

Benchmarking Study for Marinas at the Baltic Sea Coast for the Year 2005

Concluding Result Presentation

for the
Partnership of the Interreg IIIB Project MariTour

presented by



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CONTENTS

1	INTRODUCTION	3
2	SELECTED EVALUATIONS IN THE VARIABLES: MARINA SIZES (BERTHS), KIND OF MANAGEMENT AND COUNTRY	5
2.1	Occupancy Rate of Permanent Moorings :	5
2.2	Rates Permanent Moorings	5
2.3	Rates for Guest Moorings	6
2.4	Services provided with Dockage Fee(Permanent Moorings)	7
2.5	Structure of Boat Sizes of the Permanent Moorings	8
2.6	Structure of Origins of the Permanent Moorings	8
2.7	Structure of Origins of the Boat Guest	9
2.8	Amenities	9
2.9	Personnel	11
2.10	Use of Technical Equipment	12
2.11	Use of Media	13
2.12	Future Expectations	14
3	FINANCIAL DATA	15
3.1	Turnovers	15
3.2	Revenues, Expenses, Productivity	15
4	BENCHMARKING TOP 25 % MARINAS – ALL MARINAS	17
4.1	Type of Operator	17
4.2	Occupancy of Permanent Moorings	18
4.3	Rates for Permanent Moorings	18
4.4	Dock Rates for Guests	19
4.5	Services provided with dockage Fees (Permanent Moorings)	19
4.6	Amenities	20
4.7	Use of Technical Equipment	21
4.8	Use of Media	21
4.9	Revenues, Expenditures, Turnovers	22
5	QUESTIONNAIRE	26

1 Introduction

Background:

- New building and maintenance of marinas are often so expensive that the operation cannot generate the costs
- Therefore in many cases the operation is taken over by the municipalities
- But often there is a lack of economical knowledge for an efficient management of a marina (marketing on the one hand and operation on the other hand)
- In general are missed: Market information and economical comparison data

Aim:

- Setting up of possibilities for the comparison of regions and marinas among one another
 - Demonstration of strengths and weaknesses
 - Positioning of one marina in comparison to the other marinas
 - Identifying of fundamental market data which are supposed to help the marinas to assess their own marina management
 - Basis for marina specific action plans for the performance improvement
- Improvement of the market data situation (visitor statistics, utilization, guests´ origin)

Methodology:

1. Preparation of the questionnaire in cooperation with selected marina managements
2. Written survey of the marinas followed by face-to-face interviews and regional workshops (in the year 2007)
3. Evaluation of the data by PLANCO. The data for each marina have been given into a database and were separately analysed. Afterwards averages were formed.
4. Preparation of a the evaluation with the overall results - only trade relevant results are represented. All data were aggregated and anonymised. The comparison is carried out on the basis of averages. Conclusions on the single marinas cannot be drawn. Thus confidentiality is preserved.
5. Preparation of individual and marina specific analyses for all participating marinas which have delivered profit and loss data.

Spectrum of the analysis:

65 marinas took part in the study. The analysis considered only marinas of the Baltic Sea coast. Please see the allocation of marinas in the following table:



Country	Number of marinas which have participated in the study
Germany	51
Denmark	6
Sweden	4
Poland	2
Estonia	1
Lithuania	1
Total	65

Because of the small number of cases of marinas outside Germany, it is to point out that the representativity of the results for these countries could be distorted. All data refer to the year 2005.

The following tables show the marina structure separated according to the operation modes per country and sizes (number of berths).

Type of marina	Marina structure according to countries						
	Germany	Denmark	Sweden	Poland	Lithuania	Estonia	All
Club marinas	7,5%	10,0%	0,0%	0,0%	0,0%	0,0%	7,0%
Municipal marinas	57,5%	50,0%	0,0%	100,0%	100,0%	100,0%	56,1%
Private marina	35,0%	40,0%	100,0%	0,0%	0,0%	0,0%	36,8%
All	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Type of marina	Marina structure according to the number of berths				
	up to 50	51 - 100	101 - 250	250 and more	total
Club marinas	0%	17%	5%	0%	7%
Municipal marinas	100%	67%	43%	42%	56%
Private marina	0%	17%	52%	58%	37%
All	100%	100%	100%	100%	100%

Results:

The results of the analysis are aggregated in detailed graphics and tables. These information should not be interpreted as an „absolute standard“ but rather as a guideline. Because of the partially significant differences between the different marinas (respecting the size, structure of operator, location, etc.) marinas can be successful, although success measurement parameters between them can differ very much. Therefore an interpretation of the results will not be made by PLANCO but it is up to the marinas to make it themselves.

Prospect:

Benchmarking is a continuous process of the weak point analysis. During increasing representativity of the results conclusions can be drawn about the effect of altered measurements (management, marketing, rates, etc.). A seasonal repetition of the analysis is planned.



2 Selected Evaluations in the Variables: Marina Sizes (Berths), Kind of Management and Country

In the following tables several evaluations according to the variables: marina size (number of berths), kind of management and country are shown. Those results will not be interpreted more detailed.

2.1 Occupancy Rate of Permanent Moorings :

Country	Average occupancy rate of permanent moorings
Germany	95,3%
Denmark	95,3%
Sweden	73,8%
Poland	12,0%
Lithuania	10,0%
Estonia	2,3%

Number of berths	Average occupancy rate of permanent moorings
up to 50	8,5%
51 - 100	48,9%
101 - 250	53,0%
250 and more	83,4%

2.2 Rates Permanent Moorings

Type of marina	Monthly dockage fee for permanent moorings			
	small boat	medium boat	big boat	very big boat
	mean value	mean value	mean value	mean value
Club marinas	€ 72,50	€ 115,00	€ 140,00	€ 161,00
Municipal marinas	€ 56,72	€ 101,36	€ 148,91	€ 183,70
Private marina	€ 78,42	€ 138,67	€ 197,59	€ 275,89
All	€ 65,96	€ 117,11	€ 168,66	€ 220,36

Country	Monthly dockage fee for permanent moorings			
	small boat	medium boat	big boat	very big boat
	mean value	mean value	mean value	mean value
Germany	€ 65,00	€ 115,42	€ 168,45	€ 220,44
Denmark	€ 58,04	€ 118,21	€ 132,01	€ 195,04
Sweden	€ 21,50	€ 43,00	€ 72,50	€ 94,00
Poland	€ 114,00	€ 214,00	€ 283,50	€ 345,50
Lithuania	€ 100,00	€ 130,00	€ 173,00	€ 231,00
Estonia	€ 25,56	€ 44,73	€ 159,77	€ 223,69
All	€ 65,96	€ 117,11	€ 168,66	€ 220,36

Number of berths	Monthly Dockage Fee for permanent moorings			
	small boat	medium boat	big boat	very big boat
	mean value	mean value	mean value	mean value
up to 50	90,50	133,50	155,00	176,50
51 - 100	58,71	96,36	118,07	156,10
101 - 250	69,32	136,29	201,43	266,90
250 and more	61,92	100,19	155,93	208,98
All	65,96	117,11	168,66	220,36

2.3 Rates for Guest Moorings

Type of marina	Daily dockage fee for guest moorings			
	small boat	medium boat	big boat	very big boat
	mean value	mean value	mean value	mean value
Club marinas	8,46	9,79	10,46	11,13
Municipal marinas	7,65	10,84	14,12	17,15
Private marina	8,81	11,15	13,92	16,82
All	8,12	10,89	13,84	16,68

Country	Daily dockage fee for guest moorings			
	small boat	medium boat	big boat	very big boat
	mean value	mean value	mean value	mean value
Germany	6,10	9,70	13,17	15,73
Denmark	11,49	13,43	16,01	17,79
Sweden	0,00	0,86	0,86	0,86
Poland	5,55	9,50	11,80	14,20
Lithuania	7,20	10,10	15,90	18,80
Estonia	15,90	15,90	28,76	44,73
All	8,12	10,89	13,84	16,68

Number of berths	Daily dockage fee for guest moorings			
	small boat	medium boat	big boat	very big boat
	mean value	mean value	mean value	mean value
up to 50	5,30	8,27	10,17	12,23
51 - 100	8,42	11,23	13,90	17,33
101 - 250	8,03	10,42	13,60	16,29
250 and more	9,51	12,86	16,42	19,11
All	8,12	10,89	13,84	16,68

2.4 Services provided with Dockage Fee(Permanent Moorings)

Type of marina	Services provided with dockage fee (permanent moorings) (shares per marina type)						
	Electricity	Fresh Water	Parking	Septic Dump	Waste disposal	Security	Miscellaneous
Club marinas	50%	50%	50%	25%	50%	25%	0%
Municipal marinas	34%	56%	47%	34%	81%	34%	13%
Private marina	62%	71%	62%	33%	81%	57%	14%
All	46%	61%	53%	33%	79%	42%	12%

Country	Services provided with dockage fee (permanent moorings) shares per countries)						
	Electricity	Fresh Water	Parking	Septic Dump	Waste disposal	Security	Miscellaneous
Germany	43%	53%	40%	20%	75%	45%	10%
Denmark	40%	80%	80%	70%	80%	20%	0%
Sweden	67%	67%	100%	67%	100%	33%	33%
Poland	50%	100%	100%	50%	100%	100%	50%
Lithuania	100%	100%	0%	0%	100%	0%	0%
Estonia	100%	100%	100%	100%	100%	100%	100%
All	46%	61%	53%	33%	79%	42%	12%

Number of berthes	Services provided with dockage fee (permanent moorings) (share per berth)						
	Electricity	Fresh Water	Parking	Septic Dump	Waste disposal	Security	Miscellaneous
up to 50	16,7%	16,7%	33,3%	0,0%	50,0%	16,7%	0,0%
51 - 100	38,9%	55,6%	38,9%	27,8%	72,2%	22,2%	5,6%
101 - 250	52,4%	66,7%	52,4%	33,3%	81,0%	57,1%	19,0%
250 and more	58,3%	83,3%	83,3%	58,3%	100,0%	58,3%	16,7%
All	45,6%	61,4%	52,6%	33,3%	78,9%	42,1%	12,3%

2.5 Structure of Boat Sizes of the Permanent Moorings

Boat size classification	Structure of boat sizes of the permanent moorings by type of marina			
	Club marina	Municipal marina	Private marina	All
Small Boat (6 m)	22,0%	14,7%	14,7%	14,7%
Medium Boat (10 m)	34,1%	54,4%	54,4%	54,4%
Big Boat (12 m)	38,5%	26,4%	26,4%	26,4%
Very big Boat (14 m)	5,5%	4,5%	4,5%	4,5%
Total	100,0%	100,0%	100,0%	100,0%

Boat size classification	Structure of boat sizes of the permanent moorings by countries					
	Germany	Denmark	Sweden	Poland	Lithuania	Estonia
Small Boat (6 m)	13,9%	22,8%	0,0%	15,0%	25,0%	--
Medium Boat (10 m)	54,9%	47,8%	80,0%	50,0%	50,0%	--
Big Boat (12 m)	26,9%	22,8%	20,0%	25,0%	25,0%	--
Very big Boat (14 m)	4,2%	6,6%	0,0%	10,0%	0,0%	--
Total	100,0%	100,0%	100,0%	100,0%	100,0%	--

2.6 Structure of Origins of the Permanent Moorings

Origin of the permanent moorings	Structure of origin of the permanent moorings by type of marina			
	Club marina	Municipal marina	Private marina	All
Place of the marina	51,8%	39,7%	19,1%	32,3%
Within a radius of 50 km	27,8%	35,4%	25,8%	31,6%
Within a radius of 51 to 100 km	13,3%	13,8%	28,8%	19,4%
more than 100 km	7,1%	11,1%	26,3%	16,7%
Total	100,0%	100,0%	100,0%	100,0%

