

DEVELOPMENT STRATEGIES FUNCTIONING AS ACI MARINA UMAG COMPETITIVENESS

Razvojne strategije u funkciji konkurentnosti Aci Marine Umag

UDK 338.48:797.1(497.5)Umag
Prethodno piopćenje
Preliminary communication

Summary

ACI marina is the largest elite marina in the Istrian region. The analysis of nautical guests' opinion on the quality of the marina offer shows significant discrepancies in different segments of its offer. The results emphasize the importance of quality improvement as well as development and implementation of diverse and original offer. It is a must to accept modern nautical trends along with developing autochthonous offer. It is also necessary to develop innovated promotional strategies with the purpose of creating recognizable image. Creative management has got the key role in generating new development directions. Starting from market research, the final goal is to turn the local opportunities into the competitive advantages. The connection with Umag microdestination is a top priority in the process of creating new quality for nautical tourists and offering them a unique experience.

Key words: development strategy, ACI marina Umag, market research, nautical tourism

Sažetak

ACI marina Umag je najelitnija i najveća marina u Istarskoj županiji. Analiza istraživanja o stavovima nautičara u vezi s kvalitetom ponude marine (istraživanje autorâ) pokazuje značajna odstupanja u ocjenjivanju

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pojedinih segmenata ponude. Rezultati potenciraju nužnost kvalitativnog unapređivanja i diverzifikacije

ponude te implementacije originalnih sadržaja. Prijeko je potrebno prihvatiti suvremene nautičke trendove, ali i oblikovati autohtonu ponudu. Paralelno su potrebne inovirane promotivne strategije u kreiranju prepoznatljivog imidža. Menadžment kao ključ uspjeha mora vlastitom kreativnošću generirati nove smjernice razvoja. Cilj je razvoja na osnovi istraživanja tržišta materijalizirati prilike u okruženju u konkurentne prednosti. Prioritet je i tijesna povezanost s mikro destinacijom Umag u oblikovanju nove kvalitete i jedinstvenog doživljaja za nautičare.

Ključne riječi: razvojna strategija, ACI marina Umag, istraživanje tržišta, nautički turizam

Introduction

Uvod

Nautical tourism is the most attractive selective form of Croatian tourist offer. Unfortunately, Croatia does not appreciate its natural resource possibilities enough (the sea, indented coast, archipelago...) in the process of creating its competitive product.

ACI marina Umag holds the position of the highest-quality marina in Istria. However, the analysis of nautical guests attitudes (carried out by the authors) reveals certain defects which must be eliminated in future development.

This paper analyses the factors which determine the present condition of the marina along with the strategies of offer adjustment to modern nautical trends. High-priority task is to improve and diversify the offer according to the new market preference, creating a recognizable image and brand on

nautical market.

1. Nautical tourism – a leading form of Croatian tourism

Nautički turizam – perjanica hrvatskog turizma

Nautical tourism, a segment of maritime activities with the most rapid growth, has started its massive development all over the world, along with all other forms of maritime tourism.

Croatian Tourism Industry Law defines nautical tourism as "navigation and stay of nautical tourists on their vessels and in nautical ports for the purpose of relaxation and recreation."¹

Nautical tourism can also be defined as "the total of relationships and services resulting from navigation and stationed sojourn of domestic and foreign tourists on the sea and on the water organised by the tourists themselves or by somebody else as well as navigation for the purpose of relaxation, leisure and fun."²

In order to reveal a pattern in nautical tourism development and to evaluate its effects, it is necessary to do a research on past development of nautical tourism.

The expansion of nautical tourism was preceded by supplying berths in nautical ports.

tourism.

From 1998 to 2003 there was a significant increase in number of ports of nautical tourism. In 1998 there were 50 of them while in 2003 there were 75 ports. The number of marinas, however, did not change a lot. In 1998 there were 47 marinas while in 2003 there were 48 marinas. At the same time, the number of berths increased by 24.4% (chart 1).

From 1998 to 2003 there was a significant increase (71%) in number of arrivals of tourists to ports of nautical tourism. Foreign tourists were far more often than domestic ones. Domestic tourists participated with only 4,5% in that number (chart 2).

In December 2003, there were 11.904 vessels in ports of nautical tourism which was by 6,5% more than in 2002. 89,2% of the vessels used sea moorings while 10,8% of them used only berths on land.

