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THE RISING DEMAND FOR MARINE INTERIOR EXPERTISE: MAKINEN'S TURNKEY SOLUTIONS

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**MAKINEN
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The cruise industry continues to place a high demand on quality marine interiors, where functionality, aesthetics, and design must come together within tight budgets and schedules. MAKINEN, a family-owned company from Finland, has been a key player in this field since 1993. The company specialises in building cruise ship interiors, including both cabins and public spaces for newbuilds, as well as providing full turnkey refurbishment solutions for cruise lines. Additionally, MAKINEN manufactures and supplies high-quality marine-grade furniture in-house. The company has evolved from a marine furniture manufacturer to a full-service turnkey marine interior provider, capable of managing any inquiry related to building cruise interior spaces.

"In my time leading MAKINEN alongside my family and company leadership, I've

seen first-hand how our commitment to precision, transparency, and long-term partnerships has been the foundation of our success. As a family-owned business, we've always maintained a strong sense of responsibility and understood the importance of not just delivering quality projects but doing so within a transparent and predictable timeline," Markus Makinen, one of the owners of MAKINEN shares and continues, "Over the years, this focus has become ingrained in our company culture and is now a key differentiator for us. It's not just about meeting deadlines, it's about building trust with our clients and partners by consistently delivering what we promise."

Today, with a workforce of 50 employees spread across Finland, USA, and China, MAKINEN serves clients across the globe, contributing to some of the world's largest and most prestigious vessels.





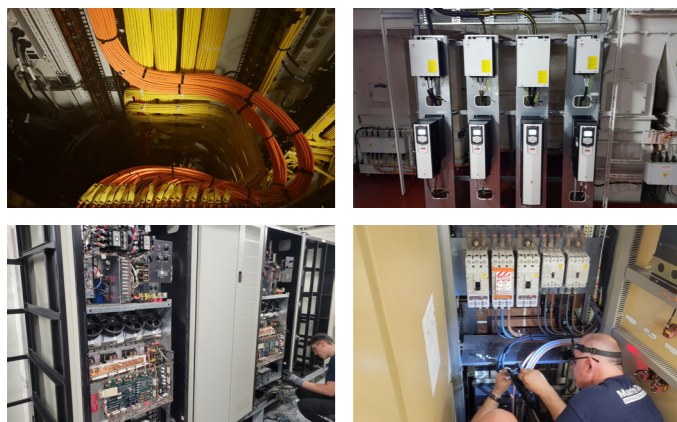
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The MAKINEN Value: Flexibility Meets Guaranteed Delivery

MAKINEN's success in delivering complex projects comes from its straightforward, end-to-end approach to project management. By handling every aspect of a project—from planning and material sourcing to logistics and installation—MAKINEN ensures that clients receive a fully completed interior, without the need to manage multiple vendors or deal with complicated coordination. This approach helps deliver projects on time, within budget, and to the highest quality.

A great example of this approach in action is the work done on Icon of the Seas, the largest cruise ship in the world, completed in November 2023. The MAKINEN scope included managing and completing

around 60 distinct work sites across the ship, overseeing the entire art installation package, a complex task that required coordination between multiple vendors, contractors, the art team, and the client. In addition, the multi-faceted project included other owner's work scopes, high-profile areas such as the space Behind the Pearl, the Bubbles Champagne Bar, the Embarkation Portal, the Grove Entrance, and the Overlook Bar Crown in the Aquadome. As external coordinators and managers, MAKINEN collaborated with several suppliers involved in the vessel's finishing works, to address their needs and requirements to ensure the successful completion of tasks within a very tight schedule.

Despite the challenges of working on such a massive project, MAKINEN's team was able to manage the complexity and

deliver outstanding results. Jaakko Mäkikalli, CEO of MAKINEN, explains: "The Icon project was unique in many ways. We were operating in a new environment with a different project concept, which provided us with valuable experience working with various new stakeholders and in roles that were unfamiliar to us.

This experience has prepared us to tackle more demanding projects in the future and validates our capabilities to deliver complex projects within short time frames. Customer feedback from the project was excellent. This success was achieved through the flawless work ethic of the entire team and the excellent cooperation we had with our customer's team. Everyone worked seamlessly together to achieve our common goal."

Efficient Delivery of Large-Scale Cabin Refurbishment Projects

MAKINEN’s experience with complex projects like the Icon of the Seas shows their ability to manage a wide range of tasks across a vessel. However, their approach to high-volume refurbishment projects reveals a different kind of skillset. A great example of delivering such projects is the recent refurbishment of 803 cabins at the Margaritaville at Sea Islander, completed in April 2024.

