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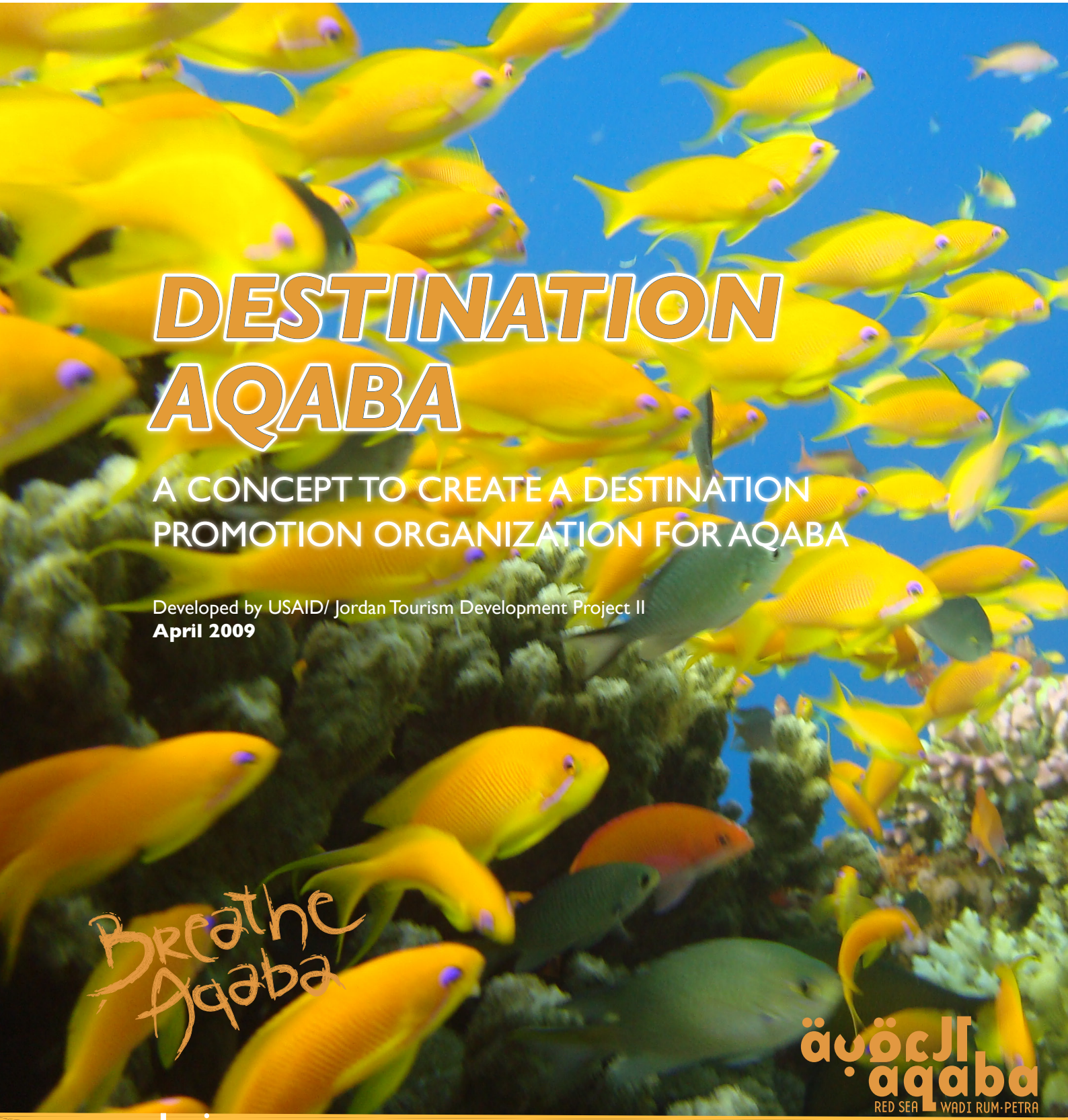

DESTINATION AQABA

A CONCEPT TO CREATE A DESTINATION PROMOTION ORGANIZATION FOR AQABA

Developed by USAID/ Jordan Tourism Development Project II
April 2009

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April 2009

JORDAN TOURISM DEVELOPMENT PROJECT II (JTD II)
WORKPLAN: SUPPORTING AQABA SPECIAL ECONOMIC ZONE INITIATIVES
REPORT: CREATING AQABA DESTINATION PROMOTION ORGANIZATION

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EXECUTIVE SUMMARY

The USAID/Jordan Tourism Development Project II (Siyaha II) has been requested to assist Aqaba stakeholders to define the context, structure and mandate for an entity that can best serve the development of Aqaba as a destination. Specifically, the request was to suggest an entity that can deal effectively with the urgent requirement of boosting marketing activity to support current and future expansion and ensuring the competitiveness of the destination in terms of the visitor experience and travel motivation. With more than 3,000 hotel rooms and other major tourism and business-related developments underway, the need for greatly increased destination promotion capacity is urgent. Accordingly, based on a review of international models and consultation with stakeholders, ***Destination Aqaba*** is proposed as the entity that would be tasked with promoting Aqaba as a tourism, business and residential destination of choice. See page 21.

BACKGROUND

Aqaba has been successful in attracting multiple large investors on a scale not experienced before. It is expanding its accommodation base very rapidly at a time of general market contraction caused by the world economic crisis. Some of the largest investors in the region are on site with major developments in advanced stages. These will soon increase the city's capacity with many new hotels opening over the next eighteen months - the first scheduled for June 2009. There are also developments in the pipeline including the massive Marsa Zayed project to develop the area of the current port when it is relocated in five years time.

This is a critical time for Aqaba and without proper advanced business planning there is a major risk inherent in this situation. While overseas tour operators will sell their particular Aqaba products, the lack of destination marketing may give rise to a perfect storm where new developments are forced to compete with each other and existing hotels. This may cause severe dilution leading to price driven competition with a race to the bottom and lack of profitability. This could lead to catastrophic business failure and a loss of reputation for Aqaba as an investment destination.

To ensure this does not happen, Aqaba must boost its destination marketing capability and level of effort. To drive this, a coalition of key private investors (championed by Saraya Aqaba), is joining

with ASEZA to create a new empowered and resourced entity to lead the promotion of Aqaba as a destination for tourism and tourism-driven investment. Indications from Aqaba's private sector, investors in the mega projects as well as ADC and ASEZA are clear and in support of this approach. They also share the sense of urgency to act quickly, launch this entity and begin implementation of a focused marketing campaign.

The coalition's expressed wish is for a broadly-based organization with a perspective on key aspects of tourism – marketing, servicing, promotion of tourism for sale properties, tourism investment promotion, visitor experience enhancement, and destination brand building. They have also set criteria for the new entity, which should be:

1. Independent of government in terms of operations
2. Free and capable of directing and managing its own affairs and programs, including financial management
3. Capable of receiving funds from public and private sources
4. Able to hire people with the capacity and capability to do the job free from public sector procurement and hiring restrictions
5. Capable of independent direct action on short notice per market necessities
6. Representative of all relevant stakeholders
7. Mandated and empowered to promote and support rapid tourism growth, tourism-related investment and business

USAID/Siyaha II Contribution

Supporting the work of this coalition and responding to their request for assistance, the UASID/Jordan Tourism Development Project (Siyaha II) conducted research, considered various models of destination promotion around the world, and consulted with local and major investors with a direct stake in Aqaba. Based on this research and analysis, coupled with the advice of experts and practitioners, the model for consideration by the coalition with the optimum chance of success is a ***private sector-led, public-private-supported and funded promotional entity.***

AQABA'S CHALLENGE

Aqaba is on the cusp of a transformation in terms of its tourism scale and complexity. More than 3,000 hotel rooms will be added over the next five years to the room supply. This is coupled with a massive increase in new, quality residential facilities by Saraya, Tala Bay, Taameer, Marsa Zayid and Ayla, as well as two golf courses and business parks and a convention center.

