



USAID
FROM THE AMERICAN PEOPLE

TOURISM

Awareness Plan

2010 - 2011

Jordan Tourism Development Project II
September 2009

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ACRONYMS & ABBREVIATIONS

ASEZA	Aqaba Special Economic Zone (Authority)
DoA	Department of Antiquities
JHA	Jordan Hotels Association
JITOA	Jordan Inbound Tour Operators Association
JRA	Jordan Restaurants Association
JTB	Jordan Tourism Bureau
MoE	Ministry of Education
MoHE	Ministry of Higher Education
MoL	Ministry of Labour
MoTA	Ministry of Tourism and Antiquities
NGO	Non-Government Organization
JTDII	USAID/Jordan Tourism Development Project II
VTC	Vocational Training Corporation



EXECUTIVE SUMMARY

The tourism sector is Jordan's second largest industry. It is also the second highest producer of foreign exchange and the second largest private sector employer. As a key contributor to the local economy it is imperative that steps be taken to develop tourism's full potential so that it can become the country's primary engine of future economic growth. The challenges that are facing the sector have prompted the creation of the National Tourism Strategy, which aims to improve the understanding and importance of tourism for the country as one of the key success strategies in developing sustainable tourism in Jordan.

In response to such challenges the phase one campaign of the National Tourism Awareness Plan was launched in May 2007 to enhance local perceptions of the tourism sector and generate awareness among the general public and key influencers of the importance of tourism. The campaign involved the collaboration of USAID Siyaha, the Ministry of Tourism and Antiquities, Aqaba Special Economic Zone Authority, Ministry of Education, and Ministry of Labour amongst other partners.

The launch of the campaign stemmed from a public tourism awareness research conducted by USAID Siyaha to gauge Jordanian's perceptions and level of awareness of tourism. The results revealed that the public is uninformed of the economic and social benefits of tourism, which could personally provide beneficial opportunities such as employment. The campaign has successfully reached an audience of 2.5 million Jordanians. While marked improvement in perception toward tourism has been achieved, many Jordanians remain fearful of the effect of tourism on their communities and are cautious of promotions of negative lifestyles or damaging the environments. Furthermore, it is important to consider that working in the tourism industry is still 'shameful' to many.



Effecting behavioral changes among the general public concerning the value of tourism and its benefits requires a comprehensive, sustained and well-coordinated phase two campaign to reach and influence the different target audiences. This plan takes a detailed look at the implementation of a 2010-2011 comprehensive tourism awareness campaign, which will be geared toward achieving two key results: 1) increasing awareness of the tourism industry's importance to the national economy; 2) creating awareness of the value of tourism careers.

The campaign has identified seven target groups; policy makers, career influencers (teachers and parents), students, workers in the industry, owners and managers of tourism businesses, media, and the general public. They will be reached through a sophisticated and targeted communication program that will utilize different tools including meetings, workshops, and training sessions in addition to print material, advertising and public relations. The collective efforts will fall under one brand identity so as to bring recognition to this national campaign among Jordanians. Another element of the national tourism awareness campaign will be focused on implementing community-based tourism awareness programs that aim to reach out directly to those geographically located around major tourism attractions to enhance their understanding of the importance of tourism and the country's tourism attractions closest to them, and how it affects their lives. The city of Salt, a half-hour drive northwest from the capital Amman, has been highlighted in this document as the pilot model to host the first community-based effort.

The overall impact of the campaign will inform more than three million Jordanians of the valuable benefits of tourism. The benefits will extend not only to Jordanians, but also to visitors, as their experience of key tourism sites will improve as a result of better interaction with the locals who will hopefully start small businesses to support the sector.



1. INTRODUCTION

Tourism in Jordan

Located in the heart of the Middle East, the Hashemite Kingdom of Jordan is rich with a wide range of tourist attractions that are regarded as some of the world's most splendid heritage and natural sites, making it an attractive tourist destination. In 2008, Jordan received 5.4 million in international and domestic arrivals and generated revenues from the sector that reached 2.1 billion Jordanian Dinars. The sector is the largest employer in the country credited with more than 38,000 direct employment.

Yet Jordan's tourism sector has not reached its full potential, lacking skilled employees in all areas amid endeavors to increase tourism receipts and extend the length of tourist stay. The labor gap is conservatively estimated at 25,400 over the next four years. There are a number of issues hindering the progress of tourism including the large number of organizations involved in the sector, leading to policy incongruity. Along with the recent threat of global financial meltdown, the Ministry of Tourism and Antiquities (MoTA), which leads and regulates the sector, was forced to take on a series of measures to mitigate the impact of such a crisis. These issues comprise the industry's main focus, necessitating a need to develop a shared vision for an internationally competitive tourism industry that engages all stakeholders.

When Jordan ranked 53 out of the 130 countries on the 2008 World Economic Forum's (WEF) Travel and Tourism Competitiveness Index, MoTA and its partners considered this ranking as crucial criteria to assess the sector's performance. USAID/Jordan Tourism Development Project II (JTDII), which is a 5 year project, is committed to support Jordan in rising 13 points in the WEF index by project conclusion. The program's goal is to develop Jordan's competitiveness as an international tourist destination by building the capacity of private enterprises, public institutions and local communities while conserving environmental, socio-cultural, archeological resources.

To achieve that goal, JTDII designed 5 intermediate results: developing products and sites, strengthening legal and institutional capacities, enhancing destination and product marketing, improving human resources and quality assurance, and intensifying tourism awareness. Figure 1 briefly evaluates Jordan's tourism sector in light of strengths, weaknesses, opportunities and threats:

Figure 1 – Overview of Jordan Tourism Sector

Opportunities & Strengths	Threats & Weaknesses
<ul style="list-style-type: none"> • A rich product (historical, natural, medical, and holy sites) • Room to leverage Jordan’s iconic assets • Jordanians are delightful, friendly, and cooperative people • In the heart of the Middle East and close distance from Europe • Educated population with good command of English • Measures taken to mitigate effects of global financial crisis 	<ul style="list-style-type: none"> • Lack of cooperation among sector stakeholders • Slow reform and insufficient tourism marketing allocation • Tourist spend is low and length of stay can be increased • The ‘shame culture’ hindering participation of potential labor force • Expensive airfares to Jordan and limited air capacity • Political instability in the Middle East

National Tourism Awareness Campaign 2007-2008

A National Tourism Awareness Campaign was launched in May 2007 to enhance local perceptions of the tourism sector and generate awareness among the general public and key influencers of the importance and benefits of tourism. The campaign was organized and implemented by USAID Siyaha in partnership with Ministry of Tourism & Antiquities (MoTA), Aqaba Special Economic Zone Authority (ASEZA), Ministry of Education (MoE), and Ministry of Labour (MoL).

The launch of the campaign followed on from a tourism awareness research and study, conducted by USAID Siyaha in 2006 to gauge Jordanian’s perceptions and level of awareness of tourism. The research revealed that the public is not fully aware of the benefits that tourism can bring to their lives and Jordan’s economy. Table 1 demonstrates the findings of this research:

Table 1: Perceptions toward tourism pre-national campaign

Awareness & perceptions	Pre campaign awareness
Tourism strengthens the economy	41% believed that tourism strengthens the economy
Tourism creates jobs	16% believed that tourism creates jobs
Tourism jobs are satisfying	60% of workers were satisfied with their work, 12% were not
Tourism career is recommended	50% of workers would recommend working in tourism
Family members support tourism career choices	38% of school students stated parents would approve the career choice of tourism, 23% would oppose the choice
Tourism has improved its image	45% of workers worked in this industry because of the job atmosphere while 18% chose it because there was no other option
Students better informed to select tourism as a career	40% of students were influenced by their parents, 12% were influenced by family members and few made their own choice

