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Siyaha

Jordan Tourism Development

SARAYA MADABA

*A Window into the Cultural Richness of an Exceptional City
Delivered in a Unique, Engaging, Educational and Fun Experience!*

CONCEPT AND MANAGEMENT PLAN

Develop for consideration by

Ministry of Tourism & Antiquities

June 5, 2011

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MADABA TOURISM DEVELOPMENT STRATEGY

Vision

To develop Madaba as a premier tourist destination in Jordan, distinguished as the City of Cultural Heritage and Home of Jordan's Mosaics and Handicrafts.

Mission

Develop a growing and sustainable tourism economy in the Madaba governorate by capitalizing on its unique natural and cultural assets to expand employment, entrepreneurial opportunity and social benefits for its residents.

This mission will succeed by realizing the vision for Madaba and its potential as:

- The center of the Holy Places of Jordan
- The leading regional center for the history, study and conservation and production of the mosaic art and handicrafts.

Achieving this mission requires an integrated approach by all stakeholders and coordination among all public and private sectors, ministries and local community in planning, investing and development. In order to succeed, this strategy must involve local community through an organized process and supported by national tourism development and promotion authorities.

The specific goals of the Madaba tourism development strategy focus on creating economic opportunities for its residents and improving their standard of living.

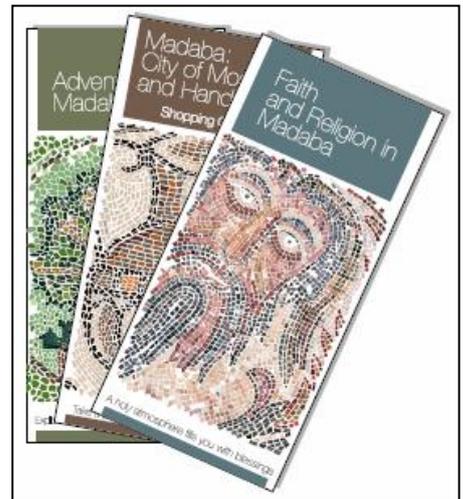


I. TOURISM CONTEXT

I.1 Success Factors For Developing The Madaba Tourism Cluster

All of the above must be developed according to the following success factors:

1. Portraying the authentic Old Town motif and culture of Madaba
2. Elective branding and promotion of Madaba
3. Meeting expectations of the target segments
4. Consistent quality
5. Logistical convenience



I.2 Pillars of the Madaba Tourism Development Strategy

The Madaba tourism development strategy is mirrored after the National Tourism Strategy and is based on four pillars:

- Pillar 1: Tourism Product Development and Competitiveness
- Pillar 2: Marketing to promote Madaba for international and local tourists
- Pillar 3: Human Resources development to capitalize on the opportunities of the tourism economy
- Pillar 4: Development of institutions and enabling environment to sustain a revitalization effort and sustainable and growing tourism

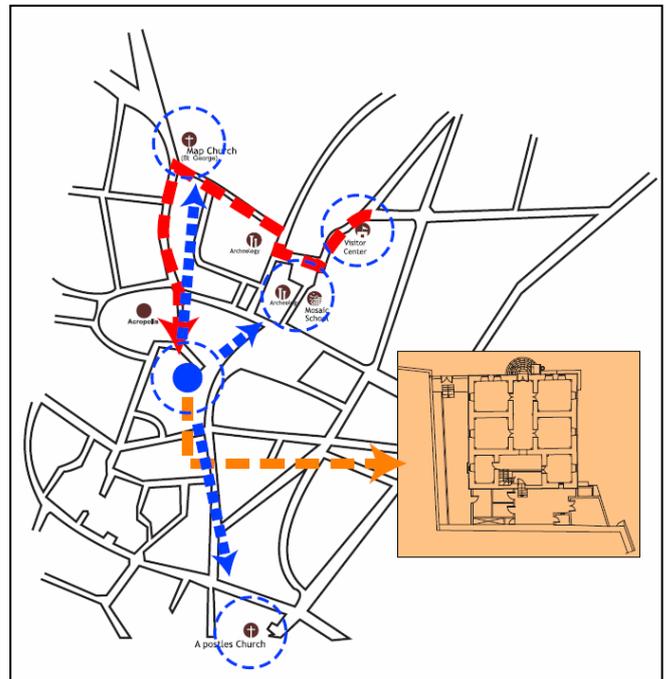
I.3 Saraya Madaba Project Objectives

Objectives have been set out for The Saraya Madaba in many presentations. These have included:

- The primary use of Saraya Madaba should be as a visitor and educational attraction that can interpret the history of the City of Madaba.
- The secondary use of Saraya Madaba is as a performance venue providing the opportunity to create a unique tourism, cultural and social product for Madaba.

