

# THE MARINA Vol. II

## Your Guide to Certification and Classification

Author Dr. Ralf Heron

This book, the second in The Marina series, examines how formal certification or classification can help marinas improve their offering to customers whilst employing best business practices. It also shows how they can take account of their responsibility to the wider environment, as well as ensuring the safety of employees and all who use the facilities.

Individual chapters written by subject specialists, examine how the primary ISO standards have developed and are evolving, as well as the future plans for revisions within the next two years from 2014.

Readers will learn how to apply these standards to their own facilities and, with case histories, show how others have successfully applied them to their business models. Experts in their field demonstrate how these standards can be applied.

The author also reviews the alternative and equally popular classification programs that have been specifically developed by the marina industry. At present few of the world's existing marinas have embraced either system but the number is growing steadily. This book also contains a reprise of all the classification programs that first appeared in *The Marina - Sustainable Solutions to a Profitable Business*.

It is not the book's role to advocate either system, but rather to make marina owners and operators aware of what is available so that they can arrive at an informed choice for their individual property.

The author, Dr. Ralf Heron has a distinguished international career in quality management as well as the global marina industry with particular reference to marina development and management in the USA, Middle East and Europe.

In simple language, the book provides a guiding pathway through the intricacies of ISO 9001, 14001, OHSAS 18001 certification, as well as the Blue Star, Gold Anchor, and Green Marina programs, and highlights the benefits to marina owners and operators.



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PREVIEW

## PREFACE

Excellent customer service and value go hand-in-hand in the marina business as with most other organizations. The best marinas do not try and see how little they can give for the customer dollar; instead they try to see how much they can give. Sometimes a product or service will cost a little more and although price is important it does not outrank 'value' in the customer's eyes.

The purpose of this book, the second in The Marina series, is to examine how formal certification or classification can help marinas improve their offering whilst employing best business practices, taking account of their responsibility to the wider environment as well as ensuring the safety of employees and all who use the facilities.

The ensuing chapters examine how the primary ISO standards have developed and are evolving as well as the future plans for revisions within the next two years from 2014.

Readers will learn how to apply these standards to their own facilities and with case histories show how others have successfully applied them to their business models. Experts in their field show step-by-step how these standards can be applied.

The author also reviews alternative and equally popular classification programs that have been specifically developed by the marina industry. At present few of the world's existing marinas have embraced either system but the number is growing steadily. This was in evidence at the 2014 ICOMIA World Marina Conference where the topic of classification attracted significant interest.

It is not the role of this book to advocate either system but rather to make marina owners and operators aware of what is available so that they can make an informed choice for their individual property.

### Preview of THE MARINA Vol. III, to be published early in 2015

**The Marina III - Challenging Institutional Investment Myths** -why institutional money should be interested in marinas and your guide to attracting institutional buyers and investors

Owners of marinas should have a sincere interest in being able to attract institutional buyers. As the values of their properties increase, limiting the pool of high wealth buyers, institutional investor involvement, ensures a healthy selling environment and the best possible selling price, as well as ease of disposal. Being prepared as an owner to court, negotiate and actually transact a disposition deal with institutional investor, presents a new set of challenges for the marina owner. This book is intended for marina owners and institutional investors and explains why the marina asset class is significant investment opportunity for institutional investors and concrete steps current marina owners can take to prepare themselves and their properties to attract, negotiate and close property transactions with institutional investors

**Audience:** Institutional Investors, Marina owners & small marina groups

#### Investment sources

Banks

Venture funds

Angels

Family and friends

Government grants

Institutional investors



## EXCELLENCE IS A WAY OF LIFE



Pursuing excellence in business whether they are small or large organizations, has been codified by a number of international award programs and much can be achieved by self assessment of your marina and the way in which it conducts itself.

It's not about chasing awards to fill the trophy cabinet, or logos for your letterhead. Nor is it a theoretical or academic exercise divorced from the real world. Business excellence is all about making your organization perform better; produce better profits; achieve success; deliver its aims. It's about delivering real bottom line improvements in performance.

It should be a set of principles and tools that can be used to improve your marina but it can also be misused and its value diminished or lost. The over-riding goal is to be the best at what you do and provide the best possible service to your customers.

Internationally recognized standards force organizations, including marinas, to focus on how they do business. Each procedure and work instruction must be documented and thus, becomes a catalytic springboard for continuous improvement. Documented processes are the basis for repetition and help eliminate variation or modifications to core standardized process.

As variation is eliminated, so too is rework and efficiency improves dramatically. As efficiency improves, the cost of doing business is reduced and bottom-line profitability greatly enhanced. The international standards, ISO 9001 – Quality; ISO 14001- Environmental management systems and OHSAS 18001- Health and Safety in the workplace- lead to customer satisfaction and more importantly customer loyalty grows.

