

Newly appointed president George Remery has a very well defined and clear cut vision for the future of the organisation, which he outlined in this introductory interview with MARIN Report's Alan Dickey.

The fact that George Remery had sat on MARIN's supervisory board before his appointment as president meant that he hit the ground running with comprehensive knowledge of the recent process of rebuilding and new construction as he took up his post this summer at the helm of the group.



New President Remery hurricane

Complete renewal

“MARIN has undergone a hurricane of change in recent times, with the building of our new facilities and the modernisation of many of our tools - in short, a complete renewal of the institute. We've had to close old facilities and open new ones, operations which could not happen in parallel. We've sustained loss of income and we've had to concentrate very hard on deploying our resources to design and build and most recently, to commission and start to operate all these facilities. In all, a very big effort by everyone at MARIN.”

Today, the new facilities are complete and operational. The future for the organisation is tantalising and exciting. A sizeable 80% of MARIN's income is won, invariably in a very competitive manner, in the open market. A remaining 20% of its income is related to state funding for deep background research. “Research is required to push the

boundaries of maritime, scientific knowledge enabling us to assist our clients in improving their designs.”

George Remery comments: “MARIN is one of the most commercial institutes in its field, but is currently showing the signs of the big restructuring effort to create facilities which are very special indeed. Now we have to live up to a lot of expectations. It's my feeling that we have until the middle of next year to ensure that there is no longer any financial deficit in our operation and to start building up reserves. The high oil price helps us, and I'm pleased to be able to say that we have an order portfolio for our new deepwater Offshore Basin and Seakeeping and Manoeuvring Basin (SMB) twice as big as it was a few years ago. Moreover, the shipping sector is also doing relatively well economically, and we have positive signals and forward bookings here as well.”

New facilities

Remery, who joins MARIN after 22 years with Dutch group SBM Inc., based in Monaco, a company at the cutting edge of offshore engineering and technology, is very enthusiastic about the new facilities. "The quality of our new Offshore Basin is unique, especially in wave, wind and current generating capabilities, and the depth of 10.5 metres is among the very deepest of the facilities available; furthermore, our pit to reach 30 metre water depths is definitely creating opportunities for us." Of the new SMB, he comments: "Our capability to manoeuvre models in waves generated from all directions, is a unique capability in its own right, and our newly rebuilt and equipped Depressurised Towing Tank is substantially more flexible and in

especially hard on MARIN's productivity: we may have a good order portfolio and new facilities, but we have to concentrate on making sure we are building our models fast enough to have them available when the basin is ready to receive them: in the past it's my feeling that we were too much of a laboratory, with too much improvisation. We must work more like a small shipyard, with a stream of very well organised activities both for commercial as for research projects, from model building through to testing, and reporting and advising customers. We need to address the entire organisation: in all engineering companies, and we're no different in this respect, a type of matrix structure exists. There are vertical lines representing the projects led by our consultants, who talk to the

sees of potential at MARIN

tune with market requirements than at any other time in its history. These fantastic new facilities are only tools to solve problems and assist in designing maritime and offshore structures. Our engineers are trained to assist the client in the design process or in solving operational problems. Besides tank testing, we have in-house developed software packages to simulate the behaviour of ships and offshore structures, and we use manoeuvring simulators to incorporate human behaviour in the design of ships and harbours; we also execute full-scale measurements to check and place diagnostics for problematic real-life behaviour."

Good order portfolio

The immediate future, he notes, is good. "With the amount of orders booked today we would have been fully booked in the past for many months; working on a two shift basis for all our basins we still have enough slots available. We're working

client, and who define how we can best assist our customers; and horizontal lines representing the people who make it possible to implement those requirements in a hydrodynamic environment: these are our model builders, the operational staff in the basin, and the teams who analyse the signals and make their reports. If there is not extremely good co-operation between all participants the chain breaks down, and the matrix doesn't function well.

He adds: "I hope to bring some of my experience at SBM to this matrix. Largely, it is a challenge of communication; there's a need for good, well understood rules, and a need to regularly bring people together. But I'm very encouraged by the atmosphere I find here: there is a very real fever of enthusiasm amongst all the teams at MARIN, everyone is happy that we've got the new tools we needed so much. Now it's our task to release their potential."

MARIN