

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

Funded by U.S. Agency for International Development

**THE STUDY TOUR OF IRELAND
JULY 8TH – 12TH 2002
Final Report**

**Deliverable for Business Management Initiative Component,
Task No. 264.6
Contract No. 278-C-00-02-00201-00**

July, 2002

This report is prepared by Matt McNulty, in collaboration with Chemonics International Inc., Prime Contractor to the U.S. Agency for International Development for the AMIR Programme in Jordan

TABLE OF CONTENTS

	PAGE NO.
Executive Summary	4
Introduction	6
Ireland's Approach	7
Report on Study Tour	9
Recommendations and Next Steps	21
Study Tour Programme	24

EXECUTIVE SUMMARY

The objective of the Study Tour was to engage with Public and Private Sector Tourism Leaders in Ireland, and to explore the Irish experience and methodologies.

Ireland was selected, due to similarities in terms of size, population, products and political difficulties with Jordan.

The Tour brought the delegation and leaders together in sixty to ninety minute segments for presentations and an exchange of views.

The delegation benefited considerably through the leadership of HE Dr. Taleb Al Rifa'i, the Minister of Tourism and Antiquities.

The delegation met with:-

- Mr. John Leonard of Shannon Development.
- Mr. John King, Chief Executive of Shannon Heritage.
- Mr. Mark Mortell, Commercial Director of Aer Lingus.
- Mr. Niall Reddy, Acting Chief Executive of the Irish Tourist Board.
- Mr. Brendan Leahy, Chief Executive, Irish Tourist Industry Confederation.
- Mr. John Power, Chief Executive, Irish Hotels Federation.
- Mr. Frank Magee, Chief Executive, Dublin Tourism.
- Mr. Sean Quinn, Chief Executive of CERT.
- Dr. Tony Lenehan, Director of Training, CERT (Training Authority).
- Mr. Phil Furlong, Secretary General, Department of Tourism, Arts and Culture.
- Mr. Frank Rochford, Head of Tourism and Marketing Promotion Division, Department of Tourism, Arts and Culture.
- Mr. Paul O'Toole, Chief Executive, Tourism Ireland.,
- Mr. Enda Kenny, Leader of the Opposition, former Minister for Tourism.

They also met one on one with specialists:-

- Mr. James Larkin, Public Relations and Strategic Communications.
- Mr. John Ronayne, B & B Development.
- Mr. Ronan Deigan, Experienced International Consultant.
- Mr. Alan Glynn, Tour Operators Association.
- Mr. Pat Delaney, Incentive Travel
- Mr. Bob Bowman, Senior Tourism Consultant

They also visited:-

- Bunratty Folk Park
- Bunratty Castle Medieval Banquet
- Newgrange (Pre History Monument)
- Dublin Tourist Office
- Abbey Tavern
- Malahide Castle

Throughout the visit the delegation received a consistent message on the key elements:-

- Partnership
- Product Excellence
- Competitiveness
- Niche Marketing
- Market Research
- Innovation

Jordan should now consider the messages and act on the identified priorities, as soon as possible, so as to return to growth by the end of 2003, and enter its new strategy 2004 – 2010.

INTRODUCTION

The Ministry (MoTA) and the Jordan Tourist Board have always seen parallels between Ireland and Jordan.

- Size of Country
- Population
- Political Violence and Difficulty
- Strong Heritage Products
- Similar Markets
- Source

The twin strategies of the Government of Jordan, with their future focus on high tech and tourism, as two sectors of optimum opportunity is similar to Ireland's.

Ireland is an interesting case study. In 1987 its economy was in poor shape, and by the beginning of 1988 unemployment reached over 22%. **This crisis precipitated focused and decisive action by Government.**

Tourism was prioritised first, because of its short lead-time and intensive employment potential. It was given the initial target of doubling the tourism economy in five years, and creating 30,000 new jobs (half the new jobs targeted from the total economy in the five year period).

