

Session 4: Effective Governance & Policy Instruments – Success Stories

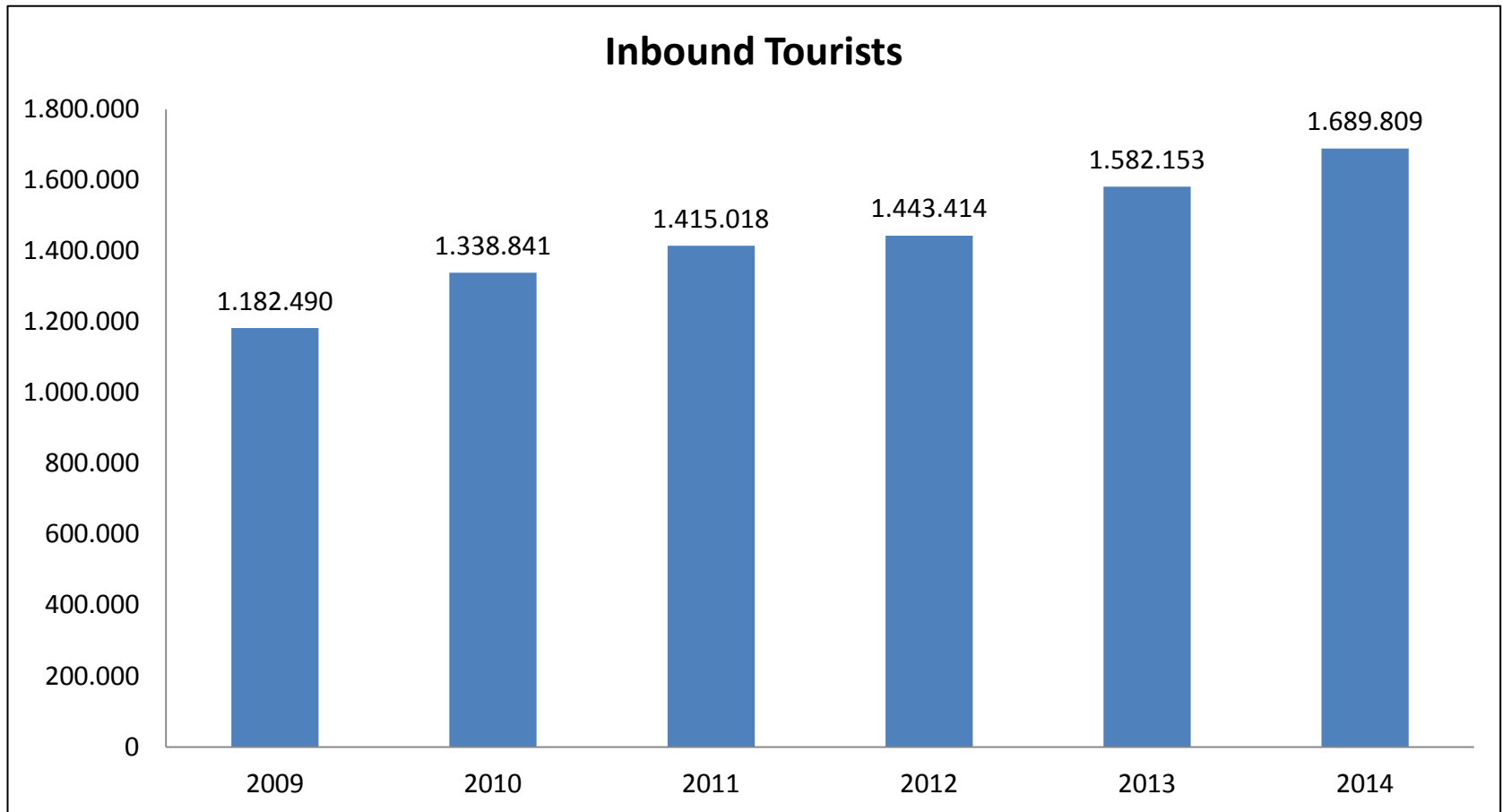
Tracing Malta's Recent Successes as a Tourism Destination

