



Launched 2010 : LADY B 44.5m Dubois NA



Launched 2010 : KOKOMO 58.4m Dubois NA



Launched 2010 : CALLIOPE 42.3m Langan Design



Launched 2010 : NILAYA 34.1m Nauta/Reichel-Pugh Design



Launched 2010 : LIONHEART 43.7m Hoek Design



22 YEARS OF MARINE CONSTRUCTION MANAGEMENT

ISSUE 4

Six MCM new-build launches in 2010

This year has seen MCM at full capacity as a number of new construction projects reached their launch dates while at the same time our Management fleet also expanded with these and other new clients. As usual the last three to six months of this crop of new-builds has been particularly intense with partners Peter Wilson and Nigel Ingram, ably supported by their teams in Newport and Palma, working at full stretch.

Four of the MCM-managed 2010 launches are displayed at the Monaco Yacht Show (22-25 September): the motor yacht *Calliope*, J-Class *Lionheart*, classic-lined cruising ketch *Marie* and carbon performance sloop *Nilaya*.

MCM's largest launch to-date, the 58.4m fast sloop *Kokomo*, has spent her first six months successfully cruising in the South Pacific, also competing in – and winning – her first regatta, Audi Hamilton Island Race Week in Australia. After further cruising in the South Pacific she heads for the Caribbean via Cape Horn for the St Barth's Bucket Regatta, then summer 2011 in the Mediterranean.

Lady B, one of MCM's most challenging, but rewarding projects (thanks in part to a mid build major rethink of her propulsion system from diesel-electric to conventional drive and knock-on extension to her length overall) is an eye catching 45-metre performance cruiser. Her Owner has already been enjoying the Norwegian fjords, the Scottish Western Isles and is now cruising the Mediterranean ahead of a global circumnavigation.

The 55-metre *Marie* enjoyed what could be one of the Mediterranean's most memorable christenings ever in September with a New Orleans jazz band and opera singers to entertain guests in Antibes. *Marie* sports a black carbon rig and PBO rigging on deck and a baby grand piano in her timeless contemporary interior.

At the other end of the size range the very performance orientated 34.1m carbon sloop *Nilaya* was delivered early in the Norwegian spring as the ice melted. This very light but fully fitted out speedster has been cruising the Mediterranean with owner and family on board. This winter she will season in the Caribbean before gearing up for next summer's Med' maxi circuit.

Motor yacht *Calliope*, MCM's second yacht for the same knowledgeable and demanding Owner, has been cruising in Norway and now the Med'. Her hull design and construction have emphasized quietness and comfort underway while her 'modern classic' interior has an inviting feel for her guests in both warm and cooler cruising grounds.

Lionheart, the first aluminum J-Class to be delivered, is set to win hearts – and hopefully trophies – on the racing circuit. An uncompromising performance rig and sailing hardware package blends seamlessly with stunning good looks and a traditional teak interior. She will be a stand-out in any company.

Each project is unique in its own way – design and construction demands present their own multiple challenges – and at MCM, we all feel privileged to be entrusted by some of the world's leading entrepreneurs and yachtmen to coordinate their projects; efficiently allowing them to gain maximum enjoyment and an optimum result from their dreams.



New-build MCM155 39m Van der Velden designed Expedition MY Delivery 2012

Meanwhile MCM's Yacht Management team and fleet continue to grow as does the expanded and improved range of services that we can now offer. This year to date we have added six yachts to our fleet; our Palma office has expanded and seen some 10 managed yachts passing through – one for an extensive refit – while the Newport head office continues steady growth to cover every requirement of our yachts. As a result, we provide comprehensive and global support to our management yachts, maximising the Owner's enjoyment, the yacht's operational efficiency appeal and value.

MCM has been fortunate to enjoy a banner year even in these straightened times for our industry. Whatever the brief, the MCM team offers independent and impartial support and advice in keeping with our mission statement: the Owner's advocate, the Captain's ally.

