

System of Measures for Excellence in Destinations

MADEIRA PORTUGAL



Friday, November 20, 2009

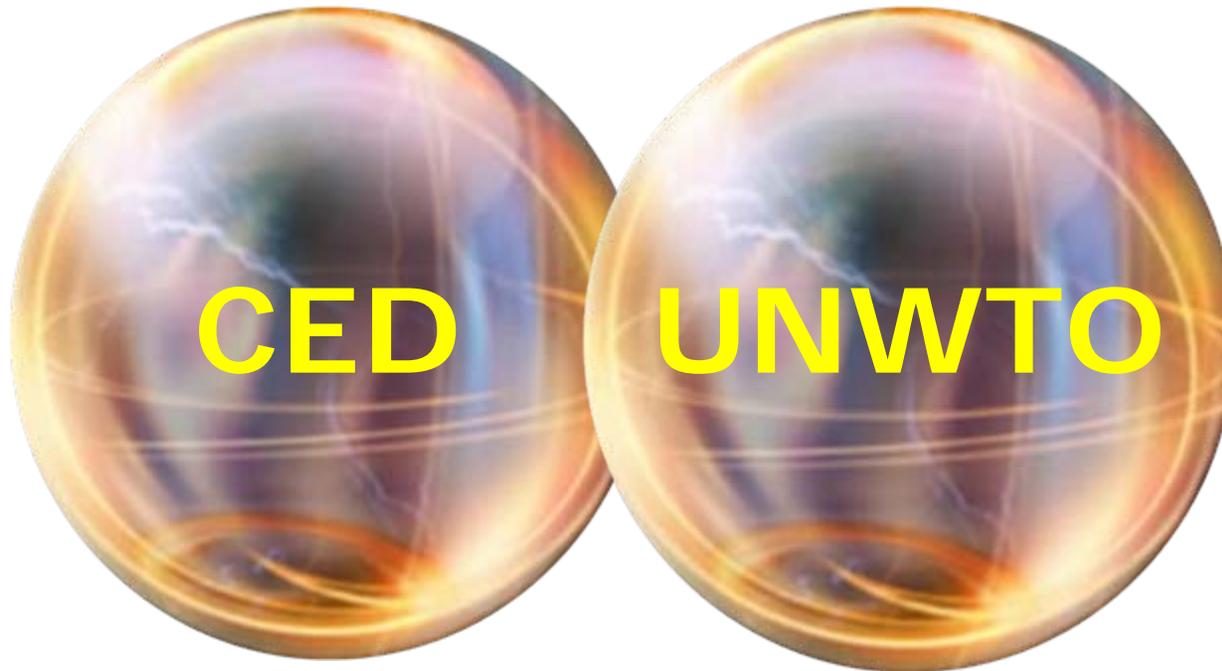


Mission of the World Centre of Excellence for Destinations (CED)

TO CONTRIBUTE TO GUIDING DESTINATIONS AROUND THE WORLD TOWARD EXCELLENCE BY:

- Developing their competitiveness;
- Helping them reach their sustainable development objectives;
- Improving the quality of the experience offered to tourists;
- Strengthening the geographic character of destinations, which includes their environment, culture, aesthetics, heritage, and the well-being of their inhabitants.

Memorandum of Understanding between the CED and the UNWTO



Madeira was one of the first destination to sign a partnership agreement with the CED



**Developing a network of destinations worldwide
committed to excellence**

Madeira is now part of this international network

The SMED Report for Madeira





Fields	Destination Sustainability	Destination Governance	Activities	Services
Categories	<ul style="list-style-type: none"> ▪ Environment and Landscape ▪ Culture and Heritage 	<ul style="list-style-type: none"> ▪ Structure ▪ Marketing and Sales ▪ Information and Welcome ▪ Security 	<ul style="list-style-type: none"> ▪ Diving ▪ Mountains ▪ Shopping ▪ Wellness and Spa ▪ Beaches 	<ul style="list-style-type: none"> ▪ Transportation ▪ Accommodation ▪ Food and Beverage ▪ Supporting Services



Excellent Performance
more than 70%

High Performance
between 60% and 70%

Medium Performance
between 50% and 60%

Low Performance
Less than 50%



Each category evaluation is based on:



The information gathered

- prior to the visit
- during the workshops and interviews
- during the wrap up meetings with the destination authorities



