

MAN AT THE TOP – PETER ALLAN

Pinmar's Peter Allan is an icon of the superyacht industry. Most of us would have had the good fortune to deal with him and his yacht painting company Pinmar at some point in our yachting careers. No doubt, as part of getting to know Peter, it would have involved drinks in the famous Marina Barcelona 92 Cantina or in the Club De Mar Bar or running around chasing golf balls at the legendary annual Pinmar Golf Tournament. Six months after the successful management buyout of Pinmar, Colin Squire caught up with one of yachting's most remarkable identities for a friendly chat about life, good times, the future and of course, polyurethane paint.

CS Peter thanks for finding the time to talk about your life. Where and when were you born and where did you grow up?

PA. I was born a Cockney in November 1943 in the East End of London. My parents lived in Plaistow. Prior to my starting school the family moved to Elm Park in Hornchurch Essex and I went to a school locally and left on my 15th birthday. There had been a few problems with obedience and authoritarianism and I didn't fit into either, I have always had a strong sense of humour and believed that everything has a humorous side, but the teachers saw this as disrespectful, so I left school and went straight to work.

CS What was your first job?

PA My father worked for Standard Oil, ESSO Petroleum, for all his adult life and he got me into the Company programme as a trainee deep-sea navigational officer at King Edward VII Nautical College in London. Academically I was not up to it, but he thought I was. I think I was there only a few weeks and I quit, It broke my father's heart but I went to work as an office boy in an import/export Company who were based in Smithfield meat market in London.

Part of my job was to go to the Tooley Street docks, collect samples of dried egg powder from the ships and deliver them to Guys Hospital for analysis. As you can imagine this chore hardly qualified as exciting to such a young man. Plus the fact that some of my old school friends were working on building sites and they were earning nine million times more than I was. I think my first wage on a building site was three pounds 15 shillings a week and that was a fortune in comparison to what I was going to earn in training or an office job and so I became a labourer on a building site. This move by me was, unfortunately, typical of my attitude as a young man, I was very rebellious by nature.

CS Your father died soon after?

PA Yes, a few months after I left officer school. My father fell off a ladder while cleaning windows at home and died in hospital a few days later. The family then moved to Thundersley in Essex. This was a very unhappy period in my life, I had an older and a younger sister, and we all lived together in a small bungalow with my mother. This did not

work out for long and the outcome was that I was "requested" to leave and live elsewhere.

So at 16 years old and with no money in my pocket I went in search of accommodation. Eventually I found a bed available in a big dormitory of a Victorian house in Southend-on-Sea, along with a big bunch of young Hungarian refugees. I had various jobs to pay the rent, mainly as a house painter on building sites. When I was old enough I also did some evening work in Pubs, then I met the first woman I married, who was about eight years older than me.

CS The original toy boy?

PA I was certainly an early one – 40 odd years ago. Which didn't work out and finished in divorce at the end of the day. All character forming as my old Grannie would say!

CS And then you somehow became involved in the concrete industry.

PA I found a job as a sales rep for a ready-mix concrete company which was supplying all the concrete for the rebuilding of the new Southend Civic Centre. We also supplied other smaller building sites and everywhere I went they seemed to be searching for painters, who were in very short supply.

It was obvious that there was a terrible lack of people that could paint the finished article. I put an advertisement in the newspaper recruiting people that said they could paint and soon I was also running a painting team. We started primarily working on newly built or upgraded Heron service stations, etc. The business did very well in that it kept me in a terribly hedonistic lifestyle for some years. As the business grew and we won bigger Industrial contracts we worked primarily at night, doing jobs that only gave us access at that time. Not very good for relationships either and I ended up divorced at 26.

CS So at 26 and divorced you left England?

PA Almost, it was actually in 1971. The painting company had been working on an overdraft for years. One day the bank manager called to say we were in the black for the first time in many years, I believe NCP had paid their bill, so I went off on a holiday to Italy, to a place called Riccioni where I saw the way people lived that could afford holidays on Mediterranean beaches.

I returned to England a couple of weeks later; lean and tanned and soon became very dissatisfied with my lot. I said to my partner in the painting company; "look I'm off for six months" and he agreed that as long as I didn't take money out of the company to do it, he would continue with the contracts.

I soon found a cheap second hand Aussie motor caravan and I left. But I didn't return to England in six months, I was enjoying myself far too much. I would call home to see how things in the business were going, and he was not replacing any of the contractual work so it was obvious that it was headed down the Swanny anyway. By that time I was selling ice cream on the nude beaches in St Tropez. Once I called him to see what had happened and he said the business was now closed. Coincidentally, at the same time the gendarmes in the South of France wanted to see my papers, which I couldn't produce, so I jumped in the motor caravan and headed for Spain, intending to go

to Morocco. I wanted to ride camels and do the whole Arab bit, Humphrey Bogart was one of my heroes, but when I reached Barcelona I had some mechanical problems. I could not get a part but had some friends in England that were due for a holiday in Mallorca so I phoned them to pack the part and limped the motor caravan over on the ferry and met up with them.

I arrived in Palma in 1972 and on the morning I got off the ferry and went chugging down the Paseo Maritimo I noticed Martin's New Orleans Bar, so I stopped and I walked in.

It was empty apart from one bow-tied guy behind the bar who turned out to be Martin. So I'm sitting there having a beer and chatting with him when a group of English people formed down at the other end of the bar and began arguing about how long it took to drive from Calais to Barcelona, ferry to ferry. They were doing the 10 hours, 12 hours, 13 hours when they heard me order another beer in English and they went 'ah, have you ever done that trip' so I said 'yes' and they said 'how long did it take' I said 'seven and a half months'. Totally killed that conversation!

I had a ball getting this far on my travels as a beach bum. So when I couldn't get back to the mainland that night I stayed, met loads of people on the clubbing scene, it was at the start of the summer so it was prime period, decided to stay a while and find some work and never actually left. That was 30 odd years ago.

CS So your life in Palma began, how did you find work?

PA I got a job working for a local English jobbing builder. Just doing what I was told. Painting, a bit of brick laying, a bit of this, that and the other. He helped me get some paperwork together so that I could become legally self employed. After about a year of that, I'd already started to establish myself as a painter, decorator and interior designer, people were asking me to contract directly which I started to do.

A friend of mine, Terry Cameron, arranged for me to meet the Captain on M.Y. Southern Breeze in the Club de Mar, and I was asked to supervise some dayworkers varnishing the capping rails, which was really the first experience I had of working on yachts even though it was just for a couple of weeks.

