

**Božena KRCE MIOČIĆ\***

**VALORIZACIJA UČINAKA PROMOTIVNIH AKTIVNOSTI  
U NAUČKOM TURIZMU U HRVATSKOJ**

**VALUATION OF THE EFFECTS OF PROMOTIONAL ACTIVITIES  
IN NAUTICAL TOURISM IN CROATIA**

---

**SAŽETAK:** U radu se prikazuju rezultati istraživanja ostvarene marketinške komunikacije između marine (nautičke ponude) i nautičara (nautičke potražnje). Istraživanje je provedeno na reprezentativnom uzorku marina u Republici Hrvatskoj, a dobiveni podaci su analizirani različitim statističkim metodama. Dobiveni rezultati su pokazali da marine ne koriste u dovoljnoj mjeri promotivne aktivnosti kako za ostvarivanje tako i za očuvanje odnosa s nautičkom potražnjom. Dokazano je postojanje pozitivne korelacijske veze između korištenja promotivne aktivnosti i učinaka koje marine ostvaruju i u fizičkim i vrijednosnim pokazateljima uspješnosti poslovanja.

**KLJUČNE RIJEČI:** nautički turizam, marina, promotivne aktivnosti, marketinška komunikacija

**SUMMARY:** This paper reports on the results of a research on the realized marketing communication between marina (nautical supply) and nautical tourists (nautical demand). The research is conducted on a representative sample of marinas in the Republic of Croatia and the obtained data is then analysed by different statistical methods. The obtained results have shown that marinas don't use promotional activities sufficiently to create as well as to sustain the relationship with the nautical demand. The existence of a positive correlative connection between the use of promotional activities and the realized effects in physical and value business performance indicators of the marinas has also been proven.

**KEYWORDS:** nautical tourism, marina, promotional activities, marketing communication

---

\* Dr.sc. Božena Krce Miočić, Sveučilište u Zadru, Odjel za turizam i komunikacijske znanosti, Zadar, e-mail: krceb@unizd.hr  
Assistant Božena Krce Miočić, Ph.D., Universtiy of Zadar, Department of Tourism and Communication Studies, Zadar, e-mail: krceb@unizd.hr

## 1. UVOD

Upoznatost potrošača s postojanjem destinacije, odnosno njezina informacijska dostupnost uz atraktivnost prostora, izgrađenost smještajnih kapaciteta i prometna dostupnost preduvjeti su za stvaranje turističke destinacije (Butler, 1980; Prideaux, 2000; Page, Connell, 2006; Kozak, Balogu, 2010; Pirjevec, Kesar, 2002). Turističku destinaciju mnogi autori definiraju kao prostor u kojem turisti namjeravaju boraviti kada su izvan svog domicila (Travis, 1989; Howie, 2003; Jafari, 2005; Cooper, 2008). Taj prostor može biti jedna lokacija (veličine sela, grada, regije, zemlje i šire) ili više lokacija kao dio ture. Destinacija je, dakle, prostor s nekim oblikom stvarne ili percipirane granice (Kotler, Bowen, Makens, 2006:888). U nautičkom turizmu definiranje destinacije može se vezati za plov, jer su mora međusobno vezana, iako razdijeljena državnim granicama čine cjelinu. Stoga je u nautičkom smislu pojam destinacije najbolje definirati kao prostor na kojem nautičar boravi ili po kojem plovi sa svojim plovilom. Nautičari destinaciju ne pronalaze kao jedinstveni geografski definiran pojam destinacije nego se taj pojam ravnomjerno koristi kako za pojedinačnu marinu tako i za regiju, zemlju kao cjelinu, a i šire (Žnidar, 2011:236).

Nautičari su iznimno mobilni posjetitelji kojima je kretanje - plovljenje motiv putovanja. Sama luka nautičkog turizma - marina predstavlja polazište uz koje se veže odabir turističke destinacije. Marina je osnovni smještajni kapacitet u nautičkom turizmu, dok druge luke i lučice možemo smatrati komplementarnim smještajnim kapacitetima. Marina je tip luke u kojoj vlasnici brodova mogu unajmiti za sezonu ili godinu vez u moru (vodi) ili mjesto na kopnu te luke za tranzitne brodove za koje se unajmljuje dnevni vez, tj. noćenje za brod (Eurostat, 2007; Sariisik, Turkey, Akovac,

## 1. INTRODUCTION

Consumers' familiarity with the existence of the destination, i.e. its information accessibility along with the location attractiveness, accommodation facility development and traffic accessibility are prerequisite conditions for creating a tourism destination (Butler, 1980; Prideaux, 2000; Page, Connell, 2006; Kozak, Balogu, 2010; Pirjevec, Kesar, 2002). A tourism destination, according to many authors, is defined as a place, where tourists intend to stay when they are out of their domicile (Travis, 1989; Howie, 2003; Jafari, 2005; Cooper, 2008). That place can be one location (size of a village, town, city, region, country or larger entity) or more locations as part of a tour. Consequently, a destination is a place with some form of real or perceived border (Kotler, Bowen, Makens, 2006:888). In nautical tourism the definition of the destination can be connected to sailing, because seas, despite of being separated by state borders, are connected to each other and thus create one whole. Hence in nautical sense the concept of destination is best to be defined as a place, where a nautical tourist is staying or on which he is sailing with his vessel. Nautical tourists don't find the destination as a unique geographically defined concept, but the concept is equally used for a single marina as well as for a region, a country or a larger entity as a whole (Žnidar, 2011:236).

Nautical tourists are extremely mobile visitors who consider the movement – sailing to be the motive of their journey. The port of the nautical tourism itself – the marina is a starting point, which the tourism destination selection is connected to. A marina is a basic accommodation capacity in nautical tourism, while other harbours and ports can be regarded as complementary accommodation capacities. A marina is a type of port where vessels owners can lease a berth on sea (water) or a place on land for a season or a year, but also ports for transit vessels that are

2011; Dulčić, 2002). Pojedinačna marina čini temelj svake nautičke destinacije bez obzira predstavlja li destinaciju i/ili plov koji uključuje isplov iz marine i plov duž obale jedne ili više zemalja.

Na zasićenom tržištu turističkih proizvoda destinacije se diferenciraju svojom ponudom baziranom na povijesnim, kulturnim, institucionalnim i prirodnim čimbenicima (Buhalis, 2000; Vaz, 2007). U nautičkom turizmu diferencijacija se najčešće temelji na geografskom položaju marine. Neke od marina diferenciraju se i specifičnom ponudom namijenjenom određenom odabranom dijelu potencijalnih potrošača te se sukladno tome pozicioniraju na tržištu. Percepcija turista o nekoj destinaciji kao optimalnoj za zadovoljenje njegovih potreba predstavlja jedan od temelja za donošenje odluke o kupnji (Cooper, 2008; Kotler, Bowen, Makens, 2006; MacKay, Smith, 2006). Marketinška komunikacija obuhvaća različite načine komunikacije između ponuđača, potrošača, ali i drugih subjekata šire javnosti. Za turizam je oglašavanje najvažnija od svih marketinških komunikacija (Manfredo, Bright i Haas, 1992:339), prije svega jer su u njega uložena najveća sredstva. Danas se u marketinškoj komunikaciji sve češće koriste nove tehnologije. Internet daje novu dimenziju u promociji turizma korištenjem društvenih mreža (Li, Bernoff, 2010), virtualnih zajednica i stvarnosti (Wang, Yu, Fesenmaier, 2002:412), kao i virtualne satelitske tehnologije. Prikazi web kamera u stvarnom vremenu, virtualne šetnje i satelitske snimke omogućuju vizualizaciju destinacije te se na taj način smanjuje rascjep zbog prostorne udaljenosti nautičke ponude i potražnje. Iskustveni marketing moguće je primijeniti u turizmu upravo zahvaljujući ovim tehnologijama. Pine i Gilmore (1999:201) predviđaju da će u budućnosti potrošnja biti vođena iskustvima. Iskustveni marketing predstavlja marketinške akcije koje kupcima daju duboka opipljiva iskustva s kojima će oni dobiti dovoljno kvalitetnih informacija da bi donijeli ispravnu od-

leasing daily berths, i.e. overnight berths (Eurostat, 2007; Sariisik, Turkey, Akovac, 2011; Dulčić, 2002). A single marina is considered to be the basis of every nautical destination, whether it represents the destination by itself and/or sailing which include leaving from the marina and sailing along the coast of one or more countries.

On the saturated market of tourism products the destinations are differentiated by its supply based on historical, cultural, institutional and natural factors (Buhalis, 2000; Vaz, 2007). In nautical tourism the differentiation is usually based on the marina's geographic location. Some of the marinas differentiate with its specific supply intended for a specific group of potential consumers and according to that they are positioned on the market. Tourists' perception of a destination as optimal for fulfilling its needs is one of the basics for making decision on buying (Cooper, 2008; Kotler, Bowen, Makens, 2006; MacKay, Smith, 2006). Marketing communication comprises different modes of communication between the supplier, consumer and other entities of the general public. Advertising is the most important marketing communication in tourism (Manfredo, Bright and Haas, 1992:339) first of all because the largest financial resources are invested in it. Today new technologies are more and more frequently used in marketing communication. Internet gives a new dimension in tourism promotion using social networks (Li, Bernoff, 2010), virtual communities and reality (Wang, Yu, Fesenmaier, 2002:412) and virtual satellite technologies. Real-time webcam images, virtual tours and satellite images facilitate visualization of the destination and thus reduce the rift due to the spatial distance of the nautical supply and demand. Experiential marketing is applicable in tourism precisely as a result of these technologies. Pine and Gilmore (1999:201) have estimated that in future consumption will be led by experience. Experiential marketing represents marketing actions that provide a tangible experience to the buyers so that they can get

luku o kupnji (Cooper, 2008; Alistair, 2006; Williams, 2006).

S napretkom tehnologije ne gubi se potreba za osobnim kontaktom i individualizacijom prodaje usluga u turizmu, a tako i nautičke usluge (Kotler, Bowen, Makens, 2006; Jafari, 2005; Kolb, 2006). Osobna prodaja predstavlja jedan od temeljnih elemenata turističke promocije, bilo da se odvija na sajmovima ili na recepciji smještajnih objekata (Malviya, 2005:120). Ona je ujedno i najčešće korišten oblik prodaje u nautici. Percepcija kvalitete nautičke usluge gradi se isključivo na odnosu nautičara - potrošača i marine - pružatelja usluge (Goeldner, Ritchie, 2009). Naravno da ne treba zanemariti i važnost unaprjeđenja prodaje i direktnog marketinga kako kod očuvanja "starih kupaca" i podizanja njihova zadovoljstva tako i kod osvajanja novih. Turističko tržište je danas više usmjereno na potvrdu kupčevog izbora nego na poticanje za kupnju novih proizvoda. Istraživanja (Riechheld, Saser, 1990; Riechheld, Teal, 1996; Gjivoje, 2008) potvrđuju da povećanje lojalnosti od svega 5% uvjetuje povećanje dobiti od 25 do 125%.

Jedan od elemenata koji je neophodan za stvaranje sigurnosti kod korisnika usluge svakako je stvaranje marke. Osebjuna osobnost marke može pomoći u stvaranju skupa jedinstvenih i povoljnih sjećanja u memoriji potrošača i na taj način izgraditi i poboljšati marku (Keller, 1993; Johnson, Soutar i Sweeney, 2000; Phau i Lau, 2000; Ekinci, Hosany, 2006). Cilj korištenja marke u međunarodnom turizmu jest identificirati usluge ponuđača određene zemlje i omogućiti njihovu diferencijaciju u odnosu prema konkurentima. Budući da u turizmu, kao i kod drugih usluga, zbog neopipljivosti postoji problem njezine percepcije, politika marke vizualizira nematerijalne elemente usluga u turizmu - ime, znak, dizajn (Cai, Gartner, Munar, 2009; Ozretić Došen, Prebežac, 1998; Keller, 1993). Stoga se stvaranjem marke usluge ostvaruje mogućnost

enough quality information in order to make the right purchase decision (Cooper, 2008; Alistair, 2006; Williams, 2006).