MAKINEN completed the entire Margaritaville at Sea Islander project in just 28 days. Refurbishing over 800 cabins in such a short time may seem like a huge task, but for MAKINEN, it’s all part of the job. “Like with all our cruise ship refurbishment projects, we applied our proprietary production method, the MAKINEN Way, and completed 32 cabins per day. The production pace was flexible, adjusting to material availability and ensuring that cabins under refurbishment were easily tracked for timely completion,” says Jaakko Mäkikalli. The production method minimises quality issues and increases efficiency, allowing for more cabins to be finished per day. The method allows MAKINEN’s team to monitor quality on the spot, immediately identifying and addressing any issues that may arise during the project.

With the MAKINEN Way, there’s no guesswork. While it requires careful planning, the real benefit to the customer is having a clear and reliable schedule to follow throughout the job. “The project’s execution plan offered full visibility for the client, so they could track progress in real time. Detailed plans were shared upfront, so everyone knew exactly what to expect and when each batch of cabins were ready for the delivery to the customer,” Mäkikalli shares.

Markus Makinen adds: “I’ve personally overseen many projects where sticking to a tight schedule was critical, and I can confidently say that it’s rare to find a company that manages schedules with

the same level of precision that we do. We bring everything we’ve learned from decades of experience in the marine interiors industry to each project we’re involved. I believe that the balance of tradition and forward-thinking is what makes us both flexible and reliable, and sets us apart from others in the industry.”

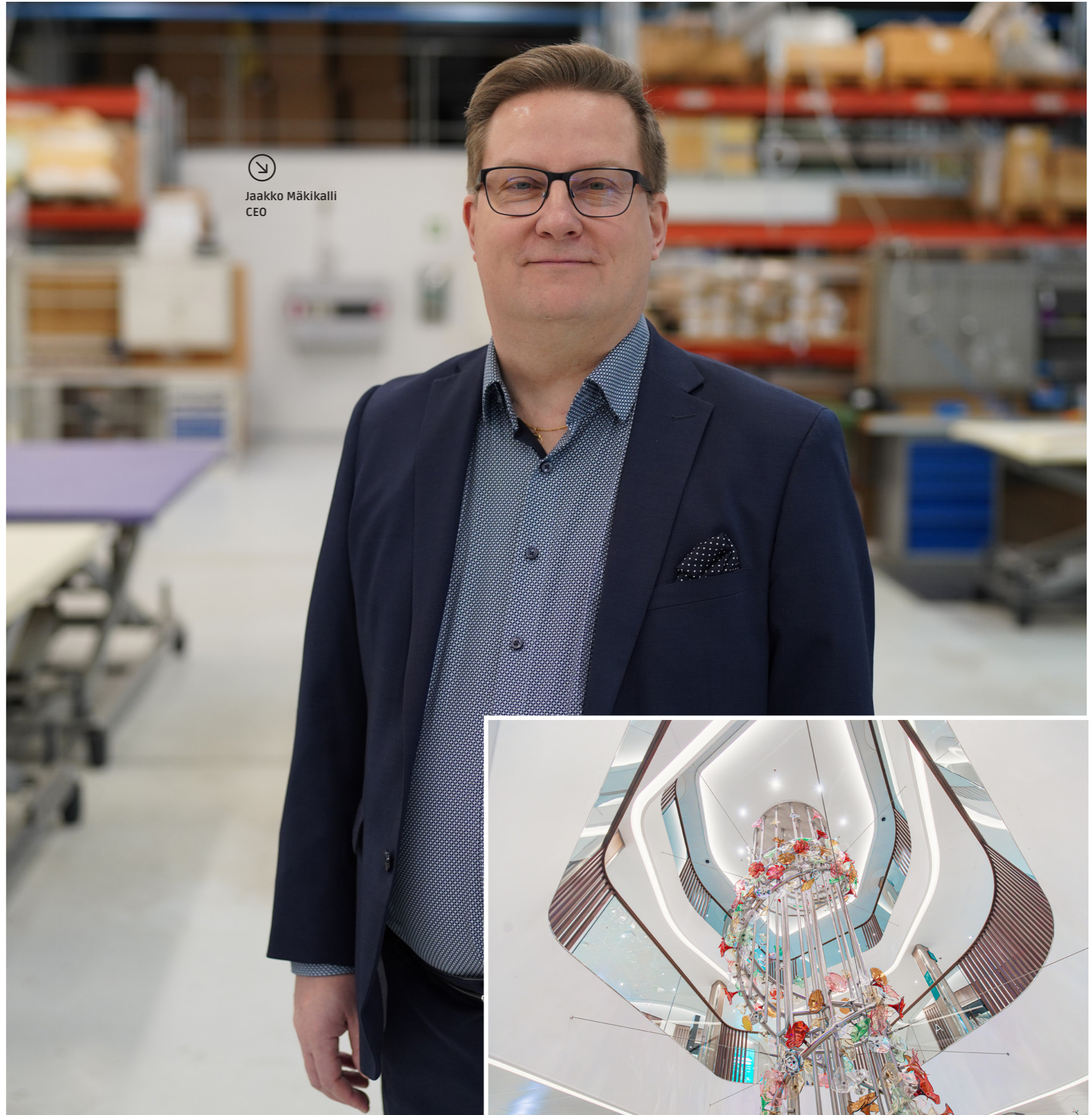
The Journey with SunStone Ships' Infinity-Class Series

