Achievement of Market-Friendly Initiatives and Results Program (AMIR 2.0 Program)

Funded By U.S. Agency for International Development

Assessment of the Jordan Tourism Board's Institutional Framework, Management Capacity and Organizational Structure: Developing a Revised Organizational Structure for JTB

Final Report

July, 2002

TABLE OF CONTENTS

1. Executive Summary

Tourism is one of the most important economic drivers in Jordan. Second only to worker remittances, the industry is the most important generator of foreign exchange. In recognition of the current and future importance of this industry, Jordan has embarked on developing a national tourism industry development strategy led by the Jordan Tourism Board, headed by His Excellency Taleb Rifa'i, Minister of Tourism & Antiquities, and key leaders from the private sector. This strategy will set new targets delineated in economic terms and is designed to achieve sustainable growth in this sector and yield measurable and diffuse economic and social benefits.

The Consultant has been asked to examine and assess the present structure of the Jordan Tourism Board (JTB) and to propose a structure that would be appropriate to the new strategy and the effective marketing of Jordan as envisaged by it. A review of the current JTB organizational structure has been accomplished through discussions with JTB management and review of current structure and the EU-proposed organizational chart. While it is essential to review the twin key issues of institutional framework of the JTB (its relationship to the major stakeholders) as well as governance (roles and responsibilities of the board vs. staff), these require additional attention in a follow on assignment. It is noteworthy, however, that the makeup of the JTB board of directors is comprised of key industry stakeholders and is based on the premise that a public-private partnership is essential to the success of the tourism industry. Strengthening such a partnership and enhancing its effectiveness can yield profoundly positive results in terms of JTB's performance and Jordan's overall growth of the tourism industry.

A review of JTB's organizational structure is crucial at this stage as Jordan (through the Ministry of Tourism & Antiquities, JTB and industry stakeholders) has embarked on developing the new national strategy. While setting ambitious goals in a progressive strategy can yield important results to Jordan's economic development (if realized according to plan), such goals can only be achieved by an effective partnership between all stakeholders and an effective JTB. Therefore, demands on the JTB will necessarily increase and the first priority will be to improve its effectiveness in undertaking Jordan's promotion in existing markets; and, second, build its internal capacity to effectively meet the demands of a new and comprehensive national tourism strategy. A substantial infusion of skills and technologies to support such skills is essential for the JTB to be equipped with the tools that form pre-requisites to achieving ambitious goals of tourism development, or even sustaining current levels growth in an increasingly competitive and disrupted global marketplace.

> *… demand on the JTB will necessarily rise …. to effectively meet the demands of a new and comprehensive national tourism strategy.*

Tourist Boards are currently in transition between retro models on which the JTB is based, and models for the 21st Century, which will be fundamentally different. It seems pointless to the Consultant to propose anything other than a structure that can progress to a 21st Century model. This will ensure a synergetic fit with the strategy and a major

upgrade in effectiveness of expenditure and marketing impact. It is likely to require a focus on capacity building and upskilling for existing staff, as well as a mentoring programme at management, marketing and technical levels. Substantial investment in soft infrastructure will also be required in order to operate effectively in an increasingly global and technologically driven marketplace. In addition to all of the above, the strategic assessment identifies the "fear factor" as the dominant barrier to a return to growth. This would indicate an immediate requirement to boost publicity and communication to ensure upgraded media contact and more effective public relations. As the latter is likely to remain as a persistent demand on JTB's overall communication effort, JTB's capacity in undertaking effective public relations campaigns needs to be strengthened.

2. Jordan Tourism Board (JTB) –Current Mandate

The Jordan Tourism Board was established as an independent agency of the Ministry of Tourism in March 1998 as a *"A Public/Private Sector Partnership committed to utilize marketing strategies to brand, position and promote Jordan as a destination of choice."*

Since inception, JTB was solely envisaged and mandated as a marketing and promotional body for Jordanian Tourism While this is a limited and focused mandate, it is legitimate and not unusual. It is the normal format to prioritise and focus marketing in the mandate of NTAs, while issues of product development, investment and quality assurance may be functionally located elsewhere. The current best practice forges partnerships with these bodies, so that all remain plugged in and informed of each others plans, and use their powers of advocacy and persuasion, within the partnership to ensure a co-ordinated approach and to address cross cutting issues. This process is not well developed in Jordan, and is further complicated beyond the normal, with proposals for separate promotional/marketing roles for medical visitors and educational students.

3. JTB Institutional Framework

The JTB operates within a framework, where it is responsible for the marketing of Jordan's tourism, and particularly the international marketing. It is not, however, responsible for closely linked areas, such as physical planning for tourism, product development, investment, tourism services, regulatory and quality control. Some issues have also been raised about the marketing of medical and educational tourism being separately mandated to other bodies. The strategy proposal is opposed to this as the desegregation of tourism marketing functions creates weakness, diffusion of resources and duplication. The JTB must also develop institutional relationships with the Ministry for Finance and other Ministries, which impact on tourism in many areas (e.g. education), as well as state institutions, like the Central Bank, Department of Statistics etc.

