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**FINAL REPORT OF THE
JORDAN TOURISM PROJECT**

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TABLE OF CONTENTS

SECTION I	MARKETING AND COMMUNICATIONS GUIDELINES	1
	A. Introduction	1
	B. Guidelines	2
SECTION II	MODEL MARKETING AND PROMOTION CAMPAIGN	10
	A. Objectives	10
	B. Approach	10
	C. Phase I: Market Research	11
	D. Phase II: Marketing Plan Development	12
	E. Phase III: Marketing Plan Implementation	13
SECTION III	JTB STAFFING SUGGESTIONS AND TRAINING NEEDS ASSESSMENT	21
	A. Staffing	21
	B. Earned Media Training	23
	C. Scheduling	23
	D. Required Publications	23
APPENDIX A	TEXT FOR SEVEN RACK SITE BROCHURES	A-1
APPENDIX B	IN-COUNTRY MEDIA LIST	B-1

b

SECTION I

MARKETING AND COMMUNICATIONS GUIDELINES

A. Introduction

The marketing and communications goals of the Jordan Tourist Board (JTB) were prepared by Thomas G. Lloyd in his tourism marketing strategy (project No. 278-0291) and were used as the basis of this report. They can be summarized as follows:

- To assist the Jordan Tourist Board (JTB) in its effort to protect and maintain market share in the top 20 non-Arab generating markets (excluding Turkey).
- Assist JTB efforts to increase selective international tourism arrivals from target generating markets by 100 percent by the year 2000.
- Assist JTB efforts to increase selected tourist expenditures from non-Arab generating markets by the year 2000.
- Support ongoing efforts of Ministry of Tourism and Antiquities (MOTA) and the JTB to raise travel trade awareness of Jordanian cultural tourism assets in top generating markets.
- Support MOTA and JTB efforts to build a marketable image of Jordan as a world-class cultural tourism destination.

Near-term goals were defined as follows:

- Assist MOTA and JTB in developing a sustainable communications link with a minimum of 800 potential suppliers of non-Arab tourists to Jordan and a minimum of 250 travel media publications. The purpose of the link would be to communicate realities of tourist safety and security in Jordan and maintain market share, countering market-disrupting general media reports of regional incidents.
- Assist JTB in developing and test-marketing tourism resource packaging concepts (i.e., themes, routes, story lines, etc.) and developing marketing support materials to recruit at least 32 additional tour wholesalers in four primary target markets.
- Assist JTB in developing and implementing additional indirect and direct marketing efforts in targeted markets.
- Support JTB efforts to increase awareness among the travel trade in selected markets and more fully develop the image of Jordan as a cultural tourism destination.

In the aftermath of the signing of the Peace Treaty between Jordan and Israel on October 26, 1994, Jordan's tourism industry will most likely be exposed to an explosive increase in tourism from Israel and perhaps other countries. Jordan has been in the international news lately and is currently positioned in U.S. and international news and information programs as a progressive, moderate, peace-loving Arab country.

Jordan is in a uniquely positive position from an earned media perspective: the general media is already interested in Jordan. Usually a lesser-known destination needs to work very hard at getting the attention of the media to publish or produce a story at all. There is a down side, however: most of the coverage on Jordan has been about the "struggle" Jordan goes through to obtain peace. If Jordan or the JTB in particular is to rely on earned media as its primary method for marketing the JTB, it needs in-house expertise and objectivity regarding earned media in order to have a say in what kind of stories are published or produced. In other words, The JTB needs to take some control of the process.

This section presents guidelines for establishing a marketing and communications strategy for the JTB for the dual purpose of (1) promoting tourism to Jordan and (2) promoting the JTB as a viable organization within Jordan. The 25 ideas presented below are meant to be used as marketing and operational tips as the JTB gets started in the coming months. This section also presents a framework for training JTB staff to understand the "uniqueness" of the JTB and Jordan tourism. Bearing in mind that staff members will be dealing with Jordanian press and private-sector as well as international press, it is important to establish a clear understanding of the value of the JTB and to agree on a unified method for pitching the JTB—in other words, establishing a common "party line" and a good team.

B. Guidelines

The following list of 25 guidelines are loosely organized around four basic marketing themes: (1) document your deeds; (2) create a commercial; (3) maximize your marketing materials; and (4) write or get written about.

"Document Your Deeds"

B1. "Winners Workbook" - List of Achievements *(Internal Record for the JTB)*

The JTB should begin documenting its successful achievements for its own use. Information can be recorded in a kind of organizational "diary" and can then be readily incorporated in promotional materials, for example, in a press kit. Achievements might include coordinating the first assembly of Israeli/Jordanian travel and tour operators in 40 years, establishing a local newsletter or a new office, or introducing new tour operators to Jordan. These achievements may seem small at the beginning, but they will help add credibility to the organization.

B2. Organizational Capabilities and Resources

(From the JTB to Its Members)

The JTB should list its capabilities in specific terms. This is most important to members of the JTB who will want to know what services are provided by the JTB. For example, the following services should be listed and included in a press kit:

- Direct marketing to external tour operators
- Earned media coordination (akin to public relations)
- Development of promotional materials
- Trade show attendance

B3. Job Descriptions and List of Responsibilities

(For JTB Staff)

There should be a clear and definable set of responsibilities for every staff member at the JTB. The responsibilities and duties should be written and distributed to the JTB staff. This helps build moral and team spirit. It also demonstrates the importance of every staff member. Everyone plays a vital role.

B4. List of Benefits

(From JTB to Tour Operators)

Benefits are different from capabilities. For example the JTB offers the development of promotional materials as a capability. The "benefit" to a JTB member is that they do not have to go through the expensive and time-consuming process of designing materials for a mass international audience. This list of benefits should be understood by all members of the JTB.

B5. List of Reasons to Justify Raising Membership Rates

(From JTB to Its Members)

The JTB may need to raise membership rates as marketing efforts increase. The specific reasons should be outlined and written down. Every JTB staff member who is responsible for dealing with the press or public in any capacity (aside from staff drivers) should be aware of JTB marketing efforts and able to answer questions in this regard. For example, if a JTB member or potential member calls and asks why there is an increase in rates a JTB staff member may answer "The JTB is in the process of designing a new trade show booth which allows us to better sell the services of its members."

B6. Use the Word "Investment" Rather Than "Fee"

Language is everything in marketing. An "investment" is what all businesses must make in order to grow. A "fee" can be dismissed as superfluous. Since the JTB offers

legitimate marketing benefits it is appropriate to *believe* that membership is a sound investment. So use the word “investment” rather than “fee.”

“Create a Commercial”

B7. Differentiate the JTB Using the Word “Only”

Begin the commercial with: “We are the only —.” The JTB can be differentiated in Jordan as a nongovernmental organization (NGO) that represents the country in marketing tourism. It can claim to be “the only overall Jordan Tourism Marketing office.” The distinction between the JTB and MOTA should be clear. The JTB gets tourists to Jordan. MOTA handles the logistics of tourist sites. The JTB can also be differentiated in international press if it employs innovative hiring procedures or creative projects such as:

- Hiring handicapped people.
- Hiring women for jobs that have been traditionally held by men.
- Offering training in areas such as archaeology for tour guides and direct sales people.
- Taking polls of tourists coming to Jordan on issues such as “How many crafts do tourists buy?” and then publishing the results in an international newsletter, positioning the JTB as savvy marketeers.
- JTB can use exclusively Jordanian resources for the development of its promotional material. For example, in 1995 the Noor Al Hussein Foundation will be making paper out of olive leaves. JTB could use Jordanian-made paper and produce all its materials *in* Jordan. If, for technical or procurement reasons, this is not possible, the JTB could insist on using 100 percent post-consumer recycled paper and soy-based inks for its materials.