Total of tourist overnights shows the same tendencies. In 2003 the number of overnights increased by 77,1% in comparison with 1998. Domestic tourists participated with 3,6% in the total of overnights in 2003.

Table 1. Capacities of ports of nautical tourism from 1998 to 2003
Tablica 1. Kapaciteti luka nautičkog turizma od 1998. do 2003.

Situation as on August 31

	1998	1999	2000	2001	2002	2003
Number of ports of nautical tourism	50	55	60	66	74	75
of that - number of marinas	47	49	47	51	49	48
Water surface area (m ²)	1,367,789	1,786,591	2,045,957	2,156,880	3,522,399	3,548,243
Number of moorings	11,860	12,437	12,863	14,009	13,878	14,730
Of that:						
For boat length						
up to 6m	1,525	2,005	2,010	2,034	1,831	1,885
6 to 8m	1,986	2,004	2,111	2,450	2,213	2,318
8 to 10m	2,628	2,741	2,697	2,865	2,967	3,314
10 to 15m	4,934	4,769	5,088	5,198	5,502	6,964
over 15m	784	918	957	1,462	1,365	3,379
length of shoreline equipped for mooring (m ²)	40,566	40,598	42,570	51,256	52,395	57,008
Number of berths on land	5,225	7,227	7,330	6,786	5,169	5,618
Total area on land (m ²)	213,487	487,883	552,911	637,657	1,001,618	1,057,600

Source: *Tourism in 2003, Statistic reports no. 1195, Zagreb, 2004, Notification, DZRH, 6/2, Zagreb, 2004*

Building of marinas increased the level of nautical services quality. This chapter gives a survey of current data establishing the facts in nautical

¹ M. Bartoluci, N. Čavlek, (1998): *Turizam i sport*: Fakultet za fizičku kulturu Sveučilišta u Zagrebu, p. 159

² V. Jadrešić, (1978), *Nautički turizam*: Pedagoška akademija Zadar, p. 38.

Table 2. Arrivals and overnights by flags in ports of nautical tourism from 1998 to 2003
Tablica 2. Dolasci i noćenja prema zastavama nacionalnosti u lukama nautičkog turizma od 1998. do 2003.

	1998	1999	2000	2001	2002	2003
Arrivals of tourists						
Total	403,020	376,339	516,870	580,460	625,951	689,455
Domestic tourists	15,418	14,228	23,339	23,214	30,361	30,961
Foreign tourists	387,605	362,111	493,531	557,246	595,590	658,494
Overnights						
Total	564,675	562,675	776,924	795,169	887,192	1,000,261
Domestic tourists	21,168	26,207	39,100	3,304	40,247	36,000
Foreign tourists	543,507	536,112	737,824	791,865	846,945	964,261

Source: *Tourism in 2003.. (2004): Zaareb: Statistic report no. 1195.*

In 2003 the largest number of foreign tourists in ports of nautic tourism were from Germany (25.3%), Italy (24%) and finally Austria (22.5%).³ The analysis of the used sea moorings by months shows that there were no significant differences in 2003. These data point out the necessity for having adequate facilities for maintenance and service of the vessels in marinas.

Quantitative analysis should be accompanied with qualitative analysis of nautical tourism. The largest advantages for nautical tourism are favourable natural features, i. e. very indented coastline, good connection of the coastline with the islands and a lot of adequate sites for building various tourist ports and other nautical capacities. On the other hand, there are some disadvantages and limiting factors of its development⁴: seasonal quality of activities in nautical tourism, insufficiently distinctive offer, occupation of the sea and the coastline and their usurpation, pollution of the sea, devastation and destruction of the landscapes due to building and usage of the facilities for nautical tourism, "moving" of the coast, occupation of the beaches and other maritime zones accompanied by the danger caused by different vessels.

Qualitative features have an impact on attitudes of nautical tourists. According to Tomas–nautika 2001⁵ research, nautical guests are relatively discontented with the offer in marinas. They are very dissatisfied with "money for value" and with various services in marinas (vessel maintenance services and catering services).

They show more satisfaction with tourist offer in Croatian holiday resorts and their evaluation is similar to that of the guests in accommodation capacities.

Nautical tourism in Croatia cannot be separated from Adriatic Croatia International Club, which is the leading nautical company. ACI represents a unique chain of marinas in the Mediterranean.