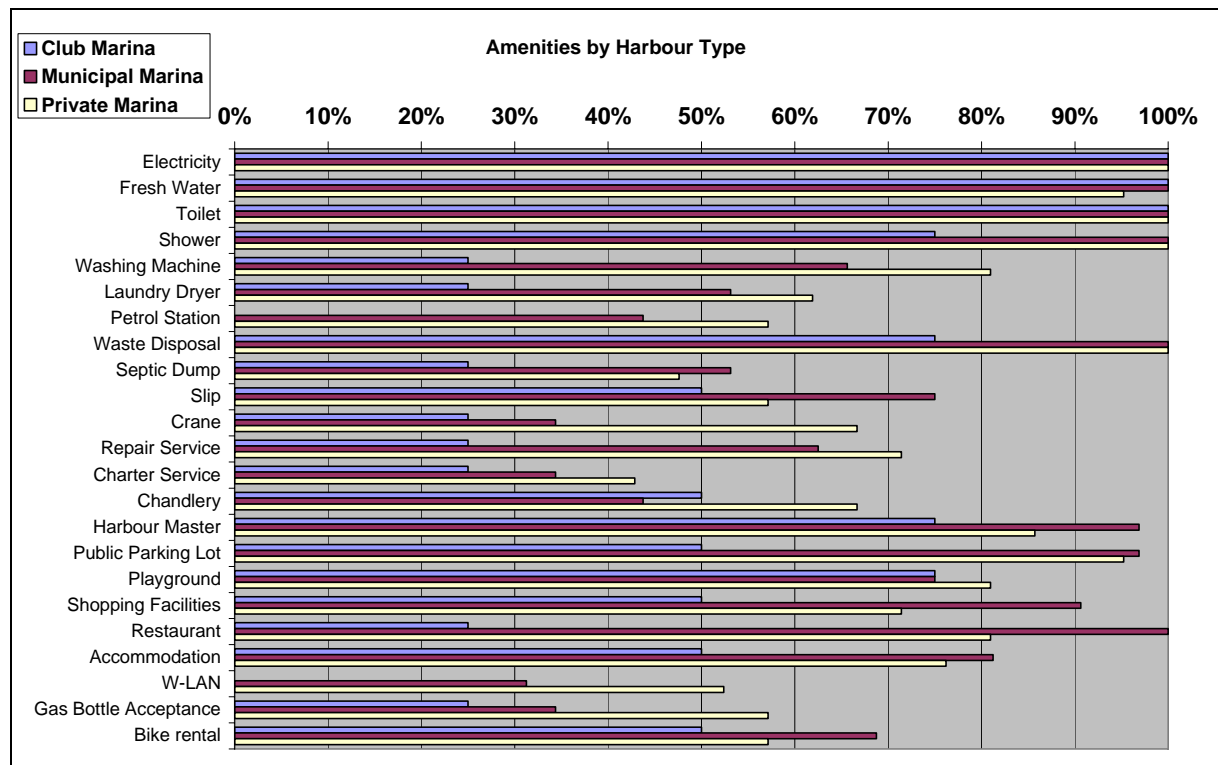
Origin of the permanent moorings	Structure of origin of the permanent moorings by countries						
	Germany	Denmark	Sweden	Poland	Lithuania	Estonia	Germany
Place of the marina	40%	17%	4%	50%	0%	--	32%
Within a radius of 50 km	23%	62%	30%	20%	80%	--	32%
Within a radius of 51 to 100 km	19%	12%	47%	15%	20%	--	19%
more than 100 km	19%	9%	20%	15%	0%	--	17%
Total	100%	100%	100%	100%	100%	--	100%

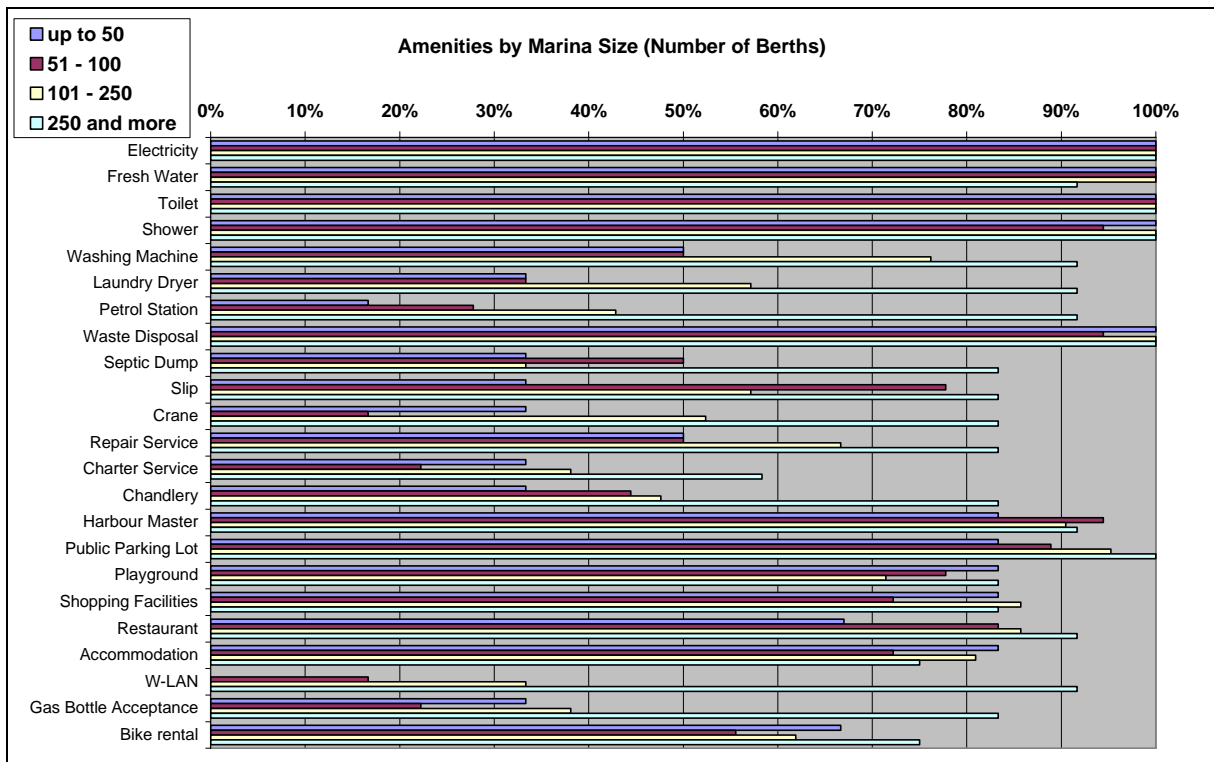
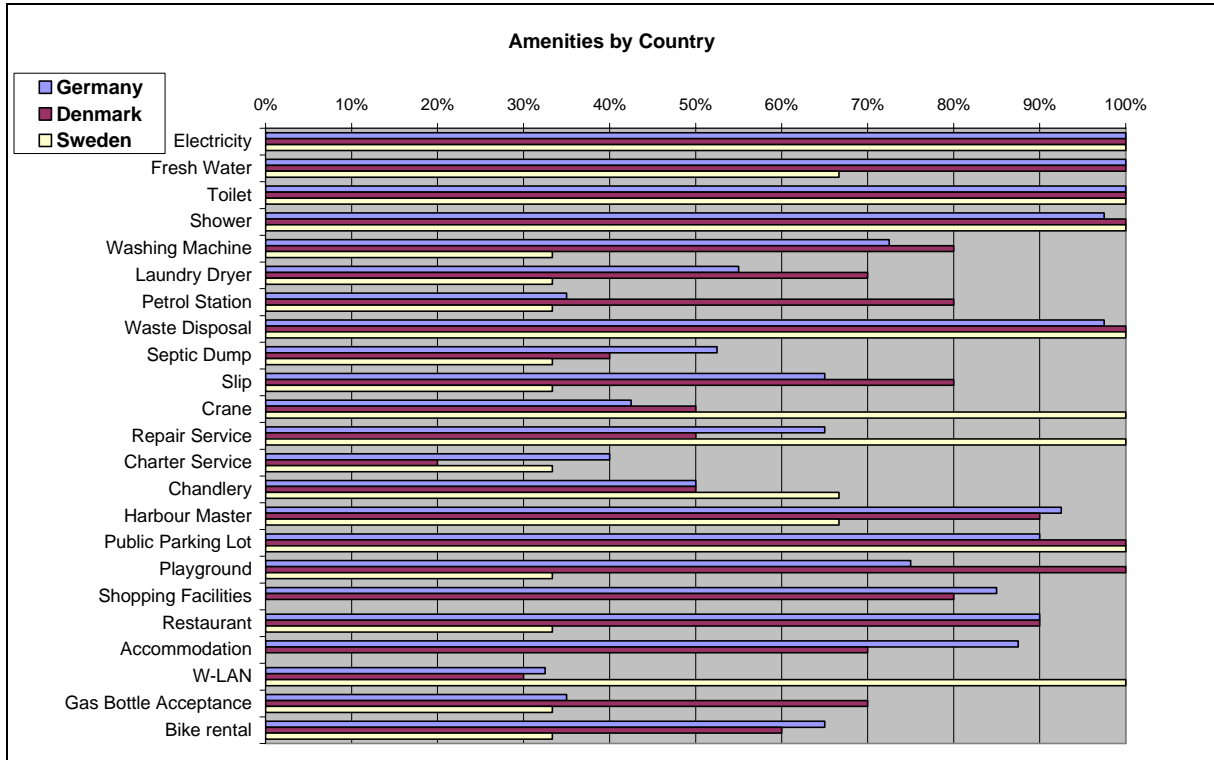
Origin of the permanent moorings	Structure of origin of the permanent moorings by number of berths				
	up to 50	51 - 100	101 - 250	250 and more	All
Place of the marina	42,0%	24,5%	35,1%	32,0%	32,3%
Within a radius of 50 km	58,0%	34,4%	34,8%	30,1%	31,6%
Within a radius of 51 to 100 km	0,0%	14,7%	19,4%	19,9%	19,4%
more than 100 km	0,0%	26,4%	10,7%	18,1%	16,7%
Total	100,0%	100,0%	100,0%	100,0%	100,0%

2.7 Structure of Origins of the Boat Guest

Origin of boat guest	Structure of origin of boat guest by country						
	Germany	Denmark	Sweden	Poland	Lithuania	Estonia	All
Germany	81,8%	49,7%	5,0%	60,3%	80,0%	20,0%	68,1%
Denmark	9,6%	33,3%	10,0%	6,2%	5,0%	10,0%	15,9%
Sweden	3,9%	9,7%	60,0%	8,0%	5,0%	20,0%	8,1%
Finland	0,8%	0,3%	0,0%	2,4%	5,0%	40,0%	0,9%
Eastern Europe	1,1%	1,3%	0,0%	4,4%	3,0%	0,0%	1,3%
Others	2,9%	5,8%	25,0%	18,8%	2,0%	10,0%	5,7%
Total	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