Despite a late start in mid 1988, tourism was driven to grow at, or close to, 15% per annum for the five-year period 1988 - 1992, and the tourism economy was doubled.

What made these tourism growth programmes unique at the time was their achievement through a new, deep partnership between the Public and Private Sectors, including Government, Ministry, Tourist Board, Industry and Carriers.

Further targets were added for tourism to triple the 1987 tourism economy over 12 years, and add a further 50,000 new jobs, as well as impacting on seasonality – two of every three visitors to come outside the peak, and to achieve good sustainable, regional development and distribution of tourism income.

All of these targets were substantially achieved after ten years from the start in 1988. Growth has continued, but September 11th has caused a downturn, and this is being managed currently.

The compressed period within which Ireland won success in tourism, as well as in high tech and FDI sectors, makes it a very suitable case study, and allows for direct contact with those who managed the process.

IRELAND'S APPROACH

When the Government targets were originally set, it was immediately clear that they could **not** be achieved through the traditional advertising and promotional efforts of the Irish Tourist Board. Nothing less than radical fundamental change would suffice.

The Tourist Board viewed the future fifteen years in three five-year phases:-

- **Developing for Growth**

(A Plan to get the industry growth and investment focused).

- **Developing Sustainable Tourism**

(A Plan to build in Sustainability).

- **Managing Tourism for Economic and Social Success**

(Building high yield high value tourism, delivering economic and social benefits to the people of Ireland).

These three phases and the plans, which supported them, proved so accurate that no serious alteration was necessary until September 11th occurred.

The principal elements of the strategy included:-

- Growing tourism is never just a marketing problem. There are always marketing, product development and competitiveness issues.
- The first priority was to deal with competitiveness and investment issues, so as to position the industry for growth.
- As the growth target couldn't wait, a special boost was needed on the marketing side in year one. This led to the "Write and Invite" Scheme, which was focused on the Irish Diaspora. It could, and did work for the initial year, but it was not, and was not envisaged as a sustainable ongoing strategy.
- Part of the first priority was product quality and service delivery.
- The marketing strategy was a niche product marketing strategy that would require depth in market research, to enable accurate targeting.
- The tourism platform would be a result driven partnership with Government, Ministry, Tourist Board, Industry and Carriers, planning, committing and working together.

- The targets would be clear and unambiguous – essentially revenue, jobs and profitable business. Everyone, including Government would see the sense of investing, based on the benefits and the returns.
- Capacity building through training and new recruitment was essential to ensure the intellectual and human capital that was required.
- Marketing would be re-organised to ensure that wherever possible, resources were deployed to impact directly on the consumer.
- The distribution network (tour operators and others) for Irish Tourism was to be expedientially increased.
- The Government undertook to deal with airlines access and liberalising access policy, as the only partners who could do so.
- A cutting edge web site with sales and trade support capabilities was put in place.
- In the second phase Ireland and its products would be branded and supported by world-class communication to the consumer.

The management challenge was not just to accomplish all of these, but also to integrate them fully.

The Study Tour was designed to ensure the group met with:-

- Ministry and Public Sector
- Tourist Boards and Regional Tourism Authorities
- Private Sector Leaders
- Training Authority
- Specialists

In addition, the group would visit and use some products and assets for tourism.

The Tour took place from July 8th – 12th 2002. (Programme attached).

REPORT ON STUDY TOUR

The Study Tour group was escorted throughout by Matt McNulty, STC, assisted by Therese Lynch.

Visit to Heritage Village

The project of the Heritage Village recreates, using mostly reconstructions, and some original building transfer, a typical Irish Village Street of the late 19th Century. Surrounding the Village are examples of farm and rural dwellings, replicating the originals. All of the artefacts, furniture and fittings are genuine originals.

The objective is to provide a relaxing and interesting heritage project. On the practical side, the village street contains shops, a pub etc., and these are open to the public for sales. They try and stock traditional products, where available.

