

No. 02/2019

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## The first B2B Yacht Charter Magazine

# Icebreaker

### Interview

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Josie Tucci

Andrea Barbera

### Events

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Charter Meetup  
– the Greeks are Rising

ICE moves to Vienna

Austrian Boat Show

Cannes Yachting Festival

### Charter Business

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Quo Vadis Charter-Industry

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Serious Investors Looking  
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icemarket – Marketplace  
for New Yachts

### Sailing Areas

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Alternative Charter Areas

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Minimizing the Pollution  
Footprint in Yacht Charter

ALL WORLDWIDE CHARTER  
COMPANIES UNDER ONE ROOF



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## The Moorings increased profitability without growing the fleet

# Josie Tucci, Life in The Moorings



### Q: How did you end up in the yachting industry?

Even though I grew living next to the water, the only guys I knew with boats were fishermen. There was no recreational boating in Brighton, England.

I moved to France for school. I was 22 and babysitting because I was broke, and I needed to draw up some cash. I mentioned to this lady, I was babysitting for; I need to find a temporary job or an internship somewhere. She said; as it happens, I am head of human resources at Le Massif, one of France's largest insurer of recreational yachts. They had a little sailing school on the side. They had a fleet in the Med and a fleet in La Rochelle. When I came there I said: I'm

working for free here, so can I learn to sail? And I could.

After a while, they offered me a job. Sales and marketing for the sailing school. Worked there for about 18 months. At some point we were buying Dufour yachts for our fleet. This was when I went to work at Dufour Yachts. The Moorings and Sunsail were customers; this was the time of the "monomarans" at Dufour, the Atol line. I worked with charter companies and at some point, in 2000, I got a call from The Moorings; with an offer to come work in Florida, at their Clearwater office. I was on my own again, but I was speaking English again, which was good.

In 2012 I left The Moorings for MarineMax, the largest power boat retailer.

After two and a half years I got offered the job of general manager of The Moorings. A new president has taken over at this time — Simon Cross. His boss Mathew Prior reached out to me one day, invited me for coffee in Clearwater. When I showed up, it was both of them there and they asked me if I'd be interested. I said: sure. That was in 2015 and I was back home at The Moorings.

### Q: Why do you like the company?

You could say I am entrenched in the Moorings and Sunsail. There's a good culture in the company. A lot of people from the industry worked in The Moorings at some point. It's one of the pio-



**Moorings 52.3**

neers of the chartering industry - I think people respect the brand. I believe we treat our customers really well. It feels good to be an employee and know that your customers are treated well.

### **Q: What changed from the days of TUI to today?**

A lot has changed. TUI had a strategy of vertical integration — connecting a bus, a plane and a yacht... This didn't really work with us because our biggest base is the British Virgin Islands and you can't fly a 747 in there. This is why all the niche business (gathered under Travelopia) were sold off at the same time to KKR. This included the charter business, Leopard Catamarans and others.

The new boss was a marketing guy. At that point we started to develop more

customized and personalized marketing. We were aiming for the high paying customer; the catamaran guests who spend more and don't do package holidays.

Interestingly enough the fleet was changing but not growing in numbers. We've led the way even, in the catamaran trend. With our own catamaran builder for 24 years now (Robertson and Caine); we have been fully investment into the catamaran business. It's similar with power; I believe we are ahead of the game there. We launched a power brand already in 2002.

### **Q: How do you see the charter market today?**

It's very competitive due to the increase of the number of boats. But it's not just

about the number of boats and the number of people. It's about the experience when you get down there. In some places in Croatia it's super maxed out.

### **Q: How much did the Moorings fleet grow in recent years?**

We haven't been growing the fleet. We were at a point where we had too many boats, bit over 1000. Then we consolidated the business, focused on the best bases and downsized the fleet by 20%. Our strategy was rather profitability, not growth. Increasing the fleet is not the only path to profitability. By not overstocking, The Moorings went a different way than most of its competitors.

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**Greece is the birthplace of yacht charter; since the last recession it's on its way back to the top**



# Charter Meetup - the Greeks are Rising



## events

Greece is a virtual force of nature in the charter industry. The sailing area is perfect for charter and endless in its potential. The Greek charter fleet is growing and even though challenges will have to be overcome, the importance of Greece on the world's yacht charter scene is beyond question.

Even though Greece is already known as a top sailing destination worldwide, Greek fleet operators felt it was necessary to provide their agents with more information, so they could present Greece with confidence.

### Charter Meetup Athens

Once a year, in April, most influential fleet operators in Greece gather in Athens to meet with charter agents from around the globe on the only Greek B2B yacht charter event.

For all participants to get the full benefit of this event, 10-minute meeting slots are set up to help facilitate a total of 1200 meetings in two days. Every charter agent meets every one of the 35 fleet operators. The limited time makes the meetings clear, to the point, and packed with relevant information. Before, after and even in between the meeting slots, social events are organized to enable participants to further explore their busi-

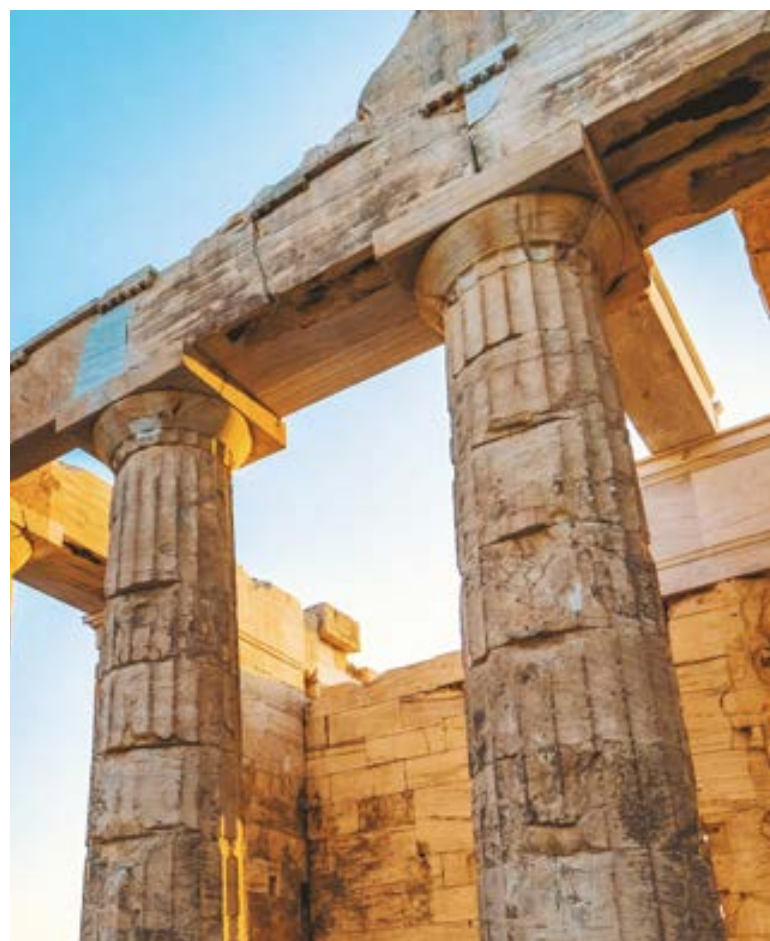




Charter meetup  
in Athens, Greece



Sailing area presentation



Columns of Parthenon in Athens, Greece

ness potential; breakfasts, coffee breaks, dinners and parties are there to give time for more extensive conversations.

