Tourism Economics in Jordan
Essential Facilities and Marketing

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Table of Contents

List of Tables

Chapter One
Methodology

Introduction

Tourism is no more considered as a secondary sector of our national economy in view of the vital role it has been playing in the Gross Domestic Product. It is one of the economic sectors that have the potential to enhance the national economy in terms of the exportation of services and increasing the reserves of foreign currencies.

As the increase of our commodity exports is a strategic objective of the development process, similarly, service exports are equally important and constitute an integral part of our total exports.

The growing importance of the tourism sector entails looking at it from a new and more developed perspective. The regular invariable elements of tourism include touristic sites, tourism services and their quality, the tourist that we seek, and laws and regulations pertaining to these elements. Integrity and efficiency of these elements are essential for tourism industry to grow and achieve its goals.

The unprecedented surge of tourism activities which followed the signing of peace treaty between Jordan and Israel has posed a number of questions regarding the future of tourism industry in Jordan, the emerging challenges facing it, and whether the remarkable activity in this field will continue to grow. Are our touristic sites and the available infrastructure and back-up facilities able to accommodate the increasing numbers of tourists? And to what extent investments, represented in the construction of many grand hotels in various places in response to the newly emerged boom in the sector, are successful?

This study comes as a quality addition to previous studies and research in the field. The study will hopefully enhance the role of research activities in achieving sustainable development for this sector as a vital factor to consolidate the overall development process in Jordan, and create the required investment climate. Developing this sector will also help the country cope with the new trends of globalization, economic openness, the elimination of customs barriers and other restrictions, and the rise of economic blocs.

1.2. The Importance of the Study

Jordan, unlike other Arab countries especially the oil-producing ones, is known for its meagre natural resources. Hence, it dedicated most of its efforts to develop its human resources to become the main source of economic development. Therefore, tourism industry has emerged as a major source in the growing services sector that provides new opportunities in the labour market. This is done through securing a sustainable tourism development. not just an unmanagable temporary boom.

It is now high time to decide whether tourism planning and marketing aim at utilizing Jordan's natural resources to be a long-term source of wealth, or to offer our tourism at a cheap price in return for an easy short-term profit.

Marketing is the main instrument in tourism development. This means how to present tourism products to the local, regional, and international markets. Hence, this study tackles the issue of marketing and the basic services available for tourism industry, as a renewable source of income that generates the foreign currencies needed to support the balance of payment, and provides job opportunities for the labour force. In addition, the study touches on the impact of tourism on other economic sectors.

1.3. Background

In response to a request by the Royal Scientific Society (RSS) the German Fredric Ebert Establishment has, thankfully, financed this study which comes as a fruit of the joint cooperation between the two institutions, within the framework of technical cooperation between Jordan and Germany.

The study also came to complement and update a previous study in this field conducted by RSS in 1996 which was also funded by Fredric Ebert.

1.4. Objectives

The study, through discussing and analyzing the role of tourism in the national economy, and identifying the availability of relevant basic services and marketing policies, aims at:

1. Analyzing the role and contribution of tourism to Jordan's economy.

2. Studying the role of tourism in creating new job opportunities.

3. Studying the possibility of developing the touristic sites and the back-up services.

4. Studying potential and well-known markets of tourism.

5. Identifying the components of tourism marketing strategy.

6. Presenting recommendations to attract the tourist that we seek.

1.5. Approach

The study involved office and field activities designed to collect information related to tourism sector in Jordan.

The study also included a survey of Jordan's touristic sites and interviews with the concerned officials.

1.6. Information sources

The main sources of information for the study were:

1. Field visits and interviews with the concerned people in the touristic sites.

2. Data and statistics issued by governmental and non-governmental institutions.

3. Studies, research, and reports issued by specialized institution.

4. Information available on the Interne

The study also benefited from research and reports on tourism conducted by local and foreign institutions.

Chapter Two
The Role of Tourism in Jordan's Economy

2.1. Introduction

Tourism has been known since old ages as a social and religious activity. In recent decades, it has witnessed rapid development and has become an important tool to establish links and relations among people and nations. This development took place simultaneous with a tremendous progress in the field of transportation and communications. The concept of tourism has also expanded to include economic and development aspects which contribute to bringing about prosperity and stability to the nations, especially the developing ones. Such contribution is represented in foreign currencies generated through tourism which can be used to support the balance of payment, invigorate other economic sectors and create new job opportunities.

After the first world war, Jordan became a tourism place on the world map. Early tourism into the country took the form of individual trips to the holy and historic sites in Jerusalem and Bethlehem, with some frequent journeys to Petra by small groups of tourists after the establishment of the emirate in 1921. However, the political and military consequences of the Arab-Israeli conflict had negative effects on tourism in the region in general. The fluctuating numbers of tourists in recent years was proportional with the developments of the peace process in the Middle east. This chapter will tackle the economic role of tourism through discussing three main issues, namely, the gross domestic product, the balance of payment, and the labour market.

2.2. *Gross Domestic Product (GDP)*

As mentioned above, Jordan has limited natural resources. Hence the Size of the national economy measured by the GDP is small, as it reached only JD 5.2 billion in 1998. Services sectors accounts for 70% of GDP, and the remaining sectors make 30%. Table (2-1), which shows the GDP growth rates at fixed cost prices, indicates that there has been a noticeable decline that started in 1995with 8.4% and reached only 0.6 % in 1998. Even when calculated at fixed market prices, we can see that the GDP growth rate dropped from 7.6% in 1994 to 1% in 1996. But it picked up again and reached 2.2% in 1998.

These indications show that Jordan's economy witnessed a period of recession and decline in the GDP's growth rates in the years 1994-1998. Recession was variable at the sectorial level, but agriculture and construction were mostly affected. It might be difficult to show here the accurate contribution of tourism in the GDP. And this problem is common in the developing as well as in the developed countries. The reason is attributed to the fact that economic theories are mainly concerned with agriculture and industry as a prerequisite to activate economy and achieve the required growth, in addition to the income generated from exports. Tourism is usually included within services or secondary sectors. On the other hand, tourism has not been treated as an independent sector or industry and is usually associated with hotels, travel agencies, and air carriers only.

Table (2.1): Industrial origin of gross domestic product at current prices

JD Million

Sector	1993	1994	1995	1996	1997	1998
Agriculture	193.3	193.2	171.8	160.7	147.5	132
Mining and manufacturing	106.9	10.2	157.7	166	169.2	174.3
Electricity and water	78.7	84	98.1	104.1	117.4	122.1
Construction	283.7	299.4	297.5	252.5	222	224..2
Trade, restaurant and hotels	317.2	377	414.6	469.3	517	548
Transport, storage and communication	487.1	520.1	572.3	630.4	659.3	685.7
Finance, insurance, real estate and business services	622.7	658.9	721.7	754	778.2	817.1
Social and personal services	88.8	109.6	128.6	147.3	155.8	168.3
Producers of government services	619.1	666.9	456.4	827.3	890.7	944.1
Producers of private-nont profit services for households	38.9	47	50.4	51.4	52.8/	54.9
Domestic household services	7.6	6	5.9	5.3	5.2	5.1
Less: imputed bank services charge	-66.4	-73.9	-75	-77.2	81	-85.1
GDP at factor prices	3.204.9	3552	3552	3879.7	4226.2	4.422.6
Net indirect taxes	653.8	694.9	694.9	691.3	719.6	836
GDP at market prices	3.858.7	4.246.9	4.560.8	4.711	4.945.8	5.236.6
GDP at current factor cost	8.2	10.8	9.3	3.6	5.1	4.1
GDP at constant factor cost (1980=100)	5	8.4	5.6	1.3	1.5	0.6
GDP at current market price	9.1	10.1	7.4	2.3	5	5.9
GDP at constant market price (1985=100)	5.8	7.6	3.9	1.0	1.3	2.2

Source: Department of statistics, monthly statistical bulletin 1999.

In fact, tourism is part of a number of service and productive sectors. The tourism service or product is defined according to who buys them, and tourists' purchases of services and products varies according to the given industry and region.

In addition, tourism sector lacks information and statistics on domestic and international tourism. This is mainly due to the nature of this sector which is not listed among the productive sectors or industries, but rather an activity associated with the demand. Hence, it cannot be included within the Statistics of National Accounts (SNA) issued by the United Nations.

2.3. *Tourism Balance*

Income of tourism is decided by a number of factors including the numbers of tourists, the length of their stay in the country, their nationalities, the reason for the tour, in addition to the supply of tourism products and services that meet the tourists' demands.

Table (2-2) shows that Jordan's income from tourism grew steadily during the period 1994-1998. In 1995 and 1996, the growth registered the highest rates as it reached 13.8 % and 14 % respectively. In fact, this period witnessed a considerable increase in the number of tourists following the signing of the peace treaty between Jordan and Israel and the subsequent opening of crossing points before tourists between the two countries.

The contribution of tourism in the GDP was among the highest rates in the region as it reached 9.6% in 1994 and increased to 11.5% in 1998.

In Egypt, tourism makes about 4.5% of GDP, while it is 3.3% in Israel. However, money wise, tourism income in 1996 stood at US $ 744 million in Jordan, US $ 3204 million in Egypt, and US $ 2942 million in Israel. Therefore, the reason behind the high percentage of tourism's contribution in Jordan's GDP is that the size of the country's GDP is small in comparison with Egypt and Israel.

Table (2.2): Tourism balance (1994-1998)

Item	1994	1995	1996	1997	1998
Receipts (JD million)	406.4	462.5	527.2	548.8	604.7
Percentage change (%)	4.2	13.8	14	4.1	10.2
As a percent of GDP (%)	9.6	10.1	11.2	11.1	11.5
Payments (JD million)	275.3	297.8	270.4	282.2	319.8
Tourism balance	131.1	164.7	256.8	266.6	284.9

Source: central bank of Jordan, monthly statistical bulletin, 1999.

On the other hand, table (2-2) shows payments of the tourism sector which increased from JD275.3 million in 1994 to JD297.8 million in 1995. But it decreased to JD270.4 million in 1996, and soared again to JD319.8 million in 1998. Most of these payments went for education and travels abroad. Hence, the continuous improvement in income generated from tourism has led to tangible improvement of tourism balance which increased from JD 131.1 million in 1994 to JD 284.9 million in 1998.The improvement in tourism activities was also coupled with Jordanians refraining from travelling abroad because of the economic constraints.

