



USAID | **JORDAN**
FROM THE AMERICAN PEOPLE

NATIONAL TOURISM PUBLIC AWARENESS STRATEGY 2007-2008

March 2007

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ACRONYMS

ACOR	American Center for Oriental Research
ASEZA	Aqaba Special Economic Zone Authority
BDS	Business Development Services
BOD	Board of Directors
CBO	Community Based Organization
CoE	Centers of Excellence
DCA	Development Credit Authority
DoA	Department of Antiquities
GDA	Global Development Alliance
GOJ	Government of Jordan
JAU	Jordan Applied University
JHA	Jordan Hotel Association
JHTEC	Jordan Hospitality and Tourism Education Company
JITOA	Jordan Inbound Tour Operators Association
MBR	Market Based Representatives
M&E	Monitoring and Evaluation
MICE	Meetings, incentives, conferences and exhibitions
MFI	Microfinance Institution
MOE	Ministry of Education
MoTA	Ministry of Tourism and Antiquities
MSME	Medium and Small Micro Enterprises
NGO	Non-Governmental Organization
PNT	Petra National Trust
PSP	Private Sector Participation
RSCN	Royal Society for the Conservation of Nature
SAVE	Scientific, academic, volunteer and educational
SIU	Strategy Implementation Unit
SSC	Strategy Steering Committee
TA	Tourism Associations
TOT	Institutional of Trainers
TSA	Tourism Satellite Account
USAID	United States Agency for International Development

Tourism Jordan

*Jordan National Tourism Public Awareness Strategy
2007 - 2008*

Prepared by:
USAID-funded Jordan Tourism Development Project

February 2007

*Tourism is an essential and vibrant growth sector that will
contribute to improving the long-term economic and social well-
being of Jordanians.*

CONTENTS

TABLE OF CONTENTS.....	II
EXECUTIVE SUMMARY	1
1 INTRODUCTION	4
2 NATIONAL TOURISM PUBLIC AWARENESS STRATEGY	5
3 OVERALL INITIATIVE: TOURISM JORDAN.....	8
4 TARGETED SUB-INITIATIVE: TOURISM JORDAN	10
5 IMPLEMENTATION FRAMEWORK.....	23
7 STEPS TOWARDS IMPLEMENTATION	26
8 CONCLUSION.....	27
ANNEX 1 – TOURISM AWARENESS SURVEY	28

Executive Summary

As Jordan is prioritizing and investing in the tourism sector as a central contributor to its future economic success, the general public must be on board in order to realize the sector's potential. Thus, to facilitate implementation of the National Tourism Strategy, it is necessary to influence the general public's attitudes towards understanding, accepting, appreciating and favoring the sector and its key success pre-requisites. Jordan's traditional success in tourism was largely inherited; future success can only be created through investment.

To mobilize support from the tourism sector and the general public across the country, a national tourism awareness strategy and campaign (to be known as the National Tourism Public Awareness Strategy) will be designed and implemented, focusing on selected target groups including policy makers, teachers, students, tourism employees and the general public. This will educate the general public of the host community about the importance of the tourism sector and its direct and indirect benefits to the national economy.

The National Tourism Public Awareness Strategy was developed based on the National Tourism Public Awareness Survey, which was conducted to gain an understanding of the existing attitudes in Jordan towards tourism.

Jordan National Tourism Public Awareness Survey

The National Tourism Public Awareness Survey (NTPAS) (Annex 1) enabled a more detailed analysis and understanding of host community awareness and attitudes to tourism. The survey was conducted by USAID and based on more than 2,700 responses. It was used to develop the strategy based on clear indicators, making it possible to measure the benefit and impact of marketing programs at a later stage. It also allows planners to fine-tune the overall marketing plan and ensure that the optimal balance of marketing programs is delivered.

The essential start point is to have a clear understanding of the current state of host community awareness and attitude toward key aspects of tourism in order to identify areas that the strategy can enhance and change. This will set the direction for the program and enable comparison to be made at different periods of the program when the survey is repeated, confirming the effectiveness of the communication and the absorption/reception of the messages.

The survey reference group is generally known as the host community, a combination of communities which host foreign or local tourists to Jordan and can include the general public, students, teachers, parents of students, tourism employees and industry policymakers.

Summary of Main Findings

The findings of the tourism awareness survey are summarized as follows:

1. The majority of the combined host community (86%) were at least aware of tourism, had basic knowledge of or experienced tourism;
2. There has nearly been a consensus among the different target audiences of host communities of the importance of the tourism sector to Jordan's national economy and of its ability to grow and provide new job opportunities to Jordanians in the future. More than 50% of the sample believed that tourism attraction in an area does not contribute to creation of new job opportunities;
3. Jordanians feel that their tourism infrastructure is quite compatible to other tourist attracting countries with the hotel and car rental sub-sectors seen as being more developed than most other sub-sectors
4. Archaeological and therapeutic tourism were considered by Jordanians to be the most attractive to tourists visiting Jordan;
5. A number of disadvantages were quoted by different target audiences regarding a flourishing tourism sector, most important disadvantages included:
 - Consuming scarce water resources;
 - Exposing Jordanians to unacceptable habits and behavior;
 - Causing a rise in the cost of living;
 - Damaging the environment;
 - Fear of being exposed to infectious diseases;

- Increase in foreign labor taking job opportunities from the host community.
6. While the most important advantages were:
 - Promoting Jordan's economy;
 - Creating new job opportunities;
 - Marketing Jordan abroad;
 - Exposing Jordanians to new cultures;
 - Attracting foreign currency;
 - Attracting foreign investments.
 7. Quoted obstacles to a flourishing tourism industry in Jordan:
 - Weak promotion and marketing;
 - Weak infrastructure, including local transport and facilities;
 - Non-competitive market compared to neighboring countries;
 - Political situation in region and area, including acts of terrorism;
 - Poor treatment of tourists;
 - Lack of interest in tourism investment by local communities;
 - Lack of coordination among different tourism bodies;
 - Need for training opportunities for workers in the tourism industry.
 8. All secondary school students aspire to continue post secondary education, however, one major issue that needs to be addressed is the fact that secondary students lack the availability of career advisers to help them select a major that suits their ability and links their field of study to market supply and demand in the labor market such as tourism. When choosing the area of study, about 90% of students did not mention tourism as a main area of specialization;
 9. About a quarter of students would be happy to develop a career in tourism against a quarter to one-third who would reject selecting a major in tourism. Of the main reasons for not considering a specialization in tourism, students identified the following: norms and traditions (17%), don't fit for this type of major (15%), no job opportunities (12%), and low salaries (5%);
 10. Two main factors were considered by students expressing willingness to choose a major in tourism: availability of job opportunities and potential for travel opportunities abroad. When considering the main disadvantages of tourism prosperity in Jordan 17.4% voiced concern on acquiring bad habits;
 11. Parents and family members were given as the main source of advice in selecting a higher education major. When determining the main source of influence for the area of study, the father/mother/parents ranked highest with 41% followed by family members (22%), dependence on own judgment (15%), teacher (6%) and bother/sister (4%) among others;
 12. Respondents in the combined sample of the host community were of the opinion that a job opportunity in the tourism sector would: provide higher income and expose their children to different cultures. When considering the choice of job area in tourism, an overwhelming majority of the sample expressed interest in a government-related job in the public sector (60.2%) followed by one in a tourism establishment (24%);
 13. While those of the general public opposing a career in tourism were worried about: a career outside their frame of reference; facing situations not conducive to norms and traditions; lack of attractive job opportunities; and feelings that that the job is not an easy one with long hours of work in certain sub-sectors;
 14. Parents however were more inclined to approve choosing a job in the tourism sector than disapproving it.
 15. Public sector jobs continue to be the preferred option over private sector jobs; The main factors governing the choice of jobs in a tourism establishment were related to fringe benefits (32%), job security (27%), salaries (13%), norms and traditions (12%), and qualification (6%) among others;
 16. Up to fourteen percent of the national sample categorized occupations in the tourism sector as part of the "shame culture";
 17. Workers in the tourism sector appear to be satisfied rather than being dissatisfied. They definitely look for additional training and expect better salaries;

18. There is a strong propensity of Jordanians to be local tourists and an opportunity is available for promoting local tourism;
19. There is a strong inclination among members of the national sample to welcome information on tourism in Jordan;
20. Policy makers confirm that tourism in Jordan is a high national priority;
21. About two thirds of the “policy maker” group that participated in the survey addressed the need to amend legislations/regulations related to the tourism sector (in order): tourism industry association law, tourism and archaeology law, encouraging tourism investment law, committee for promoting tourism, law governing the classification of tourism establishments, and alignment of decisions.

Based on the tourism awareness survey a marketing strategy and campaigns will be prepared to incorporate the following objectives:

- To educate the Jordanian public about the importance of the tourism sector to Jordan’s economy and the positive effect on their life style
- To enhance public awareness of tourism to raise the profile of Jordan’s tourism sector
- To reposition Jordan’s tourism industry to become an ‘Employer of Choice’
- To encourage and embed hospitable behavior towards tourists and to involve the public directly in delivering this objective.

Necessary resources will have to be identified and allocated to achieve the targets efficiently and with quality programs. The situation analysis of tourism awareness will be a baseline for the next phases of detailed designing the campaign.

1 Introduction

Jordan is a destination with many iconic tourist attractions, such as Petra, Wadi Rum, and the Dead Sea. Yet despite its advantages and its importance to the economy, Jordan's tourism sector is performing at a level far below its potential. To achieve reasonable growth in the tourism sector that will contribute to economic development and job creation, Jordan needs to make a significant investment of funds and efforts.

The potential that tourism holds is great, as tourism is the largest global industry, and the tourism market is growing. According to the World Tourism Organization (WTO), the global tourism market will triple in size by 2020. Tourism benefits local economies substantially by increasing foreign exchange earnings, creating employment and investment opportunities, increasing government revenues, developing a country's image, and supporting all sectors of the economy as well as local communities.

Tourism is of vital importance to Jordan's national economy. It is the Kingdom's largest export sector, its second largest private sector employer, and its second highest producer of foreign exchange. It contributes over US\$1.4 billion to Jordan's economy and accounts for approximately 10 percent of its gross domestic product (GDP). As a result, Jordan has set a course to develop sustainable tourism as a key element of its economy. In this context it is necessary to improve the level of awareness of locals, and to foster a positive attitude towards tourism and tourists to Jordan. Improved awareness of tourism's importance to Jordan will result in a better visitor experience, thus improving tourism's contribution on both national and local levels.

The National Tourism Strategy

Over 100 representatives of the tourism industry, the public sector, and community stakeholders worked together to craft Jordan's National Tourism Strategy (NTS) for 2004-2010. The NTS aims to 'expand employment, entrepreneurial opportunity, social benefits, industry profits and state revenue.' Born out of a true partnership between the Government of Jordan (GoJ) and the private sector, the strategy was jointly adopted and formally launched by His Majesty King Abdullah II at the World Economic Forum in 2004.

The USAID-funded Jordan Tourism Development Project (Siyaha) is the implementing arm of the NTS and its mandate is to create a dynamic, private sector-led, sustainable tourism economy consistent with the country's culture of hospitality.

According to the NTS, Jordan will focus on attracting high-yield visitors, developing niche products, enhancing the visitor experience, increasing international marketing, and improving infrastructure and the regulatory environment. Jordan's NTS 2004-2010 outlines the steps for doubling the Kingdom's tourism economy by 2010 using an integrated, value-chain approach involving government facilitation and investment in partnership with the private sector.

The core principle of the NTS is that tourism should deliver the optimum benefit to the economy, people, and communities of Jordan. If successfully implemented, the strategy has the potential to:

- Increase economic activity, opportunity, and wealth for its citizens
- Create income streams and economic benefits for government
- Expand employment in urban and rural areas
- Promote regional and rural development through investment
- Build a strong and competitive tourism sector as a pillar of the economy

Jordan National Tourism Public Awareness Strategy

As Jordan is prioritizing and investing in the tourism sector as a central contributor to its future economic success, the general public must be on board in order to realize the sector's potential. Thus, to facilitate implementation of the NTS, it is necessary to influence the general public's attitudes towards understanding, accepting, appreciating and favoring the sector and its key success pre-requisites. Jordan's traditional success in tourism was largely inherited; future success can only be created through investment.

To mobilize support from the tourism sector and the general public across the country, a national tourism awareness strategy and campaign (to be known as the National Tourism Awareness Strategy) will be designed and implemented, focusing on selected target groups including policy makers, teachers, students, tourism employees and the general public. This will educate the general public of the host community about the importance of the tourism sector and its direct and indirect benefits to the national economy.

2 National Tourism Public Awareness Strategy

As a direct consequence of the National Tourism Public Awareness Survey, the need to develop a national tourism public awareness strategy was demonstrated. The plan now is to address the range of issues that emerged through implementing an effective communications and action oriented campaign aimed at the principle audience groups

Strategic Purpose:

This national tourism public awareness strategy is built around the concept that tourism plays a central and integral role in the sustainable development of Jordan's economy through promoting a range of high impact benefits such as – investment, employment creation and income generation both at government and citizen level And income distribution at local level. It will also promote Jordan's tradition of hospitable tourism as a direct means to enhance the critical visitor experience.

Implementation Tool:

A national tourism public awareness campaign supported by specific promotions that will engage the diverse audiences at every level within the community of Jordan.

Strategy Target Groups:

In order to mobilize support from the tourism sector across the country, a national public awareness campaign will be designed and implemented focusing on

- Policy makers;
- Parents and teachers as the major career influencers;
- Students in education and training;
- Employers;
- Current employees of the tourism sector;
- Media;
- The general Jordanian public

Key Strategy Pillars:

The national tourism awareness strategy is based on the following key pillars and principles

1. A Comprehensive, coordinated & continuous campaign effort:
 - Agreed and coordinated messages that will convey the sustainable values of tourism;
 - Apply strong and consistent visual link and communication structure;
 - Ensure relevance among the different communication elements;
 - Ensure sustained investment in communicating the messages over 2 years
2. Delivery on the promise of tourism:
 - All enticements to a holiday in Jordan imply a promise. Success and satisfaction therefore hinges on the ability of all stakeholders within the tourism sector to deliver on their promises and on what is required from them in line with the National Tourism Strategy (NTS)
3. Strong stakeholder partnership

- The NTS makes clear that marketing and developing national tourism public awareness shall be a partnership between government, public sector, private sector, carriers and NGO's. This partnership will be facilitated and deepened by the strategy implementing body and SIYAHA.
4. Tourism development in Jordan will be sustainable and characterized by:
 - Adhering to national/global code of ethics for tourism;
 - Balancing principle of profit with need for social responsibility;
 - Applying sustainable living principles coupled with environmental excellence;
 5. Develop & roll-out Targeted Sub-initiatives:
 - The use of targeted sub-programs that are focused on the specific targets to deliver specific messages defined in the scope of this assignment.

The programs and messages were devised so that awareness is built through:

- Presenting the arguments as a national initiative coming from the Jordanian public – i.e. bottom-up approach;
- Focus on the positive tourism sector benefits which are both economic and social;
- Focus on defining the uniqueness of Jordanian friendliness and hospitality as an assurance and motivating factor in which all can be constructively engaged;
- Focus on discouraging un-desired attitudes towards tourism and tourists through making a taboo (socially unaccepted) of such behaviors;
- Celebrate and highlight benefits and desired positive attributes.

For each of the aforementioned programs this document will outline how we propose to apply specific marketing activities to best meet the strategy and objectives.

The deliverables have been grouped into six main target groups and six communication categories. Each is referenced in this section but is covered in more detail as stated. The figure below outlines a matrix of the target group and the six communication categories of deliverable.