The 2007 – 2008 campaign targeted six audiences: students, teachers, policy makers, professionals in the industry (workers), media, and the general public of Jordan. Implementation of the campaign entailed delivering key tourism awareness messages and information through print media, awareness workshops, seminars, training workshops, and town hall meetings. Campaigns were conducted in nine tourism clusters as follows: Amman, Madaba, Petra, Wadi Rum, Aqaba, Kerak, Salt, Ajloun and Jerash. Hand in hand with the series of workshops and training sessions, an extensive range of information and printed material (posters, brochures, flyers, etc) was developed in Arabic and English and distributed to reach an audience of 2.5 million Jordanians. This outreach is detailed in Table 2:

Table 2: Distribution and audience reach of awareness campaigns

Target audience	Quantity distributed	Population reached	Promotional tool	Channel of distribution
Students	500,000	1,500,000	Brochure	Via MoE and MoTA
	5,000	50,000	Poster	To schools via MoE and MoTA
Teachers	5,000	15,000	Pamphlet	Via MoTA
	5,000	50,000	Poster	Via MoTA
Work force	10,000	30,000	Brochure	Via MoTA
	50,000	250,000	Brochure	Central Post Office
General public	70,000	350,000	Brochure	Inserts in Social Security mail
	50,000	250,000	Brochure	Ad-Dustour newspaper inserts
	5,000	25,000	Brochure	Shopping mall distribution
Policy makers	1,500	1,500	Pamphlet	Via MoTA
Media	1,000	1,000	Brochure	Mail distribution
	700,000 plus	2.5 million		

The success of the awareness campaign was the result of the collective efforts and partnerships amongst the different industry stakeholders - private enterprises, public institutions and non government organizations (NGO).

Current status of tourism awareness

A post awareness campaign survey was conducted in May 2008 to measure the change in awareness and perceptions toward tourism. Findings showed a marked improvement since 2006 in awareness and perceptions of tourism in Jordan.

While more segments of the general public understand the importance of tourism in benefiting the economy of Jordan, many fear the effect of tourism on their communities and are cautious of what negative lifestyles or damaging the environment it may promote.

Jordanians are perplexed about working in the tourism industry. They appreciate that society is changing and that some of the more conservative values are giving way to more modern careers and jobs, yet they are still reserved in their views. However, with the increased awareness, education, and understanding of the flexibility in tourism, the perception that it promotes negative lifestyles and that it is 'shameful' to work in the industry is changing. Nevertheless there is much work to be done in promoting the tourism sector as a catalyst for economic progress that retains attractive career choices. One example entails local communities near and around tourism attractions must actively engage in supporting the sector.



2. STRATEGIC DIRECTION FOR TOURISM AWARENESS 2010-2011

Changing attitudes and behavior is a long-term process that requires intensive nurturing to alter opinions while respecting local values toward tourism in the host country. Recognizing this challenge and transforming it to an opportunity, it is necessary to implement a sustained and well-coordinated tourism awareness campaign in 2010-2011 to successfully trigger change in perceptions, attitudes, and behavior of the general public concerning the value of tourism and its benefits.

The campaign will involve two main actions; 1) implement a Kingdom-wide public awareness campaign that targets seven groups; policy makers, the general public, career influencers, students, workers in the sector, managers and owners of tourism businesses, and the media, and 2) implement community-based tourism awareness campaigns that target locals close to tourism attractions. To help achieve this national tourism awareness campaign, it is important to identify what specific desired outcomes the campaign should generate from each target audience. The table summarizes these desired outcomes:

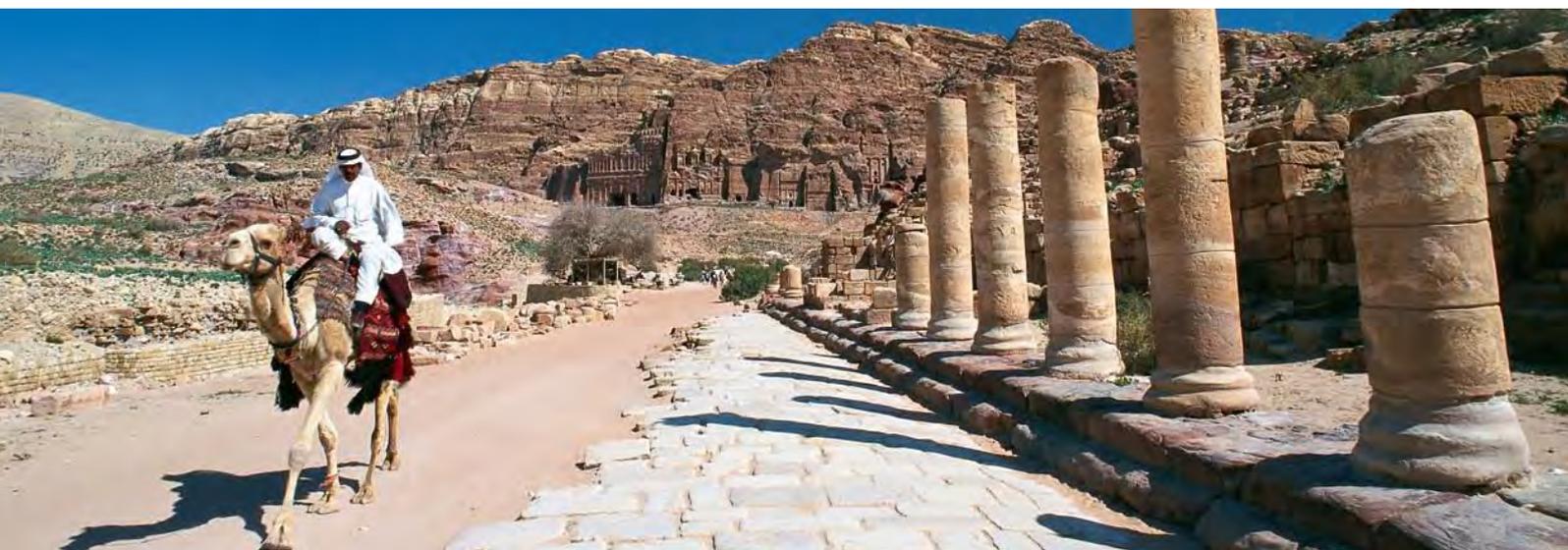


Table 3: Desired outcome from target audiences

Target audience	Desired outcome
Policy makers	Policy makers will learn the full value of tourism for the economy and support legislations that promote the sector while also expanding financial backing to MoTA, Department of Antiquities (DoA), and Jordan Tourism Board (JTB).
General public	The general public will understand the social and economic benefits of a flourished sector and embrace hospitable behavior toward tourists. Also, this audience will start respecting nature, archeology and supporting tourism careers and enterprises.
Career influencers (teachers and counselors)	Move career influencers away from deeming tourism an inferior career opportunity for men and too liberal for women. Recognizing the value of the career options of tourism while supporting students to pursue opportunities in the sector.
Students	Students will begin realizing the importance of the sector to our national economy and our lives, appreciate the promising career paths it offers, and exhibit visitor-welcoming behavior in addition to respecting nature and archeology.
Workers in the tourism sector	Workers will begin showcasing a more ethical and hospitable behavior for tourists and promote job opportunities and loyalty to the sector. They will start seeing industry jobs as respected career opportunities.
Tourism business owners and managers	This audience will show more support for tourism workers by offering training and incentives. They will also encourage constant development of facilities and improve level of service.
Media	The press will grow their understanding of the economic and social benefits of tourism and publish balanced and positive coverage to promote entrepreneurial development and enabling policies.
Host local communities	The locals of each community will provide a richer tourist experience by showing more hospitable behavior and providing better products and services as a result of starting and improving their small to medium-sized tourism projects. Furthermore, locals will show more respect to archeology and nature.



2.1 IMPLEMENT A KINGDOM-WIDE TOURISM AWARENESS CAMPAIGN

Introduction

This nationwide awareness campaign will reach out to policy makers, career influencers, students, tourism business owners and managers, tourism workers, media, and the general public to educate them about the important role of tourism in the sustainable development of Jordan's economy while highlighting the direct and indirect benefits of the sector. Furthermore, the campaign will encourage the different target audiences to promote visitor-welcoming behavior and become advocates of the sector. The tools used in this campaign will include a blend of print and promotional material, workshops, meetings, advertising, public relations, direct marketing & more.

