

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

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Jordan Tourism Strategic Partnership

**Creating a Shared Vision:
Building a National Tourism Strategy through Partnership
Petra, Jordan**

Final Report

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This report was prepared by Cathryn Goddard, Coverdale Organization, Inc., in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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List of Acronyms	
ACHTE	Ammon College for Hospitality and Tourism Education
ASEZA	Aqaba Special Economic Zone Area
B&B	Bed and Breakfast
CAA	Civil Aviation Authority
DOA	Department of Antiquities
FIT	Free Independent Traveler
GAM	Greater Amman Municipality
GCC	Gulf Cooperation Council
JHA	Jordan Hotel Association
JIB	Jordan Investment Board
JRA	Jordan Restaurants Association
JTB	Jordan Tourism Board
MICE	Meetings, Incentives, Conferences and Events
MOC	Ministry of Culture
MOE	Ministry of Education
MOI	Ministry of Interior
MPW&H	Ministry of Public Works & Housing
MOT	Ministry of Transport
MOTA	Ministry of Tourism & Antiquities
MOY	Ministry of Youth
NGOs	Non-Governmental Organizations
PS	Private Sector
RAC	Royal Automobile Club
RGC	Royal Geographic Center
RJ	Royal Jordanian
RSCN	Royal Society for the Conservation of Nature
TD	Traffic Department
TO	Tour Operators

Executive Summary

Key stakeholders from Jordan's tourism industry, both from private sector and the public sector, participated in the Jordan Tourism Board's workshop, "Creating a Shared Vision: Building a National Tourism Strategy through Partnership," at the Petra Marriott, June 7-9, 2002. The group was led by His Excellency Taleb Rifai, Minister of Tourism and Antiquities, and also Chairman of the JTB Board of Directors, along with Marwan Khoury, Director of the JTB, and members of the Steering Committee for developing a national tourism strategy and other industry people. They applied state-of-the-art team building and planning techniques used by some of the world's largest multinational firms, participants worked long hours brainstorming and discussing options.

Participants worked together to:

- Develop a shared vision of a strategic partnership between the public and private sectors to foster Jordanian tourism
- Agree on a series of steps to make that vision a reality
- Create a spirit of teamwork and cooperation essential to sustaining the partnership.

Initially, participants focused on teambuilding and information sharing, developing a common language and using common methods. After examining the characteristics of an effective team, the group split into three teams to ensure full participation, where they brainstormed aspects of their vision of 2005:

- Target markets
- Competitors
- Competitiveness
- Image and positioning.

The second day, they changed teams and focused their efforts on two key elements of the strategy:

- Marketing and promotion
- Product development.

Three international subject matter experts from Ireland guided their discussion, Matt McNulty, Sean Browne and Orla Branigan, as part of the AMIR Program's support to the sector.

By the last day, participants achieved a certain consensus on a vision of the future for Jordanian tourism:

- Private sector led, government supported strategy
- Product driven in the short term, customer driven in the longer term
- A tactical bridge strategy to return Jordan to growth by the end of 2003

- 150,000 extra visitors to use paid serviced accommodation
- 500,000+JD Investment
- 50,000,000 JD Revenues
- 20,000,000 JD potential tax revenue.

A very productive discussion occurred concerning identifying appropriate targets for the national strategic plan. Initially attention centered on a percentage of hotel occupancy. His Excellency Taleb Rifai asked participants to return to indices that are meaningful to all parties, such as revenues to the national economy or from the tax base.

National income statistics do not always reflect the decline in revenues to the tourism sector that hotel statistics would indicate, partially because visitors from the Gulf often stay in suites, instead of hotels. The Jordan Hotel Association, in turn, has already taken the initiative to include owners of suites among its membership.

All participants emphasized the importance of timely, accurate information for decision making and agreed on the need to cooperate with national authorities to ensure the best data are available for planning.

This report documents the process of developing a shared vision and identifying steps to realize it. By presenting the participants' actual outputs, it affirms the value of their contributions. Each reader may draw from the report different conclusions, but its words and pictures capture the spirit of teamwork and cooperation experienced in the workshop.

A journey of a thousand miles begins with the first step. Naturally only sustained commitment can realize the hopes and aspirations of workshop participants. The memory of moments of teamwork experienced in the three days can provide encouragement to the entire industry, as the journey continues.



Acknowledgements

The Coverdale Organization has had the pleasure of facilitating JTB’s workshop, “Creating a Shared Vision: Building a National Tourism Strategy through Partnership. We would like to thank each member of the team for their efforts in generating ideas, enthusiasm, creative approaches, and, most important, commitment. Your diverse knowledge, skills, disciplines, experiences, and personal interests represent vital resources to this team.

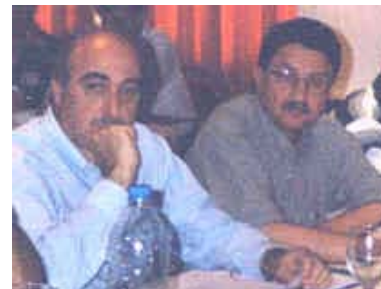
This is your report and we are proud to have facilitated your efforts. You chose to work together, giving your support, putting in long hours, to produce the contents of this document.

Bassam Maayeh	Malia Asfour
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Imad Fakhoury	Munir Nassar
Fouad Aghabi	Nadim Mouasher
Habeeb Habash	Nisreen Qarouti
Hesham Al Abbadi	Samer Mouasher
Hussein Dabbas	Shehadeh Abu Hudeib
Jumana Salti	Suleiman Farajat
Khaled Irani	Sultan Abu Jaber
Lina Omar	Waleed Muhajer
Maher Ghanma	Yasera Ghosheh
Taleb Al Rifai	Marwan Khoury

This report reflects the efforts of individual participants to use principles of teamwork to achieve national objectives. The rich combination of perspectives and skills allowed the team to begin to develop a shared vision, and more important, to start identifying steps to make it a reality.

Critical Direct Support

Regarding direct responsibilities, His Excellency Taleb Rifai, Minister of Tourism and Antiquities, as well as Chairman of the JTB Board of Directors, saw the need for a shared vision. Marwan Khoury, Director of the JTB, seized the opportunity of support from the USAID’s AMIR program. Members of the Steering Committee for developing a national tourism strategy gave unstintingly of their time and insights. Workshops are a delicate combination of inspiration and perspiration. These key Jordanian leaders of the industry gave both to ensure successful results for the whole team.