Nowadays, ACI has become a synonym for unique synchronised nautical system of standardised marinas whose activities have accomplished the following goals:

- intensive investments in nautical tourism
- building of modern marinas
- revitalisation of the existing ports and small ports
- development and revitalisation of the 4th fleet
- forming of vertical and horizontal integrations in nautical tourism
- rational exploitation of the coastline
- development of entrepreneurship and tertiary activities along the coast
- development of tourist offer in less developed places on the coast and islands
- has contributed to the total economic development in Croatia
- has become a leading force in environmental protection instead of being a factor of economic disbalance by accepting the The European Blue Flag project

³ Tourism in 2003, Statistic report no 1995, Zagreb, 2004

⁴ Jadrešić, V. (1978) *Nautički turizam*, Pedagoška akademija Zadar, Zadar, p. 63

⁵ Stavovi i potrošnja nautičara u Hrvatskoj (2002) Tomas–nautika 2001, Institut za turizam, Zagreb

- has contributed to the process of maritime urbanisation and its integrity
- has generated a unique architectural approach in building of marinas
- has internationalised Croatian nautical tourism and therefore increased foreign-exchange earnings enabling improvements in the total of Croatian economy

ACI Club consists of 21 marinas which share the same unique visual identity as their trademark and original consistent technology. This chain starts from Istra in the north of Croatia to the pearl of Croatian tourism – Dubrovnik at the very south of the Adriatic coast. 17 marinas are open throughout the year while 4 of them are open during summer months only.

This paper analyses ACI Marina Umag which stands out for its quality of service among other ACI marinas in the county of Istra.

2. Determinants of the current state of ACI marina Umag

Determinante sadašnjeg stanja ACI marine Umag

Indented coastline, easy accessibility and heterogenous scenery make the Umag riviera one of the most attractive destinations for active tourism. Various forms of tourist superstructure characterize tourist offer in Umag. Clean beaches, sailing, water skiing, diving, spear-fishing are all parts of well-organised nautical program while land program includes different sports such as tennis, football, bowling, cycling. Lovers of ancient monuments can spend their time strolling along the old town built in the medieval urban style. ACI Marina Umag competitiveness successfully complements the attractions of Umag microdestination.

The marina is open throughout the year and it offers 518 sea moorings and 120 boat places on land. All the berths have got water and electricity supply. Some of the marina's facilities are reception, exchange office, restaurant, sanitary facilities and showers, laundry, grocery store, repair shop, 50t mobile lift, parking lot, seasonal maritime border crossing and harbour master's office at the head of the eastern pier, permanent maritime border crossing in the main harbour, petrol station in the vicinity of the marina (200m). Within the marina complex there is one of the main ADAC and OAMTC information and service points.

One of the main efforts of ACI Marina Umag is to keep the environment tidy and unpolluted. Having fulfilled very strict ecological standards concerning safety and cleanness of the water and the environment, ACI Marina Umag was given a

prestigious award "European Blue Flag" in 2002, together with 10 other ACI marinas.

The current state of ACI Marina Umag can be analysed by means of qualitative and quantitative indices. Quantitative data (chart 3) comprise the number of vessels moored on permanent, daily and monthly basis for a particular month and cumulative results for the period from January to December 2003 in comparison with the previous year and with the plan for 2003.

On December 31 2003 there were 3.716 permanently moored vessels (on annual, several-year and time-share basis). 376 vessels of that number were in ACI Marina Umag. These results compared with the previous year and the plan for 2003 show an increase of vessels by 1%. ACI Marina Umag, however, decreased its results by 1% in comparison with the previous year.

In the same period there were 144.620 vessels/days (in transit) which was by 2% more in comparison with the previous year while ACI Marina Umag had 6.257 vessels/days which is by 2% more in comparison with the previous year.

There were by 9% fewer moored vessels on monthly basis in 2003 than in the previous year. ACI Marina Umag also had a significant decrease (21%) in number of vessels moored on monthly basis compared to the previous year.

Qualitative indicators can be sublimed in SWOT analysis and in the analysis of the attitudes of nautical guests.

These advantages result from natural resources while the disadvantages reflect the faults in tourist superstructure. For future development it is crucial to turn the environmental privileges into competitive advantages minimising disadvantages and removing the risks of the environment. These changes must be carefully planned and lead in order to generate new forms of innovative offer.



Quality level of the current offer in ACI Marina Umag will be determined subsequently on the basis of the analysis of nautical guests attitudes regarding quality of offer.

