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Aqaba Tourism Marketing Company

Standard Operating Procedures

AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED)
PROGRAM

June 29, 2010

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1. BACKGROUND

In order to develop a successful tourism marketing board in a location, one has to comprehend other winning examples across the globe and take into account the specific location under consideration.

The greatest challenge for each country, region or city is how to build its tourism sector. This challenge is the same for all countries yet no two countries have planned and addressed this challenge in the same fashion. The most widely used method is to have the National Tourism Board be the responsible agent for international marketing. The weakness in this is that it covers only a part of the tasks causing other tasks to be carried out by other players, which leads to less desirable effects.

Typically, the overall tasks to be performed are regulation, planning, international marketing, domestic marketing, regional tourism, product development, investment, licensing, quality control, and education and training for tourism.

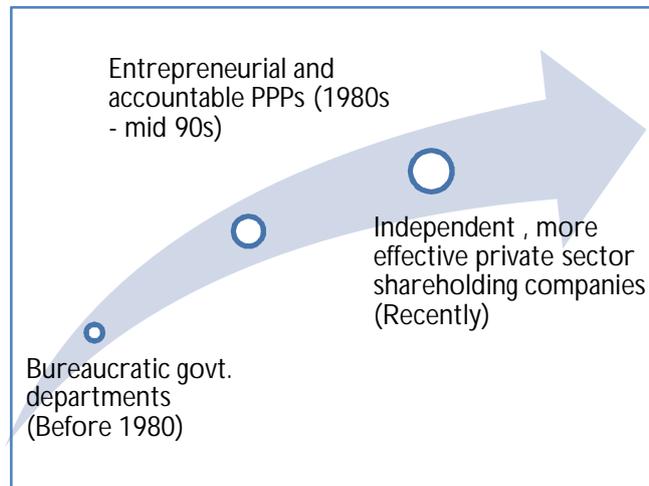
How does each country manage increasing numbers of tourists? In global terms, the European model has proved to be the most effective, although it is constantly evolving. In many European models, the tourist board involves a public private sector partnership but the Minister is never on the board as that is left to the private sector. Moreover, the board is always independent. European tourist boards are also funded to do the job with generous budgets with some greater than or equal to \$100 million (for example Spain and Greece).

The following examples illustrate various tourism management experiences in various countries:

- **Australia** is a destination that is always performing well as it excelled in the distribution of marketing activities from the national level to the city level. On the regional level, Queensland tourist board and Tasmania are usually the best boards.
- **Switzerland** was the base model to follow as it was very traditional yet successful. Tourists continue to flock to Switzerland because of a strong brand.
- **Canada** was a superior global model specifically the Visit Montreal model. Canada, however, like Switzerland is the owner of a strong brand that is still attracting tourists to enjoy its natural attributes.
- **Holland** in the 1970's was the exemplary model and is still enjoying benefits of its success. The Destination Marketing Organization (DMO), which is called the Netherland Board for Tourism and Conventions is a private sector shareholding company.
- **Austria** had a great model in the 1980's. The model subsequently failed due to internal mismanagement. The development team who developed an impressive plan did not communicate with the marketing team who did not possess an equally impressive and effective plan.

The World Tourism Organization recently reported that the role of governance in tourism is undergoing a shift from a traditional public sector model, to one of a more corporate nature emphasizing efficiency, return on investments, the role of the market and partnership between public and private sectors.

- In **Ireland**, the old Irish Tourist Board model was very strong as it had responsibility for all tourism activities except regulation, which was handled by the Ministry. Since then, it has launched "Tourism Ireland" focusing only on the international marketing for the island of Ireland including the UK bit of Northern Ireland. This left Ireland responsible for the domestic market and the other functions but also product marketing, and sports and events marketing.
- **France** is the number one destination in the world yet it has never developed a top model to emulate. The same holds true for **Germany** which also relies heavily on the state tourist boards.
- **Spain** is strong because of its effective branding. TURESPAÑA is the administrative unit of the Central Government in charge of promoting Spain abroad as a tourist destination and it is strictly the public sector. **Greece** also is doing well in terms of its brand but its National Tourism Authority is not typically replicated elsewhere.
- The **Scandinavian** tourist boards are quite effective and business like. **Denmark** usually leads the other countries in terms of innovation.
- Many **Caribbean** tourist boards reflect weak replicas of the European model and are either inadequate or underpowered.
- **Turkey** is noticeably succeeding and is on the rise however there are concerns with its ability to successfully handle the influx of tourists.
- **India** did an excellent job with the "Incredible India" advertising campaign. It relies on each region (states) to do the work under the campaign.
- **Singapore** is labeled as one of the best by international experts, but it is identical to **Dubai** in that it is not replicable elsewhere.
- **Malaysia** has marketed itself well internationally but the internal organization of its tourism is disorganized and does not represent a single or unified approach. The same holds true for **Indonesia**.
- **Cuba** has a communist model and there are signs that it could emerge strongly as it has great potentials.
- **Malta** and **Cyprus** have models with good initiatives but are not currently the leading models in Europe.
- **Morocco** and **Tunisia** do solid work – both are strong in traditions and crafts and Tunisia is shifting quickly towards mass tourism. In both cases, it is the public sector that is responsible for marketing.



- [Egypt](#) is a puzzling destination when it relates to marketing.. The responsible Ministry of Tourism is given excellent opportunities but it is challenged by inefficient management which does not allow for maximum potential.
- [Oman](#) tourism is driven by the Ministry but does not partner often with private sector.
- The [Gulf Region](#) did not build strong models to allow the private sector to lead the marketing activity. Instead, the public sector allocates and distributes marketing responsibilities.
- [Kenya](#) has the leading model in Africa but due to budget limitations, assistance from the EU has been a major factor.

2. STRATEGY

2.1. Situation Analysis

- Except for few charter operations, Aqaba currently is an add-on program at the end of a classical Jordan trip. Accordingly the average stay will remain low.
- There is a lack of a private sector base in Aqaba capable of initiating more programs and more nights in Aqaba. Those present are mostly inactive in terms of promotion.
- Currently, Royal Jordanian is the only scheduled carrier servicing Aqaba. If a region is to be established as a destination it needs regular flights from key source markets.
- There are 3,000 hotel rooms coming to the market in the next few years; and they are mostly in the 5 and 4 stars categories.
- No distinctive branding for Aqaba and thus brings forth the risk of losing potential competitive edge and turn into another “low-end” Red Sea destination.
- No information within the international trade circles regarding current situation and future developments in Aqaba.
- Except for diving, there are no special interest programs to Aqaba, such as the profitable incentive travel and conferences markets.
- Currently there is no entity responsible for international marketing in Aqaba.

2.2. Vision

The vision of the Aqaba Tourism Marketing Company is for Aqaba to establish and maintain its position as a regional destination of choice for tourists and visitors, thereby maximizing economic and social benefits of tourism on Aqaba.

2.3. Mission

The Mission of the Aqaba Tourism Marketing Company (ATMC) is to support the private and public sectors in building Aqaba's unique tourism value proposition through the consolidation of the destination's strategic, promotional, and product development efforts into one unified and consistent program.

2.4. Objectives

- Attract visitors by building a successful Aqaba tourism brand: Aqaba to be marketed as a must-visit, must-return destination for business and leisure travel domestically and internationally through a research based, multimedia, fully integrated marketing program

- Engage and work in partnership with the tourism industry: The ATMC will engage and work with tourism businesses through a new system of account management, supported by a customer relationship management system which offers a range of new customer focused products and services
- Enhance the visitor experience: The Company's work add value to the visitor's experience through the operation and development of quality assurance schemes and by providing a multi channel, information service.
- Provide strategic direction for the industry: ATMC will influence the strategic direction of Aqaba's tourism industry by helping to shape and communicate its vision and strategy, and clearly defining detailed contribution to achieving the objectives.
- Assist in proper product development: ATMC will advise the industry on product enhancement and new product development to strengthen Aqaba's position as a destination.

2.5. Corporate Values

The Aqaba Tourism Marketing Company will base its long-term operations and management on the following principles, guidelines, and values:

- Adoption of global best-practices: In today's competitive tourism industry, virtually each country promotes its tourism sector through dedicated national or regional boards. The ATMC will adopt best practices and benefit from lessons learned by others.
- Institutionalized operations: The ATMC will continuously institutionalize its modus operandi by creating and maintaining a comprehensive policies and procedures manual which encompasses all of its operational procedures.
- Transparent operations and management: Strategic, operational, and financial transparency are not only legal requirements but also crucial to the long-term sustainability. Supported by its institutionalized operational and financial policies and procedures, ATMC will at all times enjoy credibility and the trust of its shareholders and stakeholders.

2.6. Critical Success Factors

- Partnership: The Aqaba Tourism Marketing Company should be a partnership between the public and private sectors in Aqaba.
- Private-sector Lead: ATMC should be a private sector led in terms of governance and management (chairman from the private sector).
- Co-funding: Both sectors should participate in funding, however, more is expected from the private sector
- Adequate Budget: The Budget should not be less than JD 2.5 million during the first year and then JD 5 million annually.
- Destination Marketing: Aqaba's private sector must truly believe in that destination marketing is the only way to enhance their business and spread wealth.

2.7. Why Tourism

- Tourism has been chosen in this study to be the locomotive driving economic development in Aqaba. Through its complex system of impact on the lives of many people and many economic branches, it ranks among the most important tools to boost a territory's economy and enhance its overall image.
- Selling or renting villas and apartments is becoming a major tourism activity, especially in Europe, where major activities are witnessed during summer. There is a strong tourism and real estate relationship. First, tourists visit the country followed by potentially liking the area and then some tourists chose to invest in real estate.
- It is a major employer and has a multiple effect on the local economy i.e. accommodation, food, transportation and souvenirs.

2.8. Impact on Local Entities

During presentations and discussions, various questions were raised enquiring about the direct benefit of such a proposed company on the local entities. In our opinion, the following activities that can only be achieved by destination marketing, will definitely develop the destination's overall image and increase the targeted groups into Aqaba:

- Developing and promoting a brand identity that encapsulates the spirit of a multi-attributed destination and its inhabitants.
- Effective niche marketing ensures that the industry is getting an optimal return on investment.
- Proper positioning in international markets' distribution systems thus creating more demand
- Improving Aqaba's perception as a destination through interaction with international media and familiarization trips.
- As the destination continues to be branded and properly positioned, long term real estate developers should expect more demand from diversified sources.

