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## Obstacles which significantly affect tourism development in Jordan

Linda Samardali-Kakai  
*Edith Cowan University*

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# **OBSTACLES WHICH SIGNIFICANTLY AFFECT TOURISM DEVELOPMENT IN JORDAN**

## **Masters of Tourism by Research**

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**School of Business**

**Faculty of Business and Law**

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**Western Australia**



## USE OF THESIS

The Use of Thesis statement is not included in this version of the thesis.

## Abstract

Tourism in Jordan is a service industry with enormous potential. However it has not been fully utilised and developed to generate increasing income for the Hashemite Kingdom of Jordan, a growing tourist destination. This research examines the current tourism environment to identify obstacles that hinder its enhancement. The study investigates both domestic and international tourism in Jordan and makes recommendations to resolve the obstacles identified.

A previous study highlighted ten main obstacles to tourism in Jordan, and attempted to make viable recommendations to resolve them in the short to medium term. This study involved a series of questions and discussions around the views of the Jordanian tourism industry and the local community on the topic. Participants were recruited for two different sample groups. Sample 1 comprised of 12 stakeholders which included respondents who were involved in the tourism industry in Jordan who provided insightful information in support of the research objectives. Sample 2 was a further 18 respondents which included respondents from the local community and tourists in Jordan who had a different point of view on these obstacles.

The overall aim of this research was to explore the significance of the obstacles to tourism development in Jordan. The study was designed to answer the question: “What are the stakeholders’ perceptions of the obstacles to tourism development in Jordan?”

The study had four main objectives:

1. To investigate stakeholders’ perceptions of the barriers to tourism development;
2. To identify the significance of the barriers to growth, both internationally and domestically;
3. To identify the approaches taken by stakeholders to address the barriers; and
4. To identify emerging international and domestic markets.

Questionnaires distributed between 2011 and 2012 revealed that:

- Bylaws in Jordan constrain the Jordan Tourism Board (JTB) in their efforts to act; thereby hindering the JTB's ability to promote Jordan domestically.
- The lack of international promotional and marketing campaigns was identified as the most important deterrent by Sample 1 stakeholders.
- The lack of funding for developing international tourism was regarded as an important obstacle by Sample 1 participants.
- The false impression of Jordan as an unsafe destination for international tourists was ranked the most important obstacle by Sample 2 participants.
- Sample 2 stakeholders in general blamed the weak structure of many organisations involved in tourism development in Jordan for the obstacles that inhibit tourism, as decision-making is often prohibited by bylaws.

This research will give the Jordanian Tourism Board an opportunity to improve the tourism sector and generate increased revenue to further promote Jordan as a tourist destination, both domestically and internationally. At the time of this study there was no strong evidence to indicate that stakeholder organisations were working together to overcome the obstacles. Furthermore, the local communities in Jordan felt justified to increase prices at tourist attractions, resulting in tourists feeling exploited, thereby alienating visitors.

It is clear from this study that Jordan is a developing country with huge, untapped potential as a tourist destination. This research puts the spotlight on tourism in Jordan and identifies the obstacles that hinder tourism development. It does so by examining the perceptions of tourism stakeholders in the industry in Jordan, as well as those of the local communities and tourists to the country.

## Declaration

I certify that this thesis does not, to the best of my knowledge and belief:

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Linda Samardali-Kakai

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## **List of Acronyms**

<b>ASEZA</b>	Aqaba Special Economic Zone Authority
<b>GDP</b>	Gross Domestic Product
<b>JICA</b>	Japan International Cooperation Agency
<b>JTB</b>	Jordan Tourism Board
<b>JTDP</b>	Jordan Tourism Development Plan
<b>JTM</b>	Jordan Travel Mart
<b>MENA</b>	Middle East and North Africa
<b>MICE</b>	Meetings, Incentives, Conventions and Exhibitions
<b>MOTA</b>	Ministry of Tourism and Antiques
<b>NATTI</b>	National Accreditation Authority for Translators and Interpreters
<b>NGO</b>	Non-Governmental Organisation
<b>NTS</b>	National Tourism Strategy
<b>ODA</b>	Official Development Assistance
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>USAID</b>	United States AID
<b>UNWTO</b>	United Nations World Tourism Organisation
<b>JSTA</b>	Jordan Society of Tourism and Travel Agents

## **Chapter 1 Introduction**

### **1.0 Introduction**

This chapter provides an overview of the Jordanian tourism industry. It presents background information about the National Tourism Strategy (NTS) and the Jordan Tourism Development Plan (JTDP); the main tourism stakeholders and their importance to tourism in Jordan; and the importance of tourism as a whole to the Jordanian economy. The aims and objectives of the study are discussed, followed by an explanation of the significance of this research.

### **1.1 Tourism in Jordan**

The Hashemite Kingdom of Jordan was formally known as the Emirate of Transjordan. In 1946 the Transjordanian parliament proclaimed Abdullah king and officially changed the name of the country from “Emirate of Transjordan” to the “Hashemite Kingdom of Jordan” (Business Optimization Consultants, 2001).

Jordan is a “young” country in terms of its tourism sector (Atlas Investment Group, 2001), yet it is full of historical archaeological sites dating back to 1,500,000 BC, reflecting both Arab and Islamic architectural influences (Ulama, 2000). Major tourist attractions include Petra, the Dead Sea, Wadi Rum and Mount Nebo. Jordan is situated east of the Jordan River (Figure 1) and is surrounded by Syria, Lebanon, Iraq and Saudi Arabia. For the most part, the country comprises an arid desert plateau in the east and a highland area in the west (Business Optimization Consultants, 2001). The Great Rift Valley and Dead Sea separate Jordan from Israel. Major cities include the capital,

Amman, in the northwest, and Irbid and Az Zarqa in the north. Jordan has a Mediterranean climate which means it has temperate weather all year round, with an average temperature of around 23 degrees celsius (Business Optimization Consultants, 2001). According to the Jordan Tourism Board:

Jordan can be regarded as a typical Arab country. Its people are very warm, friendly and hospitable and are typically happy to forgive foreigners who innocently “break the rules” of etiquette. Foreign women in Jordan are often treated as honorary “men”. Local women enjoy considerable freedom compared with many other countries in the region. Women are entitled to a full education, they can vote, drive cars, and often play significant roles in business and politics. Jordan is primarily a Muslim country, although the freedom of all religions is protected (Jordan Tourism Board, 2010).



Figure 1 Map of Jordan and surrounding countries

Source: (World Atlas, 2011)

Tourism is one of the most important sectors of Jordan's economy, having contributed 12.4 percent to its GDP in 2010. According to the NTS, the government estimates that the public sector will spend JD152 million (AU\$215.5 million) and the private sector, JD38 million (AU\$53.6 million) over the five-year period between 2011 to 2015 on developing tourism infra-structure in Jordan (Jordan Ministry of Tourism and Antiquities, 2011).

In 2009, 3.5 million tourists visited Jordan (Salman, 2010). According to the Library of Congress Federal Research Division's profile of Jordan, "the sector has to make improvements of infrastructure and marketing, but overall the tourism industry has been improving for the past several years. Jordan is relatively stable, open, and safe in comparison to many of its neighbours (Federal Research Division, 2006, p. 13). By 2013, 5.5 Million tourist visited Jordan (Jordan Tourism Board, 2013)

Jordan has seen a decline in tourism since 2011. The second half of 2012 seemed to point towards a recovery, yet the figures were still far from the 2010 peaks in tourism arrivals and spending. A major factor has been the war in neighbouring Syria, which has kept tourists away from the Levant as a whole. After spreading to Lebanon, the crisis caused the cancellation of combined trips to Jordan, Syria and Lebanon, although Jordan fared better than Lebanon and is likely to see positive growth as of 2013, since the Kingdom itself has remained stable and free from outbreaks of violence. (The Authority on World Travel and Tourism, 2012)

According to the Ministry of Tourism, the total number of visitors to the country fell by 7.3 percent in 2012 to 6,314,250, compared to 6,812,426 in 2011. However 4,162,367 overnight tourists were recorded in 2012, a healthy 5.1 percent increase on 3,959,643 in 2011. The number of visitors heading to Jordan's key archaeological sites also dropped,

although Petra Archaeological Park reported a 15 percent increase in visitors in December 2012 against the previous year.

Although political instability in the Middle East has been the most significant constraint on the development of tourism in Jordan, other factors may also have been influential. The 1991 Gulf War and ensuing periods of peace and political unrest in neighbouring countries have all impacted Jordan (Atlas Investment Group, 2001). According to Shdeifat et al. (2006), “domestic challenges also exist, for instance the lack of inclusion of Jordan within tour operators’ catalogues, lack of facilities and services at many sites, along with the inappropriate behaviour of visitors from some destinations, are also held responsible.” (Shdeifat, Mohsen, Mustafa, Al-Ali, & Al-Mhaisen, 2006)

Despite internal and external challenges, tourism in 2005 was a major industry. The Ministry of Tourism and Antiquities (MoTA) reported: “tourism is Jordan’s largest export sector, its second largest private sector employer, and its second highest producer of foreign exchange. Tourism contributes more than US \$800 million to Jordan’s economy and accounts for approximately 10% - 12% of the country’s gross domestic product (GDP)” (Halaseh, 2007, pp. 1-2).

Between 2009 and 2010 the number of tourist arrivals increased by almost 20%, reaching 4.6 million overnight visitors and 8.2 million total arrivals including day visitors. Visitors from the Americas grew by 12%, from Europe by 22.3%, from Asia-Pacific by 25.4%, and from Asia by 31.2% (Jordan Tourism Board, 2011).

The Tourism Awareness Plan 2010-2011 stated: “in 2008, Jordan received 5.4 million international and domestic arrivals and generated revenue from the tourism sector reaching 2.1 billion Jordanian Dinars” (USAID, 2009, p. 6). It further declared: “the findings showed a marked improvement since 2006 in awareness and perceptions of tourism in Jordan” (USAID, 2009, p. 9). The USAID report stated that increased

awareness, education, and understanding the benefits of tourism were evident, and that the perception of tourism as a “shameful” industry to work in, was changing. Nonetheless, much still needs to be done to promote awareness of tourism as a major contributor to economic progress, and one that offers attractive career choices. Engaging local communities near and around tourism attractions to actively support the sector (USAID, 2009, p. 9) emerged as one strategy to disseminate further advantages.

Several reports made reference to major obstacles affecting the growth and development of tourism in Jordan (El-Roudan, Al-Ardah, & Bedour, 2000; ESCWA, 2001; JICA, 2004). In her preliminary research, the author identified thirteen obstacles that deter tourism in Jordan. The aim of this thesis was to examine these obstacles and provide recommendations to overcome them.

## **1.2 Tourism in the Middle East**

The area known as the Middle East extends east to west from Iran to Morocco, and north to south from Turkey to Sudan, Saudi Arabia, and Yemen (World Atlas, 2011). Many of the countries belonging to the Arab world, such as Algeria, Egypt, Morocco, Sudan, Tunisia, and Yemen, have resorted to the export of human power in the form of military aid in return for sizeable revenues that boost their foreign exchange earnings and their economies. As for the per capita income rates in the Middle East and North Africa (MENA), the International Monetary Fund classified Egypt, Mauritania, Somalia, Sudan, and Yemen as “low income” countries; others like Algeria, Bahrain, Djibouti, Iran, Iraq, Jordan, Lebanon, Libya, Syria, Morocco, Oman, Saudi Arabia, and Tunisia as “middle income” countries; and Kuwait, Qatar, the United Arab Emirates, and Israel as “high income” countries (El. Erian, Mohamed, Ekeni, Fennell, & Chauffour, 1996).