**B8. Define JTB “Differentness” in a Single Sentence that Begins:
“What Makes Us Different Is —”**

Since Jordan in general and the JTB in particular are not looking for mass tourism—rather, there is an effort to position Jordan as a privileged destination for culture travellers—the JTB could say, “What makes us different from other tourist boards is our insistence on working with highly professional tour operators and making sure that *all* of them return as privileged guests.”

B9. Create a Personal "Victory Vocabulary" Using Words That Put Jordan and the JTB in the Best Possible Light

The JTB can list words on a bulletin board to be posted in the kitchen area (or out of the public eye). These are simply motivational words for the benefit of the staff. As an example, Marriott hotels have a courtesy policy posted at all work stations and in break areas. The "Victory Vocabulary" is a little pep talk on a monthly basis demonstrating how to use a common positive vocabulary, for example:

- Expert
- Unique
- Special
- Acclaimed
- Award-winning

Nobody wants to sound phoney or rehearsed, but language tips help staff in direct selling. They also help in team-building and establishing a common party line for the press.

B10. Add a Promotional Note to the JTB Telephone Voice Mail System

A recorded message can be an effective marketing tool, for example, "Hello, you've reached the office of the Jordan Tourist Board, home of the Dead Sea, Petra and a rich history in Arab culture..." At present, there is no JTB office; however, when the office is open it is vitally important to differentiate it from MOTA. Currently when you call MOTA the person who answers the telephone simply says "...Aiwa..." The JTB should institute a policy whereby anyone who answers the telephone would say, "Hello, this is the Jordan Tourist Board. How may I help you?"

B11. Prepare Flattering Introductory Remarks for Others to Use Prior to a Speech Delivered by JTB Officials

Include information on services you can provide to audience members. For example, if the director of the JTB gives a presentation to a group in Europe or the United States, the hosting organization is better prepared to position the JTB as experts if they have something to read about the speaker's individual qualifications.

B12. In Public Speaking, Customize and Personalize Your Introductions to Emphasize Your Connection to the Audience

Particularly now, in the advent of the signing of the Peace Treaty there may be occasions when a JTB representative will be speaking to groups of people with an interest in Israel or interests in something else altogether. It is vitally important to understand the audience's needs, greeds, and fears. The JTB speaker must do his/her homework regarding the audience. There is no such thing as a standard speech. Speeches need to grab the audience's attention.

**B13. Promote JTB Services as the "Best of Their Kind":
After All, There are No Other Services Exactly Like Yours**

The JTB should be bold in the adjectives it uses to describe its services. The general public and tour operators as a whole respond well to a sense of pride. "Hospitality" is one of the words in the tagline of the current print material. If the JTB were to say "There is no hospitality like Arab hospitality and Jordan offers the best in the Arab world," Jordan would be positioned as a friendly place in the mind of someone who has not been to an Arab destination.

B14. When Asked How Long the JTB Has Been in Existence, Don't Reply with "Years on the Job," Rather, Emphasize the Importance of Tourism in Jordan

Since Jordan will be compared to Israel in its marketing efforts, it would be foolish to try to compete with The Israeli Ministry of Tourism. Israel has a very well-organized and well-established marketing strategy. A good approach for Jordan would be, "Jordan has been receiving holy land tourists for many years, and our archaeological sites are well known to seasoned travellers. We are pleased to be introducing a policy that will allow us to welcome tourists from all around the world, and we hope it will allow us to continue to preserve and maintain our sites."

B15. Include a Marketing Message (Information about a New Product or Service) in Every Piece of Correspondence

In correspondence with existing and potential tour operators and travel agents it is critically important to drop in a bit of information about a new product or service. This information can be in the form of a quarterly newsletter. However, some bit of promotion should be included in every piece of correspondence.

"Maximize Your Marketing Materials"

B16. Add a Promotional Note to your Business Card

Something on the business card should describe the JTB. A phrase such as "Your host in Jordan" or "Your Guide to the Hashemite Kingdom of Jordan" or "Ahlan Wa Sahlan" would be very welcoming. It helps someone who doesn't know the JTB well understand its purpose.

**B17. Develop a Slide Library Using a Professional Photographer;
Order 5" x 7" and 8" x 10" Glossy Copies, and Use Them for Promotional
Purposes in Press Kits**

It is vitally important for the JTB to have a fresh, new collection of touristic slides. These slides can be used in speeches, special group presentations, updates of promotional materials, and a variety of other uses. Originals should be kept in a dry, cool place and

slipped in plastic sleeves to protect from scratching. Several sets of duplicates (dupes) should be made.

B18. Enclose a Photo or Slide When Submitting an Article or When Providing Information to a Publication

Dupes would be sent to publications upon the submission of stories and sent to editors and anyone requesting visual information.

B19. Enlarge the Best Ad to Poster Size, Mount it, and Use it as a Sign Inside or Outside the JTB Office

The new material designed for use in the WTM show includes beautiful posters, a tour operators planning guide, and a rack brochure. A press sheet from the printer of the cover of the tour operators planning guide as well as all six posters would look very nice in frames in the JTB office.

B20. Upgrade and Update Promotional Material

The WTM material needs to be updated and translated into several foreign languages for future printing. (Translations of this material are included under separate cover.) The general look of the material should not change drastically with each update; rather, the look should remain constant to keep the campaign theme alive. It is best to have the proposed marketing/media advisor (see roles and responsibilities in Section 3), to monitor the production of all materials that are subcontracted. Since there would be a wide variety of designers working on materials, the JTB needs to avoid having many different "looks."

"Write or Get Written About"

B21. Submit an Article about the JTB to a Trade Magazine or In-house Publication; Distribute Reprints of the Published Story to Clients and/or Other Influential Organizations and Publications

The JTB can write an article about the Peace Process and the ramifications for tourism in the region. Surely several publications will be interested in publishing at least some parts of the article.

B22. Submit an Article to a Trade Publication on Problems in the Field of Tourism—and the Proposed Solution

The JTB can write about the carrying capacity issue in Jordan and write candid commentaries on proposed solutions. Using Taybet Zaman as an example of responsible eco/cultural tourism would put Jordan on the map as an exclusive, elegant destination. Since Jordan has the potential to position itself as a model for sustained tourism growth it may be

advisable to interview Munir Nasar for an article and submit it for publication. Of course other entrepreneurial and visionary Jordanians could be interviewed as well.

B23. Write a Letter to the Editor of Major Publications That Are Read by the Target Audience and Comment about Something in Jordan

Simply a letter to the editor of the travel section of the *Washington Post*, *Le Monde* or other European newspapers would get the attention of busy editors. The letter should be short and somewhat provocative. For example:

Dear ———, Jordan signed a peace treaty with Israel on October 26, 1994. This is a day of history. Jordan has beautiful archaeological sites, including the world-famous Petra. We share the Dead Sea with Israel and we enjoy the Red Sea in the Gulf of Aqaba. We look forward to welcoming your readers to our country and showing them the "history, legend, and hospitality" of the Hashemite Kingdom of Jordan.

The editor may find the letter so interesting that he/she decides to do a feature story on Jordan. In any event, even if he/she publishes the letter, the Jordan Tourist Board gets positive media exposure.

B24. To Increase Chances the Media Will Run the Story, Provide a Fact Sheet about the Topic, a Chronology of Key Events Related to It, and a List of Other Information Sources

Starting in 1946, when Transjordan became an independent monarchy, The JTJ can begin to list historical dates of significance. A story in this case could be around the 50-year anniversary of Jordan.

