Index

Foreword by Anton Francesco Albertoni		XI
Preface by Paolo Vitelli		
Introduc	tion	XVII
	talian nautical industry: from birth to global	4
leadersh	•	1
	A leadership with deep roots	1
	Γhe dawn of the Italian yachting industry and the es of its success	7
	Γhe 1960s and 1970s: the fiberglass revolution and	7
	n pioneers	11
	Γhe 1980s: development takes off	18
	From the 1990s to today: consolidation	21
2 The i	nternational competitiveness of Italian	
boating industry		23
	taly: in the first positions in recreational boating	
rankii		23
	2.1.1 Italian supremacy in the yacht sector	24
	2.1.2 Emerging competition in the megayacht sector	26
2	2.1.3 From shipyards to a broader value system	28
2.2	Changes in the boating market	31
2	2.2.1 The evolution of use of symbolic goods in	
1	nature markets	31

	2.2.2 The consumer and use model of symbolic	
	consumer goods in emerging nations	33
2	2.3 and the shipyards' "response"	36
	2.3.1 How has the yacht changed	37
	2.3.2 What changes are taking place in the	
	shipyards' product strategies	39
2	2.4 The achievement of Italian shipyards' undisputed	
1	eadership position	41
	Recreation boating: a varied and complex	
-	tem within the maritime industry	47
	3.1 The boat, a synthesis of the efforts, skills and	
	specializations of many different people	47
	3.2 New construction in recreational boating	50
	3.3 Refitting and maintenance	54
3	3.4 An interwoven nautical network	56
	3.4.1 The ports	57
	3.4.2 Certifications	58
	3.5 Recreational boating: an engine for the	
(development of the surrounding territory	59
	3.5.1 The main local territorial systems	60
	The recreational boating industry: a complex	
	interconnected network of activities, skills and	67
play		67
	4.1 Players within the recreational boating sector	67
	4.2 Suppliers: the driving force behind Italian recreational boating	69
	4.3 Shipyards: the beating heart of the Italian system	73
	4.4 The varied clientele universe	75 75
	4.5 The crucial role played by and advanced nautical	13
	service industry	78
	4.6 The boat: a mosaic created through complex	70
	operational processes	82
`	4.6.1 Product development	83
	4.6.2 Managing the construction process	85
	4.6.3 Client relationship	89
	4.6.4 Assistance and complementary services	90

5 Leadership and Italian shipyards. What are the challenges for the future? 93				
	5.1 Growth: always and at any cost?	94		
	5.2 The key role of business transition steps	96		
	5.2.1 From an entrepreneurial system to a			
	managerial system	98		
	5.2.1.1 Risk management	99		
	5.2.1.2 A managerial structure inside a family			
	owned business	101		
	5.2.2. The generation passage: an opportunity to			
	catch	101		
	5.3 Yachting for everyone?	104		
	5.3.1 Exit strategies	106		
	5.4 The role of design and engineering	106		
	5.4.1 The strategic importance of sustainable design	106		
	5.4.2 Demolishing and retiring boats	109		
	5.4.2.1 The economy of controlled abandonment	111		
	5.4.3 Designing for the crisis	112		
	5.5 Putting competitiveness back at the center of strategy	115		
	5.5.1 What are the potential strategies to adopt	110		
	during a recession?	118		
	5.6 Nautical Fantasies: Winners and those who risk	110		
	losing	119		
	5.7 The ability to respond to new needs and emerging markets	121		
	5.8 Facing the economic and financial crisis and its	121		
	direct consequences	125		
	5.9 Is the world of finance still in love with the nautical	123		
	industry?	127		
	5.10 Preserving Italy's global leadership	129		
6.	Champions of the Italian Boating Industry	137		
	6.1 Italian yacht shipyards: from specialization to			
	diversification	137		
	6.2 Champions in Italy's small recreation crafts	171		
	6.3 The fine art of refitting and restoration	176		
	6.4 Accessories and structural components producers:	4-0		
	the Italian boating industry driving force	178		
	6.5 Propulsion system suppliers	186		
	6.6 Motor producers: distinct business models	188		

Bibliography	
Acknowledgments	199
6.8 The importance of boating advanced supporting organizations	195
customers	191
6.7 Dealers, brokers and charters: arm in arm with the	