The MENA region is considered to be one of the highest conflict regions in the world and tourism to these countries is heavily dependent on stability. This is evident from significantly varying tourism numbers between times of peace and unrest in the region. Economic and political instability in MENA countries have significantly impacted the tourism industry and created a negative perception of tourism in the whole of the Middle East, despite the fact that many countries have not been directly involved in the conflicts (Al Shihabi, Hasonah, Aladwan, & Al Qeed, 2010). For example, countries such as Egypt, Israel, Turkey, Jordan, and the United Arab Emirates all experienced a marked decline in inbound tourists during the Gulf War, even though the war was not being waged in these countries (Schneider & Sonmez, 1999).

In 2009, tourism contributed 4.6% to Egypt's GDP. In 2010 government spend on infrastructure and public projects increased, and exports drove GDP growth by more than 5%. However by 2011 a return to pre-global financial recession growth levels of 7% seemed unlikely. Despite relatively high levels of economic growth over the past few years, living conditions for the average Egyptian remained poor (AIMS International, 2013).

In 2010 tourism contributed 7.3% to Turkey's GDP. Economic growth in Syria slowed to 1.8% in 2009 as the global economic crisis put pressure on oil prices and the economies of Syria's key export partners, as well as sources of investment (Rapid Intelligence, 2011).

Unlike its neighbours, Jordan does not have oil wealth. Tourism contributes 10% to the country's GDP and more than \$800 million to the Jordanian economy (United Nations Jordan, 2013). It is also the second-largest private sector employer. The Kingdom planned to re-invest 4% of its tourism revenue back into the industry in a bid to double tourism arrivals to 12 million by 2010 (Soundlines Group, 2008). Egypt aimed to boost

annual visitor numbers from 8 million to 12 million by 2012 and moved rapidly towards that goal in 2012 with a 22% increase in tourist arrivals (Arabianbusiness.com, 2008). This country experienced particularly strong growth from emerging markets such as India and China, up 34.6% and 56.6% respectively (Florian, 2008).

As a result of the Oslo Peace Accord in 1993, and the 1994 Wadi Arabia Treaty between Aqaba in Jordan and Eilat in Israel, the flow of tourism to the MENA region increased between 1994 and 1995. Jordan, Egypt, Israel, and the Palestinian Territories enjoyed a sharp spike in tourism (Schneider & Sonmez, 1999; Steiner, 2007) until the events of 11 September 2001 and the ensuing “war on terrorism” put the global tourism industry on hold, more particularly so in the Middle East (Steiner, 2007).

By the 1980s and 1990s, MENA countries started to recognise the importance of the tourism industry. They promulgated laws and regulations aimed at encouraging the private sector to invest more in tourism activities (Mitha, 2007). In addition, countries such as Tunisia, Morocco, Jordan, and Syria put privatisation strategies in place which allowed the private sector to own and manage several services, including those related to tourism (Hazbun, 2003).

A number of other initiatives were implemented to enhance tourism, such as the Shopping Festival in Dubai, sporting events hosted in Qatar and Bahrain, political conferences in Sharm el-Sheikh (Egypt), Petra and the Dead Sea (Jordan). These initiatives were intended to give widespread publicity to these destinations (Hazbun, 2003) and increase the flow of tourists. According to the vision of the World Tourism Organisation (WTO), the Middle East is expected to attract increasing numbers of tourists, with figures anticipated to climb to 7.1% and the region’s share of the international tourism market exceeding 4.4% by 2020 (World Tourism Organisation, 2001).

### **1.3 ARAB TOURISM**

There has been an increased rate of intra-regional flow in Jordan which was used to establish 'Arab Tourism'. Ironically, the events on September 11 significantly increased tourism to the Middle East. Most Arab citizens feared travelling outside of the Middle East for fear of hostile repercussions and as a result changed their usual travel plans and travelled within the Middle East. This was positive in the Arab tourism industry and they were able to recover quickly leading to a reduced dependency on the Western tourism sector (Kalesar, 2010). Similarly, in a case study Dr. Ala Al-Hamarneh explains this new "Arab Tourism" trend contributed to successful crisis management by all those involved in tourism in the Middle East. He goes on to explain that the negative effects of the global crisis in international tourism after 9/11 were indeed of a short-term character in the Arab markets, as there was a noticeable increase of intra regional tourism and reached 40% of all international arrivals in the 2003/2004 season. Further adding, "Syria and Lebanon are the major destinations of intra-Arab tourism. Bahrain is a key destination for Saudi tourists. The UAE, mainly Dubai, is the focal point of the flourishing intra-Gulf-countries tourism. Egypt and Jordan were able to compensate the loss of the European tourist by increasing considerably the number of Arab tourists" (Dr. A. Al-Hamarneh, 2005, p. 50).

### **1.4 Background to the study**

In Jordan, the two major government tourism agencies are the Jordan Tourism Board (JTB) and The Ministry of Tourism and Antiquities (MoTA). These two public/private-sector bodies are primarily responsible for tourism development and promotion in Jordan.

#### **1.4.1 The role of the Jordan Tourism Board (JTB)**

The Jordan Tourism Board (previously known as the Tourism Promotion Corporation or TBC) was established to enhance development of the tourism sector in the country, and to institutionalise tourism promotion and development activities (Al Qeed, Al Shihabi, Hasoneh, & Aladwan, 2010). The JTB was officially launched in March 1998 as an independent, public/private-sector partnership funded by both the government of Jordan and the private sector (Jordan Tourism Board, 2010). It is responsible for using marketing strategies to brand, position and promote Jordan as a tourism destination in international markets. The Board's campaigns depict Jordan as having a unique culture, religion and natural beauty and an ideal destination for conferences, conventions and adventure. As part of its marketing strategies, the JTB plans and executes an integrated program of international promotional activities (Jordan Tourism Board, 2010), including active participation in trade fairs, trade workshops, trade and consumer road shows, familiarisation trips, press trips, brochure and multimedia production, as well as building and maintaining relationships with media. To help the Board achieve its objectives, the services of eleven offices throughout Europe and North America are used (Jordan Tourism Board, 2010).

The Ministry of Tourism and Antiquities (MoTA) in Jordan indicated that the existing strategy focused on continued promotion of Jordanian tourism products in the European market, particularly in Britain, France and Germany. MoTA was also mandated with attracting Middle Eastern tourists. At the time of this study, the Jordan Tourism Board was conducting a promotional campaign to attract European tourists at a cost of only 1% of total tourism promotion expenditure (or around JD5 million), which is relatively low compared with Egypt's 2% (or JD80 million) (Talib, 2002).

#### **1.4.2 Ministry of Tourism and Antiquities (MoTA)**

The Ministry of Tourism and Antiquities (MoTA) is the official authority for tourism in Jordan. It is responsible for the improvement and preservation of tourism resources and for marketing Jordan abroad (Al Qeed, et al., 2010). MoTA is also charged with developing tourism through the conservation, management and development of historical, archaeological and religious sites, with the aim of increasing visitors. The Jordan Tourism Board and The Ministry of Tourism and Antiquities are both major providers of tourism products in Jordan, so it was necessary to explore the activities of both these major players to determine how visitors' experiences could be improved at the relevant sites. The Ministry of Tourism and Antiquities is also responsible for protecting valuable antiquities in Jordan (Ministry of Tourism and Antiques, 2011a). Its mission is to:

Foster sustainable tourism development towards economic prosperity, to activate the role of the tourism industry to highlight Jordan's attractions, and to distinguish Jordan as a unique tourism destination. In appreciation of the contribution of tourism to national income through generating foreign exchange earnings, and in recognition of the important role of the private sector in investment and development, the Ministry will work towards developing tourism in a comprehensive and integrated approach to express the nation's legacy, culture, history, heritage, inheritance, successive civilisations and economic prosperity, as well as enhancing the noble human values based on peace and mutual respect among nations" (Ministry of Tourism and Antiques, 2011b).

As part of their plan for tourism development, MoTA launched its National Tourism Strategy (NTS) 2004-2010 in 2003, a six-year program aimed at doubling Jordan's tourism industry by 2010. The NTS was a public/private-sector partnership between government and industry and was also supported by USAID (USAID, 2008a). Between 2004 and 2010, visitor numbers grew by 48 % from around 5.5 million visitors in 2004 to more than 8.2 million by 2010. Overall revenue increased from JD943 million in 2004 to more than JD2.4 billion in 2010. Since 2007, receipts from domestic tourists increased by 34%, mirroring the trend from the Gulf countries (43%), other Arab countries (38.2%), and foreign visitors (57.5%).

Future marketing and promotional efforts are focused on increasing international and domestic tourism numbers and revenues, and extending visitors' length of stay through improved international and domestic marketing. The current 5-year plan (2010-2015) calls for new tourism laws and updated bylaws to facilitate an increase in tourism receipts to JD4.2 billion by 2015. In 2010, tourism revenues stood at JD2.4 billion. During the launch of the 2010-2015 National Tourism Strategy, the Minister of Tourism and Antiquities, Haifa Abu Ghazaleh, declared in the *JTB WIRE* (the Jordan Tourism Board's monthly newsletter) that the Strategy was designed to further the goals initially set out in the 2004-2010 plan, and provide the necessary direction for stakeholders in tourism (Visit Jordan, 2011).

### **1.4.3 National Tourism Strategy**

The National Tourism Strategy (2010-2015) was developed by the Ministry of Tourism and Antiquities (MoTA) and replaced its 2005-2010 precedent drawn up in 2004. Tourism accounted for 14 percent of Jordan's Gross Domestic Product and some 40,000

jobs nationwide. The sector had been established as one of Jordan's national priorities, and it was anticipated that the scheduled launch of the 2010-2015 National Tourism Strategy in March, would provide further impetus. The Strategy was a continuation of the 2004-2010 model.

The 2004-2010 National Tourism Strategy was a six-year plan to develop tourism in Jordan. Its aims included increasing tourism receipts, promoting longer lengths of stay, and increasing tourism activity in Jordan (USAID & AMIR Program, 2002). The National Tourism Strategy focused on four key areas:

1. Product development and competitiveness;
2. Human resources development;
3. Institutional and regulatory reform; and
4. Intensified marketing and promotion.

#### **1.4.4 Jordan Tourism Development Project**

The Jordan Tourism Development Project was based on the Tourism Development Strategy designed and launched in 2005 by United States AID. The project was established to provide continued support for Jordan's tourism industry, which was recognised as having significant potential to contribute to the country's economic growth. This three-year US\$17 million project involved working with the Jordanian government, local communities, non-governmental organisations (NGOs), and tourism institutions, to develop a dynamic and competitive tourism industry. The project promoted Jordan as an international tourism destination by ensuring institutions and policies were in place to implement the NTS. It also promoted sustainable tourism involving the private sector, communities, local and international NGOs, and

associations that served as replicable models of sustainability and best practices (USAID, 2008a, p. 14).