As a marina transforms from a re-active organization to a pro-active and preventative organization, it also evolves to becoming an employer and vendor of choice.

These standards offer the keys to success, in every type of business, including marinas. In all the countries and different cultures one goal is always the same - being competitive and the leader in your chosen market. Research has proved time and again that using these standards is the fastest route to achieving this goal.

Tens of thousands of businesses around the globe have benefited from adopting these standards but the marina industry has been slow to embrace them.

Irrespective of size, achieving true success is about day-to-day performance. This means a marina's competitiveness and ability to survive is determined not only by the management, but by how the business operates at every level – from the CEO or marina manager's office to the reception, normally the first point of customer contact.

Recent research by a leading international certification organization into the benefits of attaining ISO 9001 alone, showed that: -

Seventy-five per cent of companies improved their levels of customer satisfaction and loyalty;

A similar proportion said it boosted their operational performance;

## IT'S ALL ABOUT CUSTOMER SERVICE

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Intense customer focus, engaged customers, exceeding customer expectations and forging closer links with customers are all phrases commonly used in today's business, but how does a marina achieve this state of nirvana?

It starts with employing people who will 'go the extra mile' for the boat owners who use the marina and a feeling of engagement that it is Their Marina and not just a place where they come to work.

These will be men and women with talent, not necessarily the academic variety, whose motivation is to provide the highest levels of customer service. Marina management sets the mission goals but it is the people who interface with customers that ensure successful execution of these aspirations. Implementation of the highest level of customer service is in the hands of the jetty hands, fuel attendants, front office reception and employees who work in the shops and restaurants whether or not the latter are contracted out. In the customer's mind all levels of service whether good or bad are a reflection of the marina.



'Employee engagement' is a corporate buzzword at the moment but what is an engaged employee?

They are people who consistently exceed expectations; accept more responsibility and adapt to changing circumstances. They speak well of the organization and offer suggestions for improving working practices and even additional services. Equally important is management's reward and recognition of these behaviors and it need not be of the monetary kind— simple "employee-of-the-month" programs linked with the prospect of career advancement often work well.

Just as important is understanding your customers' needs and seeking regular feedback from them. It has been said that whoever owns the 'Voice of the Customer' owns the market. A chapter later in this book will discuss cost effective methods of testing your customers' opinions of your marina.

The successful marina will have a sharply focused, clearly understood and communicated strategy for growth; flawless service that consistently delivers the value proposition; a performance related culture and an organization structure that is lean, reduces bureaucracy and simplifies the workflow.

The final plank in this success strategy is knowing what not to do.

- Establishing supplier improvement programs

### The PDCA Concept

The concept of PDCA is closely associated with that of process management where each of these letters stands for the following terminologies explained along with their intended meaning:

1. Plan – As is obvious from the name, it refers to planning regarding all the processes that are necessary to ensure compliance with customer requirements in tune with organizational policies
2. Do – This denotes the practical phase where the processes planned above are actually executed.
3. Check – Here the processes are compared with regards to policies, objectives and requirements and results are reported.
4. Act – this is the final step, which refers to continuous improvement of processes for performance



There are several benefits which are accrued as a result of application of the process management approach, some of them being as follows.

- Duplicate activities get reduced if not eliminated completely.
- Optimal working practices are obviously easy to implement.
- Economy of scale can be utilized to reduce costs
- Changes are much easier to implement. Inefficiencies in individual processes can be identified easily

### Quality Planning

Quality planning is an important part of quality management as it focuses on setting up quality objectives as well as specifying necessary operational processes. It has also been defined specifically as the “activity of establishing quality goals and developing products and processes required to meet those goals”.

Quality planning is also of two different types namely Strategic Planning and Operation Planning and both of these have been discussed as follows on the next page.

Strategic Planning has to do with the long term planning or the organization in terms of its missions, goals, and vision.

Operational Planning is more concerned with the carrying out of activities that are necessary to reach those goals.

## HOW TO AVOID MAKING MISTAKES WHEN APPLYING FOR ISO 9001

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There is a plethora of anecdotes of the mistakes companies make when applying for ISO 9001 certification but one Australian consultancy, Mapwright Pty Ltd, which specializes in intelligent quality management systems for the standard, has distilled these into a “Top Ten.”

The consultancy’s director and senior consultant, Jane Bennett, explains that her focus and passion is making quality management and business systems simple, practical and effective – an ideal approach for marinas, which, by definition are relatively small organizations.

Here are the Top Ten mistakes she has found that people make.

