
CHAPTER - 4

TOURISM PLANNING AND STRATEGY

4.1 Tourism Planning

Planning is paramount process in achieving a pre-determined goal or an objective. It is a multidimensional activity and seeks to be integrative. It embraces social, economic, political, psychological, and technological factors. Planning is concerned with the past, present and future. There are certain basic factors, which are to be taken into consideration in the planning process. Firstly, there must be an objective and that objective must be clearly understood and accepted by all those who are to be involved. Secondly, there must be a programme leading to the objective. Lastly, there must be a measurement of progress towards the objective set. The key factors, therefore for a successful planning are the objectives programme and the measurement of the objective.¹

Planning may be defined in various ways. However, a common perspective recognises planning as an ordered sequence of operation and actions that are designed to realise either a single goal or a set of inter-related goals and objectives. This conceptualisation explains that planning is a process and may be deployed in a great diversity of situations including physical and economic development, service provision, infrastructure improvement, marketing and business operations.²

Tourism is a complex activity, consisting of a wide range of elements which may be developed by a broad spectrum of developers, having different aspirations and capabilities. Tourist development covers not only the tourists and developers but also other sectors of society, the economy in general and the environment as a whole. Moreover, problems arise and costs increase when the different sectors of the industry do not develop harmoniously or when the motives and capabilities of the different development agents conflict. In view of these, uncontrolled growth of tourism, formless or haphazard can irreversibly destroy the very resource base on which it was built. The

1. Pearce, G. Douglas, *Tourist Development*, (New York, 1981), pp. 64-65.

2. Gunn, A. Clare, *Tourism Planning*, (New York, 2002), pp.6-7.

consequences of unplanned tourism development are clearly seen in many of the world's most popular destinations and resorts. Nevertheless, there are areas in the world that have flourished without proper planned approach to tourism development now competitive tourism industry demands an integrated approach to tourism planning and development if destinations are to be sustainable in the long term. Appropriate and effective planning can yield maximum economic returns or benefits through manpower planning and targeted development assistance for tourism projects. Some geographers, because of these factors, believed that "the growth of the tourist industry cannot be left to follow demand forces alone."³ Some degree of planning is necessary i.e. (i) to co-ordinate and synchronize the development of the different sectors; (ii) to balance competing and sometimes conflicting claims on the same limited resource base; (iii) to maximize the positive impact of tourism development, and (iv) to minimize its adverse effects.⁴

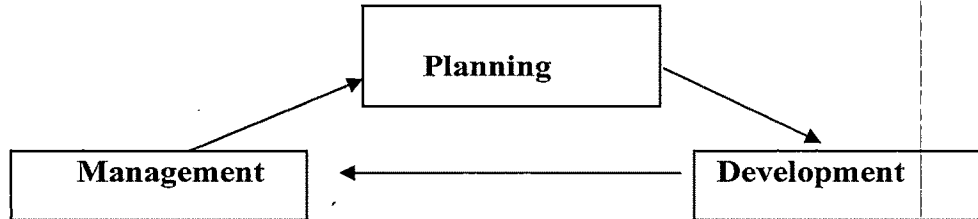
The purpose of all tourism planning activity is to guide future actions in order to meet predetermined objectives in a way that reduces potential conflict and maximises benefits. In general, tourism planning should seek to co-ordinate the different sectors in terms of their development in time and through space with regard to market demand and specified objectives. Thus planning is an essential prerequisite of tourism development and also lays the foundations for effective management. The following Chart: 4.00 shows the relationship between planning, development and management in the tourism context.⁵

3. Pearce, G. Douglas, *Tourist Development*, (New York, 1981), p. 64.

4. Ibid.

5. Youell, Ray, *Tourism: An Introduction*, (New York, 1998), pp. 163-165.

Chart: 4.00

The Relation Between Planning, Development and Management

For maintaining sustainability of the tourism sector through protecting the environment and local culture, all the components of tourism must be considered in planning (Chart: 4.01).

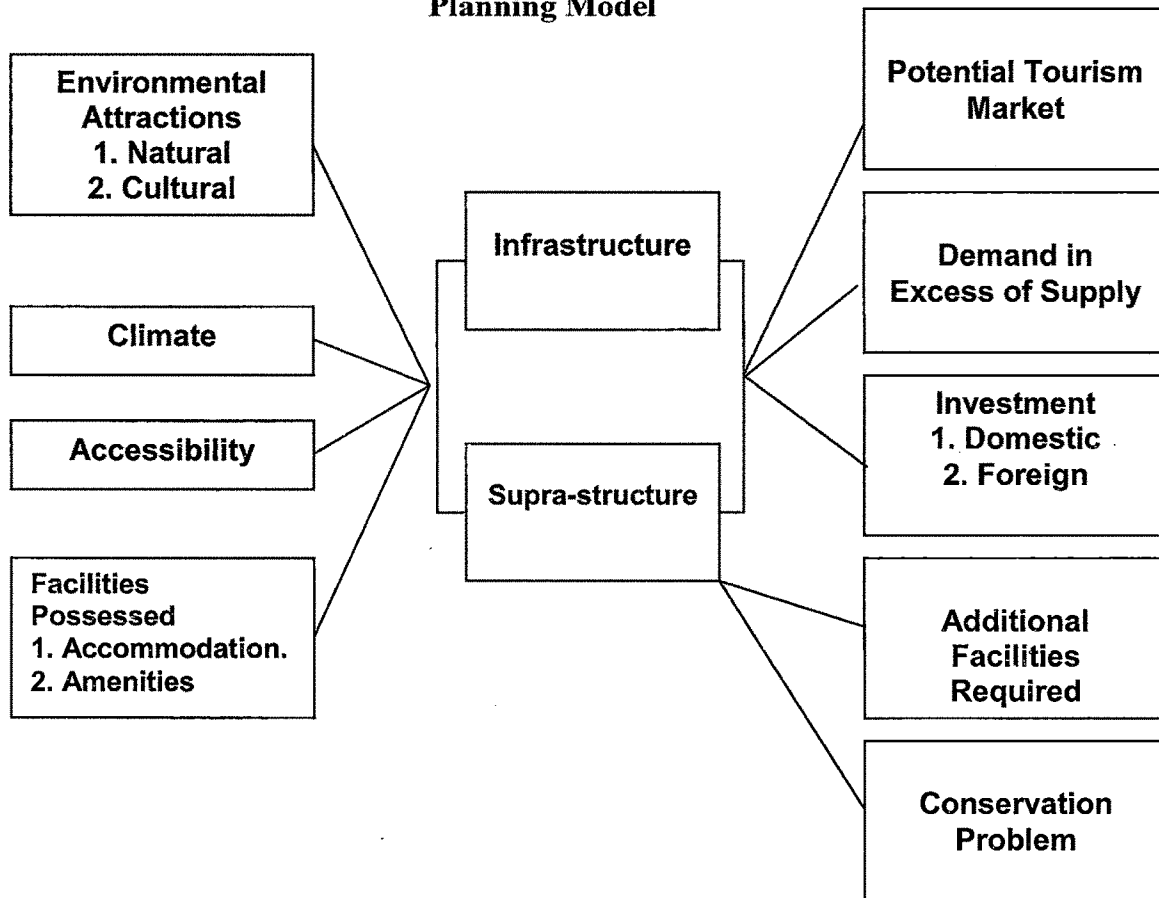
- Tourist attractions and activities.
- Accommodation and lodging
- Other tourist facilities and services
- Transportation
- Other infrastructure and the institutional elements.

The planning process fundamentally involves five things:⁶

- It must make an inventory of all the facilities available and of the potential facilities
- It must assess the tourism markets and attempts a projection of future tourist flows;
- It must look for areas where the demand is greater than the supply;
- It must investigate investment possibilities, both domestic and foreign, for the financial commitment in tourism development is likely to be substantial; and
- It must attempt to conserve, as well as promote the natural endowment, cultural legacy and the social amenities.

6. H. Robinson, *A Geography of Tourism*, (Britain, 1976), p.143.

Chart: 4.01
Planning Model



Source: H. Robinson, *A Geography of Tourism*, p. 144 (Britain, 1976).

(A) The Rational for Tourism Planning

Tourism is a form of social industrialization with all its merits and demerits. Its merits have to be grasped and utilised with care so that the impact of the demerits is minimised. It is here that planning comes in, and becomes important for a wide range of reasons.⁷

