

# Session1: Marketing Strategies “Diving into it!”



**Increasing Revenues with Existing  
Facilities and Operations**

PCC@Port of Everett 2019

# Make Goals & Targets!!!

- ❑ **Goal 1:** Increase Overall Marina Consistent Revenue
- ❑ **Goal 2:** Low Hanging Fruit (revenue)
- ❑ **Goal 3:** Public Relations, Advertising, Marketing Planning/Targets, COMMUNICATIONS!
- ❑ **Goal 4:** Explore new ideas and concepts, know your strengths and weakness areas
- ❑ **Goal 5:** Study and track your operational business lines (don't guess)
- ❑ **Goal 6:** Measure Outcomes>Review, Test, Improve it, Toss It or Rebrand it!
- ❑ **Goal 7:** Study Your Neighboring Marina's, Don't Compete, "Learn Cooperatition".
- ❑ **Goal 8:** Find 2 to 3 Favorite Marina's with great websites not in your state to model from , Why?
- ❑ **Goal 9:** Teach Other Neighboring Marina's so it is a Win-Win!
- ❑ **Goal 10:** Recognize your employee team, sponsors and customers.



*Today Marks Kanute's Third Straight Win and Gentle's Second Win*

**San Francisco – (June 9, 2019)** On Sunday, June 9, nearly 2,000 amateur and professional athletes took the plunge into 59.5-degree water to compete in the 39th Annual Escape from Alcatraz™ Triathlon. Olympians Ben Kanute and Ashleigh Gentle took first place honors in the men and women's pro division. Featuring a 1.5-mile swim from Alcatraz Island to the shore, an 18-mile bike ride and an eight-mile run through San Francisco, this race is considered one of the most challenging triathlons in the world.





## Goal #1:

# Increase Overall Marina Consistent Revenue

---

### **Historical Measuring (tracking)**

- Track each line of revenue historically to demonstrate improvements.
- Track “Event” Revenue/Expenditures.
- Find where you can make minor changes and see positive results long term/short term.
- Make Goals-Get Team Ownership of the Goals.
- Planning, Measure Outcomes & Review/Improve with your team on a regular basis.

### **“Wing it !” (no plan, no goals)**

- Let’s try this!
- How come it did not work?
- Will there be a “Trust” issue when you try something new again?
- Did the cost of trial outweigh the benefit?
- Will your boss let you ever try again?
- Do you still have your job?

