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BUSINESS ASSESSMENT REPORT- FINAL

AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED)
PROGRAM

December 2010

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BUSINESS ASSESSMENT REPORT

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development, AECOM International Development or the ACED Program.

ACED Program Frequently-Used Acronyms and Abbreviations

(Not all of the following will appear in every ACED Program document)

ACED Program	Aqaba Community and Economic Development Program (USAID)
ACT	Aqaba Container Terminal
ADC	Aqaba Development Corporation
ADS	Automated Directive Systems
AIDAR	USAID Acquisition Regulation
AIE	Aqaba International Industrial Estate
ANREPCO	National Real Estate Projects Company
APC	Aqaba Ports Corporation
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ASRI	Aqaba Skills Readiness Index
ASYCUDA	Automated System for Customs Data
ATASP	Aqaba Technical Assistance Support Program (USAID)
AUC	Aqaba University College
AZEM	Aqaba Zone Economic Mobilization Project (USAID)
AGDTF	Aqaba Garment Development Task Force
BAFO	Best and Final Offer
BDC	Business Development Center
BDS	Business Development Services
CAI	Changi Airports International
CBO	Community-Based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CMT	Cut-Make-Trim
CO	Contracting/Contracts Officer
COB	Close of Business
COP	Chief of Party
CP	Cost Proposal
CRM	Customer Relationship Management
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CTO	Cognizant Technical Officer
D&G	Democracy and Governance
DCA	Development Credit Authority
EG	Economic Growth
EGRA	Early Grade Reading Assessment
EO	Economic Opportunities
EOI	Expression of Interest
EPC	Executive Privatization Commission

ERfKE	Education Reform for a Knowledge Economy (USAID)
EU	European Union
ETF	European Training Foundation
EVR	Electronic Visa and Residency System
FAR	Federal Acquisition Regulation
FDI	Foreign Direct Investment
FDR	Fixed Daily Rate
FHR	Fixed Hourly Rate
FTA	Free Trade Agreement
FTZ	Free Trade Zone
FZ	Free Zone
FZC	Free Zones Corporation
GCC	Gulf Cooperation Council
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEM	Gender Entrepreneurship Markets
GIS	Geographic Information System
GOJ	Government of Jordan (the central governing entity of Jordan)
GPS	Global Positioning System
HR	Human Resources
ICDL	International Computer Driving License
ICT	Information and Communications Technology
INJAZ	Economic Opportunities for Jordanian Youth Program
IPR	Intellectual Property Rights
IQC	Indefinite Quantity Contract
ISP	Internet Service Provider
IS-ASEZA	Institutional Support to ASEZA (EU funded project)
IT	Information Technology
JD	Jordanian Dinar
JITOA	Jordan Inbound Tour Operators Association
JIB	Jordan Investment Board
JNA	Jordan National Agenda
JNCW	Jordanian National Commission for Women
JSCED	Jordan Standard Classifications of Education
JUSBP	Jordan-United States Business Partnership
JUSFTA	Jordan-United States Free Trade Agreement
KOJ	Kingdom of Jordan (the country within its physical boundaries)
KSA	Kingdom of Saudi Arabia
LCDD	Local Community Development Directorate (ASEZA)
LCL	Less than Container Load
LECP	Local Employee Compensation Plan

LOE	Level of Effort
LTTA	Long-Term Technical Assistance
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MFI	Microfinance Institution
MIS	Management Information System
MOF	Ministry of Finance
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
MOU	Memorandum of Understanding
MSME	Micro, Small & Medium Enterprises
NCHRD	National Center for Human Resources Development
NDA	Neighbourhood Development Activity
NDC	Neighbourhood Development Committee
NET	Neighbourhood Enhancement Team
NICRA	Negotiable Indirect Cost Rate
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
OSS	One Stop Shop
PACE	Participatory Action for Community Enhancement
PMP	Performance Management Plan
PPP	Public Private Partnership
PR	Public Relations
PSD	Private Sector Development
R&D	Research and Development
QA	Quality Assurance
QC	Quality Control
RFP	Request for Proposal
RFQ	Request for Quotation
SABEQ	Sustainable Achievement of Business Expansion and Quality (USAID)
SEO	Search Engine Optimization
SIYAHA	The Tourism Project (USAID)
SFU	Satellite Factory Unit
SME	Small and Medium Enterprises
SOW	Scope of Work
STTA	Short-Term Technical Assistance
SWOT	Strength, Weakness, Opportunities and Threads
TA	Technical Assistance
TBD	To Be Determined
TO	Task Order

TOT	Training of Trainers
TP	Technical Proposal
TRIDE	Trilateral Industrial Development
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
USD	United States Dollar
VTC	Vocational Training Center
WAEDAT	Women's Access to Entrepreneurial Development and Training
WEPIA	Water Education and Public Information for Action
WTO	World Trade Organization
WTTP	Workforce Technical Transformation Program

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Introduction

The Aqaba Special Economic Zone Authority (ASEZA) exist in an increasingly and rapidly changing region where it is more difficult to acquire, retain and develop customers, therefore Customer Relationship Management (CRM) approach, strategies and tools should be the driving force for cross-functional units, both inside and outside ASEZA and ADC to improve their services and to enable ASZEA to compete with other emerging economic zones in the region and worldwide.

This report aims to present a detailed description of the business analysis conducted during the designing of ASEZA Public CRM assignment based on reviewing the current services, procedures, systems and meetings with the key stakeholders.

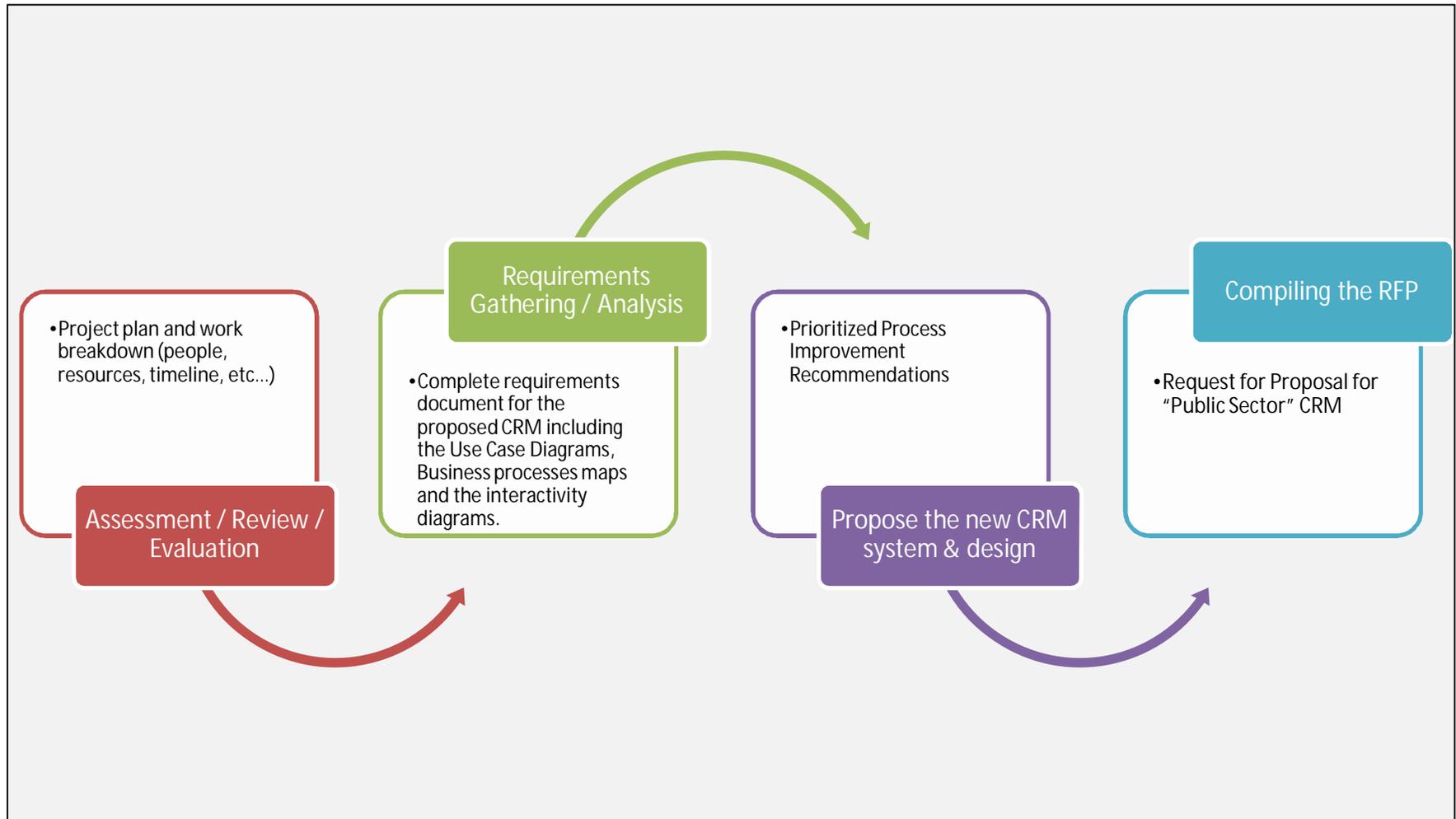
The Report consist of four sections:

1. Current Situation Assessment, this part includes the main findings in both ASEZA and ADC related to customers view, classification, categorization, services, procedures and systems.
2. Recommendations, this part includes areas of improvement and suggestions to act on this area to improve the customer experience and to prepare for both new CRM and OSS implementation
3. One Stop Shop Suggested improvements
4. Customer Services Related Statistics

Report Main Objectives

- Identify ASEZA and ADC business requirements
- Review the current situation
- Analysis of the current processes
- Review the current system architecture
- Gather and analyze business and technology requirements
- Developing Prioritized Process Improvement Recommendations
- Compilation of ASEZA CRM RFP document to be published

Methodology and Approach



Scope of Business Assessment Report

The scope of this report includes:

- Documenting, describing and analyzing major findings based on reviewing the current services, systems and meetings with the key stakeholders.
- Description of the analysis conducted on the current design of the One-Stop-Shop based on the available data, including, but not limited to: types of requests received, their frequency, -*quantity and quality of the interactions, efficiency of service provided, types of customers, number of transactions per services/Division/Directorate, etc.

Current Situation Assessment

Initial Findings – Areas

The assessment findings and results covered seven main areas as follows:

1. General Findings
2. Customers Categorization
3. Customers View
4. Processes and Services
5. Communication Channels
6. ICT Systems, Architecture and infrastructure
7. One Stop Shop

General Findings

1. Structure

- ASEZA main structure is based on Five commissioners, with 28 Directorate and around 100 division
- Current number of employees around 1300 (approximately)
- Current number of daily workers around 1900 (approximately)
- Total number of employees around 3100 (approximately)

2. Systems and e-Services

- ASEZA currently implements around 29 main system and application (refer to annex 3)
- Systems based on different platforms, technologies and vendors mainly Microsoft and Oracle, and few in-house developed applications
- ASEZA has implemented several systems designed to automate the process and facilitate providing e-services.
- Until now few e-services was launched to serve different customers (refer to annex 4)

3. One Stop Shop

- ASEZA has launched a one-stop-shop designed to facilitate the interaction and provide higher level of service to the citizens of ASEZ and the different businesses in the zone.
- The different services offered at the one-stop-shop are categorized by Directorate, where each Directorate utilizes its own systems, and there is no unified portal for all services.

4. CRM

- ASEZA is implementing 4 CRM related systems, 3 based on ACPACC and one developed in-house for One Stop Shop
- No evidence were found of previous comprehensive CRM design, current systems were implemented separately without taking into consideration CRM objectives and best practices

Customers Categorization

- General

No evidences were found of unified definition of customers types and categorization at both ASEZA and ADC, and as a result of that the exact needs, expectation and aspiration of customers is not defined, revised and reflected on customer related procedures and services

- Investors

Investors are simply classified according to investment size without exact well defined criteria; any individual who is going to request a land at Aqaba that may require signing development agreement will become an investor

Customer View

- Investors

- Existing and potential Investors information and interactions is not logged or stored, and therefore investors history cannot be checked to pinpoint genuine and hypocritical investors
- No evidences of systematic mechanism to share investors information and interactions between ASEZA and ADC, that makes it harder to coordinate efforts in attracting and serving investors
- Lack of single investor view and system for both ASEZA and ADC creates flawed customer experience in addition to fail in providing decision makers with all needed knowledge, accurate information and facts about investors

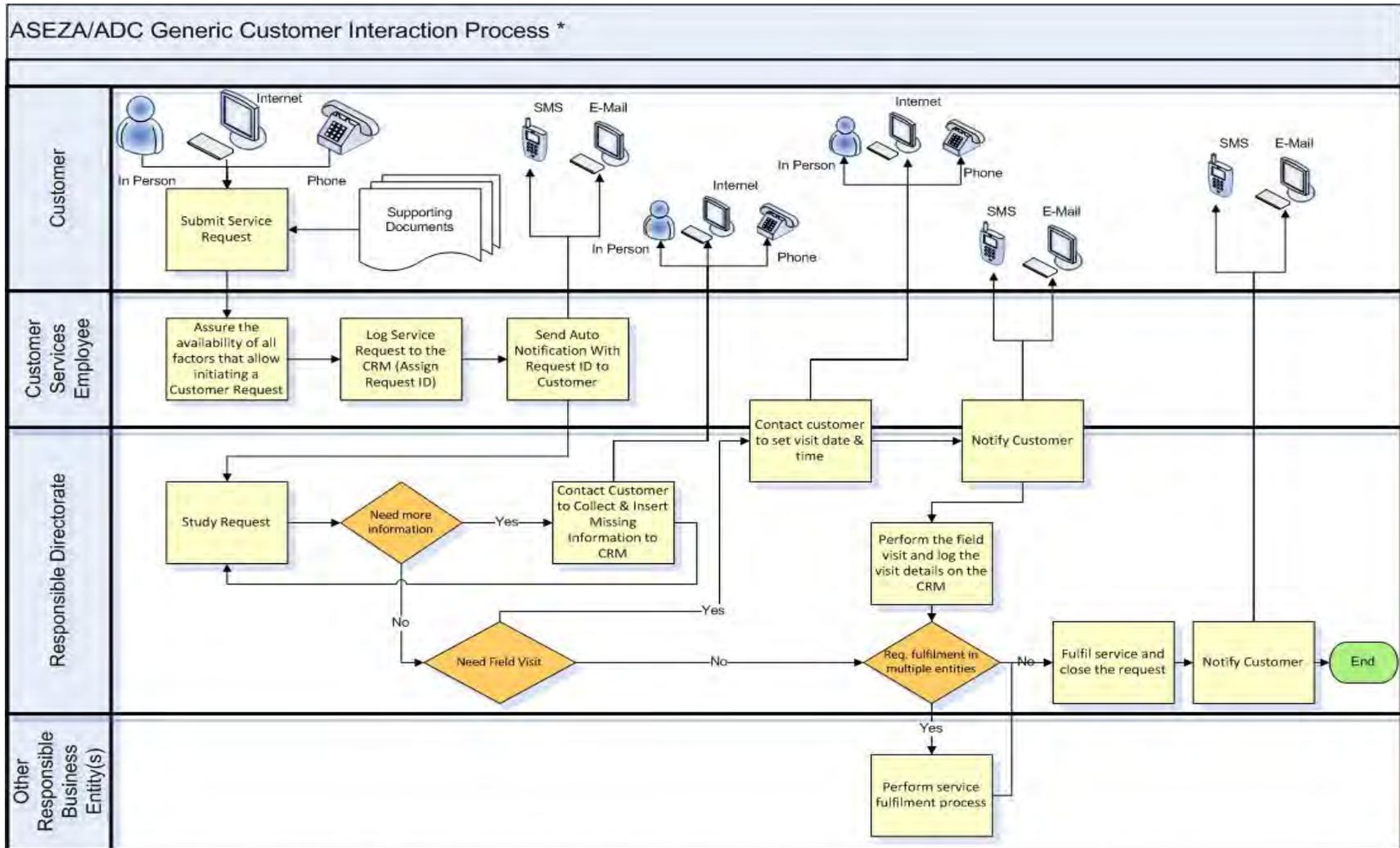
- Individuals

- Currently ASEZA Customers interactions are scattered over many databases, files, and locations.
- Each one of ASEZA directorates is using its own system and application without having single data warehouse that provides all stakeholders with unified single customer view
- ASEZA directorates computerized applications are based on different technologies, platforms, and databases which make it harder to extract different information about customers in timely manner

Services and Processes

1. Investors: Some major processes especially handling new investors is not clear, and the intersections between ADC and ASEZA work in some cases is ambiguous.
2. Communicating Services Requirements: Processes and services requirements is not well communicated to concerned customers.
3. One Stop Shop: The one stop shop processes services were not designed according to good practices. The different services offered at the one-stop-shop are categorized by Directorate, where each Directorate utilizes its own systems, and there is no unified portal for all services.
4. Organizational Structure: Recently changes in organizational structure for both ASEZA and ADC adds some ambiguity to scope, authorities and responsibilities for all units and employees dealing with customers.