The full-time, attentive presence of Jamal al-Jabiri (*right*), Cognizant Technical Officer at USAID for the AMIR program, indicates the priority of developing a strategic partnership for tourism in Jordan. From AMIR, Ibrahim Osta (*left*), leader of the Business Management Initiative, supported the process before, after and during the event, with



positive energy and ideas, as well as planning insights.

International Subject Matter Experts



Marwan Khoury identified Matt McNulty (*left*), former Director of the Irish Tourism Board, as the person with the experience and the insights to guide this complicated process. Matt, in turn, brought with him Orla Brannigan (*below right*), Marketing and Promotion specialist, and Sean Browne (*below left*), Product Development specialist, to complete the technical team, Nesreen Barakat as a short-term consultant and Nisreen Haram from IBLA as a short-

term consultant.



The Irish tourism miracle is highly relevant to Jordan, not only because tourism is such a key factor in the economic potential of both countries, but also because both face the difficulty of overcoming the perception of being in a dangerous neighborhood. These experts brought practical solutions to real problems. Jordanian participants welcomed their insights.



Facilitation Team

While Coverdale had the lead responsibility for facilitating the workshop, success would not have been possible without the efforts of those trained as facilitators.

Diala Khamra
Dina al-Jamal
Khaldoun Shawwa
Manar Ghassib
Mu'taz Taher
Ramez Habash
Shorouck al-Mubaslat

All facilitators were involved in different aspects of logistics, developing tasks, transcribing, charting, copying, managing supplies, and setting up the rooms.

The art of facilitation is not in what you say, but rather how well you listen. The supportive attention of facilitators indirectly allowed teams composed of people from

diverse backgrounds and cultures to work to common purposes and common methods. Facilitators' listening and observation are what makes the smooth operation of the workshop possible, adapting the schedule and tasks to suit participant needs.



That gift we can give to any team we are a part of. We are grateful for their serving as models of the spirit of teamwork and cooperation. May they motivate each of us to do the same in our own teams!



Behind the Scenes Support

In a workshop, we may only note those participants we see, but many people backstage are necessary for an event like this to succeed. Many people within many organizations contributed their hopes and vision to the workshop design.

Members of the Steering Committee took time from their busy schedules to participate in interviews, which guided the design process. Each felt strongly how important this event was to foster a team spirit.

From the AMIR Program, Diala Khamra served the team wherever a need arose. She made arrangements for the facilitation training at the Ammon Hotel, managed multiple correspondences between many consultants, set up interviews, charted and produced the Tactical Bridge Strategy document as well as its PowerPoint presentation.



Lina Arafat did every task imaginable to ensure our satisfaction. Besides all the details of transportation, computer and hotel arrangements, she organized the magnificent dinner at Little Petra (Al Baidha) that served to remind foreigners and Jordanians alike that Jordan is a world-class destination.

Diane Scott, from AMIR's Communication Group, who will later be involved in efforts to launch the tourism strategy, absorbed the vision and also provided insights in the breaks and corridors, emphasizing the importance of broad participation and transparency to enable the process to succeed.



Many people in AMIR copied materials, designed T-shirts to make the event possible. Evon Warwar's steady support in following up with the participant's needs.

The Petra Marriott Hotel, with its beautiful surroundings, welcomed us and their staff worked hard to respond to our every request. The General Manager himself assisted us with our computer set up, demonstrating the customer service Marriott is known for.

We thank all these contributors for their input. They gave of their time and energy to ensure the success of the workshop itself.

What enables and empowers outstanding performance is in fact an environment where people are willing to take risks together. Instilling that confidence is in the nature of leadership, providing the balance between keeping an eye on the long-term objectives, while rolling up sleeves to deal with immediate demands.

Report Preparation

The job of report preparation was a team effort, with facilitators transcribing each task. What is normally a tedious process was made immensely easier due to the commitment of each person who pitched in to complete the assignment. So often a difficult task can be made palatable, indeed pleasant, when everyone understands their role and does their part promptly.

The complexity of transcription is hard to imagine when attempted by those who are not participants in the process. The speed and accuracy of the transcriptions is a beautiful indicator of the facilitation team's commitment to support each other. Without a dedicated team effort, this quality document could not have been achieved.

Mu'taz Taher put together input from participants, Lina Arafat assembled the contact list, and George Abedrabbo scanned and inserted pictures. Evon Warwar finalized the document. Each gave their time to pay attention to those small but noticeable points that ensure a favorable first impression by readers.

Several people helped to make the process efficient and pleasant. We are grateful to all that contributed. Dozens of half sheets of paper thus led to a vision, emerging from the ideas of participants with the help of facilitators, time keepers, reporters, chart managers, transcribers, each playing their own role. Bless all of your hands! Those colorful bits of paper, when put together attractively, create an enduring memory to motivate each reader.

What is the purpose of a report like this? Is it the result of the workshop? No, hopefully the real result of the workshop is enhanced performance of the entire tourism industry and strengthening of the Jordanian economy. Like the photographs, however, the report is a reminder to us of what we accomplished together and an inspiration for future cooperation.

May the spirit of teamwork experienced during the workshop and its participatory, facilitated process serve as a model for the entire team to share with others as you pursue your shared objectives.

The real results of workshops like these depend on the commitment of every member of the team. If each person sustains the enthusiasm, as well as patience with and support for each other, demonstrated in the workshop, a very bright future is assured, not only for the participants, but for all Jordanians, and even the region, for generations to come.

Cathryn Goddard
Coverdale Organization, Inc.



Workshop Preparation and Approach

Clarifying the Vision of the Workshop

One of the critical preparation steps for the workshop was to meet with two national leaders from the tourism industry. His Excellency Taleb Rifai, Minister of Tourism and Antiquities, and Chairman of the JTB Board of Directors, and Marwan Khoury, Director of JTB, and member of the Strategy Steering Committee for developing a national tourism strategy, shared their vision of the workshop and indicated their purposes for the workshop itself.

- Develop a shared vision of a strategic partnership between the public and private sectors to foster Jordanian tourism
- Agree on a series of steps to make that vision a reality
- Create a spirit of teamwork and cooperation essential to sustaining the partnership.

On May 13, 2002, we met with the Strategy Steering Committee and obtained the key elements of their notion of a strategy, purposes, results and criteria. Following this initial understanding, we met with all the workshop participants in individual session to gather input for workshop design. One result of these meetings was a clarified vision of the participants' personal aims for the workshop, in particular, as well as the process and the strategy, more generally.