A presentation of the major Greek sailing areas is organized and delivered during the Meetup. The presentation is based on about 200 slides, presented by Greek fleet operators within a period of at about 4 hours. After presentations on sailing conditions and the specifics related to cruising the islands, the hosts will present each island group separately, with a short overview of the most popular sites and itineraries. Charter agents are free to ask questions and actively participate during the whole presentation.

The Argolic and Saronic gulf, island groups of Cyclades, Sporades, Dodecanese and Ionian, all are presented in detail. By including their own stories, the locals paint a picture of the sailing area like no documentary could. The agent's experience includes visiting the charter bases in the Athens and Lavrio area.

Accommodation is secured in the beautiful city of Athens, making it possible to engage in sightseeing and exploration of this beautiful city. A traditional dinner with live music is organized for all participants.

After visiting the bases, charter boats are secured for the participants, if they wish to sail the area for a couple days, to deepen their knowledge and discover Greece through the eyes of a sailor.

**In only 3 days charter agents can get educated, meet potential or existing Greek partners and enjoy a wonderful experience that will stay with them forever as useful knowledge and a warm memory.**

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## How yacht charter is becoming more interesting for investors



# Serious Investors Looking into Yacht Charter

### **Mediterranean – the cradle of yacht charter**

The Mediterranean bareboat charter industry has undergone two major evolutionary stages in the past 50 years. In the very beginning, yacht charter companies invested their own money or got financed directly by their banks. The result was a sensible fleet, meticulously maintained and vigorously offered on boat shows and through agency chan-

nels in western Europe. The industry made a name for itself on European markets by personally guaranteeing quality. It was a romantic business, with mom doing bookings and pop skippering. Most of the charter fleet was run by enthusiast. Growth was permanent but slow; the boats were modest and the income not enough to be reinvested yearly.



Mandolina marina, Sibenik

In the late 90s, the owner of the fleet had an idea; he could have a friend invest into a boat but all the hassle of operating the business would be left to him, for a profit

share. So, he became the fleet operator and charter management was born.

## The rise of charter management

With the rise of charter management, the growth of the industry exploded. Whole fleets were purchased in bulk, boats became bigger and more expensive. Soon after, the cruising catamaran emerged - and even the investors that were not into sailing had their heads turned. After the turn of the Millennium, it was official; for private investors buying boats for ROI was as common as stock or bonds.

Today, in the volatile market where stock is influenced by erratic events and trade wars, when bonds show inverted yield curves and lose their long-term appeal, yachts are becoming more and more interesting.

Some sceptics and traditional investors will not want to hear about a depreciating asset, but some stats give us reason to think again. After we dismiss sceptics by pointing out the rental-car explosion in the past decade, there are further stats that we must consider.

- There are about 10 thousand bareboat charter yachts in the Mediterranean
- Less than a million people charter boats for holiday activities
- Mediterranean countries host almost 100 million tourists every year

The math is simple; even with the fast growth of the charter industry, its cus-

tomers are less than 1% of the total potential customer base. It is not likely, nor possible to turn all hotel-dwellers, campers and hikers into sailors, by no means. But do consider the vast space between what is and what can be.

Therefore, the value of this asset, even though depreciating, is held steady by the unyielding demand. There will be highs and lows, as with any market, but the numbers do not lie - short of a natural disaster, a charter yacht is a good investment.

# yacht

## What ROI is expected on a charter investment?

Investors are not keen on romantic stories about yacht ownership, or the freedom at sea or the perfect sunsets. They need the numbers to check out. Luckily, those do.

Let's consider a generic charter yacht, maybe a new catamaran; with a down-payment of 25%, a private investor can get into the prestigious world of yacht ownership. A lease period of 6 years will probably be the average but there are plenty of different strategies.

The fleet operators will gladly take a boat into their fleet; for a coveted new model

there might even be some bidding by the operators. They will also have a variety of models to offer; some with a fixed yearly income, some a profit-share. It is the same with expenses.

The income is generated by chartering the boat and a threshold of 20 weeks is what most will state as a minimum target. After considering the various price levels throughout the season, an income can be generated to sustain and surpass financing maintenance.

With a good operator there will not be significant deviations throughout the

whole period of 6 years. The investor can expect a steady income.

The re-selling value is key. In the past there was no doubt about it, the value was steady. A catamaran can expect, if well maintained, to retain as much as 60% of the purchase value.

With the income and re-selling value, the investor will have a total income to achieve a yield of 6-8%. Every conservative investor will agree that this is a solid investment.

## ICE in Vienna – the center of global yacht charter

International Charter Expo is traditionally a place of business; buyers, sellers and mediators gather at ICE to discuss the past and plan the future. The next ICE will add a catalyst to the mix – the investment sector.

At this established B2B event, fleet operators meet with shipyards to determine the future of the industry. This future is now fueled by investors and charter management.

After the private investors are increasingly aware of their options in yacht charter, there is a rising interest in asset

management companies to venture into this new category. Even though global super-fleets are familiar with corporate investments, most operators have not had this opportunity.

Introducing investment companies along with private investors brings a new idea for most; yachts owned by an investor that doesn't care about sailing, only about the returns. Even though this doesn't carry the usual romance of yacht ownership, it is an efficient way to grow the fleet. Some operators might even be intrigued at the idea of not having to deal with the emotional owner.

## "Investors Lounge" at ICE'19

The "Investor Lounge" at ICE is a designated area for registered investors. The persons and companies considering this investment will be available for meetings with fleet operators and shipyards.

There is no place on the planet where an investor, private or corporate, can find all the relevant shipyards and nearly all

fleet operators in the world, each offering a different business model of asset management, i.e. charter investment. Whether we are talking about a 200k investment into a sailboat, a 600k catamaran or a 4M luxury yacht, at ICE investors can find the asset and the management to ensure a safe and productive investment.



**In the last 2 years we see a sharp drop in prices, especially in the Balearics and in Croatia. There are different reasons for that.**

# Quo Vadis Charter-Industry

AUTHOR

Dr. Friedrich Schöchl

In the Balearic Islands, the enormous price increases were still connected with the bankruptcy and thus the failure of the low-cost airline Air Berlin. Another major reason for the development in Croatia — where most of the Czech and Slovakian charterers spend their holidays — is the expansion of the charter fleet up to 4200 ships. So, the supply side has increased by about 25% in the last 2 years. This volume growth is countered by a charterer “growth” of about 4%. This growth is mostly concentrated on the big charter companies, and especially on those that are forcing the supply volume growth. And yet we can see that large fleet operators have more and more developed into pure management companies. Therefore, the investments and hence the investment risk are increasingly transferred to the investors. In yacht investment programs realistic

earnings were offered from the management companies to both - sailing enthusiastic investors and investors who were simply looking for best returns. The problem here is the iron economic principle: when supply is greater than demand, prices fall. And so, we could see scary price developments in Croatia this year, even though the overall economic conditions in Croatia were still very favorable thanks to Air Berlin bankruptcy and thanks to Erdogan.