Assuming the Jordan/Israel peace accord is going well, a media campaign could be launched around the 30-year anniversary of the 1967 Six-Day war. Most likely the media will cover this anniversary in any event. It is important that the JTJ be able to provide a "then and now" angle. Otherwise the media will produce its own version. In a press kit to editors and publishers old news photos as well as new tourist sites should be provided.

On October 26, 1995, a set of news releases should be sent to the general news and information media as well as trade publications to celebrate the one-year signing of the peace treaty between Israel and Jordan.

B25. Offer to do a Column for a Trade Publications

The JTJ should contact the features editors of a variety of publications and offer to provide stories. *Archaeology* would be a good publication for example. Articles for the International Society for Ecotourism newsletter would be very important as well. Stories about how Taybet Zaman is producing its own soaps from regional olive oils and using recycled paper would be very interesting to *Hotels* magazine. There are many, many other

story ideas. The marketing/media advisor would be responsible for reading the target publications and arranging for stories to be written.

SECTION II

MODEL MARKETING AND PROMOTION CAMPAIGN

This section describes a model marketing and promotion campaign and includes creative suggestions for tourism marketing and promotion for Jordan. The JTB may use the model when establishing a direct marketing and communications strategy on its own.

A. Objectives

- **Develop an imaginative and aggressive campaign** that uses culture, ecology, “peace,” and the environment as tools in a strategic approach to introduce Jordan as an interesting, relaxing, safe, and enjoyable place.
- **Distinguish the Jordan tourism product.** Identify interesting cultural, environmental, and recreational differences between Israel, Egypt, Syria, and other competitive destinations.
- **Establish a marketing theme and a consistent image** that will be used throughout the campaign. It is very important to include the private sector in this process. By incorporating the private sector, the image and theme will have a greater chance of being repeated in individual resort, airline, and tour campaigns, which will give the national campaign more exposure.

B. Approach

The promotion of Jordan as a tourist destination should take place in three phases:

- **Market research.** Before the strategic marketing of Jordan can be implemented, initial market research should be performed to determine the demographics of the target audience. Additionally, a review should be conducted of the advertising and campaign strategies of competing countries and regions. This initial research is critical to the success of the program.
- **Marketing plan development,** including the establishment of a campaign theme. A campaign theme has been developed for the print marketing material. The logo uses an olive branch, which has an oblique reference to “peace,” and the tagline is “History, Legend, Hospitality.”
- **Marketing plan implementation.**

C. Phase 1: Market Research

C1. Demographics

With the cost of advertising escalating each year at an annual rate of 8 percent, it is imperative that the JTB do everything it can to pinpoint the location of past travellers and operators to Jordan, as well as potential travellers and operators with similar characteristics. At the present time there is no concrete information about the origination of recent visitors to the country. In the current sophisticated marketing environment this kind of information is vital.

An initial step in gathering this information is to design a tourist card required of all incoming visitors. The card could be a carbon-copy card; one copy to the Ministry of the Interior; one copy turned in at the planned visitors information booth. The information derived from the card can then be entered into a database management and tracking system to help identify the demographics of the target audience. Additional demographic information that can be gathered includes where visitors live, where they traditionally travel, what television shows they watch, what magazines they read, and a wide variety of other personal data. Previous visitors to Jordan can be clustered by region, state, city, and even neighborhoods. People matching those demographic characteristics can then be targeted with messages on Jordan that will have specific appeal to them. This will also allow for the determination of the best geographic markets in the United States and Europe.

C2. Competitive Analysis

The next step is to review the advertising strategies of competitive destinations such as Egypt, Israel and other cultural destinations. For example, we know the following about Israel:

Israel has 22 marketing offices around the world (The Israel Government Tourist Office). They have an active and extremely successful direct mail and print ad campaign. Israel has identified an interest in the United States in "incentive tours." Therefore the Israel Government Tourist Board is focusing much of its marketing efforts in this area. Israel spends considerable money on market research and test marketing in order to tailor their print ads and direct marketing to the needs, greeds, and fears of the target audience. The Israel Government Tourist Board is also establishing closer links with the Vatican in hopes of promoting the upcoming 2000-year anniversary of Jesus.

Also, since the signing of the Peace Treaty in October of 1994 there is a possibility that Israel and Jordan will be doing joint regional marketing of tourism to the area.

Breakdown of tourists to Israel: 29% - tourists
26% - religious pilgrimages
18% - vacation (Israel only)
12% - to see relatives
11% - business
4% - others

Israel spends: \$7.5 million in advertising
\$2 million for publicity

Advertising includes print ads in consumer and trade magazines as well as television advertisements. The advertising budget also includes the preparation of printed materials. Publicity includes special events and presentations to groups.

Target countries for Israel are: United States
Great Britain
Latin America (religious travellers)

Muslim target countries are: India
Turkey
Indonesia
Nigeria
Muslim communities in the West

D. Phase 2: Marketing Plan Development and Establishment of a Campaign Theme

Once the first phase is completed and a review of the effectiveness of the current print material is performed, discussions should begin on the establishment of a campaign theme. The key questions to be asked are:

- Who is the target audience and how can they be influenced?
- Why should visitors from North America and Europe come to Jordan?
- What information is available that demonstrates Jordan is a safe and enjoyable destination?
- What are the differences between Jordan, Egypt, Israel, and other Arab destinations and how can these countries be differentiated in a campaign?
- What is the campaign theme? The only campaign theme now in use is "Faces and Places" and the new tagline, "History, Legend, Hospitality." Although both taglines fit Jordan they could also be applied to almost any destination in the world. The current themes do not convey much in the way of useful information or image. While it may be appropriate to keep the tagline, "History, Legend,

Hospitality” for the immediate future, most destinations do change and refocus their themes on a regular basis. It may be that a more distinctive phrase would be more appropriate in the next phase of marketing implementation.

E. Phase 3. Marketing Plan Implementation

The marketing/media advisor should be in charge of the day-to-day strategizing and implementation of marketing and public relations activities. The development of the following is absolutely necessary for the success of this or any other tourism campaign.

E1. Collateral Materials

The new material for Jordan tourism introduces an elegant, avant-garde, and inviting style to differentiate Jordan at trade shows and in the market as a whole. One marketing rule for lesser-known destinations, and destinations with safety or image problems in particular, is that visitors need as much information as they can get.

All materials should include new, high-quality photography, progressive designs, and be separated and printed at “showcase” levels. Suggestions for printed materials include:

- **Hotel association brochure** including a photo of each hotel with a description of activities, facilities and cuisine, using the same space and format for all hotels.
- **Updated tour operators planning guide** (there may be some minor changes in the layout of the guide after its use at WTM).
- **Updated rack site brochures:** small, two-fold brochures on sites in Jordan, featuring a map.
- **Press kit** including a pocket folder, envelope for the folder, glossy photos, statistics on Jordan, sticker or “giveaway.”
- **Road map of Jordan** including directions in Arabic for taxi drivers.
- **Road map of Amman** including directions in Arabic.
- **Map of cultural sites** (museums, galleries, crafts) including directions in Arabic.
- **Road map of North Jordan** (with entry to Syria) including directions in Arabic.
- **Road/Site map of Wadi Rum** showing sites, resthouse, suggested treks, and Arabic directions.
- **Map of Petra** including sites, resthouse, history, and suggested hikes.

