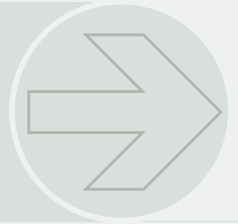


In-house marketing



The art of persuasion

SUPERYACHT CLIENTS TEND TO ONLY MEET THE INDUSTRY'S BROKERS AND CHARTER AGENTS, BUT IT'S THE WORK OF THE BACKROOM GURUS THAT MAKES EVERYTHING POSSIBLE

FRANCES AND MICHAEL HOWORTH REPORT

Brokers simply cannot do without the efforts of the behind-the-scenes marketing teams. The big bucks may belong to the boys who sell, but it's the marketing teams that get the broker's product into the shop window.

Superyacht marketing departments are responsible for business communication (producing promotional material from mailings to magazines) and interpreting how the business message from a firm's directors is put across. In many cases they are key architects of business development.

In the superyacht industry, marketing is an integrated process using a range of disciplines to build strong relationships with owners — then creating value for those who want to charter their yachts.

Marketing teams must identify customers and draw them into the fold. After that they have to keep hold of them, ensuring they're not lured away by the competition — who are using equally persuasive techniques.

With owners and charterers established as the focus of commercial attention, marketing teams are a major part of the industry, and are every bit as important as the brokers who work at the coalface.

Publishing potential

Advertising yachts for sale in the back of the glossy magazines is just one small part of marketing activity. Today, many marketing departments produce their own glossy magazines, which mix lifestyle



Finding the right blend of ingredients is essential for a successful marketing campaign

features with stories of superyacht living.

Burgess has exploited this idea to great effect with its seven annual *Burgess Superyacht Living & Style* magazines — extravagantly produced tomes on weighty art paper. Edited by the firm's own director of marketing, Alev Karagulle, the 2011 editions runs to more than 230 pages and plays an important part in the company's marketing activity. Meanwhile at YPI, marketing manager Mark Duncan is

responsible for producing a 160-page hardback annual for clients — something YPI has done for 37 of the past 39 years.

Other companies prefer the monthly approach, something Edmiston excels at with its *Antennae*, a bright-red booklet with short snippets of information and top quality photography. Camper & Nicholson issues its monthly *Radar* via email as a downloadable file that can be read on screen or printed out.

Photo: Frances Howorth



“I really enjoy being able to clearly demonstrate the positive impact of a well-executed marketing campaign”

Laura Hodd, marketing manager, OceanStyle

They do however adopt a belt and braces, catching those who prefer a paper magazine with *Sea & I*, a lifestyle magazine edited by Miriam Cain that never misses a chance to plug what CNI has for sale or charter.

Online opportunities

Electronic content is playing an increasingly important role, too. A number of firms have already produced web sites in different languages with Fraser Yachts having produced notable examples in Spanish and Russian. In fact, its Russian site was the first Russian language web portal to be developed by an international superyacht brokerage company.

Fraser Yachts has offered Russian versions of its brochures for many years and has recruited a number of Russian-speaking staff to look after its growing business interests in the region. Patrick Coote, the company’s marketing director, says: “Clients are international by nature and often multi-lingual, so it’s entirely appropriate to promote our services and information in Russian”.

Embracing another aspect of the electronic marketing concept is YCO with its innovative iPad app. Launched at the Monaco show in September it is designed to facilitate superyacht searches, enabling yacht brokers, buyers and charterers to quickly and easily review available yachts, toys, tenders and other essential yacht accessories. It is, in effect, a portable, interactive catalogue of superyachts and all that goes with them, with the chief marketing benefit being its mobility.

YCO believes that the real value of the app will be evident at shows and during viewings when they can use it to impress owners who, while physically viewing one yacht, will be able to compare specifications, décor, and toys on another yacht on the market — instantly.

The show must go on

The task of organising events around the world usually falls to the marketing department. From yacht shows in Monaco to charter shows in Antigua, they all take time and effort — to say nothing of a significant part of the marketing budget.

