



AMIR 2.0 Achievement of Market-Friendly Initiatives and Results Program

Contract No. 278-C-00-02-00210-00

Design and Lead 2010 Strategy Process

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Final Report

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Seven Perfect Days in Jordan

**A Catalyzing Event to Stimulate Niche Product Competitive Cluster Development
for Jordan’s Tourism Sector**

**Conducted by the
Jordanian Inbound Tour Operators Association (JITOA)**

1. Summary:

A catalyzing event - in the form of a competition will be used as assess to the readiness of the value delivery system and the attractiveness of specific niche market tourism products in the Jordanian tourism sector. Momentum created by this competition will then be used to institutionalize pilot cluster that will continue the development of tourism products. The attached niche product value chain will be distributed as background information.

2. Description of the Intervention:

This intervention will initiate a process to encourage regional and product based tourism development as well as begin to institutionalize a Jordanian tourism cluster. It will have two stages.

Stage One – Using a “Seven Perfect Days in Jordan” competition as a mechanism for initial cluster formation

This phase will focus on the identification of unique 7 day tourism experiences targeted to foreign markets. It will take the form of a competition. *In partnership with the Jordanian Inbound Tourism Association*, the project will sponsor a competition for the winning “7 Perfect days in Jordan”. Using the “7 perfect days – Jordan” competition an initial grouping of the most attractive tourism products will be identified. Each tourism product will consist of multiple stakeholders (cluster members) along the tourism value delivery system. The members of the cluster will receive assistance as outlined in *cluster formation* below. The cluster could also us the product club development tool to as an additional mechanism to assist in institutionalizing the cluster early on.

Stage Two – Product development and cluster expansion

In this stage the 5-6 initial groupings of cluster members (tourism products) selected from the competition will begin to work as a tourism product club. The winner of the competition will become the first graduated product club, ready to market. The first

step for both the graduated product, as well as the other product club members will be to identify key obstacles in product development. From these, a key obstacle will then be chosen for focused assistance will be applied with the goal of bringing each product club closer to “graduated” status. Once “graduated”, the product clubs may continue to use available resources to assist them in developing the most effective marketing strategies for their product. The form of this assistance will depend on the nature of the targeted obstacle but in general the *resources* available to be applied include:

1. Direct Consulting
2. Industry Expertise
 - a. “Industry Experts”
 - Ex. - Distribution channel expertise
 - Given the nature of tourism experts could also be from areas like archaeology, organized sports, etc.
 - b. Academic and scientific institutions
 - c. Organizations and associations with relevant expertise
3. Volunteers
4. Standardized training and workshops
 - a. Market Development and research
 - b. Planning and Strategy
 - c. Partnerships
5. Assistance in investment promotion

As time and progress permits, the cluster will expand to include new products, based on applications submitted by interested companies to a committee appointed by the project. Eventually the cluster, using Product Club and other competitive development tools, will be institutionalized whereby all of the coordinating functions of the project will be taken over by the cluster.

3. Expected Benefits:

By institutionalizing the cluster early on, a framework for the cluster companies’ network to become self-sustainable will be created. The cluster firms will have incentive to cooperate as their cooperation within the *product* club context is based on specific business opportunities and business models built to successfully exploit them.

The success stories of the pilot products will provide an incentive for others to apply to the cluster with new products that may be developed and marketed independently, or connected to existing products. The website of product clubs will facilitate the flow of information between existing and potential cluster members, resulting in a network of tourism stakeholders that can foster the efficient creation of the most effective business partnerships.

4. Resource Requirements and Milestones:

Human

1. AMIR would need to engage a Cluster Advisor for 45 days LOA. Note: Kip Garland of On The Frontier has developed this approach for Serbia and is available for short term assignments from Belgrade

Financial

2. Competition prize: winner \$10,000; 3 Runner Ups @ \$5,000
3. Industry Expert to assist the project staff in implementing Stages 2-4 for 35 days.
4. Travel expenses as necessary
5. Website
6. Workshop expenses

Timing

1. Competition will officially be completed on September 15, 2004 and winners announced at the conclusion of the JITOA Destination Management Certificate Program Graduation Ceremony. Initial product club candidates will be publicized in the media during the summer.
2. Product development (initial business planning and analysis) workshop with industry expert and the winning and runner up pilot product club members (cluster members) to be conducted the last week of September.
3. End of pilot phase 30 2004

Kip Garland

Key Qualifications:

- **Competitiveness, innovation, and corporate entrepreneurship**
- **Building enterprise and management capacity** across a broad spectrum of sectors including tourism, heavy and light manufacturing, agriculture, retail foods, telecommunications, mining, financial services, and entertainment
- **Depth** of international experience

Education:

B.A. Physics, the California State University, 1990

MBA, The University of Minnesota, 1997

(unique international management program that included all *post core* coursework being done abroad at - ESADE, Spain; The Stockholm School of Economics in Sweden, and FGV in Brazil)

Experience:

Innovation SEED, Partner, June 1997 - present

Partner of a strategy consulting firm focused on business model innovation.