- **Map of Jerash** including sites, history, and suggested treks.
- **Map of Jordan Valley and Dead Sea** (entry to West Bank) including roads, sites, history, and directions in Arabic.
- **JTB stationary** including letterhead, envelopes, business cards for all professional staff, as well as thank you cards and invitation cards.

The site maps described above (for Petra, Jerash, etc.) are viewed as individualized pieces, each with its own look and site-specific indications.

E2. Print Advertising

Print advertising is one medium that produces dramatic results and can be tailored to a specific audience. After the demographics and target audience have been established a series of print advertisements should be developed and placed in national magazines and newspapers in selected areas. The campaign theme and tagline should be used and repeated frequently to reach the designated audience. The overall tone and manner may vary depending on the target audience but the campaign theme should remain constant. An 800 number or some other direct response mechanism will need to be developed concurrently with a print ad campaign to give the interested travelers and tour operators specific information on the country. The results of the demographic study should identify the most appropriate location to set up an office to distribute this information. Most likely in the first year or two the distribution center will be Amman.

E3. Travel Trade Link

It is important to get the travel trade more involved with Jordan and to demonstrate how they can prosper from a closer association. While the travel trade will become aware of the country through print advertisements and collateral materials, a direct link should be established between these efforts and travel agents making bookings to Jordan.

To get the trade more involved and interested in Jordan, JTB sales agents should be offered lists of names, sorted by zip or postal code, of people requesting information on Jordan as a result of the print advertising campaign. These agents can then contact individuals directly with information on prices, packages, hotels, etc. Thus, the potential visitor will have the detailed information on Jordan that was requested, as well as costs, airline schedules, and suggestions on where to stay.

Approximately 500 to 900 new travel agencies open each month worldwide. Upon opening, each agency should be welcomed with a letter from the JTB and a kit containing a Tour Operators Planning Guide (perhaps a modified version from the 32-page original), a hotel association brochure and an order form for other materials and posters. This creates goodwill and enhances the chances of getting the materials displayed.

Another effective means of getting the trade involved in the Jordan tourism campaign is through seminars and tourism forums hosted in the United States and Europe. For example, the JTB and selected ground operators could come to the United States and give a presentation on Jordanian tourism resources. Organizations such as The Nature Conservancy, World Wildlife Fund, The Smithsonian Institution and the International Ecotourism Society could make presentations on their cultural and environmental concerns for Jordan. The forums could be by special invitation with a strong environmental, cultural, and "peace" theme. This would bring the U.S. tourism trade together in a good setting to discuss strategic promotion of the country. The same approach could be used in Europe. Also, The JTB should coordinate familiarization trips to Jordan for U.S. and European tour operators and qualified travel agents.

E4. Trade Fairs

Jordan already attends several trade shows annually. However, a new booth for the JTB should be designed so that Jordan tourism is promoted rather than simply Royal Jordanian Airlines. Some important trade shows are as follows:

- ITB Berlin
- BIT Milan
- Dive Equipment Manufacturers Association Conference (DEMA)
- ASTA Convention
- Travel Industry Association Conference (TIA)
- International Tourism Trade Fair (FITUR)
- PATA Travel Marts
- World Travel Mart

The JTB/MOTA already have some beautiful print materials planned for the WTM show in London. For upcoming shows a series of running five-minute videos also should be produced.

E5. News Articles

Stories and information should be prepared by the marketing/media advisor for special travel and feature sections of international newspapers and magazines. Work should also be carried out with publishers of guidebooks and travel magazines to publish human interest and travel stories about Jordan. There should be one or more travel writers missions organized to familiarize travel writers from the U.S. and other markets with the country's tourism products. Coordination with the International Travel Writers Association in Washington, D.C. would help in this regard. They publish a monthly newsletter.

Perhaps another dynamic avenue is to ask the publishers of *A Day in* ——— books to coordinate a photography project for Jordan. These books are famous coffee table books. The editors invite world-class photographers to come to a country for photography. The photographers have exactly 24 hours of the same day to photograph the area. The editors

then review thousands of slides and publish the book. This has become a highly competitive activity for professional photographers. Currently you can find these large coffee table books entitled, *A Day in Ireland*, *A Day in Hawaii*, *A Day in France*, *A Day in Los Angeles*, etc. in bookstores throughout the United States and Europe.

E6. Press Releases

Targeting. Press releases are a very important tool in getting the Jordan tourism/JTB story out. However, it is extremely important that press releases be targeted to a specific audience. In other words, if you really want to place a story on a broadcast program or in a magazine, it is important to understand the audience of the broadcaster and to have *read* the magazine. Since press releases almost always require a follow-up call, it is paramount to understand the requirements of the editor or producer and the format of the publication or show.

Timeliness. Press releases must be timely. They must tie-in with some other news and information story. For example, there is no reason an editor or producer would care about the opening of the JTB office unless it is pitched in light of the signing of the Peace Treaty, the opening of the Allenby Bridge, or the joint marketing of tourism between Jordan and Israel. Remember, the press does not care about *you*—you need to show you care about them.

Sometimes it is a herculean effort for editors and producers to get an idea for a story. Top-notch journalists always want some compelling reason for producing a story *now*. Editors and producers are always working with dates. “Then and now” stories are very popular. The 30-year anniversary of the Cuban missile crisis, the 50-year anniversary of the invasion of Normandy, the five-year anniversary of the U.S. invasion of Panama, the one-year anniversary of the signing of the Peace Treaty between Jordan and Israel, the one-year anniversary of the election of Nelson Mandela in South Africa, etc. All these dates and anniversaries can be used to pitch human interest stories.

Studies and polls. The press loves publishing the findings of studies or polls. The findings can be clever, off-beat, or even funny. Recently the International Bicycling Association published the findings of a poll that tells us that most men think about sex when riding a bicycle and most women think about riding a bicycle when having sex. The poll was obviously silly, but it did make national and international news.

The JTB could work on polls on a variety of issues. For example, The JTB could do a poll on “leisure,” asking incoming visitors to define the term. The questionnaire could be passed out on in-coming flights and the findings turned over to the information booth at the airport. The subject could be how much luggage men take versus how much women take, what credit cards they use, who buys what kinds of souvenirs, or who uses the shoe shine service most. The surveys and polls could be silly, but eventually the JTB could be considered as a source of information for the travel media in general.

Scheduling. There should be two press releases sent out monthly for the first 24 months of the campaign. The press releases should be sent to two different types of media: print media and broadcast media. The marketing/media advisor should be responsible for coordinating these releases.

The two press releases should be on general, human interest issues. If there is a fast-breaking news story, or there is a negative news event, more press releases should be sent to counter the negative image. The target publications will be trade and consumer. A list of international publications is provided in Section 3 of this report. New publications will be targeted as demographic information comes in to the JTB from tourist information cards.