3. BUSINESS MODEL

With better access to information, today's tourists are becoming increasingly sophisticated with their travel needs. Before embarking on a trip, they invest considerable time researching the historical and cultural values, the nearby attractions, lodging options, transportation, conference or convention space, and the general economic condition of multiple locations. As travelers and event planners become more particular in selecting where they spend their time, destinations are changing the way that they relate to these customers.

Today's more forward-looking resorts, cities, states, and even countries are striving to make themselves more attractive to travelers. They want to be more than just a "place"; they want to be a "destination". In a highly competitive environment, meeting travelers' expectations is the best way to create direct economic value in the tourism sector of the economy as well as generate significant spillover effects in the wider economy.

Aqaba is currently emerging as a significant destination on the Red sea with mega projects that will be changing the image of a once an unexciting port city with few scattered hotels and insignificant destination marketing. Nowadays the structure is changing and the private sector is taking the initiative to start a destination marketing organization (DMO).

In this respect, and after gaining insight of the current situation in Aqaba and the outlook of different industry stakeholders, and after a number of meetings and careful deliberations with the technical committee and stakeholders, the Private Shareholding Company was agreed on for the Aqaba Tourism Marketing Company.

3.1. The Model

ASEZA and the proposed marketing company will enter into a five years agreement to brand, position and promote Aqaba internationally. The chosen model proposes the formation of a shareholding company that is based on Equity and Service Agreements to execute such an agreement. The capital of the company will be JD 2.5 million and will be paid up fully during the first year of operation. However, during the first year and thereafter, the Aqaba Tourism Marketing Company will sign "Service Agreements" with the shareholders in an amount not to be less than JD 2.5 million during the first year and JD 5 million annually thereafter. These service agreements are general in nature and are proposed to cover the core program of the company, however if existing shareholders or any other stakeholder wish to enter into a specific service agreement with the ATMC, they can do so under a separate contract and for additional fees.

The shareholders are categorized against their equity participation in the company which is proposed to range from JD 1 million to JD 1,000. Shareholders as such and depending on their equity, can enjoy promotional benefits, seats on the board and the chairmanship of the company.

All other stakeholders in Aqaba can be involved in this model through the establishment of three working committees that are private sector led. Those committees will assist in the fields of marketing, product development and quality control and human resources, and will report to the Board of Directors. A Higher Performance Assessment Council will also be formed to act as a Board of Trustees and will meet quarterly to assess and advice.

In brief, funding will be secured through a combination of capital infusion and an annual service agreement between the company and its partners, whereby the latter remit annual financial contributions toward the company's marketing programs, activities, and overhead expenses. The mix between capital infusion and service agreement revenues provide the company with an ideal platform to maintain optimized funding levels without risking additional financial burdens that could result from legal registration fees (in case the capital is set too high) or income taxes levied (in case the service agreement revenues substantially exceed operational and pragmatic expenses).

3.2. Rationale

The reasons why a private shareholding company was proposed and chosen to be the entity responsible to market Aqaba as a destination are many and varied. However, the most important of such reasons are as follows:

- This kind of a procedure is becoming a successful trend internationally with many tourist boards already in that domain i.e. Netherland, the City of London, the City of Montreal and several regional boards in England and Wales.
- The need for accountability, transparency and a result driven company that stands to be liable against a set of key performance indicators.
- The private sector is more qualified to lead such an undertaking and will introduce best practices in terms of governance and internal structure.
- The private sector will perform to produce a valid ROI.
- The chairman of such a company must be a veteran private sector member.
- There will be no government interference in budget allocations and executive recruitment.
- Continuity and stability and no unexpected changes as a result of a government shuffle or change.

3.3. Ownership

This model is based on establishing a private shareholding company. The proposed company will be based on categories of shareholding equities. All entities interested in becoming part of Aqaba marketing will become shareholders by paying a minimum annual fee of JD 1,000.

3.4. Categories of Shares (Partners)

Shareholders, who are interested in becoming active working members of the proposed company, be elected to the Board of Directors and benefit from its future marketing activities , have the option of becoming partners based the following principles:

3.4.1. Partnership Categories

Category	Annual Contribution (each)
Category A1 Premier	JD 500,000
Category A2 Platinum	JD 350,000
Category A3 Gold	JD 200,000
Category B	JD 75,000
Category C1	JD 25,000
Category C2	JD 5,000
Category D	JD 1,000

3.4.2. Partnership Benefits

3.4.2.1. Category A: Premier Partners

- Three seats on the Board of Directors including the Chairmanship.
- Membership in the Performance Assessment Higher Committee through the Chairmanship of the company.
- Exposure at the front cover of all promotional publications (logo).
- Exposure at the home page of the Aqaba website and the “partners” page, similar to “Partners’ Brochure” (logo).
- Nine pages for each company with pictures and text in the proposed “Partners’ Brochure”.
- First priority to participate in trade fairs, workshops and other activities such as advertising campaigns.
- First priority to participate in the promotion of special offers on the Aqaba website.
- Automatic sponsorship of all events totally and solely organized by the company.

3.4.2.2. Category A: Platinum Partners

- Two seats on the Board of Directors.

- Exposure at the front cover of all promotional publications (logo).
- Exposure at the Homepage of the Aqaba website and the “partners” page, similar to the “Partners’ Brochure” (logo).
- Seven pages for each company with pictures and text in the proposed “Partners’ Brochure”.
- Second priority to participate in trade fairs, workshops and other activities.
- Second priority to participate in the promotion of special offers on the Aqaba website.
- Automatic sponsorship of all events totally and solely organized by the company.

3.4.2.3. Category A: Gold Partners

- One seat at the Board of Directors
- Exposure at the front cover of all promotional publications (logo).
- Five pages for each company with pictures and text in the proposed “Partners’ Brochure”.
- Exposure at the homepage of the Aqaba website and the “partners” page, similar to the “Partners’ Brochure” (logo).
- Third priority to participate in trade fairs, workshops and other activities.
- Third priority to participate in the promotion of special offers on the Aqaba website.
- Automatic sponsorship of all events totally organized totally and solely by the company.

3.4.2.4. Category B Partners

- One seat on the Board of Directors
- Exposure at the back cover of all promotional publications (logo).
- Three pages for each company with pictures and text in the “Partners’ Brochure”.
- Exposure at the page where services are listed and “partners” page of the Aqaba website similar to the “Partners’ Brochure” (logo).
- Fourth priority to participate in trade fairs, workshops and promotional offers.
- Fourth priority to participate in the promotion of special offers on the Aqaba website.

3.4.2.5. Category C1 Partners*

- Exposure at the inside back cover of all promotional publications (logo).
- One page for each company with pictures and text in the “Partners’ Brochure”.
- Exposure at the page/s where services are listed and “partners” page of the Aqaba website similar to the “Partners’ Brochure” (logo).

- Fifth priority to participate in trade fairs, workshops and promotional offers.
- Fifth priority to participate in the promotion of special offers on the Aqaba website.

3.4.2.6. Category C2 Partners*

- Exposure at the inside back cover of all promotional brochures
- 1/3 page for each company with one picture and text in the “Partners’ Brochure”
- Exposure at the page/s where services are listed and “partners” page of the Aqaba website similar to “Partners’ Brochure” (logo).
- Sixth priority to participate in trade fairs, workshops and promotional offers.
- Sixth priority to participate in the promotion of special offers on the Aqaba website.

*Category C Partners are granted two seats on the Board of Directors.

3.4.2.7. Category D: Non-voting Committee Members

This category does not have the right to run for elections nor to vote for the Board of Directors membership. They can however, run and vote to the membership of the three working committees. They can just be listed by name and address into promotional publications and the website.

4. STATURE

4.1. Eligible Shareholders

- Aqaba Special Economic Zone Authority
- Aqaba Development Corporation
- Mega Projects of more than U\$ 1 billion in investments and mixed use
- Royal Jordanian and / or other airlines serving Aqaba on a regular basis
- The Jordan Tourism Board
- Classified Hotels (through the new association, Aqaba Hotels Association)
- Inbound Tour Operators from Aqaba or Amman
- Restaurants
- Diving Clubs (through the new association, Aqaba Dive Association)
- Sea Transport Companies
- Land Transport Companies
- Air and Sea Sports
- Aqaba Chamber of Commerce

4.2. Shareholders (General Assembly)

Partners	Capital Investment Year 1	Service Agreement				
		Year 1	Year 2	Year 3	Year 4	Year 5
ASEZA / ADC	750,000	750,000	1,500,000	1,500,000	1,500,000	1,500,000
Category A1 Premier	250,000	250,000	500,000	550,000	600,000	660,000
Category A2 Platinum	175,000	175,000	350,000	395,000	425,000	470,000
Category A3 Gold	100,000	100,000	200,000	220,000	245,000	270,000
Category B	37,500	37,500	75,000	82,500	90,000	100,000
Category C1	12,500	12,500	25,000	27,500	30,000	33,000
Category C2	2,500	2,500	5,000	5,500	6,000	6,500
Category D	500	500	1,000	1,250	1,500	2,000

The above table clearly indicates the relationship between capital investments and service agreements. During the first year of operations, half of what a shareholder must pay will be in the form of capital investment and the second half will be in the form of a service agreement. From the second year and onwards, all contributions from shareholders shall be in the form of service agreements. These amounts however will increase by around 10% annually as late comers need to pay a premium for work already achieved. As for the term of the Board of Directors, it is our recommendation that the first term will only be one year and thereafter 4 years each term. This will allow more interaction during first year to allow maximum participation for the second term.

The service agreements in the context of the proposed shareholding company are essential and critical for the core marketing program. Thus all shareholders should sign annual service agreements with the proposed company to sustain continuing promotional activities in the international market. However, specific service agreements can be signed between the Aqaba Tourism Marketing Company and stakeholders covering definite issues that are not usually covered in the core program. These two kinds of agreements cannot be exchanged or “used instead”.

4.2.1. Types of Shares

The Company shall have a registered and authorized capital of JD 2.5 million consisting of 2.5 million shares with each share having a par value of JOD 1 (One Dinar). The shares shall be divided into eight classes of shares as follows:

4.2.1.1. Class [A]

Consisting of Aqaba Special Economic Zone Authority and Aqaba Development Corporation who shall each have the right to independently nominate one member to act as their representative in the Company's Board of Directors. Collectively they both will subscribe with JD 750,000 as capital investment and JD 750,000 for the Service Agreement.