Selected Middle East Cities Hotel Occupancy in 2008

Destination	Room occupancy
Middle East overall	68.8%
Abu Dhabi	81.5%
Hurgarda	81.5
Dubai	78.9
Alexandria	72%
Amman	65.8%
Aqaba	**47.5%**

Source:STR Global, MOTA

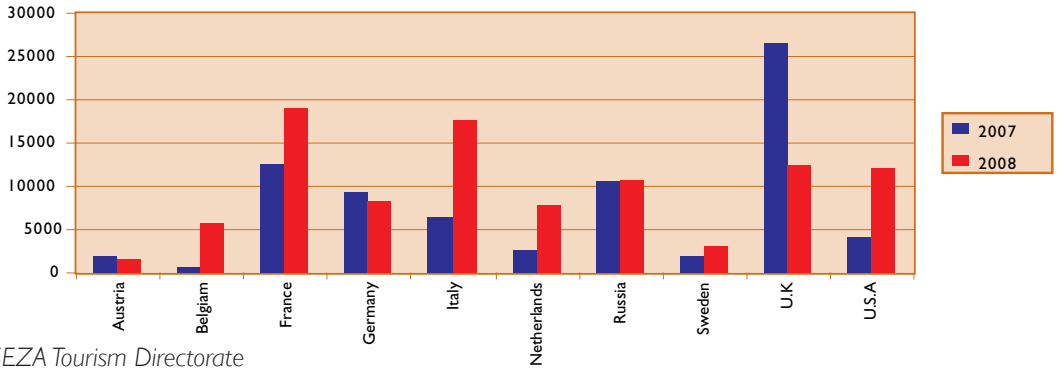
For hotel rooms alone, in order to achieve an occupancy level of 67% in five years, arrivals into KHIA need to increase to 250,000 (270%) annually and bed nights need to increase almost threefold (or by 1.4 million hotel nights). This is a challenging task at any time. However it must be done to protect existing businesses and new investors as well as protecting Aqaba's reputation as a place to invest in for tourism.

Aqaba is already late in terms of active intervention to achieve this level of growth. Discount pricing is well underway for 2009 and 2010 has already been targeted by Turkey, Egypt, Cyprus with others lining up to follow. For packaged tours, 2010 marketing efforts are essentially determined by overseas tour operators by the middle of 2009; thus if action is taken by Aqaba now, it will largely bear fruit in the 2010/11 seasons.

A challenging 2008

Aqaba's recent performance in tourism attraction has been weak. Surprisingly, while occupancy rates in Jordan, and in surrounding regional destinations, have increased in 2008, Aqaba's occupancy rate fell to 47.5%. This shows that the dilution problem has already begun and is now poised to get worse in the next two years if not immediately dealt with. Aqaba's reported hotel room occupancy dropped from 52% in 2005 to 47.5% in 2008. Such occupancy levels cannot make a return on the capital invested; this puts into serious question the viability of hotel development projects that are currently underway. In addition, in 2008 the Jordanian property market slumped, and Jordanians have been the main customers for Aqaba property sales to date. Aqaba thus faces a difficult marketing environment with huge competition from other Red Sea resorts. Further planned expansion of hotel supply will put further downward pressure on occupancy and viability unless very strong growth occurs over the next five years.

Top ten source markets for arrivals to Aqaba hotels 2007-2008



Source: ASEZA Tourism Directorate

Source markets for tourists to Aqaba

The chart below illustrates visitor numbers to Aqaba by source market in 2007 and 2008 (residential tourism is not counted).

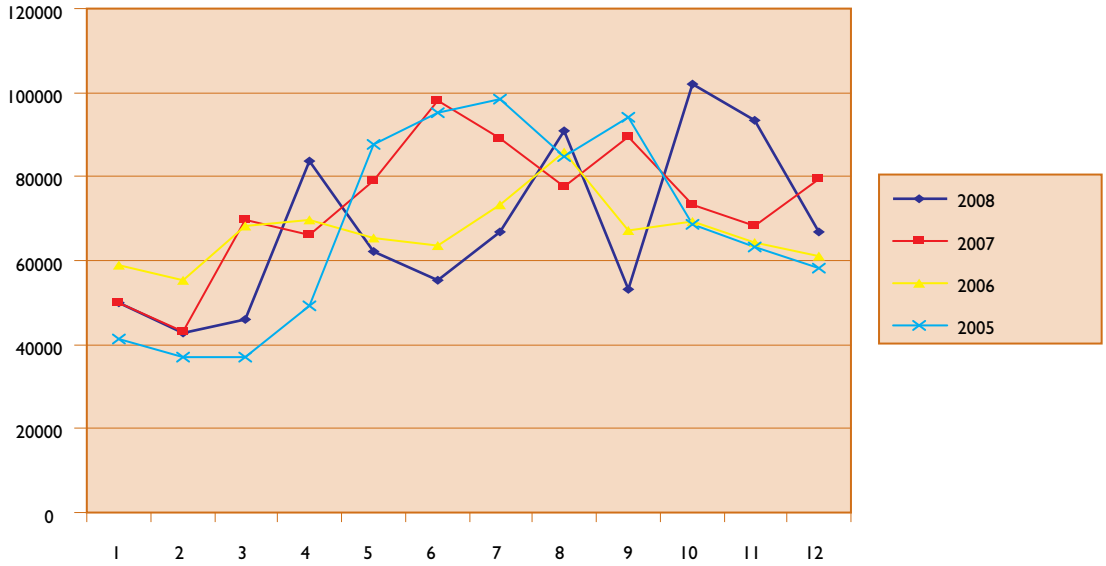
Types of tourists to Aqaba

The vast majority of current arrivals come for general leisure purposes. The percentage of business visitors to Aqaba is much smaller than for Jordan generally and significantly smaller than for many city destinations. Cruise visitors are of rapidly growing significance as Aqaba is also a gateway to Petra and Wadi Rum. These are important facts to be considered and planned for to support Aqaba's expansion. Aqaba needs to achieve a large increase in tourist arrivals in the short term through tactical efforts while, in the longer term it needs to diversify its target audience and realize new types of visitors including business and high-end residential arrivals.

Seasonality and missed opportunities

Aqaba still retains the poor seasonality profile that was embedded in the past. Hotel seasonality varies considerably depending on the periods covered by the charter series. The timing of Ramadan also affects the domestic and regional market. The apparent trend is one of poor occupancy in the winter months, implying that Aqaba is not capitalizing on its climatic advantage, and not selling itself sufficiently as a winter sun destination.

Aqaba bed nights by month (2005-2008)



Source: ASEZA Tourism Directorate

Note: Needs to be treated with caution as ASEZA figures and MOTA figures do not agree.

Airlift - The King Hussein International Airport (KHIA) is an under-used asset that is central to destination success and which must capitalize on its "open skies" policy. Flight movements and passenger numbers from KHIA are shown in table 5 and show steady growth, however the base remain small to support the current and future Aqaba that is developing. The airport is a loss-making concern and does not yet have an active marketing operation or capacity to undertake this vital function. This is a critical weakness in the destination strategy. Of the 197,393 passenger movements in 2008, 92,879 were arrivals, compared with 427,421 arrivals in hotels. This implies that less than 25% of arrivals come by air and this figure included many one-day visitors. Royal Jordanian (RJ) is the only scheduled carrier servicing Aqaba from Amman, and flights to Aqaba generally do not connect with inbound flights from European destinations. In order to meet room occupancy and bed night targets which can be accurately predicted from the development stream, Aqaba needs an additional 497,802 visitors by 2014. Charter growth will be key to this and it is assumed that up to 80% of these new arrivals will come by air (398,254) This will require an extraordinary effort to attract 2,000 additional charter flights per year, assuming 200 persons per flight. Without an active and specific specialist access marketing plan and support system Aqaba's chances of becoming a 'destination in its own right' are critically undermined. KHIA must be helped to build a much broader and wider air network transforming it into a vibrant and well-connected airport to a wide range of international destinations served by multiple carriers and charter flights.

PARTICIPATORY DEVELOPMENT: CONSULTATION AND STAKEHOLDER INCLUSION

By way of consultation and research during March and April and based on the recommendations of the Aqaba Marketing Committee, Siyaha II met with more than 50 individual stakeholders and over 40 entities all of whom are active participants in the business community of Aqaba. They represent the platform to the development of the Destination Aqaba proposed concept. These consultations included local Aqaba businesses that directly engage in tourism as well as associated industries, investors in the current and planned mega projects (both Jordanian and regional) as well as the public sector. These included:

- 36 one-on-one meetings with business owners, managers and key stakeholders in Aqaba, including:
  - General managers of chain-operated hotels such as Movenpick and the Radisson
  - Executive of local hotels
  - Tour operators
  - Local attractions, such as dive operators
  - Local transport companies such as Sindbad, Arab Bridge
  - USAID's ACED Project
  - Aqaba Chamber of Commerce
  - Red Sea Institute for Cinematic Arts and JREDS
- Meetings with 12 CEOs and senior executives of the mega projects, including:
  - Saraya Aqaba
  - Tala Bay
  - Taameer
  - Ayla
  - Zara
  - Al-Maabar's Marsa Zayed

KHIA aircraft and passengers 2005-2008

Year	2005	2006	2007	2008
Scheduled movements	1,463	1,096	1,375	1,432
Charter movements	2,489	2,453	1,708	2,181
Other movements*	16,199	9,372	12,572	24,741
Military	1,608	1,545	1,584	1,329
Total	21,759	14,556	17,239	29,683
Passengers**	167,067	186,465	143,683	197,933

Source: Aqaba Airport Company *Notes: * light aircraft; ** includes transit*

- Social Security Corporation's National Company for Tourism Development
- King Hussein International Airport
- ASEZA
- Aqaba Development Corporation

Please see the Appendix for companies and individuals consulted for this project.