Possible subjects for a press release. The following are some suggested story ideas for immediate release:

- JTB opening
- Jordan collaboration with Israel in tourism
- Jordan's presence in WTM
- His Majesty King Hussein's birthday
- Taybet Zaman (a model for ecotourism)
- Bani Hamida
- Dana Village (a model for ecotourism)
- Petra visitors from Israel
- Political satire team in Jordan
- Investment in tourism in Jordan
- Ballooning over Jordan
- Arabian Horses
- Holy land tourists seeing the "entire" holy land
- Artists/Art (seeking aesthetic freedom from Iraq)
- Explosion in tourism to Jordan

Example of a perfectly pitched broadcast story. In March of 1992 National Public Radio's "Talk of the Nation" (a call-in news and information show) was wondering what to do with a dead two-hour slot on a slow news week. There were a variety of small stories to cover, but nothing seemed very compelling or had much ambient sound. In the news there had been a recent rash of airplane crashes and multi-car pile-ups. An NPR producer found a compelling press release on her desk. It read: **STUDY SHOWS SLEEP DEPRIVATION IS RESPONSIBLE FOR 30% OF CAR ACCIDENTS IN AMERICA.**

The National Institute of Sleep Disorders sent the press release. They had just finished a comprehensive study of a disorder known as sleep apnea. They showed that many Americans snore so much in their sleep that they do not get enough oxygen to their brains and their sleep is not adequate. When the NPR producer called the media contact for more information the contact provided anecdotal evidence and tapes of a variety of snores that doctors have recorded. She also provided the NPR producer with the name of a doctor who was an excellent spokesperson. "Talk of the Nation" produced a one-hour segment on sleep

deprivation. The show was extremely successful. NPR was happy because so many listeners called in and the National Institute for Sleep Disorders received badly needed press coverage. March is, by the way, National Better Sleep Month in the United States.

Tips on producing a press release.

- Put it on official JTB letterhead.
- Note at the top the name and phone number of a person to contact for more information.
- Provide instructions on when the reporters can run the story. Usually it will be "for immediate release." Sometimes at press conferences it is "strictly embargoed until ——" (usually right after an announcement at a press conference).
- One third of the way down the page, put a one-sentence headline in boldface capital letters.
- In the lead sentence of the first paragraph, put the dateline or location of the release. Try to establish the who, what, and why of the story.
- In paragraph two, expand on the first paragraph, giving full names and addresses of everyone in the story.
- In paragraph three, you will often include a direct quote.

E7. Corporate Tie-ins

Corporate tie-ins are an effective means of reaching a wide audience and at the same time stretching advertising dollars. Working together with selected companies can enhance the effectiveness of an international promotion campaign and establish good relations with companies for promotional as well as investment reasons. By working with these companies, Jordan would be able to take advantage of television exposure while avoiding the high costs of production and placement. These expenses would be paid for by the sponsoring company, which would have already budgeted for television advertising. Jordan, "Peace," and cultural environment themes would project a certain image and serve as the attraction in corporate advertisements.

Coordinating corporate tie-ins requires market research, letter writing, repeated calls and a personal presentation. It takes time to find a company with the same requirements as the JTB. However, as part of the marketing/media advisor's responsibility, he/she could find potential matches and then turn over those prospects to the executive director for personal presentation. A good source for gathering information about the advertising strategies of large companies and their advertising agencies is *Cranes Advertising Age*. The JTB should

subscribe to this weekly publication. The following is an example of a successful corporate tie-in used by the Mexico Tourism Board.

Toyota/Mexico case study. Toyota realized that Nissan was winning a bigger share of the four-wheel drive market due to recent television and print advertisements featuring a young couple driving a Nissan through Central America on their way to Rio de Janeiro. The Nissan ads were very popular in the United States.

The Mexico Tourism Board approached Toyota with an offer. The Tourism Board would provide trips to Mexico for use in a television consumer promotion. Toyota then developed an advertisement that featured beautiful colonial villages and Mexican Mayan temples with friendly people in it. Toyota also promoted a Mexican theme sweepstakes offering customers a chance to win a trip to Mexico if they test-drive a Toyota. Toyota paid for all the film production costs as well as media time. They also supported the campaign through their dealerships, using displays and special promotional inserts in newspapers and magazines. Mexico gained much needed awareness and differentiation from other Latin American destinations, and Toyota developed a campaign to compete with its major rival, Nissan. The campaign was launched on the U.S. West Coast and was very successful.

American Express/Mundo Maya/(Petra). We know that American Express is interested in getting more card usage. They have asked for assistance in locating joint-venture projects throughout the proposed "Ruta Maya" (Central America) region—or *any* area with an environmental focus. They are concerned with their public image and want to launch a campaign positioning their company as progressive and socially conscious. They have recently asked actors who are identified by the American public as environmentally conscious, like Robert Redford, Meryl Streep, and Paul Newman, to act as spokes people for their company. Mastercard/Visa tagline boasts "...and they don't take American Express."

JTB could approach American Express (or other credit card companies) with a concept for a campaign that shows cards being used by ecologically, culturally concerned travelers in exotic locations within Jordan. If American Express could contribute to a clean-up campaign or a training program (with a "peace" angle) or help fund the building of another environmentally safe hotel, they could position themselves in their own campaign as progressive and still compete with Mastercard. Since American Express also has great consumer image, this tie-in would greatly enhance the promotional campaign.

E8. Special Events

There are a wide variety of special events that could be organized in Jordan or in the United States to promote Jordan. They range from sporting events to representation at cultural exhibits. As an example, each year the Smithsonian Institution sponsors the Cultural Life Festival on the Mall in Washington, D.C. This event features exhibits of the dance, art and culture of two countries. The festival attracts hundreds of thousands of visitors and is a very effective way of promoting the country as a tourist destination. It is also relatively

inexpensive. The only associated costs would be transportation and lodging for the Jordanian participants.

Also, Smithsonian Institution Travelling Exhibit Service (SITES) is responsible for developing cultural exhibits and sending them around the United States and the world. For example, they did an exhibit on the tropical rain forest. That show went to New York, Philadelphia, Chicago, Minneapolis, Denver, San Francisco, Sao Paolo, Brazil, Quito, Equador, Caracas, Venezuela, Rio de Janeiro, Belmopan, Belize, and Panama City, Panama. If the JTB could pitch Jordan and "peace" as a theme, the JTB could coordinate all kinds of special events to complement the exhibit. If, say, SITES did an Jordan/Peace show and it went to Minneapolis, large department stores in the Minneapolis/St. Paul area could be encouraged to display Jordanian crafts and home furnishings. Perhaps Her Majesty Queen Noor could visit the exhibit to encourage a better understanding of the culture and heritage of Jordan.

Another example of a special event is a bicycle race. A race could be created through a specific region of the country. It could be sponsored by one of several corporations that use sporting events to promote their products. This would build awareness of lesser known areas in the country and attract affluent tourists to ride along on recreational rides behind the competitors.

If world-class riders could be attracted to the event it would also likely draw U.S. and international television coverage. Such an event might also be tied into or partially sponsored by groups such as the Smithsonian that are developing events to commemorate the 2,000-year anniversary of the birth of Jesus.

SECTION III

JTB STAFFING SUGGESTIONS AND TRAINING NEEDS ASSESSMENT

This section of the report responds to item number 7 in Article IV, Deliverables, of the Delivery Order. The following are suggestions on staffing, training, management, and scheduling for the opening of the JTB. It is understood that the JTB will be primarily responsible for:

- International marketing
- Travel trade advertising and promotion
- Hosting "fam" (familiarization) trips
- Development of marketing and promotional print materials
- Development of annual detailed marketing plan and budget

A. Staffing

Aside from an executive director and an administrative assistant there are no other staff members currently in place at the JTB. The following is suggested staffing designed to support JTB efforts to bring in tourists to Jordan.

A1. Executive Director (Jordanian)

This position should not be a day-to-day operational position. The executive director should act as a spokesperson and be more involved in public speaking, seminar presentations, trade show representation and personal sales presentations with pre-qualified leads. The executive director should be considered a "rainmaker." Responsibilities include:

- Reporting to the JTB Board of Directors
- Reporting to the Ministry of Tourism and Antiquities
- Developing the JTB annual budget
- Acting as spokesperson for Jordan tourism (e.g., public speaking)
- Closing deals with new tour operators and agents
- Representing the JTB at travel trade shows
- Entertaining potential and existing operators

A2. Marketing/Media Advisor (Expatriate)

In Thomas Lloyd's September, 1993 report he recommended the placement of a U.S. earned media specialist to assist the JTB with the placement of timely tourism stories. Lloyd also recommended the placement of a marketing coordinator for the JTB.