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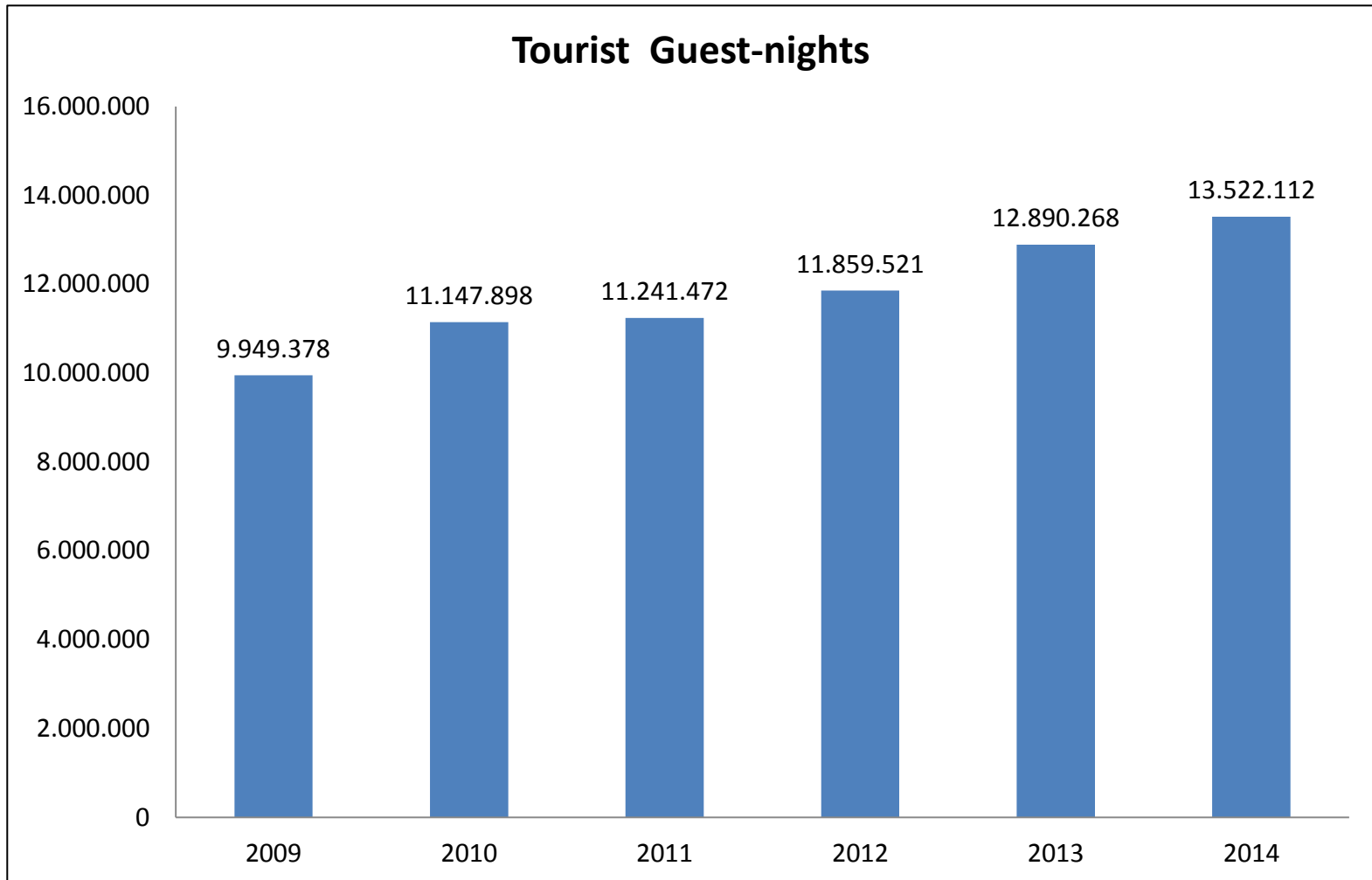