Sometimes they run smoothly, sometimes they don’t. One marketing manager recalls that the most bizarre marketing assignment

he has ever had to deal with was organising his firm’s presence at the Abu Dhabi show — an event they had never attended before.

“I was dealing with a stand construction company I’d never worked with before and became wary when they kept telling me, ‘Don’t worry it will be all right’. Needless to say, it wasn’t,” he says.

Julia Simpson, events manager at Ocean Independence adds: “Event management is the part of the job where you really have to be a Miss Multitasker who wears a permanent smile. For example on the first day of the Monaco show last year, I was running a large exhibition stand on the T quay, arranging six live radio interviews with Riviera Radio, managing bookings for yacht visits and test drives for clients, booking limousines to and



Shows are a big part of marketing spend

“Edmiston started a brash new trend — and became the brand to emulate”

from the airport, arranging last minute hotels for brokers and clients, ordering lunch for a team of 40, co-ordinating our exclusive Osprey tenders taking clients to yachts at anchor, answering hundreds of phone calls, making sure our promotional girls were well supplied with balloons, organising a party onboard the 52m *Quantum of Solace* for 60 guests with a DJ, casino, outside catering, drinks suppliers, fire dancer and so on.

“Neither of my phones stopped ringing the whole day. There is always a queue of people to talk to and plenty of last minute problem solving to sort out no matter how organised you are — and I absolutely love it!”

Brash branding

Corporate identity has played an important part in the marketing of superyacht companies over recent years. Edmiston started a brash new trend with the introduction of its bright red branding of everything from Range

Rovers to bottled water — and in doing so became the brand to emulate.

Burgess has rebranded twice and cleverly created a brand new product in Oceanstyle, a company handling yachts up to 40m that has risen to dominate the market in its sector, sweeping away all those who doubted the wisdom of setting up a separate company.

Ocean Independence has had to evolve its brand with its amalgamations of Ocean Cruise, Sea Independence, Velonà Yachting and more recently Cavendish White.

Julia Simpson again: “When rebranding we recognised the need to use an outside agency who could think outside our industry box and bring in fresh ideas that would fit well with the luxury world in which we work.

“After numerous proposals from different agencies we decided on the London-based firm Bostock & Pollitt, where Nick Pollitt worked his magic producing a design we went on to develop across all our materials.”

In-house marketing



► ON THE FOLLOWING PAGES

We talk to in-house marketing specialists about the challenges and rewards of working in yacht communications

* SIMPSON, Julia



JULIA SIMPSON



Job title: PR & Events Manager

Company: Ocean Independence

Julia grew up sailing in smaller yachts in the less-sunny climes of Ireland. With a

degree in Marketing Management she joined the firm's Antibes office five years ago having already worked for firms such as SBM Offshore, Texas Instruments and a newspaper for British ex-pats.

Knowing the importance of events

Life may be busy at re-branded Ocean Independence, but success and enjoyment are the rewards

Marketing is an intrinsic part of any business and has always been important to us, from the moment we created our brand to our most recent rebranding exercise where we had to reinforce our high standing in the industry.

"Our marketing mix is well balanced and as we grow we hope to have more resources to put into events worldwide. We'd love more editorial and have been steadily growing our portfolio with the help of several diligent journalists. We receive good coverage, especially in UK and hope to see more editorial in a range of publications, including luxury lifestyle magazines and local language editions. Our new Mumbai connection has brought in several good opportunities, as have our offices in Palma, Ft Lauderdale and Vienna.

"Ocean Independence has a uniquely global perspective and we currently have 80 employees made up of brokers, managers (sales and charter), retail charter brokers, administration staff, assistants, accountants, marketing, IT and also a full division for yacht management.

"Our sales and charter fleets are among the largest in the world with around 115 superyachts for sale and 98 for charter. In

the past few years we have consistently good results in sales and charter, with 20 yacht sales in 2010.

"There are three of us working in marketing. Our graphic designer creates all of our artwork for newsletters, press releases, advertising, announcements, stationery and promotional items. She is also the keeper of our vast photo library. Working closely with her on several projects is Amanda whose principal responsibility is for the annual charter portfolio and Ocean diary.