2.8 Amenities





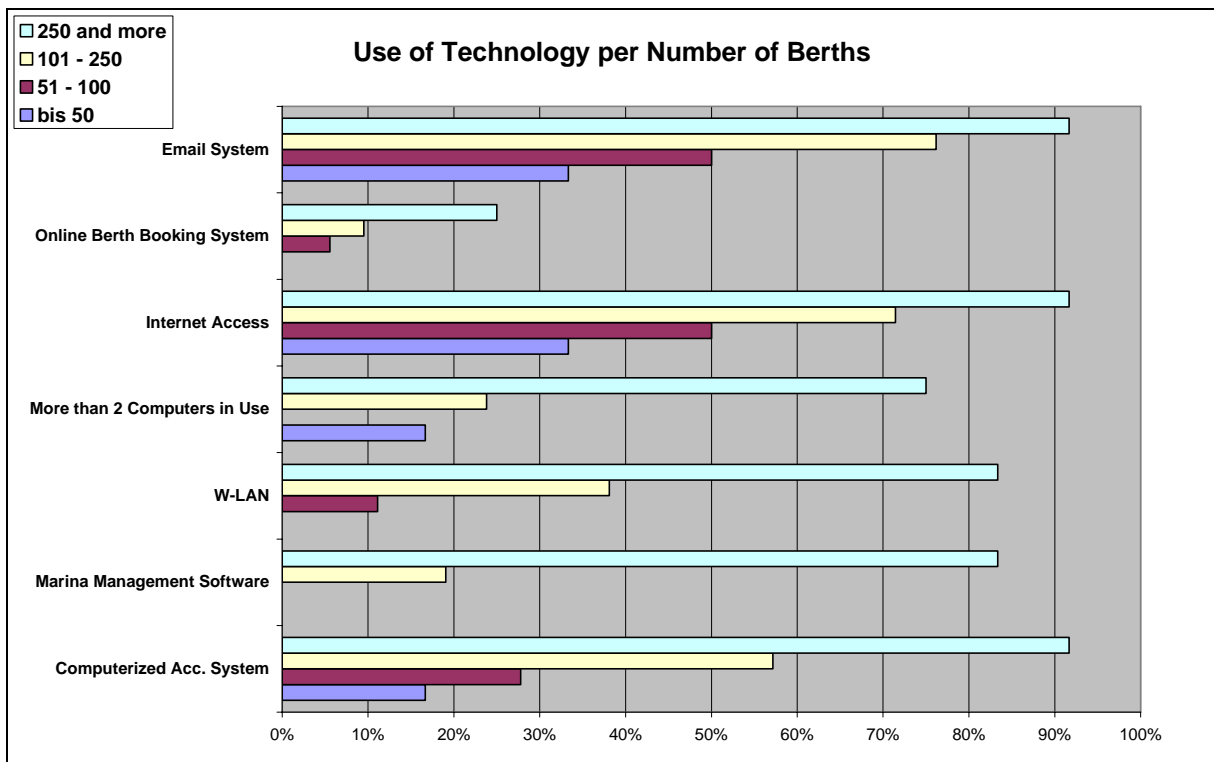
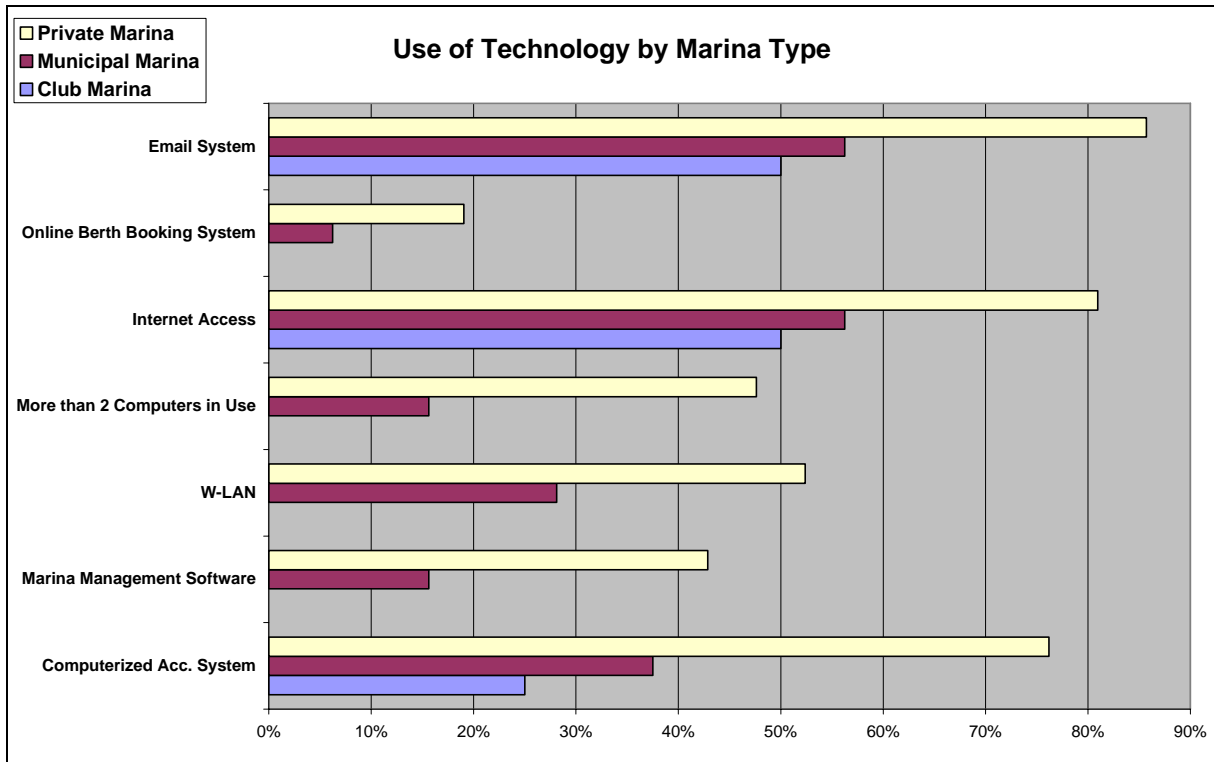
2.9 Personnel

Type of marina	Average of available personnel (persons)	
	Permanent employees	Seasonal workers
	mean value	mean value
Club marina	0,3	0
Municipal marina	1,4	1,4
Private marina	4,1	2,8
Total	2,4	1,9

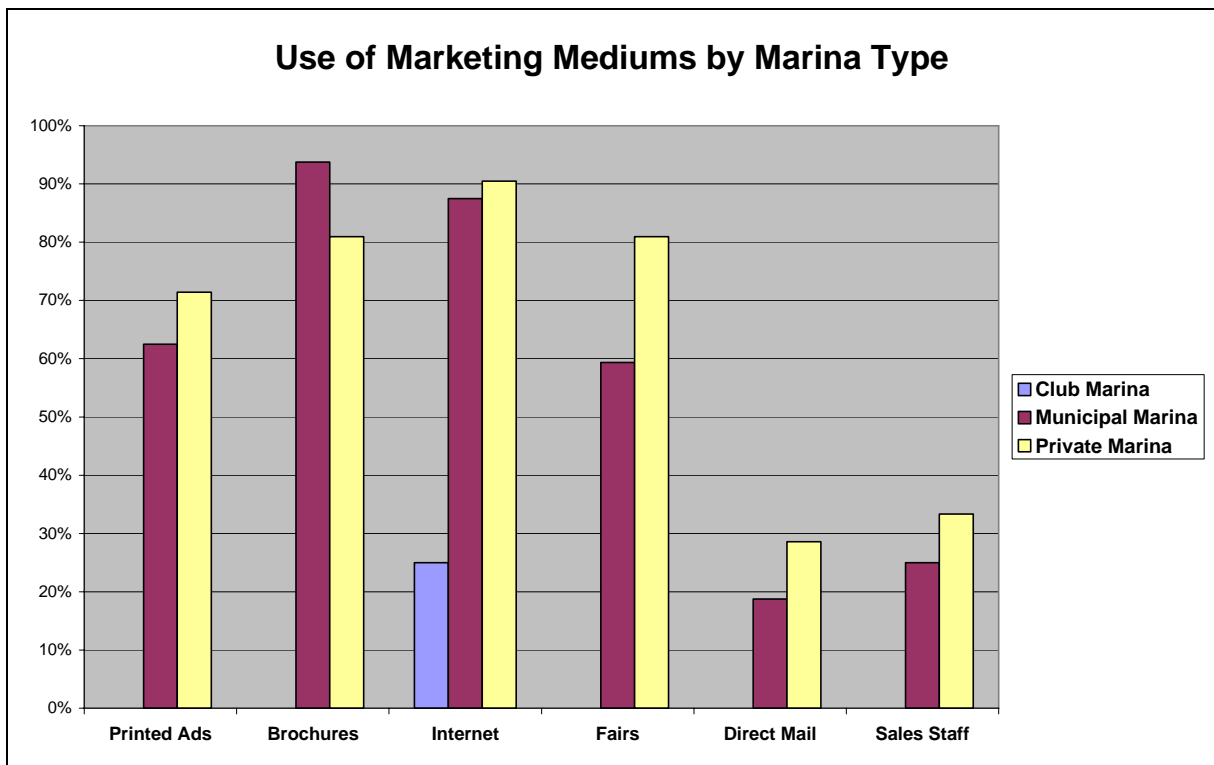
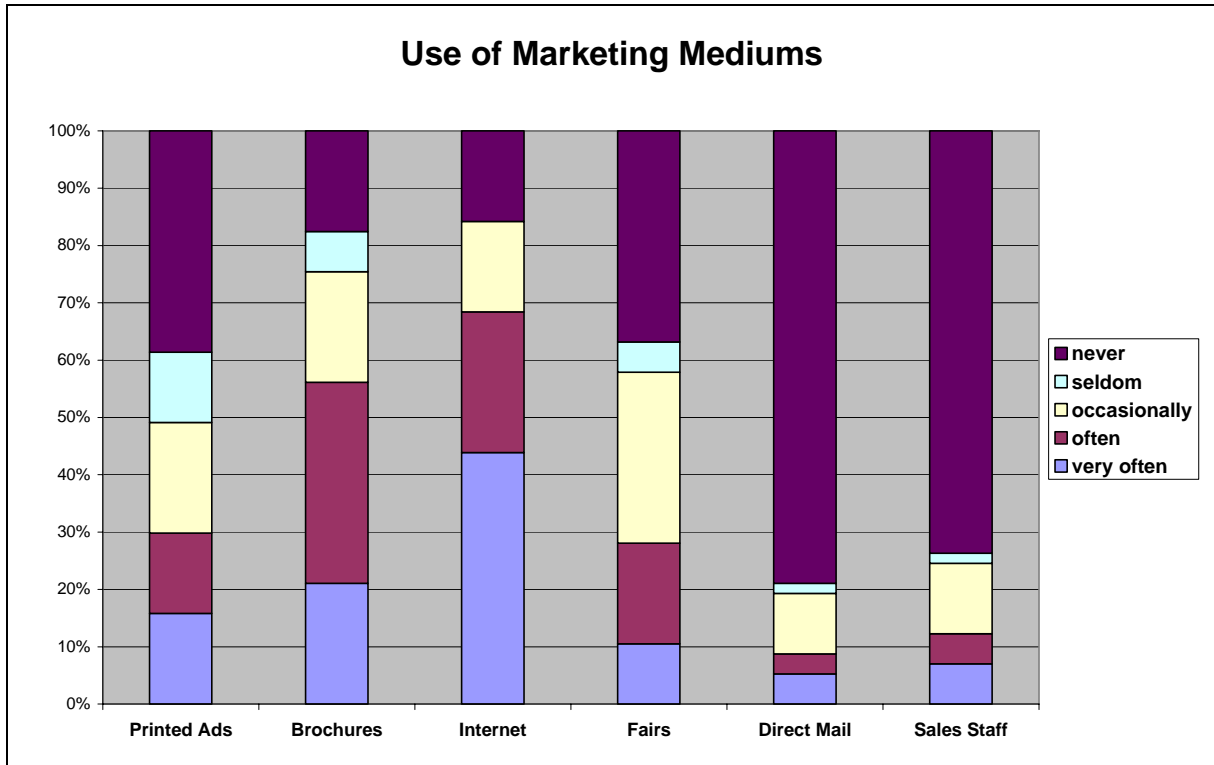
Country	Average of available personnel (persons)	
	Permanent employees	Seasonal workers
	mean value	mean value
Germany	2,3	1,3
Denmark	1,3	1,8
Sweden	7,0	8,5
Poland	2,0	3,0
Lithuania	1,0	1,0
Estonia	1,0	2,0
All	2,4	1,9

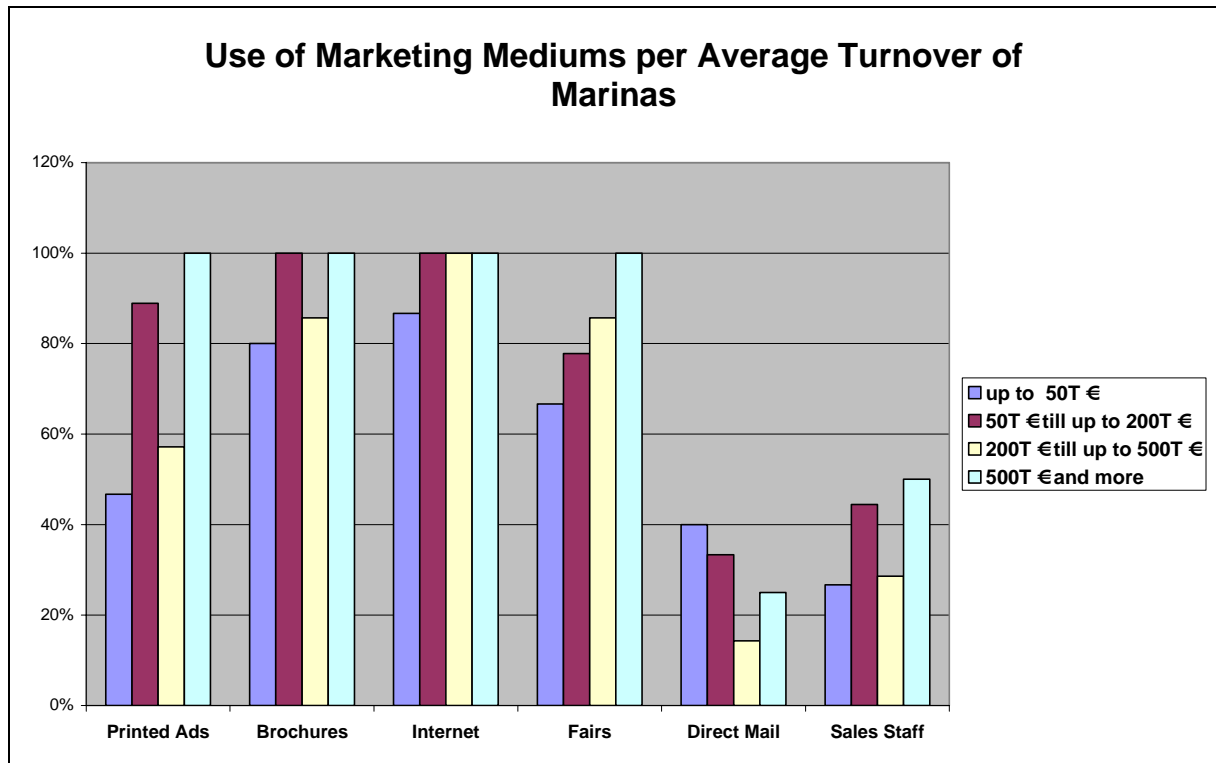
Number of berthes	Average of available personnel (persons)	
	Permanent employees	Seasonal workers
	mean value	mean value
up to 50	0,8	0,3
51 - 100	0,7	0,6
101 - 250	1,8	1,7
250 and more	5,9	4,2
Total	2,4	1,9