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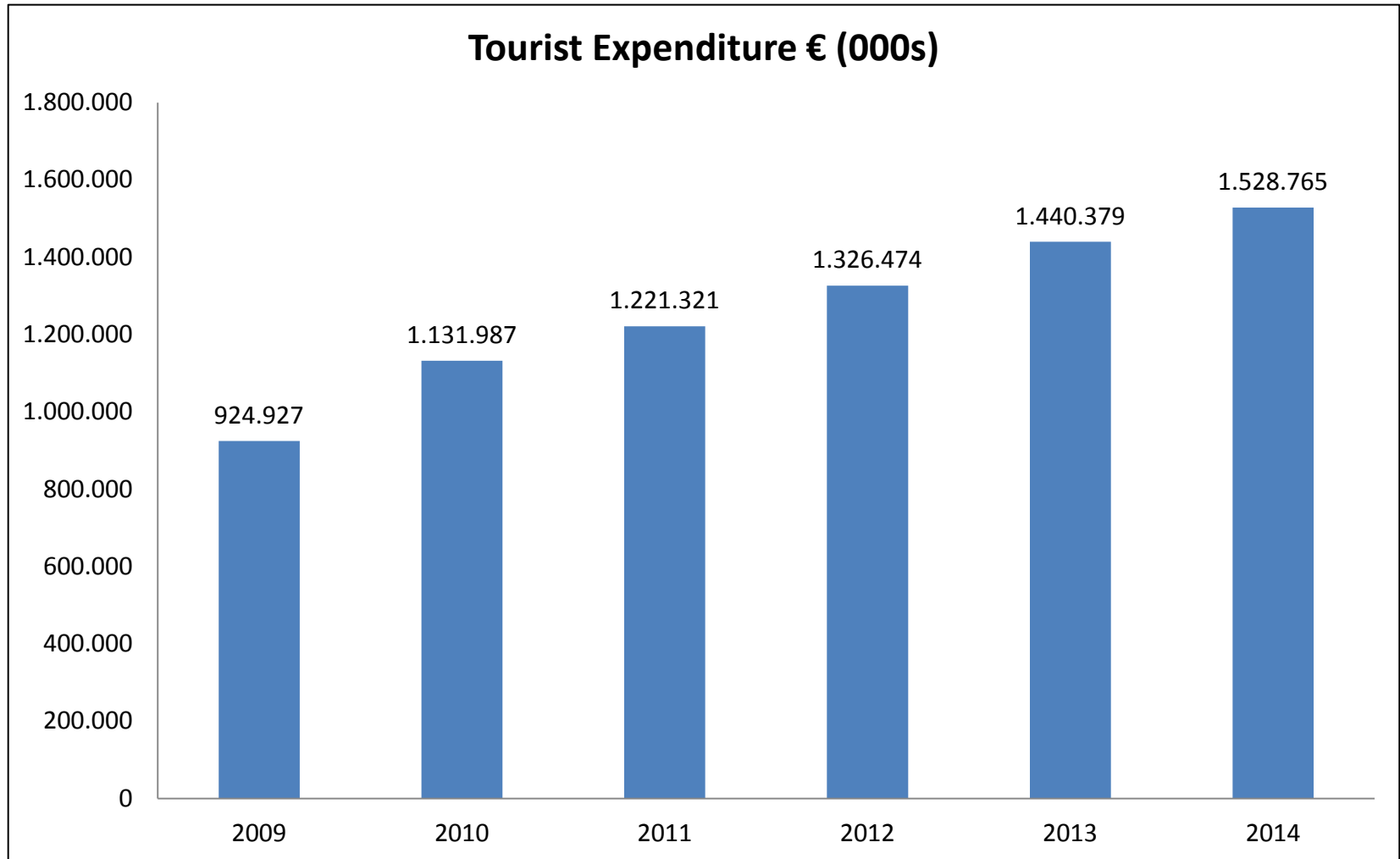
Performance 2009-2014



