

## 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"> <li>▪ Environment and Landscape</li> <li>▪ Culture and Heritage</li> </ul>	<ul style="list-style-type: none"> <li>▪ Structure</li> <li>▪ Marketing and Sales</li> <li>▪ Information and Welcome</li> <li>▪ Security</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diving</li> <li>▪ Mountains</li> <li>▪ Shopping</li> <li>▪ Wellness and Spa</li> <li>▪ Beaches</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transportation</li> <li>▪ Accommodation</li> <li>▪ Food and Beverage</li> <li>▪ Supporting Services</li> </ul>





**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

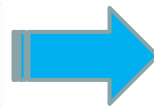


The SMED experts knowledge and peer review



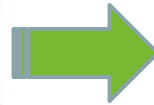


**Excellent Performance**



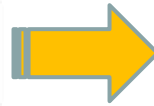
- Mountain and landscape
- Security
- Accommodation
- Culture and heritage
- Shopping
- Diving

**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.



- 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.



## ENVIRONMENT AND LANDSCAPE

High Performance



- 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.



- 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.





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- 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](http://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!