Greece is currently still enjoying realistic prices and is on an easy recovery phase, if the surplus ships are not relocated from Croatia to Greece, which can certainly be expected to a large extent. As for Turkey, Croatian fleet operators will probably be able to rely on Erdogan for a while longer.

The charter skippers can be happy about this price development for the time being. Only at the moment, because another economic law teaches us that for the appropriate maintenance of the ships and the provision of the necessary service also the economic basis must be given. And this is no longer the case today with a number of companies. Any skipper who thinks he has made the best deal with the cheapest price should be aware of that. We see this very clearly in the increase in complaints up to the increase of unjustified kept deposits. As one of the leading deposit insurers we can observe this very closely. This also applies to the financial security of the charter-companies and thus also the economic security of the payments of the charterers, which are sometimes months to pay in advance.

## Sukosan marina

Consider: reasonable economic conditions are the indispensable prerequisite for even reasonable maintenance and reasonable service. This development now also gets a turbo effect through a certain category of so-called “pure” online charter agencies, where we have recently had to observe a highly problematic marketing behavior. To be clear, there is nothing to say against the use of modern means of communication. However, some of these companies have a clear strategy of gaining market share through price dumping and displacing competitors. This pricing, with offers that are below the cost price, is done deliberately accepting losses in their own balance sheet. At some in courageous heights. This “works”, of course, only if there is someone ready to finance these losses (or hedge them). And there are again initiators with persuasive power and investors with visions who assume that they can set off on this path the network, which has been built by reliable charter agencies for years and decades. The difficulty for these new providers: a good part of the agencies has built a loyal customer base over many years through high-quality work and advice, which is not so easy to crack, and the low-growth market is widely distributed.

The methods are therefore becoming increasingly rabid. Fleet operators as well as customers increasingly report to us about cases where promises are made arbitrarily to the customers, which are not agreed with the fleet operator. For the charterer, this means, at best, that he must pay a corresponding additional payment. If the promised performance is even available.



# charter business

The focus of some online agencies is according to the economic trend on most automatic, cost-minimizing handling of the booking. Of course, then time-consuming counseling hardly takes place, if at all the staff is available, that qualified advice can offer. We all know this from other branches where you end up in some call center at the other side of the world.

How market conquest by price dumping can sometimes end when investors' visions are disappointed by the rigors of reality and when they suddenly come to a higher level of insight, or are compelled to do so, we recently learned by Thomas Cook. And we have experienced with the sudden bankruptcy of Air Berlin or — which is even closer to the charter business — with Bavaria Yacht-

bau. Those who have known the charter market for a while remember the Blu Balu bankruptcy. Over 700 skippers ran the risk of losing their down payments. Fortunately, they were secured by yacht pool. Causes and effects were always the same. YACHT-POOL learned from it.

The quality of a charter offer, which can sometimes not be judged at first glance, therefore includes many points and is difficult for the charterer to deal with. In practice: in fact, almost not at all. Because there are also the “toxic” clauses (magazine boats) with “fatal consequences” (the “yacht”) in the — mostly not-read — fine print of the charter contracts of some — also well-known — fleet operators, which may cause unaffordable financial risks for the charter-customers.

In addition, there is the business practices of some “black sheep” providers, with whom we and our customers — besides to excellent services of good companies — are confronted again and again.

Here, a dedicated agency with a long association with the fleet operator can - sometimes with support of YACHT-POOL - mediate if something goes wrong. For this service a pure online agency, which is focused only on finding a particular ship at a certain time at a certain point, is usually not aligned.

The long-term consequences for the industry: Disappointment of customers are not satisfactorily resolved, and the displeasure causes an increasing negative image for the whole industry.

In order to give the charter customers guidance in the increasingly difficult charter market, we have developed the CHECKED & TRUSTED seal of quality that companies (agencies as well as fleet operators) are allowed to show whose economic circumstances we have tested favorably and whose other business conduct is not objectionable. Those who violate these principles run the risk of losing the quality seal CHECKED & TRUSTED.

As the negative experiences of some charterers are hardly known to the skipper community, we intend to create a platform on which clearly unacceptable occurrences will be published.

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## SERVICE OPTIMIZATION

Based on the analysis of the data collected, our system compiles not only an event log, but a prognosis of the service that will be necessary in the future. This allows the charter company to get an assessment of the condition of every vessel in its fleet at any time, predict repair works, and plan for parts to be purchased and distributed properly, as such, minimizing downtime, lowering costs and increasing net profit.



## ACTIVE AND PASSIVE SAFETY

Comprehensive BoatPilot solutions minimize the possibility of any types of incidents involving a vessel to occur. On the one hand, integration with the vessel's navigation system allows us to help the skipper using the collision avoidance system, the navigation risk assessment system, and the rules violation reminder system. On the other, the unique proactive anti-piracy system will not allow thieves to hijack your vessel, even if radio-suppression is used.



# Minimizing the Pollution Footprint of Yacht Charter



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**A single sailboat is not a threat, but 4000 can do some damage**

Just as soils are changed by constant tread of feet or wheels, water itself is often changed by the presence of boats. Studies on water quality and clarity found that in heavily trafficked waterways, boats did have a noticeable impact. The presence of vessels seemed to increase the growth of algae and kick up sediments, both of which obstruct sunlight and spoil the water. What's more, deposits left from boats can change the water's chemistry, adding too much of certain compounds, like zinc and copper, or making an environment overly alkaline or acidic. A decrease in water quality is bad for both wildlife and humans.

Chemicals used to clean, protect, and run watercraft often leach into the water, severely impacting the environment and weakening or killing the wildlife.

Aquatic plants and animals have specific requirements for light, temperature, pH level, and more, and toxins from detergents, paints, petroleum products, batteries, and metals have disastrous effects on wildlife's ability to survive and thrive, including cancer, mutations, birth defects, and outright death.

There's lots of substances from charter boats that can pollute sea water, including:

- Oil
- Fuel
- Litter
- Anti-fouling
- Contaminated bilge waters

The advice below can help you to minimize your risk of polluting the water in your charter base.

enviro



## Oil and fuel

Diesel or oil is damaging to marine life. Make sure it's not released into the water:

- don't spill fuel or overfill you're the diesel tank or the outboard when refueling
- make sure portable tanks are secure and fill them up away from the water
- carefully dispose of waste oils and used filters using the disposal facilities provided
- if your bilge water is contaminated with oil or fuel, transfer it to secure containers and dispose of it safely. Contaminated water should never be pumped into the sea
- keep clean absorbent material on board to mop up spills and clean oil from bilge water
- have a drip tray under the engine and gearbox to prevent oil entering the bilge and empty it regularly
- don't use too much emulsifier and detergent, they can cause pollution themselves

## Sewage disposal

Your boats should be fitted with an adequate holding tank for sewage and wastewater. If you really must discharge liquid waste at sea, you must do it offshore away from swimmers and watersports.