Target Group / Communication Category	PR	Advertising & Media Buying	New Media	Traditional Media	Events & Exhibitions	Conferences & Seminars
General Public	x	x	x	x	x	x
Career Choice Students	x	x	x	x	x	x
Career Choice Influencers	x	x		x	x	x
Policy Makers	x				x	x
Workers in the tourism industry	x	x	x	x	x	x
Media			x			x

Strategic Vision

Jordanian citizens and policy makers are actively committed to and participating in positioning, developing and growing Jordan's tourism economy as the essential vibrant sector for Jordan's economic and social development.

Strategic Mission

To inform, educate and change Jordanian public perceptions towards tourism through holistic awareness building initiatives that ensure citizen involvement, belief and adoption of tourism and the welcoming environment of Jordan.

Strategy Objectives

The communication objectives of this initiative are

- To educate the Jordanian public about the importance of the tourism sector to Jordan's economy and the positive effect on their life style
- To enhance public awareness of tourism to raise the profile of Jordan's tourism sector
- To reposition Jordan's tourism industry to become an 'Employer of Choice'
- To encourage and embed hospitable behavior towards tourists and to involve the public directly in delivering this objective.

The following sections of the document will outline how the above strategy objectives will be achieved. This will be done through the roll out and implementation of six sub-initiatives that focus on specific targets that are all tied in under the umbrella of the overall 'Tourism Jordan' initiative and brand.

3 Overall Initiative: Tourism Jordan

This program will set the foundation for what is required in the other sub-marketing programs. This implies a need for a number of foundation marketing activities that should take place before the implementation of the individual target focused programs.

Another key requirement is to define the control and co-ordination procedures and identify the selected personnel that will form a tourism national awareness council to drive and oversee both this program and its sub-initiatives.

This objective of the overall initiative is to ensure:

- Continuity of the national public awareness campaign;
- Message coordination and link under one national concept/theme so that it is easier for the public (with their different backgrounds) to understand and relate to;
- Maximum return on marketing investment through the leverage of different PR and branding opportunities

The concepts outlined in this document will be expanded into a more detailed action plan. This should be done on an integrated basis with each of the implementation agencies. It will be based on and informed by the results of the awareness survey that has been carried out.

1. Brand Foundation

Establishment of a “Tourism Jordan” brand approach is important. This will be used to bring identity and recognition to the program. This brand can be used in cooperation and partnership with the Jordan Tourism Board (JTB), Ministry of Tourism (MoTA) and other Private Tourism Sector entities so that they can reinforce the Tourism Jordan message through their own complementary marketing activities.

2. PR Foundation

PR will be an important program component that will not only support this program but each of the five sub programs. The establishment of a Publicity Service is a pre-requisite to the ability to commence a PR program.

Most of the PR programs proposed will raise the overall awareness across all target markets for the “Tourism Jordan” program. PR will enable messages to be delivered to the general public through radio, TV and newspaper interviews. At the same time by focusing on publications for the professional community and especially those aimed at the tourism sector, the business and academic community can be reached. Certain programs will clearly be targeted at a particular audience.

3. Core Message Foundation

Defining core overall message and governing social equity elements are central pre-requisite to the success of the program. This is core to lending focus and credibility to all programmed activities.

The core message and the social equity elements were derived from the National Strategy document and can be summarized as follows:

Core Message

All Jordanian interests and citizens will work in close partnership using the appropriate resources to attract and satisfy the needs of high yield customers seeking an excellent holiday experience in a peaceful, secure and welcoming Jordan characterized by its natural beauty and significant cultural heritage as a cradle of global civilization.

Social Equity

- Tourism should target the citizens and communities of Jordan as its primary beneficiaries by providing income generation and employment opportunities and by contributing revenue to government programs that support quality of life, environmental excellence, and societal development.
- Tourism should contribute to poverty alleviation by implementing the recommendations of the (World Tourism Organization) WTO's Sustainable Tourism-Eliminating Poverty initiative.
- Tourism should be inclusive and involve people, culture, and communities.
- Tourism policies should always consider social impacts and the potential deterioration of underlying resources and should plan to minimize them.
- Tourism enterprises should invest in skill development and training to enhance human resource development and build capacity.

4 Targeted Sub-Initiative: Tourism Jordan

This section defines the different public awareness sub-initiatives mapped and focused against the identified target groups. For each target group we have defined the group characteristics,

Target 1 - Jordanian General Public

This program's focus has to reach the citizens of Jordan. This refers to all average Jordanians who live in main cities, rural areas as well as in proximity to key tourist destinations in Jordan. It is specifically aimed at those in influential positions within the community and heads of families to encourage them to embrace the benefits of Tourism; to support community members to be entrepreneurs in tourism related projects, to consider careers in the tourism sector and to promote the 'unique Jordanian friendliness and hospitality' towards tourists as a way of life that is encouraged and accepted by the society.

A key part of this is not just the benefit of tourism generally but specifically the advantages achieved through being economically active in the tourism sector and in offering tourists best service and welcoming reception. It should be stressed that the program is about "connecting" Jordanians and this requires networking.

Awareness Objectives

- Encourage Jordanian public to embrace the benefits of tourism, tourists and the related activities.
- Encourage Jordanian public to increase their skills in dealing with tourists.
- Encourage Jordanian public to support pursuing professions in tourism industry.
- Educate the public on the best hospitality and tourist-welcoming ethics.

Key Messages

- Tourism is an essential and vibrant growth sector that will contribute to improving the long-term economic and social well-being of Jordanians.
- The friendliness and hospitality of the Jordanian people differentiates Jordan from regional competitor destinations – let us prove the experience and show how.
- We as Jordanians can and must enhance visitor experiences in our country.
- Working in tourism sector should not be taboo.

How to Tools

PR

This is to make sure that the messages are integrated into different normal activities that are already taking place. The key messages should be introduced through

- Special editorial articles in main newspapers and magazines.
- Special interviews/content on all radio channels and Jordan TV. Subjects should be covered regularly on TV programs like Yes'ed Sabahak, and 60minutes.
- Special press releases rewarding good citizens and behavior and repressing negative attitude.
- Create a special web blog linked to a discussion column in the newspaper. Radio and TV can refer to this as a base.

Community Activities and Events

This to make sure that the messages are clearly understood 'bottom-up' and to balance the risk of the initiative being perceived as another one of the public campaigns. The suggested activities are key in pre-introduction to introduce the messages through normal channels of public communication. Activities should include the following:

- Friday prayer Imam speech at Mosques across Jordan.

- Community roundtables at key governorates which are normally attended by sheiks and key influential people from the specific community.
- Family/tribe weekly/monthly meetings.
- Tourism Jordan Mascot election – different mascot proposals to be proposed to the public. This is to be done in an election style whereby each proposal will have to communicate its ‘Tourism Jordan’ manifesto. The public would then vote/elect the best proposition to be adopted as the national ‘Tourism Jordan’ figure which will become an integral part of the brand. Voting will take place through TV, radio, SMS, general phone and post offices. This will further be featured and integrated into the different activities and communication material.
- Launch an annual ‘Tourism Jordan’ branded carnival with distinctive themes for each tourist site, get all the general public, schools, universities, government and non government institutes to participate in their own way, set a competition for the best tourist/hospitality theme. The carnival should be at the beginning of the tourist season and should be launched for a whole day; a march from point A to point B should be prepared to show off the carnival & participants. This is to be fully covered by media and integrated with the suggested PR.

Advertising

- Tactical advertising to cover announcements for the events, mascot election and carnival.
- Strategic advertising through special caricature that will be based on the Tourism Jordan mascot character. It is to communicate the negative attitude we need to eliminate by making it ‘publicly eib’ and encourage good friendly hospitality. This is to be in all national newspapers on daily basis. It is recommended that this is positioned away from the special editorial section outlined in PR section.
- Advertise the winning Tourism Jordan Mascot manifesto.
- ‘Did you know ...’ campaign in all newspapers and print Can be particularly effective

Traditional Media

- Develop and roll out a special 3-5min TV series that features the Tourism Jordan mascot and that is run before the news on daily basis.
- Develop and roll out a special 5-10 animated TV cartoons that target those young children. (to be implemented in 2008)
- ‘Did you know`...’ campaign by TV and radio presenters
- Special ‘point of sale’ branded banners/posters in all post offices and police stations across Jordan.

Conferences & Seminars

- Special seminar series will be developed for the Sheiks’ of tribes, Governors and key influencers/gossipers within the community. This is to acquaint them with the public/awareness program, its objectives and the importance of their support. Such series are to be carried out in tourist destinations.
- Training sessions for the police - prepare a special presentation with Police Department and Ministry of Interior (to be carried out in 2007/2008)

New Media

- ‘Did you know...’ campaign through mass emails and mass SMS.
- Develop and roll out a creative educational radio tape (in format of local humor and pop music). This is to be run in public buses to educate people on behavior with tourists, friendliness, hospitality and the importance of the tourism sector.
- Develop and roll out a special branded website with a dedicated public forum/dialogue. This is to be linked to the main popular websites and newspaper websites.

Promotions

- Leverage promotions run by consumer brands like Pepsi. For example, develop and run a special edition, Tourism branded beverage competition e.g. Pepsi and win a visit and accommodation to one of the sites. A one month campaign gives away 5 prizes.

Branding

- Brand all taxi buses (buses with capacities of 20-25 people). These buses cover main routes between governorates and ensure transport to all Universities.
- Issue special edition branded ATM/Credit cards with local banks.
- Develop branded paper shopping bags that will be used at most major supermarkets¹.
- Issue special edition branded stamps. These could further include Tourism Jordan Mascot, picture of best smile, etc...(This is to be developed in 2006 and to be executed in 2007-2008 in cooperation with the Ministry of Information and Communication Technology)
- Coordinate with major fast food chains to create special branded meal, meal package and paper tray.
- Brand the uniform and the stations of the tourist police. (difficult – ministry of interior) (next year)

Further comments

To ensure the successful roll out and execution of the above tool, the following tools are needed

- Branded discussion guide collateral material to be distributed in conjunction with the Ministry of Religious and Islamic Affairs and the Ministry of Interior to all governors, heads of families and tribes and sheiks. This collateral guide will include a briefing about the project, background about the National Tourism Strategy (one page and in simple general language) and discussion points to guide them in their desired roles. This will be distributed through the roll out seminars.
- Branded banners, posters, etc.. to be used in events.
- Publish and distribute the winning Tourism Jordan Mascot manifesto and code of ethics. This can also be printed and sent to all P.O. Box across Jordan.
- Branded feedback post cards to be made available at all outlets, tourist destinations and all restaurants, hotels, taxis, etc...

¹ *It is recommended that this initiative is rolled out in coordination and collaboration with the Ministry of Environment as part of the environmental safety and friendliness.*

Target 2 - Career Choice Students

This program focuses on Jordanian students at all levels within the education system whether at elementary, primary or high schools, colleges or Universities. It also aims to reach teachers and leaders in education. The aim is to encourage them to embrace the benefits of tourism, to increase their own skill levels both in support of pursuing professions in tourism and its supporting sectors. Education is central to the success of the public awareness and it is a key pillar to initiate it.

Success in this process requires that at first the educators must be helped to understand the program and for this there will be a Teacher CD ROM tool to learn about the 'Tourism Jordan' initiative. Students and PC owning citizens will be able to log onto a website that offers more generic information that explains to them why tourism is important and the opportunities opened up by tourism for future prosperity.

Awareness Objectives

- Encourage Jordanian students and teachers to appreciate and embrace the benefits of tourism, tourists and the related activities.
- Encourage Jordanian students to consider pursuing careers and professions in the tourism industry and to increase their skills in dealing with tourists.
- Encourage Jordanian teachers to understand and support the values and opportunities in pursuing professions in tourism industry and to educate students on the importance of Jordan's tourism sector and the best hospitality and visitor-welcoming ethics.

Key Messages

- Tourism is an essential and vibrant growth sector that will contribute to improving the long-term economic and social well-being of Jordanians. Tourism is of vital importance to the national economy (largest export sector, second largest private sector employer, second highest producer of foreign exchange). It contributes more than US\$800 million to Jordan's economy and accounts to about 10% of its GDP.
- Tourism industry remains an industry which permits considerable ease of movement within the various sectors (especially hotels, restaurants, etc...) – a great opportunity for career progression, promotion and salary increase in a modern economy sector.
- Working in tourism sector should not be taboo.

How to Tools

PR

These are required to make sure that the messages are integrated into different normal activities that are already taking place. The key messages should be introduced through

- Special editorial articles in main newspapers (e.g. SHabab section of AlRai) and magazines (lifestyle and student on-campus).
- Special interviews/content on all radio channels and Jordan TV. Subjects should be covered regularly on TV programs like Yes'ed Sabahak, 60minutes and other youth related programs. This is to include interviews with students who were successful in the choice and those who are considering
- Special press releases releasing facts about industry employment, updates, etc....
- Create special students web blog linked to a discussion column in the newspaper. Radio and TV can refer to this as a base.

Community Activities and Events

- Career road show for students e.g., tour guide style in a tourists' bus, in a restaurant or hotel, etc..., have a branded booth in career fair. All this in line with 'Tourism Jordan' brand and featuring the Mascot.
- Community roundtables at key governorates which are normally attended by sheiks and key influential people from the specific community.

Advertising

- Family/tribe weekly/monthly meetings to discuss career related issues.
- Tourism is to be further featured and integrated into the different activities and communication material.
- Tactical advertising to cover announcements for the events, mascot election and carnival. This is a special execution of the ad that targets students.
- Strategic advertising through special caricature that will be based on the Tourism Jordan mascot character. This execution can be an episode. It is part of the overall and it is to communicate the profession within Tourism sector and make it extremely relevant to students, teachers and parents. This is to be in all national newspapers. It is recommended that this is positioned away from the special editorial section outlined in PR section.
- Advertise the winning Tourism Jordan Mascot manifesto together with other messages on all outdoor media in all Universities.
- 'Did you know ...' campaign as posters on notice boards in all schools and Universities.
- Advertise internships & scholarships sponsored by industry leaders (endorsed by the brand).
- Develop special direct mailer to be sent to all teachers in key public and private universities.

Traditional Media

- Develop and roll out a special 3-5min TV series that features the Tourism Jordan mascot and that is run before the news on daily basis. Again, this episode will focus on careers and tourism profession based on the key messages above.
- Develop and roll out a special 5-10 animated TV cartoon that targets young children and the episode to focus on working with tourists and on tourism profession.
- 'Did you know ...' campaign by TV and radio presenters
- Special 'point of sale' branded banners/posters in all post offices, Universities and Ministry of Education across Jordan.

Conferences & Seminars

- Roll out a series of special school trips (building on what schools organize anyway) – trips to tourist destinations, coupled with special activities, quizzes, team games that relate to tourism knowledge, professional behavior in sector, etc...
- Hold a conference/seminar for industry and education to launch sector specific internships and scholarships. This should be run in conjunction with the suggested careers fair.

New Media

- 'Did you know...' campaign through mass emails and mass SMS.
- Branded link on 'www.almanar.com' and on 'www.maktoob.com'
- Develop and roll out an interactive CD and information pack.
- Include special section and forum on the initiative's website.
- Develop and roll out special interactive games that build on the initiative and featuring the mascot – targeting school students.

Promotions

- Develop and publish with universities course prospectus that covers the sector related courses and that clearly outlines the career path in the sector.
- Develop special educational material, color in booklets, stories for young children and students.

Branding

- Apply the brand on the different applications and communication material.

Further comments

To ensure the successful roll out and execution of the above, the following tools are needed

- Branded discussion guide collateral material to be distributed in conjunction with the Ministry of Education and Ministry of Higher Education to all headmasters and teachers. The guide will include a briefing about the project, background about the National Tourism Strategy (one page and in simple general language) and discussion points to guide them in their desired roles. This will be distributed through the roll out seminars.
- Branded banners, posters, etc.. to be used in career road show, school and university career fairs, and notice boards.
- Publish and distribute the winning Tourism Jordan Mascot manifesto and code of ethics. This can also be printed and sent to all schools and universities across Jordan.
- Develop educational material and learning through fun books to be distributed to students and kindergartens.
- Develop educational kit to be distributed to all school headmasters and teachers through the Ministry of Education. Make this obligatory and maybe introduce a special class as part of the creativity/extra curricular activities.

