



Ministry of Tourism & Antiquities



# JORDAN

## NATIONAL TOURISM STRATEGY

2011 - 2015







"Through tourism, we're able to open people's eyes to what a magnificent land and nation we have here, and the tremendous surprises and treasures that Jordan holds."

His Majesty King Abdullah II



## Foreword from the **Minister of Tourism and Antiquities**

As one of the great service sectors of the 21<sup>st</sup> century economy, and after 60 years of growth, globally tourism is still in its infancy. We can be particularly confident in Jordan as our tourism sector is firmly anchored to some of the world's most unique and iconic assets. In a world of considerable uncertainty we can be absolutely sure that tourism will continue to be a vitally important pillar of our economy, and it is all the more important because of its unique ability to distribute benefits to even the most remote communities.

The public-private sector tourism partnership we have nurtured in Jordan is fully in line with the cutting edge of best practice and it is our intention to deepen it and make it more effective so that it touches all levels of cooperation, from strategy to implementation. This strategy continues and further evolves a number of key strategic tracks, which have guided us successfully through a period of consistent growth up to 2010. We are also confident enough to add some new challenges that we intend to tackle in a planned way. In line with the strategy, we will immediately begin to implement a program of change that seeks to diminish and eventually eliminate traditional seasonality. The effect of this on investment and stability will be profound and we very much welcome the target of creating 25,000 new fulltime jobs directly created by tourism and, when the full economic multiplier is considered, supporting more than half a million full-time jobs throughout Jordan that are supported by tourism.

Everything in the strategy is connected, so to achieve this aim we must enhance and diversify our product range and develop our human resource capabilities in order to deliver on Jordan's promise of a memorable visitor experience, which will become our competitive advantage.

Another vital area where we can potentially gain advantage is by utilizing modern strategies and technologies to reach our markets. Digital marketing, information and communication will become the cornerstone of the sector in the coming period. Jordan's marketing approach will deepen its focus on special interests, especially those in the higher yield market categories.

The Ministry will work with industry leaders to ensure that an effective governance and implementation monitoring system is put in place to oversee and guide the delivery of the objectives and targets set in the strategy.

On behalf of the government, I welcome this strategy and I commend the industry representatives and our public sector colleagues for their diligence and commitment in thoroughly examining all of the issues and look forward to a robust public-private partnership in implementing the strategy to achieve our goal of doubling the size of the industry and its contribution to GDP.

Sincerely,

**Minister of Tourism and Antiquities**

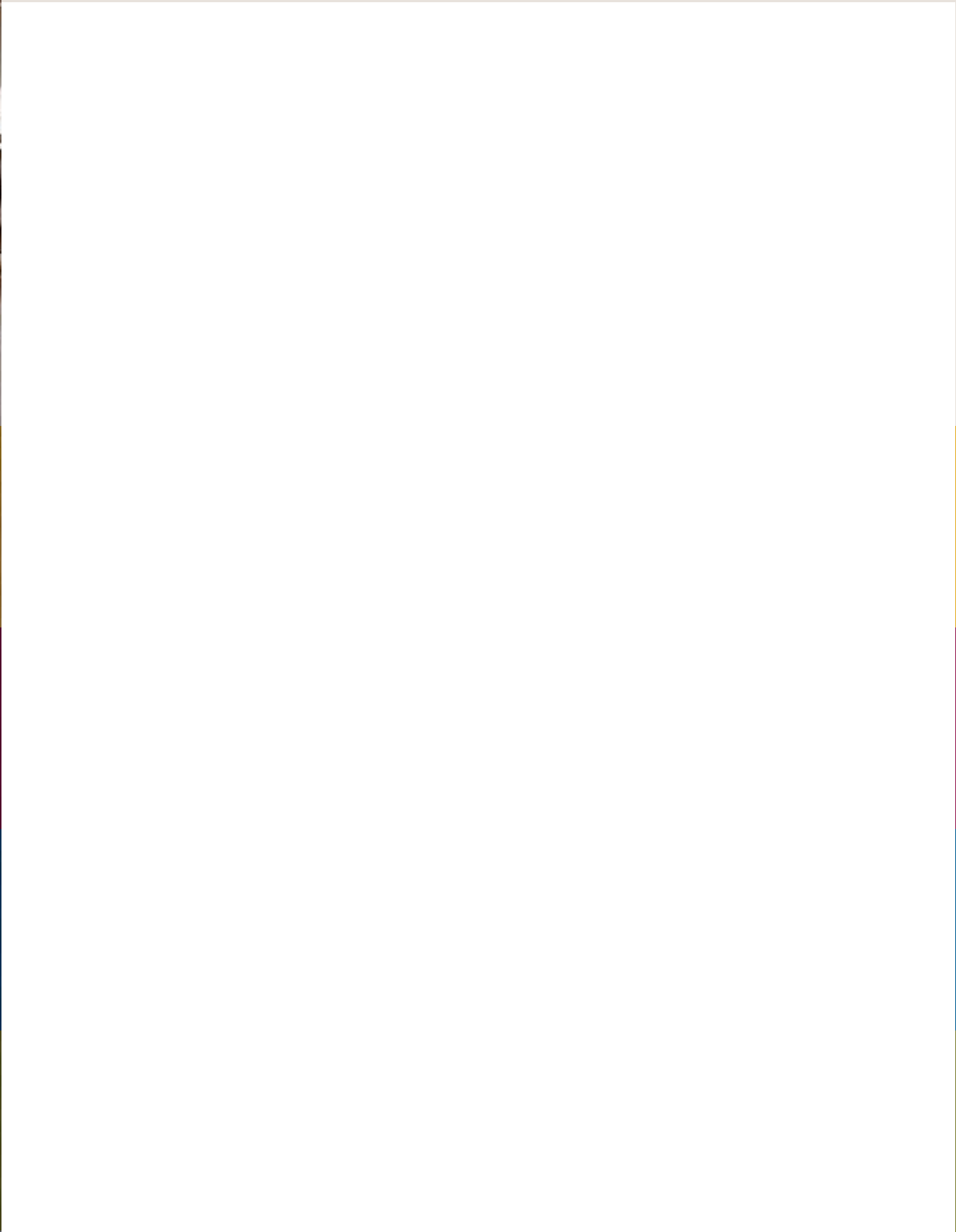


# The National Tourism Strategy

**2011-2015**

For Jordan

Executive Summary





## Executive Summary

The National Tourism Strategy (NTS) 2011-2015 builds upon the significant achievements made since the launch of the original strategy (2004-2010), during which Jordan firmly strengthened its reputation as a destination of choice for both visitors and investors. Managing this success into the future now poses new challenges for all stakeholders in the industry in terms of sustaining momentum and progress, positioning Jordan as a high quality destination and raising industry competitiveness to the level required to underpin long-term sustainable growth. It has been agreed that the new National Tourism Strategy 2011-2015 will be private sector-led with public sector partnership, and the strategy responds to the new realities of the industry at the local and global levels. Defined implementation activities and ambitious growth targets have been agreed on, and the crosscutting themes of competitiveness and sustainability are integrated to maximize the contribution tourism can make to economic and social development in Jordan, while contributing to business success and sustaining natural and cultural assets.



## National Tourism Strategy 2004-2010

The first National Tourism Strategy was developed through a public-private partnership and covered the period 2004-2010. It was based on four main pillars and helped guide the development and growth of the sector in each of these areas.

**Pillar 1**  
Marketing & Promotion

**Pillar 2**  
Product  
Development

**Pillar 3**  
Strengthen Human  
Resources

**Pillar 4**  
Provide Effective  
Institutional & Regulatory  
Framework

As a result, marketing and promotion efforts have been strengthened, the quality and variety of tourism products and services have improved, professional human resource practices have been more widely adopted across the industry, and important steps have been taken in creating a regulatory environment that is more conducive to tourism development. Collectively this led to great economic advantages, and today tourism accounted for over 12.4% of Jordan's GDP in 2010 .

## Highlights for the coming five years

The changed competitive environment in international tourism of recent years has indicated that Jordan's strategy for the coming five years must place a stronger emphasis on raising the overall competitiveness of the industry by focusing on:

- Delivering planned improvements and enhancements in the enabling environment that will empower the industry, deepen stakeholder partnerships and provide for world class regulation.
- Raising overall tourism revenue by increasing the average length of stay of international visitors (particularly higher spend tourists), increase arrivals in the off season, and stimulate the domestic tourism market.
- Reducing the impact of seasonality further by increasing tourist volumes during the shoulder and off-peak months.
- Better marketing and promotion of Jordan as a destination through further strengthening of the branding message and utilizing new distribution channels, with a priority on e-marketing, social networking and web-based platforms.
- Specifically-targeted programs of work designed to build great visitor experiences there by creating a competitive advantage for Jordan.
- Building on the excellent base already established to create and retain the best human resources in the region in order to drive industry success at every level.

The strategic challenges facing Jordan's tourism development are undoubtedly complex, involving multiple supply and demand factors. Yet, in facing these challenges, the iconic quality of the Kingdom's tourism resources and the natural hospitality of Jordanians provide fundamental core strengths which can be used to effectively differentiate Jordan in unique ways, as well as to support its positioning and branding as a distinctive world-class destination.



## The National Tourism Strategy for Jordan - 2011-2015

The new National Tourism Strategy 2011-2015 is designed to build on the solid foundation established since 2004 and provide the necessary direction for stakeholders in tourism by presenting a clear path forward to underpin future growth. Its development and implementation will be guided by a vision and a mission that are adapted from those within the first NTS in order to focus attention on the need to further develop a distinctive, unique and competitive tourism industry.

The NTS 2011-2015 retains the four-pillar framework which has proven so successful, although these pillars and the related strategic objectives have been slightly amended to ensure that the need for increased competitiveness is at the forefront of all activities.

The range of measures identified under the four pillars, when implemented, will significantly contribute to both securing the achievements seen to date in Jordan's tourism sector and to raising the overall competitiveness of the industry to maintain growth and underpin long-term sustainability.







### Strategic Vision for 2011-2015

Jordan will be a distinctive destination offering diverse, year-round visitor experiences that will enrich the lives of Jordanians and their guests.

### Strategic Mission for 2011-2015

Plan and implement the changes and actions necessary to:

- Raise the overall competitiveness of Jordan's tourism industry;
- Enhance the visitor experience through innovation in product development;
- Better position and promote the tourism offering to global markets so as to attract higher yield customers throughout the year;
- Create a regulatory and operating environment which drives better business performance and releases the full energy of the private sector as the engine of growth.

### Strategic Goal

Increase tourism receipts to JD 4.2 billion in 2015.



## Key achievements and the way forward

### Pillar 1 – Marketing & Promotion

Three new overseas Jordan Tourism Board (JTB) offices were opened and improvements in marketing and promotion effectiveness between 2004 and 2010 led to the following:

- Visitor numbers grew by 48%, from just over 5.5 million visitors in 2004 to more than 8.2 million by 2010. As a result, overall receipts increased from JD943 million in 2004 to more than JD2.4 billion in 2010 - a growth of 257%.
- Receipts from domestic tourists increased substantially since 2007 (by 34%), as did receipts generated from Gulf (43%), Arab (38.2%) and foreign visitors (57.5%).

To build on these results, over the next period marketing and promotion efforts will focus on growing international and domestic tourism numbers and revenue and extending visitor length of stay through improved international and domestic marketing. The targets of this pillar are as follows:

#### Pillar 1 Targets

- Total arrivals to increase to 9.4 million.
- Tourism receipts to grow to JD4.2 billion.
- Domestic tourism receipts to grow by 30% over the period.



Twelve market segments have been identified which present significant opportunities for Jordan. These markets range from cultural heritage and religious tourism to family holidays, health and wellness, sports, meetings, adventure and more.

To improve marketing and reach these target markets, the strategic objective for this pillar is to increase arrivals of high-yielding tourists from key current and emerging markets and grow the domestic tourism market. This will be achieved through the following key activities:

- 1.1** Ensure reliable market research is available to guide decision-making.
- 1.2** Secure a sufficient and timely tourism marketing budget for JTB.
- 1.3** Strengthen the branding of Jordan as a distinctive, world class destination in key source markets.
- 1.4** Review and enhance all international marketing activities and improve overseas marketing capacity to increase visitor numbers, length of stay and average spend.
- 1.5** Develop marketing campaigns such as 'Experience Jordan' to grow domestic tourism numbers and revenue, especially in key tourism regions and localities.
- 1.6** Introduce specific initiatives to reduce tourism seasonality and achieve greater year-round spread.
- 1.7** Build the skills and capacity of marketing professionals within the tourism industry to maximize their potential to deliver on defined outcomes.

Appropriate financial resources must be secured from the public and private sectors and invested in regional, international and domestic marketing activities. It is estimated that between 2011 and 2015 a total of JD152 million will be needed from public sector funds, while the private sector must contribute a total of JD38 million over the five years.





## Pillar 2 – Product Development

In 2007 Petra was designated as a New 7 Wonder, adding to its global prominence.

