



**ZAGO S.p.A.**  
A FERRETTIGROUP COMPANY  
VIA PADOVA 32 - SCORZÈ - VENEZIA

# Realising dreams

There can be few other status symbols as highly prized as a luxury yacht. Moored in the most fashionable marinas from Monaco to St. Barts, they are the ultimate rich man's toy and a satisfyingly conspicuous symbol of wealth. If the outside of these yachts is impressive, it is nothing compared to the interiors, which are the epitome of luxury. Customers in this sector are accustomed to having the best and getting what they want. ZAGO S.p.A. has built up a successful business by giving its customers exactly that.



*The main saloon on a luxury yacht outfitted by ZAGO to the highest possible standards*

ZAGO is purely a production company, building and installing interiors based on the specifications provided by its customers. In as far as it is possible in the luxury sector, ZAGO has succeeded in organising its production capacity according to semi-industrial principles, thus allowing it to deliver quickly and competitively. "Price is just as important in the luxury end of the market as it is in the discount sector," says Chief Executive Antonio Zago. "The rich have not made their wealth by being careless with money, and although they operate at a different level to ordinary mortals, they are just as keen on getting value for what they pay."

## Broad activity base

ZAGO has a broad activity base and the support of effective partners. In addition to its activities in the luxury yacht sector, it also outfits cruise liners and ferries. The difference between the two areas is more one of scale than of quality. "On a luxury cruise liner the focus is based on the effects of the outfitting of the huge public areas on passengers while

maintaining strict attention to detail, whereas on a luxury yacht the emphasis is on the use of exclusive materials to create a luxurious home feeling," explains Mr. Zago. ZAGO first became active in the luxury cruise liner sector in 1961 when it started working together with Fincantieri, the world leader in the field. In 1998 it entered into another historic partnership with Ferretti, a leading brand in the luxury yacht sector.

## Partnership with Ferretti

The two companies, which started as family businesses, complement each other perfectly, and in 2004 Ferretti bought a 60% share of ZAGO. The remaining 40% continues to be held by Antonio Zago. "This partnership represented a significant opportunity for our company," says Mr. Zago. "In Ferretti we were able to access Ferretti's large fund of management and production expertise while still maintaining one precise and autonomous identity. In fact, we have been able to preserve the family character of the company and the advantages of flexibility, cus-

tomor orientation and rapid decision making associated with this." The symbiosis between the two companies is successful but nevertheless leaves sufficient room for ZAGO to work on behalf of other leading international brands.

## Young and motivated workforce

According to its motto, ZAGO "realises dreams" for its customers. As such, it depends heavily on its employees to deliver that dream. With an average age of 38, the workforce is relatively young, although many represent the second or third generation of their family to work for ZAGO. "We are a family company to the core," says Mr. Zago. "The continuity that brings engenders completely different feelings of loyalty and commitment on the part of our workforce and gives us a significant edge over other companies."

## Second business area

ZAGO was founded in Venice in 1908 by the current Chief Executive's great-grandfather Carlo. Its original area of speciality was private homes but it changed into hotel and shop-fitting very early, making the company a valued partner for some of the leading European retail brands. Competition in both the naval and shop-fitting sectors is intense. Mr. Zago believes the key to success in such a hard-fought market lies in the remarkable reputation enjoyed by ZAGO amongst its customers. "It takes time to build up a reputation," says the Chief Executive. "Ours has been built over 100 years and puts us in a strong posi-

tion, particularly when the market is as challenging as it is at present."

## Outlook

"We operate in a niche market where everyone knows each other. The most important thing for us is to deliver very good quality products

*"On a luxury yacht, the emphasis is on the use of luxury materials to create a luxurious home from home."*

through a serious and customer-oriented industrial approach. I prefer to say no to a contract, despite our turnover, if the company is momentarily not in the position to continue meeting the high standards in industrial applications that are generally required by our clients." This policy has paid off over the long term as ZAGO has been able to build up an enviable reputation, not just for quality, but also for its reliability in bringing in projects on time. ■

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