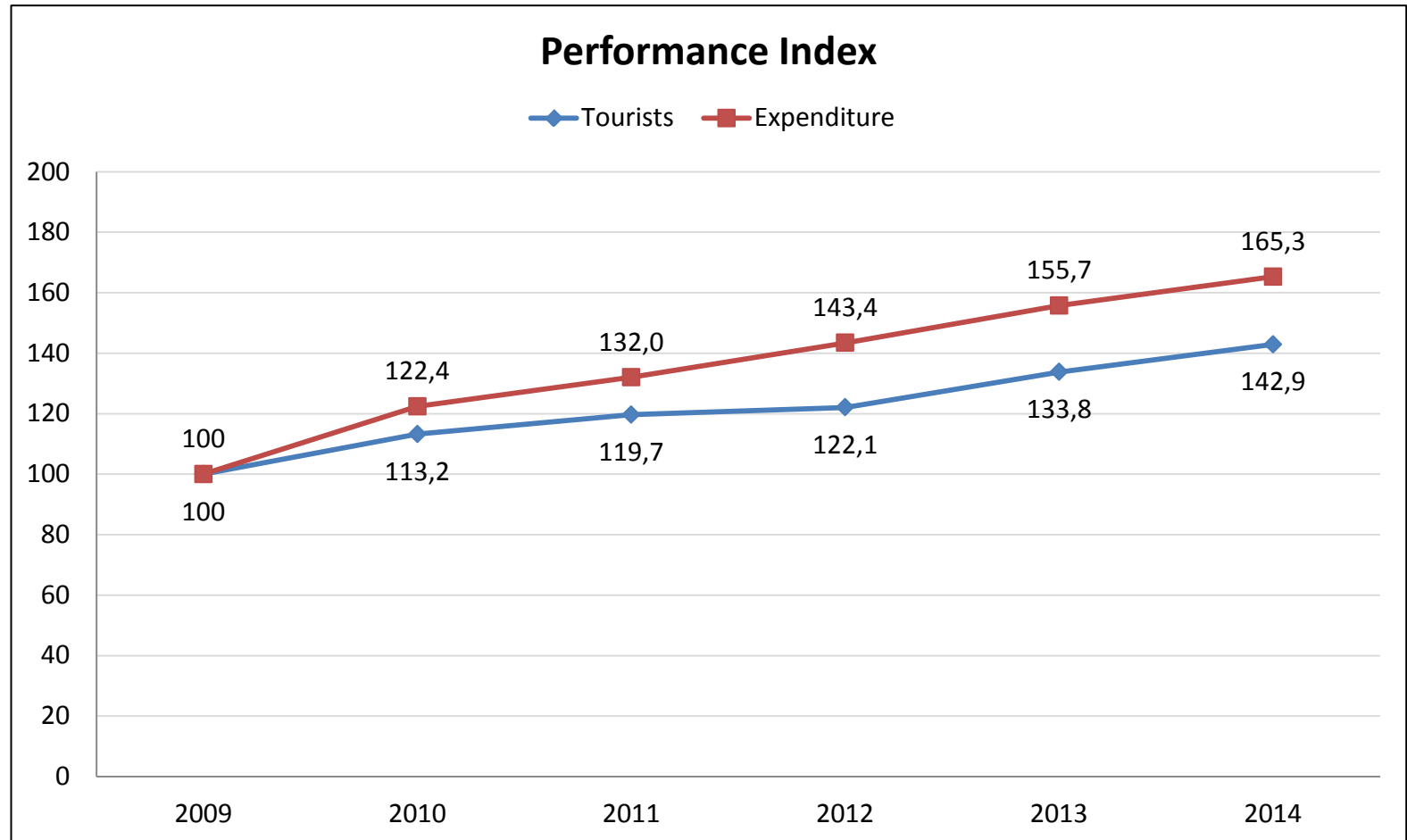
Performance 2009-2014



Performance 2009-2014



Performance 2009-2014



Ingredients for success

- Tourism very high on national agenda
- Cross-party Parliamentary support and commitment ensures continuity
- Existence of a dedicated Ministry for Tourism and a strong presence in Cabinet
- Ministry also responsible for Aviation, Industry HR Development and Film Industry
- Strong Tourism Authority backed by adequate funding, modern legislative framework and professional human resources.
- The paradox of a country which is the size of a city: complex but not complicated. The distinction between macro and micro is not that clear giving rise to “the best of both worlds” situations.

