

**DUBAI INTERNATIONAL SUPERYACHT SUMMIT 2019
MINUTES OF ROUNDTABLE - MARINA MANAGEMENT**

Date: 27 February 2019 at 15:00 h

Location: Queens Room, Queen Elizabeth 2 Hotel

Moderator: Bruno Meier, ART Marine

Minutes taking: Zandra Dixon, ART Marine

Attendees:

AL BANDAR MARINAS	Evertt Ucat
AL HAMRA	James Roy
ARROL CONSULTANCY	Simon Arrol
ART MARINE	Andrew Horne
ARTI PROJE	Meriz Ozcan
AYLA MARINA	Munis Momani
BULGARI MARINA	Alex Berry
CESME MARINA	Can Akaltan
D MARIN	Selcuk Balci
DUBAI MARINA YACHT CLUB	Ahmed Abd El Halim
DUBAI MARINA YACHT CLUB	Charlene Michel
DUBAI MARINA YACHT CLUB	Philip Sather
EMIRATES PALACE MARINA	Wyndham Tops
FLISVOS MARINA	Stavros Katsikadis
INCELAW	David Galea
JALBOOT	John Paul
JEBEL ALI RESORT	Andy Savill
JMK TRAINING	Yiannis Kalogerakis
MARINA BANDAR AL ROWDHA	Colin Ralph
MARINA DEL CAVALLINO	Roberto Perocchio
MARINA DI PORTISCO	Vasco de Cet
MARINA DI PORTISCO	Daniele Pace
MARINE POOL	Robert Stark
MARSA BATEEN / EASTERN MANGROVES	Miguel Contreras
OSCAR SICHES	Oscar Siches
VENEZIA TERMINAL PASSEGGERI	Galliano Di Marco
YACHT SOURCING	Cedric Le Rest
YAS MARINA	Samer El Adem
YAS MARINA	Richarno Marie

Bruno Meier (Moderator) welcomed all participants and gave a brief overview of the structure for the round table. Ten questions had been prepared and there was approximately a 5-minute-discussion per question. Two questions were merged due to overlapping content. Therefore, only 9 questions are listed below.

Question 1 – The employees’ loyalty issue (submitted by Oscar Siches)

- Oscar:* *A focus in the USA is training and providing a welcoming feeling. If staff are not proud of where they work, then there is no loyalty from their side. Management is responsible for loyalty.*
- Stavros – Fully agree. Stated that you cannot simply impose duties but need to build a culture of loving your job. This is done by top management.
- Bruno – What about the financial factor? Budgets imposed by property owners can dictate available salaries. Staff move for financial reasons.
- Robert – Look at uniforms being suitable so that employees are proud to wear them. Bring in a culture of dressing properly and addressing colleagues and guests correctly.
- Cedric – Staff retention is important. He noted that you should lead by being respected. Suggested that marinas should work together.
- John Paul – Staff are loyal to managers. If you look at most historical references, captains were allowed to pick key crew to follow them to the next/new ship.
- Ahmed – Stated that his marina has a heavy investment in their staff. They would like to see more business ethics, advise other marinas when potentially recruiting their staff. He also noted that if you treat staff like family, it creates loyalty.
- Bruno – Closed the question with a note that in Turkey there had been a strong family culture with family trips and BBQs.

Question 2 – Co-operation between marinas and environmental protection programs (submitted by Bruno Meier)

- Bruno:* *What can be done to encourage environmental protection?*
- Andrew – Instead of looking at putting programs in place, what about taking things out? For instance, cheap antifouling has severe effects on marina life, ensure pump outs are being done. The USA has strong policies on the types of chemicals used on yachts within marinas.

- Can – Pollution prevention is a focus in Turkey. Clam and calamari farms, solar assistance have all proved possible.
- John Paul – Questioned the best standard, is it possible ISO 1400?
- Oscar – Inter government/association work is required. Possibly sell marinas as a “laboratory” to create opportunities for interface between land and water.
- Claudio – Montenegro partnered with Seabin to reduce waste.
- Yiannis – Train people to excel since well trained people tend to keep things clean.

Question 3 – Is the fancy concept over valued? (submitted by Oscar Siches)

- Oscar:* *Is the fast/fancy culture worth it? Design conforming does not always allow for function.*
- Cedric – Owners are often looking for “good looking” but do not understand that it is difficult to maintain. The balance is difficult. My marina was briefed as “memorable and iconic”.
- John Paul – Unfortunately, operators are often brought in too late in the process.
- Bruno – Marinas are like ice-cream, they come in many different flavors. Define the unique flavor of your marina. Decide if you are five star or boutique.