The number of hotel rooms in Jordan increased by 22%, from 18,127 in 2004 to 24,009 in 2010 with the addition of 24 new hotels during that period. New tourism services and infrastructure were added in other areas as well; for example, the number of tourist restaurants almost doubled, the number of tour guides increased by nearly 60%, and four new tourist transport companies were established, which has more than doubled the fleet of tourist busses.

Developments will continue over the coming period, and a number of large scale projects have been announced with development well underway. They include hotels, resorts and mixed use properties on the shores of the Dead Sea and Aqaba. Also, a new modern airport is due to open during the first half of the strategy period, enabling Jordan to capitalize on growing global air traffic.

Between 2011 and 2015, the plan is to achieve the following targets in the area of product development and competitiveness:

### Pillar 2 Targets

- Air capacity into Jordan increased by 20% over the lifespan of the NTS.
- 20 new demand-driven tourism infrastructure projects completed.
- 100% of hotels and 80% of restaurants to be approved and classified under the national classifications scheme.

Efforts under Pillar 2 will continue the work initiated during the first NTS aimed at increasing and diversifying tourism products and enhancing the 'Jordan Experience' in order to create a distinctive brand and guarantee visitors a memorable experience.

To achieve these targets, the strategic objective is to provide authentic visitor experiences through rich and engaging products and services through the following activities:

### Access and Transport

- 2.1** Increase international air access capacity.
- 2.2** Improve the quality of the visitor experience at national and regional airports.
- 2.3** Improve border crossing regimes.
- 2.4** Develop effective and efficient land transport within the country, including the introduction of well-placed road and location signage.

### Visitor Experience

- 2.5 Upgrade Jordanian arts and crafts to offer high-quality authentic designs.
- 2.6 Improve the quality of tourism information centers and tourist guides.

### Attractions and Activities

- 2.7 Engage with the private sector to improve the presentation, management and interpretation of cultural resources and key heritage sites.
- 2.8 Enhance visitor entertainment experiences at key regional destinations.
- 2.9 Revolutionize and promote Jordan's museums as distinguished experiences.
- 2.10 Develop festivals and events product.

### Food and Accommodation

- 2.11 Implement national and mandatory best practice standards at hotels and restaurants.
- 2.12 Develop themed culinary activities and events.
- 2.13 Develop tented camps and eco-lodges.
- 2.14 Encourage the development of strategically located mid-range hotels, suites and apartotels.

These key activities demonstrate a continued commitment within the NTS 2011-2015 to contribute to achieving targeted tourism growth through improving access to the country and by offering visitors high quality and diversified products and authentic experiences that reflect Jordanian culture during their stay.





## Pillar 3 – Labor Market Development

By 2010 direct employment in tourism had increased by almost 85%.

- The Jordan Applied University has developed a respected accredited university-level hospitality program with an adjoining vocational high school. In addition, there are a number of other Jordanian higher education institutions that offer specialized tourism and hospitality programs with increasing enrollment.
- Female participation in the workforce has grown to 10%.
- Eleven upgraded vocational training centres were launched, offering international standard skills training for new entrants into the hotel and restaurant sectors
- Over two million Jordanians were reached by awareness campaigns that sought to highlight the benefits of tourism to the economy.

In a labor-intensive industry such as tourism, the quality and professionalism of its people is clearly vital and this is particularly so in relation to delivering a unique Jordanian experience. To address this, the following targets have been set for 2011-2015:

### Pillar 3 Targets

- 25,000 additional direct jobs created in tourism over the period.
- increase female participation in the workforce by 15%.
- 5000 students trained at the 11 VTC centers
- Hospitality skills training provided for 40,000 employees

To achieve these targets, efforts will focus on the objective of developing a well-educated, highly skilled and internationally competitive service-oriented labor force. This will be achieved through the following activities:

- 3.1 Update the National Tourism Manpower Strategy.
- 3.2 Continue to position the industry as an attractive career and employment choice, for young people and adults, and increase the active participation of females to boost the tourism workforce.
- 3.3 Expand the provision and improve the delivery of world-class tourism education services.
- 3.4 Identify and disseminate best practice human resource management practices across the industry.
- 3.5 Introduce professional training and accreditation practices and structures for trainees within the industry.
- 3.6 Raise hospitality skills amongst employees in tourism at all levels especially management, including compliance with UNWTO codes of ethics





## Pillar 4 – Enabling Environment

During the period of the previous strategy tourism development in this area focused on enhancing the mandate of MOTA, building a public-private partnership and creating an enabling environment that supported tourism growth. Several key developments took place. The Petra Development & Tourism Region Authority (PDTRA) was created, and the quality of services at the Petra Archaeological Park was significantly improved. Development zones have been created to attract investment in the tourist areas of the Dead Sea and Ajloun and master plans for each have progressed. Visa restrictions have been relaxed for several nationalities, including Chinese and Indian.

In the coming period, to continue work to create a tourism business environment conducive to tourism development, the following targets have been set:

### Pillar 4 Targets

- Pass a new tourism law
- Update the professions bylaws

Work set by the previous strategy will continue, and in addition, there will be a strong focus on devising and delivering practical supports for tourism enterprises that facilitate improved business performance and competitiveness.

To achieve these targets, the strategic objective is to enhance Jordan's business, operational, regulatory, environmental and institutional settings to underpin the drive for improved competitiveness. This will be done through the following key activities:

- 4.1 Develop new tourism policies and enhance the legal and regulatory environment.
- 4.2 Develop business supports and benchmarking activities to improve business performance.
- 4.3 Promote eco-friendly practices within the tourism industry.
- 4.4 Ensure safety and security practices in the tourism sector to meet or exceed international standards in all areas.
- 4.5 Increase awareness amongst key stakeholders of the socio-economic benefits of sustainable tourism development in Jordan
- 4.6 Utilize international competitiveness index to internationally benchmark industry performance.







## Conclusion

All tourism stakeholders in Jordan should be proud of the achievements and successes that arose from the NTS 2004-2010. However, the criteria for tourism development in the past will not necessarily be the template for success in the future and the principal challenge now is to manage the success achieved to date and to deliver future growth. There is no room for complacency going forward and the next phase of building tourism in Jordan must be to raise overall industry competitiveness to underpin long-term success.

The NTS 2011-2015 identifies a path to sustain what has been achieved so far and creates an opportunity for all stakeholders to contribute to the development effort. The scale of the activities proposed within the strategy, and the targets set, are undoubtedly ambitious but they are achievable, if collective commitment and meaningful engagement is forthcoming from all relevant stakeholders. The motivation for doing so should be the recognition that the achievement of these key results will not only transform Jordan's position as a tourism destination, but more importantly, can make a real difference to general economic and social development within the country.

# The National Tourism Strategy

**2011-2015**

For Jordan

Tourism and the Way Forward

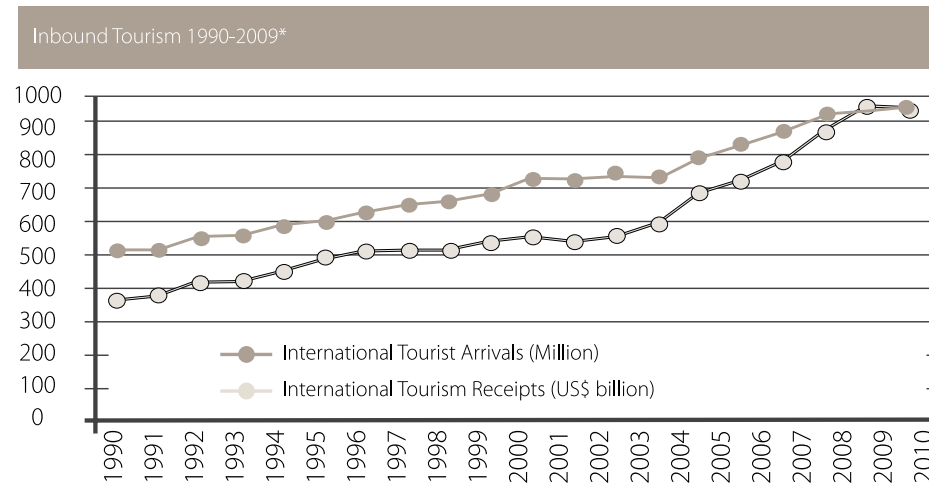


## The National Tourism Strategy, 2011-2015

### 1. The significance of tourism

Tourism is one of the fastest-growing industries of the 21st century in terms of global GDP contribution, foreign exchange earnings and job creation. According to the UN World Tourism Organization, in spite of occasional shocks, international tourist arrivals have shown virtually uninterrupted growth from 438 million in 1990, to 681 million in 2000, to 935 million in 2010. International tourism receipts reached US\$919 billion in 2010. UNWTO retains confidence in its long-term forecasts for international growth in tourism, which projects that international arrivals will reach nearly 1.6 billion by the year 2020.

Chart 1: International Arrivals and Receipts - WTO



Tourism is and will continue to be a long-term driver of economic growth in Jordan, accounting for the largest slice of GDP in Jordan's productive economy. This strategy builds on this solid foundation by improving Jordan's overall competitiveness as a tourism destination and positioning the country as a distinctive and culturally enriching experience for visitors. This will, in turn, involve coordinating the efforts of stakeholders across the government and private sectors in order to optimize performance within all key components of tourism such as marketing, pricing and packaging, product development, hospitality and service quality and general business performance. Comprehensive improvements in competitiveness across this spectrum are essential for Jordan to reach its full potential. This strategy will help achieve this. Following a review of current trends and challenges in tourism, strategic priorities for the coming period are defined, building on achievements realized during the 2004-2010 strategy period. The industry, working with the Ministry of Tourism and Antiquities and other public sector stakeholders, have created a revised vision, mission and strategic objectives for the 2011-2015 strategy period, along with key activities under each of the four pillars of marketing, product development, human resource development and improving sector competitiveness via a more enabling environment.

### The importance of tourism to the economy and social development of Jordan

Jordan experienced a steady increase in tourism during the first decade of the 21st century. Over eight million tourism arrivals in 2010 of which 4.55 million were overnight visitors, a 20.3% increase in overnight visitors on 2009. Tourism expenditure reached more than JD 2,423 billion which contributed 12.4% to the national GDP. Direct employment reached 41,900 in 2010 and is estimated to support several hundred thousand full time-equivalent jobs economy-wide when the full multiplier impact is accounted for.

Tourism is the largest single sector in global economy;

- 10% GDP global
- 20% GDP developing economy
- 12.5% global employment

G20, 2009:

Tourism is a primary vehicle for job creation, trade development and poverty alleviation

Chart 2: Visitor Arrivals to Jordan

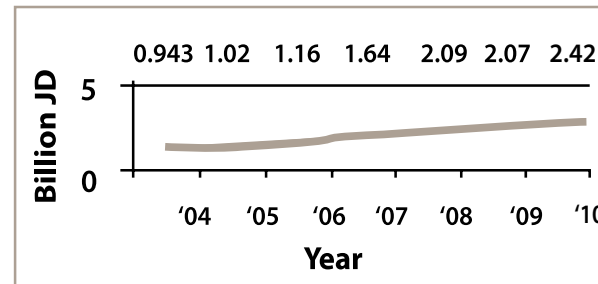
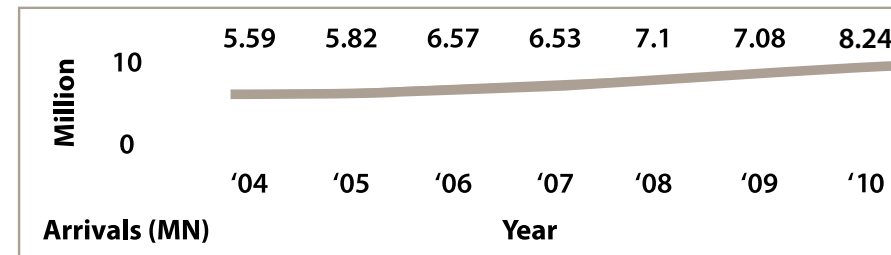


Chart 3: International Tourism Receipts in Jordan

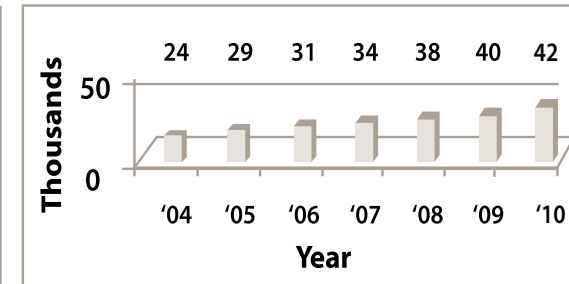


Chart 4: Direct Jordanian employment

### 1.2 Future outlook for tourism in the region

Tourism in the Middle East is forecast to grow at over 5% per year up to 2020, compared to the world average of 4.1%. According to the WTO, the total tourist arrivals by region shows that, by 2020, the top three receiving regions will be Europe (717 million tourists), East Asia (397 million) and the Americas (282 million), followed by Africa, the Middle East and South Asia.