2.4. *Balance of Payment*

Jordan's economy suffers a chronic deficit in the balance of trade. This deficit is somehow adjusted through remittances of Jordanians working abroad, as well as loans and assistance from foreign countries and world institutions. Hence, Jordan's economy is affected by external circumstances. Therefore, the country was very much exposed to external crises, especially during the 1991 war in the Gulf, the slump of oil prices in recent years, and the drop in the demand for labour force in the Gulf countries.

Recent development plans have given much attention to the economic sector which generate currencies, the foremost of which is tourism.

Table (2.3): The effect of tourism sector in balance of payment (1994-1998)

Item	1994	1995	1996	1997	1998
Tourism receipts ((JD million)	406.4	462.5	527.2	548.8	604.7
Domestic export (JD million)	793.9	1004.5	1.039.8	1.067.2	1.044.1
Re-exports (JD million)	201.3	236.6	248.4	234.2	231.5
Imports (JD million)	2362.6	2.590.2	3.043.5	2.908.1	2.719.9
Trade balance (JD million)	10367.4	1.349.1	1.755.4	1.606.7	1.444.3
% of tourism receipts to domestic export	51.2	46	50.1	51.4	57.9
% of tourism receipts to income services	21.3	21.5	21.2	21.3	2.3.2

Source: Central bank of Jordan, monthly statistical bulletin, 1999.

Table (2-3) shows the importance of tourism in supporting the balance of payment, as the sector's revenues make about 50% of the national exports, and more than 21% of the revenues of the entire services sector.

Therefore, tourism comes in the second place after the workers' remittances in supporting the country's balance of payment with hard currencies.

2.5. *Labour in Tourism*

Tourism and travel sector helps in creating new job opportunities in countries that adopted plans for sustainable development in tourism. Statistics issued by the World Travel & Tourism Council (WTTC) indicate that the tourism sector will contribute to about 11.7% of the world's Gross Domestic Product, and will create about 200 million job opportunities.

Thus, tourism and travel are expected to encourage other economic sectors to employ more people, especially in the sectors of retail sales, construction, industry, communications, and, of course, hotels and recreational centres. It is known that such opportunities appeal more to youths.

As Jordan suffers high unemployment rates, it is hopeful that a tourism policy will be drawn up to ensure that this industry will play an important role in curbing this problem, and employing skillful labourers who can compete in the world and regional markets.

To achieve this goal, the labour force of this sector needs to double its efficiency through intensive training programmes, and academic courses in the fields of management, services and marketing. The aim should be to present and offer our tourism products and services that satisfy the tourist's needs.

2.6. *Distribution of Labour Force on Economic Sectors*

The productive sectors including, agriculture, industry, electricity and construction employ about 30% of the Jordanian labour force working in the local market. Whereas, the service sectors account for 70% of labourers as shown in table (2-4). The main sectors are public management, defence, and social security which employ 20.25% of the total labour force. Education accounts for 6.18%, and health 3.23%. Hence, we see that the public sector employs more than 30% of the Jordanian manpower working in Jordan.

From table (2-4), we can also notice that the percentage of the labour force working in hotels and restaurants has increased from 1.7% in 1995 to 2.3% in 1998. Such increase might be due to the increase in investments in tourism represented in building new hotels, restaurants and rest houses. This came after the improvement in tourism activities in the ware of the 1994 peace treaty with Israel, which raised the expectations of investors of the future of tourism in Jordan.

Table (2.4): Distribution of Jordanian employees (5) persons or more by economic activity 1995-1998

%

Economic activity	1995	1996	1997	1998
Agriculture	6.9	6.6	6.7	6.8
Mining and quarrying	1.5	1.3	1.4	1.5
Manufacturing	12.83	12.14	12.35	12.38
Electricity, gas and water	1.42	2.0	1.99	2.23
Construction	10.03	7.01	6.69	8.03
Trade and repair of motor vehicles	14.45	15.88	16.41	17.47
Hotels and restaurants	1.70	2.04	1.89	2.29
Transport, storage and communications	9.16	9.38	4.49	10.42
Financial intermediation	1.64	1.78	1.92	1.62
Real estate, renting and business activities	2.16	2.49	2.73	2.22
Public administration and balance, compulsory social security	18.40	18.24	18.50	20.25
Education	10.00	10.88	11.61	6.18
Health and social work	3.85	4.51	4.64	3.23
Community social and personal service activities	4.95	5.42	4.29	5.22
Total	100	100	100	100

Source: department of statistics employment surveys 1995-1998.

2.7. *Labourers in Tourism Industry*

Tourism is a labour-intensive industry that has high job multipliers, and the potential to create direct and indirect job opportunities. Hence, we will discuss here the issue of direct and indirect labour in this sector.

Direct Labour Force

There are about 23 thousand people working directly in the field of tourism in Jordan, distributed on various tourism activities as shown in table (2-5). We can notice from this table that the number of labourers in this sector increased from 8105 in 1993, to 15,196 in 1996, and reached 20557 labourers in 1999.This considerable increase is justified in view of the boom the sector witnessed in the period 1994-1995. This was represented in more numbers of tourists who visited Jordan, especially from Israel, and a surge in investments in tourism represented in the construction of new hotels in the wake of the conclusion of the peace treaty between Jordan and Israel in 1994.

Hotels account for about 40% of the total labourers in tourism industry. Such hotels are mainly found in Amman, Aqaba, and Petra. Restaurants come in the 2nd place accounting for 25% of the entire labour force in the field. The rest of the labour force is distributed among other tourism activities such as travel agencies, car rental enterprises, transport companies, and handicraft shops, others mentioned in table (2-5).

Table (2.5): Employment in tourist activities during (1993, 1996, 1999)

Items	1993	1996	1999*
Classified hotels	4936	6381	8612
Unclassified hotels	444	566	560
Tourist and travel agencies	1365	1758	2758
Rent-a co's	250	823	1140
Tourist shops	250	318	550
Camels and house guides	385	387	388
Tourist company	235	505	558
Tourist restaurants	-	3840	5091
Rum	-	-	200
Total	8105	15196	20557

Source: ministry of tourism 1999.

- Primary.

Indirect Labour

Estimations differ about the indirect job opportunities which the tourism sector provides. The number of such opportunities depends on the availability of infrastructure facilities, hotel occupation percentage, the volume of imported products consumed by the tourists, the tourist's average stay in the country, in addition to some other factors.

Guth and Von Krosigk, depending on actual experience, believe that the contribution of tourism in the labour market should be calculated as follows[1]:

***1.5-2 job opportunities in the services sector for each hotel bed.**
***2-3 job opportunities in other sectors for each hotel job.**

Accordingly, the number of indirect labourers in the services sector can be calculated as follows:

Number of hotel beds in 1998 = 21941 beds.

- First assumption (1.5 opportunity) = 32912 opportunities in the services sector.

- Second assumption (2 opportunities) = 43882 opportunities in the services sector

- Estimated number of indirect labourers in other sectors:

- First assumption (2 opportunities) = 17224 opportunities in other sectors.

[1]Guthunz, Ute and Van Krosigk, Friedrich, World Tourism Organization (Marketing the Mediterranes as a Region, International Tourism Conference, 1996.

- Second assumption (3 opportunities) = 25836 opportunities in other sector

Hotels which are not classified were excluded for accuracy purposes.
We can see that the second assumption is more applicable, as the number of indirect job opportunities provided by tourism is estimated at about 43882 in the services sector, and 25836 opportunities in other sectors.

Hence, we can conclude that tourism provided in 1998 about 20557 direct job opportunities, in addition to about 50-70 thousand indirect opportunities.

2.8. Future Expectations

Statistics issued by the Ministry of Tourism show that the number of hotels which were under construction in 1998 was (53) hotels with about 5027 rooms. These hotels were expected to provide about 5000 direct job opportunities, and 15000 indirect opportunities until the year 2000.

Moreover, the revival of tourism services sector and rehabilitation of touristic and historic sites in Jordan will create more job opportunities, and consequently contribute to ease the unemployment problem which has been escalating over the last decade.

Chapter Three
Development of Touristic Sites and Back-up Services

Part 1: The status of Back-up Services

3.1. Introduction

Tourism and its role in economy depend mainly on the availability of basic touristic facilities and services, such as accommodation, catering, transportation, and other back-up services. Another important factor in this regard is the efficiency of these services and facilities in addressing the needs and requirements of tourists. Integrity of these services and efficiency of people working in them are imperative to enhance tourism activities and their contribution to economy.

Therefore, tourism markets vary in terms of their competitiveness and ability to attract tourists. This depends mainly on the quality of the services provided to what extent they meet the needs of tourists of different ages, and the requirements of the targeted tourism. These are important and decisive factors in competition at the world level.

This chapter discusses the availability of tourism facilities and services in Jordan and the possibility of developing them as well as the ability to utilize them in a way that better serves a quality tourism. It also includes study cases of some touristic sites with the aim of proposing the best services needed for them.

3.2. *Lodging*

A. *Hotels*

Hotels of various kinds and grades play the major role in providing accommodation and other back-up services for tourists. Hotels account for 71.5% of the total nights tourists stay in the country. The capital, Amman, has 60% of the total hotels in Jordan, while 18% of them are in Aqaba, 12.6% in petra, and 3.6% in Irbid. The rest are distributed in various parts of the kingdom including Karak, Ajlune, Azraq, and the Dead Sea.

A look at the distribution of hotels in the country shows that there are no hotels in some important touristic areas such as Jerash, Um Qais, and Ma'adaba. According to the classification of the Ministry of Tourism, there are only (23) five-star or four-star hotels, (37) three-star hotels, 53 two-star hotels, and 64 one-star hotels.

Table (3.1): Geographical distribution for classified hotels in Jordan, 1998

Location	No. hotels	%	No. rooms	%
Amman	98	59	6115	67
Aqaba	30	18.1	1789	17.8
Petra	21	12.6	1441	14.4
Irbid	6	3.6	186	1.9
Others	11	6.6	492	4.9
Total (1997)	166	100	10023	100

Source: Ministry of tourism 1998.

We can also notice that Jordan lacks small hotels which can provide high quality services, in addition to the required personal services and touristic programmes which better satisfy the tourist's needs more than big hotels. Such hotels are mostly needed in areas of attractive natural beauty, or where there is a potential for Eco-tourism.