Nigel & Peter

MCM Services and the future

Our services have evolved over time to reflect the increased need for high-technology yachts to meet their Owner's operational requirements while remaining safe to operate and retaining their value. As new-build orders are less numerous across the industry, MCM is pleased to have one new-build project signed up this year so far – a 39 meter Van der Velden designed exploration motor yacht – and at least two sailing yacht projects in development, plus a 30 meter catamaran project which has resumed construction for an early 2012 launch.

For a management audit of your existing superyacht or to visit one of our new builds and discuss the design and construction of your next custom yacht, please don't hesitate to contact Nigel or Peter for a rendezvous at Monaco Yacht Show (22 – 25 September) or Fort Lauderdale International Boat Show (28 October – 1 November).

MCM Construction Management

- Architect and interior designer selection
- Specification writing, systems design and equipment selection
- Yard selection
- Contract negotiation
- Budget preparation and monitoring
- On-site representation
- Progress reporting
- Selection and management of sub-contractors
- Procurement of owner furnished items
- Sailing and mechanical trials
- Yacht registration
- Owner acceptance

MCM Yacht Management

- Budget preparation and monitoring
- Accounting and reporting
- Crew administration
- Insurance negotiation
- Logistics and parts supply
- Communication and weather routing
- Yacht transport
- Refit management
- Annual inspection
- Safety / ISM management
- Security / ISPS management
- 24 hour emergency response

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Launched 2010 : MARIE 54.6m Hoek Design

The owner's advocate

The role of the project manager is not always an obvious one, but for a large yacht build to succeed it is pivotal. David Glenn talked to Nigel Ingram and Peter Wilson of MCM about the part they play in creating the world's most complex yachts.

When the credits roll for new supersailing yachts this year, builders, naval architects and interior designers will share the plaudits. Some way down the list will be the project managers, those in the wings who have kept the show on the road, ensuring the owner had the yacht he wanted at the right price, at the right time and built to the right standard. Quite a call.

It would be easy to think the project manager's task a thankless one, but when Peter Wilson of MCM tells me he still gets a lump in his throat when he sees one of 'his' yachts moving down the slipway, the smiling faces in the crowd, some shedding a tear, he knows it's all been worth it.

"These owners have everything, but when you see them get really excited and happy about their new boat then you know you've done it – achieved something," he said.

MCM, an acronym for Marine Construction Management, based in Newport RI, USA, is one of the most successful project management companies in the world. They specialise in the construction management of large, highly complex, bespoke yachts and it would be fair to say that in their specialist field of sail they have helped improve beyond all recognition the relationship between owner and builder.

British yachtmen Nigel Ingram and Peter Wilson founded their company in 1988 because they saw serious shortcomings in a fledgling industry. New builds were invariably late, often way over budget and put together on a wing and a prayer. Owners sometimes had to buy the yard to get their boats finished. Hardware failures were common because the industry was often in the dark when it came to building at the leading edge of design and, as a result, relationships with clients suffered.

MCM's fundamental responsibility is to the owner. "We are, at the end of the day, the owner's advocate," said Peter Wilson. At first, they were regarded with scepticism. Where would they fit in and what could they contribute? But all parties soon realised that the expertise imparted by Ingram and Wilson was improving the product and the build process.

"We brought experience and we could show them a few tricks," said Wilson. They formed a knowledgeable link between owner and shipyard, contributing to both.

67 new build projects

Now no self-respecting owner about to invest in a multi-million dollar project, which might involve 350,000 man-hours over 27 months, could work without a project manager. In 21 years more than 67 build projects have used MCM's services, 155 including refits. The company are at full capacity with a plethora of launches imminent and even in these impecunious times new deals are being signed.

Photo: Rodney Nelson



ABOVE Site visit aboard *Marie*, with Jan Vitters and Nigel Ingram (second and third left) and the yacht's designer André Hoek (fourth from right)

Last December, the 191ft/58m Kokomo, designed by Ed Dubois and launched by Alloy Yachts in New Zealand, set new standards for the super-sloop. Peter Wilson ran the project, a repeat order from owner Lang Walker. MCM are particularly proud of their repeat business.