## 2. Guiding development through the National Tourism Strategy

Almost a decade ago tourism stakeholders from the public and private sectors formed a partnership and worked closely together to develop the first comprehensive strategy to coordinate and steer development of tourism in Jordan, and the National Tourism Strategy 2004-2010 was published. The strategy established important benchmarks for the tourism industry, which helped to guide its development and growth over the period. The strategy was based on four main pillars, with specific objectives and actions defined under each.



Significant achievements were seen in each of these areas, as the NTS 2004-2010 made a positive impact on tourism development in Jordan to the extent that tourism now accounts for 12.4% of GDP. This is a welcome contribution to economic and social development, given that tourism percolates into the most remote areas and communities where alternative employment opportunities are limited. As a direct result of the first NTS, marketing and promotion efforts have been strengthened, the quality and variety of tourism products and services have improved, professional human resource practices have been more widely adopted across the industry and important steps have been taken in creating a regulatory environment that is more conducive to tourism development.

Beyond the economic benefits delivered, the NTS has also helped to transform attitudes towards tourism; both in terms of how it is perceived, and consequently managed, by stakeholders at a national level, and with regard to how the industry is viewed as a career choice for young people and adults alike. Although there remains much work to be done, the NTS 2004-2010 has shown what can be achieved through structured, collective engagement between the public and private sectors.



The next strategy seeks to build on these to further advance tourism in Jordan and increase the benefits it brings to the economy and to Jordanians. Public and private sector tourism stakeholders again worked together to identify and agree on the next steps to grow tourism further, enhance experiences and bring quality standards up to international levels. The outcome of the partnership is this National Tourism Strategy for 2011 to 2015.

## 2.1 The National Tourism Strategy 2011 – 2015: The Way Forward

### Vision & Mission

The National Tourism Strategy (NTS) 2011-2015 steers all tourism stakeholders in the needed direction and presents a clear path forward to underpin future growth of tourism in Jordan. Its development and implementation will be guided by the following vision and mission:

Jordan will be a distinctive destination offering diverse, year-round visitor experiences that will enrich the lives of Jordanians and their guests.

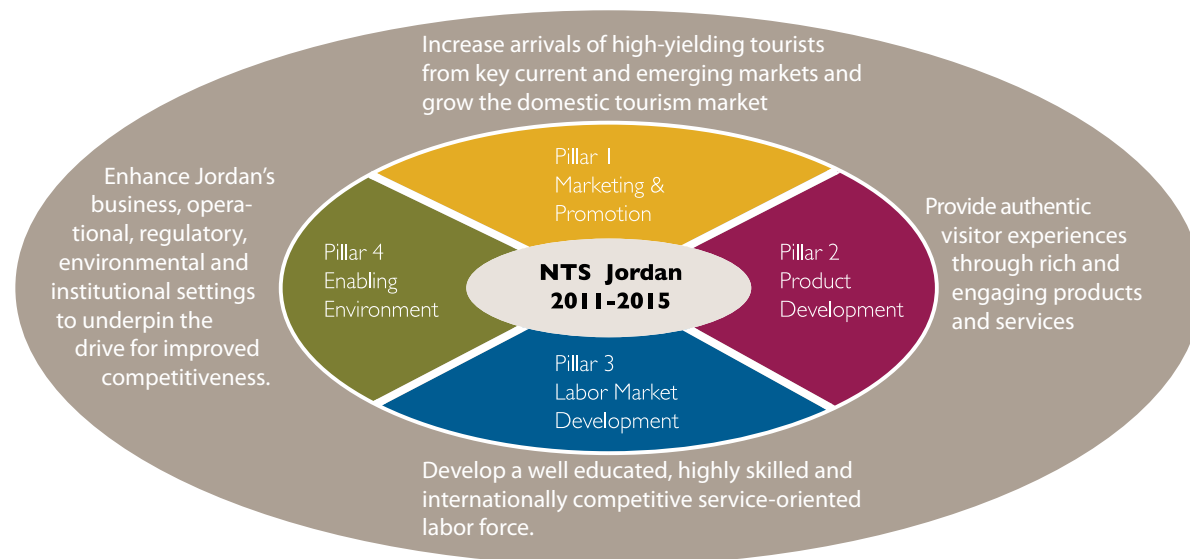
Delivering on this vision will require a commitment from all stakeholders to the following mission:

The strategic mission will be to plan and implement the changes and actions necessary to:

- Raise the overall competitiveness of Jordan's tourism industry.
- Enhance the visitor experience through innovation in product development.
- Better position and promote the tourism offering to global markets so as to attract higher yield customers throughout the year.
- Create a regulatory and operating environment which drives better business performance and releases the full energy of the private sector as the engine of growth.

### 2.2 Strategic Framework

The vision and mission will be realized through a collective and coordinated focus on achieving clear objectives across four pillars, which build on the key achievements of the previous strategy:





### 2.3 Pillar 1 – Marketing Promotion

#### Achievements in previous strategy period

The number of overseas Jordan Tourism Board (JTB) offices has increased from 8 to 11 and the general improvement seen in marketing and promotion effectiveness between 2004 and 2010 has resulted in an increase in visitor numbers, which grew by 48%, with overall receipts showing a 257% growth.

Table 1 – Number of Arrivals and Tourism Receipts 2004-2010

	2004	2005	2006	2007	2008	2009	2010
Tourism arrivals	5,586,659	5,817,370	6,712,804	6,528,625	7,100,483	7,084,552	8,247,135
Tourism receipts	943	1021.6	1460.8	1638.3	2088.9	2066.9	2423





Also, receipts from domestic tourists as well as those generated from Gulf, Arab and foreign visitors have all increased substantially since 2007:

- 34% increase in domestic tourism receipts
- 43% increase seen in receipts from visitors from Gulf countries
- 57.5% increase seen in foreign tourist receipts
- 38.2% in receipts from Arab visitors

#### **Direction for the next strategy period**

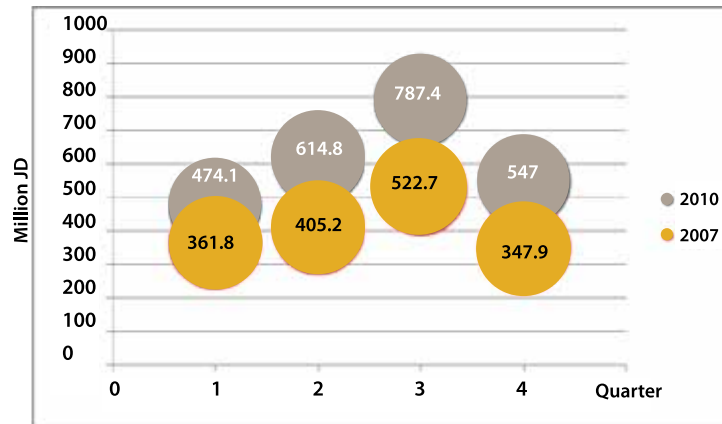
Between 2011 and 2015 the focus of all marketing and promotion activities will be to grow international and domestic tourism numbers and revenue by expanding the range, and improving the effectiveness, of marketing activities. The 12 market segments that present significant opportunities for Jordan are:

1. Cultural heritage (archaeology)
2. Religious tourism
3. Eco-tourism
4. Health and wellness
5. Cruises
6. Meetings, incentives, conference and events (MICE)
7. Adventure and activity tourism
8. Scientific, academic, volunteer and educational (SAVE)
9. Filming and photography
10. Festivals and cultural events
11. Summer and family holidays
12. Sports and recreation

Additionally, as Table 2 highlights, the quarterly distribution of annual receipts have historically maintained strong seasonality, offering an opportunity to strengthen demand during the low quarters to reduce seasonality.

Table 2 - Change in Distribution of Quarterly Receipts 2007 vs. 2010

	2007		2010	
	Receipts (Million JD)	Quarterly % of Annual Receipts	Receipts (Million JD)	Quarterly % of Annual Receipts
1st Qtr	361.8	22.1	474.1	19.6
2nd Qtr	405.2	24.8	614.8	25.3
3rd Qtr	522.7	31.9	787.4	32.5
4th Qtr	347.9	21.2	547	22.6
Total	1637.9	100	2423.3	100



The specific overall targets for **Pillar 1** are:

### Pillar 1 Targets

- Total arrivals to increase to 9.4 million.
- Tourism receipts to grow to JD4.2 billion.
- Domestic tourism receipts to grow by 30% over the period.
- Quarterly distribution of annual receipts in 2015 to show:
  - Q1 – 24%
  - Q2 – 26%
  - Q3 – 28%
  - Q4 – 22%

An important short-term aim of efforts under Pillar 1 will be to return the industry to an upward growth trajectory and lay the basis for anchoring future sustainable growth. Marketing and promotion of Jordan as a destination will be improved by exploiting new distribution channels, with a priority on e-marketing, social networking and web-based platforms. These efforts will be geared towards growing overall tourism revenue by increasing the numbers of international visitors, particularly higher spend tourists, extending average length of stay and stimulating the domestic tourism market. In addition, an important goal will be to further reduce the impact of seasonality by increasing tourist volumes during the shoulder and off-peak months, and this will help permanently boost profitability, as well as investment and local economic impacts.

### Funding

Appropriate financial resources must be secured from the public and private sectors and invested in regional, international and domestic marketing activities. For effective campaigns that have the desired effects.





## 2.4 Pillar 2 – Product Development

### Achievements in previous strategy period

The number of hotel rooms in Jordan increased by 32.7%, from 18,127 in 2004 to 24,009 in 2010. In addition, as a result of the NTS, a significant expansion was seen in the wider tourism enterprise infrastructure in areas listed in table 4

### Direction for the next strategy period

The concept of the ‘Jordanian Experience’ will play an important role in creating a distinctive brand for the country and this must be delivered in reality on the ground by providing a memorable visitor experience. Efforts under Pillar 2 will continue the work initiated during the first NTS period and are aimed at increasing the range of tourism products and services available and diversifying this range through innovative initiatives. The targets of the product development pillar are:

### Pillar 2 Targets

- Air capacity into Jordan increased by 20% over the lifespan of the NTS.
- 20 new demand-driven tourism infrastructure projects completed.
- 100% of hotels and 80% of restaurants to be approved and classified under the national classifications scheme.

Table 4 – Number of Tourism Enterprise

Number of Tourism Enterprises			
2004	2006	2008	2010
Hotels			
463	476	481	487
Rooms			
18,127	21,609	22,507	24,009
Tourist Restaurants			
448	602	776	828
Tourist Shops			
185	274	294	305
Tourist Guides			
601	646	803	953
Tourist Transport Companies			
4	4	6	8
Diving Centers			
7	9	9	9
Tourist Boats			
75	80	80	80
Tourist Cars			
4,258	5,861	5,761	6,353

An important element of raising the overall competitiveness of tourism in Jordan will be to address important challenges in relation to access and transport and to enhance the experience visitors have during their stay in Jordan. Focusing on specifically targeted programs of work designed to build great visitor experiences across all aspects of the experience will also help to create competitive advantage for Jordan.



## 2.5 Pillar 3 – Labor Market Development

### Achievements in previous strategy period

The NTS 2004-2010 supported an increase of almost 85% in direct and indirect employment through tourism.

Table 4 – Direct and Indirect Employment Levels 2003 v 2010

	2003	2010
Direct employment	22817	41900
Indirect employment	68451	126000

### Further achievements include:

- Female participation in the workforce now stands at 10%.
- 11 upgraded vocational training centres, offering international standard skills training for new entrants into the hotel and restaurant sectors, were launched during the period.
- Over two million Jordanians were impacted by awareness campaigns which sought to highlight the benefits of tourism to the economy.

### Direction for the next strategy period

As part of this pillar, the National Tourism Manpower Strategy will be updated, standards in education and training will be further enhanced, and supports for enterprises to implement best practice human resource practices will be strengthened. Specific targets in terms of Labor Market Development have been defined as:

### Pillar 3 Targets

- 25,000 additional direct jobs created in tourism over the period.
- Increase female participation in the workforce by 15%.
- 5000 students trained at the 11 VTC centers
- Hospitality skills training provided for 40,000 employees

An important priority for 2011 to 2015 under Pillar 3 is to build on the excellent foundation already established to create and retain the best human resources in the region in order to drive industry success at every level.



## 2.6 Pillar 4 – Enabling Environment

### Achievements in previous strategy period

The tourism industry cannot thrive without a conducive business environment that reduces red-tape and bureaucracy, fosters innovation and facilitates an integrated approach to tourism development among all relevant stakeholders. During the first NTS work under this pillar focused on:

- Enhancing the mandate of MOTTA as industry leader and regulator
- Strengthening public-private partnership in policy formulation and execution
- Fostering an enabling environment that supports tourism growth

### Direction for the next strategy period

The focus areas of the strategy will be on underpinning industry competitiveness by delivering practical support for tourism enterprises which facilitate improved business performance. Priority will be given to delivering planned improvements and enhancements in the enabling environment that will empower the industry to gain advantage by strengthening partnerships and putting in place world-class regulation. An important aim will also be to improve the overall industry competitiveness and consistently raise Jordan's ranking on international indices throughout the strategic period.

