

# The Road to Developing Jordan's National Tourism Strategy

*Mobilizing Stakeholder Support for Positioning Tourism as the Lead Industry in Economic Planning*

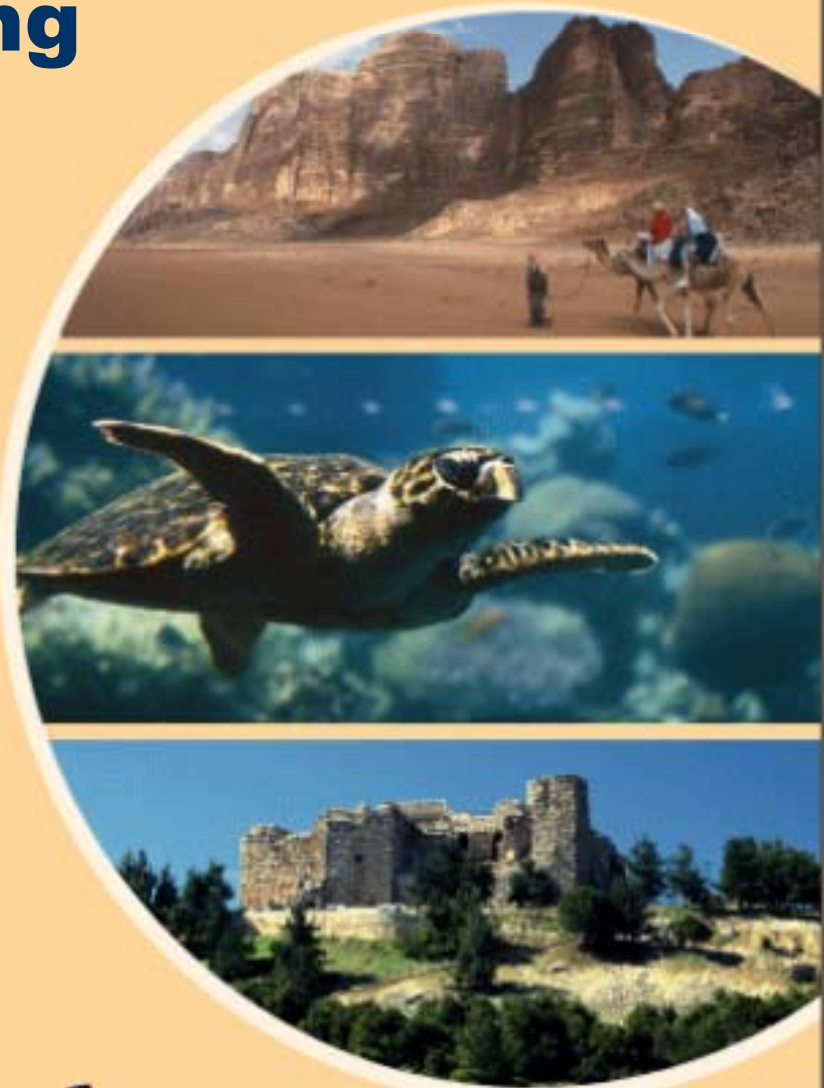
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Developed & Presented By

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*Jordan*

NATIONAL TOURISM STRATEGY 2004 - 2010

***Tourism is Jordan's largest industry: first recipient of foreign direct investment, and second contributor to foreign exchange. However, cumulative growth has been below potential. ▶***

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## **Jordan has**

Iconic Attractions

Quality Accommodations

Established Reputation

## **Yet, Jordan's tourism**

Is severely underperforming ▶

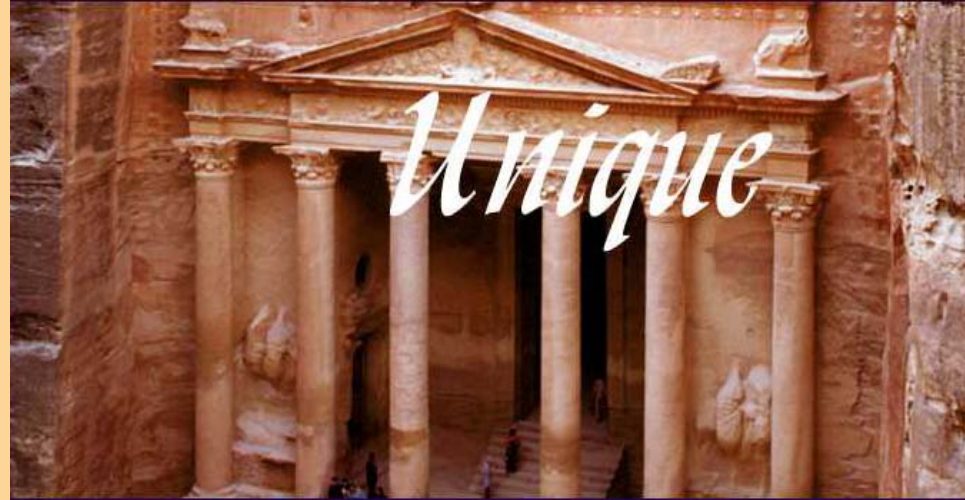
Is served by an under resourced Tourism Board ▶