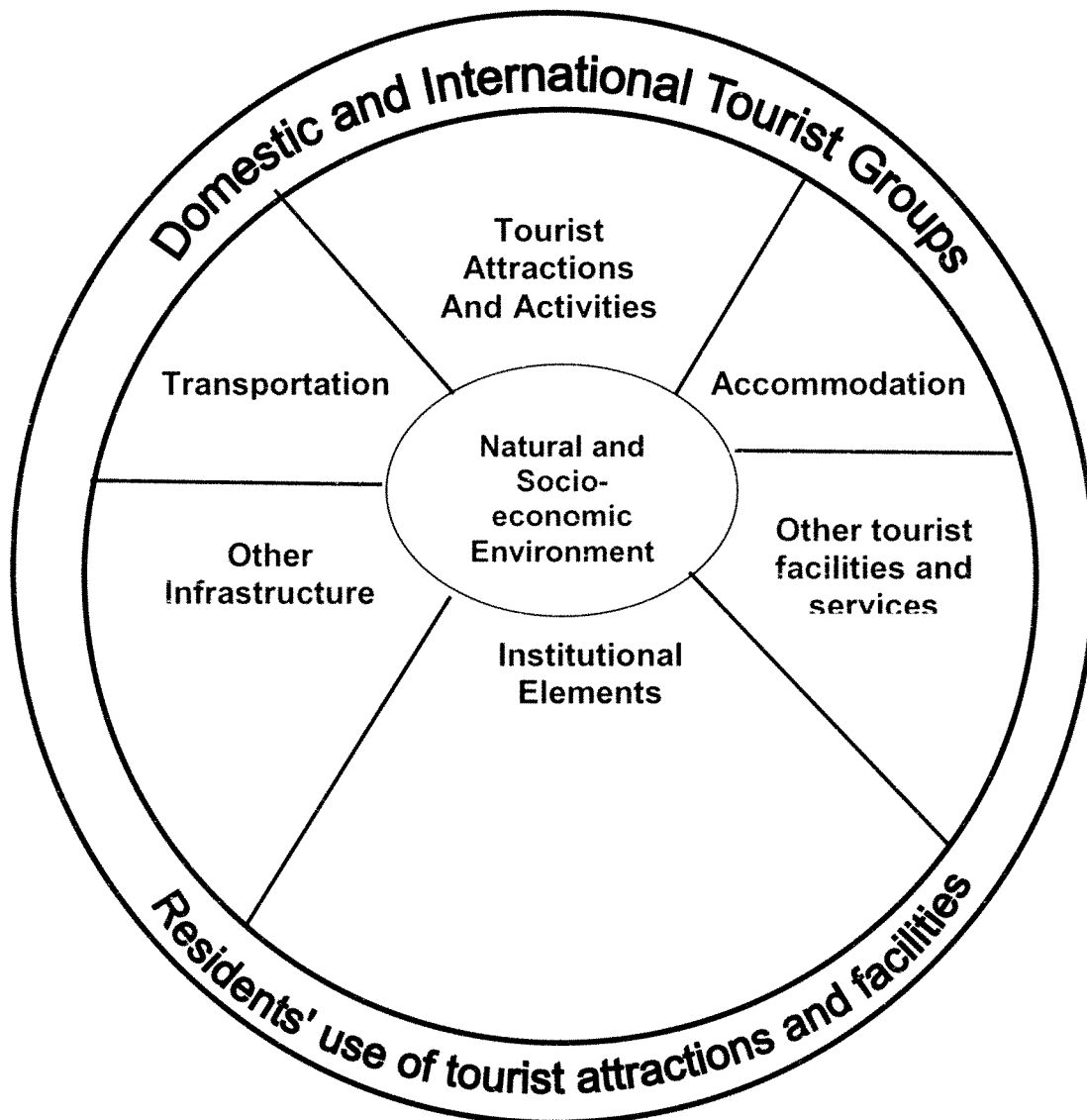
1. First, through the capacity of physical planning processes to control development, it provides a mechanism for a structured provision of tourist facilities and associated infrastructure over quite large geographic areas.
2. Second, in view of the natural patterns of fragmentation within tourism, any systems that permit co-ordination of activity are

7. Williams Stephen, *Tourism Geography*, (London, 1998), pp.129-131.

likely to become essential to the development of the industry's potential i.e. accommodation, attractions, transportation, marketing and a range of human resources (Chart: 4.02).

3. Third, there are clear links between planning and principles of sustainability. Sustainable tourism helps in conserving resources upon which the industry depends and also maximises the benefits to local population that may accrue through proper management.
4. Fourth, planning can be a mechanism for the distribution and redistribution of tourism-related investment and economic benefits.
5. Fifth, the integration of tourism into planning gives the industry a political significance that could be a force for economic and social change.
6. Lastly, a common aim of planning is to anticipate likely demand patterns and to attempt to match supply to that demand. Through proper planning visitors satisfaction could be maximise.

Chart: 4.02
Principal Components in a Tourism Plan



Source: Reproduced from Stephen Williams, *Tourism Geography*, p.130 (London, 1998).

In view of the diversity of roles and functions of the various aspects of tourism, defining the essential dimension of tourism planning has become difficult task. In fact, tourism planning, as a concept, is characterised by a range of meanings, applications and uses. It covers many activities it addresses physical, social, economic, business and environmental concerns. Consequently different groups,

agencies and institutions are involved in tourism planning and works at local, regional, national and at international (occasionally) scales within varying degrees of legal enforcement.

4.2 Tourism Strategy and Development

Tourism is an important sector of national economy. It is the largest global industry and according to the world tourism organization (WTO), the global tourism market will triple in size by 2020. Tourism in recent decades, has witnessed rapid development. It has now an important tool to establish links and relations among people and nations. This development took place simultaneously with a tremendous progress in the field of transportation and communications. Tourism benefits local economies substantially by increasing foreign exchange earnings, creating (new job opportunities) employment and investment opportunities, increasing government revenues, developing a country's image, and supporting all sectors of the economy as well as local communities.

Tourism is one of Jordan's most unexploited resources. Jordan possesses a wide spectrum of tourism resources and archaeological treasures. A myriad of sites dating from the Arab Nabataean, Greek, Roman and Islamic periods and the era of the Crusades compose the historic and archaeological panorama of the past two millennia. Yet despite its advantages and its importance to the economy, Jordan's tourism sector is performing at a level far below its potential. Recognizing the immense potential in this respect, it will be necessary to put in place a strategy, together with the policy instruments, an action plan and investment environment that support its implementation. It must focus on attracting high yield visitors, developing niche product, enhancing the visitor experience, increasing international marketing, and improving infrastructure and the regulatory environment.

The immense economic significance of tourism and the growing share of Jordan in international tourist arrivals encouraged government

of Jordan to prepare a strategy for sustained growth of Jordan's tourism sector. In this connection a sustainable development approach has been adapted by formulating the "National Tourism strategy 2004-2010." It outlines the steps for doubling the kingdom's tourism economy by 2010 using an integrated, value-chain approach involving government facilitation and investment in partnership with the private sector. Jordan's National Tourism Strategy 2004-2010 is supposed to bring about the following results by 2010:⁸

- (i) Increase tourism receipts from JD 570 million in 2003 to JD 1.3 billion by 2010 (US \$ 1.84 billion).
- (ii) Increase tourism supported jobs from 40, 791 in 2003 to 91,719 by 2010 thus creating over 51,000 jobs.
- (iii) Achieve taxation yield to the government of more than JD 455 million (US \$ 637 million).

The core foundation principle of Jordan's National Tourism Strategy (NTS) is that tourism should deliver the optimum benefit to the economy, people, and communities of Jordan as direct beneficiaries. The National Tourism Strategy if successfully implemented, the strategy has the potential to:⁹

- (i) Create increased economic activities, opportunity and wealth for its citizens.
- (ii) Create income streams and economic benefits for Government.
- (iii) Provide expanded employment in urban and rural areas.
- (iv) Play a major role in regional and rural development through investment.
- (v) Build a strong and competitive tourism sector as a pillar of the economy.

8. Jordan National Tourism Strategy, 2004-2010, (Amman, 2004), pp.15-17.

9. Ibid.

The success of the strategy depends on significant or huge investment of funds and efforts. The requisite amount of funding will only be attained if the government and political leadership decide economic and social priority of tourism as a sector that should be supported and resourced.

Further public and private partnership and their role in tourism development are essential for successful implementation of National Tourism Strategy. Adequate and proper partnership infrastructure that will enable and empower both to cooperate is needed. It will help and support the private sector to work together as the tourism driver. Such arrangement will also produce sustainable growth, economic benefits and employment. Together, they will take action to improve the competitiveness of the tourism sector and achieve the strategic objectives and plans outlined in the National Tourism Strategy. Indeed, the National Tourism Strategy 2004-2010 will help Jordan for sustainable developments of Tourism sector. It provides very clear and defined targets. The government of Jordan after much debates and deliberations adopted the strategy at the Strategy Retreat held on May 21, 2003. Delegates from the National Tourism Council (NTC) and the Strategy Steering Committee approved the plan and decided that National Tourism will guide the implementation of the strategy and monitor its achievement. Before the implementation of the strategy, a comprehensive action plan and monitoring system have been evolved or develop for guidance and direction (Chart: 4.03). Following are the cardinal points of the strategy on which it will acts and produce the expected results:

Chart: 4.03

National Tourism Strategy – The Pillars

Pillar –1 <ul style="list-style-type: none"> Strengthen Tourism Marketing Objectives: Enhance Jordan's image Brand Jordan as boutique destination Increase arrivals of high yield tourists. Maintain position in current markets. Enhance market intelligent to identify future opportunities. 	1.1 Secure Financial Resources for Tourism Marketing and Invest in International Marketing. 1.2 Strengthen Jordan Tourism Board
Pillar – 2 Support Product Development and Competitiveness Objectives: <ul style="list-style-type: none"> Increase visitor yield Enhance competitive advantage Diversify tourism products. 	2.1 Tourism Planning and Development. 2.2 Promote Private Sector Investment and Management of Public Assets. 2.3 Industry Competitiveness.
Pillar – 3 Develop Human Resources Objectives: <ul style="list-style-type: none"> Improve tourist services Increase availability of human capital. Expand employment opportunities. 	3.1 Adapt a National Tourism Manpower Strategy 2004-2010. 3.2 Develop High Standards of Training and Education. 3.3 Support Tourism-related small and medium enterprises.
Pillar – 4 Provide Effective Institutional and Regulatory Framework Objectives: <ul style="list-style-type: none"> Enhance institutional capacity and legal support for tourism strategic objective. 	4.1 Enhance Ministry of Tourism and Antiquities Mandate to ensure effective implementation of tourism plans. 4.2 Public-Public and Public-Private Sector Partnership. 4.3 Enabling Environment for Aggressive Tourism Growth.

Source: Adopted from Jordan National Tourism Strategy 2004-2010

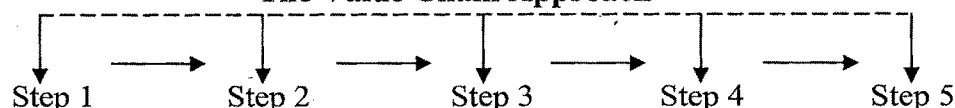
Later National Tourism strategy was augmented in 2004 to follow a value chain competitive approach recommended by the private sector in response to the challenge set forth by His Majesty King *Abdullah II*. The new strategy contains an action agenda under eight strategic thrusts with recommendations, budgets and timelines for

priority action. The value chain approach contains the following five steps. These steps (Chart: 4.04) will help in developing tourism sector in Jordan.

Chart: 4.04

Jordan's Tourism Strategy

The Value Chain Approach



Analyze Current Situation	Set Tourism Strategy	Develop a Value Delivery System	Articulate Competitive Positioning	Strategy Execution
<ul style="list-style-type: none"> • Review of arrivals & receipts – volume, spend per day, length of stay • Assessment of tourism resources • Analysis of current visitor profile. • Evaluation of sector challenges 	<ul style="list-style-type: none"> • Formulate vision, mission, and strategic directions • Determine tourism growth targets • Segment priorities based distinctive competencies, lessons learned and benchmarks 	<ul style="list-style-type: none"> • Niche market segment profiles encompassing planning, selection, on-trip and post-trip phases of the travel experience continuum. • Match existing or potential products with market segments 	<ul style="list-style-type: none"> • Competitor analysis • Identification of Jordan's core competencies and uniqueness. • Choose and communicate the value proposition 	<ul style="list-style-type: none"> • Development action plans for strategic thrusts • Design a campaign to mobilize key stakeholders to commit to plan execution. • Institutionalise a working partnership to implement, manage and monitor the action agenda and targets.