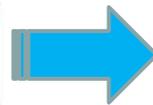
The comparison to standards in the SMED database



The SMED experts knowledge and peer review

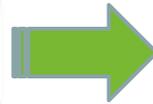


Excellent Performance



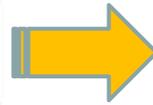
- Mountain and landscape
- Security
- Accommodation
- Culture and heritage
- Shopping
- Diving

High Performance



- Environment and landscape
- Transportation
- Structure
- Information and welcome
- Well being / Spa
- Supporting services

Medium Performance



- Marketing and sales
- Food and beverages
- Beaches



Excellence Performance

MOUNTAIN AND LANDSCAPE

Strengths

- Proactive protection and conservation of natural and cultural heritage.
- UNESCO World Natural Heritage designation.
- Economic value, particularly as Madeira's premier attraction.
- Education and interpretation.
- Support for compatible activities like bird-watching.
- Good efforts to encourage Madeirans to value their local culture and environments.
- Good information is available concerned with walking, bird watching, trekking, etc.



MOUNTAIN AND LANDSCAPE 

Excellence Performance



- Planning and managing Madeira's parks and protected areas.
- Improving knowledge of usage.
- Matching services with visitor motives and interests.
- Improving information and interpretation programs available prior to and during visits.
- Enhancing the role of parks and protected areas in regional tourism activities and vice versa.



SECURITY

Strengths

- Great perception of security.
- Good health infrastructure.
- Well-trained, visible, on patrol and vigilant security forces.
- There are no dangerous animals or insects.
- Food safety is checked by regional health authorities.
- The transportation infrastructure is safe.
- Safety information is available for walking or trekking in the mountains.
- All hotels follow the Civil Protection security measures.



SECURITY



Excellence Performance



- Ensuring that Madeira's tourism industry takes responsibility for safety, security and risk management.
- Developing crisis management strategies of prevention, mitigation, preparedness, response and recovery.
- Ensuring that all tourism stakeholders understand the need for risk management.
- Verifying that the safety, security and certification for all sports, tours, transportation and other activities is in compliance with rules and regulations.



ACCOMMODATION

Strengths

- Currently, Madeira has a well-balanced mix of accommodation properties.
- Price ranges appear fair and comparable to similar destinations.
- Hotels offer a good and appropriate mix of services, facilities and amenities.
- Most hotels appear to be clean, well-managed and in a good state of repair.
- Staff is hospitable and appears to be well-trained and professional.
- Some hotels or Quintas da Madeira are destinations in and of themselves.
- Hotels have indicated an interest in environment matters.
- World-class International Congress and Exhibition Centre.



ACCOMMODATION



Excellent Performance



- Addressing and controlling the additional supply of hotel rooms.
- Addressing operational, labour, and environmental effectiveness and efficiency.
- Helping to strengthen the brand “Body. Mind. Madeira.”
- Creating a green hotel programme.



CULTURE AND HERITAGE

Strengths

- New year's eve, the carnival, the flower, wine and Columbus festivals, the rally and other religious festivities.
- The streetscapes are artistic.
- Wine lodges and tours.
- Madeira's old buildings, churches, and cemeteries are well preserved.
- Handicrafts, particularly embroidery, tapestry, and wickerwork are locally made, readily available and certified.
- Gardens provide a place to learn about the island's biodiversity.
- Museums are plentiful and absorbing.
- Levadas are extensive and provide revealing glimpses into ancient volcanic rock formations, terrace farming, cowsheds, waterfalls and *palheiros* (old A-framed, thatched roof houses).



CULTURE AND HERITAGE



Excellence Performance



- Creating a travelling history and art exhibition “Madeira 500 Years”.
- Building and amplifying cultural and heritage experiences.
- Using cultural tourism as a key component to branding.
- Using ticketing techniques.
- Developing tour guide training and certification.
- Attracting cultural guests.



SHOPPING

Strengths

- Experiencing crafts making and buying is an important part of the visitor's pleasure in Madeira.
- The wine lodges are a major attraction and attract wine connoisseurs who can learn about, taste, and purchase Madeira wines.
- Existence of an IVBAM seal of certification.
- Vendors put no pressure on visitors to buy, this is much appreciated.
- Vast choice for all tastes and price ranges.
- The Funchal market and various food stores offer local delicatessens.