It is a commercial/heritage project, designed to keep people in the Shannon area overnight and it operates profitably. It is constantly expanding and adding new elements.

It has caused a commercial private sector cluster of accommodation, shops, restaurants and tourist services to develop on an adjoining site.

Linked to the Park are two night entertainments, aimed at two differing market segments.

- Irish Nights – a product featuring Irish music and simple traditional food.
- Bunratty Castle, a genuine 16th Century Castle, which presents Medieval Banquets, twice nightly.

Bunratty Medieval Banquet

This type of product can attract a wide market – North America – Europe and UK. It is particularly suitable for incentive travel (MICE).

There are three such castles in Shannon, each with a Medieval Banquet, but all distinctly different in terms of presentation and menu.

The banquet presentation has been perfected and is a smooth and professional production. Staff in the costumes of the 16th Century welcome guests and wait on them at table. All are professionals or students of Music, Singing and the Arts.

The entertainers perform between courses and throughout the evening, and there is plenty of humour. The entire evening lasts about two hours.

The possibilities are relevant to some of the Crusader and other castles in Jordan, and also may contain ideas and concepts for certain approaches to heritage management.

Meeting with Mr. Mark Mortell

Mark Mortell was Chairman of the Public/Private Partnership, Chairman of the Irish Tourist Board (Bord Failte), and Commercial Director of Aer Lingus, the National Airline. He is a marketeer by profession.

Mark indicated that his background was marketing, but not in tourism, so he had come to the challenging tasks of tourism, with a relatively open mind.

As he had now experienced the Private Sector, Public Sector and commercial viewpoints, he hoped to be of assistance.

Points Made

- Partnership is a key fundamental, but it is not easy. It is a dynamic that is sustained by trust and confidence. Success helped greatly in building and sustaining it.
- The economic role of tourism is the core issue and how that role delivers in terms of revenues, foreign exchange, jobs etc.
- The relationship with Government is never easy, but it becomes easier when Government can see and receive proof that the targets are being achieved.

The group were anxious to know about the general role of Ryanair and its relationships within tourism and with Aer Lingus.

It was explained that Ryanair, as a totally focused low cost carrier essentially did its own thing. The presence of a low cost carrier works in four ways.

1. There is an initial raid on the markets of the established carriers, who then respond.
2. The competition increases the total market.
3. The market can then be segmented into low cost and service driven.
4. With the airlines now concentrating on their segments, but competing directly to a lesser extent, the market continues to grow through the enhanced levels of marketing activity.

Ryanair is not currently (though it has been in the past) a member of the Partnership.

Relations between Ryanair and Aer Lingus are normal competitive relationships.

Mr. Mortell was asked if Aer Lingus influenced charter traffic, to which he responded that Aer Lingus made some planes available for charter to tour operators. The airline was not involved in influencing decisions by Government on charters. This was a matter for the Airports Authority and the Ministry of Transport.

Meeting with Mr. Niall Reddy

Mr. Niall Reddy is Acting Chief Executive of the Irish Tourist Board (Bord Failte). The international marketing function has been passed to Tourism Ireland, a new Tourism Board for the entire island of Ireland (North and South).

Bord Failte retains responsibility for product marketing, product development, sports and event tourism and regulatory aspects. The plan is to merge it with the Training Authority to create the "Irish Tourism Development Authority".

Points Made

- Irish economy struggled from foundation of State in 1920's to 1960's, and enjoyed slow growth until the late 1980's.
- Joining the EU was a milestone, as it helped the Government with capital funding.
- The first Regional Development Plan, produced with EU assistance had a specific measure for tourism.
- The single most important aspect was a Government decision in 1988 to double tourism in five years. The Tourist Board was forced to respond to this strategic target.
- The response was in three main parts: -

- Getting the product right.
- Upgrading marketing.
- Care of the environment and conservation.

There were other issues such as training, but these were managed.