4.2.1.2. Class [B]

Consisting of all shareholders who subscribe to 250,000 shares in the share capital of the Company and JD 250,000 in the service agreements Class [B] shares shall have the right to jointly nominate three members to the Board of Directors of the Company as well as any other rights to which the shareholder is entitled, as per the Package A Service Level Agreement between the respective shareholder and the Company.

4.2.1.3. Class [C]

This category consists of all shareholders who subscribe to 175,000 shares in the share capital of the Company and JD 175,000 in the service agreements. Class [C] shares shall have the right to jointly nominate two members to the Board of Directors of the Company as well as any other rights to which the shareholder is entitled, as per the Package C Service Level Agreement between the respective shareholder and the Company.

4.2.1.4. Class [D]

This category consists of all who subscribe to 100,000 shares in the share capital of the Company and JD 100,000 in the service agreements. Class [D] shares shall have the right to

jointly nominate one member to the Board of Directors of the Company as well as any other rights to which the shareholder is entitled, as per the Package D Service Level Agreement to between the respective shareholder and the Company.

4.2.1.5. Class [E]

This category consists of all shareholders who subscribe to 37,500 shares in the share capital of the Company and JD 37,500 in the service agreements. Class [E] shares shall have the right to jointly nominate, with Class [F] and class [G] shareholders, two members to the Board of Directors of the Company as well as any other rights to which the shareholder is entitled as per the Package E Service Level Agreement between the respective shareholder and the Company.

4.2.1.6. Class [F]

This category consists of all shareholders who subscribe to 12,500 shares in the share capital of the Company and JD 12,500 in the service agreements. Class [F] shares shall have the right to jointly nominate, with Class [E] and class [G] shareholders, two members to the Board of Directors of the Company as well as any other rights to which the shareholder is entitled as per the Package F Service Level Agreement between the respective shareholder and the Company.

4.2.1.7. Class [G]

This category consists of all shareholders who subscribe to 2,500 shares in the share capital of the company and JD 2,500 in the service agreements. Class [G] shares shall have the right to jointly nominate, with Class [E] and [F] shareholders, two members to the Board of Directors of the Company as well as any other rights to which the shareholder is entitled as per the package G Service Level Agreement between the respective shareholder and the Company.

4.2.1.8. Class [H]

This category consists of all shareholders who subscribe to 500 shares in the share capital of the Company and JD 500 in the service agreements. Class [H] shares shall not have the right to nominate any member to the Board of Directors of the Company but shall have all rights to which the shareholder is entitled as per the Package H Service Level Agreement between the respective shareholder and the Company.

4.2.2. Eligibility and Criteria

A shareholder must satisfy the following conditions:

- a. Be a legally registered entity
- b. Execute a service-level agreement with the company
- c. Remit annual financial contributions

4.2.3. Benefits

Shareholders are entitled to the benefits as outlined in section "Partnership Benefits" (page 16).

4.2.4. Roles and Responsibilities

- a. Review the company's annual report as prepared by the board of directors, and approve/ disapprove thereon
- b. Review the company's business plan as prepared by the board of directors, and approve/ disapprove thereon
- c. Review the company's audited financial statements as submitted by the board of directors, and approve/ disapprove thereon
- d. Elect Board of Directors members
- e. Elect certified Financial Auditors for the coming fiscal year
- f. Discuss and vote on any other allowable subjects that may be raised during general assembly meetings

4.2.5. Subscriptions

The company's board of directors may at any given time issue additional shares for any of the classes.

4.3. Board of Directors

4.3.1. Roles and Responsibilities

The work of the proposed Aqaba Tourism Marketing Company is governed, guided and supported by the Board of Directors. The roles and responsibilities of such a Board are as follows:

- The Board directs the Company's overall strategies and operations by providing leadership, maintaining accountability for its programs and facilitating government and private stakeholder marketing coordination efforts.
- The Board ensures appropriate policies, procedures and systems in place to optimize performance, maintain high standards of ethical behavior, and provide leadership.
- The Board approves goals and directions, strategic plans and performance targets and is responsible for the ATMC's overall performance.
- The Board initiates, plans and oversees the formation of the private sector led working committees.
- The Board is responsible for ensuring organizational performance and guaranteeing accountability to the shareholders.
- The Board is responsible for ATMC's long term strategy, risk management systems and the internal and external audit functions.

4.3.2. Authorities

- The Board is responsible for the hiring and dismissing of ATMC's CEO.
- The Board is responsible for the hiring and dismissing of the external and internal auditors and the legal advisor.
- The Board, upon the recommendation of the CEO, hires and dismisses the Department Directors of the ATMC.
- The Board determines annual budgets and business plans and carries responsibility in front of the Annual Shareholders General Assembly.
- The Board is responsible in front of the Higher Performance Assessment Council to determine and sustain the Key Performance Indicators.

4.3.3. Structure

ASEZA	1 Seat
ADC	1 Seat
Category A1 Premier	3 Seats (including chair)
Category A2 Platinum	2 Seats
Category A3 Gold	1 Seat
Category B	1 Seats
Category C1 + C2	1 Seat
Jordan Tourism Board	1 Seat
Total Board Seats*	11 Seats

- Each Organization / Company is entitled to one seat only, and each category will only elect members of that particular category. i.e. Category A shareholders will only vote for category A members.
- The spirit of the Aqaba Tourism Marketing Company is the freedom of choice. Restricting entities to categories will therefore not result in higher contribution and complicate support. Entities will choose a specific category only upon recognizing the benefits of the category they are invited to join under.
- Companies contributing JD 75,000 per year are given a separate category and one seat on the Board. These companies may not be part of the A category and it is not fair to include them with the C category.
- Categories C1 and C2 are given one seat on the Board to be elected by both categories with one share = one vote.
- Category D companies may not vote or be elected for the Board. They may however vote for memberships on the working committee.

A primary concern remains the question as to why a company would choose the A3 category at JD 200,000 to obtain a board seat, while it can achieve the same by joining under category B at JD 75,000. The rationale for choosing category (A3) is reflected in:

- The number of companies that will be in Category A3 will be much fewer than those in Category B. A company's odds to secure a board seat are therefore significantly higher.
- The commercial benefits of category A3 are much higher than those of Category B. For example, category A companies enjoy a premium exposure on all communications tools i.e. website, brochures etc...
- Category A partners are entitled to the first choice of refusal in trade fairs, local and international workshops and familiarization trips.
- The following table illustrates the tangible differences between A3, B, and C1 partners:

	A3	B	C1
Website	Category A3 will be found under Gold Partners on main webpage "the Homepage" with other Category A partners	Clicking "other partners" on the homepage will take you to where category B partners are displayed in the page where services are listed.	Clicking "other partners" on the homepage will take you to where Category C partners are displayed.
Partners' Brochure	5 pages	3 pages	1 page
Other Promotional Brochures	Exposure on the front cover page	Exposure on the back cover	Exposure on the inside of the back cover
Newsletter	On the Main page	On the Second page	On the last page
Events	"In partnership with"	No mention	No mention

4.3.4. Eligibility and Criteria

Each shareholder must nominate a representative within ten days of having been elected. The representative must hold the title of general manager or board member of the entity he/she represents on the company's board of directors.

4.3.5. Terms and Duration

Each board's term is for the duration of four years, except for the first term which is one year.

4.3.6. Resignations and Replacements

Shareholders may replace representatives by informing the board of directors accordingly, provided the replacement satisfies the terms outlined in section "Eligibility and Criteria".

4.4. Committees

4.4.1. Roles and Responsibilities

- The working committees will be set up as per the by-laws of the proposed marketing Board and are created to allow more participatory role for a bigger number of stakeholders in Aqaba.
- The working committees will support the activities of the Board of Directors by collaborating and developing marketing and product development strategies, tactics and partnership programs.
- The working committees carry an advisory role and their decisions are not binding to the Board of Directors of the ATMC.

4.4.1.1. Product Development Committee

- Identify and co-ordinate product development programs
- Research, initiate and recommend products to be developed and managed by the ATMC i.e. visitors' Centers

4.4.1.2. Promotion Committee

- Research and recommend annual marketing plans and programs
- Assist the ATMC in developing packaged programs all throughout the year
- Although it is called a promotion committee, but it will be more involved in sales and will assist the proposed Aqaba Marketing Company in identifying and developing sales opportunities

4.4.1.3. Quality Control and Human Resources Committee

- Assess the needs for skilled workers
- Recommend measures to be taken to increase the level of Qualifications
- Identify and initiate quality control procedures all over the destination
- Although the Aqaba Promotion Company is not involved in human resources, but being the forum where everybody is, can make recommendations to ASEZA/ADC or even to the Higher Performance Assessment Council

4.4.1.4. Higher Performance Assessment Council

- This Committee is formed to allow more public – private sector coordination on the strategic level
- This Committee will act as a Board of Trustee and will meet once every three months
- The Chairman of this committee is the Chief Commissioner of ASEZA

- The Committee will be responsible to monitor the key performance indicators
- During each meeting, the Committee will receive a performance report from the Chairman of the ATMC and will advise appropriately according to the set indicators
- The Committee will regularly review the long term marketing strategy and will issue necessary strategic guidelines
- The decisions of this Committee are not binding to the Board of Directors of the ATMC

4.4.2. Structure

4.4.2.1. Product Development, Promotion, Quality Control and HR Committees

Each committee will be formed from seven members as follows:

- The CEO of the proposed Aqaba Tourism Marketing Company
- A high official in ASEZA or ADC to be nominated by the Chief Commissioner of ASEZA
- Five private sector members who will be elected from the shareholders of the Aqaba Tourism Marketing Company. Any licensed stakeholder in Aqaba or the rest of Jordan can run for election, but only shareholders of the proposed company can vote on the basis of one vote each. If elections do not produce the anticipated results, then the Board of Directors of ATMC will invite candidates to sit on such committees
- After elections, the elected members plus the CEO of the Aqaba Company plus the representative of ASEZA and / or ADC will elect a Chairman from the private sector

4.4.2.2. Higher Performance Assessment Council Structure

- The Chief Commissioner of the Aqaba Special Economic Zone
- The CEO of the Aqaba Development Corporation
- The Chairman of the Board of Directors of the proposed Corporation
- The three elected heads of the 3 working committees
- The General Manager of the Jordan Tourism Board

4.5. Founding Committee

4.5.1. Purpose

Prior to the nomination and election of the Board of Directors, the Founding Committee shall manage the affairs of the Company and be vested with all of the powers of the Company. Unless stated to the contrary in the By-Laws, all authority and responsibility attributed to the Board of Directors equally apply to the Founders Committee.

