

Opportunity Profile

Program Manager MSV(L)



Seattle, WA

Engagement: #175-417

4th Quarter, 2017



A Division of
Lordstone Corporation

MaritimeExecutiveSearch^{International, Inc.}
Navigating Clients Through the Challenges of Locating, Assessing and Hiring the Right Leadership

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INTRODUCTION

Program Manager MSV(L)

Vigor Industrial

Thank you for your willingness to review the enclosed opportunity profile. The following pages describe an excellent opportunity for an experienced program manager with strong organization and leadership skills to lead this large (\$1B) program for Vigor with the U.S. Army.

By documenting our findings in the enclosed profile, we hope to elicit positive responses from successful candidates or referrals to qualified individuals. We trust the following pages will achieve this goal and would welcome the opportunity to talk with someone you know who meets most or all of the requirements described in this profile. As to how they can expect to be treated:

- They can be assured of complete confidentiality on our part. Any information shared with us will only be shared with our client and will not be forwarded to other organizations without expressed permission.
- They will be treated in the manner we would want to be treated if our positions were reversed. This practically translates into doing what we say we are going to do in a timely manner, promptly returning phone calls and providing frequent and honest feedback to both candidates and clients.
- They can be assured that they are dealing with informed management consultants. We understand the role

responsibilities, objectives and accountabilities for this role. We wrote the job model for our client based upon our extensive interactions with the management team over a 30-day time frame. Additionally, we have visited our client and have a direct line of open and transparent communication with the executive team of Vigor Industrial.

As to our veracity in adhering to the above-mentioned points, we invite all interested parties to learn more about us by contacting anyone with whom we have previously done business. You will find we are unique in that our mission is also our calling: to perform the highest quality leadership consulting, executive search and management appraisals that result in exceptional long-term value for our clients.

Jeffrey R. Ketchum

President & CEO

Maritime Executive Search International, Inc., A Division of Lordstone Corporation

***Disclaimer:** Although we have spent a considerable amount of time with our client, seeking to understand their culture, their business and the position, there may be information deemed important to qualified candidates that was not disclosed. As such, we strongly recommend selected finalist candidates thoroughly prepare for interviews and investigate this opportunity with a high degree of diligence and fervor. Finalist candidates should recognize that any and all career decisions should be based upon their own insight, confirmations and details gleaned from interactions with our client.*

the OPPORTUNITY

*...leaders at Vigor Industrial are looking for a **dynamic, collaborative, experienced individual...***



Vigor Industrial, headquartered in Portland, Oregon, is a privately held, diversified industrial business providing ship repair and fabricated marine, nuclear, civil and aerospace related products. An increasingly growing segment of Vigor's business is aluminum boat building. In October of 2017, Vigor was awarded a landmark contract from the U.S. Army for the design and production of its next generation of landing craft, the MSV(L). The contract value approaches \$1B and is a 10-year, indefinite-delivery, indefinite quantity contract.

Because of the size and magnitude of this new program along with the risks and unknowns associated with it, the executive leadership team at Vigor Industrial is seeking a dynamic, collaborative, experienced individual for the MSV(L) Program Management role. The Program Manager will have

P&L responsibility for this program within Vigor and will be a key role in making decisions that will heavily affect the program and the organization over the next ten years.

The individual who is appointed as the new Program Manager, which is still a relatively new function for the organization, will be a leader in a multi-faceted role. They will be ultimately responsible for program scheduling, managing subcontractors, and building a capable team for this project. They will serve and direct the team and understand the progress, challenges, risks, and achievements along the way.