3.1 Institutional Relationships

The institutional framework may be considered under five headings:-

1. ***Those bodies, with which the JTB has reporting or legally based relations.***

   - Ministry for Tourism and Antiquities
   - Ministry of Finance

2. ***Those bodies, who impact on the planning, process and implementation of product development, investment and physical planning.***

   - Ministry of National Economy & Minister of State
   - Ministry of Finance
   - Ministry of Planning
   - Ministry of Municipal & Rural Affairs & Environment
   - Ministry of Transportation
   - Ministry of Water & Irrigation – Jordan Valley Authority
   - Ministry of Energy & Mineral Resources
   - Ministry of Public Works & Housing
   - Ministry of the Interior
   - Ministry of Labour
   - Ministry of Education
   - Ministry of Culture

3. ***Those bodies involved in servicing the visitor during their stay:-***

   - Ministry of Tourism & Antiquities
   - Ministry of Municipal & Rural Affairs & Environment
   - Ministry of Interior
   - Ministry of public Works & Housing
   - Aqaba Special Economic Zone Authority

4. ***Those bodies involved with licensing, regulatory control and quality control, including the environment.***

   - Ministry of Tourism & Antiquities
   - Ministry of Health
   - Minister for Transport
   - Ministry of Municipal & Rural Affairs & Environment
   - Aqaba Special Economic Zone Authority
   - Jordan Valley Authority

5. ***Those bodies which may be in a position to contribute to marketing.***

   - The Royal Court
   - Ministry of Foreign Affairs

- Ministry of Transport (Airports Authority)
- Ministry of State for Political Affairs & Information
- Aqaba Special Economic Zone Authority
- Royal Jordanian Airlines
- Industry Associations (JHA, etc)

In all of these areas the JTB requires a practical working relationship to ensure the greater success of its marketing mandate. The JTB has direct responsibility for planning and carrying out work that derives from the legal instrument establishing it. This is focused on marketing but in order for JTB to be effective it must also look to other areas that make essential contributions to its mission success. The JTB cannot divert resources to these areas but neither can it stand aside from them. It must therefore work to influence the outcomes that it needs through advocacy, influence and the provision of information and case making. The JTB can organise its work in a number of different ways. The best practice methodology for managing work within the institutional framework is through partnership. This relies on the truism that interested parties, who share a common objective, can best achieve it by working together and using all their diverse resources effectively within a partnership.

Creating and managing such partnerships has become a major factor in contributing to the effectiveness of organisations like national tourist boards that need to encompass diverse areas to contribute to their mandate. The principle problems have being ones of initiative in establishing these partnerships and lack of training opportunities for participants, which would normally come from government. In many cases government have not yet fully awakened to the potential of partnership to create new efficiencies throughout the public services and between the public and private sectors. Even where the idea of partnership is espoused in principle it is not deployed for maximum results as the nature of true partnership is still distrusted by the traditional elements at the core of many public services.

The starting point to partnership working for many governments has been the growing understanding that the private sector is the engine of growth and the role of government and the public sector is to facilitate and support this.

To step into the arena of effectiveness there has to be a genuine sharing of power and responsibility by the parties. This means practical power sharing that can only be achieved where power is at least in part devolved to the group- by those who hold it - to be deployed collectively to achieve the objectives and outcomes targeted. Partnership is complex and a brief insight into some of its most important principles is outlined in the next section of the report. Clearly the effective stage of partnership is only reached where there is established confidence and trust gained through operational experience.

3.2 Partnership in the JTB Context

It is a priority objective of all organisations to deploy their resources and powers as effectively as possible to achieve their mission and objective. At its core, partnership is about adding value and synergy through leverage:

- Leveraging the influence that the JTB is going to require, to facilitate and support tourism.
- Creating policy networks, where JTB can provide information and use its influence to bring into consideration the current and future needs of the tourism sector.

Principles Governing Effective Partnership:
• Open and transparent, with totally honest exchanges.
• Partnership should define its objectives early on and re-define as necessary
• Partner members should undertake the tasks they are best equipped to do.
• Representatives dealing within the partnership should have decision-making status at the relevant level.
• Negotiations and discussions should continue until agreement is reached through consensus (This can be slow at the beginning, but accelerates once trust and confidence are established).
• Dominance should be avoided and meeting arrangements should reflect this (rotating chairs & venues, etc).
• The partnership should continue to be vibrant, until its objectives/outcomes are achieved.
• There should be a protocol regarding meetings, record of decisions, chairmanship and cost sharing.

While the JTB board is comprised of hotel owners, tour operators, air and land transportation as well as the Ministry, the tourism partnership must be widened to include other stakeholders. Accordingly, the partnership must transcend the JTB board and the JTB itself and bring together many other bodies that stand to benefit from a thriving tourism sector. Partnership is not about meetings. The meeting is merely the arena for the work of the partnership which is about valuing achievement over power holding, valuing integrated actions for their greater effectiveness and co-operating to achieve agreed goals in a national interest context.

In the initial formation of partnerships it is those with power and vision that must take the initiative and in tourism this includes the Ministry and JTB. The drivers derive naturally from the targets, objectives and tasks of the mission and recognition that there are other energies that can assist their achievement. As a natural follow on from the strategy these areas should be actively identified and acted on so that in time they become a normal part of the operational approach and methodology for achieving complex objectives requiring integrated action.