With technology improvement the need for personal contact and individualisation of sales in tourism services, nautical services included, is not lost. (Kotler, Bowen, Makens, 2006; Jafari, 2005; Kolb, 2006). Personal selling is one of the basic elements of tourist promotion whether it is held on fairs or at the reception desks of the accommodation facilities (Malviya, 2005:120). It is also the most used form of nautical sales. The perception of the nautical service quality is created exclusively on the relationship nautical tourist – consumer and marina – service provider (Goeldner, Ritchie, 2009). Of course, we shouldn't underestimate the importance of sales and direct marketing improvement in retaining "old buyers" and rising their satisfaction level as well as in winning new customers. The tourism market today is more headed to the buyer's choice affirmation than to encouragement to buy new products. Research (Riechheld, Saser, 1990; Riechheld, Teal, 1996; Gjivoje, 2008) has confirmed that customer loyalty increase of just 5% results in profit increase from 25 to 125%.

One of the essential elements for creating a sense of security to service users is definitely a brand building. Distinctive brand individuality can help in creating number of unique and favourable memories in consumer's memory and thus build and improve the brand (Keller, 1993; Johnson, Soutar i Sweeney, 2000; Phau i Lau, 2000; Ekinci, Hosany, 2006). The goal of branding in international tourism is to identify the services of a specific country provider and to provide its differentiation towards the competition. Since in tourism like in other types of services there is a problem of its perception for its impalpability, brand policy visualises non material elements of the tourist services – name, sign, design (Cai, Gartner, Munar, 2009; Ozretić Došen, Prebežac, 1998; Keller, 1993) and thus recognizes the possibility of

smanjenja rizika pri odluci o kupnji za potrošače koji imaju nedostatak vremena, a iznimno širok izbor sličnih usluga.

## 2. POSEBNOSTI USLUGA NAUČIKOG TURIZMA

Nautička usluga specifična je u odnosu na druge usluge u turizmu jer odnos kupca i prodavatelja usluge uključuje i kupčevu plovilo kao objekt nad kojim se vrši usluga bez obzira na prisutnost vlasnika. Smještaj skupocjenog plovila nosi sa sobom visok rizik koji će kupac pokušati minimizirati prikupljajući što veći broj informacija o marini. Stoga kupovanje usluge godišnjeg veza predstavlja kupovinu s visokom uključenošću kupca (Kotler, Keller, 2008:200). Odluka o kupnji nekog proizvoda ili usluge često je vezana za životni stil kupca (Thyne, Laws, 2004:248). Nautički turizam je često odraz i životnog stila (Jennings, 2006:14), zato se odabirom plovila iskazuje i stav o moru, prirodi, ali i sebi samome. Vrlo često i odabir marine predstavlja viđenje sebe.

Iako se općenito u turizmu velika sredstva troše u samu promociju usluge (Cai, Gartner, Munar, 2009; Cooper, 2008; Kotler, Bowen, Makens, 2006), iznimno je važno ravnomjerno razvijati sva četiri elementa marketinškog miksa (Eccles, 1995). U konačnici, ekonomske učinke koje donosi promocija potrebno je mjeriti kako bi se vrednovali efekti te u skladu s njima postupalo u budućnosti (Kotler, 1993; Webster, Ivanov, 2006). Budući da se povećana dobit često stječe unaprijednjem prodaje, očito je da su najzanimljiviji i najvrjedniji oni testovi kojima se mjeri utjecaj promocije na prodajne rezultate. Utvrđivanjem utjecaja u ekonomskom smislu moguće je utvrđivati svojevrsnu uspješnost promocije koja se očituje odnosom prihoda od realizacije proizvoda prema rashodima za promociju istih proizvoda (Cheuk i dr., 2010; Robinson, Heitmann, Dieke, 2011; Frančišković, Tomljanović, 2001). Koliki je stvarno efekt

risk reduction in decision on buying for consumers who have lack of time and extremely wide selection of similar products.

## 2. SPECIAL CHARACTERISTICS OF NAUTICAL TOURISM SERVICES

Nautical service is a specific service as compared to other tourist services because the service buyer – seller relation includes the buyer's vessel as an object of the service regardless of the presence of its owner. The accommodation of the expensive vessel bears high risk that the buyer will try to minimize by gathering as much information about the marina as he can find. Hence the service purchase of an annual berth is a high involvement purchase (Kotler, Keller 2008:200). The decision to buy a product or a service is often linked to the buyer's lifestyle (Thyne, Laws, 2004:248). Nautical tourism is often a reflection of a lifestyle as well (Jennings, 2006:14), so the selection of a vessel is an expression of a person's attitude towards the sea, nature and the person itself, thus the selection of a marina often represents a self-perception.

Although in tourism in general large amounts of money are being spent on the service promotion itself (Cai, Gartner, Munar, 2009; Cooper, 2008; Kotler, Bowen, Makens, 2006), it is highly important to develop all four elements of the marketing mix equally (Eccles, 1995). Finally, the economical effects of the promotion are to be measured in order to evaluate these effects and in accordance with them act in the future (Kotler, 1993; Webster, Ivanov, 2006). Since the increased profit is often gained with sales improvement, obviously the most interesting and the most valuable tests are those for measuring the effects of the promotion on the sales results. By determination of the effects in economical sense it is possible to determine specific promotion efficiency shown by product realization revenue – promotional expenses relation (Cheuk

od promocije iznimno je teško utvrditi, jer je teško izolirati te efekte od ostalih utjecaja koje ima poslovanje turističkog subjekta, ali i utjecaja koje ima okolina i konkurencija u njoj.

### 3. METODOLOGIJA ISTRAŽIVANJA

Cilj istraživanja bio je utvrditi koje metode promotivnih aktivnosti koriste marine u promociji svojih usluga te dovodi li implementacija nekih aktivnosti do poboljšanja pokazatelja uspješnosti marina izraženih u fizičkim i vrijednosnim pokazateljima. Kao vrijednosni pokazatelj promatra se ostvareni financijski rezultat i postignuta prosječna cijena najma veza, dok se kao fizički pokazatelji relevantni za marine promatraju prosječna duljina plovila na godišnjem vezu i popunjenost marine.

Istraživanje<sup>1</sup> je provedeno od listopada 2008. godine do lipnja 2009. godine metodom anketiranja, a obuhvatilo je cjelokupnu populaciju hrvatskih marina.

Iz ukupne populacije marina, odgovaranjem na upitnik, u istraživanju je sudjelovala 31 marina što čini 63,26% svih hrvatskih marina, a one raspolažu s 84,46% (14.229) od ukupno 16.847 vezova u Republici Hrvatskoj. Uzorak se može smatrati reprezentativnim jer uključuje 63,26% svih marina i 84,46% svih raspoloživih vezova te uključuje sve kategorije marina u omjeru kao u populaciji. Ispitanici su geografski raspoređeni duž cijele obale, a njihova sezonalnost poslovanja je u omjeru kao i u ukupnoj populaciji. Istovjetni udio marina u sastavu ACI-ja u uzorku (41,93%) i u popula-

et al., 2010; Robinson, Heitmann, Dieke, 2011; Frančišković, Tomljanović, 2011). It is highly difficult to determine how strong the real promotional effect is, because it is hard to isolate these effects from all the rest effects of the tourism entity's business and from the effects of the environment and its competition in it.

### 3. RESEARCH METHODOLOGY

The goal of this research was to determine what promotional activities methods are used by marinas to promote their services and whether the implementation of certain activities leads to improvement of the marina's effectiveness indicators expressed in physical and value indicators. The achieved financial result and the average berth lease price are used as value indicators, and the average length of the vessel on yearly berth and the marina's occupancy rate are used as physical indicators relevant for the marinas.

This research<sup>1</sup> has been conducted from October 2008 to June 2009 by survey method and has covered the whole population of Croatian marinas.

From all marinas' population 31 marina took part in the research by filling in the questionnaire, which is 63.26% of all Croatian marinas, and they are managing 84.46% (14,229) of total 16,847 berths in the Republic of Croatia. The sample is considered to be representative because it includes 63.26% of all marinas and 84.46% of all available berths, and it includes all category marinas in proportion as in the population. The respondents are geographically located along the sea coast and their business seasonality is in the same proportion as in the

<sup>1</sup> Istraživanje je provedeno za potrebe izrade doktorske disertacije Krce Miočić, B. (2011.) *Valorizacija ekonomskih komponenti razvoja nautičkog turizma*. Doktorska disertacija. Sveučilište u Zagrebu Ekonomski fakultet, te su rezultati istraživanja dio ovog neobjavljenog rada.

The research was conducted for the purpose of writing a doctoral dissertation Krce Miočić, B. (2011) *Valuation of the economic development components of nautical tourism*. Doctoral dissertation. University of Zagreb, Faculty of Economics and Business. These results are part of this unpublished paper.

ciji (41,67%) i zastupljenost svih veličina marina daju ovom uzorku reprezentativnost.

Dobiveni podaci ponderirani su za potrebe statističke analize tako da je svaki pojedinačan odgovor marine množen s brojem vezova koje marina posjeduje. Broj vezova odabran je za ponder jer predstavlja osnovnu smještajnu jedinicu u nautičkom turizmu za koju se vežu svi relevantni čimbenici poslovanja marina.

## 4. REZULTATI ISTRAŽIVANJA

### 4.1. Načini korištenja marketinške komunikacije marina

Marine su većinom mala poduzeća s relativno plitkom organizacijskom strukturom. Ta struktura u 27,9% ispitanih marina uključuje sektor marketinga, dok tek 10,7% ispitanih marina posjeduje i odjel odnosa s javnošću.

Prema marketinškoj teoriji (Kotler, Bowen, Makens, 2006; Cai, Gartner, Munar, 2009) već pri stvaranju same usluge i njoj pripadajuće marke očekuje se postojanje osnovnih elemenata – imena, loga (dizajna, simbola), slogana, boje i pakiranja – kao temelja za ostvarivanje komunikacije s tržištem. Prema očekivanju, istraživanje je pokazalo da se sve marine služe logotipom te da se time ne razlikuju od ostalih sudionika tržišta. Istovremeno slogan s kojim se predstavlja na tržištu nema 45% marina, a 16% marina (13,4% vezova) nema specificiranu temeljnu boju marine. Cai, Gartner, Munar (2009:157) pretpostavljaju postojanje ovih elemenata kao obvezu za izlazak na turističko tržište i upućivanje poruke potencijalnim potrošačima. Istraživanjem je uočeno kako 26 marina kao specificiranu temeljnu boju koristi neku od nijansi plave boje (tamnoplavu njih 15 te plavu njih 11). Plavu boju najčešće kombiniraju s bijelom (16 marina), a po jedna marina je kombinira s crvenom i žutom. Samo jedna marina koristi 4 boje kao temeljne, i to najmlađa ma-

total population. The identical portions of marinas in ACI system are in the sample (41,93%) and in the population (41,67%) and all sizes marinas are represented in this survey, which gives this sample its representativeness.

The obtained data are pondered for statistical analysis so that every single answer of the marina is multiplied by the number of berths owned by the specific marina. The number of berths is chosen for ponder because it is a basic accommodation unit in nautical tourism that all marina's relevant business factors are connected to.

## 4. RESEARCH RESULTS

### 4.1. Marketing communications tools of the marinas

The marinas are mostly small companies with a relatively flat organization structure that includes a marketing sector in 27,9% of the questioned marinas, but only 10,7% of the respondents have a public relations department.

According to the marketing theory (Kotler, Bowen, Makens, 2006; Cai, Gartner, Munar, 2009) in the process of creating a service and its brand the five basic elements – name, logo (design, symbol), slogan, colour and packaging – are expected to be the basics for realization of marketing communication. As expected, the research has shown that all marinas use a logo and thus not differing from the others participants on the market. At the same time a slogan for market representation lacks in 45% marinas, and 16% of the marinas (13,4% berths) don't have a specific basic colour of the marine. Cai, Gartner, Munar (2009:157) consider these elements to be prerequisite for going to the tourism market and sending a message to the potential customers. All 26 marinas that have a specific basic colour use some variation of blue (dark blue is used by 15 and blue 11 of them). Blue colour is mostly combined with white (16 marinas), one marina combines it with red and one with yellow. Only one marina uses 4 colours as basic and that is

rina na tržištu. Sam po sebi logotip kao oblik je bolje sredstvo identifikacije od boje jer nije tako snažno osjetljiv na varijacije i utjecaje iz okruženja. Prethodna istraživanja su pokazala (Matijašević Mucko i dr., 2008:947) da marine regije u 95% slučajeva koriste različite nijanse plave boje za vizualnu identifikaciju te je kombiniraju u 42% slučajeva sa žutom ili u 38% s crvenom bojom. Snažna upotreba plave boje koja predstavlja more i nebo, dva najvažnija prirodna elementa u nautici je očekivana.