"On a daily basis I am the point of contact for all of our marketing activity and communications, with referral to the managing partners on major budget decisions.

"We handle all of the company's event management with a presence at 11 yacht

"Our budget is spread across three disciplines — print and online, events, and brochures"

shows and 12 lifestyle events. We are also responsible for promotional items, advertising placement, budgets, overall marketing management and press relations.

"Our advertising budget is spread across three disciplines with one-third going on advertising in print and online, one-third on events, and one-third on creating brochures and newsletters.

"We have a wonderful team spirit here and the greatest perk of the job is never running out of reasons to buy a cocktail dress."

* DUNCAN, Mark



Creativity and online ranking

At Yachting Partners International use of new technology is pushing marketing forward

Irun a marketing department with a staff of three. I also work on the group's overall business strategy — managing online and offline advertising, marketing, PR and events.

"In fact, I was responsible for bringing the new look to YPI — choosing the design, introducing it throughout the company, then promoting it to the public.

"My marketing team produces a 56-page bi-annual, *YPI Selection*, which highlights our yachts for sale and charter. It's also now available digitally on the website or an email PDF attachment.

"Because people in our industry are highly mobile our website has been designed to be iPhone and Blackberry friendly, interactively listing thousands of yachts for sale and charter including video and audio presentations. It's presented in English with sections in Russian and French and ranks on the first page of Google for most charter and brokerage search terms, which I believe is critical.

"Every month we send out digital newsletters to clients listing new offers and giving tips and advice. We also run an iPad app for our own brokers and their clients, which uses a useful geo-location option.

"Every year at the Monaco show we host

* HODD, Laura



Photo: YPI

a high-level owner networking event with a number of yard presentations. We think this marketing initiative helps owners to better understand the qualities of particular yards. In all, we exhibit — or appear on industry panels — at over 20 world events every year to help promote the company.

“The part I least like about my job is that everyone seems to think they are a marketing expert. But the best part by far is the variety and creativity.”

“Our website ranks on the first page of Google — which I believe is critical”

MARK DUNCAN



Job title: Group marketing manager
Company: Yachting Partners International
Mark has worked as a journalist, radio and TV presenter, and lawyer. He

brings these varied talents together in his current role as group marketing manager at YPI. When not working he enjoys spending time with his family, photography — and being out at sea.

A holistic approach to marketing

Digital media is making it easier for OceanStyle to measure the success of marketing in its niche

OceanStyle was founded in 2005 by Burgess to meet the needs of the sub 45m semi-custom sector and Laura Hodd runs its global marketing programme.

“I work on my own, but I liaise closely with a team of freelancers to deliver our marketing activity. A lot of companies prefer this flexible approach. It enables us to use specialist knowledge for each niche activity we undertake.

“It’s hard for us to demonstrate how we’re directly responsible for any company sales”

“I’m responsible for developing and implementing the annual marketing strategy and budget and I oversee all PR, advertising, online activity, direct marketing, event management and marketing communications for each of our offices worldwide.

“We differentiate between marketing, PR and advertising. Each function requires me to deal with different members of my outsourced team — web developers, designers, copywriters, and so on.

“In recent years all companies have had to adjust the way they implement marketing campaigns due to the evolution of social networking. These advances have changed the way the market digests information and makes purchase decisions. If companies don’t review the way they communicate to this industry, they run the risk of being left behind.

“Return on investment for any company is important, and it’s notoriously hard for marketing departments to demonstrate that what they do is directly responsible for any sales the company achieves. Advances in technology — such as web analytics, email

LAURA HODD



Job title: Marketing manager
Company: OceanStyle
Laura Hodd joined OceanStyle last year having previously worked for the OC Group, a company owned by Ellen MacArthur and Mark Turner on the Isle of Wight. She is passionate about implementing global marketing campaigns using ground breaking technologies.

tracking, and data capture — have all helped to measure key performance indicators for much more of our departmental spend than was possible in the past.

“We use a wide variety of marketing tools and techniques, but the real key is an holistic approach to ensure maximum impact across all mediums.