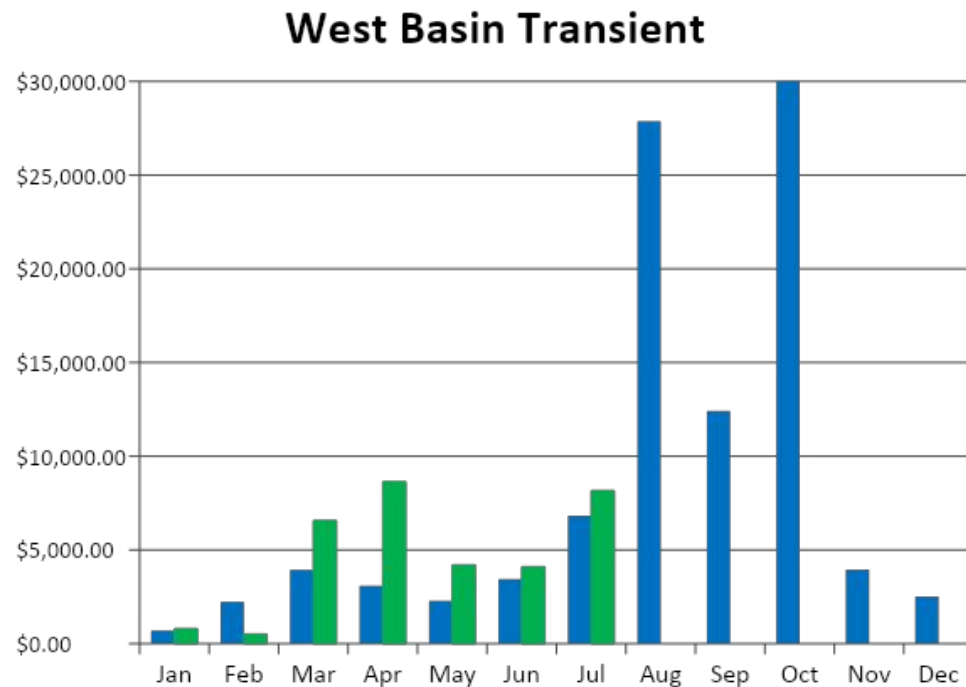
# Occupancy Dashboards

## Dashboards Guest or Transient Berthing

---

**Before Seasonal Rate Change. \$2.**  
per foot per day (Nov 1-July 31)

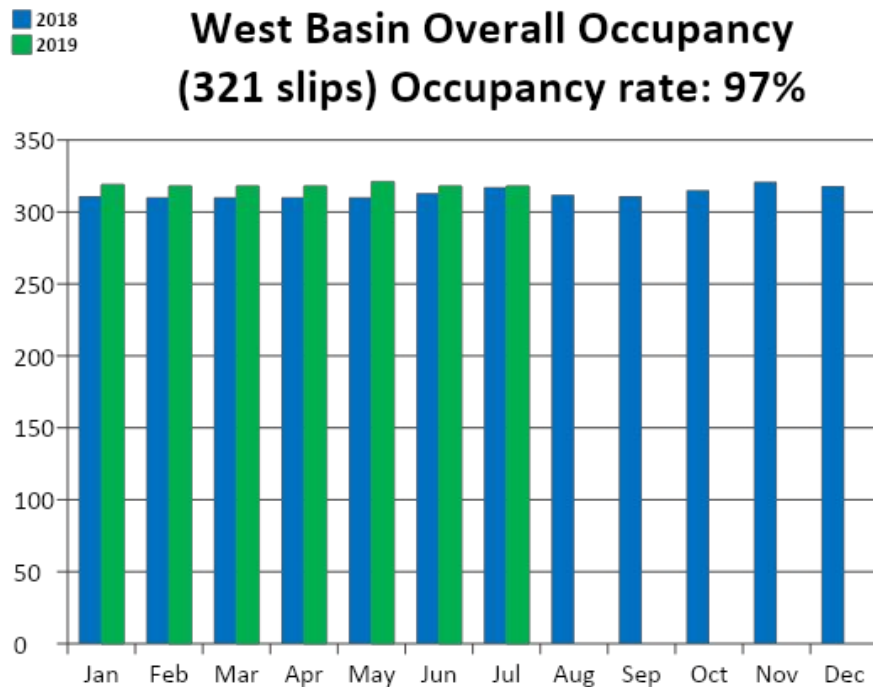
**After Seasonal Rate Change.**  
\$4. per foot per day. (Aug 1-Oct 31)



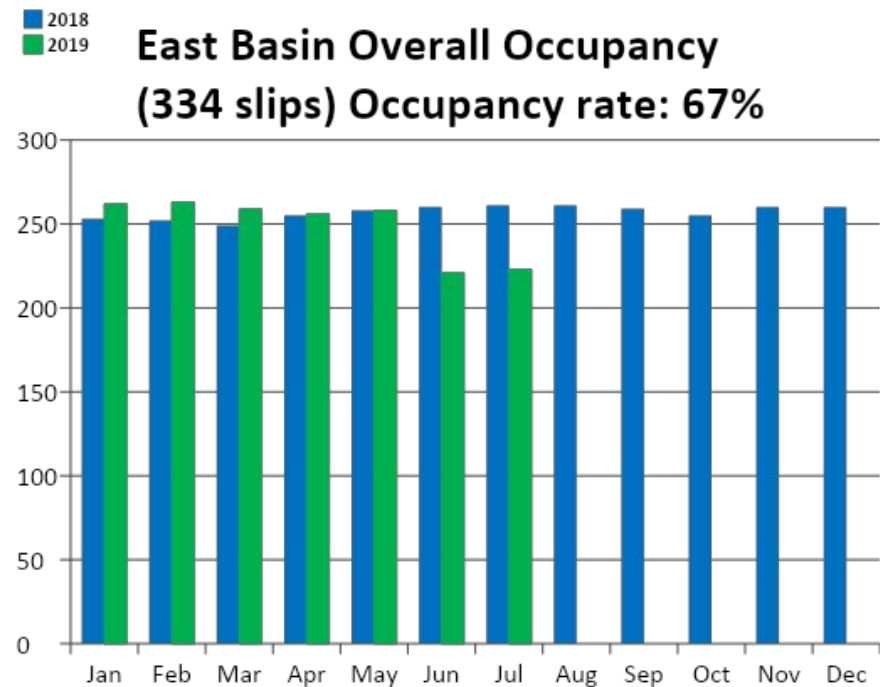
- PENDING due to mid quarter
- Revenues showing double so far.
- \$50,000+ for one week of Rolex Racing in the mix.