In Europe, where Nigel Ingram normally operates, the 180ft/55m ketch *Marie*, an Adèle sistership, will launch in July and Lady B, at 147ft/45m, was due in some time before that. Both yachts are from Vitters. The new J Class Lionheart, designed by Starling Burgess, but reconfigured by André Hoek, is now complete at Claassen BV and will be sailing this spring. And a truly remarkable Dubois 215ft/66m sloop, the shell of which was completed by the hull fabricators Gouwerok, has just been transported by barge through Amsterdam city centre to Vitters for completion in 2011.

Famous roll call

Red Dragon, Nirvana, Erica XII, Keoloha, Timoneer, Whisper, Playstation form an impressive roll call of some of the world's finest sailing yachts.

A pattern has emerged, with builders Vitters and Alloy Yachts in New Zealand cropping up more than most in the builders' list – and for good reason. Teamwork improves the product, keeps it on time and to budget. It's not always possible to build where you want, but it certainly helps.

The yachts listed above employ the latest technology and quite often some that has yet to reach the market. In each case, MCM are responsible to their client for steering the build process towards the most important day in any project – the day the yacht leaves the yard. "You wave goodbye and wait for the first phone call," said Nigel Ingram. It's the moment of truth – complaint or praise.

Passionate sailors

But how did these two engaging Brits gain the experience to take control of these huge projects and to arbitrate when circumstances threaten launch dates or budgets? Both are passionate sailors brought up through the maxi school of hard knocks in the 1980s.

Ingram was a sailor, builder and manager with, among others, Jim Dolan's one-time maxi world champion *Sagamore* and before that the American maxi *Matador*. RORC racing was a staple sailing diet and Ingram was involved in the Admiral's Cup in its heyday. Peter Wilson dabbled in advertising after leaving school in Henley then came across a bunch of guys working on yachts in Puerto Banus. "You mean you get paid for this?" asked Wilson, whose career path from then on was clear. Bright, personable and with public school backgrounds, Ingram and Wilson met on the maxi circuit in Antigua in 1977 and immediately hit it off. Peter Wilson was about to embark on an illustrious building and shore support career in America's Cup circles, which started with the Canadians in 1983, continued with True North in 1987 in Fremantle and then moved to Michael Fay's Kiwi Magic and the 'Plastic Fantastic' 12-metres. He built Fay's extraordinary KZ1 for the Deed of Gift Match against Dennis Conner's Stars and Stripes and then moved to Bill Koch's 1991/92 America's Cup campaign, which as Wilson put it: "Was a two-boat campaign that turned into a four-boat campaign."

He described Koch as a hard taskmaster, but as design director Wilson had remarkable access to Hercules Aerospace, the hydrodynamicists, aerodynamicists and composite scientists. He also worked with the latest pre-preg materials and found himself on the pioneering front of boatbuilding technology. His seven America's Cup campaigns handed him the experience and credibility that would prove crucial as MCM gathered momentum.

Like Nigel Ingram, Wilson was also racing maxis such as Huey Long's *Online*, the Spanish maxi *Xargo IV*, *Matador* and *Huaso*. Both were very hands-on sailors who built the boats they raced. They knew intimately how the machines worked and, more important, what didn't work. One of the first boats MCM managed as a build was the 73ft/22m Sparkman & Stephens *Encore*, constructed by Derektor in New York. Nigel Ingram raced this boat regularly, notching up a win in the Fastnet Race. Then came the Palmer Johnson-built S&S *Venturosa* which, at 110ft/33m was an enormous yacht at the time.