After about six months I started to meet the yachting crowd and one in particular, a very special person to me, Barry McNamara, suggested that I go down to the club and talk to people about doing some painting work on boats, which I did the following day. I met David Wynn, the Broker for Camper & Nicholson, I met Guillermo Cervera the then manager of C&N Spain, both men to become hugely influential in my life and both now passed away and sorely missed, and one thing lead to another over the next few days and I was offered my first small boat to paint. This was a big learning curve for me because we were then dealing with marine paints, not Industrial.

So I started painting boats in the Club De Mar. A skipper called Mike Insull, who was to become a very close and valued friend over the years, brought a new 40 mt. C&N yacht into the marina and he contracted me to look after the paintwork, as the owner did not want a large permanent crew on board. So I went from that first job for C&N to doing this for Mike.

So one way or another, over the next year or two I began employing other Englishmen, purely for the ease of language, to work for me, not completely legal but at that time in Spain it was common practice, and then the C&N guys who were very impressed with the quality of work we were turning out suggested that we formalise the whole thing, so, with David, Guillermo and our local bank manager, I formed the company we now know as Pinmar during the 1974/1976 period.

CS Pinmar stood for?

PA It's an abbreviation of 'marine paints' in Spanish – "Pinturas Marinas", and we thought no one could interfere with that name, like, Pinmar, is what it is.

The first telex, way before faxes, that I got then, came from Mike Insull who was driving this big 40m boat and it went to C&N's office and it said attention 'Pinhead'. So, someone will always find a way to screw around with what you do.

CS You've never been to sea, never worked on a yacht?

PA No, I've not sailed for a living at all, I've never worked on a boat. There are people here who say 'oh I gave this guy his first job on a boat. That's bullshit. I have never, ever worked as crew on board a yacht and never wanted to. I find it claustrophobic. I couldn't tie a knot to save my life and I am not into pulling on ropes and welly boots and horrible winds and lots of salt water. It's not for me. I'm happy to make the boat look beautiful, change the colour, but that's about it.

CS Did you have any competition at the time in Palma in the early days of Pinmar?

PA Not really, and this was one of the major problems. The main shipyard had commercial quality painters and there were a couple of local Spanish Marineros who were brushing boats, who, as they got older, did not want to carry on working on boats and consequently took their maintenance skills ashore. But it was such a pathetic, not even commercial finish they were achieving that I got a disproportionate reputation for the quality of work I was turning out in comparison.

So for the first five or six years the only company you could find in Palma for a professional paint job was Pinmar. That actually became a problem because owners would say to their captains; "Look, why are we going to somebody who has a monopoly? We want at least two quotations. We wanted some competition." I had, at that time, a guy who had worked for me before when we were all day working, and had expressed his desire to come off boats. David Cole was a deckhand, but he'd been a painter with me before so he and I started a Company called Ocean Coatings in about 1980/81, we were officially equal partners. This second Company allowed that we could actually offer the captain two quotations. David would also sub contract to Pinmar. After three or four years of this it was obvious that our ambitions lay in different directions, so we parted company. I sold all my shares in Ocean Coatings to David, and we agreed to go our separate ways. That Company no longer exists today. Also by then other companies had started to appear in Palma, so it was an easier transition to make.

I am told today there are 52 painting companies on the island of Mallorca, both large and small who are mostly all very good clients of Pinmar for materials, etc. and we do co-operate. You know, as it often happens, we are overloaded with work and there are times

when you can't say no, even though you know you can't fit it in. You can't say look, you've been a client for years but we're so busy I'm sorry I've got to say no. You say, well look, okay but we will find somebody else within the industry that, under our supervision, will carry out the work for you. Our clients would accept that as long as they have the Pinmar warranty for the quality of work.

CS Going back to about 1979/80 I mean how many boats would there have been in Palma, you're looking at about what 40-50% of today's figure?

PA Yes, in fact a large boat then was a 35m boat. It was very much a superyacht. Now we believe you've got only to be 30m before it's classed as a superyacht. Many professionals in the business think anything under 50m is not a superyacht. A 40m boat is a normal size boat today. But then, I think the biggest thing we had here was La Belle Simone which was about 75 m. incidentally, we painted her in 13 days, top to bottom.

CS How many people did you have working for Pinmar then and did you ever do any jobs out of Palma at that time?

PA About 60, all Spanish. Which was enormous at the time. And yes, we were asked by Peter Insull, Mike's brother, to finish a yacht that had sat unloved for seven years in Barcelona. The styling had been completed by Jon Bannenberg, Gorge Nicholson was involved and the captain was Steve Taylor who became a lifelong friend. The finish wasn't one that I would be proud of today but at that time we all thought that we had completed a wonderful project. The yacht was the 120ft Nahema. It was the first time that we had used a mixture of different manufactures products in the same painting specification, at that time the Awlgrip product line had no filler in Europe so we used Sigma and Sikkens fairing products. Apart from the Dutch yards, I do not think there were many people in Europe in 1980/81 with our depth of experience using polyurethane paints.

CS That brings us on to polyurethane paints and that must be a story in itself. You're the expert; where did they originate?

PA Okay, well let's drop the word 'expert' for a start. We both know what expert means. Yes I do have an awful lot of experience in both the good and the bad of various coating materials. Many years ago I was asked to do a survey report on a boat that had been rejected by the owners and had six different surveyors involved and I was classified as one of them, but I had no qualifications. I can't say I was a qualified surveyor, but I am an experienced painter and when it went to court, the other five qualified surveyors had their reports dismissed by the judge and he took mine as the experienced painter. The client actually won the case against the yard concerned, even though the other five surveyors had all given evidence on behalf of the yard. So, it was quite interesting.

CS What was the problem it had?

PA Poor application by painters inexperienced in the use of multi component materials and total lack of supervision. We went through a period in the late 1970's early 1980's when the market would not accept these modern materials. Everyone was more traditional. They thought a boat needed painting every year and that was the end of it. Jon Bannenberg was brilliant on promoting modern materials. He was a visionary and he would accept nothing but the very latest technical specification. He would only accept

traditionalism where it belonged and he said when it comes to the protection and beautification of any yacht we must move with the future not the past and he was right. Very much so. I had a lot of respect for Jon. Huge respect. So after we did the Nahema project we began sending our workers to projects around Europe, and in some cases, we trained the staff of shipyards that required our knowledge.