Personal Aims of Participants Interviewed

- Develop a shared vision
- See where we're heading and where we want to be heading
- Reshape our vision and strategy, in light of new circumstances, new information
- Build on the experience of the last three years
- Ensure that all stakeholders are involved in this shared vision
- Agree on where we stand
- Go beyond the crisis
- Prepare for the future
- Consolidate our efforts, bring it all together
- Feel part of one team

- Come out with a vision, a strategy for Jordan
- Get people involved, all of them
- Share information and agree on contents of strategy
(Jordan needs it, work is fragmented everyone has a role to play, but we each feel we are the most important part)
- Unite our visions so each of us feels part of a union to support Jordan
- Help people feel part of something bigger, beyond their individual interests
- Understand direct and indirect benefits
- Encourage us to take a longer view, not just quick fixes

- Achieve a focused vision of the future for our industry
- Raise the overall amount of money spent annually in Jordan by tourists, without necessarily increasing the number of tourists
- Ensure sustainability of culture, people, sites

- Start seeing eye to eye, develop consensus
 - Importance of strategy
 - Contents of strategy
- See how to remain focused, with a strategy we can benchmark and measure
- See how we can make a tourist to Jordan advocate tourism to Jordan, a key to sustainability
- Develop willingness in team to share information
- Build trust and professional integrity in dealing with information
- Develop honored codes of conduct
- Look inward on how to improve (no blame)

- Produce a roadmap for stakeholders, investors, government
- Develop a coherent, time-bound vision
- Help Steering Committee to work together to support each other, including willing self- sacrifice
- Develop a self-enforcing code of conduct we adhere to willingly
- Shape attitudes
- Encourage stakeholders to demonstrate and follow through on commitment
 - Legislation
 - Funding (amount and timing)
 - Minimum percentage of receipts

- Set a time line for realizing the strategy
- Assign roles and ensure accountability
- Dot i's and cross t's for a proper strategy
- Move beyond our own circle to a bigger circle
- Learn techniques for sustaining cooperation and supporting each other
- Learn to stop blaming each other, and find solutions
- Compete ethically without undermining each other
- See our shared interest, beyond the narrow perspective
- Think in sync
- Be on same track about what we want to accomplish together, and acknowledge others' perspectives

- See our efforts sustained and made fruitful
- See our discipline become institutionalized, recognized and respected

- Involve everyone, make local communities stakeholders
- Let us all feel responsible for what we build together
- Ensure sustainability

- Guide and steer the sector into the future
- Identify a core team that can work on the strategy
- Share the vision of wide spectrum of stakeholders
- Ensure ownership and commitment by participants
- Clarify roles and responsibilities so we can support each other better

When we develop a vision together, we soon discover our common aims. During interviews, the need to balance a broader vision with specific actionable items for implementation became apparent.

Developing the Facilitation Team

When a workshop uses techniques people may not be used to, facilitators can help to manage the process of change. Although participants were asked to facilitate their own team tasks, external facilitators make the smooth operation of the workshop possible by adapting the schedule and the tasks to suit participant comments and needs, as well as transcribing the output from team sessions. After the workshop is over, these facilitators can be very useful to the committees who will carry out development of the strategy by supporting and ensuring a participatory process of teamwork and cooperation to deal with change.

As part of their training, facilitators developed criteria for successful facilitation and identified the tasks needed to meet high standards of satisfaction, before, during, and after the event (meetings, workshops or conferences). They examined the logistics of preparation, from room set up to food and beverage arrangements. They also practiced transcribing and learned many presentation techniques that make reports more readable. The training sessions consisted of allowing participants to experience the same methods and techniques they would use in the workshop itself. In addition to the content side of the workshop, trainees were exposed to the logistics of organizing an interactive workshop. Working with the lead facilitator, they saw the importance of attention to many details that help participants' work: hotel arrangements, food, room layout, folders to hold information about the workshop, and supplies to allow active discussions while still capturing ideas. Flip charts, markers, half sheets of paper, and tape were purchased in quantity to facilitate the process.

These facilitators also brought their knowledge of the subject area tourism, of its technical issues, of participants themselves, of the Jordanian context, as well as their experience with previous retreats or workshops. The training emphasized that for a facilitation team to be successful, everyone must fully feel they serve as a model for the whole team. All who participated in the training acquired skills that can be useful to their professional careers and to the tourism industry in Jordan.

The output of this facilitation training included brainstorms on purposes of the workshop as well as an inventory of skills trainees brought to the team. Based on years of experience in this field, the Coverdale Organization drafted a workshop schedule using inputs from team members and management, as well as the facilitation training output.

The flexible agenda for the workshop was revised regularly based on input from facilitators and participants.

In a workshop without a strong teambuilding purpose, organizers can set an agenda of their own choice and essentially force participants to comply with it. In the light of the purposes of building a team and its highly skilled participants, this approach, known as traffic cop facilitation, would have been inappropriate. To ensure willing participation and cooperation, participants had direct input to the agenda during pre-workshop interviews as well as during the workshop itself, where their comments shaped the agenda as well as the tasks.

Flow of the Workshop

The following table indicates the overall workshop schedule.

Theme	Time	Sessions
Prepare to work together, practice workshop methods and tools to strengthen cooperation and share information	Friday afternoon	Task 1 Characteristics of an Effective Team Task 2 Where should Jordan be in 2005?
Set direction for the strategy	Saturday	Focus on two critical areas Task 3 Marketing and promotion Task 4 Product development Setting short term priorities Tactical bridge strategy development Marketing overview
Review the short term strategy Examine the longer-term vision Clarify roles and responsibilities Identify next steps for committees.	Sunday	Overview of Returning Jordan to Growth: The Tactical Bridge Strategy Task 5 A look at longer-term vision Purposes Results Criteria Task 6 Roles and responsibilities Overview of Next Steps

Note: Bolded topics are included in the text.

Preparing to Work Together

In the opening session, participants introduced each other using a carefully timed format designed to apply the principles of time management from the very beginning. After reviewing overall workshop purposes, they produced the characteristics of an effective team.