ASEZA Generic Customer Interaction Process



(*) During the Service Request fulfilment process, the client is able to inquire at any point of time about the status of his/her request by utilising In-Person, Phone, or Internet channels

Customers Services Inquiries and Information Availability

1. Information Availability: Customers inquiries about ASEZA services is only available through in person visits to the one stop shop or concerned directorate. Needed information and forms are not available through internet.
2. Inquiries via Web: ASEZA web site contact us forms are not activated. When attempting to submit any inquiries or suggestions through ASEZA web site will not result in any kind of response.
3. Tracking Web Inquiries: When submitting inquiry or suggestion via web site no tracking number is issued, or any direction to guide the customer in future follow up.
4. Response to Investors Web Inquiries: When submitting inquiry via ADC web site contact form, no feedback was received nor did any follow-up occur ASEZA Complaints Office and Customers Log.
 - Processes: Complaints office has no procedures or systematic methods for logging, tracking and solving customers complaints and issues; unsatisfied customers have no way to register their complaints and follow-up in a systematic way, no forms, no systems no tools where found.
 - Structure: Complaints office structure and position within ASEZA full organization structure is not clear. Complaints office manager has no authorities over one stop shop employees, since every one stop shop employee is reporting directly to his/her directorate management, therefore it's hard to enforce actions to resolve complaints.
 - Complaints Log: Not having complaints log and history prevents ASEZA from studying, analyzing and finding patterns within complaints, and improving services and processes accordingly.

ADC Investors Processes

1. Where to Start

- New investor first direct contact with ADC most likely will be through front line operator who will redirect the investor according to his/her personal judgment to Marketing unit or to the Investment and Real Estate Development unit.
- No evidences of clear directions or process if the investor should start with Marketing or Investment unit.

2. Structure

- Currently at ADC there are two units that work with Investors:
 - Marketing unit
 - Investment and Real estate Development unit
- With the ongoing restructuring exercise there are ideas about merging the two units under one directorates to strengthen the coordination and alignment between the two units.

3. ADC and ASEZA Mandate

- Since both ASEZA and ADC can work directly with investors, this currently represents a coordination issue.
- ADC is the responsible party for dealing with Investors in lands development regard, still in some cases if the investor visited ASEZA first and ASEZA were able to serve him/her by providing the needed land, ASEZA will take over the process without coordination with ADC, which lead to conflict in mandate between the two organizations.

4. Communication between ASEZA and ADC

- In case the new investor visited ASEZA first he/she will be redirected to ADC in non-systematic manner, and sometimes this may be followed by a call on the personal level from ASEZA employees to ADC employees but not always, which makes it harder to trace investors interaction from one angle, in addition to the unprofessional impression it will give the investor about ASEZA and ADC services.

5. General

- No evidences were found for any type of well documented, periodically reviewed and improved services and procedures at ADC.

ASEZA and ADC Customers Communication Channels

1. In Person

- In some services provided by one stop shop the same employee will deal with investors and individuals.
- Even though ADC is assigning some kind of account manager to follow up with investors and facilitating their work with both ASEZA and ADC, there were no evidences that this approach is implemented in all investors or VIPs cases during all investor related process.
- For individual direct contact with one stop shop is most likely for only submitting new applications or inquiry about existing applications.

2. Phone

- ASEZA used to have call center in the past and working on reactivating this call center in the near future.
- First contact point at ADC is an operator who will redirect the inquiry or lead to marketing unit or investment unit according to her personal judgment, still ADC is going to launch a hot line for investors only soon.

3. SMS

- Some types of ASEZA customers can inquire about simple issues via SMS, such as some tax related information.
- Also ASEZA is able to submit information to customers via SMS through benefiting from the e-Government SMS portal.

4. Web

- Even though both ASEZA and ADC published their online web sites, both sites are not updated and communication with customers via the sites is not activated or utilized, with few existing ASEZA e-Services.
- Still ASEZA is working on launching new eServices soon.
- Aqaba Customs web site in Arabic Language only.

Communication and Coordination Between ASEZA and ADC Regarding Investment Issues

1. Investment Road Map

- Currently there are no evidences of the existence of a comprehensive and well organized investment road map that:
 - Presents detailed and clear steps for all investments requirements at AQABA, and provide the new investors with simple; yet comprehensive guide during his/her work at Aqaba.
 - Governs and control the relation between different organizations at Aqaba that serves and deals with investors.

2. Example why coordination is needed?

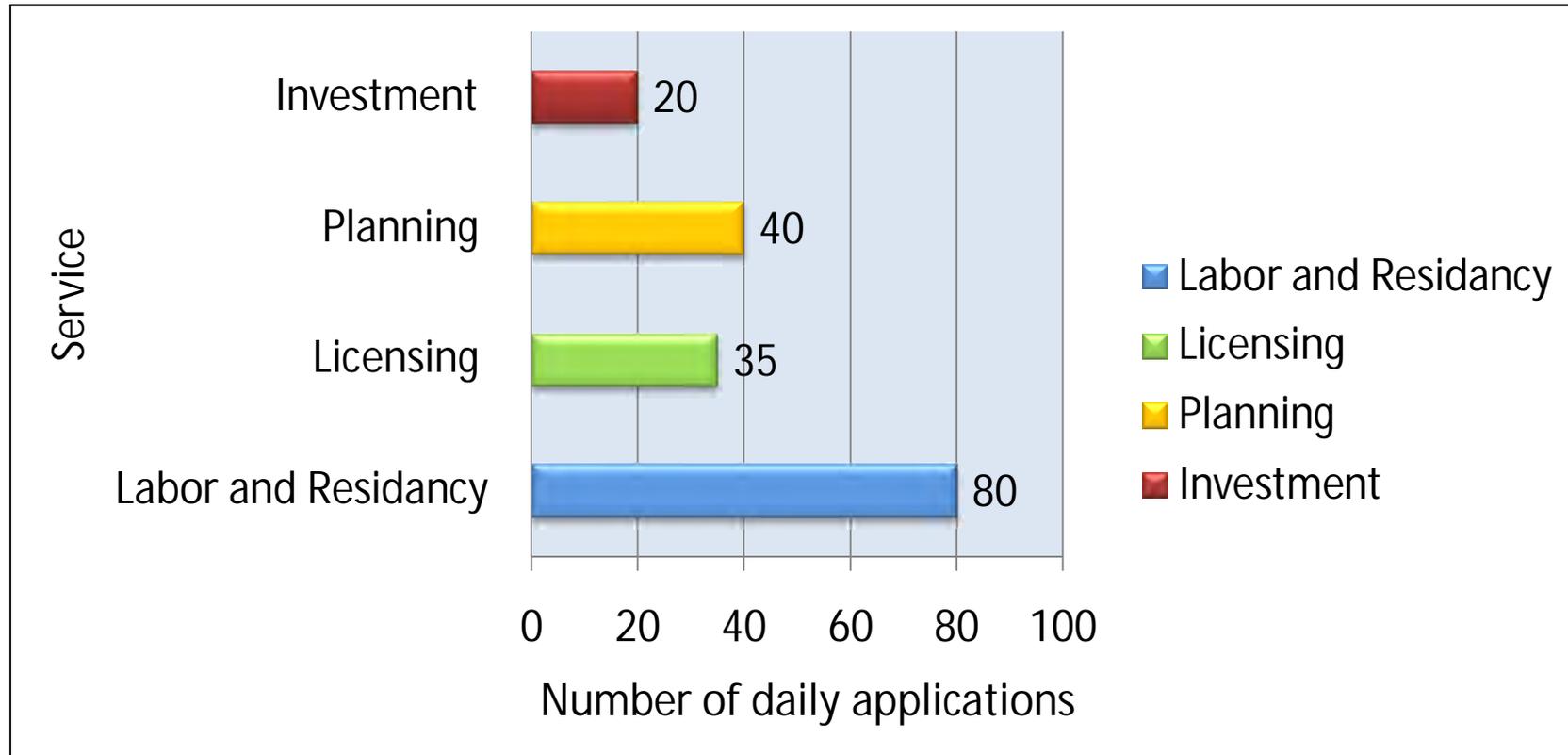
- Even though most development and investments land is ADC responsibility at the meantime, still some mega projects are signed and managed directly by ASEZA such as Marsa Zaid, accordingly all investor related issue(s) are followed by the concerned commissioner at ASEZA, with minimum involvement of ADC or minimum coordination with ADC, taking into consideration that ADC must be fully involved since it is responsible for many activities within this process, for example in Marsa Zaid it is responsible for transferring the port to its new location and handle the old location to the new investor.

One Stop Shop

This section covers the following areas:

- Types of One Stop Shop Services and their Frequency
- One Stop Shop Types of Customers
- One Stop Shop Main Issues
- One Stop Shop High Level Process
- Numbers and Statistics

Main Services Offered by One Stop Shop information



Source: Key informative Interviewees, one stop shop employees August 2010

One Stop Shop Customers

1. Individuals: These include citizens and residents who are visiting the one stop shop to follow up different types of applications.
2. Services Offices: Offices that deals with multiplications (for example foreign labor and housemaid services offices).
3. Investors: Investors within ASEZ, and potential investors.
4. Contractors: Contactors who are doing work for ASEZA and ADC.
5. Tax Payer: Establishments, Individuals, Employees(With Active and not Active files).

Main Issues with One Stop Shop - from Customers Point of view

1. Individuals

Individual customers who are visiting the one stop shop for the first time and with no previous knowledge of procedures and requirements may need to go back and forth in order to complete all needed documents and approvals, for example getting medical or health certificate.

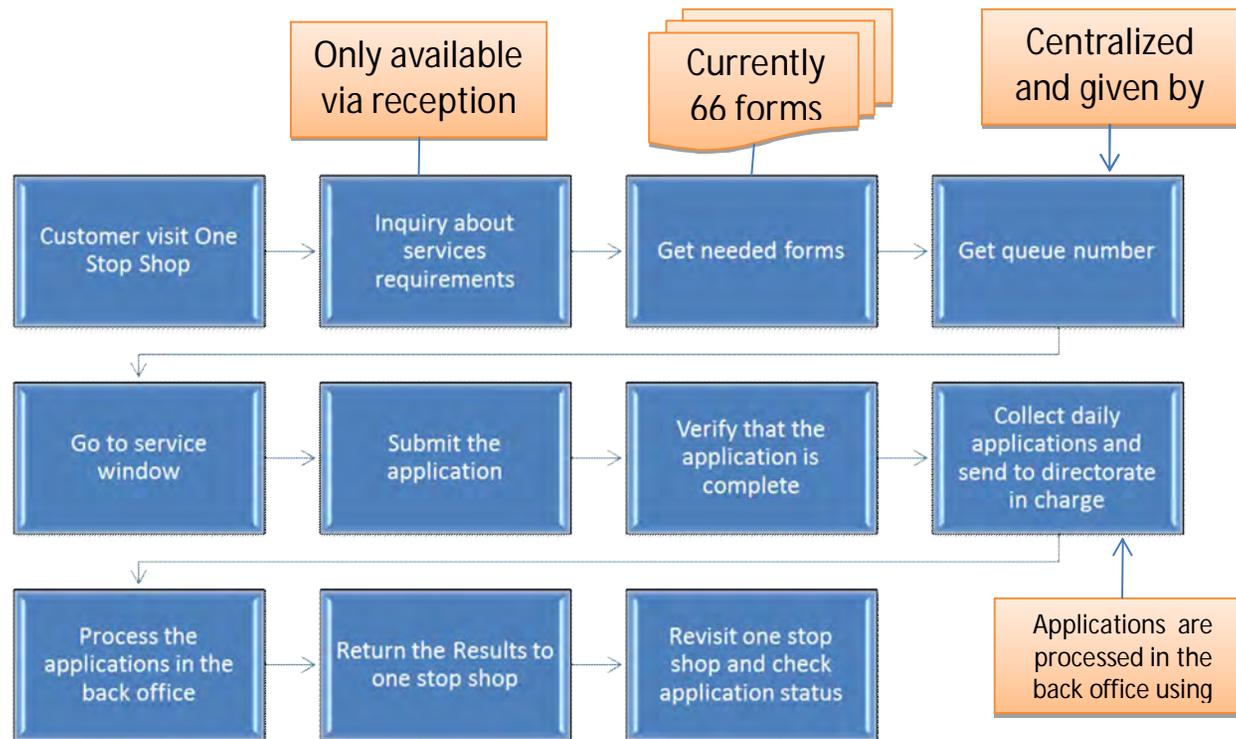
2. Investors

At the one stop shop all types of customers are using the same windows, for example multimillions investors and foreign workers will use the same Residency and Visa window. Investors or their representatives are not treated at this phase as VIPs as other special zones are doing in the region.

3. Contractors

The one stop shop doesn't distinguish between normal customer and contractual parties, whose relation with ASEZA and ADC are controlled under contractual umbrella, for example: In some cases change requests are governed within contracts by time duration for response, if a contractor submitted a change request, ASEZA or ADC will have limited duration of time to accept or reject the contractor request, but in all cases they must respond to the request otherwise this may be implicitly considered by laws as acceptance, at ADC this can be controlled since the contractor is required to submit his request directly to the responsible directorate, but when using the one stop shop no way to guarantee that this request will be handled in timely manner, which may provide contactors with a gap for manipulation.

One Stop Shop - High Level Process



One Stop Shop - Systems and Processes

1. Many Systems

- Many units and directorates are dealing with Customers in both ASEZA and ADC, and each unit is utilizing its own systems and tools, without having single system or tool to monitor and follow up customer services or application status through the whole process, currently ASEZA is implementing 29 main system, each window at the One Stop Shop is utilizing its main directorate systems.
- There is no unified and comprehensive system to run one stop shop operations, each window within the one stop shop is using its directorate computerized systems (if any), and some systems are poorly designed.

2. Tracking

- In some cases an investor application may be delayed according to some issues or violations with some directorate but other directorate is not informed about it and when the investor complains there is no way to check where is the delay and the cause of it. Delay in response may result in an satisfied customer even if the issue basically is upon his/her responsibility.

3. Coordination

- In some cases when an employee discovers a violation in some application or services out of his/her work scope there is no systematic way to report or log it so the related unit or employee in different directorates can act upon.

Customers – Tourists

Aqaba is one of the main tourists destinations in the region, and cities that have a strong tourism industry such as Aqaba often have city-run tourism programs designed to benefit all businesses and general economic development by generating tourism traffic. In addition tourists will use facilities provided or regulated by ASEZA, such as transportation, accommodation, food and beverage, city facilities, therefore tourists should be categorized as one of ASEZA customers.

Companies that offer hotels and resorts, transportation, tours, and other tourist-driven business will benefit from using the CRM to collect customer data, identify market segments and more efficiently target key customer groups with advertising and promotions. Proper application and system that covers both ASEZA level and Companies level will lead to a comprehensive CRM System.

Business Improvement General Issues

- Most improvement initiatives are Technology driven not Business driven.
- No evidences of the existence of comprehensive investment Road Map.
- According to key informative interviewees some employees at ASEZA may show resistance to new changes in the future, especially with new systems or processes.
- Any initiatives to improve ASEZA One Stop Shop operations must include staff capacity building.

Recommendations

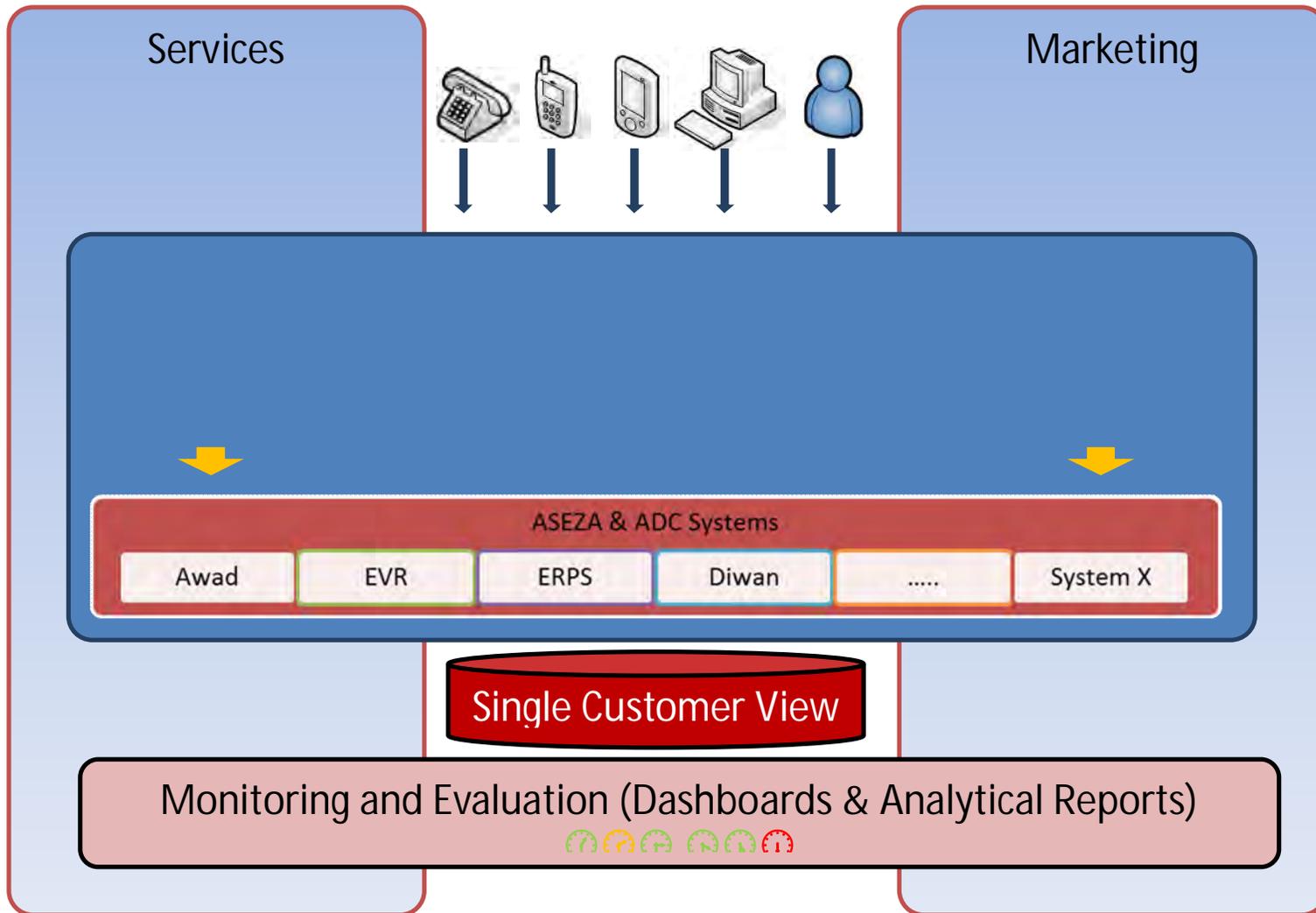
Lessons Learned

According to How Many Stops In A One-Stop-Shop Report by IFC and world bank 2010

While everybody knew that there was a problem, objective data were needed to highlight this in a way to prompt the political initiative for solution *

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Conceptual Architecture
"From Business Point of View"



ASEZA Units That Have Direct Relation To Customer Services*

No	Organizational Unit
1	Constructions Control and Licensing Directorate
2	Planning and Studies Directorate
3	City Services Center
4	Revenues, Taxes and Audit Directorate
5	Customs Directorate
6	Investment Directorate
7	Marketing and Tourism Directorate
8	Customer Services Office (One Stop Shop)
9	Environment Directorate
10	Department of Health Control
11	Laboratories Directorate

- * The current structure is subject to modifications and changes, the CRM system must be flexible in design to deal with any organizational structure.
- ** For services you may check the Appendix 6, taking into consideration that this list represents only current and most demanding services at ASEZA, the system must be flexible to integrate new services when needed in the future.