It is paramount at this stage to determine the strategy and mission that will guide the efforts toward achieving the goals.

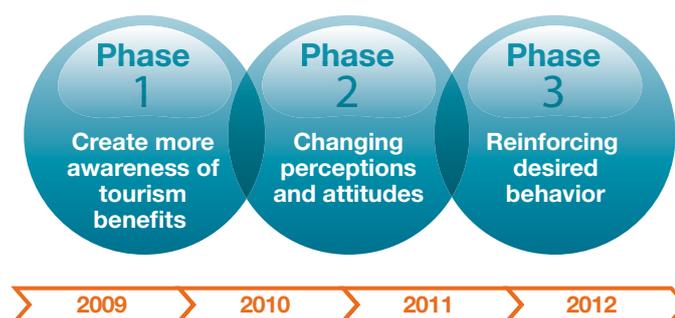
Strategy-The overall strategy is that Jordanians, citizens and policy makers are actively participating in developing Jordan's tourism sector as the essential vibrant sector for the Kingdom's economy.

Overall impact-The national tourism awareness effort aims to achieve an impact through three phases as follows:

- Phase 1: Seeks to create more awareness among citizens.
- Phase 2: Targeted at changing perceptions and attitudes of the population.
- Phase 3: Endeavors to create and reinforce positive behavior.

It is estimated that these three phases will be completed in three years and that they will overlap as illustrated in Figure 2:

Figure 2 – Strategic phases of nationwide tourism awareness plan



The overall impact for Phase 1, which is the core of this document, aims to make more than three million Jordanians aware and better informed of the importance of tourism to the country's economy and the benefits it can add to their lives through providing the right information for these seven target audiences that will lead to the changing of their perceptions and attitudes toward tourism as well as triggering the desired behavior in favor of the sector.

Mission

The mission of the plan is to educate and change perceptions, attitudes and behavior of Jordanians toward tourism via holistic awareness development initiatives that secure participation from the principle audiences, prompting them to become members of the sector's development process, each in his/her own role.

Objectives

Influenced by the mission and vision, the objectives of the national tourism awareness campaign can be summarized as follows:

- To enhance public awareness of the benefits of tourism for the national economy and for Jordanians;
- To involve the public within the sector by highlighting the roles they can play in creating a welcoming and hospitable environment in addition to keeping sites preserved and clean;
- To raise the profile of the sector as the employer of choice;
- To encourage best practice ethical behavior toward tourists and promote a service oriented culture.

Key messages

Communication to the target audiences will accentuate the following key messages derived from the objectives:

- 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 the country from regional competitor destinations – let us show it;
- We must enhance visitor experience and embrace a service oriented attitude;
- Working in tourism sector should not be a taboo subject;
- The tourism sector offers attractive career opportunities;
- Jordan's tourist attractions (nature and archeology) must be respected and preserved by protecting them against misuse and securing site cleanliness.

Campaign Audience Reach

The table below highlights the methods by which three million citizens will be reached via print information and mass media tools:

Table 4: Distribution and audience reach of awareness campaigns

Target audience	Quantity distributed	Population reached	Promotional tool	Channel of distribution
Students	500,000	1,500,000	Brochure	Via MoE and MoTA reaching secondary school students, including Fundukia schools, 11 Vocational Training Corporation (VTC) centers, and 21 colleges and universities
	5,000	50,000	Poster	To schools via MoE and MoTA
Teachers	5,000	15,000	Pamphlet	Via MoTA
Work force	5,000	50,000	Poster	To industry via MoTA
	10,000	30,000	Brochure	Via MoTA
General public	60,000	300,000	Brochure	Central Post Office
	80,000	400,000		Inserts in Social Security mail
	60,000	300,000		Newspaper inserts
	N/A	1 million	TV ad	JTV
	N/A	170,000	SMS	Email Solution Providers
	N/A	1 million	Radio	Popular Radio Stations
Tourism business owners & managers	1,500	1,500	Brochure	Via MoTA
Policy makers	1,500	1,500	Pamphlet	Via MoTA
Media	1,000	1,000	Brochure	Mail distribution
	Around 750,000 in addition to mass media support	Over 3 million		

Further to these tools, seminars, workshops, town hall meetings, publicity and word of mouth will build on the reach achieved, maximizing the campaign's penetration.



Tourism Awareness Campaign Plans

To tackle the negative perceptions of the Jordanian population and build upon the achievements of first national awareness campaign, a multi-layered, Kingdom-wide campaign will be launched that underline the benefits of tourism to the seven target audiences identified previously. A combination of meetings, workshops, training sessions, publicity, and dissemination of print material/advertising will be utilized to effectively achieve the overall impact. As highlighted below, the campaign will take two main steps: the first relates to the activities that will underpin the campaign; while the second revolves around the specific activities and promotional methods to target each audience.

The tourism awareness campaigns will be underpinned by the following six activities:

1. The brand ‘Tourism Enriches Our Lives’

This was the foundation identity for the first phase of the tourism awareness campaign. The campaign will continue using this identity, which will help standardize the look and feel of all relevant sub-campaigns and bring recognition to this effort among the different audiences. However, the identity might undergo modifications to upgrade its ability to draw more response from the principle audiences.

2. Cooperating with partners

The successful implementation of the campaign will hinge on founding an efficient partnership with the various industry stakeholders. In support of this objective, JTDII has hired an awareness tourism manager to coordinate with the different partners who can be from the following sectors:



- Public sector partners: MoTA, DoA, MoE, MoL, Ministry of Health, ASEZA, Greater Amman Municipality (GAM), and VTC.
- Industry associations: Jordan Hotel Association (JHA), JRA, Jordan Inbound Tour Operators Association (JITOA), JTGA and others.
- NGOs and donor agencies: JICA, CIDA, European Union, GTZ, JRF, and others.
- Private sector partners: dependant on type of activity, they can be from different sectors such as telecom, banking, etc.

It is important to assign an efficient contact within each counterpart. Collaborating with these organizations should lend the industry interest, support, and co-funding besides timely approvals.

3. Communications program

To raise the profile of the campaign and acquire the approval and support of the various stakeholders, an integrated marketing communications program will be planned and implemented. Each target audience is allocated a set of marketing communications tools that best reach out to that audience. The characteristics of this integrated campaign will look as detailed in table 5:

Table 5: Marketing communications tools allocated as per the target audience

Target audience	Public relations	Advertising & media	Events	Conferences & seminars	Collateral
Policy makers	•		•	•	•
General public	•	•	•	•	•
Career influencers	•		•	•	•
Students	•	•	•	•	•
Workers in the tourism sector	•			•	•
Tourism business owners & managers	•		•	•	•
Media	•			•	•

4. Public relations in the communication program

Amongst the different marketing communications tools that will be utilized, public relations is the most important due to its ability to inject credibility into the campaign's various activities. Furthermore, public relations is capable of registering a high level of publicity that reaches out to the different segments of society. For example, if a story was published in the local print media, the reach will extend to around 1 million persons. Table 6 clarifies the example by looking at the circulation and reach of the top print media in Jordan:

Table 6: Circulation and reach numbers for a story published in key local print media

Media	Circulation	Reach
Newspapers		
Al Rai	100,000	300,000
Al Ghad	60,000	180,000
Ad Dustour	70,000	210,000
Al Arab Al Youm	30,000	90,000
Jordan Times	15,000	45,000
The Star	8,000	24,000
Al Anbat	40,000	120,000
Ad Deyar	25,000	75,000
Magazines		
Jordan Business	10,000	30,000
Venture	10,000	30,000
JO	10,000	30,000
Itijihat	10,000	30,000
Total	388,000	1,164,000

Public relations serves as a cost effective tool when compared with other communications disciplines such as advertising; it costs much less to publish a news item in a certain size than to publish an ad of the same size. Additionally, the editorial value is considered three times more valuable than the advertising value. The public relations program that will support the campaign is meant to utilize key vehicles to produce quality publicity. The program will highlight each and every sub-campaign launched, marking milestones and communicating successes.