4.5.2. Composition

It is recommended that the members of the Founding Committee should reflect presence at the Board of Directors and at the same time represent active stakeholders. As such the members will be as follows:

Entity	Members
ASEZA	1
ADC	1
Mega Projects	3 - 4
5 star Hotels	1
4 star Hotels	1

4.5.3. Roles & Responsibilities

- **Number:** The Founding Committee may consist of any number of persons who meet eligibility as required by ASEZA. The Committee members should reflect the representation on the Board of Directors. ASEZA however, shall establish such a committee by a general invitation to all persons as stipulated to serve as Founders.
- **Leadership:** The Founding Committee will approve a Chairman, Vice Chairman, and Secretary/Treasurer to serve for the entire term of the Founders Committee.
- **Term:** The term for the Founders shall expire at the nomination and acceptance of the Board of Directors.
- **Meeting:** From time to time, the Founding Committee shall meet at a time and place as they may determine by giving written notice to all Founders.
- **Compensation:** Founders receive no compensation and are reimbursed only for those expenses identified in the budget as approved in advance by Founders.
- **Miscellaneous:** The Founders will conduct business of the Corporation as written in these By-Laws for the Board of Directors regarding Quorum, Records, Removal, and Depositories.

- **Core Business:** The main function of the Founding Committee is to prepare and call for the first general assembly that will elect / nominate the first Board of Directors; and its duties will cease once the Board is elected.

5. ANNUAL FEES

5.1. Fees per Category

A minimum subscription in the amount of JD1, 000 is required to become a shareholder of the Aqaba Tourism Marketing Company. In order to be nominated to the Board of Director and/or benefit from the various benefits, shareholders must enter into a Service Agreement with ATMC by remitting the required fees for the category options available.

5.2. Invoicing and Payments

Subscriptions to shares are remitted in full upon acquisition. Shares will only be issued upon receipt of full payment by the future shareholder.

Contributions as per the service agreements are invoiced on January 1st of each year, and due and payable in full within thirty days.

5.3. Collection Procedures

- ATMC's finance department issues invoices for all partners on January 1st of each year, with a due date on or before January 31st of the same year. Issued invoices must be settled in full. Invoices are levied with prevailing sales tax.
- Unsettled balances as of February 1st are considered "past due". ATMC's finance department issues reminder letters on February 1st communicating to all partners with past due balances that their accounts are now in collection and must be settled immediately.
- Unsettled balances as of February 28th are considered "delinquent". ATMC's finance department issues letters on March 1st (signed by the CEO), informing partners with delinquent balances that their privileges as per their contributions have been suspended until complete payment is received. Partners who reside on the Board of Directors are notified that they will be removed from the board within thirty days, should payment in full not have been received by March 31st.
- Unsettled balances as of March 31st are considered "doubtful debts". Shareholders are informed that their voting rights have been revoked and that they are no longer entitled to attend general assembly meetings. Shareholders who reside on the Board of Directors are removed from the Board and replaced as per the Company's articles of Association and bylaws. Doubtful amounts are transferred to ATMC's legal counsel for collection through the courts or any other means that are deemed appropriate and suitable.

6. GOVERNANCE

6.1. General Assembly Meetings

6.1.1. Scheduling Meetings

- a. General and irregular assembly meetings are scheduled by chairman, by shareholders who represent 25% of the company's equity, or by the Companies Comptroller, provided he/she are requested to do by shareholders who represent at least 15% of the company's equity.
- b. The company must schedule a general assembly meeting each year during the first four months following the previous fiscal year.
- c. Shareholders are invited to general assembly meetings in writing with a minimal notification period of fifteen days, and a maximum advance period of fifty days.
- d. Regular and/or irregular assembly meetings may be held without the required advance notification period provided all shareholders attend such meetings, and attest in writing that they do not object to the expedited meeting date.

6.1.2. Topics for Discussion

6.1.2.1. Regular General Assembly Meetings

- a. Approve voluntary and other withholdings
- b. Review the company's annual report as prepared by the Board of Directors, and approve/ disapprove thereon
- c. Review the company's annual business plan as prepared by the Board of Directors, and approve/ disapprove thereon
- d. Review the company's audited financial statements as submitted by the Board of Directors, and approve/ disapprove thereon
- e. Elect Board members
- f. Elect certified Financial Auditors for the coming fiscal year
- g. Discuss and vote on any other allowable subjects that may be raised during general assembly meetings

6.1.2.2. Irregular General Assembly Meetings

- a. Increase of the company's capital
- b. Reduction of the company's capital
- c. Merge the company with other entities

- d. Liquidate the company
- e. Complete or partial sale of the company, sale of the company's fixed assets, or approve 50% or more of the company's ownership by another entity
- f. Issuance of bonds
- g. Amend the company's articles of incorporation
- h. Issuance of guarantees
- i. Increase borrowing/ liability levels beyond the approved 10% of the company's capital
- j. Dismiss the Board of Directors or a Board member

6.1.3. Quorum and Voting

- a. The legal quorum for a regular assembly meeting is established when more than half the company's equity is represented.
- b. The legal quorum for irregular assembly meeting is established when at least 75% of the company's equity is represented.
- c. Voting during regular general meetings is established by the majority of present shareholders.
- d. Voting during irregular general meetings is established by at least 75% of present shareholders.

6.1.4. Documentation and Meeting Minutes

- a. A list of attending shareholders, including their names, number of shares, and signatures is attached to each meeting's minutes
- b. The appointed minutes keeper prepares a record of the discussed topics, discussion, and resulting votes, and provides the Companies Comptroller with a complete document within ten days of the meeting, signed by the meeting chair (chairman of the board or vice chairman), and the minutes keeper.

6.2. Board Meetings

6.2.1. Scheduling Meetings

- a. Board meetings are requested by the chairman, or two board members, or the company's CEO.
- b. Board meetings may be held in Jordan, outside the country, or via conference calls.
- c. Invitations for board meetings must state the date, time, and venue of the meeting, in addition to the agenda/ topics of discussion.

- d. Board members may propose additional topics for discussion which have not previously been included in the invitation letter

6.2.2. Compiling & Circulating Agenda

- a. Board meeting invitations must be circulated in writing to board members at least seven days prior the scheduled meeting.
- b. Board meeting invitations are circulated by fax or express mail.
- c. Board members that have not received an invitation but attend the board meeting waive any objections to not having been informed of the board meeting in writing.

6.2.3. Conducting Meetings

- a. Board meeting quorums are established by the majority of members attending the meeting.
- b. Board decisions are made by majority votes
- c. In case of an even vote, the chairman's vote shall establish dominance and ruling for the decision he/she decides on.

6.2.4. Documentation and Meeting Minutes

The chairman of the board or the vice chairman (in the absence of the chairman) issues formal meeting minutes that are attested to by the Secretary General. The issued document attests to the decisions/ resolutions that have been reached.

7. ORGANIZATIONAL OPERATIONS



7.1. Corporate Services

Corporate Services Department delivers value to ATMC through the provision of timely quality financial information, development of financial and risk management policies and ensuring efficient processes while maintaining good controls at all times. The division also provides legal, IT and human resource administration. The Department's overall functions include:

- Ensure optimal allocation and utilization of the Board's financial resources through formulation of budget policies, guidelines and resources allocation framework.
- Ensure the efficient financial performance of the Board through trend analysis, benchmarking and financial forecasting.
- Formulate risk management policies for the Board.
- Responsible for the Board's corporate finances and investment of financial reserves in order to achieve reasonable or above benchmark rate of returns. These include timely provision of cash, treasury and financial investments information for statutory accounting, management reporting and decision-making at various levels.
- The Department leverages on InfoComm (ICT) technologies to empower ATMC to promote and develop the tourism industry to gain competitive advantage, and to achieve organizational excellence.
- Drive and facilitate career development, leadership development, succession planning, competency development and training functions.
- Provide legal support that includes drafting and vetting of legal documents, rendering of legal advice, and interpreting the Legislation administered by the Board.
- Ensure the provision of an effective and efficient management and financial system.
- Responsible for the upkeep of the ATMC's premises and its Security.
- Ensure the proper maintenance of all office equipment.
- Ensure an effective reception and mail/delivery services.
- Ensure that assets are maintained and utilized on a cost effective basis.

7.1.1. Administration

7.1.1.1. Description

The Administrative Unit (Admin) provides general support for all departments, units, and staff. The Admin unit's core function is to ensure a well-organized, transparent, institutionalized, productive, and comfortable working environment.

7.1.1.2. Responsibilities

- Manage the process of creating and maintaining an updated policies and procedures manual, and provide support as need to staff members

- Organization and filing of records, data, and documents for easy access and retrieval
- Maintain sufficient stock of internal company forms (e.g., leave forms, requests for procurements)
- Stocking, and re-ordering office supplies
- Manage procurement processes
- Maintenance of office equipment and machinery
- Manage employees attendance, time sheets, maintain records for vacations and leaves
- Maintain updated list of emergency procedures and contacts
- In charge of central phone switchboard, answering/ routing calls, attending to voice mail-box system
- Receive and internally distribute incoming mail
- Drafting and filing of official letters
- Collect and dispatch outgoing mail

7.1.2. Finance

7.1.2.1. Descriptions

The finance unit is in charge of all aspects that are related to financial management, monitoring, and reporting. The finance unit processes/ enters financial transactions, maintains meticulous records, and prepares monthly, quarterly, and annual financial reports for management report. The finance performs project-costing tasks and coordinates with the Project Director on budgets versus actual amounts spent.