“Marketing is now seen less as an intangible art-form and more as an integral part of a company’s core business activity.

“The goals to be met will dictate the activity undertaken; one may be more suitable than another depending on the target market or message for example.

“I should imagine that like most people who are asked what do you least like about your job, the first thing that comes to mind is lack of time. So, for me it is a lack of time to focus on the things I enjoy most about my job — branding, design and keeping up to date with the latest industry trends, whilst not neglecting to spend time on the essential elements such as strategy and budgeting.

“I really enjoy being able to clearly demonstrate a positive impact on the bottom line, due to a well executed marketing campaign.”



Photo: Oceanstyle

Strength in corporate identity

CNI may be undergoing a re-branding, but the solidity of the company name is to be nurtured

Working from CNI's London office, Miriam Cain handles PR for CNI and the yachts it has for sale and charter, or under management. She liaises closely with yachting and lifestyle magazines and oversees the production of all CNI publications, including brochures, magazines and books. She is also the editor of *Sea & I*, *Charter Collection*, and *Radar*.

"Because of the increase in the number of yachting publications, advertising budgets have to be spread over more titles. And lifestyle titles are gaining a better understanding of the superyacht industry, so coverage is increasing further afield.

"We measure our success by the amount of coverage generated in the press and by assessing feedback from clients and brokers. Specifically, we often receive direct feedback from clients and potentials following mailings of the *Charter Annual* and *Sea & I*.

"Corporate identity is crucial to our

MIRIAM
CAIN



Job title: Publications and communications manager

Company: Camper & Nicholsons International
Miriam started her marketing career by

working in environmental tourism but she strayed into superyachts 10 years ago when she became interested in the luxury market which was booming at the time. She has worked for CNI ever since

success. The typeface used to spell the trading name is the same as it was when the company was first established — it's a very strong brand logo. We are, though, currently going through re-branding, and everyone will see the outcome of that in the near future.

"With the rise of new media, marketing has had to evolve and develop new methods to keep up. There is therefore a lot more crossover between IT and marketing.

"Marketing, public relations and advertising are all equally important.

"Of course it would be much better to have less advertising and more editorial coverage as the value is so much more, but the magazines and other publications need

advertising from firms like ours to help create pages for editorial

"I love my job and the team here is great. It's very satisfying seeing the end result in our press coverage, or when signing-off proofs of the magazines I've finished editing.

"It isn't always easy — but there's never a dull day. On one occasion I found myself holding out a bowl for a model who was being sea-sick during a photo shoot. Need I add the sea was flat and calm at the time?

"And there are plenty of perks. I get to visit some of the best destinations in the world — and few shipyards in colder locations.

"It's satisfying seeing the end result in press coverage and when editing magazines"

"I'm also lucky because I've just been appointed as the editor of *Elite Traveler Superyachts* which was launched September and is printed four times per year.

"Working ashore in the yachting industry is certainly underpaid compared to other industries, but most of us are involved because we have a passion for the high seas — and because the results are so rewarding."

Striking a marketing balance

The benefits of marketing are not always intangible, but there's no one-size-fits-all publicity solution

The Luxury Yacht Group provides sales, charter and management services with offices in Ft Lauderdale and Antibes. It is a leading provider for professional superyacht crew and has an effective database that

PETER
FRENCH



Job title: Communications director

Company: Luxury Yacht Group
After university Peter visited the Far East, Australia and New

Zealand and became a dive instructor, working on dive boats and superyachts. He then became a business consultant before leaving corporate life to run the marketing of Luxury Yacht Group.

allows crew to search for available jobs, and to track career moves and certifications.

Employers, meanwhile, can also use it to search for candidates who exactly match the criteria they are seeking for a specific role.

Peter French, a former business management consultant, has recently joined the company to help it with its marketing across the wide spectrum of services.

"Marketing, PR and advertising are different ways of promoting the company and all three play their individual part in our overall strategy," he explains. "To be successful, a company — and what it does — needs to be seen, talked about and understood. A clever mix of advertising,

Developing a strong brand position

Fraser Yachts knows the value of new media, but sees professionalism as the long-term marketing strategy

We have 10 offices around the world but despite our leading position, we have one of the smallest in-house marketing teams in the industry — one marketing executive in Europe, one in the US, and one graphic designer. As you can imagine, we're kept pretty busy.