Focus of the Consultations

The consultations focused primarily on the following:

- **Purpose and focus of the new entity**
- **Financing sources and methods.**

Options given were:

1. Collection Method
   - Voluntary contributions
   - Mandatory contributions

2. Sources of financing
   - Public financing
   - Private funding

- **Legal structure.**

Options given were:

1. Public entity created under ASEZA law
2. Association of members
3. Public-private shareholding company, majority owned and operated by the private sector.

- **Relationship with ASEZA and JTB**

Summary of findings

- All saw marketing as the focus of the new entity
- A significant number also saw product development as a key to success
- Most saw quality assurance as a further key to success
- A minority (primarily local small businesses) indicated that the new entity should influence regulations
- Most saw a need for ASEZA to be involved as a strong partner to give the entity stability and permanence.
- A majority, including all mega projects, want the private sector to take the lead and to hold the chairmanship of the entity.
- All want to balance the independence of the entity with a positive relationship with ASEZA as the optimum partnership for success.

Following are the highlights of the two major groupings on interviewees: Aqaba-based businesses and the mega projects.

Institutional make-up and governance

Aqaba-based businesses

- The majority of local businesses want an independent entity with a strong link to ASEZA
- The majority favors the private sector board leadership, however most indicated that ASEZA needs to be involved to give the entity stability and permanence.

Mega projects

- All mega projects advised that the new entity should have the private sector in the lead and should have a private sector ethos and methodology. They all elected option 3.

Financing

Aqaba-based businesses

- There was virtual universal agreement to support the establishment and funding of the new entity, provided that small businesses are not burdened with large contributions, as they consider the mega projeccts will benefit more

Mega projects

- Financing should achieve equity and consider that certain projects will lag in the timeline of coming to market, a fact that should influence timing and corporate contributions
- Most mega projects thought a *mandatory* system of financial contributions will have a higher likelihood of success and equity

General destination development comments from Aqaba-based businesses

- There is a need to synchronize Aqaba's development through mega projects with a vigorous product development program to ensure the spread of economic benefits throughout Aqaba, not only to remain contained within large resorts
- Beach access and the relationship of the town to the sea needs to be enhanced
- Price-driven competition and perceived greater diverseityand quality product options from Egypt and Israel are a concern
- Ease of access to Petra from Israel and Egypt are a concern as Aqaba does not benefit
- There is a need to improve human resource development to expand availability and skills of labor, and to reduce staff turnover
- The state of the diving sector was highlighted as a particular problem, suffering from a reduction in available dive sites, and increased scrutiny from the local security force.
- Overall, there was little awareness of how to garner market intelligence from overseas markets to protect against sudden shifts of business as occurred this year.
- ASEZA-held or sponsored training workshops are regarded as beneficial; but the tourism marketing relationship is seen to be weak.
- Few respondents have had any relationship with the Jordan Tourism Board. Few have attended workshops or exhibitions or received invitations to JTB events such as the Jordan Travel Mart held in February this year.

Conclusions

All agreed there is a need for a new collaborative independent entity to build the Aqaba brand and present it as an attractive place to work, live and visit. This will facilitate the success of their projects and improve the the long term success of Aqaba as a destination. Most agreed that a strong sales focus was needed, particularly in the short/medium term to ensure that Aqaba's room occupancy level is adequate for success. All indicated they will participate in and support the new entity. Based on the different dates of projects coming to fruition, the funding system may have to be flexible to accommodate the start of operations of new projects. This will need to be reconciled with the need to produce sufficient funding in the start-up period to ensure success. Undercapitalization of the new entity will kill the process.

INTERNATIONAL MODELS OF DESTINATION TOURIST BOARDS

The European Model

Most European Tourist Boards are variations of the same model: public agencies but usually independent from government in their operation and governed by private sector apointees. In Europe they are known as Para Statal Companies, legal entities that are funded by government and serve the objectives of the government. They do not have shareholders but may have members depending on the legal format used. Their boards are appointed by government to reflect a balance of tourism/regional/industrial factors. Most operate under specific empowering legislation that defines their authority, roles and functions. Recently, private foundation and private company models have arisen. For example, the Netherlands Board of Tourism is a private foundation, but it still receives about 70% of its funds from the public sector. Visit London (which replaced the London Tourist Board) is a private company limited by guarantee, created not to generate profit for the founders, but for the purpose of promoting the destination. It operates under a contract with the London Development Authority against agreed benchmarks and success factors which are published (see below).

Models of European Tourist Boards

- Most created as a governmental agency but with private sector participation in governance.
- Recently, there has been an increase in the private company/foundation model, contracted by the public sector to market a destination
- Regardless of the institutional set up, the majority of funding comes from the public sector

The North American model

It is usually a public-private sector company with the bulk of the money coming from room occupancy taxes, which are regarded by the private sector as private sector money. Most of these are organized as Convention and Visitor Bureaus (CVBs) established in most cities and towns of scale. Most are facilitators of business. However, there are some, like Las Vegas, New York, San Francisco, Montreal, Palm Beach, Miami, that have large budgets and overseas representation. Since the US does not have a national tourist board, destination promotion is carried out by State authorities or cities. For example, Washington, D.C. is a not-for-profit private company contracted by Washington DC to undertake the role of destination promotion. It has offices in most major European Cities and receives a portion of a 4.5% occupancy sales tax.

Canada has a Canadian Travel Commission at the federal level, State Departments of Tourism and numerous municipal and area tourist boards such as Montreal, Prince Edward Island, and Nova Scotia. Funding is mainly governmental but with local membership assisting also.

Models of North American Destination Promotion Organizations

United States

- State, city or area conventions & visitors bureaus (funded and owned by localities)
- Private, not-for-profit entities contracted to undertake destination promotion
- Funding ranges from private via occupancy tax as well as public from city funds

Canada

- Commonly state and local government entities, frequently with private sector leadership
- Non-for-profit entities created to promote and develop destinations
- Funding is often a combination of public and private funds

The Middle East model

In the Middle East, tourist boards are essentially publicly-controlled entities that are a creation of the government. There tends to be a mixture of direct government control, such as Dubai, or a more public-private make up such as Jordan and Turkey.

While the private sector contributes large sums for destination promotion in successful European and American destinations, the majority of funding comes from the public sector.

Funding for Tourist Boards

Evidence from around the world points to the fact that destination promotion (at both the national and regional/local level) is essentially a public sector-funded effort. Except for funding that comes via occupancy taxes paid by tourists, the level of private funding of tourist boards, either directly or by cost sharing of marketing campaigns, is surprisingly low even for major destinations such as Montreal (18 %) and London (23%). Destination promotion organizations and boards generate private funds in a variety of forms including cooperative marketing, paid research, memberships and contributions. Yet, the public sector-generated share remains the largest. The rationale is that the success of the destination will benefit all: businesses will flourish, property values will appreciate and residents standard of living improved.

SUMMARY MODELS FOR REGIONAL TOURISM PROMOTIONAL ENTITIES

- Department of a public authority.
  Example: ASEZA

- Public authority outsourcing to private companies.
  Examples: Tourism Montreal, Visit London, Washington, DC.

- Public/Private partnership, often in the form of a private non-profit company or a public board.
  Example: JTB, NYC & Co.; Washington, D.C.

- Associations.
  Example: Vail, Colorado.