3.3 The Overarching Partnership Ideal – *JTB & RJ as the exponents*

This partnership ideal would be reflected in the way the JTB proposes to organise its overall relationships with its stakeholders. It implies that in planning the achievement of its mission, it proposes an inclusive approach, which recognises stakeholders as partners, and its intention of seeking their support to synergise the overall effectiveness of its mission. Partners, likewise, must include the input of the JTB into their own planning and strategy development.

While it is essential for true partnership to include all key stakeholders, two primary

entities emerge as the exponents of this partnership: the Jordan Tourism Board and Royal Jordanian Airlines. Effective JTB and RJ partnership and a coordinated approach to the promotion of Jordan will lead to very significant improvement in positive results realized.

4. Management & Operational Assessment Of Jordan Tourism Board (JTB)

The establishment (in 1998) of the JTB as a separate agency of Government (NTA), with independent control over its budget and affairs, has not been smooth or easy. Recently, the JTB has resisted intrusion into its financial affairs by the Ministry of Finance (MOF). The organisation lacks many of the essentials for designing and implementing effective marketing, which is its central mandate. Reform and external support are required in virtually every area so as to provide a basis for confidence by Government and Industry for enhanced funding and success in its mission.

At the most basic level, the organisation does not possess the essential foundation building blocks: -

1. Sufficient numbers of skilled staff with the market level experience and capacity to manage and innovate.
2. Sufficient resources and the freedom to manage resources independently.
3. Market research to provide a scientific basis for market prioritisation, as well as the ability to target markets and identify high yield segments.
4. Visitor research to provide profiles of visitors, product satisfaction information, and information on expenditures.
5. Competitive information as to Jordan's position in its competitive set and region.
6. There is no evidence of any data base information, or management information system, designed to contribute to operational management, or to provide information for decision-making to Government and the Industry.
7. While there is an international network achieved through representation and only one JTB Office (Washington), the web excellence required to underpin this operational positioning, and to replace this concept in the future is not available.
8. It is unclear in the present JTB structure how, and how effective, support, management and monitoring and evaluation of the representational offices is conducted.
9. Some areas of activity are in the experience of the Consultant both low-yield, low priority and expensive (such as major events, some fair participation).
10. An effective overall marketing and communication plan is not in place.

Visible JTB Weaknesses

5. Recommendations To Achieve Enhanced Management & Operational Performance

Effective organizational structures derive from the strategic considerations that are reflected in the business plan of the body. In the case of the JTB, however, a substantial need exists to develop its own 3-5 year strategy and business plan. What currently exists is an annual marketing plan that, while useful in providing some information, does not replace the essential need for a strategy and the associated work plan. Therefore, this report will consider the mission of the JTB as a starting point to its strategy and as giving guidance to the general direction of the organization necessary to fulfill its mission.

The Jordan Tourism Board defines its mission as;

> *"A Public/Private Sector Partnership committed to utilize marketing strategies to brand, position and promote Jordan as a destination of choice."*

While the above mission captures the spirit of partnership it is essentially a concise description of JTB activities as opposed to indicating any measurable outcome. A new mission statement is important to develop for the JTB that would identify the ultimate goals it works to achieve. The mission statement should address the overall reason behind the existence of the organization and the goals for which it will be held accountable and whose realization is within the sphere of the organizations influence and mandate.

Objectives, on the other hand, identify specifically 4-6 major outcomes that the JTB would work to create that collectively would lead to mission success. To illustrate, possible objectives for the JTB may include:

- Building greater equity in Jordan's brand image in the marketplace.
- Positioning Jordan as an attractive destination for the tourism trade to promote.
- Expanding the distribution network for Jordan's products
- Diminishing the "fear factor" barrier through positive assurance measures