Target 3 – Career Choice Influencers

This initiative focuses on education influencers and Jordanian students at all levels of education whether at elementary, primary or high schools, colleges or universities. It also aims to reach teachers and leaders in education. The aim is to encourage them to embrace the benefits of tourism and increase their own skill levels in support of pursuing professions in tourism and its supporting sectors. Education is central to the success of public awareness and it is key to facilitating it.

The education process begins by helping educators understand the program, and this will be achieved with a Teacher CD ROM tool that explains the National Awareness initiative. Students and PC-owning citizens will be able to log onto a website that offers more generic information that explains why tourism is important and what opportunities for future prosperity are opened up by tourism.

Awareness Objectives

- Inform and educate Jordanian teachers to embrace the benefits of tourism and related activities.
- Educate teachers to adopt good example behavior in welcoming tourists.
- Encourage Jordanian teachers
 - To support pursuing professions in the tourism industry.
 - To advise their students to consider pursuing careers and professions in tourism.
 - To educate students on the importance of Jordan's tourism sector
 - To educate students on the best hospitality and tourist welcoming behavior.

Key Messages

- Tourism is an essential and vibrant growth sector that will contribute to improving the long-term economic and social wellbeing of Jordanians.
- Tourism is of vital importance to the national economy (it is the largest export sector, second largest private sector employer, and second highest producer of foreign exchange). It contributes more than US\$1 billion to Jordan's economy and accounts for about 10% of its GDP.
- The tourism industry is one that permits considerable ease of movement within its various sectors (especially hotels, restaurants, etc.), and therefore it offers great opportunities for career progression, promotion and salary increase in a modern economy sector.
- Working in the tourism sector should not be taboo.

How to Tools

PR

This is to ensure that messages are integrated into various routine activities that are already taking place. The key messages should be introduced through

- Special editorial articles in main newspapers and magazines.
- Special interviews/content on all radio channels and Jordan TV. Subjects should be covered regularly on TV programs like Yes'ed Sabahak, and 60 minutes.
- Special press releases rewarding good citizens and behavior and repressing negative attitude.

Community Activities and Events

This will ensure that messages are clearly understood from the 'bottom-up' and to balance the risk of the initiative being perceived as just another publicity campaign. The suggested activities are important for introducing the messages through normal channels of public communication. Activities should include the following:

- Friday prayer Imam speech at mosques across Jordan.
- Community roundtables at key governorates which are normally attended by sheiks and key influential people from the specific community.
- Regular family/tribe meetings.
- Launch an annual 'Jordan National Tourism Day' branded event to get the general public, schools, universities, government and non-government institutions to participate in their own way, and set a competition for the best tourist/hospitality theme. This is to be fully covered by media and integrated with the suggested PR.

Advertising

- Tactical advertising to cover announcements of events, mascot election and carnival.
- Strategic advertising through a special caricature that will be based on the Tourism Jordan mascot. It will communicate the negative attitude we need to eliminate by making it publicly taboo, and encourage friendliness and hospitality instead. This will be run in all national newspapers on a daily basis. It is recommended that this is positioned away from the special editorial section outlined in the PR section.
- Advertise the winning Tourism Jordan mascot manifesto.
- Implement a 'Did you know?' campaign in all newspapers and print, which can be particularly effective.

Traditional Media

- Develop and roll out a special 3-5 minute TV series that features the Tourism Jordan mascot and that is aired before the local news on a daily basis.
- Develop and roll out special 5-10 minute TV cartoons that target young children (to be implemented in 2008).
- 'Did you know?' campaign hosted by TV and radio presenters
- Special 'point of sale' branded banners/posters in all post offices and police stations across Jordan.

Conferences & Seminars

- A special seminar series will be developed for the sheiks' of tribes, governors and key influencers/preachers within the community. This is to acquaint them with the public awareness program, its objectives and the importance of their support. Such series are to be carried out in tourist destinations.
- Hold training sessions for the police and prepare a special presentation with Police Department and Ministry of Interior (to be carried out in 2007/2008)

Promotions

- Leverage promotions run by consumer brands like Pepsi. For example, develop and run a special edition, tourism branded beverage competition, e.g. with Pepsi, consumers can win a package trip to local sites, with five prizes given away during a one month campaign.

Branding

- Brand all taxi buses (buses with capacities of 20-25 people). These buses cover main routes between governorates and ensure transport to all universities.
- Encourage local banks to issue special edition branded ATM/Credit cards.
- Develop branded paper shopping bags that will be used at major supermarkets.
- Issue special edition branded stamps. These could include the Tourism Jordan mascot, picture of best smile, etc. (to be developed in 2006 and executed in 2007-2008 in cooperation with Ministry of Information and Communication Technology)
- Coordinate with major fast food chains to create special branded meals, meal packages and paper trays.
- Brand the uniform and the stations of the tourist police. (Involves working with Ministry of Interior - to be worked on in 2007)

Target 4 - Policy Makers

This initiative essentially targets Jordanian's public sector – policy makers within government, parliament and other influential institutions and organizations. It explains to them why tourism is important and the opportunities opened up by tourism for future prosperity, economic growth and social advancement.

Awareness Objectives

- Encourage Jordanian policy makers to understand and embrace the benefits of tourism, tourism drivers and the related activities.
- Encourage Jordanian policy makers to improve the attractiveness of the tourism sector for investment and growth; and positively influence policy and government decisions within the tourism dynamic.
- Educate the public sector on the best hospitality and tourist-welcoming ethics.

Key Messages

- Tourism is an essential and vibrant growth sector that will contribute to improving the long-term economic and social well-being of Jordanians. Tourism is of vital importance to national economy (largest export sector, second largest private sector employer, second highest producer of foreign exchange). It contributes more than US\$800 million to Jordan's economy and accounts to about 10% of its GDP.
- Partnership of government, private sector and civil society has already been formed and is critical to the sustainable development of tourism economy, expand employment and entrepreneurial activity.
- Government should strive for greater efficiency in its services to aid competitiveness and remove heavy regulation of tourism-related businesses and remove excessive red-tape and bureaucracy
- The friendliness and hospitality of the Jordanian people differentiates Jordan from regional competitor destinations – Jordanians must prove the experience and show how. We as Jordanians must enhance visitor experience.
- Working in tourism sector should not be taboo.

How to Tools

PR

These are to make sure that the messages are integrated into different normal activities that are already taking place. The key messages should be introduced through

- Special editorial articles in main newspapers and magazines that talk about the importance of the sector
- Interviews with out-of-industry policy makers to be covered by radio, newspaper and 60min Friday night TV
- Special press releases concerning good tourism related advocacy work.

Community activities and events

- Special tours with lunch every two months to special tourist destinations to discuss industry related issues, successes and monitor progress

Special Media

- Develop special direct mail packages to be sent to all ministers, members of parliament, house of senate, Royal Court and other key policy makers and leaders, endorsed by the Office of the King. It should include a very brief call to action to solicit help, an updated highlight of the sector and a briefing about the national tourism strategy. This is to be sent every quarter.

Further comments

The brand elements should be applied on all the above including the studio design for interviews.

Target 5 - Workers in Tourism Sector

This program focuses on all Jordanians working within the tourism Industry, ranging over 6 main sectors: Accommodation; Restaurants; Tourism Attractions; Tourism Services; Tourism Transport Services and Tourism Administration, and 18 sub-sectors:

1. Hotels
2. Apartment Hotels
3. Unclassified Hotels
4. Camping & Hostels
5. Tourism Restaurants
6. Cafeterias
7. Pub Restaurants
8. Fast Food Restaurants, etc
9. Museums & Heritage Attractions
10. Travel Agents,
11. Tour Guiding & Horse Guides
12. Souvenir outlets
13. Car Rental,
14. Tourism Transport Companies and Taxi drivers
15. Airline Flight Services
16. Ministry of Tourism & Antiquities,
17. Information & Visitor Centers,
18. Jordan Tourism Board

This target is a key for the success as workers in the industry are the ones delivering the tourist experience and are the true test of Jordan's promise. There is general agreement that there is an opportunity to raise the level of the service, to formalize training and to adopt international best practices and code of ethics in dealing with tourists.

Awareness Objectives

- Encourage Jordanians working within the sector to actively promote the benefits of tourism, tourists and the related activities.
- Encourage Jordanians to develop their careers and skills further in dealing with tourists.
- Encourage Jordanian tourist sector employers to support workers in pursuing professions in tourism industry and to invest in developing the workforce of Jordan's tourism sector and the best hospitality and tourist-welcoming ethics.
- Encourage Jordanian workers to peruse further training and capacity building and apply the best ethics in tourism and hospitality.

Key Messages

- All workers should unite and focus on the customer by constantly improving quality of tourism products and services. With distinctive Jordanian friendliness and hospitality we all contribute to Jordan's attractiveness as a tourist destination. Let's celebrate successes when they occur within the work place.
- Tourism industry remains an industry which permits considerable ease of movement within the various sectors (especially hotels, restaurants, etc...) – a great opportunity for career progression, promotion and salary increase in a growth sector of the modern economy.
- Formal training and obtaining recognized qualifications in tourism are important.
- Make tourists aware of the quality difference between local and imported crafts

How to Tools

PR

These are required to make sure that the messages are integrated into different normal activities that are already taking place. The key messages should be introduced through

- Special editorial articles in main newspapers and magazines. These are to cover local best practices, testimonials from successful workers, etc...
- Special interviews/content on all radio channels and Jordan TV. Subjects should be covered regularly on TV programs like Yes'ed Sabahak, 60minutes and other useful programs.
- Special press releases releasing facts about new appointments, awards...

Community Activities and Events

- Launch hospitality award under the theme 'The Welcome of Jordan' divided into categories for best voted taxi driver, restaurant worker, tourism police, hotel worker, media coverage / story / program, tourism student. Get media coverage for it, the winner gets to be a national stamp in his/her area, will get a radio interview and will be published in the website. All this in line with 'Tourism Jordan' brand and featuring the Mascot.
- Launch a photo competition for best smile and greeting. Participating photos will get displayed in a special exhibition. Exhibition visitors and the general public will be requested to vote for the best photos using sms, email and radio. Winner of best photo can win a photography course abroad; random voting winner can win an accommodation at one of the tourist sites/services mentioned in the album. Use advertising and website for registration. All this in line with 'Tourism Jordan' brand and featuring the Mascot.
- For Taxi which fulfill certain standards, criteria – eligibility to become special branded tourism taxi cars (start with one 4x4 to create excitement and jealousy). This will be in special color and a clear link to website.

Advertising

- Tactical advertising to cover announcements for the events.
- Strategic advertising through special testimonials. It is to communicate the profession within Tourism sector. This is to be in all national newspapers. It is recommended that this is positioned away from the special editorial section outlined in PR section.
- Advertise the winning Tourism Jordan Mascot manifesto together with other messages inside taxis.

Traditional Media

- Develop and roll out a special 3-5min TV series that features the Tourism Jordan mascot and that is run before the news on daily basis. It is to promote best practices within the industry directly featuring the sector and its segments/sub sectors.
- 'Did you know'...' campaign by TV and radio presenters
- Special branded driver license for those who qualify.
- Branded feedback postcard (free postage) to encourage tourists and customers to comment on their experience in all location and across the difference services.

New Media

- 'Did you know...' campaign through mass emails and mass SMS.
- Include special section and forum on the initiative's website.

Promotions

- Develop and publish with JTB the Mascot manifesto and some direct mail aimed at the different workers to raise awareness about the 'special Jordanian friendliness and hospitality' – the welcome of Jordan - as well as code of ethics.

Branding

- Apply the brand on the different applications/communication material.

Further comments

To ensure the successful roll out and execution of the above, the following additional tools are needed

- Mechanism for the hospitality 'Welcome Jordan' award, collaterals for the award.
- Mechanism to promote quality and service in the taxi cohort.
- Mechanism to distribute and receive and the feedback card.
- Deployment and application of branding into all of the above.

Target 6 - Media

The prime focus of this initiative is the general media personnel, journalists, reporters, program presenters, content creative, producers, advertising agencies, etc... Media professionals play a pivotal role in forming and influencing public opinion about tourism industry. There is an opportunity to improve their knowledge about the sector and it is important to have their support accordingly.

Awareness Objectives

- Encourage Jordanian media professionals to understand and appreciate the benefits of tourism, tourists and the related activities.
- Encourage Jordanian media professionals to improve their coverage of sector related issues and align with the objectives of the national public awareness campaign.
- Educate media professionals on the best hospitality and tourist-welcoming ethics and incite them to cover and highlight good practices and bad practices.
- Ensure that the media are aware of new developments in the sector and areas of innovation within Jordan.

Key Messages

- Tourism is an essential and vibrant growth sector that will contribute to improving the long-term economic and social well-being of Jordanians. Tourism is of vital importance to national economy (largest export sector, second largest private sector employer, second highest producer of foreign exchange). It contributes more than US\$800 million to Jordan's economy and accounts to about 10% of its GDP.
- Ensuring that the role of tourism as part of the modern economy is understood and how its benefits can percolate down to local levels
- Partnership with media is critical to the sustainable development of tourism economy, to informing the public on expand employment opportunities and entrepreneurial activity.
- The friendliness and hospitality of the Jordanian people differentiates Jordan from regional competitor destinations – let us prove the experience and show how. We as Jordanians must enhance visitor experience.
- Covering and working in tourism sector should not be taboo and can be rewarding.

How to Tools

Media activities and events

- Special tours with lunch every two months to special tourist destinations to discuss industry related issues, successes.
- Monthly media roundtables.
- Launch a special mascot award for the best article of the year, best photograph of the year, best coverage of the sector of the year.

Special Media

- Develop special direct mail packages to be sent to all media professionals. It should include a very brief call to action to solicit support, an updated highlight of the sector and a briefing about the national tourism strategy. This should also include the Mascot manifesto and background to the 'Tourism Jordan' brand. This is to be sent every quarter.

Further comments

The brand elements should be applied on all the above including the studio design for interviews.

5 Implementation Framework

This section outlines how the different elements of the implementation framework for the public awareness sub-initiatives are integrated and mapped. It covers the following:

1. Implementation areas and language
2. Timeframe
3. Working with partners
4. Implementation means

1. Implementation Areas and Language

The initiative will be implemented throughout Jordan. It is to be launched in Amman and then rolled out to key tourist urban destinations and the surrounding governorates. In parallel, this will be executed throughout national schools and universities. The final stage will involve the full national roll out into all other areas.

The primary language of the initiative will be Arabic. English is to be used in-line with Arabic when the targeted communication requires that, otherwise English should remain as secondary language.

2. Timeframe

Work on implementing the strategy campaign will start in the first quarter of 2007 and will continue for the remainder of 2007 and 2008.

3. Working with Partners

The execution of this national public awareness of tourism campaign will evolve over time. Its successful implementation will be a result of collective effort and partnership between the different industry stakeholders and key players. Partnership work will include the project manager SIYAHA, Jordan Tourism Board, Ministry of Tourism and Antiquities, different government agencies, Aqaba Special Economic Zone Authority (ASEZA), civil society, donor agencies and key private sector organizations and other business associations with similar goals and issues. Partnering with these organizations more successfully leverages funding, lends credibility to the messages and builds momentum behind the awareness and communications.

These partnerships will naturally evolve as special events/subject roundtables are planned and executed.