If you have containment facilities for sewage and wastewater you should pump your waste into approved sanitary stations. Always use the minimum amount of toilet paper and chemicals.

## Litter

You must keep your litter secure when at sea and dispose of it appropriately on land. As a rule, nothing should be thrown overboard by the charter clients, not even organics. The litter should be separated and kept until it is disposed of in a marina. An explanatory document on board will help charter clients to organize litter properly.



## **Cleaning, painting and anti-fouling**

Scraping anti-fouling products from your boat can release harmful substances into the water.

Soaps and detergents can produce 'grey water' which promotes algal growth. This can lead to a lack of oxygen in the water and suffocate marine life:

- don't get anti-fouling paint in the water when you're removing it from your boats
- get advice on the type of paint you use and always apply it according to instructions
- when you're cleaning your boat, use minimal abrasion, especially on soft anti-foul
- reduce the water pressure if the runoff is colored

- don't use too much detergent, degreaser or other chemical cleaners

- use water-based paints

- always keep the lids on paint and varnish pots

- make sure tins, brushes and debris are cleaned away properly when you're finished

- clean up spillages and never wash it into the water

Have a supply of rags on every boat to clean up oil and fuel spills as soon as they occur. Dispose of used oil and filters through the proper channels. Be careful with portable fuel tanks. Boaters should fill them on shore, never overfill them, and secure and close them when not in use.



Avoid abrasive cleaning tools at the charter base. Soft sponges and fresh-water applied to topsides should sufficiently clean the vessel. Use natural and non-toxic cleaning solutions. Choose alternatives to anti-fouling paint.

Even small amounts of pollution become a problem when they accumulate over time. Manufacturing, using and disposing boating products and equipment in a charter base all contribute to the environmental impacts and costs of pollutants. Some pollutants change water chemistry, so sediment contaminants are easily absorbed by marine life. Pollution makes marine animals less able to survive other stresses. This may affect fishing & other water uses.

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The common misconception is that one person cannot do much in terms of preventing pollution or preserving the environment. That is far from true. The attitude of environmental consciousness enables us to perceive all possibilities of change, even the smallest ones. Once we start down this path of small changes, they will grow and become our normality. Such a paradigm shift, applied to a mass of people, might even be enough to change the future.

# WHAT IS BOATERIOR DESIGN?

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# ICE moves to Vienna

The International Charter Expo evolved out of a small local Croatian B2B event named “Days of Croatian Charter” that was held in Zagreb, in 2013 and 2014. It was never meant to exceed the small 1.400 sq. meter sports hall in Zagreb. The whole purpose was to gather Croatian fleet operators so they could with joined forces, host a bulk of international charter brokers in a small get-together revolving around getting to know each other through brief meetings and longer talks at the bar. The overall at-

mosphere of the event was captivating, and word spread fast. As international agents increased in numbers, charter people from outside Croatia wanted in.

The event evolved into the International Charter Expo and moved to Opatija in 2015, for a larger venue of 2.500 sq. meters. Opatija, even though a logistical challenge, turned out to be a refreshing change of scenery and was liked by all. The legendary parties of the past events were surpassed with the help of over

500 attendees at the first ICE ROCKS Party. After the success of this first ICE, an even bigger venue was needed, and the Zagreb Arena provided it.

The first big ICE was held in March as it doubled in size, to 5.000 sq.m. and it was a great success. Fleet operators were streaming in from more than 50 countries and charter brokers were arriving from all corners of the world.

As good things do, ICE kept growing. In 2018 the decision was made to move ICE to one of the largest event halls in Vienna, Austria. It offered 8.000 sq.m in one of Europe’s most reachable cities. The results came quickly; bookings for the show skyrocketed and it quickly became the bigger and better version of itself.



**The Conference Day**, a part of ICE, brings the participants added value through quality speakers and the hottest topics, picked by most experienced among them. The desperately needed marketing topics, guidelines to opening new markets and different trending issues are enough to ensure a record attendance of almost 200 charter companies and agencies at the conference.



# vents

## Broker certificates

ICE is a networking option that brings a huge amount of information to agents who takes time out of their schedule to attend. Agents that really want to serve their customers well, need to have all the right information.

An expert agent will have detailed information about various sailing areas, from first-hand experience or from native partners. They will be informed about legal backgrounds, insurance issues and administrative details to easily navigate the booking procedure.

A great agent will personally know the people; booking manager, base staff, will have visited the charter base, checked the boats for maintenance and equipment. Agents who try to be the best at what they do will invest in research and networking in order to provide the best service for the customer.

An agent's sole purpose is to have a wide area of expertise and knowledge, to guide and protect the customer along the search and booking process.



B2B meetings at ICE

## ICE going GREEN

With the environment being increasingly threatened by growing industries, ICE started navigating towards solutions; a small step at a time. Leading by example, with a vision of a clean industry.

## The Investors Lounge

Thanks to investors and charter management, the charter industry is constantly growing. For that reason, all investors who are interested in new investments will be invited to ICE. With a dedicated area and scheduled meetings, the door is open to further fuel this growing industry.

With 200 fleet operators and 200 charter agents participating, ICE is an unprecedented event in yacht charter. With the supply chain added to the mix, it is a must for every stakeholder in the industry.



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For 36 years, **Adriatic Croatia International Club (ACI)** has been inspired by innovation, vision and leadership. ACI has been pushing the boundaries from the biggest chain of marinas in the Mediterranean to brilliantly organized world-known regattas with the biggest sailing stars. ACI Sail, the newest ACI's venture is aimed to mark the future of sailing in the Adriatic.

ACI Sail's "21st Century Sailing" starts with the first worldwide ACI Sail ClubSwan 36 training centre in partnership with Nautor Swan. Based in ACI marina Split Croatia and with the fleet of the world's six most progressive sailing

boats ClubSwan 36, **ACI Sail ClubSwan 36 Training Centre** offers unique sailing action using latest foil-assisted sailing boats operated by top experienced sailors.

'**ACI Sail** is a new level of sailing experience. From the team of the top Olympic sailors to the most innovative sailing boats on the market, we want to provide unique sailing events for sea lovers and outdoor adventurers', explains **Kristijan Pavić**, CEO at ACI d.d.

With the new ClubSwan 36, you no longer need to be an America's Cup-level sailor to experience this level of extreme

Unique sailing experience for professionals and amateurs with the fleet of the world's six most progressive sailing boatsgroup Greenpeace.

performance. Regardless if you are professional or amateur sailors or never sailed before, ACI Sail aims to thrill clients and enhance all their senses while sailing fast and safe in crystal clear Adriatic waters surrounded by thousands of islands.