Accordingly, the foremost recommendation is to develop a strategy and work plan for the JTB that sets its goals, objectives, strategies, activities and to link it to the resource needs for the upcoming 3-5 years. Such a strategy and work plan will achieve the following:
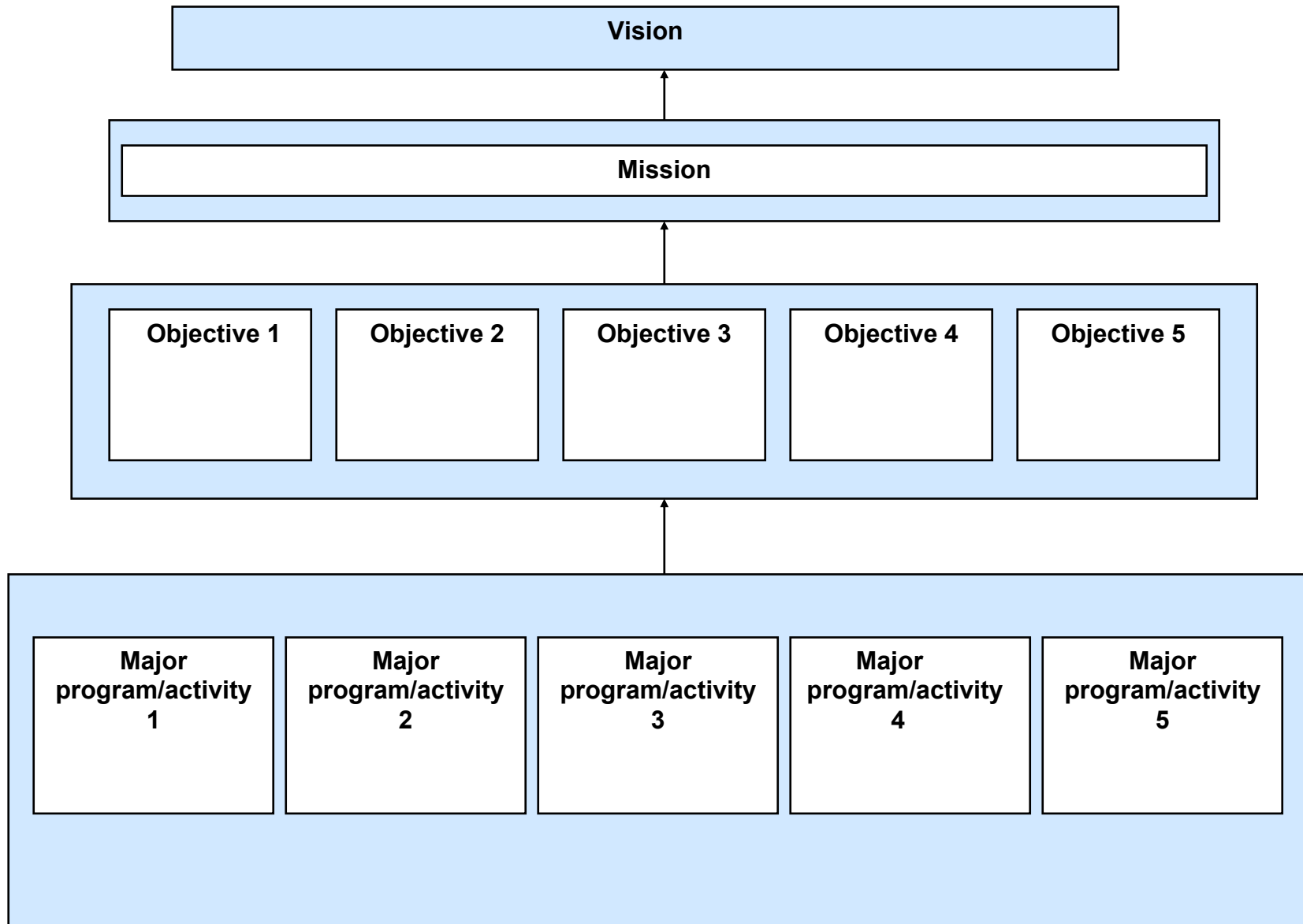
- Develop the basic planning requirements for JTB as a leadership body in the tourism sector.
- Develop an integrated work plan based on a coherent strategy for the medium term
- Identify resource needs, including budgets, for at least 3 years. This will strengthen JTB's position when negotiating its annual budget allocation with government as it

will provide government and key stakeholders with a longer-term view of its needs as well as the confidence resulting from a well-planned strategy and measurable deliverables.

- Provide JTB leadership, management and staff with a program or work that is clear, with responsibilities distributed. The presence of such a plan will lead to clearer delineation of roles and responsibilities and contribute to operational effectiveness. It will also form the basis of completing job descriptions, assigning responsibilities among executive staff and establishing performance indicators and evaluation criteria.

A chart illustrating the strategy development framework follows on the next page.

Strategy Development Framework

Vision

Mission

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5

Major program/activity 1	Major program/activity 2	Major program/activity 3	Major program/activity 4	Major program/activity 5

6. Current JTB Structure

An organisational chart reflecting JTB's current structure was requested from JTB. Instead of being provided with what is currently in place, a new, proposed structure by EU- consultants was given. Consultants from the European Union conducted an assessment of JTB's operation and accordingly developed an organisational structure comprised of two main departments: Marketing department and corporate services department. The main components under the marketing department include the following: representation / oversees offices, domestic tourism, membership and sponsorship as well as events. As for the corporate services department, it includes information, information technology, finance and administration as well as administrative support. The structure was finalised recently and is not yet in place.

In practice however, the current organizational structure of the JTB de-emphasizes specialization, neglects the need for foreign-market dedicated support mechanisms and staff and lacks the depth and breadth of marketing skills required in national tourist boards. According to JTB leadership, staff hiring did not follow best practice, professional staff development programs do not exist and the diversity of skills and practical knowledge necessary are absent.