High Level CRM Work Flow and Unit Structure

Paperless ASEZA

Following the objective of minimizing the usage of paper to transform ASEZA into a paperless organization:

- Customers are not entitled to fill any paper application, the process starts once the customer arrives at the service desk and describes his/her needs, the One Stop Shop Officer (OSSO) is entitled to retrieve available information and fill in the missing information on the CRM system.
- If the customer's signature is required for legal purposes, then a filled request form is printed out of the CRM system by the OSSO.
- The service request supporting documentation is scanned and saved in the Document Management System.
- Available documentation submitted to support previous service requests by the client does not have to be requested/scanned and saved again, it will be retrieved to assure its availability in the system.
- Some types of documents are not to be scanned or kept in the systems for legal matters.
- Documents that are produced by ASEZA/ADC for clients will be electronically linked to their records so that they are used for future reference and also are referenced on the service request submission or fulfillment process.

Customers Communication Channels (Automated / Non-Automated)

- The desired CRM system is expected to take control and handle the customer services processes management and fulfillment that are currently managed and fulfilled manually.
- The customer service process is to be initiated in the new CRM system through any of the available customer communication channels:
 - In-Person
 - Phone
 - Internet

the CRM will integrate with the existing specific service management and fulfillment systems that are in place so that they keep managing their designated areas of service, the CRM will keep track of the service fulfillment process.

- The CRM should utilize the capabilities of AWAD system technologies and other ASEZA systems so that the service fulfillment processes is become fully handled in an automated scheme.

Processing Complaints

- The CRM system is expected to provide all types of ASEZA and ADC customers with the ability to send and follow any complaints to both ASEZA/ADC:
 - The complaints expected be received and logged via different channels not limited to, Internet, in person, and phone.
 - The CRM system must provide the ability to categorize the complaints and manage these categories through adding, modifying and deleting categories.
 - The CRM system must provide the ability to initiate an auto response to the customer when registering new complaint including a ticket number to enable him/her to follow-up their complaints status.
 - The CRM system must provide the ability to redirect/route the complaints to the responsible unit
 - The CRM system must provide ASEZA CRM unit/manager with ability to monitor all complaints status
 - The CRM system must provide the ability to search and browse complaints history for analysis purposes

Customer Care and Public Relations Unit Structure

- New Customer Care unit is recommended to be established within ASEZA to manage all customer related issues, including administration and management of the desired CRM system in coordination with ASEZA Management Information Systems Directorate. the desired CRM system needs to support the Customer Care unit in providing but not limited to the following services:
 - The Customer Care unit is going to represent the front line of ASEZA services and interaction with different types of customers, the desired CRM system must support communication via different channels through (*Suggested high level structure and job descriptions can be found in annex 7*) :
 - OSS will handle in-person interactions
 - Future call center to handle phone interactions
 - CRM web unit to handle online interactions via Internet
 - Public Relations Unit
 - VIP Customers Unit

Customer Care and Public Relations Unit Main Tasks

- If the customer wishes to apply his/her application in person, the desired CRM system must provide:
 - The One Stop Shop employee with e-Forms to enter all needed data for the specific application, the e-Forms must be designed as user friendly forms and minimize the need for typing.
 - The same e-Forms must be available as an option for using through KIOSK at ASEZA one stop shop by the customer directly.
- In case of customer requests, complaints or queries over phone, the call center employee must be provided with tools or forms to log and record the customer requests within the desired CRM system.
- The Customer Care unit is going to assist customers in resolving their issues and complaints, were the desired CRM system may provide the ability to build ASEZA and ADC services catalogue database.

This searchable catalogue will include information about but not limited to services steps, responsible directorates, service time, required documents, and cost; to enable Customer Care unit members to search or browse this database for answers for customers inquiries

- In case customer inquiry needs technical and expert view, the desired CRM system must provide the Customer Care unit with the ability to redirect/route the inquiry or issue to the responsible directorate at ASEZA, in addition to providing the Customer Care unit with tools or features to follow-up and track all tickets.
- Continuously collect and analyze customers needs, expectations and aspiration, and reflect findings and results on ASEZA and ADC development initiatives, it is preferred that the desired CRM system can provide Customer Care unit with tools and features to support these tasks.
- Promote customer care culture through ASEZA.
- Manage customer interactions with ASEZA and ADC and Monitor and evaluate customers interactions with ASEZA
- Analyze customers data and develop reports, summaries and recommendations for top management
- Manage CRM system in coordination with MIS Directorate

CRM Customers Accounts

- The desired CRM system is expected to provide different types of customers with the ability to logon to their CRM accounts with ASEZA/ADC via the internet and check and track the status of their current applications, and their applications history. customers need to be provided with different browsing and search tools and techniques, using user friendly easy to use interface.
- The desired CRM system must be flexible toward handling all ASEZA customer related services, this include but not limited to ASEZA main services listed in Annex 6, taking into consideration that Tax related services must be included immediately with both One Stop Shop and CRM covered services.

Monitoring and Evaluation

The desired CRM system must provide the ability to monitor and evaluate ASEZA different customer services performance, through:

- Provide the ability to monitor and identify ASEZA and ADC performance using KPI's on different Levels, this includes but not limited to:
 - Directorate Level
 - Service Level
 - User Level
- Provide the ability to monitor performance through user friendly user graphical interface (dashboards)
- Present performance data on two levels:
 - High level using dashboards
 - Detailed level using detailed analytical reports
- Provide Business Intelligence and data mining tools, and the ability to track customers history and hidden patterns on different levels including but not limited to:
 - Specific customer
 - Customer type
 - Service type
 - Directorate
- Provide the ability to define, customize, delete KPI's
- Provide the ability to define new type of reports

Key Performance Indicators

The required KPI's may include but not limited to:

- Number of total applications received
- Number of total applications received categorized by (service, directorate, user,...)
- Number of processed applications categorized by (service, directorate, user,...)
- Number of pending applications categorized by (service, directorate, user,...)
- Number of applications exceeded service time categorized by (service, directorate, user,...)
- Number/Percentage of incomplete applications (missing requirements)
- Number of received calls
- Number of complaints received categorized by (complaint type, directorate, user,...)
- Average time to process complaints categorized by (complaint type, directorate, user,...)
- Number/ Percentage of unhandled complaints
- The mean conversation time
- Average Talk Time (ATT)
- The time of delay a caller may experience waiting while queuing
- The mean dealing time
- Average Handling Time (AHT)
- The number of calls (%) answered within the limited period
- The number of calls per hour the operator handles
- The number of calls (%) with the customer's problem completely resolved
- Percentage of missed calls

Areas of Improvement

The suggested recommendations covers the following areas of improvement:

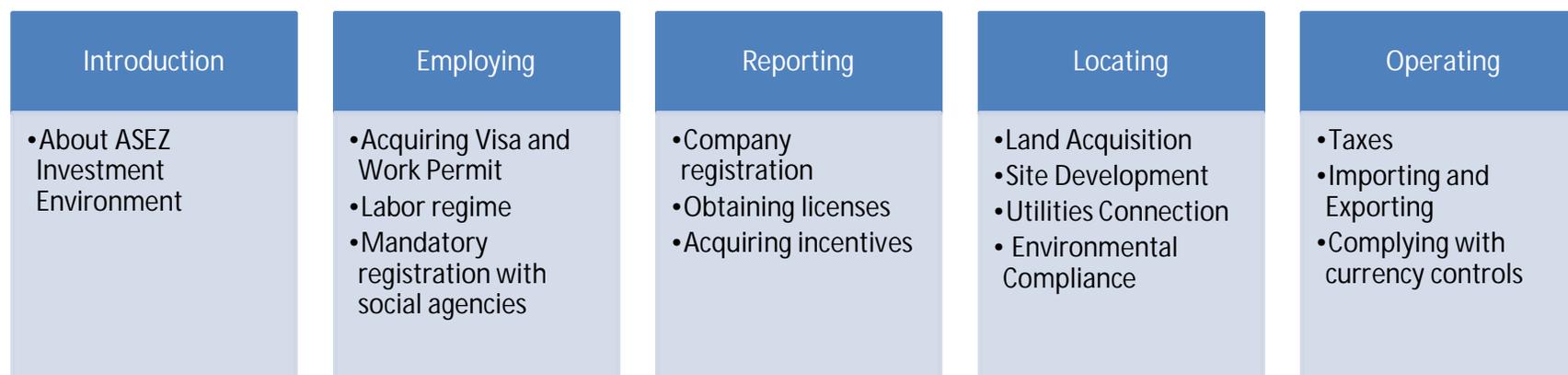
1. Processes, Services and Procedures
2. Structure
3. Capacity Building
4. Legalization
5. ASEZA and ADC online presence
6. Investors
7. Communication channels

Processes, Services and Procedures

#	Recommendation	Responsibility	Duration	Expected Benefit
1	Publish available ASEZA services manual online, no need to wait till the new site launch, ASEZA can start by publishing the investor service manual	ASEZA – MIS directorate and Quality Control unit	Immediately	Provide the customers with easy to access, comprehensive source of information regarding services
2	Start initiative to develop comprehensive investors road map for Aqaba , the basis for this road map could be the new investor service manual	New project to develop and publish comprehensive Investors Road Map	6 months	<ol style="list-style-type: none"> 1. Organize ASEZA and ADC relation regarding investments 2. Make it easier to do business at ASEZ 3. Increase customer satisfaction level
3	Start initiative to document, revise and manage all ADC processes and services	New Project supported by ADC or ACED	6-10 months	Improve internal processes and add more controls
4	Develop customer services office procedures(to be followed, elaborated on and updated by ASEZA QC unit), recommended to coordinate with MoPSD and benefit from their experiences and resources	ECO Consult to provide temporary high level procedure, and this will form an input to the CRM implementation)	Immediately	Improve internal processes and add more controls , which will increase customer satisfaction level

Investor Road Map Details

- Any activity related to developing investor road map can benefit from the current investor service manual
- The new investor road map, must include at least the following sections:



- The investor road map at the beginning must be at least bilingual (English & Arabic) in the future may be published using other languages
- Before developing the new investor road map, the investment related units mandates at both ASEZA and ADC, must be identified, revised, and agreed on between the two entities so their mandates, roles, authorities, communication channels are well defined and organized, ASEZA part of this can be done under the current restructuring and HR project

Processes, Services and Procedures 2

No	Recommendation	Responsibility	Duration	Expected Benefit
5	Group all business improvement initiatives under one umbrella (Recommended to be QC unit at ASEZA), were ideas can come from anywhere but implementation and follow up will be completed under this umbrella	ASEZA with collaboration with ACED, this can be done through the new restructuring project, planned to take place in the coming year	Less than one year	<ol style="list-style-type: none"> 1. Maximize the benefits of improvement initiatives 2. Reduce redundancy 3. Coordinate efforts
6	Continue business process improvement exercise currently conducted by QC unit	ASEZA QC unit in collaboration with consulting firms if needed	after 6 month from launching any massive restructuring exercise at ASEZA	Improve ASEZA performance

Structure

No	Recommendation	Responsibility	Duration	Expected Benefit
7	<p>Restructure the City Services Center, and group all citizens and municipality services under one umbrella, such as:</p> <ul style="list-style-type: none"> • cleaning supervision and follow-up activities • Water tanks requests • Sewage collection tank requests 	ASEZA with collaboration with ACED, this can be done through the new restructuring project, planned to take place in the coming year	Less than one year	Improve internal processes and add more controls , which will increase customer satisfaction level
8	<p>Develop customer services office:</p> <ol style="list-style-type: none"> 1. Structure 2. Responsibilities 3. Authorities 4. Employees job profiles 	This can be done through the new restructuring project, (please refer to Annex 3 for high level description). This can be coordinated with MoPSD to fill other tasks outside restructuring project scope	Immediately – 4 months	Improve internal processes and add more controls which will increase customer satisfaction level
9	<p>Revise the current situation of ADC investor related units:</p> <ol style="list-style-type: none"> 1. Marketing unit 2. Investment and Real estate Development unit <p>With the ongoing restructuring exercise there are ideas about merging the two units under one directorates to strengthen the coordination and alignment between the two units</p>	ADC	3 – 6 months	Improve internal processes and add more controls , which will increase customer satisfaction level

New OSS Team Capacity Building

No	Recommendation	Responsibility	Duration	Expected Benefit
10	Ensure that during the selection of the new team members ; that the selection criteria must guarantee the candidate and selected team members are active and fast learners employees, with strong background of ASEZA OSS services.	ASEZA, OSS management	Immediately	Right selection of team
11	After OSS team selection, ASEZA must conduct TNA, training needs assessment to identify team members capacity building areas	ASEZA, OSS management with capacity building expert or Firm	Once the team members are selected and before launching the new OSS	Team Development
12	The training must include but not only: <ol style="list-style-type: none"> 1. Communication Skills 2. Customer Care Skills 3. Language Skills (at least English) 4. Computer Skills 5. Technical training (on delivered services laws, regulations, requirements, steps, time, cost and most frequently issues) 	<ol style="list-style-type: none"> 1. ASEZA, OSS management with capacity building expert or Firm 2. In addition to representative from every OSS related directorate at ASEZA 	After conducting the TNA and before launching the new OSS	Team Development
13	We recommend that for the first 6 to 12 months experienced employees from all OSS related directorates coexist within the OSS as second	Experienced representative from every OSS related directorate at ASEZA	6- 12 months after launching the new OSS	Team Development

No	Recommendation	Responsibility	Duration	Expected Benefit
	layer so that: <ol style="list-style-type: none"> 1. They can advise applicants of any problems with their application 2. Coach OSS employees and transfer knowledge 	(Coaching)		

Legalization

No	Recommendation	Responsibility	Duration	Expected Benefit
14	<p>Before launching the new OSS, ASEZA must revise all bylaws and regulations related to service delivery to ensure the current bylaws and regulation provides the needed framework that recognize providing ASEZA services through OSS (especially receiving and processing applications) to ensure:</p> <ol style="list-style-type: none"> 1. That OSS employees are authorized to receive any type of applications, and the bylaws don't stipulates that specific employee for specific unit must receive the application 2. Since the OSS will only receive applications, we need to verify whether there is a specific time period within which the service must be provided 	Legal Advisor	Immediately	Ensure that all improvements as per bylaws and regulations
15	Ensure that OSS services provided to ASEZA and ADC contractors are aligned with internal bylaws , and controlled in a way that prevent any manipulation of contractual conditions especially from responses time point of view	ASEZA ADC Legal Advisor (if needed)	Immediately	Ensure that all improvements as per internal bylaws and regulations especially in ASEZA and ADC contracts cases

ASEZA and ADC Online Presence

No	Recommendation	Responsibility	Duration	Expected Benefit
16	<p>Develop and publish new section at ASEZA web site (or portal) to provide any investor with comprehensive idea about ASEZ and the benefits of investing here, this can be customized version of Jordan Investment Board web site, this may include but not limited to:</p> <ul style="list-style-type: none"> • Start a business at Aqaba • Financing your business • Where to invest • Cost of doing business • Legal system • Taxation • Infrastructure • People • Demographics and labor etc... 	ASEZA and ADC	3 months	<ul style="list-style-type: none"> • Improve ASEZ image as investment destination • Provide new investors with easy access to information
17	Publish available ASEZA services manual online, no need to wait till the new site launch, ASEZA can start by publishing the investor service manual	ASEZA – MIS directorate and Quality Control unit	Immediately	Provide the customers with easy to access, comprehensive source of information regarding services
18	Ensure that all ASEZA and ADC web pages are bilingual (Arabic and English)	ASEZA and ADC	2 months	Improve web presence
19	Ensure that all current online communications and forms are activated, monitored and followed up until the new CRM is implemented and the new forms are used. Through identifying monitoring and responding responsibilities	ASEZA and ADC	Immediately	<p>Improve web presence</p> <p>Improve Internal Process</p>

Investors

No	Recommendation	Responsibility	Duration	Expected Benefit
19	Designate especial reception place at the OSS in the new building for investors or their representatives, they could use the area to the left of the entrance of the new building	ASEZA	Immediately during the preparation of the new building	Improve investors experience and increase their satisfaction
20	Study the feasibility of assigning account managers for each investor, taking into consideration assigning needed authorities , this could be done under ASEZA new Restructuring and Human Resources project	ASEZA and ADC	Immediately - 6 months	Improve investors experience and increase their satisfaction

Communication Channels

No	Recommendation	Responsibility	Duration	Expected Benefit
21	<p>Utilize new communication channels with customers and stakeholders , this will be done under the new CRM system including but not limited to:</p> <ol style="list-style-type: none"> 1. In person 2. Internet 3. Telephone 4. Fax 	To be organized and offered through the new CRM system and OSS	9 – 12 months	Improve customers experience and increase their satisfaction
22	Coordinate communication regarding new investors between ASEZA and ADC, through the suggested investors road map project	ASEZA, ADC and ACED	6 months	Improve customers experience and increase their satisfaction

One Stop Shop Layout and Recommendations

OSS VIP's Area

- It's very important to allocate well equipped area at the new one stop shop for the investors or their representatives, to enable them to process all their applications at one area designed for VIP's. The back offices area located at the left of ASEZA customer entrance can be redesigned to serve VIP's.