Source: Jordan Tourism Strategy at the Threshold of the 21st Century.

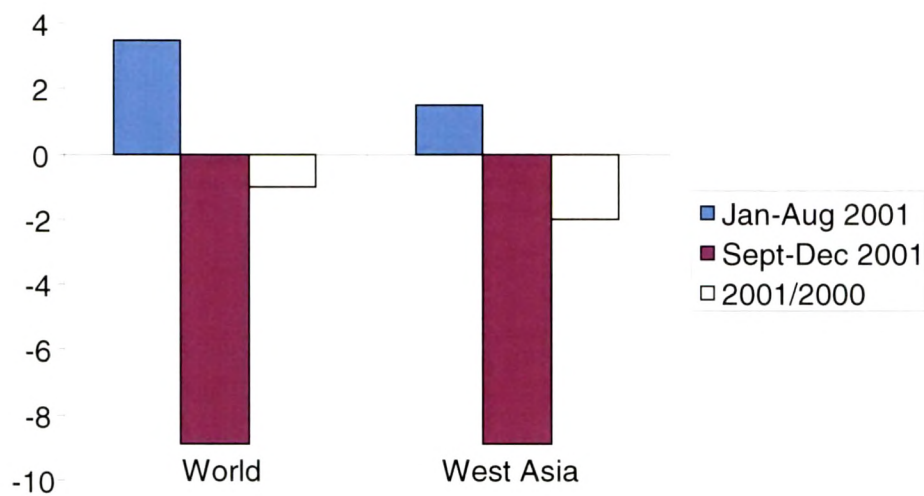
4.3 Current Situation Analysis

(A) Evaluation of Arrivals and Receipts

The events of September 11, 2001 caused a major disruption in the growth of tourism worldwide. In West Asia Tourism industry witnessed negative growth. Following Figure: 4.00 shows the impact of September 11 on the world tourism industry.

Figure: 4.00

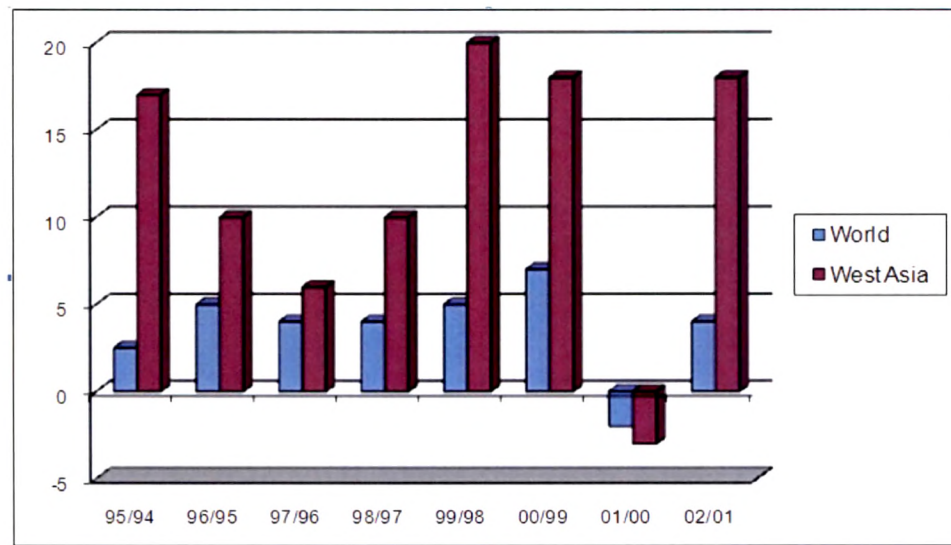
World and West Asia International Tourist Arrivals 2001-2002
Percent change over same period of previous year



Source: Jordan National Tourism Strategy 2004 - 2010

In West Asia, growth of tourism was remarkable before Sept.11. From 1994 until 2001 international tourist arrivals in West Asia surpassed the World average. Following Figure: 4.01 proves this fact.

Figure: 4.01
World and West Asia International Tourist Arrivals
1994-2010
Percentage change over previous year



Source: Jordan National Tourism Strategy 2004-2010.

Jordan also did face the same trend in the growth of tourism industry. Total tourist arrivals in Jordan increased from 2000 to 2001 by 1.5 percent, whereas total receipts fell 4 percent. This happened because of the impact of September 11, events. The duration of stay of tourist in Jordan decreased tremendously. As a result tourist income declined immediately after September 11, 2001 event. In the year 2002 both arrival and receipt increased.

However, again tourist arrivals from 2002 to 2003 decreased 3.1 percent, tourist receipts actually shot up by 3.7 percent. Table: 4.00 shows the trend of tourism industry after September 11 events in Jordan.

Table: 4.00
Jordan Tourism Arrivals and Receipts
2000-2003

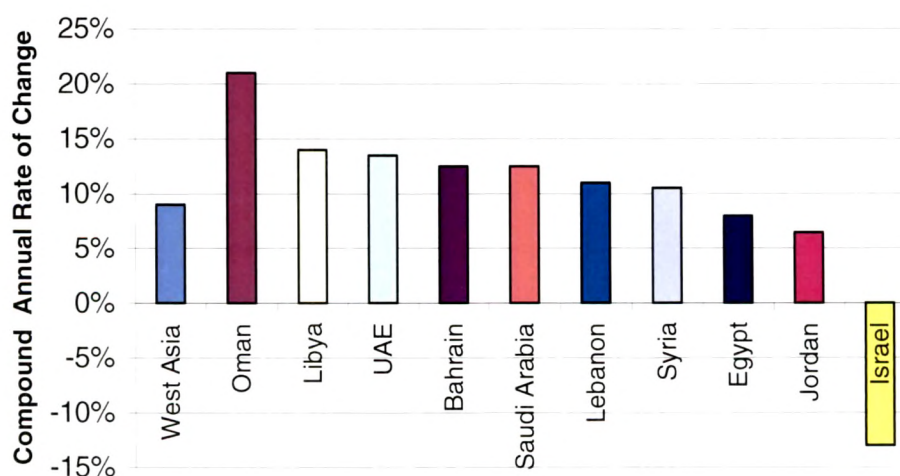
Measure	2000	2001	2002	2003	Percent Change 2003/2002
All arrivals (million JD)	2.83	3.20	3.56	3.63	2.0%
Tourist Arrival (million JD)	1.37	1.39	1.50	1.46	-3.1%
Tourism Receipt (million JD)	482.7	463	515	534	3.7%

Source: World Tourism Organization.

For the last 10 years and beyond Jordan's performance has been dismal in the region West Asia and North Africa (WANA).

According to WTO, Jordan is not an emerging destination. Of the top thirty destinations of the world, nine are located in West Asia and North Africa (WANA) region. All of them are Arab countries except Jordan. Following figure: 4.02 shows that between 1995 and 2002 Jordan achieved an averaged annual growth rate in tourist arrivals only as 5.8 percent. During the same period West Asia registered 12.2 percent and world average was 7 percent.

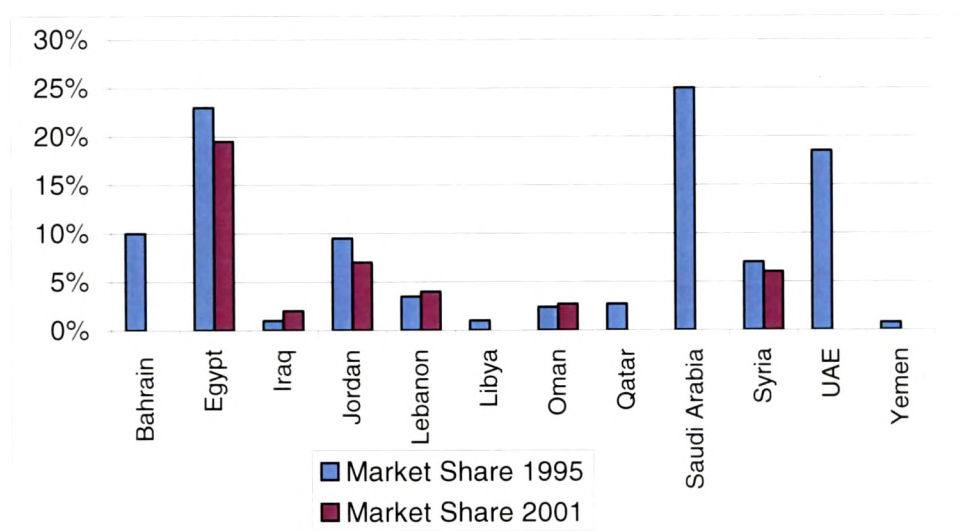
Figure: 4.02
International Visitor Arrivals in West Asia / Average Annual
Growth Rates, 1995-2002



Source: Jordan Tourism Sector Overview, 2004

So far annual average growth rate is concerned, in West Asia only Oman achieved 15 percent growth or more between 1995-2002 periods. None other country of the region posted a 15 per cent rate for two years in a row. Jordan share, on the other, fell from 8.2 percent in 1995 to 6.5 percent in 2001. (Figure: 4.03). It means, Jordan's performance declined in comparison to other destinations in the region. Current trend suggests that achieving a growth rate of 10.15 percent per year is a difficult task rather challenge for the tourism sector of Jordan.