EXAMPLE 1 - DEPARTMENT OF A PUBLIC AUTHORITY

ASEZA DIRECTORATE OF TOURISM

EXAMPLE 2 - PUBLIC AUTHORITY OUTSOURCING TO PRIVATE COMPANY

A. TOURISME MONTREAL

Private not-for-profit organization funded by government
Budget: $26.6 million Staff: 70

Tourisme Montréal is a private, non-profit organization, founded in 1919 and incorporated in 1924. It has 750 + members and partners who share the common goal of promoting the city as a premier travel destination to non-local markets. Tourisme Montréal receives funding from three levels of government, but is a privately run enterprise with its own board of directors. There is a formal legal agreement with the city to take care of tourism. Its members and industry partners also contribute financially through membership dues and fees for promotional and advertising campaigns *targeting markets outside of Québec.*

Relevant Statistics

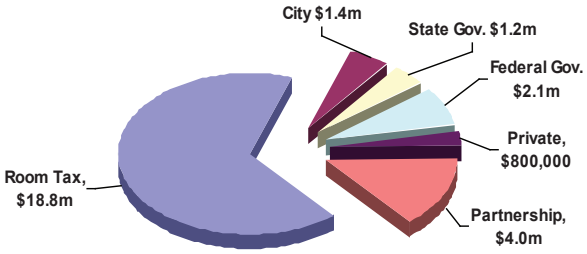
Total Budget: $26.6 million ($18.3 million public funds and $8.3 million private funds).

7.6 million visitors $2.6 billion in visitor receipts
73,000 jobs dependent on tourism
292 conventions and 290,000 attendees
Average daily expenditure of $388 per visitor
Visits to Web site: 2.6 million hits

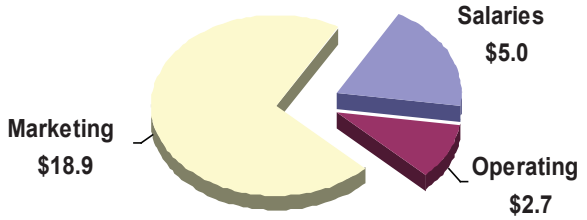
Staffing: Headquarters Staff: 70 Contractors staff: Chicago 2, Washington DC 2, Paris: 1

Sources and uses of funds
The City of Montréal accommodation tax represents its main source of revenue. There is a 3% hotel occupancy tax, of which 98% goes via Revenue Quebec to the company which translated to $18.8 million in 2008 of a total budget of $26.6 million.

Notably, most funds (71%) are spent on marketing activities, as opposed to overhead.



Budget $26.6 million



Expenditure

Governance - 3 levels
Decision Forum: (7 member)
Mayor, Minister for Tourism, Minister for Urban Affairs, President of Hotels Association, President of Chamber of Commerce, Chairman & CEO of Tourism Montreal. The Forum meets once per year to endorse policy, challenges and annual budget.

Board: (17 members) with the majority being appointed by city & provincial governments. Balance elected at the annual meeting of the General Assembly.

Executive Committee (5)
Nominated Committee of the Board with Chairman & CEO

B. VISIT LONDON (FORMERLY THE LONDON TOURIST BOARD)

Private company contracted by the city government
Budget £26.6 Staff: 97

Visit London is contracted per a four-year agreement by the London Development Agency (the development arm of the city government) to handle the tourism function. Visit London is a private company limited by guarantee. While a company, Visit London's mandate is not to earn profits for its members, rather to carry out the purpose of tourism development. The members' liability is limited to the amount they have undertaken to contribute to the assets of the company, being not more than £1 in the event that the company is wound up. This form of company is not required to raise funds from the members and they still retain the benefits of limited liability and a separate legal entity. Accordingly, it does not have shareholders per se, only members.

Governance
The Board of Visit London has 14 members including the Chairman. One board member comes from the Local Authority, another is the Finance Director, with all the rest of the 12 board members coming from the private sector. All are chief executives or marketing / commercial directors of their companies.

Following is an example of the recent board of Visit London.

- Grey Group (Marketing Company)
- City Cruises plc (Boat tours on the Thames)
- ExCeL London (Exhibition & Conference)
- D&D London (Restaurant company)
- Travelodge (Hotel Company)
- The Society of London Theatre (Trade Assoc of Theaters)
- Tower Hamlets Council (Local Council)
- Superbreak (Travel Company)
- South Bank Centere (Operators of Major Entertainment Facilities, including Royal Festival Hall)
- Visit London
- The Barbican Centre (Arts & Conference Center)
- London 2012 (London Olympic games)
- Transport for London (London Transport Co.)
- Red Sentry (Tourism Consultancy)

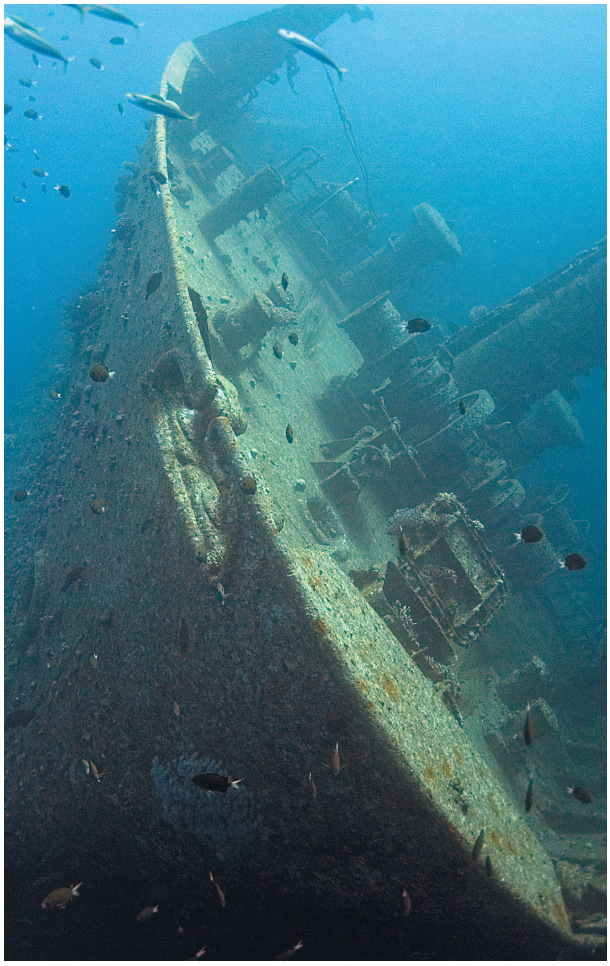
Sources and uses of funds

Visit London generates most of its funds (77%) from the London Development Authority. Business operations and cooperative marketing generates the rest. The total budget is £ 26.6 million.

Remarkably, visit London spends around 70% of its funds on marketing activities, creating real value to the destination stakeholders.

Membership is in categories, some dependent on subscriptions paid and others, ex-officio:

Membership category	Voting power
Premium	20 each
Platinum	15 each
A	10 each
B	5 each
C	1 each
Ex Officio *	10 each



Contractual arrangement

The London Development Authority, recognizing the power of a dedicated and independent tourism promotion entity, contracts with Visit London to perform this function. To maintain control and ensure achievement of performance, clear performance indicators are set and Visit London is contractually obliged to achieve. The contract allows the LDA to terminate the relationship upon contract expiry should Visit London not achieve the desired targets. Below is an example of targets set for Visit London.

Relevant Statistics

Funding £ million

LDA: 20.6 M
Trading: 1.4
Marketing partnerships: 2.9
Membership: 1.4
Other grants: 0.3

Expenditure

Staff costs: 4.8
Operations: 1.3
Communications: 1.
Marketing: 15.9

Performance

As part of the agreement with the LDA, Visit London has agreed a number of key performance indicators. The performance targets for 2006/07 are set out below, together with the results achieved:

		7-Jun Target	7-Jun Achieved	8-Jul Target	8-Jul Achieved	9-Aug Target
Economic Benefits to London						
1	To generate additional expenditure by visitors to London, resulting from Visit London's marketing activity, of at least:	283m	325	301	Not yet available	336m
2	To generate a Return on Investment on Visit London's core LDA grant of at least:	26.1:1	32.9:1	27.1:1	Not yet available	27.5:1
Private Sector engagement						
3	To generate private sector income equal to at least (target %) of total income, excluding the LDA grant in respect of London Unlimited:	25.80%	29.50%	25.70%	29.35%	25.00%
4	To generate match funding, excluding that in respect of London Unlimited, of at least:	2.56m	3.23m	2.73m	2.94m	2.72m
5	To generate partnership income of at least:	1.63m	1.40m	1.48m	1.45m	1.51m
Total Other Income						
6	To generate other income, excluding the LDA grant in respect of London Unlimited, of at least:	1.10m	1.63m	1.27m	2.03m	1.39m
Branding						
7	To generate awareness of the <Totally London> brand of at least:	25%	43%	35%	Not yet available	40%

The amount of additional expenditure by visitors to London resulting from Visit London's marketing activity and the associated Return on Investment on Visit London's core LDA. Although not all of the data necessary to evaluate these performance indicators for 2007/08 was available at the data of this report, the Directors are confident that they will be achieved.