Responsibilities included overall company operations; intellectual capital creation; market development; and project implementation. Clients included multinationals in the manufacturing, infrastructure, and entertainment industries.

Additional relevant experience and advisory roles:

OTF Group (On the Frontier)

Advisor to two major competitiveness initiatives in Eastern Europe:

Macedonian Competitiveness Activity - Competitiveness Advisor:

February-October 2003

Pioneered cluster formation and strategic architecture development in the tourism sector.

Serbian Enterprise Development Project – Lead Cluster Advisor:

October 2003 – April 2004

Overall responsibility for formation and development of clusters. Consolidated and managed development in previously existing fruit and furniture clusters. Pioneered a competitive cluster formation mechanism in the tourism sector. Developed a widely accepted architecture for industry transformation in the textiles sector.

Creative Realities

Senior advisor to this innovation and product development consulting firm. Strategic role in advising the CEO on new growth opportunities with key multinational clients.

Strategos

Started-up the Latin American office of the innovation consulting firm founded by strategy guru Gary Hamel. Formed and trained a locally based team. Implemented strategic innovation projects globally that involved significant client participation and organizational transformation.

Highlights:

- Supported the regional implementation of a top pharmaceutical firm in their development of new business model opportunities (details – http://www.strategos.com/client_pdf/roche.pdf) – Argentina, Switzerland
- Helped the leadership of a global basic materials company explore and develop alternative growth markets – Brazil, USA
- Helped the global leadership for a major telecommunications firm in re-thinking SBU strategies for all major business units - Spain
- Helped major foods company define new growth opportunity domains and develop venture frameworks for these domains Brazil, USA
- Led the Latin American region implementation of one of the most ambitious programs ever in enterprise transformation through business model innovation (details - http://www.strategos.com/client_pdf/whirlpool.pdf).

Language(s): English (native language); Spanish (Fluent); Portuguese (Fluent)

Prior Work History:

Analyst for a Venture Capital Firm, RiverPoint Investments, Minnesota ,1996

Founder, Integrated Development, Seattle WA, 1992 – 1995

Mathematics Instructor, The Mid Pacific Institute, Hawaii, 1991 – 1992

Physics Instructor, Florida and California, 1989 - 1991

References:

- Mike Fairbanks, Founder and Chairman – OTF Group (on the FRONTIER)
- Ricardo Acosta, Vice President – Whirlpool Corporation Latin America
- Mark Sebell, Founder and CEO – Creative Realities
- Richard Seifert, Senior Vice President – Sony Music International
- Tom Doorly, Founder – Braxton Consulting Group (now Deloitte Consulting)

Further references available on request.

Annex 2



The logo for the Jordan National Tourism Strategy 2004-2010. It features the word "Jordan" in a light blue, serif font, with the letter "O" replaced by a stylized orange and grey circle. Below "Jordan" are two horizontal orange lines. Underneath these lines, the words "National Tourism Strategy" are written in a light blue, sans-serif font. Below that, another horizontal orange line is present, followed by the years "2004 - 2010" in a light blue, sans-serif font.

Actions to add to Excel Template

Catalytic Projects 2004-2006

1. Product Development and Innovation		Time frame (Quarterly)									
Responsibility	Actions	3/04	4/04	1/05	2/05	3/05	4/05	1/06	2/06	3/06	4/06
JITOA, MOTA, JTB, RJ, Local Authorities,	Develop value chain partnerships. The competitive cluster approach could be used as a benchmark for Jordan using a competitive matching grant program to create new or improved products (e.g. trip circuits/tour packages). Catalyze with a -seven perfect days in Jordan contest.										
		<p>GOAL: Catalyse the new product with appeal to upscale market segments</p> <p>INVESTMENT REQUIRED (Gov't/private sector match: 2004: JD 1,000,000 2005: JD 1, 500,000 2006: JD 1, 500,000</p>									