It is suggested here that the responsibilities of marketing and earned media could be handled by a single individual. A new title is proposed, that of "marketing/media advisor."

This individual would be responsible for day-to-day activities with the JTB staff. He or she would carry out marketing and earned media activities to ensure a cohesive strategy. The marketing/media advisor would work with staff members in a management capacity. One of the primary responsibilities of this advisor also would be to prepare press releases and train JTB staff to understand the target media audience. The marketing/media advisor would work with JTB staff to establish an understanding of the press and a uniform method for speaking with the press.

This would be an operational position, with the ultimate goal of transferring skills to Jordanian nationals. The marketing/media advisor would work closely with the executive director to ensure a cohesive marketing and communications campaign. The advisor would be responsible for working with other JTB staff members to train them in media relations and marketing in general. The marketing/media advisor would be considered the “matchmaker” for the executive director. Responsibilities would include:

- Developing news stories and press releases.
- Providing liaison with international trade and consumer press.
- Developing marketing and promotional print material.
- Assisting in execution of all JTB contracts for professional services such as design, color separation, printing, media placement, etc.
- Establishing procedures for earned media and communications strategy.
- Directing the development of the first JTB video in a series.
- Training permanent JTB professional staff.

A3. Administrative Assistant (Jordanian)

The administrative assistant would be considered a highly professional assistant to the executive director. He/she would possess excellent secretarial and organizational skills and a good command of the English language. The primary responsibility of this individual would be to support the clerical, administrative duties of the JTB office and to support the executive director in particular.

A4. Marketing Communications Director (Jordanian)

The marketing communications director should be considered to be on a career path towards earned marketing/media director. This professional would work very closely with the marketing/media advisor.

A5. Direct Sales Professional (Jordanian)

This individual should have an extensive background in sales—with perhaps a background in the hotel industry. This individual would attend travel and trade shows with the executive director. He/She would also implement sales and marketing strategies as defined by the marketing communications director.

B. Earned Media Training

Training the staff of the JTB in the areas of earned media would be the responsibility of the marketing/media advisor. If the consultancies for this advisor are project-specific, the advisor can develop individual strategies for each campaign. It will be necessary, however, to develop a general procedure for placing news stories and organizing the distribution of press releases, etc.

C. Scheduling

The ideal time to bring in a marketing/media advisor is at the beginning of a specific project. Ideally, the assignment should also begin once the JTB has been fully staffed, to maximize the benefits of training. January of 1995 would be an appropriate time to begin developing story ideas and establishing a procedure for earned media. This first consultancy is projected at four to six months. Thereafter, short-term consultancies could be programmed as needed, for a projected total level of effort of 24 months.

D. Required Publications

- . *Gale Directory of Publications*
- . *Working Press of the Nation*
- . *ASAE Directory* (American Society of Association Executives)
- . *Newsletters in Print*
- . *Standard Periodical Directory*
- . *Encyclopedia of Associations*
- . *Advertising Age*
- . *Hotels* magazine
- . International Ecotourism Society newsletter

APPENDIX A
TEXT FOR SEVEN RACK SITE BROCHURES

THE DEAD SEA

For travellers in search of relaxation and therapy, Jordan offers history's most famous inland sea, redolent with evocative names such as Herod the Great, Lot, and Sodom and Gomorrah: the Dead Sea.

One of the few places on earth where you can drive below sea level, the Dead Sea is known by a variety of other names: Old Testament maps show it as the Sea of Arabah, and the Romans knew it as *lacus asphaltis*, or Sea of Asphalt, because of the occasional pieces of asphalt that bob up to the surface. Another name is the Sodomitish Sea, after the alleged excessive sexual lifestyle of the inhabitants of the settlements of Sodom and Gomorrah on the southern shores. Genesis 19 relates how Abraham's nephew Lot lived in the area and how before destroying the towns, God warned Lot and his family to flee and not look back. As recounted in the bible, Lot's wife took a backward glance and was cast into a pillar of salt. Hence, "Lot" is another name for this 920 square kilometre stretch of water.

The waters of the Dead Sea are intensely saline and rich in minerals. The salinity is approximately 25 percent compared with only 4 to 6 percent in ordinary ocean water, and it is one of the most interesting aspects of the Dead Sea. You'll notice immediately that you cannot sink. Also the temperature of the Dead Sea is relatively warm, which makes it an ideal place to visit in the early evening. It is only a 35-minute drive from Amman.

The Dead Sea is about 76 kilometres long by 15.7 kilometres wide. It has a very narrow eastern shoreline rising abruptly from the Moab Hills. The maximum depth of the water is about 399 metres in the northeast corner, yet south of the Lisan Peninsula it averages only about 2 metres deep. Relax, lie back, and enjoy the experience. Whatever the depth, you'll float like a beach ball!

The hotel facilities at the Dead Sea offer a full range of therapeutic treatments for skin and stress. People from all over the world come to the Dead Sea to float in the water and indulge in the healing salts and mud packs. Perhaps one of the best-known historical figures associated with the healing powers of the Dead Sea is Herod the Great. Around 40 BC, he was suffering from rheumatism and is said to have sought relief by bathing frequently in the Dead Sea and in the nearby mineral springs of Hammamat Ma'in.

There are many plans for new hotels and resorts at the Dead Sea. Come now and enjoy the magical serenity of this historic and legendary place.

AMMAN

Jordan's capital, Amman, is a safe, friendly, modern city. No more than five hours' drive from anywhere in the country, it is a convenient place to base your stay. Your hosts, the Jordanians, are wonderfully welcoming, and most will surprise you with their excellent English. Business and the arts are thriving, and there are world-class hotels, restaurants, galleries, and shops. Add to this energetic mix the mystique of old Amman, and you have a travel destination of great charm and appeal.

High above the city, at Amman's ancient Citadel, listen as the city reveals its past. Known in the Old Testament as Rabbath-Ammon, and in Graeco-Roman times as Philadelphia, this strategic area was settled or crossed by a restless cast of characters: Ammonites, Assyrians, Babylonians, Persians, Greeks, Romans, Umayyads, and Crusaders are among the more familiar.

Inside the walls of the Citadel, study the traces of Amman's many lives. Visit the small Archaeological Museum, with its choice collection of pottery, statues, and Dead Sea scrolls. Just outside, there are digs and ruins everywhere you step. Admire the columns of a Roman temple in silhouette against the sky, the elegant capitals of a Byzantine church, and endlessly inventive carvings in the Umayyad palace. At the foot of the Citadel, take your seat in the Roman Theatre, a deep-sided bowl carved into the hill and still used for cultural events.

Experience, too, the modern Amman, spilling white and gleaming over seven major hills. At the turn of the century, it was little more than a village. Then in 1950, King Hussein's grandfather, King Abdullah, chose the city as capital of the Hashemite Kingdom. It grew thereafter by leaps and bounds. Today one and a half million people call this lively metropolis home.

For a glimpse of recent history, wander through Jebel Amman's Rainbow Street past lovely stone villas, where King Hussein's father and family once lived. Stroll through the city's many fine shops and *sucs* (markets). Pause in the coffee houses for a game of backgammon, or savour the sweets and *mezzeh* (appetisers) of traditional Jordanian cuisine.