# Dashboards Regular Berthing

Are you tracking and finding ways to stay above 95%.



Note this marina is soon to be removed, occupancy is low as part is shut down due to condition-age.



# Examples

- ❑ Guest Berthing, Seasonal Rates {charge more during peak season}, sliding scale plus CPI. *(track your staff use)*
  - ❑ Services Rates of your staff, annually update rates plus CPI.
  - ❑ Parking Rates & Fee's, raise rates during peak use times.
  - ❑ Wait List for all sizes, if someone wants a slip they must be on the wait list first.
- 
- ❑ *Regional Study your rates vs others.*
  - ❑ *Study others fuel rates, stay slightly lower than the highest.*
  - ❑ *Are you private, public, and or enterprise?*



# What is a “Destination” in regards to YOUR marina?

---

- 1. A location **BOATERS** want to visit, stay and spend \$\$ & have ***FUN!***
- 2. What makes a Destination?
  - Easy to get to, fun things to do without much work, fun atmosphere.
  - Boater stores (west marine type and better stores), food supplies.
  - Uber or other public transportation available with ease, and a map where to find
  - Welcome wagon of the marina towards its guest boaters. (we provide a bag of goodies that market our marina)
  - *Dock help that knows how to catch a line, tie up a boat without OJT.*



# Example of thinking out of the box

---

- Fort Mason, a retired Army site in San Francisco with 3-1000' piers.
- Water is deep, unable to do ferry/water taxi's due to public outcry.
- Pier 2 had all new fender piles installed for the potential ferry/water taxi.
- **IDEA:** Using the Boating Infrastructure Grant (Big) installation of 2,500 feet of guest dock.
- Why, this site is busy 5+ days a week with all kinds of events, food trucks, etc. When I shut down my east marina for the rebuild, boaters can temporary use the guest docks at 30 day limitations with special rates.
- Ultimate Guest Dock Location "DESTINATION"! Largest in the SF Bay.



# Think Outside the Box to increase \$ !

Fort Mason is my neighbor. It was the crew and supply pier area for the military from **WW1** to Vietnam. Now it is a cultural center with over 40 stores and restaurants etc. operated by the National Park System. The waterside of the piers are not used. (***Water Destination Goal***)

In process: Inter-local agreement, BIG (boating infrastructure grant), SF Marina will operate, and collect a percentage of the revenues.

Know how to get Grants, Loans and develop the relationships.