The existing JTB organizational capacity with its lack of breadth and depth of departments and staff as well as the limited range of tourism destination marketing capacity makes it likely that the JTB will not be able to undertake the nature and scope of the global campaign necessary to return Jordan to growth. It will also be much more difficult to sustain such growth at a goal of 10% plus of an ever increasing Gross Domestic Product (GDP). Short of an immediate infusion in budget as well as several highly qualified staff that already possess the specialized skills necessary for the complex undertaking of positioning Jordan as the destination of choice to yield the economic and social results desired, the ideal short-term solution is the *"Surrogate Tourist Board"* approach. This in effect inserts a team of 4 to 5 highly specialized individuals with world-class skills into the JTB so that the work capacity enhancement is immediate and skill transfer takes place in the work area "on the job." As such skills are most likely to be found by hiring expatriates, knowledge transfer to permanent JTB staff will be as crucial as their work in executing the strategy and associated campaigns. Obviously, JTB needs to also complete its staffing based on the proposed organizational structure in order to ensure that knowledge transfer occurs. This model avoids interruption to operations, enables a quick start and an immediate uplift in JTB's capacity, while change is taking place. Therefore, for this to be accomplished, it is essential that the consultants/experts join the JTB team and work on site with counterparts.

The Surrogate Tourist Board approach will undoubtedly have profound implications on JTB's staffing budget. However, the results on the tourism economy of such world-class skilled individuals will more than compensate for this necessary investment. In addition, such skilled individuals will assess existing expenditures and prioritise cost effectiveness and high yield tourist board operations.

With respect to JTB's Board of Directors, it has added validity being a public/private partnership where the private sector is elected. This is an important increment but partnership must exist both inside and outside the board. The recommended size from effective practice is 8 with 10 as a max. Where boards are larger they should consider delegating authority to smaller groups to lessen the considerations at meetings so that they can focus on the high level issues and policies.

7. Description of the Recommended Draft Structure for JTB

The basic structure is reflected in three departments. One of the principal purposes of this is to create larger teams of staff, and to reduce cross-functional splits, which are more difficult to manage.

The optimum organisational and integrated approach is to proceed on the basis that JTB will continue to be focused on marketing and promotion, and that this responsibility should be unified and comprehensive to include medical and educational tourism. As both medical and educational tourism are already substantive areas requiring specialised and differing approaches, this allocation of responsibility must be matched at JTB by the creation of a product marketing department, which includes the correct level of experience and resources, to reflect the requirements and potential of these and other product markets. This approach is recommended in the structure.

Key to the effective development and management of JTB's organizational structure is the clear recognition and crisp delineation between the two principles of doing work and managing work. In certain operational areas, JTB must develop internal capacity to perform work, which is primarily in executing its core function: promotion. In other areas, such as decision support services (research, surveys, etc), the principle of managing work is emphasized where JTB needs to only develop the capacity to identify work and commission specialists to perform it.

The draft structure prioritises marketing as the core function and core competency of the JTB. Accordingly, the product marketing function, for example, will involve a lot of "doing work," whereas the market research function has been designed to manage work by consultants and sub-contractors, as this is the most effective model. In addition, the proposed draft structure creates two marketing groupings. This assigns to each grouping the necessary input of senior management time, without diluting the Managing Director's high-yield involvement in strategy development and directing the overall marketing programme.

At this stage, it is too early to include accurate numbers with the proposed chart, as there are issues to be resolved ie product marketing but indicator numbers are given. Numbers are less important than skills and it is assumed that the skills are at the required levels otherwise numbers tend to rise.

7.1 Marketing Division

This area includes the "front line" marketing activities of JTB in the international and domestic markets, as well as market research and the anchoring of the marketing planning function.

- International Markets (Non Arabic)

All of these foreign markets have to be regarded as developing independent markets. Resource restrictions will be the primary factor in prioritising selected countries. The main concentration will be on urban areas, so as to focus available resources.

Priority 1:	Europe (selected countries and cities)
Priority 2:	USA (selected cities)
Priority 3:	ASIA (selected cities)

The USA already has a permanent JTB office in Washington and this should continue due to the great development potential of this market and the promotion methodologies that are appropriate for it. In other countries representation services are deployed. This is also the current practice of the Jordan Tourism Board. As the transitional phase develops, the capacity of electronic consumer (B2C) and trade marketing (B2B) will replace much of the current representation work.

The future positioning of JTB IT marketing competencies is likely to be most effective in three areas:
1) Tour Operator network backed up by a trade website
2) A direct consumer facility through web marketing
3) Product/Niche marketing activity through IT.

In the world of tourism the role of **permanent market based offices** has already declined below effective ROI criteria. The role of most **permanent market based staff** is in transition towards representational or part time, augmented by annual task force activity, with HQ and trade participation. The current representational role of JTB representative offices overseas is often split into two contracts, one for publicity and public relations and another for tour operator/trade activities.

- Arabic Markets and Domestic Market

These are combined to take advantage of the synergies that exist and the language and cultural linkage. The domestic market should not be neglected, as it can often provide the basis for the development of international tourism in new areas and products. It also provides a safety net, yielding a steady stream of sustainable revenue to lessen shocks to the industry. The references to market offices and market representatives equally apply. The strategy recommends more direct marketing methods aimed at the consumer in these neighbouring rubber tyre and close markets. Therefore, there is more scope for different agency arrangements and different methodologies in "close markets."

- Marketing Operations & Trade Support

This area includes the capture of trade marketing inputs, bridging the trade into marketing activities and trade to trade selling (B2B). It also includes the planning and handling of trade educationals and familiarisation visits to Jordan. Trade workshop activity where local product producers are matched with market based tour operators and buyers in an organised workshop environment is one, which should be prioritised in the context of the implementation of the tourism strategy.