In a fanciful vein, treat yourself to a ride on the Hejaz Railway. This famous train was sabotaged by Sherif Faisal and Lawrence of Arabia to defeat the Ottomans during the Arab Revolt. While the days of Lawrence are gone, the railway retains its exotic appeal. Several times a year, you can climb aboard for a lavish party, travelling from Amman to the edge of the desert, and from there, on foot, to one of Jordan's desert castles.

On the outskirts of Amman are other pleasures: Wadi as-Seer, one of the country's most scenic valleys, home to Qasr al-Abd, the Palace of the Slave. And to the south of the city, there is Kan Zaman, a restored complex from the nineteenth century offering fine food, entertainment, and crafts. It is the perfect spot to strike up your friendship with the Hashemite Kingdom of Jordan and its gracious and hospitable people.

AQABA

Greatly prized as Jordan's window to the sea, Aqaba brings a refreshing release from the rose-coloured desert to the north. Its sandy beaches and coral reefs are the most pristine on the Red Sea, and Jordanians hope to preserve them through careful planning. With several first-rate hotels, restaurants, beach-side cafés, and shops, Aqaba caters to a tourist crowd that is tranquil and relaxed, seeking its pleasures more by day than by night.

Indigo-coloured deep water lies just off shore in Aqaba, bringing kaleidoscopic marine life within easy reach. Exploring means a leisurely drive to a private spot, and a short swim out to the reef. Unusual vertical currents and sea breezes make diving cool and pleasant, even in the heat of the summer.

Aqaba's reef is healthy and thriving, adorned with untold variety in its coral and fish. Common species are branch coral, *fungia*, and *montipora*, and the rare *archelia*, a black, tree-like specimen found at great depths and first discovered by King Hussein himself. Darting through the reef are clownfish, Picasso triggerfish, goby, sea anemone, antiases, parrotfish, pipefish, and countless others. Two of the most intriguing are the harmless, plankton-eating whale shark, the largest fish in the world, and the willow garden eel, almost invisible in the swaying sea grasses.

Aqaba boasts some of the world's best scuba diving by day or night, and a Royal Diving Centre, established by the King. It also has an excellent aquarium in the Marine Sciences Centre, with exhibits of exotic underwater species. There is snorkelling, fishing and sailing to pass the time, or glass-bottomed boats for those who prefer their marine life at arm's length.

Aqaba's appeal lies in its watery beauty, but like everywhere else in Jordan, it has more than its share of history to tell. In biblical times it was called Ezion-Geber, a prosperous town where King Solomon's ships set sail with their store of copper. Later, north-going goods from Africa, Arabia, and India found their way to Aqaba's port and were transported overland via caravan through Petra.

There is a Mamluk fort at the end of the corniche, bearing the Hashemite coat of arms over its entrance. On Far'un Island in the middle of the Gulf, you can tour the castle of Saladin, foe of Richard the Lion Heart and Reynald de Chatillon. In this century, Arab forces with T.E. Lawrence wrested the port from the Ottomans in one of the most dramatic victories of the Arab Revolt.

Aqaba basks in balmy weather nine months of the year—in winter, spring, and fall. Summer is hot, but you can pace your activities and adapt to the climate, slowing down in midday, and reviving in the cool of the evening.

THE CASTLES OF JORDAN

Some of Jordan's most enchanting monuments are the so-called "desert castles." In reality, they are a treasure trove of diverse and intriguing sites—castles, farming estates, fortresses, hunting lodges, and caravanserais. Most were either built or restored by wealthy Umayyad princes in the seventh and eighth centuries AD. Today's traveller can plan to see them in a one-or two-day loop from Amman.

Leaving the capital and travelling northeast, you come first to Qasr el-Hallabat. This elegant retreat traces its origins to a Roman fort but was lavishly rebuilt in the eighth century. In addition to the castle, you will want to visit the well-preserved mosque and a luxurious bathhouse embellished with marble, mosaics, and frescoes.

The basalt fort at Asraq, in use since Roman times, was called the "blue fort on its rock" by Lawrence of Arabia. It served as his headquarters during the Arab Revolt, but was partially destroyed by earthquake in 1927. It lies adjacent to Jordan's Asraq Wetlands and Shaumari Wildlife Reserves, set aside to protect native species of plants, animals, and migratory birds.

Jordan's Qasr Amra is a World Heritage Site, its interior walls, ceilings, and floors strewn with naturalistic frescoes and mosaics. One of the most highly prized is a small steam room, with the earliest known map of the heavens depicted on a dome.

Qasr Kharanah is the most complete of the Umayyad "castles" but its function remains mysterious. It was built with the massive stonework of a military fortress and the extensive stables of a trading post, but with no visible source of water and little decoration. Qasr Mushatta, on the other hand, was the most richly decorated of the lot. Like its remote companion, Qasr al-Tuba, it was probably built by the extravagant caliph Walid II. Qasr al-Tuba appears to have been a caravanserai, and Qasr Mushatta a palatial residence, but both feature impressive barrel-vaulted halls and delicately carved stone gateways.

Some three hundred years later, at the time of the Crusades, Jordan saw a second burst of building activity. One of the finest and most complete of the Crusader-period castles is Ajlun, built by Saladin, one-half hour north of Jerash. Standing on a dramatic spur overlooking the Jordan Valley, this magnificent complex was never conquered.

In southern Jordan, Kerak and Shobak castles command your attention. Approaching Kerak on the King's Way, you pass first through Wadi Mujib, a precipitous canyon 1,000 metres deep, guaranteed to set the mood for your visit. The fort itself is a dark maze of stone-vaulted halls and endless passageways. The best preserved are underground, with access through a locked door.

Shobak, once called Montreal, is from the same turbulent period. It is less than one hour north of Petra and is perched on the side of a mountain, with a grand sweep of fruit trees below. You approach it today through a forbidding gate and encircling walls three layers thick. Despite the precautions of its builder, the fortress fell to Saladin only 75 years after it was raised. You can still see his proud inscription on the castle wall.

HOLY LAND

Biblical history in Jordan is a familiar tapestry of names and dates. Scholars agree on 96 sites from the Old and New Testaments—from the plains of Moab where the book of Ruth takes place, to King Solomon's mines in the Wadi Arabah.

Less than one hour away from the capital of Amman lies the Jordan Valley. In biblical times, the valley was home to Abraham before his departure for Egypt and one of the most fertile spots in the entire Middle East. Running through the valley is the historic Jordan River, where Jesus was baptised, John the Baptist lived and preached, and the Prophet Mohammed crossed on his voyage from Mecca to the Dome of the Rock. Also skirting the region is the spectacular body of water known as the Dead Sea. At 400 metres below sea level, it is the lowest point on the surface of the earth.

The Dead Sea resonates with spiritual meaning. It is believed to be the site of the Five Cities of the Plain from the Book of Genesis. Recent excavations on the southeast coast offer intriguing signs that Sodom, Gomorrah, Admah, Zebouin, and Zoar may well have their remains in this quiet place. Nearby you find the Sanctuary of Lot, an early monastery, and Lot's Cave, where Lot and his daughters are said to have taken refuge from the destruction of Sodom some 3,000 years ago.

Travellers may continue their pilgrimage by winding their way south along the King's Way. After the Dead Sea, a favoured stop is Madaba, "City of Mosaics." Its chief attraction, in the church of St. George, is a wonderfully vivid, sixth-century Byzantine map showing Jerusalem and other holy sites. With two million pieces of mosaic tile and a full 25 by 5 metres in its original state, the map depicts hills and valleys, villages and towns, as far away as the Nile Delta. This mosaic masterpiece is unrivaled in Jordan, but there are literally hundreds of others scattered through Madaba's churches and homes.