7.1.2.2. Responsibilities

- Issue purchase orders for approved procurements, maintains complete records on procurement procedures and awards
- Receive goods/ services purchases and verifies the same against approved purchase orders
- Process of financial transactions (journal entries)
- Process payroll, prepares and files mandatory legal documentation with the appropriate authorities
- Manage accounts receivable and payable
- Maintain accurate records of fixed assets and depreciations
- Prepare periodic financial reports and analysis, and advises the CEO and board on the company's financial well-being

- Manage the company's cash flow
- Lead the procurement of the company's standard financial management system (software)

7.1.3. Human Resources

7.1.3.1. Descriptions

Human Resources (HR) is in charge of all employees related matters. The HR department oversees hiring practices, is in charge of developing and maintaining an updated Employees Manual, ensures all personnel understand policies and procedures, and handles medical-care related issues. The ATMC will not recruit a dedicated HR director. The Administrative Director is in charge of all HR related matters of the company.

7.1.3.2. Responsibilities

- Ensure the company's hiring practices are observed at all times
- Develop the company's Employees Retention plan
- Advise employees on career paths and planning
- Employee orientation, development, and training
- Manage internal communication with employees
- Compensation and benefits administration
- Procure medical plan for company
- Employee safety, welfare, wellness and health
- Lead training and capacities building efforts

7.1.4. Information Technology

7.1.4.1. Descriptions

The Information Technology (IT) department is in charge of the company's technological infrastructure and services. Its primary mandate is to ensure employees are able to access information when needed with minimal efforts. IT is in charge of the company's hardware equipment (e.g., file service, computers, printers, other peripherals) and ensures equipment is well-maintained and readily available at all times.

The ATMC does not have a position for dedicated IT personnel. IT maintenance and training tasks will be managed by the Administrative Director, with more complex tasks (server management, scheduled maintenance tasks, installations of new equipment and advanced software tools) being outsourced to professional service providers.

7.1.4.2. Responsibilities

- In collaboration with department heads and a professional consultant, design the IT infrastructure and procure services/ goods; oversee installation and deployment of all systems
- Train employees on basic IT tasks (e.g., using standard productivity tools, locating file on the network, printing, etc)
- Coordinate with service providers on more complex tasks (server maintenance, troubleshooting)
- Issue company-specific e-mail addresses for all employees; trains employees on company standard e-mail/ internet usage policy
- Perform daily back-up procedures
- Ensure virus-protection systems are updated and fully operational at all times
- Coordinate with Internet Services Provider (ISP) in case of internet access failure
- Ensure ATMC's website works efficiently (up-time is 99.5% or more), bandwidth to access and use site is adequate, load time is below 10 seconds, and content management solution is functional and being used to maintain a dynamic website

7.1.5. Legal

7.1.5.1. Descriptions

The legal department is an outsourced function that attends to all of ATMC's legal matters. Legal Council will setup the company's formation documents (articles of incorporation, by-laws), oversee the subscriptions of shareholders, and ensure legal filing and other requirements are satisfied in a timely fashion.

7.1.5.2. Responsibilities

- Establish the company's legal formation and register/ file required documents
- Ensure all third-party contracts satisfy the company's best interests
- Attend shareholder meetings, file legal requirements and meeting minutes
- Attend and oversee board elections
- Represent the company in the courts as may become necessary
- Handle legal issues that may arise from employees-related issues

7.1.6. Shareholders Relations

7.1.6.1. Descriptions

The Shareholders Relations Department follows a policy of full and open dissemination of relevant information, favorable and unfavorable, on a consistent basis. The department ensures that shareholders are aware of the company's main activities, accomplishments, and future plans at all times. It contributes in the development of the company's annual report, supervises general assembly meetings, and acts as the company's focal point of contact for all shareholders' related matters.

7.1.6.2. Responsibilities

- Maintain the company's transparency in disseminating information to shareholders and stakeholders
- Manage general assembly meetings and board elections
- Manage board meetings and maintain/ record minutes of meeting
- Prepare the company's public statements about its internal affairs
- Ensure all legal requirements are satisfied in a timely fashion
- Maintain meticulous records about all shareholders

7.2. Marketing

7.2.1. Descriptions

The Marketing Department leads ATMC's promotional effort. The department designs and executes the marketing strategy and plan, and tactical execution plan. It coordinates with other departments, shareholders, and external stakeholders to promote the Aqaba destination in a consistent and results-driven methodology.

7.2.2. Responsibilities

- In coordination with the Product Development Department, develop effective marketing strategies and programs that are aimed to increase revenue from tourism to Aqaba
- Develop innovative strategies specific to Aqaba's key markets
- Promote Aqaba as a desirable tourist destination
- Formulate tactics that support the Aqaba's global in-market strategy for the trade and consumer markets, including leisure, meetings, conventions and incentive travel, and media
- Align in-market activities with shareholders and partners—travel trade account management, development and education; consumer development via advertising, partnerships, promotions and in-market events; familiarization trips to Aqaba, in-market trade missions, PR and media relations

- Generate timely, accurate information for the tourism industry
- Bolster industry coordination and partnering
- Strengthen industry competitiveness
- Work closely with the Planning team to develop strategic plans
- Funnel market intelligence to the Strategy and Research Department
- Promote travel to Aqaba at trade shows and workshops through efficient exposure of Aqaba's presence in international activities

7.3. Communications

7.3.1. Descriptions

ATMC's Communication Department is the company's "public voice", and ensures the company's messages are communicated and disseminated in a consistent approach that strengthen its values and brand equity.

7.3.2. Responsibilities

- Manage strategic communication, media relations and issues management
- Produce news releases, fact sheets and background information
- Monitor and analyze media coverage
- Publish promotional brochures and electronic magazine
- Maintain a database of media and stakeholders
- Manage all external and internal corporate communications and special events
- Coordinate Aqaba's Intranet and website content
- Create strategic communication plans, media relations and issue management plans
- Plan and initiate a Customer Relations Management system in coordination with ATMC's shareholders
- Distribute industry information

7.4. Strategy and Research

7.4.1. Descriptions

The Strategy and Research Department formulates sound strategies and plans that are based on thorough research and analysis in coordination with the private sector. Researching and strategizing is a cross-position function that builds on the human resources listed below under "Related Job Descriptions".

7.4.2. Responsibilities

- Develop relevant market intelligence to support effective and strategic business, marketing and investment decisions
- Gather consumer-based intelligence, monitor and analyze global market conditions
- Track Aqaba's competitive position in the core markets and quantify the size and scope of the industry
- Analyze the industry's impact on the local economy
- Conduct visitor satisfaction surveys regularly at different times of the year and for different nationalities and at different locations
- Conduct ongoing studies showing the impact of tourism on the economy of Aqaba

7.5. Product Development

7.5.1. Descriptions

The Product Development Department takes the lead in ensuring Aqaba's products, services, and tourism values satisfy the needs, wants, and desires of the targeted market segments and audiences, and accordingly are in line with promotional efforts and programs.

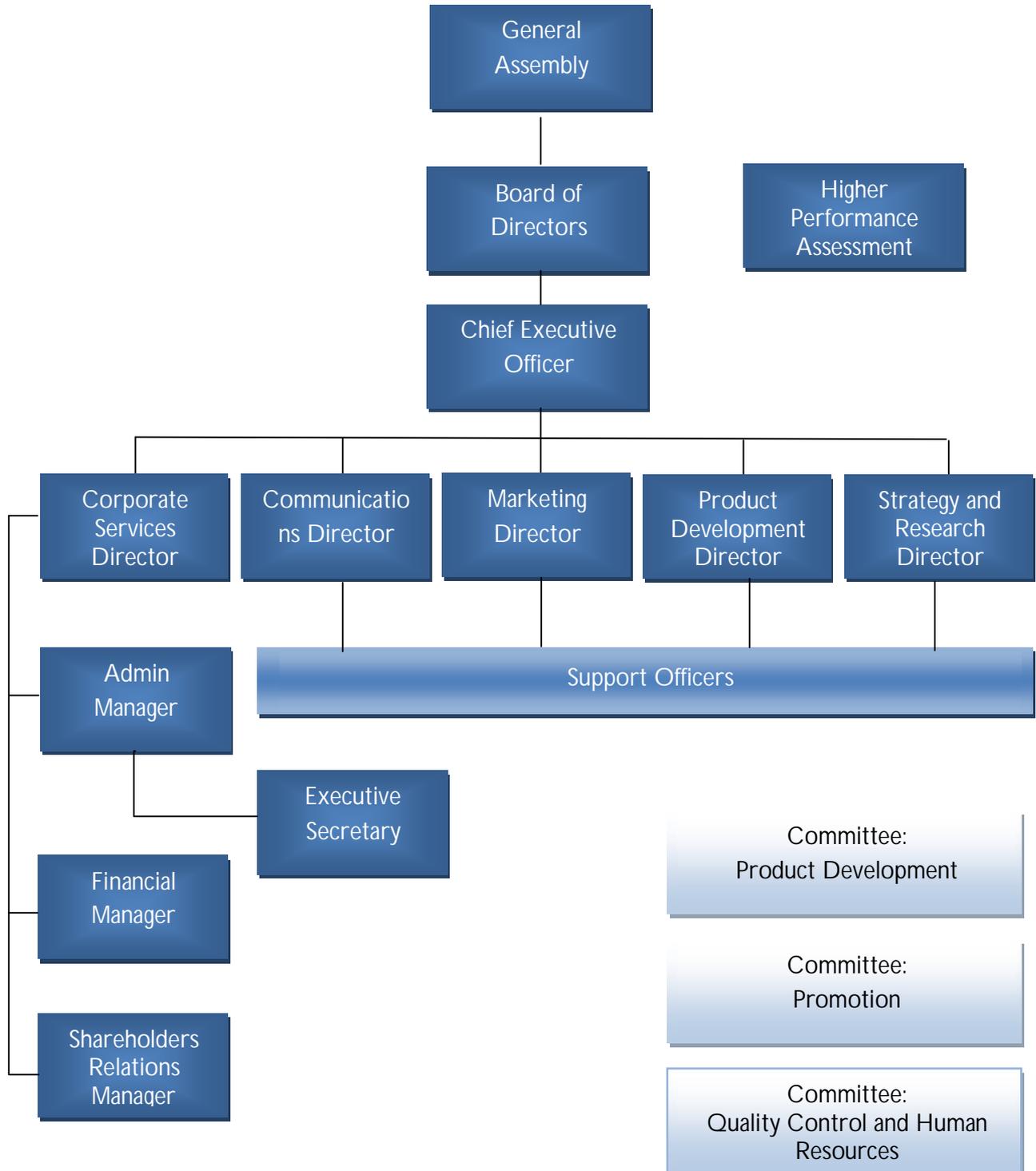
7.5.2. Responsibilities

- Initiate, analyze and recommend investment opportunities that are within ATMC's scope of work
- In coordination with the Promotion Department, develop effective Product development strategies and programs that are aimed to increase revenue from tourism to Aqaba
- Research, plan and initiate tourism product development virtually and physically
- Establish Tourist information centers to provide information and advice to tourists and the general public about visitor attractions, amenities, events, accommodation, transport and other facilities