2.10 Use of Technical Equipment



2.11 Use of Media





2.12 Future Expectations

Type of marina	Assessment of the future economic development of the trade according to types of marina			
	positiv	stagnating	negative	total
Club marina	50,0%	50,0%	0,0%	100,0%
Municipal marina	65,5%	31,0%	3,4%	100,0%
Private marina	63,2%	36,8%	0,0%	100,0%
All	64,0%	34,0%	2,0%	100,0%

Country	Assessment of the future economic development of the trade according to countries			
	positive	stagnating	negative	total
Germany	55,6%	41,7%	2,8%	100,0%
Denmark	85,7%	14,3%	0,0%	100,0%
Sweden	66,7%	33,3%	0,0%	100,0%
Poland	100,0%	0,0%	0,0%	100,0%
Lithuania	100,0%	0,0%	0,0%	100,0%
Estonia	100,0%	0,0%	0,0%	100,0%
All	64,0%	34,0%	2,0%	100,0%

3 Financial Data

3.1 Turnovers

Type of marina	Amount of turnover according to type of marina				
	up to below 50,000 €	50,000 € up to below 200,000 €	200,000 up to below 500,000 €	over 500,000 €	All
Club marina	100%	0%	0%	0%	100%
Municipal marina	58%	26%	11%	5%	100%
Private marina	14%	29%	36%	21%	100%
All	43%	26%	20%	11%	100%

Type of marina	Marina structure according to turnover classification				
	up to below 50,000 €	50,000 € up to below 200,000 €	200,000 up to below 500,000 €	over 500,000 €	All
Club marina	13%	0%	0%	0%	6%
Municipal marina	73%	56%	29%	25%	54%
Private marina	13%	44%	71%	75%	40%
All	100%	100%	100%	100%	100%

3.2 Revenues, Expenses, Productivity

Country	Average revenues per employee	Average marketing expenses per berth	Average revenues per berth	Average number of berths per employee	Average expenditure per berth
	Euro	Euro	Euro	Number	Euro
Germany	68936	13	952	76	877
Denmark	76418	16	680	108	382
Sweden	153990	43	1848	36	1653
Poland	9047	144	226	40	356
Lithuania	7118	0	142	50	117
Estonia	6667	0	152	44	144
All	64601	21	843	76	742

Type of marina	Average revenues per employee	Average marketing expenses per berth	Average revenues per berth	Average number of berthes per employee	Average expenditure per berth
	Euro	Euro	Euro	Number	Euro
Club marina	0	0	56	62	42
Municipal marina	47629	24	383	93	470
Private marina	84183	20	1581	53	1211
All marinas	64601	21	843	76	742

Number of berths	Average revenues per employee	Average marketing expenses per berth	Average revenues per berth	Average number of berths per employee	Average expenditure per berth
	Euro	Euro	Euro	Number	Euro
up to 50	0	0	191	36	570
51 - 100	22560	13	272	61	358
101 - 250	54644	32	1121	79	906
250 and more	127846	8	1085	98	883
All	64601	21	843	76	742

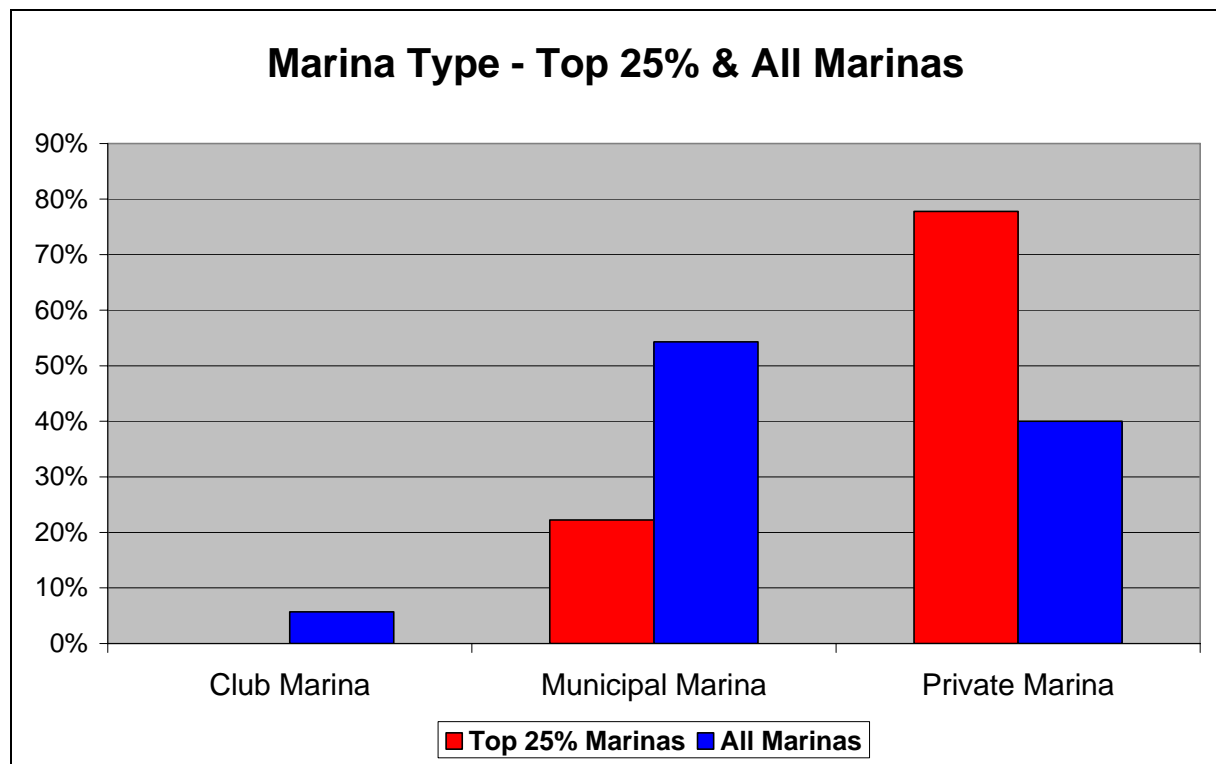
Turnover	Average revenues per employee	Average marketing expenses per berth	Average revenues per berth	Average number of berths per employee	Average expenditure per berth
	Euro	Euro	Euro	Number	Euro
up to below 50T €	14533	18	184	88	314
50T € up to below 200T €	49005	22	738	90	517
200T € up to below 500T €	98737	25	1514	78	1205
500T € and more	140086	28	2378	77	2043
All	64601	21	843	76	742

4 Benchmarking Top 25 % Marinas – All Marinas

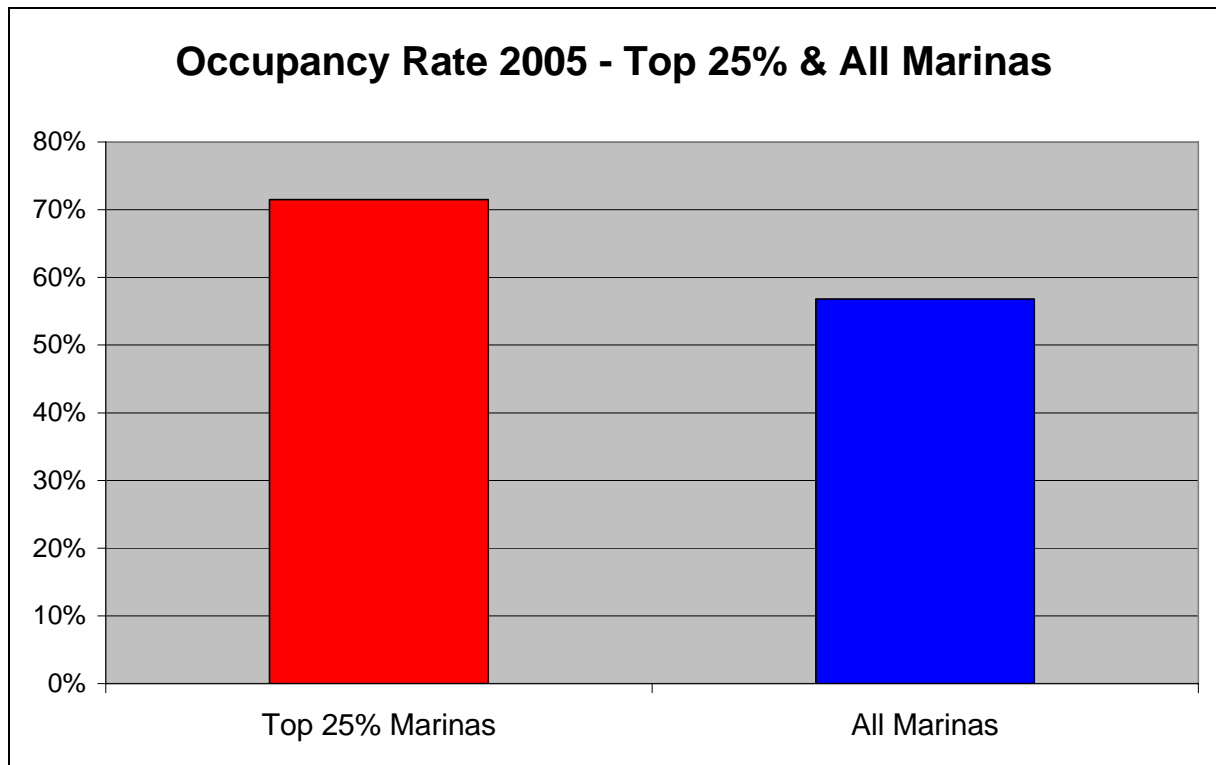
A look upwards: In the previous tables median values were presented. However, the aim is to be better than the average. Therefore a category of the best marinas was created (TOP25%). In the first step all marinas who have delivered their profit and loss data were listed in decreasing order according to their gross profit. Afterwards the upper quartile was selected as TOP 25%. Then the median in all parameters was created for the TOP 25% marinas. All marinas with a gross profit higher than 38,4% were allocated to the TOP 25% category.

The following graphs show the median of all marinas compared to the TOP 25% marinas in different categories.