Ministry of Tourism and Antiquities (MOTA)

MOTA's principal roles are leadership, policy development, and political mediation. It is recommended that the ministry take the lead in establishing conditions through which the private sector can invest in public assets and become involved in their management and marketing. MOTA' should ensure professional follow up and implementation of all public awareness strategy recommendations. The National Tourism Council (NTC), through which the minister can receive policy advice from both the private and public sector on high-level issues, can be a beneficial forum as long as its focus is on strategic and policy issues, and that it does not duplicate the functions of the JTB and MOTA.

Government Agencies

Economic priorities, FDI, education, public investment, and infrastructure policies and actions require close coordination by government agencies who oversee the resources, laws, and regulations that impact tourism. Ministry of Education, Ministry of Higher Education, Ministry of Interior and Ministry of Labour all have key roles to play in facilitating the role out of the initiatives within this tourism public awareness campaign.

Jordan Tourism Board (JTB)

The JTB is solely engaged in marketing and promotion. It has an extremely important and critical role to play here. It will lend and support the initiative with the branding element as the brand owner and brand guardian. It will also integrate the messages and the campaign elements into its activities as necessary. JTB will work closely with SIYAHA to make this a reality.

Aqaba Special Economic Zone Authority (ASEZA)

Although Aqaba has an independent strategy that is consistent with the National Tourism Strategy and the core principles of its integrated approach and partnership, close partnership with the JTB and SIYAHA team are essential to roll out the initiative within Aqaba and to ensure the integration and alignment of the activities and messages.

Private Sector

As per the National Tourism Strategy, the private sector is the lead implementer of the value delivery system. Their involvement in all aspects of the public awareness strategy is important both as implementation team, as sponsors and as key supporters and advocates.

Civil Society

NGOs, conservation and historic preservation advocates, and institutions of higher education need to be actively involved in the planning and monitoring of tourism to help ensure its sustainability.

Other Donors

Development assistance from bilateral and multilateral aid agencies should be well coordinated, and used strategically for the suggested tourism public awareness-related projects.

4. Implementation Means

SIYAHA will lead the key industry stakeholders' commitment to fund the strategy implementation. And once the necessary funds are committed to, the implementation will kick off with SIYAHA to cost-share on 1:2 ratio basis. Other funds and sponsors can be sought from organization other than the key industry stakeholders who have strategic interest in supporting such a campaign

5. Monitoring and Evaluation

In order to gauge the success of the plan implementation, it will be necessary to develop clear targets and indicators for results, taking into account the following aspects:

- Creating awareness, understanding, and support for tourism by the Jordanian public.
- Increased awareness and participation in tourism from national to community levels.
- Increased number of students and professionals working within the tourism sector.
- Quality enhancement of the visitor experience through product design, diversity, presentation, innovation, customization, and service delivery.
- Improving the “welcome” that tourists receive at all appropriate entry points
- Effectiveness of increased funding for tourism development and destination and product marketing in helping the tourism industry meet the receipts and tax revenue goals.
- The effectiveness of partnerships between the public and private sectors, including the agreement of common objectives, the pooling of resources and skills, and joint action
- Conducting market research to empower the refinement of the public awareness key messages.
- Adopting and implementing sustainable tourism policies.
- Enabling, supporting, and facilitating investment.
- Obtaining greater involvement and support from all of the stakeholders of the tourism industry.
- Provision of training and capacity building measures to improve human resource development.

6 Success Indicators

The success of the Tourism public awareness communication initiative will be tied to the goals of the National Tourism Strategy and the respective exercise objectives set forth by SIYAHA team:

- Increasing the awareness, among Jordanian public, about Jordan's Tourism sector, its important and critical role in the economy and respectively the opportunities it offers.
- Increasing positive perception about the role of the normal Jordanian in developing the tourism sector and enhancing the visitor experience.
- Successful roll out of the public awareness brand, the launch of the mascot as the national symbol and hero of the 'unique Jordanian friendliness and hospitality'.
- Decreasing the number of reported incidents of negative service feedback and tourist harassment and bad behavior.
- Increasing the number of students and workers seeking professions in the tourism sector.
- Increasing influence among key stakeholders and decision makers to facilitate the sector initiatives and to accelerate the implementation of the National Tourism Strategy.

7 Steps Towards Implementation

Strategic implementation has a high failure rate and has little value unless it can be transformed into planned action. It is essential that the roles and responsibilities of each key stakeholder organization together with the role of the implementing organization team be clearly defined.

The following briefly outlines the next action steps to move forward with the implementation of the strategic tourism public awareness strategy and plan.

Action Step

- Seek industry buy-in and commitment to fund the campaign
- Present strategy to committee and get approval
- Seek endorsement from MoTA
- Launch the strategy
- Develop a comprehensive implementation plan
- Kick off the campaign
- Review, feedback and realignment

8 Conclusion

The tourism industry is the largest productive sector and most important contributor in, the Jordanian economy. This importance is likely to increase in the future as tourism is a “dawn industry.” The development of a national strategy has united all stakeholders behind an agreed vision and set of goals to be achieved by year 2010. The development and respective roll out of tourism Public Awareness campaign is a key pillar supporting the National Tourism Strategy. Key public awareness strategic direction points are:

- To enhance public awareness of tourism across the target audiences
- To raise the profile and the importance of Jordan’s Tourism Sector.
- To involve the public within the sector.
- To encourage the benefits of a customer centric approach
- To encourage hospitable and ethical behavior towards tourism.

This is to be executed through a special targeted and creative, holistic communication and marketing initiatives that involve the public from within.

Annex 1 – Tourism Awareness Survey

Tourism Awareness Survey

Table of Contents

1. TABLE OF CONTENTS.....	29
2. INTRODUCTION	30
2.1 IMPORTANCE OF TOURISM IN JORDAN.....	30
2.2 TOURISM AWARENESS CONCEPTS AND OBJECTIVES	30
TOURISM AWARENESS AND ATTITUDES RESEARCH	31
3. METHODOLOGY OF THE SURVEY	33
3.1 AIM OF SURVEY 33	
3.2 GEOGRAPHY AND DEMOGRAPHIC STRUCTURE OF THE RESEARCH UNIVERSE.....	33
3.3. SAMPLE METHODOLOGY.....	34
4. SOCIO DEMOGRAPHIC PROFILE OF SURVEY SAMPLE	36
4.1. GENERAL PUBLIC SAMPLE PROFILE	36
4.2. SECONDARY SCHOOLS SAMPLE PROFILE	36
4.3. COMMUNITY COLLEGE AND UNIVERSITY STUDENT SAMPLE PROFILE.....	37
4.4. TOURISM WORKERS PROFILE.....	38
5. ANALYSIS OF SURVEY FINDINGS.....	39
5.1. ARE THE PUBLIC AWARE OF TOURISM IN JORDAN?.....	39
ARE PEOPLE INTERESTED IN KNOWING MORE ABOUT TOURISM?	40
5.2. DOES TOURISM CONTRIBUTE TO THE WELLBEING OF JORDAN?	41
ARE GOVERNMENT POLICY MAKERS SURE ABOUT THE IMPORTANCE OF TOURISM TO JORDAN?	41
5.3. DOES TOURISM OFFER ADVANTAGES TO JORDAN?	42
DO JORDANIANS SEE ADVANTAGES OF AN EXPANDING TOURISM INDUSTRY IN FUTURE ?.....	43
DO JORDANIANS SEE DISADVANTAGES OF AN EXPANDING TOURISM INDUSTRY IN FUTURE ?	44
ARE THERE OBSTACLES TO IMPROVING TOURISM IN JORDAN?.....	44
DO TOURISM WORKERS SEE OBSTACLES TO EXPANDING THE TOURISM INDUSTRY?	45
5.4. ARE PEOPLE OPTIMISTIC ABOUT TOURISM - IS TOURISM A GROWTH INDUSTRY?.....	45
DO TOURISM WORKERS PERCEIVE THEY ARE IN A GROWTH INDUSTRY?.....	47
5.5. DOES TOURISM CREATE NEW JOB OPPORTUNITIES?	47
ARE TOURISM WORKERS CONVINCED THAT CAREER OPPORTUNITIES EXIST IN TOURISM?	48
WHICH FACTORS ARE IMPORTANT IN SELECTING A TOURISM JOB?	49
ARE TOURISM JOBS ATTRACTIVE?	49
5.6 IS TOURISM A PREFERRED CAREER CHOICE FOR STUDENTS	49
ARE STUDENTS CAREER CHOICES INFLUENCED BY THEIR PARENTS?	49
WHAT ARE THE IMPORTANT FACTORS IN SELECTING A TOURISM CAREER?	51
IS TOURISM A CAREER OF THE FUTURE ?.....	52
DOES TOURISM RANK HIGH AS A CAREER OPTION BY UNIVERSITY/COLLEGE STUDENTS?	53
6. WAY FORWARD TO A NATIONAL TOURISM AWARENESS STRATEGY	55
7. CONCLUSION	58

2. Introduction

2.1 Importance of Tourism in Jordan

The World Tourism Organization (WTO) reported that Jordan was one of the few countries in the Middle East to have recorded growth of nearly 4.1% in tourism in 2005, with 5.817 million visitors compared to 5.587 million in 2004. Data released by the Ministry of Tourism and Antiquities (MoTA) indicated an upward trend in tourist traffic to the country, generating JD 1,022 million in tourism revenues grew by 8.4 per cent in 2005, up from JD943 million in 2004. Jordan is among the fastest growing economies in the Middle East. Tourism contributes more than US\$800 million to Jordan's economy and accounts for approximately 10 percent of the country's gross domestic product (GDP).

With a GDP growth rate of 7%, Jordan is undergoing profound socio-economic development, coupled with a strong boom in the tourism and real estate sector. Significant investments in tourism, leisure and real estate projects are underway. Over \$5 billion will be invested in hotels and tourism estate developments in Jordan over the next decade. (MoTA 2006).

Setting ambitious targets, Jordan will have to adopt a competitive approach to sustain its current positive momentum and leverage its strengths in the future. The goal is to double Jordan's tourism economy by 2010 in real terms, by increasing tourism receipts from JD570 million in 2003 to JD 1,3 billion (US\$ 1,84 billion); and increasing tourism supported jobs from 40,791 in 2003 to 91,719, thus creating over 51,000 new jobs.

2.2 Tourism Awareness Concepts and Objectives

Tourism has emerged as a key economic driver in the Middle East, including Jordan. Tourism is of vital importance to the national economy of Jordan. It is the Kingdom's largest export sector, its second largest private sector employer, and its second highest producer of foreign exchange. Tourism is an industry in which people are the center of activity. Tourism should be giving decisive impetus to development and promoting the diversification of the local industry and commerce, whilst using a minimal level of natural resources and preserving the environment.

By nature, tourism is a significant consumer of agricultural and food products as well as handicrafts and local services. This ensures that the benefits of tourism trickle down to the local levels. It also has a low barrier to entry and presents opportunities for enterprise and employment as well as being a leader in bringing infrastructure and social facilities to local people.

Socially, one of the most important benefits of the tourism industry is the creation of both skilled and unskilled employment. When properly developed and managed, tourism can serve as an effective mechanism for securing and stimulating the practice of local cultures, traditions, arts and crafts, cuisine, protection of natural environments and the preservation of historical, archaeological and religious monuments.

However, the host community at large do not recognize the extent of the positive economic, social and environmental benefits that tourism can have on the standard of living and economic prosperity. Due to pejorative social perceptions surrounding the image of the tourism industry in the country, the tourism sector has also been unable to sufficiently attract talented employees to the workforce as well as to encourage the development of small businesses.

Improving the understanding and the importance of tourism has already been defined as one of the key success factors for developing sustainable tourism in Jordan. In order to mobilize support for the sector across Jordan, it is deemed necessary to plan and implement a tourism awareness campaign through a researched and structured marketing plan. Campaigns will be designed to reach five key target groups: the general public, career deciders (students), career influencers (teachers) workers in the tourism industry and policy makers.

Increased host community awareness contributes to an increase in participation in tourism. Careers in tourism will be positioned as the career of choice, while entrepreneurs will be encouraged to participate in new tourism

product and service development. The population at large will also become more sensitive to tourists' needs. The increase of public awareness also contributes to the accelerated implementation of the National Tourism Strategy, specifically to highlight the importance of tourism, and the urgency of supporting regulatory and institutional change that would result in the implementation of the strategy, and increased economic opportunities for Jordan.

A survey was undertaken to establish a baseline measurement for the current level of awareness, and attitudes of the people of Jordan towards tourism. The survey analysis provides a perspective on common socio-demographic details such as living location, employment and family status. The survey was designed to provide direction for the marketing plan and follow on campaigns that will be implemented later.

Tourism Awareness and Attitudes Research

An extensive array of research has been conducted on host community awareness and attitudes toward tourism. Recent research has been conducted targeting communities worldwide, including those in US, Europe and Middle East. McGehee and Andereck (2004) find that while earlier work focused on the large-scale, or macro, side of host community attitudes, more recent research has targeted the micro side of host community attitude research. Research on host community levels of awareness and attitudes of tourism constitutes one of the most systematic and well-studied areas of tourism. Host community attitudes toward tourism have been a subject of research for more than 30 years. Jafari (1986) noted that historically, tourism research focused on the positive aspects of tourism impacts in the 1960s, the negative aspects in the 1970s, and a more balanced, systematic approach in the 1980s. Research in the past decade has shifted focus from the impacts themselves to the study of publics at the community level.

Early quantitative studies of host community attitudes toward tourism that had a tourism-impact focus usually included either a series of questionnaire items related to several types of previously documented impacts or focused specifically on social or environmental issues. Others have taken a tourism-attitudes approach, considering the attitudes of a community's toward tourism. Researchers who developed these studies made the valid argument that host community attitudes toward tourism impacts were at least as important as the actual impacts, if not more so. In most studies, attitudes were measured using a series of agreement scales.

A number of models have been developed as a way to attempt to measure and predict host community attitudes about tourism. The most recent models by Carmichael (2000) attempted to establish the traditionally elusive empirical connection between host community attitudes and behavior concerning tourism development, Gursoy, Jurowski, and Uysal (2002) developed a model to survey the host community support and perceived costs and benefits of tourism development. Lindberg, Andersson, and Dellaert (2001) predicted gains and losses as a result of development in an area. A cluster analysis model was used by Fredline and Faulkner (2000) to measure attitudes.

The Perdue, Long, and Allen (1990) model utilized regression analysis to measure the interactive effects of various personal characteristics of respondents; specifically the influence of personal characteristics and perceptions on support for tourism development.

As a step in trying to explain host community attitudes toward tourism, several studies have investigated the relationship between an individual's characteristics, including demographics, personal benefits from tourism, community attachment, and attitudes toward tourism development. Findings have been mixed with respect to these relationships. The majority of studies have shown host communities who are dependent on the tourism industry or perceive a greater level of economic gain tend to have a more positive perception of tourism's economic impact than other host communities. Those who were directly dependent were found to perceive the tourism industry in a more positive light in terms of employment opportunities, personal income, tax revenues, and standard of living. Lindberg and Johnson reported that people who placed a greater amount of importance on economic development had more positive attitudes toward tourism. There is also evidence that those who feel they receive tourism's benefits are aware of some of the negative impacts tourism can have.

Another variable that has been investigated in some studies is community attachment, often measured as length of residence and/or growing up in a community. Some investigators have found evidence that attachment is

negatively related to tourism attitudes, but this relationship is not yet conclusive, given that others have found the opposite relationship or no definitive relationship in their studies.

A relationship that has been explored by several researchers is the association between a community's economic activity and attitudes toward tourism. Long, Perdue, and Allen's (1990) findings suggested that residents in communities that were more dependent on tourism perceived higher levels of impacts and were more supportive of user fees and taxes. They also found that there appeared to be a threshold of tourism development activity beyond which attitudes became less positive; initially, host communities' feelings about tourism became more positive as level of tourism increased; then, at some point, attitudes began to be less positive. Generally, no consistent relationships have emerged when testing the connection between demographic variables and tourism attitudes. The only demographic characteristic that appears consistent across any studies indicates that business owners are more positive toward tourism than other groups. This result would be expected in that business owners receive direct benefits from tourism.