Marine u svojoj komunikaciji najviše koriste nastupe na sajmovima (97%), potom slijedi upotreba raznih tiskanih materijala, kao što su prospekti, leci i brošure koje koriste 90% marina. Prema Malviya (2005:120) upotreba tiskanih promotivnih materijala uključivo i vodiče je iznimno velika u turizmu, ali i donosi značajne rezultate u povećanju broja dolazaka turista. Oglašavanje u tiskovinama koristi 87% marina. Najmanje se koristi oglašavanje putem radija i televizije (10% marina) te vanjsko oglašavanje (16%). Zanimljivo je da marine ne prepoznaju posjedovanje vlastitih web stranica (a posjeduju ih svi ispitanici) kao jedan od oblika promocije marine, a svega 39% marina odgovara da koristi internetsko oglašavanje.

Daljnjom analizom promatrano je koliko različitih načina marine koriste u svojoj komunikaciji s tržištem. Za komunikaciju s tržištem 60% marina koristi 4 različita načina komuniciranja. Prosječno marine koriste 4,03 načina komunikacije (medijan 4,5), a svega 6 marina (koje raspolažu s 27,10% vezova) koristi iznadprosječan broj načina komunikacije.

Hrvatska turistička zajednica, krovna organizacija za promociju hrvatskog turizma, organizator je sudjelovanja gospodarskih subjekata u turizmu na 80-ak općih i specijaliziranih turističkih sajmova u emisivnim zemljama. Neki od tih sajmova su usko specijalizirani za područje nautike. Nažalost, posljednjih godina broj specijaliziranih nautičkih sajmova na kojima sudje-

the youngest marina on the market. The logo by itself as a form is a better identification tool than the colour, because it is not that highly sensitive to variations and impacts of the surroundings. Previous studies have shown (Matijašević Mucko et al., 2008:947) that marinas in 95% cases use different shades of blue for visual identification and in 42% they combine it with yellow or in 38% with red colour. The strong use of the blue colour, which represents the sea and the sky as two most important natural elements, is highly expected.

The marinas in their communication mostly use fair appearance (97%), followed by the use of different forms of printed materials like booklets, leaflets and brochures, which are used by 90% of the marinas. According to Malviya (2005:120) the use of printed promo materials, guides included, is extremely high in tourism, but it also brings significant results in increasing the number of tourist arrivals. Newspaper advertising is used by 87% of the marinas. The least used advertising modes are radio and television advertising (10% of the marinas) and outdoor advertising (16%). It is interesting that marinas don't consider their own websites (although all respondents possess one) to be a form of marina's promotion and only 39% of the marinas have replied that they are using internet advertising.

Further analysis shows how many different modes are used by marinas in their communication with the market. For communication with the market 60% of the marinas use 4 different modes of communication. In average marinas use 4.03 modes for communication (median 4.5) and only 6 marinas (managing 27.10% of berths) are using above-average number of modes of communication.

The Croatian National Tourist Board, the umbrella organisation for promotion of Croatian tourism, is an organiser of participation of business entities in tourism in about 80 general and specialist tourism fairs in outbound countries. Some of these fairs are highly specialized in nautical tourism. Unfortunately, in the last several years the



luje HTZ se smanjuje, tako da je u 2008. organizirano izlaganje na svega pet sajmovi. Ovo smanjenje prezentacije na specijaliziranim sajmovima prema ekspertnom mišljenju direktora marina predstavlja jedan od većih problema u promociji nautičkog turizma. Osim u organizaciji Hrvatske turističke zajednice, na specijaliziranim sajmovima marine nastupaju i u organizaciji Udruženja hrvatskih marina ili samostalno.

Većina marina (96,6%) 2008. godine sudjelovala je na nautičkim sajmovima u organizaciji HTZ-a. Niti jedan ispitanik nije sudjelovao na nespecijaliziranim sajmovima HTZ-a. Ovakav stav ispitanika upućuje na zaključak o nautičkoj ponudi kao snažno profilirano-specijaliziranom dijelu turizma, koji percipira svoje kupce kao osobe koje će u vrlo malom broju posjećivati opće turističke sajmove. Utvrđeno je da čak 77,42% upravitelja marina nije zadovoljno radom HTZ-a, a 67,1% marketinških menadžera nije zadovoljno imidžom koji ova organizacija stvara o Hrvatskoj kao turističkoj destinaciji. Sustav upravljanja turizmom u Hrvatskoj definira HTZ kao krovnu organizaciju koja upravlja, ali i preko koje se financiraju promotivne aktivnosti zemlje. Stoga nautički sektor, iako nezadovoljan radom HTZ-a, u velikom postotku sudjeluje na sajmovima u njezovoj organizaciji.

Marine se često (čak 83,1% ispitanika) odlučuju na samostalno predstavljanje na nekom od specijaliziranih nautičkih sajmova. Najčešće se odlučuju predstaviti na njemačkom tržištu, koje je za njih i najvažnije. Zakup prostora za samostalan nastup na nautičkim sajmovima češće provode marine koje imaju popunjenost manju od 90%.

Na sajmovima od HTZ-a najčešće iznajmljuju prostor marine s popunjenošću od 91% do 95%, dok to najrjeđe čine one sa 100% popunjenošću. Hi-kvadrat testom utvrđeno je postojanje značajnih razlika ( $H=2180,398$ ,  $ss=5$ ,  $p<0,00$ ) u nastupima na specijaliziranim nautičkim sajmovima između marina s različitom popunjenošću ve-

number of specialist nautical fairs with the participation of the Croatian Tourist Board has decreased, thus in 2008 there have been organized exhibitions in only 5 fairs. According to the expert opinion of the marinas' managers this presentation decrease on specialist fairs is one of the biggest problems in nautical tourism promotion. Except for the organisation of the Croatian Tourist Board, marinas also exhibit on specialist fairs in organisation of the Croatian Marinas Association or independently.

Most of the marinas (96.6%) in 2008 have participated in nautical fairs organised by the Croatian Tourist Board. None of the respondents have participated in non specialist fairs of the Croatian Tourist Board. This attitude of the respondents leads to a conclusion that nautical supply is a highly specialized tourism form that perceives its customers as someone who will visit general tourism fairs in a fairly small number. It has been determined that no less than 77.42% of marina's managers is not satisfied with the work of Croatian Tourist Board, and 67.1% of marketing managers is not satisfied with the image created by this organisation of Croatia as a tourism destination. Tourist management system in Croatia defines the Croatian National Tourist Board as an umbrella organisation for management, but also for financing promotional activities of the country. Hence the nautical sector, although unsatisfied with the work of the Croatian Tourist Board, in a large percentage participates in fairs organized by them.

The marinas often (no less than 83.1% of the respondents) decide to exhibit on their own at a certain specialist nautical fair, mostly at fairs on their most important, German market. The marinas having less than 90% occupancy rate more often rent exhibition space on nautical fairs on a stand-alone basis.

From the Croatian Tourist Board exhibition space at the fairs is most often rented by marinas with 91% to 95% occupancy rate, and most rarely by those with 100% occupancy rate. Chi-square test has determined the existence of significant differences

zova. Prosječna duljina plovila na godišnjem vezu u marini predstavlja jedan od pokazatelja uspješnosti poslovanja marine. Stoga su testirane razlike u duljini plovila smještenih na godišnjim vezovima ovisno o iznajmljivanju prostora od HTZ-a.

( $H=2180.398$ ,  $ss=5$ ,  $p<0,00$ ) in specialist nautical fairs appearances between the marinas with different berth occupancy rate. The average vessel length at annual berth at the marina is one of the business performance indicators of the marina. Hence the differences in vessel length at annual berth are tested depending on renting exhibition space from the Croatian Tourist Board.

**Tablica 1: Odnos marina koje iznajmljuju prostor od HTZ-a i duljine plovila na godišnjem vezu u moru i na kopnu**

**Table 1: The ratio between the marinas renting exhibition space from the Croatian Tourist Board and the vessel length at annual berth on sea and land**

**Iznajmljujete li prostor od HTZ-a na sajmovima?**

**Do you rent exhibition space from the Croatian Tourist Board?**

		Duljina plovila u metrima na godišnjem vezu u moru <i>Vessel length in meters at annual berth on sea</i>						UKUPNO TOTAL
		9-10	10-11	11-12	12-13	13-14	14-15	
Da Yes	Broj vezova <i>Number of berths</i>	855	270	1403	3005	1008	1193	7734
	%	81.0%	32.1%	35.1%	86.1%	55.2%	43.8%	55.5%
Ne No	Broj vezova <i>Number of berths</i>	200	570	2590	485	818	1530	6193
	%	19.0%	67.9%	64.9%	13.9%	44.8%	56.2%	44.5%
		Duljina plovila u metrima na godišnjem vezu na kopnu <i>Vessel length in meters at annual berth on land</i>						UKUPNO TOTAL
		9-10	10-11	11-12	12-13	13-14	14-15	
Da Yes	Broj vezova <i>Number of berths</i>	2923	213	1700	718	990	584	7128
	%	53.5%	22.6%	95.0%	21.9%	100%	68.0%	53.5%
Ne No	Broj vezova <i>Number of berths</i>	2540	730	90	2558	0	275	6193
	%	46.5%	77.4%	5.0%	78.1%	.0%	32.0%	46.5%

Izvor: Krce Miočić, B. (2011.) *Valorizacija ekonomskih komponenti razvoja nautičkog turizma.*

Doktorska disertacija. Sveučilište u Zagrebu, Ekonomski fakultet., str. 322

Source: Krce Miočić, B. (2011.) *Valuation of economic development components of nautical tourism.*

Doctoral dissertation. University of Zagreb – Faculty of Economics and Business. pp.322

Utvrđeno je postojanje značajnih razlika između kategorija marina koje imaju različitu prosječnu duljinu plovila u moru ( $H=2609,173$ ,  $ss=5$ ,  $p<0,00$ ) i na kopnu ( $H=3846,328$ ,  $ss=5$ ,  $p<0,00$ ) u njihovoj odluci o iznajmljivanju prostora na specijaliziranim nautičkim sajmovima. Direktna prodaja predstavlja primarni način prodaje veza u hrvatskim marinama. Kao što je poznato, ovaj oblik prodaje sastoji se od individualne, osobne komunikacije koja se odvija bez posrednika i jedan je od oblika direktnog marketinga. Jedna od temeljnih prednosti ovog oblika komunikacije jest da se odvija isključivo s ciljnom tržišnom skupinom (Kotler, Bowen, Makens, 2006; Cooper, 2008). Ovo je iznimno skup oblik komunikacije s tržištem i koristi se na tržištu gdje je neophodan individualni pristup korisniku. Kupnja smještaja plovila na godišnji vez u moru/kopnu jest usluga koja zbog vrijednosti, ali i specifičnosti svakog pojedinačnog plovila, zahtijeva individualizirani pristup korisniku. Svega 2,3% marina ostvarilo je 2007. godine negativan financijski rezultat, no znakovito je da su sve one odabrale kao preferirani način plasmana proizvoda internetsku prodaju na vlastitim stranicama, a ne direktnu prodaju kako je to napravila većina marina (83,5%) s ostvarenim pozitivnim rezultatom.

Ključni element uspjeha na tržištu ne predstavlja samo osvajanje novih korisnika, nego i zadržavanje nautičara koji već koriste usluge marine. Jedan od načina za ostvarenje lojalnosti potrošača je korištenje neke od strategija za zadržavanje posjetitelja i njena prilagodba nautičkom turizmu.

Marine su u velikoj mjeri (93,4%) prepoznale potrebu uvođenja neke od strategija zadržavanja nautičara. Najveći ih broj daje različite popuste vjernim korisnicima kao oblik zadržavanja posjetitelja, a 40,5% marina ima uveden sustav klupskih nagrada. Lewis ne nalazi razlikovnu kvalitetu u uvođenju klupskih nagrada jer ih nudi gotovo svaka zrakoplovna kompanija i svaki hotel

Significant differences have been determined between the marinas' categories having different average vessel length on sea ( $H=2609.173$ ,  $ss=5$ ,  $p<0.00$ ) and on land ( $H=3846.328$ ,  $ss=5$ ,  $p<0.00$ ) in their decision on renting exhibition space at the specialist nautical fairs. Direct selling is the primary form of selling berths in Croatian marinas. As already known, this form of sales consists of individual, personal communication conducted without mediators and represents one of the forms of direct marketing. One of the basic advantages of this communication form is that it is conducted exclusively with the target market (Kotler, Bowen, Makens, 2006; Cooper, 2008). This is a highly expensive form of communicating with the market and it is used on the market where an individual approach to the customer is required. The purchase of the vessel allocation at annual berth on sea/land is a service that requires an individual approach to the customer because of its value and special characteristic of every vessel in particular. Only 2.3% of the marinas have realized negative financial results in 2007, but it is indicative that all of them for their preferred product placement model have chosen internet sales on their own web page, not direct selling like most of the marinas (83,5%) with realized positive results.