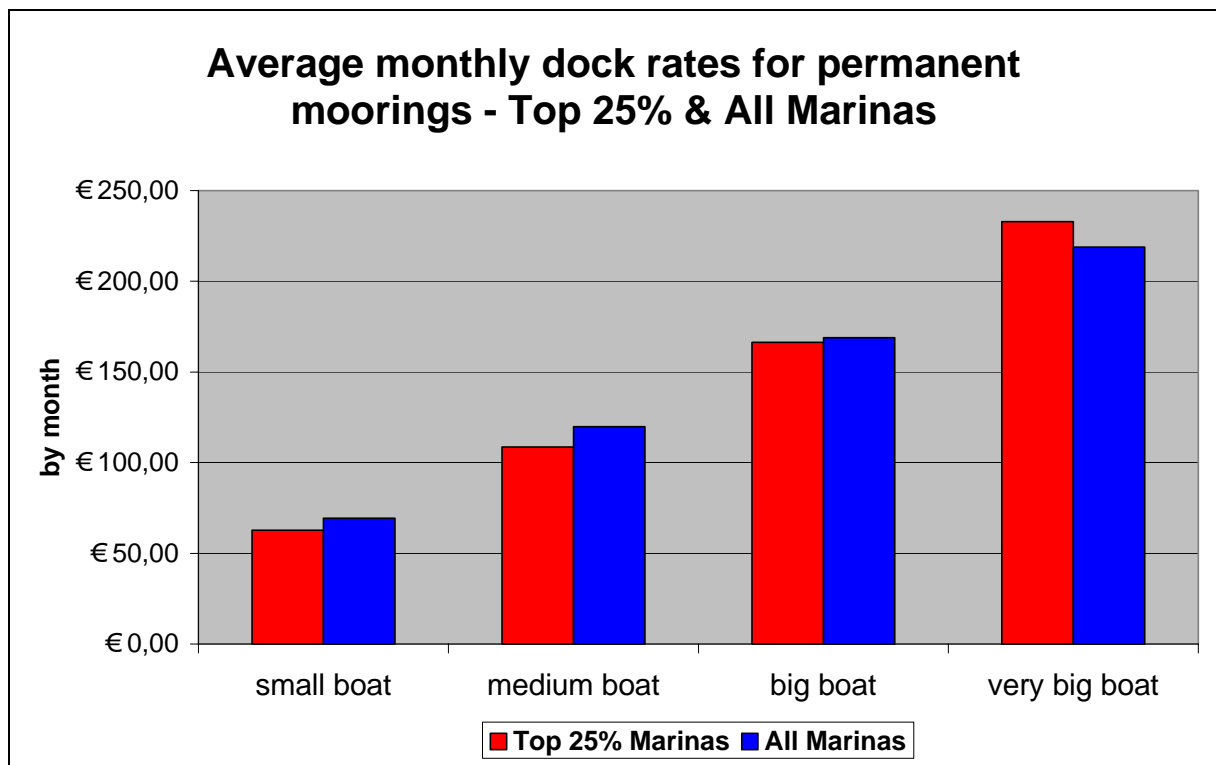
4.1 Type of Operator



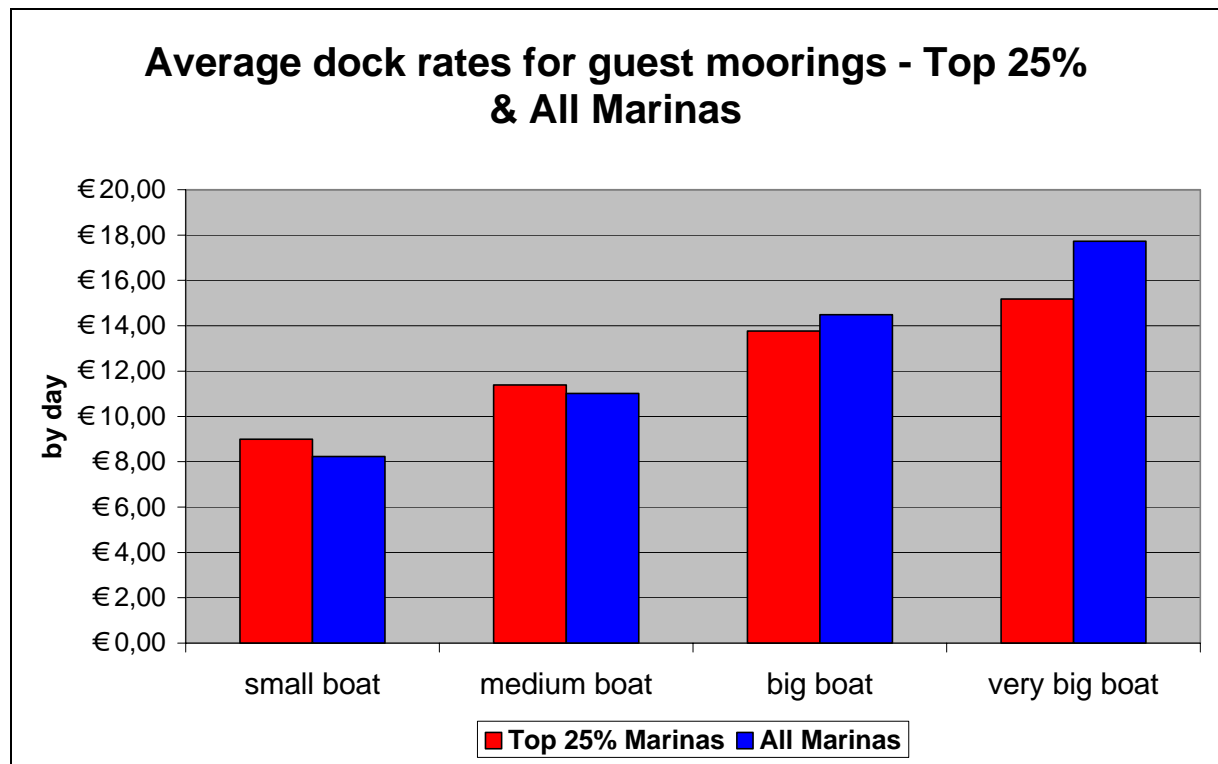
4.2 Occupancy of Permanent Moorings



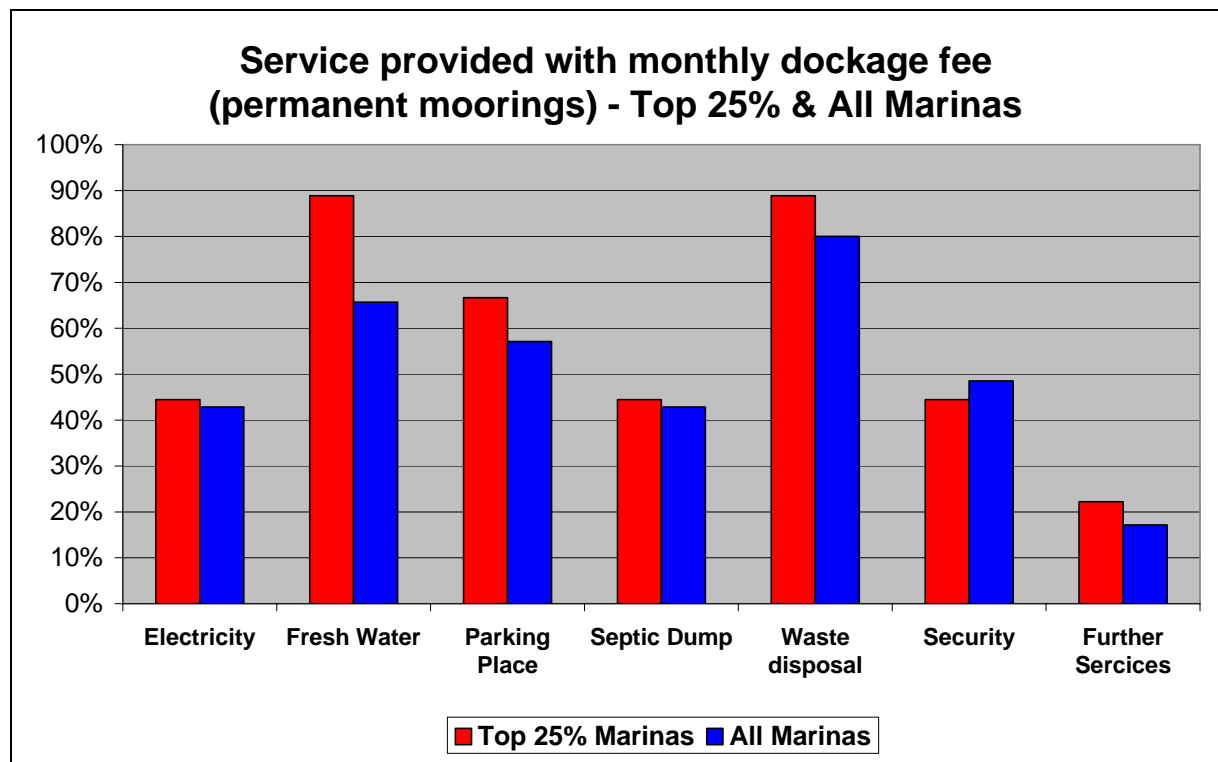
4.3 Rates for Permanent Moorings



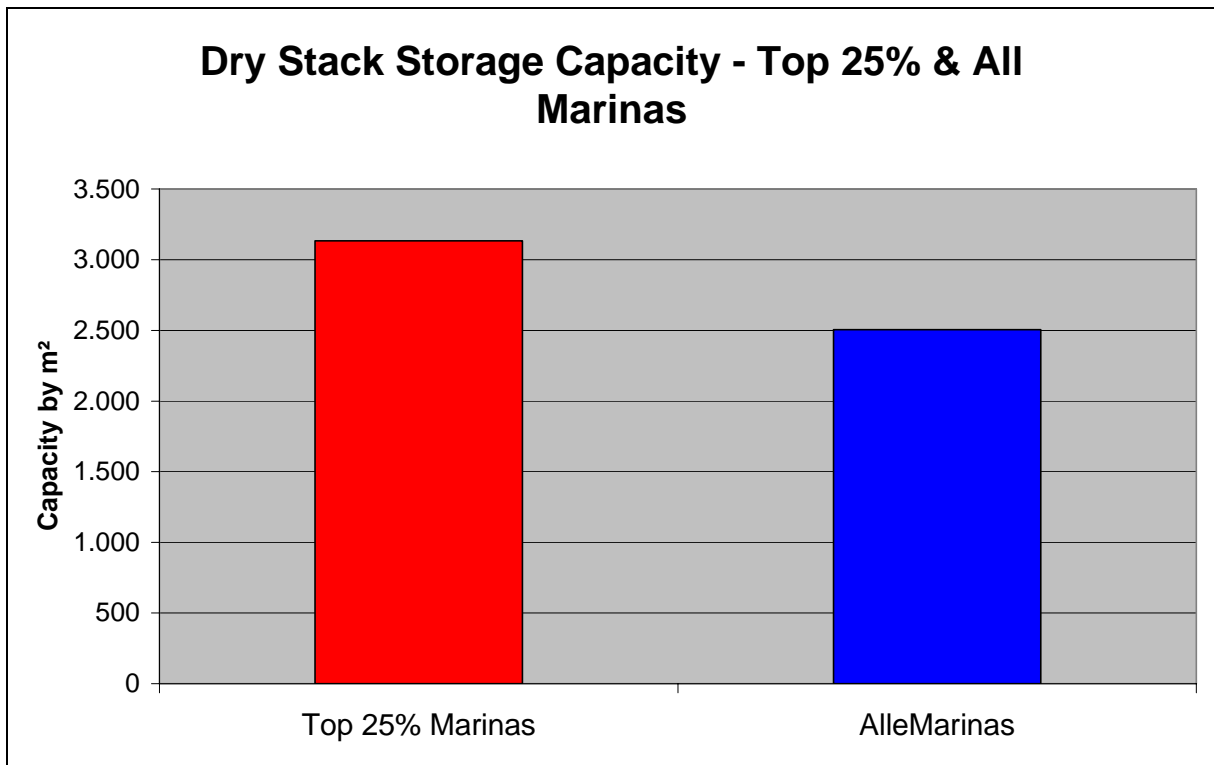
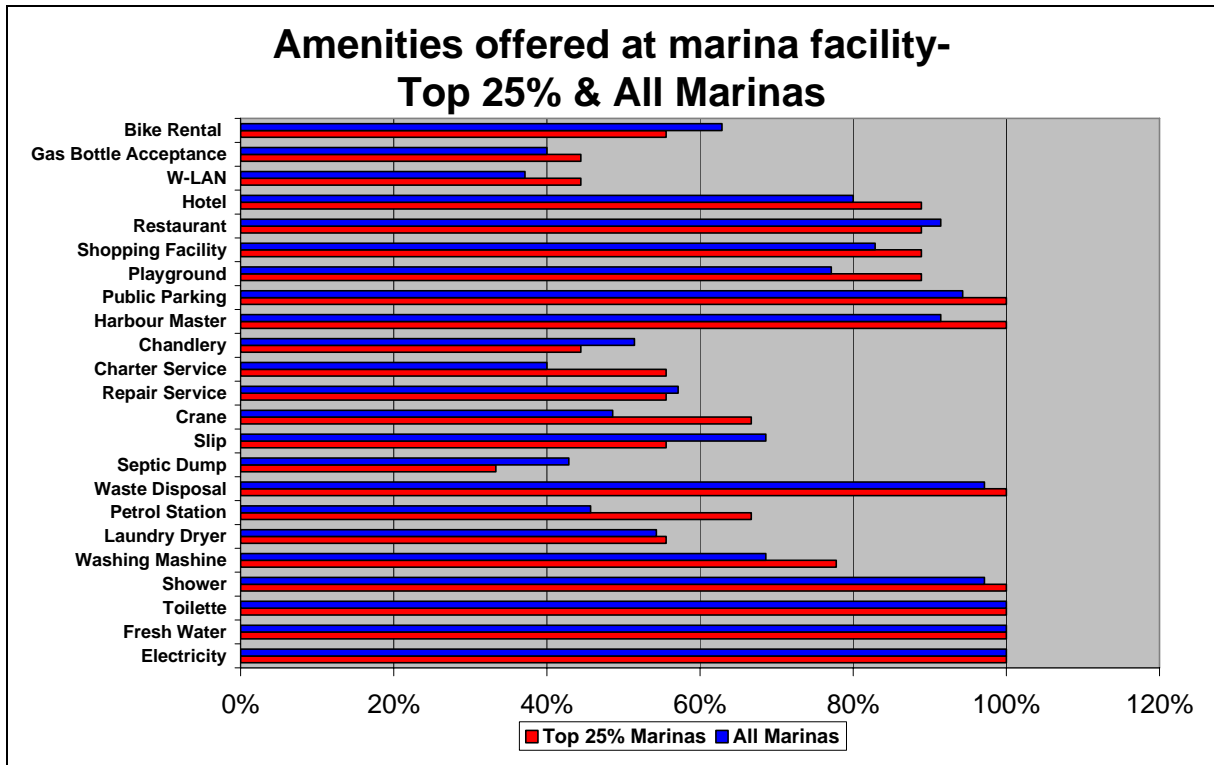
4.4 Dock Rates for Guests