The importance of heritage conservation and restoration was emphasised in the National Tourism Strategy (NTS) 2004-2010. In particular, the Madaba region was identified as a valuable heritage area. Following the NTS, USAID and the Jordan Tourism Development Project (Siyaha) introduced a range of initiatives aimed at enhancing the infrastructure and capacity of the Madaba region. One of these initiatives focused on the development of the National Mosaic School (USAID, 2008a).

The Jordan Tourism Development Project (JTDP) was implemented in collaboration with local government, NGOs, the private sector, and local communities. The JTDP supported the goals of the National Tourism Strategy (NTS) by improving the diversity and quality of tourism products through private sector investment at local and national levels (USAID, 2008a). A cluster development approach was used, whereby four potential tourism clusters were comprehensively evaluated through participatory rapid appraisals, expert assessments, and community meetings. Two were selected for development by the Jordan Tourism Development Project: Madaba and Wadi Rum (USAID, 2008a).

The goals of the Jordan Tourism Development Project were to:

- Increase tourism receipts;
- Extend the length of tourists' stay; and
- Increase contribution to the treasury through expanded economic activity.

To achieve the above results the project was divided into three main components:

1. Expanded investment in tourism products and services;
2. Enhanced tourism sector capacity; and

3. Improved legal and institutional support and an enabling environment for tourism growth (USAID, 2008a, p. 15).

An official representative of the USAID/Jordan Tourism Development Project, told *The Jordan Times* that in order for places like Madaba to become a modern tourist destination, they needed to get tour operators on board. In the article she stressed the importance of making operators aware of the new and improved products and services, and promoting places that supported the local community. Unfortunately the hefty commissions that shops paid tour operators for steering customers in their direction was unaffordable for many new start-up businesses, and highlighted the need for Jordan tourism to learn to work as a team (Luck, 2011).

#### **1.4.5 Aqaba Special Economic Zone Authority**

The Aqaba Special Economic Zone Authority (ASEZA) was established in 2001 (Luck (2008) as:

a financially and administratively independent institution responsible for the management, regulation and development of the zone. ASEZA strives to turn Aqaba into a world class Red Sea business hub and leisure destination. ASEZA sustains a globally competitive, investor-friendly environment and optimises the efficient utilisation of entrusted resources in harmony with the Zone's master plan to internationally recognised standards (ASEZA, 2011).

The Jordanian government and Aqaba Special Economic Zone (ASEZA) implemented a range of initiatives to increase awareness of tourism. It conducted the following awareness sessions:

- Sector officials were educated on relevant facts, figures and strategies to urge decision-makers to take on a greater role in facilitating further investment.
- Over 300 Aqaba taxi drivers attended informal sessions on how to be more courteous to tourists, raising their awareness of different cultural norms and increasing understanding of the importance of tourism. They were informed that it is not an insult if a tourist chooses to sit in the back seat of the taxi rather than the front, which is the cultural norm in the Middle East.
- Public and private Aqaba school students from years 7-12 were encouraged to consider careers in tourism, as the sector had started to boom in the port city of Aqaba. ASEZA also organised field trips for students and teachers to become more familiar with the city's rich cultural and historical heritage.
- The campaign provided around 900 police and border patrollers with basic skills in hospitality and trained them to treat tourists in a courteous and helpful manner.

The campaign also reached out to the media to showcase Aqaba and its new investment opportunities as a way of promoting the sector's continuing growth and importance (Luck, 2008).

#### **1.4.6 Japan International Cooperation Agency**

In 1996 the Japan International Cooperation Agency (JICA) collaborated with Jordan to achieve its tourism targets and enhance its human resource capacity. According to the case study of Salt and Karak:

The Japanese government has been funding tourism master plan studies for more than 20 countries under the Overseas Development Assistance (ODA) budget through Japan International Cooperation Agency (JICA). The recipient countries consist of South East Asia, the Middle East, Africa, and South American regions (Tanaka, Tanaka, Yamaguchi, & Tamagawa, 2006, p. 2).

The JICA report focused on improving tourism infrastructure in Jordan and training tourism providers to be more customer-focused, in so doing attracting more tourists and increasing Jordan's foreign income. The program comprised six sub-projects: the Amman Downtown Tourist Zone, National Museum, the Dead Sea Parkway, the Dead Sea Panoramic Complex, Karak Tourism Development, and Historic Old Salt Development (JICA, 2011). The 1996 JICA report outlined the strengths and weaknesses of tourism in Jordan and made recommendations to overcome these obstacles.

#### **1.4.8 The obstacles which hinder tourism development in Jordan**

The obstacles hindering tourism development in Jordan were identified in several reports: (Dabour, 2003; El-Roudan, et al., 2000; ESCWA, 2001; JICA, 2004; Shdeifat, et al., 2006). An initial study conducted as part of this Masters by Research, obtained the opinions of tourism stakeholders in Jordan. It included a questionnaire to specific stakeholders for their feedback on the general tourism environment, and was followed by a more in-depth literature review (Chapter 2) which helped to further identify the obstacles to tourism development in Jordan. These are listed below and discussed in further detail in this study.

1. Lack of knowledge about the importance of tourism by a large segment of Jordanian society (Dabour, 2003; ESCWA, 2001; Shdeifat, et al., 2006).
2. Absence of information about Jordan in tour operators' catalogues (El-Roudan, et al., 2000; Shdeifat, et al., 2006; WTTO & IH&RA, 1999).
3. Lack of facilities and services at many of the sites and destinations (JICA, 2004; Ritchie & Crouch, 2003; Shdeifat, et al., 2006) .
4. Lack of international promotional campaigns and marketing representatives (Al Qeed, et al., 2010; JICA, 2004; Shdeifat, et al., 2006).
5. The high cost of domestic tourism, particularly for low-income earners who make up a significant segment of the Jordanian market (JICA, 2004; Shdeifat, et al., 2006).
6. Weak structure of many organisations involved in tourism development and a lack of funding (Shdeifat, et al., 2006; WTTO & IH&RA, 1999).
7. Problems related to training staff and employees, especially in relation to services and sustainability of resources (ESCWA, 2001; JICA, 2011; Shdeifat, et al., 2006).
8. Lack of awareness among large segments of the population about the importance of archaeological remains (El-Roudan, et al., 2000; ESCWA, 2001; JICA, 2004; Shdeifat, et al., 2006).
9. Inappropriate behaviour of visitors at some destinations and sites in Jordan that impact tourist satisfaction (JICA, 2004; Shdeifat, et al., 2006).
10. A false impression that Jordan is an unsafe destination for international tourists (Shdeifat, et al., 2006).
11. Lack of funding for international tourism development. Statistics confirm that many locally owned hotels are being funded by large international hotels and profits are leaving the country and being invested elsewhere (Daher, 2006).

12. Lack of sustainability. Who will be responsible for maintaining the site once aid funding is used up? (Daher, 2006).
13. Lack of urban regeneration and areas of conservation (Daher, 2006).

### **1.5 Destination Tourism Organisation (DTO)**

Destination Tourism Organisations (DTO), also known as Destination Management Organisations (DMO), does not promote destinations to mass markets. Instead it engages the customer to ensure effective promotion and provision of experiences that customers want.. DTOs facilitate tourism and service providers to co-establish positive tourism experiences and provide advice on effective marketing of tourism, an important component of the country's overall strategy to secure its share in this growing industry. According to Ritchie and Crouch, (2003, p. 96) and Pike (2004), a destination is "...a loose collection of enterprises, organisations and groups which work together in a semi-organised, partly cooperative fashion, but which are ultimately driven largely by their own self-interest." Destination Marketing Organisations are often established to manage tourism development in a particular destination, but they lack the power to govern the destination like a business unit (Pike, 2004; Ritchie & Crouch, 2003).

### **1.6 Authenticity**

It is important for tourist attractions to provide visitors with an authentic experience. In Jordan there is a lack of understanding of the role of authenticity in driving foreign markets to partake of ethnic tourism, such as Australia's marketing of authentic "outback" experiences. Jordan has many authentic tourism products: the beautiful landscape of Jordan's Wadi Rum desert and the culture and history surrounding the Petra and the ancient Desert Castles, to mention just a few. Most importantly, the Petra in Jordan has been classified as one of the Seven Wonders of the World (Atlas Investment Group, 2001).

The global desire for authentic travel experiences favours countries with unique cultures and creates strong leveraging opportunities for developing or emerging countries. Sense of place, culture and character must be evident as a country expands or creates its travel, tourism, trade and investment offerings (Future Brand, 2006).

### **1.7 Significance of the research**

Tourism makes a significant contribution to the Jordanian national economy - it is the second largest source of revenue after the petroleum industry (Kotler, 2002). In 2012, income from tourism amounted to US\$3 billion (around JD2.1 billion) compared with US\$2.5 billion (around JD1.8 billion) in the first ten months of 2011. The Central Bank of Jordan reported that the country's tourism revenues rose 18% between January and October 2012 (Ameinfo.com, 2012), and attributed the increase in tourist revenues to the “pick-up of inbound tourism numbers, with an increase in visitors noted from Iraq, Libya and the US in particular.” According to (Saltzstein, 2013) “...government figures showed a 15.3% increase in 2012 tourism receipts on 2011 figures.” The Ministry of Tourism stated that the total number of visitors to the country fell by 7.3% in 2012, to 6.31 million, however overnight tourists were up 5.1%, from 3.96 million in 2011 to 4.16 million in 2012 (Rozario, 2013).

In the last few years there has been strong growth in tourism in the Middle East, particularly in Jordan. However, this growth has not reached the same levels as tourism in countries like Egypt, Syria or Turkey (Dabour, 2003).

One reason for this can simply be explained with the phenomenon of the “Arab Spring”. The ‘Arab Spring’ began late 2010. Where there have been “revolutions in Tunisia and Egypt; a civil war in Libya, which resulted in the fall of its government; civil uprisings in Bahrain, Syria, and Yemen, the latter resulting in the resignation of the Yemeni Prime Minister. Major protests in Algeria, Iraq, Jordan, Kuwait, Morocco, and Oman

and minor protests in Lebanon, Mauritania, Saudi Arabia, Sudan, and Western Sahara” (J Tudor, 2012). However, this phenomenon occurred over several politically independent countries and assumed the entire Arab region had been all geographically encompassing, where every state of the Arab Region had experienced a revolution that saw a government overthrown. Yet, the majority of the countries in the region had no major demonstrations or popular uprisings (Lebanon, Kuwait, Qatar, Saudi Arabia, Mauritania, Djibouti, Iraq, Oman and Morocco). Some never materialized (Algeria, Bahrain and Jordan) while others such as Libya, Syria, and Yemen, where armed revolutions had indeed begun, have yet to arrive at a decisive outcome (Al-Bayaa, 2011). Never the less, this phenomenon called the “Arab spring” prevented the growth of tourism in some countries in the Arab Region.

The other reason, and the reason for this research, is that several obstacles have hindered tourism growth. This study is aimed at identifying the obstacles that inhibit tourism development in Jordan in the short to medium term.