ACI Sail offers a variety of services such as winter or spring training camp with intensive sailing courses, tailor-made individual training with a personal trainer, regatta charter with race-ready ClubSwan 36, corporate sailing events and team buildings. All programs are custom made at the client's request. You can find out more about the project on [www.aci-sail.com](http://www.aci-sail.com).

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**“I was tough.  
Because I was  
looking after  
my clients.”**

# Andrea Barbera

## **Masteryachting Germany**

---

At its peak Masteryachting was closing over 3.000 contracts a year throughout the worldwide sailing destinations and was one of the leading charter agencies in the world of bareboat charter. With a dozen employees, a strict customer-oriented policy and an uncompromising CEO, the brand soon became a benchmark of the industry.

inte

## Nuclear testing in the Pacific

It was 1995 when France detonated a nuclear device buried deep beneath a remote coral ringed Mururoa atoll, the first of a planned series of tests in the South Pacific.

A flotilla of nearly 25 protest ships, ranging from an unarmed New Zealand naval research ship to a ceremonial canoe from the Cook Islands, have ringed Mururoa. The flotilla had been led by the Rainbow Warrior II; a ship owned by the environmental group Greenpeace.



Yamakay Yacht

### Q: How did you get into the nautical industry?

I was working as a liaison officer for the German and American military before I came to the nautical industry. I was young and I wanted to travel, meet people and see the world. This job gave me the chance to experience both sides of the Atlantic; Germany and the USA. I could perfect my language skills - a big advantage at the time- this experience abroad enabled me to get a job with Bavaria Yachts in 1986 - my entry into the world of yachting.

My responsibilities were to develop the US market for Bavaria Yachts . Bavaria was led by Winfried Herrmann at the

time; he was an engaged and inspired leader and I learned everything about yachts.

Some years later my path led me to Austria. Besides selling yachts for the Bavaria Dealer in Austria, I was running the charter-bookings for their first charter bases in Yugoslavia and Turkey. I was still keen on traveling. In this time, from 1987 to 1990, I was gathering even more valuable experience in charter and yacht sales. Yacht sales was not comparable to what we have today. Clients were few and hard to find. Yet the business grew. The company was operating a fleet of Bavaria Yachts up to 40ft. in Vodice, Croatia and Marmaris, Turkey. This gave me the opportunity to get to know the sailing areas as well.

erview

## **Q: When / how did you start your own way in business?**

In 1990, I opened an office back in Germany. In accordance with Vienna, we used the same name in order to spread the brand. It was just me, a phone and a fax machine.

My company was still small, but I gathered the courage to dare a bigger attempt on the German market; my first

exhibition stand on the Düsseldorf boat show.

It was incredibly expensive to exhibit, and I needed help. I was fortunate that my father always believed in me; to make my big debut possible, he even sold a piece of his land to get me the money for the exhibition. As it were, the war broke out in Yugoslavia and my timing couldn't have been worse – I struggled to get clients. I remember that we had to sign contracts with clients without any down payment whatsoever; they

paid one day prior to departure. It was hard to work like that, but somehow I made ends meet. The big names at the time, like Argos, Scansail and KH&P had been out there for 10 years already and I couldn't compete with them.

## **Q: How do you see the industry today, how do you see it developing in the future?**

GPS and high standard navigational equipment took the mystery of yachtmanship. Mobile communication has rolled out the market. Yachts with joy-

sticks, bowthrusters and various sailing techniques are much easier to handle now. This has a tremendous impact on the market. It is turning from a very specific and adventures type of holiday to a mass market, like the development of the cruise ship industry. Internet booking platforms have become key essentials in this business. Yet there are still special products, special demands and

special clients. So, in my opinion there will always be the need to personal support and advise. Chartering a yacht will always remain a lot more delicate than booking a flight ticket or a rental car.

## **Q: Was there a specific point in time that defined / boosted your career?**

It was by pure good fortune that I got the inquiry for a crewed yacht in the South Pacific. A newspaper agency was determined to follow the Mururoa events and needed a yacht to do it. It was 1995 and I was still far from the big leagues, but I managed to book a yacht with Stardust Yacht Charter.

It was a 42-meter CMN Yacht by the name of "Friday Star" that brought me my first big success. It was going to join the 25 protest ships around Mururoa and get loads of attention. Along the financial benefit of this prestigious booking, I managed to put myself on the map. Soon after I was invited to a Stardust agent event and doors started to open.

## **Q: Once you got out and about, the rise of Masteryachting followed?**

The positive development of Master Yachting continued. In 2008 TUI came knocking at my door and I accepted. It was an offer I could not refuse. The deal included my continuing work as a CEO for some more years. Finally -about 8 years later- I felt that I should get back to my initial passion: to travel and see the world.

## **Q: What are your personal plans for the future?**

Not being the boss of master yachting anymore does not mean I'm not connected to the charter industry. Yes - I can spend more time for myself with my family and I can also do a lot of travelling and sailing in beautiful destinations, a thing I was always missing while sailing in the office

I don't have specific plans now but I'm an active person and you never know.



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Photo: Lagoon / Nicolas Claris



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**The JOY TRIP** - Sailing on brand new catamarans crewed with skipper and hostess, air-conditioned cabins, freshly prepared breakfast and lunch, to allow full rest and relaxation, while carefully selected activities will reveal to the traveller in the most pleasant way more of the country and its culture.

A trip that will be appreciated by **mature travellers** seeking to soak in the sea, the sun and the culture of Greece.

**The ACTIVE TRIP** - Sailing on brand new mono-hulls, crewed with just the skipper, but fully equipped and fully stocked to cater for the enthusiastic traveller who would like to actively participate in the sailing of the yacht and the daily activities on board. Additional activities both on and off the yacht keep the fast pace and the adrenaline at high levels.

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Trips start every Saturday afternoon and finish on the next Saturday morning with check out time at 8.30am. SeaStar Sailing **guarantees departure** of the yacht, even with only one double cabin booked.

An experienced skipper aboard each yacht will keep the journey safe, while at the same time he will make every effort needed to please the guests aboard. Every cabin has a double bed and is paired with one toilet/shower to maximize privacy in a yacht environment. Each one of our yachts has no more than five cabins for guests. The main yacht types used for these trips are Bali 4.1, Lagoon 42, Dufour Grande Large 460 and Beneteau Oceanis 51.1. They are all new (less than one year old).



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---

**Fleet operators must expand into new areas. Charter agents must send their clients to the new charter bases. It's challenging but necessary.**

# Alternative Charter Areas

Compared to other types of tourism, yacht charter is indigenous to only a few regions of the world. It has spread in the last decade or two, but it is not nearly as ubiquitous as land-based accommodation. The Mediterranean and the Caribbean together still host the majority of the world's charter fleet. Traditional charter bases have developed in specific micro-areas due to suitable geographic, meteorological and infrastructural circumstances.