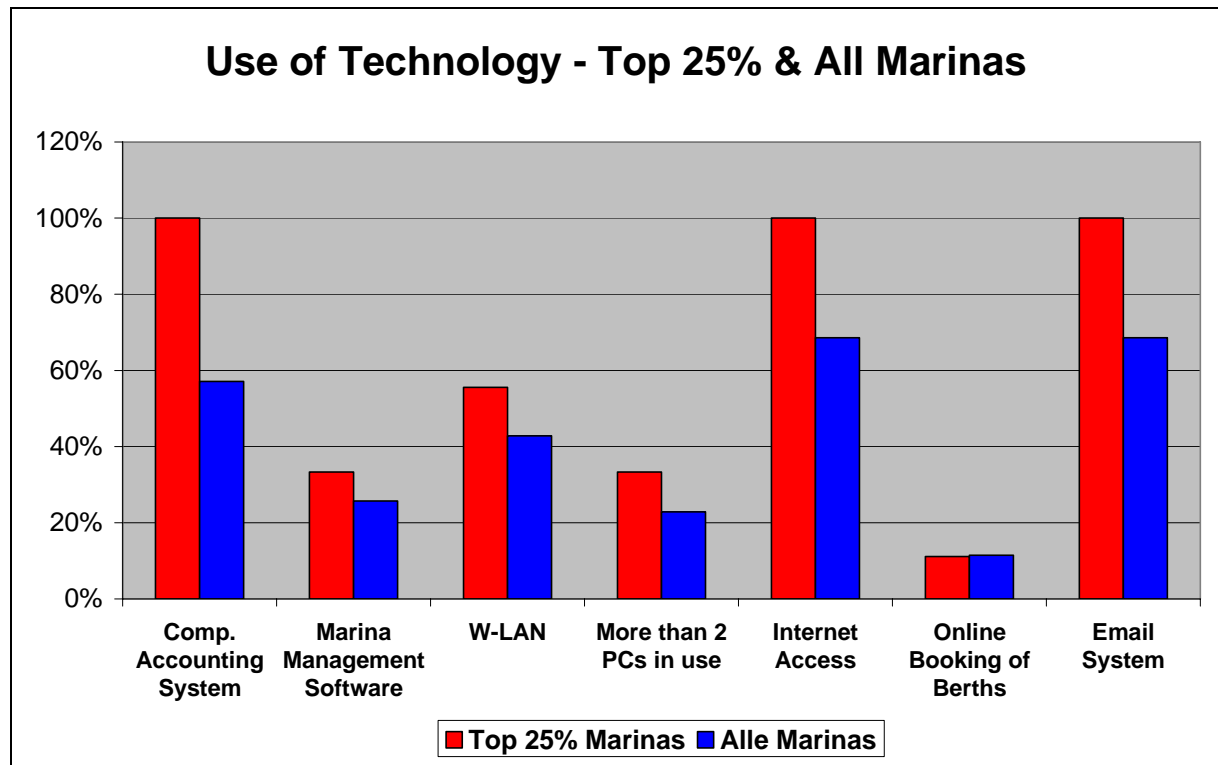
4.5 Services provided with dockage Fees (Permanent Moorings)



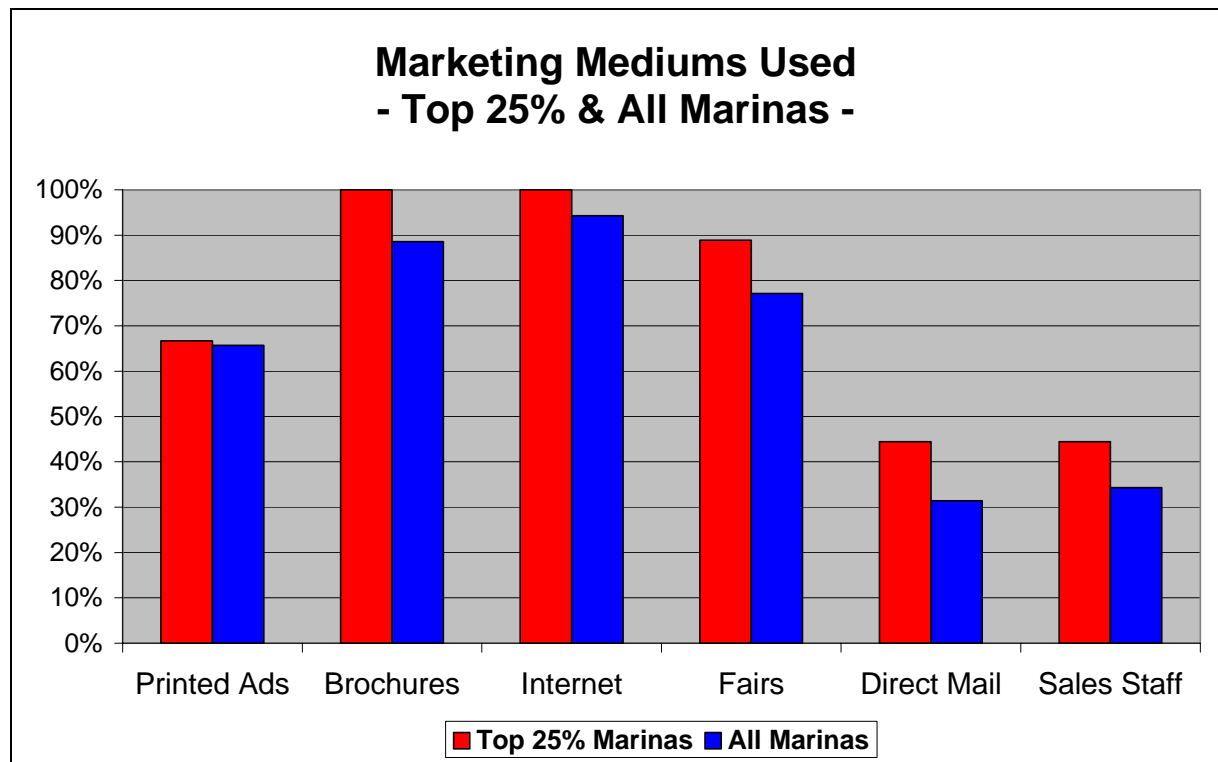
4.6 Amenities



4.7 Use of Technical Equipment

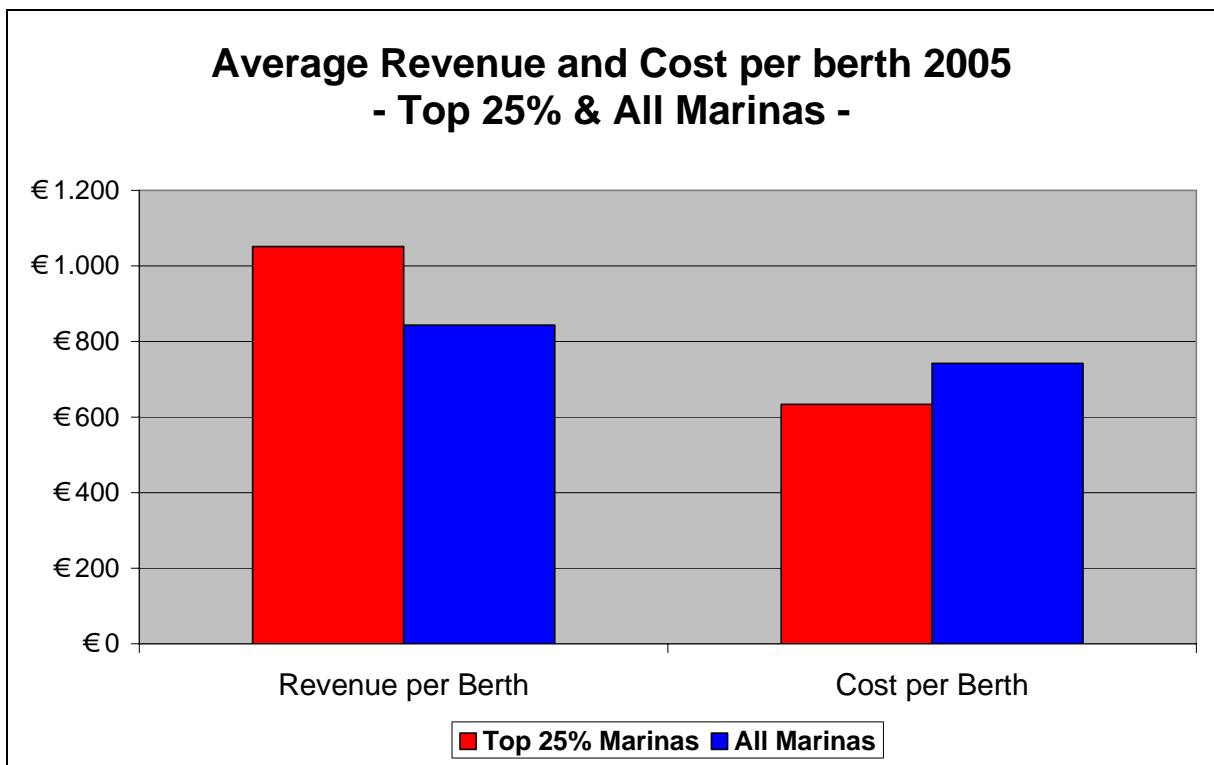
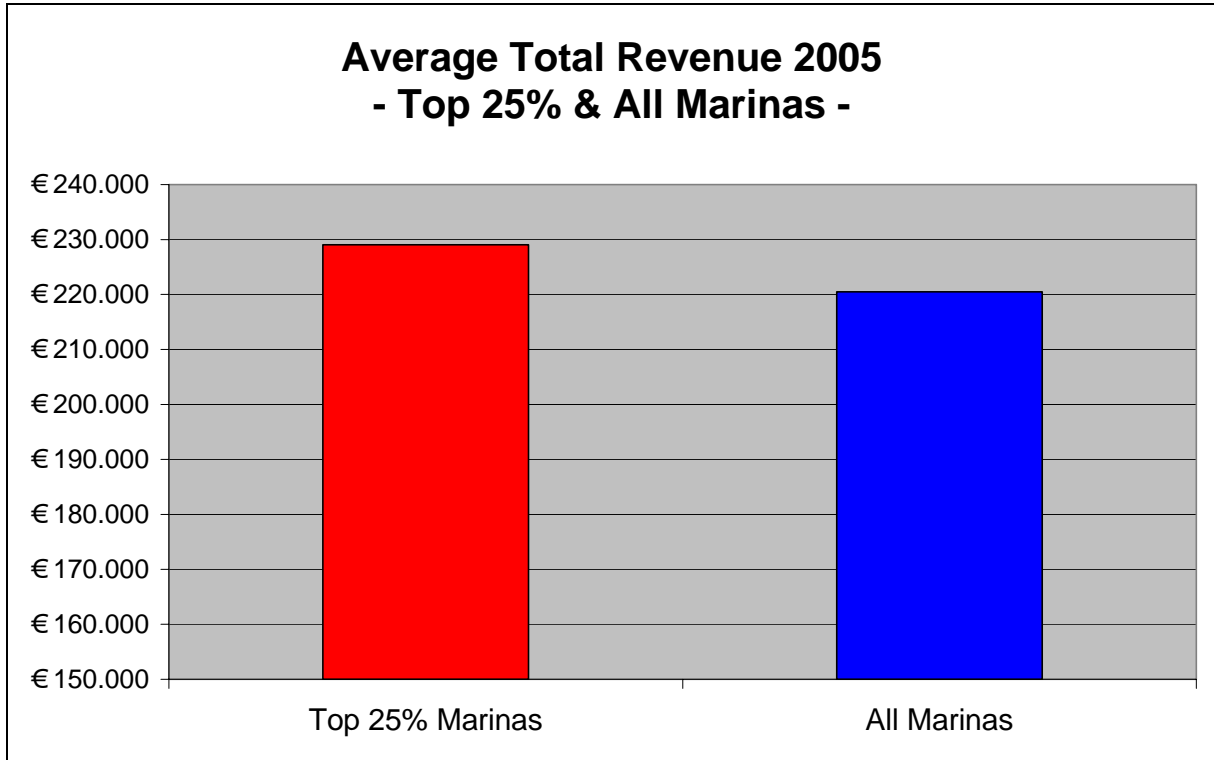