But it was towards the end of the 1990s that a plethora of new ideas was beginning to be seen on large yachts. Builders were becoming more demanding, wanting more performance, but no less comfort and they were sailing to more out of the way places. "The 88ft/27m Bill Tripp-designed *Shaman* was an interesting challenge," said Peter Wilson, "because she had water ballast, a lifting keel, a hydraulically operated retractable bowsprit, there was a lot of titanium in her fittings and she was built of pre-preg carbon."

She was cruising to high latitudes so she had to withstand ice. Clearly she was a landmark yacht and in terms of her performance and cruising record she certainly delivered. From this point onwards yachts became progressively more complex and challenging.

Body of knowledge

So what precisely does a project manager do? Typically, they are involved in a

yacht building project right from the start, more than likely advising a potential owner which naval architect to use and recommending a yard. These decisions are based on intended use as far as the designer is concerned, and quality and inevitably build slot availability with regard to the shipyard.

Contracts need to be drawn up with both naval architect and builder. "We get very involved with the contract and lawyers typically appreciate what we have to offer because we come with a body of knowledge," said Peter Wilson.

From that point on the project manager acts as the owner's advocate, facilitating meetings with suppliers to finalise design and orders, monitoring progress at the yard, managing budgets and, crucially, managing change orders, perhaps the biggest single issue in any large yacht build.

This is how Nigel Ingram describes some of the key issues including contracts, changes and delays – in short, the nitty gritty of management: "We would expect to be involved in the negotiation of the contract price. Normally this is a set, fixed price in 99 per cent of cases. We think it is in the owner's best interests to do it this way.

"There must be a contingency for change orders and that is not always what owners want to hear. The reality is that if you take the date of signing as a fixed point and delivery is in two years, things will change. Regulations change, new equipment comes onto the market, owners' requirements may change. All sorts of things change. It is the nature of the beast that they get more complicated and more expensive.

"The contract has a chapter that deals with changes. Owners feel that they don't want them, but involved owners understand and appreciate the opportunity to change if they see something they want. They also accept that if it costs more, they are going to have to pay for it.

"If a project is contracted for 'X' it is hard to up the price by ten per cent for changes – five per cent would be more typical. We work with very good and experienced yards and as a result there is much less exposure in that respect."

But what if a yacht does end up being late – who pays then? Ingram continued: "I think it is fair to say that no one is more financially hurt than the builder. In terms of lost opportunity in the facility, labour costs, that is all a massive hit on the yard. But clients have us employed for longer, crew employed for longer – it's pretty ugly all round. There is nothing in the interests of the yard to have a delay like this."

All about teamwork

Peter Wilson adds his own comment to the crucially important issue of changes within a fixed price contract: "It is about teamwork and making the group realise that we are all working together. Sometimes it gets tough and we have to take a stand against the shipyard in the interests of the owner. For example, if they are trying to charge too much for a change order, trying to squeeze too much, we may possibly have to bang our fist on the table and have some fairly stern discussions. But it is not so common these days – they know that we know!

"Conversely, we may have to take the yard's position even though we work for the owner, which might cause them some discomfort, but at the end of the day they realise that what we are proposing is actually the right thing for them, although it might not seem like it at the time.

"If a yard says a yacht might be two months late we may take the yard's position and say that's the right thing to do. He (the client) might be frustrated in the short term, but the extra time will mean he gets a better quality boat and less frustration because he will have minimal warranty problems."

So the need for diplomacy backed up by knowledge and experience, is key.

When it all goes wrong...

But it would be naïve to suggest that things never go wrong. At the Vitters yard in Holland Lady B, the Ed Dubois-designed 147ft/45m sloop, wasn't going to be any old superyacht. Her owner was keen to exploit hybrid diesel electric generation, which would do away with the main engine and instead use four small generators to provide the yacht's entire electrical supply, everything from a shaft motor to hydraulic pumps and all the ancillary equipment a big yacht needs. The advantage was they could be placed anywhere in the yacht, in this case surrounding the lift keel trunking, precisely where heavy objects should be.

Nigel Ingram takes up the story: "It was going full steam ahead and we were looking forward to it, working in partnership with Siemens. They had a similar installation on a 30ft/9m yacht and the guts of the system had been tried and tested commercially on buses.