As Vigor develops and produces a one-of-a-kind vessel that meets the military's unique needs, the door is opened for substantial growth and opportunities for both the organization and the new Program Manager MSV(L).



the
OPPORTUNITY (CONTINUED)



Several reasons may lead an experienced Program Manager to pursue this opportunity:

- *Vigor Industrial is a company that does not only state its values, but encourages employees to live them every day. Everyone within the organization uses the values of Truth, Responsibility, Evolution, and Love as the foundation for decision making. Perhaps you are working for a company that has values that are not aligned with your own and are often disregarded. Coming to work for Vigor Industrial is entrance into a welcoming, accepting organization that expects employees to do the right thing every day.*
- *Perhaps you are currently in a role where you make a noticeable impact but desire further growth into a position where you will be a key manager and influencer. The Program Manager MSV(L) will quickly become a highly influential position at Vigor, managing the organization's largest contract ever. This role also creates future succession opportunities if the program is exceptionally well managed, providing future leadership opportunities within the company.*
- *The new Program Manager will be able to establish "best practices" within the program management*

function. A program of this size and duration has never been taken on by Vigor, so the individual who manages it will play an incredibly important role in its success. With successful management of the MSV(L) program, the right individual will undeniably leave their mark on the organization.

- *Security of long term employment managing this program is another key factor in this opportunity which also may lead to foreign military sales extending the program even further. The new Program Manager will also have P&L responsibility for this program.*
- *Candidates looking to relocate to an exciting urban city with unmatched natural beauty will find Seattle, WA to be a dream destination. Right on the saltwater Puget Sound, Seattle offers countless cultural, recreational, art, and entertainment activities. Seattle has been named as one of the most livable cities in the United States by Forbes thanks to its countless opportunities and its accepting, diverse residents.*



TRUTH: We seek the truth, and we speak the truth.

RESPONSIBILITY: We act on what we know is right.

EVOLUTION: We seek mastery, and we adapt to a changing world.

LOVE: We care about the people we work with and the world we live in.



the
ORGANIZATION

*Vigor is known to be
"privately owned
but publicly
minded."*

Vigor Industrial is a privately held, diversified industrial business providing ship repair and fabricated marine, nuclear, civil and aerospace related products. The company is headquartered in Portland, Oregon and has 2,500 employees in 12 locations in three states. Revenues are approximately \$650 million annually and the business is financially stable.

Vigor was initially formed from the acquisition of Cascade General in 1995. Additional acquisitions were made in the years following that included Todd Pacific Shipyards, Alaska Ship & Drydock, Oregon Iron Works, and most recently

[Kvichak Marine Industries](#). Today the company has lots of potential for organic growth within these locations and divisions and is focusing on strengthening its core abilities, through standardized processes and strategy.

Vigor Industrial is a values-driven company, supported by employees who live the code of being smart, careful, productive, flexible and considerate. The values of truth, responsibility, evolution, and love are alive within the company and lived by top management to operations workers. These values have created a welcoming and



BE SMART

Do the right thing the first time.

BE CAREFUL

Do it safe all the time.

BE PRODUCTIVE

Do a full day's work for a full day's pay...every day.

BE FLEXIBLE

Do what is needed to get the job done.

BE CONSIDERATE

Treat everyone with dignity and respect.



THE VIGOR CODE

the ORGANIZATION (CONTINUED)



We support our communities and strive to teach the trades to those who are willing.

We work on the world class Ice Breakers for the Coast Guard.

Cruise Ship Repair. Complete revitalization facility and able to meet critical delivery schedule.

WORKFORCE THAT IS PROUD OF THE WORK THEY DO.

We Build Cool Stuff: Ground-Based Midcourse Defense. ACTUV. Ferries. Ammonia Carrier. Orthotropic Bridges. Fireboats. Hydro Gates. Cranes. Pilot Boats. Combatant Craft Medium. Aluminum Boats. **Kick-ass Boats.**

We support diversity in our workforce in what has been a stereotypical industry.

I am proud to work for a company who invests in their people.

WE SUPPORT OUR OTHER VIGOR COMPANIES/ LOCATIONS WITH LABOR AND FABRICATION WHEN NEEDED.

accepting environment within the company. Vigor serves as a "second chance" employer and does not perform background checks on its employees. As long as an individual is willing to work hard and adhere to the values, they have a chance at success working for Vigor.

The company leadership is progressive and diverse. Managers are self-driven and self-reliant, and leaders are counted on to make decisions in the best interest of the organization. Managers assume authority and are empowered to lead, rather than being restricted by politics or protocol. Because of this lack of bureaucracy, the company is continuously evolving. Leaders at Vigor are not afraid to try out-of-the-box methods and new ways of doing things until something is done right. Change is embraced, not frowned upon. This evolution-driven culture will best support an individual that is creative, adaptive, proactive, and resourceful.