- Coordinate with Product Development working committee in order to ensure coherence and consistency
- Recommend policies to develop manufacturing and services clusters to ensure continuation of wealth creation and employment generation
- Support the best use and preservation of tourism resources in the region, specifically by carrying out physical/tourism planning studies for priority
- Instigate a monitoring exercise of quality standards within the industry
- Assist individual enterprises to improve business performance through the identification, promotion and adoption of best practice principles

8. HUMAN RESOURCES

8.1. Organizational Chart



8.2. Schedule of Recruitments

Position	Recruitment
Chief Executive Officer	Dec 2009
Corporate Services Director	Dec – January 2010
Administrative Manager	Jan – Mar 2010
Shareholders Relations Manager	Jan – Mar 2010
Financial Manager	Jan 2010
Executive Secretary	Jan 2010
Communications Director	Jan – Mar 2010
Marketing Director	Jan – Feb 2010
Product Development Director	Jan – Mar 2010
Strategy and Research Director	Jan – Mar 2010
Outsourced: External Auditors	Jan 2010
Internal Auditor	Jan – Mar 2010
Outsourced: Legal Council	Nov 2009

8.3. Job Descriptions

8.3.1. Senior Management

8.3.1.1. Chief Executive Officer

Administrative Information	
Job Title	Chief Executive Officer
Job Purpose	To lead and develop a new organization and to utilize effectively all available resources in the successful pursuit of the Vision and Mission as proposed.
Reporting Channels	
Direct Supervisor Job Title	Reports to the Chairman and Board of Directors
Subordinates Job Titles	NA
Job Requirements	
Education and Qualifications	
University degree in a management related field	
Experience	
<ul style="list-style-type: none">• Minimum of eight years experience in managing related companies• Possess extensive management and strategic planning experience in a related environment• Extensive experience in the field of tourism marketing• Substantial knowledge of the international markets distribution systems	
Skills and Communications	
<ul style="list-style-type: none">• Good reporting and presentation skills• Excellent in public speeches and presentations• Demonstrate a deep understanding of the tourism sector• Possess strong communication skills• Fluency in both English and Arabic (spoken and written)	
Duties and Responsibilities	

- Establish interim operating arrangements and structures, pending the finalization of legislation
- Select and empower Directors and a management team
- Ensure fair and equitable procedures for staffing of the new company
- Finalize an organizational structure and a transitional plan
- Ensure the preparation of a Corporate Plan for the new company
- Propose a Strategic Plan to the Board of Directors which will realize the vision and mission statements and the agreed upon objectives
- Allocate responsibilities for implementation of the Strategic Plan and establish arrangements for performance monitoring and reporting
- Initiate, plan and oversee the appointment of marketing and PR representation in key source markets
- Ensure the design, implementation and development of Best Practice procedures and systems in all aspects of the company's activities
- Ensure continuous focus on the creation and implementation of strategies and policies which will drive the development of the Tourism Industry in Aqaba to World Class standards, with the objective of maximum contribution to national and regional economic and social goals, in line with the Strategic Guidelines
- Ensure optimum arrangements for on-going communication and interaction with all elements of the Tourism Industry in Aqaba and the rest of Jordan, so that the company's strategies, policies, plans and activities are based on a continuously updated appreciation of the industry's real needs
- Establish and operate communication and information flow to the Chief Commissioner of ASEZA, The Chief Executive of ADC and other major stakeholders
- Establish and operate reporting structures to ensure timely, accurate and comprehensive information flow to the Board and its Committees such as will support them in the discharge of their Corporate Governance responsibilities
- Active membership in the Performance Assessment Higher Committee and the other working committees
- Represent the company and ensure its credibility and acceptance in Public Service circles; in the Industry and with Industry organizations, and with other relevant trade functions
- Represent the company, and Aqaba as a world class tourist destination, amongst international tourism organizations as appropriate

Competencies

- Flexibility: Able to adapt to dynamic environments with ease and speed. Thrives on change
- Low risk-aversion: Able to take and manage appropriate risks and use them to the organization's advantage
- Business acumen: Knowledgeable about trends, practices, and policies affecting the industry and business. Has firm understanding of competitors and a good grasp of effective strategies

and tactics that work in the marketplace

- Visionary: Creates and communicates a compelling and inspired sense of core purpose. Leads on the vision of the future, not the reality of today. Can sift through vast amounts of information, solicit opportunities and possibilities, and communicate effectively to others
- Embraces ambiguity and uncertainty: Can cope with and embrace change and use it to advantage. Able to act without having the total picture
- Strategic agility: Can see ahead clearly and anticipate consequences and trends accurately, has broad knowledge and perspective; articulates vision, possibilities, strategies and plans
- Communicator: Relates well to all kinds of people, up, down, and sideways, inside and outside the organization. Able to influence and stimulate others, and build constructive relationships with others
- Motivator: Able to inspire and motivate others. Communicates and sells the vision and the future. Charismatic and persuasive
- Continuous learner: A quick, relentless, and versatile learner. Can analyze both successes and failures and learn from the experience

8.3.1.2. Corporate Services Director

Administrative Information	
Job Title	Corporate Services Director
Job Purpose	The Corporate Services Director heads all of ATMC's administrative aspects to ensure streamlined operations, compliance with rules and regulations, transparency, and accountability.
Reporting Channels	
Direct Supervisor Job Title	Reports to the CEO
Subordinates Job Titles	N/A
Job Requirements	
Education and Qualifications	
<ul style="list-style-type: none"> • Bachelor degree in Business Administration or equivalent University Degree 	
Experience	
<ul style="list-style-type: none"> • Similar experience in a substantial senior financial management and/or corporate governance role • Extensive experience in contributing to the development and implementation of strategy aligning corporate and organizational plans 	
Skills and Communications	
<ul style="list-style-type: none"> • Sound financial insight and an analytical mind capable of analyzing and conceptualizing • Understanding the tourism scene in Aqaba and in Jordan is essential • An exceptional ability to establish and maintain excellent working relationships with external stakeholders and colleagues at all levels • Excellent leadership skills with a strong level of self belief and self confidence and the ability to instill this belief and confidence in others • Strong communication skills and strong influencing and negotiation skills • The ability to communicate clearly and persuasively, both orally and in writing, generating support and energy • Inspires colleagues to be innovative and creative 	

Duties and Responsibilities

- Ensure compliance with financial procedures, corporate governance and the financial regulations of the Board; and to retain overall responsibility for the Board's accounting procedures, optimizing funding in line with corporate objectives. The Director will also comply with audit procedures and deliver a clear financial report on an annual basis
- Direct the development and implementation of a Human Resources strategy that delivers organizational performance through modern and dynamic systems and processes of talent management, learning and development and integrated performance management scheme
- Direct, in coordination with the Communications Department, the development and implementation of a corporate and industry communications strategy to deliver on the needs of the organization and its stakeholders. This includes ensuring the delivery of key messages to stakeholders and media. And the enhancement of the tourism message in Aqaba and the international marketplace
- Act as Company Secretary and provide a comprehensive, confidential and professional support to the Board of Directors, advising the relevant committees and ensuring a high quality of information is available to assist in corporate decision making
- Ensure the Aqaba Promotion Company has the appropriate IT infrastructure, policies and processes in place to enable the organization to operate on a global platform being fit for purpose in service delivery and best practice process
- Ensure the Board has the appropriate amount and quality of office premises, through the acquisition, fitting-out and disposal of those premises through use of best value principles and in accordance with corporate governance

Competencies

- **Adaptability:** Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures
- **Aligning Performance for Success:** Focusing and guiding others in accomplishing work objectives
- **Coaching:** Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem
- **Facilitating Change:** Encouraging others to explore ways to improve the efficiency and effectiveness of our work and our workplace; facilitating the implementation and acceptance of change within the workplace
- **Innovation:** Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities
- **Decision Making:** Obtaining information and identifying key issues and relationships relevant to achieving a long range goal or vision; committing to a course of action to accomplish a long range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and values

8.3.1.3. Communications Director

Administrative Information	
Job Title	Communications Director
Job Purpose	The Communications Director leads the company's communications programs including PR, media relations, copywriting, graphic design, and production of collateral materials, direct mail, and web site content.
Reporting Channels	
Direct Supervisor Job Title	Reports to the CEO
Subordinates Job Titles	N/A
Job Requirements	
Education and Qualifications	
<ul style="list-style-type: none"> • University degree in communication, mass communication 	
Experience	
<ul style="list-style-type: none"> • Minimum five years in public relations or a marketing position 	
Skills and Communications	
<ul style="list-style-type: none"> • Excellent oral and written communication skills; ability to write clearly for news organizations, speeches and presentations • Must be self-motivated and independent, able to work with minimum supervision • Polished presentation and interpersonal skills required 	
Duties and Responsibilities	
<ul style="list-style-type: none"> • Develop ATMC's comprehensive communications strategy and tactical plan • Develop ATMC's Customer Relations Management System in coordination with shareholders • Develop relations with media and serve as media contact • Develop and maintain ATMC's "interview bank" and photo identity files • Concept, write, prepare and place press releases and print advertisements • Write and prepare announcement, bios, news releases, and announcements • Develop all information/content for a tourism related web-site 	

- Write and produce event invitations
- Maintain listings, revisions and inventory of all collateral materials
- Develop and maintain communications program using email, newsletters, etc
- Edit and produce speaker support presentation materials (print and PowerPoint)
- Arrange for photography of all events, and maintain clippings and historical files
- Coordinate the ATMC's printing and vendor relationships
- Supervise graphic designs and coordinate with external designers and agencies