VIP's Identification Criteria - Golden List

- Identifying ASEZA VIP's customers is critical task, therefore we recommend to develop a golden list with investors and VIP's who are eligible to be served through the VIP One Stop Shop, this list and selection criteria must be developed and updated regularly in full coordination between ASEZA and ADC, and may include but not limited to, investors, contractors, Aqaba high profile merchants etc....

Golden List Recommendations

- Responsibility:
 - Marketing unit at ADC
 - Investment unit at ASEZA
- Members:
 - VIP's
 - Investors
 - ADC and ASEZA Contractors
 - Aqaba high profile merchants
 - Foreign Labor Services offices
- Location: The Golden List to be saved, processed and maintained with the CRM system
- Update Frequency: Quarterly, and whenever ASEZA or ADC finds it is proper to update the list
- Identification Criteria: The identification criteria may include but not limited to:
 - Size of Investment
 - Expected number of applications submitted by customer (customers with huge number of applications may be treated as VIP's – example foreign labor services offices)
 - Type of applications submitted by customer (customers with complex applications that require advanced technical attention may be treated as VIP – example contractors and construction companies)
 - Number of establishment employees
 - Position (high level officials and community leaders)

OSS Location Capacity

- Second OSS: The waiting area at the new OSS location can accommodate up to 160 people at the same time. According to current OSS daily visitors (200 – 250) this is acceptable for the current time and near future. In case new services to be added to the OSS, there will be a need to utilize the second customer service designed area in the first floor of the building.
- Queuing System: To ensure utilization for such setup the futuristic queuing system must be designed to distribute OSS visitors according to work load between the 2 areas

OSS Self Services

- KIOSK: We recommend to add 2-4 self-services kiosks at the OSS entrance. Currently there is space for 2 devices at the left side of the entrance. These devices must be integrated with ASEZA systems to provide visitors with inquiry feature about services and applications at the beginning, and the ability to fill and apply applications at later stages.
- Implementation: We recommend during the first 6 months that the OSS reception people encourage and assist visitors to use these devices.

Legalization

- Accepting Applications: Since ASEZA is targeting to implement a model that utilizes the same employee to receive all services applications; we recommend to revise all ASEZA bylaws to ensure that these OSS employees are authorized to accept all types of applications.
- Timing: We recommend to revise all ASEZA bylaws to ensure that the OSS service time is within legal time limitations if exists (some services must be completed by ASEZA within defined time interval).

Queuing System

- Queue Patterns
 - We recommend to integrate the queuing system with the CRM system and gather as much information as possible about OSS queuing characteristic, this includes but not limited to:
 - Arrival patterns
 - Number of customers
 - Waiting time
 - Serving timein order to analyze queuing patterns and enhance the service and queuing model accordingly.
- Control

The queuing Kiosk is recommended to stay as it is under the reception people direct supervision, to eliminate any type of misuse of the system.

Layout (Services)

The new OSS location includes 28 counters, 4 for the banks and 24 for the services, we recommend at the first stage to handle the following units services

No	Organizational Unit
1	Licensing and constructions control Directorate
2	Planning and Studies Directorate
3	City Services Center
4	Revenues, Taxes and Audit Directorate
5	Customs Directorate *
6	Investment Directorate
7	Marketing and Tourism Directorate

* For the customs directorate, we need to have an expert who can answer OSS visitors inquiries at this stage since most services are provided elsewhere

Layout (Employees)

- According to current ASEZA plans, 15 employees are going to provide services via the new OSS counters, that leave few extra service windows available.
- We recommend to increase the number of OSS employees to fill all windows and provide replacement in case of employee absence or transfer.
- For construction and engineering related applications we recommend to have a resident engineer at the VIP's area to answer all customers technical inquiries.
- We recommend to have a customs expert who can answer OSS visitors inquiries which maybe located at the VIP's area.
- Since the new OSS employees are going to receive all types of applications, we recommend to provide all employees with extensive training on all types of services, applications and forms.

General

- The visitors car parking can accommodate up to 180 car at the same time, this may represents an issue in the future taking into consideration that ASEZA employees will also be using this car park. We recommend to revisit this area and see if other parking lots can be allocated for employees.
- It is recommended to have knowledgeable representatives from all units the new OSS location to answer visitors inquiries (units such as Customs).
- The reception desk designed to be to the right of the entrance and can accommodate 2 people.
- We recommend to coordinate with Ministry of Public Sector Development to benefit from the ministry experience in this area, in addition to any kind of support or services MoPSD can provide.
- The new OSS location can accommodate 28 counters, 4 of them will be dedicated for banks and the other 24 can be occupied by OSS employees.

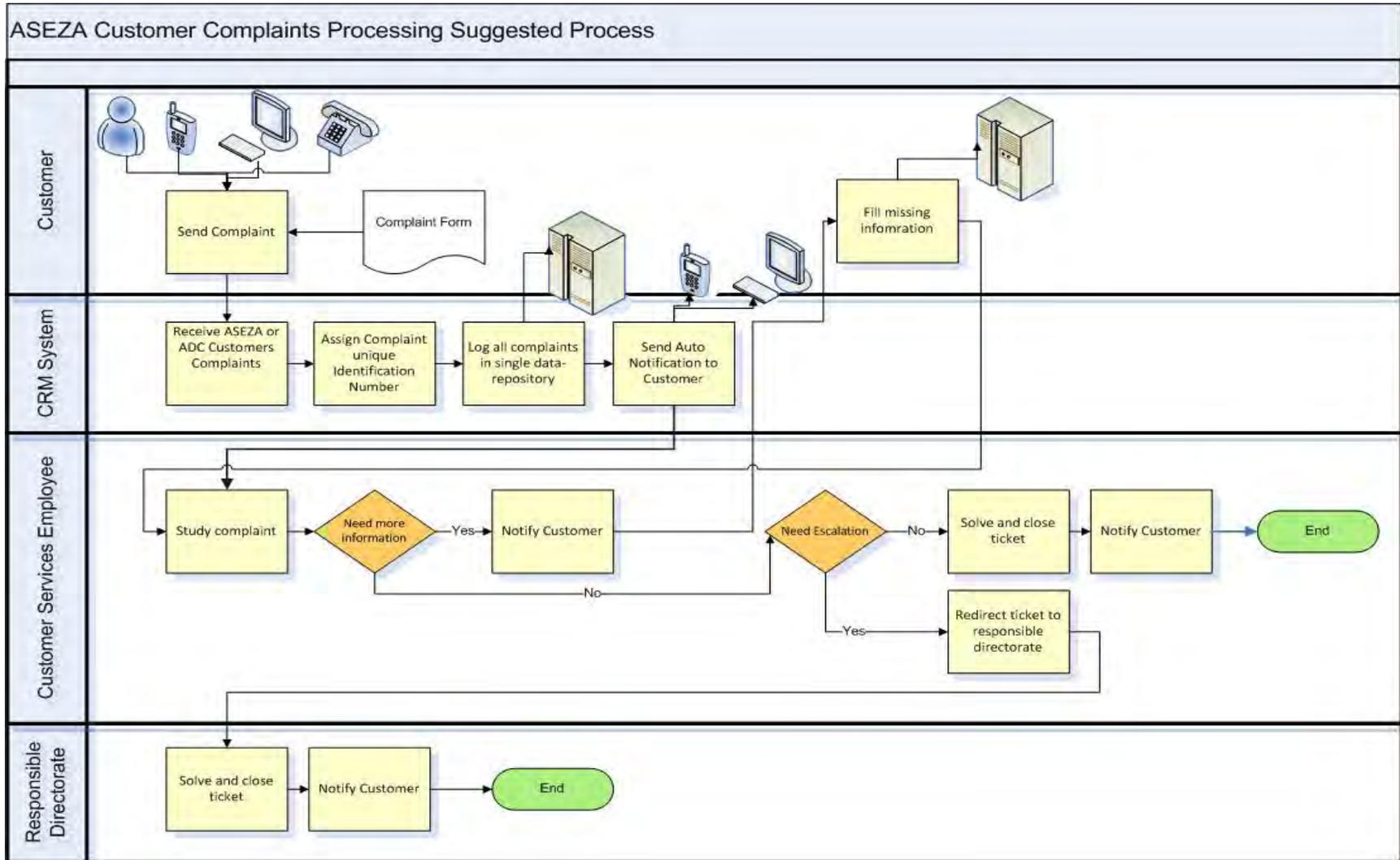
Appendices and Statistics

Appendix 1: Customer Service Office High level Suggested Description

General Recommendations:

- We recommend to take into consideration that during the design of the new Customer Service Office to incorporate “Public Organizations Customer Service Offices and Complaints Processing Guide” recommendations within new structure and improvement, in addition to benefit from MoPSD experience in this area.
- All business improvements must be integrated within the new CRM system in the future.
- High level complaints processing process designed in the next slide.

Appendix 2: ASEZA Customer Complaints Processing Suggested Process



Appendix 3: ASEZA Systems and Applications

1	ASYCUDA	Customs
2	CRM	Customs
3	Inventory	ASEZA Stores
4	TAQDEER	Taxation
5	Warehousing	Customs (storage and logistics department)
6	e-CRM	Investment Commission (Tourism directorate)
7	Geographic Information System	Infrastructure and Environmental Commissions
8	Helpdesk	IT
9	Oracle HRMS	HR
10	Integrated Financial System	Finance
11	Time Attendance	HR
12	One Stop Shop (OSS)	Software Development Team
13	Board Decision Archiving System (BDAS)	ASEZA Board of Directors
14	Customer Management System	Infrastructure Commission
15	Enterprise Registration and Permits Systems (ERPS)	ASEZA Investment Commission
16	Employment and Visa Residency (EVR)	ASEZA Residency and Permits Directorate
17	JOBS system	ASEZA Human Resources Department
18	RUM ticketing system	Wadi Rum Zone Directorate
19	Sharepoint 2007	All ASEZA employees
20	ASEZA Workflow and Document Management System (AWAD)	Infrastructure Commission
21	DIWAN	All ASEZA
22	Marine Park System	Environmental Commission
23	Chemical Hazards System	Environmental Commission
24	Food Information Management System	Environmental Commission (Health and Control)
25	Inspection and Audit Tracking	Environment
26	Laboratory Information Management System	Ibn Hayyan Lab
27	Marina Tracking System	Environment
28	Post Audit Inspection System	Environmental(Health Control), Customs & Investment Commissions
29	Water Checking System	Environment

*For Details please refer to ASEZA Existing Systems Document

Appendix 4: ASEZA current Online Services*

- Food Import Management Information System/“FIMIS”
- ASEZA Automated System for Customs Data
- Warehouse Automated System
- Enterprises Registration and Permitting System ERPS
- Sales tax system

*According to ASEZA Website

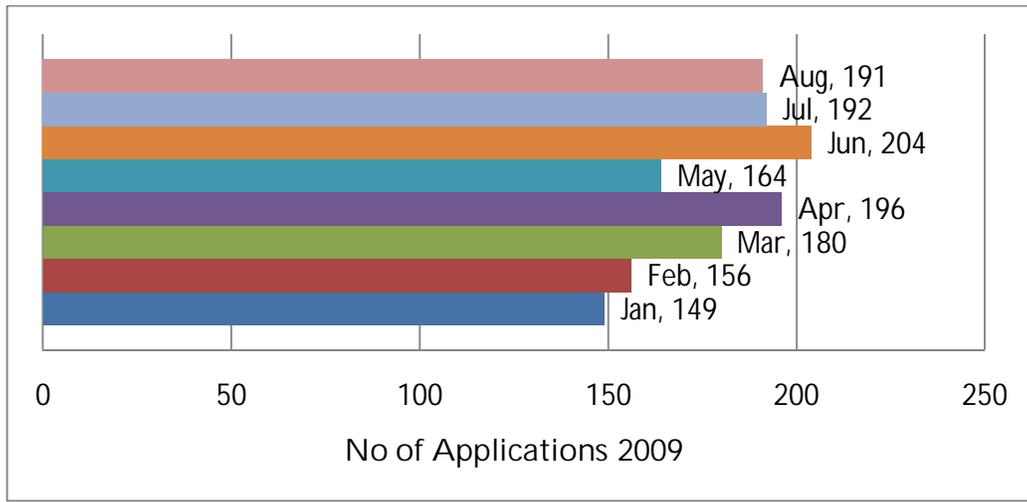
Appendix 5: ASEZA Current Statistics

التراخيص ومراقبة الإعمار

ملاحظة عامة: وجد نمط في الإحصائيات المتوفرة يبين إرتفاع الطلب على معظم خدمات مديرية التراخيص ومراقبة الإعمار خلال شهر آذار، ويتوقع إزدياد الطلب على هذه الخدمات بمجرد بدء المنطقة بالتعافي من آثار الأزمة الإقتصادية العالمية

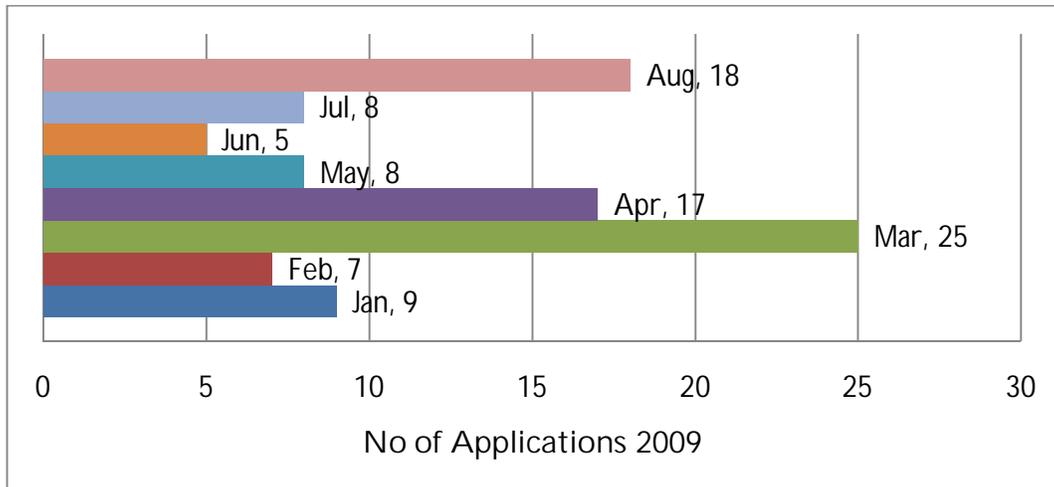
مخطط موقع تنظيمي

يوضح الشكل التالي أعداد طلبات المخططات التنظيمية، حيث يتراوح أعداد الطلبات الشهرية بين 150 و 200 طلب مع ملاحظة إرتفاع في أعداد الطلبات خلال الأشهر القريبة من فصل الصيف نسبياً والتي قد تزداد فيها حركة الإنشاءات