- There was a background problem, with political violence, which flared all the time.
- There are always problems in tourism. The most significant current problem is price rises, which are leading to uncompetitiveness.
- Irish Tourist Board was reasonably unique, in that it had the product development role, as well as marketing.
- The Irish people are a major part of the attraction of Ireland.
- A recent new area for involvement has been sports tourism. Ireland has now embarked on the major promotion of sports tourism to which Government provides €7M annually. The advertising payback for this investment has been excellent. This has worked best in golf, sailing, water sports and other areas.

The Structures in Ireland

- **The Ministry of Tourism, Arts and Culture**

The Minister sets broad policy and fixed targets and funding.

- **The Tourist Boards**

Translates the policies into practical programmes.

- Ireland now has two Tourist Boards, arising out of North/South political agreements.
- A new body, “Tourism Ireland” has emerged to be responsible for tourism marketing of the destination of the island of Ireland overseas.
- Bord Failte now retains the domestic market, sports tourism, niche/product marketing, and product development.

Regional Authorities

- There are six Regional Tourism Authorities, who service the visitors and assist the Tourist Board, as well as Shannon Development in the Mid West area.

Irish Tourism, including Domestic Tourism is worth €4.7B (€3.6B overseas).

The annual budget is €52M to cover all Bord Failte budgets.

Tourism Ireland has an additional budget of €46M.

There is a steering group constituting a Public/Private Sector Partnership, established by Government – the Tourism Marketing Forum.

It is formally established with an overall steering group, market committees, a Southern Ireland grouping and a Northern Ireland grouping.

The Tourist Board spends its marketing funds in agreement with the industry.

To the JTB managing Director's question about relationship with the Private Sector and its contribution, Mr. Reddy answered that they targeted promotions on a break-even basis, but they tend to subvent the smaller operator, e.g. annual workshop – brings into Ireland 3/400 key tour operators, and together they do the business with their Irish counterparts. This is potentially costly, but is broadly self financing.

Private Sector Meeting – Mr. Brendan Leahy, Chief Executive of the Irish Tourist Industry Confederation and Mr. John Power, Chief Executive of the Irish Hotels Federation

Mr. Leahy provided the delegation with an Irish Tourism Industry Confederation Report and a five-page handout.

These set out the vision mission functions and methodologies of ITIC.

The principal points made included: -

- The Private Sector can, and should, contribute to National Tourism Policy.
- This can be done in two ways.
 - They can, if organised and professional in their approach, influence policies.
 - They can also take the lead and propose policies for adoption by Government, Tourist Board and Carriers etc.

- The principal outputs of the Confederation include: -
 - Co-ordination of Private Sector
 - Major Research Projects
 - Influence
 - Creating a climate of understanding for Tourism

John Power focused on hotels as the most important Private Sector investors in tourism. He covered the experience in Ireland and the range of incentives used to lever investment.

He gave delegates an Annual Report of the Federation.

Points Made

- Government have not used direct financial grants for accommodation for many years. The grants have been directed towards conference (MICE Facilities) facilities, leisure and health attached to hotels to give them long season capabilities.
- The Government do provide capital allowances for all new built hotels on a similar basis to industry.
- There are also other taxation allowances through various schemes to encourage enterprise.
- The Hotel Sector is the major employer and through its purchase creates the major economic impact.
- The Irish Federation links internationally to HOTECH and other bodies.
- The Hotel Federation is an active member of ITIC and plays a full role in all aspects of the industry.
- There was quite a lot of interest in a scheme promoted by the Federation, to encourage hoteliers as employers to provide good training and career paths for staff, and to ensure good staff retention by having comparable conditions with other sectors. (There was a request on behalf of MoTA and JHA for copies of this scheme – these were delivered the following day to both bodies)

Meeting with Mr. Frank Magee, Chief Executive of Dublin Tourism, who is responsible for the Greater Dublin Area (City and County).