Policy as a framework

- Tourism Policy provides the framework which gives a structure to all that we carry out.
- It ensures that our different actions pertain to a purpose which has a set of clear objectives.
- It links tourism with the rest of the economy
- It helps in the setting of a national priorities agenda (eg infrastructure, education, EU funding) by giving a clear voice to tourism

Vision to 2030

The Policy is guided by a Tourism Vision which extends to 2030 based on the following **three** principles:

- The need to plan and **manage visitor numbers** by targeting more balanced year round capacities to improve value added and optimize economic returns.
- The **delivery of quality** tourism products and services along the entire tourism value chain.
- **Reducing seasonality** by attracting off-peak growth.

From Vision to Policy

- There is a clear distinction between **Vision 2030** and the **Tourism Policy 2015 -2020**.
- Vision is a medium-term macro-framework based on the three guiding principles.
- Tourism Policy gives strategic direction for the shorter term, i.e. – next 5 years.
- Implementation process will follow the approved policy via the execution of a Strategic Tourism Development Framework which links with business plans and budget allocations.

Four Main Policy Pillars

- Connectivity: evolving air and sea connectivity in line with developing market trends and requirements
- Marketing the Maltese Islands: including branding and positioning the destination in a range of core, secondary and new markets on the basis of motivational segmentation aimed at extending destination appeal all year round.
- Managing the supply side: matching tourism product and service to current and future tourism demands
- Positioning the island of Gozo as a distinct tourism destination: breaking a small destination into smaller, distinct components to be able to attract different streams of tourism demand.

Synergies and Networking

- Managing tourism in Malta requires a very high level of synergising and networking. Hence the need for interaction with and involvement of:
 - The Ministry for Tourism and the Malta Tourism Authority
 - Government in general
 - The Travel Trade
 - The Airport and Airlines
 - Hotels and Restaurants
 - Travel Agents and Destination Management Companies
 - English Language Schools
 - Scuba Diving Schools
 - Cruise ship operators
 - Tourist Guides
 - Attraction operators including Heritage and Entertainment
 - Civil Society and NGOs

Competing Successfully in a Big World

- In the big world out there, the lion's share of business will always be attracted by the big players.
- But there is plenty left for smaller destinations, if they know where and how to look for it.
- At the end of the day, in typical island fashion, it is all about resourcefulness, creativity and adaptability.

Competing with Attitude

- Success in tourism also depends a lot on attitude.
- You have to recognise your territory's fragility and limitations.
- But you cannot let such limitations inhibit your attitude!

Does size matter?

- In Malta, we are aware of the fact that our very small size theoretically prevents us from being successful in tourism.
- But we make up for this shortcoming by “thinking big”.
- We do not benchmark ourselves against similarly sized micro-destinations, but against giants like Spain, Italy, Greece.

Act Small, Think Big

- This does not mean that we try to be everything to everyone, but it does mean that we are noticed in those areas on which have focused.
- Malta has learned to act small but think big.
- With the right attitude and the right planning, tourism can help small destinations become more known and visited, to generate a greater socio-economic contribution to the host population.

Concluding thoughts

- Tourism is a growing industry but international growth is not an automatic guarantee for destination success.
- Being in possession of clear, long-term objectives, establishing adequate institutional synergies and placing tourism high in a country's agenda are important pre-requisites for success.
- We can only claim real Success when performances are sustained year after year to create the perfect environment for investment, innovation and faith in a destination's tourism industry.