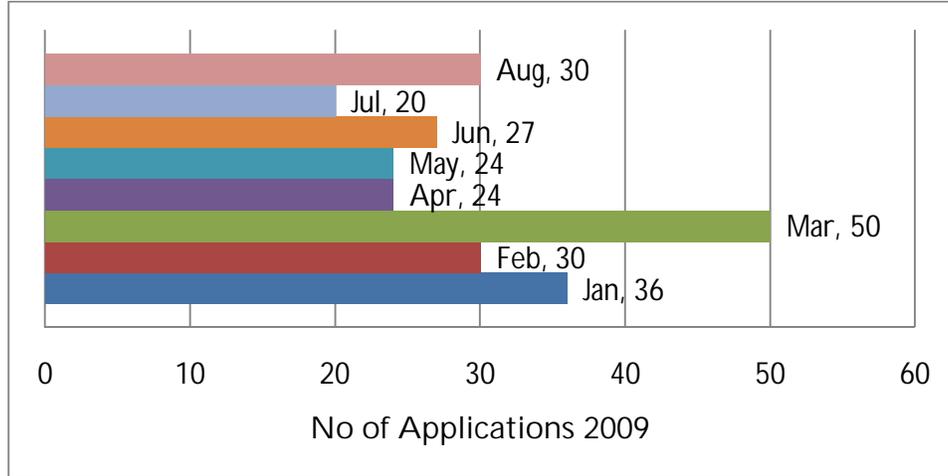
معاملات التنازل

يوضح الشكل التالي أعداد طلبات معاملات التنازل الشهرية، حيث تبين الإحصائيات المتوفرة عدم وجود نمط معين يمكن من توقع أعداد الطلبات، ولكن معدل عدد الطلبات بحدود 12 طلب شهرياً



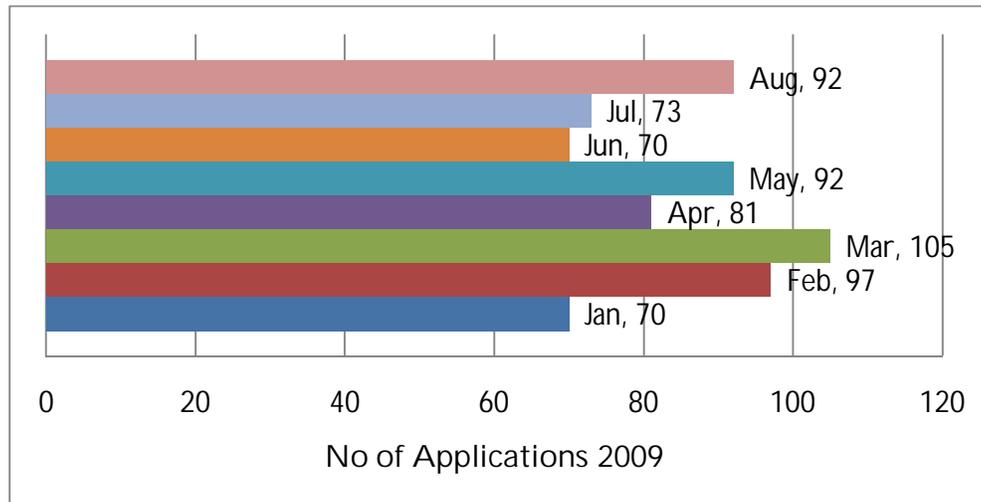
تسجيل الأراضي

تبين الإحصائيات المتوفرة إرتفاع طلبات تسجيل الأراضي خلال شهر آذار، مع معدل طلبات يتراوح حول 30 طلب شهرياً



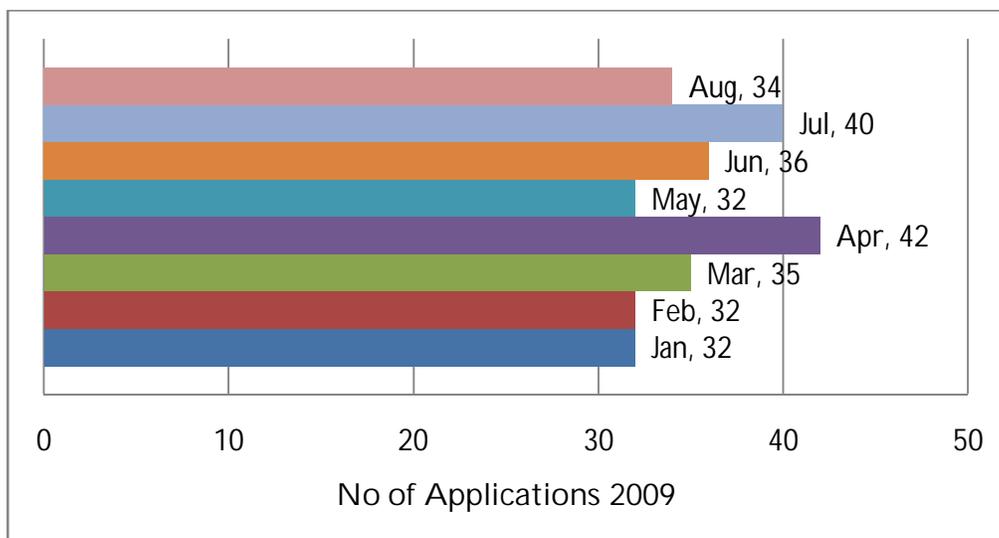
مخطط تفصيلي

تبين الإحصائيات المتوفرة إرتفاع طلبات تسجيل الأراضي خلال شهر آذار، مع معدل طلبات يتراوح حول 85 طلب شهرياً، وهي من أكثر الخدمات المطلوبة لدى مديرية التراخيص ومراقبة الإعمار



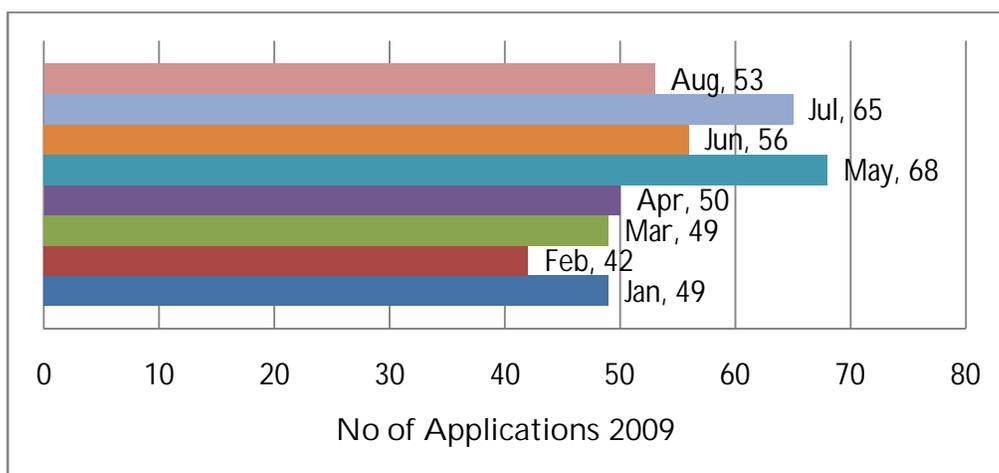
إذن صب

تبين الإحصائيات المتوفرة إستقرار في معدل طلب خدمة إذن صب خلال الأشهر المختلفة، مع معدل طلبات يتراوح حول 35 طلب شهرياً



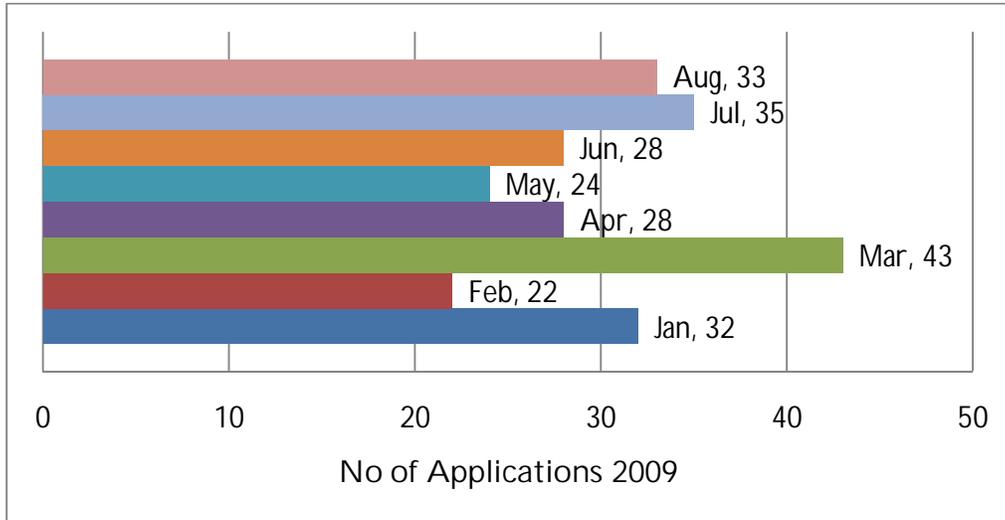
إذن أشغال

تبين الإحصائيات المتوفرة إرتفاع في معدل طلب خدمة إذن أشغال في النصف الثاني من السنة، مع معدل طلبات يتراوح حول 54 طلب شهرياً



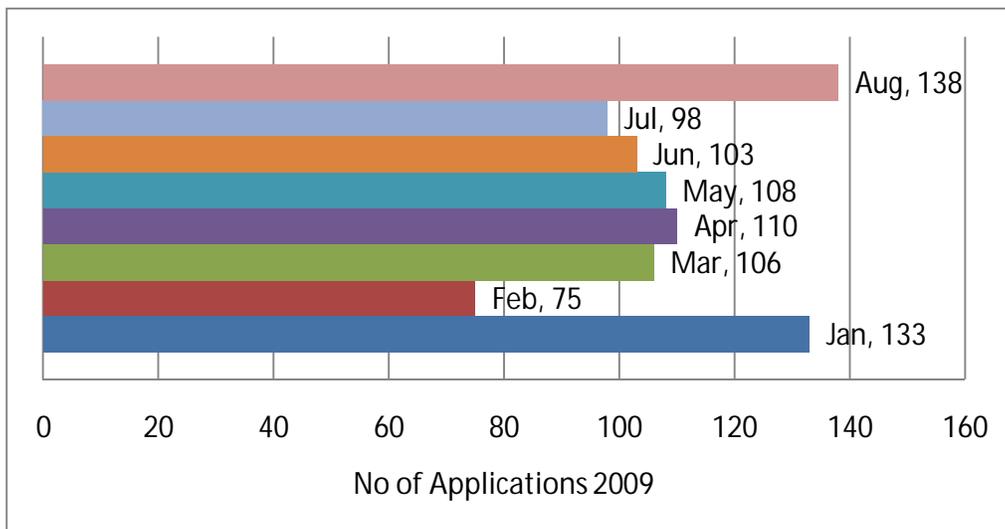
إعادة تأمينات

تبين الإحصائيات المتوفرة إرتفاع في معدل خدمة إعادة تأمينات خلال شهر آذار، مع معدل طلبات يتراوح حول 31 طلب شهرياً



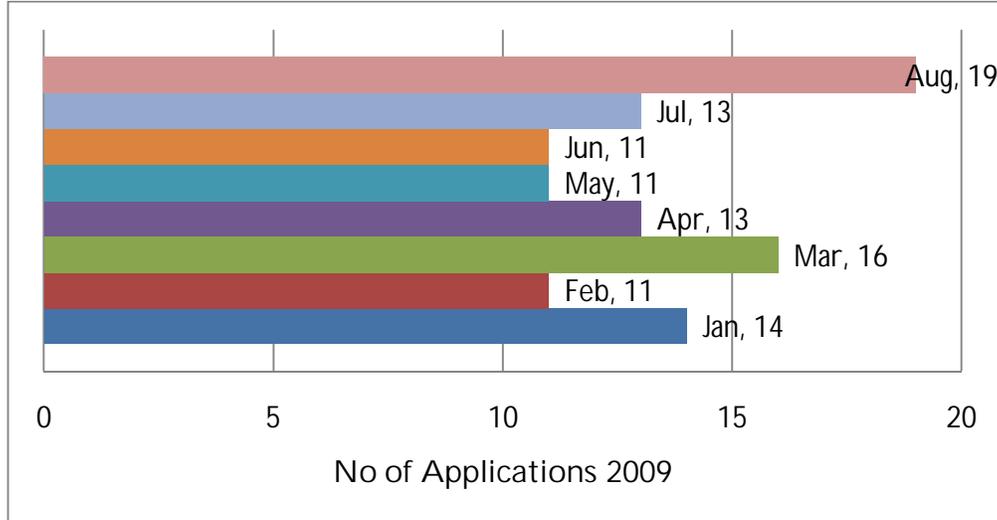
براءة ذمة تنظيمية

تبين الإحصائيات المتوفرة إرتفاع في معدل خدمة براءة ذمة تنظيمية خلال بداية السنة وفي الربع الأخير من السنة، مع معدل طلبات يتراوح حول 109 طلب شهرياً



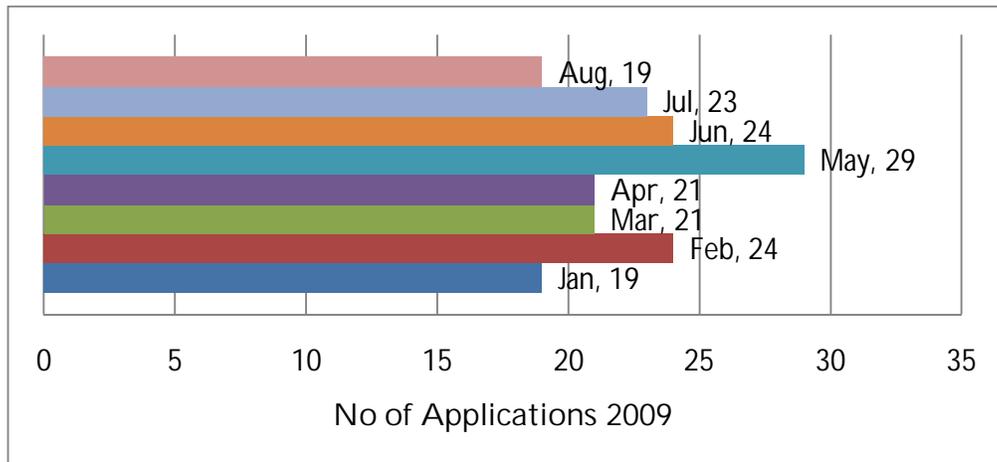
معاملات إفراز

تبين الإحصائيات المتوفرة إرتفاع طفيف في معدل خدمة معاملات الإفراز خلال الربع الأخير من السنة، مع معدل طلبات يتراوح حول 14 طلب شهرياً



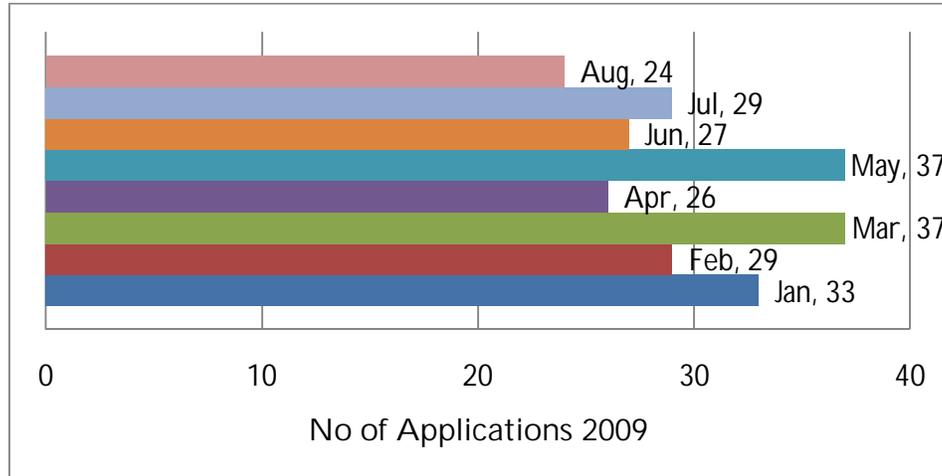
رخصة أعمال بنية تحتية

تبين الإحصائيات المتوفرة إرتفاع طفيف في معدل خدمة رخصة أعمال بنية تحتية خلال منتصف السنة، مع معدل طلبات يتراوح حول 23 طلب شهرياً



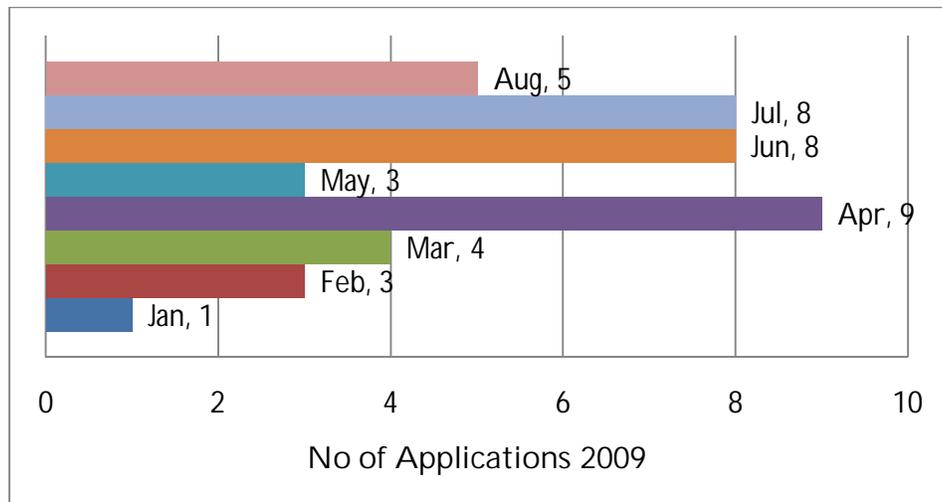
مخططات أولية

تبين الإحصائيات المتوفرة إستقرار في معدل طلب خدمة مخططات أولية خلال الأشهر المختلفة، مع معدل طلبات يتراوح حول 30 طلب شهرياً