The region services the visitors, markets the area, operates projects and is engaged in most aspects of tourism development and promotion.

Points Made.

- **Mr. Magee** provided the delegates with the Annual Report of the Company, which gave all the details.
- The Regional Tourism Board was large, with 22 members with some appointments, but mostly elected from the Private Sector. It meets about three times a year.

The Management Board has nine members. Two (City Manager and Tourist Board Reps) are appointed, the other seven are elected and are mostly Private Sector.

- While the Private Sector was dominant on the Board, this was not regarded as sufficient for partnership. There was still a real need for strong Private Sector Bodies outside the Board to operate independently, and for the Board to engage with them as part of the partnership.
- A theme for Mr. Magee's address was on the need to be commercial. The Dublin Regional budget comes: -
 - 7% from Local Authorities.
 - 7% from Tourist Board
 - 86% from self generated income.

The policy of the Board is to provide services of value to the trade and the industry. If the services are of value and competitive they will pay.

Brochures all carry a cover charge, except for the promotional brochure, which has advertising income and the newspaper, which makes €100K profit.

- In response to a discussion Mr. Magee continued against reliance on diplomatic missions to promote tourism – it was just not effective.

Visit to CERT and Address by Dr. Tony Lenehan, Director of Training and Mr. Sean Quinn, Chief Executive.

The group were shown a corporate video on CERT, which explained its role and function.

This was followed by a 50-slide PowerPoint presentation, which covered all aspects of CERT's strategy, policy and operations, and of its part in the partnership for success.

Points Made

- CERT trains 11,000 persons per annum.
- It offers courses in its own training facilities, through the technical colleges, and on the job, in-house training.
- CERT is the conduit for all training funds for tourism. It passes on funding to both colleges and students.
- CERT offers training to both Irish and non-national workers.
- CERT certifies all its training and their certification is widely recognised in the European Tourism Industry.
- CERT covers all types of workers in tourism, hospitality and catering.
- Guides are provided with detailed courses over the winter, and fully tested academically and practicably, before being given their badge and certificate.

Before departing the delegation looked at the "walk in" information centre, where students can obtain full information by walking in without any appointment.

Visit to Dublin Tourism Office

The principal Dublin Tourist Office has been established in a de-consecrated church, which is exceptionally well located in the heart of the city centre.

Visitors on busiest days can be between 5 – 10,000.

In addition to tourist information, which is charged for, there is a large shop, coffee shop, bureau de change, car hire, tour booking, accommodation reservations, entertainment reservations and other tourist services.

Mr. Frank Magee, Chief Executive of Dublin Tourism, who answered many queries from the JTB, facilitated the visit.

Meeting with Ministry of Tourism, represented by Secretary General, Mr. Phil Furlong and Mr. Frank Rochford.

The Secretary General has previously worked in Heritage and the Arts and also in Finance.

Points Made.

HE, the Minister and the Secretary General both outlined some of the similarities between Jordan and Ireland. There was much they could learn through sharing experience.

- The Secretary General outlined the policy of the Ministry to ensure good strategy, set targets and monitor performance. They did not get involved in operations.
- The Ministry Tourism Department consists of only 20 people, and was deliberately small to concentrate on the mandate issues only.
- There was close partnership working with the industry, tourist boards and other Ministries, particularly the Transport Ministry.
- There was plenty of informal contact with meetings as required. The Secretary General preferred informal contact as being most productive, because meetings tended to become more “set pieces”.
- Secretary General was in regular contact with the Chief Executives and his staff with operational levels.
- The Ministry provided public budget to: -
 - Bord Failte
 - Tourism Ireland
 - CERT
 - Shannon Development
- Budgets were monitored and audited annually, and annual reports were produced.
- With two tourist boards currently, things were more complex, but working harmony had been maintained.

In a question on how the Ministry for Finance views tourism, the Secretary General responded that generally Government establishes the guidelines for each budget and budget priorities, early on.