Question 4 – Marinas in the future: traditional marina operators and services vs new ways that will answer future needs (submitted by Bruno Meier)

- Selcuk – The profile of yacht users is becoming younger and more impatient; they use their phones for more and more services. They still expect a certain personal touch.
- Unknown – Boats will become “smarter” and there is a trend towards a lack of professional captains on smaller yachts.
- Andrew – It depends on the location of marina. In the UAE a greater deal of personal interaction is needed as there is a lack of information. More developed areas are ready for automation, but younger marina cultures may not be.
- Ahmed – Agreed with Andrew. It is important to keep the human touch as people here expect it.
- Selcuk – Agreed it is as per client profile.
- John Paul – Renewable energy and easy boating are also to be noted. Boat design will influence and integrate into new ownership structures.
- Oscar – The last 15 years has seen a shift from traditional marinas to hotel style. Just as hotels are always evolving, we must too.

Question 5 – The dangers of automation (submitted by Oscar Siches)

We get excited over automation and innovation. Automation needs maintenance, which is difficult in a sea air environment, coupled with human error. Human beings have value in fault finding abilities.

- Andrew – Automated vessels are not necessarily a good thing. Skilled skippers have value.
- Yiannis – Robots are developing to do most things. If humans don't act with personality and with ethical behavior, they are replaceable. Artificial intelligence can do the work, but not replace personal service.

Question 6 – How will the new chapter 20 (UAE and Life Safety Code) affect the marine industry? (submitted by James Roy)

- James: *Concern over new regulations for old marinas. How do we implement or combat the proposed changes?*
- Andrew – DMCA is giving assistance as in Dubai there are regular meetings to try drive solutions for these issues. New regulations for Dubai mean capex will be required.
- This can be a positive as directives from legal agencies enforcing regulations can assist operators with having capex funds released by owners.
- John Paul – As the economy gets stressed some taxes and costs may be short sighted by government.
- Miguel – Working closely with DOT Abu Dhabi is seeing results.

Question 7 - The responsibility of marina vs. authorities – what additional liabilities are marinas being forced to undertake? (submitted by Toby Haws)

- Ahmed – Dubai took the step to discuss various topics with government. This has seen a reduction in issues. Dubai is starting to see results, but it will take time. Feedback from owners is necessary to help take action.

Question 8 - Is the continued fall in the pre-owned yacht market affecting the marine industry? (submitted by James Roy)

- James – Particularly within the smaller yacht sector, most owners are expats who are unable to sell at a decent price. Further to that is legislation which limits potential buyers.
- John Paul – Check the power yacht school demographics to get an accurate idea of who the potential clients are.

- Unknown – Regulations are restrictive, small boat owners going to DMCA for registration etc. are discouraged. Boating should be fun and inconvenience makes for lack of new sales. Automation can assist to eliminate these issues.
- Andy – DMCA is already creating online portals. For small yacht with lower values, if berth fees continue to increase, it becomes unaffordable. With an expected 1000 + berths being built, pricing will become an issue.
- Bruno Meier directed a question to Selcuk Balci: *how comfortable are you with all the new berths coming online, that the market can handle it?*
- Selcuk – Dynamics here in the UAE are different from dynamics in Europe. Doubling the number of berth within two years will result in fierce competition.
- How do we make it easier to buy new boats and create new clients?
- Bruno – Last year at a roundtable we questioned how to create new clients and the results are that foreign flagged yachts can now stay 6 months rather than 21 days. How can we create yachting destinations and events within the UAE?
- Selcuk – Suggested boat share for expats
- Andrew – It used to be allowed but laws changed to prevent co-ownership. Emirates pilots were then given special privileges with boat ownership.
- Currently the law says the owner must be aboard at all times so you can't lend your yacht to a friend. Boat share must be within a commercial structure at this time, costs are too high.
- Andy – With timeshare, the users are not owners and some marinas want to know who their guests are at all times.
- Roberto – Italy allows private owners to charter 45 days a year.
- Oscar – Monaco is similar

Question 9 – Minimum dock staff qualifications and training programs (submitted by Toby Haws)

- Phillip – Staff is everything. We look to try train night operations as well. Build strength and confidence in skills.
- Gregg – We cost our training at approximately 10,000 AED per staff as we train STCW 95 and Power Boat level 2, Medical etc.
- Wyndham – Emirates Palace does 50 hours training a month based on the ART Marine Dock Master program, which comprises a module a week/month. We look to build our staff from Junior Dock Master to Dock Master and then up to Senior Dock Master.

- Bruno – The Art Marine training is best equated to aviation training. There are exams to assess knowledge. Fail and you will be grounded, trained and retrained. This allows for competency.
- Oscar – Emergency drills are necessary. Training vs. Drills – as they produce different results.
- Unknown – Involve medical staff and civil defense. The entire response chain is made aware of the requirements.
- Oscar – Acknowledged. Sometimes the smallest things are critical – the key that gives access to the fire truck etc.
- Selcuk – First aid and firefighting training is critical, familiarization of staff and captains of equipment locations. Update staff and crew on various legislation changes and regulations in marinas.
- Morris – Training that allows career progress. If you complete levels of training, you build a career path.

Bruno concluded the question by making reference to a drill he used to do with a smoking heat proof container placed in the marina. He also used to ask people to instigate a fight to check how his staff handled violence.

Bruno suggested that trainings should not be conducted with staff only but also with boat owners and crew.

At 16:30 h Bruno thanked all for their time and discussions and closed the round table.