A great deal of progress has been made in the study of host community attitudes toward tourism, but a great deal is left to be done. No matter what future direction host community attitude research takes, the most important goal must be to assure that the varied voices of the community are heard.

3. Methodology of the Survey

3.1 Aim of Survey

The aim of the survey was to assess and understand the level of awareness of and the attitudes towards tourism among the Jordanian public.

3.2 Geography and demographic structure of the research universe

Geography

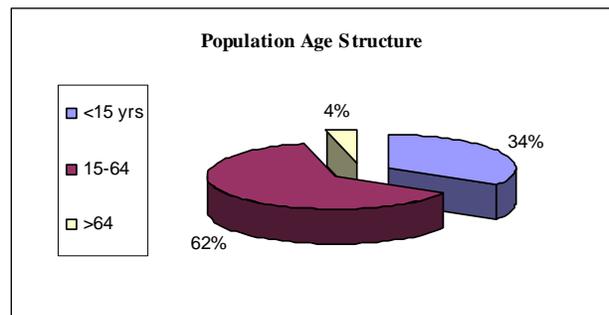
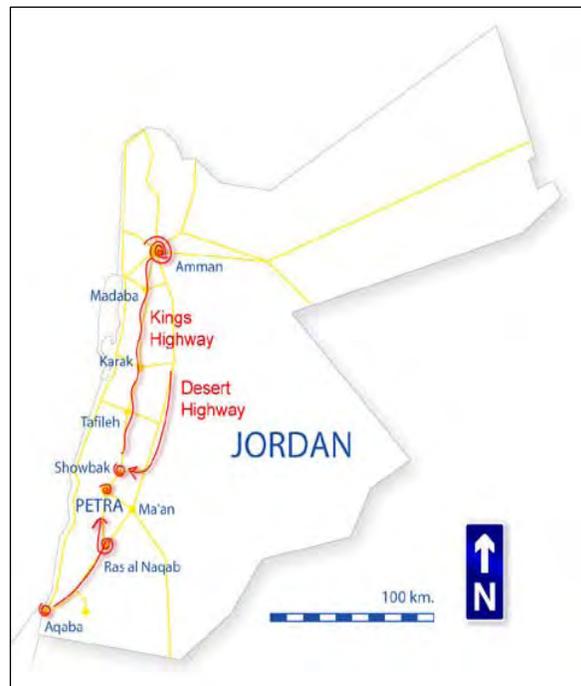
Jordan is situated at the crossroads of the Middle East. Comprising of 92,300 sq km (57,354 sq miles). Jordan is divided into twelve governorates (Ajlun, Al 'Aqabah, Al Balqa', Al Karak, Al Mafraq, 'Amman, At Tafilah, Az Zarqa', Irbid, Jarash, Ma'an, and Madaba), and three natural and climatic areas: Jordan valley, mountain heights plateau, and the eastern desert (Badia region) which is divided into land: 91,971 sq km and water: 329 sq km. The Eastern desert forms 75% of the total area and the cultivated area amounts to about (387 sq km). Figure 1 illustrates the main geographic and tourist circuits in Jordan

Demographic

By July 2006, the population of Jordan was reported to be 5,906,760. According to estimates children below the age of 15 constitute 34% of the total population, while individuals between 15-64 years of age constitute 62% of the total population.

The proportion of people over the age of 65 is 4%. The majority of the population lives in Amman Governorate. (Source: Department of Statistics, 2004)

Figure 1 Geographic and tourist circuits



3.3. Sample Methodology

This survey was conducted across a wide range of specified target groups.

Table 3.1: Research sample methodology

Target Group	Sampling Method	Sample Size	Interview Method
General Public	Cluster random probability method	800 respondents - representative of adult population 18 years and over.	In-home face-to-face interviews
Secondary School Students	Probability sample	799 respondents	Questionnaires
University / College Students	Non random sample	1,108 respondents	Questionnaires
Workers in Industry	Non random sample	46 respondents	Workplace face-to-face interviews
GoJ Policy Makers and industry leaders	Non random sample	25 respondents	Workplace face-to-face interviews
Total		2,778 respondents	

Questionnaire design

A questionnaire was designed and customized to each target group. The questionnaire consists of nineteen questions, which included questions in the following seven categories:

1. Levels of awareness of tourism in Jordan
2. Perceived importance of tourism to Jordan
3. Advantages and disadvantages of tourism to Jordanians
4. Perceived obstacles to tourism development in Jordan
5. Perceived optimism for tourism in Jordan
6. Potential of tourism to create job opportunities
7. Importance of tourism in student career choice

Field Research

SIYAHA commissioned MEMRC to conduct the survey in February and March 2006, based on the sample frame and profile including:

1. A national sample survey among the general public that would aim at measuring the level of awareness and attitudes towards tourism. The survey utilized a cluster random probability approach using in-home face-to-face interviews among 800 respondents representative of Jordanians 18 years and over across the Kingdom.
2. High-school, community college student and university student survey to inform which careers students in grade 11/12 secondary classes are considering.
3. Nineteen Secondary Schools including Private and Public Schools were visited and a total of 799 questionnaires were completed and processed. Secondary Schools were selected covering Amman, Irbid, Zarqa, Madaba, Jerash, Maan and Aqaba governorates to gain insight on what factors were considered by students in their choice of major and their perceptions regarding a career in tourism.

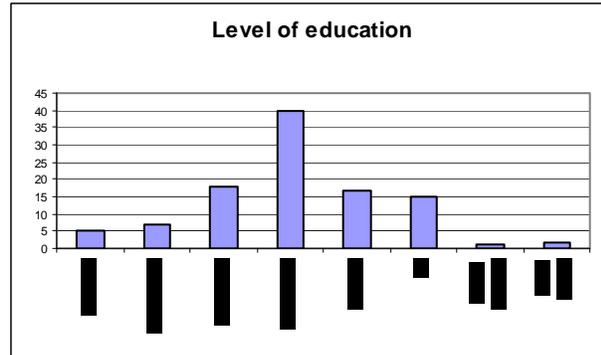
4. A total of seven community college Schools were visited and a total of 341 questionnaires were completed and processed. community college Schools visited included both Amman and Zarqa Governorates
5. A total of eight universities were visited, including University of Jordan, Yarmouk University, University of Science and Technology, Al Ahliyya Amman University, Philadelphia University, Zaytoonch University, Petra University and Applied Science University. A total of 767 questionnaires were completed and processed to gain insight on what factors were considered by university students in their choice of major and their perceptions regarding a career in tourism.
6. A sample of 46 managers and workers in the tourism industry were interviewed face-to-face, breakdown as follows: hotels 10, restaurants 10, tour guides 10, tour operators 10, and tourism facilitators 15.
7. A total of twenty-five government policymakers and tourism industry leaders were interviewed for their views on tourism in Jordan and their suggestions for improving tourism. This sample included senior government officials and members of parliament.

4. Socio demographic profile of survey sample

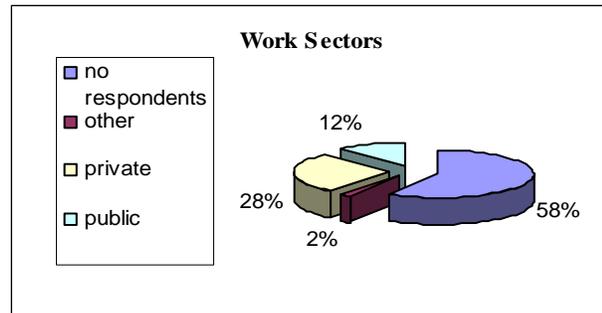
4.1. General public sample profile

The number of female participants in the sample of general public was close to 50%. Almost two-thirds 66% of the respondents were married and one third 34% claimed to be single.

The majority of the respondents were educated. This stems from Jordan's commitment to providing free primary education. About two-fifths (40%) completed high school education, followed by one fifth who completed junior high school (17%). Those who attained diplomas comprised 16% of the sample and those with university degrees were 14%.



The overall unemployment percent among sample participants was high with nearly 60% not working. Approximately 48% were not in search of a job and only about 11.5% were in pursuit of full time employment, 40.5% did not wish to indicate their employment status.

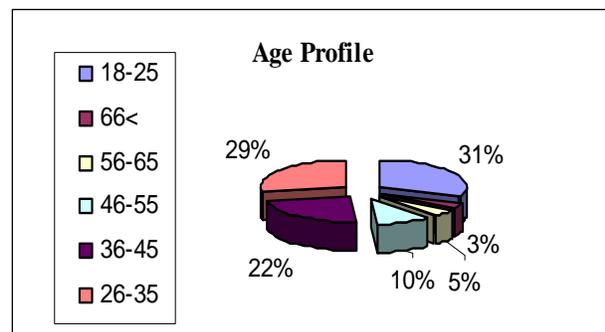
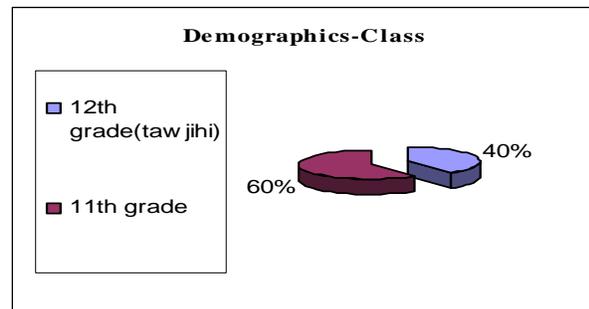


Of those working 28% worked in the private sector and 12% worked in the public sector.

Those aged 18-45 years constituted the majority of the sample; this reflects the national age profile. Approximately 71% of those surveyed had not taken a tourism trip outside Jordan and 29% had not taken a tourism trip, either outside or inside Jordan, in the last three years.

4.2. Secondary schools sample profile

In Jordan, the Ministry of Education manages basic and secondary education, whilst the Ministry of Higher Education and the Council of Higher Education are responsible for higher education. School education is divided into the following cycles: kindergarten for two years, 10 years' basic education and two years' secondary education. At schools, the academic year generally runs from August to May. The higher education year covers the period from September to June. The first 10 years are known as basic education and comprises primary and preparatory education. The final two years are known as secondary education. All school education (excluding pre-primary) is free, but only basic education is compulsory. The secondary cycle spans two years (grades 11 and 12). Students choose from one of two types of school: comprehensive secondary or applied secondary. Education at this level is not compulsory. The medium of instruction is Arabic, though English is a compulsory subject.



Comprehensive secondary is further divided into two groups: academic schools and vocational schools. On completion of grade 12, all students take the external Tawjihi (General Secondary Education Certificate) examinations.

Nearly 50% of the students interviewed were in the literary study stream and 30% were in the scientific stream. Vocational and MIS stream both comprised about 20% of the sample. 60% of the secondary school students were enrolled in 11th grade and 40% in 12th grade.

4.3. Community college and university student sample profile

Community college

Community colleges offer post-secondary education at the non-university level in Jordan. The courses are generally intended to prepare students to enter the workforce directly. Community colleges in Jordan are operated by the Ministry of Higher Education, other government ministries, the United Nations Relief and Workers Agency (UNWRA) and the private sector.

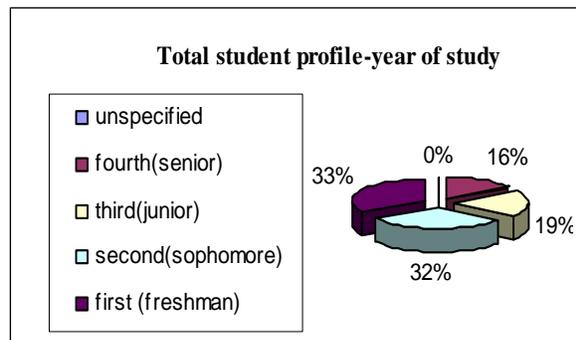
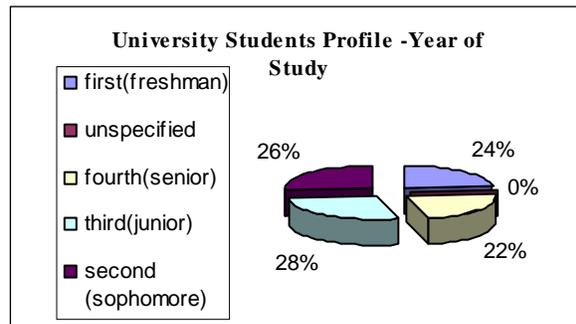
The duration of study at community colleges is two to three academic years, each one divided into two semesters plus one summer session. They follow the credit-hour system in teaching, in which the maximum load is 21 credit hours for each semester and 10 credit hours for the summer session. Depending on the subject, a total of 66-88 credit hours should be covered over two academic years.

At the end of the course, students sit a comprehensive examination administered and supervised by the Ministry of Higher Education. Those who pass are awarded an Intermediate Diploma. The survey sample consisted of 54% first year college students and 46% are in second year.

University

There are two categories of universities in Jordan, public universities and private universities. The qualifying standard for admission varies from 65% for public universities to 60% for private universities; however 25% percent of the available places in public universities are reserved for students in special groups who make the qualifying score.

The Council for Higher Education has significant authority over private universities. The Council must approve the types of studies and fields of specialization at various levels; set admissions criteria; approve acceptance of donations, gifts and grants; review performance through examination of budgets and reports, and approve any cultural or technical cooperation agreements the university may wish to make with other institutions or bodies. There are some differences between private and public universities i.e. with the private universities, students 'pay' for their education and staff salaries are generally higher but on a contract basis without the expectation of tenure.



The sample of university students is approximately equal across the four years of study. The majority of the samples of college students were first year students. When combining the total university and college sample, first and second year student's amounted to more than 55% of the sample.

4.4. Tourism workers profile

There is considerable imbalance in relation to gender in which males dominate the sample at 89% compared with 11% for females; this however reflects the national average (Tourism Manpower Survey – 2006).

Of those who participated in the study, 43% were in the age group of 30-39 followed by 33% of those aged 20-29. Those aged forty and above comprised 24% of the entire study sample.

As for the education level, the vast majority of the samples were well educated with 41% holding a bachelor degree; 33% a diploma; and 8% of higher education.

Approximately 23% of participants worked in tour operation while 66% worked in hotels, 22% in restaurants and as tour guides respectively and 11% worked as receptionists.

The sample respondents were categorized into managers/supervisors and operatives, as follows:

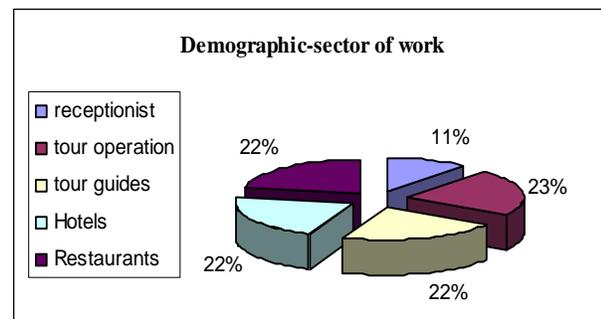
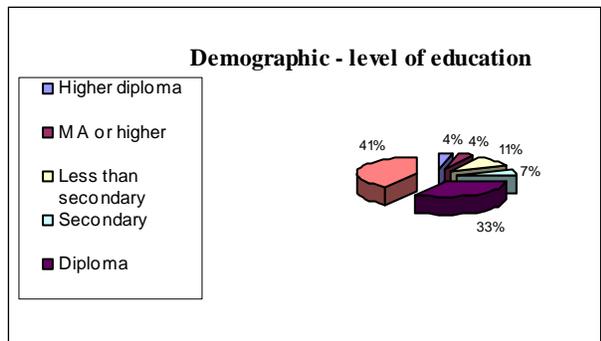
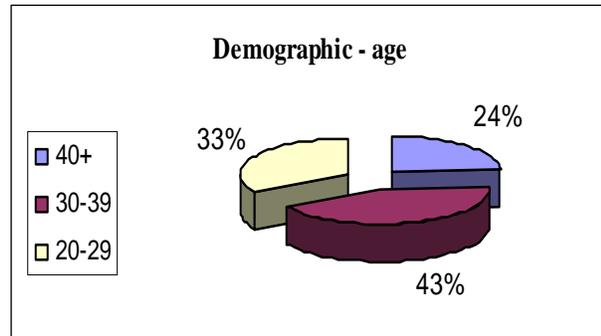


Table 4.1: Categories of tourism industry worker sample

Managers/ Supervisors	Operatives
Tour Manager	Tour operation clerks
Ticketing Managers	Travel Receptionists
General Managers	Tourist Police
Food and Beverage Managers	Tour Guides
Banqueting Managers	Cleaning Staff
Human Resources Supervisors	Hall Porter
Assistant Managers	Hotel Accountant
Head Housekeepers	Barmen
Front Office Supervisors	Waiters/Waitresses

5. Analysis of Survey Findings

This section defines the different public awareness sub-initiatives mapped and grouped against the different focus target groups.