# *Fort Mason*



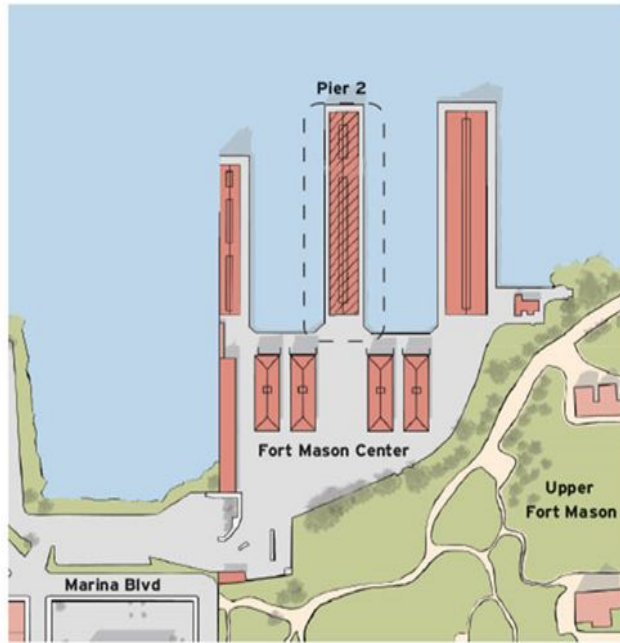
Proud Partner of the  
National Park Service  
Since 1978





# Fort Mason: GGNRA aka Quasi Federal National Parks

---





# EXERCISE #1

---

Provide 1 example of ideas to improve revenue at Marina.

(as a group find and select one that you all are familiar with)

## ***RULES***

- ❖ Ideas must demonstrate “Concept”, “Plan/Implementation”, “Measuring”, and “Outcomes Test to Continue, Modify or Fail”.
- ❖ Groups you have 15 minutes to get this done!
- ❖ Have a scribe, and presenter to the group overall.



# Team Presentations Exercise

#1 <https://youtu.be/tyWZkBx4xzM>

PS

How to add \$250,000. per year for 4 more years  
plus guest boat revenue of 3 to 10 days...\$YES!

---





## Goal #2-Quick \$ ideas

---

What is **YOUR** low hanging fruit that takes little to no effort to increase revenue??? (examples below)

- ✓ Add CPI annual increases?
- ✓ Charge for power or utility use, connection service fee's
- ✓ Set service fee's higher for your staff charges, OT rates on hours
- ✓ Wait List Fee's (Annual) ours is \$100. per year per length desired
- ✓ Boat sale fee if in berth, obtain a % of sale price *(many marinas give a broker rate for the berth)*
- ✓ Termination of berth 30 days minimum or pay full month
- ✓ Staff service labor/material fees, are they fully loaded with all costs?
- ✓ Events, find a sponsor(s), car-boat shows, races etc. Food fee's, gate fees, parking fee's.





## Goal 3:

# Public Relations, Advertising, Marketing Planning/Targets, COMMUNICATIONS!

---

- ✓ Build relationships with your PR staff person.
- ✓ Expect some marketing expenses.
- ✓ Monthly Marina Newsletters, low cost marketing of events etc.
- ✓ Work your Yacht Clubs to help promote, it helps their membership growth too.
- ✓ Tenant type events, 1 in the summer, 1 during the holidays. Get sponsorship from vendors who participate including your marina tenants who have business's.
- ✓ Brainstorm with your boating tenants, this provides team ownership and word of mouth to your activities in a positive way.
- ✓ Start a Dock Captains type program (helps with input/review).

*Example-Non Marina but host the event as a sponsor*

# NASA – Robotics Alliance Project/FIRST



*Example at a Seattle area private Girls School.*

## Links

1. Applied for NASA Grant
2. Grant Awarded-\$
3. Build Team,  
Parents/Students
4. Demonstrate & Trials
5. Regional Competition &  
National Competitions
6. Outcomes \$\$\$ value,  
ownership,  
participation, future  
sponsors