In order to kick off such a public relations effort, it should support a smart mix of sustained publicity activities as follows:

- **Interviews:** The objective is to produce a series of year-round interviews with industry leaders and entrepreneurs who have led successful tourism businesses. Interviews provide an interesting platform to discuss numerous subject matters. To ensure efficiency and credibility, these interviews should be conducted with leading business magazines, such as Jordan Business and Venture in addition to key daily newspapers.
- **Feature stories:** To raise the public's interest in certain areas, local media will be encouraged to write appealing articles that will trigger intrigue and involvement of readers. For example, cleanliness is an issue that is affecting Jordan's heritage and cultural attractions. An article in the daily Al Ghad with a call to action can shed needed light on the matter and raise public awareness on sustainable practices.
- **Press releases:** This tool is important to communicate progress on all awareness initiatives. Press releases will be used to create hype, trigger action, and demonstrate achievement. Such stories will be placed in key local media in addition to including them in a monthly newsletter that will be circulated among all stakeholders.
- **Thought columns:** It is very beneficial to involve opinion leaders, whether prominent columnists or industry experts, in writing articles that support and underline the ongoing awareness activities while congruently calling upon all Jordanians to become dynamically involved in the development process.
- **Public programs:** Industry key figures, whether from the private or public sector, will make regular appearances on famous TV and radio programs to encourage all Jordanians to be part of the change movement to improve tourism. Programs such as the popular morning TV show Yes'ed Sabahak and the daily radio show with the renowned anchor Mohammad Wakeel are some examples of efficient vehicles that are worth considering.

5. Plan awareness campaigns

The planning of all campaigns is mandatory to ensure quality results and realize goals smoothly. The phases for planning are based on the following key steps:

- The USAID tourism project will manage and conduct a public awareness and attitudinal research to capture the perceptions and views of Jordanians toward tourism and tourists. The research will be skillfully designed to efficiently gauge the crucial levels of awareness and attitudes for the sector.
- An industry-wide event will be conducted to publish the results of the awareness research. This event will host all tourism industry stakeholders, tourism projects, Government of Jordan, education institutes, and the media.
- A tourism awareness steering committee will be set up to oversee planning and implementation of the awareness campaigns. See Annex 1 for more information on the terms of reference for setting up a steering committee.
- Finally, results of this survey will be utilized in light of the National Tourism Awareness Strategy.

6. Develop communication plan and campaign tools

Print material

The awareness campaigns for the seven target groups will be supported by disseminating customized campaign print material and promotional items. This includes distributing posters, flyers, and brochures through schools, workshops, the Jordan Central Post, Social Security Corporation, and inserts in newspapers. In addition, promotional material such as school bags, mugs stickers, etc, will be distributed. Stationary materials and CDs would also be of great promotional value.



Video material

Additional support for these campaigns will be video material covering tourism sites along with interviews with citizens working in tourism and students studying in the field. The purpose of this material is to promote the richness of Jordan's tourism attractions and convey the message that the sector offers a promising career while encouraging tourist-welcoming behavior and abandoning negative conduct. A plan will be set for the video material, which will be released in an RFP. The final footage can be edited into testimonials, commercials, and documentaries.

Web site

This tool will serve as a reference of the various phases of the 'Tourism Enriches Our Lives' campaign, allowing Jordanians, particularly target audiences, to access relevant information on tourism awareness. For example, teachers can download facts and figures on tourism that they can share with their students. Visitors to the Web site can also drop their comments. It is suggested that the Web site be linked to MoTA's Web site. An RFP will be released to select a vendor. The launch of the Web site will be during an industry event that hosts sector stakeholders.

Implement nationwide awareness campaign to target audiences

As elaborated below, the Kingdom-wide awareness campaign encompasses specific campaigns for each target audience, characterized as follows:

Policy makers

This effort aims at building on the messages communicated to policy makers in the first phase of the campaign to reinforce the importance of tourism in supporting Jordan's economy, generating foreign and domestic investments, and creating job opportunities. Policy makers should rise up to a new role as facilitators rather than controllers, offering all sorts of assistance and support for the sector.

Awareness Opportunities

Power breakfasts

Led by MoTA and facilitated by JTDII, regular networking gatherings for industry players (public and private entities) to discuss issues facing the tourism sector and recommend plans to overcome them.

Held twice a year, the meetings will contribute to uniting efforts toward servicing a shared vision. More importantly, these meetings will help produce white paper drafts, which are developed to address a problem and how to solve it. The draft will be shared with policy makers to encourage them to endorse a policy or make a decision on certain matter.

The campaign will include the following activities:

- **Policy makers meeting:**

Headed by MoTA, a road show will visit areas located around the Kingdom, reaching out to different policy makers; senates, municipality heads, and governors. The program looks at the 9 tourist cluster-areas. These meetings, unlike the previous campaign, will seek to garner approval and support for tourism projects in the visited governorate. Presentations, which will be delivered by a senior MoTA representative, are to be prepared accordingly. For example, when visiting Salt, the presentation will focus on encouraging the policy makers in that city to embrace the efforts that aim at making the city a tourist destination while Petra's presentation will promote sustainable practices to preserve and conserve heritage. Handouts will be given out to attendees that reflect the presentation's content.

- **Executive series meeting for parliamentarians and ministry executives:**

While the meetings will look similar to the ones held in the first phase of the campaign, the endeavor will target parliamentarians and ministers who do not deem tourism as a priority on their agenda. These four meetings will help charge these executives with enthusiasm to promote and support the sector's development.

- **Senior tourism committee of Senates:**

This committee will be arranged to reinforce the efforts made to positively influence the official interest in tourism. The committee will be meeting three times a year to discuss matters related to the industry challenges while attempting to enforce tourism and suggest solutions.

Career Influencers (teachers educating students)

There are 3,126 public schools under the ministry's administration, and 2,138 private schools in addition to over than 200 UNRWA and armed forces' schools. Attending these educational facilities are 1.6 million students.

This effort will inform and educate a wide range of Jordanian teachers, males and females, to embrace the benefits of tourism. This will be achieved through introducing a designed module into the national curriculum and then training 300 teachers to deliver this module to more than 50,000 students, males and females, in different areas around Jordan. JTDII in cooperation with MoE will coordinate the start of this initiative, which aims at encouraging teachers to adopt good behavior in welcoming tourists and support pursuing education and professions in the tourism industry.

The endeavor will be divided into the following main phases:

- **Disseminate campaign material to career influencers:**

The previous kit for teachers, designed to guide them in educating students on the value of tourism, needs to be revisited in order to amend design and content. The production of this material is expected to take up a month to complete. The kit will be improved to become more attractive and appealing to teachers aesthetically. The new kits then need to be printed out and prepared for dissemination. The delivery of the teachers' kits will take place on the day of the training session as each attending teacher will be handed out a copy.

JTDII will assign a professional trainer who will be responsible for delivering the awareness training sessions to teachers.

- **Conduct teacher awareness training for 300 teachers: It is suggested that the road show begins as follows:**

Week 1: central Jordan;

Week 2: northern areas of the Kingdom;

Week 3: south of Jordan.

Depending on the number of targeted teachers in each of these areas, the road show might stop for more than one day. Therefore, it is very important to determine the expected number of attendees ahead of time before each visit in order to prepare all necessary logistics such as catering, venues, kits, etc. MoE will follow up with each directorate, inviting teachers and confirming the number of expected attendees at each session to ensure that the number in each session does not exceed 30 persons.

Accompanying the road show will be representatives from JTDII and supervisors from MoE. The training sessions will be held either at a hotel, governorate facility, or VTC center, depending on the visited location.

- **Implement tourism awareness course to reach 50,000 students:**

MoE, with its network of nationwide directorates, will lead the allocation of selected teachers' efforts among the chosen schools. The chosen students will be from 9th till 11th grades as they are seen as the most fertile segment to absorb career choices. Each teacher will be responsible to share with JTDII and MoE progress reports to ensure execution of the awareness classes, documenting times and dates of all relevant information. Moreover, the trainer or supervisors will be conducting random check ups on these teachers to ensure compliance. In addition to the teacher's training material, each session, comprised of two classes, will include a film on Jordan's tourist attractions as well as important information on the sector aimed at putting students in the desired mind frame. To that end, teachers will be given the film on a DVD to play in the class while students will receive booklets that summarize what they have learnt during the session, which they will be encouraged to take it back home and share with their parents. The movie will be available for download on MoTA's Web site to allow for further exposure.