### Specific targets in terms of the enabling environment in tourism have been defined as follows:

- Further liberalization in market entry for tourism establishments
- Regulatory enhancements that reduce red tape and business costs
- Treatment of tourism establishments as export generators
- Increased private sector participation in provision of visitor services on tourism sites

### Pillar 4 Targets

- Pass a new tourism law
- Update the professions bylaws

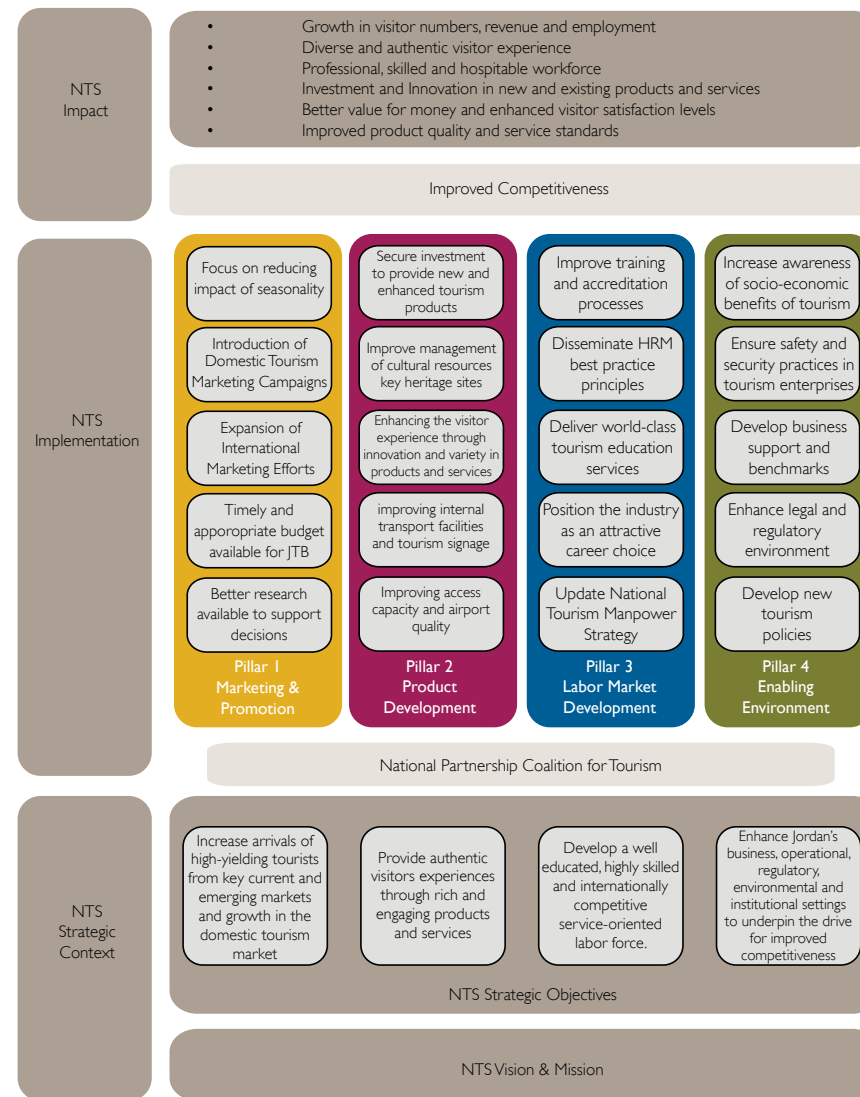


## NTS 2011-2015 Implementation Guidelines

While tourism may be the business of the private sector, it is a unique activity in which the private sector cannot succeed through its own efforts alone. Therefore developing and implementing the NTS 2011-2015 must continue to be a partnership between the public and private sectors.

The four pillars outlined in this section provide a clear template for planning future tourism growth and must serve as the basis for all tourism development activities up to 2015. As to the specific activities to be undertaken within each pillar, the remainder of the document highlights the proposals in each area, with priority actions identified. The information provided is designed to serve as the basis for the preparation of more detailed implementation plans by the National Partnership Coalition for Tourism.

The following model has been developed to guide implementation of the NTS 2011-2015:



# The National Tourism Strategy

**2011-2015**

For Jordan

Implementation



# Pillar 1

Marketing & Promotion



# Pillar 1

Marketing & Promotion





## The Marketing & Promotion Pillar

Marketing and promotion is a key determinant of tourism success and as a result it spearheads the strategic plan. Identifying and targeting the most lucrative tourism markets and segments will best enable Jordan to achieve its growth potential and gain maximum tourism market share. Jordan as a destination will continue throughout the strategic period to be the anchor of all marketing and promotional activity. However, there is recognition that the 'destination within the destination concept' is also relevant, particularly for Aqaba and Petra.

The overall strategic objective and associated key activities under **Pillar 1** are highlighted below:

Pillar 1 – Marketing & Promotion	
Strategic Objective	Key Activities
Increase arrivals of high-yielding tourists from key current and emerging markets and grow the domestic tourism market.	<ul style="list-style-type: none"> <li><b>1.1</b> Ensure reliable market research is available to guide decision-making.</li> <li><b>1.2</b> Secure a sufficient and timely tourism marketing budget for JTB.</li> <li><b>1.3</b> Strengthen the branding of Jordan as a distinctive, world class destination in key source markets.</li> <li><b>1.4</b> Review and enhance all international marketing activities and improve overseas marketing capacity to increase visitor numbers, length of stay and average spend.</li> <li><b>1.5</b> Develop marketing campaigns such as 'Experience Jordan' to grow domestic tourism numbers and revenue, especially in key tourism regions and localities.</li> <li><b>1.6</b> Introduce specific initiatives to reduce tourism seasonality and achieve greater year-round spread.</li> <li><b>1.7</b> Build the skills and capacity of marketing professionals within the tourism industry to maximize their potential to deliver on defined outcomes.</li> </ul>



**Key Activity 1.1 - Ensure reliable market research is available to guide decision-making**

Gathering, analyzing and communicating reliable market intelligence and insights is imperative for Jordan to improve marketing decision-making. It underpins effective target promotions, focuses resource management and leads to the best overall return on investment. Public and private sector partners will institutionalize and standardize data collection methods and management, and implement timely and relevant end-user-based reporting and forecasts across the tourism industry. This will result in more consistent and strategic research that is made available to all of Jordan’s tourism industry stakeholders.

Actions	
<p>Key Activity 1.1</p> <p>Ensure reliable market research is available to guide decision-making</p>	<ul style="list-style-type: none"> <li>• Strengthen Jordan Tourism Board’s research capacity to effectively prioritize target markets and market segments at every point on the purchase cycle.</li> <li>• Build research and statistical capacity at tourism association level in their respective domains, and implement regular industry training on the use of research data.</li> <li>• Conduct source market studies and research to assess changes in behavior and market trends to highlight preferences to match Jordanian experiences.</li> <li>• Carry out a product-market matching exercise to identify and prioritize those products that can optimize year round activity.</li> <li>• Re-instate exit cards for quantitative and qualitative data collection at all exit points.</li> <li>• Improve coordinated data collection and analysis for maximum synergy and comprehensive reporting and analysis for end-user decision support.</li> <li>• Complete, institute and maintain Tourism Satellite Accounts.</li> <li>• Regularly update the National Tourism Visitor Survey implemented at border points every two years to ascertain source markets countries and segments, length of stay, regional dispersal, tourism spend and visitor satisfaction levels.</li> </ul>

**Key Activity 1.2 - Secure a sufficient and timely tourism marketing budget for JTB**

In order for Jordan to achieve its targeted growth, it is imperative that the tourism marketing budget is determined in a structured manner and is sufficient to address the marketing and promotion challenges. Without the needed funds from both the Public and Private sectors, delivered in a timely fashion, to properly promote Jordan the country will not be able to compete in a global environment and income to Jordan will ultimately suffer.

Actions	
<p>Key Activity 1.2</p> <p>Secure a sufficient and timely tourism marketing budget for JTB</p>	<ul style="list-style-type: none"> <li>• Identify funding requirements for JTB and engage in fund raising from:                             <ul style="list-style-type: none"> <li>a) Government and Public Sector</li> <li>b) Private sector and NGOs</li> <li>c) Allocate 2% from annual tourism receipts to JTB to promote Jordan tourism products .</li> </ul> </li> </ul>

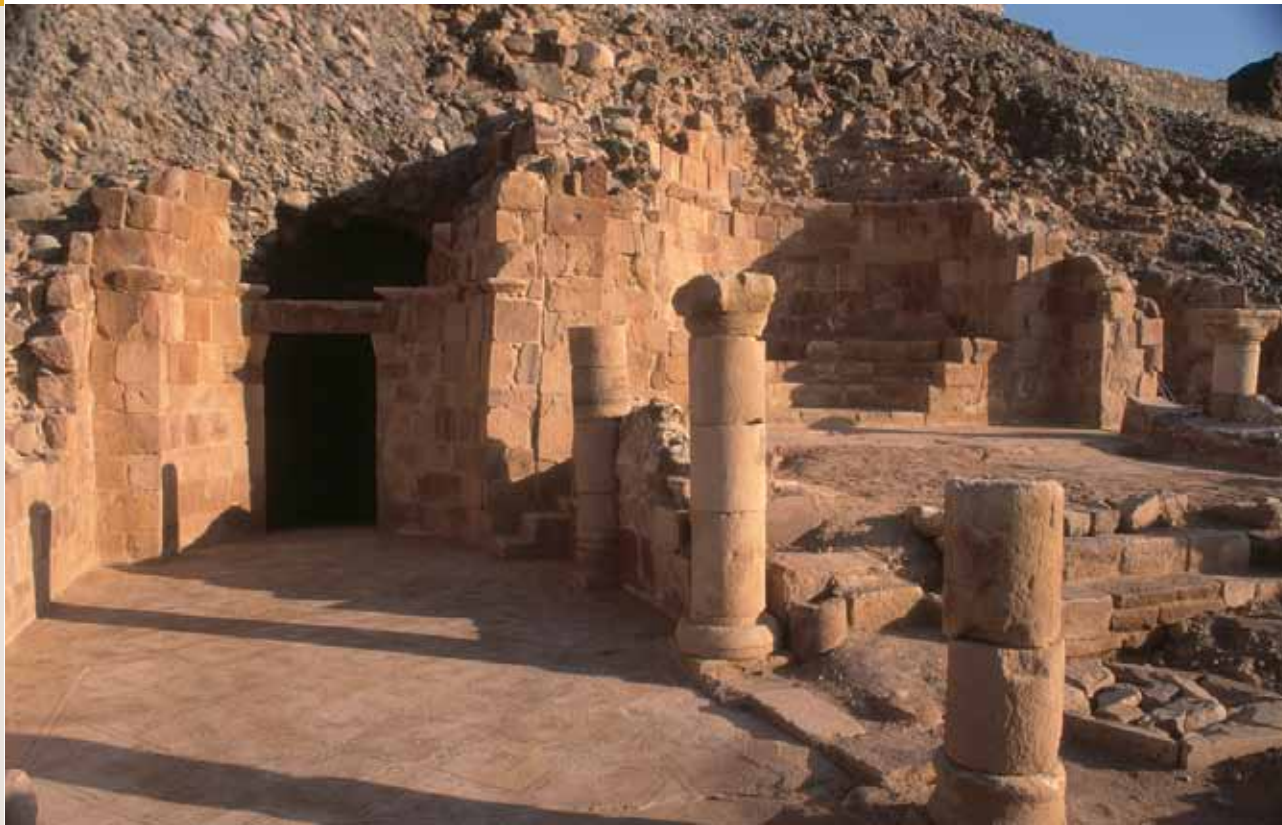




**Key Activity 1.3 – Strengthen the branding of Jordan as a distinctive, world class destination in key source markets**

Brand development, its integrity, its messages and its consistent use by marketing stakeholders is an essential and inherent part of strong country/destination marketing and promotion. It will help to consolidate and enhance Jordan’s positive image, and if deployed by all industry partners, will ensure that image is consistent in use and application. For the Jordan Tourism Brand to be effective, it must reflect and be a touchstone for the essence of Jordan, the richness of its offering, the passion of its people and the spirit of its welcome.

Actions	
Key Activity 1.3 Strengthen the branding of Jordan as a distinctive, world class destination in key source markets.	<ul style="list-style-type: none"> <li>• Review existing brand effectiveness and develop a country tourism brand strategy based on accurate research and defined market needs.</li> <li>• Devise tourism brand messages customized to various international markets/segments.</li> <li>• Develop systems to ensure the delivery of the brand promises.</li> <li>• Create branding guidelines and work with the tourism sector to use them effectively.</li> </ul>



### Key Activity 1.4 - Review and enhance all international marketing activities and improve overseas marketing capacity to increase visitor numbers, length of stay and average spend

A review of current marketing activities should be undertaken to identify strengths and areas for improvement, and from that the overall approach to international marketing enhanced.