Task 1 Characteristics of an Effective Team

- Understanding others' point of view
- Targets
- Clarity and focus
- Understanding the thoughts presented
- Commitment

- Trust / respect
- Genuine mutual respect
- Respecting each other
- Respect other's opinions
- Respect capabilities

- Builds on ideas
- Building on the ideas of each other
- Listen (2)
- Listen to each other (2)
- Dialogue

- Communication
- Understanding each other
- Understanding (2)
- Open communication
- Openness and good communication

- Supportive
- Openness in discussion
- Honesty
- Effective, democratic leadership
- Leadership

- Open minded (2)
- Open heart approach for accepting criticism
- Good will spirit
- Good humor
- Commitment (3)

- Keep egos out

- Structure
- Clear roles and responsibilities
- Everyone has a role
- Coherent

- Cohesive
- Common goal
- Cooperative
- Cooperation (2)
- Sharing

- Work together
- Overlook differences
- Frank exchange of ideas, but not critical
- Builds on Individuals strengths and skills
- Zeal for success

- Ability / knowledge
- Valuable criticism
- Common vision
- Make it happen
- Diversified expertise

- Diverse
- Believers
- Focused
- Same wave length
- Focus (2)

- This is what **we** did, not what **I** did
- Aim
- Target.



Following this application, participants moved to their teams. Teams prepared to work together using methods introduced to facilitate teamwork in the breakout sessions, including roles in a team and review. To ensure all participants the opportunity to work with His Excellency the Minister, the Secretary General and the head of JTB, they alternated between teams.

In any team, people can take responsibility for helping each other move forward by assuming certain roles that facilitate the process of working together. During Coverdale workshops we frequently ask participants to prepare to work together by identifying the roles they will play and the methods they will use to reach agreement. Based on its experience conducting participatory workshops, the Coverdale Organization has seen that every team appears to function better (at brainstorming and other tasks) when the following general roles are filled:

- Internal facilitator to facilitate discussion
- Chart manager to handle putting up the half sheets and collecting them for transcription
- Reporter to make the 3 minute report to the other group
- Time keeper to help the team manage time
- Participant(s) to plan the action, carry out the task, and review it afterwards
- Observer(s) to help the team improve

Of course, everyone is a participant and anyone can observe. Acknowledging these roles recognizes that we all play multiple roles within any team. Knowing in advance what is expected of you allows you to more fully contribute. Leadership can emerge within this framework at any level, according to skills, according to knowledge, according to authority, and according to circumstances.

In addition, the program provided each team with external facilitators to present tasks, clarify methods, and facilitate the process. Each group elaborated its own methods of working together and reviewed their own actions to learn from their successes and develop appropriate solutions to any difficulties.

Nature of this Report

A report of this kind primarily documents the outputs of the working groups along with the presentations made in general session. We hope it also captures the participatory approach, the exchange of information generated in the workshop itself.

Transcripts of the sessions follow, in the words of participants, respecting their input, supporting their efforts, and reflecting their team spirit.

Task 2 Where should Jordan Be in 2005?

Yellow Team

Target Markets

- Leisure
- Local market (2)
- Segmentation (4)
- Geographic source of tourists
- Individual mass educational tourism

- Eco tourism
- Cultural
- Group tourism of FIT's (individuals)
- Health destination (medical and natural treatment)
- Identify age group

- Historic
- Interesting product (2)
- Understanding customers habits (3)
- Statistics (4)
- Improve utilization of capacity of hotels to 70% occupancy

- Distance of target market (how far away from us)
- Jordan reorganization as the key destination for religious tourists
- Access transport (accessibility) (6)
- Tourist capacity
- Increase length of stay to 7 nights (3)

- Markets identified based on fastest time to Achieve objectives
- Target markets with high capacity to spend
- Prioritizing
- Niche, positioning in niche markets

Competitiveness

- Admission charges for foreigners
- Unified entry ticket to archaeological sites
- Need to have low prices relative to competitors
- Interaction improved
- Facilities for independent travelers

- Ease of access to Jordan (border procedures)
- Infrastructure
- A strong tourism culture
- Improve cost of operation
- Improve the quality of services on sites

- Staff skills and efficiency improvement
- Local transport facilities
- Improve competitive packaged tours
- Jordan's rank in GCR (Global Competitiveness Report) is improved by 10 ranks
- Security under competitiveness

- Improve money and days spent in Jordan per tourist
- Markets clearly understood by Jordan Tourism Board
- Improve Legislation to cultural industry competitiveness
- Weather diversity competitiveness

Competitors

- Lebanon (4)
- Turkey (7)
- Malaysia for Gulf Market
- Greece (2)
- Egypt (4)

- Israel (4)
- Cyprus (3)
- Syria (3)

Image and positioning

- Up-market
- Visit Jordan
- Jordan is a cradle of civilization
- Diversification of experiences in short time
- Total experiences

- Unique experience
- Jordan is the land of travelers
- Ease of access
- Breath taking
- Attractive products

- Word of mouth
- Decide on a brand for Jordan
- Dramatic desert and landscape
- A tour of history
- A place to visit again

- Jordan as a tourist destination
- Biblical destination
- Cost of tour

- Enhance image
 - Susceptibility to political developments
 - Jordan recognized as a key destination in priority markets
 - Marketing vis a vis cost-effectiveness and priority
 - Understanding our products
 - The product we have
-
- Clearly define position
 - Political stability
 - Jordan is a holy land
 - Historic
 - Cultural
-
- Eco
 - Individual, mass, and educational tourism



Task 2 Where should Jordan Be in 2005?

Green Team

Target markets

- Gulf / GCC
- East Europe
- Far East
- Russia
- Egypt

- Lebanon
- Nordic countries
- Ireland

Competitors

- Tourists from the Gulf region
 - Syria
 - Lebanon
 - Egypt
 - Turkey
- Tourists from Europe
 - Egypt
 - Israel
 - Dubai
 - Turkey

Image and Positioning

Positives

- Conferencing
- Exhibitions
- Royal image
- Hospitality
- People

- Sites animated
- Island of peace and tranquility
- Mind, body, soul
- Spiritual experience
- Safe sun tanning at Dead Sea

- Trails of history and religion
- Culture
- Nature
- Landscape
- Activities

- Memorable
- Surprising
- Inspiring
- Health and wellness
- Magical

- Mystical
- Romantic
- Sustainable
- Stand alone
- Yield

- All year round
- Red Sea vacation
- Wadi Rum and Petra as attributes
- Where history started
- Tradition of hospitality