Table 3. Physical indicators of nautical activities of ACI Marina Umag and total
Tablica 3. Fizički indikatori nautičkih aktivnosti ACI Marine Umag i ukupan

Marina	Permanent berths					Berth rental on daily basis (vessels / days)					Berth rentals on monthly basis				
	Real. Jan.- Dec 2002	Plan. Jan.- Dec. 2003	Real. Jan.- Dec. 2003	Index 4/2	Index 4/3	Real. Jan.- Dec. 2002	Plan. Jan.- Dec. 2003	Real. Jan.- Dec. 2003	Index 9/7	Index 9/8	Real. Jan.- Dec. 2002	Plan. Jan.- Dec. 2003	Real. Jan.- Dec. 2003	Index 14/1 2	Index 14/1 3
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Umag	380	387	376	99	97	6.130	6.420	6.275	102	98	258	260	205	79	79
Total	3.67 4	3.80 0	3.71 6	101	98	141.60 9	145.95 0	144.62 0	102	99	2.91 6	2.91 0	2.64 4	91	91

Legend: Real. - realised
 Plan. - planned

NB: Permanent berth implies annual berth rental (sea berth, land berth and combined), several-years and time-share berth rental.

Source: Report on physical and financial indicators of ACI Club, (2004): Pula: 2004

Izvor: Izvješće o fizičkim i financijskim indikatorima ACI kluba (2004): Pula: 2004.

ACI Marina Umag	
Strengths – natural beauties – favourable geographical position – friendly atmosphere – hospitality – market-oriented economy	Weaknesses: – insufficiently profiled product – connections with other marinas – lack of adequate facilities in marinas – low-quality services – lack of recognisable image
Social and economic setting	
Chances: – differentiation and qualitative improvement of the offer – approaching the preference of guests – approaching EU – approaching new markets – repositioning on European market	Risks: – fluctuations of nautical preference – the power of competition – new forms of offer – changes in legal regulations – government's monetary and fiscal policy – decrease of purchasing power

Figure 1. SWOT analysis of ACI Marina Umag

Slika 1. SWOT analiza ACI Marine Umag

Source: done by the authors

Izvor: izradili autori

3. Analysis of nautical guests attitudes on quality of the offer in ACI Marina Umag

Analiza stavova nautičkih turista o kvaliteti ponude ACI Marine Umag

The main goal of this research was to collect and process data on social and demographic features of nautical guests, to observe characteristics of their stay and the level of their satisfaction with the offer. For that purpose we carried out a poll among nautical guests and the collected data were statistically processed. The poll on nautical guests satisfaction with the facilities and services in ACI Marina Umag was taken from July 20 to

August 5 2003. 320 questionnaires, written in four languages (Croatian, German, Italian and English), were given to the guests. On the basis of 47,5% returned questionnaires it was possible to make a good-quality information processing. We used Likert's five-level scale to find out relevant facts about the level of their satisfaction.

That kind of research gives us answers to these questions:

- What is the profile of nautical guests who visit ACI Marina Umag? (in terms of their sex, age, education, income and citizenship)?
- Which way do they choose a destination?

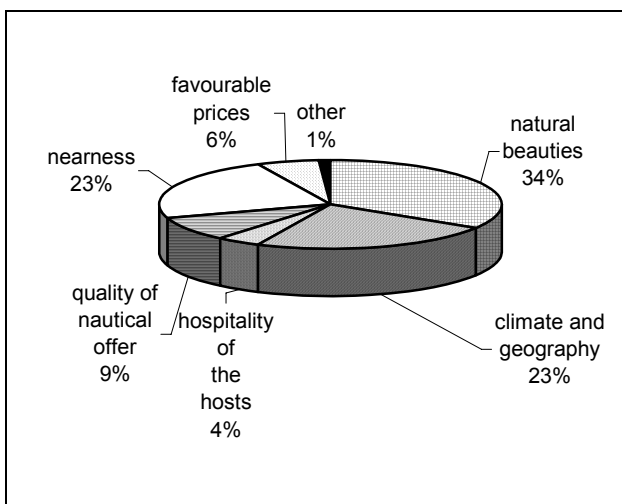
- What is their opinion on ACI Marina Umag facilities?
- How satisfied are they with certain segments of the offer?