EXAMPLE 3 – PUBLIC-PRIVATE PARTNERSHIPS

A. NYC & CO

Private non-profit company contracted by the city government
Budget $40.6 million Staff: 146

NYC and Co was created in 2006 by merging the New York Convention & Visitors Bureau (CVB), NY City Marketing, and City Events. Now, it also incorporates the City Sports Council and the Harbor Development Team. NYC & Co. is a private non-profit company which operates under a contract by New York City to undertake the tourism development and promotion function. NYC & Co. has a multi-year contract with performance indicators that must be met for continued funding. NYC & Co. has 146 employees, including two in Washington DC, 1 each in San Francisco and Chicago. It operates through 18 overseas representative offices on annual contracts.

Relevant Statistics

- 46.5 million visitors
- 38 million domestic visitors
- 8.5 million international visitors (18%), generating 50% of total tourism receipts
- Tourism receipts $28 billion
- Tourism-supported employment of 370,000 full and part-time jobs (supports 9% of all jobs)
- Visitor Information Centers: 5 with 1.1 million visitors

Sources and uses of funds

NYC and company is primarily funded by the city government. A hotel occupancy tax is levied in New York, but *it does not go directly to NYC & CO*, rather it is collected and retained by the treasury. In 2007, this occupancy tax raised $354 million. Accordingly, funding for NYC & Co. is a political decision of the local government. Sources of private funding comes from:

- **Hotels** dues based on number of sleeping rooms, square footage of meeting space, and type of hotel (economy, mid-scale, luxury)
- **Restaurants** dues based on amount of seating
- **Retail** dues based on size/type of store (Mall, Department Store, individual, chain)
- **Attractions/Museums** dues based on annual attendance (non-profit cultural institutions pay less)
- **Theater/performing** arts dues based on ticketing capacity
- **Tours/Services**-oriented companies dues based on number of employees
- **Sightseeing** (bus/boat/helicopter) and car services: dues based on number of vehicles
- **Event Venues** dues based on square footage

Governance

- Membership-based company
- Chairman is appointed by the mayor
- Directors elected by membership; some reserved seats for city
- Executive Board nominated by Board

B. JORDAN TOURIST BOARD

The Jordan Tourism Board (JTB) is an entity created under a special bylaw issued in accordance with the Tourism Law N0. 20 for the Year 1988. It has special legal autonomy and administrative and financial systems independent from the Ministry of Tourism & Antiquities (MoTA), but is chaired by the Minister. The Minister chairs its General Assembly, and therefore has certain defacto authority over it.

The JTB has a general assembly comprising Working Members and Associate Members, as follows:

Working Members (with voting powers)

- The Ministry
- ASEZA
- Royal Jordanian Airlines
- Tourism trades associations (restaurants, hotels, guides, handicrafts, guides)
- Federation of Tourism
- Licensed airlines
- 3-5 stars hotels
- Licensed travel agents and companies (having marketed 1,000 hotel nights or more)
- Other companies, entities interested in the sector.

Associate Members No (without voting powers)

- Licensed owners of tourism occupations and business
- Branches of international airliners and transportation companies
- Any other natural or legal person approved by the Board of JTB

Governance

The JTB is governed by its Board of Directors, which is composed of:

- The Minister of Tourism & Antiquities as chairperson
- ASEZA
- Jordan Hotel Association chairman
- Representative of Jordanian Airliners and touristic transportation companies
- Jordanian Travel Agents Association.
- Royal Jordanian Airlines
- One major investor in the sector for one year membership appointed by the minister

The Board should convene for a meeting at least once every two months and has the following duties:

- Approving the proposed budget and operation plan, and submitting it to the general assembly.
- Approving the general promotion policy and plans of JTB
- Endorsing incentives to be given to members of the general assembly
- Issuing the instructions necessary to implant this bylaw
- Preparing the organizational structure and the job description and administrative tasks
- The Board has the power to appoint the general manager subject to the Minister's approval

Sources and uses of funds

JTB generates most of its funds (around 85%) from the Government of Jordan through annual funding from the general budget. Membership dues and hotel contributions of 0.5% of gross sales make up the majority of private sector contributions.

Notably, more than two thirds of JTB's budget is invested in financing its headquarters and market-based representative operations. The above-the-line advertising budget is less than 15%.

The formula for determining contributions from the private sector to the JTB was changed in May 2008 as follows:

- New registrants - JD500
- Hotels and Restaurants - 0.5% of gross income
- Tour Operators with more than 1,0000 annual bed nights pay a mandatory fee of JD2000. If the bed nights threshold is not met, an optional membership fee of JD1000 is required to join.
- Transport companies - 0.5% of general income or JD25,000 whichever in greater
- ASEZA – JD100,000
- Royal Jordanian – JD70,000

The JTB budget in 2008 was JD12.9 million. The private sector contribution was JD1.48 million or 15%, an improvement over past years. (See over)

Budget of JTB (JD 000s)					
Year	**Total**	**Government**		**Private**	
2002	5600	5000	89%	590	11%
2003	6131	5250	85%	881	14%
2004	7880	7000	89%	880	11%
2005	10457	9000	86%	1456	14%
2006	9468	8000	85%	1468	15%
2007	11231	9750	87%	1481	13%

EXAMPLE 4 - ASSOCIATIONS

VAIL VALLEY PARTNERSHIP, COLORADO

Vail Valley Partnership (VVP) is set up as a not-for-profit organization under the US code 501 (c) 6, which also includes such entities as voluntary chambers of commerce and business associations. It has a 9-person Board of Governors overseeing the operations and is structured in three distinct divisions: the Chamber of Commerce, the Destination Marketing Group (Group and Leisure Sales); and the Economic Development Group which works with local, county and state entities to promote business vitality and community.

EVALUATION OF OPTIONS

Operational Capacity	Evaluation Factor	Dept of a Public Authority	Association	Public authority outsourcing to private company	Autonomous entity under public authority
Ease of formation	Operates within existing Law	Yes	Yes	Yes	Yes
	requires minimum new legislation	Yes	Yes	Yes	Yes
Effectiveness in attracting the level of resources necessary	Provides confidence to investors & subscribers	Maybe	Unlikely	Yes	Yes
	Understands how to operate in the private sector	Maybe	Maybe	Yes	Maybe
	Financial independence	No	No	Yes	Maybe
	Provides accountability and value for money invested	Maybe	Maybe	Yes	Yes
Ability to attract professional experienced staff and to manage sector	Hire and retain professional staff	Difficult	No	Yes	No
	Maintains continuity in its management and operations	Yes	Unlikely	Yes	Yes
	Can respond rapidly to this sector's complexities	Maybe	Unlikely	Yes	Maybe
Marketing Capability	Can rapidly bring visitor services up to international standards	Maybe	Unlikely	Maybe	Yes
	Market focus and orientation	Maybe	Maybe	Yes	Yes
	Capable of defining new market opportunities	Maybe	Unlikely	Yes	Yes
Planning Capability	Superior capacity in planning, for marketing and development	Yes	Unlikely	Yes	Yes
Research Capability	Can research (and share) international best practices	Yes	Maybe	Yes	Yes
	Can monitor and report on performance and results	Yes	Unlikely	Yes	Maybe
OVERALL EVALUATION OF OPTION		**Fair**	**Poor**	**Superior**	**Good**

DESTINATION AQABA: PROMOTING AQABA AS A TOURISM, RESIDENTIAL AND BUSINESS DESTINATION

The need is clear and urgent. In the immediate term, Aqaba needs to have a concerted, focused and aggressive tactical campaign to market the destination for tourism, and in the medium term as a residential and business center. The solution is to quickly create, finance and staff a new entity that will be representative of all the stakeholders. Referred to here as Destination Aqaba, its objective is to promote and support rapid tourism growth, tourism investment and related business and the development of the tourism economy of Aqaba.

Name

In order to gain prominence and status within international markets, the entity's name should signify its objectives as encompassing Aqaba's promotion in an official way. Following are suggestions for consideration:

- Destination Aqaba (the suggested, all-encompassing name and used throughout this document)
- Aqaba Visitor and Convention Bureau
- Aqaba Promotion Organization

The first two names signify concepts known and understood in international destination marketing spheres.

Destination Aqaba's Overall Objectives

- Achieve significant and sustained step up in promoting Aqaba and the 'Golden Triangle'
- Promotion of the sale of tourism, investment and residential properties
- Promote investment opportunities in tourism, tourism services and business facilities in Aqaba
- Promote quality standards

A Key Priority

Destination Aqaba will work to position Aqaba as a differentiated and branded international destination for based holidays, business and residences that can compete effectively in selected targeted markets, as Aqaba's product and experience are improved.