These objectives will need to be reviewed. Consideration should be given to establishing one overall strategic objective such as:

- To protect the heritage resource and establish works necessary to ensure the sustainable use and conservation of the site through promotion and proper management.
- Emerging from this broad statement of strategy may be a number of sub objectives to include:
 - ✓ Economic objectives - to increase local employment and stimulate local business opportunities.



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- ✓ Social objectives - to improve facilities and amenities on and around the site for the enjoyment of local residents and encourage redevelopment opportunities in the vicinity of Saraya Madaba.
 - ✓ Educational objectives - to enable residents, visitors and youth to understand the history and patrimony of Madaba and of Jordan at the 19th century.
 - ✓ Cultural objectives - to use the site as a place for visitors to experience educational, entertaining, engaging and unique set of activities that clearly reflect the rich culture and history of the city.
 - ✓ Linkage objective to create an anchor attraction in the middle of the Tourism Trail that was set by the strategy to encourage visitors to experience the entire route as opposed to stopping at the map of the church as they do now.

I.4 Product Development Principles

From a tourism perspective, the Saraya should be designed and developed to offer an 'experience'. It is not just a matter of developing Saraya Madaba into a tourism product or attraction, the most important design consideration is the quality and the ability to engage the visitors through the experience offered.

The experience offered must not compromise the integrity of the resource and must impart a sense of respect for the site through site treatment and interpretation activities.

The experience must also consider the needs of the visitor for facilities, again without compromising, the integrity of the site.

Development on the site to create the experience must follow internationally accepted practices and/or standards for resource management and protection and clearly demonstrate resource sustainability.

In short, getting the site 'right' for all visitors is as important from a marketing stand point as making the effort to get them to come to the site in the first place and will impact the length of stay, expenditure and repeat visitation

2. TOURISM EXPERIENCE AND PROJECT COMPONENTS

When considering how best to manage visitors to the Saraya, it will be important to consider their experience in terms of a journey which includes the following elements:

- Anticipating and planning the visit
- Getting to Saraya Madaba (from within or outside Madaba)
- Arrival and reception at Saraya
- Spending time at Saraya
- Leaving Saraya
- Reflecting on the visit

By considering each element in turn, it will be possible to establish the best tourism plan for The Saraya where each kind of management intervention should be focused in order to achieve a quality visitor experience, while maintaining the integrity of the site.

2.1 Anticipating and Planning the Visit

In determining whether or not to visit The Saraya, the tourist will require information on:

- Why should they visit it?
- What will they see/experience at the site?
- What special conditions apply that might affect their enjoyment?
- How to get there?
- How to gain access to The Saraya?

All this information can be disseminated through all of the available media that are relevant: print (e.g. brochures, guidebooks, tourist guides), face to face (through tourist guides, hotel reception staff...etc) or via a web page and proper signage. Madaba visitor centre is also an asset.

A brand should be established early on and become inherent in the concept development which should be reflected in all the supporting material.