When deciding upon development strategy it is necessary to define the structure of nautical guests and the goal segment. The most of the guests polled were between 35 and 44 years old. When the average age (between 35 and 64) was aggregated, that group represented the majority of 66%. Most of the guests polled had two-year degree or a university degree (51%), 31% had high school education and 7% had elementary school education. In order to establish purchasing power of the guests included in the poll, they were asked about their income per annum (indicated in Euro):

- 29% earned more than 50.000
- 21% earned between 25.000 and 50.000
- 18% earned between 15.000 and 20.000
- 5% earned less than 15.000

One of the priorities in the analysis of nautical guests attitudes was to define the reason for their coming.

Graph 1. Your reasons for a holiday in Istria:
Grafikon 1. Vaši razlozi za odmor u Istri



Source: done by the authors
Izvor: izradili autori

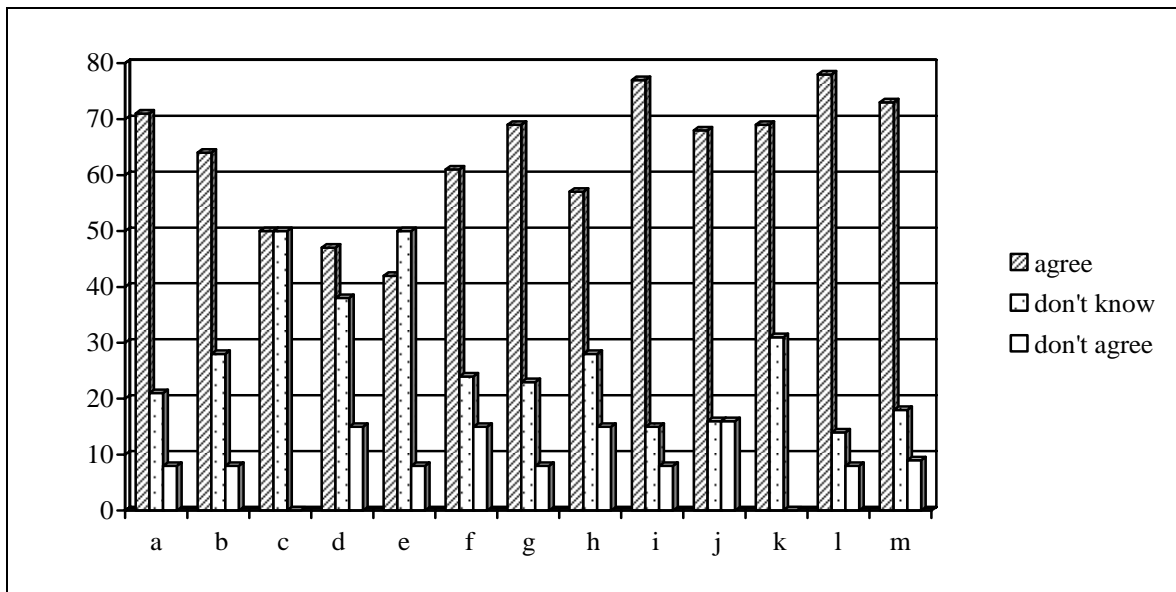
Natural beauties of Istria are the main reason for its competitiveness. Nautical guests in ACI Marina Umag put natural beauties and mild climate on the top of their list of reasons for spending their holiday there. A lot of the guests (23%) chose Istria because of its nearness (accessibility) and 9% of the guests chose it because of the quality of service in the marina. The results of the poll imply that nautical tourism in Istria possesses some elements of the competitiveness which can be improved. Istria is also abundant in favourable natural resources which cannot be changed but handled more carefully and preserved.

The purpose of the poll taken was to evaluate particular elements of the offer and the quality of the service. Nautical tourists expressed their agreement or disagreement with the statements in the poll.

The questionnaire contained the following elements of the tourist offer:

1. good-quality nautical offer
2. good-quality catering facilities
3. good-quality technical and maintenance facilities
4. adequate supply in the shops
5. enough parking places
6. hospitable staff
7. ready-to-help staff
8. professional staff
9. reliable staff
10. clean sanitary facilities
11. leisure and entertainment possibilities
12. exact and timely information on climate: winds, temperature
13. a feeling of being safe and protected

Graph 1. Satisfaction of guests with certain elements of offer in ACI Marina Umag
Grafikon 1. Zadovoljstvo gostiju s određenim elementima ponude u ACI Marini Umag



Source: done by the authors
 Izvor: izradili autori

In ACI Marina Umag guests especially appreciated exact weather information, being safe, hospitality of the staff, marina facilities. Sports facilities are of high importance in the marina. It can be observed that more than 60% of the guests polled agreed with some of the statements. The opinion of the guests on technical and maintenance facilities was very interesting since 50% of them found them to be of good quality while 50% of the guests did not know. Most of the guests, but still less than 15%, were not satisfied with the four elements: supply level in the shops, hospitality of the staff, their professionalism and cleanness of the sanitary facilities. The hospitality of the staff had a great impact on the level of satisfaction of guests.