The existence of this specific set of features made the swift growth of the yacht charter industry possible but it also limited the expanse to these specific regions. Sometimes some specific cities will see

the development while neighboring towns with similar features will not. If there was room for growth, most of the charter development took place in the same place where it began – the traditional charter bases.

In the past years we have seen significant increase in the number and average size of the charter yachts. This growth cannot be sustained by these cities and their marines anymore. Yet the basic capitalistic motor drives forward, regardless. At this point the fleet managers must solve this by relocating a part of the fleet and open new bases where there were none before.

SO



## Opening a new charter base

Opening a new base is no easy feat; one needs to find staff, infrastructure, suitable weather conditions and re-adjust marketing to promote the less-known positive features of this area. If the new location is in a different country, you'll be juggling a whole new set of administrative and legal challenges.

Usually the new base will be challenging before anything else; otherwise, it would have already been a charter base. The major disadvantage will probably be product awareness; you are in fact offering a new product. If we remind ourselves that the boat is just a platform on which we provide the product "sailing holiday", we must conclude that the boat is not very relevant. The goal will be to bring the new area to the attention of the customer and consequently sell the area and not the boat.

The upsides at a new charter-base will be availability, and consequentially lower cost, of berths. In Croatia this difference will be about 30%. The lease of an office, storage and everything a charter-base needs, might also be significantly cheaper. Fleet operators who are used to running their business in high-demand marinas, might get their infrastructure at half price.

Staff could be much easier to find than in an overcrowded charter marina where operators fight over base managers. It is not seldom that a good or resourceful base manager or deckhand skips from one fleet to another for a slight raise in pay. This can really disrupt the base operations.

Punat on the island of Krk



Novi Vinodolski



## Croatia – Kvarner Gulf

Sheltered by soaring mountains, the Kvarner Gulf has long been loved by visitors attracted to the mild climate and cobalt waters, and those in search of more than just beach appeal.

Kvarner offers the most diverse pleasures to the curious gourmet. In this cluster are caught and prepared the Adriatic's best scampi, which have received every possible compliment, including one that says there are none better in the world!

Meteorology is the challenge of the sailing area; the NE "Bura" is a volatile force in the winter months but it occasionally also occurs in the summer months. It is a cool, gusty wind that appears quickly and is known to have surprised many experienced sailors. Yet today, with state-of-the-art forecasts and communication, only the reckless navigator will be caught unprepared.

The NW will not be as dominant as it is further south so there will be more periods of calm.

The area will never be as crowded as the islands of the Split area, not even in high season. Neither marinas nor small ports will require reservations, except when expecting extreme weather.

The overall costs of goods and services is significantly lower than in the middle and south Dalmatia. Restaurants, shops, ports and bars will often surprise you with very reasonable pricing.

The islands Cres, Lošinj, Krk and Rab all have highly atmospheric old port towns and stretches of unspoiled coastline dotted with remote coves for superb swimming. The islands differ from the Dalmatian islands; in almost every aspect.

## Losinj

One of the most popular of the Croatian islands, Losinj is famous for its lush green vegetation. The main resort is the town of Mali Losinj – the largest town on both this island and neighboring Cres – whose harbor is said to be the most beautiful in the entire Adriatic. The tourist area is centered around Cikat bay, which is well known for its beach and its good windsurfing options. The town of Veli Losinj is quieter and there is easy access to it from Mali Losinj. Mali Losinj is already home to several fleet operators.

## Cres

Although perhaps not one of Croatia's most popular islands in terms of visitor numbers, Cres is still a lovely place to visit. It is easily reached from both the mainland and from other nearby islands. You will often hear that the island is part of the Cres-Losinj group of islands, which number thirty in total and cover an area of 193 square miles (513 square km), equating to 16% of the total surface area of all the Adriatic islands. (The islands of Cres and Losinj are in fact connected by a bridge that is situated by the town of Osor.) Cres has a large ACI marina and supports charter activities, even though there still isn't a single base there.



Losinj bay

## Krk

We would not call this island the most beautiful or the greenest, but it is well equipped with tourist facilities which means it's a very popular place to visit and holiday on. The main resorts on the island are Malinska, Omisalj, Vrbnik, Punat and Krk Town, as well as Baska – popular because of its sandy beach and established charter bases.

## Rab

Rab island covers an area of 90.48 square km, is one of the greenest islands in the Adriatic and probably one of the most magical as well. It is covered with pine forests and has several beautiful sandy beaches and is well known for its mild climate that differs from the mainland. The reason for this climate is because three ridges are present which protect

the island from cold winds that descend from the Velebit mountains. There are several well protected and well-equipped marinas on the island, perfectly suitable to sustain charter bases.

## Greece – Sporades islands

The (Northern) Sporades are an archipelago along the east coast of Greece, northeast of the island of Euboea (Evia), in the Aegean Sea. They consist of 24 islands, four of which are permanently inhabited: Alonnisos, Skiathos, Skopelos and Skyros.

These islands are the greenest in Greece (Skopelos is over 70% pine forest) and are famous for some of the best golden sandy beaches (Koukounaries) and isolated pebbly beaches (Lalaria) as well as being world famous as the setting for the Mamma Mia movie.

Like elsewhere in Greece, temperatures average around 30 degrees Celsius in August, but heatwaves of over 40 degrees are becoming more common. Prevailing winds are from the north (sometimes NNW) providing fantastic sailing conditions.

The area is recommended for novice to experienced sailors because, although the islands are close together and relatively well protected, at times it can be quite challenging to sail these islands. Sticking to the southern route can make things easier.

There are existing charter bases on Skiathos and Skopelos, and in Volos and Achillio port.

Skiathos welcomes charter flights from many international locations. You can also access the islands via the mainland port of Volos by ferry, or Agios Konstantinos if you are coming from Athens. Skiathos is a popular tourist destination, with its own airport, all necessary tourist facilities, a vibrant nightlife and over 60, chiefly sandy, beaches. You will find countless moored yachts and plenty of shops, cafes, restaurants and trendy bars in Skiathos Town.

Volos is a port city on the east coast of the Greek mainland, situated midway between Athens and Thessaloniki. It is the capital of the wonderful region of Magnesia. Modern Volos is a relatively new and vibrant city. It is mainly built on the area of the ancient city of Iolcus. Iolcus was the homeland of the mythical ancient Greek hero, Jason. This is also where he and the Argonauts began their voyage on their ship, the Argo, in search of the Golden Fleece. A replica of the Argo can be seen on the waterfront of Volos.

The charter industry will keep growing; there's no way around it. You can be the one that complains about it or you can adapt. It's a big wonderful world we live in; seek and you shall find your place.

Patitiri marina on Alonissos island







Skopelos island

The Pagasitikos Gulf is a round-shaped gulf in the region of Magnesia, with the city of Volos as its main port. The gulf is embraced by Mount Pelion, with an opening to the Aegean Sea. Pelion is an area of incredible beauty – a high mountain with abundant fauna and flora, combined with stunning beaches. The Pagasitikos Gulf is ideal for relaxed sailing, as the sea is relatively calm, with gentle winds that are channeled down from Pelion. Sailing here will give you the opportunity to discover the captivating beauty of its many unspoiled bays, with their teal-colored waters. Swim in the glimmering waters at Tzasteni or Nies. Taste the local specialties in one of the many pretty seaside villages – Pelion's speciality (spetzofai) in the delightful Kato Gatztea or Afissos, or crayfish spaghetti in the little fishing village on the island of Trikeri.