One thing that sets Vigor Industrial apart from other organizations is its [investment in the people](#) who work there. Many employees have gone through a leadership development program (specifically called Evolution in Leadership) which lasts six months and includes coaching, mentoring, and learning. Top management at Vigor understand the need to position select employees for future positions within the company and do what it takes to help them grow professionally.

Vigor is known to be "privately owned but publicly minded." The company cares about the communities they are in and values environmental stewardship. They continuously strive to be a manufacturing business that is widely accepted in urban areas. When decisions are being made, the effect on the surrounding environment and community are taken into serious consideration.

the
POSITION

*This Program
Manager's role is a
key leadership hire
for Vigor.*



An increasingly growing segment of Vigor's business is aluminum boat building. In October of 2017, Vigor was awarded a landmark contract from the U.S. Army for the design and production of its next generation of landing craft, the MSV(L). The contract value approaches \$1B and is a 10-year, indefinite-delivery, indefinite quantity contract. **This program not only provides security and stability for the business, but if managed exceptionally well, the program could serve as the launching pad for future large government contracts.** Likewise, the program contains large scale organizational, technical and financial risks and unknowns, that if not understood and proactively managed, could have negative implications for the

business. These risks combined with the fact that program management function is relatively new within Vigor on this type of scale, led the management team to conduct a rigorous search and management appraisal process to locate and attract the top program managers in world.

Additionally, this will be a key leadership hire for Vigor. So, the intent is to locate an excellent manager, rather than settle for someone who might be average or good, but immediately available. This is strategically important to Vigor from both a succession planning standpoint and so that "best in class" program management practices can be broadly established and leveraged throughout the company, providing a competitive advantage for future business growth.



the POSITION (CONTINUED)

The mission of the Program Managers role is to proactively manage the MSV(L) Program, meeting customer deliverables on time, with a high degree of customer satisfaction and profitability for Vigor.

The MSV(L) Program will occur in three phases:

- **Phase 1:** Design, Engineering and Manufacturing (Years 1-3)
- **Phase 2:** Limited Run Production (Years 3-5)
- **Phase 3:** Full Rate Production (Years 5-10)

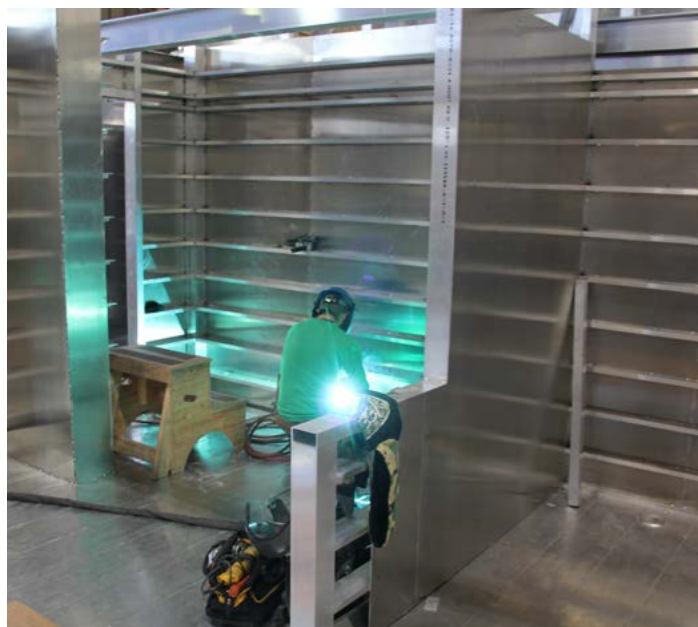
The Program Manager role will be located in Seattle for the first 3 years of the program and may relocate to Portland, Oregon after that date, depending on the production resources chosen for this program. During the first 3 years of the Program, they will manage an estimated team of 8-10 individuals that will be located on Harbor Island, including:

- 1-2 Project Managers
- Contracts Manager
- Lead Engineer and a Project Engineer
- Scheduler

- Finance person and 1-2 Cost Analysts.
- Facilities and Security Officer
- Purchasing Manager

After Phase 1 of the Program, the size of their team may increase. However, given the complexity of this program and the degree of oversight that will be required in managing a major design and logistics sub-contractor (BMT), production will not report into the Program Manager's role. However, both the Program Manager and the Production function will be in sync with one another.

