CALLIOPE WINS BEST MOTOR YACHT AWARD

Calliope was designed by Langan Design Associates, with an interior by Rhoades Young – all expertly built by Holland Jachtbouw. This award is an especially emotional one for us, as Bill Langan who passed away earlier this year aged 55, was a very dear friend and respected colleague – and we are sure that he would have been thrilled to know that *Calliope* – the last yacht built to his design – was considered the best of its class. His wife Candy Langan who worked closely with the owners on the interior outfitting and decoration, collected the trophy.



KOKOMO WINS JUDGES' SPECIAL AWARD - In the Best Sailing Yacht 45m+ category, we are also excited to announce that the powerful 58.4m Dubois-designed sloop *Kokomo* has been given a "Judges' Special Award" for the way in which she "has massively advanced the design of high-performance cruisers".

LADY B WINS JUDGES' COMMENDATION - The 44.7m *Lady B*, designed by Dubois with a Rhoades Young interior and beautifully built by Vitters, received a judges commendation for her remarkable quality and attention to detail.

AND ADDITIONALLY... *Marie* (54.6m Hoek, Vitters, Easton), *Lionheart* (43.7m Hoek, Claassen Jachtbouw) and *Nilaya* (34.1m Nauta, Reichel/Pugh, Baltic) were selected as finalists, which is in and of itself a worthy achievement.



MCM PO Box 1289 555 Thames Street, Newport, RI 02840 0998, USA

T : +1 401 849 3387 F : +1 401 849 7728 info@mcmnewport.com www.mcmnewport.com

Editor : Nick Jeffery www.yachtpublicity.com Designer : Terri Gasparich www.tgdesign.co.nz



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The importance of THE MANAGEMENT TEAM

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words: Lang Walker

EXPERIENCED OWNER LANG WALKER KNOWS THE KEY TO A SMOOTH BUILD IS ASSEMBLING A GROUP OF TRUSTED, LIKE-MINDED PROFESSIONALS

The starting point in any new construction project is to produce a mission brief so that the manager, designer and builder clearly understand the owner's overall aspiration. In Kokomo's case I wanted to take a step up from my last two boats, getting higher performance, more comfort, plenty of open spaces and an extremely sleek design.

Performance was able to be increased by not limiting the mast height to pass through the Panama canal, as many do, and by having a deeper keel that can still be lifted for accessing the best anchorages, harbours and beaches. Comfort and elegance were achieved through sheer scale combined with good design (including details such as the flush foredeck being cambered enough to contain the tenders), although we always wanted to keep her under 500 GRT – at which point boats tend to become more like a ship than a proper yacht.

One of the most crucial factors in a successful new construction project – whether for a superyacht or a commercial building or residential estate ashore, which is my business – is the choice of management team. This might save an owner ageing unnecessarily during the whole process and certainly ensures he obtains a better quality and more valuable product – that will also enjoy a longer life!

'The choice of management team... might save an owner ageing unnecessarily during the whole process and certainly ensures a better quality product'



Kokomo is my third superyacht of the same name and, since the same designers and builders were involved, one could imagine that the end result might simply be the same as the previous boat, everything just being that much bigger. This is not the case.

The first Kokomo measured 40.4 metres and the second Kokomo came in at 52 metres – that step up of nearly 12 metres was big enough to avoid the 'upstairs-downstairs' feel of a smaller yacht and gave us the ability to have one social area flowing from the bridge, through the saloon to the semi-enclosed cockpit. All three Kokomos were true world cruising yachts built to be safe and quick under sail or power, able to go anywhere in the world in a comfortable, seaworthy and secure fashion.

Every time I design and build something I aim to produce a state-of-the-art product, efficiently – the same as with my shore-based projects. The complexity of a sailing yacht makes for much more critical decision making than when producing a motor yacht. There are so many extra moving parts from the mast, sails and rigging to the keel. A good management team, including designer, builder and owner's construction manager, understands the aims and the challenge and is not afraid to bring in specialists, recommend research and development investment and push the limits in an effort to find new and better solutions using ever-evolving technology.