Table (3.2): Accommodation distribution in Jordan during 1997

Classification	No. hotels	%	No. room's	%	No. beds	%
Deluxe five stars	3	1.4	963	8.4	1485	6.7
Five stars	7	3.3	1163	10.1	2080	9.5
Four stars	13	6.2	2104	18.3	4029	18.4
Three stars	37	17.5	2685	23.3	5261	24.0
Two stars	53	25.1	2166	18.8	4169	19.0
One star	64	30.3	1561	13.7	3120	14.2
Hotel apart and suites	33	15.3	856	7.4	1773	8.1
Motel	1	15	16	0.1	23	0..1
Total	211	100	11513	100	21941	100

Source; Ministry of tourism 1998.

This is further underlined if we look at the occupation rates in table (3.3). These rates are low in 3-star hotels and lower classes. This is due to the weak tourism promotion currently adopted, the very few nights an average tourist stays in the country, and the weak touristic programmes and activities which can attract tourists to extend their stay in the country.

Table (3.3): Occupancy rates for classified hotels in Jordan, 1998

Location	Deluxe five stare	Five star	Four stare	3	2	Star	Total
Amman	57.3	48.2	60.4	35.8	28.2	1	42.3
Aqaba	-	-	41.2	30.9	36.8	27.4	34.2
Petra	-	32.5	39.6	35.5	23.5	25.4	32.5
Irbid	-	-	-	17.7	17.3	25.7	18.2
Others	-	-	-	-	-	22.3	19.8

Source: Ministry of tourism, 1998.

Tourism markets in other parts of the world seek to activate the domestic tourism in case of a weak international tourism to maintain better utilization of the touristic sites and a satisfactory rate of hotel occupation. As a result of the unprecedented tourism activity Jordan witnessed in recent years, new hotels have been constructed including 42 hotels in the capital, with 3646 rooms, and 8 others in aqaba. This has increased the number of hotel rooms in Jordan by 60%.

Table (3.4): Geographical distribution for hotels projects during 1999

Destination	Five stars		Four stars		Three stars		Two stars		One star		Pensions	
	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
Amman	4	1150	3	413	15	1476	5	239	10	368	5	144
Aqaba	1	200	-	-	1	74	1	28	4	160	1	20
Petra	-	105	-	-	-	-	-	-	1	36	-	-
Karak	-	-	-	-	-	-	1	40	-	-	-	-
Zai	2	-	-	90	-	-	-	-	-	-	-	-
Dead sea	-	458	-	-	-	-	-	-	-	-	-	-
Shuneh	-	-	1	100	-	-	-	-	-	-	-	-
Ajlun	-	-	-	-	1	60	-	-	-	-	-	-
Al-Rwaished	-	-	-	-	1	30	-	-	-	-	-	-
Total	7	1931	5	603	18	1640	7	307	15	564	6	164

Source: Ministry of tourism 1999.

New hotels were also built in areas where such facilities have not been available before such as Zai, Shuneh, and Ruwaished. This indicates a new tendency to build hotels in touristic places where such service has not been available before. Table (3.4) shows that 52% of hotel rooms are in the 5-star hotels. This entails tourism promotion programmes designed for the groups of tourists who can pay rather than for group tourism packages which are most common in the Jordanian market.

B. *Motels*

Motels are also available but on a limited scale. There are only about 13 motels in the Kingdom with 296 rooms. Five of them are in Amman and eight in Petra. Room occupation rate in motels reached a high percentage of 85 % in 1997. There are five motels under construction in Amman, and another project in Aqaba. These are expected to provide about 165 rooms. Motels are preferred by many tourists, especially from the Gulf countries who usually come with their families for treatment, education or recreational purposes.

C. *Furnished Apartments*

Data issued by the Ministry of Tourism show that there are about 12 establishments that offer the service of renting furnished rooms or apartments for a short-period of time. Total rooms available, as per the data, do not exceed (357) rooms. But, in fact, the supply is on the increase, especially in Summer time. Therefore, accurate statistics in this regard are not available, and an investment in such services needs a field survey of what is available, especially in Amman.

D. *Chalets*

Although chalets are available in some touristic places, demand on them is still very limited due to the lack of back-up services, such as restaurants, recreation centres and transportation.

E. *Camping Places*

Tourism programmes in Jordan usually lack camping activities which are important to acquaint tourists with the beautiful nature in many places such as Dhana, Azraq, and Wadi Rum. Camping activities that took place proved to be very successful, and there is an increasing demand on them especially in Spring and Summer seasons.

3.3. *Museums*

Museums in Jordan are usually places where some antiquities and folklore products can be sold. Hence, there is no an internationally recognized museum in Jordan similar to those available in most neighbouring countries, despite the fact that there are many historic places which are good to accommodate a national museum. Such a museum is needed to provide basic services for tourists. It shall include a library, a display haul, an antiquities shop, and many other facilities.

There are about 16 museums in many places in Jordan, but they all lack the required basic services, efficient display techniques, and the qualified staff.

3.4. *Restaurants & Rest Houses*

All important touristic places such as Jerash, Amman, and Petra are rich with restaurants and rest houses. But there is still a need for touristic restaurants that can offer distinguished services and typical oriental food. In addition, the services available in some of the restaurants do not satisfy the various tastes of tourists, nor do they reflect our cultural heritage. Restaurants and rest houses should upgrade their services to suit the tourists' needs and demands.

Table (3.5): Tourist restaurants and rest houses distribution according to classification and location in Jordan during 1998

Tourist restaurants and rest houses	Amman	Irbid	Aqaba	Zarqa	Salt	Fuhais	Madaba
One star	140	54	11	2	3	2	2
Two stars	122	12	8	3	2	1	1
Three stars	39	5	5	3	-	1	3
Four stars	28	4	-	-	-	-	-
Five stars	3	-	-	-	-	-	-
Total	332	75	24	8	5	4	6
%	73.1	16.5	5.2	1.7	1.1	0.8	1.3

Source: Ministry of tourism 1998.

3.5. *Transportation*

There are three touristic transportation companies in the kingdom which, through their 270 buses, provide transportation services to tourists from their stay places to the various touristic sites. The buses, whether big (52) seats, or small (15) seats, are relatively of modern models. These three companies monopolize touristic transportation in the country. The reason behind this monopoly is the government's rules require a 10 million JD capital to give license for any company wishing to work in the field. The following remarks and recommendations concerning this service were collected through interviews and field visits:

1. Opening the door for new companies to enhance competition in this field.

2. More flexibility and punctuality are needed to improve the quality of the transportation services offered for tourists.

3. More small-size buses should be put into service, so that touristic programmescan designed for smaller groups of tourists.

4. The recruitment of qualified people who can better deal with tourists to work in these services. In addition, a control and monitoring system should be set up to ensure adherence of the employees in the field, especially drivers, to the required standards in dealing with tourists.

5. Putting an end to some practices by some drivers and touristic guides who exploit the tourists in many ways such as taking tips from them, or making deals with restaurants and rest houses to bring tourists to them if these restaurants pay them commissions.

3.6. *Public Transport Vehicles*

All governorates are linked with the capital, Amman, by public transport vehicles which work regularly during the day time, but lack the needed comfortable accessories such as air conditioning. In addition there are many loopholes in the system as follows:

1. Frequent violation of the traffic rules by the drivers.

2. The signs indicating the regular line and direction of the vehicle are only in Arabic, which is not known to many tourists. Therefore, the signs should also be written in English.

3. No fixed schedules for the departure and arrival of the vehicles.

4. The lack of brochures to be distributed to tourists about roads and highways.

3.7. *Traffic Signs*

Traffic signs pointing to the touristic sites and populated areas are available on main roads. But they do not serve the tourists in the best way required because some of them are only in Arabic. In addition, distances between touristic sites and main cities are not

shown on these signs. Some of the signs are also fixed in places that cannot be easily noticed by motorists or passengers.

3.8. *Railways*

In Jordan, unlike many other countries where trains are the main medium of transportation, trains are only used on a very limited scale by people. However, train is used to transport phosphate from the production sites in southern Jordan to Aqaba port. Now, the country is in a dire need for a railway network to surmount the growing traffic and transportation problems, and curb pollution caused by the overuse of vehicles.

Moreover, there are hopes to link Jordan in railways with neighbouring countries including Egypt, Saudi Arabia, Iraq, and to activate the current railway between Jordan and Syria to enhance movement of people between the two countries.

In the meantime, the current railway situation must be utilized to promote tourism, especially that the only operating railway, Al- Hijazi railway which is part of the old famous railway linking between Turkey and Saudi Arabia through Syria and Jordan, is considered one of the touristic sites in the country. Activating this line requires cooperation between the concerned institutions.

3.9. *Handicraft Shops*

Shops that sell and display handicraft products are found in main cities and touristic areas such as Amman, Jerash, Aqaba, and Petra. This traditional industry depends mainly on imported raw materials such as wood, copper, cotton, and wool. However, locally made handicrafts suffer from tough competition from imported items. To withstand such competition, quality improvement, better pricing, and product variation. The value added approach can also activate the industry and attract more buyers.

In Amman, most handicraft shops are found in the central part of the city which makes it difficult for tourists to reach them due to the traffic jams often occur there. Therefore, similar shops must be opened in the new districts of the city.

Table (3.6): Development of tourist shops during (1984-1998)

Years	No. of tourist shops	Yearly growth average (%)
1984	78	-
1985	78	0.0
1986	70	-10.2
1987	78	11.4
1988	75	-3.85
1989	85	13.3
1990	107	25.8
1991	107	0.0
1992	112	4.67
1993	127	13.3
1994	142	11.8
1995	153	7.7
1996	159	3.9
1997	171	7.5

Source: Ministry of tourism 1998.

3.10. Guides

A guide who accompanies tourists can play an important role in making the trip very interesting and lively through providing them with accurate and adequate information about the touristic sites they visit. In addition, the guide should be flexible as to the schedule of the trip and the group's proposals and demands.

Field interviews showed that only few guides are capable of performing their duties efficiently due to the following reasons:

1. Most guides are not educated enough, and lack the required knowledge about basicissues of their work.

2. Many incapable people have intruded into the job in the wake of the surge in tourism activities in 1994 and 1995.

3. The practices by some guides in exploiting the tourists through illegal deals with restaurants and rest houses for commissions.

4. The absence of control on information given by guides concerning the history and geography of touristic places, and, sometimes, the lack of knowledge about these places at all.