Operates within a weak institutional framework

Lacks capacity to compete effectively on the global arena

Lacks true partnership within industry

Suffers from being in a region with a stigmatized reputation



# Jordan

NATIONAL TOURISM STRATEGY 2004 - 2010

*Jordan developed a national tourism strategy, adopted by Cabinet in May 2004 and unveiled by His Majesty King Abdullah II at the World Economic Forum. Its objectives are to:*

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### **Strengthen tourism's contribution to Jordan's GDP**

Double the tourism economy in 6 years ▶

Achieve wider regional spread

Encourage SMEs

### **Revolutionize Jordan's product offering**

Fill the current product gap

Diversify the product offering for niche markets

Private sector management of tourism assets

### **Improve industry competitiveness**

### **Reform planning and implementation**

Strengthen Ministry of Tourism mandate

Resource the Jordan Tourism Board with necessary capabilities

Institutionalize public-private partnership in planning & implementation



*Jordan*

NATIONAL TOURISM STRATEGY 2004 - 2010

***The Strategy was developed through a partnership between the government and the private sector using a value chain approach. Competing interests enriched the process by challenging everything.***

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### **First is first**

Mobilized support from stakeholders for need of strategy  
Developed a comprehensive approach  
from vision to implementation  
Created Strategy Steering Committee ▶

### **Local leadership with international expertise**

Recruited external world class capability  
and experience to support the process  
Buy-in, ownership and clear role for all stakeholders

### **Home-grown strategy**

Strategy development followed a value chain model ▶  
Created an implementation mechanism stressing partnership and integration



**Jordan**

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*Many challenges were faced along the way, and some persist.*

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## **Industry Challenges**

Denial

The Group

Language Differences

It ain't gonna work

The Challenge of Time

Strong Man Syndrome

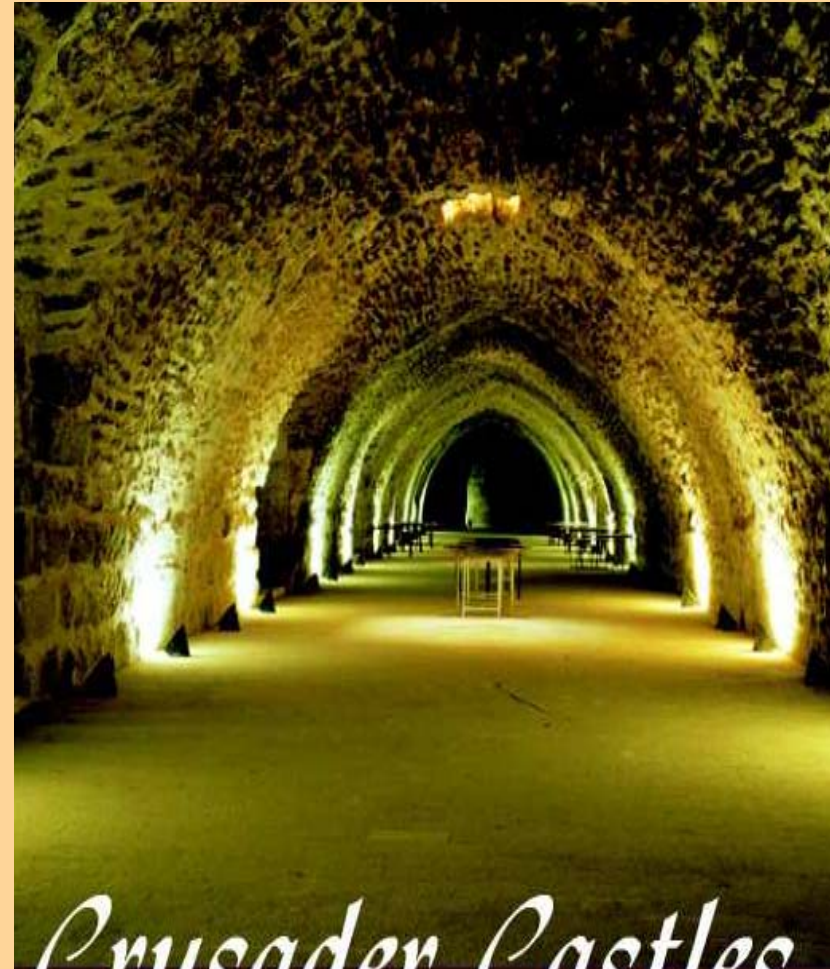
## **Public Sector Challenges**

Who? Tourism?