Past research identified the obstacles without describing their effects on tourism development in Jordan. The literature focuses on the accomplishments of tourism in Jordan, rather than the deterrents responsible for limiting growth. For example, previous studies acknowledged the addition of Petra as one of the Seven Wonders of the World and the Dead Sea as a recognised medicinal healing site. Authorities in Jordan have long recognised the importance of tourism, but have been challenged in their efforts to find solutions to deal with the obstacles that hinder tourism development. The aim of this study is to create an awareness of how these obstacles hinder increased revenue, job creation, and sufficiently skilled employees to promote Jordan as a standalone tourist destination.

## 1.8 Aims of the study

This is an exploratory study that examines the significance of the obstacles to tourism development in Jordan. The table below shows a comparison between the general tourism obstacles in other countries and in Jordan. It also indicates how this study further contributes to research on Jordan tourism.

Table 1.8 Comparative Chart of Literature

NON ACADEMIC REPORT (Shdeifat, et al., 2006)	UKHAHLAMBA (Duval & Smith, 2013)	SARDINIA (Onnis, Perra, Sedda, Sanna, & Dibeltulo, 2009)	JORDAN (Al-Kheder, Haddad, Abo Jaber, Al-Shawabkeh, & Fakhoury, 2010)	MY CONTRIBUTION
Absence of information about Jordan in tour operators' catalogues				Lack of visibility in international tour operators' catalogues
Perception that tourist destinations in this region are too risky				A false impression that Jordan is unsafe
Lack of promotional campaigns internationally	Shortcomings in promotion and information		Lack of marketing to promote sites. No media coverage	Lack of promotional campaigns and marketing representatives internationally
Lack of knowledge about the importance of various tourism activities				Lack of knowledge about the importance of international tourism
				Lack of funding
				Lack of knowledge about the importance of domestic tourism
Existing facilities are severely under-utilised		Lack of infrastructure (no motorway, not connected to the railway network)	Hot springs in Shauna for example are not adequately developed as tourism sites. Shortage of tourism services (hotels, restaurants etc) Road system is inappropriate (quality, number of traffic conditions)	Lack of facilities and services at many sites and destinations

NON ACADEMIC REPORT (Shdeifat, et al., 2006)	UKHAHLAMBA (Duval & Smith, 2013)	SARDINIA (Onnis, Perra, Sedda, Sanna, & Dibeltulo, 2009)	JORDAN (Al-Kheder, Haddad, Abo Jaber, Al- Shawabkeh, & Fakhoury, 2010)	MY CONTRIBUTION
			Lack of different types of transport to different sites	
	Importance of the relationships between stakeholders	Top- down approach to tourism. Weak constitutional foundation	Absence or lack of tourism development and investment projects by government or private sector	Weak structure of many organisations involved in tourism development
			No alignment of laws and Regulations. Improper planning	
Problems training staff and employees in tourism			Tourism is seasonal	Problems with training staff
	Lack of awareness of importance of rock art in South Africa	Archaeological heritage and industrial heritage e.g museum historical district is weak	Challenges facing the existing archaeological sites	Lack of awareness about the importance of archaeological remains
Inappropriate behaviour of visitors at some destinations				The inappropriate behaviour of visitors
				Lack of sustainability
		Damage to ecosystem in making room for hotels and other accommodation, overcrowding of roads, disposal of waste (peak tourism season)	Shortage of infrastructure (healthy housing and cleaning services, sewage systems etc)	Lack of urban regeneration and areas of conservation
		Seasonal tourism - focuses on summer months	Challenges to overcome poverty	

### **1.8.1 Research question**

The main focus of this research is to examine the obstacles that hinder tourism development in Jordan, more specifically it addresses the main research question “What are stakeholders’ perceptions of the obstacles to tourism development in Jordan?”

### **1.8.2 Research objectives**

The research objectives of this study are:

1. To investigate stakeholders’ perceptions of the barriers to tourism development.
2. To identify the significance of the barriers to growth, both internationally and domestically.
3. To describe the approaches taken by stakeholders to address the barriers.
4. To identify emerging international and domestic markets.

## **1.9 Thesis structure**

Chapter 1 provides an overview of tourism in Jordan and discusses the importance of this industry to the Jordanian economy. The main tourism organisations in Jordan, viz., JTB and MoTA are described, and their respective roles outlined. This chapter also gives an explanation of the National Tourism Strategy Plan 2004-2010, as well as the Jordan Tourism Development Plan, and identifies the main obstacles to tourism development. It concludes with a discussion about the importance of this research and the key research questions that will be addressed.

Chapter 2 provides a theoretical basis and conceptual framework for discussing the factors which deter tourism development in Jordan. This chapter forms the basis of the analysis and discussion.

Chapter 3 describes the mixed methods approach that was used to measure obstacles to tourism in Jordan. This chapter provides information on the data collection processes

and how this approach met the objectives of the study. The limitations of the study are also described.

Chapter 4 describes the results of this study. It is divided into two parts. Part 1 describes tourism in Jordan and reports on the use of a Likert scale to measure the importance of the barriers to tourism development, as reported by the tourism stakeholders who completed the questionnaires. The second part of this chapter collates and codes the data from the stakeholders' questionnaires.

Chapter 5 discusses the results of the previous chapter and links the discussion with the literature review in chapter 2 of the study. It explores the perceptions and attitudes of different stakeholders in tourism, and discusses the various strategies that have been used to overcome the obstacles. This chapter also examines the application of the various strategies employed by different organisations in tourism.

Chapter 6 concludes the thesis with a reiteration of the importance of this research, and provides insights into the obstacles that hinder tourism and stakeholders' actions to address them. It makes recommendations for future research based on the finding of this study.

## **Chapter 2 Literature Review**

### **2.0 Introduction**

The tourism sector is Jordan's second highest generator of foreign exchange and the second largest private-sector employer (Shdeifat, et al., 2006). However, there are several major obstacles hindering tourism development in Jordan (El-Roudan, et al., 2000; ESCWA, 2001); and (JICA, 2004). The first part of this chapter gives a review of the tourism development theory and is followed by a discussion on tourism models, an outline of issues and challenges related to tourism development, and finally, a closer examination of the literature on obstacles to tourism development in Jordan.

### **2.1 Tourism development theory**

A range of theoretical models have been advanced in the academic literature to explain the destination planning process (Chon, 1990; Gunn, 1989). This study utilised three research models: Tourism Planning Process (Inskeep, 1991), Process of Regional Tourism Plan (Gunn, 2002), The Destination Management Planning Concept (DMPC) (Cooper, 2011). The DMPC is responsible for minimising the environmental impact of tourism development, specifically destination planning, marketing and management. This chapter reviews the Tourism Planning Process (Inskeep, 1991) and identifies the opportunities and obstacles, impact on the environment, and the socio-cultural benefits and problems associated with tourism.

The process of regional planning is also highlighted in this chapter, as first introduced by Gunn in 2002, who showed that regional planning begins with the formulation of a clear set of research objectives to guide the formulation of tourism policy. This chapter also describes the stakeholders who contribute to a design plan that addresses the obstacles to tourism development and growth in Jordan. Throughout, the importance of

continuous feedback to measure success after implementing the recommendations is recognised.

### **2.1.1 The tourism planning process**

Inskeep (1991) referred to the concept of sustainable development which recognised that interdependencies exist among environmental and economic power groups. Sustainable development is aimed at protecting and enhancing the environment, meeting basic human needs, promoting current and intergenerational equity, and improving the quality of life of all people. Inskeep (1991) suggested that, once a government has made the decision to develop its country's tourism, a basic planning process should be adopted that includes at least the following seven steps:

1. Study preparation;
2. Determining objectives;
3. Survey;
4. Analysis and synthesis;
5. Policy and plan formulation;
6. Recommendations; and
7. Implementation and monitoring.

All these elements must be taken into account if tourism is to be sustainable in the long term. According to research carried out by (Ceballos-Lascuráin, 1996), all tourism planning should incorporate sustainable strategies. The main objective of Inskeep's National and Regional Tourism Plan (1991) was to focus on the "analysis and synthesis" phase, paying close attention to three main objectives:

1. Identifying tourism opportunities and problems;
2. Minimising environmental impact and setting standards for tourism; and

### 3. Maximising the socio-cultural benefits and addressing problems.

Inskeep proposed that the analysis include present tourism development (if any), historical background, major obstacles to progress, prospects, and potential for further development. It should also describe the general characteristics of the tourism sector, legal and regulatory aspects, and available financing and tax incentives. Policies and measures taken to protect the cultural and natural heritage of the nation and any related infrastructure need to be analysed. Other issues included the direct and indirect effects of the tourism sector on the Gross National Product (GNP), balance of foreign payments, employment opportunities, natural environment, industry and preservation of cultural identity.

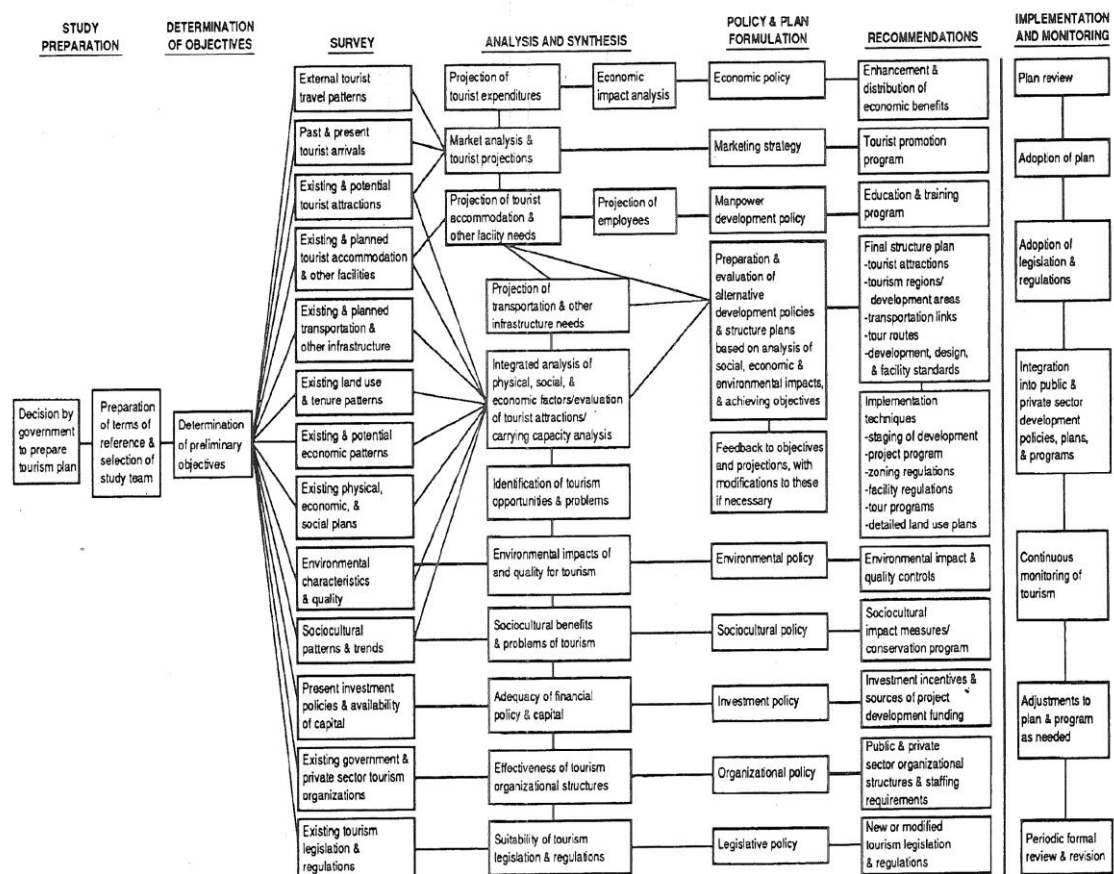


Figure 2.1 The National and Regional Plan

Source: (Inskeep, 1991, p. 50)

For tourism development planning to be successful and beneficial to the whole community, it must be planned and managed responsibly (Butler, Hall, & Jenkins, 1998; Inskip, 1991; Oliveira, 2003; Southgate & Sharpley, 2002). Similarly, communities that use or plan to use tourism as a tool for economic development and diversity, must develop policies for the sustainable development of that community (Oliveira, 2003; Pucako & Ratz, 2000; Southgate & Sharpley, 2002; Yuksel, Bramwell, & Yuksel, 1999).