Marketing operations includes attendance at selected fairs and promotions that deal with trade, consumer or specialist marketing. Prioritization, however, of participation in these events (and thus incurring expensive costs) is essential and must result from JTB's main marketing objectives and the true marketing value of these events.

- Market Research and Planning

Market research as a support to market planning is a fundamental weakness in the present JTB and must be corrected. The best practice would position within JTB the capacity to plan, manage and assess market and visitor research. The actual research, surveys etc., should be carried out under contract by a professional firm. While marketing planning is always a team effort, it is anchored in this area, so that it has seamless access to the research pool of information and feedback from the markets.

- Product Marketing

This places an up-rated emphasis on this important area. The strategy recommends that the role of tourism marketing not be diminished and the focus not be dissipated. Thus, structures and resources must not be weakened by a fractured approach with separately organised marketing activities for educational and health tourism (see also references in strategy document). Accordingly, these should be provided for within the JTB structure. MICE and other niches will also need particularly specialized approaches to suit the requirements of these markets.

7.2 Communications Division

The Marketing Support Department provides the necessary support services to front line marketing functions. It groups together three areas where there is a heavy dependence on information and its communication, together with activities which bridge and co-ordinate trade involvement in the entire marketing programme.

- Publicity and Communication

This area combines the skills of dealing with media and communicating with the diverse stakeholders at home and abroad. The priority function is to ensure media publicity to back up the marketing programme and build the image of Jordan as a holiday destination. Another function is to act as an advocate and to communicate the importance of tourism to Government, the public and the industry, and to deal with the corporate requirements

of JTB. Therefore, the two primary objectives of this component are:

- Supporting the advertising campaign and sales activities by enhancing industry image among the trade and consumers
- Mobilization of support to industry from policymakers and public opinion.

Moreover, in order to "control" and ensure the consistent use of Brand Jordan as the JTB wishes it be portrayed, an image bank should be brought into existence as a JTB/Private Sector project. This would include photo library, motion and still images, logos, designs, etc. Image photography is an important aid in differentiating Jordan, and this requires an artistic/creative brief, linked to the publicity/communication function.

- Visitor Servicing

The servicing of the visitor prior to and during a visit is an important "after sales" service contributing to marketing. It is accepted that word of mouth publicity is the most powerful influencer and motivator and this area now receives increased attention in tourism planning. It includes researching information, managing information databases, production of literature and tourist offices or information points. Tourist information offices and tourist information points are best presented as a national network to support the FIT tourist. Jordan's network should include existing services at major heritage sites (which would need re-organisation from initial assessment) new sites at strategic centres including Amman and a series of information points. The information point is usually centred on a large-scale showcased map that identifies points of interest and products. The periphery of the map is normally used to carry advertisements to defray costs. The information point may or may not include a literature dispenser. These points are normally installed at the entrance to car parking areas at stop points or along touring routes. They are often installed in filling stations or in shops where they are indicated through signage. The new literature produced by JTB i.e. Eco Jordan is of a high standard. The literature itself should be charged for at least within Jordan. Consideration should be given to outsourcing literature wherever possible to the Private Sector. Such an arrangement would carry a specification from JTB and would continue to be published under the JTB brand/endorsement. Visitor servicing includes direct responsibilities for JTB as well as working with others, such as heritage attractions and signposting authorities to ensure visitor needs are met throughout their visit for the end result of ensuring positive word of mouth endorsements.

- Electronic Marketing

Electronic marketing sites for tourism have now progressed to the third/fourth generation of development. These web sites have all the functionality and enablements to provide detailed vertical information from the general enquiry to the specialist. Many can offer booking and payment services or link directly to sites that can. Development has also enabled the streaming of video, 360-degree photography and virtual tours. The principal difference has been the development of the science of information presentation and the ease of navigation in accessing it. Early movers to the web have in the past been disappointed with the results achieved. There certainly have been problems arising from

overselling, underskilling and lack of understanding of the capabilities of the medium. While overall purchase of travel and tourism products directly from the web remain low as a percentage of the total it is growing rapidly and the web has become almost indispensable as a research and information source for tourists. There is no more cost effective way of presenting Jordan's products to global markets and this is further enhanced by Jordan's niche marketing strategy and by developments in the market place that favour direct consumer response.

Electronic Marketing is of considerable importance and it will be vital for the future that NTAs ensure excellent country systems, with both consumer and trade elements. It is not necessary for the NTA to provide and fully fund the system, but it is their responsibility to ensure that it is provided, and that it works to meet their objectives. This will require financial investment and operational support. NTAs can take the lead but must include their industry. Web marketing is seen by some NTAs as an important service and a future source of revenue from trade participation and advertising.

In other cases the web marketing has been managed through a partnership arrangement with private sector interests. A "total capture" system is the most effective and customer-friendly, as it provides for relatively seamless networking of access transport, information and booking services. The airlines and transport companies, who have led the way have tended to favour their own stand alone systems, the most advanced of which now deal with sales, payment and ticketing and in future check in.