### **Not really deciding why they want ISO certification**

It is critically important to know this. As ISO literature says, adopting quality management should be a strategic decision by the top management of the organization. In the case of marinas this will be the owner or operator on the owner’s behalf. Just wanting the certificate to hang on the wall or use on the company’s letterhead is certainly not an adequate reason.

Without a clear understanding of what they want and need from their system, senior management usually ends up frustrated or disillusioned. An absolute imperative is defining why the organization wants the standard and identifying at least one or two measurable outcomes.

### **Not making the system work for their organization**

Some people set up, or allow to be imposed upon them, a system that does not actually suit the way they work or the way in which their business runs. Getting ISO 9001 and maintaining it requires investing time and effort. So use your resources effectively and insist that your system works for you and your company.

Make sure your system, with its processes, people, documents, records and practices works for you, fits the way in which you operate and helps you move in the direction in which you want to go. Because when it does, it is mostly easy to follow it and keep doing so.

### **Not keeping the system simple**

Do not make your system difficult, awkward or hard to operate or maintain. People hate trying to work with them because difficult systems by their nature do not make it easy for people to follow.

When developing your system and working towards certification, keep it simple and keep asking questions such as:

- Will this help us achieve the outcomes we set for our ISO 9001 system?
- Is this reasonably simple and sensible?
- How will it work in practice? Will it be relatively easy to use and maintain?
- Does the way in which we plan, develop, document and operate our business processes help us control and manage our business?

## ISO PROPOSING NEW STANDARD FOR YACHT HARBORS



A Technical Committee Working Group of the International Standards Organization is developing a new benchmark specifying minimum standards for yacht harbors. When formulated it will probably become part of ISO 288 aimed at various sectors of the service and leisure industries.

In its developmental stage the proposed standard will in some ways augment existing non-ISO schemes such as The Yacht Harbor Association's Gold Anchor program that is currently used by marinas.

Outlining the thinking behind this development, the Working Group says:

"Yacht harbors have a measurable and increasing social, commercial and environmental influence. They are part of a globally expanding industry affected by broad circumstances. All this has been taken account of and motivates the development of this International Standard due to the itinerant nature of yachts and the yachting tourism community."

Recognizing that every yacht harbor is unique, the purpose of this standard is to set out minimum requirements that are suitable for all yacht harbors. Special attention has been given to user's safety and environment protection.

The aim of this international standard provides yacht harbor operators with a practical tool to:

- Promote health, safety and respect for the environment.
- Ensure the compliance with applicable laws.
- Help to the development of the yacht harbor industry, surrounding spaces and communities by sharing global practices.
- Provide nautical tourists with harmonized information and services across yacht harbors and to give them a broad choice of offers regardless of their location."

Although the proposed standard covers marinas, it does not apply to boat yards, dry stack and dry docking areas or fuel stations. There are some basic requirements such as compliance with national and local regulations of they exist, having a designated office with a clear indication of regular service hours and having competent staff capable of operating marina facilities.

The environmental requirements include waste control and management, means of containing and cleaning oil spills if they occur and provision for disposal of black and grey water as well as hazardous substances; preventing them from flowing into the marina.

A range of safety requirements includes provision of easily accessible first aid kits that comply with national legislation or meet the standards of national or international life saving organizations. Provision of suitable approved firefighting equipment throughout the marina with fire fighting points clearly identified on a map at the main information point is also mandated.

Life saving equipment is clearly identified as being the fitting of emergency ladders to each jetty, pontoon or pier and the provision of equipment to maintain the buoyancy of a person who has fallen in the water. The latter are designated as life saving poles fitted with hoops and life buoys with floating lines.

Each marina will have and maintain up-to-date emergency action plans covering firefighting, evacuation, medical emergencies, natural disasters and oil and fuel

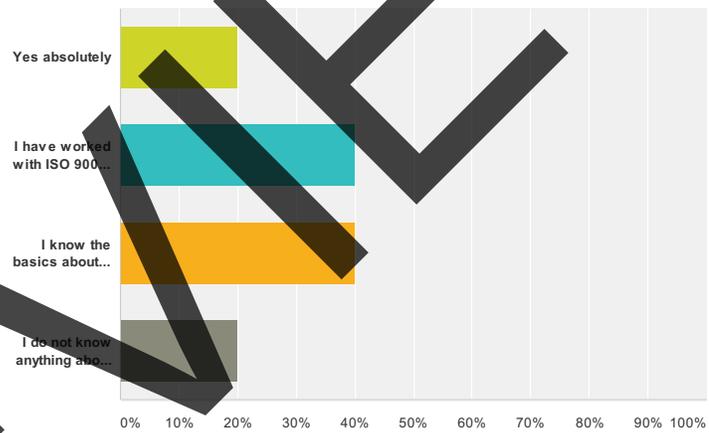


changed since attaining certification, but 80 per cent of marinas said they would re-certify when the current certification expired (usually after three years).