- <https://robotics.nasa.gov/>





# Goal 4: Explore new ideas and concepts, know your strengths and weakness areas

---

## ***Staff Support, Size and Abilities***

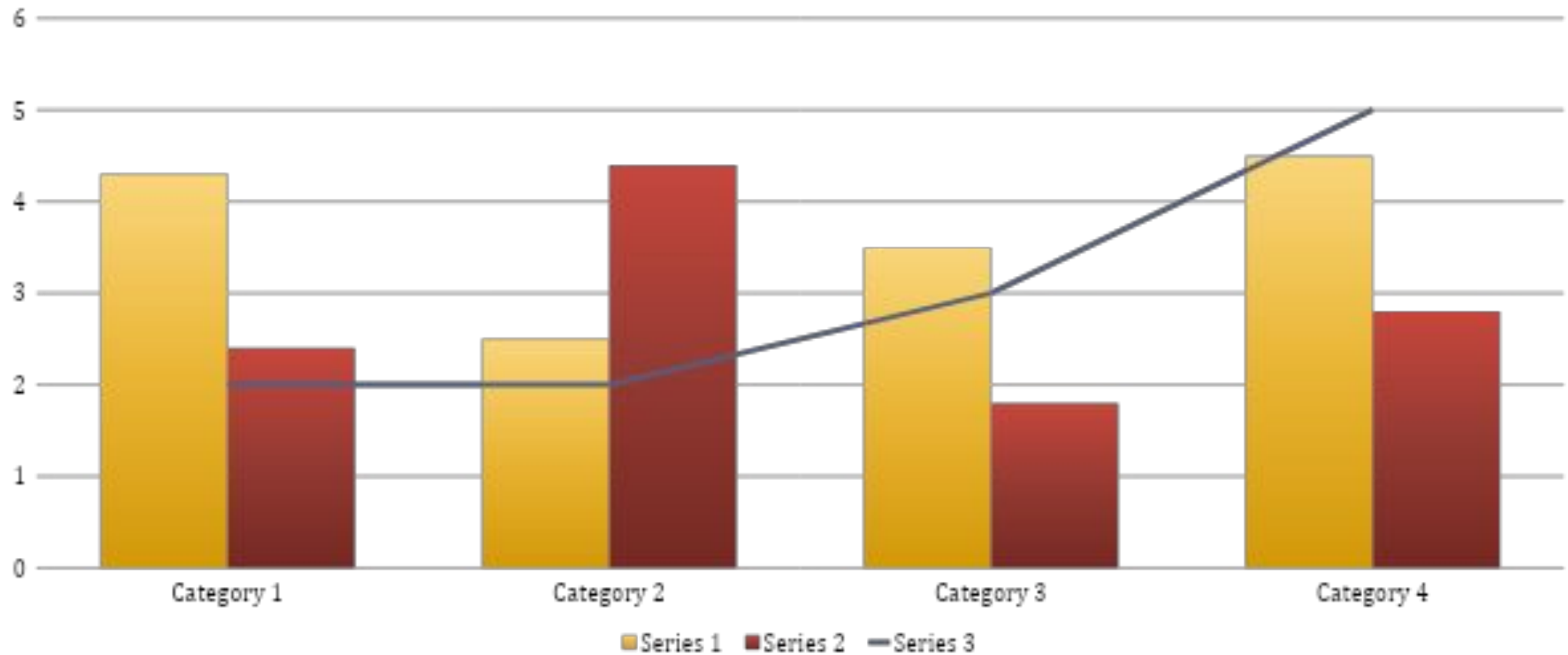
- Does your staff size limit activities?
- Volunteers, Civic Groups, split funds made. (Lions do Lobster boils)
- **How *BIG CAN YOUR SITE DO?***
- Allow for growth, don't go too big first time. Learned Lessons too!
- *Plan your infrastructure improvements to serve events too!*

## ***Adjust your Budget for Working Capital for the event prior profit***

- Does the event promote your harbor/marina?
- Have a special sign up of a berth
- Marketing costs are NOT gift of public funds (typically)
- Build a supporting relationship with your Mayor, Chamber of Commerce or similar too!

Goal 5: Study and track your operational business lines (don't guess)-Think about presenting to your board members and senior management. *{Measure!}*

---



# Plan to give annual or regular status reports!

- Be transparent the “Good” “Bad” and “Ugly” in your presentations.
- Be honest when something did not work, explain your findings.
- Be prepared to demonstrate items you did NOT do and why.
- Why—remove doubt you were not really just guessing, know why it did succeed.
- Model a marina that does well in the USA, not just local.
- Build your Brain Trust?\*

\* PCC friends, Other maritime/business contacts with similar modeling

Class	Group 1	Group 2
Class 1	82	95
Class 2	76	88
Class 3	84	90





# Exercise #2-YOUR MARINA

## Website

*(smart phones needed for this)*

What is **Good/Beneficial** on your site?