These priorities distinguish between capital and operational expenditure. It also distinguishes between the productive sector of the economy and non-productive. Tourism is now well positioned in the productive sector.

The only sustainable case for tourism is the economic case. The Ministry is always looking for quality proof of the economic contribution. When costs were required

they always fell much more heavily on areas, such as arts, culture and heritage, rather than tourism.

The Secretary General encouraged the making of a strong economic case, supported by first class evidence.

The Secretary General provided the group with a printed handout folder of key documents and statistics.

Meeting with Paul O'Toole

Mr. O'Toole is the new Chief Executive of Tourism Ireland. He was appointed in late 2001, and takes on the task of destination and international marketing for Ireland, at a critical period with all the post September 11th problems.

Mr. O'Toole reviewed the history of Ireland's tourism, which led to new decisions and a new direction from 1988. He outlined the critical factors.

- Upgrading the product and service delivery.
- Refocusing on a niche marketing strategy.
- Competitiveness
- Access transport competition.
- Direct promotional and advertising to the consumer.
- Partnership.

He outlined partnership, which, while appearing complex, actually worked smoothly.

- The overarching partnership of Government, Ministry, Tourist Boards, Industry and Carriers.
- The Steering Group who managed the partnership.
- The Southern Group and the Northern Group, representing the political jurisdictions.
- The market committees for each major source market.
- The Tourist Boards would feel that it was not tenable to deploy resources, without industry consultant and agreement. The Tourist Boards, however, were the final arbiters and accounting offices for the public funds.
- This co-working and agreement requires high levels of trust by all sides.
- The current market situation was difficult in part because of September 11th, but also because of reduced airline capacity on the North Atlantic, and also because of growing uncompetitive forces and price rises.

Expert Specialists

A number of Expert Specialists were made available for small group discussions on Thursday 11th July during an extended lunch.

Mr. Alan Glynn – Chief Executive of the Irish Tour Operators Association, who met the Tour Operator Group.

Mr. James Larkin – Public Relations and Strategic Communications, who has experience of promoting venues in conflict – Ireland and Sri Lanka, met with JTB.

Mr. Pat Delaney – Former President of Incentive Tour Operators Association met with JTB.

Mr. John Ronayne – Bed and Breakfast Expert met with HE The Minister and Habeeb Habash. Afterwards there was a visit to see a typical B & B and discuss operation with the owners.

Mr. Ronan Deignan – Chief Executive of International Development Ireland met with the Minister.

Mr. Bob Bowman – Senior International Consultant met with AMIR.

Wrap up Session

It was natural for tourism colleagues to look to each other for ideas and concepts, and these were by tradition shared generously.

The delegates would have noticed the constant emphasis on certain key words.

- Partnership
- Product Quality
- Target Marketing
- Capacity Building
- Direct Marketing
- Web Excellence

and many others. An analogy was drawn from golf. The key skill in golf is to hit the ball far and straight to the target. It's a well-studied game and everyone knows the rules. To hit the ball straight, the club must be aligned to the ball at right angles at point of impact.

If you are as little as one sixteenth of an inch out at point of impact, the ball will develop a drift and will be out by 30 feet on landing from where you intended it to be.

If you are engaged in target marketing, the care and research invested before you begin will be key to your success, as in golf. Errors, even small errors, are punished by being wide of the target.

The following points were addressed as positive outcome from the Study Tour trip:

- There was a growing team spirit among the participants, and a shared understanding of the problems and opportunities.
- They had seen first hand and heard first hand, the results of partnership.
- It is clear that the airline carriers must be on board for success.
- The economic impact of tourism and its understanding is critical. The Ministry was prepared to move on this immediately.
- They had absorbed many ideas from the structure they had seen.
- The word focus had come across strongly, as a real operational plus..

It was essential to continue strongly with the programme underway, including the Tactical Bridge Strategy. This was designed to return Jordan to grow and avoid a damaging situation, where investors were stung and this would knock the investment programme back some years.