"I'm responsible for all of Fraser Yachts' global marketing activity. My role involves strategic marketing decisions as well as responsibility for marketing communication and budgets for each business unit.

"The key is to have an integrated strategy. For instance, although superyacht owners want to see their yacht featured prominently in print advertising, we know this isn't a strong source of leads. Spending across the marketing mix is therefore changing, with a big shift towards online and away from print and direct mail.

"Fraser Yachts' attitude to marketing has changed significantly in recent years. When ambitious new players joined the sector in the 1990s we were a well-established

**PATRICK
COOTE**



Job title: Group marketing director

Company: Fraser Yachts

Patrick was destined to join the industry. Following a trip to the London Boat Show

as a 10-year-old boy he was immediately hooked on yachting. At university he studied sales and marketing as part of a business degree — and his dissertation was on the yacht charter market.

business, but one which had rested on its laurels when it came to marketing. The directors couldn't see the value of significant marketing expenditure when the company's pedigree and integrity was unquestionable.

"However these new entrants were clamouring for recognition, market share and brand awareness. Surprisingly for the luxury sector, they adopted pretty loud and brash corporate identities, shouting their messages from the rooftops with an unashamed 'look at me' approach. Marketing techniques were heavily based on bright colours. Big logos and images of scantily-clad models caught the industry on the hop, appealing to some of the new emerging markets, and leaving all the other brands to play catch-up.

"Fluorescent colours and large logos may

capture attention in the short term but it's not a sustainable position in the luxury market long term. Superyacht clients are predominately looking for solid and reliable expertise. When we refreshed our branding in 2007 we sought to reinforce our position as providers of sound knowledge and

"Don't think yacht owners don't surf the internet — they are very web-savvy"

professional advice rather than pinning our identity on a bright Pantone and a veneer of lifestyle images. While luxury marketing certainly requires some emotional triggers, I believe professional services marketing demands an equal focus on substance, reliability and integrity.

"With regard to our budget, there has been a gradual but definite shift in favour of new technology and online activity. Don't ever think that yacht owners don't have time to surf the internet — our research and experience tells us quite the opposite. They are extremely web-savvy early adopters.

"Attitudes towards marketing in the industry are changing. It's now seen as a vital specialism not just 'the department that makes leaflets'."

marketing and PR is needed to achieve this.

"We all work together as a team, but I use specialists for our website and e-marketing. In the office one person looks after events and another looks after merchandising and materials. I take personal care of our own press and public relations and work with Rupert Conner, the managing director, overseeing all disciplines to make sure they are executed perfectly.

"We use a balanced strategy of advertising, events, corporate literature and PR, which sends the right messages to the right people to ensure that our position as one of the leading companies in the industry is correctly communicated and understood.

"It's hard to measure the success of what my department does, but we recently saw an excellent example of what can happen. *Solemates*, the new 60m Lurssen is now

"Then, before we knew it, CNN and newspapers were banging on our doors"

managed by our yacht management division while our charter marketing division centrally manages the sales of her charters. As a new yacht it was our job to make sure she received global recognition as the biggest and best available. She appeared for the first time in public at Monaco last September. At the time she had serious enquiries but no firm charter contracts. She then appeared at the Antigua

Charter Yacht show in December and I released a story highlighting the innovative way iPad devices are used on board to control entertainment and provide guests with added value content. The specialist yachting press saw the story and ran with it. Before long the electronic press picked up on the iPad content — while the entertainment world picked up on it as well. Before we knew it, we had a signed contract from a high-profile musician who chartered the yacht over the New Year holiday. The entertainment press picked up on *that* new story and before we knew it, we had CNN and national newspapers banging on our doors. The exposure for the yacht was wonderful, the charter enquiries multiplied — and the yacht's owner was ecstatic.

"As in every aspect of a growing business we need to manage expectations — there is no magic fix nor a one size fits all formula."