5. The recently endorsed law which governs the work of the guides should be invokedin order to promote the profession.

3.11. Air Transport

Royal Jordanian (RJ), the national air carrier, has the biggest share of transporting airways also provide similar services. Royal Wings, another national but smaller company, runs internal flights between Amman and Aqaba, and also regular flights between Amman and Tel Aviv in Israel, and Amman and Ghardaqah in Egypt. The main purpose of these flights is to promote tourism into the country.

Royal Jordanian and Royal Wings are required to expand their activities. This can be achieved through utilizing RJ's offices throughout the world and restructuring them to be able to contribute to the promotion of tourism and attracting more tourists into Jordan. This should be done as a regular task of RJ's offices. It is noteworthy to mention that privatization of the Royal Jordanian will enhance its ability to compete with international companies, and reduce its prices which are currently high compared with others in the region.

3.12. Airports

Queen Alia International Airport is the main destination for departure and arrival of tourists and passengers. It is a relatively modern airport designed to serve the increasing numbers of planes and passengers. Although the airport has many facilities and can offer a diversity of services to tourists, one can find difficulty in reaching some places or getting some services in it due to the interior design, and the lack of guiding signs, and difficulty to move around especially on escalators which need round-the-clock maintenance.

Amman Airport also provides similar services, but only on a very limited scale, particularly for short and internal flights run by the Royal Wings. It lacks the back-up services needed for tourists, and equipped lounges to receive passengers.

Aqaba Airport also receives passengers and tourists on local and international flights. There are plans to rehabilitate the airport so that it will serve as a regional centre for regional tourism activities in Jordan, Egypt, and Israel. The airport now lacks many basic services including a touristic centre, a restaurant, a bank, a taxi office, and some other services.

3.13. Information Centres

Information is offered to tourists and visitors by the Ministry of Tourism's offices existing in many parts of the country. It is offered by the ministry's officers or in the form of brochures and publications available in these offices. Recently, the ministry got a web site on the Internet where information can be also obtained about tourism and touristic places in Jordan. This web site must be always updated with information, and promoted on the first pages of the Internet.

1. The Ministry of Tourism's Visitors Centres

These centres have been established in Jerash and Petra. They offer services to tourists including tickets to enter the touristic place, brochures, phone calls, banking and money exchange, and a presentation haul to brief the tourists about the place. However, we believe that these centres are neither built in the right location at the touristic site, nor in a suitable architectural style compatible with the history of the place.

2. Offices of the Royal Society for the Conservation of Nature

These offices are found in Dhana and Shomari natural resetves. They offer limited services such as information about animals, birds, and plants available in these zones, in addition to their original work of protecting and preserving them. These centers lack some basic services such as communication facilities, electricity, and potable water.

3. Information Centres

The Ministry of Tourism has information centres in Wadi Rum and Um Al-Jimal town. They provide information and brochures to tourists, and take information about them for statistics purposes. These centres include security offices which provide security services to the tourists.

4. Information Offices

These are Available at border crossing points in Ramtha, Jaber, and the north and south crossing points between Jordan and Israel, and the palestinian self-rule areas. Their work is restricted to providing information for tourists, and collecting information about those who arrive into and depart from the country.

5. Ministry of Tourism's regional offices

These are found in the governorates' centres of Irbid, Ajlune, Salt, Amman, Ma'adaba, Karak, Tafileh, and Ma'an. These offices are mandated to supervise the touristic sites existing within their respective governorate, and monitor the tourism movement in that governarate.

3.14. Rent-A-Car Service

There are many car rental offices where a tourist can rent a car so that he can go to the places he wishes to visit according to his own schedule. This promotes the role of small enterprises working in the field of tourism and encourage them to provide quality services for the tourists.

The number of car rental agencies and offices increased rapidly in the wake of the touristic boom in 1994-1995. Their number was 311 in 1997, existing in various parts of the kingdom.

3.15. Travel agencies.

These agencies play an important role in promoting Jordan abroad. They also provide interesting programmes for tourists as groups from different parts of the world.

Because these are profit-oriented establishments, they design their services and programmes to suit groups, not individuals. This, however, is not compatible with the trend to upgrade the quality of tourism through attracting the tourist that we want. Moreover, it does not encourage tourism at the individual or family level. Hence, travel agencies are required to cope with policies aiming at attracting certain categories of tourists, and to offer them distinguished services that efficiently meet their needs.

They are also requested to better utilize Jordan's touristic resources which are better than those available in other countries in the region. There are 394 travel agencies currently working in the country.

Table (3.7): Development of travel agencies during (1984-1998)

Years	No. of travel agencies	Yearly growth average (%)
1984	221	-
1985	229	8.5
1986	224	-2.18
1987	203	-9.3
1988	201	-0.99
1989	205	1.9
1990	212	3.4
1991	228	7.5
1992	280	22.8
1993	298	6.4
1994	326	9.4
1995	371	13.8
1996	390	5.1
1997	370	-5.13
1998	394	6.1

Source: Ministry of tourism 1998.

Part Two: Quality and Efficiency of Touristic Services

Integrity of touristic services is an important element in the promotion of tourism. To achieve this, the quality and efficiency of services offered to tourists must be reconsidered. Competition must be encouraged in order to improve the quality of the services, and meet the different needs of tourists with different ages and social backgrounds.

The following pages shed light on the quality of services available for tourists in Jordan.

1. The Availability of Touristic Services

A wide range of services that suit large numbers of tourists are available in Amman only. Such services are not available in other touristic areas such as Wadi Rum, for instance, though it is an important site. Many other important places lack the services that tourists need.

On the other hand, constructing new hotels of various classes is continued although the occupation rate is low, especially in hotels of lower classes. Building new hotels is more obvious in Amman, Aqaba, Petra. But hotels are not available in some other touristic sites such as UM Qais which enjoys a unique historical value. Thus, we can conclude that basic services are not equally distributed in the various geographic and touristic areas. This constitutes an obstacle in the way of achieving tourism of high quality. The lack of basic and back-up services in the Dead Sea area, for instance, will not promote medical tourism in the area. This is equally applicable on many other touristic areas, which have good potential for tourism attraction.

Despite the absence of basic services in these places, yet there is a very frequent demand from tourists to visit them, especially the desert castles. This proves that the supply in these places do not meet the demand.

2. Quality of the Services.

Basic services such as catering, lodging, and transportation are offered by big companies working in the field. But these cannot offer distinguished services for individuals due to bureaucracy. Therefore, small companies are more flexible and are able to offer excellent services for individuals. Apart from 4-star and 5-star hotels and some restaurants and rest houses in Amman, the quality of services available in touristic sites are not suitable for the tourists' demands. Thus, they do not serve the overall objective of providing quality services for tourists as a prerequisite for sustainable tourism development.

Therefor, there is a dire need for service firms who care for the quality and the efficiency of their work through training their staff, enhancing their skills, and securing them the required incentives such as medical insurance, job security, and bonuses. The aim will be to promote the competitiveness of Jordan's touristic capabilities.

3. Better Utilization of the Available Services

The utilization of the available resources and services requires skillful manpower to operate and run the existing firms working in the field. Laws, regulations,

and the set specifications can also provide a great contribution in upgrading the quality of services, so that they satisfy the tastes of tourists from different societies and cultures.

The low percentage of hotel room occupation underlines poor utilization of the available lodging service. Therefore, suitable solutions are needed to counter the current one-day visit by tourists coming into the country from Israel through the northern and southern crossing points in Jordan Valley.

The weak touristic programmes also contribute to poor utilization of the touristic sites. Restaurants and rest houses do not receive enough customers in certain periods of the year because they concentrate more on group tourism and lack programmes for individual tourists throughout the year.

The movement of tourism is weak in certain seasons, but very active in others. This affects the use of services in recession times. Therefore, promotion programmes and campaigns should be designed to attract tourists during the periods of weak business, especially those who do not mind to visit these places at any time. Moreover, domestic tourism should be activated when tourism movement from outside is weak.

4. Management of Tourism Services

The private sector plays a major role in managing tourism services. There have been serious steps taken by the government to privatize some tourism services such as selling the government's shares in some hotels. But the fact that some governmental institutions such as

Royal Jordanian and the Social Security Corporation still own and run many hotels and other touristic enterprises underlines the slow movement of the privatization process.

Promoting tourism services requires a more active role for the private sector, through investing in and running the touristic places. In addition, cooperation is needed between the Ministry of Tourism and the private sector so that the latter would take part in utilizing the touristic sites, as well as in marketing and providing efficient services away from bureaucracy and the absence of incentives and competition.

Part Three: Historic Places and Antiquities-Case Studies

Antiquities and historic and touristic places in Jordan constitute an important element in the world of tourism, taking into consideration their historic and cultural richness. Therefore, it is imperative to utilize and preserve these resources in order to develop a tourism industry of high quality.

Petra

A Nabatean fabulous city carved in a rocky mountainous area in southern Jordan. The remains of the city, Jordan's most famous touristic attraction, embodies the details of the Nabatean period and culture. It is a world-famous touristic place and there is an increasing demand to visit the city from all over the world. Thus, tourism firms in all countries of the region put Petra as an important destination in their programmes.

The location of Petra is also important as it lies in the middle of a touristic region that includes Wadi Rum, Aqaba, and Elat. There is a great potential for highly competitive touristic programmes to this region provided they are designed to satisfy different tastes and needs.

Petra occupies the first place among Jordan's touristic places in terms of regard to the number of visitors. About 205,000 visitors came to the city in 1994. About 80% of them were foreigners. The number went up to 337,200 visitors in 1995 and reached 414,500 visitors in 1996.

However, the number decreased to 380,500 in 1997 due to a weak movement of visitors coming from Israel for one-day trip.

According to the UNESCO' s estimations, Petra has the capacity to receive 2000-2400 visitors daily, but statistics show that only half of this number has actually been achieved so far. In certain seasons, and holidays, the number increases considerably and becomes very close to that estimated by UNESCO. This indicates that entrance into the city should be regulated, if the numbers of tourists increase in the future.

Hence, touristic projects implemented in Petra by the private and public sectors will have a great impact on activating tourism movement in the city.

Furthermore, a high-quality tourism into the city should be targeted because of the outstanding historic value of the city at the international level. Therefore, the concerned parties should not only concentrate on group tourism, or sell this touristic product for cheap prices. Such tendency would enhance Jordan's endeavors to utilize its natural resources in order to achieve sustainable tourism development.