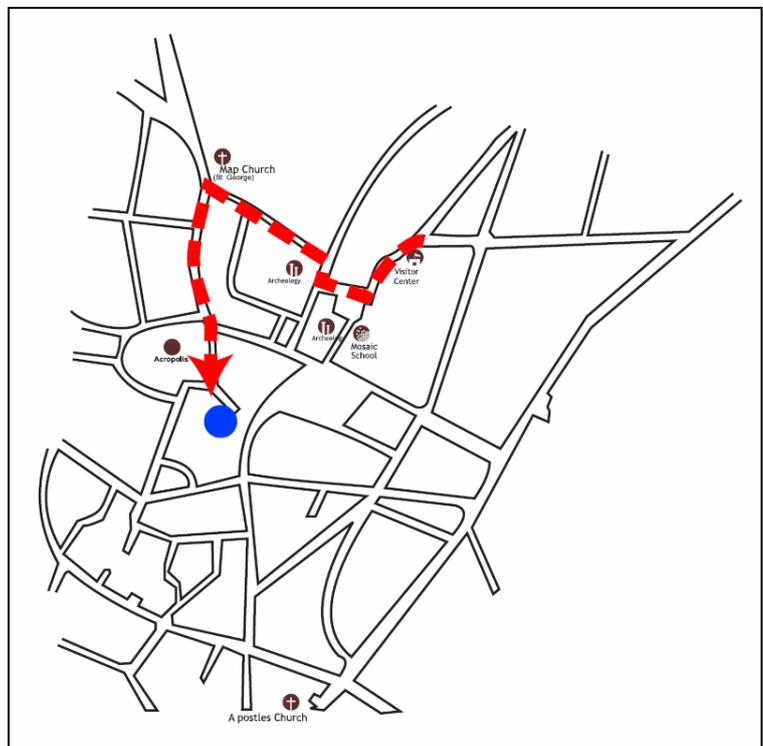
2.2 Getting to Saraya Madaba

Access

To reach Saraya Madaba most tourists will *walk up* from the church of the map area. The most important management objective at this stage is to make sure that the visitor arrives in good spirits supported by good route direction.

Signage

Madaba has already begun to adopt the international system of brown signs for tourism attractions but as yet, not enough has been implemented for the city. We would encourage widespread use of the brown tourism signs indie and outside the main city as they are now internationally known and that they can provide an element of quality assurance.



Brown signs in English and Arabic and symbols should be installed at all main road-junctions leading to the site. The addition of the internationally agreed symbol designation of The Saraya as a cultural location as opposed to another type of tourist attraction will also be valuable, so that a 'repeater sign' without the site name can be used to confirm that the driver (or pedestrian) is on the correct route.

Arrival and Reception at Saraya Madaba

On arrival at the site, it is important for the tourist to see and understand quickly:

- Sense of arrival.
- Where the main entrance to the site is located.

- Ticketing requirements and prices.
- The location of any other services and facilities on offer (coffee shop, toilets etc).

It is also important for the site to be welcoming and inviting rather than to be security dominant.

All visitors need to be encouraged to use the Madaba Visitors\ Center to Park their cars. For visitors arriving after 6:00pm, for example, can use the Church parking in return for fees going to support church activities.

2.3 Spending Time at Saraya Madaba – The Experience

Once on the site, visitor management becomes more challenging since people moving around on foot are more difficult to manage than those traveling by car.

Clear way marking the route is essential to ensure visitor flow accords with management objectives.

The path network should be designed as part of an overall story to provide interpretation of Madaba in an innovative fashion to enhance the visitor experience.

The story can be told in careful association between different interpretive solutions, including the use of human resources to provide live demonstration of some heritage and cultural products . The aim should be to provide sufficient information to familiarize the visitor with Madaba and to inform its values.

Carrying Capacity of the Site

The ‘carrying capacity’ of the building is important to note, especially with the long-term objective of increasing the number of visitors to Madaba, which in turn will impact on the product on offer.

The carrying capacity is a function of the site’s size, its access, the tolerance of the heritage resources to tourist use, the number of tourists, the type, design and management of tourism facilities and the attitude and behavior of the tourist and tourism management.

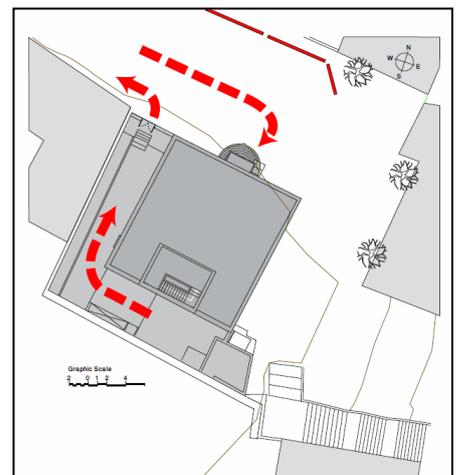
The quality of interpretation is also paramount in securing a better understanding and respect for the city. Interpretation will facilitate a creative understanding for visitors to get richer understanding of the local environment and culture and provide different engaging, entertaining and educational experiences.

2.4 Leaving The Saraya

At the end of the visit, visitors should be able to find their way easily to the exit. Again, this may require an easily followed route.

Assuming that visitors have been given free leaflets with a site ticket, it may be appropriate to provide a ‘green’ waste bin for their return since not everyone will wish to take them home.

Site leaflets can also be used to gain basic visitor profile and management information. Visitors can be asked to provide their name and address (for future data base and marketing) and also their views on the level and quality of visitor services at the site.