Awareness Opportunities

Most influencing teacher

To further win the buy-in and extra commitment of the 300 teachers conducting awareness sessions, an award should be designed for the most influencing teacher. Each interested teacher should choose five of his/her best students who were exposed to the session. Under his/her supervision, these students will be asked to conduct a presentation on local tourism highlighting the country's various tourist attractions and suggesting solutions to elevate the sector. The students with the best presentation along their supervising teacher will win valuable prizes such as laptops with a year long free ADSL subscription.

The competition can be hyped up through media such as inviting the teacher and students to be host on the famous Friday morning show Yes'ed Sabahak.

Choosing the most influencing teacher can be done in another manner by going directly to the students and asking them to score their teacher's genuine and creative skills in delivering the awareness session and how much he/she successfully managed to convince them of tourism as a career opportunity.

Inviting successful industry workers

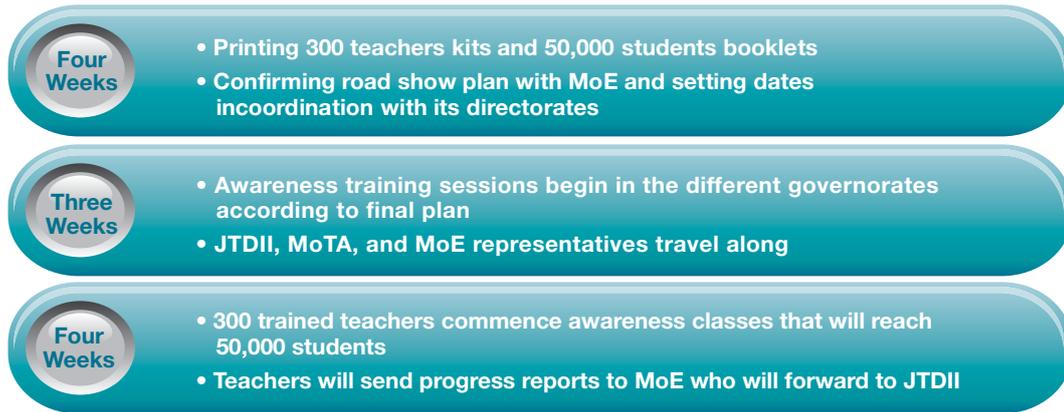
As part of the training session program, hosting an industry professional who has carved out a lucrative career in tourism would add more credibility to the campaign's claim that the industry is an employer of choice. That person will share with the attendees his/her rewarding experience in pursuing a career in the sector that promises many opportunities. The impacts out of this endorsement will give teachers an inspiring story to pass on to their students.

Sharing the wide scope of tourism opportunities is one thing, but painting an attractive image of the future to these students is another thing. Teachers need to convey a message to students that they might easily earn more than a doctor or engineer by simply choosing tourism as a career option.

Cartoon character

The very famous cartoon character, Abu Mahjoob, goes down well with the different segments of the Jordanian society. Known to tackle social issues in an appealing sense of humor, the students' campaign can be brightened up by the inclusion of this caricature. A flyer with Abu Mahjoob communicating pro-tourism key messages will be distributed among students in different governorates in cooperation with MoE.

Figure 3 – Suggested timeline for teachers and students campaign



Awareness Opportunities

Industry career fair

As part of the efforts to promote career opportunities in the industry sector, a huge career fair will help to enlighten students of the prospects for advancement in Jordan's most promising sector. A special seminar on the sides of the job fair can take place to shed more light on tourism and encourage students to embrace its benefits.

Injaz

Injaz is an initiative to enhance the capacity of Jordanian youth. Injaz offers many programs that can reach efficiently to students such as:

Tourism Career Month

Targeting students from schools and VTC centers, this event will be completed over three weeks where the first week will be inspirational by inviting workers in the sector with success stories. The second week will be capacity building to develop certain skills suitable for tourism. The third week will host the parents of these students, engaging them in a debate around how they perceive the sector. The initiative will be rolled out in three different locations for the first year; covering north, middle, and south of Jordan. This interactive and smart program is designed to sell tourism as an interesting field and a career of choice to students and parents, who are career influencers.

Travel and Tourism Business (TTBiz)

The Travel and Tourism Business Course allows students to learn about the travel and tourism industry and about starting and running a service. With Injaz reaching 10,000 school students per year, the course is an optimal vehicle to promote tourism and educate students on its different benefits and career options. The course might undergo modification to suit the needs of the awareness campaign.

Lectures at Universities

In cooperation with MoHE, industry experts will lecture at different universities to encourage students to consider jobs in the tourism industry. Attendees of the lecture will receive a bag of collateral on their way out to make it a memorable experience.

Students

In addition to the awareness training sessions delivered by teachers, students will be targeted across the Kingdom to promote tourism-related disciplines as professional options as well as tourism related jobs as exciting career opportunities, especially for women who represent only around 10% of the entire tourism industry workforce. The campaign is a creative way to elicit participation and promote awareness by including the following:

• Plan and implement university student photo competition:

This will be a photo competition for Jordanian students at colleges and universities who will be encouraged to take snapshots of different tourist attractions and download them on the tourism awareness Web site. Either through voting or a panel of judges, the best 10 photos will be awarded in a special ceremony. Furthermore, the photos will be exhibited in four different Jordanian universities to promote the Kingdom's national treasures. Flyers will be produced and distributed twice at these educational institutions to promote the competition and encourage students to participate. This will be done in collaboration with Ministry of Higher Education (MoHE).

• Implement school student poster competition:

This is the second poster competition that will be held for school students across the country. The previous competition achieved a milestone success. The effort

commences with an ad in key newspapers announcing the competition and inviting students from all schools around the Kingdom to draw a painting that describes tourism in Jordan.

MoE will be collecting all drawings from students, concurrent with the formation of a panel of judges that will be comprised of MoTA, MoE, JTDII, GAM, artists and others who will evaluate these drawings and choose the best 12 during a small ceremony.

A large ceremony will follow where all participating schools are to be invited. Also, the list of invitees will include representatives of industry stakeholders, media and many others. Branded mugs, caps, T-shirts, etc, will be distributed among attending students to make their visit more memorable. The ceremony will award owners of the best 12 drawings, which will be placed on an annual calendar. Presents will range and vary dependant on sponsors.

Tourism workers

The campaign aims at reinforcing the benefits of tourism among Jordanians working in the sector and educating them to develop their careers, improve their skills and apply best behavior. In addition, this target audience should foster pride in the profession and exhibit loyalty to the tourism industry. The campaign will include the following:

- **Industry associations workshop:**

A series of four workshops will be conducted for tourism business associations, including JHA, JRA, JITOA, and JTGA.

- **Taxi drivers training session:**

Similar to last year, 200 taxi drivers will be introduced to the importance of tourism during a two-day workshop in Aqaba, which will be organized in partnership with ASEZA as harassment incidents in Aqaba are still reported. Amman will also be included in the effort. The workshop will focus on promoting visitor-welcoming behavior, as well as introducing cross- cultural sensitivity and respectful behavior, presenting a good image of Jordanians.

- **Tourist police workshop:**

Tourist police play an important role in the tourism sector; there are 600 tourist police in Jordan (4% of whom are women). They are often the first contact tourists have with Jordan and a main source of information for them, as well as being generally responsible for the wellbeing and safety of visitors. The campaign aims to educate around 300 policemen and women about the importance of tourism and improve their communication skills. The workshops can be conducted in a two day event.

Awareness Opportunities

Welcome to Jordan

To incentivize best visitor welcoming behavior among workers of the industry, a bi annual award can be given out to the tourism worker who receives best evaluation from tourists by filling out a standard form of recommendation found at the different tourist venues or logging on to a Web site to submit their experience. The effort will be conducted in collaboration with industry associations.