We were growing; we were training more young Spaniards. We had come to the conclusion having had Spaniards working in the UK that wherever we went we found that our Spanish workforce was harder working, more progressive, more inclined to learn, far more productive than anyone else's workforce. We were approached by a great many companies from abroad to use their workers. 'Oh, you've only got Spaniards, we can give you Englishmen, we can give you Americans' they said, but I'm sorry our Spaniards just totally outweighed them, out produced them.

CS What are the origins of Awlgrip and similar paints ??

PA This is really a question for the manufacturers, but this is the way it has been explained to me by the various people involved with the development of these materials, it was all a bit before my time. You have to go back to the end of the last world war and the advent of Jet Aviation, when Bayer Chemical had stockpiles of catalysts resins that had been left over from the war. All of a sudden they had no use for them. One of these was an isocyanate based resin/catalyst. A couple of guys from Bayer were dispatched to America in the late 1940s, early 1950s to work with chemical companies in America to devise a usage for these catalysts and resins. I'm not a chemist, so be tolerant if I get my words wrong.

US Paint was at the time, along with many other companies in America, trying to come to terms with the evolution of jet aviation. The hydraulics on a jet contained a hydraulic oil called Skydrol. Skydrol will find any tiny, minute pinhole leak anywhere in the hydraulic system. The early systems had many leaks. So this new liquid, Skydrol hydraulic fluid, when it leaked would go over the fuselage paintwork and it would strip the paint off an aeroplane. It was a paint stripper, it was that aggressive. This is apart from the extreme demands placed upon painted surfaces of jet planes by the high speeds, altitude, temperature changes etc. These products from Bayer, were developed into coatings that would give a cured hardness and chemical resistance normally only associated with oven baked finishes, but without putting it in the oven, added to these advantages it also proved very flexible, and it would happen with natural air and chemical curing.

So Bayer were working with US Paint, but they were also apparently working with other chemical companies in America. Although we heard many a variation of the theme over the years - as commercial practice has taken control of truth – never let truth stand in the way of a good story – especially if you can sue somebody.

We do know that Bayer were working with two Paint Manufacturers in St Louis, one company was called Sterling Paint, one company was called US Paints. They both developed what we today know as linear polyurethane – which is Skydrol resistant. I started to use the U.S. Paint product called Awlgrip in 1975, at that time in Florida it was already an established product among the more avant-garde marine applicators such as Bob Roscioli and people like him who were ahead of their time.

They loved this paint. Why paint a boat every year when you can paint it every four or five years and get the same amount of money for painting it once! They were way ahead of their time. I went across and met them, head hunted one of their main spray men and hired him to come to Europe. He turned out to be incapable of teaching his skills to others; all he wanted to do was smoke joints and visit the pub.

I hired myself a real Florida hillbilly, the most incredible topcoat spray man you've ever seen but once he put the spray gun down he was gone for two days. So we trained our Spaniards to use these products and we were then, and have remained, leaders in the field in Europe on the application of urethane coatings in yachting. Hopefully we're probably world leaders.

CS The value of a paint job now – we have seen the million-dollar paint job. That has happened. Are we now looking at more expensive paint jobs?

PA Yes

CS But, of course, we get back to the old thing. What you actually see is that micron of top coat and that's all that anybody sees, that's what 99.9% of the people see.

PA Colin, you know the way I've always seen it, when you walk the quay, the first thing you see are the designer's lines, everything else you see is paint or varnish. That's all. The single biggest regular expense on a yacht is external cosmetics. Unless they actually change the engines, there is no greater regular expense.

CS Do you ever get involved in anti-fouling paint?

PA Yes. We sell an awful lot of anti-foul but we don't apply much. When we go to a new build project, we will take on the bottom of the boat as well. If we have a boat of special interest, let us say the King of Spain's yacht which is very, very fast, we will get involved in the under water coatings because it's crucial to the deployment of the vessel. Day to day no, but we sell tens of thousands of litres of anti-foul every year via our shops. We supply many shipyards around the Mediterranean because we give the technical backup that goes with it. However, we do not actually apply much of it ourselves.

CS There appears to be a great many new rules, regulations, laws regarding marine paints?

PA I actually think what they are doing is enforcing laws that have been in place for a long time. What you are getting is a whole lot of crap from people trying to convince you that things have changed.

Yes, they are changing, but not the way it is presented. They are trying to cover the fact that they have not kept up to date with the law. If paint manufacturers had been observing the environmental requirements of the sea and of the world in general, we would only ever be using water-based products.

I know of no major manufacturers with a line of water-based products suitable to the cosmetics of high quality yacht finishes.

CS But that's happened on cars.

PA Sure it has. I was standing outside of an airport, not so long ago with one of the laboratory boys and we were talking about the best coatings and he said 'look at that line of Mercedes taxis' and every taxi was a Mercedes. There were a couple of shiny ones, a dull one, couple of dull ones, a shiny one and he said look at the number plates – all the dull ones were the most recent number plates. It is the water-based coatings. There is still a long way to go in that direction. Water based primers without a doubt; they are here and they work. Water based intermediate coatings are here and they work. There is no water based fairing compound and there is not yet a water based top coat that will give the lasting cosmetic mirror image that we are all looking for.

CS Rules and regulations have certainly taken over in America; you cannot pick up a paintbrush without some law regarding how you use it. In Europe that is all now beginning to happen?

PA No, sorry, I disagree. This is somehow an impression that people suddenly have – that in America you cannot do this, in America you cannot do that. Bullshit. There are certain places in America where they make it tougher to do it, such as California. Whether that has to do with the fact it is in the Pacific basin and so is Japan, I do not know. In America, they are still spraying boats out in the open. Now, if you call a corrugated roof, curtains down the sides and open both ends environmentally controlled on the inland waterways of Florida where they are spraying polyurethane paints, if you call that control, fine, then they have it under control. But they don't. Nobody in the world yet has it under control. Here in Pinmar the management have developed systems that are more efficient controls than any others I have seen, specially developed air filters and extraction systems that are now in demand on an industry wide basis.

CS Where do you see the environmental future of the superyacht painting industry?

PA It is going to come in a lot heavier and we all have to continue investing in environmental controls. I believe Pinmar again is at the leading edge of this; we are investing more time and effort in environmental controls than any other paint company that I am aware of. We have worked with Palma University; we are working with the authorities in Barcelona and the environmental agencies to provide as much protection for the environment as is humanly possible today, within the concept of a company being able to survive which is very important. We have over 200 families who live from Pinmar's day-to-day activities as direct employees.