On completing the visit, the visitor should be encouraged to spending time at the site shops or cafe.

2.5 Reflecting on the Visit

Whilst the site manager's responsibilities end at the end of the visit, he/she still has the opportunity to influence and affect the visitor's behavior beyond the site. Good onsite interpretation should have raised the visitor's awareness of Madaba's cultural importance and visitor potential. A positive message may encourage repeat visits and recommendations by satisfied visitors can introduce new visits via 'word of mouth'.

A colorful and authoritative, saleable guidebook, framed posters or maps, an attractive web site are all suitable media for interpreting the Saraya and conveying, however subtly, a conservation message. The sale of 'branded hats, T shirts and the like will also help send out the appropriate message.

3. PROPOSED VISITOR EXPERIENCE

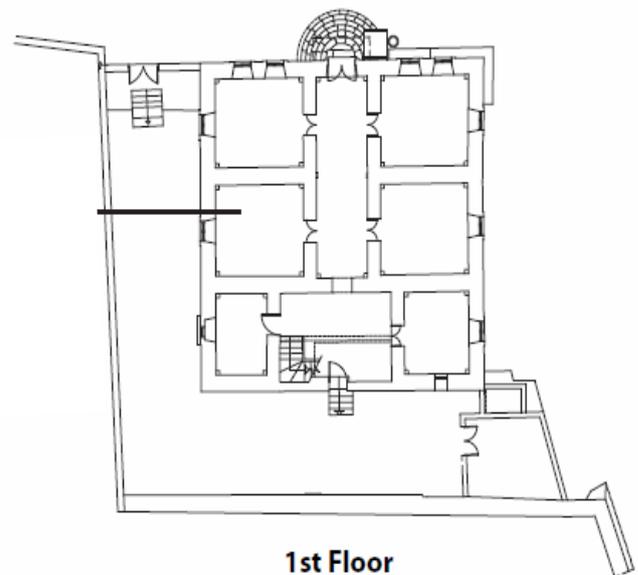
3.1 Concept

Developing an experience that depends largely on re-creating the environment that existed in the 19th century to portray the Ottoman and Madaba culture, political dimensions, and historical events in a story like format, using a variety of interpretation techniques embedded in the retail, beverage and activities offering.

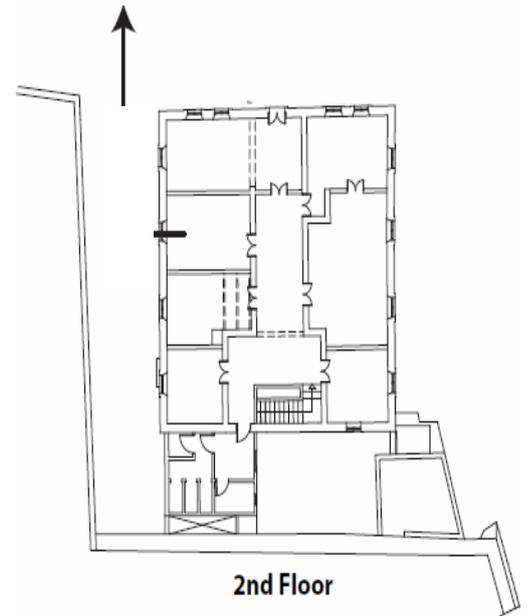
The end result will be to creating a unique, engaging, entertaining and educational experience at the Saraya that reinforces the importance of the Saraya building and what it represents to the Madabites today and in the future within the overall context of the rich history of an exceptional city like Madaba.