Tourism business owners and managers

This target audience will be encouraged to support pursuing professions and setting up businesses in the tourism industry, develop a workforce of Jordan's tourism sector, and promote best tourist welcoming behavior. A number of workshops and executive meetings with these owners/managers, and potential entrepreneurs, will be arranged to realize the set awareness objective. This campaign along with tourism workers' campaign should help minimize attrition of industry workforce. A total of four workshops are allocated for this campaign.

Media

The media is an instrumental tool in reaching the wide segments of the general public. The media needs to exhibit more support to the sector through better coverage of its successes and issues. Therefore, Jordanian media professionals will be further educated about the importance of the tourism sector. The campaign will include the following:

- **Media lunches with the Ministry of Tourism & Antiquities & industry leaders:**

This will enhance rapport and build an open communication channel, encouraging the media to place more interest in the sector. The media will be having separate lunches with both the minister and industry leaders.

- **Media FAM trips:**

It is paramount for the media to be taken into different FAM trips. The trips will allow the media to get first hand experience with what the tourism sector has to offer, encouraging increased coverage of future stories with passion and insight regarding the industry. It is suggested for this year that the FAM trip would go to the south, covering Petra, Wadi Rum, and Aqaba. A group of 10 to 20 media will be invited to take part in this activity.

Awareness Opportunities

Best tourism report

Members of the media will be invited to participate in the "Best Tourism Report" competition. This will help shed more light on the sector and attract the interest of the press. A panel comprised of distinguished journalists, MoTA, JTB and JTDII will be responsible for deciding on the best report. An award awaits the best report that will be published after translating it into different languages locally, regionally, and internationally. The awarded journalist will also be invited to a workshop to review with the panel of judges the reasons behind selecting his/her report over other reports.



The general public

The campaign will educate the public to support pursuing professions in the tourism industry and promote best hospitality and tourist-welcoming behavior. It will also aim to mitigate the stigma that the tourist industry is not an option for women. The campaign will include the following:

- **Implement general public campaign:**

Brochures that encourage the public to embrace the tourism sector will be distributed via post office boxes, newspaper inserts, and Social Security.

- **Plan general public tourism awareness advertising campaign:**

This campaign will make use of mass media such as print, SMS, radio, and television advertising to motivate the general public wherever they are to become positively involved in backing the industry. See adjacent box for more information.

Awareness Opportunities

Jordan; authentic hospitality

When the objective is to raise nationwide interest in tourism, targeting the general public requires utilizing strong tools. By the large, public awareness campaigns rely on mass media solutions (e.g.: TV and radio) to change perceptions due to their dominant characteristics such as:

- Animated and not rigid, engaging the targeted audience.
- High reach and high frequency, resulting in large impact.
- Covers all ages, genders, and geographies.

Many Jordanians fear the effect of tourism on their communities and are cautious of it promoting negative lifestyles or damaging the environment. This suspicious attitude translates into unwelcoming behavior. Therefore, the campaign is designed to stress on the benefits of tourism and remind Jordanians that when it comes to hospitality, our nation is superior to other nations, and therefore, we need to show that.

The mass media campaign will be part of an integrated and simultaneous marketing communications campaign of PR, advertising, and direct marketing. For advertising, the TV ad will encourage Jordanians to exhibit hospitable behavior toward tourists to encourage them to come back and visit the friendly and welcoming Jordan. The TV commercial will include two scenarios; one that shows the benefits of embracing a tourist welcoming behavior, the other will demonstrate the negative impacts of mistreating sightseers. PR will utilize the endorsement of key opinion leaders; columnists, anchors, etc. The national campaign will be launched just before the sector's high season, continuing for three months.



2.2 IMPLEMENT COMMUNITY-BASED TOURISM AWARENESS CAMPAIGNS

Introduction

As part of the national tourism awareness campaign for 2010 – 2011, a community-based tourism awareness campaign will be setting up to reach out directly to communities near and around major tourism attractions in order to enhance their understanding of tourism and the importance of Jordan's tourism sites. It will also highlight the role of communities in protecting these sites and encourage locals to start their own small and medium sized businesses as well as develop existing businesses to support tourism and improve the experience for visitors.

The community-based campaign will travel the 9 different tourist-cluster areas; Jerash, Ajloun, Salt, Amman, Madaba, Karak, Wadi Rum, Petra and Aqaba.

The city of Salt, which will host the first community-based awareness effort, has been solely highlighted here. Nevertheless, Salt will serve as a model approach for community-based tourism awareness campaigns; the basic principles and measures provided herein should apply to the other aforementioned clusters.

A half-hour drive northwest from the capital Amman, Salt is an ancient town that transports you back in time to a place of picturesque streets and dazzling houses from the late Ottoman period, with their characteristic long-arched windows. Because of its history as an important trading link between the eastern desert and the west, it was a significant place for the region and its rulers. As the town's status increased, many merchants arrived and, with their newly acquired wealth, built the fine houses that can still be admired in Salt today. These splendid yellow sandstone buildings incorporate a variety of local and European styles.

The Ministry of Tourism and Antiquities will also work with JTDII to promote local investment in the area to protect and develop heritage houses and traditional markets along the trails being designed for tourists. The local residents will be encouraged to develop shops, cafés, restaurants and other ventures, helping them to benefit from the Kingdom's growing tourism sector.

A participatory rapid appraisal conducted last January in Salt concluded that there are no tour guides from Salt and little human resources to offer tourism services, as there is no inclination among the youth of the city to pursue a career in tourism. Furthermore, policymakers need to be decisive, enforcing tourism-related legislation especially those related to protecting the heritage houses. The appraisal concluded that the community of the city lacks awareness of the importance of embracing tourism, calling for a need to carryout targeted awareness programs that reaches out to the different segments of the local community such as the local government, civil society institutions, owners of shops and restaurants, schools, and more.

Strategy

The strategy for this campaign is based on engaging local communities near and around Jordan's tourism attractions in building up the tourism scene and enriching visitor experience.

Objectives

The objectives for the community-based tourism awareness campaign are as follows:

- To make communities living near or around tourism attractions aware of the benefits of tourism and more accepting of tourists.
- To educate these communities on how they can support the local tourism experience.
- To encourage these communities to establish tourism-related businesses.
- To motivate communities to protect tourism sites.
- To encourage the youth to pursue careers in tourism.
- To increase the sense of pride in Salt as the heritage city of Jordan.

Messages

The campaign will use the following key messages:

- Tourism is the Kingdom's vibrant growth sector that generates benefits to the national economy and to our lives.
- Starting up a tourism-related business is rewarding.
- Tourism is rich with a wide variety of attractive careers.
- Tourists should experience the welcoming behavior and hospitality spirit Jordanians are known for.
- Our tourism sites are national treasures that should be protected and preserved.
- Salt is a unique city with its picturesque streets and heritage houses.

Overall impact

The visitor experience at key tourism sites will improve as a result of better interaction with the locals and the availability of new products and services will create more jobs within the communities.

Campaign Phases

The community-based tourism awareness campaign will be divided into two consecutive phases:

i) informing and educating; ii) inducing behavioral change.

i) Informing and educating

Communities living near and around tourist sites will be targeted to increase their understanding of the importance of tourism for the national economy and how they can contribute to developing the sector and create a better visitor experience for tourists. Four main communities will be targeted during the first year of the program; Salt, Petra, Ajloun, and Madaba.

The process of creating informed opinions and positive perceptions toward tourism will be phased out to target the different segments of the local community. These segments can be categorized as follows: local government, schools, shops, food, beverage and accommodation providers, tour operators and agents, local community groups, and others.

A combination of seminars, workshops, and print material will be designed to spread awareness among the locals.

Local government

This segment represents heads of municipalities, governors, members of parliament, and representatives of government and semi-government institutions. The purpose is to engage this target group in the development process of the tourism sector within their communities, urging residents as opinion leaders to embrace the benefits of tourism and exhibit a welcoming behavior toward tourists. Furthermore, the local government will show more enforcement of tourism-related legislations.