Given Jordan's current organisation and proposed strategy, the web will be an essential empowerment to build effectiveness and capability into the destination-marketing role.

7.3 Finance & Administration Division

Includes all the services, which are necessary to support the effectiveness and management of JTB as corporate entity (agency).

- Finance includes

    1) Budgetary Preparation and Negotiation
    2) Finance
    3) Accounts
    4) Legal Agreements (leases etc)
    5) Audit
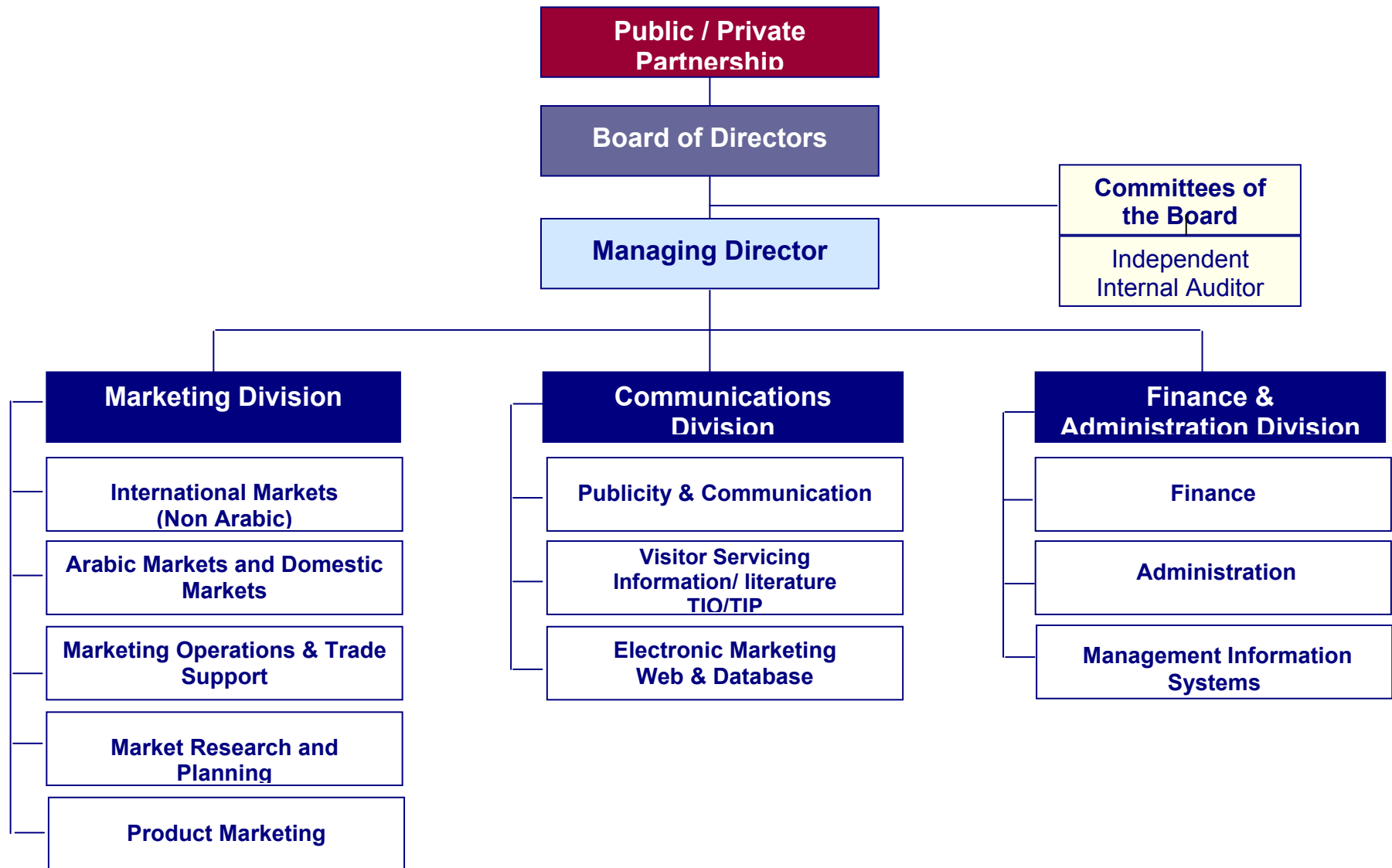   6) Annual Report
    7) Purchasing
    8) Stocktaking

- Administration includes
    1) Human Resources
    2) Secretariat

3) Building Services (cleaning, maintenance)
4) In House Services (catering etc)
5) Library
6) Stores
7) Transport
8) Contracted Services

- Management Information Systems

    1) Network Administration
    2) Web master
    3) Systems support

PROPOSED ORGANISATIONAL STRUCTURE FOR JTB

Public / Private Partnership

Board of Directors

Committees of the Board

Independent Internal Auditor

Managing Director

Marketing Division

- **International Markets (Non Arabic)**
- **Arabic Markets and Domestic Markets**
- **Marketing Operations & Trade Support**
- **Market Research and Planning**
- **Product Marketing**

Communications Division

- **Publicity & Communication**
- **Visitor Servicing Information/ literature TIO/TIP**
- **Electronic Marketing Web & Database**

Finance & Administration Division

- **Finance**
- **Administration**
- **Management Information Systems**

Appendix 1 - Destination Marketing through the Web

The mandate of National Tourist Boards positions marketing of the destination as their core mission. For operational effectiveness this is generally deployed as an umbrella under which many trade and supply side participants selling the destination can be accommodated. The advent of the web and its current development into third and fourth generation sites with extended and integrated empowerments have made it the potential platform of choice for future destination marketing.   This consideration is now dominating the transition and balance between current traditional destination marketing and its future development and expression through the web.