CS What will happen with the thousands of yachts, large and small, each adding its bit of pollution to the waters of the Mediterranean?

PA What you have to realise Colin, as with the automotive industry, when you look at a yacht today, if it is well finished, that is probably the best finish you are ever going to see on a yacht again in your life. Environmental laws are getting rid of everything that actually works, and in some cases rightly so. We do not want future generations polluted. We do not want it put into the food chain; we do not want to poison the fish that will in turn poison us. What you have to accept is that you may not have the same high resolution of finish that you have today. It may not be possible. On the other hand, if it is going to be possible they have yet to invent anything that we know about today, and will be permitted by law, that will make that possible. Unless things change rapidly everyone may have to

eventually accept, as they have with their cars, a lowering of cosmetic standard on the exterior.

CS Of course, if the standard of everybody's exterior is lowered, will all the finishes be the same level?

PA That, theoretically, should work. But, it will take no less professionalism to achieve the best that can be obtained from the products that are available. It will need everyone to say 'well that's the best you can get out of this because Joe Bloggs around the corner will give you something that looks like five miles of bad road but companies like us will give you something that looks like a duller version of a very fine finish'. I think we can always strive to make the best of what we have.

CS Do you think one of the big companies will come up with a water-based paint system that will work?

PA We hope so. The pressure has been on for years now. At the last Refit and Repair Show here in Palma about 5 years ago, I spoke to every major manufacturer of yachting paint that were exhibiting at the show and I said I want a water based system. No excuses. They said 'Oh, we are so far down the road, you won't believe it'. All of them promised within six-months they would have a water-based system on my desk with a full technical spec. I am still waiting; I have not heard from one of them.

CS How do you envisage a new generation of paint lasting?

PA There will be an integrity in as much as the coatings will stay protective for a given number of years but whether they stay cosmetically appealing is a different ball game. epoxy paints fade in direct sunlight. Water based paints are proving the same thing at this moment. However, we all hope there is technology out there that we have never heard of, that has not been invented yet. Who's to say what's going to happen five years down the line. We do know that it will be forced by governmental pressure and always, when a situation is forced, people come up with solutions quickly.

CS We are looking at environmental problems that Europe, America, Australia etc sign up to resolve but there's always going to be the rogue country where you can pop your boat in and have the job done. Does that put you at a disadvantage as a big company that suddenly an owner can have his boat painted using banned products?

PA Initially that will put us at a disadvantage. But not only us, every company that has invested heavily on infrastructure building. Outside of these, call it 'rogue countries' to use your phraseology, what needs to be in place is legislature that says if a boat goes there and applies materials that are banned here, that boat can't come here either.

CS Agreed. So you are saying that, like the new security codes and everything else, if the boat does not comply...?

PA Then it cannot come into our waters. We have to have control of that. On the other hand, that does not mean to say that bright entrepreneurs are not going to go and open companies in those countries for those boats that wish to remain in those countries for whatever reasons. Ok, that is everybody's liberty to do so. It is called economic freedom. I

agree with peoples' right to dictate their own economy, as long as they don't export their problems to us.

CS Did the Palma authorities help Pinmar during its growth period?

PA Not really, we tried to convince the local authorities. We invested so much money in trying to get facilities, whilst regulations that would not allow as anything remotely industrial were being enacted in the port of Palma. They would allow us to put cocoons up, which Leo Selter first erected shortly after he left Pinmar's employ, and we all followed Leo's idea. He put the first one up at what is now Varadero Palma using plastic drainpipes and we, along with many other companies, adopted it. We have now turned it into an art form. We have included extraction, heating, cooling and a filtration system similar to a hospital operating room and it works and keeps the environmentalists happy. I have always liked Leo; he worked for me for six years. He was my Project Manager in Palma and we went our different ways, for whatever reasons, but I have always had great respect for him and his abilities and incredible energy. He is the only guy I know that I've seen fall down the stairs in Pinmar whilst running up them.

CS You mentioned Watershed earlier, what was that?

PA That's when we started looking at alternatives to a permanent shed in Palma and went to Watershed and Dave Goddard. The concept was fantastic.

CS Weren't they portable sheds or something for the army?

PA in a way Yes, the concept, I believe, was based upon inflatable military buildings that they used for aircraft hangars in Iceland, Antarctica and places like that. David then adapted the Gothic arch design, to be a floating warehouse. A floating shed. It was the only solution the Palma authorities would accept but we got caught in local politics. The port authority gave us permission in one area, and even built an infrastructure to support our installation whilst the town hall condemned us for the same thing and used local political residents' associations to get us moved to a less sensitive area of the port. We had no choice but to succumb to this pressure. Unfortunately, we did not take into account. and I take personal responsibility for this; the weather forces that would apply in that new location. Unluckily for us, we had the worst winter on record, the winds were horrendous. In fact, it was lucky in some ways because had we gone through that winter, and it had all worked fine, we would have put an even more expensive one up next-door and then two or three years later, we would have lost the lot.

It was better it was put to the test immediately. Fortunately, the yacht Philante that was in the Watershed was a very good client of ours. Philante's captain, Eddy Cole, who is one of life's great gentlemen, stuck with us and saw it through. Even when his boat was holding the shed up. It hit the front pages of the local newspapers after one of our competitors ran round taking photographs and gave them to the reporters. If it had been anybody else's boat in there, they would have sued Pinmar on the spot.

CS It must have caused you great problems?

PA Yes and it took all of our cash flow. At that same time we were involved in launching the new shed in Barcelona and that had been empty for seven months in that same period. So we really were on the edge, we survived by the skin of our teeth. It was that or starve. You do not just say 'oh I've lost and throw your arms up and walk away'. You fight. You fight for survival. Man's oldest instinct is survival. We survived. We fought. We had nothing to lose by fighting we had everything to gain, we survived and fortunately we became so successful that we were of interest to a major international group at the end of the day.

CS You got involved in Barcelona in a big way?

PA I believe we have been very responsible, along with MB 92, for creating Barcelona as a large yacht maintenance centre. I honestly believe, that had Pinmar not gone there with our big yachts to be painted, Barcelona would never have got off the ground. Fact of life.