3.2 Concept Elements

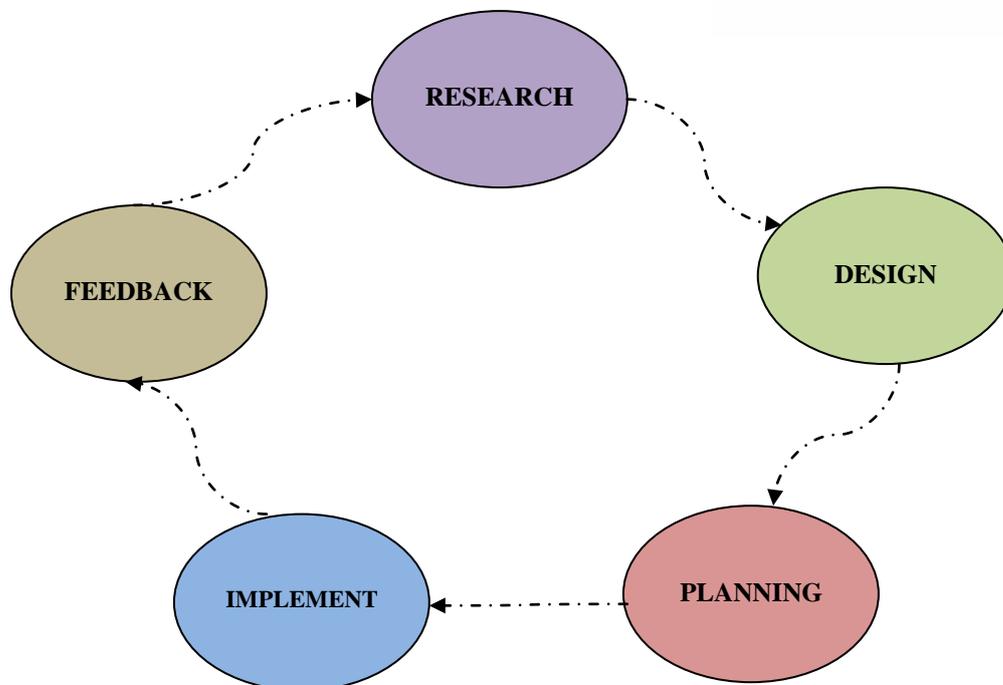
- Use of multisensory stimulants all the way;
- Outdoor themed kiosk for ticket sales and information;
- Greeting by 2 guards dressed with original Saraya outfits;
- Guided private tour, at fixed times during the day, in a Hakawati style;
- Background traditional music, where possible;
- First floor rooms used to interpret the 19th century history of Madaba till modern days depicting key millstone events and factors that shaped the political, economical, cultural and religious significance of Madaba. This can be achieved through the careful use of mixed interpretation tools and techniques such as authentic tools, dresses figurines, story boards, photos with interpretive text, audio, video...etc;



- Second floor will be used for live demonstrations, showcasing and selling of handcrafts and cultural products that are unique to Madaba and from Madaba. These products and offerings will need to be of certain quality and offered in packaging and branding of the Saraya;
- Roof will be used as an outdoor venue for visitors to enjoy a panoramic view of Madaba and offer a variety of locally made and produced food and beverages that are purchased from the local community where possible;
- Terrace to be used as a thematic art gallery



4. PLAN FOR DESIGNING THE EXPERIENCE



4.1 Phase I - Research, Data Collection & Story Writing

Conduct research on life in Madaba during the late 19th Century. Part of the research will be about the role of Saraya Madaba in issuing and enforcing administrative regulations in the area. This phase will also witness the collection of interesting and unusual stories of life in Madaba during that period.

Following research, decisions will be made with regards to which stories depict the angles that are to be highlighted about life in 19th Century Madaba. It is important to choose the most remarkable ones that would surely grab the attention of visitors. This would be followed by research into the costumes and furniture of Madaba during that era.

4.2 Phase II - Design Interior & Exterior Areas

Following the decision on which stories will be featured in the Saraya exhibition, sketches of each floor will be prepared to guide the actual implementation, showing how each room will look, and what items will be exhibited in it:

- *The First Floor*

The First floor of the Saraya Building would be dedicated to depicting some the actual activities that would have been taking place at the Saraya during the 19th Century. For example, one room would show the Administrative Governor of Saraya sitting at his desk, trying to resolve a dispute between two men sitting across from him. A guard would be standing at the door of the Governor's office.

Another room would show the prison cell that would have been used to arrest criminals.

Several prisoners would be seen inside the prison. Here is a great chance to offer intriguing stories about real-life events that took place in Madaba at the time. For example, the prisoners could be rebels awaiting trial, or convicts awaiting sentencing, and some interpretation concepts to tell the stories. A camera would automatically be taking photos of visitors at this attraction, and the visitors' would have a chance to buy their photos with the prisoners at the end of their tour. [Photo technology used in theme parks, Madame Tousseaud's, etc.]

Other rooms would be dedicated to depicting some traditional ceremonies and customs of the Madaba inhabitants during that era. For example; a Henna Night, a Wedding Ceremony, or a Jaha.