Much of the literature has attempted to define or at least describe sustainable tourism development (Gunn, 1994; Hardy & Beeton, 2001; Robson & Robson, 1996), yet there is no universally accepted definition. The definition by the United Nations World Tourism Organisation (UNWTO) is referred to most often in the tourism research literature:

Sustainable tourism development meets the needs of the present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecology processes, biological diversity, and life support systems (World Tourism Organisation, 1998, p. 21).

### **2.1.2 Process of regional tourism planning**

The second model used in this research is Gunn's (2002) Process of Regional Tourism Planning (Gunn, 2002, p. 168) (See Figure 2). This five-step model shows that the process of regional planning begins with the formulation of research objectives and goals which inform and influence tourism policy formulation. The research is developed from a focus on the tangible elements of tourism policy and planning.

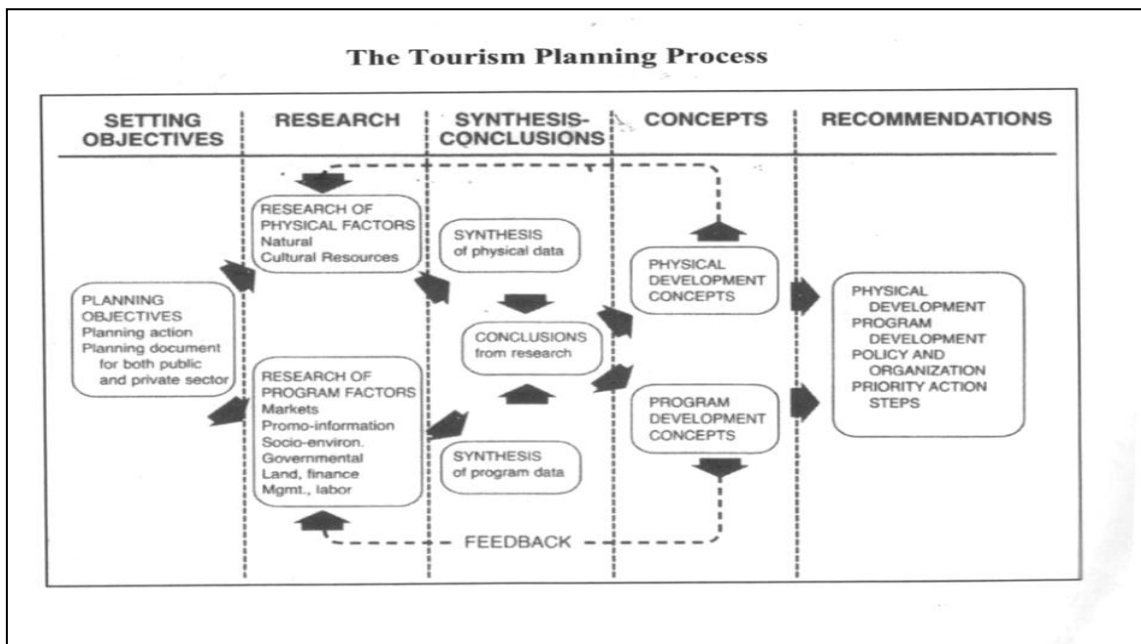


Figure 2.2 Process of Regional Tourism Planning

Source: (Gunn, 2002)

## 2.2 Destination Management Planning

Managing tourism destinations is an important part of controlling environmental, socio-cultural and economic impacts. According to the Webster Dictionary, the term *destination* is used to represent “the place set for the end of a journey,” that is, a geographical area (a location, a resort, a region, a country, etc.) where the traveller intends to spend time away from home. Keller (2000) contended “tourists perceive a destination or the service offered in the context of a destination as a whole. The package of services is often impossible to separate from the geographical place. Destination and product are thus identical” (pp. 29 - 44). Destination Management Planning is defined here using the UNWTO definition as being inclusive of all practices and principles: destination planning, destination marketing and destination management.

**Destination development planning includes:** the critical assessment of the destination's tourism potential through consultation and collaboration with all stakeholders involved in tourism development. It focuses on attracting investment and infrastructure projects

and includes workforce planning to generate local employment and adequate workers to service the demand (United Nations World Tourism Organisation, 2007).

**Destination *marketing* includes:** constant ongoing research to identify and target new and emerging markets. Destination marketing raises awareness about the qualities of the tourism destination in the target market(s); and increases visitation and yield (United Nations World Tourism Organisation, 2007).

**Destination *management* includes:** the protection of the natural and unique tourism assets of the destination while ensuring high quality visitor experiences. It ensures tourism industry leadership; and looks at developing and growing a unique and sustainable tourism industry within the destination (United Nations World Tourism Organisation, 2007).

Figure 2.3 illustrates the need for a combination of development planning principles, marketing principles and good management practices to achieve a sustainable and competitive tourism destination (Cooper, 2011).



Figure 2.3 Destination Management Planning Concept

Source: (Cooper, 2011)

The Destination Management Planning Concept (DMPC) provides tourism organisations with the tools to build sustainable and competitive tourism destinations. (Cooper, 2011) explained that the key to effective destination management planning is to encourage cooperation and collaboration and strengthen partnerships between all stakeholders at the destination. Nonetheless, barriers to the Destination Management Planning Concept remain. Gracie (2010) argued that uncooperative management can place an enormous limitation on sustainability. Moreover, if tourism stakeholders and the local community do not see the need for change, they will not be committed to it, and for this reason “any attempt to introduce the ‘novelty’ is in all probability going to fail” (La Lopa & Day, 2011).

Another barrier to sustainability is lack of knowledge (Gracie, 2010; La Lopa & Day, 2011). (Gracie, 2010) observed that low environmental awareness amongst managers

resulted in a slow uptake of potential initiatives. Her findings indicated that although management was familiar with the existence of solar power and waste battery collection as a means to save costs, the knowledge of how to dispose of them in an environmentally friendly manner, was inadequate.

A further limitation is that sustainable practices are considered expensive. La Lopa and Day (2011) suggested that businesses be educated to understand that the long-term benefits of sustainability far outweigh the capital outlay. Financial resources are therefore another limitation for implementing a sustainable business approach. According to Lee and Hollenhorst (2005) a firm perception of uncertainty in government policies as a risk, and does not invest in innovations. These authors argued that the financial barrier could be overcome if governments agreed on friendlier sustainable implementation policies, such as subsidising the required technology.

In conclusion, the commitment to sustainability is dependent on the moral responsibility of each individual in the planning process. Although the benefits to communities and individual companies are evident and the resources are available, the motivation to change is far from universal (La Lopa & Day, 2011)

## **2.3 Stakeholders**

Collaboration among key players in tourism development is a vital ingredient of sustainable development. For sustainable tourism to be successful, stakeholders must support and be involved in the entire process; including the general public, entrepreneurs, and community leaders (Gunn, 1994). A stakeholder is identified as “any group or individual who can affect or is affected by tourism development in an area” (Freeman, 1984, p. 46). Robson and Robson (1996, p. 534) suggest that stakeholder management has the potential to aid and maintain a sense of balance between tourism activity and social and environmental concerns. Because of this, they present an

essential framework around which sustainable tourism development can be implemented.

It is not necessary for stakeholders to be equally involved in the decision-making process, but it does require that all interests are identified and understood (Donaldson & Preston, 1995). Failure to identify the interest of even a single primary stakeholder group may result in the failure of the process (Clarkson, 1995).

## **2.4 Tourism Development in Jordan**

This section discusses the literature in relation to the obstacles in three sections using the DMPC as the framework:

1. Planning tourism in Jordan;
2. Marketing tourism in Jordan; and
3. Managing tourism in Jordan.

### **2.4.1 Planning tourism in Jordan**

The obstacles which hinder tourism development in the Middle East, and in particular Jordan, range from funding to a lack of understanding the importance of archaeological sites. They also include inadequate facilities at tourism sites coupled with a lack of sustainability. In order for Jordan to improve its tourism planning and development, the significance of the barriers to both international and domestic stakeholders needs to be assessed, including past and ongoing actions to address them.

#### **2.4.1.1 Lack of funding for international tourism development**

Daher (2006) and Doah (2006) claimed that a lack of funding for international tourism was a major obstacle to the development of tourism in Jordan. Statistics confirm that the hotel industry has been internationalised, with many locally-owned hotels bought

out by international chains such as the Petra Plaza - now Marriott Plaza; Nabatean Castle - now Moevenpick; Taybet Sofitel - now Accor-Sofitel (Doan, 2006).

Daher (2006) made reference to unsustainable development practices purported that working within donor agencies' constraints and regulations were extremely limiting, because they targeted open space and cosmetic renovation rather than private properties or privately owned street facades. He labelled this type of development as "shock treatment." Daher, used the term "shock treatment" to describe one-off urban renewal projects that were unsustainable in the long term. He talked about the constraints of regulations when working with donor agencies on these projects.

#### **2.4.1.2 Lack of facilities and services at sites and destinations**

Facilities and services at many tourist sites and destinations in Jordan are inadequate and improvements are needed to attract and sustain tourism (Doan, 2006; JICA, 2004; Paul, 2010; Reid & Schwab, 2006; Ritchie & Crouch, 2003; Sabbagh, 1995; Shdeifat, et al., 2006; Shunnaq, Schwab, & Reid, 2007). Accessibility is also a problem for some popular tourist attractions such as Petra, which is only reachable via one long winding road. In addition, tourism bylaws limit public transportation.

Paul (2010) alleged that Petra attracted around 400,000 visitors per year, making it the "jewel" of the country's tourism industry. However, despite increasing tourism and growing international attention, experts say little has been done to improve the site's facilities, provide better information to visitors, or preserve its historical value. Jordan's tourism infrastructure is poor, even at well-known sites, and its capacity to cope with visitors is limited. Constantly exceeding this limit could destroy irreplaceable national assets (Sabbagh, 1995).