- Modern kingdom
- Holy Land
- Famous sites
- Stable Kingdom
- Variety of attractions

- Late King Hussein
- Camels and Bedouins
- Archeology
- Part of an attractive regional package
- Westernized

- Comfortable
- Secure
- Good services
- Good Arabic food
- Excellent weather

- Experience different sites in short period of time
- Diversified product
- Accessible and easy
- Decent night life
- Value of money

- Clean capital
- Friendly
- Small and beautiful

- Diverse
- Good infrastructure

Negatives

- Not safe and insecure
- Hot and dry desert
- Dull
- Unstable region
- Dangerous

- Unclear
- Not known enough
- Region of conflicts
- Poorly managed sites
- Hassle at borders and airports

- Little visitor information
- Culturally inactive
- Lots of eye sores
- No night life or activities
- Unclear accommodation grading

- Expensive
- No food hygiene
- Not commercial



Task 2 **Where should Jordan be in 2005?**

Blue Team

Target Markets

- Europe
- Gulf countries
- Asia
- North America
- Domestic tourism

- Religious / pilgrimage
- Retired (elders)
- Up scale (quality not mass)
- Film / TV industry
- Meeting planning

- Family
- Incentive
- Education
- Wellness
- Medical

- Special interest
- Nature / adventure
- Diving
- Bird watching
- Dead Sea (spa leisure)

Competitiveness

- Inappropriate images of modernity (-)
- Airline capacity (-)
- Littering (-)
- Public facilities (-)
- Experience competitiveness: visitor experience need to build excellence (-)

- Service delivery (+)
- Price (+)
- Quality (+)
- Services (+)
- Environment (+)

- Jordan has a lead in nature / adventure tourism (+)
- Undiscovered (+)
- Undisturbed landscape (+)
- People (+)
- Safety (+)

- Entry point to the Holy Land (+)
- Infrastructure (+)

Issues discussed under competitiveness

- Start by utilizing established strengths (position, contact among other)
- Not everyone is looking for 4 and 5 star hotels
- Jordan stands out in the quality of 4 and 5 star hotels
- Jordan has a good competitive standing in general terms. It does not compete with Egypt for example in MICE
- Jordan has a unique competitive edge by having the best undisturbed landscape, which could be capitalized on significantly
- Regionally, no country competes with Jordan in nature tourism.

Competitors

- Competitors can be allies at the same time
- Egypt
- Rome/Vatican
- Dubai
- Malaysia

- Turkey
- Morocco
- Tunisia
- Israel
- Syria
- Lebanon

Issues discussed under competitors

- Competition as defined was stated as follows: a country that takes away what should be ours.
- When addressing competition, we need to tackle competition across the different market segments.
- Competition varies based on perspective. Egypt does not pose competition with respect to European visitors.
- Tunisia will pose strong competition to Jordan in the near future.
- Competing countries were defined as follows:

Competing Country	Area of Competition
Dubai	MICE
Egypt	Family tourism
Syria	Family tourism
Lebanon	Family tourism
Turkey	Heritage and culture
Ireland	Religious tourism

Image and Positioning

- Indiana Jones
- Lawrence of Arabia
- Petra
- Landscape variation, diversity
- Wadi Rum

- Nature
- Adventure
- Contrast (ancient and modern)
- Climate / winter tourism (Aqaba / Dead Sea)
- Brands / testimonial

- Royalty
- Safety and security
- Political standing (oasis of peace)
- Openness
- Moderation and tolerance

- People and hospitality
- Language facilities



Task 3 Marketing

Who will come to Jordan? And why?

- Family vacation
- Arabs, Gulf and Israel
- Domestic tourism
- Rock climbing (FIT)
- Student expeditions (group)

- Rock music (Arab) (FIT)
- Diving: Scuba, Nitrox
- Regional meetings and conferences
- FITs (In general) for special interests
- Medical
 - Dead Sea
 - Hospitals
 - Ma'een

- Religious / Pilgrimage (Muslim and Christian)
- High end / special interest / non-profit market
- Soft adventure
- MICE
- Spa

- Press association meetings
- Adventure and nature tourism
- Executives / cultural experience
- Special organized trips to execute linked to a unique cultural theme
- Educational

Priority

- Family
- Domestic tourism
- Health and Wellness (spa, medical)
- Adventure
- Regional MICE– Project Base, Regional
- Special interest / FIT – Religious, culture, etc...

Family

- GCC
- Arab Israeli
- North Africa
- Lebanon

- Syria
- Egypt
- Turkey

Health

- GCC
- Yemen
- Libya
- Sudan
- Algeria

Wellness

- JTB – Office Reps.
- Russia
- Lebanon
- Regional

Special Interest

- JTB Reps

Adventure

- Lebanon – 20-35 yrs University Students, Young Executives
- USA – JTB Reps
- Germany – JTB Reps
- France – JTB Reps
- UK – JTB Reps

Regional MICE

- GCC
- Egypt
- Lebanon
- Family Target – Mid to upper end (families with young children)
Decision maker: Mother

Motivating Factors for GCC

- Beach
- Safe
- Culturally comfortable
- Weather
- Diverse

- Proximity
- Clean

Special Interest/FIT/Motivation

- Diversity
- Culture (religious sites)
- Dead Sea
- Petra
- Wadi Rum

Adventure

- Scuba Divers / Nitrox
- Rum Mountains
- Birds
- Desert safaris
- Nature tours

Regional MICE / Motivation

- Price
- Diversity – 4 local
- Added Value / (sites)

Health

- Quality
- Price
- Proximity
- Language

Wellness

- Uniqueness (Dead Sea)
- Opportunity market (safe tanning)



	Family	Health	Wellness	Adventure	Special Interest	Regional MICE	Domestic
GCC	✓	✓				✓	
JTB USA Germany Swaziland Austria France U.K. Spain Italy Benelux			✓	✓	✓		
Arab/Israel	✓						
Lebanon	✓		✓	✓		✓	
Syria	✓						
Egypt	✓					✓	
Turkey	✓						
Yemen		✓					
Libya		✓					
Sudan		✓					
Algeria		✓					
Russia			✓				
N. Africa	✓						

Presentation

- Approach Crisis management
- Objective Deliver immediate growth results
- Timeframe 2002-2004
- Strategy
 - Product-led strategy to maximize existing market returns
 - Hidden opportunities – Best Bits

Steps / Tactical Campaign

- Define market segments and existing sources
- Hidden opportunity markets
 - High yield
 - High risk
- How to package
- How to promote
- Implementation
 - Who / responsibility
 - When / timeframe
 - Monitoring

Key market segments 2002-2004

- Family
- Free individual traveller (FIT)
 - Special interest
 - Religion
 - Culture
- Adventure
- Regional MICE
- Health / Wellness
- Domestic

Key Source Markets 2002-2004

- GCC
- Arab / Israeli
- Lebanon
- Egypt
- JTB Markets
 - Germany
 - France
 - UK
 - Spain
 - Benelux
 - Italy
 - USA
- Others
 - Russia
 - Mexico
 - Korea
 - Canada
 - Greece

Note: The team was then split into two groups.