Through regular quarterly meetings and presentations, local government officials will be reminded and made aware of the value of endorsing tourism. They will continuously be updated about the latest developments and future plans regarding tourism within their communities while encouraging them to deliver feedback and practical suggestions that ensures their participation and involvement.

In Salt, policymakers will be made aware of the direct and indirect benefits of tourism in supporting Jordan's economy and creating job opportunities. Additionally, the local government will be encouraged to enforce legislation that protects heritage houses, approve the city guidelines for facades' development, and endorse efforts to preserve the city's cleanliness as well as construct parking lots and more.

Food, beverage and accommodation providers

Food, beverage and accommodation providers represent the recreational element for tourists, forming a crucial element of the tourists' experience. Without professional guidance and training, a potentially good tourist experience can easily go astray, leading to an incomplete and poor experience. Meeting the expectations of international tourists requires that owners and workers of these facilities become aware of the need to develop and improve product and service.

Through tailor-made workshops, restaurants, shops, and accommodation providers, will be re-introduced to the concept of hospitality and quality service; qualities inlaid within our Jordanian culture.

In Salt, there are a number of shops, cafés, and restaurants in need of such awareness before tourists begin visiting the city, especially those located on the tourists' trail currently being developed.

Local community groups

Local community groups are the cooperatives whose involvement is necessary to propel the development of tourism in the local community. They also include youth centers, which are visible in many communities and need to be made aware of the many benefits tourism can bring to their lives. The cooperatives, associations, and youth centers will be invited to a number of seminars to educate them about tourism and what roles they can play to contribute in the development of the sector. For example, cooperatives



need guidance and direction to design products and services for tourists that will hopefully provide a very rewarding source of income.

The ancient city of Salt holds many cooperatives and youth centers. Adding to that segment are owners of the heritage houses who need to be encouraged to preserve these icons of urban heritage.

Students

Students most often lack guest courtesy skills when dealing with tourists. They need to receive specific education to drive their tourist conduct onto a different route. This education will be via teachers who will receive training on a specific tourism module to deliver it to students at schools. Teachers will educate students about the tourism sector highlighting the different career opportunities and persuading them to adopt a tourist welcoming behavior.

More than 30 teachers will be trained in Salt to deliver an awareness module that will reach around 5,000 students.

Tour operators and tour agents

This segment must be kept in conjunction with any of the developments in order to reflect whatever changes have been made on their tourism programs. They will be made aware of the importance of their feedback to develop tourism initiatives within communities. Via trips to communities to experience a new tourist product, tour operators and tour agents will get on board in enhancing tourism in local communities.

Tour operators and agents recently visited Salt to learn about its tourism potential. Awareness meetings should follow regularly in order to ensure their buy-in and interest in the heritage city of Jordan.

Others

There are many unemployed graduates in Salt who opt for a government job over private sector jobs. An awareness campaign should reach out to these youth to educate them about the attractiveness of the tourism sector as a career of choice. A number of leaflets will be distributed at the different coffee shops of Salt where they spend their time, encouraging them to learn more about the job choices found within tourism and provide them with more options to choose from.





ii) Inducing behavioral change:

As well as supporting tourism development and a better visitor experience through greater acceptance and welcoming behavior, communities can gain the opportunity from tourism in their vicinities to operate small to medium-sized businesses (SMEs). This component of the campaign will encourage community members to open new businesses and undertake enterprises that service the tourism industry. Community leaders will be encouraged to spread this message in their communities supported by brochures, flyers, and other print material that announces the subject. A grants' scheme will be launched where interested entrepreneurs can apply for funds needed to run their existing or potential businesses. Short listed applicants will receive suitable grants in addition to training sessions to teach them how to run businesses and develop the needed skills.

Hosting key community members and tourism industry stakeholders, a ceremony will be held to mark the first group of grantees. This will encourage other hesitant entrepreneurs to approach the grants' program. The training that these entrepreneurs will receive revolves around the following elements:

Hospitality

Accepted entrepreneurs will be trained to build up a strong relationship with guests by showing goodwill and pleasant conduct. This is a crucial element in the tourism world that must be perfected by trainees to efficiently contribute in developing the sector.

English

Often international tourists are familiar with the English language as apposed to Arabic. Members of the community who speak English have the ability to bridge the cultural divide with foreign visitors to the Kingdom. Teaching members of the community proper English, particularly individuals who work in tourism, will empower them to properly represent Jordan and create a better visitor experience.

Safe food handling

If entrepreneurs are interested in setting up a café or a restaurant, then this training will be needed to ensure safe food handling that is related to cleanliness, storage, and serving. Nothing can be more damaging for a café or restaurant's reputation than ill visitors from infected food.

SME set up and development

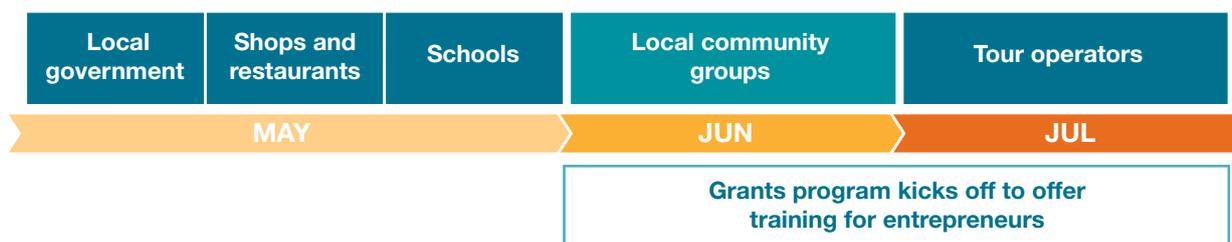
The success of tourism in any local community hinges on the ability to create economical opportunities for members of that community. However, most entrepreneurs lack the know-how to set up their own micro businesses and even individuals who own small businesses do not usually retain healthy practices that meet the international tourist's expectations.

The training provided would include education on management, marketing, and financing as well as accounting needed to run a proper business. Micro businesses will also be given guidance and counseling along the way to ensure they lead a smooth operation and overcome obstacles.

Timeline, tools and responsibilities

The below figure summarizes the timeline for the Salt tourism awareness activity, which spans over a period of five months. Other community-based tourism awareness campaigns are expected to use up the same amount of time.

Figure 4 – Timeline for community-based awareness activity in Salt



The table below looks at the Salt tourism awareness campaign in terms of target groups and the tools to reach those groups with awareness messages. Also, the table lists the parties responsible for carrying it through.

Table 7: Partners and tools for tourism awareness activity in Salt

Target audience	Resp.	Partners	Tools
Local government	JTDII	MoTA, Salt Governorate	Town hall meeting with presentation and handouts for around 30 persons
Schools	JTDII	MoTA, MoE, Salt Governorate	Teachers' kits, training session for more than 30 teachers, booklets for around 5,000 students
Shops and restaurants	JTDII	MoTA, Salt Governorate	Workshops and collateral for more than 80 shops surrounding the tourist trail with collateral
Local community cooperatives and youth centers	JTDII	MoTA, Salt Governorate	Five workshops for more than 130 entity
Tour operators and tour agents	JTDII	MoTA, Salt Governorate	Executive meeting with site visit and collateral
Grants and training program	JTDII	MoTA, Salt Governorate	Training on setting up a sound SME

3. SPECIFIC KEY MESSAGES

Whilst the campaign’s key messages were identified, it is important to tailor those messages for each targeted group in order to maximize the communication efforts and achieve efficiency. The table below outlines these specific messages:

Table 8: Specific key messages for each target audience

Target audience	Specific key messages
<p> Policymakers</p>	<ul style="list-style-type: none"> • Highlighting economic value of tourism. • Promoting enabling policy reform. • Expanding financial support for MoTA, DoA, and JTB.
<p> General public</p>	<ul style="list-style-type: none"> • Embrace the benefits of tourism careers and enterprises. • Practice visitor welcoming behavior. • Respecting nature and archeology.
<p> Career influencers (teachers)</p>	<ul style="list-style-type: none"> • Improving role as youth mentors. • Influencing student appreciation of tourism and its careers. • Promote visitor welcoming behavior.
<p> Students</p>	<ul style="list-style-type: none"> • Appreciating tourism’s value for Jordan and their livelihood. • Pursuing careers in the industry. • Practice visitor-welcoming behavior. • Respecting nature and archeology.
<p> Workers in the tourism sector</p>	<ul style="list-style-type: none"> • Improve visitor and hospitable behavior. • Promote job retention and career development. • Embrace environmental practices and ethical behavior with tourists.
<p> Tourism business owners and managers</p>	<ul style="list-style-type: none"> • Emphasizing importance of investing in workforce developments. • Encourage continual enhancement of facilities. • Embrace environmentally sensitive practices and ethical behavior with tourists and workers.
<p> Media</p>	<ul style="list-style-type: none"> • Improve understanding of tourism value. • Increase understanding of tourism’s economic and social significance. • Encourage balanced and positive coverage to promote entrepreneurial development and policy enabling.
<p> Host community</p>	<ul style="list-style-type: none"> • Encourage setting up SMEs to support tourism. • Develop tourist-welcoming behavior. • Enrich tourists’ experience.