SHOPPING



Excellence Performance



- Creating a commission to ensure the continuity of the handicraft industry.
- Making the shopping experience more enjoyable and more professional.
- Encouraging merchants' associations to further enhance their appeal to visitors.
- Establishing agreements between hotels and retailers.



DIVING

Strengths

- Uniqueness and proximity to the European market.
- The destination offers a great variety of diving activities.
- Up-to-date equipment in accordance with the international security measures.
- The average depth of the diving spots range between 10 and 25 metres.
- Hyperbaric chamber for emergencies and traditional health and emergency services for dealing with diving difficulties.



- Increasing the promotion of Madeira as a top diving destination.
- Adding a diving monitoring system on the Madeira website.
- Improving the control on diving companies.
- Creating an environmental protection programme for Madeira's underwater resources.



ENVIRONMENT AND LANDSCAPE

Strengths

- Two thirds of the island of Madeira is a nature reserve.
- Towns and villages are clean.
- Increased protection and management of coastal areas and marine resources.
- The sustainable development concept is strong, though only a few tourism enterprises have made their commitment to the environment.
- EU funds are invested in infrastructure improvements, particularly, water management, waste, sewage and waste water treatment.
- Madeira's airports were the first in Portugal to receive the Quality and Environment Certificate from the Portuguese Certification Association.
- The European Blue Flag Association has certified 16 beaches and 2 marinas in the Madeira Islands.



- Creating a seashore and river bank revitalization programme.
- Accelerating the transition towards eco-friendly boat motors for navigation and fishing.
- Encouraging interconnections between sustainable agriculture, and culinary and gastronomic tourism.
- Obtaining ISO 14001 certification for Madeira's ports and harbours.
- Promoting the use of eco-friendly products.
- Supporting the "Save the Waves Coalition".
- Signing the Geotourism Charter with National Geographic.



TRANSPORTATION

Strengths

- The airport has a capacity for 3.5 million pax. enough for the medium term.
- Airport authorities negotiate with TOs to increase the number of flights.
- All transport facilities are considered excellent.
- Electric busses are being introduced gradually.
- Modernization of the Port of Funchal (to be completed 2010).
- Discussions are ongoing about Madeira/Canary Islands cruises.
- Road improvements reduced travel time and increased safety.
- The cable car
- The ride in the traditional Toboggan de Monte.
- Support to new air and sea routes.



TRANSPORTATION



High Performance



- Increasing air lift to Madeira: building alliances and partnerships.
- Increasing promotional efforts in cities with direct flights.
- Attracting tour and cruise itineraries to Madeira and nearby ports of call.
- Enhancing the welcome and encouraging the return of cruise passengers.
- Creating new cruise routes.
- Reducing port and harbour pollution.



STRUCTURE

Strengths

- The DMO prepares a strategic plan for the destination.
- The DMO creates its own identity, logo and brand. The Madeira logo and slogan are systematically present in all promotional materials.
- More than 200 international journalists visit the destination every year to write articles about it in an average of 25 press trips.
- The DMO promotes the destination through a series of media supports, such as TV, press, magazines, internet and outdoor advertising.
- The industry has motivational programs, like the Medalha de Mérito Turístico and the Distintivo Turístico Ambiental.
- The destination implements a green policy albeit not all stakeholders follow it.
- The DMO organizes events in the destination for locals and tourists.



- 
- Bringing both promotional organisms together.
 - Balancing the number of employees in promotion and in administration.
 - Making the Madeira website the main promotion window and assisting stakeholders in improving their own sites.
 - Sharing the cost of events and promotions with stakeholders and international firms.
 - Encouraging the Green Office system.
 - Increase the destinations follow-up program.



INFORMATION AND WELCOME

Strengths

- Most visitors arrive with information from the Internet, on board cruise ships, or from travel agents or tour operators.
- All information centres are well-stocked with brochures, maps, etc.
- Agents are knowledgeable and capable of helping international visitors.
- Most hotels provide additional help to visitors through concierge services, brochure racks, and local staff.
- Numerous touring companies provide visitor information.
- Citizens are friendly and comfortable answering queries.
- The cleanliness and attractiveness of the island provide “good vibrations”.



INFORMATION AND WELCOME



High Performance



- Creating a Madeira Podcast system.
- Developing a “Welcome to Madeira” campaign.
- Creating “Madeira Ambassadors”.
- Staffing of information centres.
- Improving signage and way-finding.