"Production of electricity from the gensets and getting it to the distribution bus and then to the motors to drive the main propulsion and thrusters was well defined, but what let them down was the gearbox and rpm reduction before the driveshaft.

"We were dealing with three 5,000rpm generator owners and 50kW motors and a single propshaft which turns at 600rpm. On the small prototype they began to have a problem, then on the full size prototype the gearbox failed. Siemens eventually withdrew from the project," explained Ingram.

But the failure of the technology was only the beginning of the problem. With the hull well advanced and much of the interior joinery complete, the only way the team could accommodate a conventional engine and drive train was to lengthen the boat by one metre.

That might not sound like a lot, but said Ingram: "The effect on the project was much more far reaching than either I or Vitters envisaged at the time."

Gouwerok, the hull fabricators, managed to cope with the hull lengthening with some deft aluminium work, but it was the intricate Rhoades Young-designed interior that would cause the biggest headache.

Far reaching

With the market full, they had difficulty finding an interior specialist to make the major alterations and

ADELE LIONHEART
PARAISO NILAYA
PROJECT 155
KOKOMO LADY B
ATALANTE Q5
ERICA XII KEALOHA
RED DRAGON NIRVANA
ANGEL TIMONEER YII
SLEIGHRIDE SHAMAN
WHISPER AMERICA³
PLAYSTATION SAGAMORE II
BOOMRANG KZ-1
KZ-3 KZ-5 KZ-7

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Main picture: construction of *Marie's* keel.
Above: Nigel Ingram (left) and Peter Wilson founded MCM in 1988



ABOVE The vast carcass of the 172ft/52m ketch *Marie*. The silver lining insulates the aluminium hull. This shot was taken in 2009. Launch date is spring 2010.

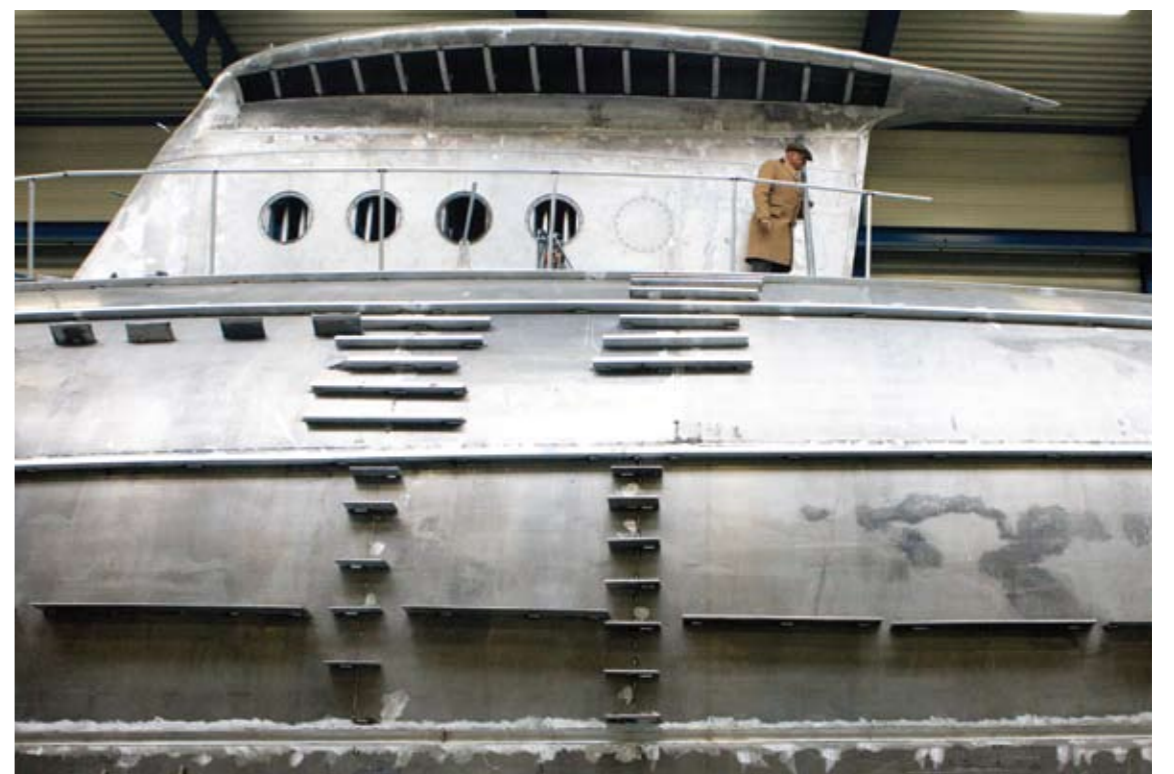
they missed a crucial slot with top furniture makers de Ruiters. Their next choice was "less of a smart decision" when the company went out of business having accepted the contract. "It went from bad to worse," said Ingram, but eventually they got a company with the right credentials.