- ✓ Updated at least monthly?
- ✓ Provides calendar of events, Photos of boaters having FUN?
- ✓ Project information, what's new, or being updated
- ✓ Rules and Regulations-guides etc.
- ✓ Rates and berthing requirements
- ✓ Correct Contact Information
- ✓ **On line guest berthing reservations?**
- ✓ Weather device on the site (a draw)
- ✓ **List of local boat service vendors**
- ✓ EASY TO USE and Search, Links?
- ✓ Do you have FAQ's (frequently asked questions)
- ✓ Is your site Mobile Ready?
- ✓ **Fuel Dock and fuel rates?**



What is **BAD/NEEDS** Updating etc.?

- ☐ Last update was years ago?
- ☐ Not an exciting site to visit?
- ☐ No one knows how to update?
- ☐ Old contact information, old titles, people dead/retired are listed still
- ☐ No yacht clubs listed, or service business's
- ☐ Fuel Dock Info?
- ☐ No Guest Dock Information
- ☐ What is your DRAW? Where is the FUN?
- ☐ Why are you a DESTINATION?
- ☐ Is your newsletter on the website?
- ☐ Are items on the site to reduce simple calls/labor saving of staff?

## Exercise #2 – Continued..(20 minutes)



© Leo Blanchette \* www.ClipartOf.com/17596

- Group A, B, C

#1: Select 3 top West Coast marina websites;

{1 small marina, 1 medium, 1 large}

#2: Provide collectively 5 reasons they are the best to copy style/ideas

#3: Let me know when your group is ready... **20 min.**



- Group D, E, F

#1: Select the 3 worst West Coast marina websites;

{1 small marina, 1 medium, 1 large}

#2: Provide collectively 5 reasons they are the worst sites to use, can it be corrected fast?

#3: Let me know when your group is ready... **20 min.**



# Come Visit Us During Fleet Week October 7<sup>th</sup>-13<sup>th</sup>





# Goal 6: Measure Outcomes>Review, Test, Improve it, Toss It or Rebrand it!

- So you try a new idea! (get your team on board too!)
- Review it, Test it, Improve it if possible, maybe rebrand, or toss it out.
- New ideas when tried should be measured by TIME, REVENUE, and CUSTOMER HAPPYNESS & BUSINESS INCOME. WIN-WIN
- Keep your testing and measuring on a calendar schedule, start and end.
- Build Allies, Relationships and Public Supporters to your activities!



## Goal 7: Study Your Neighboring Marina's, Don't Compete, "Learn Cooperatition".

- 
- In Puget Sound, they developed a guest boating card, with some great end of season prizes for those who visited as guest the most other marinas. (the marina's worked together to improve revenues)
  - Be careful during down turns of the economy how you compete for rate changes and fee's. Don't change rates, advertise best services, special sign up rates etc., make specials for that do not impact the long term rates.  
*Reducing rates is a downward spiral that will someday have to come back up again. (pre pay for 12 months, 12<sup>th</sup> month for \$1.)*
  - Make your site a "Desired Destination" by working with your community.
  - Tap into your business resources, providing shuttle buses, gift cards, UBER passes and coupons to help them increase business (2 for 1 meals ex.)
  - Try having an annual tenant type event, break bread with the boaters versus being a target of rate issues etc. Help them help YOU!

## Goal 8: Find 2 to 3 Favorite Marina's with great websites not in your state to model from , Why?

---



1. Your use of others great ideas-what's the benefit?
2. **Example:** Dock Captains, Port of Seattle, and SF Marina, we use them for sounding board for projects getting their buy in. Support for new funding resources, like vendors etc. and we hear their perspective on what works and doesn't and why.
3. Design ideas, material use, repair systems etc.
4. Emergency preparedness ideas and possibly teaming with another marina for operational support during a disaster.
5. General Marketing Ideas to bring guests, community members and regular customers in to participate.