CS You became the Awlgrip importer in the early 1975 then in 1980-81 you fell out with them and moved away from Awlgrip and got involved with Sterling. Sterling subsequently took off big time in Europe and Awlgrip took a backseat

PA Yes, when we started to use and market Sterling it became the number one in Europe but when we moved back to Awlgrip distribution, Sterling just disappeared again but it is still widely used in California I believe. Awlgrip has now almost become an Icon of the industry. That's the reason Akzo Nobel bought it. It had the real movers and shakers working for it and I include myself in that; people like Flip Thompson and Michel Van Dijck in Belgium. It had the people that knew what the best was, working with it. Our position was elevated by our association with it. I have always had a romantic notion that it should have remained that little niche product that nobody could touch. That for me was its beauty.

CS Do you remember the big problem with paint yellowing that began in the mid 1980's? I worked on a yacht called My Gail III that had the problem and I believe I was the first to notice it in 1986; it was like leprosy. Tell us about it and how paint companies addressed the problem.

PA Yes, it was a major, major period. The problem originated in the colder climates in northern Europe. I say originated, one of the problems that paint companies have always had is trying to draw a line between the integrity of the performance of any given paint product and its user-friendly aspects. If one paint company has a product that never put into doubt its integrity it would invariably be difficult to apply or difficult to sand, it would be tough on the applicator. Another company, a competitor company, will then adapt their product to make it more user friendly but it may sacrifice some of its integrity. There was a period when the paint companies were in a suicidal race to make their product the most user friendly so it was the most used product. That coupled with applicators not honouring the basic premise of parameters within which products could be used and abused, so the combination of the two really initiated the yellowing problem.

In the colder climates of northern Europe, the demands on production times caused the financially weaker person in the equation, which was invariably the paint contractor, to give in to shipyard demands to get the surface coated and acceptable to the owner in the quickest possible time. This frequently did not allow for the correct curing times and the

temperatures required for curing were subsequently not observed. They would heat the building during the day for the workers to do their work, and the painters would apply fairing compound or the primer, then they would go home and the building heating would be turned off. So the curing process came to a stop. There comes a stage with all of these products where the curing process cannot kick in again when the temperature is raised.

So, we were faced on one side with under-cured products that came under attack from the following product that was applied, normally a solvent rich primer. I am trying to abbreviate this because it is quite a complicated subject. We had the abuse of polyester fillers being used for quick cures to keep up production schedules and in one way or another everyone was responsible. It did cost both the companies that insured the products a lot of money, it cost the paint manufacturers a lot of money, it caused the bankruptcy of various paint contractors and it cost shipyards some money. Everyone lost out from it. However, nobody had the nuts to face up to what the true problem was and it took years with people gradually absorbing the losses whilst correcting the problems. By the end of the day, it was basically a human error problem in not following the guidelines laid down by the product manufacturer. On the other hand, the product manufacturer did not have integrity by insisting on the way to go. Everyone gave in to the mighty dollar.

Owners brought pressure on yards, yards brought pressure on painters, painters brought pressure on paint companies and they all gave in. We were very fortunate as we were based in a warmer climate and were not at that time heavily involved in new construction. There were certain infamous fillers that were more prone to this phenomenon than others. We were fortunate enough that many of the boats that came out of northern Europe didn't display the symptoms of this problem until they hit warmer climates, some in Florida and California, but the majority in the Mediterranean. So we actually got the problems to correct and we worked with the laboratories of almost every paint manufacturer in finding the solution. It was all quick fixes invariably caused by quick building periods. Until the day arrives when yards will have the economic strength to turn round to potential new build clients, the way successful yards do today, and say, 'no I'm sorry, I cannot build that boat in one year. It's going to take 18 months or it's going to take 2 years'; it's a take it or leave it situation which is tough to do when the man wants to spend 20 or 30 million dollars and you need it. Nevertheless, there is always some idiot down the road that will promise to do it.

It always takes me back to the old story of there is a nine month gestation period with a woman. You cannot make nine women pregnant and get a baby in a month, and you cannot do that with boats either. It means cutting corners, at every level of the coating process.

CS So in the mid 1990's; you have a presence in Barcelona, things are moving on, boats are getting bigger and you employ Remy Millott who is now the Managing Director of the company.

PA I tried several managers in both Palma and Barcelona who obviously will remain nameless now, and it had not worked. I had been getting advice from friends and family that I was thinking wrongly on it, especially from my wife Jeanie who said I had to accept the fact that it would take several people to replace me. As much as my ego would love to believe that, I think you just have to find the right person.

Remy was hired by Steve Taylor in 1994 or 95 to supervise Pinmar's repainting of Lady Georgina in the Barcelona shed. Although I knew Remy socially and from our Golf Tournaments, we did not really know each other well. As we worked together we did then become very close friends. Once we had completed that job on Lady Georgina, Remy and I discussed the notion of him taking over the management of the Contract side of Barcelona. That did not actually happen, he started working with me and soon became indispensable in the Palma head office and running the entire Contract Division.

Remy is now Managing Director of Pinmar. He is 38 now. When he joined me it was obvious he had what it took. We were so close work-wise that we could finish each other's sentences. When Jeanie and I first spoke to Remy about a management buyout, he was not very interested, although he was the senior manager by then. It was not until Remy had built his confidence within Pinmar and seen that I was truly prepared to step back as he took over as General Manager that when he was approached the second time he was very interested. He then formed his team around him and the whole deal went ahead.

CS How does Ferretti fit into this?

PA Ferretti supported the management team in the MBO and they share the same common approach to quality in business as the Pinmar team, a very similar mentality. Their attitude to long term growth and strategic planning dovetails nicely with Pinmar. From the very first meeting it was obvious that every one involved was on the same wavelength. I have stayed on as Chairman of the Company, on a non-executive basis, and have invested in the new restructured Pinmar along with the management team. I am also under contract to both Pinmar and the Ferretti group on a consultancy basis. That's how confident I am in the future of Pinmar in association with the Ferretti Group.

CS So what is the Ferretti vision?

PA When you consider that the Ferretti Group of Companies are producing some 400 plus boats per year that all require a full after sales support and maintenance service, plus the fairing and painting of the CRN production line the synergies are obvious. Also they see Pinmar as the ideal vehicle to carry them into the future service and maintenance market of big yachts,

CS So, can you envisage Pinmar moving into Italy?

PA Most certainly, Ferretti need to be able to offer high quality refit facilities for the CRN part of the group and Pinmar wish to extend their operations further into the new build sector.

CS I heard on the Jungle Drums that Pinmar recently ventured into the Charter Jet business!