Destination Aqaba's Marketing Objectives

Aqaba's overall marketing objective requires that significant attention be paid to improving product quality and the destination experience.

Its focus should be to:

1. Extend, widen and support the international sales and distribution network for Aqaba through an extensive, research-based and targeted vigorous marketing and strategic communication campaign through a sales-orientated approach.
2. Broaden awareness of Aqaba as a quality holiday base and cruise liner destination, enhancing its appeal as an attractive holiday destination and residential and retirement home.
3. Increase the length of stay and expenditure level of visitors to Aqaba.
4. Improve competitiveness and the visitor experience in Aqaba's products and service delivery.

Destination Aqaba at Work: Building an international air route network

One of the ways ***Destination Aqaba*** can have a profound impact is to work with the King Hussein International Airport to identify, assess and secure greater frequency of both chartered and scheduled flights into Aqaba. Capitalizing on Aqaba's Open Skies, scheduled air services make the destination more attractive to the top end of the market as well as residential tourists, while charter traffic can deliver the volumes in a planned way to support the rapid expansion of accommodation now in train.

Required Targets
To Achieve the 67% Occupancy Rate by 2014

- Bed nights increased from 778,957 in 2009 to 2.18 million by 2014
- Hotel arrivals increased from 409,977 in 2009 to 907,7`79 by 2014
- KHIA arrivals increased from 92,879 to 250,000 to demonstrate Aqaba's attractiveness & accessibility as a second home and business destination
- Average length of stay increased from 1.9 nights to 2.4 nights by enhancing quality and diversity of products, and better linkages with Petra, Wadi Rum and other neighboring destinations

The calculations underlying these targets are outlined in the below table.

Forecast of Overnight Visitors Required to Fill New Hotel Rooms

	2009	2010	2011	2012	2013	2014
Net additional rooms		1,381	330	300	500	1,000
Forecast rooms available	3,642	5,023	5,353	5,853	6,353	6,853
Room-night capacity (in serviced accommodation)	1,329,330	1,833,395	1,953,845	1,964,795	2,318,845	2,501,345
Target room occupancy (%)	45	50	55	60	65	67
Target rooms sold	598,198	916,672	1,074,614	1,178,877	1,507,349	1675,901
Target bednights sold	778,957	1,191,673	1,396,998	1,532,540	1,959,553	2,178,671
Target average length of stay	1.9	2.0	2.1	2.2	2.3	2.4
Target hotel arrivals	409,977	595,836	665,237	696,609	851,979	907,779

USAID/Jordan Tourism Development Project II calculations

Functions and Operation

6 Core Functions

1. Tourism Marketing

The primary function of ***Destination Aqaba*** is marketing. This will include the following:

- Identify and prioritize markets and segments for immediate targeting and future development
- Use a "sales" approach to market development to ensure rapid results
- Commission market research and visitor profiling required for target marketing
- Develop a range of promotional materials in relevant languages
- Develop an interactive website and e-marketing programs
- Develop the distribution and sales network for Aqaba in the selected markets
- Promote additional cruise line port calls
- Promote MICE business to maximize the use of conference facilities
- Build the Aqaba brand and achieve desired positioning
- Create a mechanism for "last minute" sales to the domestic market

2. Investment Promotion

Destination Aqaba will promote the sale of properties of member companies and refer interested people to the companies involved. It will not act as a broker or sales agent. It will also promote investment in tourism on behalf of ASEZA who will always retain the function.

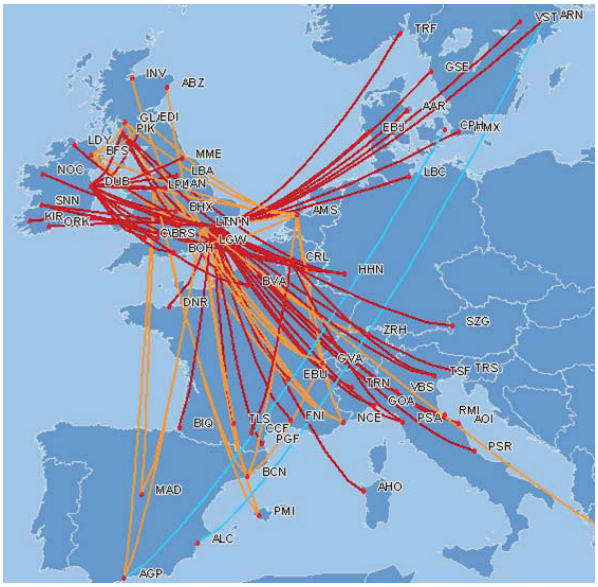
3. Access Planning and Development

The charts here indicate the massive growth in low cost carriers in Europe in recent years. This is now spreading to the Middle East. What

this phenomenon has shown is *that the cost of travel is an incentive to travel.* Aqaba must become proactive in securing additional air services. Destination Aqaba, working with KHIA, will research the potential of a wide range of gateways across the target markets to identify pockets of potential. Route planning studies will be undertaken and presented to carriers, scheduled or charter and packages of incentives will be offered to secure services.

Expansion of low cost carrier networks in Europe 2001/2006

Connections in 2001



Connections in 2006

4. Product Development Advice

Destination Aqaba will develop a program of product enhancement to overcome the "boredom factor" i.e. evening entertainment, things to do and see, etc. It will also liaise with ASEZA on longer term product development to achieve the competitive advantage Aqaba needs for success. ***Destination Aqaba*** will not itself invest in these products, rather it will act as a catalyst for their development by providing information on market demands and preferences.

5. Quality Assurance

Destination Aqaba will work with ASEZA and local stakeholders to develop and deploy Quality Assurance standards and codes for all sectors of the industry. By using the Aqaba brand as a symbol of quality and service for those that meet the agreed quality standards as a promotional benefit, Aqaba businesses will enhance their quality and will gain a further promotional advantage by joining a "recommended list."

6. Membership relations

It will be essential that the new ***Destination Aqaba*** to extend its membership as widely as possible and offer benefits to members to encourage participation. These can include newsletters and publications on activities, market intelligence, special publications and reports on topics of business interest. It can also be commissioned to conduct specific research for a fee in foreign markets. ***Destination Aqaba*** will achieve prominence for its members in key visitor guides, websites, travel trade activities, press activities, local and overseas promotions. ***Destination Aqaba*** can organize networking events for the membership, speakers forums and local special events such as restaurant weeks, shopping/fashion events and access to the web for special promotions.

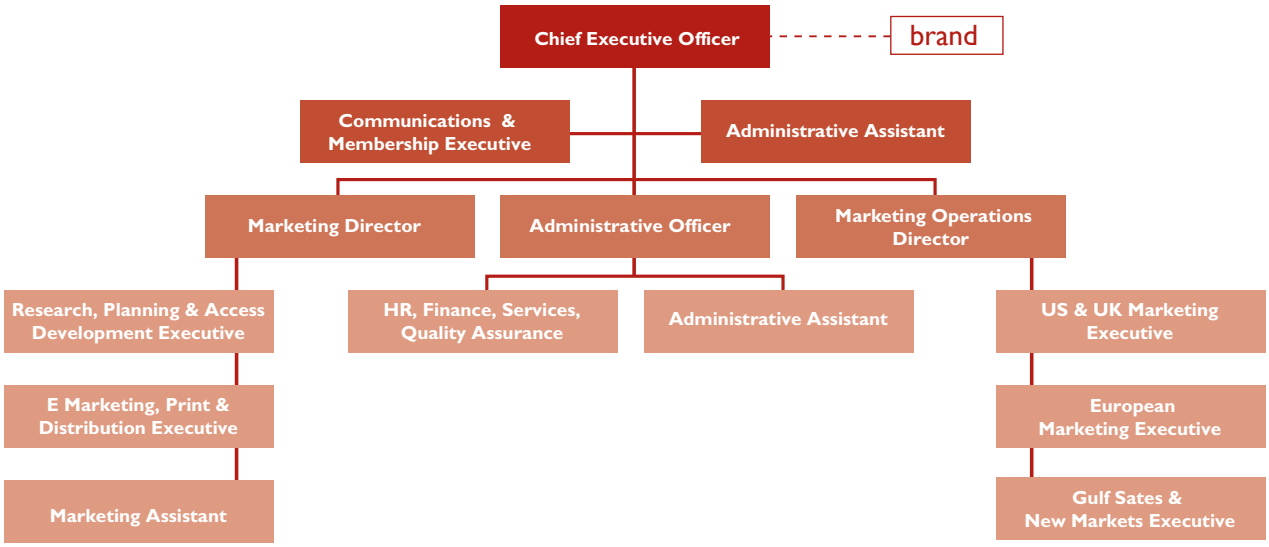
Promotional Base and Implementation

Destination Aqaba should be based in and operate out of Aqaba. It should adopt a sales-oriented approach as opposed to mass marketing. It is not advisable for it to develop overseas offices, nor marketing representation, such as the market-based representative (MBR) model adopted by the Jordan Tourism Board (JTB). ***Destination Aqaba*** should operate with a strong relationship with JTB at home and abroad. In destinations where the JTB has a presence, ***Destination Aqaba*** would utilize JTB's network and infrastructure. It will operate independently in markets where JTB does not have a presence.