Figure: 4.03
West Asia Market Share (%)
1995 – 2001

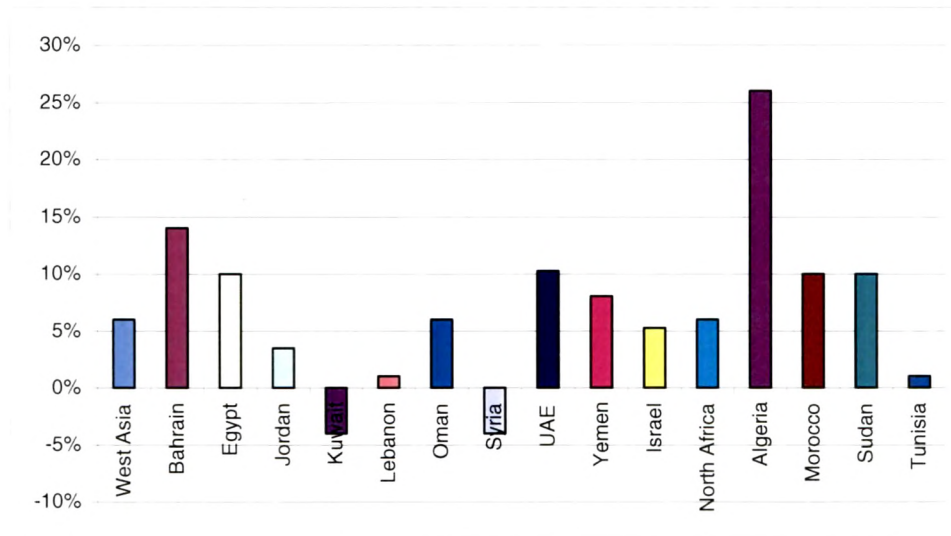


Source: Jordan Tourism Strategy Report 2004.

(B) Assessment of Tourism Receipts

Tourism receipts are most important indicator regarding performance of tourism sector. In terms of tourism receipts, Jordan's performance between 1995 and 2002 has been well below the West Asian region. During this period Jordan's average annual growth rate was recorded as 2.1 percent while the West Asia average was registered as 6.5 percent. Figure: 4.04 indicates the average annual growth rates of International tourism receipts of some of the states of West Asia and North Africa.

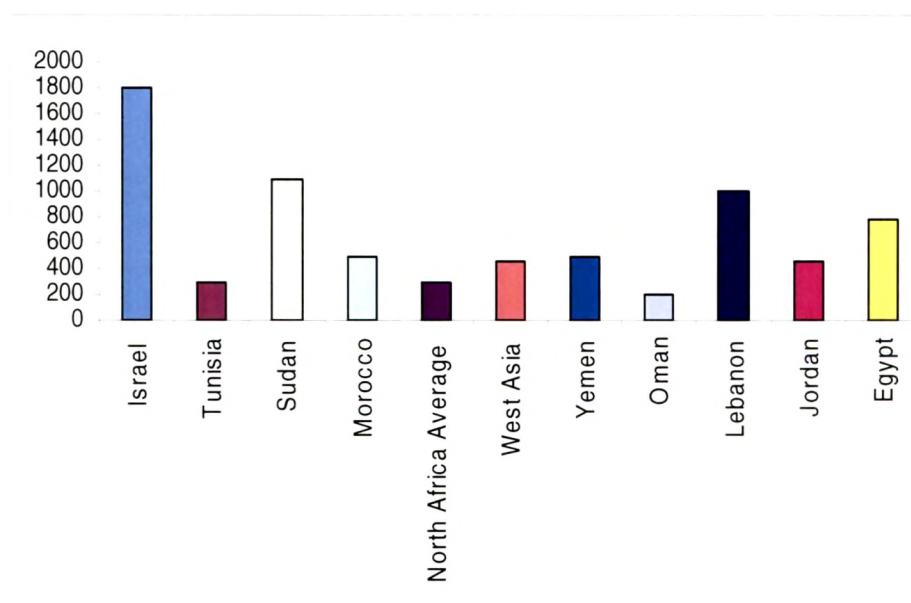
Figure: 4.04
Average Annual Growth Rates (%)
International Tourism Receipts
1995-2000



Source: Central Bank of Jordan Annual Report, 2005.

The reason behind this low growth rate of Jordan's tourism receipt is that revenue per visitor has been falling. Jordan, in 2002 earned US \$ 485 per tourist arrival (Figure: 4.05). This is below the world average of US \$ 675. West Asia too earned \$ 470 per tourist arrival in 2002 – below the world's average.

Figure: 4.05
WANA Region Receipts per Arrival US \$
2002



Source: MOTA/Department of Statistics.

Israel, Lebanon and Egypt have all earned higher tourism receipts per tourist arrival.

(C) Assessment of Tourism Resources

A number of inventories of tourism resources are available, but they have not been systematically organized into a physical development master plan. Recently various private and public sector organisation and Non-Governmental Organizations (NGOs) performed an assessment of Jordan's, tourism products and developed a list of recommendations for areas that need improvement. Nine priority niches have been identified for Jordan with potential for long-term development. The group identified the key priority segments that could provide high returns. Accordingly, it was agreed that long-term strategy would focus on the following nine segments:

Cultural Tourism

- History
- Archaeology
- Art

Eco-tourism

- Bird watching
- Wild life
- Oak forests
- Sand dunes
- Endemic plant and animal species

Health and Wellness Tourism

- *Dead Sea*
- Spa
- Clinics

Religious Tourism

- Muslim
- Christian
- Jewish

Adventure Tourism

- Hot air ballooning
- Sky diving
- Mountain hiking
- Camel caravans
- Auto sports (carting and cross rally)

Sports Tourism

- Hiking
- Climbing
- Horseback riding
- Golf
- Mountain biking
- Scuba diving / Snorkelling
- Wind surfing
- Jet skiing

MICE

- Meetings
- Incentives
- Conferences
- Exhibitions.

S.A.V.E. Tourism

- Scientific
- Academic
- Volunteer
- Educational

Business Tourism

- International and regional business trips.
- Expatriates working in the region
- Armed forces

Others

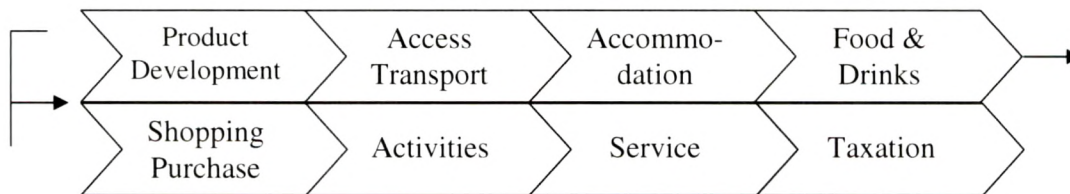
- Cruising
- Shopping

All the above niches of Jordan require enhancement and development and can provide high return provided adequate product development and enhancement effort are exerted. (Plates: 3.02-a to 3.02-x)

(D) Identification of Current Visitor Segment

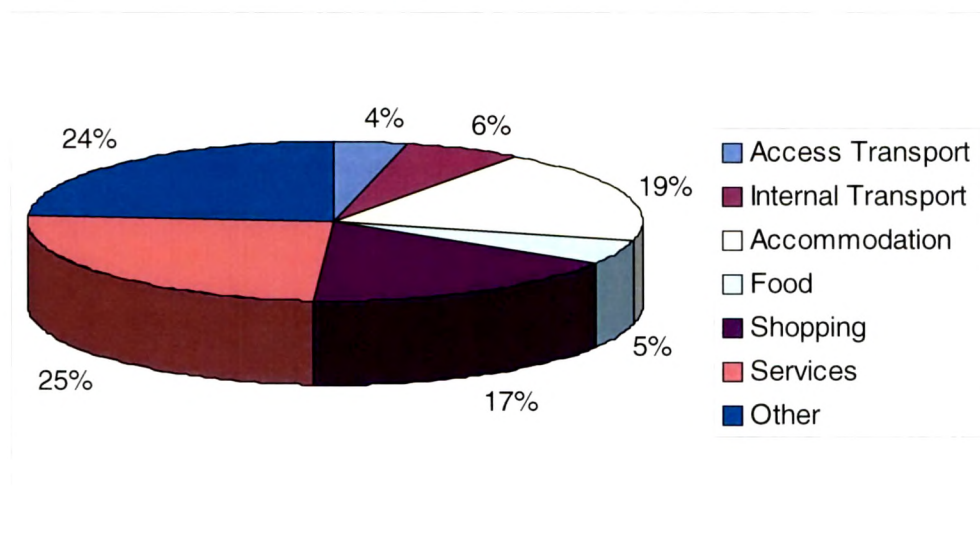
Presently there is little information about visitor activities in Jordan. It requires detail exit surveys to identify segments which is currently attracting in Jordan. Further spending activities of visitor on elements of the tourism supply chain need to be surveyed for future plan and strategy. Tourism supply chain has been shown in following (Chart: 4.05)

Chart: 4.05

Tourism Supply Chain

The Figure: 4.06 below indicates the average distribution of visitor's expenditures for elements of the tourism supply chain.

Figure: 4.06

Visitor Expenditure Distribution

Source: Jordan National Tourism Strategy 2004-2005.

(E) Sector Assessment and Challenges

Tourism sector is an important segment of Jordan's economy. It is critical for Jordan's socio-economic and national development. It has potential to develop and has infrastructure to boost its marketing capacity and capabilities to bring it into line with its competitors in terms of resources and skills. The following factors make a strong case for prioritisation of the tourism sector in Jordan:

- Jordan has limited resources and thus contains restricted number of options that are "ready to go" as strong economic drivers, tourism is one of these.

- International tourism is a bell weather industry of the 21st century. As living standards and incomes rise, tourism growth will accelerate exponentially.
- Tourism can sustainably contribute a major slice of Jordan's GDP and keep pace as the economy continues to expand.
- Tourism is a major earner of hard currencies and contributor to Government revenues and the national balance of payments.
- Tourism is an intensive employer as it employs large numbers of people and provides a wide range of jobs which extend from the unskilled to the highly specialised.
- Tourism requires a diversification of professional, technical, craft, skilled and operative staff.
- Tourism complements traditional industries such as agriculture and crafts.
- Tourism brings considerable social benefits and its facilities area also available to local citizens and communities.
- Tourism is a catalyst for industrial development because it attracts Foreign Direct Investment (FDI).
- Sustainable tourism development is not a threat to the environment, heritage or culture.

(F) Challenges

Following are the priority challenges to the tourism industry of Jordan:¹⁰

- **Correcting the Customer "Fear Factor":** The misperception of Jordan as an unsafe destination is the main barrier to near and long term growth in the tourism industry.
- **Under Re-sourcing of Tourism particularly in International Marketing:** Insufficient government expenditure on tourism restricts the JTB to manage the industry most effectively. Policy

10. Ministry of Tourism and Antiquities, *Feasibility Report of the involvement of the private sector in the management and operation of public owned tourism*, pp.19-21. (Amman, 2004)

priority and correction from the government in the near future is needed.