The key element for successful marketing is not only to capture new customers, but to retain nautical tourists who have already been using marina's services. One of the ways how to gain customer loyalty is by using some of the strategies to retain guests and its adjustment to the nautical tourism.

To the large extent marinas (93,4%) have recognized the necessity of introducing strategies to retain nautical tourists. Most of them offer different discounts to their faithful customers as a form of retaining guests and 40,5% of the marinas have introduced a club award system. Lewis finds no differential quality in introducing club awards for almost every airline company and every hotel have them on their offer and these

te smatra da su one postali uobičajeni alat masovne prodaje (Lewis, 1997:47). Nijedna marina nema u ponudi kategoriju osobnog recepcionara koji se, na primjer, u bankarskom sustavu uvriježio kao nužnost. Neke druge oblike strategija zadržavanja turista koristi 11,8% ispitanika, no daljnja analiza rezultata pokazuje da su to samo neki od podoblika klupskih nagrada i popusta koju ispitanici ne prepoznaju kao takvu.

awards have become an everyday tool of mass selling (Lewis, 1997:47). None of the marinas have a personal receptionist category in their offer which is, for example, considered to be a necessity in the banking system. Some other forms of customer retention strategies are used by 11.8% of the respondents, but further result analysis shows that these are only club award and discount sub-forms and the customers don't recognize them as such.

**Tablica 2: Odnos između uvedenih strategija zadržavanja turista i popunjenosti marine**

**Table 2: The ratio between introduced tourist retention strategies and marina's occupancy rate**

**Imate li uvedenu neku od strategija zadržavanja postojećih korisnika?**

**Have you introduced any of the retaining current users strategies?**

		Popunjenost marine / Marina's occupancy rate					UKUPNO TOTAL
		- 80%	81%-90%	91%-95%	96%-99%	100%	
Da Yes	Broj vezova Number of berths	1643	1660	1913	4223	1912	11351
	%	85.7%	100.0%	89.3%	86.8%	52.5%	79.8%
Ne No	Broj vezova Number of berths	275	0	230	640	1733	2878
	%	14.3%	0.0%	10.7%	13.2%	47.5%	20.2%

Izvor: Krce Miočić, B. (2011.) *Valorizacija ekonomskih komponenti razvoja nautičkog turizma. Doktorska disertacija. Sveučilište u Zagrebu Ekonomski fakultet. str.325*

Source: Krce Miočić, B. (2011.) *Valuation of economic development components of nautical tourism. Doctoral dissertation. University of Zagreb – Faculty of Economics and Business. pp. 325*

Marine koje nemaju uvedenu neku od strategija zadržavanja korisnika imaju relativno dobru popunjenost marine, njih 88% ima popunjenost veću od 96%. Testiranje razlika pokazuje postojanje razlika u popunjenosti marine s obzirom na uvođenje strategija zadržavanja postojećih korisnika ( $H=2418,161$ ,  $ss=4$ ,  $p<0,00$ ).

Marinas that haven't introduced any of the user retention strategies have a relatively good occupancy rate, 88% of them have occupancy rate higher than 96%. Difference testing shows presence of differences in marina's occupancy rate in relation to the introduction of retaining current users strategies ( $H=2418.161$ ,  $ss=4$ ,  $p<0.00$ ).

Korištenje novih tehnologija u svrhu promocije i prodaje turističkog proizvoda postalo je standard. Marine bilježe značajan porast upotrebe interneta u poslovanju. Tako u usporedbi s 2006. godinom (Krce Miočić i dr., 2006:1569) kada 17% marina nije posjedovalo web mjesto, a dodatnih 37% je posjedovalo stranicu unutar matičnog poduzeća koje nije izravno vezano za nautiku, u 2008. godini značajno je kako sve marine imaju web izlog. Ipak on line rezervaciju, koja je standard u uslugama u hotelijerstvu, posjeduje svega 14,3% marina, a prodaju nautičke usluge na svojim stranicama ostvaruje tek 9,7%. Korištenje nekih drugih klasičnih internetskih promotivnih elemenata bilježi nešto bolje rezultate, sponzoriranje drugih stranica rabi 23,7% dok je banere postavilo 34,9% ispitanika. Navedeni je rezultat očekivan jer je uobičajeno da charter kompanije koje svoja plovila smještaju u marinu na svojim stranicama postavljaju i banere marine kao polazne luke. U trenutku provođenja istraživanja niti jedna od marina nije ugradila elemente Web 2.0. u svoju internetsku promociju, dok u veljači 2010. godine ovu tehnologiju koristi 27% nezavisnih hotela u Hong Kongu (Law, Ricci, Fuchs, 2011:234).

The use of new technologies for the purpose of promotion and sales of the tourism product has become a standard. The marinas have recorded a significant growth in internet use in their business. In 2006 (Krce Miočić et al., 2006:1569) 17% of the marinas had no web page and additional 37% possessed a web page within the mother company not directly connected to the nautical business. In 2008 all marinas had a web shop, but an online reservation, which is a standard in the hotel industry services, possessed only 14.3% of the marinas and nautical services sales on their pages was realized by only 9.7% of them. The use of other classic internet promo elements records better results, sponsorship of other pages uses 23.7%, and 34.9% of the respondents have placed banners on their pages. The above-mentioned results are expected for it is customary for charter companies placing their vessels in marinas to place marina banners as starting ports on their pages. At the moment of conducting this research not one of the marinas had installed elements of Web 2.0 in their internet promotion, while in February 2010 this technology had been used by 27% of independent hotels in Hong Kong (Law, Ricci, Fuchs, 2011:234).

Tablica 3: Odnos korištenja on-line prodaje i popunjenosti marine

Table 3: Online sales use and marina's occupancy rate ratio

## Imaju on-line prodaju

## Do they have online sales?

		Popunjenost marine 2008 Marina's occupancy rate in 2008					UKUPNO TOTAL
		- 80 %	81%- 90%	91%- 95%	96%- 99%	100%	
da yes	Broj vezova <i>Number of berths</i>	0	0	0	500	880	1380
	% unutar imamo on-line prodaju <i>% in We have online sales</i>	.0%	.0%	.0%	36.2%	63.8%	100.0%
	% unutar popunjenost marine u % <i>% in Marina's occupancy rate in %</i>	.0%	.0%	.0%	10.3%	24.1%	9.7%
ne no	Broj vezova <i>Nuber of berths</i>	1918	1660	2143	4363	2765	12849
	% unutar nemaju on-line prodaju <i>% in No online sales</i>	14.9%	12.9%	16.7%	34.0%	21.5%	100.0%
	% unutar popunjenost marine u % <i>% in Marina's occupancy rate in %</i>	100.0%	100.0%	100.0%	89.7%	75.9%	90.3%
UKUPNO / TOTAL	Broj vezova <i>Number of berths</i>	1918	1660	2143	4863	3645	14229
	% unutar posjedovanje on-line prodaje <i>% in Possessing online sales</i>	13.5%	11.7%	15.1%	34.2%	25.6%	100.0%
	% unutar popunjenost marine u % <i>% in Marina's occupancy rate in %</i>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Izvor: obrada autora

Source: author's analysis

Law, Ricci, Fuchs (2011:331) u svojim istraživanjima dolaze do potvrde hipoteze da posjedovanje, a i potom veći broj dolazaka na neku web stranicu dovodi do povećanja broja rezervacija, dolazaka i potrošnje turista. Temeljem rezultata ispitivanja može se potvrditi da je i u nautici primjenjiva ova hipoteza jer marine koje koriste on-line prodaju imaju bolju popunjenost vezova na godišnjoj razini. Testiranje razlika dokazalo je postojanje značajnih razlika ( $H=1484,657$ ,  $ss=4$ ,  $p<0,00$ ) u popunjenosti onih vezova koje koriste on-line prodaju u svom poslo-

Law, Ricci, Fuchs (2011) in their research came to hypothesis confirmation that possessing a web page followed by an increased number of visits leads to an increased number of reservations, arrivals and bigger tourist expenditure. Based on the results of this research it can be confirmed that this hypothesis is applicable in nautical tourism as well because the marinas using online sales have bigger berth occupancy rate on a yearly level. Difference testing have proven the existence of significant differences ( $H=1484.657$ ,  $ss=4$ ,  $p<0.00$ ) in occupancy of

vanju od onih koji ne koriste ovaj oblik prodaje. Provedenom analizom na temelju Cramer's V koeficijenta korelacija ( $r=0,278$ ,  $p<0,00$ ), a i Phi ( $\Phi$ ) koeficijenta korelacije ( $r=0,278$ ,  $p<0,00$ ), može se zaključiti da postoji pozitivna povezanost između korištenja on-line prodaje veza i prosječne dužine plovila na godišnjem vezu u moru.

No, samo korištenje više medija nije nužno pozitivno i dostatno za ostvarivanje boljih poslovnih rezultata marine. Jedan od zahtjeva koji se nameće pred poduzeće je postojanje marketinške orijentacije poduzeća izražene posjedovanjem marketinškog plana te ostvaranje učinkovitog medijskog plana koji će dati odgovore na pitanje gdje i kada oglašavati, kako bi se postigli maksimalni učinci i ostvario željeni sinergijski efekt u oglašavanju.

Marketinški plan posjeduju 24 marine (77%) i to su češće manje marine jer ukupno posjeduju 74,3% vezova koji su sudjelovali u ispitivanju. Marine koje su ostvarile negativan financijski rezultat (2,3%) u prethodnoj godini u sljedećoj su godini imale marketinški plan te među njima postoje značajne razlike ( $H=111,27$ ,  $ss=1$ ,  $p<0,00$ ). Korelacijska analiza dovela je do zaključka da postoji negativna povezanost između posjedovanja marketinškog plana i ostvarenog financijskog rezultata (Phi  $r=-0,088$ ,  $p<0,000$ ). Opravdanje za ovakav rezultat nalazi se u pretpostavci da su marine koje su ostvarile negativan financijski rezultat u prethodnoj godini shvatile nužnost posjedovanja marketinškog plana te su ga implementirale u svoje poslovanje u tekućoj godini. Nadalje je korelacijska analiza pokazala postojanje značajne pozitivne povezanosti između posjedovanja marketinškog plana i popunjenosti marine (Cramer's V koeficijenta korelacija ( $r=0,420$ ,  $p<0,00$ ), a i Phi ( $\Phi$ ) koeficijenta korelacije ( $r=0,430$ ,  $p<0,00$ )).

Osim izražene marketinške orijentacije i razrađenog marketinškog plana u okviru promocijskih aktivnosti za ostvarenje uspje-

those berths that are using online sales in their business from those that don't use this form of sales. The analysis based on Cramer's V correlation coefficient ( $r=0.278$ ,  $p<0,00$ ) and Phi ( $\Phi$ ) correlation coefficient ( $r=0.278$ ,  $p<0.00$ ) comes to conclusion that there is a positive correlation between the use of online berth sales and the average length of the vessel at annual berth on sea.

But the use of more media itself is not necessarily positive and sufficiently for achieving better business results of the marina. One of the requirements imposed on the company is the existence of company's marketing orientation expressed in possessing a marketing plan and realizing effective marketing plan which can offer answers to the questions where and when to advertise in order to achieve maximum effects and to realize the preferred synergy effect in advertising.

The marketing plan is possessed by 24 marinas (77%) and more frequently these are smaller marinas because they possess in total 74.3% of berths participating in the survey. Marinas with negative financial results (2.3%) in the previous year in the following year had a marketing plan and there are significant differences between them ( $H=111.27$ ,  $ss=1$ ,  $p<0.00$ ). The correlation analysis led to a conclusion that there is a negative correlation between the possessing a marketing plan and the achieved financial result (Phi  $r=-0.088$ ,  $p<0.00$ ). The justification of this result lies in the assumption that the marinas achieving negative financial results in the past year have understood the necessity of possessing a marketing plan and implemented it in their business in the current year. Furthermore, the correlation analysis has shown the existence of a significant positive correlation between possessing a marketing plan and marina's occupancy rate (Cramer's V correlation coefficient ( $r=0.420$ ,  $p<0.00$ ) and Phi ( $\Phi$ ) correlation coefficient ( $r=0.430$ ,  $p<0.00$ )).