Competencies

- A dynamic communications specialist, with a minimum of five years experience in agencies and/or major corporations
- Excellent media relations and crisis management skills with significant fluency in Arabic coupled with near-native fluency in English language
- Superior writing, communication and presentation skills in both Arabic and English languages
- Ability to prioritize many concurrent tasks in a fast-paced environment maintaining keen attention to detail and follow-through Market-focused business judgment
- Public Affairs experience Proven hands-on tactical abilities coupled with the ability to think strategically
- A tolerance for organizational complexity and a very strong team player

8.3.1.4. Marketing Director

Administrative Information	
Job Title	Marketing Director
Job Purpose	The Marketing Director is responsible for establishing and coordinating all promotional strategies, plans, programs and functions.
Reporting Channels	
Direct Supervisor Job Title	Reports to the CEO
Subordinates Job Titles	N/A
Job Requirements	
Education and Qualifications	
<ul style="list-style-type: none"> • University degree in a Marketing 	
Experience	
<ul style="list-style-type: none"> • Minimum experience of five years as Marketing or Promotions Director • Knowledge of Tourism marketing 	
Skills and Communications	
<ul style="list-style-type: none"> • Excellent communication and leadership skills • Demonstrable ability to lead, develop, motivate and engage others to high performance. • Excellent background in the tourism sector • Fluent in Arabic and English 	
Duties and Responsibilities	
<ul style="list-style-type: none"> • To develop and implement an overall marketing strategy, customer service policies, and advertising programs • Identify and exploit opportunities to communicate Aqaba's brand values and positioning as an international tourism destination in key international markets through targeted campaign activity, working in partnership with the private sector • Develop promotional action plans that clearly define objectives, goals, schedules and assignments to implement and achieve targeted opportunities. • Work with the appropriate partners to ensure that the city's image is projected in a relevant and appropriate manner and that all external and internal communication delivers against 	

agreed perception measures

- Coordinate with the Research Department for market research and analysis including market segments, buying trends and competitor analysis
- Maintain relationships with advertising agencies, public relations firms and market research firms
- Oversee and verifies reporting of marketing and promotional activities, and determines appropriate reporting frequency
- Represent ATMC and the Aqaba destination at trade shows and workshops

Competencies

- **Adaptability:** Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures
- **Aligning Performance for Success:** Focusing and guiding others in accomplishing work objectives
- **Coaching:** Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem
- **Facilitating Change:** Encouraging others to explore ways to improve the efficiency and effectiveness of our work and our workplace; facilitating the implementation and acceptance of change within the workplace
- **Innovation:** Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities
- **Decision Making:** Obtaining information and identifying key issues and relationships relevant to achieving a long range goal or vision; committing to a course of action to accomplish a long range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and values

8.3.1.5. Product Development Director

Administrative Information	
Job Title	Product Development Director
Job Purpose	The Product Director leads the department in ensuring Aqaba's products and services meet the needs and expectations of targeted market segments and audiences. He/she works closely with the promotion and communication directors to ensure the work of these departments reflects Aqaba's significant values and thereby appeals to targeted audiences. The Product Director collaborates closely with the private sector to assist the same in packaging products and services that are in line with ATMC's strategic approach.
Reporting Channels	
Direct Supervisor Job Title	Reports to the CEO
Subordinates Job Titles	N/A
Job Requirements	
Education and Qualifications	
<ul style="list-style-type: none"> • University degree in Marketing or a related field 	
Experience	
<ul style="list-style-type: none"> • Minimum experience of five years as Marketing or Product Development Director 	
Skills and Communications	
<ul style="list-style-type: none"> • Excellent communication and leadership skills • Excellent background in the tourism sector • Fluent in Arabic and English • Knowledge of the tourism scene in Aqaba 	
Duties and Responsibilities	
<ul style="list-style-type: none"> • Participate actively in the product development committee • In charge of executing the product development committee's plans of actions • Conduct research and analysis of competing regions to assess values of their relevant tourism products and services • Stay abreast of global and regional tourism trends, consumer expectations, and prepare 	

recommendations for Aqaba's products/ services to build on those

- Work closely with the private sector to continuously launch new products/ services that are marketable and in demand
- Coordinate with the Promotion and Communication Directors to ensure consistent messaging
- Work closely with the private sector and stakeholders (e.g. business associations) to create capacities building programs that enable to workforce to deliver current and new products and services

Competencies

- A unique combination of creative and analytical talents
- Ability to conceptualize new ideas, research the new ideas, and evaluate them objectively from a market and financial standpoint
- A high degree of tolerance for uncertainty since new product development is ever changing

8.3.1.6. Strategy and Research Director

Administrative Information	
Job Title	Strategy and Research Director
Job Purpose	Responsible for overseeing travel and tourism research, analysis and evaluation related to the policies and marketing programs of the Aqaba Tourism Marketing Company.
Reporting Channels	
Direct Supervisor Job Title	Reports to the CEO
Subordinates Job Titles	N/A
Job Requirements	
Education and Qualifications	
<ul style="list-style-type: none"> • Education equivalent to Master’s Degree or higher in marketing, market research or Economics 	
Experience	
<ul style="list-style-type: none"> • Minimum of six years professional experience in the tourism industry or a related field • Proven track record of compiling, analyzing and disseminating valid information 	
Skills and Communications	
<ul style="list-style-type: none"> • Knowledge of research methods and techniques, statistical and other methods used in the analysis and projection of data, survey methods and analytical techniques, especially as applied to destination visitation and impacts • Ability to plan, direct and advise others on highly complex and sensitive projects and prepare and present technical reports • Strong written and verbal communication skills; high degree of proficiency in synthesizing and communicating data from a variety of disciplines • Ability to communicate and work well with others in a professional office environment • Strong organizational skills; ability to handle multiple tasks, meet deadlines and manage priorities • Knowledge and familiarity with statistical software 	
Duties and Responsibilities	
<ul style="list-style-type: none"> • Support the strategic planning, marketing and communication activities • Provide strategic direction for the ongoing development of Aqaba’s tourism industry, through the development of necessary strategies and plans in coordination with the 	

promotion and product development departments

- Direct and oversee the Board's marketing policies, objectives, and initiatives with responsibility to review changes to the marketplace and industry and adjusts marketing plan accordingly
- Analyze trends and strategic directions and align the conclusions and findings with product development initiatives, enhancing industry relations and marketing activities, and the development of performance measurement systems
- Gather, analyze and provide travel data and market intelligence used in the selection and evaluation of target markets, advertising media, and trade shows; contribute to newsletters, reports, articles, presentations, and briefings
- Plan, organize and implement studies to determine the Return on Investment and to evaluate the marketing effectiveness
- Oversee or participate in the development of brand research, focus groups and other qualitative research
- Produce the economic impact, visitor tracking, and other core research studies and publications of the ATMC
- Promote appreciation of the importance of travel and tourism to Aqaba's economy through the dissemination and appropriate use of tourism research and statistics
- Maintain a knowledge base that enables the Aqaba Tourism Marketing Company to provide a high degree of expertise to investors seeking information and referrals on diverse travel-related topics and data needs such as: Jordan and worldwide travel and tourism, regional and local tourism development, leisure behavior, outdoor recreation, ecotourism, cultural tourism, gaming, sports, skiing, the hospitality industry, restaurants, airlines, airports, rental cars, etc
- Perform special assignments as requested including assistance and backup to the all aspects of ATMC's tourism marketing program
- Act as technical expert and chief spokesperson in matters pertaining to tourism statistics and trends
- Conduct special studies as needed

Competencies

- Adaptability: Maintaining effectiveness when experiencing major changes in work tasks or the work environment
- Facilitating Change: Encouraging others to explore ways to improve the efficiency and effectiveness of our work and our workplace; facilitating the implementation and acceptance of change within the workplace
- Innovation: Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities
- Decision Making: Obtaining information and identifying key issues and relationships relevant to achieving a long range goal or vision; committing to a course of action to accomplish a long range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and values

8.3.2. Middle Management and Support Staff

8.3.2.1. Administrative Manager

Description

The administrative manager is in charge of providing the company with an institutionalized platform for a smooth, efficient, and transparent operational infrastructure. The administrative director supports all other staff members and provides them with functional tools to empower them with effectiveness, efficiency, and a results-driven modus operandi.

The administrative manager reports directly to the Corporate Services Director and supervises all administrative staff members (i.e. admin assistant, drivers, etc)

Specific Tasks

- Provide administrative assistance to the ATMC staff as needed
- Coordinate with external consultants and contractors
- Draft official letters and internal memos
- Responsible for operating and maintaining office equipment
- Make recommendations for new or additional office equipment as appropriate
- Develop, implement, and update office policies and procedures
- Coordinate all travel arrangements for the company
- Perform other administrative or office duties or projects as required
- Manage the company's IT infrastructure and support users in using licensed software applications
- Perform daily back-up and disaster recovery tasks
- Coordinate with third-party supplier for routine maintenance, upgrades, and user support

Qualifications

- (University degree preferred) in management-related studies
- Minimum of three years in administrative management
- Excellent grammar and written/oral communication skills
- Familiarity with Office (word processor, spreadsheets, PowerPoint) applications
- Fluent in Arabic and English

8.3.2.2. Shareholders Relations Manager

Description

The Shareholders Relations Manager's mandate is to ensure that ATMC is understood, in terms of its activities and objectives, and is favorably regarded by its shareholders and external stakeholders.

Specific Tasks

- Contribute to the development of the annual report and other published materials
- Coordinating senior management speeches and public statements
- Schedule, organize, and manage general assembly meetings and board elections
- Schedule, organize, and manage board meetings
- Arrange and assist with management and board of directors meetings
- Foster a consistent and positive corporate image
- Ensure full and timely public disclosure of material information
- Work with the legal staff in complying with the rules of regulatory authorities
- Respond to requests for reports and information from shareholders and the financial media
- Take direct measures, where necessary, to see that the company's shares are properly valued
- Support Admin and Finance in collecting subscriptions

Qualifications

- Diploma (University degree preferred) in management-related studies
- Minimum of three years in administrative management
- Excellent grammar and written/oral communication skills
- Familiarity with Office (word processor, spreadsheets, PowerPoint) applications
- Fluent in Arabic and English

8.3.2.3. Financial Manager

Description

Directs and organizes all general financial and accounting activities and staff. Prepares accounting and financial reports and ensures accurate accounting systems and record keeping.