- *The Second Floor*

This floor will feature handcrafts and artisans who are part of ERADA network. This will also include live demonstration, showcasing and selling of these products and handcrafts. Products at display and for sales will need to reflect the un-compromise-able quality and image of the Saraya that also follow and reflect branding guidelines of the Saraya.

- *The Roof of the Building*

As per the original plans for the site submitted to MoTA, the roof would become a café area, acting both as a rest and leisure space, as well as a chance to enhance the visitors' experience.

It is suggested here that in additional to serving regular modern beverages, this café would also serve a number of desserts and beverages indigenous to Madaba as well as being purchased through ERADA network provided that they can avail the required products at a competitive price, high quality and continuous supply.

For example, beverage would include local wine honoring the centuries-old tradition of producing homemade wines in Madaba, and Laban Makheed (with the traditional tool used to make the laban -The Saa'n- used in the decoration of the café). Suggested desserts include Lazzagiyyat, Mtabbagaat. And Saleegue. The presence of a real Madaba lady in traditional dress baking fresh bread on Saj would add to the ambiance of the café and contribute to the visitor's experience.

- *The Outside Area Including the Plaza*

It is necessary to position Saraya as a landmark in the city of Madaba. This could be done by designing the exterior lighting of the building, such that the Saraya building becomes visible, prominent and attractive day and night, all the time, to both tourists and locals alike.

The outside area is comprised of the Plaza, and the area around the building that falls within the gates of the Saraya,

The plaza would be used to increase the exhibition space, as the actual area of the building is small. The plaza is an ideal location to commence the interpretation section. The visitors' journey starts as soon they enter the plaza of the Saraya building as panels guide their way while providing information about Madaba town, the Saraya, and the customs of the city.

5.DEMAND MEASUREMENT

5.1 Market Assessment

5.1.1 Market size and characteristics:

Madaba attracts roughly 100,000 visitors per year, a large FITs and organized tour group markets can be captured by Other means of promotion would include advertisement in portion (85 - 90%) is packaged tourists. Both independent travel and packaged tours present a significant market opportunity for Saraya Madaba which will contribute to prolonging their stay and expenditure in the city.

The below chart shows the number of visitors to Madaba for the years (2009/2010) – almost 31% increase and is projected to increase over the years.

Month	Relative Change 10/09			2010			2009		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	60.7%	46.3%	60.7%	16,406	79	16,327	10,211	54	10,157
February	85.3%	102.4%	85.3%	22,437	85	22,352	12,106	42	12,064
March	69.9%	39.1%	70.1%	41,255	178	41,077	24,276	128	24,148
April	53.3%	93.0%	53.1%	52,817	357	52,460	34,456	185	34,271
May	51.4%	70.1%	51.3%	42,110	165	41,945	27,815	97	27,718
June	42.3%	-43.8%	42.5%	22,232	18	22,214	15,619	32	15,587
July	36.6%	23.1%	36.6%	14,799	64	14,735	10,836	52	10,784
August	19.5%	-49.7%	20.2%	21,347	100	21,247	17,871	199	17,672
September	25.8%	-15.9%	26.1%	33,711	159	33,552	26,796	189	26,607
October	33.9%	-2.3%	34.1%	64,281	259	64,022	48,013	265	47,748
November	54.7%	38.0%	54.8%	44,011	178	43,833	28,448	129	28,319
December	23.7%	75.0%	23.5%	23,651	98	23,553	19,120	56	19,064
Total	44.8%	21.8%	44.9%	399,057	1,740	397,317	275,567	1,428	274,139

Based on the above chart, and benchmarking over 2009 figures, and assuming 9:1 groups to FITs ratio, the following table estimates the market share and expected visitors that will utilize Saraya Madaba, assuming 300 days of operation:

- Total number of visitors: 275,000
- Total number of FIT visitors: 27,500
- Total number of group visitors: 248,000

Saraya Madaba Market Share	Low Market Share	Projected Annual Demand	Medium Market Share	Projected Annual Demand	High Market Share	Projected Annual Demand
% of FITs Market	20%	5,500	50%	13,750	75%	20,625
% of Groups Market	20%	49,600	50%	124,000	75%	188,480
Total Projected Demand		55,100		137,750		209,105
Average Tourist per Day		184		459		697

5.2 Marketing Plan :

FITs and organized tour group market can be captured by employing different techniques for each. The following explains the suggested marketing approach for Saraya Madaba:

a) *Packaged Tours Inbound Tour Operators:*

While packaged tourists, that are already pre-booked (by the Key collateral would need to be developed for the marketing. The following table estimates the market share and expected tour operators), could be booked by the inbound tour including, but not limited to: branding, web site, brochures for visitors that will utilize Saraya Madaba, assuming 300 days of operators provided these operators have an incentive to do so. Tour operators, adverts, years for direct marketing, posters and operation. (i.e., a unique experience, a commission... etc).