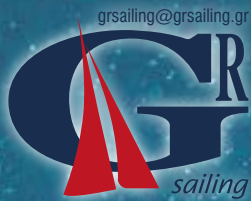
Northern Evia has lovely golden beaches surrounded by pine trees. It is dominated by forested mountains where you can find many pretty villages. Despite the distance, it's worth visiting Edipsos – a lively town, long-renowned for the healing powers of its natural thermal springs.

Skopelos is the greenest island in Greece. The island has an unrivalled natural beauty and ecological balance, with its lush emerald forest and clear blue sea and sky. Walk in the maze of narrow flower-scented streets in Glossa and in the colorful main town of Skopelos.

Alonissos is renowned for its unique Marine Park, where the Mediterranean Monk Seal and other marine animals can be spotted. Explore the secret coastal caves and the neighboring uninhabited islands. Be sure to visit the fascinat-

ing history museum in Patitiri harbor and the traditional 'Old Town'.

If you consider the crowded Alimos base with the myriad of charter boats, the crowded Saturday and the heated concrete of Athens, a slow sleepy charter base of the North Aegean starts looking very appealing. With the government-boosted expansion of the Greek charter fleet, a migration is necessary. Alimos will have to be refitted soon and this will not be done over a weekend – this might take a while. During this period the neighboring marinas will not be able to take in all the boats and alternatives will have to be found. There are very few more convenient places than the Sporades.



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Boat type	Sailing monohull
Boat length [m]	9.8
Boat width [m]	9.44
Cabins	2
Draft [m]	1.85
Displacement [kg]	5100
Sail area [m <sup>2</sup> ]	-



310 Grand Large  
DUFOUR

### Price

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#### BASIC INFO

Boat type	Sailing monohull
Boat length [m]	9.67
Boat width [m]	3.31
Cabins	2
Draft [m]	1.9
Displacement [kg]	4900
Sail area [m <sup>2</sup> ]	50



SUN ODYSSEY 349  
JEANNEAU

### Price

€89,900.00

#### BASIC INFO

Boat type	Sailing monohull
Boat length [m]	10.34
Boat width [m]	3.44
Cabins	2, 3
Draft [m]	1.98
Displacement [kg]	5340
Sail area [m <sup>2</sup> ]	-

### Buying from your local distributor

When a fleet operator buys from a local distributor, it is the best option available. The local distributor will do the best consulting, have the best after sales service and will highly appreciate his return customer. This option will have long-term benefits for both seller and buyer and should always be the fleet operator's first choice. On icemarket fleet opera-

tors who make an inquiry will receive an offer from their local distributor, if he is using the platform and has something to offer. The only downside of the local distributor is that he might not always have the needed yacht on stock.

---

# With the rise of charter management fleet operators need better access to new boats

# yacht sales

A boat doesn't just magically appear in the charter fleet. An investor somewhere must get the idea to invest into a charter yacht. He or she must find the relevant information about yachts and charter management options. They must deem the calculations plausible and the people trustworthy. Then they must find the yacht that fits the bill. The financing must be approved. The yacht must be delivered in time and put into a charter fleet.

In the yacht charter business, investors cannot just pick whatever they like; there is a limited choice of yachts that will produce the desired financial result.

And this little niche of the yacht market is the world we need to understand in order to see why icemarket will change everything.

Icemarket enables fleet operators to search for a yacht they need in a way it was never possible before. Some fleet operators buy at their local distributor, some buy with the factories directly, some shop around searching for the lowest offer, regardless of the source. Some fleet operators will even buy from other, larger fleet operators. Icemarket is a platform that connects each and every one of them.

## Buying from a foreign distributor

Some fleet operators are keen on finding the lowest price on the market and they're willing to look under every rock to find it - even if it means buying from a far-away source that will provide no support or after-sales service. This is not the optimal case but if the local distributor can't offer the model or configuration the fleet operator needs, it will be considered. A way to bridge this downside is to broker and agreement between the foreign and domestic distributor to get the boat and the after-sales. Icemarket gives fleet operators access to both; not only by providing the offers but also through a live chat.

---

Icemarket provides the possibility to search for the needed yacht model, compare similar models from different makers, configure the original option list, and finally send an inquiry to all potential sources: local and foreign distributors, shipyards and all that are offering the selected yacht on the market.

### Buying directly from the shipyard

Historically, only the biggest fleet operators were admitted access to the source. With the rise of yacht charter, the privileged few became a much bigger group. Still, this is a limited circle of operators who have enough infrastructure to manage all aspects of yacht purchase and maintenance, so the local distributor will not have to do much. Icemarket allows shipyards to hold an account so the yards too can make an offer if they want to.