The key current elements are:-

- Overcoming the Fear Factor
- Restoring Jordan to growth in 2003
- Agreeing the Strategy and Partnership.

Anything achieved in tourism, such as product excellence was usually short lived. What was really needed was **passion for excellence**, which was the sustainable driver of excellence, and similarly with other areas.

RECOMMENDATIONS AND NEXT STEPS

The messages received from the presenters had significant agreement on the major issues, and work is planned, or in hand on many of these. Some require added comment.

Partnership

This has been advanced and accepted as a fundamental in forming the optimum platform for progress.

Partnership must capture all of the energies and manage the dynamic of the industry.

The Tourist Board should be separate and independent of the Ministry and Private Sector dominated.

Jordan has gone one further, in that its Private Sector is elected to its Board. This is an excellent development, as it ensures the partnership ethos on the Board. **It does not suffice, however, for partnership at industry level.**

Boards consider and argue issues, but when agreed, all Board members should act in unity, even where their ideas are **not** accepted.

This is Best Practice operation for Boards, but it does not necessarily engage the partnership energy of the industry, which must be free to organise, make their views known and engage in partnership relations in their own right.

It is this dynamic of the industry holding passionate and different views, which must be reconciled. That is the crucible of partnership. It is in such a crucible that the strengths of partnership are forged, despite the difficulties.

Jordan should explore how a result driven partnership can be formed outside the JTB, as well as inside.

Product Quality

Top hotels are good, but cannot rest on their laurels.

In other areas, including top heritage sites, product quality issues need to be critically examined and acted on. This could help very much in differentiating Jordan from major regional competitors like Egypt.

Marketing

Jordan's position is akin to Ireland's. Marketing success requires continuous critical consideration and change.

The recommendations of the strategy for a boutique tourism positioning, and a niche product strategy requires for success, a considerable deepening and broadening of market research and market data.

Focus

Focus is a tool, which recognises that the more objectives your resources are deployed against, the less successful you may be. It, therefore, pushes us in the direction of prioritising and integrating areas of high yield. Target marketing is an expression of focus. Once the market and its requirements are determined clearly, then the focus of communicating matching offers result in an upsurge in effectiveness.

Focus is particularly important, where resources are limited.

Branding

A most important area, but one that can only successfully be engaged with, when most other areas are operating close to optimum levels.

The principles of branding should always apply in terms of consistency in image, presentation and quality.

The Return to Growth

This is a priority concern. To return Jordan to growth quickly, so as to underpin existing investment, to end crisis management, to engage with a new agreed strategy. It should be planned and delivered in a single year, but it must start now, and must be given additional funds.

The Tourism Strategy for Jordan 2004 – 2010

The proposed strategic agreement to cover the partners, commitments and targets will, if accomplished, be unique to Jordan and cutting edge Best Practice.

Funding

There are no formula rules for funding.

Best International Practice seeks to establish 6% of turnover, as best effective practice for cost of sales in Private Sector Tourism.

The truth is that investment must relate to the targets to be achieved, and to the maturity of the industry sectors. It must be capable of doing the job that Government requires.

Government must realistically lead. A high level of success, against target is an essential sustaining element. The risk period and risk amount are small in the context of the industry potential and benefit.

Jordan will require more resources in terms of finance and human resource capacity. That must be fixed by agreement as delivery is also onerous on those who are responsible.

Strengthening JTB Capacity

The element of time is not present, due to the overhang of debt, and in any case time by itself solves little.

The capacity and skills of JTB need an immediate uplift, which is best (perhaps only) achieved through an infusion of outside experience to work alongside existing staff.

A recommendation to expand the AMIR Programme components to achieve this has been made.