In addition to an expressed marketing orientation and a detailed marketing plan as elements of the promotional activities for a successful market appearance, a marina must pos-

šnog nastupa na tržištu, marina mora imati izrađen i implementiran plan oglašavanja. Posjedovanje medijskog plana prema dosadašnjim znanstvenim spoznajama treba dovesti do poboljšanja u performansama poslovnog subjekta koji ga primjenjuje pa sukladno tome i marina (Abrarr, Beffon, Ford, 1994; Kotler, Keller, 2008; Kotler, Bowen, Makens, 2006; Cooper, 2008). Plan oglašavanja za 2008. godinu imalo je 77% marina (koje upravljaju s 68,8% vezova). Istraživanje je pokazalo da sve marine koje imaju relativno nisku popunjenost (do 85%) posjeduju medijski plan. Većina onih marina koji ga nemaju (85,2%) imaju 95% i veću popunjenost kapaciteta. Testiranjem razlika Hi-kvadrat testom utvrđeno je postojanje značajnih razlika ( $H=4444,085$ ,  $ss=6$ ,  $p<0,00$ ) u popunjenosti kapaciteta s obzirom na posjedovanje medijskog plana za 2008. godinu. Iz ovih rezultata može se zaključiti da kada popunjenost kapaciteta ispitanika dosegne razinu 95% i više, marine ne izrađuju medijski plan, vjerojatno zbog pretpostavke da im ne treba promoviranje u visokoj popunjenosti koju imaju. Ovakvo ponašanje pretpostavlja promociju samo kao alat za privlačenje novih korisnika, što svakako nije jedina njezina uloga. Testiranje razlika Hi-kvadrat testom također je pokazalo kako postoje značajne razlike ( $H=111,266$ ,  $ss=1$ ,  $p<0,00$ ) u ostvarenom financijskom rezultatu onih marina koje imaju medijski plan i onih koje ga nemaju.

#### 4.2. Potrošnja marina na marketinšku komunikaciju

Potrošnja marina na marketinšku komunikaciju relativno je niska na sadašnjem zasićenom turističkom tržištu, ukoliko kao usporedbu uzmemo da je Procter&Gambel za promociju tijekom 1990-ih trošio 11,8% ukupnih prihoda (Batra i dr., 2009). Razlog tome zasigurno leži i u iznimno jakom rastu nautičke potražnje tj. povećanju broja plovila u odnosu na relativno blag rast broja

an implemented advertising plan as well. According to scientific studies, possessing a media plan should lead to performance improvement of the business entity applying it and, consistently with that, of marinas as well (Abrarr, Beffon, Ford, 1994; Kotler, Keller, 2008; Kotler, Bowen, Makens, 2006; Cooper, 2008). An advertising plan for 2008 had 77% of the marinas (managing 68.8% of the berths). The research has shown that all marinas having a relatively low occupancy rate (up to 85%) possess a media plan. Most of the marinas that don't have one (85,2%) have occupancy rate of 95% or higher. Difference testing by Chi-square test has determined the existence of significant differences ( $H=4444.085$ ,  $ss=6$ ,  $p<0.00$ ) in capacity occupancy rates in regard to a media plan for 2008. From these results it can be concluded that when the capacity occupancy rate of the respondent has reached 95% and higher, the marinas are not developing a media plan, probably because they assume they do not need promotion in their high occupancy. This kind of behaviour assumes that promotion serves only as a tool for attracting new customers which is not its only role. Difference testing by Chi-square test has also shown that there are significant differences ( $H=111.266$ ,  $ss=1$ ,  $p<0.00$ ) in the achieved financial results of those marinas that have and those that haven't got a media plan.

#### 4.2. Marinas' expenditure on marketing communication

Marinas' expenditure on marketing communication is relatively low on the present saturated tourism market comparing to the fact that Procter&Gambel for its promotion in the 1990's had spent 11.8% of their total revenue (Batra i dr., 2009:555). The reason for that sorely lies in the extremely high growth of nautical demand, i.e. in the increased number of vessels in relation to the relatively mild growth of number of berths. Research results have shown that 59.6% of the respondents on a yearly basis have occupancy rate higher than



vezova. Rezultati istraživanja pokazali su da 59,6% ispitanih marina ima na godišnjoj razini popunjenost veću od 96%, dok svega 25,2 % marina ima popunjenost manju od 90%.

Prema istraživanjima Goeldnera i Ritchiea (2009), poduzeća u turizmu troše oko 3% ukupnih prihoda za medijsku promotivnu kampanju i još 3% za druge oblike promocije. Istraživanjem je ustanovljeno da 39% subjekata u nautičkom turizmu troši na promociju od 5 do 10% ukupnog prihoda, sljedećih 37% troši na promociju od 1 do 5% ukupnog prihoda, a ostatak od 24% subjekata troši ispod 1% ukupnog prihoda na promociju. Promatrano u apsolutnim iznosima koji se izdvajaju za promociju, najviše marina (55% s 48,2% udjela u broju vezova) ulaže u godišnju marketinšku komunikaciju od 100.000,00 do 250.000,00 kn. Samo jedna marina (s 11,9% udjela u vezovima) na marketinšku komunikaciju troši od 500.000,00 do 750.000,00 kn, dok čak 23% marina (16,3% vezova) na marketinšku komunikaciju troši manje od 50.000,00 kn.

Očekivano je da marine viših kategorija, što u nautičkoj ponudi označava i bolju kvalitetu pružene usluge, značajno više troše na marketinšku komunikaciju. Istraživanje potvrđuje da se za promociju vezova marina I. kategorije (80,2% vezova) najčešće troši od 50.000,00 do 250.000,00 kn. Kod marina druge kategorije također prevladavaju one koje na marketinšku komunikaciju troše do 250.000,00 kn (76,9%). Unutar vezova u marinama III. kategorije njih 84,5% troši na marketinšku komunikaciju do 250.000,00 kn. Potrošnju za marketinšku komunikaciju iznad 500.000,00 kn ostvaruju samo vezovi druge kategorije, i to njih 21,4%. Testiranjem razlika Hi-kvadrat testom utvrđeno je da postoje značajne razlike ( $H=6885,425$ ,  $ss=8$ ,  $p<0,00$ ) između razine potrošnje na marketinšku komunikaciju i kategorije marina. Istovremeno je utvrđeno da se u okviru apsolutne visine sredstava koja se troše za marketinšku komuni-

96% and only 25.2% of the marinas have occupancy rate lower than 90%. According to the Goeldner and Ritchie's (2009) research tourism companies have spent approximately 3% of their total revenue for media promotional campaign and additional 3% for other forms of promotion. The research has shown that 39% of nautical entities have spent from 5% to 10% on promotion, the next 37% spent from 1% to 5% on promotion and the rest of 24% of entities spent less than 1% of their total revenue on promotion. If we look at the absolute amounts allocated for promotion, the majority of the marinas (55% with 48.2% of share in number of berths) have invested from 100,000.00 to 250,000.00 HRK per year in marketing communication. Only one marina (with 11.9% of share in berths) has spent on marketing communication from 500,000.00 to 750,000.00 HRK and no less than 23% of the marinas (16.3% of berths) spent less than 50,000.00 HRK on marketing communication.

It was expected that higher category marinas, in the nautical supply meaning a better quality of provided service as well, had spent significantly more on marketing communication. The research has confirmed that category 1 marinas (80.2%) most often spend from 50,000.00 HRK to 250,000.00 HRK on promotion of berths. In the second category marinas prevail those that spend up to 250,000.00 HRK (76.9%) on marketing communication. Within berths in category 3 marinas 84.5% of them spend up to 250,000.00 HRK on marketing communication. Expenditure on marketing communication above 250,000.00 HRK have realized only second category berths, specifically 21.4% of them. Difference testing by Chi-square test has determined that there are significant differences ( $H=6885.425$ ,  $ss=8$ ,  $p<0.00$ ) between the level of spending on marketing communication and marinas' category. At the same time it has been determined that in terms of absolute level of expenditure in marketing communication of certain marinas it is hard to achieve potential customer exposure according to the "Rule of

kaciju pojedinih marina teško može realizirati izlaganje potencijalnih potrošača sukladno pravilu o minimalno trima izlaganjima oglasnoj poruci (Kotler, Keller, 2008; Onkvisit, Shaw, 2008; Kesić, 2003).

Testiranjem utjecaja veličine marine na njezinu potrošnju za marketinšku komunikaciju, utvrđeno je kako marine koje posjeduju do 400 vezova troše na marketinšku komunikaciju do 250.000,00 kn. Najveći iznosi za komunikaciju potrošeni su za vezove koji se nalaze u najvećim marinama (onima preko 800 vezova). Potvrđeno je i postojanje značajnih razlika ulaganja u marketinšku komunikaciju marina različite veličine testiranjem razlika ( $H=12595,835$ ,  $ss=16$ ,  $p<0,000$ ). Na temelju Spearman koeficijenta korelacija ( $r=0,376$ ,  $p<0,00$ ), a i koeficijenta korelacije Gamma ( $r=0,433$ ,  $p<0,00$ ), može se zaključiti da postoji značajna i pozitivna povezanost između potrošnje za marketinšku komunikaciju i veličine marine.

Većina vezova (58,1%) koji na marketinšku komunikaciju troše manje od 50.000,00 kn imaju popunjenost veću od 96%. Može se pretpostaviti da su te marine ostvarile svoje ciljeve u privlačenju potrošača i da marketinšku komunikaciju promatraju samo kao alat za privlačenje turista. Vezovi s najvećom potrošnjom za marketinšku komunikaciju imaju prosječnu popunjenost od 91 do 95%. Analizom razlika Hi-kvadrat testom utvrđeno je postojanje značajnih razlika ( $H=19533,984$ ,  $ss=24$ ,  $p<0,00$ ) između razine popunjenosti vezova pri različitim visinama godišnje potrošnje za marketinšku komunikaciju.

Geografski položaj marine u percepciji destinacije predstavlja jedan od najznačajnijih elemenata te je stoga očekivano da marine smještene u različitim regijama Hrvatske imaju različitu visinu izdataka za promotivne akcije. Istraživanje je pokazalo kako 47,3% marina na sjevernom dijelu obale (do otoka Paga) na to troše manje od 1% ukupnog prihoda za promociju, dok

Three" (Kotler, Keller, 2008; Onkvisit, Shaw, 2008; Kesić, 2003).

By testing the effects of marina's size on its expenditure on marketing communication it has been determined that marinas up to 400 berths have spent up to 250,000.00 HRK on marketing communication. The highest amounts spent on communication are for berths in the largest marinas (those with over 800 berths). It has been confirmed that there are significant differences in marketing communication investments of different sized marinas by difference testing ( $H=12595.835$ ,  $ss=16$ ,  $p<0.00$ ). Based on Spearman's correlation coefficient ( $r=0.367$ ,  $p<0.00$ ) and correlation coefficient Gamma ( $r=0.433$ ,  $p<0.00$ ) it can be concluded that there is a significant and positive correlation between expenditures on marketing communication and the size of the marina.

The majority of berths (58.1%) that spent less than 50,000.00 HRK on marketing communication have occupancy rate higher than 96%. It can be assumed that these marinas have achieved their goals in attracting consumers and according to them marketing communication is just a tool for attracting tourists. Berths with the highest expenditures on marketing communication have average occupancy rate from 91% to 95%. Difference analysis by Chi-square test has determined the existence of significant differences ( $H=19533.984$ ,  $ss=24$ ,  $p<0.00$ ) between occupancy berth level at different rates of annual expenditure on marketing communication.

The geographic location of the marina in the perception of the destination is one of the most important elements. Therefore, it is expected that marinas located in different regions in Croatia have different levels of spending on promotional activities. The research has shown that 43.7% of marinas in the north part of the Adriatic coast (to the island of Pag) for these purposes have spent less than 1% of their total revenue on promotion, while no more than 9.5% of the marinas in Dalmatia region have as low promo-

svoga 9,5% marina u Dalmaciji ima tako niske izdatke za promociju. Jedan od razloga tome svakako je i to što su marine na sjeveru starije i više popunjene, te istovremeno ostvaruju i komparativnu prednost blizine emitivnim tržištima i polazne su luke za plovidbu cijelom dužinom Jadrana. Hi kvadrat testom utvrđeno je ( $H=4392,102$ ,  $ss=2$ ,  $p<0,00$ ) postojanje značajnih razlika između potrošnje za promotivne svrhe marina na različitim dijelovima hrvatske obale.