Shunnaq et al. (2007) claimed that the six pillars of tourism comprise accommodation, food, activities, facilities, special interest/night activities, and transport. According to

these authors, visitor services in Jordan are either missing or do not meet international standards. Reid and Schwab (2006) concurred with their observation that tourist locations such as the Umm Qais tourist house had a good restaurant, but little tourism infrastructure existed in the community proper. Doan (2006) agreed that existing tourism facilities were inadequate and described the basic infrastructure and planning process as haphazard at best, with a lack of appropriate water sanitation. He pointed out that the Minister of Tourism publicly recognised the need for Jordan to build more tourist facilities and address water sanitation.

The World Bank and a number of other bilateral donor agencies provided assistance to address some of these problems in Jordan. In March 2004, USAID increased its funding and included a US\$15 million project to support Jordan's tourism facilities and provide basic infrastructure. In addition, the German and Swiss governments funded projects to help preserve critical areas of the Petra National Park (Doan, 2006).

#### **2.4.1.3 Weak structure of organisations involved in tourism development**

The weak structure of many organisations involved in tourism development is primarily related to a lack of funding. Lack of funding is a chronic problem in tourism development, most particularly in rural communities of developing countries (Choi & Sirakaya, 2006), and forecloses opportunities for communities to acquire the necessary training for staff. Stakeholders in tourism are unable to acquire funding to educate staff, limiting their ability to develop a strong organisational structure. Along with a weak organisational structure, tourism in Jordan also suffers from a lack of leadership and tourism readiness.

The Tourism Development Strategy did not include community participation. Reid and Schwab (2006) argued that the central government discouraged community participation because it threatened existing economic and power arrangements within

the country. This was also described as “tokenism.” On the other hand, the local community was reluctant to implement development processes that were not sanctioned at a higher level. They were inclined to be risk averse and had a “let- the-government-do-it” attitude.

Shunnaq et al. (2007) agreed that tourism in Jordan had a top-down focus, comprising predominantly conventional tourism aimed at high-end markets, and benefiting major hotels and mass tour operators. Doan (2006) pointed out that there was no mention of the role of local communities and other stakeholders in the tourism strategy development process. Representation on the steering committee by the largest tourism companies in Jordan was deemed to be sufficient local involvement. However, even representatives of the Petra Regional Council had not been included on the committee or the planning process. Daher (2006) also found that few community development projects were initiated through local financing mechanisms.

Reid and Schwab (2006) found that residents of villages near tourism sites received little benefit from tourism, and consequently there was little incentive for them to invest their time and money. Shunnaq et al. (2007) stated that there was a lack of tourism readiness among residents living near archaeological, heritage or cultural sites. These authors added that the community did not want to act as a catalyst; instead, there was a general consensus that the government should take the lead, thereby sheltering the community from any social and financial risks.

(Reid & Schwab, 2006) also recognised this strong reliance on government leadership. Shunnaq (2007) contended that local leaders had little input into tourism planning and therefore had no interest in articulating their needs or interests. Daher (2006) asserted that the Ministry of Planning’s priorities were aligned with where foreign aid was

channelled. He went on to argue that poor communication about foreign aid and how local institutions could apply for it, all created complications.

#### **2.4.1.4 Lack of sustainability**

According to (Daher, 2006) there was a lack of sustainability in tourism once aid money had been used up. He observed that urban regeneration and tourism projects in Jordan did not attempt to establish a sustainable practice of urban regeneration and heritage conservation in those communities, or put in place urban management heritage tools that might engage the local authorities. Nevertheless, this was not supported in any other literature.

#### **2.4.2 Marketing tourism in Jordan**

The role of tourism stakeholders should include effective marketing of Jordan through the use of the destination management, planning and marketing concept in order to address critical factors and overcome the barriers to tourism in Jordan. Tourism marketing should be the shared responsibility of stakeholders, the government and the local communities (Eagles, McCool, & Haynes, 2002).

##### **2.4.2.1 Absence of information on Jordan in international tour operators' catalogues**

Several reports cited the absence of information about Jordan in tour operators' catalogues as a deterrent to tourism (El-Roudan, et al., 2000; Shdeifat, et al., 2006; WTO & IH&RA, 1999). Jordan is primarily regarded as a stopover destination, with 60% of visitors to the country staying overnight. (Shdeifat, et al., 2006, p. 15) explained: "the lack of inclusion of Jordan within tour operators' catalogues suggest that Jordan has been treated as an extension of neighbouring countries' tour packages and trade rather than being promoted as a stand-alone tourism destination."

#### **2.4.2.2 Lack of international promotional campaigns and marketing representatives**

According to (Al Qeed, et al., 2010; JICA, 2004; Malkawi, 2011; Shdeifat, et al., 2006; USAID, 2008a) there is a shortage of promotional campaigns and marketing representatives to promote and market Jordan internationally. USAID explained that the National Tourism Strategy encourages promotion of the Kingdom as a “boutique destination” with themes of heritage and nature. Unfortunately, the current promotional campaigns abroad have failed due to a lack of funding from both the government and private sectors.

Insufficient tour buses to transport visitors to tourism destinations have further restricted tourism. The Society of Tourism and Travel Agents (JSTS) explained that problems associated with the availability of vehicles to transport tourists are due to certain tourism bylaws (Malkawi, 2011). The Society also contended that previous campaigns to encourage domestic tourism did not achieve their goals because of this problem, adding that “there is still no solution for the lack of buses.”

#### **2.4.3 Managing tourism in Jordan**

Managing tourism in Jordan needs to be a priority for all stakeholders. The false impression that Jordan is an unsafe travel destination, coupled with the view that a large segment of the Jordanian community are not invested in the industry, has led to ineffective management of tourism in Jordan. These problems, along with the lack of trained staff at tourism facilities, have placed Jordan at a disadvantage as compared with its neighbours.

##### **2.4.3.1 Impression of Jordan as an unsafe destination for international tourists**

The political instability in neighbouring countries has proved to be a major obstacle to tourism in Jordan (Doan, 2006; Egypt Tours and Travel Office, 2011; Koch, 2011;

MoTA, 2006; Reid & Schwab, 2006; Shdeifat, Mohsen, Mustafa, Al-Ali, & Al-Mhaisen, 2006; Shunnaq, Schwab, & Reid, 2007). Egypt Tourism and Travel Office noted that, due to political instability, “the Middle East has come to be viewed by the US public as one large area to be avoided” (Egypt Tours and Travel Office, 2011, p. 1).

Unfortunately tourist knowledge of the Middle East Region is often based on colourful tabloids, superficial observations of the region, also gathered by chance of holiday trips to the region or any overheard generalisations or opinions. Based on such superficial judgements, the image of the region and its inhabitants is not only untrue but also detrimental to the development of current and future relations between Poland and Arab countries, including Jordan. It should be noted that Arabs are aware of the fact that lots of Europeans, also the Polish people, still believe in numerous untrue and harmful stereotypes (K. Bojko, 2012). In an interview with Abigail Pesta, Princess Ameera stressed the importance of not judging a country based on the action of a few of its people mentioning how the 9/11 event stigmatized the Arab world (Azhar, 2012).

The overnight devastation of a country’s tourism industry brought about by acts of terrorism is evident from the decrease in tourist numbers during times of unrest. According to the Ministry of Tourism and Antiquities (2006), Petra experienced a 10% decrease in tourism during the war in Iraq. Shunnaq et al. (2007) added that despite the region’s political instability and lack of resources, the Jordanian population enjoys one of the highest per capita disposable incomes in the subregion.

The terrorist act of September 11, 2001 compounded the problem by creating a climate of fear and deterring western tourists from air travel. The US-led invasions of Afghanistan and Iraq added to the perception that tourist destinations in the region were risky, and the ongoing nature of these conflicts suggests that prospects for a return to regional stability are poor, at least in the short to medium term (Doan, 2006). Malia

Asfour, Director of the Jordan Tourism Board stated in an email “we cannot paint the region with one stroke of a brush...” “We suffer from misperceptions and need both the media and the industry to help alleviate this.”

#### **2.4.3.2 Lack of knowledge about the importance of international tourism**

Much of the literature points to a general lack of knowledge about the importance of international tourism by a large segment of Jordanian society, indicating that Jordan’s tourism industry is yet to reach its full potential (Atkisson, Anielski, & Quevedo, 2003; Dabour, 2003; ESCWA, 2001; Hall, Kirkpatrick, Mitchell, & 2005; Moscardo, 2008; Shdeifat, et al., 2006; USAID, 2009; Ziadeh, 2007 ).

(Moscardo, 2008) believed the lack of knowledge about tourism in Jordanian society was a critical barrier and limited the ability of the local community to participate in tourism development. She argued that the tourism industry was responsible for this lack of knowledge in many developing countries by excluding local residents and other community stakeholders from involvement in marketing decisions.

Ziadeh (2007) contended that Jordan was full of archaeological, religious, and natural attractions, but had not managed to achieve the right combination of promotions and facilities at these sites for the tourism industry to fulfil its true potential. In response to these challenges, Phase 1 of the National Tourism Awareness Plan was launched in May 2007, to enhance perceptions of the tourism sector and stimulate awareness of the importance of tourism among the general public and key players (USAID, 2009). (Atkisson, et al., 2003) also acknowledged the importance of educating Jordanian society about the importance of tourism and its activities in order for the community to positively and effectively influence tourism policy. (Hall, et al., 2005) attributed limited skills and knowledge to false expectations about the benefits of tourism, a lack of

preparedness for change in the industry, and limited opportunities for locals to benefit from associated business opportunities.

#### **2.4.3.3 Lack of knowledge about the importance of domestic tourism**

The literature highlights a lack of knowledge about the importance of domestic tourism in Jordanian society and cites two main causes – the lack of policy and the high cost of domestic tourism (Meyer, 2003; Reid & Schwab, 2006).

An article about tourism published in the UK explained: “underdeveloped countries promote tourism as a means of generating foreign exchange, increasing employment opportunities, attracting development capital, and enhancing economic independence. The structural characteristics of Third World economies however, can detract from achieving several of these goals, but equally problematic is the organisation of the international tourist industry itself” (Meyer, 2003, p. 17).

The high cost of domestic tourism, particularly for low-income families who make up a significant segment of the market in Jordan, makes it unaffordable for locals to travel within their own country. “Tourism should target the citizens and communities of Jordan as its primary beneficiaries, by providing income generation and employment opportunities and by contributing revenue to government programs” (Ministry of Tourism and Antiques, 2004, p. 17).

#### **2.4.3.4 Problems training staff and employees in tourism development**

Jordan is faced with several problems related to training staff and employees, especially when it comes to services and sustainability of resources. Shdeifat, et al. (2006); (Tanaka, et al., 2006); USAID (2008b); World Travel and Tourism Organization & International Hotel and Restaurant Association (1999) explain that these problems are characterised by agricultural expansion, urban development and rapid population

growth. In addition to high unemployment, the lack of awareness of the importance of archaeological remains among large segments of the population all present real threats to archaeological sites, and can greatly affect tourism. A training and development component was recommended to deal with policy and learn how to better manage the uncertainties associated with the dynamic conditions of the region (WTTO & IH&RA, 1999).

Research undertaken by USAID concluded that “as a consequence of lack of trained staff in Jordan’s tourism industry, vocational training in tourism in Jordan is not currently producing the quantity or quality of outputs to meet the needs of a growing industry” (USAID, 2008b, p. 4). (Tanaka, et al., 2006, p. 8) explained: “training of local tour operators and tour guides in Jordan are also under the scope of the JICA project, which now depends on the tour operators or guides who accompany tourist groups from Amman or their origin countries.”