For tour operators to buy-in the Saraya Madaba, the Jordan Inbound Tour Operators Association is a critical partner in addressing this important market opportunity, in parallel to this, we should advertise Saraya Madaba at major attraction around Madaba such as Visitors' Center and the Church of the Map to encourage visitors' curiosity about it.

b) *International Promotion and Marketing:*

Certainly the Jordan Tourism Board and its Market Based Representatives have a large role in bringing the product to market and getting international tour operators and media feature and to adopt and request more bookings for the Saraya. Therefore, part of marketing efforts should thus be dedicated to attending tradeshow, organizing FAM trips and online presence; this is to be undertaken in coordination with tour operators and JTB.

c) *Local Advertising and Promotion:*

Other means of promotion would include advertisement in "Royal Wings" with RJ, information and leaflets at airports, hotels and restaurants.

d) *Collateral:*

Key collateral would need to be developed for marketing including but not limited to, branding, website, brochures for tour operators, adverts, flyers for direct marketing, posters and sign posts.

e) *Income from Outlets:*

There is an income generation opportunity from selling souvenirs and handicrafts for the visitors at the end of their visit, this is not only an opportunity for extra income but also a very strong advertising medium if used correctly (branded gifts about Saraya Madaba).

f) Pricing and Ticketing:

A ticket price of 2.5 JDs is reasonable and very competitive in comparison to pricing in other international markets for this type of museum provided that there is sufficient value for money, specifically, in quality of the product itself, the uniqueness of the experience, and the cultural knowledge offered.

In addition to ticketing upon arrival, and online function as well as easy forms of booking and ticketing for tour operators and their customers would add to competitiveness, although this might be early at this stage, but probably it will be essential very soon because of the limited carrying capacity of the building.

6. ORGANIZATION AND MANAGEMENT PLAN AND OPTIONS

6.1 Standards of operation:

The success of the project will depend on the quality of product, attractiveness of scenarios, the audio stories, presentation, and availability of supporting services (road, toilets, café.. etc).

The opening hours is proposed from 9.00 till 16.00 winter time and 9.00 till 7pm summer time, except for the café and gift shop where longer working hours can be arranged.

6.2 Staffing and organization plan

A very basic organization plan is required, that would ensure the smooth operation of the museum. The following are the key anticipated staffing required for the project:

○ Project and operations manager/director	1
○ Host – Guide/Hakawati	2
○ Marketing and (customer service)	1 to (2)
○ Accounting and finance	1
○ Operations and Maintenance supervisor	1 or 2
○ Ticketing	2
○ Food & Beverage Services	3
○ Cleaning	2

6.3 Management and Governance Options

MoTA has several management and governance options in relation to launching and operating the Saraya. Those are:

- a) Direct operation by MoTA - Depending on MoTA's capacity, expertise, and ability to deliver, MoTA would undertake to develop and operate the project from A to Z. This would entail MoTA's commitment to:
 - Invest in the concept, decoration and marketing
 - Investing in staffing, recruitment and training
 - Have strong day to day oversight and control on the Saraya
- b) Concession to private sector - Whereby MoTA delegates in a sole source arrangement the rights and obligations to operate the Saraya to an operating company from the private sector in which MoTA is a shareholder. This delegation of responsibility to the company has some disadvantages and advantages:

- MoTA is both a shareholder and concession granter that provides strong management oversight. However, conflict of interest could arise
 - The company lacks expertise and would have to develop the know-how.
 - MoTA's investment in the startup costs is reduced.
- c) Concession to tourism sector or tourism association - Whereby MoTA offers the concession opportunity to the private sector operators or a tourism association from within Madaba with 15% return from profit. There are various risks and benefits to this approach, specifically:
- MoTA's investment in the building and operation/startup costs could be reduced or accelerated and turned over to the private sector to operate or to co-invest in.
 - Private sector operators companies have particular strength in marketing.
 - In the event that market risk and profitability is perceived to be a challenge, MoTA may have to underwrite the losses for an initial period, depending on the concession arrangement reached by the private sector.
 - MoTA should establish a strong monitoring program for overseeing the performance of the concession.