Actions		
Key Activity 1.4	Key Marketing Activities	<ul style="list-style-type: none"> <li>• Structure target markets and segments into tiers based on the propensity to visit Jordan, travel flexibility, potential for growth, level of trip expenditure, length of stay and overall potential contribution to Jordan's economy.</li> <li>• Implement an operational strategy to increase marketing investment and activity in those markets that meet the selected profiles and are forecast to have significant growth potential in order to stimulate growth.</li> <li>• Host international trade and media familiarization trips .</li> <li>• Increase Jordan's destination/marketing presence in markets with significant growth potential.</li> <li>• Increase industry engagement and participation in developing co-operative opportunities in JTB international marketing programs.</li> <li>• Develop an annual international tourism trade event in Jordan.</li> <li>• Strengthen marketing activities for segments such as: Independent travelers - Family-groups, single person households, short break holidays, cultural travel, religious travel, Eco-tourism Adventure, Health and Wellness, and Cruising</li> </ul>
Review and enhance all international marketing activities and improve overseas marketing capacity to increase visitor numbers, length of stay and average spend.		

To compete aggressively in the international arena, there is a growing recognition amongst tourism stakeholders in Jordan that there is a need to develop a robust digital presence and devise online and social media campaigns to prompt consumers to select Jordan as a destination. The Internet is now the dominant source of information and research for holidays, with online bookings and sales transactions growing rapidly at an average rate of 34.6% per annum. It is therefore imperative that Jordan's tourism products and experiences are effectively presented and available for booking and sale online. New media must be further exploited in a systematic and coordinated way in order to reach visitors and persuade them to come to Jordan. This will augment traditional marketing activities and allow for exponential growth in target market reach that is economically viable.

Work has already begun in this area and the 'Digital and Social Media Marketing' conference and workshops held for industry professionals in 2010 represented a positive move in the right direction.

Actions		
Key Activity 1.4 Review and enhance all international marketing activities and improve overseas marketing capacity to increase visitor numbers, length of stay and average spend.	Digital Presence	<ul style="list-style-type: none"> <li>• Strengthen JTB and trade digital marketing capacity by adopting modern technologies and systems.</li> <li>• Deploy web-based reservation systems for hotels and tour operators and the industry at large through an affordable and practical e-payment gateway and e-booking system.</li> <li>• Cultivate destination demand through new social media and online program</li> <li>• Develop a national database of products and experiences for use by marketers that integrates information from both the public and private sectors on tourism clusters, local destinations, trails and thematic experiences.</li> </ul>

In addition, specific marketing activities will be undertaken to attract higher spend tourist segments and increase average length of stay, both of which will combine to increase average tourist spend.

Actions		
Key Activity 1.4 Review and enhance all international marketing activities and improve overseas marketing capacity to increase visitor numbers, length of stay and average spend.	Increase average spend	<ul style="list-style-type: none"> <li>• Increase awareness among visitors both pre and post arrival of the vast range of experiences and attractions available throughout Jordan.</li> <li>• Develop regional centers/clusters that offer differentiated experiences.</li> <li>• Cultivate and develop attractions, experiences and service-based businesses with local SME's (Small and Medium Enterprise) which will enhance the visitor experience and increase length of stay and tourism yield.</li> <li>• Focus on the MICE (Meetings, Incentives, Conferences and Events) segment as a means of attracting higher spend tourists.</li> </ul>

### 1.5 Develop marketing campaigns such as 'Experience Jordan' to grow domestic tourism numbers and revenue, especially in key tourism regions and localities

Domestic tourism can play a vital role in achieving the industry's overall objectives, and given that industry and stakeholders already have a strong understanding of this market, it will be possible to develop targeted campaigns to stimulate domestic tourism demand.

Actions	
<p>Key Activity 1.5</p> <p>Develop marketing campaigns such as 'Experience Jordan' to grow domestic tourism numbers and revenue, especially in key tourism regions and localities</p>	<ul style="list-style-type: none"> <li>• Work with hotel and other accommodation providers to devise and promote special packages targeted at the domestic and family markets.</li> <li>• Develop and promote festivals and events to attract domestic tourists</li> <li>• Provide a national and local tourist transport service to facilitate easy and efficient access to regional sites and local events.</li> <li>• Work with transport and guiding companies to devise and promote packages for day trippers.</li> <li>• Develop and disseminate a domestic tourism brand and campaign around 'Experience Jordan' to encourage Jordanians to experience the rich cultural, heritage and themed festivals and events throughout the year.</li> <li>• Identify and promote activity and adventure-based holidays to 18-35 age group.</li> </ul>





**Key Activity 1.6 - Introduce specific initiatives to reduce tourism seasonality and achieve greater year-round spread**

Jordan's tourism spread is traditionally clustered around two peak periods that total around six months (winter/spring and fall/winter). These patterns are in stark contrast to tourism activity figures globally with travel activity peaking during the summer months of July and August. Jordan's market-share during these months is un-competitively low. With a significant increase in demand for travel during these months the potential to increase visitor numbers and shift seasonality is high. Extending the existing tourist season and developing new markets and market segments for periods that have traditionally seen low numbers of tourist arrivals is imperative for a robust tourism economy and business success. For example, the northern European markets present the most immediate potential in terms of propensity to seek holiday destinations with a warm weather, however due to limited scheduled air links emphasis must be placed on charter-based traffic and the evolvement of a risk-sharing proposition to encourage tour operators, along with industry and JTB, to engage and co-develop new markets.

Actions	
<p>Key Activity 1.6</p> <p>Introduce specific initiatives to reduce tourism seasonality and achieve greater year-round spread</p>	<ul style="list-style-type: none"> <li>• Implement successive off season campaigns - specialized plans and campaigns aimed at specific target markets and market segments will be implemented in the shoulder and off season.</li> <li>• Address misperceptions of Jordan's climate – a concerted communication and marketing effort will be made to dispel this misperception and highlight the various seasons, seasonal activities and attractions that Jordan offers.</li> <li>• Develop Ramadan-based activities and campaigns - develop and market events, attractions and packages around the holy month of Ramadan, targeting Arab and Gulf tourists in particular, in order to capitalize on this highly lucrative market segment.</li> <li>• Promote family tourism in the Arab market - family-based travel is a primary motivator in the Arab travel market, which is one of Jordan's major market segments. Developing and marketing themed, educational, fun packages for families with children of varying ages will allow Jordan to capitalize on this lucrative and growing segment.</li> </ul>







### Key Activity 1.7 - Build the skills and capacity of marketing professionals within the tourism industry to maximize their potential to deliver on defined outcomes

It is vital that Jordan's tourism sector is well-informed in order to achieve growth, deploy focused marketing strategies and maximize return on investment.

Actions	
Key Activity 1.7 Build the skills and capacity of marketing professionals within the tourism industry to maximize their potential to deliver on defined outcomes	<ul style="list-style-type: none"> <li>• Launch and deliver an ongoing series of "Know Your Market" seminars to marketing specialists in the industry.</li> <li>• Promote accredited training programs for industry professionals to enhance their understanding of market requirements, ultimately attaining excellence in service and enhancing sector competitiveness in niche marketing.</li> <li>• Build the competence and status of the marketing professional within organizations as a key to successfully developing a robust and dynamic tourism marketing system.</li> </ul>





## Pillar 2

Product Development



## Pillar 2

Product Development





## The Product Development Pillar

Tourism is an industry of exceptional diversity and the products and services across many sectors must be planned for, coordinated, fostered, invested in and managed to provide a unique and memorable visitor experience. Jordan's tourism product development approach is intended to:

- Ensure sustainability and environmental and archaeological protection.
- Create clusters of relevant and sufficient core and support products to maximize visitor experience.
- Ensure the spread of economic and social benefits across the Kingdom via new visitor experiences.
- Create public-private partnerships for product development and investment; facilitate private sector and community participation in publicly-owned assets.
- Improve visitor services and conservation at key sites quickly.
- Transform products to experiences according to visitor requirements.
- Diversify Jordan's product and service options and establish high quality standards.
- Create additional nodes and routes of special interest to increase stay and visitor spending.

The overall strategic objective and associated key activities under Pillar 2 are highlighted below:



Pillar 2 – Product Development		
Strategic Objective		Key Activities
Provide authentic visitor experiences through rich and engaging products and services	Access and Transport	<p>2.1 Increase international air access capacity.</p> <p>2.2 Improve the quality of the visitor experience at national and regional airports.</p> <p>2.3 Improve border crossing regimes.</p> <p>2.4 Develop effective and efficient land transport within the country, including the introduction of well-placed road and location signage.</p>
	Visitor Experience	<p>2.5 Upgrade Jordanian arts and crafts to offer high-quality authentic designs.</p> <p>2.6 Improve the quality of tourism information centers and tourist guides.</p>
	Attractions and Activities	<p>2.7 Engage with the private sector to improve the presentation, management and interpretation of cultural resources and key heritage sites;</p> <p>2.8 Enhance visitor entertainment experiences at key regional destinations.</p> <p>2.9 Revolutionize and promote Jordan's museums as distinguished experiences.</p> <p>2.10 Develop the festivals and events product.</p>
	Food and Accommodation	<p>2.11 Implement national and mandatory best practice standards in hotels and restaurants.</p> <p>2.12 Develop themed culinary activities and events.</p> <p>2.13 Develop tented camps and eco-lodge</p> <p>2.14 Encourage the development of strategically located mid-range hotels, suites and apartotels.</p>

### Access and Transport

An optimal transport solution should be put in place to facilitate easy entry of visitors through all Jordanian entry points. Equally, the internal distribution system should meet the target carrying capacity across a full range of on-ground transport services and facilities that are easy to use, well networked, reliably serviced and available. Such a system is essential to the success of Jordan's tourism industry and it will be marketed and promoted to visitors and potential visitors.

#### Key Activity 2.1 - Increase international air access capacity

Increased international air access capacity is imperative for Jordan to reach targeted growth. An open skies policy and a compelling airport incentive program for international carrier airlines, Low Cost Carriers (LCC's), charters and tour operators is a pre-requisite to increasing overall capacity.

Actions	
Key Activity 2.1 Increase international air access capacity	<ul style="list-style-type: none"> <li>• Develop partnerships with international carriers - in particular those that primarily focus on their networks as opposed to their hub, to position Amman and/or Aqaba as alternate destinations.</li> </ul>

**Key Activity 2.2 - Improve the quality of the visitor experience at national and regional airports**

The Amman and Aqaba airports are the primary entry points for many visitors and as such must offer a positive and welcoming experience. Much work has been done to date on improving facilities and streamlining processes and this work must continue in future. The quality of the overall visitor experience offered at a destination is naturally a major determinant in visitor satisfaction levels and as such particular emphasis must be placed on all factors that contribute to delivering a memorable experience for visitors

Actions	
Key Activity 2.2 Improve the quality of the visitor experience at national and regional airports	<ul style="list-style-type: none"> <li>• Work with airport management to review the quality of facilities and procedures at airports, based on visitor feedback to include aspects such as ease of access to visas, luggage taxis currency etc.</li> </ul>

**Key Activity 2.3 - Improve border crossing regimes**

Improved border crossing regimes which facilitate, and are dedicated to, fast tracking tourists will maximize ease of access for visitors arriving in Jordan by land.

Actions	
Key Activity 2.3 Improve Border Crossing Regimes	<ul style="list-style-type: none"> <li>• Build on enhancements made to border points - through improved visitor amenities and customer-oriented border processing.</li> </ul>

**Key Activity 2.4 - Develop effective and efficient land transport within the country,**

### including the introduction of well-placed road and location signage

Effective and efficient land transport that is accessible to tourists is a basic necessity and a major contributor to the overall visitor experience. In addition, an important element in attracting and servicing the growing market segment of independent car-based travelers is the provision of appropriate directional signage throughout a tourist destination.

Actions	
<p>Key Activity 2.4</p> <p>Develop effective and efficient land transport within the country, including the introduction of well-placed road and location signage</p>	<ul style="list-style-type: none"> <li>• Provide easy access to and between all tourism attractions within Jordan - to cater to the lucrative independent travel market, facilitate dispersal and increase length of stay.</li> <li>• Provide clear road signage, along with well-placed quality highway service centers throughout the country – such facilities, located on major routes and routes that link key tourism attractions, are imperative to achieving maximum market share of the independent travel market.</li> </ul>

## Visitors Experience

### Key Activity 2.5 - Upgrade Jordanian arts and crafts to offer high-quality authentic designs

Jordan will expand the range and availability of quality arts and crafts products that are both authentic and practical to increase the availability of attractive keepsakes from Jordan in order to both enhance the visitor experience and increase financial benefits to local communities.