Tourism Planing in Petra

Petra has remained out of the focus of planners and decision-makers for a long time. But international demand has triggered the Ministry of Tourism and the private sector to pay more attention to the great potential of the rosy city. The area still lacks proper planning, administration, as well as many of the required services, so that it will be able to meet the increasing demand.

Following the unprecedented surge in tourism the city witnessed during 1994-1996, when the number of its visitors doubled, a sudden increase in the demand on hotels took place. This has triggered the construction of many hotels but in unplanned way. Ecological factors were also not taken into consideration during the expansion of services and infra structure facilities.

It is hopeful that the recently established Petra Region Authority will draw up effective plans for infrastructure facilities and land zoning.

Development of Petra Region

Development of Petra should be comprehensive so that it involves the local environment and community. This entails the development of infrastructure facilities, basic services, as well as the local community to be able to take part in tourism activities in the region. This is one

of the objectives of sustainable tourism development that Jordan aspires for: Following are recommendations to activate the tourism sector in the region. They were concluded from field visits and interviews with the concerned people in the area:

1. Drawing up a marketing strategy for Petra region to promote the area among tourists who are well-off and seek integrated touristic programmes which offer them various alternatives.

2. Attracting the tourists to extend their stay in Petra through:

   a- the construction of touristic facilities such as rest houses and first class restaurants with Arabian styles.
   b- the construction of various sport facilities and play courts.
   c- the establishment of modern shopping centres.
   d- organizing exhibitions and festivals to acquaint the tourists with the local folklore and traditions.

3. The establishment of a training institute to train and pre-qualify skillful manpower of the local community to be able to work in and run touristic institutions efficiently.

4. The rehabilitation of the historic area in Petra. The following steps are suggested:

   a- The establishment of places that offer refreshment to the tourists.

b- Providing the area with lights especially on the sides of the main roads.
c- Providing guides who are capable of presenting good briefings about the
d- history and monuments of the ancient area.
e- The availability of water and lavatories in the area.

5. The establishment of a shopping complex.

6. The availability of brochures and other publications about Petra and other touristic places in the area.

Aqaba

Aqaba is the only seaport of Jordan, and occupies the second place among touristic sites in the country. Its coast attracts increasing numbers of tourist from inside and outside Jordan, because it is warm during the winter season compared with other coasts in the region. In addition, the marine environment of Aqaba is unique with its clear water and richness with exotic fish, plant life, and corals. It also provides an ideal climate for water sports enthusiasts.

Most demand is on recreational and sports tourism, in addition to Eco-tourism in Aqaba especially from the European countries. Wadi Rum also contributes to enhancing tourism activities in Aqaba because it is very near to the city. Cruise voyages also play an important role in enhancing tourism to the city. Ferries transported more than 16,000 tourists into Aqaba in 1996.

Tourism Planning in Aqaba

Within the framework of a plan to develop Aqaba region, about 23 square kilometers have been allocated to develop the coastal area and provide it with infrastructure facilities and basic services in three stages until the year 2020. This includes the building of about 2000 hotel rooms, and the establishment of camping places and other touristic facilities in the city. The plan is based on the following expectations:

1. The expansion of tourism market in the Middle East following the signing of the peace treaty between Jordan and Israel, and the expected increase of Jordan's share in this market. The plan forecasts that the number of tourists will increase from 50,000 tourists in 1995 to about 200,000 tourists in 2000.

2. Investment opportunities in the southern coast of Aqaba are limited because of land distribution and properties that left only limited options before investors.

3. Enhancing the competitiveness of Aqaba with the Israeli port city of Elat, Through increasing the number of hotel rooms from 7.200 to 12,000 rooms.

Transforming Aqaba into a free zone requires efficient planning for tourism development as this will be an important factor in the success of such a move. This planning should target tourism of high quality backed by efficient and competitive infrastructure and services.

An efficient planning should also take into consideration the development of an integrated touristic region that comprises the areas of Aqaba, Wadi Rum, Wadi Araba, and Petra as they complement each other. It should reflect the geographic importance of the area which lies in the middle of an active tourism region in the Middle East.

Tourism Development in Aqaba

The development of Aqaba rouristic region should take into account the expansion and development of the infrastructure on the southern part of the coast. This would require the following:

1. Building 5-star hotels, first class restaurants and camping places.

2. The construction of sport facilities, landscapes, and shopping centres.

3. Modernization and expansion of Aqaba museum so that it would include folklore and popular activities.

4. The establishment of a marine life exhibition in the Gulf of Aqaba similar to the Israeli experience in this regard where marine life is displayed naturally.

5. The establishment of small-size firms to provide services such as accommodation, catering, transportation, and touristic programmes which meet the various tastes of tourists.

6. Providing Aqaba airport with necessary services such as a tourism information office, rent-a-car service, a restaurant, and communication and banking services.

7. More attention must be paid to the environment surrounding the touristic sites. This means keeping the coast clean, and curbing pollution caused by industrial and trade activities in the area.

8. Promoting and encouraging the touristic projects in Aqaba. Strict control should be maintained on environment- unfriendly projects, and the traffic movement close to the touristic area.

9. Organizing cruise trips between Aqaba and near ports such as Elat, Taba and Sharm-Al-Sheikh.

Wadi Rum

The unique nature of Wadi Rum increasingly attracts tourists from all parts of the world. This has added to the variation of tourism resources and natural aesthetics of the region.

There has been an increasing demand on the unique Eco-tourism of Wadi Rum as about 71,000 tourists visited the area in 1996. But there was a slight drop in 1997as the number reached only 64,000 tourists. This is due to a drop in the number of tourists coming from Israel through the crossing points. This indicates the true demand on Wadi Rum under the current status of the infrastructure and services available, and the promising future when the present situation improves.

Development of Wadi Rum

A comprehensive development that should include also the local community is required in Wadi Rum. Therefore, the study suggests the following:

1. Supplying the area with basic services such as electricity, water, and roads, especially to the important places.

2. The establishment of small hotels with traditional styles compatible with the nature and history of the area.

3. Allocating special areas for camping and providing them with the services needed for such activity.

4. The establishment of first-class restaurants and rest houses.

5. Providing suitable vehicles to help the visitors tour the area easily (4-wheel drive cars).

6. Carrying out recreational and sport activities suitable for the area such as camel and horse races, and other folklore festivals.

7. Organizing special training programmes for the local community to qualify them on how to deal with tourists.

Wadi al-Moujeb

It is one of the natural tourism resources that are not utilized. The area is distinguished for its fantastic natural scenes and landscapes. The study suggests that a national park should be established in the area to boost tourism and preserve the nature at the same time. A road should be opened to take visitors to the proposed park through the natural landscape.

Touristic facilities, such as motels, should also be established in the area to offer services to tourists within well-designed programmes.

This entails the employment of qualified staff to run the proposed facilities. This kind of projects is necessary and would meet the demand of many tourists for quiet and clean places of natural beauty.

Karak

Karak Castle and the nearby Mu'tah constitute a strong base for an active tourism in the area. Mu'tah encompasses the tombs of some of Prophet Mohammed's (peace be upon him) companions. So, it has the potential to be an important place for religious tourism. Increasing numbers of tourists from Arab and Islamic countries have been visiting the area, following the government's nationwide project to rehabilitate religious shrines in the kingdom. However, these religious sites still lack basic services such as restaurants, visitor centres, and traffic signs in Arabic and English.

Moreover, special programmes must be designed for visitors of religious sites, especially with regard to transportation and other necesssary services. In this regard, we should mention that Karak needs handicraft shops to be opened in the city, as well as a more efficient traffic control system to curb traffic Jams which happen very often due to the topography of the city. The study also suggests that the rest house in the city be privatized to be able to offer more efficient services to the tourists.

The Dead Sea

The Dead Sea is unique in its nature and properties of its water which is rich with minerals. Although there is a great demand on the Dead Sea from all over the world, especially for treatment purposes, the area still needs many infrastructure facilities and basic services necessary to help marketing it internationally. The potential for medical tourism in the Dead Sea is great, if essential services and facilities are established in the area.

At present, there is only one hotel at the Dead Sea, classified as 4-star, with a capacity of 100 rooms. A similar one is available in the nearby Ma'een Spa.

In 1994, Jordan Valley Authority, the governmental institution responsible for Jordan Valley and the Dead Sea, drew up a development plan for the area. The plan involves the development of about 290 Square Kilometres of the Coast and nearby lands until 2010.

The following projects are needed in the Dead Sea area:

1. Hotels of various grades.
2. Restaurants and rest houses.
3. Centres to provide efficient touristic and therapy services.
4. Sport facilities, especially for therapy purposes.
5. Landscapes.
6. Light industries based on the Dead Sea water and mud for treatment.
7. Boats for short trips in the Dead Sea.
8. More Care and attention should be given to environment protection, with particular focus on keeping the coastal area clean, and combating the long-standing problem of flies that are available in huge numbers in the area.
9. Training medical cadres and manpower to qualify them for therapy services.

Um Qais

The unique location of Um Qais, which overlooks Yarmouk river, the Golan Heights, and Tiberias lake, in addition to its invaluable ruins and historic sites, have made it one of the most important touristic attractions in the region. About 172 thousand tourists visited the site in 1997, down from 194 thousands in 1995. This fall is due to the decrease in the number of tourists coming to the country from Israel through the northern crossing point, who usually make a one-day visit to Um Qais.

To promote tourism to this important site, well-planned programmes should be organized by the concerned institutions to encourage tourism of high quality.

Such programmes should include tours of the surrounding areas to enjoy the amazing natural beauty. The group tourism programmes currently being carried out may not give the tourist enough time to see the whole area, and, consequently develop a true impression about it. This might result in a negative impact on the demand for the site in the future.

Um Qais has recently won more attention from the authorities, following the signing of the Jordanian-Israeli peace treaty. A small museum, a visitors' office, a post office, and a ministry of tourism's office have been opened in the town. In addition, there is also a small hotel.

The study suggests the following steps to be taken to promote tourism to the area:

1. The opening of all roads and allays in the city to enable the tourists to reach all the historic sites.

2. The development of the local community. This should include:

   a- Training the local people on how to work in tourism-related jobs.

   b- Training local women on certain traditional crafts.
   c- The establishment of small enterprises to be run by the local community, such as handicraft shops, restaurants, and foloklore bands.

3. Enhancing the participation of the local community in developing the area and the town itself to complement the historic sites.

4. Revival and rehabilitation of the old town, as well as the presentation of samples of the old life styles, traditions and handicrafts.