Expenses vs. Investment

Who's Responsible? ►

Implementation Capacity



*Crusader Castles*

**JORDAN**

NATIONAL TOURISM STRATEGY 2004 - 2010

***Quantifiable and measurable impact objectives set with milestones agreed by both government and industry.***

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**Tourism Revenue From Foreign Visitors**

**Employment Created**

**Government Revenue Generated**

**Regional Development Objectives**

**Reduced Seasonality**

**Human Resource Development**



***Jordan***

NATIONAL TOURISM STRATEGY 2004 - 2010

## ***Significant achievements reached as a result of the planning process.***

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**Tourism prioritized in the national economic agenda**

**Resources committed by Government and private sector ▶**

**Government support for private sector management of tourism assets**

**Institutional framework and regulatory environment agreed to be reformed**

**Need for E-marketing capacity recognized and development begun**

**Tourist board transformation begun**

**Results-driven partnership created**

**New value chain approach in place**

**Human resource development strategy developed**



# Major Recommendations

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## For the private sector

- Adopt a participatory approach and engage key stakeholders
- Ensure private sector leadership
- Lead them to lead
- Identify key champions
- Achieve consensus on the mission
- Cleansing period
- Dazzle them

## For the public sector

- Partner with the Ministry of Tourism
- Secure highest possible political support
- Treat funding as a no cost investment
- Funding would be nice!



*Jordan*

NATIONAL TOURISM STRATEGY 2004 - 2010

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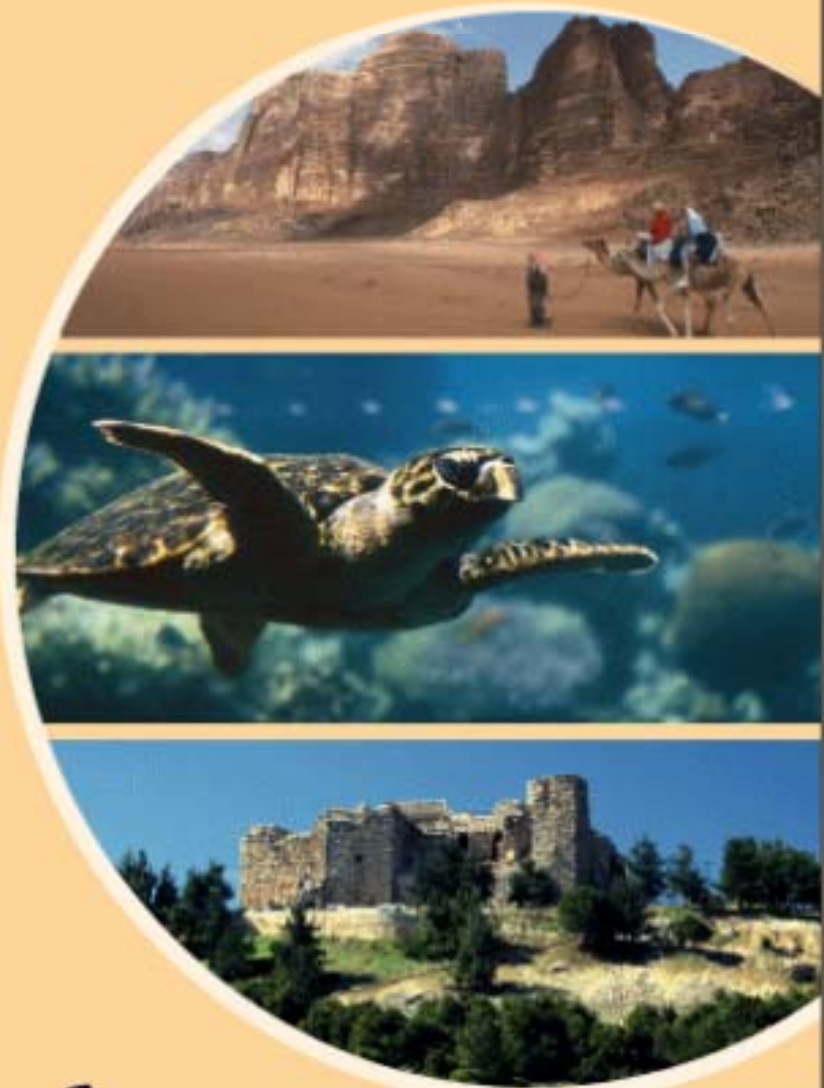
## *Thank You*

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