MAKINEN is currently working on a significant long-term project for the SunStone Ships Infinity-class series, serving as the sole interior contractor for seven new expedition vessels. Six ships have already been delivered, with the final vessel, Douglas Mawson, underway and the series expected to be completed by 2025.

The Infinity-series contract, signed in 2017, has been a journey of learning and growth. Over the years, MAKINEN has built up extensive experience in delivering full vessel interiors for expedition vessels, covering everything from cabins and restaurants to shops, public spaces, galleys, and crew areas. Each ship has been completed with care and attention to detail, and every project has built on the previous one, improving processes and workflows for future vessels.

The series showcases MAKINEN’s expertise in delivering consistent, high-quality results. “With our high internal standards and pride in our work, we elevated the interiors beyond industry norms, setting them apart in both craftsmanship and finish,” says Jaakko Mäkikalli. “This expertise ensured results that went above and beyond standard practices. Both the shipyard and the end customers—the owner and the charterer—have been highly satisfied with MAKINEN’s work.

This project highlights MAKINEN’s ability to execute a series of full-scope vessel interiors in unfamiliar markets and environments. “We’ve built a solid foothold in this sector, and our experience with this series gives us confidence moving



↓
Jaakko Mäkikalli
CEO



forward,” says Mäkikalli. “Future projects will be easier to handle now that we know this area well, no matter where they take place geographically.”

MAKINEN's Approach to Responsible Practices

As the cruise industry increasingly shifts toward greener practices, MAKINEN collaborates closely with customers to align its offerings with the broader sustainability goals of the industry. The company prioritises local procurement and puts effort into minimising waste, reducing unnecessary transportation, and lowering its carbon footprint. This extends to furniture manufacturing, where teams develop lightweight, durable materials and products designed to reduce vessel weight and enhance fuel efficiency.

“Sustainability, along with Health, Safety, and Environment (HSE), is one of the focus areas of our business strategy. It influences all levels of our operations”, says Jaakko Mäkikalli. “The key is that we do our part in every aspect to minimise the impact caused by our operations. At the same time, we support our customers in meeting their sustainability goals by offering services and products that align with their standards and objectives.”

A Bright Future for MAKINEN in Marine Interiors

MAKINEN's future is looking bright, driven by valuable experience from projects like the Infinity series, newbuilds such as Icon of the Seas, and large-scale turnkey refurbishments, the company has earned its reputation as a marine interior expert. The strong demand for in-house products further reinforces MAKINEN's position in the market. Several major projects are lined up in the coming years, offering

interesting opportunities for success and global expansion.

One key area of growth for MAKINEN is in refurbishment projects, as cruise lines seek to upgrade their fleets to increase revenue and customer satisfaction. The demand for MAKINEN's expertise in turnkey projects and efficient project management is set to rise. Dry-docks are fast-paced, with no room for delays, and timely completion is crucial to maintaining trust and customer satisfaction.

“We take immense pride in our work and deeply respect our customers and the services we provide. This is why we value partnerships so highly, as they allow us to deliver our best work together. As we continue to grow, it will become increasingly crucial for us to ensure that every project we take on receives the attention and dedication it deserves”, says Markus Makinen.

MAKINEN's vision is to set the benchmark in the cruise industry by 2030. “As far as we know, we are the only contractor in the world that handles all three areas of marine interiors: refurbishment, custom furniture, and full-scope newbuilds. This comprehensive approach strengthens our market outlook and positions us for continued success in the industry,” says Jaakko Mäkikalli.

As MAKINEN expands its global footprint, its strong leadership, skilled team, and commitment to operational excellence will enable the company to continue succeeding in the marine interiors market. MAKINEN's future in this specialized field looks bright.



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