Group A An Overview for Strategy

Packaging (FIT)

- Develop unique shocker based on price
- Create attractive customized package (salad bar themes!)
-
- Targeted adventure packages
- Inclusive packages

Promotion

Advertising

- Specialized Publications
- General – long life – publications
- Web based advertising (targeted)
- Market specific transportation
Buses, metro
- Radio

Public Relations

- Increase press trips
- Weekly press releases
- Press briefings
- Call center

Promotional Events

- Direct mail targeted segments
- Participation in local events
- Sponsorship of events

Trade

- Consumer trade show
- Travel agent trade shows
- Adventure

Best Bits

- Russia
- Switzerland
- Lebanon
- Expatriates in GCC

Difficulties / Challenges

- Visas – Regulations (Lebanon / Russia / India)
- Funding for promotion
- Legislations

- Accessibility
- Price – Competition

- FAM / Trip Problems
Airlines – hotel black out dates
- West of Jordan – European image

Group B An Example of Promotion

Packaging Create a Focused Package

On Your Mind

- FIT Family (by air)
- Mothers (our target)
- 4-5 star hotels
- Ten day in Amman
- Lower rates (competitive rates)

- Summer / Ramadan
- Excursions / Extensions
- Coordinates (telephone numbers, web site)

Promotion

Trade

Tour operators

- National FAM / Training
Event
 - 5th of July
 - Mutanabi
 - 3 days
 - Lunch with royalty + an Arab comedian
 - 30 – 50 COs

Travel Agencies

- 9th of September event
- 100 COs
- Lunch with royalty + Arab comedian
- Point of Sales and Point of Promotion
- Mailing at JTB costs for every tour operator or travel agency

Consumer

- Media advertisements
- Television / print (Targeted to mothers as decision makers)
- Public relations
 - Events
 - Articles
 - Information booths
- Call Center 24/7



Task 4 Product Development

Accommodation¹

Short-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Information guidebook	JHA	
Quality control	JHA, MOTA	
Unify classification Terminology	JHA and members	
Method of highlighting availability	JHA, Informal Sector	
Review pricing policy of suits and hotels	JHA and members	
Europe		
What Has to be done?	Who?	Budget?
Alternative accommodation experience (including camps)	ASEZA, JTB, PS	
Package accommodation with activities	TO, JHA	
Bed and Breakfast (B&B)	JHA	

Long-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Service delivery (human resources issues)		
Develop B&B in green areas of Jordan		
Europe		
What Has to be done?	Who?	Budget?
Creating caravan parks		
Consistency of service quality	JHA, ACHTE	

¹ Budget in Jordanian Dinars



**Food & Restaurants Experience
Short-Term**

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Quality assurance	JRA	20,000
Use of local produce/promote national cuisine	ACHTE	ACHTE
Restaurants guide to be widely distributed	JRA	5,000 JRA
Introduce children’s meals	ACHTE, JRA	
Hygiene (training)	ACHTE	
Europe		
What Has to be done?	Who?	Budget?
Menu variation	JRA, ACHTE	

Long-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Europe		
What Has to be done?	Who?	Budget?

Transportation

Short-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Motoring friendly (signage in borders' points)	JTB	1,000/location
Signage/Language	MOTA, MPW&H	100,000
Road Maps (Arabic)	JTB, RGC	20,000
Driving regulations booklet (at borders)	RAC	5,000
Tourist information points	JTB, ACHTE	
Europe		
What Has to be done?	Who?	Budget?
Regular daily tours to all sites	TO	
More information on local transportation	JTB	
Air lift capacity	RJ and other carriers, CAA, ASEZA	

Long-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Europe		
What Has to be done?	Who?	Budget?
Open-Road policy	MOT, MOTA	
Mini-van taxi service	MOT, MOTA	
Upgrade quality of local transportation		
Open skies policy	RJ, CAA, MOTA, ASEZA	
Enforce traffic laws/applying meters in Taxis	TD, MOI	
Training/licensing of drivers on tourism issues (drivers / guides)	ACHTE	

Things To Do Before 6:00

Short-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Highlight/promote theme parks, pools, shopping areas	JTB, JIB, ASEZA	5, 000
Introduce kids-attractive activities	PS, JIB, ASEZA	
More video arcades	PS, MOI	
Summer schools/camps/Haya Center	PS, NGOs	
A map with things-to-do (touring map)	JTB	10,000
Children events outside Amman	PS, MOE, MOY, MOC	
Europe		
What Has to be done?	Who?	Budget?
Adventure tourism packages	RSCN, TO	
Training on safety and security (first aid)	RSCN, TO, Civil defense	
Pilgrimage trails	TO, MOTA, JTB	
Half-day tours (Amman)	Transport Companies	
Develop thematic tours	TO	
Un-buckled package tours (including free time)	TO	
Visits to Jordanian families	TO, NGOs	
Show about Jordan	JTB, GAM	500,000
Private clubs to be open for tourists	MOTA	
Promote museums	MOTA	

Long-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Europe		
What Has to be done?	Who?	Budget?

Things To Do After 6:00

Short-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Facilitate regulations for entertainment	MOTA	
Promote theatres and events	GAM	
Sound and light in Jerash	MOTA, PS	
Summer nights in the south (desert)	ASEZA, PS	
Europe		
Activate light and sound in Jerash		
Reservation system for events sales	JTB, SHOOT	100,000
Folklore	TO, PS, NGOs	
Astronomy	RSCN	

Long-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Animate touristic sites	GAM	
Drive-In movies		
Better quality night clubs		
Europe		
What Has to be done?	Who?	Budget?