The Financial Manager reports to the Corporate Services Director

Specific Tasks

- Maintain the general ledger and all related accounts with proper documentation and records of all company transaction
- Review entries to the general and subsidiary ledgers to assure accuracy and compliance with the company's established accounting principles
- Control all changes to chart of accounts
- Responsible for monthly and year end closing of the general ledger including preparation of journal entries
- Responsible for maintaining computerized accounting system, backup control, assisting other accounting staff with questions and printing of computer generated reports and statements
- Administer preparation of interim, year-end and comparative financial reports; perform and provide analysis of current results to prior periods and/or budget
- Stay current with developments, practice trends and promulgations in the accounting profession; monitor accounting systems and recommend new or revised policies and procedures
- Prepare monthly bank reconciliation for all accounts; verify accuracy of bank statements and resolve questions or problems; maintain integrity of cash balances and cash flow systems
- Responsible for review and preparation of payroll records and processing of payroll checks and reports by outside payroll service
- Maintain fixed asset records and control; determine depreciation terms/rates to apply to capitalized items
- Assist the Internal Auditor in coordination of year-end audit and preparation of schedules and documents for independent auditors
- Maintain other accounts and perform other accounting duties as required or as requested

Qualifications

- University degree in Finance / Accounting
- Good communications skills
- Ability to work well with people is essential
- Good leadership skills are beneficial
- Familiarity with accounting and spreadsheet applications

8.3.2.4. Executive Secretary

Description

The Executive Secretary is responsible for answering telephone calls, greeting visitors, handling incoming and outgoing mail and express envelopes, performing general office duties and furnishing clerical support for the office staff of the company. The Executive Secretary reports to the Administrative Manager.

Specific Tasks

- Greet visitors in a friendly and professional manner; determine their needs, notify the person(s) being visited and offer and serve coffee if more than a 5-minute wait is likely
- Responsible for reception area at all times. Coordinate substitutes with Admin Director during absences
- Answer telephone calls promptly and courteously; screen calls, transfer caller to correct individual; does not leave a caller on hold or unattended for more than 40 seconds; take complete and accurate messages when person called is unavailable and distribute messages in a timely manner
- Activate the answering machine at the end of the day and place the PBX system on "night ring" mode. Check the answering machine in the morning and retrieve messages and delivers accordingly
- Receive and sort incoming mail, express envelopes and courier deliveries; distribute mail to employee mailboxes; deliver express envelopes and courier deliveries directly to recipient
- Post outgoing mail and express envelopes daily; log outgoing express envelopes; arrange courier services
- Open office supply cabinet at 9:00 a.m. and lock the cabinet at 6:00 p.m.; check mailroom inventory, office and kitchen supplies on Thursday of each week and prepare order forms accordingly, receive approval from Admin Director and place orders
- Straighten and maintain orderly appearance of reception area; water office plants in reception area
- Provide administrative assistance to admin director and other company officers as required or as requested including typing, transcription, information research, and filing
- Draft memos and report as appropriate: Make arrangements and assist with executive management meetings
- Schedule and perform word processing activities; format, revise and print out final copies of complex documents for other employees
- Support the admin director in developing, implementing and updating office policies and procedures including scheduling appointments

Qualifications

- A diploma in an administrative related field is required
- Fluent in Arabic and English; good communications skills and the ability to work well with people is essential

- Computer skills (i.e. word-processing, scheduling) required

8.3.3. Outsourced Services

8.3.3.1. External Auditors

Description

Annual external audits are a legal requirement. The external auditors are appointed each year by the general assembly. The external audit firm conducts an annual audit of the company's financial records, submits its opinions and findings in a professional format, and recommends appropriate corrective actions to be taken.

The external audit firm coordinates its work with the financial director and reports directly to the Board of Directors.

Specific Tasks

- Audit the company's financial data, verify random transactions
- Audit the company's filing practices and compliance with the law
- Audit the company's compliance with procurement practices and sourcing requirements
- Prepare final financial statements in accordance to the law
- Provide the board of directors with recommendations for corrective actions that may become necessary
- Review and update initial audit based on corrective actions that were taken to rectify potential areas of discrepancies
- Attend the annual general assembly meeting, report the company's financial status to shareholders

Qualifications

- Certified audit firm
- Adequate credentials in providing auditing services
- Prior experience with similar organizations (e.g., private shareholding companies, quasi-government organizations, public shareholding companies)

8.3.3.2. Internal Auditors

Description

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The internal auditing position is outsourced to a professional service provider who will visit the company's premises periodically (e.g., weekly). The internal auditor reports directly to the CEO.

Specific Tasks

- Carry out an independent appraisal of the effectiveness of the policies, procedures and standards by which the company's financial and physical resources are managed
- Supervise the accountant's data entry and recordings of financial data, review accuracy and compliance of monthly financial statements
- Supervise legal reporting requirements as stipulated by the Income Tax Department, Sales Tax Department, Ministry of Industry and Trade, ASEZA, Social Security Corporation, and other legal entities the company is required to report to periodically
- Coordinate with External Auditors to facilitate the annual audit process, assist the Financial Director and Accountants in preparing reports and data as requested by auditors

Qualifications

- Certified audit firm
- Adequate credentials in providing internal audit and financial control services
- Prior experience with similar organizations (e.g., private shareholding companies, quasi-government organizations, public shareholding companies)

8.3.3.3. Legal Council

Description

The law firm provides the ATMC with quality legal council on all company related matters and ensures it operates transparently in absolute compliance with prevailing laws. The law firm is the company's representative in all legal matters, including law suits, arbitrations, and any other forms of settling legal disputes.

Specific Tasks

- Review and amend (as needed) the articles of incorporation and by-laws
- File all legal requirements with the appropriate authorities
- Attend annual general assembly meetings and report on the legal status of the company
- Develop/review vendor/service providers contracts and agreements
- Handle all employment-related issues
- Represent the ATMC in legal cases as may become necessary
- Provide council to the CEO, Admin Director, Finance Manger, and Board of Directors as needed

Qualifications

- Accredited/ licensed law firm in Jordan
- Adequate credentials in providing legal services
- Prior experience with similar organizations (e.g., private shareholding companies, quasi-government organizations, public shareholding companies)

9. BUDGET

9.1. Tentative Budget

International representation	
Fees	JD 600,000
Expenses	JD 200,000
Trade fairs and workshops	JD 700,000
Publications – maps, brochures, posters etc	JD 150,000
Market research	JD 250,000
Branding Aqaba and production of promotional Film, TV spots, ads	JD 600,000
Overheads – Admin expenses	JD 400,000
Technical support and co op advertizing	JD 1,000,000
Website and e marketing	JD 50,000
Familiarization trips	JD 50,000
Events	JD 500,000
Establishing visitors’ centers	JD 200,000
Capital expenses	JD 100,000
Total	JD 4,800,0000

9.2. Assumptions

The amounts stated in Tentative Budget are based on the following assumptions.

- The CEO will be hired immediately upon obtaining the final approval of all stakeholders on the stature of the company. The CEO’s immediate task is to follow through on the initial setup phase and finalization of all legal matters. In parallel, the CEO will commence in immediately recruiting required department heads, and recruit other positions to be in place throughout the first year of operations.
- A tourism marketing strategy is in place indicating the key source markets for Aqaba. Market research is the foremost task to be undertaken to identify target segments. This task will be accomplished by purchasing readily available reports, contracting specialized research companies, and through in-house desk research.
- The budget is based on the assumption that seven markets are identified and chosen to be targeted during the first year. Accordingly, the ATMC will require the services of seven Marketing Consulting and Public Relations firms to be contracted for marketing, sales, media, and PR activities. These third-party firms will be contracted as Market Based Representatives (MBR), with remuneration based on performance.
- The executive team will source a specialized Branding firm to design the new Aqaba brand within a three-month period. In addition, the executive team will source local

service providers to produce the film, TV spots, and below-the-line (BTL) advertising materials.

- The executive team's first product development project is to establish one or two visitors' centers in Aqaba that are staffed and equipped to serve tourists and visitors.
- A minimum of three large-scale events will be planned and executed during the first year, with one event taking place in Wadi Rum. Large-scale and professionally organized events are a key prerequisite to position Aqaba as a Red Sea cultural resort. Other impacts are increased public attention and number of visitors.
- Selective team members will attend trade fairs in the identified key source markets to increase Aqaba's global exposure, and to provide the private sector with a platform to interact and share experiences.
- Upon successfully recruiting MBRs who are consulted on the most suitable candidates, the team will forge partnerships (sponsorships) with selective international tour operators to initiate co-op advertising programs and charter support.
- Additional activities during the first year include the launch of a rich Aqaba destination portal, initiation e-marketing activities, publication of brochures, maps and posters; and familiarization trips for travel media, tour operators and travel agents.

9.3. Office Space Requirements

ATMC will rent offices that provide adequate space to host the initial staff and planned expansions in equipment and human resources. The company will require no less than 250 square meters, situated in a prominent and easily accessible business district in Aqaba. Office furnishings will be modern, efficient, reasonably priced, and fully utilize available space, to reflect a modest, yet professional, appearance and environment.

ATMC's offices will be structured to include the following facilities:

- Reception and waiting area
- Private offices:
 - CEO
 - Administrative Manager
 - Financial Manager
 - Communication Director
 - Promotions Director
 - Product Development Director
- Shared offices:
 - Administrative Manager and Shareholders Relations Manager
- Shared work-area:
 - Administrative team: Admin staff, accountants
 - Technical team: Communication, Promotion, Product Development, Projects coordinators/ officers
- Meeting facilities:
 - Large conference room with built-in data show, video conferencing facility; also serves as board room
 - Three small meeting rooms (up to six individuals)
- Secure storage areas:
 - Central filing room, financial and confidential information (accessible to CEO, Admin Manger, Finance Manager)
 - Central filing room, public room (accessible to all staff members)
 - Secure file server room, including PBX system, backup infrastructure, internet access point, firewall
- Kitchenette, kitchen/ cleaning supplies room, restrooms for women and men

10. ACTION PLAN

Task/ Activity	2009					2010						
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Develop business model and SOPs												
Articles of incorporation	●	●										
By-laws	●	●										
Review and approval			●									
Legal registration			●	●								
Founding shareholders and payments				●	●							
General assembly meeting to elect BOD					●							
Recruit CEO				●	●							
Rent and furnish/ equip offices					●							
Recruit department directors				●	●							
Recruit officers and remaining staff members					●	●	●	●	●	●	●	●