Destination Aqaba should adopt a focused, research-based sales-oriented approach as opposed to mass marketing.

SUGGESTED ORGANIZATIONAL STRUCTURE

The suggested organizational structure is based on a nimble, agile organization capable of high impact action in foreign markets, and able to conduct market-led, research based promotion of Aqaba. This requires highly capable staff, organized in three departments as follows:



SUGGESTED DESTINATION AQABA GOVERNANCE STRUCTURE

Based on local consultations and review of international best practices, there is strong evidence from the alternative models of which is most suitable for Aqaba. Therefore, the recommendation is that ***Destination Aqaba*** should be a private company founded by ASEZA, ADC and private investors to be contracted by ASEZA to perform the destination marketing function for a defined period of 10 years, with 3 yearly reviews to ensure it is meeting its targets and key indicators and benchmarks. Targets and performance indicators need to be agreed in advance and included in the contract.

For all the reasons above, ASEZA and ADC should be among the founding shareholders as should the mega projects, 5-star hotels and any business that wishes to subscribe to the initial share capital. Other subscribers may be members of the company. The Chairman of the Board should come from the private sector.

The Chairman and Directors of the Board should be elected by the subscribing shareholders at its first General Assembly Meeting to be held on the first anniversary of the official founding of ***Destination Aqaba***. In the interim, the founding shareholders should elect a chairman to oversee the Board for the initial year. Reflecting the wishes of the tourism community these would be designated as follows to reflect the reality of the financial contribution of different industry members, including small businesses:

ASEZA	1 board seat
ADC	1 board seat
Mega projects	3 board seats
5 star hotels	3 board seats
Others	3 board seats

FINANCING DESTINATION AQABA – A CONCEPT FOR DISCUSSION

Destination Aqaba must be able to secure and raise its own finances and accept contributions from ASEZA as well as other Jordanian and foreign sources. These finances may comprise:

- Initial start-up capital
- Annual membership fees
- Industry contributions to the marketing budget which can be graded and scaled
- ASEZA destination marketing contract
- ADC investment promotion contract
- Fees for services (such as paid research, etc)
- Joint promotions with other parties in Jordan and abroad

Start-up capital

Start-up capital of JD5 million is advised, to be raised from the founders as follows:

- ASEZA 25%
- ADC 25%
- Mega Projects 40% based on projected number of rooms / sq meters of meeting space, etc
- Rest of industry 10% - based on capacity

Industry contributions would initially be sought only from the "substantial" founding businesses stakeholders where there is considerable urgency for results well as easy measurement of the direct benefits of the planned tourism and promotional activities. The initial founding investors should subscribe an amount equal to the projected budget for the first year of operation. This should be governed by a Shareholders Agreement to ensure that pledged support is locked in for the commitment made.

Inclusion of Aqaba's business community

Membership participation will be open to other smaller players. They may contribute according to a formula to be agreed by the founding members. These contributors will be grouped into categories and may comprise businesses that benefit specifically from tourism or the demand for the destination, such as transport operators including airlines, ferry companies and ground operators; accommodation providers to include hotels, self catering and developers; food and beverage suppliers to include food production, food trading and restaurants; attraction operators, night entertainment and those involved in the provision of tourism services including telecoms, foreign exchange, retailers and leisure providers.

The policy from the outset will be one of inclusiveness so later, other smaller stakeholders in the tourism economy of Aqaba will be invited to join by membership dues coupled with the adoption of the Quality Standards set by ***Destination Aqaba*** for facilities and services provided at an appropriate range of fees. Incentives could also be used to encourage this, particularly by the use of "preferred business" arrangements between all of the contributing stakeholders involved. ***Destination Aqaba*** could license the Aqaba brand, provided it develops standards of quality and service to be adhered to by businesses. Licensing the brand would be another source of income.

Additional possibilities: Furnished apartments

Consideration should also be given to a contribution to ***Destination Aqaba*** from the very large number of furnished apartments in Aqaba that are rented to visitors. This is estimated at around 10,000 units annually. Assuming each is rented for 10 weeks a year at a levy of JD20 per letting, the total would be JD2 million. Allowing for attrition in number and the letting rate, the return from this sector will still be substantial

Methods of Financing

1. Portion of General Sales Tax

In recognition of the destination-wide benefits derived from improved tourism, investment and business activities, ASEZA might adopt a system of contributing to the company a set percentage of the general sales tax. This can be utilized in latter years (such as Year 6 of operation) coupled with a reduction in the guaranteed contract fee for ***Destination Aqaba***. This would mean that ***Destination Aqaba's*** funding from ASEZA is a function of its success.

2. Capacity based - as New York, based on capacity/quality/facilities

The usual model here is number of rooms by grade of property with a further calculation for commercial facilities such as major convention space. Other sectors are measured by their basic capacities, seats in restaurants, size of fleets. See the NYC &

Co section for a resume on their capacity measures. This is a voluntary system.

3. Usage based - as Montreal, accommodation occupancy/usage tax or fee

The advantage of this is that the user (or visitor) pays the fee or tax. The disadvantage is that a collection/measurement system has to be devised and managed to ensure it works. Usage fees/taxes may be difficult to devise for businesses other than accommodations.

4. Revenue-based - as JTB (% of general revenue)

This is already an accepted system in Jordan, but currently not all the industry is required to pay. The amount collected by the JTB in 2008 was JD1.9 million. Extrapolating this to Aqaba would mean that a relatively small amount would be collected. Therefore, in order for this approach to yield material contributions, the percentage of income required would have to be increased substantially, making it potentially untenable.

5. Hybrid of above

Either of the above systems could be combined with a mandatory or voluntary minimum fee system that would facilitate small businesses to join the entity.

PROS AND CONS OF METHODS

Capacity:

- Easy to determine
- How to calculate for extras such as convention space
- Quality differences
- How to quantify non regulated/classified businesses i.e. apartments
- See New York system which is voluntary

Usage: Easy to determine

- % room or bed or other usage tax or room or bed/other usage fee
- How to handle non accommodation businesses, i.e. restaurants, transport
- How to handle non regulated/classified businesses, i.e. apartments
- See Montreal system, which is mandatory

Revenue: Easy to determine

- How to handle non regulated/classified businesses, ie apartments
- See JTB system, which is partial

Hybrid System: One of the above with preset fees for non quantifiable businesses

It is obvious that further study and research will be required to determine the optimum system for Aqaba. This should follow on from the decision on whatever model is adopted for the new entity.

CONSIDERATIONS FOR FINANCING

While many models shown indicate a strong public sector contribution relative to the overall budgets of promotion organizations, their destinations are well established and their markets are mature. Aqaba is yet to develop such a reputation and such recurrent demand from tourists as well as business people. Accordingly, a more active public sector contribution is warranted in the early stages till the destination matures and is able to generate sufficient marketing funds from a variety of sources.

RELATIONSHIP WITH ASEZA TOURISM DIRECTORATE

ASEZA Tourism Directorate and Destination Aqaba must work in a results-driven partnership to achieve their common objectives. This partnership can be expressed through a Memorandum of Understanding, which would detail the key work areas while at the same time establishing a governance grouping (monitoring or coordinating committee) with regular review and coordination meetings. Both organizations would work independently, but in a coordinated way, and both would also work in partnership with others as appropriate. The common aim is so strong and so urgent that with good communication it should be fully capable of holding the focus and directing the level of effort of both bodies without any barriers or difficulties.

Following is a summary of responsibilities of each entity:

ASEZA Tourism Directorate: Develop Aqaba as a destination providing world-class visitor experiences.