### 4.3. Korelacijska analiza ulaganja u promociju i performansi marine

Svaka poslovna aktivnost, pa tako i ona promotivna, kao prioritet postavlja ostvarivanje poboljšanja u poslovanju poslovnog subjekta – marine, a time i njezinih performansi. Istraživanjem se željelo ukazati na postojanje povezanosti između određenih elemenata poslovne politike marina i performansi koje su marine ostvarile.

Iz prikupljenih podataka korelacijskom analizom utvrđeno je postojanje veze između popunjenosti marine i njezina izdvajanja za promociju izraženog u % ukupnog prihoda. Jasno je vidljivo da marine s popunjenošću manjom od 91% ulažu uvijek više od 1% ukupnog prihoda u promociju, a one ispod 80% popunjenosti (njih 63,8%) najčešće ulažu od 5 do 10% ukupnog prihoda u promociju. Iz toga se izvodi zaključak kako marine koje ostvaruju nižu popunjenost prepoznaju potrebu za snažnijom promotivnom aktivnošću kako bi privukle potencijalne korisnike, te da promocija ima isključivu ulogu upoznavanja potencijalnih kupaca s postojanjem marine i njihovim privlačenjem za prvo korištenje. Na temelju rezultata Hi kvadrat testa ( $H = 4612,46$ ,  $ss = 8$ ,  $p<0,000$ ) dokazano je postojanje statistički značajne razlike između skupina subjekata definiranih udjelom ukupnog prihoda koji izdvajaju za promociju i popunjenosti njihovih ve-

tion expenditure as that. One of the reasons for that by all means is that marinas on the north are older and have bigger occupancy rate. At the same time they are realizing comparative advantage by being close to outbound markets and being departure ports for sailing along the Adriatic coast. It has been determined by Chi-square testing ( $H=4392.102$ ,  $ss=2$ ,  $p<0.00$ ) that there are significant differences between promotional expenditures of the marinas on different parts of the Croatian coast.

### 4.3. Correlation analysis of promotional investments and marina's performances

Every business activity, promotional included, as its priority sets the realisation of business process improvement of the business entity – marina, thus of its performance as well. The purpose of this research was to indicate the existence of a correlation between certain elements of the marina's business policy and the performances realized by the marina.

Correlation analysis of the obtained data has shown the existence of a correlation between marina's occupancy rate and its earmarking for promotion expressed in % of its total revenue. It is clearly visible that marinas with occupancy rate less than 91% always invest more than 1% of total revenue in promotion, and those with occupancy rate under 80% (63.8% of them) most often invest from 5% to 10% of total revenue in promotion. It can be concluded that marinas realizing lower occupancy rate recognize the necessity of a stronger promotional activity in order to attract potential users and that promotion has an exclusive role of familiarizing the potential buyers with the existence of the marina and attracting first-time users. Based on results of Chi-square test ( $H=4612.46$ ,  $ss=8$ ,  $p<0.00$ ) the existence of statistically significant differences between the groups of entities defined by the percentage of total revenue earmarked for promotion and occupancy rate of its berths has been proven.

**Tablica 4: Odnos popunjenosti marine i izdvajanja za promociju (% ukupnog prihoda)****Table 4: Ratio between the occupancy rate of the marina and the earmarked funds for promotion (% of total revenue)**

Popunjenost marine <i>Occupancy rate of the marina</i>		Izdvajanje za promociju <i>Earmarked funds for promotion</i>			UKUPNO <i>TOTAL</i>
		<1% uk. prihoda <i>&lt;1% of tot. revenue</i>	1-5% uk. prihoda <i>1-5% of tot. revenue</i>	5-10% uk. prihoda <i>5-10% of tot. revenue</i>	
- 80 %	Broj vezova <i>Number of berths</i>	0	595	1048	1643
	% unutar Popunj. marine / % in <i>Occupancy rate of the marina</i>	.0%	36.2%	63.8%	100.0%
	% unutar Izdv. za prom. (% uk. prihoda) / % in <i>Earmarked funds for prom. (% of tot. revenue)</i>	.0%	11.8%	18.7%	11.8%
81% - 90%	Broj vezova <i>Number of berths</i>	0	650	1010	1660
	% unutar Popunj. marine / % in <i>Occupancy rate of the marina</i>	.0%	39.2%	60.8%	100.0%
	% unutar Izdv. za prom. (% uk. prihoda) / % in <i>Earmarked funds for prom. (% of tot. revenue)</i>	.0%	12.9%	18.1%	11.9%
91 % - 95%	Broj vezova <i>Number of berths</i>	230	1700	213	2143
	% unutar Popunj. marine / % in <i>Occupancy rate of the marina</i>	10.7%	79.3%	9.9%	100.0%
	% unutar Izdv. za prom. (% uk. prihoda) / % in <i>Earmarked funds for prom. (% of tot. revenue)</i>	6.9%	33.8%	3.8%	15.4%
96 % - 99%	Broj vezova <i>Number of berths</i>	2225	1280	1358	4863
	% unutar Popunj. marine / % in <i>Occupancy rate of the marina</i>	45.8%	26.3%	27.9%	100.0%
	% unutar Izdv. za prom. (% uk. prihoda) / % in <i>Earmarked funds for prom. (% of tot. revenue)</i>	66.7%	25.5%	24.3%	34.9%
100%	Broj vezova <i>Number of berths</i>	880	800	1965	3645
	% unutar Popunj. marine / % in <i>Occupancy rate of the marina</i>	24.1%	21.9%	53.9%	100.0%
	% unutar Izdv. za prom. (% uk. prihoda) / % in <i>Earmarked funds for prom. (% of tot. revenue)</i>	26.4%	15.9%	35.1%	26.1%

Izvor: Krce Miočić, B. (2011.) *Valorizacija ekonomskih komponenti razvoja nautičkog turizma. Doktorska disertacija. Sveučilište u Zagrebu Ekonomski fakultet. Str.328.*

Source: Krce Miočić, B. (2011.) *Valuation of economic development components of nautical tourism. Doctoral dissertation. University of Zagreb – Faculty of Economics and Business. pp.328*

Korelacijskom analizom odnosa između popunjenosti marine i izdvajanja za promocijske aktivnosti dokazana je statistička značajnost veze (Cramer's  $r=0,407$ ,  $p<0,000$ , Phi  $r=0,575$ ,  $p<0,00$ ) te se zaključuje da marine izdvajanjem u promocijske aktivnosti postižu ili teže prema željenoj razini popunjenosti.

Nadalje je utvrđeno da vezovi koji imaju relativno nisku potrošnju za marketinšku komunikaciju (njih 51,6% s izdvajanjem do 50.000,00 kn i čak 60,7% s izdvajanjem do 100.000,00 kn) na godišnjem vezu u moru imaju plovila duljine od 13 ili više metara. Vezovi koji su najviše potrošili na marketinšku komunikaciju imaju na vezu plovilo duljine od 12 do 12,9 metara. Testiranjem razlika utvrđeno je postojanje značajnih razlika ( $H=9026,834$ ,  $ss=12$ ,  $p<0,00$ ) između vezova koji imaju različitu prosječnu duljinu plovila u moru i njihove godišnje potrošnje na marketinšku komunikaciju. Analiza korelacije na temelju Spearmanovog koeficijenta korelacija ( $r=-0,128$ ,  $p<0,00$ ), a i koeficijenta korelacije Gamma ( $r=-0,122$ ,  $p<0,00$ ), potvrđuje postojanje značajne i negativne povezanosti između potrošnje za marketinšku komunikaciju i prosječne duljine plovila na godišnjem vezu u marini. Iz dobivenih rezultata jasno je da marine koje na godišnjim vezovima smještaju plovila manje duljine pokušavaju snažnijim ulaganjem u promotivne aktivnosti privući dulja plovila i time ostvariti i bolje financijske rezultate jer se cijena veza formira sukladno duljini plovila koji se na njega veže.

S negativnim financijskim rezultatom godinu je završilo svega 2,3% ispitanika koji su maksimalno za marketinšku komunikaciju trošili 250.000,00 kn. Korelacijska analiza na temelju Spearmanovog koeficijenta korelacija ( $r=-0,064$ ,  $p<0,00$ ), a i koeficijenta korelacije Gamma ( $r=-0,380$ ,  $p<0,00$ ) dokazala je postojanje značajne i negativne povezanosti između potrošnje za marketinšku komunikaciju (izraženu u kunskom iznosu) i ostvarenog financijskog rezultata u prethodnoj godini.

By correlation analysis of the correlation between the occupancy rate of the marina and the earmarked funds for promotional activities a statistical significance of the correlation (Cramer's  $r=0.407$ ,  $p<0.00$ , Phi  $r=0.575$ ,  $p<0.00$ ) has been proven, and it can be concluded that marinas reach or aim for the desired occupancy rate by earmarking funds for promotional activities.

Furthermore, it has been determined that berths with relatively low expenditures on marketing communication (51.6% of them with earmarked funds up to 50,000.00 HRK and no less than 60.7% with earmarked funds up to 100,000.00 HRK) at annual berth on sea have vessels of 13 meters length or more. Berths which have spent the most on marketing communication have vessels at berth in length from 12 to 12,9 meters. Difference testing has determined the existence of significant differences ( $H=9026.834$ ,  $ss=12$ ,  $p<0.00$ ) between berths with average vessel length on sea and their yearly expenditures on marketing communication. Correlation analysis based on Spearman's correlation coefficient ( $r=-0.128$ ,  $p<0.00$ ) and correlation coefficient Gamma ( $r=-0.122$ ,  $p<0.00$ ) confirms the existence of a significant and negative correlation between expenditures on marketing communication and average vessel length at annual berth in the marina. From the obtained results it is clear that marinas allotting annual berths to smaller length vessel by bigger investments in promotional activities are trying to attract longer vessels and thus achieve better financial results since the berth price is formed according to the length of the vessel at berth.

Only 2.3% of the respondents that have spent 250,000.00 HRK maximum on marketing communication have finished the year with negative financial results. Correlation analysis based on Spearman's correlation coefficient ( $r=-0.064$ ,  $p<0.00$ ) and correlation coefficient Gamma ( $r=-0.380$ ,  $p<0.00$ ) have proven the existence of a significant and negative correlation between the expenditure on marketing communication (in Croatian kunas terms) and the realized financial result in the past year.

**Tablica 5: Odnos ostvarenog financijskog rezultata marine i izdvajanja za promociju****Table 5: Ratio between the realized financial result of the marina and the earmarked funds for promotion**

Izdvajanje za promociju (% ukupnog prihoda) <i>Earmarked funds for promotion (% of total revenue)</i>		Marina je godinu završila <i>The marina has finished the year with:</i>		UKUPNO <i>TOTAL</i>
		pozitivnim financijskim rezultatom <i>positive financial result</i>	negativnim financijskim rezultatom <i>negative financial result</i>	
ispod 1% ukupnog prihoda <i>under 1% of total revenue</i>	Broj vezova <i>Number of berths</i>	3110	225	3335
	% unutar Izdvajanje za promociju / % in <i>Earmarked funds for promotion</i>	93.3%	6.7%	100.0%
	% unutar financijski rezultat marine / % in <i>Financial result of the marina</i>	22.8%	71.4%	23.9%
1-5% ukupnog prihoda <i>1-5% of total revenue</i>	Broj vezova <i>Number of berths</i>	4935	90	5025
	% unutar Izdvajanje za promociju / % in <i>Earmarked funds for promotion</i>	98.2%	1.8%	100.0%
	% unutar financijski rezultat marine / % in <i>Financial result of the marina</i>	36.2%	28.6%	36.0%
5-10% ukupnog prihoda <i>5-10% of total revenue</i>	Broj vezova <i>Number of berths</i>	5594	0	5594
	% unutar Izdvajanje za promociju / % in <i>Earmarked funds for promotion</i>	100.0%	.0%	100.0%
	% unutar financijski rezultat marine / % in <i>Financial result of the marina</i>	41.0%	.0%	40.1%
UKUPNO <i>TOTAL</i>	Broj vezova <i>Number of berths</i>	13639	315	13954
	% unutar Izdvajanje za promociju / % in <i>Earmarked funds for promotion</i>	97.7%	2.3%	100.0%
	% unutar financijski rezultat marine / % in <i>Financial result of the marina</i>	100.0%	100.0%	100.0%

Izvor: Krce Miočić, B. (2011.) *Valorizacija ekonomskih komponenti razvoja nautičkog turizma. Doktorska disertacija. Sveučilište u Zagrebu Ekonomski fakultet. Str 332.*

Source: Krce Miočić, B. (2011.) *Valuation of economic development components of nautical tourism. Doctoral dissertation. University of Zagreb – Faculty of Economics and Business. pp. 332*

Testiranjem razlika dokazano je postojanje značajne razlike ( $H=438,757$ ,  $ss=2$ ,  $p<0,00$ ) u skupinama marina s ostvarenim pozitivnim ili negativnim financijskim rezultatom i njihovim izdvajanjem za promociju.