### Why icemarket helps everybody

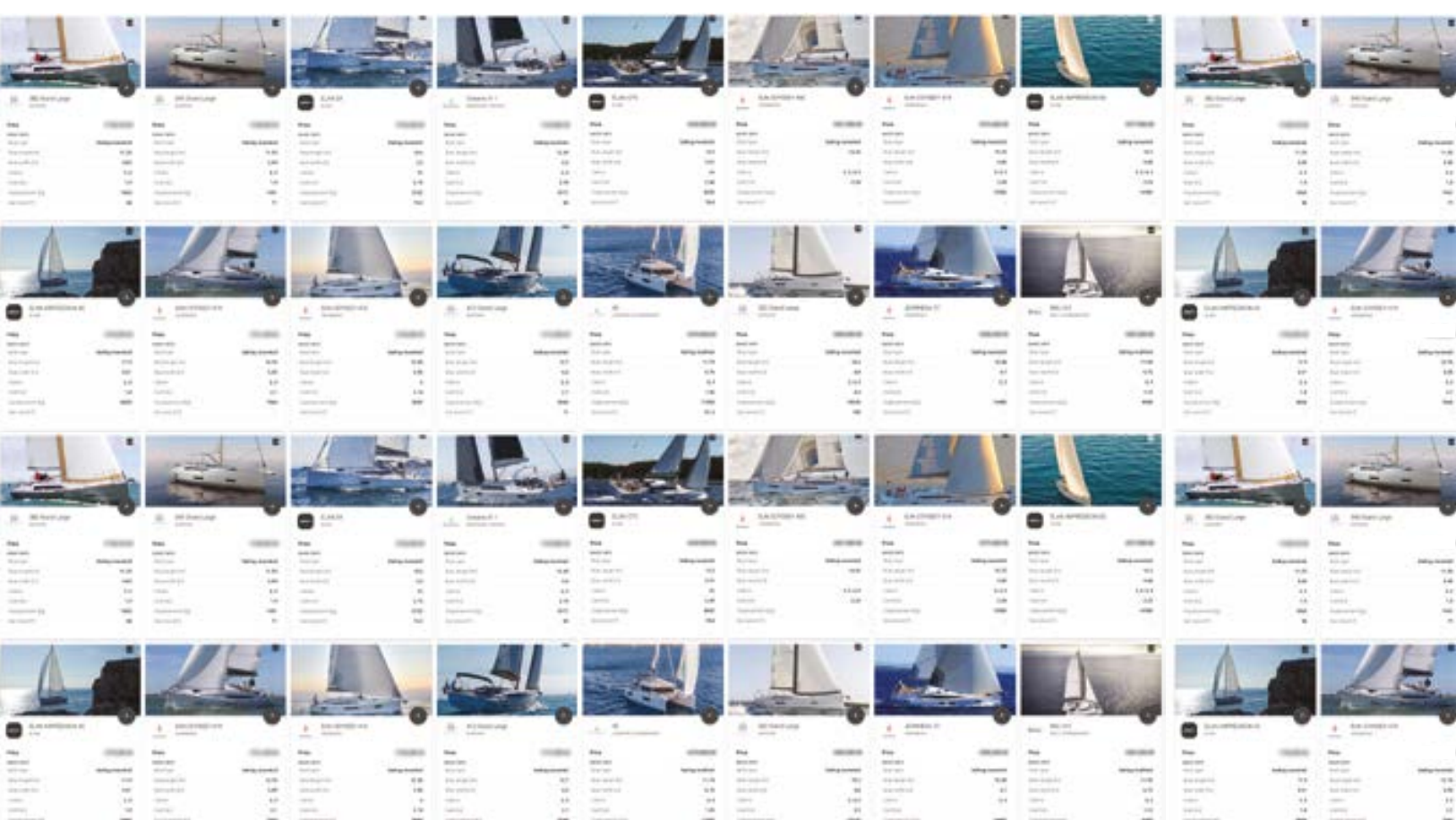
Fleet operators can now find a new boat wherever it might be available, with just a few clicks.

Distributors can now promote their stock to fleet operators and sell it in record time.

The biggest winner is the shipyard, of course; with the distributor's stock liquidated, the distributor can re-stock quickly.

### Buying from other fleet operators

This is not a new occurrence, but it has increased its share in recent years. Large fleet operators will sometimes order to much stock or reserve to many slots, overestimating their requirements. This will force them to offer this surplus on the yacht market to other operators. This is not an overall good option for the buyer because there will be no after-sales to speak of. Furthermore, the buyer is actually buying from his own competitor. Nevertheless, the purchase price is often so appealing that the buyer chooses to oversee the downsides. Icemarket will sometimes host such sellers too.



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## Tradition on the Danube

# Austrian Boat Show

As the geographic location is at the crossroads of the German, Austrian, East European and Adriatic markets, the Austrian Boat Show is uniquely positioned. This, along with a customer-oriented policy, resulted in growth and prosperity of this small-town international boat show.

### Is the show still growing?

The show cannot expand any more, the expo grounds are completely used up, all the 30.000 sq.m. Our goal now is to increase quality; to get new attractive brands for example. We have already grown from a local show to an international one; in 2007 we renamed the Tulln Boat Show into the Austrian Boat Show and decided to directly compete with the Budapest Show and other regional shows. We have invested significantly into advertising, especially in Hungary, Slovakia and the Czech Republic. Today, the trade visitors from these countries amount to 15% of our total visitors.



The city Tulln on the Danube has been presenting the Austrian Boat Show for 48 years. Drawing almost 400 exhibitors and 50,000 visitors each year from Austria and abroad to do business and enjoy the attractions of the trade fair and its host city. Interesting fact is that this boat show does have a strong B2B character, making it interesting for the yacht charter industry.

The show manager Mag. Thomas Diglas, about the Austrian Boat Show



## Who are the visitors? How strong is the B2B part?

We are trying to establish some vertical integration; not to show only exclusive yachts but also the entry-level activities like scuba diving and smaller water sports. This way we can attract a wide audience and grow them over time. Therefore, we are marketing four different segments; sailing, power, scuba and paddling.

Another aspect is the B2B segment; it is growing in attendance and duration of the visit. This is a big achievement

and it was possible thanks to the recent growth of accommodation infrastructure. Tulln has a population of 16.000 and the hotel offer was not enough in the past to sustain growth. Now, with the latest developments, we are ready to host a significant B2B population. It is hard to say how many operators visit the show; if we include the small operators, sub-operators of Pitter, we could estimate it to even 100 charter-related companies.

# events





**Why Tulln,  
when  
Vienna is so  
close?**

The location, a big city, is not enough to build a boat show; one needs know-how, dedication and experience to start, sustain and grow an event like that. Tulln is a village, sure, but keep in mind that a drive from the airport to Tulln is just 20

minutes longer than to the city center. Still, it is a big asset to be next to Vienna. It is not rare that the families plan a visit to Vienna and Tulln at the same time; to get the best of both the city and the boat show.

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## Splitting or doubling

# Cannes Yachting Festival

After 6 exhibition days and despite an opening day somewhat disrupted by rain, the 42nd edition of the Yachting Festival closed its doors on Sunday 15 September having set new records for participation.

This edition, marked by the new in-water configuration with new motorboats in the Vieux Port and a new Sailing Area at Port Canto, received 54,000 individual visitors, up sharply compared to 2018.

Yachting enthusiasts, experienced and novice sailors alike, and professionals from the sector were able to enjoy the

improved and simplified visitor itinerary on both ports and made extensive use of the land and sea shuttles. At Port Canto, the “land” entrance registered 15,000 visitors and the numerous sea shuttles carried almost 16,000 persons from the Vieux Port.

The choice of Reed Expositions to play host in Port Canto to the world’s biggest event for large new and in-water yachts was both daring and necessary.

With its wide quays, Port Canto provided large walkways to the Sailing Area, with enhanced comfort and visibility on

one side for the 120 new monohull and multihull sailing boats on show in-water and, on the other side, for the stands of the shipyards, equipment manufacturers and service companies. Numerous visitors strolled along the quays of the Sailing Area, resulting in a total number of some 30,000 visits. The initial feedback and comments, heard on the pontoons from both exhibitors and visitors, are extremely positive.

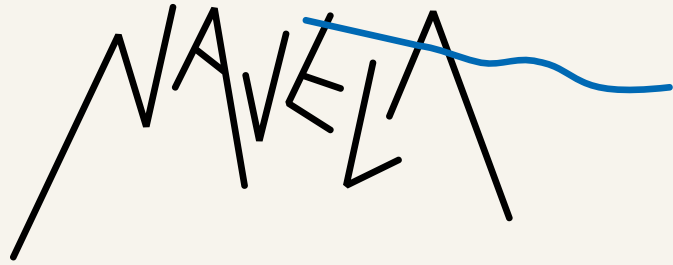




The evening atmosphere at the Cannes Yachting Festival in 2019

# events





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