- Planning - to support the development of Aqaba as a Destination and the sustainable growth of its tourism economy
- Tourism Strategy & Policy
- Legal & Regulatory Affairs
- Tourism infrastructures
- Environmental Conservation
- Business/enterprise development
- Tourism Investment
- Product development
- Industry Development
- Industry Training and education
- National Classification Systems
- Tourist Information Centers
- Tourism Statistics
- Festivals & Major Events
- Tourism Awareness
- Tourism Content System – database for tourism in Aqaba

Destination Aqaba: Marketing the destination and its tourism products and services to the world

- Marketing
- Brand building
- Quality assurance
- Research and planning
- Access planning & development
- Domestic tourism
- Collateral development, brochures
- Web site management
- Industry communications
- Membership Services
- Tourism Investment Promotion
- Quality Assurance

RELATIONSHIP WITH THE JORDAN TOURISM BOARD

The goals of ***Destination Aqaba*** are to achieve competitive advantage for Aqaba against competing destinations, ensure sustainable tourism growth, spread the benefits of tourism throughout the year, improve tourism yield and build a strong and vibrant branded identity that is well positioned in international markets.

The pursuit of competitiveness and competitive advantage must become the central policy objective.
This means:-

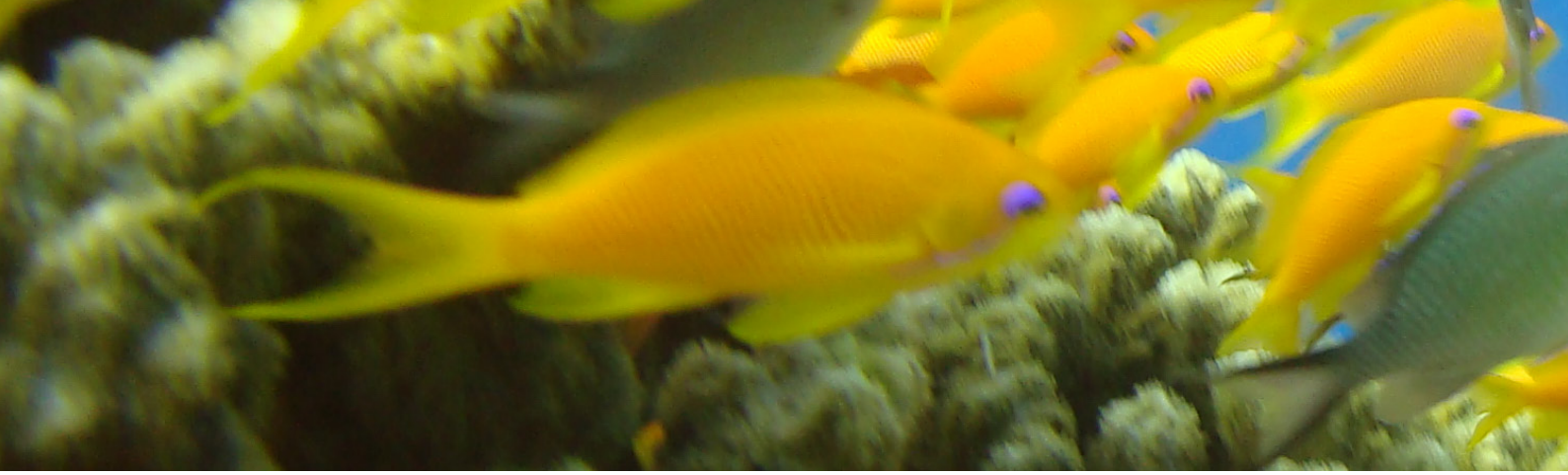
- Using the destination's natural assets to differentiate itself sufficiently so that it is seen to stand alone with its own independent image and reputation. Examples of this include Tuscany and Italy, Edinburgh & Scotland. Some destinations are so strong that they do not need or benefit from co-branding, for example Las Vegas, Dubai, Bali or Algarve.
- Using the destination's assets to create high quality experiences for visitors and target markets like MICE.
- Ensuring competitiveness in all aspects of the value proposition offered by the destination to the market.

Jordan must be marketed as one country and the Jordan brand must be integral to all marketing and promotion. However that should not prevent the emergence of sub-national destinations. Accordingly, a co-branding strategy can be a win-win for both Jordan and Aqaba, even if the respective brands do not have equal standing or brand equity in the marketplace. In addition, ***Destination Aqaba*** should integrate its marketing activities into the programs of JTB where these are relevant, such as exhibitions overseas when both would attend.

Relationship with JTB needs to be set out and agreed through a formal protocol or MOU. Consideration should be given to including MoTA as an engaged and interested party. In addition, consideration should be given to Reciprocal Directors as a method to ensure communication and co-ordination at the board level of ***Destination Aqaba*** and JTB.

CONCLUSIONS

1. Broad agreement on the need for a new entity to market Aqaba
2. Broad agreement on its functions, method of operations and relationships
3. Strong evidence from the alternative models of which is most suitable for Aqaba
4. Issue of financing and timing to be resolved



APPENDIX: INDIVIDUALS AND COMPANIES CONSULTED

Name	Title	Organization
Mr. Mofied Baqa>ain	Manager	Above and Below Travel
Mr. Attallah A. Rawashdeh	Front Office	Al Kazar Hotel
Mr. Emad Kilani	CEO	Al-Maabar (Marsa Zayid)
Ms. Maya Mufti	Marketing Manager	Al-Maabar (Marsa Zayid)
Mr. Amer almasri	Director	Aqaba Chamber of Commerce
Mr. Imad N. Fakoury	Deputy Chairman & CEO	Aqaba Development Corporation
Mr. Nadim Abu Hantash	PR & Sales Manager	Aqaba Gulf Hotel
His Excellency Dr. Belal Bashir	Deputy Chief Commissioner	ASEZA
Ms. Mona Hawa	Director	ASEZA Directorate of Tourism
Mr. Raed Alshaikh	Public Relations	Ayla Oasis
Mr. Sahl Dudin	CEO	Ayla Oasis
Mr. Kareem Nofal	General Manager	Bridge Travel
Mr. Osama Sulieman	General Manger	Captin Tourist Services
Mr. Amjad Hilalat	Office Manager	Classic Sara
Mr. Salah Al deen Al bitar	GM	Days inn
Ms. Laila Manna	Manager	Dive Aqaba
Mr. Ahmad Adnani	G.M	Fun N Sun
Mr. Shahan Panossian	Senior Sales Manager	Intercontinental
Mr. Enad Tannous	Executive Assistant Manager	Intercontinental Hotel/Aqaba
Mr. Rami Alsaifi	HR Manager	Jordan Suites
Mr. Eyad Al fawaeir	General Manager	Jordan Hotels & Suits
Mr. Salah Amer	Office Manager	Karma House
Mr. Omar Almanha	Director	King Hussein International Airport
Mr. Martin Russ	General Manager	Marina Plaza Hotel
Ms. Layali Nashashibi	HR Manager	Moevenpick
Mr. Peter Hoesli	General Manager	Movenpick
Mr. Husam Zuaiter	Director of Business Development	Movenpick Aqaba
Ms. Natasha Haddad	Marketing & PR Manager	Radisson SAS

Name	Title	Organization
Mr. Peter Schiess	General Manager	Radisson SAS
Mr. Ra'ad Naffa'a	Financial Controller	Radisson SAS
Mr. Ramadan Fayoumi	GM	Raed Suites
Mr. Abdallah Momani	Manager	Red Sea Dive Center
Mr. Ghassan Nasser	Operations Manager	Red Sea Institute for the Cinematic Arts
Mr. Faisal Abu Sondos	Projects Manager	Royal Marine Conservation Society of Jordan (JREDS)
Mr. Bashar Salman	Project Monitoring	Saraya Aqaba
Mr. Mr. Shadi Majali	CEO	Saraya Aqaba
Mr. Thaer Darwish	Marketing Manager	Sindbad for Marine Transportation
Mr Khaled M Darwish		Sindbad Yacht & Water Sports
His Excellency Mr. Mazen Saket	Chairman	Social Secturity Corp - National Company for Tourism Development
Mr. Mohammad Masri	General Manager	Social Secturity Corp - National Company for Tourism Development
Mr. Rami Adwan	VIP marketing	Taameer
Mr. Mahmoud Irani	Marketing Manager	Taameer
Mr. Martin Ross	G.M	Tala Bay
Mr. Mazen Homoud	CEO	Tala Bay
Mr. Samer Tarawneh		USAID/Aqaba Community Development Project
Ms. Diala Alalami		USAID/Aqaba Community Development Project
Mr. Hussien Quteish	G.M	Wadi Rum Desert Safari
Mr. Kahalil Abdallat	Director	Wadi Rum Protected Area
Ms. Lina Annab	CEO	Zara Investments