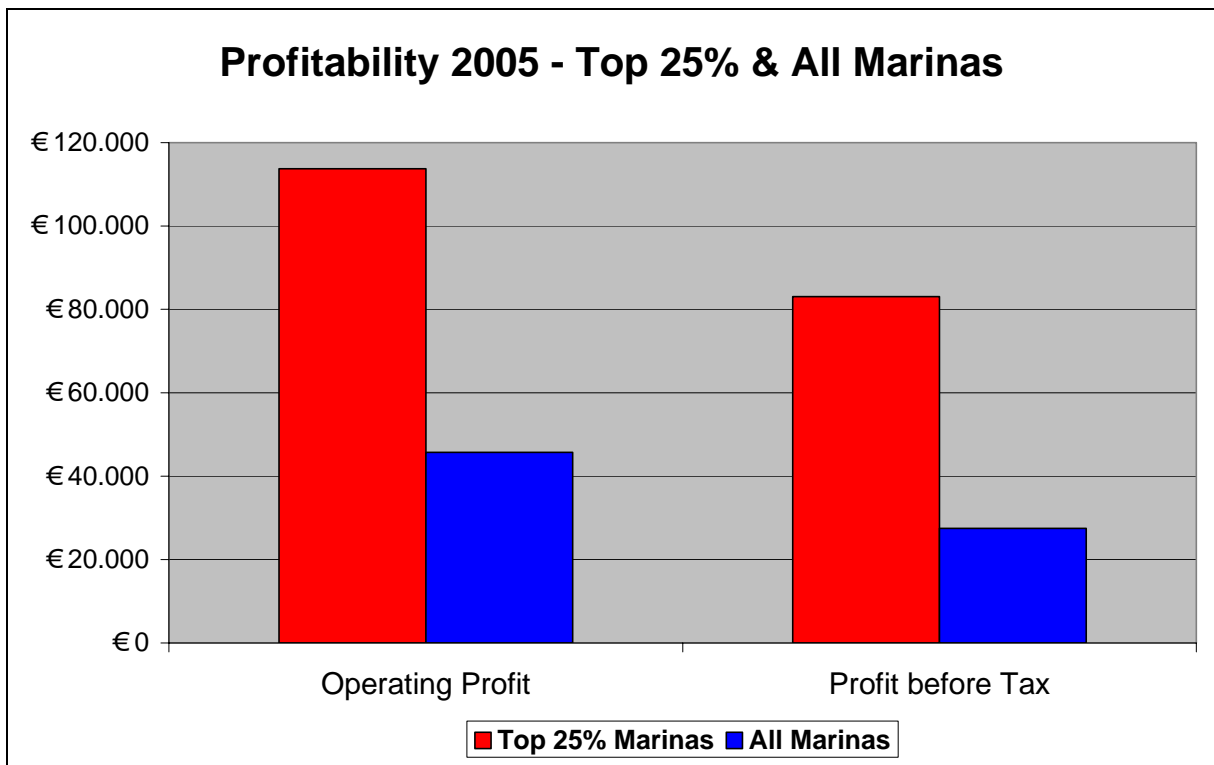
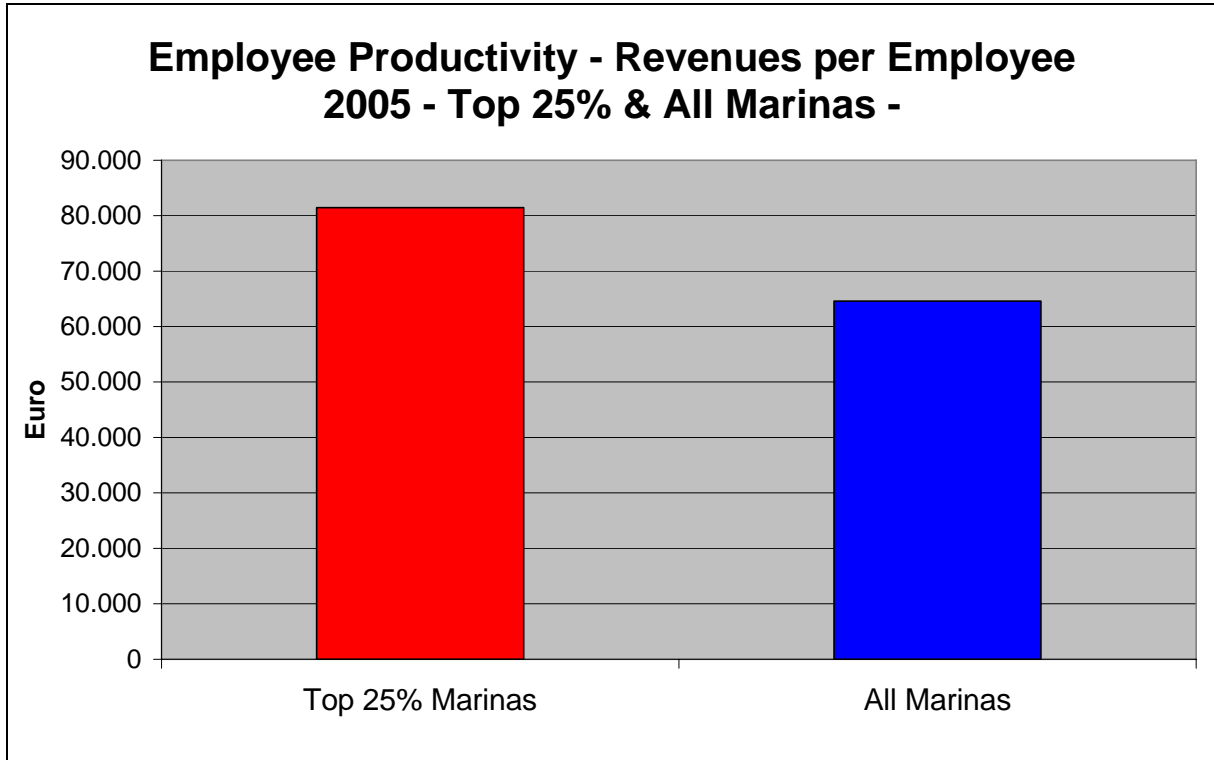
4.8 Use of Media

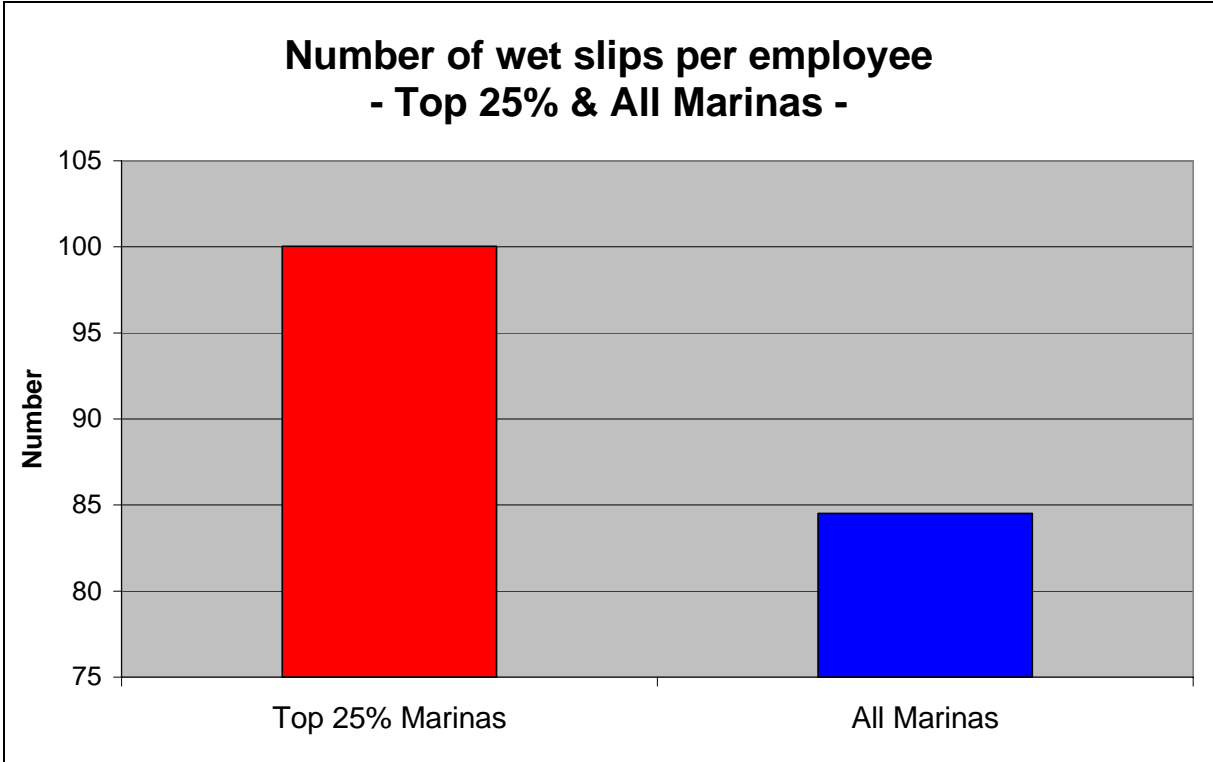


4.9 Revenues, Expenditures, Turnovers

Type of Costs / Type of Proceeds	Average 2005			
	Top 25% marinas		All marinas	
	€	share	€	share
Berth fees from guest boats	34.976	15,3%	29.845	13,5%
Berth fees from permanent moorings	91.385	39,9%	105.702	47,9%
Technical service (petrol station, dry stack storage, crane)	36.655	16,0%	62.308	28,3%
Further Revenues (without accommodation & restaurant / kiosk)	66.038	28,8%	22.631	10,3%
Total Revenues	229.055	100,0%	220.485	100,0%
Staff costs	63.727	27,8%	57.284	26,0%
Rent / lease	12.962	5,7%	35.994	16,3%
Maintenance costs (water, power, etc)	24.554	10,7%	37.271	16,9%
Costs of external services	2.614	1,1%	5.021	2,3%
Purchase costs of goods sold	6.087	2,7%	2.108	1,0%
Financing costs depreciation & interests	31.456	13,7%	18.432	8,4%
Further costs (without accommodation & restaurant / kiosk)	5.370	2,3%	37.088	16,8%
Total operational costs without depreciation of fixed assets etc.	115.315	50,3%	174.767	79,3%
Total costs including depreciation of fixed assets etc.	146.771	64,1%	193.199	87,6%
Non-operating revenues	745	0,3%	192	0,1%
Operating profit/loss	113.740	49,7%	45.719	20,7%
Profit/Loss before -tax	83.029	36,2%	27.478	12,5%







5 Questionnaire

Marina Operators Survey

Please answer the following questions to the best of your ability. If you choose not to answer a question, please leave it blank. There are many questions in the survey which ask for very specific data, some of which may be too difficult or time consuming for you to answer exactly. While it is best to answer each question as accurately as possible, reasonable estimates are preferable to no answers at all.

General Information:			
Marina Name: _____			0.1
Business Address: _____			0.2
City: _____	0.3	Zip Code: _____	0.4
		Country: _____	0.5
Phone: _____	0.6	Fax: _____	0.7
Contact Name: _____	0.8	Email Address _____	0.9
Homepage (if available) _____			0.10

1. Marina Type – Please indicate the most appropriate operating type for your organization	
Club Marina	1.1 <input type="checkbox"/>
Municipal Marina	1.2 <input type="checkbox"/>
Private Marina	1.3 <input type="checkbox"/>
Other (Please specify)	1.4 <input type="checkbox"/>

2. Wet Capacity (2005)	
Total number of wet slips	_____ 2.1
Thereof for:	
Long Term Moorings (incl. Clubs)	_____ 2.2
Guest Moorings	_____ 2.3
Depth of Water in Harbour	_____ 2.4
Depth of Water in Harbour Fairway	_____ 2.5

3. Dry Stack Storage Capacity in m²	
Total	_____ 3.1 thereof:
Covered (unheated)	_____ 3.2
Covered (heated)	_____ 3.3
Open-air on Trailers	_____ 3.4

4. Marina Occupancy			
Total Number of Long Term Moorings 2005	_____	4.1	
Waiting List for long term moorings	4.2 yes <input type="checkbox"/>	4.3 no <input type="checkbox"/>	If yes, # on waiting list _____ 4.4
Total Number of Guest Boats (2005)	_____	4.4	
Total Number of Boat Days (2005)	_____	4.5	

5. Type of Boats	
Leased wet space for long term mooring:	
_____ % Sailboats (incl. Charter)	5.1
_____ % Powerboats (incl. Charter)	5.2
_____ % Commercial (Passenger Ship, Fishing Boats, etc. incl. Charter)	5.3



6. Monthly Wet Slips Rates for Permanent Moorings

Note: If you calculate with season rates, please convert to monthly by dividing season rates by your normal season months!

		Number of Boats for permanent Moorings (2005)	
Small Boat	6m x 1,50m	_____ 6.1	<6m _____ 6.5
Medium Sized Boat	10m x -2m	_____ 6.2	6-10m _____ 6.6
Huge Boat	12m x 3m	_____ 6.3	10-14m _____ 6.7
Very Huge Boat	14m x 3,50m	_____ 6.4	>14m _____ 6.8

7. What services are provided with Dockage fee for Long Term Moorings? In case the monthly Dockage Rate does not included the following services, please indicate the monthly extra costs per service!