WELL BEING / SPA

Strengths

- Historic connection with health tourism.
- Climatic and natural features in line with an holistic and healthy image.
- Visitors appreciate the refined and relaxing aspects of spa life.
- Existence of a spa marketing project.
- Good links with the cultural heritage, mainly through Quintas da Madeira.
- Strong and growing demand for services.
- The “Body. Mind. Madeira.” brand supports and is in concert with its wellness and spa offer.



WELL BEING / SPA



High Performance



- Creating a spa landmark attraction.
- Increasing Madeira's spa offer.
- Positioning Madeira as a honeymoon and wedding destination.
- Encouraging certification and "Gold Level" standards.



SUPPORTING SERVICES

Strengths

- Madeirans are very welcoming and used to tourism.
- In some of the supporting services clients can be served in various languages.
- Most source countries have a consulate in Madeira.
- Most shops and services are open from 9 am to 9 pm.
- Although the exact impact of tourism is difficult to assess, the tourism industry definitively has a positive influence on most non-tourism activities, including the island's agriculture, transport, services and commerce. This in turn generates further jobs.
- Tourism impact measurement is done.



SUPPORTING SERVICES



High Performance



- Update the tourism satellite account benefits of tourism for local business.
- Promoting easy access.



MARKETING AND SALES

Strengths

- Nature, whether land or ocean, is Madeira's trump card, though culture and heritage are equally significant.
- The preservation of historic buildings represents an important differentiating attribute, as do all the nature parks.
- The "Body. Mind. Madeira." brand is starting to take hold.
- Madeira is represented at the major travel shows in the world.
- A wide range of media is used to build awareness.
- Information about Madeira is readily available on the Internet.
- A web-based marketing program is under development.
- Madeira is perceived as a high-end destination, especially in Portugal.
- A recent popular TV program that airs in Portugal was filmed in Madeira.



MARKETING AND SALES



Medium Performance



- Integrating marketing efforts from the private, public and mixed entities into one agenda.
- Encouraging the use of new advertising methods.
- Creating an in-house advertising department.
- Focusing on strategic segments.
- Promoting Madeira for its wines.
- Using innovative technologies.



FOOD AND BEVERAGE

Strengths

- Madeira has a distinctive cuisine based on fish, fresh fruits and vegetables and traditional fine Portuguese cuisine.
- Wide offer of cuisines, traditional, international or fusion style.
- Madeira's gastronomy reflects its traditions, history and geography.
- Culinary and wine tourism is a growing niche market.
- Smoking is forbidden in bars and restaurants.
- Menus in English and other languages are available in most restaurants in Madeira and Porto Santo.
- The local products are present in restaurants.
- The restaurants are listed on the DMO website.



FOOD AND BEVERAGE



Medium Performance



- Encouraging the formation of a culinary (restaurant) association.
- Promoting the development of agro-culinary or gastronomic tourism.
- Enhance the cooking oil collection system.
- Interconnecting the sustainable agriculture, with culinary and gastronomic tourism.
- Increasing accessibility in the restaurant sector.
- Increase the knowledge of food, the culinary arts and gastronomy.



BEACHES / SEA ACTIVITIES

Strengths

- Many activities are offered: sunbathing, swimming, nautical sports, boating, whale and dolphin watching, surfing and diving.
- According to the authorities, there are no ecological dangers on any of the beaches.
- Over-crowding is not an issue.
- All beaches offer information about security, temperature and tide levels with official signage. Over the last year, only eight minor accidents were reported.
- Amenities include parking lots, washrooms, restaurants, first-aid centres and information booths.



BEACHES / SEA ACTIVITIES



Medium Performance



- Propose Funchal Bay to become listed as one of the “Most Beautiful Bays in the World”. www.world-bays.com
- Improving the positioning of whale and dolphin watching and follow international whale protection rules.
- Creating a “sea water quality watch program” in Madeira in cooperation with Universidade da Madeira.