Tourism Services

Short-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Web-based guide	JTB	
Kiosks at airports, boarder points	MOTA, JTB, ASEZA	70,000
Airport signage	CAA	20,000
Specialist guidebooks/guides (bird watchers, nature guides)	TO, RSCN	1,000
Authorized officers to issue visas at airports and borders points	MOTA, MOI	
Promote hotline (languages)	MOTA, JHA, Others	15,000
Multi-day passes for sites	MOTA	
Spelling mistakes on roads and sites signs	MOTA, MPWH	
Europe		
What Has to be done?	Who?	Budget?
Bird-watching tours	RSCN, TO	50,000
Activities tours (like painting workshops)	RSCN, NGOs, TO	10,000
Develop new products by tour operators (products packages)	TO	
Schedule/create a national calendar of events	JTB, MOE	
Support the creation of events management companies	JTB, MOTA	
Sales consortia between hotels and activities	JHA	

Long-Term

Gulf Cooperation Council Countries		
What Has to be done?	Who?	Budget?
Improve site facilities and management	MOTA	
Europe		
What Has to be done?	Who?	Budget?
Animate sites	DOA	2,000,000
MICE Facilities	GAM	20,000,000

Overview Returning Jordan To Growth

The following morning, Matt McNulty gave an overview of a tactical bridge strategy, based on inputs from participants, as well as the other two subject matter experts, Orla Brannigan and Sean Browne.

The Tactical Bridge Strategy

- A sustainable strategy for tourism in Jordan 2004-2010
- The tactical bridge strategy through 2003

The Principles

- The investment principle
 - The domain principle
 - The partnership principle
 - The language principle
- Assist towards a new culture

Growth Issues

- Focused target markets
- Smart marketing
- Expenditure leverage
- Events
- Fear factors – counter publicity

Focused Target Markets

- Primary markets – Arab / regional (GCC+)
- Support markets
Selected segments from
 - U.S.A. - Germany - Italy
 - U.K. - France

Market Marketing

- Extension of stay measures

Expenditure Leverage

- Information at accommodation
- Organization
- Exposure to crafts / art

Events

- Can attract visitors if promoted in time
- Publicity value
- Seasonal / regional spread

The Selling Proposition

- Holiday solutions
- Competitive – priced – offers
- Specialist communication
- Trends – lifestyle, customization

- Media umbrella
- Subsidized co-operative trade selling
- Fulfillment – selling promotional brochures
- Loss leader approach to get customer attention

- Total consistency with brand Jordan as prescribed by JTB
- All media have “Call to Action”
- 24/7 call center

Products

Family Market

- Jordan is a safe environment
- Family friendly
- Cooler than Gulf
- Affordable

FIT and Special Interest

- Petra
- Wadi Rum
- The Dead Sea
- Aqaba
- Religious travel
- Nature / adventure
- Film development

The Selling Methodology

- Priced packaged solutions
- Most direct methods
- Most offers commissionable
- TV / radio in regional markets
- Specialist media in others.

- Call to action linked to
 - Sellers
 - Call centers
 - Web
 - Agents

The Fulfillment Package

- Selling / promotional brochure
- Trade partner brochure
- Direct consumer promotions in selected regional capitals

Web Marketing

Short Term

- Enhancement of current sites
- Improvement in functionality
- Linkages to direct sellers

Cost / Benefits

- Additional 150,000 visitors to use paid serviced accommodation
- 500,000+JD Investment
- 50,000,000 JD Revenues
- 20,000,000 JD potential tax revenue.

Start of new strategic approach



Task 5 A Look at Longer-term Vision

Many elements of the longer-term vision were, in fact, covered in the initial meeting of the Steering Committee on May 13, 2002. Rather than duplicate that brainstorm, it was distributed to participants. Often a vision can be clarified by examining it through three lenses:

- Purposes To indicate actions to be taken
- Results To help visualize what we mean
- Criteria To guide our implementation

Following are the Steering Committees words that first began to describe the strategy and will continue to guide it, as well as additional criteria added in Petra.

Note: We could indicate here those elements that apply to the short versus longer-term vision. (S or L). Next version!

Purposes

- Guarantee sustainability of culture, sites, environment
- Improve Jordan image
- Put Jordan on the world tourism map
- Create a vision of the industry
- Increase employment

- Position industry as key economic driver
- Improve the numbers
- Fix the industry
- Provide a road map for tourism
- Have one vision

- Clarify roles and responsibilities
- Qualify tour operators and upgrade status
- Establish a Jordanian Tourism Product
- Create unified image for Jordan tourism world-wide
- Brand Jordan

- Diversify product - build on natural assets
- Position Jordan as a premier destination
- Clarify Jordan's image
- Position Jordan as a stand alone destination

- Position Jordan on the tourism map
- Drive the development of tourism in Jordan
- Professionalise the process
- Identify markets

- Identify the market
- Create a team that inspires many others

- Support innovation
- Build partnership
- Mobilize public and private resources to support industry
- Improve public-private sector partnership
- Confirm the commitment of all the stakeholders

- Bring stakeholders together
- Bring all stakeholders into ONE team
- Harmonize efforts
- Make public sector aware of ROI in tourism
- Co-ordinate action

- Pool resources
- Unite efforts
- Define the product
- Prioritize markets
- Position Jordan

- Create cohesive plan
- Plan long term marketing activities
- Bring the best out of Jordan's potentials
- Increase income
- Sustain the market

- Define potential
- Develop potential
- Market potential
- Achieve optimal growth in tourism
- Ensure continued growth
- Sustain economic growth

Results

- Strengthened public and private support to sector
- Strengthened JTB
- Enhanced image of Jordan
- Coherence
- Growth

- Sustainability
- Codes of conduct
- Networks and teams

- Happy tourists
- Standards

- Crisis proof tourism industry
- Educated public about product
- Increased length of stay
- Regional development
- Social benefits

- Smile ☺
- Protected environment
- Resource protected
- Practical ideas
- Excellence (2)

- Environmental balance
- Innovative development
- Creativity (2)
- Energy, enthusiasm
- Pride in Jordan

- Increased variety of experience
- Quality tourists
- Jobs (2)
- Improved tourism product
- Excellence (2)

- Numbers of tourists
- Better living standards
- Employment generation
- Increased traffic
- Social benefits

- Sustainable growth in market
- Sustainable growth
- Steady growth
- Economic growth
- Overall growth

- Improved quality
- Higher occupancy
- Happy business owners
- Foreign currency
- Prosperity to community

