

A man with glasses, wearing a black polo shirt and blue jeans, stands on the deck of a white boat with an orange roof. The boat has "Colecting Comm" written on its side. The background shows an industrial setting with metal structures.

PULSE
BUSINESS
PERSON
OF THE YEAR
FINALIST

Mullett Enjoyed a Banner Year

He made All American Marine his biggest success story

By Dave Brumbaugh

It's tough to pick out the most amazing thing about Matt Mullett and his company, All American Marine (AAM) of Bellingham.

You could begin with more than \$20 million in AAM revenues in 2018, up more than 75 percent from the previous year and a compounded growth rate of 17 percent in the 20 years that Mullett has been with AAM.

You also could note that the *Enhydra*, a 600-passenger San Francisco Bay tour vessel built by AAM for Red and White Fleet, was named 2018 Boat of the Year by *WorkBoat* magazine.

Or there's AAM's impressive move in 2017 from a 20,000-square-foot fabrication building, leased from the Port of Bellingham, to a 57,000-square-foot building on Port property on Hilton Avenue that helped accelerate the company's meteoric rise.

But perhaps the most surprising thing about Mullett is this: He didn't have any background in boating before connecting with AAM founder Pat Pitsch.

Mullett was raised on a farm near Corvallis in Oregon's Willamette Valley. He went even farther away from saltwater to attend Eastern Oregon University in La Grande. His initial goal was to become a neurosurgeon, but he said a stint as student body president led him to discover his skills were better suited to business leadership than scalpels.

He earned an MBA degree after a Summer internship in Bellingham and later returned to this area, first helping a company run a restaurant group for two years. He then consulted with companies, including Hempler's B.B. Meats, on in-house management and business plans.

Mullett's first extended time with any company began in 1989 when he convinced pharmacist Mike Roberts about

the potential of a comprehensive home-healthcare business. Roberts hired Mullett to help lead Roberts Medical and Option Care, a home-infusion franchise. After starting as its ninth employee, Roberts & Mullett grew the business to 125 employees and five offices before it was sold in 1996.

Mullett then became CEO of Ocean Kayak. He developed and executed a business plan that led to 26,000 kayak sales worldwide in a 12-month period and helped the founders position it to sell to a publicly held company in 1998.

But his biggest business success came after being introduced to Pitsch in late 1999. "I assisted Pat in seizing an opportunity by developing a comprehensive business plan—focusing on high-speed, hydrofoil-assisted aluminum catamarans—and executing it as the CEO," Mullett said in an email query. "I negotiated an exclusive design agreement for North America with New Zealand-based Teknikraft Design, Ltd., giving AAM sole access to its state-of-the-art, hydrofoil-assisted, aluminum catamaran designs."

AAM's growth then took off like one of its speedy catamarans. Mullett became AAM's managing partner with 50 percent ownership in 2003, and he became sole owner in 2012. With 78 employees, AAM has become a leading manufacturer in North America of high-speed aluminum passenger ferries, eco-tour boats, hybrid vessels, dinner-cruise boats, and research/survey vessels.

Away from the office, throughout the years, Mullett has assumed leadership roles, such as deacon, in his church and Christian faith involvements. At work, he shies from the spotlight and defers credit to AAM's success to a finely tuned staff and specialty labor pool.

Giving credit to God, his wife, Nina, and his family, Mullett said his most significant achievement has been "building a very cohesive and highly productive team of craftspeople and support personnel who embrace the company's core values of humility, tenacity, and respect."



With boats in operation from New York to San Francisco, All American Marine is at the leading edge of aluminum vessel design and manufacturing. From high-speed catamarans with ultra low wake-wash technology, to research vessels and hybrid-electric passenger ferries, we are committed to providing the latest innovations in design and construction today, to meet our operators needs of tomorrow. We are proud to have built the 2018 Boat of the Year, Enhydra, and are looking forward to showing you what's next.




www.ALLAMERICANMARINE.com
T: 360.647.7602 E: Sales@allamericanmarine.com
Bellingham, WA