#### **2.4.3.5 Lack of awareness about the importance of archaeological remains**

The literature review highlights the fact that there is a lack of awareness about the importance of archaeological remains by a large sector of the Jordanian population. These sites are non- renewable and if they are not preserved, the Kingdom will forever lose important relics and remains which provide a testament to the country’s history and culture (El-Roudan, et al., 2000; ESCWA, 2001; JICA, 2004; Steinberg, 1996; Tanaka, et al., 2006).

#### **2.4.3.6 Inappropriate behaviour of visitors**

In 1999, a paper presented at the Commission on Sustainable Development in New York by the WTTO titled “Sustainable tourism: a non-governmental organization perspective” (1999) explained that the inappropriate behaviour (e.g. physical damage, wildlife disturbance, littering) of visitors in some destinations will affect the satisfaction

and experience of other tourists and in turn lose both the site and the tourist (DESA, 1999; JICA, 2004; Shdeifat, et al., 2006).

Table 2.1 describes the obstacles that emerged from the literature and highlights the key findings, impacts and barriers to sustainable tourism development in Jordan.

Table 2.1 Summary of Literature Review

Potential Obstacle	References	Key Finding/Impacts
Lack of inclusion of Jordan in international tour operators' catalogues	(El-Roudan, et al., 2000; Shdeifat, et al., 2006; WTTO & IH&RA, 1999)	Information on Jordan in tour operators' catalogues has been treated as an extension of neighbouring countries' tour packages and trade
False impression that Jordan is an unsafe destination for international tourists	(Doan, 2006; Egypt Tours and Travel Office, 2011; Koch, 2011; MoTA, 2006; Reid & Schwab, 2006; Shdeifat, Mohsen, Mustafa, Al-Ali, & Al-Mhaisen, 2006; Shunnaq, Schwab, & Reid, 2007)	The terrorist attack of Sept 11, 2001 compounded the problem by making western tourist wary to fly. The US-led invasions of Afghanistan and Iraq added to the perception that tourist destinations in this region were risky. The ongoing nature of these conflicts suggests that prospects for a return to regional stability are poor in the short and medium term.
Lack of promotional campaigns/marketing representatives internationally	(Al Qeed, et al., 2010; JICA, 2004; Malkawi, 2011; Shdeifat, et al., 2006; USAID, 2008a)	Lack of promotional campaigns and marketing representatives internationally. Previous promotional campaigns failed due to lack of funding from both the government and private sectors for marketing abroad.
Lack of knowledge about the importance of international tourism by a large segment of the Jordanian society	(Atkisson, et al., 2003; Dabour, 2003; ESCWA, 2001; Hall, et al., 2005; Moscardo, 2008; Shdeifat, et al., 2006; USAID, 2009; Ziadeh, 2007)	Lack of knowledge about the importance of tourism by a large segment of Jordanian society. Jordan's tourism industry is yet to reach its full potential due to a lack of knowledge of the importance of various tourism activities.
Lack of funding for international tourism development.	(Daher, 2006; Doan, 2006)	Statistics confirm that many locally-owned hotels have been bought out by larger international hotel chains.
Lack of knowledge about the importance of domestic tourism by a large segment of the Jordanian society.	(Reid & Schwab, 2006)	The high cost of domestic tourism, particularly for low-income families who make up a significant segment of the market in Jordan. Locals cannot afford to travel within their own country due to the high cost of tourism.
Potential Obstacle	References	Key Finding/Impacts
Lack of facilities and services at many sites and destinations.	(Doan, 2006; JICA, 2004; Paul, 2010; Reid & Schwab, 2006; Ritchie & Crouch, 2003; Sabbagh, 1995; Shdeifat, et al., 2006; Shunnaq, et al., 2007)	Existing facilities are inadequate. The minister continues to assert that Jordan should build more tourist facilities. Water sanitation needs to be addressed. Wholly inadequate basic infrastructure and planning processes are haphazard at best.

The weak organisational structure of many organisations involved in tourism development	(Daher, 2006; Doan, 2006; Reid & Schwab, 2006; Shunnaq, et al., 2007)	Local population is reluctant to begin development processes that do not have higher level sanctions - "risk averse." Few community development projects are initiated with local financing mechanisms. There is a lack of tourism readiness among residents living near archaeological, heritage or cultural sites. The dominance of the Ministry of Planning in determining where and for what purposes foreign aid is channelled, poor communication about foreign aid and how local institutions can apply for it, all create complications.
Problems training staff and employees in tourism development	(El-Roudan, Al-Ardah, & Bedour, 2000; ESCWA, 2001; JICA, 2004; Reid & Schwab, 2006; Shdeifat, et al., 2006; Tanaka, et al., 2006) ; USAID, 2008b; World Travel and Tourism Organization & Int Hotel and Restaurant Association, 1999)	The weak organisational structure of many organisations involved in tourism development and a lack of funding. Tourism stakeholders are unable to acquire funding to educate staff, which forecloses opportunities to develop a strong organisational tourism structure.
Lack of awareness about the importance of archaeological remains by many people in Jordan.	(Shunnaq, et al., 2007; El-Roudan, et al., 2000; ESCWA, 2001; JICA, 2004; Steinberg, 1996; Tanaka, et al., 2006)	Locals believe if the government stepped in and improved the archaeological sites, developed the infrastructure and provided the capital, the community might participate. Lack of awareness about the importance of archaeological remains among large segments of the population. There is a lack of knowledge regarding the value of archaeological sites in Jordan.
Inappropriate behaviour of visitors at some destinations	(DESA, 1999; "Israel tourist hordes disturb the Middle East peace," March 12 1995; JICA, 2004; Shdeifat, et al., 2006)	The inappropriate behaviour of visitors at some destinations will affect the satisfaction and experience of other tourists and in turn lose both the site and the tourists.
Lack of sustainability	(Daher, 2006)	Lack of sustainability once aid money is gone.
Lack of urban regeneration and areas of conservation	(Daher, 2006)	Tourism projects neither attempt to establish a sustainable practice of urban regeneration and heritage conservation in such communities, nor do they put in place urban management heritage tools that might engage the local authorities.

## 2.5 Conclusion

All stakeholders should have equal opportunities to acquire knowledge and understanding of the relevant issues. This may require that specific stakeholders be educated about the topics that are to be addressed in the decision-making process. Once everyone involved in the process has the same level of knowledge, decisions can be made that utilises the collective wisdom of all the stakeholders.

This chapter discusses the existing literature on tourism in Jordan. It examines the obstacles to tourism development in Jordan, along with the tourism planning and development framework. Despite the fact that tourism is one of the most important sectors of the Jordanian economy, there is a need for further research on the obstacles to development. Previous research highlighted the advantages and benefits of tourism, however, little has been written about the obstacles that deter tourism development.

This chapter also focuses attention on the significance of these obstacles and the actions of stakeholders to overcome them. Gunn's (2002) Regional Tourism Model is used in conjunction with Inskeep's (1991) National and Regional Planning Model and Cooper's (2002) Destination Management Planning Concept Model to answer the research questions, since all three models have similarities and can easily be linked.

## **Chapter 3 Research Methodology**

### **3.0 Introduction**

This chapter provides details about the methodology, methods of data collection and analysis used to meet the objectives of the study. Based on the research questions and objectives of the study as outlined in Chapter 1, a mixed methods approach was used including both qualitative and quantitative research methods, and using concurrent timing. According to Creswell and Clark (2011, p. 66) this occurs “when the researcher implements both the quantitative and qualitative strands during a single phase of the research study.” The authors go on to explain that as with any research method, there are advantages and disadvantages. The limitations of this methodological approach are discussed in this chapter, followed by a description of the methods used, including a step-by-step procedure for the data collection process. The steps are described and a justification provided for each.

### **3.1 Mixed methods approach**

A mixed methods approach may provide a basis for triangulation (Creswell & Plano Clark, 2011). In this research study, mixed methods was used to look at the same obstacles from different points of view, however it often turns out that the viewpoint implies such different ways of seeing, that the lines of sight do not always come together (Spratt, Walker, & Robinson, 2004, p. 8). According to these authors “a growing number of research and evaluation studies make use of mixed methods research.” It is a combination of “both quantitative and qualitative methods within a single study” (Spratt, et al., 2004, p. 1). They go on to explain that each of these

approaches has its own strengths and weaknesses, and combining those, offers a more reliable and comprehensive approach to finding the answers to research questions.

In a recent analysis of mixed methods in organisational systems, (Rocco, Bliss, Gallagher, & Perez-Prado, 2003, p. 19) reminded us that:

More useful research says something important about the phenomena under study. It is insightful, and its explanations are plausible. Many researchers find that to conduct this level of research involves mixing methods and perhaps also mixing paradigms (Rocco, et al., 2003).

Spratt et al. (2004) explained there are a number of different ways to combine methods in mixed methods research. The combination used in this study was concurrent timing. (Creswell & Plano Clark, 2011) explained that a concurrent time order means that the quantitative and qualitative phases occur at approximately the same time. A concurrent design can be used where both kinds of information are needed, and can be collected at roughly the same time without causing any problems (logistically or informational/theoretical).

This researcher implemented both the quantitative and qualitative elements during a single phase of the research study. A questionnaire was distributed to stakeholders; the first section used a quantitative methodology and asked stakeholders to rank the importance of the obstacles, while the second section was qualitative, and asked stakeholders for their opinions and comments about the questions.

In-depth interviews and questionnaires have been a standard part of the development of valid and reliable survey instruments since the 1920s (Morgan, 1997). They are particularly useful in developing surveys to gather data on the experiences and

responses of stakeholders, to plan services, and provide more in-depth information about a topic of concern (S. Sofaer, 2002). Quantitative research includes structured surveys and customer questionnaires that produce hard facts and statistics to guide research (Willis, 2011).

### 3.2 Research aims and objectives

This is an exploratory study that examined the significance of the obstacles to tourism development in Jordan. In particular, it investigated the different perceptions of stakeholders with regard to the obstacles which deter tourism development in Jordan.

Furthermore, the study sought to identify approaches taken by stakeholders to address the barriers, and to further identify emerging markets for developing tourism in Jordan, both domestically and internationally. Table 3.1 shows how the questions in the questionnaire relate to the research objectives.

Table 3.1 How the questionnaire relates to the research questions

Research objectives	Questionnaire questions
Investigate stakeholders' perceptions of the barriers to tourism development.	1, 5
Identify the significance of the barriers to growth both internationally and domestically.	2, 3
What approaches are the stakeholders using to address the barriers?	4, 6, 7, 10
What emerging markets, both internationally and domestically, do stakeholders identify?	8, 9

This thesis attempts to provide an understanding of the obstacles which hinder tourism development in Jordan, and includes a literature review that identifies the gaps in tourism research in Jordan. It was intended to provide new insights into tourism development in Jordan, and will be the first study to specifically identify and examine the obstacles which hinder tourism development in Jordan. The study used a mixed

methods approach, mainly in the form of a questionnaire that was distributed among stakeholders in the tourism industry in Jordan.