Actions	
<p>Key Activity 2.5</p> <p>Upgrade Jordanian arts and crafts to offer high-quality authentic designs</p>	<ul style="list-style-type: none"> <li>• Improve product design to better reflect Jordan's cultural patrimony.</li> <li>• Enhance quality and finishing of available handcrafts and Mosaics and Improve presentation and packaging marketing and pricing.</li> <li>• Provide better access to quality handcrafts for visitors.</li> <li>• Provide training and funding supports to encourage entrepreneurship in handcraft production and distribution.</li> <li>• Develop 'Learn to' experiential opportunities for visitors to visit handcraft producers to learn the basics of how to make handcrafts.</li> </ul>



**Key Activity 2.6 - Improve the quality of tourism information centers and tourist guides**

The availability of, and ease of access to, information is a vital component of the visitor experience and also provides a sense of security for guests when they know that support is at hand should they require it. Providing visitors with up-to-date information on the range of experiences and attractions available in Jordan and how to book them will enhance visitor satisfaction and increase spending. In addition, in line with Jordan’s efforts to diversify niche-based tourism products, a specialist cadre of tour guides is needed to meet the demands of discerning visitors who are choosing customized holiday options based on niche and specialist interests rather than the traditional “one tour fits all”.

Actions	
<p>Key Activity 2.6</p> <p>Improve the quality of tourism information centers and tourist guides</p>	<ul style="list-style-type: none"> <li>• Develop a number of highly visible, central, information access points in high visitor traffic areas to ease access to information.</li> <li>• Add new visitor information points in key cities across Jordan, upgraded visitor centers at major sites, and online and mobile tourist information.</li> <li>• Increase the number of well-versed tour guides of high integrity who offer quality specialized experiences to visitors in their own language to help position Jordan as a competitive destination of choice.</li> </ul>

**Attractions and Activities**

Jordan boasts world-renowned archaeological and natural attractions and there are great opportunities to develop authentic tourism products and services that offer visitors unique multi-sensory experiences that are rooted in Jordan’s culture. This transformation requires sustainable tourism projects that engage private sector resources and the participation of local communities and NGOs. Jordan’s approach to developing sites is twofold: a) Improve heritage site conservation and enable sustainable tourism development; and b) Improve sites as distinguished visitor experiences.



### Key Activity 2.7 - Engage with the private sector to improve the presentation, management and interpretation of cultural resources and key heritage sites

The diverse legacy of antiquities, heritage and natural assets continues to provide Jordan's lead tourism attraction and the country is in effect an open-air museum. Hundreds of archaeological sites bear testament to the many civilizations that have left the visible marks of their heritage throughout the country. These are of outstanding significance and historical value and Jordan must better showcase the value and significance of its cultural resources, such as archaeology, architecture, sculptures and intangible folkloric heritage.

Given the limited financial and technical capacity of public sector entities to invest in and manage sites to meet the requirements of rapidly changing market demands, Jordan will engage the private sector in managing tourism services at publicly-owned assets and investing in non-archaeological sites. The role envisioned for the private sector entails developing, promoting and managing tourism services at heritage sites in accordance with sustainable use guidelines set by the government to protect archaeological and natural assets.

Actions	
<p>Key Activity 2.7</p> <p>Engage with the private sector to improve the presentation, management and interpretation of cultural resources and key heritage sites</p>	<ul style="list-style-type: none"> <li>• Determine between the two proposed models for Private Sector engagement:           <ul style="list-style-type: none"> <li>Outsource services under direct concessions to the private sector. Concessioners would develop, promote and manage tourism services at heritage sites in accordance with sustainable use guidelines set by the government.</li> <li>Integrate site management capability within the ministry with the Department of Antiquities as well as private sector representatives to be responsible for planning, procuring and managing delivery of visitor services at publicly-owned tourism sites based on public-private-partnerships.</li> </ul> </li> <li>• Develop historic site conservation and management plans for priority sites, identifying needed physical enhancements and site preparedness to host entertainment and visitor experiences.</li> <li>• Improve interpretation at, and the presentation of key Jordanian cultural sites and attractions by providing on-site services and amenities as well as sound site management and interpretation.</li> <li>• Enhance signage and presentation of the value and significance of sites, and improve linkages with surrounding local communities.</li> <li>• Ensure the sustainability and well-being of cultural assets by putting in place robust and clear guidelines for site use, management and conservation.</li> </ul>



**Key activity 2.8 - Enhance visitor entertainment experiences at key regional destinations**

By applying a strategic, nationally-linked and well-planned and promoted cluster approach to regional tourism destinations within Jordan, a wide range of new, cluster-specific experiences will be added, which attract prioritized tourism segments and niche markets. This will increase visitor length of stay, boost expenditure, expand economic opportunities and generate more income for local communities.

Actions	
<p>Key Activity 2.8</p> <p>Enhance visitor entertainment experiences at key regional destinations</p>	<ul style="list-style-type: none"> <li>• Develop both national trails (spanning several towns and villages) as well as local trails (within a certain locale) which will add to the richness of Jordan's offering and deepen visitor engagement with local communities (a key driver in today's holiday selection).</li> <li>• Develop Cultural villages - Jordan's great history can be brought to life through cultural villages that recreate aspects of ancient civilizations that inhabited Jordan to immerse, engage and entertain visitors.</li> <li>• Improve the quality and presentation of local markets to serve as a greater draw for tourists.</li> </ul>

**Key Activity 2.9 - Revolutionize and promote Jordan's museums as distinguished experiences**

A special effort will be made to upgrade and enhance the presentation and interpretation at Jordan's government-owned museums, which currently showcase heritage artifacts and other products. Jordan also boasts a number of privately-owned and specialized museums and galleries that will be promoted as distinguished attractions for a richer visitor experience.

Actions	
Key Activity 2.9 Revolutionize and promote Jordan's museums as distinguished experiences	<ul style="list-style-type: none"> <li>• Employ new management models involving private sector partnerships in museum development and management.</li> <li>• Promote and package a National 'Museum Trail'</li> <li>• Explore the use of Technology to enhance interpretation within Museums and enhance the range and scope of print media in local interpretation and dissemination.</li> </ul>

### Key Activity 2.10 – Develop the Festivals and Events Product

Festivals and events are major influencers in choice of destination and in helping to overcome seasonality, and tourists who visit a country to attend an event stay longer on average than other visitors.

Actions	
Key Activity 2.10 Develop the Festivals and Events Product	<ul style="list-style-type: none"> <li>• Attract, develop and promote major and local festivals and events that capitalize on Jordan's unique selling points such as a hiking festival, a food festival, a vintage car rally or a cultural festival link as the now defunct but, very successful Jerash Festival, will provide more reasons to visit and help Jordan capture new markets and market segments.</li> <li>• Place an emphasis on traditionally "off-season" months which will greatly help to mitigate seasonality and increase overall visitor numbers.</li> </ul>

### Food and Accommodation

Good food, cuisine and dining experiences, along with a broad range of quality accommodation, are pre-requisites if Jordan is to achieve growth as a compelling tourism destination.

#### Key Activity 2.11 - Implement national and mandatory best practice standards in hotels and restaurants

Globally, the tourism market is increasingly being influenced and motivated by food or culinary experiences, and many nations are already reaping the rewards of this burgeoning demand for unique and memorable dining experiences. Food is a key part of lifestyle and the food and service experience has gained greater priority and become a significant part of a tourist's overall satisfaction criteria. In addition, there is a growing demand for a variety of quality, authentic local food and culinary specialties.

Consequently, strong focus must continue to be placed on raising food and service standards and levels of professionalism at hotels, restaurants and food outlets in Jordan in order to meet the needs of a more discerning tourist. This is imperative to sustaining current tourism demand and providing the capacity needed to achieve projected growth targets of increased visitor numbers and length of stay. It is a particular priority for this strategic phase as Jordan's marketing focuses more determinedly on higher yield visitors. In addition, a range of food activities and events must be developed to respond to visitor expectations. In light of all this, there is a need, and indeed a viable business opportunity, for hotels and restaurants to be innovative and creative in how they promote and deliver the food and service experience at their establishments.



Actions	
<p>Key Activity 2.11</p> <p>Implement national and mandatory best practice standards in hotels and restaurants.</p>	<ul style="list-style-type: none"> <li>• Finalize and implement national quality standards schemes for hotels and restaurants in Jordan.</li> <li>• Explore the potential to develop menu guidelines for food operators which would encourage the use of local produce and the preparation of traditional dishes.</li> </ul>

**Key Activity 2.12 - Develop themed culinary activities and events**

Themed culinary activities and events offer unique opportunities for visitors to engage more deeply and learn about local culture in a fun and entertaining environment. The Petra Kitchen is a very successful example of this type of experience. Tourists want to try distinctive foods that reflect the tradition, heritage and culture of a place, and which preserve traditional forms of agriculture and cultural heritage. As food and dining are a major component of Jordan's history and culture, the country can benefit from this growing market if the range of experiences are increased and standards and quality are raised.

Actions	
<p>Key Activity 2.12</p> <p>Develop themed culinary activities and events</p>	<ul style="list-style-type: none"> <li>• Create experiences which showcase the wide range of quality local food throughout Jordan and the customs associated with preparing and eating food, such as harvest time dishes and preparation of 'zarb' and coffee, can provide the themes for authentic, engaging experiences.</li> <li>• Develop stand-alone theme restaurants which can provide opportunities to learn more about the rich history of Jordan through immersion in local traditions and food and dining customs, such as harvesting, Eid celebrations and traditional weddings.</li> </ul>

**Key Activity 2.13 - Develop tented camps and eco-lodges**

In addition to food variety and quality, it is also imperative that the range and quality of accommodation available meets the demands of international markets and targeted tourism market segments.

The market of visitors who seek authentic experiences and responsible tourism practices is growing, and many opt to stay in non-hotel accommodation. Thus, there is increasing demand for alternative and responsible tourist accommodation, which clearly benefits local people and which also offers better value for money and a different experience.



Actions	
<p>Key Activity 2.13</p> <p>Develop tented camps and eco-lodges</p>	<ul style="list-style-type: none"> <li>• Develop low-impact structures that fit with the look and feel of local areas to provide a range of accommodation that offers authentic experiences and addresses market demand across all star ratings and experiences.</li> </ul>

### Key Activity 2.14 - Encourage the development of strategically located mid-range hotels, suites and apartotels

While the number of five-star hotels throughout Jordan continues to rise, to be competitive there must be a nationwide increase in mid-range accommodation at 3\* level, as well as accommodation that offers unique and authentic experiences. This will enhance Jordan's competitiveness as a destination for a growing number of visitors who want local, boutique, responsible tourism accommodation options. To cater for visitors across all socio-demographics and differing consumer preferences, a broad range of quality accommodation must be offered.

Actions	
<p>Key Activity 2.14</p> <p>Encourage the development of strategically located mid-range hotels, suites and apartotels</p>	<ul style="list-style-type: none"> <li>• Highlight strategic locations where mid-range accommodation is required</li> <li>• Develop investor led packages and incentives, which are well informed and research based to promote investment in new accommodation products.</li> <li>• Create a benchmark model and guidelines for design, authenticity, location, amenities and services to guide such developments.</li> </ul>



## Pillar 2 - Implementation Matrix

Public and Private Sector Stakeholders															
Note X denotes that a stakeholder has co-responsibility for, or will be a partner in relation to implementing the key activity	Government	MOTA	JTB	DOA	ASEZA/ PDTRA	MoE/MoHE/VT/TC/New National HR body	RIA & International Carriers	JHA & JRA	JTOA	Business Associations & Enterprises	Universities, Colleges & Schools	Industry Training Providers	Transport & Guiding Companies	Regional Tourism Orgs.	Investors & developers
Key Activities	Pillar 2 – Product Development														
2.1 Increase international air access capacity.	X	X	X				X		X						
2.2 Improve the quality of the visitor experience at national and regional airports.	X	X	X				X								
2.3 Improve border crossing regimes.	X	X	X										X		X
2.4 Develop effective and efficient land transport within the country, including the introduction of well-placed road and location signage.	X	X	X		X								X		X
2.5 Upgrade Jordanian arts and crafts to offer high-quality authentic designs.		X	X	X	X					X					X
2.6 Improve the quality of tourism information centers and tourist guides.		X	X									X		X	
2.7 Engage with the private sector to improve the presentation, management and interpretation of cultural resources and key heritage sites.		X	X	X	X	X	X	X	X	X	X	X	X	X	
2.8 Enhance visitor entertainment experiences at key regional destinations.		X	X	X	X			X		X			X	X	X
2.9 Revolutionize and promote Jordan's museums as distinguished experiences.		X	X	X											X
2.10 Develop the events tourism market segment.		X	X	X	X		X	X	X	X					X
2.11 Implement national and mandatory best practice standards in hotels and restaurants..		X	X		X			X		X					
2.12 Develop themed culinary activities and events.		X	X					X	X						X
2.13 Develop tented camps and eco-lodges.		X	X		X			X		X					X
2.14 Encourage the development of strategically located mid-range hotels, suites and apartotels.	X	X	X		X			X		X					X







## Pillar 3

Labor Market Development

## Pillar 3

Labor Market Development



## Labor Market Development Pillar

Sustainable tourism development can only be achieved by paying close attention to the labor market. This entails forecasting needs and the promotion, recruitment, employment, motivation, education, training, and retention of employees. Although much has been achieved in this area, remaining challenges include:

- Establishing and supporting an industry-led entity, such as a Council, to facilitate and coordinate human resource activities for tourism. This entity will improve and enhance the effectiveness of interventions and initiatives in human resource planning, coordination and facilitation for Jordan's tourism industry to ensure that it is successful, sustainable, and internationally competitive.
- Facilitating and coordinating a manpower plan for tourism designed to support a sustainable and competitive tourism industry, to bridge the skills gap and to attract and recruit new entrants to the industry.
- Implementing a program of initiatives to strengthen the human resource base to assure international standards of performance, service delivery and professionalism in tourism:
  - Promote the tourism industry as an employer of choice
  - Develop quality tourism and hospitality programs and curriculum
  - Encourage and promote a training and continuous improvement culture in the tourism industry

Consequently, this pillar will integrate aspects of labor market planning with human resource management and development at an organizational level to explore how the attitudes, skills, and knowledge of those working in Jordan's tourism industry can be brought to a world-class level of service. It is clear that any human resource strategy must address barriers to the development of the sector. However, the strategy must seek to identify solutions for both current and long-term development needs of human resources in the sector. The overall strategic objective and associated key activities under Pillar 3 are highlighted below:

Pillar 3 – Labor Market Development	
Strategic Objective	Key Activities
Develop a well educated, highly skilled and internationally competitive service-oriented labor force.	<p>3.1 Update the National Tourism Manpower Strategy.</p> <p>3.2 Continue to position the industry as an attractive career and employment choice, for young people and adults, and increase the active participation of females to boost the tourism workforce.</p> <p>3.3 Expand the provision and improve the delivery of world-class tourism education services.</p> <p>3.4 Identify and disseminate best practice human resource management practices across the industry.</p> <p>3.5 Introduce professional training and accreditation practices and structures for trainees within the industry.</p> <p>3.6 Raise hospitality skills amongst employees in tourism at all levels especially management, including compliance with UNWTO codes of ethics</p>

### Key Activity 3.1 - Update the National Tourism Manpower Strategy

Balancing the supply and demand of labor requires the establishment of a defined body which will, from this point forward review the national manpower strategy for the tourism industry and implement the necessary actions required to ensure that labor market development supports overall strategic tourism aims. There is a general consensus that a national entity or body is urgently needed to lead the necessary activities outlined in this pillar. This industry-led entity will become the national agency for the coordination of all labor market and human resource activities in tourism. It will operate independently, with members drawn from industry, education, and government, with oversight from a board of directors. As a public-private partnership, the entity will be action-oriented and focus on delivering added value to the industry. The entity will offer a range of products and services in five dimensions:

- 1) Tourism awareness and promotion.
- 2) Professional and management development.
- 3) Training in industry.
- 4) Research and planning.
- 5) Human Resource Management in Industry.

	Actions
Key Activity 3.1 Update the National Tourism Manpower Strategy	<ul style="list-style-type: none"> <li>• Establish an industry-led entity for labor market policy and human resource development in Tourism.</li> <li>• Review and update the existing manpower strategy to develop programs and initiatives to support implementation of the national tourism strategy.</li> </ul>





**Key Activity 3.2 - Continue to position the industry as an attractive career and employment choice, for young people and adults, and increase the active participation of females to boost the tourism workforce**

Tourism in Jordan operates in a tight labor market, where it competes with other industries for qualified workers. Its efforts are constrained by its poor image and a lack of understanding among Jordanians about the nature of jobs and careers in tourism. There is confusion about how certain cultural issues are handled in the industry, and what the expectations of employees are. Although much work has already been done in this area, these issues need to be continuously clarified to the general population, potential employees and their families. Family decision-makers need be targeted to improve the participation of youth and women. Creating greater awareness and positive attitudes will help improve the image of tourism, which will encourage Jordanians to take up jobs and careers in the sector and thus alleviate existing labor shortages.

Actions	
<p>Key Activity 3.2</p> <p>Continue to position the industry as an attractive career and employment choice, for young people and adults, and increase the active participation of females to boost the tourism workforce</p>	<ul style="list-style-type: none"> <li>• Design and implement a comprehensive national program to promote tourism as an attractive career option.</li> <li>• Develop and implement a school to employment/career bridging program - in partnership with Ministry of Education,</li> <li>• Plan and support the injection of qualified international labor - employment of Jordanian nationals and residents is beneficial to the economy and to social well being in general. However, import of labor will continue to be a requirement to bridge the skills and supply gap of professional staff.</li> <li>• Develop and launch a tourism awareness campaign for students, teachers and parents with special focus on women.</li> </ul>



### Key Activity 3.3 - Expand the provision and improve the delivery of world-class tourism education services

The implementation of this activity will require all stakeholders from the tourism industry - public, private and regulatory bodies - and particularly hotels, restaurants and educational institutes to become actively engaged. Educators and employers must work together to ensure that the programs offered by secondary schools, vocational education, colleges and universities address today's needs and prepare students to meet the changes that will come tomorrow. They will inspire commitment among students to start their careers as managers, supervisors, and staff in hotels, restaurants and tourism-related operations. In addition, there are 12 public and private universities and 9 community colleges in Jordan that offer a specialized tourism and hospitality programs with increasing enrollment.

#### Private Universities

Amman Ahliyya University
Applied Science Private University
Middle East University
Philadelphia University
Al Zaytoonah University
Irbid National University
Jordan Applied University College

#### Public Universities

University of Jordan – Aqaba Campus
Al Balqa Applied University
Al Hussein Bin Talal University
Hashemite University
Yarmouk University

#### Community colleges

Jordan Applied University College
Royal Academy of Culinary Arts
Ajloun University College
Aqaba University College
Tolido College
Khawarzmi College
Intermediate College
Al Arabiya College
Al Quds College



Actions	
<p>Key Activity 3.3</p> <p>Expand the provision and improve the delivery of world-class tourism education services</p>	<ul style="list-style-type: none"> <li>• Improve intake in tourism education programs - measures are needed to attract more students to the field of tourism and hospitality and to make hotel and tourism programs more accessible, both financially and geographically;</li> <li>• Reform and upgrade the national secondary school vocational stream in tourism and hospitality, known as the Fundukia program, in the 26 secondary schools where it is implemented.</li> <li>• Reform the national curriculum at university and college levels and introduce accreditation and internships for tourism university and college tracks.</li> <li>• Establish university and college strategic alliances - Alliances can take many forms and can facilitate individual college management and support program development and accreditation. Institutions will be supported to develop three different types of strategic alliances, as follows:               <ol style="list-style-type: none"> <li>1) Partnerships with industry</li> <li>2) Partnerships with international institutions</li> <li>3) Partnerships with accreditation bodies</li> </ol> </li> <li>• Upgrade faculty, staff, training facilities and educational centers - Four objectives will be achieved:               <ol style="list-style-type: none"> <li>1) Increase the numbers of qualified and experienced faculty staff</li> <li>2) Improve teaching skills of both full-time and part-time staff</li> <li>3) Promote foreign language skills amongst staff and students</li> <li>4) Create opportunities for teachers to gain industry experience</li> </ol> </li> <li>• Establish a mechanism for regulatory bodies that have a direct impact on the educational output to better regulate training and accreditation for the industry - in partnership with the Ministry of Education (MoE), Ministry of Higher Education &amp; Scientific Research (MoHE) and the Vocational Training Corporation (VTC), education and training curricula will be developed to be directly responsive to the proposed National Qualification Framework (NQF) and Occupational Standards.</li> </ul>



### Key Activity 3.4 - Identify and disseminate best practice human resource management practices across the industry

Recruiting and maintaining excellent people demands excellent systems of human resource management. The following is designed to establish standards for tourism and hospitality human resources management through the following programs.

Actions	
Key Activity 3.4 Identify and disseminate best practice human resource management practices across the industry	<ul style="list-style-type: none"> <li>• Develop an Employee Charter - This will support the implementation of considerate human resource management practices that deal respectfully with individuals in employment, and reward good performance.</li> <li>• Identify international best practices in human resource management in tourism and disseminate to operators through seminars, guides and online resource platforms.</li> </ul>

### Key Activity 3.5 - Introduce professional training and accreditation practices and structures for trainees within the industry

The aim of training and development is to ensure that all employees have the attitudes, skills, and knowledge they need to do their job confidently and competently so that they can help the enterprise fulfill its business goals. The goal of activity 3.5 is to deliver training to new and existing employees at appropriate times and places; ensure that they can do the job competently and confidently; link with the national qualifications framework; and provide professional and progressive career paths for key people. The hospitality sector must break away from using the traditional approaches that are outdated and replace them with a new 'Earn, Learn and Qualify' training philosophy for trainees and apprentices.



Actions	
<p>Key Activity 3.5</p> <p>Introduce professional training and accreditation practices and structures for trainees within the industry</p>	<ul style="list-style-type: none"> <li>• Implement Training in Attitudes, Skills, and Knowledge (TASK) program to help build a positive image of the industry as a caring employer.</li> <li>• Provide assistance to the industry to introduce a systematic and structured approach to TASK. This will include the following:               <ul style="list-style-type: none"> <li>– Two-year programs that combine training with formal education.</li> <li>– One-year department level programs.</li> <li>– Programs to develop the specialist skills of VTC level graduates.</li> </ul> </li> <li>• Deliver the TASK materials in a consistent manner - special workshops will qualify a number of Certified Master and Departmental Trainers.</li> <li>• Introduce an accreditation mechanism through which TASK training is Certified and formalized. All TASK interventions, including the Accreditation of Prior Learning (APL) will be accredited and certified as part of a National Qualifications Framework.</li> <li>• Establish programs to empower college and university graduates and suitable employees to become supervisors or managers according to their qualifications and potential.</li> <li>• Introduce schemes for Continuing Professional Development to all sectors of industry which require staff and managers to undertake a program of professional development on a regular basis.</li> <li>• Develop e-learning and Webucation programs, which are particularly effective as a means of upgrading qualifications.</li> <li>• Build capacity of small and medium enterprises to efficiently develop and manage human resources.</li> <li>• Support and encourage business and professional associations to establish cooperatives for many purposes, such as manpower planning, education, training, recruitment, and professional development.</li> </ul>





### Key Activity 3.6 – Raise hospitality skills amongst employees in tourism at all levels especially management, including compliance with UNWTO codes of ethics

A key feature of any visitor's experience is the warmth and hospitality they experience in their dealings with those working in the tourism sector. Research has continually shown that the overall visitor experience is greatly enhanced when tourists feel that their custom is valued by those they encounter, not just in hotels, but in all areas of the holiday experience such as museums, transport, guides etc.

Actions	
Key Activity 3.6 Raise hospitality skills amongst employees in tourism at all levels especially management, including compliance with UNWTO codes of ethics	<ul style="list-style-type: none"> <li>The public and private stakeholders will work jointly to devise and implement a national 'Welcome to Jordan' campaign which seeks to build hospitality skills across all sectors of the tourism industry.</li> </ul>





## Pillar 3 - Implementation Matrix

Public and Private Sector Stakeholders															
Note X denotes that a stakeholder has co-responsibility for, or will be a partner in relation to implementing the key activity	Government	MOTA	JTB	DOA	ASEZA/ PDTRA	MoE/MoHE/VTC/New National HR body	RIA & International Carriers	JHA & JRA	JTOA	Business Associations & Enterprises	Universities, Colleges & Schools	Industry Training Providers	Transport & Guiding Companies	Regional Tourism Orgs.	Investors & developers
Key Activities	Pillar 3 – Labor Market Development														
3.1 Update the National Tourism Manpower Strategy.		X				X	X	X		X	X	X		X	
3.2 Continue to position the industry as an attractive career and employment choice, for young people and adults, and increase the active participation of females to boost the tourism workforce.						X	X	X		X	X	X		X	
3.3 Expand the provision and improve the delivery of world-class tourism education services.						X		X			X	X			
3.4 Identify and disseminate best practice human resource management practices across the industry.						X		X			X	X	X	X	
3.5 Introduce professional training and accreditation practices and structures for trainees within the industry.						X		X			X	X			
Raise hospitality skills amongst employees in tourism at all levels especially management, including compliance with UNWTO codes of ethics					X	X	X	X		X	X	X	X	X	





## Pillar 4

Enabling Environment



## Pillar 4

Enabling Environment



### The Enabling Environment Pillar

The need to raise competitiveness across the tourism industry has been well highlighted and this pillar is designed to address a range of activities which will, through their aggregated impact, serve to boost overall competitiveness. Jordan’s tourism industry is dominated by private firms, small businesses and cooperatives, which operate across a broad spectrum of sub-sectors including transport, accommodation, catering, attractions, product providers and services; these entities require support to help them improve business performance. However, the public sector has a key role to play in supporting improved competitiveness through its ability to influence the regulatory and operating environments. In terms of helping tourism enterprises build competitiveness, the focus must be on:

1. The legal framework.
2. Business supports.
3. Environmental excellence.
4. Safety and security.
5. Benchmarking.
6. Tourism Awareness

The overall strategic objective and associated key activities under Pillar 4 are highlighted below:

Pillar 4 – Enabling Environment	
Strategic Objective	Key Activities
Enhance Jordan’s business, operational, regulatory, environmental and institutional settings to underpin the drive for improved competitiveness	4.1 Develop new tourism policies and enhance the legal and regulatory environment. 4.2 Develop business supports and benchmarking activities to improve business performance. 4.3 Promote eco-friendly practices within the tourism industry. 4.4 Ensure safety and security practices in the tourism sector meet or exceed international standards in all areas. 4.5 Increase awareness amongst key stakeholders of the socio-economic benefits of sustainable tourism development in Jordan. 4.6 Utilize international competitiveness indexes to internationally benchmark industry performance.