"There was a very clear directive from the owner and from me that we would not let the quality slip. We are happier, but there is a long way to go and the schedule is a real issue," said Ingram. But the challenges were met by negotiation, good replanning and teamwork co-ordinated by MCM.

Other projects represent 'dreamboats'. "I remember I was in Munich airport when I agreed to do the *Marie* project," explained Ingram. "I said to the owner that I was so excited to build *Adèle* again incorporating all that we had learnt from the first yacht. We would have the same team, André Hoek (designer), Vitters (builder) and Erik Bos (yard project manager). It really is a pleasure to work with an owner who makes very quick decisions – I cannot tell you how much difference that makes."

No substitute for experience

But for MCM it isn't just the hardware and the management of the yacht build that matters. Sometimes they get involved with crew selection, in the view of Wilson and Ingram the process by which a project can succeed or fail. Knowing good captains out in the field, people like John Bardon and Phil Wade, pays dividends.



ABOVE Not Jules Verne's *Nautilus* under construction, but *Marie's* aluminium hull before it was turned the right way up for finishing.

Bardon, whose experience with very large yachts like *Jessica* (now *Adix*) and *Creole* put Nigel Ingram in touch with Mark Thirkettle who, as mate aboard *Adèle*, moved seamlessly to the new build *Erica XI*, a near sistership, but a sloop. "I thank my lucky stars I met Andre Engblom, the South African skipper of *Adèle* who proved to be one of the most capable men in the industry and could spot good crew," said Ingram.

He accepts that crew have to have their qualifications, but he worries about the pool of talent and basic ability in the big sailing yacht world, recognising that there is no substitute for experience. "You can have as many MCA certificates as you like, but if you have sailed on a yacht with someone like Phil Wade for a year, you will find yourself well equipped."

Picking the right skipper is fundamental. "A bad skipper can find a way out of a mistake by blaming the yard. Once that cycle starts, the owner either starts believing the skipper or he doesn't and he doesn't know who to believe – the whole relationship gets off on the wrong foot," said Ingram.

And for MCM it means that first phone call as the yacht leaves might not be the one they were waiting for.

YACHTS THAT NEVER LEAVE THEM

MCM's founders have their work cut out with current build projects, but a part of the business they are keen to develop further is post-build management. "We discovered fairly early on that the boats never really go away. If there is an issue, we are the one they call, which is understandable – who knows more about the boats than we do?" said Peter Wilson. Andy McNab



in Newport and Ginny Standbridge in Palma, Mallorca, run this side of the business and look after yachts in all respects from refit schedules, keeping yachts in class and spare part replacement to crew appointments and nursing yachts on long passages. Their efforts not only to organise the replacement, but also the redesign of mizzen luff cars for *Adèle* when the sail jammed in the middle of the Southern Ocean is an example of their effectiveness. They shipped the parts to Ushuaia and *Adèle* was on her way again.