- Better returns on investment
- Increased revenue
- Increased expenditure per night stay
- Mucho dineros
- Increased government receipts
- Increased revenue
- Better life quality for Jordanians

Criteria

- High quality (3)
 - Action-oriented
 - Clarity
 - Sustainability (3)
 - Local community benefits
-
- Jordanian
 - Inclusive
 - Increase % contribution to GDP
 - Extend tourists length of stay by X days
 - Remove obstacles to growth
-
- 6% GDP growth with 2% contribution by tourism
 - Strategic agreement signed by government and private sector
 - Broad understanding by all Jordanians
 - Bullet points easy to read and understand
 - 25% of workforce in tourism
-
- Time - before the end of this year
 - Weeks rather than months
 - Time - 3 years bench marked
 - Interim press releases
 - Strategy delineates roles and responsibilities of both sectors
-
- Attractive to audience
 - Commitment
 - Establish high level support
 - Phased approach
 - Increase local stakeholder participation
-
- Creative
 - Unique
 - Segment-focused marketing
 - Qualify stakeholders by 2004
 - Double room capacity in certain destinations (Aqaba)

- Increase capacity with airlines
- Occupancy 75% and over
- Every year 10% increase in tourism receipts over 10 years
- 700 000 more arrivals
- Increase number of visitors by 50% in 2 years

- 6% annual growth
- Increase revenue by 20% annually
- Back to 2000 figures by 2004
- Quantify government returns (revenue) vs. sectoral returns
- Meet customer satisfaction and expectation

- Implementation of plan
- Implementation plan is time bound
- Implementable
- Achievable
- Realistic (3)

- Clear and simple strategy
- Built in review process
- Increase in environmental quality
- Simple and flexible
- Support from highest levels
- Royal court blesses final agreement

Additional Criteria from Petra

- Institutionalize the way Jordan delivers its tourism products
- Create and follow standard operating procedures (SOPs)
- Institutional Building
- Sustainability and eco-friendly (green) / ensure sustainability / sustainability / environmentally sustainable
- Stretching

- Best values for money and time
- Futuristic
- Inspiring
- Original
- Honest

- Long term
- Motivating to insiders
- Impressive to outsiders
- Product driven – 2003

- Consumer Driven – 2004 onward
- Private sector led government support and facilitation
- Strengthen immediate partnership within industry among players
- Quality and speed
- Re-invigorate investments in sector products
- Benefits widely distributed across Jordanian society

- Understood by all
- Realistic
- Measurable
- Diversity of product
- Relevant

- Profitability of sector
- Give means for coping with surprises
- Lift valleys flatten out peaks



Task 6 Roles and Responsibilities

Name	Proposed Roles and Responsibilities
MOTA / Legal	Role: Policy / strategy, legal framework, site development, manpower training policies, coordination with other government institutions.
JTB	Provide oversight and support to the overall development of the national tourism strategy across the four components of the initiative: product development, marketing & promotion, HR development, and legal and regulatory framework components.
JTB Overseas Offices	Positioning and marketing tourism to Jordan <ul style="list-style-type: none"> - Short term plan - Long term plan Implementing Overcoming fear factor media plan
ACH	Role: Education & training, develop skilled workforce, develop potential leaders, respond to industry needs as related to training (presented by Ammar Kanaan)
ASEZA	Role: General support with emphasis on Aqaba. Area of Focus: Development, marketing, promotion, HR.
RSCN	Legal mandate: NGO with defacto mandate to manage protected areas Area of Focus: Development and promotion of nature based / adventure tourism (DMC for nature tours) Role in strategy: Co-chair in product development committee / also “a voice for nature” / destination management company (by Chris Johnson)
USAID	Institutional role: Provide development assistance to developing countries Legal mandate: Provide assistance within the legal mandate of AID Area of Focus: Economic opportunities Role in strategy: Provide funding in line with our focus (presented by Jamal Al-Jabiri)
Tour Guides Organization	Key stakeholders not represented
Incoming Tour Operators	Key stakeholders’ institution now includes both incoming and outbound tours
Nadim Mouasher	Role: Ensure strategy compliments the newly prepared investment strategy and build on it for national and social and sectoral benefits. Area of Focus: Hotel and tourism development.
Nisreen Haram	Role: Help in the formulation of the strategy based on analytical information and knowledge. Area of Focus: Cluster analytical research
Lina Omar	Role: Can assist in product development for Aqaba and Wadi Rum. Area of Focus: Marketing and promotion support & strategy

Name	Proposed Roles and Responsibilities
	implementation.
Malia Asfour	Role: JTB facilitator for plan. Area of Focus: Marketing & product development.
Name	Proposed Roles and Responsibilities
Michael Nazzal	Role: Chairing regulatory committee. Area of Focus: Represent, assist and support the lodging industry in Jordan. Provide statistics and information. Board members to assist on various committees.
Bassam Maayeh	BTC / Marriott Product Development
Samer Mouasher	Marketing (chair) Product development (members)
May Shaer	Ministry of Tourism and Antiquities / department of antiquities / Petra Archaeological Park Preservation / presentation / protection of sites (focus Petra) <ul style="list-style-type: none"> - Sustainability of sites - Site management - Site specific strategy of promotion and enhancement
Statistical Sources	Primary Sources MOTA DOS Primary Sources Central Bank of Jordan Travel agents RSCN Hotels Transport ASEZA



Overview of Next Steps

Ibrahim Osta, AMIR Component Leader, then drew on the input from participants to present an overview of next steps.

Goal

- Create a Strategic Agreement for the future of tourism in Jordan in the shortest possible time period (within 3 months)

Results

- Strategic Agreement
- Public – Private Partnership

Process Criteria

- Comprehensive
- Transparent
- Inclusive (all stakeholders)
- Time-bound action plan
- Leading to a Strategic Partnership between public and private sectors

Next

Steps

- Recruit members of working groups
- Develop work plan for each committee (**Planning Phase**)
- Produce agenda for working groups
- Identify issues / topics to be addressed
- Identify resource experts

- Establish timeline for working group meetings, based on topics
- Identify stakeholders and invite them for relevant meetings
- Produce sample agenda for meetings (example Product Development Committee)
- Develop work plan for each committee (**Execution Phase**)
- Hold working groups meetings
- Develop final working group strategy
- Integrate working groups' strategies into an overall strategy
- Reach agreement on public-private strategic partnership

Implement the strategy and the strategic partnership!