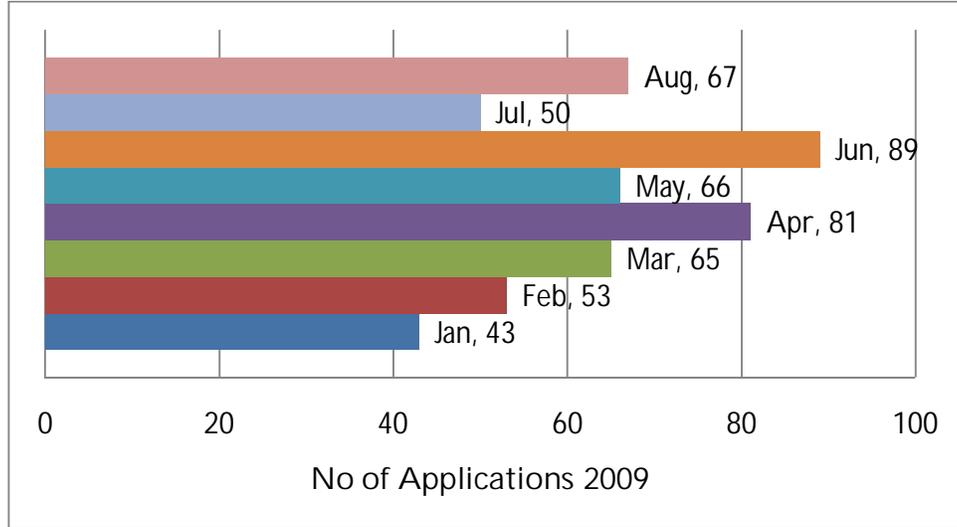
طلب اعتراض

تبين الإحصائيات المتوفرة قلة طلب خدمة طلب اعتراض بحيث لم تتجاوز أقصى الأرقام 9 طلبات في الشهر، مع معدل طلبات يتراوح حول 5 طلبات شهرياً



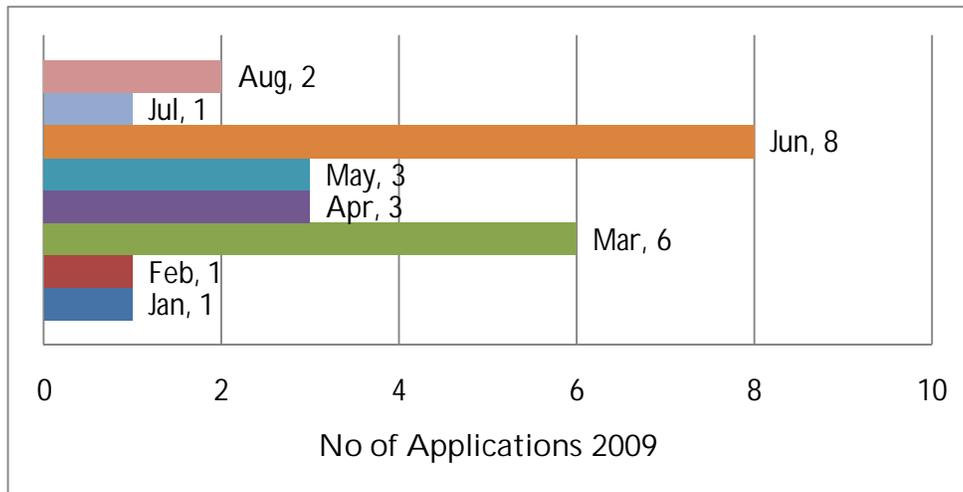
إستدعاء عام

تبين الإحصائيات المتوفرة إرتفاع في معدل طلب إستدعاء عام خلال منتصف السنة، مع معدل طلبات يتراوح حول 64 طلب شهرياً



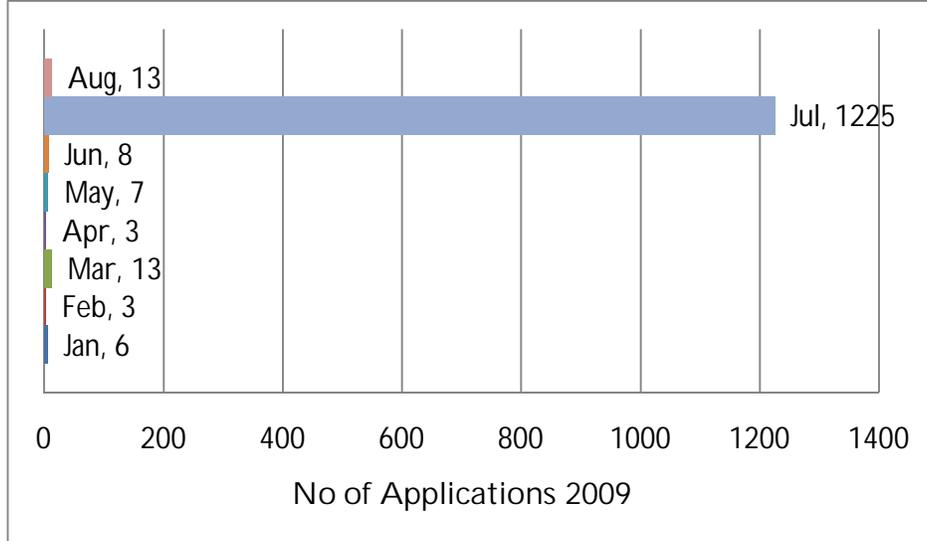
ترخيص لافئة

تبين الإحصائيات المتوفرة قلة طلب خدمة ترخيص لافئة بحيث لم تتجاوز أقصى الأرقام 8 طلبات في الشهر، مع معدل طلبات يتراوح حول 3 طلبات شهرياً



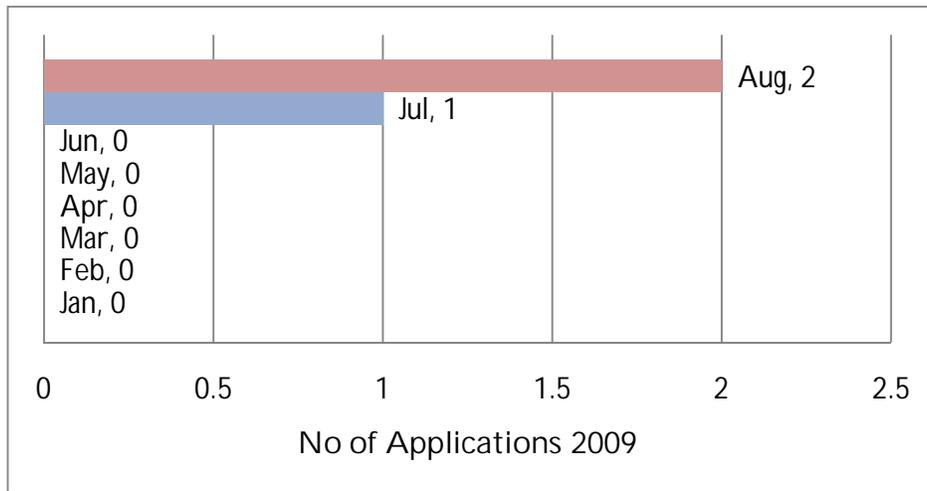
شهادة تحقق

تبين الإحصائيات المتوفرة أن شهادة التحقق ليست من الخدمات المطلوبة بكثرة خلال العام، ولكن في بعض الحالات قد يفوق عدد الطلبات الشهرية الألف طلب



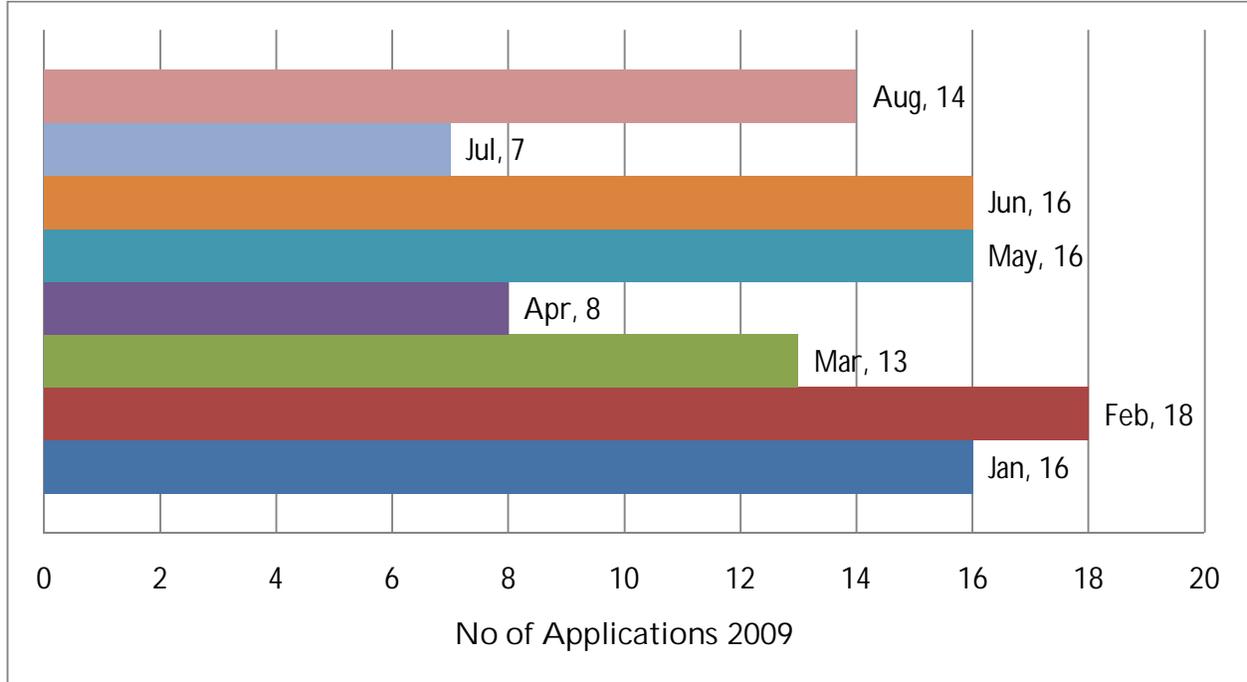
فك رهن

لا توجد معلومات كافية متوفرة حول خدمة فك الرهن ولكنها من الخدمات قليلة الطلب



طلب إعادة كشف

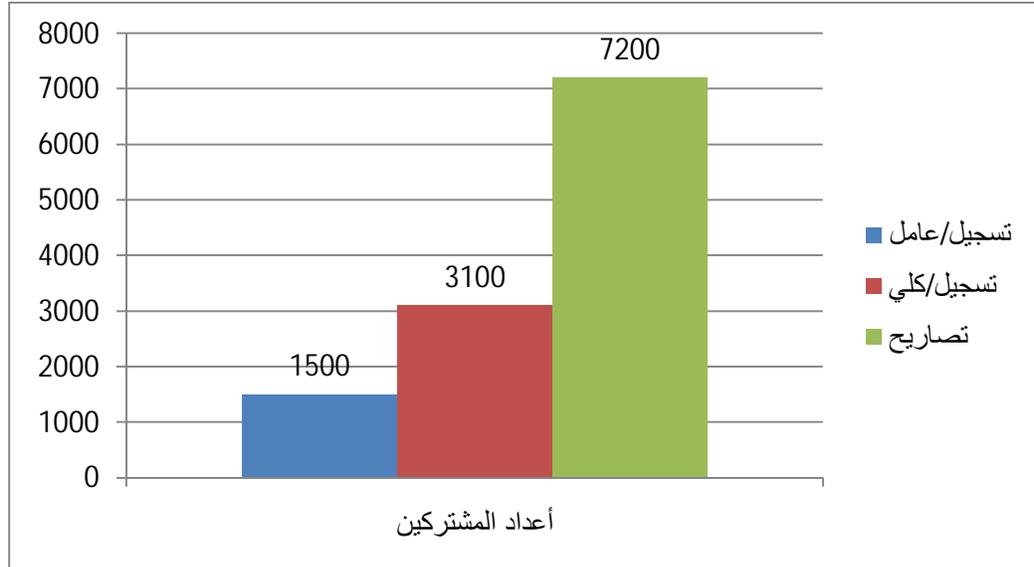
تبين الإحصائيات المتوفرة إستقرار في معدل طلب خدمة إعادة الكشف خلال الأشهر المختلفة، مع معدل طلبات يتراوح حول 14 طلب شهرياً



تسجيل الشركات

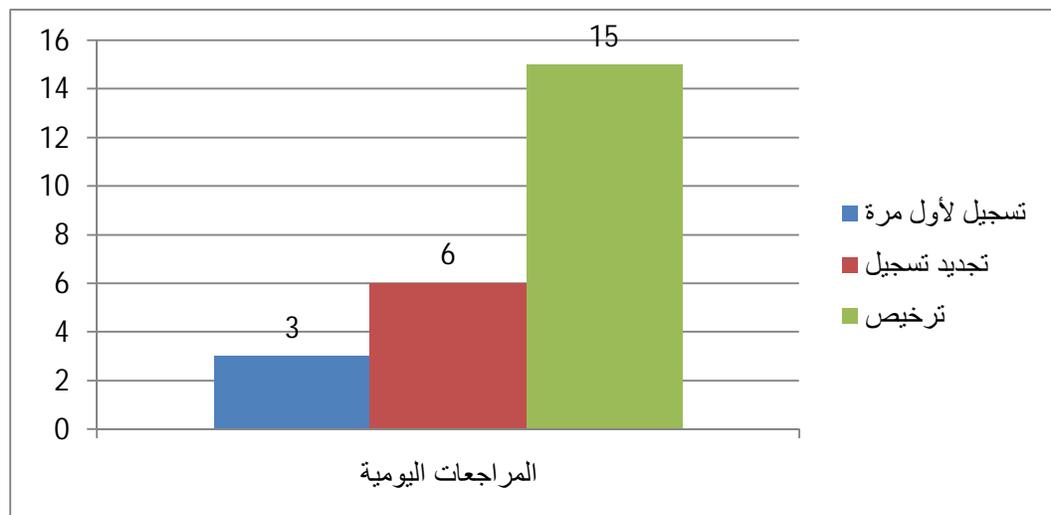
قسم تسجيل الشركات والتصاريح

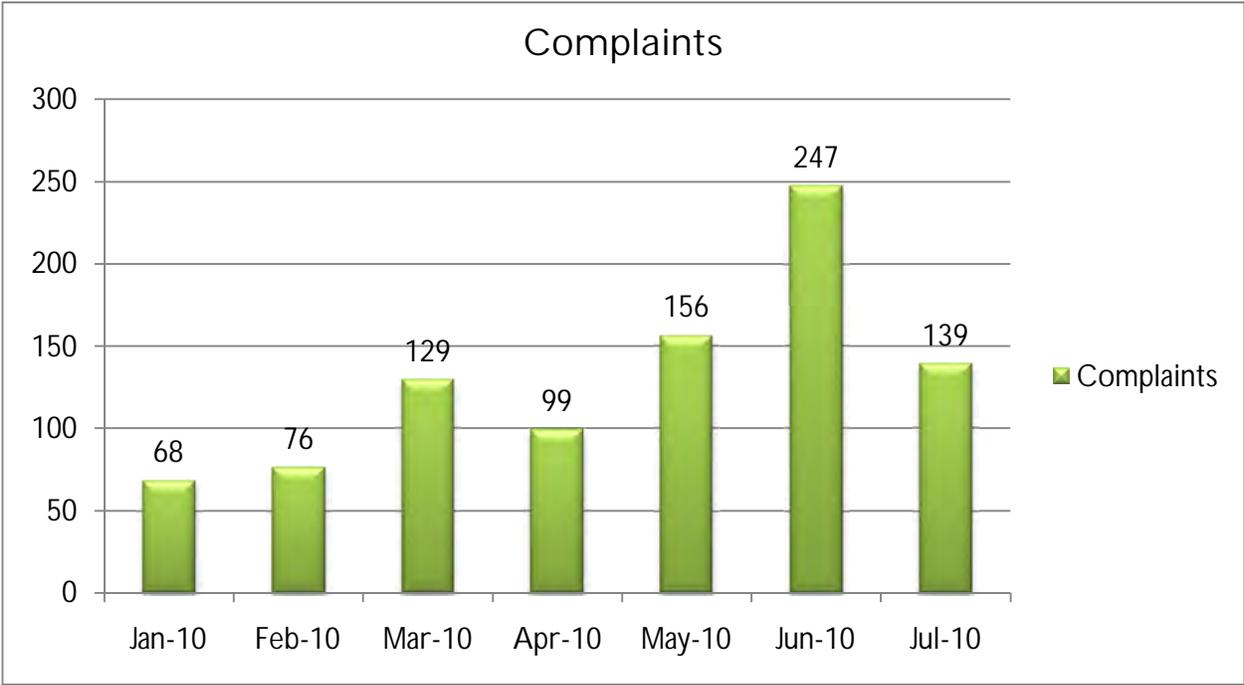
يبين الشكل التالي أعداد الشركات والمؤسسات المسجلة في العقبة على إختلاف أنواعها