2. World Heritage Sustainable Tourism		Time frame (Quarterly)									
Responsibility	Actions	3/04	4/04	1/05	2/05	3/05	4/05	1/06	2/06	3/06	4/06
MoTA, JITOA. RSCN, Local Authorities,	Jordan has 2 World Heritage Sites –Petra and Quseir Amra. UNESCO’s World Heritage Center and the UN Foundation may be interested explore possible linkages between the Jordan World Heritage Sites and other cultural and natural areas										
		<p>GOAL: Creation of new or expanded products focused on ecotourism, adventure travel, and cultural heritage developed involving local communities.</p> <p>INVESTMENT REQUIRED (Match with UN Foundation)</p> <p>2004: JD 20,000 2005: JD 150,000 2006: JD 150,000</p>									

Product Dev

3. Market Intelligence Data System		Time frame (Quarterly)									
Responsibility	Actions	3/04	4/04	1/05	2/05	3/05	4/05	1/06	2/06	3/06	4/06
RJ, JTB, Government and private sector collaborators	Establish a market intelligence data base as a cooperative venture of RJ and JTB in cooperation with government agencies and private sector firms collecting data, including source markets (general and niches) air arrivals, visitor surveys (activities, satisfaction, spending), occupancy, conversion studies, communication and image tracking, barometers, impact of promotional activities and events. Possible linkage with the Jordan Trade and Investment Data Base would be explored										
		<p>GOAL: Create a data gathering and analysis system to use for determining consumer satisfaction and spending activities for targeted upscale market segments targeted in value delivery system.</p> <p>INVESTMENT REQUIRED:</p> <p style="text-align: right;">2004: JD 50,000 2005: JD 400,000 2006: JD 400,000</p>									

Marketing

4. Tourism Awareness Program		Time frame (Quarterly)									
Responsibility	Actions	3/04	4/04	1/05	2/05	3/05	4/05	1/06	2/06	3/06	4/06
MoTA, MoHE, Institutions of Higher Education	<p>A public information and education campaign stressing the importance of tourism to the people of Jordan, which will include:</p> <ul style="list-style-type: none"> -brochure citing tourism's contribution to the economy and social well being -elementary and secondary school curriculum unit -public relations campaign to the media -annual forum reporting on tourism economic results and forecasts for the year ahead 										
		<p>GOAL: Raise the awareness of tourism's importance to the general public and key stakeholders—media, schools, NGOs, government, civil society and the private sector</p> <p>INVESTMENT REQUIRED:</p> <p style="padding-left: 40px;">2004: JD 10,000 2005: JD 150,000 2006: JD 175,000</p>									

HRD

5. TEDQUAL Certification		Time frame (Quarterly)									
Responsibility	Actions	3/04	4/04	1/05	2/05	3/05	4/05	1/06	2/06	3/06	4/06
MoTA, MoHE, Institutions of Higher Education	Organize a TEDQUAL seminar for Jordanian Institutions of higher education in collaboration with the World Tourism Organization (WTO) and Themis Foundation which would include including capacity building activities, demand/supply analysis, and facilitating the TEDQUAL audit process.										
		<p>GOAL: Facilitate the attainment of TEDQUAL Certification from WTO/Themis Foundation of at least one institution of higher learning by the end of 2005.</p> <p>INVESTMENT REQUIRED: 2004: 2005: JD 15,000 2006:</p>									

HRD

6. Aqaba Destination Management Pilot		Time frame (Quarterly)									
Responsibility	Actions	3/04	4/04	1/05	2/05	3/05	4/05	1/06	2/06	3/06	4/06
ASEZA, JTB, RJ	Adopting international best practice for product certification for tourism enterprises. i.e. environmental management, service quality, energy efficiency, beach management										
	Consult with Rain Forest Alliance and the UN Environmental Program for selection of appropriate certification programs	<p>GOAL: Demonstrate how an destination management organization can be formed to develop/ market tourism products and attract tourism investment in the Aqaba region</p> <p>INVESTMENT REQUIRED: 2004: JD 2005: JD 2006: JD</p>									
	Develop Jordan's first regional destination management organization										

**Product Development
Product**

7. Donor Assistance Coordination		Time frame (Quarterly)									
Responsibility	Actions	3/04	4/04	1/05	2/05	3/05	4/05	1/06	2/06	3/06	4/06
MoP MoTA ASEZA	The French Development Agency has provided a one million Euros grant to the Ministry of Planning and International Cooperation to conduct feasibility studies aimed at preparing development assistance projects. It is important to determine the overall donor funding now available to the tourism sector or which can be accessed in the future										
		<p>GOAL: Effective utilization of bilateral and multilateral development assistance involving coordination of funding and technical assistance received by the government at the national and local levels, civil society, institutions of higher education as well as private sector loans or equity investments</p> <p>INVESTMENT REQUIRED: 2004: JD 2005: JD 2006: JD</p>									