The survey analysis addressed the following six (6) questions:

1. Are people aware of tourism in Jordan?
2. Does tourism contribute to the welfare of Jordan?
3. Does tourism offer advantages to Jordan?
4. Are people optimistic about tourism – is tourism a growing industry?
5. Does tourism create new job opportunities?
6. Is tourism a preferred career choice for students?

The analysis was then conducted to include the specific target group on whom the research was conducted.

5.1. Are the public aware of tourism in Jordan?

In aggregating the combined responses, it can be concluded that the majority of the combined host community – 86% were at least aware of tourism, had basic knowledge or experienced tourism. However it cannot be concluded whether the attitudes held were positive or negative.

Most respondents were interested in receiving information on tourism through brochures (34%), media (33%), CD (13%), and website (12%) among others.

About 75% of the national sample had visited the Dead Sea, the Roman Amphitheater in Amman and the Roman Ruins in Jerash. Aqaba, Ajloun, Um Qais and the Hot Springs in Main. Others listed sites including Petra (44%) were visited by less than one-quarter of the sample.

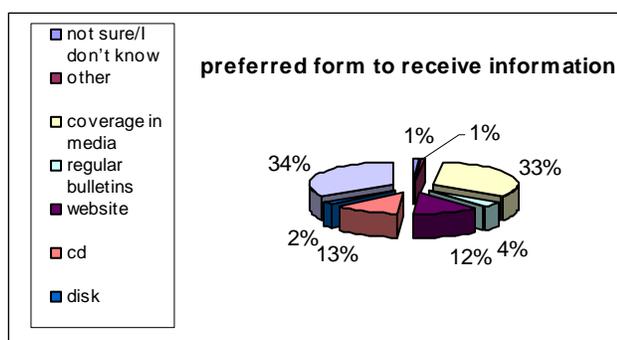


Table 5.1: Jordanians visiting tourist sights

Tourist sights	%
Roman Ruins, Jerash	76.9
Dead Sea	83.6
Aqaba	64.2
Main Hot Springs	54.6
Rabad Castle, Ajloun	62.8
Um Qais Archeological Area	60.8
Roman Amphitheater, Amman	79.4
Petra	41.8
Mount Nebo	22.3
Baptism Site, Jordan Valley	30.7
Wadi Rum	30.3
Kerak Castle	34.6
Dana Site, Tafleeh	16.0
Afra Springs, Tafleeh	16.2

Only (50.7%) have had an excursion to any of the tourist sites in Jordan during the past three years

Table 5.2: Visited tourist sights with an overnight stay

Visited	%
Aqaba	44.5
Petra	11.5
Dead Sea	8.8
Hammat Main	4.8
Wadi Rum	3.3
Jerash	3.1
Um Qais	2.3
Ajloun	1.6

Approximately (29%) have had a tourist excursion outside Jordan during the past three years

Table 5.3: A tourist excursion outside Jordan

Country Visited	%
Syria	18
Saudi Arabia	9
Egypt	4
Lebanon	4
Iraq	1
Other Arab	3
Turkey	2
West Europe	4
Cyprus	1
East Europe	1
U.S.A / Canada	1
South East Asia	1
Other	1

Are people interested in knowing more about tourism?

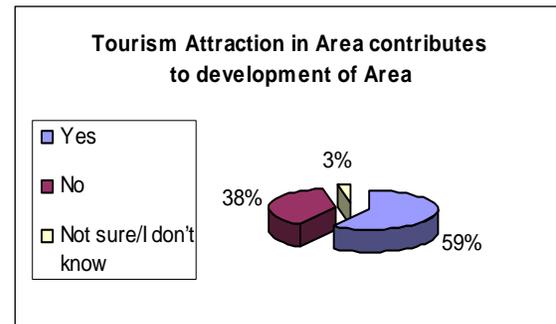
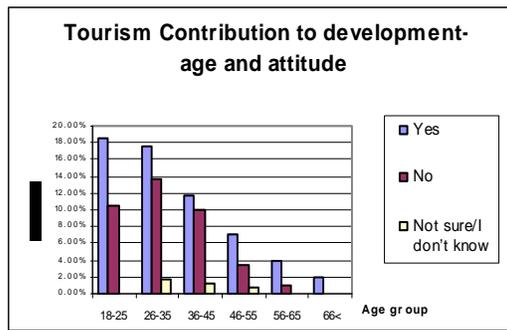
A majority of the national sample (86%) would welcome receiving information on tourism in Jordan. Brochures and media coverage were the most preferred media for receiving this information. However, electronic media was also a popular vehicle.

Table 5.4: Preferred media for receiving information on tourism in Jordan

Media	%
Brochures	34
Mass Media	33
CD / Disk	15
A Web-Site	12
Periodic Bulletins	4
Other	2
TOTAL	100.0%

5.2. Does tourism contribute to the wellbeing of Jordan?

Almost 59% of all respondents believed that tourism contributed to local area development but a significant proportion (38%) did not believe so. Those who believed that tourism contributed the most to Jordan were aged 18-25 years, followed by those aged 25-36 years and those aged 36-45 years. The majority of those who did not believe that tourism contributed to local area development were in the age group of 36-45 years.



Seven economic sectors were ranked for their importance to the economy of Jordan. Tourism was ranked third in importance after manufacturing and trade sectors. The construction sector was ranked least important.

Table 5.5: Importance of Tourism to Jordan's economy

Economic Sector	%
Manufacturing	25
Trade	23
Agriculture	16
Tourism	15
Banking & Insurance	9
Communications	9
Construction	4
TOTAL	100%

Are Government policy makers sure about the importance of tourism to Jordan?

This section derived information of a qualitative nature and involved senior government officials and members of the parliament. The findings were as follows:

- The manufacturing sector was considered the principal sector contributing most to Jordan's national economy and the most important sector providing job opportunities followed by tourism. This is in contrast to the general public who identified tourism as the main source for economy improvement in the country.
- The tourism sector has grown in the past three years as believed by 95% and will continue to grow in the coming three years but at slower rate (90%).
- When asked to identify three main advantages of developing the tourism sector in Jordan, policymakers identified the following in order of priority: creation of new job opportunities, marketing Jordan, and attracting foreign currency. Several respondents, however, mentioned other advantages like promoting Jordan's economy, attracting foreign investments, and exposing Jordanians to new cultures.

- When asked to identify three main disadvantages of developing the tourism sector in Jordan, policymakers identified the following in order of priority: consumption of scarce water resources, exposure to unacceptable habits and behaviors, environmental damage and financial exploitation of tourists. Among other disadvantages mentioned were; rise in cost of living and increased foreign labor.
- All participants expressed intense interest to endorse tourism development in Jordan. Almost all agreed that there is a need for programs to be made available at the GoJ ministries or institutions to promote tourism.
- About two thirds of participants addressed the need to amend legislations/regulations related to the tourism sector. In order of importance these were: tourism association law, tourism and archaeology law, tourism investment law and classification of tourism establishments law;

Policymakers, however, were more confident of the importance of the tourism sector to the national economy. The tourism sector was rated second with a significant difference in mean value to the other five sectors.

Table 5.6: Importance to economy (Policymakers)

Economic Sector	%
Manufacturing	40
Tourism	20
Agriculture	16
Trade	8
Construction	4
Banking & Insurance	8
Communication	4
TOTAL	100.0%

5.3. Does tourism offer advantages to Jordan?

Does tourism have advantages?

When considering the main advantages of tourism to Jordan, economic improvement was rated the highest among respondents by 41%, followed by creation of new jobs (16%), good propaganda for Jordan (15%), exposure to foreign cultures (10%), tourist site improvement (9%) among others.

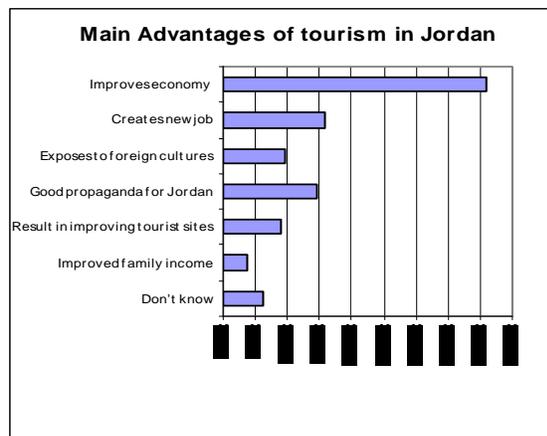


Table 5.7: Advantages of the tourism industry in Jordan

Advantages to flourishing tourism	%
Promoting Jordan's economy	41
Creating new job opportunities	16
Marketing Jordan abroad	9
Exposing Jordanians to new cultures	10
Improving family income	4
Other	1
Expressed no view	4

Does tourism have disadvantages?

Approximately 36% felt that tourism has its disadvantages. This can be an indication of limited awareness of tourism or believing it has no disadvantages.

An estimated 17% believed it contributed to cultural problems and bad habits in the Jordanian population. 16% believed tourism contributed to increased cost of commodities/services and 10% believed it was the cause of the spread of infectious diseases, while only 3% believed it was the cause of security problems.

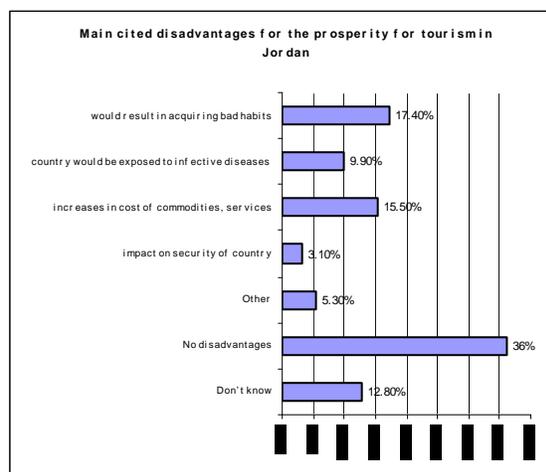


Table 5.8: Disadvantages of tourism in Jordan

Disadvantages of tourism	%
Consuming scarce water resources	15
Exposing Jordanians to unaccepted habits and behavior	18
Damaging the environment	10
Financial exploitation of tourists	8
Rise in cost of living	10
Increasing foreign labor	5
Other	15
Expressed no view	19

Policymakers emphasized the economic advantages of tourism. Apart from being an important growth sector that positively impacts Jordan's GNP, the tourism sector was also noted for its ability to attract foreign currency and foreign investments. Tourism is regarded as one of the more important sectors noted for its contribution to the labor market in providing new job opportunities.

One fifth of the policymakers sample could not quote any significant disadvantages emanating from an influx of tourists to Jordan. However, unacceptable bad habits and behavior and consumption of scarce water resources were the two main concerns.

Do Jordanians see advantages of an expanding tourism industry in future ?

The national sample felt the positive impact for a strong tourism sector on Jordan's economy including increasing family income and providing the labor market with new job opportunities. In addition, a flourishing tourism sector will allow improvement of tourist sights and expose Jordanians to new cultures apart from marketing Jordan abroad.

Table 5.9: Most significant advantages of expanding tourism in Jordan

Advantages of expanding the tourism industry	%
Creating new job opportunities	26
Improving the image of Jordan overseas	21
Attracting foreign currency	19
Improving Jordan's economy	13
Attracting foreign investments	11
Exposing Jordanians to new cultures	6
Other	4
Total	100.0%

Do Jordanians see disadvantages of an expanding tourism industry in future ?

Exposing Jordanians to unacceptable habits and behavior, rise in cost of living and fear of being exposed to infectious diseases were the main perceived disadvantages.

Table 5.10: Disadvantage of expanding the tourism industry in Jordan

Disadvantage of expanding the tourism industry	%
Exposing Jordanians to unacceptable habits & behavior	17
Rise in cost of living	15
Fear of being exposed to infectious diseases	10
Impact on security	3
Other	5
Expressed no view	49

Are there obstacles to improving tourism in Jordan?

Policymakers quoted a number of obstacles facing the tourism sector in Jordan. Infrastructures, marketing and promotion, security, a non-competitive market compared to neighboring countries and the lack of coordination between different bodies responsible for promoting tourism in Jordan.

Table 5.11: Main obstacles to improving tourism as cited by policymakers

Main obstacles	%
Lack of care of tourist sites, weak infrastructure	23
Weak promotion and marketing	19
Terrorism and security situation in the surrounding countries	19
Expensive tourism services compared to competition	16
Lack of coordination between different tourism bodies	14
Bad treatment for tourists, financial exploitation	4
Other	4
Expressed no view	0.8
TOTAL	100.0%

Similar feedback was obtained from residents located near national tourism sites, when asked about obstacles that would prohibit having increased number of tourists visiting neighboring sights. Lack of marketing and promotion for the sites, weak management of sites, lack of interest by local residents, undeveloped infrastructure (restaurants, sanitation and hygiene), roads and lack of required skills by workers were quoted.

Table 5.12: Three obstacles facing neighbouring sites or attractions (general public residing near tourism sites)

Obstacles facing neighboring sites	First %	Second %	Third %	Total %
Marketing & promotion	25.9	16.6	14.0	18.8
Weak management	16.3	21.5	12.2	16.7
Lack of interest by local residents	12.1	18.1	17.2	15.8
Lack of facilities	11.3	16.5	18.2	15.3
Roads	22.0	13.3	9.3	14.9
Unskilled workers	6.6	7.2	19.0	10.9
Expressed no view	5.8	6.8	10.1	7.6
TOTAL	100.0%	100.0%	100.0%	100.0%

Do tourism workers see obstacles to expanding the tourism industry?

Workers in the tourism sector sample were aware of several obstacles facing their sub-sectors including (hotels, restaurants etc), advocacy to associations and members, a more competitive tourist sector as compared to neighboring countries, lack of marketing and promotion, job stability and the need for proper training were main obstacles.

Table 5.13: Obstacles to expanding the tourism industry as seen by tourism workers

Obstacles	%
Advocacy to associations & members	24
High prices making Jordan a less competitive tourist destination	21
Limited promotion, marketing & advertising	16
No job stability, low income	13
Shortage in skilled and experienced workers	13
Tourism is affected by regional politics & terrorist acts	6
Other	4
No view expressed	3

5.4. Are people optimistic about tourism - is tourism a growth industry?

When comparing growth potential of economic sectors in Jordan, the tourism sector was identified as the most significant sector that will grow most in the coming 3 years, followed by trade, construction, banking, and agriculture and manufacturing sectors respectively. The communication sector's growth will outpace all other sectors in the coming 3 years but its growth is not as significant when compared to its growth in the last 3 years. There is consensus amongst respondents of the national sample that all economic sectors witnessed some growth over the past three years; most of which was the communication sector (91% mention) and least of all was the agriculture sector (42% mention). The other five sectors had a mention ranging between (72% and 78%). Communication, tourism and trade accounted for about two-thirds of this growth.