إعداد المراجعات اليومية

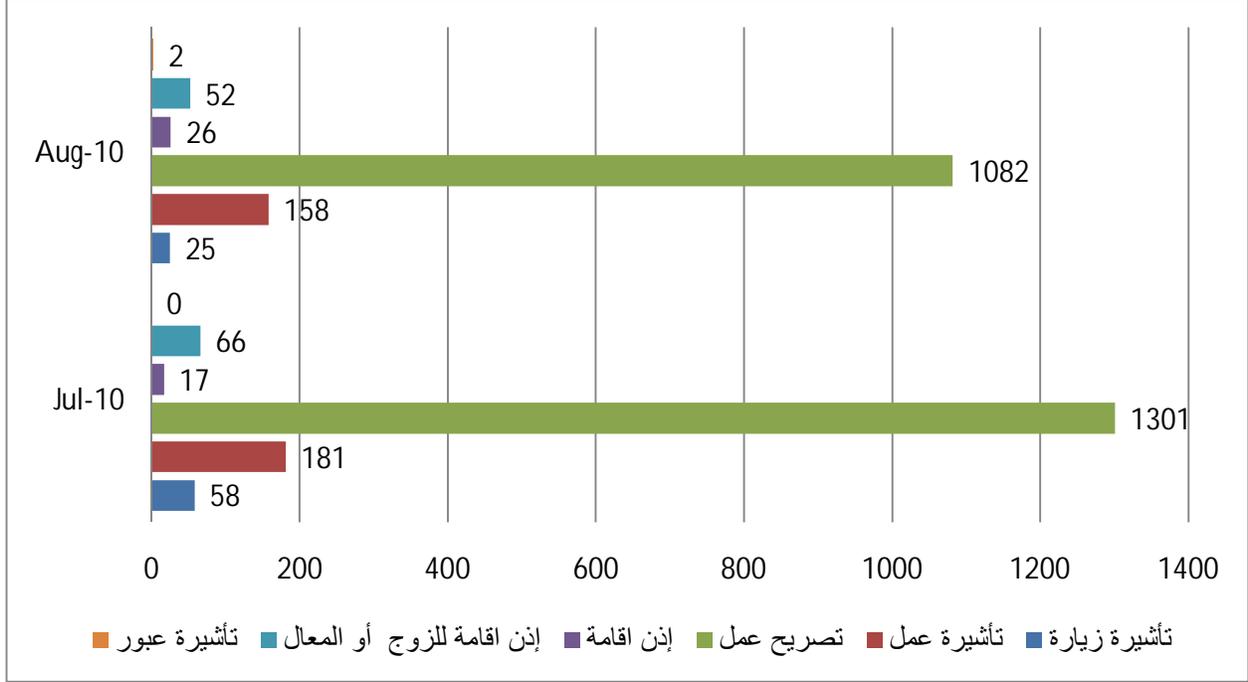
يبين الشكل التالي أعداد المراجعات اليومية من أجل تسجيل أو ترخيص الشركات والمؤسسات في العقبة، قد يظهر الشكل التالي أن أعداد المراجعات اليومية لا تكفي لتغطية أعداد الشركات المسجلة الكلي الظاهرة في الشكل السابق، ويعود هذا لسببين الأول بان بعض الشركات غير عاملة والثاني لكون بعض الشركات لا تلتزم بتجديد التراخيص في الوقت المحدد

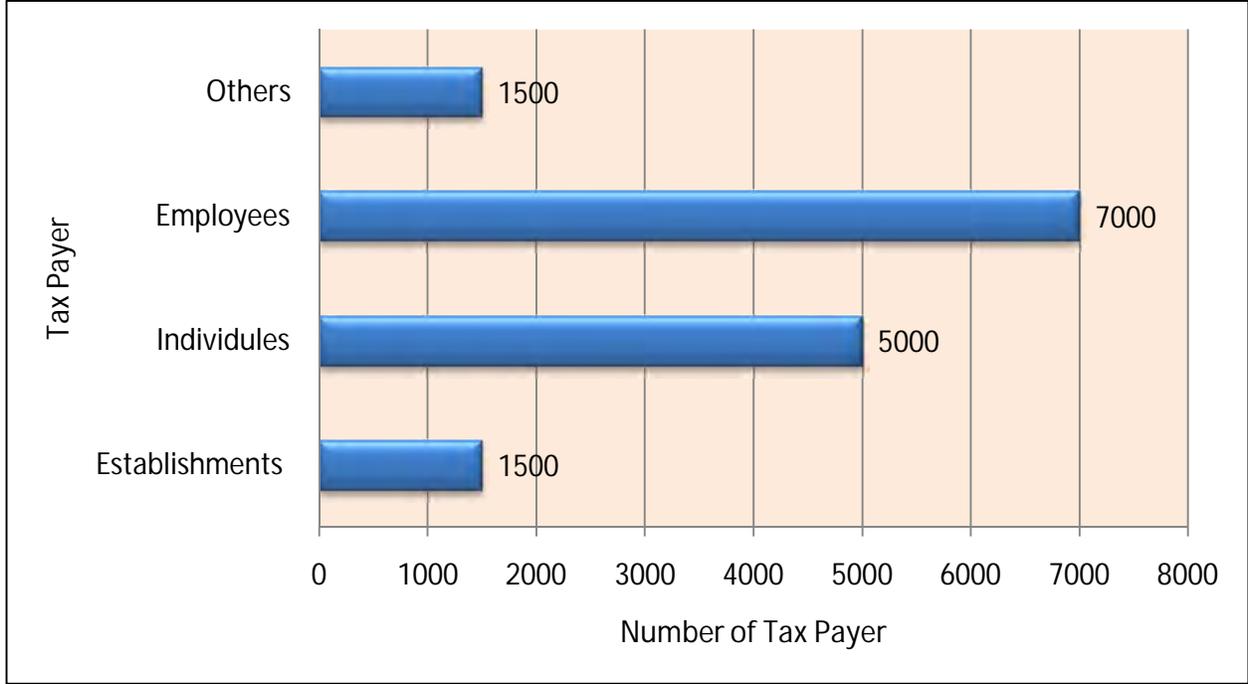




العمل والتأشيرات والإقامات

تبين الأرقام المتوفرة بأن أكثر الخدمات المطلوبة في العقبة في مجال الإقامات والتأشيرات وتصاريح العمل تعود لخدمة تصاريح العمل وبمعدل يفوق الألف طلب شهرياً، يليها تأشيرات العمل وطلب ضعيف نسبياً على بقية الخدمات





Source: Key informative Interviewees, Revenue Taxes and Audit Directorate September 2010

Capacity in Aqaba hotels (Rooms, Beds, Number of Room)2010			
<u>Aqaba</u>	<u>No.of Hotel</u>	<u>Rooms</u>	<u>Beds</u>
Five Stars	5	1394	2,563
Four Stars	2	460	857
Three Stars	6	475	963
Two Star	11	670	1,365
One Star	8	180	438
Under classified	5	542	1109
TOTAL	37	3721	7,295
Motels	15	249	516
Grand Total	52	3970	7,811

Source: www.Aqaba.jo

Occupied Beds, Arrivals By Group Country 2004 - 2010

Region		first half 2010	2009	2008	2007	2006	2005	2004	Grand Total
Nights	African Countries	736	2,228	1,515	591	914	1,254	349	7,587
Arrivals		499	1,216	490	424	501	411	163	3,704
Nights	American Countries	9,615	28,874	33,456	15,055	16,759	15,157	11,917	130,833
Arrivals		9,860	15,227	17,432	5,894	5,723	5,656	4,984	64,776
Nights	Arab Countries	28,267	59,756	51,343	57,969	64,204	103,988	59,774	425,301
Arrivals		15,822	37,879	30,370	32,738	30,984	56,213	31,637	235,643
Nights	Asia And Pacific Countries	13,058	18,682	17,622	11,581	10,899	17,851	15,036	104,729
Arrivals		9,760	13,236	11,586	7,183	5,760	11,308	6,947	65,780
Nights	European Countries	217,802	350,115	258,841	203,708	184,921	286,705	301,408	1,803,500
Arrivals		95,465	165,655	125,468	93,112	89,685	122,035	87,048	778,468
Nights	Jordanian	180,785	420,595	425,576	584,254	492,356	380,038	429,076	2,912,680
Arrivals		96,886	232,312	239,879	287,514	287,137	221,453	224,291	1,589,472
Nights	Israel	6,908	16,727	24,448	9,854	7,805	5,327	3,564	74,633
Arrivals		3,006	7,894	10,614	5,421	3,602	3,256	2,134	35,927
Nights	Total	457,171	896,977	812,801	883,012	777,858	810,320	821,124	5,459,263
Arrivals		231,298	473,419	435,839	432,286	423,392	420,332	357,204	2,773,770

Source: www.Aqaba.jo

Appendix 6: ASEZA Customers Main Services Details

الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	كلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
1	تسجيل قطعة أرض	قسم السجلات العقارية/مديرية التخطيط والدراسات	30	لا يوجد	مواطن مستثمر	2
2	تسجيل شقة	قسم السجلات العقارية/مديرية التخطيط والدراسات	30		مواطن مستثمر	2
3	تنازل عن أرض	قسم السجلات العقارية/مديرية التخطيط والدراسات	14	لأول مرة 25% من سعر التخصيص، للمرة الثانية 10% من السعر التقديري للأرض	مواطن مستثمر	1
4	السماح بتملك الأموال غير المنقولة للأشخاص غير الأردنيين	قسم السجلات العقارية/مديرية التخطيط والدراسات	30	لا يوجد	مقيم مستثمر	لا يوجد
5	الحصول على شهادة تخصيصات أو تحري عن وقوعات الأراضي	قسم السجلات العقارية/مديرية التخطيط والدراسات	2	5دينار	مواطن مستثمر	5
6	فك الرهن	قسم السجلات العقارية/مديرية التخطيط والدراسات	3	لا يوجد	مواطن مستثمر	1
7	السماح بتملك الأموال غير المنقولة للأشخاص المعنويين	قسم السجلات العقارية/مديرية التخطيط والدراسات	3 في حال أن الأشخاص أردنيين، وفي حالة أن المالكين أجانب لحين وصول موافقة وزارة الداخلية	لا يوجد	الشركات المحلية الشركات الأجنبية	لا يوجد
8	الحصول على موافقة إفراز أو توحيد أرض	قسم التخطيط/مديرية التخطيط والدراسات	30	لا يوجد	مواطن مستثمر مقاول	1
9	الحصول على موافقة أولية لمشروع إعمار خاص	قسم التخطيط/مديرية التخطيط والدراسات	30	لا يوجد	مستثمر مقاول	1

الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	كلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
10	الحصول على مخطط موقع تنظيمي	قسم التخطيط/مديرية التخطيط والدراسات	3	10 دينار	مواطن مستثمر مقاول	9
11	تغيير صفة استعمال ارض لمشروع اعمار/أو تعديل احكام بناء لمشروع اعمار	قسم التخطيط/مديرية التخطيط والدراسات	30	50 دينار	مستثمر مقاول	لا يوجد
12	الحصول على معلومات جغرافية) خرائط مخططات، صور فضائية)	قسم المعلومات الجغرافية/مديرية التخطيط والدراسات	تحدد عند تقديم الطلب	حسب المعلومات المطلوبة	مواطن مستثمر مقاول شركات استشارية جهات حكومية	أقل من 1
13	الموافقة على المخططات الأولية	مديرية الترخيص ومراقبة الإعمار	10	لا يوجد	مواطن مستثمر مقاول	2
14	الموافقة على المخططات النهائية وإصدار رخصة مشروع اعمار	مديرية الترخيص ومراقبة الإعمار	14	لا يوجد	مواطن مستثمر مقاول	2
15	طلب الموافقة على المخططات تعديلية وإصدار رخصة مشروع اعمار	مديرية الترخيص ومراقبة الإعمار	14	لا يوجد	مواطن مستثمر مقاول	2
16	الموافقة على ترخيص لاقعة	مديرية الترخيص ومراقبة الإعمار	6	لا يوجد	مواطن تاجر مؤسسة خيرية مستثمر سياسي (لاقعة مؤقتة) جهة حكومية	1
17	الحصول على تصريح مباشرة البناء لمشاريع الاعمار	مديرية الترخيص ومراقبة الإعمار	3	لا يوجد	مواطن مستثمر مقاول	2

الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	كلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
18	الحصول على إذن صب	مديرية الترخيص ومراقبة الإعمار	2	لا يوجد	مواطن مستثمر مقاول	2
19	الموافقة على منح إذن اشغال	مديرية الترخيص ومراقبة الإعمار	10	لا يوجد	مواطن مستثمر مقاول	2
20	إعادة تأمينات الالتزام بأحكام مشاريع الاعمار	مديرية الترخيص ومراقبة الإعمار	2	لا يوجد	مواطن مستثمر مقاول	2
21	افراز المباني(تجزئة/توحيد)	مديرية الترخيص ومراقبة الإعمار	10	لا يوجد	مواطن مستثمر مقاول	1
22	الاعتراض على قرارات لجنة الترخيص ومراقبة الاعمار	مديرية الترخيص ومراقبة الإعمار	19	لا يوجد	مواطن مستثمر مقاول	1
23	الحصول على رخصة اعمال بنية تحتية	مديرية الترخيص ومراقبة الإعمار	1	لا يوجد	مستثمر مقاول	1
24	الحصول على براءة الذمة التنظيمية	مديرية الترخيص ومراقبة الإعمار	2	لا يوجد	مواطن مستثمر مقاول	7
25	صورة طبق الأصل عن مخططات الترخيص	مديرية الترخيص ومراقبة الإعمار	2	لا يوجد	مواطن مستثمر مقاول	لا يوجد

الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	كلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
26	الحصول على الشهادات اللازمة لمباشرة العمل لأول مرة (الشهادة الصحية، السلامة العامة، تصريح مباشرة العمل حسب مقتضى الحال)	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	14 يوم عمل للحصول على موافقات ويوم عمل من تاريخ دفع الرسوم لاصدار الشهادات	(200)دينار رسوم منح تصريح مباشرة العمل (25)دينار بدل اصدار الشهادة الصحية (50)دينار بدل اصدار شهادة السلامة العامة بدل جمع نفايات ويستوفي حسب تعليمات بدل جمع النفايات والنظافة العامة في منطقة العقبة الاقتصادية	تاجر مستثمر صناعي	3
27	تجديد الشهادات اللازمة لمباشرة العمل (الشهادة الصحية، السلامة العامة، تصريح مباشرة العمل حسب مقتضى الحال)	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	7 ايام عمل للحصول على موافقات في حال الحاجة لذلك ويوم عمل من تاريخ دفع الرسوم لاصدار الشهادات	(100)دينار رسم تجديد تصريح مباشرة العمل (25)دينار رسم تجديد الشهادة الصحية بدل جمع نفايات ويستوفي حسب تعليمات بدل جمع النفايات والنظافة العامة في منطقة العقبة الاقتصادية	تاجر مستثمر صناعي	6
28	تعديل التصاريح اللازمة لمباشرة العمل (الشهادة الصحية، السلامة العامة، تصريح مباشرة العمل حسب مقتضى الحال)	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	14 يوم عمل للحصول على موافقات ويوم عمل من تاريخ دفع الرسوم لاصدار الشهادات	(50)دينار بدل تعديل الشهادة الصحية وشهادة السلامة العامة (50)دينار بدل تعديل تصريح مباشرة العمل	تاجر مستثمر صناعي	لا يوجد
29	طلب كتاب لمن يهيمه الأمر (الشهادات اللازمة لمباشرة النشاط)	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	2	لا يوجد	تاجر مستثمر صناعي	لا يوجد
30	الغاء طلب نموذج تبشير الاستثمار أو الشهادات اللازمة لمباشرة النشاط	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	2	لا يوجد	تاجر مستثمر صناعي	لا يوجد

الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	تكلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
31	تسجيل المؤسسات في منطقة العقبة الاقتصادية الخاصة لأول مرة	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	7 أيام عمل في حال موافقة مجلس المفوضين ويوم عمل في حال موافقة مدير مديرية الاستثمار ويوم عمل ن تاريخ دفع الرسوم لإصدار شهادة تسجيل مؤسسة مسجلة	(1000)دينار تستوفي لأول مرة رسوم سنوية لممارسة الأنشطة التجارية والصناعية والزراعية والخدمية (500)دينار عن كل نشاط تستوفي سنويا (15)دينار بدل اصدار تالف لشهادة التسجيل (10)دينار بدل اصدار أي وثيقة تتعلق بتسجيل المؤسسة باستثناء اصدار صورة طبق الأصل من شهادة التسجيل) تعطى مرة واحدة عند التسجيل أو تجديده	تاجر مستثمر صناعي	3
32	تجديد تسجيل المؤسسات في منطقة العقبة الاقتصادية الخاصة	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	يوم عمل ن تاريخ دفع الرسوم لإصدار شهادة تسجيل مؤسسة مسجلة	الرسوم السنوية لممارسة الأنشطة التجارية والصناعية والزراعية والخدمية (15)دينار بدل تالف أو فقدان لشهادة التسجيل (10)دينار لقاء اصدار أي وثيقة تتعلق بتسجيل المؤسسة باستثناء اصدار صورة طبق الأصل من شهادة التسجيل) تعطى مرة واحدة عند التسجيل أو تجديده	تاجر مستثمر صناعي	15
33	تعديل شهادة تسجيل مؤسسة مسجلة	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	يوم عمل ن تاريخ دفع الرسوم لإصدار شهادة تسجيل مؤسسة مسجلة	(75)دينار بدل تعديل شهادة تسجيل مؤسسة مسجلة عند تغيير اسم المؤسسة المسجلة أو تغيير اسمها التجاري أو إجراء أي تغيير أو إضافة على نوع النشاط	تاجر مستثمر صناعي	أقل من 1
34	طلب كتاب لمن يهيمه الأمر (تسجيل مؤسسة مسجلة)	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	يوم عمل ن تاريخ دفع الرسوم المقررة	10دنانير	تاجر مستثمر صناعي	أقل من 1
35	الغاء تسجيل مؤسسة مسجلة بناء على طلبها	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	2 يوم عمل من تاريخ الحصول على الموافقات اللازمة	لا يوجد	تاجر مستثمر صناعي	أقل من 1

الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	تكلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
36	اصدار شهادات المنشأ	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	يوم عمل	يتم استيفاء رسوم شهادات المنشأ وذلك بالاعتماد على قيمة الفاتورة (0.001) من قيمة الفاتورة (ويحد أعلى 50 دينار) أمانات غرفة صناعة عمان) تستوفي السلطة 5 دنانير بدل خدمات عن كل شهادة منشأ يتم اصدارها في مكتب الغرفة لدى السلطة) ايراد سلطة منطقة العقبة الاقتصادية الخاصة)	تاجر مستثمر صناعي	لا يوجد
37	ادخال الدراجات الآلية	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	9 أيام عمل	(5)دينار الحصول على نموذج طلب الادخال المؤقت (1)دينار طباعة وثائق الملف في حال قيام اللجنة بالكشف وفق أحكام تعليمات إجراءات تقدم طلب الادخال المؤقت للمركبات يستوفي مبلغ (50) دينار عن كل معاملة	مستثمر شركة	أقل من 1
38	ادخال المركبات الزراعية ومركبات الأشغال والآليات والمعدات	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	9 أيام عمل	(5)دينار الحصول على نموذج طلب الادخال المؤقت (1)دينار طباعة وثائق الملف في حال قيام اللجنة بالكشف وفق أحكام تعليمات إجراءات تقدم طلب الادخال المؤقت للمركبات يستوفي مبلغ (50) دينار عن كل معاملة	مستثمر مستورد مزارع مقاول جهة حكومية	أقل من 1
39	الادخال المؤقت للمركبات في منطقة العقبة الاقتصادية الخاصة	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	9 أيام عمل	(5)دينار الحصول على نموذج طلب الادخال المؤقت (1)دينار طباعة وثائق الملف في حال قيام اللجنة بالكشف وفق أحكام تعليمات إجراءات تقدم طلب الادخال المؤقت للمركبات يستوفي مبلغ (50) دينار عن كل معاملة	مستثمر	أقل من 1
40	ادخال المركبات الى المنطقة لغايات المعارض والمتاجرة بها	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	9 أيام عمل	(5)دينار الحصول على نموذج طلب الادخال المؤقت (1)دينار طباعة وثائق الملف في حال قيام اللجنة بالكشف وفق أحكام تعليمات إجراءات تقدم طلب الادخال المؤقت للمركبات	مستثمر تاجر مستورد	لا يوجد

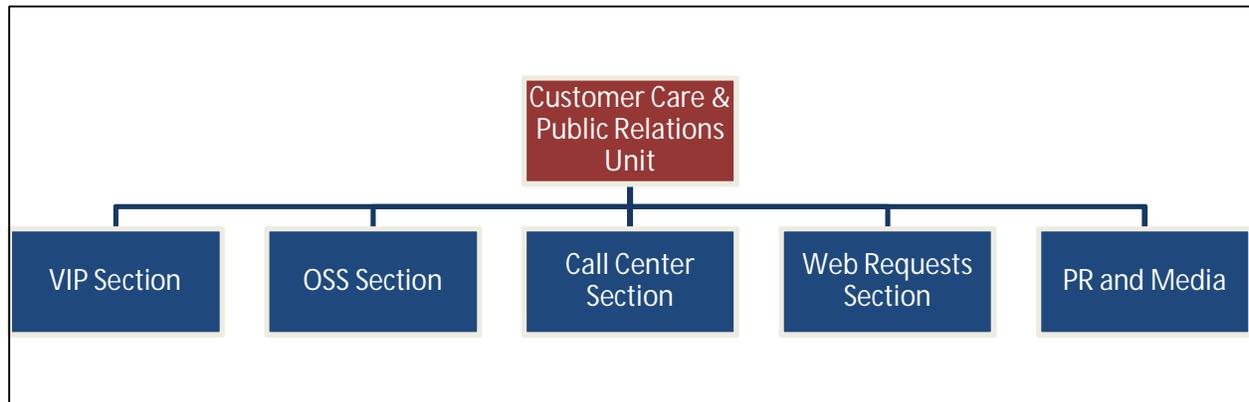
الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	تكلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
				يستوفى مبلغ (50) دينار عن كل معاملة		
41	تجديد الادخال المؤقت للمركبات في المنطقة	قسم التصاريح وتسجيل الشركات/مديرية الاستثمار	7 أيام عمل	(5)دينار الحصول على نموذج طلب الادخال المؤقت (1)دينار طباعة وثائق الملف	مستثمر	لا يوجد
42	اصدار تصريح واسطة نقل عمومي	قسم النقل/مديرية الاستثمار	نصف ساعة	لا يوجد	مؤسسة نقل	لا يوجد
43	اصدار تصاريح نقل يومية ومؤقتة خارج البلاد	قسم النقل/مديرية الاستثمار	نصف ساعة	لا يوجد	مؤسسة نقل	لا يوجد
44	تجديد تصريح واسطة نقل	قسم النقل/مديرية الاستثمار	نصف ساعة	لا يوجد	مؤسسة نقل	لا يوجد
45	شطب أو تحويل أو استبدال وسائط النقل العام	قسم النقل/مديرية الاستثمار	ساعة واحدة	لا يوجد	مؤسسة نقل	لا يوجد
46	تبادل هياكل مركبات الركوب الصغيرة	قسم النقل/مديرية الاستثمار	ساعة واحدة	لا يوجد	مواطن مؤسسة نقل	لا يوجد
47	نقل ملكية واسطة نقل عمومي	قسم النقل/مديرية الاستثمار	ساعة واحدة	لا يوجد	مواطن مؤسسة نقل	لا يوجد
48	الحصول على تأشيرة زيارة أو تجديدها	قسم العمل والتأشيرات والإقامة/مديرية الاستثمار	2-4 أيام	لا يوجد	أجنبي كفيل (مواطن)	3
49	إذن الإقامة	قسم العمل والتأشيرات والإقامة/مديرية الاستثمار	5-7 أيام عمل اذا تم تقديم المعاملة لأول مرة ومن 1-3 أيام عمل عند التجديد	(15)دينار عن اصدار بطاقة الإقامة وعند التجديد كذلك (15)دينار عن اصدار بدل تالف أو فاقد لبطاقة الإقامة	أجنبي كفيل (مواطن)	1
50	الحصول على تأشيرة العمل	قسم العمل والتأشيرات والإقامة/مديرية الاستثمار	5-7 أيام عمل ومن-1-3 أيام عند استكمال اجراءات التأشيرة والحصول على البطاقة	(65)دينار اصدار تأشيرة العمل في المنطقة اذا كانت مدة التأشيرة ثلاثة أشهر اذا زادت مدة التأشيرة عن ثلاثة أشهر، فيستوفى الرسم مرة واحدة بمعدل (65) دينار عن كل ثلاثة أشهر من المدة المطلوبة	أجنبي كفيل (مواطن)	9

الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	تكلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
51	تصريح العمل	قسم العمل والتأشيرات والإقامة/مديرية الاستثمار	5-7 أيام عمل اذا تم تقديم المعاملة لأول مرة ومن 1-3 أيام عند التجديد	(65)دينار اصدار تصريح العمل في المنطقة اذا كانت مدة التصريح ثلاثة أشهر اذا زادت مدة التصريح عن ثلاثة أشهر، فيستوفى الرسم مرة واحدة بمعدل (65) دينار عن كل ثلاثة أشهر من المدة المطلوبة (15)دينار عن اصدار بطاقة العمل (15)دينار عن تجديد بطاقة العمل (15)دينار عن اصدار بدل تالف أو فاقد لبطاقة العمل	أجنبي كفيل (مواطن)	62
52	الحصول على تأشيرة العمل للعاملين في المنازل	قسم العمل والتأشيرات والإقامة/مديرية الاستثمار	5-7 أيام عمل ومن-1 3 أيام عند استكمال اجراءات التأشيرة والحصول على بطاقة العمل	(65)دينار اصدار تأشيرة العمل في المنطقة اذا كانت مدة التأشيرة ثلاثة أشهر اذا زادت مدة التأشيرة عن ثلاثة أشهر، فيستوفى الرسم مرة واحدة بمعدل (65) دينار عن كل ثلاثة أشهر من المدة المطلوبة	كفيل (مواطن) شركات إستقدام العاملين في المنازل	لا يوجد
53	دفع مستحقات ضريبة الدخل	قسم ضريبة الدخل / مديرية الإيرادات	25 دقيقة		مكلف (مواطن، موظف، تاجر، مؤسسة، مستثمر)	يصعب تحديد معدل يومي ولكن عدد الأفراد المسجلين 5000 والموظفين 7000 والمؤسسات 1500
54	فتح ملف ضريبي	قسم ضريبة الدخل / مديرية الإيرادات	25 دقيقة		مكلف (مواطن، موظف، تاجر، مؤسسة، مستثمر)	
55	توريد مستحقات ضريبة الدخل	قسم ضريبة الدخل / مديرية الإيرادات			مكلف (مواطن، موظف، تاجر، مؤسسة، مستثمر)	
56	فك الحجز عن قطعة أرض أو عقار مملوك	قسم الإجراءات والتنفيذ / مديرية الإيرادات	40 دقيقة		مالك، شركة، مستثمر	
57	طلب الحصول بيان ضريبي	قسم الإجراءات والتنفيذ / مديرية الإيرادات	دقيقتين		مكلف (مواطن، موظف، تاجر، مؤسسة، مستثمر)	
58	طلب الحصول على براءة ذمة	قسم الإجراءات والتنفيذ / مديرية الإيرادات	20 دقيقة		مكلف (مواطن، موظف، تاجر، مؤسسة، مستثمر)	
59	تسجيل شركة لدى ضريبة المبيعات	وحدة التسجيل والإقرارات / مديرية الإيرادات			مستثمر، شركة	

الرقم	الخدمة	الوحدة المقدمة	مدة تقديم الخدمة (يوم العمل)	كلفة الخدمة	متلقي الخدمة	معدل الطلبات اليومي (تقريبي)
60	إلغاء تسجيل شركة	وحدة التسجيل والإقرارات / مديرية الإيرادات			مستثمر ، شركة	
61	تقديم الإقرار الضريبي	قسم الإجراءات والتنفيذ / مديرية الإيرادات			مكلف (مواطن، موظف، تاجر، مؤسسة، مستثمر)	
62	الإعتراض على قرار تدقيق ضريبية	قسم التقدير والتدقيق / مديرية الإيرادات	25 دقيقة		مكلف (مواطن، موظف، تاجر، مؤسسة، مستثمر)	
63	تخمين ضريبة الأبنية والأراضي	قسم التقدير والتدقيق / مديرية الإيرادات			مالك	
64	طلب الحصول على إعفاء	قسم التقدير والتدقيق / مديرية الإيرادات			مكلف (مواطن، موظف، تاجر، مؤسسة، مستثمر)	
65	شكوى - مكافحة (قوارض/حشرات/حيوانات ضالة)	مركز خدمات المدينة	يتم معالجتها خلال 24 ساعة		مواطن مقيم	10
66	شكوى - خدمات النظافة	مركز خدمات المدينة			مواطن مقيم	10
67	طلب متعلق بإجراءات الدفن	مركز خدمات المدينة			مواطن مقيم	لا يوجد

Appendix 7: ASEZA Customer Care and Public Relations Unit - Job Descriptions

ASEZA suggested Customer Care & PR unit structure



Job Descriptions:

1. Call Center Agent
2. One Stop Shop Officer
3. Customer Care Web Officer
4. Public Relations Officer
5. VIP Customer Care Officer

Position	Call Center Agent
Responsibilities	<ol style="list-style-type: none"> 1. Support ASEZA customers and provide superior service via phone, as a receiver and caller 2. Log received complaints or requests made by ASEZA Customers by phone into ASEZA CRM application 3. Answer ASEZA customers phone requests and inquiries 4. Use ASEZA services manual to answer ASEZA customers basic inquiries related to services 5. Redirect phone inquiries to responsible unit within ASEZA when needed 6. Follow-up and track inquiries and requests 7. Use questioning and listening skills that support effective telephone communication. 8. Use an effective approach to handle special telephone tasks like call transfers, taking messages, call backs, holds, interruptions, and unintentional disconnects. 9. Understand the impact of attitude in handling calls professionally 10. Effectively deal with job stress, angry callers, and upset customers 11. Use the most appropriate way to communicate with different behavior types on the telephone. 12. Apply the elements of building positive rapport with different types of customers over the phone. 13. Apply the proper telephone etiquette to satisfy various customer situations. 14. Apply appropriate actions to effectively control a telephone call. 15. Identify voice skills and how to enhance a good telephone presentation. 16. Meets commitments to customers 17. Display Time flexibility towards shifts as per work requirements 18. Other duties as assigned.
Required Skills	<ol style="list-style-type: none"> 1. Communication Skills 2. Speaks both Arabic and English 3. Customer Care Skills 4. Basic Computer Skills 5. Typing Skills 6. Analysis and Problem Solving Skills

Position	One Stop Shop Officer
Responsibilities	<ol style="list-style-type: none"> 1. Receive ASEZA customers different applications according to the queuing system 2. Check received applications for compliance and completeness 3. Support ASEZA customers and provide superior service 4. Log received complaints or requests made by ASEZA Customers into ASEZA CRM application 5. Answer ASEZA customers inquiries 6. Use ASEZA services manual to answer ASEZA customers basic inquiries related to services 7. Redirect complex inquiries to responsible unit within ASEZA when needed 8. Follow-up and track inquiries and requests 9. Use questioning and listening skills that support effective communication. 10. Effectively deal with job stress, angry and upset customers 11. Use the most appropriate way to communicate with different behavior types of ASEZA customers 12. Apply appropriate actions to effectively interact with ASEZA customers. 13. Meets commitments to customers 14. Other duties as assigned.
Required Skills	<ol style="list-style-type: none"> 1. Communication Skills 2. Speaks both Arabic and English 3. Customer Care Skills 4. Basic Computer Skills 5. Typing Skills 6. Analysis and Problem Solving Skills

Position	Customer Care Web Officer
Responsibilities	<ol style="list-style-type: none"> 1. Receive ASEZA customers different applications sent via the internet 2. Check received applications for compliance and completeness 3. in case of missing or inaccurate information inform to the customer with needed action 4. Support ASEZA customers and provide superior service 5. Answer ASEZA customers inquiries sent via internet 6. Use ASEZA services manual to answer ASEZA customers basic inquires related to services 7. Redirect complex inquiries to responsible unit within ASEZA when needed 8. Follow-up and track inquiries and requests 9. Use the most appropriate way to communicate with different behavior types of ASEZA customers 10. Meets commitments to customers 11. Other duties as assigned.
Required Skills	<ol style="list-style-type: none"> 1. Communication Skills 2. Speaks both Arabic and English 3. Customer Care Skills 4. Basic Computer Skills 5. Typing Skills 6. Analysis and Problem Solving Skills

Position	Public Relation Officer
Responsibilities	<ol style="list-style-type: none"> 1. Create ASEZA press releases to be broadcast in the different media channels 2. Draft newspaper stories, radio and television special reports or magazine articles about ASEZA 3. Handle ASEZA media, community, customer and governmental relations 4. Participate in designing and supervising ASEZA campaigns 5. Participate in writing or reviewing speeches for ASEZA officials to deliver at speaking engagements 6. Prepare visual aids for meetings, and organize conventions. 7. Participate in ASEZA activities related to advertising, marketing, and sales promoting. 8. Meets commitments to customers 9. Other duties as assigned
Required Skills	<ol style="list-style-type: none"> 1. Communication Skills 2. Speaks both Arabic and English 3. Customer Care Skills 4. Basic Computer Skills 5. Typing Skills 6. Analysis and Problem Solving Skills

Position	VIP Customer Care Officer
Responsibilities	<ol style="list-style-type: none"> 1. Participate in defining and managing ASEZA "Golden List" customers list 2. Handle ASEZA VIP customers or their representatives requests and inquiries 3. Receive ASEZA customers different applications according to the queuing system 4. Assist ASEZA VIP customers or their representatives in preparing their applications 5. Follow-up ASEZA VIP customers received applications 6. Support ASEZA VIP customers and provide superior service 7. Log received complaints or requests made by ASEZA VIP Customers into ASEZA CRM application 8. Redirect complex inquiries to responsible unit within ASEZA when needed 9. Follow-up and track inquiries and requests 10. Effectively deal with job stress, angry and upset customers 11. Use the most appropriate way to communicate with different behavior types of ASEZA customers 12. Apply appropriate actions to effectively interact with ASEZA customers. 13. Meets commitments to customers 14. Other duties as assigned.
Required Skills	<ol style="list-style-type: none"> 1. Communication Skills 2. Speaks both Arabic and English 3. Customer Care Skills 4. Basic Computer Skills 5. Typing Skills 6. Analysis and Problem Solving Skills