Bleeding edge
So much of the final decision making involves quite a bit of initial debate over which technologies to employ and how far to go. Building one of the largest carbon-fibre masts in the world was not an aim in itself. Loads increase exponentially as the boats get bigger and you have to work out how to safely harness the energy and power generated from larger sails and gear through developing

systems. For the spar that means the whole system – including how sails are set, retrieved and trimmed – is interlinked, always involving large loads, from chainplates to spreader tips and sail clew to captive reel winch. We pushed the limits but never lost sight of safety as Kokomo's sail plan and rig took shape.

Many features on Kokomo are leading edge, others are better described as 'bleeding edge', with an inherently higher risk factor as they were not tried-and-tested in practice before being made. Having the right people, ahead of their game, around the table allowed for calculated risk.

As well as the mast, I believe many features of Kokomo are individually commendable as a stand-alone product development: her 130 tonne lifting keel (cleverly integrated and concealed within the interior design); the slide on/off mainsail cars allowing the fully-battened sail to turl into the boom, the largest asymmetric in the world; a flush foredeck containing twin 6.1m tenders and an eight-person spa pool; large raise/lower glass windows around the cockpit; a submarine-anchor system and a 'helm feedback system', to give real feel through the carbon wheels. Even the halyard locks, hydraulic Cunningham tensioning systems for the headsails and mainsail, and hydraulically adjustable cars on the headsail tracks to continuously enhance sail shape are worthy of note.

Combining all this in one yacht, testing each piece, ensuring everything is fit for its purpose, delivering and installing in a timely 'just-in-time' manner while making it look effortless requires immense management. Having everything work equally well on the blackest of nights in the Southern Ocean or when cruising through the Marquesas with my family and friends is of course the real proof of a successful outcome.

The top management team combines all this technology with the visual and on board 'lifestyle' design – from a good-looking sleek profile to how the artwork complements the interior finishes, the living spaces themselves, inside and on deck, optimised for enjoyment. They pull everybody together to a tight schedule, resolving conflicts, allowing time for change orders without delaying launch and generating enough adrenalin to keep the creative energy flowing and the focus on achieving the goal. With the design team in the UK, the managers in the US, the builders in New Zealand and myself and my wife Sue (who had great input into the interior design) in Australia, something to do with Kokomo's creation was effectively going on 24 hours a day across one of the four time zones – making the management that bit more interesting!

Superyacht builders, of course, have their own in-house project coordinators, who use various task tracking tools, and the builder ultimately takes responsibility for the end product being delivered

on time and budget and performing to agreed criteria, all finished to standards described in the contract. But I believe that having an independent construction manager acting solely for and exclusively representing the owner – who is investing quite considerable sums – is vital for a successful outcome. As well as reasons mentioned above, other obvious ones include monitoring suppliers and sub-contractors, identifying potential issues and making timely recommendations on how to overcome them, keeping a check on costs and continuously motivating all the people involved over the relatively long build period.

I have always enjoyed the journey and the challenge that each project brings, this Kokomo being my third with the same team, and she certainly meets my mission's ultimate goal. Continuing my relationship with Peter Wilson of Marine Construction Management (MCM) leading the management team has ensured continuity and a superior outcome, including a smooth transition to sailing and ongoing operations, working closely with my captain.

At the end, everybody benefits and shares the credit for creating today's ultimate artwork – a superyacht – that I hope will still be sailing hard, looking good and providing as much enjoyment as she does now for many years to come. Meanwhile, the few grey hairs that Peter has gained during the process really look quite distinguished!