- **Establishing Working Partnerships:** Optimum performance requires a new planned approach to partnership working that will capture and focus the resources and energies of the public and private sector in a synergetic way.
- **Low Visitor Spending:** Following are reasons for low visitors spending.
 - Short length of stay.
 - Low visitor expenditure per day.
 - Un-coordinated visitor servicing, post arrival in Jordan.
 - Lack of information on product range and diversity. An immediate programme of product development and marketing designed to lengthen stay is required.
- **Access, Entry and Distribution**

Jordan's high airfares are a major barrier to tourism growth. Air access price is a critical weakness. It must also ensure that procedures at entry and exit points – including visa, immigration, and customs processing – are efficient and visitor friendly.

- **Scale and Deployment of Marketing Resources**

Jordan needs sophisticated market knowledge and assessment skills through good market research, market intelligence, and techniques such as market attainability analysis.

- **Over-reliance on Traditional Attractions**
 - Traditional attraction should be sustained by investments.
 - To improve product competitiveness an integrated investment of public and private sectors be encouraged by Jordan.
 - Jordan's competitiveness depends upon on commitment to investment and plan for tourism sector development.

4.4 National Tourism Strategy

Jordan has to take strategic decision in order to become a world class destination. This requires competitive approach that sustains its current positive momentum and leverages its strengths in the future.

Tourism Vision and Mission

Vision: Tourism is an essential and vibrant growth sector that will sustainably contribute in improving the economic and social well being of Jordan.

Critical Success Target: To double the tourism economy by 2010 through increased international visitor arrivals and expenditures.

Mission: Jordan will develop sustainable tourism economy through a result driven partnership of Government, the Jordan Tourism Board and industry to expand employment, entrepreneurial opportunity, social benefits and industry and state revenue.

(A) Strategic Principles

Following principles are mandatory for the Jordanian Tourism Strategy:¹¹

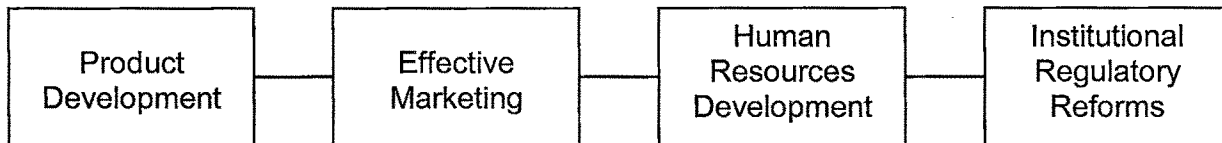
- Marketing and tourism development shall be partnership between the government, the Public sector, the private sector carriers and Non-Governmental Organizations (NGOs) guided by policies and structures that facilitate collaboration, cooperation and investor confidence.
- Investment in tourism should be based on the actions required to achieve a return on their investments.
- The success of the strategy relies on investment.
- Tourism development in Jordan will be sustainable.
- Market and customer requirements will derive the development.
- Jordanian will position itself as a boutique destination with an expanded approach to niche marketing.

11. Jordan National Tourism Strategy 2004-2010, pp.15-18.

- Jordan will establish a destination image that can lead to branding at a suitable stage implementation.
- The strategy should be based on four core strategic elements (chart: 4.06).

Chart: 4.06

Core Strategic Elements



(B) Social Equity

- Tourism should target the citizens and communities of Jordan as its primary beneficiaries.
- Tourism should contribute to poverty alleviation by implementing the recommendations of the World Tourism Organization's ST-EP (Sustainable Tourism – Eliminating Poverty) initiative.
- Tourism should be inclusive and involve people, culture and communities.
- Social impacts should be considered.
- Skill development and enhancement of human resource developments programme be launched.
- Tourism development and facilities should always be open to local residents, as well as visitors.

(C) Tourism Growth Forecasts

Setting realistic targets is important. These targets should be challenging enough so that mission of the strategy could be achieved through effective strategy and action plan at the optimum level of the best efforts. While fixing targets visitor expenditure (Tourist receipt) should be considered because visitor expenditure create the income streams for government and new employment opportunities it also

contributes to the balance of payments and open up enterprise opportunities.

(D) WTO Forecasts for the West Asia and Jordan 2010 and 2020

WTO forecasts a 7 percent growth rate between 2000 and 2010 and a 6.7 percent growth rate between 2010 and 2020 of visitor arrivals to the West Asia. The following Table: 4.01 shows the projections about the tourism growth rate.

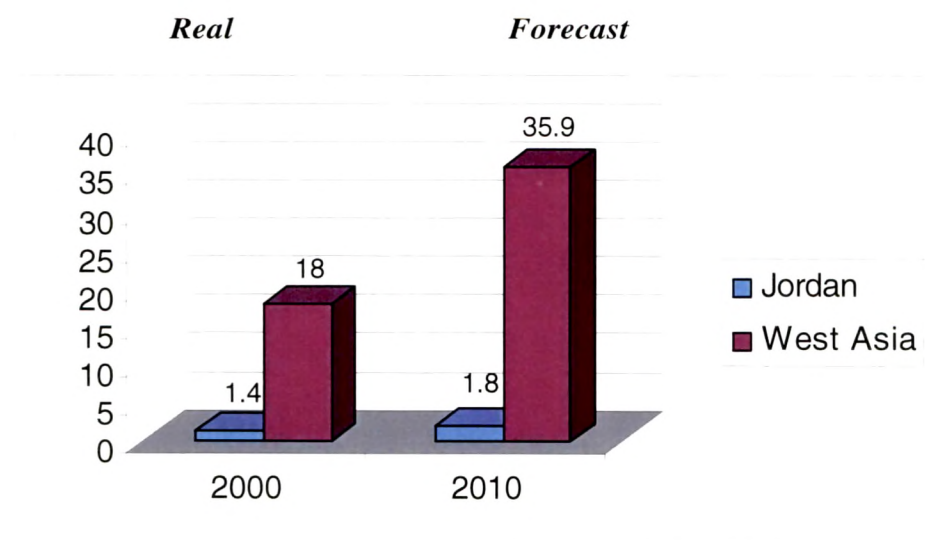
Table: 4.01
International Tourist Arrivals by Region
Percent Growth
1995-2020

Region Year	1995-2000	2000-2010	2010-2020	1995-2020
West Asia	6.2	7.0	6.7	6.7
Europe	3.2	3.0	3.1	3.1
East Asia/ Pacific	2.7	7.7	7.4	6.5
America	3.4	3.9	4.0	3.8
Africa	6.1	5.6	5.1	5.5
South Asia	5.7	6.7	5.8	6.2
Global Average	3.4	4.2	4.5	4.1

Source: Jordan National Tourism Strategy 2004-2010.

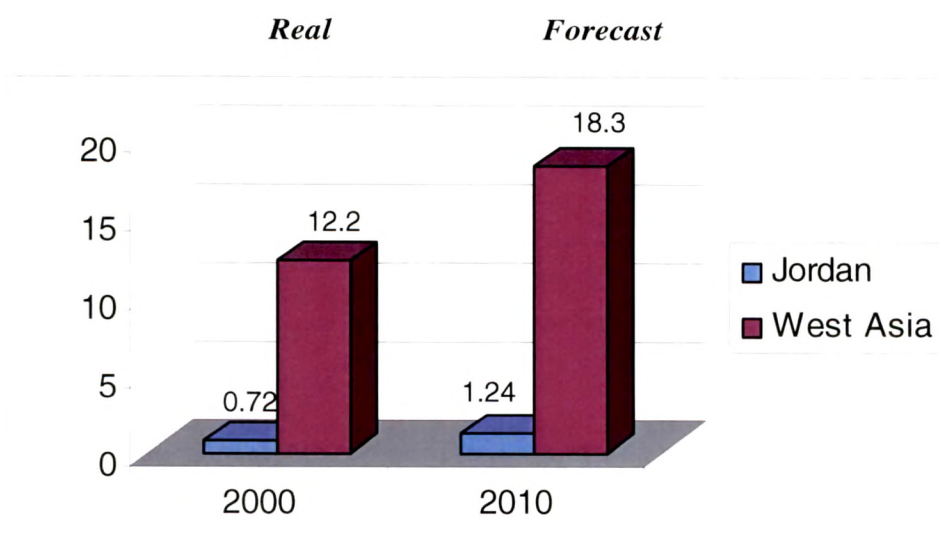
For Jordan, WTO predicts 100 percent increase in annual Tourist arrivals between 2000 –2010, revenue from 1.4 m to 2.8 m (Figure:4.07). About Tourists revenue or income WTO forecasts 72 percent increase from US \$ 720 m to US \$ 1.24 billion over the same period. (Figure: 4.08).

Figure: 4.07
Tourist Arrivals – Jordan/West Asia
2000-2010



Source: MOTA/Department of Statistics

Figure: 4.08
Tourist Receipts – Jordan/West Asia
2000-2010



Source: Based on WTO Assessment.

(D) Jordan's Competitive position in the (WANA) Region

Following Table explains the current position or ranking of Jordan with West Asia in its competitive country set. For aggressive strategy and planning it is necessary to assess the effectiveness of Jordan in attracting regional outbound markets. It also requires to carefully calculating source markets and well funded, disciplined marketing aimed at markets most likely to visit Jordan.

Table: 4.02

**Jordan and (WANA)* International
Visitor/ Tourist Arrivals
2002**

Source Region	WANA International Arrival (ooo)	Jordan's Current Share of WANA Int'l. Arrivals	WANA Region's Market Shares	Jordan's Competitive Index	Jordan's Volume % of Market Leader	Market Leader
From West Asia	12,629	10.7%	46.6%	178	32.0%	Saudi Arabia
From Europe	7,028	2.6%	26.0%	43	5.3%	Egypt
From America	1,077	2.8%	4.0%	47	11.1%	UAE
From All Other Regions	6,345	1.0%	23.4%	17	2.3%	Saudi Arabia
Overall	27,079	6.0%	100.0%	100	-	-

* Excludes Kuwait, Palestine and Yemen, since 2002 data are lacking.

Source: World Tourism Organization and George Washington University

From the above Table: 4.02 it appears that Jordan has capability to attract about 11 percent West Asia and North Africa (WANA) tourists and approximate 6 percent international visitors to WANA region. Jordan competitive index number shows that Jordan attracted

78 percent more than its “fair share” of international visitors from (WANA) countries. European and American visitors are important source areas. They appear to be lucrative region for that Jordan can target to attract additional international visitors. Jordan volume percent of market leader for Europe and America are 5.3 percent and 11.1 percent respectively.