Na temelju koeficijenta korelacije Gamma ( $r=-0,157$ ,  $p<0,00$ ) može se zaključiti da postoji značajna i negativna povezanost između ostvarenog financijskog rezultata i izdvajanja za promociju (izraženog u % ukupnog prihoda).

Difference testing has proven the existence of significant differences ( $H=438.757$ ,  $ss=2$ ,  $p<0.00$ ) in marina groups with a realized positive or negative financial result and their earmarked funds for promotion.

Based on correlation coefficient Gamma ( $r=-0.157$ ,  $p<0.00$ ) it can be concluded that there is a significant and negative correlation between the realized financial result and the earmarked funds for promotion (in % of total revenue).

**Tablica 6: Odnos cijene proizvoda nautičkog turizma i izdvajanja za promociju**

**Table 6: Ratio between the price of the nautical tourism product and the earmarked funds for promotion**

	Ulaganje u promociju <i>Investment in promotion</i>	Broj vezova <i>Number of berths</i>	Aritmetička sredina <i>Arithmetic mean</i>	Std. Devijacija <i>Standard deviation</i>	Std. Pogreška <i>Standard error</i>	Min.	Max.
Cijena god. veza u moru (€) <i>Price of annual berth on sea (€)</i>	- 1% uk. prih. <i>- 1% of tot. rev.</i>	3,335	4,528.1304	599.64638	10.38358	3,353	5,280
	1-5% uk. prih. <i>1-5% of tot. rev.</i>	5,025	4,725.0249	458.25903	6.46462	3,640	5,500
	5-10% uk. prih. <i>5-10% of tot.rev.</i>	5,292	4,585.4108	1,141.79423	15.69560	2,990	6,976
	UKUPNO <i>TOTAL</i>	13,652	4,622.8068	822.79070	7.04192	2,990	6,976
Cijena dnevnog veza u moru (€) <i>Price of daily berth on sea (€)</i>	- 1% uk. prih. <i>- 1% of tot. rev.</i>	3,335	58.0315	9.59047	0.16607	45	76
	1-5% uk. prih. <i>1-5% of tot. rev.</i>	5,025	56.0756	4.88403	0.06890	45	60
	5-10% uk. prih. <i>5-10% of tot.rev.</i>	5,594	53.0279	3.30379	0.04417	46	56
	UKUPNO <i>TOTAL</i>	13,954	55.3213	6.24587	0.05287	45	76
Cijena god. veza na kopnu (€) <i>Price of annual berth on land (€)</i>	- 1% uk. prih. <i>- 1% of tot. rev.</i>	2,910	3,022.1375	644.99890	11.95673	2,254	4,240
	1-5% uk. prih. <i>1-5% of tot. rev.</i>	4,935	3,741.5339	660.17227	9.39753	2,153	4,600
	5-10% uk. prih. <i>5-10% of tot.rev.</i>	4,536	2,761.8913	752.90963	11.17909	1,510	3,770
	UKUPNO <i>TOTAL</i>	12,381	3,213.5392	820.72370	7.37597	1,510	4,600

Izvor: Krce Miočić, B. (2011.) *Valorizacija ekonomskih komponenti razvoja nautičkog turizma.*

*Doktorska disertacija. Sveučilište u Zagrebu Ekonomski fakultet. Str 334.*

Source: Krce Miočić, B. (2011.) *Valuation of economic development components of nautical tourism.*

*Doctoral dissertation. University of Zagreb – Faculty of Economics and Business. pp 334*

Nadalje je analiziran odnos cijene nautičkih proizvoda (godišnjeg veza u moru i na kopnu te dnevnog veza u moru) čijom prodajom marina ostvaruje većinu prihoda i ulaganja u promociju izraženog u % od ukupnog prihoda.

Najvišu cijenu godišnjeg veza u moru i na kopnu ostvaruju marine koje na marketinšku komunikaciju troše od 1 do 5% ukupnog prihoda. Međutim, najvišu cijenu dnevnog veza ostvaruju oni vezovi koji na promociju troše do 1% ukupnog prihoda.

Testiranjem značajnosti razlika cijena analizom varijance utvrđeno je postojanje značajne razlike u cijenama između grupa definiranih na osnovi izdvajanja za promociju (izraženog u % ukupnog prihoda) i to za cijenu svih promatranih usluga (godišnjeg veza u moru  $F=66,963$ ,  $p=0,000$ , dnevnog veza u moru  $F=812,355$ ,  $p=0,000$  te godišnjeg veza na kopnu  $F=2512,242$ ,  $p=0,000$ ). Korelacijska analiza temeljem Pearsonovog testa pokazuje postojanje korelacije između potrošnje za marketinšku komunikaciju i cijene pojedinih usluga. Korelacija je jače izražena kod cijene godišnjeg veza na kopnu ( $r=0,450$ ,  $p=0,000$ ) te kod dnevnog veza u moru ( $r=0,575$ ,  $P=0,000$ ), nego što je to slučaj kod godišnjeg veza u moru ( $r=0,172$ ,  $p=0,000$ ). Potražnja za godišnjim vezom u moru značajno je iznad količine njegove ponude, dok je za vez na kopnu, zbog veće dostupnosti i stava kupaca da je to manje poželjan proizvod, ta potražnja manje izražena. Rezultati istraživanja pokazuju da dodatna ulaganja u promociju mogu marinu učiniti poželjnijom destinacijom za dnevni vez te da je promotivnim aktivnostima moguće promijeniti stav nautičara o poželjnosti veza na kopnu.

## 5. ZAKLJUČAK

Nautički turizam predstavlja jedan od specifičnih oblika turizma motiviran željom nautičara za boravkom na plovilu. Nautički turizam ima svoje specifičnosti koje se pr-

Furthermore, analysis has been conducted on the relationship between the price of the nautical products (annual berth on sea and on land and daily berth on sea) by selling of which the marina is realizing most of its revenue and promotion investments expressed in % of total revenue.

The highest price of annual berth on sea and land is achieved by marinas that spent from 1% to 5% of their total revenue on marketing communication. However, the highest price of daily berth is achieved by berths that spent up to 1% of their total revenue on promotion.

Variance analysis by testing for significance of price difference has determined the existence of significant differences in prices between groups defined on the basis of earmarked funds for promotion (in % of total revenue) specifically for the price of all analysed services (annual berth on sea  $F=66.963$ ,  $p=0.00$ , daily berth on sea  $F=812.355$ ,  $p=0.00$  and annual berth on land  $F=2512.242$ ,  $p=0.00$ ). The correlation analysis based on Pearson's test shows a correlation between the expenditure on marketing communication and the price of a specific service. The correlation is strongly expressed in prices of annual berth on land ( $r=0.450$ ,  $p=0.00$ ) and daily berth on sea ( $r=0.575$ ,  $p=0.00$ ) than it is the case with annual berth on sea ( $r=0.172$ ,  $p=0.00$ ). The demand for annual berths on sea is significantly above the quantity of its supply; whereas the demand is weaker for berths on land because of its greater accessibility and customers' attitude that it a less desirable product. The research results show that additional investments in promotion can make the marina a more desirable destination for daily berthing and that promotional activities can change the nautical tourists' attitude towards the desirability of berthing vessels on land.

## 5. CONCLUSION

Nautical tourism is a type of special interest tourism motivated by the desire of the



venstveno ogledaju u uslugama vezanim za plovilo koje je element odvijanja ovog oblika turizma. Plovilo predstavlja financijski vrijedan dio imovine nautičara ili charter kompanije čija sigurnost prilikom smještaja na vez predstavlja jedan od ključnih čimbenika odluke o kupnji. Kako su potražnja i ponuda i u nautičkom turizmu prostorno udaljene, iznimno je značajno stvaranje pozitivne percepcije o usluzi, prije no što se konzumira, i destinaciji, prije no što se u nju dođe. Pojam destinacije u nautičkom turizmu nije jasno definiran, ali se kao ishodište i najmanja definirana destinacija pronalazi marina u kojoj je plovilo smješteno i iz koje se isplovljava na putovanje ili izlete ili se ostaje u njoj za vrijeme boravka na plovilu.

Uloga promocije jest komunikacija s tržištem u cilju prenošenja željene poruke i ostvarenje postavljenih ciljeva poslovanja. Marine predstavljaju relativno malena poduzeća koja svoju promociju ostvaruju samostalno ili uz pomoć krovne institucije za promociju turizma - Hrvatske turističke zajednice, čijim radom, kao što je istraživanjem ustanovljeno, nisu zadovoljne. Marine u Hrvatskoj koriste sve elemente promotivnog miksa, a za komuniciranje s tržištem prosječno koriste 4 različita načina komunikacije. U okviru oglašavanja 97% marina se koristi nastupom na specijaliziranim turističkim sajmovima, prepoznajući segment nautičke potražnje kao nišu koja neće posjećivati opće turističke sajmove nego samo one specijalizirane. U manjem opsegu marine koriste i druge oblike oglašavanja kao što su prospekti, leci i brošure, te oglašavanje u tiskovinama. Najmanje se koriste oglašavanjem preko radija i televizije te vanjskim oglašavanjem. Sve marine posjeduju web stranicu, ali je većina ne prepoznaje kao oglašivački instrument. Ovakav odabir načina oglašavanja marina predstavlja prepoznavanje svojstava nautičkog tržišta koje, iako rastuće, ima obilježja nišnog tržišta. Analiza rezultata istraživanja pokazuje da postoje značajne razlike u duljini plovidla na godišnjem vezu u moru kod marina koje su

nautical tourists to stay on board. Nautical tourism has its special features reflected first of all in the services connected to the vessel being an element of development of this type of tourism. The vessel is a financially valuable property of the nautical tourist or a charter company, the security of which during berthing is one of the key elements of the purchase decision. As supply and demand in the nautical tourism are spatially far away from each other too, it is highly important to create positive perceptions on the service before its consummation and on the destination before the tourist arrives to it. The term of destination in nautical tourism is not clearly defined. However, the marina is considered to be a point of departure and a smallest defined destination, where the vessel is bound and out of where it is sailing to a journey or excursion or staying in it while on board.

The role of promotion is to communicate with the market in order to send a desired message and to achieve the established business goals. The marinas are relatively small companies realizing its promotion independently or with the help of the umbrella organisation for tourism promotion, the Croatian National Tourist Board, the work of which, as stated in this research, they are not satisfied with. The marinas in Croatia are using all four elements of the promotional mix, and to communicate with the market they are using 4 different modes of communication in average. In terms of advertising 97% of the marinas use exhibition on specialist tourist fairs, recognizing the nautical demand segment as niche which will not be visited on general tourist fairs but specialist ones only. To a lesser degree marinas also use other forms of advertising such as booklets, leaflets and brochures, and newspaper advertising. The least used advertising modes are radio and television advertising and outdoor advertising. All marinas possess their own web page, but most of them don't recognize it as an advertising tool. This selection of advertising modes for

se odlučile za nastupe na sajmovima i onih koje nisu. Najčešći oblik prodaje godišnjeg veza u moru jest direktna prodaja, a sve marine koje su ostvarile negativan rezultat nisu kao preferirani oblik prodaje navele direktnu prodaju.

Zadržavanje postojećih kupaca predstavlja najmanje jednako važan segment kao i osvajanje novih kupaca. Istraživanje je pokazalo da marine nedostavno koriste strategije zadržavanja korisnika te da se najčešće u djelovanju ograničavaju na popuste i klupske nagrade.

Poduzeća u turizmu prepoznala su prednosti novih medija, posebno interneta, za svoju promociju i plasman te su ih značajno implementirali. Ovaj trend nije praćen u nautičkom turizmu iako je u radu dokazana pozitivna povezanost između korištenja on line prodaje i prosječne duljine plovila na godišnjem vezu u moru.