5. Opening new restaurants and rest houses to stop the monopoly of the services currently provided by the sole rest house in the site.

6. Renting the recently- established parking place and bathrooms to the private sector.

7. The establishment of small hotels that can offer high quality services to the tourists.

8. Adopting the suggestions and proposals of the local people concerning the development of the town.

9. The establishment of a permanent exhibition for traditional handicrafts, and folklore activities.

10. Ensuring the integrity and complementarity of the modern town of Um Qais with the ancient site.

11. Proper lightening of the historic site and the town itself.

12. Encouraging initiatives similar to those made by the Italian and Swedish embassies to perform artistic events on the main historic theatre.

Jerash

Jerash is 48 kilometers to the north of Amman. It is the biggest preserved site of Roman architecture outside Italy. Pillar streets, yards, arches, and theatres are still in good conditions.

In addition to the ancient historic sites, visitors of Jerash can also enjoy the activities of its famous annual cultural and artistic festival in which artists from many Arab and foreign countries take part.

To promote Jerash as a very important touristic site, many intensive activities and promotion campaigns should be carried out throughout the year. In addition, the following steps are suggested:

1. Linking the new city of Jerash with the old city, as the ancient city now looks very much isolated from the new one, and visitors rarely tour the new city. This link can be made through:

   a- Establishing restaurants and rest houses in the city.
   b- Opening handicraft shops.
   c- The establishment of a main shopping centre in the new city.

   d- Organizing the traffic in the city, and keeping the city clean.
   e- Establishing some basic services in the city including a post office, a visitors' centre, and public bathrooms.
   f- Establishing sport facilities and public gardens.
   g- Establishing a cultural complex, which should include a museum and a display haul to show films and models of old life styles and traditional clothes.

2. Rehabilitating the main street linking the new city with the ancient one. More touristic projects and enterprises must be established on the sides of this street. Workshops and other shops currently existing in the street should be encouraged to move away or change their businesses to restaurants, small hotels, or other tourism-related activities.

3. Preparations and other works needed for Jerash Festival causes, in many cases, an abuse to the ruins and environment inside the ancient city. The study suggests the allocation of a certain place for the activities of the festival so that the environment and ruins are preserved.

4. Putting an end to the expansion of new buildings that threaten the ancient area.

5. Maintaining a high degree of cleanness inside the ancient city.

6. Establishing lanes for pedestrians inside the ruins.

7. Public bathrooms should be made available in different locations.

8. The establishment of a training centre to qualify people of the local community to work in tourism-related activities.

9. Promoting the public awareness of the local community of the importance of tourism to maximize their benefits of this industry.

10. The participation of local clubs and charity societies in drawing up and implementing plans and programmes aiming at the development of tourism in the city.

Ajlune

Climatic and environmental variation in Jordan is one of the country's tourism attractions. Ajlune is characterized by its fair weather in summer; so it attracts more tourists in this season as well as in spring.

Ajlune Castle, with its historical and architectural importance, is the area's most famous tourism attraction. Yet, it has not been efficiently utilized, although the number of visitors to the site has been on the rise in recent years. The number of tourists to the area increased from 97,000 in 1995 to 136,000 tourists in 1997. For better utilization of this beautiful area, the study suggests the following:

1. The establishment of natural parks and gardens in various areas of Ajlune governorate. The area is quite suitable for this kind of tourism investment.

2. Improving the condition of the existing parks, and providing them with basic services such as restaurants, rest houses, lights, public lavatories, and sport and children recreational facilities.

3. These parks and services should be run by qualified staff who are able to render efficient touristic services.

4. Privatizing the administration of Ajlune Castle, and allowing investment in providing services to visitors. Such measure should be treated as experimental, i.e. if it succeeds, it will be applied in other places.

5. The establishment of first class Arabian style restaurants in different parts of the area.

6. Shops currently existing in the castle area itself should be removed to preserve the historical value of this important monument.

The Desert Castles

The desert castles were constructed to serve as tourism facilities of high quality for Moslem rulers during the Umayyad reign. In addition, they provided services for trade and pilgrimage caravans. These castles, which suffered damage many times, are of great historic and touristic importance, especially with regard to their location in the eastern desert of the country.

This location is considered ideal for Eco-tourism, and there is an increasing demand to visit these Castles which lack the following basic services:

1. Roads to some of them and guiding traffic signs.

2. Water, electricity, and sanitary facilities

3. A visitors' centre.

4. These castles are in need of urgent renovation and rehabilitation. In addition, they need to be guarded all the time.

Moreover, there are no promotion campaigns or programmes to market these castles although they have a great potential. Demand on them is expected from all over the world, due to their location and the Bedouin environment surrounding them. Therefore, these touristic sites should be exploited and utilized in the best way.

Azraq

The natural beauty has added to the attraction of the beautiful oasis of Al-Azraq in the heart of the desert. This oasis is rich with drinking water resources. It is a destination for immigrating birds, and wild life. The oasis was, in fact, a natural reserve, where desert animals used to live and grow.

But the over-pumping of water, and the lack of environmental awareness, and hunting have had grave negative effects on the natural beauty of this oasis.
To revive tourism and other activities in this area, the study suggests the following:

1. Putting an end to the overpumping of water as an essential factor to restore the original natural situation.

2. Regulating the digging and operation of wells in the area through strict licensing procedures. Many of the present wells are not licensed.

3. The construction of a sewage network in the area to preserve the quality of ground water, and prevent pollution.

4. Raising the Public awareness of the importance of water, the natural environment, and flora and fauna of the area.

Another touristic site in the area is Al-Shomari natural reserve run by the Royal Society for the Conservation of Nature (RSCN). It is 12 km far from Al-Azraq, with a total area of 22 square kilometer. The reserve includes the following facilities:

1. A control tower.

2. A centre to promote public awareness of the importance of wild life.

3. Picnicking area.

4. Different kinds of animals and birds.

5. A well.

6. A small lake.

7. Visitors' centre that includes a display haul.

8. Offices.

The following projects are needed to promote tourism in Al-Azraq area:

1. Restaurants and rest houses.

2. Camping places suitable for watching the wild life.

3. Shopping centers and handicraft shops.

4. Providing the area with telephone and electricity services, as well as improving the quality of roads.

5. Marketing Al-Azraq as an Eco-tourism attraction.

6. Improving the status of the existing hotels.

7. Reviving the area's wild life by bringing back the animals which lived in the area in the past.

8. Providing the services necessary for desert tourism such as 4-wheel drive cars, maps, and qualified guides.

9. Keeping the area clean and green by planting more trees, especially on the sides of the roads.

10. A national park is needed in the area.

Promotion campaigns of the area should focus on the desert castles and Eco-tourism. Various options must be

offered to the tourist when designing the programmes of their visits to the area.

Part four: The Ecological Dimension.

Historical sites and ruins are mostly affected by the following factors:

1. The natural factors: rain, floods, and pollution.

2. Environmental threats: Wastes and the use of cars inside the sites.

3. The number of visitors. The capacity of each site must be defined, and the number of visitors should be accordingly identified.

4. Artistic and touristic activities: These activities, Such as festivals, pose real dangers to the antiquities if we take into consideration the construction and infrastructure works needed for them.

5. Modern Buildings: Building activities near historic sites can result in the disappearing or the distortion of these sites. Modern buildings also distort the natural beauty of the touristic sites.

Chapter Four
Tourism Markets

4.1. *Introduction.*

Increasing the number of tourists to any country is not a real target. This could rather have a negative impact on the national economy if we take into consideration the pressure and negative effects which high numbers of tourists can have on the infra structure, historic places, the environment, and the local community. It is an aimless offer of the tourism product which concerns mainly with attracting tourists regardless of the benefits the country will get from them.

Tourists are increasingly distributed on all tourism markets in the world. There is also a rapid growth in the Special Interest Tourism. In the industrialized and advanced countries, the number of people within the age range of 35-50 is increasing. Those people usually earn the highest incomes, and tend to travel for short visits in contrast with old and retired people who would like to make long trips.

There is also a growing demand by foreigners to know the area and practise certain sports in it. Families now tend to travel for tourism and shopping.

In this Chapter, we will review the most important tourism markets with the aim of promoting Jordan's touristic products in these markets.

4.2. *Europe*

This market includes countries of central and eastern Europe, the most important of which is Russia. Among the countries of northern Europe, Britain sends the biggest number of tourists to Jordan. In southern Europe, the largest number of tourists to Jordan come from Italy. In western Europe, Germany and France come in the first and the second places respectively.

The European market is a traditional tourism market for the Middle East region in general, and Jordan in particular. The number of Europeans who visited Jordan have increased over the past years, and reached 255,000 in 1995. This made 23.8% of the total number of tourists who came to the country in that year.

Table (4.1): Development of European tourist arrivals to Jordan (1994-1998)

Region	1994	1995	1996	1997	1998
East med. Europe	12883	27128	9855	19093	18619
North Europe	50157	603012	61485	64386	55441
South Europe	41677	49268	41798	39767	46803
West Europe	86615	115274	134740	115201	95722
Others	874	3474	3942	964	2860
Total	192176	255496	251820	239411	219445
%	22.4	23.8	22.8	21.2	17.5

Source: Ministry of tourism 1999.

However, there was a fall in the number of European tourists and their percentage to the total number of tourists. This percentage fell from 22.8% to 21.2% in 1997, and reached 17.5% in 1998.

Therefore, the Jordanian tourism products seem to be under tough competition in terms of price and quality from traditional and emerging markets. Taking into consideration the social and cultural level of the European tourist, the Jordanian tourism product may not be able to compete by just reducing the price. But Jordan can better compete with others in terms of the quality of the product, the services offered, and the programmes designed to attract special groups of European tourists. On the other hand, the region is witnessing tough competition on the European market in general, as there was a European demand which could not be met at present, neither by Jordan nor by other countries in the region. Hence Jordan's tourism supply must be developed in order to meet the European demand.

The European tourism demand focuses mainly on short and frequent tours, trips to the countryside, access to certain sports such as walking, shopping in popular places, exploration tours, and tourism for treatment purposes. There is a decline in the demand to visit coasts and enjoy sunlight due to the growing public awareness and change of concepts concerning public health, and environment. medical tourism in Jordan can be better utilized to attract more European tourists. Promoting this kind of tourism requires efficient marketing plans, and the development of the infrastructure facilities and services.