#### Key Activity 4.1 - Develop new tourism policies and enhance the legal and regulatory environment

The public and private sectors are working together to put in place a modern and integrated tourism legal framework through a new tourism law and bylaws to create a climate conducive to growth. This includes raising standards of tourism professions and services, and engaging the private sector in policy formation.

Actions	
Key Activity 4.1 Develop new tourism policies and enhance the legal and regulatory environment	<ul style="list-style-type: none"> <li>• Update and modernize the current tourism law.</li> <li>• Review and revise other existing laws and by laws that govern the sector to ensure they accord with the new tourism law.</li> <li>• Implement self autonomy of associations under the tourism law.</li> <li>• Lobby to unify taxation throughout the Kingdom at 8%.</li> <li>• Develop and enhance the tourism transportation sector by relaxing regulations to allow for tourism transport within and between tourism sites, accommodate the latest industry developments as well as the requirements of visitors from target markets.</li> <li>• Explore the competitiveness of tourism taxes, visa charges etc in comparison to competing destinations.</li> <li>• Update and modernize licensing and regulation criteria for tourism including start-up requirements, barriers to entry or conducting business and costs imposed on business operators.</li> </ul>

**Key Activity 4.2 - Develop business supports and benchmarking activities to improve business performance**

The combined impact of raising individual business performance will help to raise overall industry competitiveness and as such, a range of measures must be identified and implemented which help businesses increase their efficiency and effectiveness.

Actions	
Key Activity 4.2 Develop business supports and benchmarking activities to improve business performance	<ul style="list-style-type: none"> <li>• Consult with industry and sector representatives in order to define the priority business support needs for the period.</li> <li>• Create support tools and resources which respond to the defined global and sector needs and ensure that these supports are easily accessible.</li> <li>• Identify international best practice in tourism business management and disseminate to operators and managers.</li> <li>• Create opportunities and platforms which facilitate benchmarking of key business processes.</li> <li>• Introduce a tourism business Excellence Award based on International Criteria to promote and recognize better business practices and management in tourism organizations</li> </ul>



### Key Activity 4.3 - Promote eco-friendly practices within the tourism industry

In developing its tourism economy, Jordan will prioritize environmental sustainability by adopting initiatives that protect and preserve the environment so that it can be enjoyed by current and future generations as well as visitors. The tourism sector in Jordan has taken the first step towards this by incorporating environmental concerns at the planning level; the sector will adopt initiatives in areas such as transport, energy use, water, waste reduction, management and conservation in a planned effort to reduce the environmental footprint.

Media coverage and research shows clearly that environmental awareness and concern among tourists is on the rise and poor environmental practices by a destination can be a deterrent for many potential visitors. This is likely to increase in importance in the future. Thus, Jordan recognizes that a “green” destination is a specific incentive and motivation for the environmentally-conscious and sophisticated visitor. For a rising percentage of visitors, “a meaningful responsible tourism element” can be a determining factor when other destination factors such as activity, quality, and price are comparable.

Actions	
Key Activity 4.3  Promote eco-friendly practices within the tourism industry	<ul style="list-style-type: none"> <li>• Reduce carbon emissions and increase the energy efficiency of transport within and to Jordan</li> <li>• Improve energy efficiency, energy conservation and use of renewable energy when applicable</li> <li>• Reduce water use and achieve efficiency and savings through reduction and reuse and ensure that tourism establishments implement actions that will lead to an overall reduction in water usage in line with “Water For life”- Jordan’s water strategy 2008-2022.</li> <li>• Reduce and better manage waste - The sector will work with the government to adopt environmentally-friendly practices for landfill management, recycling facilities and waste to energy solutions.</li> </ul>



**Key Activity 4.4 - Ensure safety and security practices in the tourism sector meet or exceed international standards in all areas**

Jordan holds a strong international image when it comes to safety and security considerations and this has a high value in promoting the destination. Jordan already provides a safe and secure environment for visitors, and the strategy identifies ways to further strengthen its positioning in this domain.

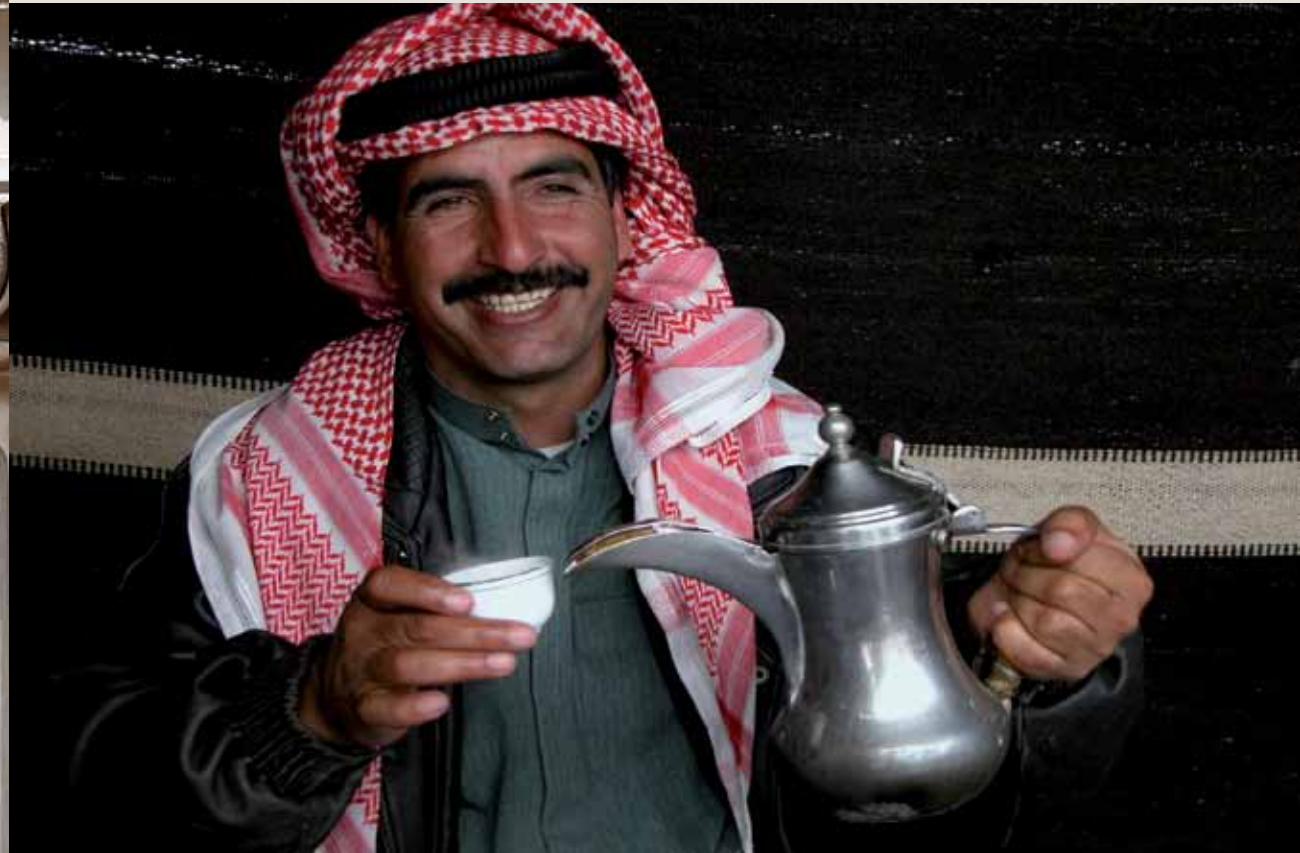
Actions	
<p>Key Activity 4.4</p> <p>Ensure safety and security practices in the tourism sector meet or exceed international standards in all areas</p>	<ul style="list-style-type: none"> <li>• Enforce Health and Hygiene procedures at hotels, restaurants, accommodation services and tourist food outlets.</li> <li>• Ensure adequate availability of medical services within each destination, including new ones.</li> <li>• Introduce safety standards for adventure tourism and ensure compliance with emergency and first aid requirements.</li> <li>• Ensure availability of tourist liability insurance.</li> <li>• Upgrade search and rescue services and identify clear lines of authority and communication.</li> </ul>

**Key Activity 4.5 - Increase awareness amongst key stakeholders of the socio-economic benefits of sustainable tourism development in Jordan**

Some Jordanians remain cautious of the effect of tourism on their communities while others want to ensure it does not have a negative influence on their traditions, lifestyles or damages the environment. The intention is to - under the umbrella of 'Tourism is Everybody's Business' - educate the wider community about the importance of tourism and its direct and indirect benefits to the national economy as well as the importance of giving visitors a warm welcome. Substantial resources must be identified and allocated to create quality programs that achieve two key objectives: educate the Jordanian public about the importance of tourism to the national economy and the positive effects this will have on their lifestyle, and reposition the tourism industry.

Actions	
<p>Key Activity 4.5</p> <p>Increase awareness amongst key stakeholders of the socio-economic benefits of sustainable tourism development in Jordan</p>	<ul style="list-style-type: none"> <li>• Raise awareness of policy makers and the media of the value of tourism to the economy and solicit their support in legislation to further promote the sector.</li> <li>• Introduce a Community Awareness Program to build awareness of the importance of tourism. The campaign will be based on public tourism awareness research already conducted to gauge the perception and level of awareness of Jordanians with regards to tourism, and hospitality to visitors.</li> <li>• Educate the local community to treasure and respect their archaeological sites and natural surroundings and engage them in providing a richer and more hospitable experience to visitors.</li> </ul>





#### Key Activity 4.6 - Utilize international competitiveness indexes to internationally benchmark industry performance

Under the NTS 2004-2010, the WEF Competitiveness Index was utilized to help Jordan monitor its performance against global competitors. This served as a useful tool in monitoring the overall impact of the updated strategy.

Actions	
Key Activity 4.6 Utilize international competitiveness indexes to internationally benchmark industry performance	<ul style="list-style-type: none"> <li>• Define the WEF benchmarks that will be used to monitor impact of the strategy over the period.</li> <li>• Set targets for achievement in each which can be tracked on an annual basis.</li> <li>• Communicate and disseminate the purpose, benefits and methodologies of the indicators to industry stakeholders – to ensure they understand how they can contribute to improving rankings.</li> </ul>

In terms of measuring competitiveness improvements in the future for these indicators to hold any real value in terms of driving improved performance, industry stakeholders must fully understand how the international rankings are compiled and, more importantly, what they can individually and collectively do to influence the results in a positive way.

## Pillar 4 - Implementation Matrix

Public and Private Sector Stakeholders															
Note X denotes that a stakeholder has co-responsibility for, or will be a partner in relation to implementing the key activity	Government	MOTA	JTB	DOA	ASEZA/ PDTRA	MoE/MoHE/VTC/New National HR body	RJA & International Carriers	JHA & JRA	JTOA	Business Associations & Enterprises	Universities, Colleges & Schools	Industry Training Providers	Transport & Guiding Companies	Regional Tourism Orgs.	Investors & developers
Key Activities	Pillar 4 – Enabling Environment														
4.1 Develop new tourism policies and enhance the legal and regulatory environment.	X	X													
4.2 Develop business supports and benchmarking activities to improve business performance.		X	X		X	X	X			X	X	X	X	X	
4.3 Promote eco-friendly practices within the tourism industry.	X	X						X		X			X		
4.4 Ensure safety and security practices in the tourism sector meet or exceed international standards in all areas.		X				X		X					X	X	
4.5 Increase awareness amongst key stakeholders of the socio-economic benefits of sustainable tourism development in Jordan	X	X			X	X				X	X	X			
4.6 Utilize the WEF Competitiveness Index to internationally benchmark industry performance.		X	X							X					



# The National Tourism Strategy

**2011-2015**  
For Jordan

Conclusion





## Conclusion

The NTS 2011-2015 identifies a path to sustain what has been achieved so far and creates an opportunity for all stakeholders to contribute to the development effort. The scale of the activities proposed within the strategy, and the targets set, are undoubtedly ambitious but they are achievable, if collective commitment and meaningful engagement is forthcoming from all relevant stakeholders. The motivation for doing so should be the recognition that the achievement of these key results will not only transform Jordan's position as a tourism destination, but more importantly, it can make a real difference to general economic and social development within the country.

All stakeholders in tourism in Jordan should be proud of the reputation, achievements and successes of their endeavors for the destination. However, the criteria for tourism development in the past will not necessarily be the template for success in the future and the principal challenge now is to manage the success achieved to date and to deliver future growth. There is no room for complacency as we go forward and the next phase of building tourism in Jordan must be to raise overall industry competitiveness to facilitate long-term growth.





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