**STUDY TOUR TO IRELAND
OF
THE JORDANIAN TOURISM PARTNERSHIP
LED BY
H.E. DR. TALEB RIFA'I
MINISTER OF TOURISM AND ANTIQUITIES**

Background

A group of senior representatives of Jordan's Tourism Industry, led by H.E. Dr. Taleb Rifa'i, Minister for Tourism and Antiquities will visit Ireland on a study tour from July 8th – 12th inclusive.

The intention is to meet with Irish counterparts to discuss the measures and methodologies used in the development of Irish Tourism, and to exchange ideas and experience. The group will include senior staff of the Ministry of Tourism and the Jordan Tourist Board, as well as private sector hoteliers, investors, product providers and DMC's, most of whom are members of the Board of Directors of the Jordan Tourist Board.

The visit is undertaken under the auspices of the USAID funded AMIR 2.0 Programme, which is supporting the development of tourism in Jordan.

Monday July 8th 2002

- | | |
|-------|---|
| 16:00 | Arrival at Shannon Airport in the West of Ireland on Flight No. RJ 263 from Amman. |
| 17:00 | Check in to accommodation. (Jurys Inn Limerick). |
| 18:30 | Visit to Shannon Heritage Village at Bunratty. |
| 20:30 | Attend Medieval Banquet at Bunratty Castle. (Ref. 250261) |
| 22.30 | Coach to accommodation. |

Tuesday July 9th 2002

Check out of accommodation after breakfast and load luggage on coach.

- 10:00 Meeting with **Mr. John Leonard of Shannon Development**, a Regional Development Authority (on the Aqaba model), responsible for Industrial Development, Freeport and Tourism.
- 11.35: Coach to Dublin after meeting.
- 14:00 Arrival in Dublin
- 14:30 Meeting with **Mr. Mark Mortell, Commercial Director of Aer Lingus – National Flag Carrier** at Wilton Terrace.
- (Mr. Mortell is a former Chairman of the Irish Tourist Board and of the Public/Private Sector Partnership).
- 16:00 Check into Westbury Hotel, Clarendon Street, Dublin 2.
- Night: Delegates at Leisure.

Wednesday July 10th 2002

- 08:30 Coach to meeting.
- 09:00 Meeting with **Acting Chief Executive, Mr. Niall Reddy and Senior Marketing Staff of Bord Failte (The Irish Tourist Board)** now in transition.
- 10:15 Meeting at Wilton Terrace with:
- Mr. Brendan Leahy, Chief Executive of The Irish Tourist Industry Confederation**, and
- Mr. John Power, Chief Executive of The Irish Hotels Federation.**
- (Principal Private Sector Groups)
- 11:30 Meeting with **Chief Executive of Dublin Tourism, Mr. Frank Magee** at Wilton Terrace.
- 12:30 Visit to CERT (Training Authority) for meeting, presentation and lunch with **Dr. Tony Lenehan, Director of Training Operations.**
- 16:30 Return to Westbury Hotel with stop off to see the main Dublin

Tourism Office/Shop on route. Weather permitting a walking tour through the adjoining urban renewal area is possible.

Optional meetings

19:30 Delegates at Leisure

Thursday 11th July 2002

09:15 Coach to meeting.

09:45 Meeting with **Senior Official of the Ministry of Tourism – Mr. Frank Rochford, Head of the Tourism Marketing and Promotion Division**

11:00 Meeting with **Paul O’Toole, Chief Executive of Tourism Ireland** at Wilton House, Wilton Terrace, Dublin 2.

12:30 Lunch at Wilton House

14:45 Workshop Session on Tourism Strategy for Jordan at Wilton House

16:00 At leisure at hotel

19:00 Coach to Abbey Tavern, Howth, Co. Dublin for Dinner and Irish Music.

Friday July 12th 2002

09:30 Depart accommodation for Malahide Castle via Howth and Portmarnock

10:30 Tour of Malahide Castle and facilities (Heritage Project).

11:45 Depart for Dublin Airport.

13:00 Flight departs for London to connect with Amman Flight **Flight No. EI 168 from Dublin to London.**