Table: 4.03 shows the Jordan’s economic dependence on tourism in the perspective of its WANA neighbours. Jordan is the second country in the region in terms of share of GDP directly attributable to tourism demand 6.9 percent. It ranks first in term of national employment dependence. In short, Tourism industry jobs share of all employment is seven percent – quite a high level of dependence. Tourism industry’s contribution in total exports for the year 2004 is substantially low which accounted for 6.5% and ranks seventh.

Table: 4.03

Jordan and Selected (WANA) Countries Economic Dependence on Tourism

Country	Tourism Industry Share of Country GDP		Tourism Industry Jobs Share of All Employment		Tourism Visitor Exports Share of All Exports	
	%	Rank	%	Rank	%	Rank
Bahrain	2.5	6	4	5	1.7	10
Egypt	7.0	1	3	6	54.0	1
Israel	2.9	5	3	7	1.2	12
Jordan	6.9	2	7	1	6.5	7
Kuwait	1.9	9	2	9	2.2	9
Lebanon	3.4	4	7	2	33.9	2
Oman	2.2	7	3	8	19.5	4
Qatar	3.7	3	4	4	24.5	3
Saudi Arabia	1.6	10	2	10	17.7	5
Syria	2.1	8	5	3	7.3	6
UAE	1.1	12	1	12	1.4	11
Yemen	1.1	11	2	11	2.9	8
WANA	2.5		3		6.5	

Source: World Travel and Tourism Council, March 2004.

(E) Mandated Growth Targets for Jordan's Tourism Economy

Growth targets require discipline, investment and high level of resource capability. The following Table: 4.04 indicates for a cumulative growth of 10 percent per annum. Substantial investments are required to achieve these targets. It is recommended that two percent of tourism receipts by the public sector and three percent of turnover by the private sector are mandatory for investment in marketing segment to achieve the projected targets (Table: 4.05).

Table: 4.04
Tourism Strategy Growth Targets (10% real growth)
2004-2010

Mandatory Targets	2004	2005	2006	2007	2008	2009	2010
Tourism Receipts	623.8	704.9	796.5	900.1	1,017	1,150	1,298
Government Revenues (35%)	218.3	246.7	278.7	315	355.9	402.2	454.5
Employment (FJE's)*	42.585	48.121	54.376	61.445	69.433	78.460	88.659

Source: Based on WTO Assessment.

* Full Time Job Employment.

Table: 4.05
Investments Requirements (10% real growth)
2004-2010

Input Investment	2004	2005	2006	2007	2008	2009	2010
International marketing expenditures							
Public Sector	9.6	14.1	15.9	18	20.3	23	26
Private Sector	2.4	3.5	3.9	4.5	5.1	5.7	6.5
Investment in Product Innovation and Human Resources	9.6	14.1	15.9	18	20.3	23	26

Source: Based on MOTA final report on the feasibility of the involvement of the private sector in the management and operation of public owned tourism, 2004.

4.5 Value Chain Approach

(A) Value Proposition: Jordan will create a public-private partnership and allocate the appropriate resources to attract and satisfy the needs of high yield customers seeking an excellent travel experience in a peaceful, secure country with natural beauty and significant cultured heritage sites secured by friendly and welcoming hosts.

(B) Value Delivery System: Jordan's value delivery system will be driven by a passion, pride and confidence that visitors will experience the best that Jordan can offer through positive human interactions in a trustworthy destination committed to world peace, cross cultural understanding and sustainable development.

(C) Operational Guidelines: For Jordan's value delivery system to be effective it is essential to:

- (i) Make it easy for the consumer to purchase travel to Jordan by strengthening the usability of distribution systems worldwide
- (ii) Maximize the use of continuously evolving information and communication's technologies.
- (iii) Unite the industry's public and private sector around the customer by constantly improving the equality of tourism products and services.
- (iv) Reduce the cost of distribution for suppliers.
- (v) Provide cooperative funding from the public and private sectors to reduce the affects of destination adverse threat both real and perceived.

(D) Tourism Value Chain: The economic value of tourism arises entirely from the expenditures made by domestic and international visitors. The strategy that a "tourism value chain" approaches will be institutionalised to analyse the process and identify opportunities that increase value through positive action or the elimination of barriers. The total travel experience describes pre-trip planning and selection activities, the on-site experience and post-trip outcomes.

The real value of the approach is demonstrated when it is applied to the niche areas selected for Jordan's boutique destination positioning. Here, one can pinpoint with great accuracy those actions that will enhance value and increase competitiveness. To explain the proposed value delivery system one niche segment—ecotourism will be described as an example. Following Chart: 4.07 will assists Jordan in becoming more competitive and provide a tool for tracking progress.

Chart: 4.07

**An Example of the Application of the Value Chain Delivery System
for Eco-Tourism.**

PRE-TRIP:		
Planning	Key Demographics: 132 million ecotourists per year growing at a 10-25% rate per year. Source: WTO 9-country profile and individual tour operator data.	
	Innovative Action Plan:	Invite scientific writers from targeted magazines to write and publish articles about the natural wonders of Jordan
	Website and Publication Information:	<ul style="list-style-type: none"> • Endangered and endemic species list • Explanation of variety of geographic and climatic zones. • Menu of unique activities. • Interpretive service listing • Listing of appropriate "green" accommodations • Facts about Jordan's safety.
	Typical ecotourist: 32-54 years old, well educated (82% college graduates) and relatively affluent.	
Selection	Illustrative Information Sources	<ul style="list-style-type: none"> • Internet Websites (Green Travel Market) • Scientific Magazines (National Geographic) • Clubs (Audubon Society, Sierra Club) • Trade Shows, International Trade Board (ITB), International Association of Tourism Organization and Society (IATOS) • Specialty Tour Operators, Natural Habitat Adventures (NHA) • Trade Associations, The International Eco-tourism Society (TIES)

ON-TRIP:		
Eco-tourists seek pleasurable experiences in acquainting themselves with nature by visiting natural areas to view flora and fauna and unique geographic formations. Ecotourists require peace and serenity in outdoor environments.		
Value Chain Components e.g. Hospitality Demands)	Needs	Prefer small ecologies, will camp in non-primitive forms, enjoy high class fare for meals, need portable day lunches
	Local Examples	<ul style="list-style-type: none"> • The <i>Azraq</i> Reserve Lodge • <i>Rummana</i> Campsite • <i>Dana</i> Guest House
Activities and Services	Sample Activities: Wildlife Viewing, Scuba Diving, Nature Hiking, Horseback or Camelback Riding, Bird Watching, Flora Walks, etc.	
	Sample Services Required: Forum for Arts and Crafts, Energy- efficient Transportation, Well-trained Interpretive Guides, Information Books, etc.	
Suggested Itinerary	Day 1. Arrive in <i>Amman</i> , Jordan – Explore the Capital Day 2. <i>Mujib</i> Nature Reserve – Hiking on Circular or Lower Trail Day 3. <i>Dead Sea</i> – Relaxing and Bathing in healing waters Day 4. Arrive <i>Dana</i> National Park (DNP) – visit <i>Dana</i> Centre Day 5. Explore DNP Day 6. Return to <i>Amman</i> /optional afternoon visit to <i>Shaumari</i> Nature Reserve Day 7. Depart Jordan.	

Source: Jordan National Tourism Strategy 2004-2010

Chart: 4.08

The Tourism Value Chain On-Trip Component

Arrival			Departure		
Accommo- dation	Food & Drinks	Transport	Day Activity	Night Activities	Services
Hotels	Restaurants	Airlines	Attractions	Entertainment	Retail crafts guides
Apartments	Bars	Ferries	Activities	Cultural Activity	Personal Services
Camps	Food & Drink Outlets	Coaches	Products	Passive Activities	Information
Lodges	Banquets	Buses	Museums		Sign positing
Bed & Breakfast	Special Facilities	Taxis	Art Galleries		Health & Wellness
		Car rental	Heritage Sites		Educational
		Bicycle Hire			
		Horse/ Camel			
		Walking Routes			

Source: MOTA/ Feasibility Report

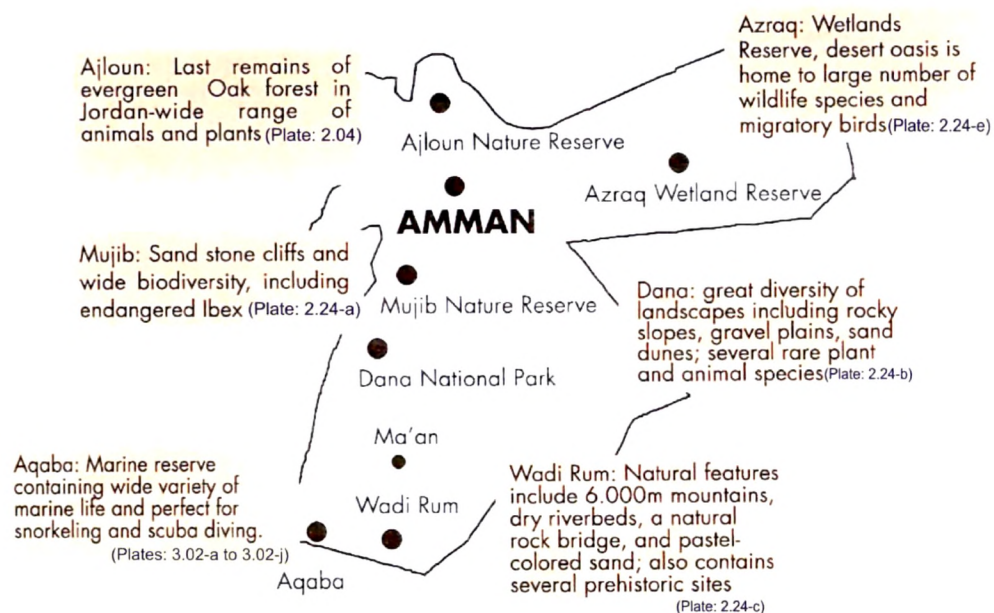
From the above Chart: 4.08 one may conclude that eco-tourism is a rapidly growing and increasingly important segment. Jordan has tremendous natural resources that could attract this segment. Overall,

eco-tourism is a rapidly expanding market niche and is an attractive visitor segment in terms of demographics and travel behaviour. The application of the Value Chain Delivery System for Eco-tourism indicates that Jordan in fact have a number of assets that could serve as the building blocks for a successful eco-tourism effort as high lighted in the following (figure 4.09).