Statistics of the World Tourism Organization indicate that the growth rate of the number of European tourists to other countries is 5.5%. This rate is higher than the growth rate of the European domestic tourism which is estimated at 2.6% in the years 1990-2010.

Table (4.2): Forecasts of World Tourism Organization for the European tourists

	1990	2000	2010	Average growth (1990-2010)
Domestic tourism (JD millions)	239	311	396	2.6
International tourism (JD millions)	26	48	76	5.5
Total (JD million)	265	359	472	2.9

Source: World Tourism Organization global tourism 1996.

4.3. The United States

The US travel agencies organize travels for US citizens to certain regions throughout the world. North and south Atlantic regions are traditional places for the US tourists. South-eastern pacific countries is also another region where US tourists go mainly in groups. The US tourists travel to Europe usually according to programmes dividing Europe into several destinations such as Spain and Morocco, Italy and France, Greece and Turkey.

The US tourist would like to travel within one region to maximize the benefit from one trip, and to get to know better the geography, history, and culture of that region. The Middle East has a great potential to attract more US tourists, especially through organized ferry travels which have become more popular in recent years. The Americans also have interest in the tourism products of the Middle East, especially from Egypt, Jordan, Lebanon, Israel, and the Palestinian territories. This is

due to the region's ancient civilization and religious heritage of all religions.

Jordan is a traditional market for US tourists who come to the country for different Purposes, including visits to the holy sites, rest and recreation, adventures, and others. During the years 1994-1998, US tourists made about 7.8% of the total tourists who came to Jordan.

Table (4.3): Americans tourist arrivals to Jordan during (1994-1998)

Items	1994	1995	1996	1997	1998
Tourist arrivals	58095	83853	86064	85796	78644
% of the tourist arrivals	6.8	7.8	7.8	7.6	7

Source: Ministry of Tourism 1998

Although the average US citizen would not like to travel for long distances, but those who travel usually repeat their trips outside. The most important trips are those made by businessmen which usually result in great benefits for the countries who promote such trips.

The US tourist likes to move and travel within a clean and healthy environment, and where there is a high degree of security and stability. The US tourist takes these factors into consideration before deciding on the place to which he will travel.

The United States is characterized by continuous growth in its economy, and most of those who are in the working age of its people do actually have jobs. The number of US tourists is estimated to rise to 100 million in the future, with 35% of them having children. The Americans look at the holiday as a family time, an opportunity for the family members to meet. They prefer short trips (3-7days), and to go in groups. The travel agencies undertake all the arrangements including travel, residence, and programmes. The US visitor does not like to spend much time on deciding what place he/she shall go to. Hence, time-consuming activities would not appeal to them. The American citizen would ask for the best prices, and 94% of them do not trust commercials. They would rather depend on the opinions of their friends and associates.

Every US citizen who is above 50 years of age is considered a prospective tourist, because they usually have enough income and time that would enable them to travel. This age category contributes to about 30% of the international cruise trips designed for rest and recreation. Specialized American firms run these trips with good prices subsidized by certain institutions.

4.4. *Japan and South-Eastern Asia*

Cost is a decisive factor in the tourism movement in Japan. Travelling abroad is less costly for a Japanese tourist than making an internal trip. This means that domestic tourism in Japan is more expensive than international tourism. Another important factor in the Japanese market is the Yen price against the dollar. It has been noticed that the number of Japanese tourists abroad increased to 15.3 million in 1995, when the exchange rate was stable. The number increased more and reached 16.5 million tourists in 1996. About 12% of those tourists went to Europe, and 90% of them repeated the trip to Europe for the second time at least.

Asian markets such Hong Kong, Korea, China, Singapore, Taiwan and Thailand, are considered traditional tourism places for the Japanese tourists. About 44.4% of the Japanese tourists go to these countries, while 33.5% of them go to North and Central America. About 2 million Japanese tourists go to Hawai Island each year.

The number of tourists coming to Jordan from south-east Asia is rising. Official statistics show that the number of tourists from Japan rose from 7,300 in 1994 to 33,500 in 1997, or 3% of the total tourists to the country. However, the economic crisis that hit South-East Asia in recent Years has affected the tourism movement from these countries. Thus, the number of tourists from Indonesia and Malaysia to Jordan fell from 26,000 in 1997, to 13,000 in 1998.

The Japanese tourists usually concerns about the hospitality and the way people receive them in the country they visit. This requires high quality services, and skillful labourers who are able to cope with tourists from different cultures. For example, the Japanese people consider that the buyer is more important than the seller, i.e. customer first, but the Europeans look at both the buyer and the seller as equal. Travel agencies undertake transport services to the Japanese tourists, and the Japanese concerned authorities supervise the agencies' commitment to the terms of their offer. About 85% of Japanese tourists organize their travels through these travel agencies. The Japanese tourist is among the high spending category of tourists, as his spending is estimated at US $ 3350 each trip. September is the most active month for the Japanese tourists. About 36.8% of the Japanese tourists stay 5-7 days in each trip, while

36.6% of them stay 8-14 days each trip. But the average stay of Japanese tourists in south-east Asian countries is 4 days.

Table (4.4): Tourist arrivals to Jordan from Japan and East Asia

Region	1994	1995	1996	1997	1998
Japan	5864	6669	8119	7603	7554
East Asia	14608	25993	25617	25923	13151
Total	20472	32662	33736	33526	20705
%	0.9	3	3	3	1.6

Source: Ministry of tourism 1999.

About 25.2% of Japanese tourists are more interested in natural scenery, while 16.6% are interested in antiquities and history, and 12.7% prefer recreation. The difficulties that face the Japanese tourists include language, security, health care, food and travel costs.

A Japanese tourist would like the following:

1. Easy travel and residence procedures.

2. Welcoming signs, brochures, and publications in the Japanese language.

3. The availability of the Japanese food.

4. A high degree of cleanness at the lodging place.

5. The provision of excellent services.

6. Security and the availability of the necessary information.

4.5. *The Gulf Cooperation Council States (GCC)*

The sustainable tourism development in any country depends on three essential activities, domestic tourism, inter-regional tourism, and long-haul tourism. The GCC market is the main regional market for the Jordanian touristic product. Inter-regional tourism makes about 82% of the total tourists worldwide, while long-haul tourism makes 18%. In the Middle East region, inter-regional tourism made 42% of the activity in 1997, and 58% for long-haul tourism.

Inter-Arab tourism makes only 28% of the destinations of Arab tourists. The Arab tourist still prefers Europe and south Asia. Estimations show that Arab tourists spend over US $ 40 billion annually in various parts of the world, but their spending inside the Arab world does not exceed US $ 3 billion a year.

The World Tourism Organization Says that the low share of the Arab countries in the world tourism, which does not exceed 2.6%, is due to the weak inter-Arab tourism. The organization forecasts that inter-Arab tourism will fall from 58% to 37% in the year 2020. The long-haul tourism will grow to reach 63%. The GCC market is a traditional and important market for Jordan's tourism. This market witnessed acute decline following the 1991 Gulf war. But it was reactivated, and the number of tourists from the Gulf is rising.

Tourists from the GCC countries made about 64.5% of the total number of tourists who came to the country in 1994. The number of tourists from these countries reached 55,300. It increased to 77,200 in 1998.

Table (4.5): Tourist Arrivals from Gulf countries during (1994-1998)

Item	1994	1995	1996	1997	1998
No of tourists	553050	566561	572657	604101	772427
%	64.5	52.8	51.9	53.6	61.5

Source: Ministry of Tourism 1999.

Data obtained in 1998 show that inter-regional tourism has enhanced touristic activities in the country, and made up for the decline in tourism from international markets. Moreover, Jordan has strong historic and cultural relations with the GCC countries, which contributed to giving Jordan an advantage over some other countries for tourists from GCC states. Tourism from the GCC countries becomes more active in June, July, and August, as the tourists spend their annual holidays abroad, and also avoid the hot weather conditions in their countries. Tourists from the Gulf often come with their families, or as individuals. But sometimes they come in groups. They come to Jordan mainly by their own vehicles. Some of them, however, come by air.

Tourists from the Gulf are the category of tourists who make the longest stay in Jordan, 13.8 nights, and the highest spending 1882JD. They usually come for recreation, treatment, visiting their relatives, or to see the historic sites in the country.

Chapter Five
Towards a Tourism Marketing Strategy

5.1. Introduction

Marketing plays a vital role in tourism industry. There are many factors that should be taken into consideration when selecting the targeted markets of the promotion campaigns. These factors include neighbourhood, language, climate, and rates of travel and spending for tourism. This must be done through coordination between travel and tourism firms, the Royal Jordanian, and international hotels.

The main elements of tourism marketing include a briefing on the touristic product to be marketed, the supply, and a call to visit the site designed especially for the group being targeted.

This chapter includes a description of a strategy for tourism marketing, the institutions in charge, and a marketing plan for Jordan taking the year 2000 as a starting point.

5.2. Tourism Marketing Institutions

Various public and private institutions are involved in the marketing of tourism to Jordan:

1. **Travel Agencies.**

These agencies work on marketing Jordan's historic sites and recreational places and facilities. They offer an integrated programme for the tourist during his visit to the country. They reach their customers through advertisements in the media, especially in foreign newspapers and magazines, in coordination with counterpart companies abroad.

2. **The Tourism Promotion Corporation (TPC)**

TPC has been recently established to cope with the development of the tourism sector in Jordan, and to institutionalize tourism promotion and development activities. Its main objectives include:

- Activating the tourism movement, promoting tourism into the country, and increasing the public awareness of the importance of tourism, in cooperation with the Ministry of Tourism and other institutions working in the field.

- Preparing, publishing, and distributing brochures, films, booklets, and posters about Jordan.

- Conducting studies, and market research and statistics on tourism, and financing such activities either directly or through international aid.

- Proposing projects and other activities to improve the status of the touristic sites.

- The establishment of a national information system to provide data, statistics, and indications on tourism at the local, regional, and international levels.

- Taking part in tourism activities that take place in the country such as festivals, and participating in relevant conferences inside and outside Jordan.

3. **The Ministry of Tourism and Antiquities**

It is the official authority in charge of tourism development in the country. The ministry is responsible for the improvement and preservation of touristic resources, as well as marketing Jordan abroad. To achieve these objectives, the ministry adopts the following approaches:

- Participating in international tourism exhibitions such as Berlin International Tourism Fair, and the Syrian Tourism Exhibition.