Somewhat farther west is the most revered site in biblical Jordan: Mount Nebo, where Moses climbed to survey the Promised Land and where he is presumed buried. A small, square church was built on the spot by early Byzantine Christians and later expanded into a vast complex. Sixty years of excavation reveal a basilica-church and a cluster of monastic buildings. From a platform in front of the church you take in a breathtaking view across the Jordan Valley to the rooftops of Jerusalem and Bethlehem.

Continuing your pilgrimage through biblical Jordan, you come to Machaerus, the hilltop stronghold of Herod the Great. Upon Herod's death, the fortress fell to Herod Antipas, and it is here that Salome is said to have danced for the head of John the Baptist.

You pass next through the land of Moab and its lush, rolling hills, and from there to Um ar-Resas, with sixteen Byzantine churches in and around the stone-walled town. Finally, you make your way across the land of Edom, where King Solomon once built his naval base, and excavations show signs of copper smelting. Little remains of the Edomite Kingdom, but you will surely visit its most spectacular successor, the Nabataean city of Petra—a fitting close to your spiritual journey.

JERASH AND THE DECAPOLIS

Second only to Petra in touristic appeal, the ancient city of Jerash is remarkable for its unbroken chain of human occupation. Here at a well-watered site in the hills of Gilead, you find remains from Neolithic times, as well as Greek, Byzantine, Umayyad, and others. Jerash's golden age, however, arrived with Roman rule. Today it is acknowledged as one of the best preserved Roman outposts in the world.

Jerash was a member of the Decapolis, a dynamic commercial league of ten Graeco-Roman cities. When Emperor Hadrian visited Jerash in AD 129, it was already thriving. To honour its guest, the city raised a Triumphal Arch, just one part of a massive building campaign. Today you can walk beneath four imposing gates, or make your way down the "Street of Columns" running 600 metres north from the Oval Plaza. As you step over the tracks of chariot wheels still visible in the paving stones, imagine prosperous citizens window-shopping beneath a covered sidewalk.

Here, too, you can find a first-century Temple of Zeus on the site of even more ancient cultic remains. Nearby stands the South Theatre, completed in the second century AD and still acoustically perfect. A short distance away stands the magnificent hilltop Temple of Artemis, and a bit west of this spot, a complex of Byzantine churches with beautifully preserved mosaics of natural life.

Jerash was an open city of free-standing structures richly embellished with marble and granite. Its engineering was so advanced that large parts of the city survive today. Still more have been painstakingly restored by archaeological teams from around the world.

The city lay close by the Via Traiana, the greatest stretch of Roman road-making in the East. This 500-kilometre thoroughfare, now largely gone, was once the lifeline of the Decapolis and a host of smaller villages and towns.

In addition to Jerash and Amman, Tabaqat Fahil and Um Qeis were also Decapolis cities, and each has unique appeal. Tabaqat Fahil, or Pella, is a favourite of archaeologists. It is exceptionally rich in antiquities, some 9,000 years old: iron and bronze tools, ceramic vessels, cooking pans, figurines, and jewellery.

Um Qeis, the New Testament's Gadara, was renowned in its time as a cultural centre. It boasts an impressive colonnaded terrace and the ruins of three theatres. You can take in the sights and then dine on the terrace of a fine restaurant with a breathtaking view of three countries.

Um el-Jimal, "gem of the black desert," was a town at the margins of the Decapolis. Rural and well-to-do, it was a fitting contrast to its busy urban neighbors. Its lovely black basalt mansions and towers, some still standing three stories high, have long inspired poets.

Um Qeis, the northernmost site, is only two hours outside Amman, and Jerash is less than one. Plan to set aside a full day for Jerash: come early and stay until dusk, when the columns are awash in golden light. Or come in July for the Jerash Festival, an international cultural event celebrating Jordanian handicrafts and the performing arts.

PETRA

Jordan abounds in archaeological riches, from Neolithic ruins 10,000 years old to the desert castles of Umayyad princes. Chief among these national treasures is the soul-stirring, rose-red city of Petra.

Petra is the legacy of the Nabataeans, an industrious Arab people who settled in south Jordan more than 2,000 years ago. From a hidden staging post, they dominated the trade routes of ancient Arabia, levying tolls and sheltering caravans laden with Indian spices and silks, African ivory, and animal hides.

The Nabataean Kingdom endured for centuries, and Petra became widely acclaimed for its refined culture, massive architecture, and ingenious complex of pools, dams, and water channels. Ultimately, however, the Roman Emperor Trajan annexed the kingdom, and myriad rulers followed in his wake.

By the sixteenth century, Petra had fallen into oblivion, and so it remained for almost 300 years. Then in 1812, a Swiss adventurer named Johann Burckhardt persuaded a reluctant Bedouin guide to take him to the site of the rumoured lost city. Secretly making notes and sketches, he reported, "it seems very probable that the ruins at Wadi Musa are those of the ancient Petra."

Much of Petra's appeal comes from its spectacular setting deep inside a narrow desert gorge. From the main entrance, you can walk into the chasm, or *siq*, that ripped through the rock in a prehistoric quake. Threading your way between the cliff walls as they soar to 200 metres, you pass inscriptions in ancient languages, the magnificent Obelisk Tomb, and countless funereal chambers carved into the undulating whorls of sandstone.

Petra's most famous monument, *al-Khazneh* (the Treasury), appears suddenly at the end of the *siq*. Used in the final sequence of the film, *Indiana Jones and the Last Crusade*, this towering facade is only the first of Petra's secrets. Various walks and climbs reveal hundreds of other sights—monumental buildings, facades, tombs, baths, cultic centres, and haunting rock drawings and reliefs—enough for several days of serious exploring.

Discover a 7,000-seat theatre from the time of Jesus, a Palace Tomb in the Roman style, a gigantic third-century *Deir*, or Monastery, and the High Place of Sacrifice, with panoramic vistas to the east and west. Nearby, make your pilgrimage to the modest tomb of Aaron, brother of Moses, high atop Mount Aaron in the Sharah range. Or travel a short distance to the picturesque village of Beidha, one of the earliest farming communities in the Middle East.

These sights are at their best in early morning and late afternoon when the sun warms the multicoloured stone, and you can view the majesty of Petra as Burckhardt saw it in 1812. When he made his journey, the road was long and arduous. Now three hours from Amman by the Desert Highway, or five hours by the scenic King's Way, brings you to this unforgettable destination.

APPENDIX B
IN-COUNTRY MEDIA LIST

The Correspondent
Voice of America
PO Box 9877
Amman, Jordan
COMM MED

The Correspondent
Third World
PO Box 910576
Amman, Jordan
COMM MED

The Correspondent
TASS News Agency
PO Box 9081, Khalda
Amman, Jordan
COMM MED

The Correspondent
DPA, BBC & El-Hayat Newspaper
PO Box 9630
Amman, Jordan
COMM MED

Omar Abanda
Petra, The News Agency
PO Box 6845
Amman, Jordan
COMM MED

Mr. Abdul Hafeez Abu Ka'oud
Chief Editor
Akhbar Al-Usbou' Weekly
Amman, Jordan
COMM MED

Mr. Moh'd Al-Ahmad
Director General
Jordan Press Foundation
Amman, Jordan
COMM MED

Mr. Mahmoud Al-Kayad
Chairman of the Board of Directors
Al-Rai Newspaper
PO Box 6710
Amman, Jordan
667171
COMM MED

Editor
The Star Newspaper
PO Box 9313
Amman, Jordan
MSC MED

The Correspondent
Swiss News Agency
PO Box 5101
Amman, Jordan
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