The survey interviewed a cross-section of professional yacht captains with experience of cruising both worldwide as well as the Mediterranean and Caribbean. The majority of them had either worked with ISO quality management systems or knew the basics of ISO 9001. A fifth of respondents were absolutely aware of what the standards should achieve.

Yacht Captain / Officer / Crew ISO 9001 Survey

Q3 Are you aware about the basics of the ISO 9001 Quality Standards and what they should achieve ?



Answer Choices	Responses
Yes absolutely	20.00%
I have worked with ISO 9001 Quality Management Systems	40.00%
I know the basics about ISO 9001	40.00%
I do not know anything about the ISO 9001	20.00%

Most of them had visited marinas that had achieved ISO certification and 75 per cent of them had visited marinas both before and after the event so they could make a comparison.

Overwhelmingly they reported a difference between 'before' and 'after'. This manifested itself in improved customer service, dockhand behavior and visual changes to the facility. All the yacht captains reported a general improvement in service overall.

PREVIEW

## WHY MARINAS SHOULD EMBRACE A HEALTH AND SAFETY POLICY



Many marinas throughout the world are implementing an occupational health and safety management system (OHSMS) as part of their risk management strategy to address changing legislation and to protect their workforce. An OHSMS promotes a safe and healthy working environment by providing a framework that allows marinas to consistently identify and control its health and safety risks and improve its overall performance.

OHSAS 18001 is the internationally accepted standard that sets out how to go about establishing an effective OHSMS (Occupational Health and Safety Management System).

OHSAS 18001 was created via a concerted effort from a number of the world's leading national standards bodies, certification bodies, and specialist consultancies. A main driver for this was to remove confusion in the workplace through the proliferation of nationally certifiable OH&S specifications.

In summary it is the establishment of an occupational health and safety management system to eliminate or minimize risk to personnel and other interested parties who could be exposed to health and safety hazards associated with the activities of, in this case, a working marina.

ILO (International Labor Organization) statistics tell us that 6,300 workers die everyday as a result of occupational accidents or work-related diseases.

The OHSAS 18001 is applicable to any organization that should implementing an occupational health and management system to eliminate or minimize risks to the health and safety of stakeholders such as employees and boat owners using the facility.

In a marina context it should be designed to implement, maintain and continually improve occupational health and safety standards as well as ensuring compliance with established policy; and demonstrate the conformity of the marina's occupational health and safety management system with OHSAS 18001 for the purposes of certification.

There have been recent indications in the United States that the Department of Labor's Occupational Health and Safety Administration (OSHA) is taking an increased interest in the marina and boatyard industry despite the fact that it has a fairly good record in this area.

It goes without saying that marina owners and operators have to exercise a duty-of-care not only to their employees but also to customers and visitors to their facilities. Providing a safe and healthy work environment is critical to the wellbeing of employees and to the bottom line.



**MARINAS BY  
CERTIFICATION OR  
CLASSIFICATION**

Marinas with ISO 9001 and/or ISO 14001 certification

Australia	Soldier's Point, NSW	14001
	Cape Jaffa Anchorage, Adelaide	14001
	Cruising Yacht Club SA	14001
	Riverglen Marina	14001
	The Marina, Hindmarsh Island	14001
Croatia	Marina Punat	9001 14001
Dubai	Dubai Festival City Marina	9001
	Dubai Creek Marina	14001
France	Marina Port de Calais	9001
	Port of Beaulieu	9001 14001
Germany	Marina Kroeslin	9001
Greece	Lefkas Marina	9001 14001
	Flisvos Marina	9001 14001
	Olympic Marina, Athens	9001
Hong Kong	Aberdeen Marina Club	14001
Ibiza	Marina Ibiza	9001 14001
Italy	Marina di Loano	9001 14001
	Marina Porto Antico	14001
	Base Nautica Flavio Gioia	9001 14001
	Rio Marina, Elba	14001
	Porto Montenegro	14001
Morocco	Marina Saida	9001 14001
Portugal	Villamoura Marina	9001 14001
Sardinia	Porto di Cervo Marina	9001 14001
	Santa Teresa di Gallura Marina	14001
Singapore	Raffles Marina	14001
	Marina ONE°15	9001 14001
Slovenia	Marina Portoroz	9001

PREVIEW

## GLOBAL CERTIFICATION AGENCIES

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### **AB Certification**

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Paris75010  
France  
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