- Signing agreements with Arab and Foreign countries to promote tourism cooperation and relevant mutual activities with them. The ministry is in charge of using funds from international assistance programmes to rehabilitate and renovate touristic sites and monuments, training the manpower, and providing financial assistance to training centres working in the field.

- Publishing magazines, newsletters, and brochures in the field of tourism.

- Preparing video films about tourism in Jordan to be presented during international conferences, fairs, and other events.

4. International hotels

These hotels offer integrated programmes for group tourism from all parts of the world, using up-to-date marketing techniques, including the Internet. They are connected with developed networks where they can get information about the number of tourists who stay in hotels, their nationalities, and the average number of nights they stay. Such information will help in knowing better the various categories of tourists and their countries and expected needs, so that more effective marketing plans can be drawn up.

5. Offices of the Royal Jordanian

These offices play a vital role in promoting Jordan in the world of tourism by adopting their own marketing plans and programmes.

5.3. Elements of the Marketing Strategy

A marketing strategy consists of the following elements:

- Human Resources.
- Financing.
- Information systems.

- Tourism Constituents.

- ***Human Resources***

1. Objectives

- Upgrading the level of labourers in the tourism sector.
- The participation of the local community in developing the touristic sites.

2. Measures and Policies

a- The establishment of a specialized institute.
b- Conducting specialized training courses.
c- The inclusion of tourism marketing in the curricula at schools.
d- Holding workshops and seminars in the touristic areas.

- ***Financing***

Money allocations are not sufficient.

1. Objectives

- Allocating more amounts for tourism marketing.
- Increasing the private sector's contribution in financing tourism marketing activities.

Measures and Policies

1. Allocating fixed percentage of the loans, grants, and donations received by the tourism sector for marketing purposes.

2. A fixed percentage of the entry fees to the touristic places should be allocated for marketing.

3. A certain percentage of the income of the travel agencies should be allocated for funding the tourism marketing programmes.

4. The establishment of a tourism bank. The capital of such a bank can be shared by commercial banks, the Industrial Development Bank, and other firms working in the field.

- ***Information systems***

Information on the tourism sector in the country can be obtained from various sources such as travel agencies, the public Security Department, the Ministry of Tourism, hotels, the Statistics Department, and others. But these institutions adopt different ways in classifying the data they have. Therefore, a central information office must be established to take over the task of storing, classifying, and publishing the touristic information within well-designed systems and data bases.

Objectives

1. Enhancing the national capabilities in providing information that can be used in planning, and drawing up policies and strategies for tourism development and marketing.

2. Upgrading the quality of the present information systems in terms of the hardware, software, and human resources.

Measures and Policies

- Expanding the use of modern technologies in disseminating information.
- Conducting more studies and research related to tourism development.
- Encouraging the private sector to produce the software needed for tourism marketing.

- ***Tourism Constituents***

Tourism Constituents are attracting more attention due to the increasing importance of tourism in general. Thus, the number of hotels and infrastructure facilities at certain touristic sites have increased.

Objectives

1. Continuous preservation and maintenance of touristic sites.

2. Improving the quality of the services offered at the touristic sites, and providing the infrastructure needed for sustainable development.

3. Effective marketing of Jordan's historic and touristic sites.

Measures and Policies

1. Updating laws and regulations to cope with a special interest tourism which requires the imposition of restrictions on using the resources.

2. Providing incentives for the private sector to increase its contribution and participation in tourism activities, through offering professional services and infrastructure facilities.

3. The establishment of handicraft complexes in the touristic regions.

4. Linking the various touristic sites across the country through a modern network of roads and communications.

Chapter Six
Conclusions and Recommendations

This chapter contains the conclusions that this study has drawn, and recommendations of the research team concerning the main topics discussed in it.

Conclusions

First: The Economic Aspect

1. Tourism's contribution in the Gross Domestic Product is 12%.

2. Revenues generated from tourism come in the second place after Jordanian workers' remittances as a source of hard currency. These revenues provide a good support for Jordan's balance of payment.

3. Tourism revenues witnessed continuous growth rate of about 9.3% annually over the last five years. The years 1995 and1996 registered an unprecedented growth rate which reached 13.8% and 14% respectively.

4. There were 2.3% of the total Jordanian labour force employed in hotels and restaurants in 1998.

5. The growing investment in hotels and restaurants in recent years has created more job opportunities in the local labour market.

6. The number of labourers working directly in the tourism sector was estimated at about 23,000 labourers in 1998. However, the number of labourers working indirectly in the field was estimated at 70,000 in the same year.

7. About 5,000 new job opportunities are expected to be created in this field by the year 2000, in addition to about 15,000 opportunities connected indirectly with tourism.

8. The development of tourism and its role in Jordan's economy is effective in creating more job opportunities, and consequently contribute to the national efforts aiming at curbing the unemployment problem.

Services and Infrastructure

1. Hotels are available at various levels in Amman, Aqaba, and Petra. However, such services are not available in other important touristic areas such as Ajlune and Um Qais.

2. In the years that followed the signing of the peace treaty between Jordan and Israel, many 4-star and 5-star hotels were built.

3. Low rates of occupation in hotels are due to short stay periods (3.9 nights), and one-day visit programmes from Israel.

4. Most touristic sites are linked with the main cities in modern roads. But such roads are needed in some places such as the desert castles.

5. Some touristic sites lack the basic services and infrastructure including telephones, food and drinks, display rooms and bathrooms.

6. Only few firms can provide services and programmes on the individual basis (for individual tourists not groups).

7. Road signs written in other languages are needed.

8. The ancient city of Petra needs services of high quality compatible with its historic value and importance.

9. Some touristic sites lack the activities that reflect the cultural heritage and traditional crafts of the place. Restaurants of an oriental style are also needed in many places.

10. Some important touristic places such as Wadi Al-Moujeb, Wadi Rum, Azraq and Um Qais do not have national parks to preserve the natural resources, and the environment in these places.

11. Touristic sites lack necessary services for people with special needs.

12. To develop the Dead Sea area as a centre for medical tourism, health care equipment and maintaining the coast and the environment clean are prerequisites.

13. The public sector's projects (Infrastructure) and those of the private sector (hotels, enterprises,

..etc) do not show much concern about the impact of such projects on the environment.

14. Decision markers and planners involved in tourism development have neglected for many years the fact that one of the objectives of a sustainable tourism development is to enhance the participation of local communities in developing the touristic sites and other touristic activities in their areas.

15. Some Important touristic sites such as Petra and Um Qais do not have training facilities to train people from the local communities to work in tourism-related activities.

16. Excavations and maintenance and rehabilitation works showed that the value of Jordan's touristic products may double in the coming few years.

17. The increasing number of tourists to Petra causes overcrowding which is not preferable for a touristic site of such importance.

18. The historic character of the touristic sites and monuments should not be affected or changed by the construction and building activities, or by festivities taking place in these sites.

19. The tourists' various activities which take place at the touristic sites result in environmental effects which threaten the invaluable monuments. Therefore, rules and regulations must be imposed to preserve these monuments and maintain them on a regular basis.

Marketing and Most Important Markets

1. Tourists Coming from the Arab Gulf countries contribute to about 61% of the total revenues of tourism. Tourists from these countries are well-off and consequently make the highest rate of spending and the longest period of stay.

2. Tourism made by Gulf nationals is a family type activity, as they like to spend summer vacation with their families in countries of fair weather conditions.

3. Tourism for recreational and medical purposes, and to visit relatives is also part of the Gulf tourists' interests.

4. There is a growing demand from European tourists for places with clean environment in addition to the cultural and scientific tourism. In contrast, the demand is declining for sunny coasts. Europeans make about 17.5% of the total tourists to Jordan.

5. The Americans make about 7% of the total tourists to Jordan.

6. Language and clean environment play a decisive role in defining the movement of tourists from Japan and south-eastern Asian countries. Tourists from these countries make only about 1.6% of the total number of tourists to Jordan.

7. The most important markets for Jordan's tourism are those of Europe, the United States, South-East Asia, as well as the Arab Gulf countries.

8. Jordan's marketing policies have concentrated more on group tourism.

9. Conventional approaches are still adopted in promoting Jordan's touristic sites.

10. Tourism constituents in Jordan lack an effective promotion plan to present their importance at the international level.

11. The traditional objectives (Sun, coasts) are still the main objectives of the promotion campaigns, although demand on them has declined in favour of Eco-tourism, and scientific, cultural, and recreational travels.

12. The budget and allocations for tourism promotion are low in comparison with Egypt and Israel.

Recommendations

1. To increase the value added on Jordan's touristic product through enhancing the partnership between the public and the private sectors. The aim of this partnership, is also to develop tourism activities, and expand the range and variation of the touristic products in various parts of the kingdom.

2. To consolidate links between tourism and other economic sectors within the framework of an overall sustainable development planning.

3. To redefine tourism-related jobs, and train labourers in this filed in order to have a skillful manpower who can change the image of the services' jobs.

4. More attention must be given to the special interest tourism as a traget for the tourism marketing programmes. This tourism involves longer stay in the country and higher spending.

5. The To encourage the establishment of new private companies which can provide touristic services and support the existing ones to motivate them to offer more specialized touristic programmes.

6. prequalification of Jordanian personnel who are able to administer and execute tourism planning, marketing and financing activities.

7. The fact that Jordan is an Islamic country known for its hospitality, and openness to other cultures should be utilized and highlighted in tourism promotion activities.

8. Small size firms working in the field of tourism should offer touristic programmes that satisfy all types of tourists. These firms are more flexible and can offer personal services and programmes for the tourists.

9. Multi-Lingual brochures and leaflets about the touristic sites must be available on all entry points into the country, and airports, and at the sites themselves.

10. Working with International travel agencies and promotion and marketing firms to promote Jordan throughout the world.

11. Attracting more well-off tourists through well-designed promotion programmes.

12. The promotion programmes and campaigns should reach new promising markets for Jordan's tourism such as south-east Asia, Japan, Russia, the newly-independent republics of former Soviet Union, and Iran.

13. To increase the contribution of the private sector in investment in the tourism sector and the development of the related services and infrastructure facilities.

14. To encourage domestic tourism through providing less-costly services at the touristic sites. In this regard, public and private institutions can benefit from the two-day weekend holiday, and design special programmes for their employees to visit the various touristic places in the country.

15. To conduct economic and environmental feasibility studies for the touristic projects, especially in case of building new hotels.

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