		Price per Month	
Electricity	included <input type="checkbox"/> 7.1	not included <input type="checkbox"/> 7.8	_____ €7.15
Fresh Water	included <input type="checkbox"/> 7.2	not included <input type="checkbox"/> 7.9	_____ €7.16
Parking	included <input type="checkbox"/> 7.3	not included <input type="checkbox"/> 7.10	_____ €7.17
Septic Dump	included <input type="checkbox"/> 7.4	not included <input type="checkbox"/> 7.11	_____ €7.18
Waste	included <input type="checkbox"/> 7.5	not included <input type="checkbox"/> 7.12	_____ €7.19
Security	included <input type="checkbox"/> 7.6	not included <input type="checkbox"/> 7.13	_____ €7.20
Other	included <input type="checkbox"/> 7.7	not included <input type="checkbox"/> 7.14	_____ €7.21

(Other please specify) _____

8. Residence of Permanent Moorings (2005)

From Marina location	_____	8.1 _____ %
Within a radius of 50km	_____	8.2 _____ %
Within a radius of 50 -100 km	_____	8.3 _____ %
Within a radius > 100km (>100km)	_____	8.4 _____ %
Please name the most important locations within a radius > 100 km?	_____	8.5 _____

9. Daily Wet Slips Rate for Guest Moorings

		Portion of Guest Boats in % (2005) Please estimate!	
Small Boat	6m	_____ 9.1	<6m _____ 9.5
Medium Sized Boat	10m	_____ 9.2	6-10m _____ 9.6
Huge Boat	12m	_____ 9.3	10-14m _____ 9.7
Very Huge Boat	14m	_____ 9.4	>14m _____ 9.8

10. Port of Registry of Guest Boats (2005)

Germany	_____	10.1 _____ %
Denmark	_____	10.2 _____ %
Sweden	_____	10.3 _____ %
Finland	_____	10.4 _____ %
East Europe incl. Russia	_____	10.5 _____ %
Other	_____	10.6 _____ %



11. What amenities does your facility offer? (Please indicate only when available at your marina site or in walking distance [<1km])

Electricity 11.1 Fresh Water 11.2 Toilet 11.3 Shower 11.4 Laundromat 11.5
 Laundry Dryer 11.6 Fuel Dock 11.7 Waste Container 11.8 Pump Out. 11.9 Haul Out 11.10
 Crane 11.11 Repair Service 11.12 Charter Service 11.13 Chandlery 11.14 Harbour Master 11.15
 Public Parking 11.16 Playground 11.17 Grocery 11.18 Restaurant 11.19 Accommodation 11.20
 W-LAN 11.21 Gas Bottle Service 11.22 Bicycle Rent 11.23 Other 11.24 (please specify) _____

12. Please estimate the original investment costs & the current market value of the listed marina facilities! Also indicate the age of current structure!

	Original Investment costs		Market Value		How old
Piers and Bulkheads	EUR _____	12.1	EUR _____	12.9	____ 12.17
Breakwater	EUR _____	12.2	EUR _____	12.10	____ 12.18
Winter Storage	EUR _____	12.3	EUR _____	12.11	____ 12.19
Further technical Infrastructure	EUR _____	12.4	EUR _____	12.12	____ 12.20
Office and further Buildings	EUR _____	12.5	EUR _____	12.13	____ 12.21
Water Surface	EUR _____	12.6	EUR _____	12.14	____ 12.22
Land Property	EUR _____	12.7	EUR _____	12.15	____ 12.23
Marina Total	EUR _____	12.8	EUR _____	12.16	____ 12.24

13. Employee Information – Please indicate the number of employees during low and high season (2005):

Number of permanently salaried employees _____ 13.1 Number of additional employees during high season _____ 13.2

14. Do you anticipate capital expenditures or expect to expand your facility in the next 5 years?

Yes 14.1 Non 14.2

If yes, go to next question. If no, proceed with question 18.

15. Do you plan to purchase or build another marina facility in the next 5 years?

Yes 15.1 No 15.2

If yes, expected purchase price or investment? EUR _____ 14.3

16. Expected Capital Improvement Budget (New building & Renovation) for

2007 EUR _____ 16.1 2008 EUR _____ 16.2 2009 EUR _____ 16.3
 2010 EUR _____ 16.4 2011 EUR _____ 16.5



18. In case you have a restaurant and / or a kiosk at you marina site, please indicate or estimate the annual turnover (2005)?

Annual Turnover Restaurant (2005) EUR _____ 18.1
 Annual Turnover Kiosk (2005) EUR _____ 18.2

19. Use of Technology? – Please indicate which of the following systems your company has implemented and currently uses in daily operations

Computerized Accounting System	Yes 19.1 <input type="checkbox"/>	No 19.8 <input type="checkbox"/>
Marina Management Software	Yes 19.2 <input type="checkbox"/>	No 19.9 <input type="checkbox"/>
W-LAN	Yes.19.3 <input type="checkbox"/>	No 19.10 <input type="checkbox"/>
Have more than 2 Desktop PC's in-house	Yes 19.4 <input type="checkbox"/>	No 19.11 <input type="checkbox"/>
Have access to internet	Yes 19.5 <input type="checkbox"/>	No 19.12 <input type="checkbox"/>
Online Booking system for moorings	Yes 19.6 <input type="checkbox"/>	No 19.13 <input type="checkbox"/>
Use Email System daily	Yes 19.7 <input type="checkbox"/>	No 19.14 <input type="checkbox"/>

20. Which of the following marketing mediums do you primarily use to promote your marina?

	Very often	often	Occasionally	Seldom	Never
Printed Ads	20.1.1 <input type="checkbox"/>	20.2.1 <input type="checkbox"/>	20.3.1 <input type="checkbox"/>	20.4.1 <input type="checkbox"/>	20.5.1 <input type="checkbox"/>
Brochures / Pamphlets	20.1.2 <input type="checkbox"/>	20.2.2 <input type="checkbox"/>	20.3.2 <input type="checkbox"/>	20.4.2 <input type="checkbox"/>	20.5.2 <input type="checkbox"/>
Internet	20.1.3 <input type="checkbox"/>	20.2.3 <input type="checkbox"/>	20.3.3 <input type="checkbox"/>	20.4.3 <input type="checkbox"/>	20.5.3 <input type="checkbox"/>
Fairs and Boat Shows	20.1.4 <input type="checkbox"/>	20.2.4 <input type="checkbox"/>	20.3.4 <input type="checkbox"/>	20.4.4 <input type="checkbox"/>	20.5.4 <input type="checkbox"/>
Direct Mail	20.1.5 <input type="checkbox"/>	20.2.5 <input type="checkbox"/>	20.3.5 <input type="checkbox"/>	20.4.5 <input type="checkbox"/>	20.5.5 <input type="checkbox"/>
Sales Staff	20.1.6 <input type="checkbox"/>	20.2.6 <input type="checkbox"/>	20.3.6 <input type="checkbox"/>	20.4.6 <input type="checkbox"/>	20.5.6 <input type="checkbox"/>
Other (please specify)	20.1.7 <input type="checkbox"/>	20.2.7 <input type="checkbox"/>	20.3.7 <input type="checkbox"/>	20.4.7 <input type="checkbox"/>	20.5.7 <input type="checkbox"/>

21. Does your marketing measures include the tourist opportunities close to the harbours (sights, museum, events, etc.)?

Yes 21.9
 No 21.10

22. Do you cooperate in marketing with your regional tourism association or other marketing networks? Is your marketing a part of an overall strategy to attract tourist for your destination?

Yes 22.1
 No 22.2
 In Parts 22.3

If yes, with what organisations do you cooperate? In which networks are you organized? _____

22.4

How big is your interest in harbour networks or marketing associations in general?

Big Interest 22.5
 Low Interest 22.6



23. What certificates regarding quality standards and environmental aspects does your marina have? (Please list the certificates by their name?)

23.1

24. How useful are quality certificates for Marinas? (Blue Stars, Yellow Wave, etc.)

Useful, as they show customers what they can expect from a marina 24.1 ?

Reason: _____ 24.2

Not useful as sailors choice for a harbour depends on other aspects than just quality certificates 24.3 ?

Reason: _____ 24.4

25. Business Trend: Please estimate the business development for the last 5 years?

Revenues were	up by _____	%25.1	down by _____	%25.5
Total Labor Cost was	up by _____	%25.2	down by _____	%25.6
Operating Expenses were	up by _____	%25.3	down by _____	%25.7
Profits were	up by _____	%25.4	down by _____	%25.8

For the last 5 years, your total number of employees increased 25.9 decreased 25.10

by number of people _____ 25.11

26. How do you expect the sector boat tourism will develop in the next 5 years and for what reason?

Positive 26.1 Reason: _____ 26.4

Negative 26.2 Reason: _____ 26.5

Stagnating 26.3 Reason: _____ 26.6



27. INCOME STATEMENT MARINA OPERATION

Please do not leave any account blank! Enter "0" only if that is the appropriate response. If detailed data is not available, please complete the summary income statement form on the following page!

2005

REVENUES

27.1	Dockage Fee form Permanent Moorings (Clubs: Membership Fee)	EUR	_____
27.2	Dockage Fee from Guest Boats	EUR	_____
27.3	Dry or Upland Storage	EUR	_____
27.4	Fuel Dock	EUR	_____
27.5	Boat Crane, Haul Out, Boat Cleaning	EUR	_____
27.6	Disposal (Sewage, Waste, Excrements...)	EUR	_____
27.7	Repair Service	EUR	_____
27.8.	Chandlery, Boat Supply	EUR	_____
27.9	Parking Fees	EUR	_____
27.10	All other Revenues (excl. Restaurant/Kiosk and Accommodation)	EUR	_____
27.11	TOTAL REVENUES (Add lines 27.1 through 27.10)	EUR	_____

OPERATING EXPENSES incl. Cost of Goods Sold

27.12	Labor Expenses for Marina Operating Staff	EUR	_____
27.13	Rent and Lease Expenses (excl. car and equipment)	EUR	_____
27.14	Repairs- and Maintenance (incl. cleaning)	EUR	_____
27.15	Office Supplies and Phone, Internet, Subscriptions, Dues, etc.	EUR	_____
27.16	Consumables Costs (Water, Electricity, Heating, Sewage, Waste,..)	EUR	_____
27.17	Costs for Marketing and Promotion	EUR	_____
27.18	Travel & Entertainment, Accommodation, Insurances	EUR	_____
27.19	Professional Services (Consulting, Planning,...)	EUR	_____
27.20	Equipment and Car Rental, etc.	EUR	_____
27.21	Cost of Goods Sold (Fuel, Chandlery,...)	EUR	_____
27.22	Depreciation	EUR	_____
27.23	Interest Expenses	EUR	_____
27.24	All other expenses (excl. Restaurant/Kiosk and Accommodation)	EUR	_____
27.25	TOTAL OPERATING EXPENSES (Add 27.12 through 27.24)	EUR	_____
27.26	OPERATING PROFIT [-LOSS] (Subtract 27.11 from 27.25)	EUR	_____
27.27	NON OPERATING REVENUES (Subsidies, Interests, etc.)	EUR	_____

27.28 GROSS PROFIT [-LOSS] (Subtract 27.26 from 27.27)
EUR _____



28. INCOME STATEMENT MARINA OPERATION (SHORT FORM)

Use this short form only if detailed financial data is not available for filling out the long Form

2005

28.1 TOTAL Revenues	EUR _____
therefrom:	
28.2 Dockage Fees from Guest Boats	EUR _____
28.3 Dockage Fee form Permanent Moorings (Membership Fees)	EUR _____
28.4 Technical Infrastructure (Fuel Dock, Dry Storage, Crane, etc.)	EUR _____
28.5 All Other Revenues (excl. Restaurant and Accommodation)	EUR _____
28.6 TOTAL OPERATING EXPENSES + COST OF GOODS SOLD	EUR _____
therefrom:	
28.7 Labor Expenses	EUR _____
28.8. Rent / Leasing	EUR _____
28.9 Consumable Cost (Electricity, Water, Heating, Gas,...)	EUR _____
28.10 Professional Services (Planning, Consulting,...)	EUR _____
28.11 Cost for Marketing and Promotion	EUR _____
28.12 Cost of Goods sold	EUR _____
28.13 Depreciation (incl. interest expenses)	EUR _____
28.14 All Other Expenses (excl. Restaurant and Accommodation)	EUR _____
28.15 OPERATING PROFIT [LOS] (Subtract 28.1 from 28.6)	EUR _____
28.16 NON OPERATING REVENUES (Subsidies, Interests)	EUR _____
28.17 GROSS PROFIT [LOSS] (Subtract 28.15 from 28.16)	EUR _____