Table 5.14: Whether sector has grown in past three years

Sector	Grown	Remained same	Deteriorated	No view expressed	Total
Manufacturing	71.9	19.3	6.4	2.4	100.0%
Trade	76.8	14.6	7.0	1.6	100.0%
Agriculture	41.8	29.8	26.1	2.3	100.0%
Tourism	78.1	11.8	7.8	2.3	100.0%
Construction	76.5	15.3	3.8	4.4	100.0%
Banking & Insurance	76.7	15.9	2.9	4.5	100.0%
Communication	90.6	6.6	1.3	15	100.0%

Expectations for further growth during the coming three years followed the same pattern as for growth in the past three years. Communication, tourism, manufacturing and trade constituted around three quarters of total expected growth

Table 5.15: Whether sector will grow in the coming three years

sector	Will grow	Will remain same	Will deteriorate	No view expressed	Total
Manufacturing	82.0	10.6	4.2	3.2	100.0%
Trade	84.1	10.0	4.2	1.7	100.0%
Agriculture	54.2	27.2	16.2	2.4	100.0%
Tourism	85.0	8.2	4.7	2.1	100.0%
Construction	80.3	12.1	3.4	4.2	100.0%
Banking & Insurance	82.9	10.9	2.2	4.0	100.0%
Communication	90.2	5.2	1.9	2.7	100.0%

Perception of the national sample also endorsed this trend. (78%) of the national sample believe that the number of tourists to Jordan has increased during the past three years.

Table 5.16: Perceived tourist growth pattern in the past three years

Level of change	%
Increased	78
Remained the same	10
Deteriorated	8
No view expressed	4
TOTAL	100.0%

An indication of a level of awareness of tourism can be to what extent does the host community perceive where visiting tourists come from or which nationality do they represent. While this measure is fraught with subjectivity it can be seen that the host community perceives that at least 30% of all tourists come from regional Arab. Regional tourists can be subjected to a less than hospitable attitude by residents of Jordan.

Table 5.17: Where do residents believe tourists come from?

Nationality	%
Western Europeans	35
Regional Arab Countries	31
USA / Canada	19
South East Asia	5
Eastern Europeans	2
Other nationalities	5
No view expressed	3
TOTAL	100.0%

The mean score rating was (6.65) on a 10-point scale. Archaeological and therapeutic tourism were considered to be the most attracting to tourists visiting Jordan.

Table 5.18: What attracts tourists to Jordan?

Attraction Sites	First Place %	Second Place %	Third Place %	Total %	Rank Order
Archaeological	61.7	15.7	10.6	29	1
Therapeutic	16.1	35.0	27.4	26	2
Recreational	12.9	20.2	14.8	16	3
Religious	4.0	16.6	13.9	11	4
Educational	2.8	3.2	14.2	7	5
Conference	1.4	3.7	8.5	5	6
Environmental	0.6	2.6	6.3	3	7
Shopping	0.5	2.9	4.1	3	8
No view expressed	--	0.1	0.2	0.1	
TOTAL	100.0%	100.0%	100.0%	100.0%	

The tourism infra-structure as compared to infra-structures in other countries was again perceived as satisfactory. However, sectors that are thought to provide outstanding services i.e. “advanced to a large extent” were car rental companies, restaurants and hotels.

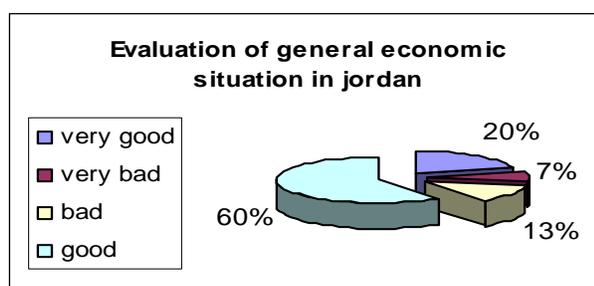
Table 5.19: Does the host community believe the tourism sectors are making efforts to advance tourism?

Industry sectors	Efforts to advance industry	Mean percent rating
	%	%
Car-rental sector	69	84
Hotel sector	57	78
Restaurant sector	62	79
Travel sector	48	73
Tour guides sector	40	69
Inbound tourism sector	38	67
Traditional crafts sector	44	66

Do tourism workers perceive they are in a growth industry?

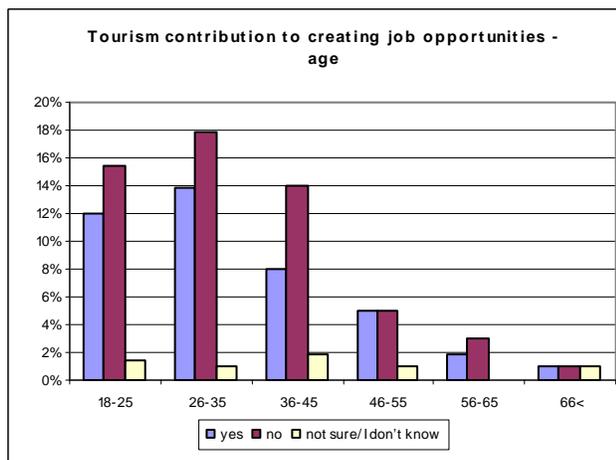
When asked to evaluate the general economic situation of the tourism industry, 60% described it as good while 20% of respondents thought it was very good. 13% believed the situation to be bad while only 7% thought it was very bad.

Approximately 70% of workers expects tourism to grow either moderately or significantly and only 12% felt that tourism will not grow at all.



5.5. Does tourism create new job opportunities?

There is an equally divided opinion on whether tourism creates new jobs. More than half of the sample believed that tourism does not contribute to creation of new job opportunities. While a significant proportion (41%) believed that it does. When considering age, those aged 26-35 years dominated both answers followed by those aged 18-25. A majority of those aged 36-45 did not believe that tourism contributes to the growth of new job opportunities. Of the total sample, only 5% were not sure or did not know.



Seven sectors were ranked for their ability to produce new job opportunities for Jordanians by both the general public and the policymakers. The tourism sector was ranked third (15%) among the national sample immediately after the manufacturing sector (24%) and the trade sector (20%).

Table 5.20: Economic sector providing new job opportunities (general public)

Sector	First Place %	Second Place %	Third Place %	Total %	Rank Order
Manufacturing	41.3	16.6	13.8	23.9	1
Trade	17.0	27.3	15.2	19.8	2
Communication	9.4	11.3	19.8	13.5	4
Tourism	12.2	15.9	15.6	14.6	3
Construction	10.2	11.5	13.1	11.6	5
Agriculture	4.9	10.4	10.0	8.4	6
Banking & Insurance	4.7	6.6	12.1	7.8	7
No view expressed	0.3	0.4	0.4	0.4	
TOTAL	100.0%	100.0%	100.0%	100.0%	

However, the policymakers sample rated the tourism sector in first place with manufacturing second with both ahead by a significant margin compared to the other five sectors.

Table 5.21: Economic sectors providing new job opportunities (policymakers)

Sector	First Place %	Second Place %	Third Place %	Total %	Rank Order
Tourism	36.0	20.0	12.0	22.7	1
Manufacturing	32.0	36.0	8.0	25.3	1
Banking & Insurance	--	8.0	28.0	12.0	3
Agriculture	20.0	4.0	16.0	13.3	3
Trade	4.0	20.0	4.0	9.3	5
Construction	8.0	--	24.0	10.7	5
Communication	--	8.0	4.0	4.0	7
No view expressed	--	4.0	4.0	2.7	
TOTAL	100.0%	100.0%	100.0%	100.0%	

Are Tourism workers convinced that career opportunities exist in tourism?

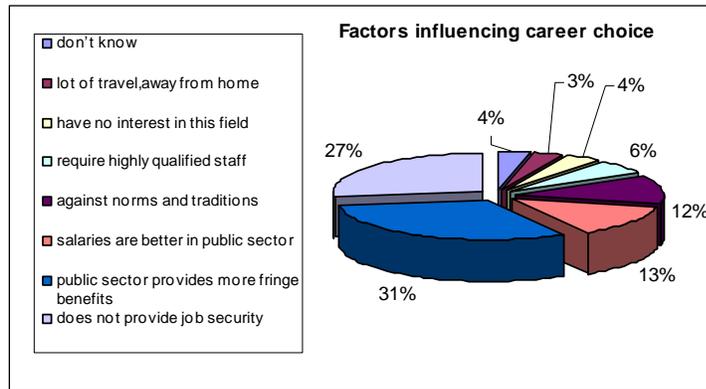
Members of the national sample believe that a job in the public sector, if available, would be their first choice against working in one of the jobs provided by the tourism sector or in any other field in the private sector

Table 5.22: Preference for working in the following sectors:

Sectors	%
Public sector	59.5
Tourism sector	23.7
Other private sectors	11.4
No difference	3.4
No answer	2.0
TOTAL	100.0%

Which factors are important in selecting a tourism job?

The main factors governing the choice of jobs in a tourism establishment were related to fringe benefits (32%), job security (27%), salaries (13%), norms and traditions (12%), and qualification (6%) among others.



While it is generally perceived that working in the tourism industry is generally shameful and against the cultural norms of the Muslim culture (known as the 'culture of shame'). A majority (88%) of respondents felt that the culture of shame was not an impediment to them working in the tourism industry. The perception is particularly associated with working in hotels and restaurants where alcohol is served or where females may have to work in areas frequented by foreign or non family males.

Of the job positions considered 'shameful', housekeeping, food and beverage service ranked the highest. Positions of cook, tour guide or bellboy were considered more acceptable.

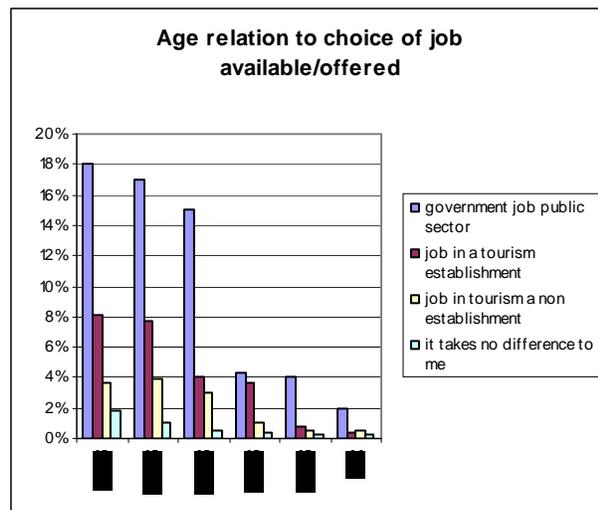
Are tourism jobs attractive?

When considering the choice of job areas in tourism, an overwhelming majority of the total respondents expressed interest in a government-related job in the public sector (60%) followed by one in a tourism establishment (24%). There were no significant differences between age groups 18-25, 26-35 and 36-45 and choice of job area, but those aged 36-45 years were most interested in choosing a non-tourism establishment.

5.6 Is tourism a preferred career choice for students

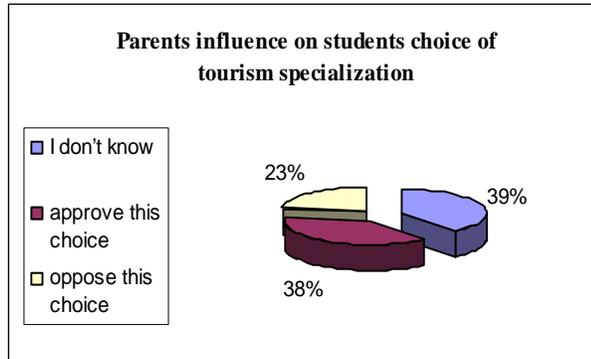
Influencers - when determining influencers for area of study specialization, students rated father/mother and parents as the most influential factor affecting their choice, followed by family members, own judgment, and teachers, respectively.

Advisors - when determining the main source of assistance for the area of study, the father/mother/parents ranked highest with 41% followed by family members (22%), own judgment (15%), teacher (6%) and bother/sister (4%) among others.



Are students career choices influenced by their parents?

About 40% of students did not know whether parents influence their choice of tourism specialization and nearly 40% acknowledged parent's influence on their choice, while 23% did not admit to their parent's influence.



Unfortunately, Jordan's educational system does not provide a specialized body to direct high-school students to select the major that suits their ability and links the field of study to supply and demand in the job market. The parent or other family member is considered by 68% of respondents as their reference point for career advice, only 11% use high school advisors or consider expert advice from a specialized body either at the universities or from experts in the field.

Table 5.23: Main source of advice and assistance (secondary school student)

Advice assistance	Main Source	Total All Three Sources
	%	%
Parents or family members	68	48
Secondary school advisors	6	13
Advise from university	3	1
Expert's advice	2	1
Students studying same major	3	6
Own judgment	15	8
Friend	--	11
Other	3	5
No answer	--	7
TOTAL	100%	100%

The main source used by the university and community college student sample in selecting field of study also showed that a very small percentage who have eventually consulted a specialized body for selecting their major. A total of 36% claimed that they depended on their own judgment in selecting the major they are currently studying.

Table 5.24: Main source for selecting current major (university and community college student)

Factors	%
Parents or other family member	43
Own judgment	36
Students studying same major	8
Consulted a professional career advisor	3
What society considers as best	2
Dependent on Tawjih average	2
Other	2
No view expressed	4
TOTAL	100.0%

Parents do not necessarily object to their children enrolling in a major in tourism.

Table 5.25: Parents approving/disapproving of majoring in tourism

Approval	National sample %	University & Community College student sample %	Secondary School student sample %
Approve	49	42	39
Disapprove	44	28	23
Will not interfere	--	14	--
No view expressed	7	17	39
TOTAL	100.0%	100.0%	100.0%

While the main cited reason among parents for not encouraging their children to specialize in a tourism major was the belief that there are few job opportunities available in the sector and that income is low with low income.

Table 5.26: Parent's reasons for not recommending a major in tourism

Reasons	%
Lack of job opportunities	38
Low income	23
Culture shame	15
Lack of job security	12
Difficult job / long working hours	5
Other	5
No view expressed	2
TOTAL	100.0%

What are the important factors in selecting a tourism career?

Of the reasons that students identified as most important to consider when thinking of specializing in tourism were: travel/job atmosphere (45%), availability of job opportunities (18%), salaries/job securities (14%), tourism promotion (9%), and exposure to other cultures among others.

Of the main reasons for not considering a specialization in tourism, students identified the following: decision to take major (43%), norms and traditions (17%), personality not suitable for a tourism major (15%), no job opportunities (12%), and low salaries (5%).

Most important reason for considering choosing a major in tourism by both samples were basically related to the belief of available and secure job opportunities, in addition to the job nature that allows traveling abroad and provides contact with foreign cultures.

Table 5.27: Main reason for considering choosing a major in tourism

Reasons	Secondary School student sample %	University & Community College student sample %
Allows traveling abroad	33	45
Available and secure job opportunities	44	32
Exposure to foreign cultures	9	7
Promote tourism	4	9
A family industry	2	3
Other	2	2
No answer	4	2
TOTAL	100.0%	100.0%

While those who refrained from considering choosing a major in tourism were in favor of studying another major and were not ready to face situations different to accepted norms and traditions and were doubtful about the availability of attractive job opportunities in this field of specialization.

Table 5.28: Main reason for refraining from choosing a major in tourism

Reasons	University & Community College Student Sample	Secondary School Student Sample
	%	%
Decided on another major	37	43
Shame culture	27	17
No job opportunities / attractive salaries	16	17
Not an easy job	8	15
Undeveloped tourism industry	3	*
Know nothing about tourism in Jordan	2	*
Other	3	2
No view expressed	4	6
TOTAL	100%	100%

Is tourism a career of the future ?