Utvrđeno je da marine u apsolutnim kunskim iznosima relativno malo troše na promotivne aktivnosti, te da postoji značajna razlika u potrošnji na marketinšku komunikaciju ovisno o kategoriji marine, kao i postojanje pozitivne povezanosti između potrošnje na promotivne aktivnosti i veličine marine. Korelacijskom analizom dokazana je pozitivna statistička povezanost između popunjenosti marine i izdvajanja za promocijske aktivnosti. Nadalje, dokazana je negativna statistička veza između ulaganja u promotivne aktivnosti i prosječne duljine plovila na godišnjem vezu čime je dokazano da marine povećavaju svoje promocijske aktivnosti u cilju privlačenja plovila većih duljina. Također je dokazana značajna negativna statistička povezanost između ostvarenog financijskog rezultata i potrošnje za promotivne aktivnosti. Odnos ostvarene cijene najznačajnijih nautičkih proizvoda i ulaganja u promociju bilježi značajnu pozitivnu statističku vezu.

Iz prikazanih rezultata na primjeru Hrvatske može se zaključiti da marine kvalitetnim planiranim ulaganjem u promotivne

the marinas is recognition of the characteristics of the nautical market, which, although growing, has the characteristics of a niche market. Research result analysis has shown that there are significant differences in vessel length on annual berth on sea in marinas which have decided to exhibit at fairs and those who haven't. The most common form of selling annual berth on sea is direct selling, and all the marinas that had realized negative results had not indicated direct selling as their preferred form of sales. Retaining existing customers is at least as equally important segment as acquiring new buyers. The research has shown that customer retention strategies are used insufficiently and that most often the marinas limit themselves to discounts and club awards.

Tourism companies have recognized the advantages of the new media, especially internet, for their promotion and sales and they have implemented it significantly. Nautical tourism was not following this trend although in this research a positive correlation between the use of online sales and the average vessel length at annual berth on sea has been proven.

It has been determined that marinas in absolute amounts in Croatian kunas spent relatively little on promotional activities, and that there are significant differences in expenditure on marketing communication depending on the category of the marina as well as a positive correlation between expenditure on promotional activity and the size of the marina. Correlation analysis has proven the existence of a positive statistical correlation between occupancy rate in the marina and earmarked funds for promotional activities. Furthermore, a negative statistical correlation between investment in promotional activities and average vessel length at annual berth has been proven, which proves that marinas have been increasing its promotional activities in order to attract vessels of larger length. Moreover,

aktivnosti mogu poboljšati svoje performanse izražene u ostvarenim financijskim rezultatima, prosječnoj duljini plovila na godišnjem vezu i popunjenosti marina.

a significant negative statistical correlation between the realized financial result and the expenditures on promotional activity has been proven. The ratio between the realized prices of the most important nautical products and the promotional investments shows a significant positive statistical correlation.

Based on these results of Croatian example, it can be concluded that marinas with quality planned investment in promotional activities can improve their performances expressed in realized financial results, average length of the vessel at annual berth and occupancy rate in the marinas.

#### LITERATURA - REFERENCES:

1. Abrarr, R.; Beffon, M., Ford, J. (1994.) Relationship between Marketing Planning and Annual Budgeting. *Marketing Intelligence & Planning*, Vol. 12.,br. 1., str.22 – 28
2. Alistair, W. (2006.) Tourism and hospitality marketing: fantasy, feeling and fun. *International Journal of Contemporary Hospitality Management*, Vol.18. br.6, str.482. – 495.
3. Batra, R., Myers, J., Aaker, D.A. (2009.) *Advertising Management*. Dorling Kindersley: Pearson Education India.
4. Buhalis, D. (2000.) 'Destinations in change' The transformation process of tourist destinations. *Tourism Management*. Vol. 21, br. 1. str. 97-116
5. Butler, R. (1980.) 'The Concept of a Tourist Area Cycle of Evolution: Implications for Management of Resources', *Canadian Geographer* 24(1): 5–12.
6. Cai, L.A. Gartner, W.C., Munar, A.M. (2009.) *Tourism branding: communities in action*. Bingley: Emerald Group Publishing
7. Cheuk, S.,Liew-Tsonis, J., Phang, G., Razli, I.A. (2010) An Identification of the Effects of the Promotion of Tourism Transportation on the Socio-Cultural Environment: The Case of Malaysia. *European Journal of Social Sciences*. Vol. 12, br.3. str.430.-440.
8. Cooper, C., Fletcher, J., Fyall,A., Gilbert, D., Wanhill, S. (2008.) *Tourism Principles and Practice*. (4.izdanje). Harlow, Velika Britanija: Prentice Hall, Pearson Education.
9. Dulčić, A. (2002.) *Nautički turizam i upravljanje lukom nautičkog turizma*. Split: Ekokon.
10. Eccles, G. (1995.) Marketing, sustainable development and international tourism. *International Journal of Contemporary Hospitality management*, vol. 7., br.7., str. 20.-26.
11. Ekinci, Y., Hosany, S.(2006.) Destination Personality: An Application of Brand Personality to Tourism Destinations. *Journal of Travel Research*, Vol. 45., str.127.-139.
12. Eurostat Tourism Statistic, Edition (2007.) Luxembourg: Office for Official Publications of the European Communities.
13. Frančičković, I., Tomljanović, J. (2001.) Promocija u funkeiji uspješnosti i učinkovitosti poslovanja turističke agencije.

- Ekonomski pregled*, vol. 52., br. 3.-4., str. 418.- 430.
14. Gjivoje, D. (2008) Where Leads Modern Loyalty Programs On Tourism Market? *Acta Turistica Nova*, Vol.2., br.1., str.25.-49.
  15. Goeldner, C.R., Ritchie J. R. B. (2009.) *Tourism: Principles, Practices, Philosophies*. New Jersey: John Wiley and Sons
  16. Howie, F. (2003:) *Managing the tourist destination*. London: Cengage Learning EMEA. Thomson.
  17. Jafari, J. (2003.) *Encyclopedia of tourism*. Abdingon, Oxon. Routledge World Reference.
  18. Jennings, G. (2006.) *Water-Based Tourism, Sport, Leisure, and Recreation Experiences*. Oxford: Elsevier Keller, K.L. (1993.) Conceptualizing, measuring, and managing consumer – based brand equity. *Journal of Marketing*, vol. 57., January 1993., str. 1.- 22.
  19. Kesić, T. (2003.) *Integrirana marketinška komunikacija*. Zagreb: Opinio d.o.o.
  20. Kolb, B.M.(2006.) *Tourism Marketing for cities and towns: using branding and events to attract tourism*. Oxford:Elsevier/Butterworth-Heinemann.
  21. Kotler, Ph., Haider, D.H., Rein, I. (1993.) *Marketing Places: Attracting Investment, Industry and Tourism to Cities, States and Nations*. New York: The Free Press.
  22. Kotler, Ph., Bowen, J.T., Makens, J.C. (2006.) *Marketing for Hospitality and Tourism*. New Jersey, Pearson Prentice Hall International Edition
  23. Kotler, P.; Keller, K.L. (2008.) *Upravljanje marketingom*, 12.izdanje. Zagreb: Mate.
  24. Kozak, M., Baloglu, S. (2010.) *Managing and Marketing Tourist Destinations: Strategies to Gain a Competitive Edge*. New Yourk: Routledge.
  25. Krce Miočić, B., Zekanović Korona, Lj., Bojčić, N.(2006.) *Internet Marketing of Croatian Marinas*. 3rd International Conference An Enterprise Odyssey: Integration or Disintegration, uredila Lovorka Galetić. Zagreb: Ekonomski fakultet: Mikrorad, 2006. str. 1565. - 1574.
  26. Krce Miočić, B. (2011.) *Valorizacija ekonomskih komponenti razvoja nautičkog turizma*. Doktorska disertacija. Sveučilište u Zagrebu Ekonomski fakultet.
  27. Lewis, H. G.(1997.) Does Your 'Loyalty' Program Inspire any Loyalty? *Direct Marketing* vol. 60 br. 2 str.46-48.
  28. Li, C., Bernoff, J. (2010.) *Veliki val*. Zagreb: Mate.
  29. Law, R., Ricci, F., Fuchs, M. (2011.) *Information and Communication Technologies in Tourism 2011* Beč: Springer.
  30. MacKay, K.J., Smith, M.C. (2006.) *Destination advertising: Age and Format Effects on Memory* *Annals of Tourism Research*, Vol. 33, br. 1, str. 7.–24.
  31. Malviya, S. (2005.) *Turism: Tourism : policies, planning and governance*. Delhi: Gyan Publishing House
  32. Manfredo, M., Bright, A., Haas, G. (1992.) *Research in Tourism Advertising. In Influencing Human Behavior*, M. Manfredo, ured., str. 327.–368. Champaign: Sagamore.
  33. Matijašević Mucko, S., Krce Miočić, B., Korona Zekanović, Lj. (2008.) *Symbols in Visual Presentation of Croatian Marinas on the Internet. An Enterprise Odyssey: Tourism - Governance and Entrepreneurship*. Uredile: Lovorka Galetić, Nevenka Čavlek. Zagreb : Ekonomski fakultet, Sveučilišta u Zagrebu, 2008., str. 941.-954.

34. Onkvisit, S., Shaw, J. J. (2008.) *International marketing: strategy and theory*. Oxon: Taylor & Francis.
35. Ozretić Došen, Đ., Vranešević, T., Prebežac, D. (1998.) Značaj politike marke u razvoju marketinške strategije Hrvatske kao turističke destinacije. *Acta turistica*, vol. 10., br. 2., str. 110.–128.
36. Page, S., Connell, J. (2006.) *Tourism: a modern synthesis*. London: Thomson.
37. Pike, S.(2004.) Slogani za pozicioniranje destinacijskog brenda – prema razvoju sklopa kriterija odgovornosti. *Acta Turistica*, vol. 16.,br. 2., str. 102.–124.
38. Pine, J.B., Gilmore, J.H. (1999.) *The experience economy: work is theatre & every business a stage*. Boston: Harvard Business Press
39. Pirjavec, B., Kesar, O. (2002.) *Počela turizma*. Zagreb: Mikrorad.
40. Prideaux, B. (2000.) The role of the transport system in destination development. *Tourism Management*. Vol.21.br.1. str. 53.-63.
41. Reichheld, F. F.; Teal, T. (1996.) *The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value*. Harvard Business School Press.
42. Reichheld, F. F., Sasser, W.E.Jr. (1990) Zero Definitions: Quality Comes to Service. *Harvard Business Review*.vol. 68, rujan-listopad 1990., str.105-111.
43. Robinson, P., Heitmann, S., Dieke, P. U. C.(2011.) *Research themes for tourism* Oxfordshire:CABI.
44. Sariisik, M., Turkay, O.,Akovac, O. (2011) How to manage yacht tourism in Turkey: A swot analysis and related strategies. *7th International Strategic Management Conference*. Procedia Social and Behavioral Sciences vol. 24. str. 1014–1025
45. Smith, S. L. J. (2010.) *Practical tourism research*.Oxfordshire:CABI.
46. Thyne, M., Laws, E. (2004.) *Hospitality, tourism, and lifestyle concepts: implications for quality management and customer satisfaction*. Binghamton: Routledge.
47. Travis, A.S. (1989.) *Tourism destination area development (from theory to practice)*. *Tourism Marketing and Management Handbook*. New York: Prentice Hall.
48. Vaz, M., (2007.) Specific resources as bases for the differentiation and innovation of tourist destinations. *MPRA Paper 3866*. University Library of Munich, Germany.
49. Wang, J., Yu, Q., Fesenmaier, D.R. (2002.) Defining the virtual tourist community: implications for tourism marketing. *Tourism Management*. Vol. 23, br. 4, str. 407-417
50. Williams, A. (2006.) Tourism and hospitality marketing: fantasy, feeling and fun. *International Journal of contemporary Hospitality Management*, vol. 18., br. 6., str. 482.-495.
51. Webster, C., Ivanov, S.(2006.) Measuring the Impact of Promotion: The Effects of Croatian, Czech, and Slovak State Promotion of Tourism Abroad. *GEOTOUR 2006.*, Košice 5.-7. 10. 2006.
52. Žnidar, K. (2010): The role of loyalty and satisfaction in consumer behavior of nautical tourist in Croatia: Preliminary results of the empirical research, *International Journal of Management Cases*, Vol. 12, No. 2, pp. 234.-239.

Primljeno: 15. listopada 2011. /

Submitted: 15 October 2011

Prihvaćeno: 6. studenog 2011. /

Accepted: 6 November 2011