'I have always enjoyed the journey and the challenge, this Kokomo being my third with the same team, and she certainly meets my mission's ultimate goal'



The CONSTRUCTION PROCESS of a custom yacht

published in Boat International No300 (June 2011)
www.boatinternational.com
words: Peter Wilson (pictured above), photography: Onne Van der Wal; Chris Lewis

LIKE THE PROVERBIAL SWAN, PADDLING FURIOUSLY WHILE GLIDING GRACEFULLY, MCM'S PETER WILSON GIVES AN INSIDE ACCOUNT OF COMPLEX PROJECT MANAGEMENT THAT LEAVES OWNERS TO ENJOY A STRESS-FREE BUILD

MCM is a firm of project managers focusing on the construction of superyachts, both power and sail, representing owners of custom yachts for over 22 years. Yes, we do enjoy our work immensely, but it is still work. However, for the owner it's not supposed to be work, it's supposed to be a tremendously exciting experience, and one that, if handled properly, he will wish to repeat in subsequent years.

The process starts when a client elects to have a custom yacht designed that specifically meets his requirements. So how then does he turn that vision into a yacht motoring to Capri for lunch, or heeled over and sailing to the Marquesas with his family and friends on board?

The genesis of these projects happens in any number of ways. Sometimes we are the first point of contact. We may have been referred by another client or designer, or perhaps the prospective owner has seen one of our projects or management yachts featured in this magazine, for example. In other cases, the first call may be to the designer, broker, builder or stylist.

'We always make a recommendation. That's what he's paying us for'

Picking the right team at the outset is of paramount importance as in reality, the owner is entering into a relationship that is both business and personal in nature, and that will quite likely last three or four years – or longer.

A client recently asked me to tell him how we operate on a typical project. The truth is, there isn't really such a thing as a 'typical' project as each is as individual as those commissioning them. So at MCM, ours is a philosophy of developing a team, not one of confrontation and adversaries, to fortify the idea or esprit d'équipe, and, ultimately, recognising and respecting the contribution each member of this coterie makes to the outcome. Once we understand the owner's brief, we can set about consulting with and selecting the naval architects, stylists, interior designers and shipyards. As soon as the building blocks of the team are in place and contracts duly negotiated and signed, we can then roll up our shirt sleeves and get on with it.

Success, we believe, is achieved not simply by reviewing system schematics and construction schedules, or by properly administering contracts, managing finances and cashflow – though that's all part of our routine work. It's more about building a team of dedicated professionals, and binding them together in a common goal, to understand and realise the owner's vision. After all, even though I represent the owner and therefore, theoretically sit on the other side of the table from the builder and possibly the others, we're actually all on the same team, seeking the same objective: that of having a happy owner on launch day and beyond.

So, how best to manage such a technically demanding and sophisticated exercise? Well, much of it is about making decisions. That might sound simplistic, but bear in mind that the yacht builder only functions based on information and decisions, without these the project will quickly become derailed



causing construction delays, frustration and ultimately expense. So our job is to make decisions or at least gather the information from which a decision can be made.

Giving the owner sufficient information on which to base decisions is imperative. Typically, we present the owner with the relevant information and options – and always make a recommendation. That's what he's paying us for, not just to give him a mountain of information to read, and then expect him to decide for himself.

It's not just making decisions that is important, it's also establishing the decision-making hierarchy. Obviously, there are thousands of decisions that need to be made. Some of them certainly require owner input, however, there are many others that do not. So, do those get made unilaterally by the builder, architect, interior designer, stylist or project manager? This needs to be clearly understood, and how much authority and discretion the owner has vested in each of them.

This question is again something that is different project to project, but also something that we as the project manager need to give guidance on, as well as using our best judgment and discretion. Clearly, the owner has hired a team of experts to take care of the myriad decisions, not to be pestered every five minutes or face a barrage of questions of a technical nature that he has no way of answering either because he's too busy or probably because it's not his area of expertise.

It will come as no surprise to you to read that proper project planning is the cornerstone of a successful build. To understand and agree what decisions need to be taken – when, why and by whom – will result in benefits such as increased quality, on-time launch, less cost for the owner and more profit for the builder... and less disgruntlement all round.