The primary responsibilities of the Program Manager will be to build, lead and manage the program management team and deliverables of Vigor's primary partners (BMT & Gladding-Hearn), contracted consultants, suppliers and other subcontractors. They will ensure the U.S. Army's program timeline is met and all contract data requirements list (140 CDRL's) are fulfilled with a high degree of customer satisfaction. With a high degree of intentionality, detailed oversight and hands-on connection to the program, the Program Manager will manage to the Master Schedule and deliver all phases of the program within budget. They will





QUALIFICATIONS

Qualified Program Managers for this role will have prior P&L experience where they motivated their team to “drive to a profit”...

Qualified candidates for this role will have successfully led large (\$750MM+), multi-year, government contracted programs (Army, Navy, USCG, etc.), that were delivered on time, under budget, and with a high degree of profitability for their employers. They will have built and staffed their teams to optimal levels and led them in an encouraging and motivational manner.

Qualified candidates will have a high degree of technical expertise (preferably marine, but not a requirement). They will have perceived, understood and competently addressed the technical risks in a program to insure quality products were designed, profitably produced and delivered in a timely manner according to schedule. Navy or Army contracting experience would be a plus.

Experienced Program Managers must have had a deep understanding of the programs they planned and managed, extending beyond cursory oversight and heavy reliance on their team for key data. Vigor’s pre-production planning is much more vigorous than many competing entities within the marine industry, due to the technology and manufacturing processes utilized. As such, qualified candidates will

be renowned for their planning skills and “building for productivity and profit”, understanding that due to long cycle times on large, multi-year programs, corrections required on later vessels will be costly.

Candidates for a role of this magnitude, must have managed their partners and key vendor base in a strategic manner, with detailed oversight and a high degree of communication and skilled negotiation. Candidates will have perceived all financial, technical and operational risks and developed contingency plans to insure program continuity and timely deliverables on prior programs.

Qualified Program Managers for this role will have prior P&L experience where they motivated their team to “drive to a profit”, rather than accepting average or meek margins that may have been originally estimated for a program. They will be known as change-agents who are constantly driving for a better result that exceeds what was expected. This entrepreneurial spirit will help the new Program Manager stay cost cognizant and motivated. They will also be known as collaborative, convincing, and someone who can trust their instincts when it comes to making program decisions.

the LOCATION

Seattle is known as the 'Emerald City' because of its surrounding lush greenery, parks, and forests.