The analysis shows that the guests were most satisfied with the way they were treated by the staff (1 – the best grade, 5 – the worst grade), especially by the reception staff, which, most certainly, increased the quality of their stay.

When it comes to evaluating marina facilities, the results show that only 8% of the guests found basic marina facilities excellent, 41% thought they were very good, 51% considered them to be good and none of the guests thought that marina facilities were poor or very poor. Most of the nautical guests (75%) were satisfied with the choice of services, 19% of them did not know, and only 5% were dissatisfied. Among others, they identified infrastructural problems, few parking places, poor maintenance service, poor catering facilities, not enough leisure and children programs, and insufficient supply level in the shops.

The poll displayed what the guests lacked most during their stay in the marina. One of the main objections were those concerning their privacy (peace at night), cleanness of the sanitary facilities, limited water and electricity consumption. They lacked extra leisure and entertainment programs. The guests also pointed out uniform souvenir and other goods offer, a problem that has been present in Istra for a while. They objected bad traffic infrastructure (roads, petrol stations) and kuna convertibility.

The analysis of the current state and the results of the poll about the quality of offer in ACI Marina Umag point out the necessity for implementation of innovative development strategies for the purpose of increasing its competitiveness, meeting the needs of nautical guests and multiplying the profit.



Graph 2. Satisfaction of the nautical guests in ACI Marina Umag with the staff
Grafikon 2. Zadovoljstvo gostiju nautičara u ACI Marini Umag uslugom osoblja

ACI Marina Umag	Grade				
	1	2	3	4	5
Marina staff	50	35.7	0.0	7.1	7.1
Sailors	30.8	30.8	30.8	7.7	0.0
Catering workers	15.4	53.8	23.1	7.7	0.0
Reception staff	69.2	15.4	0.0	7.7	7.7

Source: done by the authors
 Izvor: izradili autori

4. ACI Marina Umag development scenario

Scenario razvoja ACI Marine Umag

Scenario analysis is a strategy which enables structural approach to integral alternatives for the future of the marina considering the complexity and unpredictability of the environment. Algorithm in the process of scenario analysis comprises:⁶ definition of the starting point, defining stylized limitations, construction of the scenario, evaluation of the scenario probability, identifying the strategy based on different scenarios, regrets analysis. Development strategy of the marina should anticipate future impact of the factors, their intensity and direction, future economic conditions, decision making process concerning concrete future activities.

The starting point of scenario analysis is SWOT analysis and analysis of attitudes of nautical guests on quality of the offer. The very essence of the development strategy is the usage and the evaluation of environment conditions in order to emphasize geographical advantages of Umag Marina. Modern nautical trends do not consider natural beauties themselves to be a motivation factor strong enough to attract nautical guests. We are living in the times of globalisation and well informed nautical guests choose their holiday destination deciding upon nuances in the quality of offer. One of the results of the poll concerning attitudes of nautical guests reveals that only 9% of them chose Istrian marina because of its quality. This alarming fact should by all means initiate necessary changes.

These changes must be initiated by the new generation of innovative skilled managers who are

capable of taking necessary actions disregarding the risks of instability and turbulence of nautical market (man is the key to success in Croatian tourism). ACI Club, although being burdend with politics interference and conflicts within the lobby, has to be restructured and adapted to modern trends. State ownership must not be a synonym for stagnation and oversized structure which cannot respond to market impulses. A proof of bad policy is the fire which happened in the nearby ACI Marina Rovinj, the consequences of which showed how unprepared and untrained the staff were for such a situation.