It's also our job to help an inexperienced owner understand that as everything is interconnected on a yacht, a simple decision made late in the process can severely impact the schedule, and therefore the cost. As an example, adding Pullman berths to a twin cabin can have a profound knock-on effect. It's not just the additional cost of the work, the design time and time for the carpenters to actually build them, but it will require that the flag state review and approve the revised drawings, it will require additional lifejackets and immersion suits, and it could also mean that the superstructure of the yacht needs to be redesigned to accommodate the requisite increased life raft capacity. So getting those sorts of decisions out of the way early and upfront is fundamentally important. That's not to say the owner can't change his mind – of course he can, that's one of the pleasures of building a custom yacht – but he needs to be aware of the consequences.

'We must never lose sight of the fact that no owner needs a yacht – they've just decided they want one.'

The other element is how much to involve the owner. Clearly, there's no intent to conceal things from him, as we are, after all, his advocates. Our mandate is to knowledgeably represent him but not necessarily to drag him into every animated discussion or dispute. He doesn't need to know that we're having a disagreement about something that we feel is part of the original scope in the contract and the builder or designer has a contrary position, or that it's being suggested that the yacht's potentially going to be late – and fingers are being pointed in various directions to shift blame elsewhere. Again, our approach is that we are all professional, we all have a long-term view of our place in the industry and we can talk it through and work it out. Yes, sometimes it's not entirely collegial, but at the end of the day, agreements are reached, confirmed and hands are shaken. If however we reach an impasse, or that late delivery is the new reality for whatever reason then we of course involve the owner and very occasionally bring in the legal team which is contrary to the owner 'having fun' part. I'm pleased to say we typically resolve such disputes before that irreversible step is taken.

Projects these days are truly global affairs, we're often spread across the globe. In the case of our recent project, the 58.4 metre Kokomo – designed by Dubois and Redman, Whiteley Dixon and built at Alloy – the owner was in Australia, the designer and interior designer were in England, the builder was in New Zealand and I'm based mostly in the United States. With Callopie, the 43

metre motor yacht we launched last year – a Langan design with a Rhoades Young interior, built at Holland Jachtbouw – the designer was in North America, the yard in the Netherlands, the interior designer in the UK, my business partner/ project manager Nigel Ingram was at the yard and the owner thousands of miles away. And of course that doesn't take into account the numerous consultants and suppliers involved.

So how do we coordinate all of that? Well, much of it is about not being afraid to share information. The idea of using information as currency to buy power or control, or to manipulate, is completely wrongheaded. It's not about constraining the information, it's about facilitating the distribution of it. We're all professionals, and we must all have complete confidence in one another – and to believe unequivocally that each of us is going to do our job and is playing our part. And of course it's also about assembling the right team in the first place, and some of that synergy is naturally born of prior relationships, many of us having worked successfully together before. But that isn't to say we always work with the same members of this small club. There are designers and builders we look forward to working with in the future.

As Thomas Edison said, 'Success is one per cent inspiration, and 99 per cent perspiration,' perhaps an inelegant phrase to use when discussing superyachts, but true nonetheless. We all work hard and additionally, I think it's fair to say we're passionate about yachts and probably all think we are very fortunate when we go to work each day. That's not to say every day is a picnic – the stakes are high, the risks are big, and the numbers are huge – and occasionally, tempers do get frayed and it's not fun. But with careful management, these situations, like any good storm, finally pass... though when being buffeted by them, you wonder if the skies will ever clear.

As the owner's representative, we not only need to have our arms firmly around the boundaries of the project and constantly monitor the heartbeat of the overall effort, we also regularly need to make enquiries of ourselves: are we doing the very best and right thing for the owner? As long as we know the answer is yes, then we're travelling down the right path: to make sure his original brief is met, that delivery is timely and that the cost fell within the figure budgeted.

It's imperative the experience brings the owner enormous satisfaction and a sense of accomplishment – and, of course, pleasure. To that end, we focus our attention on delivering that experience. We go to great lengths in an effort to ensure that for the owner, the experience is as exciting as it is memorable; to meet or exceed his expectations. And further to that, after launch, we then hope – and are often invited – to manage the yacht through our yacht management division to ensure that the same philosophy is applied on an ongoing basis and the ownership experience is also hassle-free and thoroughly enjoyable.



'Ours is a philosophy of developing a team'