PA You could say that, what actually happened was that a very large refit project on a 115 mt yacht we were working on in Germany required a production boost to maintain the schedule so Pinmar chartered a Fokker 100 and sent an additional 90 painters up for the weekend to supplement the 45 painters already there.

CS The Management Buy Out means you are now semi retired so when you look back on your years in the Industry what people, outside of Pinmar, made the most impression on you?

PA WOW, what a question. We meet so many people in this business and we make so many friends. In Shipyards it would have to be people such as Dirk Schonenburg in Van Lent, Jurgen Engleskirken in Blohm + Voss, Claus Kusch, Diego Colon in ASMASA. Pepe Garcia Aubert in MB92, all very dedicated professional people who deserve our respect, and I count as friends.

I mentioned earlier various people who have been instrumental in my life, there are also other people who, one way and the other, have shared milestones with me during the years, Gary Wright, Donal Hughes, John Clark. Richard Cross, Sir John Onslow, Vynand Van Westering, Patrick Griffith, Roger Madigan, David Broome, Nick Meyers, Russell Lunt and of course you Colin. We have all shared ups and downs, successes and disappointments.

CS If I were to say to you, and this is really putting you on the line, Peter. If I had a yacht and I came to you and I said Peter, you're my great mate, give me the paint system to put on this yacht, and I know we've talked previously in this interview about mix and match, where you take a product from here and a product from there to get the perfect result, what would be the perfect.... We might not print it, but tell me what, honestly and truthfully, your perfect paint system would be, on a boat. From bare steel.

PA You're right. You're not going to print it because I'm not going to tell you. What I will tell you, is 'yes'. And what I would pick as a perfect paint system today might not apply in a month's time and might not have applied a month ago. You take any major paint manufacturer; they all make an exhaustive range of products, but not every single one of those products is the best in their given segment and category. People like myself, Flip Thompsen, Ian McDonald at Classic Yacht Refinishing, Doug Templin at Detco and various other people within the industry have sufficient experience and none of us are laboratory technicians. Yes, I could set a system, as could other people in the business

CS You'd all be different?

PA There would be a combination of various manufacturers' products. We looked at this as little as two years ago and we even found a laboratory that would test and back up the compatibility of all these products and we found an insurance company, based on the laboratory's acceptance that would insure the system. Not one of the manufacturers of those individual products would go along with it. You can imagine the manufacturers saying right, that means I'm never going to sell anymore top coat and another one saying 'I'm never going to sell anymore filler because here is the selected system and my filler's not in it', or 'my top coat's not in it' and they won't have that.

I believe the yacht owner is not always receiving the best value for money he can get on coating systems. I believe he is sometimes being short-changed because of every company's fear of their own legal department. I've had major companies, worldwide companies, that have turned around and said of a product; 'we will replace our product that gave you problems, we will pay for your labour to dig out the last version of that product we gave you, replace it with this one and we will pay you for any mal-effects that

you get'. But our legal department refuses to put on paper that there was anything wrong with it in the first place. As long as that mentality exists, and I am sure in the businesses where the owners of yachts have made their fortunes they have similar problems. As long as this mentality of 'nobody dare admit they're wrong' exists, then the client is going to be short-changed. And in an ideal world it should not happen. Trouble is we do not live in an ideal world.

CS So we could go into a warranty situation all the time?

PA Yes, always you go down to a warranty. So many people accept warranties that they have never read or do not understand. I had a case, where the only thing wrong with the entire paint system was the fairing compound. It was a fully insured application of the paint system, the only thing excluded from the insurance was the fairing compound. That's OK, but nobody told the owner. So the owner eventually had to reach an agreement with the yard who built the boat who awarded him a relative pittance compared to what he will have to spend over the next five or six years, he will have to pay out fortunes to keep the boat looking decent. It should never have happened to that boat. But he listens to a professional who says he's got an insurance policy. Where were his advisors to say 'Excuse me, let's go point by point through that insurance policy and see what is not covered'.

When we were contacted to correct the boat, which we were partially successful in doing, I contacted the insurance company and I said 'Look, wait a minute, what about this' and they went 'no, the fairing compound was excluded by the surveyor who did not have confidence in that product, so we have excluded that from the insured system'. It's like having your car insured then finding out that the small print excludes accidents or theft!!! Where was the advice to the client about this? When was he given the information for him to make a considered decision about what products were to be used on his new boat? It's a rip off.

CS So your advice, would it be to contact a qualified paint surveyor to be in charge of the application?

PA Yes, I would. I believe that the owner needs protection before the contracts are signed.

CS What makes a good applicator, Peter, what makes somebody give their heart to putting paint on boats?

PA There have been times when I would have answered Stupidity!!! The truth is that a good applicator, whether he be hands on or in management, is someone who has an inbuilt sense of pride in the result his workmanship can produce. Someone who has the personal need to step back and critically evaluate his own work and that of his team, then walk away proud of the result. He will also be distraught when the result achieved is disappointing.

CS You see these guys nowadays, they go into a tent dressed like they're something out of a chemical warfare film.

PA Yes, that's right but they need to. We are dealing with carcinogenic products. Attitude. Attitude. I guess it's a bit like an actor. An applicator truly has to believe he is trying to turn out the best job he's ever turned out – on the other hand if you find an applicator that believes that he has turned out the perfect job you're dealing with an idiot. The perfect job has never existed. The applicator you can trust is the man that is able to manipulate and co-ordinate with all the other tradesmen on site. So it comes out to his advantage without letting the other people down. To bring out a fantastic paint job on a refit project or on a new build the main painter or whoever's in charge has to be able to negotiate and co-ordinate every activity on the exterior of that boat; completely and absolutely. So he's got to be a real pushy fella, as we are and say, 'we're not having that', 'I meet the carpenters', 'I want to meet the stainless steel workers', 'I want to meet the welders', 'I want to be in that meeting', 'I want to coordinate this', etc. If you do not do that, you are lost.

CS Why don't women spray boats?

PA Well, in America you have women painting boats. I do remember one team. I think women on the detail work of boats are superb; far better than most men. I believe women have a better work ethic. I believe if we could have women in a team painting boats they would be far more effective and productive than only men. The problem we have is the traditional resistance, especially in the Mediterranean countries, against women having a position of influence. One of our colleagues in America, Ian Macdonald, has employed women for a long time and I have always wanted to in Pinmar. I have met resistance from our macho workers and at management level, – 'oh the men will never accept this, they are not prepared to try it'. We should take advantage of women's ability to carry out detailed, exacting work which men are often not capable of, or feel it is beneath them.