Future development priority is innovative offer improvement in terms of sustainable development. Nautical market is always active, the process of innovation and optimisation of the tourist product never stops. "The biggest danger in the times of turbulence is not the turbulence itself but actions done by yesterday's logics"⁷ ACI Marina Umag must change its position towards guests with regard of its competition. It is not enough to adjust to the existing nautical trends only. Proactive marketing should define new offer and attract new customers. "In order to succeed, we must surprise people. We must attract them and lure them into. Variety is everything. Focusing on hard aspects only causes the risk of becoming unimportant. Becoming unimportant is a bigger problem than being ineffective."⁸ Nautical tourists have more purchasing power but more subtle taste at the same time. They look for 'value for money' or a unique experience (experience for money). Each time they come they seek for more diverse offer and they are extremely sensitive of the quality of the services. All the faults of the offer in Umag Marina can be clearly seen when it is compared with the nearest competition (Italian marina) or with

⁶ Buble, M. I dr. (1997) Strategijski management, Ekonomski fakultet Sveučilišta u Splitu, Split, p. 132

⁷ Drucker, Peter F. (1992), Inovacije i poduzetništvo, Globus, Zagreb, p. 123

⁸ Dujanić, Marčelo (2004), Upravljanje promjenama u poduzeću, Rijeka, Zbornik radova Ekonomskog fakulteta u Rijeci) p. 45

Croatian private marina (Frappa Marina in Rogoznica). Benchmarking and business intelligence methods can be used to find out about the activities of the competition, to be beforehand with them and to get a head start on market. It is necessary to use scientific methods in anticipating future trends on nautical market and in finding ecological niche, i. e. marina's own area for developing its own competitive advantages. Anticipation must not be limited to the present situation and its projection in future only, but to unpredictable circumstances which can prevail in the future.



Analysis of nautical guests attitudes and analysis of competition and trends on nautical market have to be a starting point when planning future activities in order to gain financial results and to satisfy guests. The marina must have a variety of facilities such as restaurant, café, shops, gift shop, repair shop, information point, reception, charter service.

The necessary advantages can be reached through autochthonous offer or even better, through the synergy of local and global elements of the offer giving priority to local features authentic styles, ambience-friendly quality, domestic cuisine. The offer should be rich in different events; fisherman's nights, concerts of traditional harmony-singing groups, folklore groups, different performances, art exhibitions but these events must not disturb the guests. Reception and information services must be professionally organised and their task should be to inform the guests of all the attractions of Umag and Istra. Highly motivated and skilled staff should try to create family atmosphere and meet all the needs of the guests in direct contact with them. Members of the staff should not be limited by strict hierarchy. The entire organization must be determined by guests satisfaction. High-quality service is a must for achieving these advantages while the price policy, as a decision making instrument, should be less important (nautical guests are low sensible to price change due to their purchasing power).

Development of competitive offer should be accompanied by well-defined promotional activities, participation in nautical fairs aimed at creating a recognisable image on nautical market. Although it

is promoted through the entire ACI Club system, the marina itself has to emphasize its own specific qualities in order to successfully attract guests. ACI Marina Umag has to become a recognisable brand evoking all its competitive advantages and its prestige.

Development strategy of ACI Marina Umag must be in correlation with tourist development of Umag microdestination. Nautical guests have to be able to find there everything what the most demanding tourists look for (restaurants, cafés, discotheques, night clubs, casinos, sports facilities, shops, gift shops...) as a complement to their sailing experience. There is a need to develop selective forms of offer with sports and culture programs, including specific autochthonous elements such as vine tour, visits to homesteads, truffle harvest... Services must be of top quality because of the specific features of nautical guests. Nautical tourism gives Umag an opportunity for repositioning itself into prestigious microdestination of elite tourism with competitive tourist offer oriented towards nautical guests.

Conclusion

Zaključak

ACI Marina Umag stands out for its high-quality and diverse offer among other ACI marinas in Istria County (Rovinj, Pula, Pomer), but on the other hand, it is still way behind the most prestigious Mediterranean marinas. Analysis of nautical guest attitudes reveals that the main reasons for their visit are scenery and natural beauties and majority of their objections regard poor tourist superstructure.

Future development includes restructuring of ACI and introducing innovative development strategies of profitable centres. In order to be different from competition, ACI Marina Umag has to improve the quality of its offer and to diversify it with high-profiled autochthonous elements. Taking innovative and original actions can help approach current and anticipate future preference of dynamic nautical market. Future success of the marina depends on its ability of becoming different from the competition and its ability to attract guests.

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Rukopis primljen: 31.3.2005.