4. CAMPAIGN SUCCESS INDICATORS

There should be certain indicators in place to gauge the success of the campaign. In general, the campaign would be considered successful if Jordanians became more aware of the importance of the tourism sector to Jordan's economy and their lives in addition to the opportunities it carries within. The successful launch of the campaign is also a general indicator of achievement. Additionally, the decrease in reports of bad service and tourist harassments as well as the increase in the number of students and workers seeking careers within the tourism sector will mean that the campaign is bearing fruit. As for specific indicators according to each target audience, they are as follows:

Table 9: Success indicators of the awareness campaign

Target audience	Success indicators
Policy makers	<ul style="list-style-type: none"> • Increased support for tourism related legislation and policy. • Improved advocacy of the tourism sector. • Increased adoption of leading tourism initiatives.
General public	<ul style="list-style-type: none"> • Greater percentage than before of the population is aware of the importance of tourism. • More entrepreneurs are considering opportunities within the sector as proven by the number of related registrations at the Ministry of Industry and Trade.
Career influencers (teachers)	<ul style="list-style-type: none"> • More teachers are inquiring and learning about the sector. • Increased number of school sessions related to tourism. • More recommendation of tourism as a career.
Students	<ul style="list-style-type: none"> • Increased number of students inquiring and enrolling in tourism related courses. • Increased number of graduates from tourism and hospitality disciplines.
Workers in the tourism sector	<ul style="list-style-type: none"> • Increase in number of workers undergoing training to improve their careers. • Increased level of service and adoption of best practice. • Increased level of employee retention.
Tourism business owners and managers	<ul style="list-style-type: none"> • Increased level of professional training offered to staff. • Increased investment in developing facilities to meet the international tourist expectations. • Opening up of new tourism businesses.
Media	<ul style="list-style-type: none"> • Placing more coverage on tourism stories. • Increased awareness about facts of the sector • Advocating tourism policy reforms.
Host community	<ul style="list-style-type: none"> • Locals near and around tourism attractions are opening and upgrading SMEs to support the sector. • Locals are showing responsible tourism toward heritage and environment. • Locals are showing understanding and respect for tourists and their cultures.

5. WORK PLAN AND MILESTONES

The below action plan highlights the different activities that will be carried out through the campaign in addition to the parties responsible for executing each activity. It also draws a start date for each activity and the result sought after following that activity.

Ref 1	Expected outcomes	Planned activities	Dates		Deliverables	Source of Funding	Accountability	
			Start	Finish			Resp.	Partners
5111	Results of the Jordanian's perception toward tourism publicized while steering committee oversee on a regular basis the execution of the tourism awareness plan.	Conduct tourism awareness survey	Dec 10	Feb 11	Tourism awareness of Jordanians determined	JTDII	JTDII	MoTA
		Creating steering committee	Feb 11	Apr 11	Committee responsible for overseeing campaign execution		JTDII	Industry
		Develop needed campaign print material	Feb 10	Mar 10	Print material used to support different campaigns		JTDII	MoTA, ASEZA
5112	Tools to support the awareness campaign; print material, Web site and video material are all in place.	Develop campaign video material	Feb 10	Jun 10	Video material used to support different campaign functions		JTDII	MoTA, ASEZA
		Develop campaign Web site	May 10	Jul 10	Web site used as a reference for tourism awareness activity		JTDII	MoTA
5113	Learning the full value of tourism for the economy while also supporting regulations and legislations that promote the sector and calls for better financial backing to MoTA, DoA, and JTB is established among policymakers.	Implement policy makers campaign	Jan 10	Jun 10	9 policy makers' events held around the Kingdom and 5 executive series meetings for parliamentarians and ministry executives. Also, two power breakfast meetings held.	JTDII, MoTA, ASEZA	JTDII	Industry
5113	Career influencers realize the valuable tourism career opportunities while supporting students to pursue opportunities in the sector.	Implement career influencers (schools) campaign	Feb 10	Apr 10	300 teachers deliver tourism curriculum to 50,000 students across the Kingdom	JTDII, MoE, MoTA	JTDII	MoE, MoTA

Ref 1	Expected outcomes	Planned activities	Dates		Deliverables	Source of Funding	Accountability	
			Start	Finish			Resp.	Partners
5113	Students from public and private schools, VTC centers, community colleges, and universities are more aware of the direct and indirect benefits of tourism. Moreover, disposition to inquire and enroll in tourism programs is increased. Also, respecting tourists as well as nature and archeological sites is improved.	Plan and implement university student photo competition:	Jul 10	Nov 10	University and community college students are more aware and involved in tourism via competition and road show exhibition	JTDII, MoHE	JTDII	MoHE, MoTA
		Plan and implement poster competition	Nov 10	Nov 10	School students are more aware of the national treasures of Jordan and the need to preserve them	JTDII, MoE	JTDII	MoE, MoTA
		Plan and implement Career Month	Oct 11	Oct 11	VTC and school students in addition to parents are convinced that tourism is a career of choice	JTDII, MoTA	JTDII	Injaz, MoTA, ASEZA
5113	Support for tourism workers by offering training and incentives are increased in addition to constantly developing facilities and improving level of service.	Reaching with tourism curricula to schools	Feb 10	May 10	Via TTBiz course, 60,000 schools students around the Kingdom are inclined to look for jobs in tourism	JTDII	JTDII	Injaz, MoTA, ASEZA
		Lectures at universities and community colleges	Oct 11	Nov 11	Experts of the sector create awareness around tourism's potential and career opportunities	JTDII, MoHE	MoHE	JTDII
5113	Understanding of the economic and social benefits of tourism and offering more focus on tourism is strengthened.	Plan and implement owners and managers of tourism business	Apr 10	Aug 10	Tourism business owners and managers are more inclined to invest in sector projects and develop capacity.	JTDII, Assoc.	JTDII	Assoc
5113	Understanding of the economic and social benefits of tourism and offering more focus on tourism is strengthened.	Execute media campaign	May 10	Sep 10	Media are more familiar of Jordan's tourism edge and motivated to give extra coverage	JTDII, MoTA	JTDII	MoTA

Ref 1	Expected outcomes	Planned activities	Dates		Deliverables	Source ofFunding	Accountability	
			Start	Finish			Resp.	Partners
5113	The general public's understanding of the social and economic benefits of a thriving tourism sector is strengthened and the hospitable behavior toward tourists is demonstrated. In addition, this audience will showcase respect toward nature, archeology in addition to supporting tourism careers and enterprises.	Implement general public campaign	Jun 10	Oct 10	The general public are encouraged to demonstrate hospitable behavior toward tourists	JTDII, MoTA, GAM, ASEZA, private company	JTDII	MoTA
5120	Host community awareness campaigns	Implement awareness campaign in the city of Salt	May 10	Jul 10	The local community is more encouraged to support the sector and set up small to medium-sized tourism businesses. The tourist experience is enriched and locals are showing more hospitable behavior.	JTDII, MoTA, MoE private company	JTDII	MoTA