When considering key drivers to work in a tourism establishment, a considerable number believed there was nothing to stop them from working in a hotel, travel and tourism office, restaurant or as a tour guide. Working at travel and tourism offices seemed to have gained the most popularity among students. However, those who admitted to not working in any establishment identified norms and traditions as the key driver behind their decision, particularly in restaurants, hotels, as tour guides, or in travel and tourism office respectively. The university and community college student samples have identified the tourism sector as being the most important sector contributing to Jordan's national economy while the trade sector was considered to be the number one sector that provides new job opportunities with highest salaries and the banking and insurance sector was noted for providing secure career opportunities with more fringe benefits.

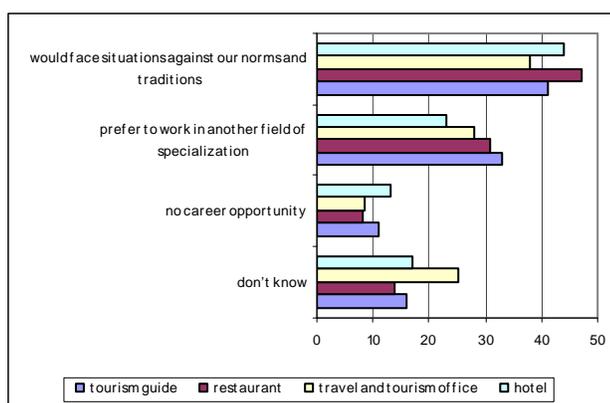


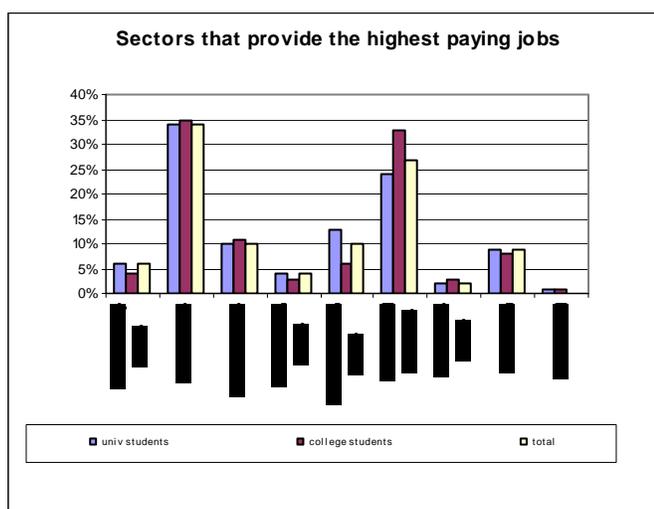
Table 5.29: Comparing benefits provided by different sectors (university and community college students)

Sector Providing:	Manufacturing	Trade	Tourism	Construction	Communication	Banking & Insurance	Agricultural	No view expressed	TOTAL %
	Largest job opportunities	19.1	34.1	7.2	3.7	11.7	11.7	0.7	11.8
Highest paying jobs	5.5	34.5	9.8	3.9	10.4	26.8	0.5	8.6	100.0%
More incentives	8.6	12.6	15.5	2.4	12.0	30.3	1.5	17.1	100.0%
Highest level of job security	10.2	9.7	5.1	2.9	1.3	36.7	4.2	19.9	100.0%
Contributes most to national economy	24.4	18.8	29.7	3.2	4.0	8.5	3.4	8.0	100.0%
Best career opportunity	7.5	13.3	10.1	2.5	9.9	37.7	1.1	17.9	100.0%

Does tourism rank high as a career option by university/college students?

Students (university and college) perceived the trade sector as that offering the highest paid jobs, followed by banking and insurance sector. The communications sector ranked third among university students but not among those in college. The tourism sector ranked fourth among university students and third among community college students.

The tourism sector was perceived as the most important sector contributing to the national economy. The trade sector ranked the highest in providing the largest number of job opportunities. The banking and insurance sector was perceived as the best in offering job promotions, job security and incentives other than salary.



When determining the main reason for not considering tourism specialization study, college students identified the shame culture as the principal reason followed by preference to other more scientific majors, and fears that tourism did not offer opportunities and that it was a job with difficult working conditions. In contrast, university students identified preference to other scientific majors as the principal reason followed by the shame culture.

University and college students are required to complete program/major choice applications. A total of 42% of respondents confirmed that their first choice was for scientific programs, engineering and computer science represented half those first choices. Of the remaining program choices, business administration, commerce and humanities accounted for 30% of first choice programs. When asked, only 4% of respondents confirmed that they would consider a tourism or hospitality program as a first choice option in their program selection.

Table 5.30: First choice major and total for three choices (secondary school student)

Program / major	First Choice %	Three Choices %
Engineering	18	15
Humanities / Religion	17	15
Commerce and Business Administration	16	19
Computer Science	9	8
Education	5	5
Medicine	8	8
National Sciences	5	4
Tourism	4	6
Law	4	4
Para-Medical Sciences	3	3
Mass Communication	3	3
Fine and Applied Arts	1	1
Pharmacy	1	1
Other	5	5
No view expressed	1	3
TOTAL	100%	100.0%

Between one quarter to a third of the university and community college student sample and the secondary school student sample said that they would reject a job in hotels, travel agencies, restaurants or as a tourist guide.

Table 5.31: Would reject work in the following sectors

Sectors	University & community college student sample	Secondary school student sample
	%	%
Hotel	33	34
Travel Agency	26	26
Restaurant	34	33
Tour Guide	29	28

This main reason for this attitude is a fear that they would find themselves in situations that would not comply with current norms and traditions (shame culture). The second reason relates to a disposition that this is not the field of work that they would like to see themselves in (social pressure). University and community college student perceived jobs in the restaurant sector to be hard work, with long working hours and limited career opportunities.

Table 5.32: Reasons for rejecting working in a number of tourism establishments

Reasons	University & community college student sample				Secondary school student sample			
	Hotel	Travel Agency	Restaurants	Tour Guide	Hotel	Travel Agency	Restaurants	Tour Guide
	%	%	%	%	%	%	%	%
Against norms & traditions	53.7	44.0	54.4	43.3	45.2	37.1	46.8	32.7
Prefer working in other fields	19.9	15.5	5.0	18.2	23.7	28.8	30.8	27.0
Hard work job/long hours	7.9	17.6	28.8	14.5	*	*	*	9.4
No opportunity/low salaries	6.0	6.0	*	3.4	13.7	7.8	7.6	8.8
Other	9.0	6.3	7.1	8.2	2.6	3.9	2.7	3.1
No view expressed	3.5	10.6	4.7	12.4	14.8	22.4	12.1	19.0
TOTAL %	100	100	100	100	100	100	100	100

6. Way Forward to a National Tourism Awareness Strategy

Tourism is a unique business whose positive economic impacts are similar to exports. That uniqueness comes from the fact that while it seeks its markets globally the products and services it provides to its customers are all delivered at the local level. Tourism percolates to every part of the Kingdom and is therefore in a position to leverage economic benefits in local communities and local economies. The National Tourism Awareness Campaign therefore must reach out to embrace wide audiences within the general public, students, the youth, policy makers and influencers, the media and those within the industry itself.

Awareness objectives

Based on the findings of the tourism awareness survey, a tourism awareness strategy should embrace the following objectives to:

- Embed an understanding of just how important and critical the tourism sector is for Jordan in terms of revenues, foreign earnings, employment creation and local development;
- Encourage the Jordanian public to understand and embrace the positive benefits of the tourism economy and to reflect that in the welcoming environment they can provide or visitors within the tradition of Jordanian hospitality;
- Impart a better understanding of the needs and requirements of tourist to the Jordanian public and to encourage them to enhance their skills in dealing with tourists;
- Encourage Jordanians to adopt a greater openness to considering tourism as a career opportunity for themselves and their families. A particular strand of this message will be directed towards those students now considering majors and future options for employment;
- Educate the public in the best hospitality approach and in the ethics of tourism.

Tourism awareness strategy built on marketing campaigns

The findings of the tourism awareness survey should be used as a basis to inform the design of marketing campaigns addressing the priority issues identified. Marketing campaigns should:

- Creatively utilize a mix of media to increase awareness of the importance of tourism to the economy and people of Jordan;
- Develop and reinforce a positive image of the tourism industry and persuasively articulate the industry's impacts on Jordan's economy and the quality of life of its people;
- Create sustainable support for the industry by voicing a unified and consistent message to all stakeholders that tourism is everybody's business and it has a positive impact on heritage, culture and nature;
- Reposition Jordan's tourism industry to become an 'Employer of Choice' through integrated promotion of tourism as a demonstrable, distinctive and competitive career opportunity;
- Attract school leavers and adults by enhancing the image of the industry as an employer and through the provision of relevant information to enable them to make an informed career choice;
- Attract new recruits to train for employment in the industry to the level required to meet the strategic growth targets;
- Educate local communities about the importance of their involvement in the development of their own communities and how they can gain from tourism at community level;
- Identify specific themes and public relations strategies around them to promote the overall image of the industry;
- Establish credible and mutually beneficial relations with the media through sensitizing them to the various issues involved in reporting about the tourism industry and the vital role they play in delivering the campaign messages;
- Create integrated promotions and contests utilizing national tourism industry products as incentives to promote awareness of national tourism and its services.

Necessary resources will have to be identified and allocated to achieve the targets in term of timing and quality of programs. The current tourism awareness will be a baseline for the next phases of campaign design.

Strategic planning process and phases

The strategic process will include five (5) distinct phases, detailed as follows:

Phase 1: Publish the tourism awareness survey

An executive event will be conducted to publish results of the awareness survey. This event will host all tourism industry stakeholders, tourism projects, GOJ, education institutes, and the media.

Phase 2: Publish the tourism awareness strategy and campaign plans

A strategy will be prepared describing the campaign, implementation, actions, budgets and timelines.

Phase 3: National tourism awareness campaign launch

A launch event for the campaign is an essential tool to promote it to all tourism stakeholders and to ensure they are well informed of what Siyaha will be doing to facilitate future work. Siyaha will solicit from the leading marketing/PR agencies in Jordan proposals for the most effective tourism awareness strategy implementation. The requested strategy will require deliverables ranging from a campaign implementation plan, marketing activities plan, funding, and sponsorship plan, to an acquisition plan with a timeline for implementation over the next three years, a manpower plan, a monitoring and evaluation plan, and an exit strategy to transfer ownership of the campaigns after Siyaha concludes in 2008. Working with the selected firm, Siyaha will engage the industry and MoTA in refining the campaign plan and prepare a final draft to present to selected key stakeholders.

Phase 4: Strategy implementation

The strategy will aim at educating Jordanian citizens on all levels about the importance of tourism, build awareness of the tourism sector, and enhance public awareness of tourism to raise the profile of Jordan's tourism sector. It will also aim at increasing the number of tourism students and career professionals, change the attitude of Jordanians towards tourism, encourage and normalize hospitable behavior towards tourists, and convert Jordanian public perception which favors government and public sector jobs into considering tourism careers. An implementation plan to include distinct activities in a proper timeline, clear financials and a stand alone medial/advertising plan to convey specific messages to the following groups will be initiated. These general objectives of the campaign will be achieved through implementation of the following sub campaigns:

- General public. This sub campaign will encourage the Jordanian public to embrace the benefits of tourism, tourists, and related activities, and educate them to improve their skills in dealing with tourists. It will also aim at persuading the Jordanian public to support pursuing professions in the tourism industry, and educate the public on the best hospitality and tourist-welcoming behavior.
- Career choice influencers. This effort will inform and educate Jordanian teachers to embrace the benefits of tourism and related activities, and educate teachers to set examples in welcoming tourists. It will also aim at encouraging Jordanian teachers to support pursuing professions in the tourism industry and advise their students to consider careers in the tourism industry, in addition to educating students on the importance of Jordan's tourism sector and on the best hospitality and tourist welcoming behavior.
- Students. This sub campaign will educate Jordanian students on the importance of Jordan's tourism industry, promote tourism-related study disciplines as professional options with a future, promote tourism-related jobs and careers as exciting opportunities, and educate students on good behavior in dealing with tourists and accepting them within society.
- Workers in the tourism sector. This sub campaign will encourage Jordanians working within the sector to embrace the benefits of tourism, tourists and the related activities, educate Jordanians to develop their careers and skills in dealing with tourists, persuade Jordanian tourist sector employers to support pursuing professions in tourism industry, and to develop workforce of Jordan's tourism sector and the best hospitality and tourist welcoming behavior. It will also aim at attracting Jordanian workers to educate

themselves and apply the best behavior in tourism and hospitality and encourage Jordanians working within the sector to embrace the benefits of tourism, tourists, and the related activities.

- **Policymakers.** This sub campaign will educate Jordanian policymakers to embrace the benefits of tourism and its related activities and inform policy makers about the importance of tourism to the national economy. It will also encourage policy makers to positively influence legislative and government policies that benefit tourism, update policymakers on burning issues, and persuade policymakers to become spokes persons.
- **Media.** This sub campaign will inform and educate Jordanian media professionals about the importance of the tourism sector, the opportunities it offers, and to embrace the benefits of tourism and its related activities. It will also aim at encouraging Jordanian media professionals to improve their coverage of sector-related issues and align with the objectives of the national public awareness campaign. Educating media professionals on the best hospitality and tourist-welcoming behavior and inciting them to cover and highlight good practices and bad practices will also be one of the objectives covered through this sub campaign.

Phase 5: Monitoring & evaluation

To gauge the success of the tourism awareness strategy and plan implementation, clear targets and indicators for results will need to be developed, and results monitored and evaluated as needs arise. For each sub campaign, distinct messages linked to specific and measurable success indicators will be creatively designed. This monitoring and evaluation plan will provide periodic information and data on the progress of the campaign in general, and sub campaigns in particular. Siyaha will replicate the tourism awareness survey of year for comparison with year 3 in order to gauge improvements in awareness and attitudes.

Success Indicators

The success of the tourism awareness communication initiative will be tied to the goals of the national tourism strategy and the supporting objectives set by the Siyaha team:

- Increase in the level of awareness, among the Jordanian host community about the positive impacts of tourism and the opportunities it offers;
- Increasing positive perception about the role the Jordanian host community can play in developing the tourism sector and enhancing the visitor experience;
- Successful presentation, recognition and recall of the public awareness brand following the launch of a national symbol of the ‘unique Jordanian friendliness and hospitality’.
- Increasing the number of students and workers seeking training, employment and professions in the tourism sector;
- Increasing influence among key stakeholders, policy and decision makers to back the national tourism strategy and accelerate its implementation and deployment.

7. Conclusion

As we begin the 21st century tourism has emerged as the largest global sector in terms of turnover and employment. This is reflected in Jordan where the tourism industry is the largest productive sector and most important contributor to, the Jordanian economy. This importance is likely to increase in the future as tourism is a developing industry for which Jordan has strong assets. The development of the national tourism strategy provides an opportunity to unite all stakeholders behind the vision and set of goals to be achieved by year 2010.

The development and respective roll out of tourism awareness strategy and campaigns is an important support to the national tourism strategy. As set out it carries with it the challenges of:

- Enhancing public awareness of tourism generally among Jordanians;
- Raising the profile and the importance of Jordan's Tourism Sector of the economy;
- Involving the public within the sector through stressing the individual's roles they can play in crating a welcoming and hospitable environment;
- Promoting a customer centric approach as one of Jordan's competitive strengths;
- Encouraging best practice ethical behavior towards tourism.

This is to be executed through a special targeted and creative marketing campaign that will use holistic communication to embrace the important and diverse audiences that have been identified. This is merited because tourism is ranked first among the productive sectors of the economy in its foreign currency contribution to the country's gross domestic product.