Figure: 4.09

Eco-Tourism Assets

Responsible travel to natural areas that conserves the environment and improves the well-being of local people



Source: Jordan National Tourism Strategy 2004-2010 (Modified)

(E) Niche Market Priorities: Jordan plans to further develop its niche market strategy, initially focusing upon eight priority niches:¹²

- (1) Eco-tourism
- (2) Cultural Tourism

12. Obaid El-Roudan et al., *Tourism Economics in Jordan: Essential Facilities and Marketing*, (Amman, 2000), pp. 39-43.

- (3) SAVE (Scientific, Academic, Volunteer and Educational Tourism)
- (4) Adventure and Sports Tourism
- (5) MICE (Meetings, Incentives, Conference and Events) Tourism.
- (6) Business Tourism
- (7) Religious Tourism
- (8) Health & Wellness.

The government of Jordan is committed to allocating four percent of national tourism receipts for international marketing, product development, and human resources development through 2010. This contribution will be more than double the current level of tourism investment. The rating of Jordan's product portfolio (niches) is given below (Table 4.06).

Table: 4.06
Development and Motivation Ratings* for Jordan's Product Portfolio

Product Portfolio	Development Rating			Motivational Rating		
	1	2	3	1	2	3
Heritage Tourism		*				*
Nature/ Eco-tourism		*				*
Health and Wellness Tourism		*				*
Religious Motivated Tourism		*			*	
Activity Holidays	*				*	
Desert Tourism	*				*	
Sports Tourism	*				*	
Meeting, Incentives, Conferences, Events		*				*

Source: JTB, *Jordan Comparative Competitive Study*, August 2003

Following brief description of each niche will help to develop competitive clusters and to stimulate investment for product development and cooperative marketing:

(1) Cultural Heritage (Archaeology): Cultural heritage tourism is one of the fastest growing market segments and accounts for about 10

percent of tourists worldwide. The segment is expected to grow with the ageing of the baby boomers. Jordan is in a good position to penetrate this market segment and traditionally has done quite well in historical heritage with sight such as *Madaba, Petra, Ajloun* and *Amman*.

(2) Religious: Religious tourist accounts for a large proportion of world travel. Trips vary in motive including pilgrimages, religious tours, service projects and missions. Jordan is in a unique position because of its religious heritage assets.

(3) Adventure Travel: Jordan's physical condition provides the perfect venue for adventure travel. It is growing at a rate of 18 percent per year and fastest developing niche markets. Jordan has wide spectrum of adventure activity from scuba diving to desert trekking and mountain biking.

(4) Eco-tourism: This is the most dynamic and growing niche markets. About 20 percent tourists worldwide are deeply involved in eco-tourism. Jordan has good potential to exploit this segment of tourism. Its four natural resources viz. *Wadi Rum* Natural feature, *Dana* National Park, *Mujib* wildlife Reserve, *Azraq* Wetlands Reserve and *Shaumari* Nature Reserve are the emerging eco-tourism sites.

(5) Health and Wellness: This segment includes activities ranging from spa treatment to surgery. It is the growing niche market worldwide. Jordan is the leader in health and wellness travel movement and home to the world's largest special offer treatment for a variety of ailments.

(6) Cruising: This segment is increasingly attracting the family market as it is remarkably hassle free. Jordan is now giving due attention to develop this segment of travel. *Aqaba* is the most suitable site for the development of cruising.

(7) Meeting, Incentives, Conferences and Events (MICE): The MICE is the fastest growing niche markets in the travel industry. It attracts large group of affluent people and creates significant economic

impact on the state and community. Jordan has taken initiative to improve infrastructure for the development of MICE market.

The king *Hussein Bin Talal* Communication Center on the *Dead Sea* Cast is one of the important centers which provide the perfect place for meetings of any size or occasion. It is sufficient to accommodate numerous events with different requirements simultaneously. The center has 25 fully equipped conference and meetings halls of different size and capacity. The center is a good show piece of Architectural skills, part modern art sculpture and all business. King *Hussein bin Talal* convention center is a gigantic convention that can accommodate hundreds of guests of employees and thousands of guests with plenty of comfortable space. It is a three story building which offers on-site parking and business services. These facilities lie within the easy walking distance of major five star hotels. Three major conferences viz. the world economic forum, the International Monetary Fund and the United Nations have been held in these centers. It has capacity to host as many as 3,000 guests and at the same time able to hold work shops and meetings of 50 guests.

(8) Scientific, Academic, Volunteer and Educational (SAVE):

SAVE is the new segment of tourism and provide both economic and social benefits to small scale tourism initiatives. Activities include cultural immersion, experiential learning based travel, volunteerism and supporting local development projects. Current examples in Jordan include: Scientific archaeology at *Mt. Nebo*; Academic – Arabic Study at the Language Centre at the university of Jordan in *Amman*; Volunteer – interns for peace program throughout Jordan; and educational – bird watching in *Azrak*.

Competitive Analysis: Competitive Analysis of Jordan's tourism provides information about Jordan's competitive positioning in the region. It also presents a differentiated competitive approach to guide Jordan's tourism development.

4.6 Jordan's Core Competencies and Uniqueness

Jordan has the potential to bring many competitive products to the market place. However, the iconic nature of its major heritage and natural landscape products enjoys competitive advantage and stands potentially dominant overall. Jordan natural landscapes hold a history that is important to the world's major religions. They are dominant, stable, and enduring in a changing world.

This unique environment incredibly places Jordan in strong position. These geographical components [viz. natural landscapes, Mediterranean climate, beaches, biodiversity, and water bodies] of tourism of Jordan, indeed, are strong unique selling proposition that can be linked to key growth market segments. The competitive products (the iconic nature of its major heritage and natural landscape products) may act as "pull factors" that can build motivational and highly retained images essential to supporting successful marketing. These are:¹³

- (1) The Dead Sea
- (2) The Holy Land – Religious clusters: Biblical, Christian, and Muslim.
- (3) Petra
- (4) Wadi Rum
- (5) Jerash

The analysis of JTB's competitive comparative study explained other strengths in Jordan's tourism market compared to its competitive set across a number of different criteria. An extremely important strength that emerges is "Trade Opinion", which indicates whether travel agents and operators are confident in a country's products. Jordan and Egypt both received highest scores in this area. Another strength that emerges is the National Tourism Authority (NTA) Trade show, in which Jordan

13. Feasibility Report, November 2004, (Amman, 2004), pp. 37-66.

shares the top spot with Egypt and Turkey. The following Table: 4.07 shows the Jordan and its competitive comparative study set.

Table: 4.07
Jordan and Its Competitive Set

COUNTRY	Hotel Pricing	Infra Structure	Number of Visits	Tourist Yield	Website	NTA Trade Show	Market Performance	Air Access Price	Trade Opinion
Dubai	7	6	5	2	9	6	8	7	7
Egypt	9	8	7	7	5	7	9	7	8
Israel	7	6	4	9	2	3	4	7	2
Jordan	7	4	3	5	5	7	5	4	8
Lebanon	7	4	2	8	2	1	4	6	3
Oman	8	2	1	2	0	0	3	6	2
Syria	7	4	3	7	1	3	4	5	3
Tunisia	7	8	7	2	4	6	9	7	7
Turkey	7	9	9	7	6	8	9	9	7

Source: JTB, *Jordan Comparative Competitive Study*, August 2003

(A) Travel Trade Competitive Survey

Travel trade competitive survey, involving thirty eight tour operators from seven markets expressed their comments and perceptions about Jordan's current standing with trade. Chart: 4.09 explores the views, summary of their rejoinders, and recommendations of the tour operators to clients looking for specific experiences.

Chart: 4.09

**International Travel Trade Opinion: Jordan's Competitiveness in
Specific Experiences**

Experience	Travel Trade Opinion
Heritage	Here Jordan rated ahead of Egypt, which has recently changed its advertising focus moving heritage to a more subsidiary position. Syria was in third place signalling the growing presence of this competitor.
Cultural	Jordan again led Egypt and Syria.
Family	Jordan rates well behind Egypt, but ahead of Syria and Dubai. There is an admitted gap in Jordan's family product and this will be important in its ability to compete successfully in this vital sector of the regional market.
Health & Wellness	Jordan rated well ahead of Egypt showing the strong association this product has with a unique asset like the <i>Dead Sea</i> .
Eco-tourism	It is not a surprise that Oman featured strongly, as this is a specialty area for it. What is a surprise is that Dubai shared the honours with it. There could be some distortion here as Dubai sells two holidays that include Oman. Jordan did not figure.
Sun	Egypt rated the strongest followed by Turkey & Dubai. Jordan did not figure.
Sun and Beach	When the question includes "beach" the leaders Egypt & Turkey retain their respective positions, but now Jordan shares third place with Dubai.

Diving	Egypt is the leader by a long margin of 5 to 1. Jordan comes in second.
Resorts	Egypt again rates well ahead, with Dubai second and Jordan last.
Adventure	Jordan wins this one comfortably over Syria, with Egypt & Turkey well behind.
MICE	Dubai wins this section, but Jordan is the second choice.
Religious	Israel is a clear first choice, Jordan is second.

Source: JTB, *Jordan Competitive Comparative Study*, August, 2003

The above analysis further points out certain other noteworthy findings. They recommend Jordan as the most proper destination followed by Egypt and Syria. When asked which country provides the best value for money, they ranked Egypt highest followed by Jordan. In hospitality Jordan ranked highest with a comfortable lead over the next countries, Syria & Egypt. Egypt and Syria were named the main competitors of Jordan by the tour operators.

(B) Sustainable Tourism Development Plan

The above out lined strategic approach works best when linked to a plan development that recognizes the dynamics of Jordan's industry and its role in regional development. This plan includes a framework for investment, product development and tour circuits, human resources development, and marketing. It contains government support through incentives for development of tourism as well as dispersing economic benefits, creating social equity and developing human resources. For a comprehensive economic development for the tourism sector, Government of Jordan should bring suitable conditions to allow for private sector investment and management of public assets. To achieve the doubling of the tourism economy, Jordan will need substantial investment to upgrade products and create innovative new

visitor experiences. The following elements should be considered as framework for developing Jordan's tourism economy.