CS Captains are very aware of weather; it is a big thing. Your appreciation of weather and weather conditions must be greater than any captain's. I can imagine all your boys standing there with their spray guns, waiting for the sun to shine.

PA Well, it catches us out all the time; of course, the captain's weather consciousness will be offshore. Ours will be in that little area where the boat we want to paint is sitting. So we're looking at local conditions. So yes, I believe we have become far more expert than many people, purely out of experience. In the last 5-10 years we have been controlled environmentally; we are invariably painting undercover and with normal rain showers we can survive and continue working and painting. It is only in extremes with very heavy rainfall that would normally stop us painting.

CS Temperature must be a big problem?

PA Yes, you see, again, if we are painting under these plastic covers it creates a greenhouse effect. In the summer its tough to work under them; it is too hot. In the winter, when it is five or six degrees outside, it could be 15 or 20 under there. When it is 10 or 12 out there, it could be 30 degrees, 35 under there. Therefore, we are creating a mini environment, a mini climate.

CS What do you do in the summer?

PA It has always been an enormous problem because on the refinishing market, lets say from the end of May, we have June, July and August and the first half of September that are relatively quite, people want to be using their boats. Remy introduced a scheme two or three years ago which has been very successful in Pinmar where we offer important discounts to cover that period, so we cover our basic costs and that helps to protect benefits we've made in the high season.

CS So if somebody has a refit job on the go and a big repaint or whatever and cannot therefore use their yacht during the season, then it's a good idea to take advantage of this summer discount?

PA Yes, come into us in those summer months but maybe not in August as we have holidays as well. On the other hand, that is another reason why we have gone outside Spain and started new build contracts. They are no respecters of seasons; they work all the way through the year. That is why this year we will have dozens of men working outside of Spain all summer.

CS You have created what is yachting's biggest golf tournament.

PA We are told it is the biggest corporate, amateur golf tournament in the world today. It actually started as an Open between the yachts Paraiso and New Horizon, 20 years ago. They were all playing darts, their annual dart tournament in the Bar Lazy 'Q' in Palma and somebody said 'right, we're playing golf on Saturday – well, make it a match' and one thing led to another, and three or four other boats said 'We'll put in a team as well'. It was put together by Jeff Wilke, a wonderful guy that since died of cancer, but he was a very big personality in yachting. He was an engineer on yachts and he put together a plaque with a brass seacock screwed to it and a golf ball stuck in the gob of the seacock and it was called the "Seacock's Open".

That went on for a couple of years until Ocean Coatings said they would organise it which they did for, I think, three years. When that fizzled, we were approached, again by Mike Insull on New Horizon, and asked if Pinmar would organise it. We did not realise what we were taking on. It has generated a life of its own; we now have over 200 players, over 600 people at the prize giving and over 70 sponsors. The results have been broadcast on BBC World News; we have personalities from all over Europe and America appearing every year; they just seem to turn up because they have yachting interests as well. So we never know who's going to be at the prize giving.

CS You also raise a great deal of money for charity through this event?

PA Yes, we work hard to raise money, this goes not only to local charities such as "Joves Navigants" but also to other good causes associated with yachting. Such as a yachty in distress who had an accident and ended up in a wheelchair. Also to Encompass, the charity set up by Alex Braden of YPS in memory of his son, Daniel, who died in the Bali bombing.

CS What's your biggest mistake?

PA I assume you mean commercially, if I had to answer for my personal life we could be here all week. I think I made two enormous mistakes during the course of all the years.

The first one, on a purely commercial basis, was to give away so many shareholdings in the creation of the company. I have had some extremely valuable shareholders and partners who have contributed so much but at the end of the day if had I struggled a bit more initially, just that little bit more to raise that initial bit of capital, I would not have had to sell off chunks of the company. That being said, three or four of the shareholders have been very instrumental in forming not necessarily the company but certainly me and my mental attitude. I have learnt a great deal from them. So it's swings and roundabouts, but I believe that kind of learning curve you can enjoy without giving away your house. So I would say to anyone, any entrepreneur starting today, do not give things away. You can obtain benefits from associations, and even make them profitable for the other person, without giving away chunks of the action.

The second mistake I have made is staying too much in the background. I believe the profile of Pinmar could have been raised, could have been raised enormously had I attended more official functions, and accepted more requests to speak at seminars and sit on Industry committees. This is not in my nature. In fact, I have shunned that involvement. My preference has always been to be down the Bar with the guys and girls and enjoy their company, having a giggle, enjoying the crack. I've mixed with some of the most famous, privileged people in the world but I have not used rubbing shoulders to great effect in business; This was a little short sighted of me, so I think for anybody else starting in the business, I believe they should take full advantage of every chance contact they get, which I have not.

CS But you met the King of Spain?

PA Yes, I have met him on several occasions. He is a lovely gentleman and on the occasions I met him, he is such a down to earth guy; he's made fun of me and he's praised me. He has been very kind to me, in fact, Spain, period, has been very kind to me since I arrived here. I am not at all sure that I could have had this same success in other European countries, there is something about Spain and the Spanish attitude to life that encourages and rewards success. Therefore, Spain has to be number one in my book

CS You train your employees and there are now centres being set up where crew go to train in how to use a spray gun, how to use paints etc. What do you think of these?

PA I understand that Pinmar is studying the setting up of a training team along with Awlgrip and a laboratory to train nominated members of yacht crew in how to look after their paint job. Not to repaint the boat but how to look after the paint job that they have; how to repair and hide those repairs so that they blend in. I completely agree with further training. You asked me a question earlier, what makes a good applicator. Just training someone on how a spray gun works does not make a good applicator. It is in your heart. It is in what you are striving to achieve. It is easier to train a man to fire a spray gun than it is to train him to want to make a good job. It is horses for courses. So, yes, I believe in training schemes, absolutely, let us just make sure we get the right people on them; not just someone that wants a week off from washing down the boat.

CS I can totally agree with that. I spent many years painting boats and my great joy was to watch people in the yards putting the finish on the boat then taking my crew and training them to do the same work. A few times we failed, but there was a great feeling within the crew that we could do this work when we succeeded. I probably walk on over

2,000 yachts a year during my trips, and every now and then I come upon a yacht where somebody has got a paint problem and they polish it with an orbital polisher and I stand and look at this swirly effect down the boat and I just wonder why people do it. There must be an answer to polishing your boat. Is there a secret to polishing paintwork?