BENCHMARKING OF OTHER DESTINATIONS

ISLAND DESTINATIONS

Cyprus
Turks and Caicos
Malta
Singapore

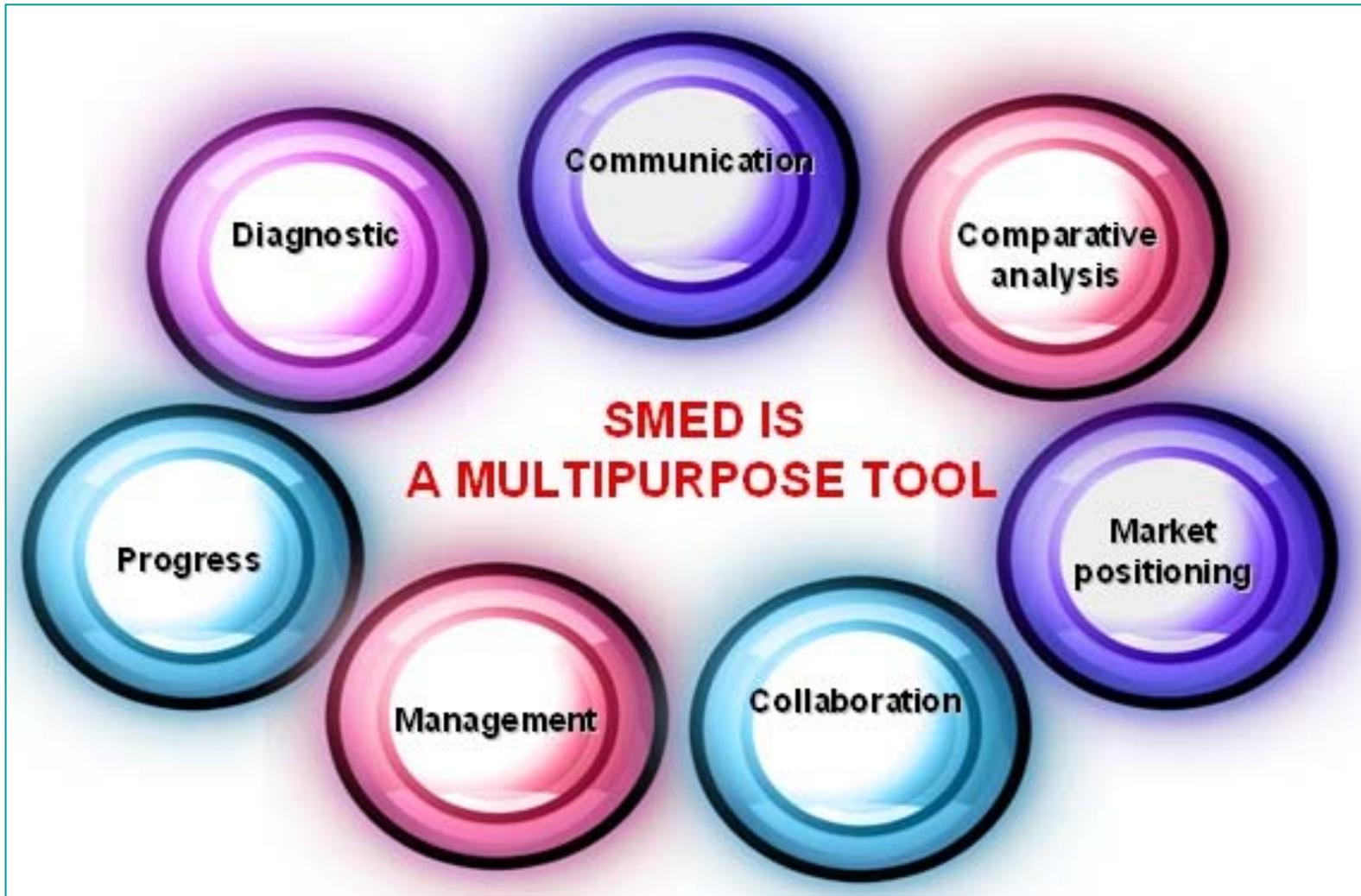
MOUNTAINS

**Tatra Mountains
(Poland)**

DMOs

**Barcelona
(Spain)**

Benefits of SMED for Madeira



Conclusion

SMED is a multipurpose tool in constant evolution.

The recommendations and analysis performed in a destination are the first step of a long-term **partnership** between CED and the destination.

Through time, the **SMED community** of evaluated destinations will grow, and all participant destinations will continue to benefit from the exchange of information, best practices, and innovative programs or solutions that might apply to the **Madeira's needs**.

A follow-up visit is recommended in 4 years to evaluate the application of recommendations and the new obstacles facing the destination.





Thank you.

Thank you!