- (1) Tourism Centres
- (2) Developing New Tourism Areas
- (3) Special Interest in Tourism Attractions
- (4) Protected Area (natural and Cultural Sites)
- (5) Touring Routes – Primary and Secondary
- (6) Entry and Exit Points.

Jordan should give priority in creating an environment supportive of tourism development. Currently Jordan needs adequate infrastructure for a growing tourism industry. Network of major roads and highways in Jordan is average and the government is making efforts to improve the existing network of roads and highways. The quality of secondary roads outside *Amman* and within tourist site is generally poor. Other major problems such as sign, age, speed zones, and traffic light system exist in connection with transport flows and network. Currently Jordan has launched a project to update these shortcomings. This project has been proposed under Jordan's Socio-Economic Transformation Plan (SETP), as well as some other tourism related developments. Other basic infrastructure like bathrooms, telecommunication systems, catering, promotional literature, and other services at various attractive tourists' destinations needs enhancement and improvement. Facilities for the disabled are virtually non-existent. Back up services like restaurants and rest houses, public transport vehicles, transport and communication networks, lodging etc. at various tourist destinations and potentially attractive sites need significant improvement.

(C) Management and Operation Feasibility

Though it is recognised that tourism is an economic activity mainly sustained by the private sector, government have traditionally ploughed a key role in its development and promotion. It is a fact that governments in developing countries, or in countries where tourism is still in a nascent stage, played a significant role in starting the industry.

It is also a fact that in developed countries, there is a lesser need for the public sector involvement and support to the tourism industry.

However, for tourism to grow in a sustainable manner, an appropriate framework – physical, regulatory, fiscal, social and environmental – is indeed needed, which can be mostly provided by governments. Governments are also expected to provide the basic infrastructure for the tourism industry – such as roads, water supply, electricity, communications and airports as well as to create a legal framework within which the private sector operates and manages the industry.

It is pertinent to mention that in Jordan, a stage has now been reached where government is reconsidering the role of the private sector in the direct operation and management of the tourism industry. There are some technical areas that should be focused on when planning for public – private partnership, is taken into consideration.¹⁴

- (1) Infrastructure development.
- (2) Congestion management.
- (3) Product development.
- (4) Revitalization and improvement of destination image.

(D) Marketing Assessment of Public – Private Partnership

Over the past decade, tourism has emerged as one of Jordan's most rapidly growing economic activities, ranking second in terms of foreign exchange earnings. An estimated 1.2 million people visited Jordan in the millennium year, attracted by the country's stunning landscape, fascinating cultural heritage, and world class historic sites. Wider international interest will continue to promote Jordanian tourism as a growth industry in year to come. There was long and historic emphasis on developing Jordan's tourist industry through site improvement and marketing. The government worked to uncover and preserve archaeological sites at *Aqaba*, *Karak*, *Petra* and *Jerash*. More recently, the four-lane highway from *Amman* to the *Dead Sea* was

14. Jordan's Tourism Strategy at the Threshold of the 21st Century, (Amman, 2000), pp. 15-19.

established, and tourist rest houses at *Pella*, *Umm Qais* and at Holy sites of Jordan were constructed. These and other investments continue to pay dividends years late and encourage the development and advancement of local communities. For example, the rapid growth in *Wadi Moussa (The Valley of Moses)* and the community immediately outside *Petra* is directly related to the growth in the tourist industry.

In tourism marketing, it is essential to create a destination prior to promotion of tourism products. This is regarded as “infrastructure” which increases the attractiveness of sites from private sector or investors’ point of view. The development of a tourist site within a destination involves scoping the requirements and creating the model solution, then deciding if investors would need additional funding in order to carry out their vision. By seeking public – private partnership, it would be more likely to have access to the marketing expenditure done by the public sector tourism organization. In the private sector, funding could be secured from major companies and enterprises. For an example of successful private involvement in marketing of historic and natural sites, the Baptism Site represents an outstanding opportunity for the tourism industry in Jordan. It is considered a “multiple attractions” site; Bethany currently attracts visitors because of its unique cultural and historical heritage. It also attracts visitors wishing to experience the quality of its wilderness and natural environment. It is therefore, the site’s management committee works closely in partnership with the sectors that best represent this range of visitor interests.

4.7 Strategic Plan Implementation Guidelines

Strategic implementation has a high failure rate. It is clearly of little value unless it can effectively be transformed into planned action. It is essential that the roles and responsibilities of such key public and private sector organization be clearly defined.

Experiences of success strategy implementation have provided some guidelines that can assist the process.

- (a) The strategy must have measurable and easily understood values that make it worth implementing.

- (b) The participating partners – the MOTA, JTB, industry and carriers – must understand thoroughly on how the strategy will be implemented. This clarity is a key issue and require:
 - Priorities for management
 - Timescale for action
 - Understanding of impacts on structures, staff and methods
 - Participation through partnership
 - Risk assessments.
- (c) The wide stakeholder groups must understand the strategy fully, including its benefits and program of action. This communication requirement is a continuous requirement and not a one-off element.
- (d) Responsibilities for implementing the strategy and change elements must be assigned and accepted.
- (e) It is a top-down process. The leaders must remain continuously engaged and must follow through from planning to action.
- (f) The barriers to strategic implementation must be realistically assessed and properly planned for.
- (g) Strategic implementation must be planned as continuous activity to achieve excellence.

4.8 Monitoring and Evaluation

In order to measure the success of plan implementation, it will be necessary to develop clear targets and indicators for result, taking into account the following aspects:¹⁵

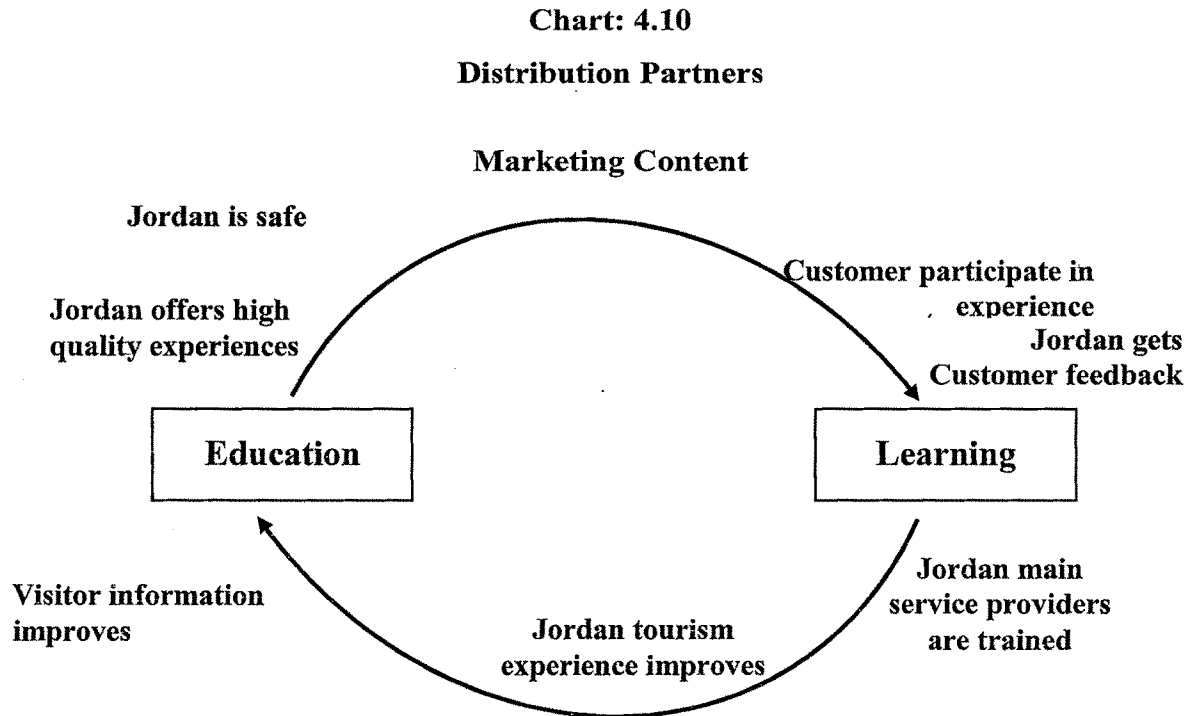
- (a) Effectiveness of increased funding for tourism development and destination and product marketing in helping the tourism industry meet the receipt and to tax revenue goals.
- (b) The effectiveness of partnerships between the public and private sectors, including the agreement of common objectives, the pooling of resources and skills and joint action.

15. Ibid, p.46.

- (c) Improved international air access with a competitive “open skies” policy.
- (d) Structuring tourism for participation from national to community levels.
- (e) Quality enhancement of the visitor experience through product design, diversity presentation, innovation, customisation and service delivery.
- (f) Conducting market research to empower targeted and segmented marketing.
- (g) Informing the “welcome” that tourists receive at all appropriate entry points.
- (h) Adopting and implementing sustainable tourism policies.
- (i) Enabling, supporting, and facilitating investment.
- (j) Obtaining greater involvement and support from all of the stakeholders of the tourism industry.
- (k) Provision of training and capacity building measures to improve human resource development.
- (l) Creating awareness, understanding, and support for tourism by the Jordanian public.
- (m) Utilising a performance measurement system to monitor progress toward meeting growth targets and value chain outcomes.

4.9 Monitoring the value Delivery Process Objectives

- (a) Diffuse negative perception of Jordan as a Tourism destination.
- (b) Generate international Tourism demand for Jordan’s new tourism experiences.
- (c) Build a network of Regional and International Specialized Tour Operators, travel agents and other partners willing to sell Jordan’s Tourism (Chart 4.10).



Source: Jordan National Tourism Strategy, *A sustainable Development Approach*

Recommended Approach

There are eight strategic thrust to be implemented over the period 2004-2010.

- (a) Utilization of studies and plans.
- (b) Facilitate JTB Transformation.
- (c) Implement Tourism Economic Growth and Investment Goals.
- (d) Market and Brand Jordan as a Boutique Destination.
- (e) Support Product Development and Service Quality Initiatives.
- (f) Develop Human Resource Capacities
- (g) Improve Legal, Regulatory and Facilitation mechanism.
- (h) Manage Tourism for Economic, Environment and Social Sustainability.

It is essential to execute an implementation process with clear responsibilities for follow-up and monitoring of strategy development where the private and public sectors should work closely together. The process recommended in the strategy identifies clear roles, responsibilities, and budget elements that will support and allow realistic and effective implementation.