6.3.1 Recommend Approach

The recommended approach is for MoTA to issue RFP for local community operators from the private sector in Madaba for concession, include local community CBOs and NGOs to display and sell their products at the same time contribute to the richness and diversity and interest of the experience yet at the same time have strong oversight to ensure implementation according to the set and agreed upon plan.

The concession plan will need to include the following conditions:

- Private sector will invest in research, concept finalization, procurement, setting up and operating the concept and theme in addition to investment in management and staffing requirements as well as the Café.
- Provide 6 outlets, for free, to ERADA network with pre-set conditions on quality and adherence to operational and branding guidelines. Costs associated with setting up the rooms with equipment, interoperation tools, display and live demonstration requirements, in accordance to and as a result of the overall Saraya concept and theme design outcome, will be undertaken by MoPIC that also includes required training for the ERADA featured NGOs/CBOs as well as costs associated with packaging in-line with Saraya branding guidelines.
- Include ERADA network in the bids to procure F&B products and include 5% addition to the criteria measurement to ERADA network members.

6.3.2 Return for ERADA Members:

Based on the demand model above, and assuming only 10% of total visitors by from ERADA network with an average of JD5.00, then ERADA members will be earning JD27,550 – JD104,552 per year which is equivalent to JD4600 - JD17,425 per member per annum or JD384 – JD1,454 per member per month

7. FINANCIAL PLAN AND FUNDING

A capital cost of roughly 150,000 – 200,000 will be required by the concessioner for research and setting up the concept and theme, including marketing.

In relation to operating costs, this is expected to be constant - dependant on maintenance and staffing costs - since the standard of service and coverage of service are expected to be consistent and will not vary based on demand.

Revenue assumptions were deducted based on the market statistics and market shares anticipated in the marketing section of the report.

Two scenarios were assessed, one for 2.5 JD ticket price and another for 5 JDs per ticket. Outlets revenue can exceed 100,00 JDs.

A simple, no growth assessment of revenues, operating costs, and investment provides an indication of the project profitability and viability, the breakeven point for Saraya would require an average of 91 to 183 customers per day depending on the ticket price (2.5 JDs versus 5 JDs).

Calculations:

	2.5 JD Ticket			5 JD Ticket		
	Low Market Share	Medium Market Share	High Market Share	Low Market Share	Medium Market Share	High Market Share
Visitor per Year	55100	137,750	209,105	55100	137,750	209,105
Visitor per Day	184	459	697	184	459	697
Annual Revenue from Tickets	137,750	344,375	522,762.5	275,500	688,750	1,045,525
Income from Outlets*	27,550	68,875	104,552	27,550	68,875	104,552
Total Income	165,300	413,250	627,314.5	303,050	757,625	1,150,077

* based on JD0.5 per visitor

Annual Operating Expenses:	117,400
▪ Salaries (Annual):	
– Project and operations manager/director (1)	18,000
– Host/Guide (2)	18,000
– Marketing and customer service (1)	9,600
– Accounting and Finance (1)	9,600
– Operations and Maintenance supervisor (1)	9,000
– Ticketing (2)	9,000
– Food & beverage Services (3)	12,600
– Cleaning (2)	4,800
– Total Salaries	90,600
▪ Utilities	5,000
▪ Maintenance (at 10% of cost):	15,000
▪ Contingency	6,800

	2.5 JD Ticket			5 JD Ticket		
	Low Market Share	Medium Market Share	High Market Share	Low Market Share	Medium Market Share	High Market Share
Annual Income	47,900	295,850	509,914	185,650	640,225	1,032,677
Annual MoTA Return 15%	7,185	44,377	76,487	27,847	96,033	154,901
Annual Profit/Loss	40,715	251,473	433,427	157,803	544,192	877.776
Total Investment	200,000					
Simple ROI - Concessioner	20%	126%	217%	79%	272%	439%
Simple ROI - MoTA*	1.8%	11%	19%	14%	24%	39%

*Assuming MoTA investment in building was JD400,000

Breakeven Analysis:

▪ Annual Depreciation (at 10%)	20,000	
▪ Operating Cost	117,400	
▪ Total Cost	137,400	
▪ Breakeven Point (at 2.5 JD)	54,960 visitors per year	183 visitors per day
▪ Breakeven Point (at 5 JD)	27480 visitors per year	92 visitors per day

Thank you