## Goal 9: Teach/Mentor/Befriend Other Neighboring Marina's so it is a Win-Win!

- Study your competition, are they taking your customers? If yes, why?
- Is there a regional rate study in your area?
- BAMO-Bay Area Marina Operators/40+ members meeting (group was started to build regional network of cooperation)
- BAMO has brought USCG, and other agencies to the group for more local help with abandoned vessels, VTS, etc., plus financial loan resources to help marina's get funding/loans.





## Goal 10: Recognize your employee team, sponsors and customers. {Involve fellow staff departments}

- With your team ask “Who is our Customer”? Why, because we **ALL** use the services of the marina in one way or another, we **ALL** are customers.
- Sponsors, when you plan an event, bring in your business tenants, Chamber of Commerce, involve and embrace them as they will help your business too. (remember planning time)
- How to recognize your team for their efforts? (special vests/jackets or?)



# Closing Questions, Thoughts and Reminders

---

- **Boat Service Company's:** annual registration of providers be charged a fee, require proof of insurance, possibly a bond and business license before issuing a key.
- **Broker Rate:** Are you charging LESS for berthing of boats for Sale via a BROKER? How full is your marina? ***Have a sliding scale broker rate based on occupancy.*** Why give a discount if you have a 95% annual occupancy?
- **Broker Sale Fee:** Work to change your rules to get a percentage of the sale of the vessel in your marina.
- Marina Loans, do you have one? Have you looked at low interest refinancing? Improve the terms of the loan, more years less dollars per year or do you have reserves to pay off the loan?
- Have you calculated what is your costs of Overhead?
- What is Overhead? [staff costs, administration costs, maintenance, supplies, parts, services, etc.
- Where are your boating guests coming from?
- Where to put your advertising \$ at ?
- What targets do you have for year 1, 3, 5 & 10?
- Partners? Tribal Casinos & Shuttle customers

# Other Fee Ideas for you

- Environmental Fee \$5. Per month.  
*Emergency Spill kit at each gate, oil recycle station, annual boat flare collection event, etc.*
- Utility Fee \$5. Per month  
*(water use as it typically is not metered like electricity, pump out ability, dock lighting, create your own justifiable reasons/causes)*
- Check your staff service rates versus fully loaded costs of staff with benefits. Charge by the  $\frac{1}{4}$  hour min. or more.
- Based on a 750 berth marina, a \$10. fee over 10 years equals with CPI about \$1 million!
- Protect your FEE's, have them in a FUND BALANCE program, much like a savings account to draw from that stays with your harbor and if NOT used, flows to the following year(s) for your harbor NOT a general fund for non marina items and projects.
- **Reserves**, are you building a reserve for a down turn in the economy?





# Thank you for your participation today!

---

- Questions later?

[Scott.grindy@sfgov.org](mailto:Scott.grindy@sfgov.org) or 415-583-3106



- Other Documents provided:

Regional SF Bay Rates/Copy of Today's Power Point Presentation

Note: regional rates, note regional studies only look at your rate per foot, not the extra fee's. Add fee's before non CPI rate increases. \$5 fee per month x number of berths x 12 months, what's YOUR total?

Environmental fee, Wi-Fi fee, utility connection fee/trash/other....



# Partner with your Yacht Club(s) regionally

---

SF Marina and Small Craft Harbor Yacht Clubs:

St Francis Yacht Club-oldest in the SF Bay

<https://www.stfyc.com/>

St Francis YC is considered one of the top 10 in the world

Golden Gate Yacht Club

<https://www.ggyc.com>

Host of the America's Cup!







# Dredging August 2019

(how to spend ½ million \$ twice a year)

---





A decorative vertical bar on the left side of the slide, featuring a gold color and a pattern of various currency symbols (dollar, euro, yen, pound, etc.) in a 3D, embossed style.

# Printed Handouts

---

- Regional Rate Study
- Power Point Presentation
- Berth Transfer Procedures