The early movers who invested in the web in the last 30 years have often been disappointed in the results they can attribute. There are many reasons for this and one frequently cited refers to the positioning of the web within tourist boards as a separate technology driven initiative often parallel to marketing but too infrequently central to it. Early entry was capital intensive causing the system to be too often viewed as major "one off" expenditure rather than attracting the incremental annual finance and development that was required. Whatever the past situation it is now very clear that the web will be central to all tourism marketing for the future. It has already become so as a means of research and information gathering for visit planning. As new reliable systems have been deployed for booking, purchase and confirmation the web has begun the growth phase that will in the future build to become the main delivery channel for tourism. In the immediate future the current upgrading and up scaling of older sites to current models that has already begun will gather momentum.

The question that requires constant attention is   " what should a good destination marketing web site attempt to present"?, the question of how it presents the information remains the art of a constantly developing science.

Content

There are few limits that can be placed on the extent of the content that would be valid for a destination-marketing site to contain and that diversity constitutes both the problem and the opportunity. Mass and volume of information is seldom an issue on the positive side though it is often one on the negative side as it can impede navigation, create clutter and is difficult to organise. The web is the most effective tool available in terms of its ability to aggregate but aggregation without streaming is not necessarily effective. As the general market has stratified into groups that are motivated by special interests it is more rewarding to organise the content to serve these needs. This in effect requires a vertical rather than a horizontal approach where information is layered and these layers provide the information that can be mined by the specialist. A key point here is that the formation of the communication is expediently more effective where it is formed and presented with the assistance of a specialist who understands fully the motivations and concerns of the potential niche customer rather than a tourism generalist. The site will also have its usefulness enhanced if it deals with the concerns of the customer who will want to explore options for transport, accommodation, food, things to see and do, night

entertainment and tourism services. It can assist the attractiveness of the site if the enquirer can see visuals and build an itinerary or shopping basket for later review.
The experienced web user is increasingly looking for prices and for the ability to compare prices and value across web sites.

The ability to reserve, book, pay and receive confirmation are always an advantage but the cost and administration of providing these capabilities is expensive. These are specialist service areas and many sites adopt the strategy of linking with them rather than providing them directly.

Full inclusion of private sector providers has been an issue in the past but cannot be for the future. All national tourist board sites must make provision for those that are selling tourism products and services. There are a wide variety of possibilities for inclusion and for participation packages that provide distinct benefits to trade participants such as using their participation in the collective national site to create virtual sites for themselves, which in many cases they can control. It is important to the national site that all inclusions must comply with quality classifications for their sectors and there must be an editorial control exercised in such a way that it creates a standard of interest and presentation rather than restrictive uniformity.

Many sites are not so much sites as a family of sub-sites. This can be very valuable in promoting special events or in using part of the site for a special purpose such as "offers" Occasionally there is a dominant product or unique selling proposition that is best presented as a site within a site so that its impact is increased and it also segregates callers seeking this information as a priority.

Some sites are beginning to use interactive mapping, which is particularly, interesting to FIT visitors as it can enable them to plan routes and to organise the information to support what they wish to see and do along the selected routes as well as accommodation and meal options.

Visa application is a service that adds to the usefulness of the site where there is efficient processing

Features

As sites receive the attention of enquirers in large numbers many tourist boards take the opportunity of trying to learn as much as possible about their potential through research products and by capturing addresses for offers, newsletters or email notices. While sites can measure hits that measurement alone is not particularly useful. It is much more useful to know the areas of your site that are attracting attention and where callers are spending time and what are the main focus of their interest.

Many sites encourage callers to make comments and suggestions or indeed to post critiques of their experiences with the site or on their holiday. Organisations who are

focused on customer service know that no group know more about their products that the customers and they construct systems to react quickly to customer feed back and actively seek it, to other organisations customer comments are a negative.

Access

Satisfactory access to sites depends on communication bandwidth and the soft infrastructure that supports IT. Many countries make the error of basing the sole hosting of their site in their own country, while this may be necessary politically it can be a serious error in terms of facilitating the customers it is primarily designed to serve. There are valid reasons such as the availability of key support staff that give practical support to having the web host based locally. It is recommended that where bandwidths are an issue that the strategy of a distributed database should be used. This system may continue to position the web master and hosting service in the home country but it will also distribute the database in other hosting countries or in major markets. The central control will therefore remain but access will be enhanced and there is added protection against down times or failure. With planning and thought the database can be organised on the basis of core information and changing information.   Where information changes it can be transmitted to all the databases by a software application that will package the information and make the corrections to a timed schedule during least busy periods.