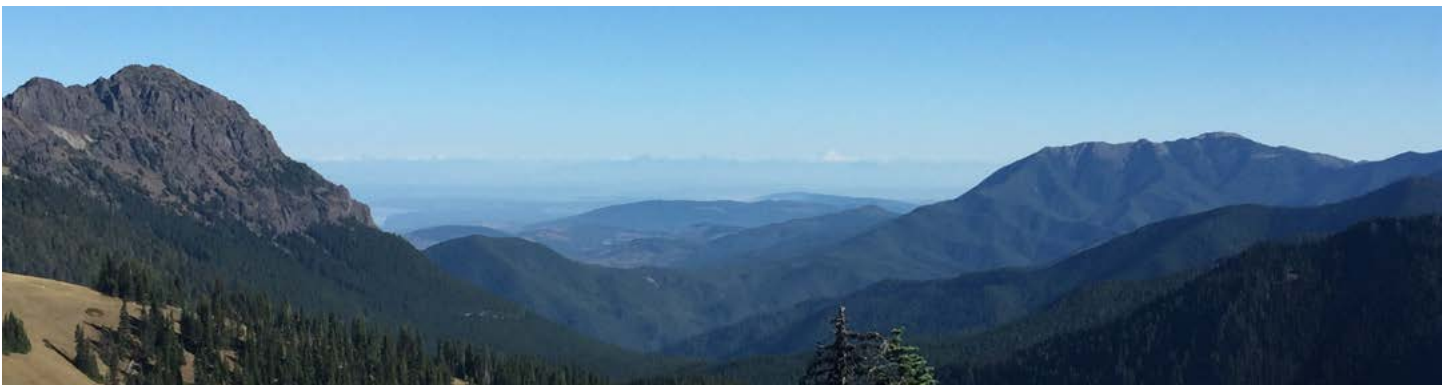
Seattle, the largest city in the state of Washington, is one filled with nature, culture, diversity, and industry. It is positioned between the saltwater Puget Sound and Lake Washington and is surrounded by spectacular scenery, including the Olympic Mountains and Mt. Rainier. The city is home to the Seattle-Tacoma International Airport (Sea-Tac), making national and world-wide travel extremely accessible. Seattle is within driving distance to other major cities in Washington including Tacoma (34 miles), Olympia (62 miles) and Spokane (278 miles). It is also in close proximity to popular destination Portland, OR (174 miles).

Seattle is booming with industry. Multiple Fortune 500 companies are headquartered there, including Amazon, Starbucks, and Nordstrom. It is also home to many iconic

landmarks, including the famous Seattle Space Needle, the beloved Pike Place Market, and the illustrious Seattle Center. As of 2016, Seattle had over 704,000 residents and is growing, yet always striving to preserve and protect the history and character of the city.

Seattle is known as the 'Emerald City' because of its surrounding lush greenery, parks, and forests. The mild, temperate climate allows for year-round outdoor recreation. There are unlimited opportunities for walking/running, hiking, cycling, skiing, kayaking, sailing, and swimming in the city and its surrounding areas.

No matter what time of year it is, Seattle is always alive with excitement and opportunities. The downtown areas of the



the
LOCATION (CONTINUED)

city offer world-class dining, arts, and entertainment. For arts, residents can listen to the Seattle Symphony Orchestra, visit multiple theaters, see an exhibit at the Seattle Art Museum, or go to one of two dozen jazz nightclubs running from the International District to the Central District. Those who seek the thrill of a sporting event might find themselves at Century Link Field for a Seattle Seahawks (NFL) football game or a Seattle Sounders soccer game. They can also watch the Seattle Mariners (MLB) play at Safeco Field or catch a Seattle Storm (WNBA) game at Key Arena. These fields and arenas are also typical venues for major concert tours in the Pacific Northwest.

When it comes to family fun in the city, there is certainly, no shortage. Seattle is bursting with delicious restaurants and

eateries, indie coffee shops and brewers, wineries, breweries, cafes, and bakeries. For activities, the Woodland Park Zoo and Seattle Aquarium are two popular local attractions. Among other attractions that are appropriate for all ages include the Seattle Children's Museum, the Museum of Pop Culture, and the Pacific Science Center.

There is a renting or buying housing option in Seattle for every personality and lifestyle - from luxury apartments downtown, to quiet neighborhoods on the outskirts of the city, to charming historic homes or even waterfront living. No matter which housing option is chosen, there is an array of public transportation options available for getting around the city. Public busses, taxis, and the Amtrak are among a few of the options.





CANDIDATING PROCEDURE

Maritime Executive Search International, Inc. serves as advisors and consultants to clients, conveying best practices into board and executive level structure, hiring, development and long-term effectiveness. We help build boards and executive level management teams that reflect integrity, excellence and diversity. We are creative in our approach to organizational design, diligent in our search for exceptional leadership and unbiased in our management appraisals. We are committed to the successful integration of newly appointed executives and continuously supportive in their growth and development.

Our mission is to perform the most professional, highly ethical consulting work possible, which results in long-term value for our clients. If you know someone who meets most or all of the requirements described in this brochure, please feel free to suggest that person for consideration.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that we will not disclose any private data with anyone outside of our client.

For further information or consideration for this position, please contact:



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