PA There is no answer to polishing your boat. Polishing will always leave swirl marks in certain aspects of light, sunlight, etc, but sometimes circumstances make it necessary, sometimes it is not and sometimes it is overused. I believe the biggest necessity for training in our industry on new build and the maintenance side of yachts, is in management. We do not have enough trained managers and all management comes down to common sense. So many of them go to the yacht at seven in the morning, leave at three or four in the afternoon, and they do not give a shit what happens in that period. They are just going through the motions. So I believe, the biggest hole in the water, in yachting, is management training. There is not enough common sense out there.

CS In my interview with George Nicholson, he said he wanted to see University Degrees in Yachting. What is your feeling about that?

PA Absolutely, I could not agree with him more. However, there is no point going through as a recognised University graduate if you have not built in some common sense. I gave a talk for Feadship two or three years ago about project management and the whole theme of the thing was that we do not have project managers with common sense. There is University Degrees needed, I agree with George, but there is no good going to University if you do not have the right person in University. Somebody with the common sense to back up what they learn technically.

CS Common sense; belief or enthusiasm?

PA Enthusiasm and belief come into it but that is no good without common sense. Look, you cannot say to a man that's been working 12 hours, right now, forget everything that's happened in the last 12 hours have a cup of coffee, get some new energy, I want you to paint for the next 9 hours. That is what is happening all the time. I want to get the engine room fitted out but these guys are going to work for nine hours. No, let us do some planning here. Let's find another team, let's get the reliefs lined up, let's get the; 'hang on, if we want to paint, that it means those carpenters can't do that, those engineers can't do that, those...'. Let us get a bit of common sense going. 'I do not want you here tonight, is that alright Peter?' 'Right you're out of the way. Right now painters, the second team, you lot go home and get some sleep, I want to see you in 10 hours time'. Commonsense. Planning. Co-ordination. That is what is lacking in almost every shipyard I have been in everywhere in the world.

CS How about your personal life?

PA I married an English girl I met in Palma when I was younger. The only good fruit that was plucked from that tree was my 21-year-old son Lucas who is now in the British Army. I am very proud of him; he has never wanted to be anywhere else but in the British Army. By the time he was 20, he had already served in three conflict zones; Northern Ireland, Iraq and Kuwait. He has now realised the error of his ways in wanting to be Rambo and has applied for, and received a transfer to the Logistic Corps, I think that's what its called, so he can now learn a trade that will stand him in good stead for the future. He met and

married a beautiful girl in England, Helen, and they now have produced a wonderful little girl, my granddaughter, Sophie Ann. They are very happy and Jeanie and I are blessed with a beautiful grandchild. So yes, that side my life has also come together very well.

CS Where did you meet Jeanie? She's one of the big characters in the industry, as well as being your wife.

PA I first met Jeanie when she visited Palma about 25 years ago; she was a yachtie at the time. She arrived with a couple of my friends and that is when I first met her. She came up here with her sister for a weekend. Eventually she moved here and her parents came from the UK and spent winters here. Her sister moved here, but then married, divorced and moved away and eventually emigrated to Australia. Jeanie and I were in, or on the fringe of, the same social circle for probably 10 or 12 years, and I attended Jeanie's first wedding. She wrote the invitations to my second wedding, so we really did know each other and our respective private lives! Anyway, when I was divorced, so was Jeannie, and one day we turned around and looked at each other in a different light. The rest is common knowledge.

We have been together 15 years now and she has been probably the single greatest influence in my life. Jeanie is a bundle of fun, one of yachting's enduring personalities. She is a very forceful personality, not to be ignored. She is very creative, full of ideas, full of energy and were it not for her influence I probably would not have developed Pinmar the way I did nor sought the MBO the way I did. She has been a very, very strong influence on my life and a very strong influence in my son's life.

We were married in 1990 in Gibraltar with Barry McNamara as our best man. When I first met Jeanie she was working on a Yacht, the M.Y. Anya Lina, then she opened "Jeanie's Yacht upholstery" in Palma. Wanting to expand her interests she returned to the UK for one year and studied to be a beautician, then returned to Palma to open the beauty salon "Face the Facts". As I say, as determined as she is beautiful.

CS Peter, you arrived here in 1972 with a broken down van, you drove down the Paseo, and you built what now is arguably the biggest superyacht painting company in the world. You have made an enormous impact to our industry. I am sitting here with you now and I am proud to say that you are my man at the top!

PA Thanks Colin, Spain has been incredibly good to me; yachting has been incredibly good to me. It really has and I very much doubt I could have succeeded in other areas of commerce the way I have, or geographically somewhere else. Mate, I will never know because I was not there and trying it. I know where I have been fortunate.

CS You have made a great many friends from yachting?

PA I have very few friends that are not in yachting.

CS Will you retire in Palma?

PA I do not know yet. I have only been semi retired for six months. It takes time to get used to the whole new idea.

CS How do you see retirement...what is your vision of retirement?

PA I get this question every day and I cannot answer it. I do not know yet. My vision of retirement is not yet formed. I fully expect us to keep travelling a lot. Prior to the MBO I had already stepped back a bit from the daily running of Pinmar which allowed Jeanie and I to make a visit to Australia to see Jeanie's sister and our nephew Ryan. I also have a large family in Australia that we want to get out to see. I have two sisters I have not seen for more than 30 years, plus their children and grand children. We have been out of contact, but that's a whole new story !!

CS But you will be living in Palma. You have a home in Palma so you will be staying...?

PA For the moment certainly I want to keep a home in Palma and if we going to stay in Europe then it is going to be Palma and because of my son's family the UK, Jeanie has a strong preference for the UK also. We spent a month in Mexico at Christmas and New Year with Roger Madigan and his crew; we almost bought a home there. We really do not know. I think what we are doing now is shopping around to get all the information and then we will take time to decide what we want to do.

CS All I can say Peter is when you eventually move out of this industry it will be sad. Sad to say goodbye.

PA That's right. Sure. Although I will be involved for a few years yet, I will not leave the industry with huge regrets thinking 'oh, there were so many things I didn't accomplish', I believe that within my own limited abilities I accomplished quite a bit. I will step back quite happily and just fade into the wallpaper.

CS Peter thanks and may I for one wish Jeanie and yourself many more years of happiness.

With grateful thanks to Colin Squire of Yachting Matters for his kind permission to use this "Man at the Top" interview with Peter which he published in 2004.

Nick Entwisle