### **3.3 Rationale for the research method**

Mixed methods was the most appropriate approach for this study since a variation of data collection leads to greater validity of results and ensures there are no gaps in the information or data collected. A mixed methods approach also reduced the likelihood of pre-existing assumptions in the researchers mind.

This research study began with the qualitative data and then moved to quantitative design and testing. The qualitative information was used to develop a survey instrument for further data collection.

#### **3.3.1 Research procedure**

The purpose of this study was to investigate the obstacles which hinder tourism development in Jordan, using a mixed methods approach of concurrent timing to determine whether stakeholders were aware of the obstacles as described in numerous articles and reports. The study sought to ascertain how stakeholders ranked these obstacles in order of importance. In section one of the questionnaire, the researcher used a quantitative method to determine the ranking of the obstacles according to the opinions of the stakeholders. This was followed by qualitative research to obtain an understanding of what, if anything, was being done to address these obstacles.

A structured questionnaire was designed in both Arabic and English to facilitate completion and make it as convenient as possible for all participants. The first questionnaire was distributed by email, mail and fax to 50 stakeholders involved in tourism in Jordan, between February 2011 and May 2011. Only 12 completed questionnaires were returned after the survey was personally collected from participants

by a third party between August and October 2012 (respondents 1-12). A further 18 questionnaires were returned from a second distribution attempt (respondents 13-30). Data was collected and entered into SPSS version 17.0 and the findings were analysed and discussed.

### **3.3.2 Research instrument**

The questionnaire used a mixed methods approach. The first two questions asked participants for their opinions about whether they believed tourism in Jordan was emerging, developing or static. Participants were then asked to rate the extent to which they believed the barriers hindered tourism in Jordan, both internationally and domestically, on a Likert scale where 1 = least important and; 5 = most important.

Participants were then asked to provide their opinions. The data collected were entered into a computer and managed with SPSS 17.0 and Nvivo 8 software. The analysis and findings of the data are presented in Chapter 5. The questionnaire is enclosed as Appendix 1.

### **3.4 Participant population**

The population for this study comprised 30 participants representing various stakeholders in tourism in Jordan. These included but were not limited to, organisations such as the Jordan Tourism Board; Ministry of Tourism and Antiquities; ASEZA; Travel Agent Academy and Eda's Research Centre; Al-Balqa' Applied University's Faculty of Planning and Management; Jordan Travel Consultant-Amman; and Australian Jordanian Friendship Association Inc. Other stakeholders were from the local community in Jordan who lived close to tourist sites and amenities. "A population comprises all the study subjects that are the focus of the research project" (Jennings, 2010, p. 137).

The rationale for using a broad range of participants was that each of the respondent organisations was responsible for different aspects of tourism in Jordan, ranging from promotion to conducting further research on Jordan as a tourism destination, and it was therefore important to capture all their viewpoints.

#### **3.4.1 Sample**

Snowball sampling was the next available option to the researcher after it became evident that randomly selected stakeholders were not responding to the questionnaire. “A sample is the selection of subjects or units from the overall population” (Jennings, 2010, p. 137). Snowball sampling is a non-probability sampling technique used by researchers to identify potential subjects in studies where subjects are hard to locate (Castillo, 2009). Out of a total of 50, only twelve in-depth questionnaires were returned to the researcher.

#### **3.4.2 Sampling**

The sample selection process employed for this data collection was judgemental sampling (Hussey & Hussey, 1997) as the participants were identified on the basis of their involvement in tourism. Jennings (2010, p. 137) describes this as “... a sample by which subjects or study units from the target population are included in the research project.” The broad-sweep questionnaire which was emailed to randomly selected tourism stakeholders afforded an opportunity to expand on the data from all stakeholders in the tourism industry and provided a check on the data gained from industry representatives.

Feedback from a broad range of stakeholders allowed the researcher to gather rich information, which would not have been possible if only major tourism organisations were targeted. Some respondents were randomly contacted by the researcher, while others were contacted through a third party. This is known as snowballing or chain

referral sampling and is a technique often used by researchers when respondents are rare or in a small minority (Castillo, 2009). In this case, snowball sampling was used because randomly selected participants were not responding to the questionnaire.

### **3.5 Research tool**

A questionnaire was designed using a mixed methods research approach. The questionnaire was written in English and translated into Arabic. Participants had the option of completing the questionnaire in either language, whichever was more convenient for them. The questionnaires were prepared:

1. For the convenience of the respondents and to ensure that they understood the questions without any ambiguity or misinterpretation;
2. To encourage completion of the questionnaire being in the respondents' native tongue;
3. Two methods of distribution were used to maximise response rates. First, an online questionnaire was distributed, an increasingly used electronic technique via email or the internet (Williams, Money, & Swartz, 1998), as it was assumed that many participants would have access to computers as an extension of their business facilities. In addition, a paper-based questionnaire was handed out to participants in the snowball sample; and
4. Follow-up questionnaires, letters and emails were sent to non-respondents to encourage their responses. An interpreter was engaged to answer additional questions from participants and to explain the Consent Letter and ethics.

The majority of respondents completed the questionnaire in Arabic and these were subsequently translated into English for analysis and discussion.

Questionnaire-based data collection involves three interrelated activities: questionnaire design; administration; and sample selection (Williams, et al., 1998). These authors pointed out that it is not possible to provide a definitive way of constructing a questionnaire as each study will have its own unique peculiarities. A questionnaire can contain either open-ended or closed questions or a combination of both (Hussey & Hussey, 1997). This study used the latter.

Questionnaire design should reflect information gleaned from academic, industry and professional literature, together with information derived from interviews, brainstorming and focus groups (Williams, et al., 1998). In this research study the questionnaire design was based on an extensive literature review, industry information, interviews, and existing questionnaires used in previous research on the particular area under study.

### **3.6 Research Procedure**

An initial literature review was undertaken to identify the gaps in Jordan tourism research and to inform the questionnaire design. Next, a content analysis was used to provide a solid understanding of the data and analyse the literature review data. This was followed by various techniques of coding, categorising, and synthesising the data. A coding method was used to interpret all the data. Coding involves dismantling data with the intention of reconstructing it in a new, more theoretically enlightening way (Goulding, 1998; Strauss., Anselm., & Corbin, 1990). The process of coding requires the researcher to engage in constant comparisons between the data, and questioning the emerging interpretations (Strauss., et al., 1990). There is a choice of two different code labels - theoretical labels, where the researcher comes up with labels that reflect the data; and Vivo labels, where the researcher employs the terminology used by the informants.

A follow-up literature review was undertaken on the obstacles that emerged in the preliminary study. These were used to develop the questionnaire. Questionnaires were initially self-administered to tourism experts. They comprised a combination of structured and unstructured questions using mixed methods techniques, and were initially sent out via email to a randomly selected group of tourism stakeholders. Thereafter snowball sampling was used.

During the data collection process participants' permission was obtained via informed consent (Maxwell, 2005) of the content and techniques of data collection and how the data would be used and reported. Since participants were professionals and highly experienced in their knowledge of tourism in Jordan, an expert sampling technique was used to extract informed opinions (Jennings, 2001). This method allowed for snowball sampling, and enabled the researcher to approach participants who otherwise would not have been identifiable (Jennings, 2001). Despite focusing on a small number of respondents or observations, it is nevertheless considered in-depth, and it is for this reason that qualitative research is often referred to as "data enhancers," allowing crucial elements of a problem to be seen more clearly (Raggin, 1994).

The methodology was intended to provide insights into the observable fact. Qualitative measures are judgmental and cannot be reduced to percentages, dollars, or other kinds of numbers, yet they can be useful if made by experienced people who have a good track record for evaluating conditions and people (Schwartz, 1981). According to Waterworth (1987), qualitative research is particularly useful in revealing:

1. Attitudes to products, services, companies, etc;
2. Behaviours: how respondents go about getting data, using data and taking action;

3. Language: the words respondents use about products, the uses to which they are put and the occasions when they are used (Waterworth, 1987).

Follow up on secondary research on the organisations and the characteristic of participants was conducted. In order to remain anonymous, many of the respondents did not provide personal demographic information or details about the organisation they worked for, and further research had to be undertaken to ensure most tourism organisations were included in this study.

### 3.7 Interpreter

Jasser Samardali, managing director of a 24-hour interpreting service based in Western Australia, was employed as a Level 3, NAATI-accredited Arabic-English interpreter. Mr Samardali was born and raised in Jordan and migrated to Australia at the age of 21. He is president of the Australian Jordanian Friendship Association Inc. and a pillar of the Arabic community in Perth, Western Australia.

Mr Samardali provided invaluable assistance as he was able to communicate with respondents in their own dialect and encourage them to return the completed questionnaires. It took one day to translate each document after which it was forwarded on to the researcher. Mr Samardali was able to answer respondents' questions when required. His brother, who resides in Jordan for 6 months of the year, was also of invaluable assistance in collecting the second batch of questionnaires. He introduced himself to the respondents and explained that the purpose of the research was to understand the obstacles hindering the development of tourism in Jordan, after which many respondents were more inclined to complete and return the questionnaire.

The greatest challenge when translating documents from Arabic to English is not to lose any of the information in the translation process. Every effort was made to avoid this issue by translating ad verbatim.

### **3.8 Data collection**

As previously mentioned, a mixed methods approach was chosen with regard to the techniques and tools used to gather information. It consisted of questionnaires and an extensive literature review, followed by a more structured questionnaire.

Ethics clearance was obtained from the Edith Cowan University Human Research Ethics Committee in 2011, after which a questionnaire was emailed to approximately 50 people in the tourism industry in Jordan. Only two completed questionnaires were returned from this mail-out. The researcher then called on a friend to distribute questionnaires to his network through snowballing. It took two years to collect the completed questionnaires from respondents and approximately three years to complete data collection for this project.

### **3.9 Data analysis**

The data analysis phase was divided into two sections:

1. Secondary data analysis which included data collected by other people such as statistics, books, journals, newspapers, reports and conference proceedings; and
2. Primary data analysis which included data that was collected by the researcher's questionnaires and follow-up interviews.

The study used a software program called Nvivo 8, a qualitative tool to help researchers make sense of unstructured information in questionnaires. To achieve and enhance validity and reliability, constant cross-checking was undertaken and certain conclusions

drawn (Jennings, 2001). This also ensured that issues of importance were followed up adequately and that the information obtained had been exhausted to the point where no further contributions could be identified. Finally, the data were coded to identify emergent relationships, all the while comparing the findings to the academic literature (Jennings, 2001).

SPSS 17.0 (Statistical Package for Social Sciences) is a computer program used for managing data, and was used in this study to analyse the variables and frequencies in terms of the average and standard deviation of the results from the questionnaire.

A third party, who met logistical and cultural considerations, was engaged for his ability, as part of a social network, to obtain completed questionnaires from the respondents. Despite being of Jordanian descent, the researcher felt disadvantaged being from Australia, and encountered reluctance to discuss tourism. As a result, “snowballing” presented the only option to make contact with industry professionals and obtain completed questionnaires.

In addition, expert advice was sought at different stages of the research. Once the information reached a point of saturation and respondents were not providing any new or different responses, the researcher concluded that all available opinions had been captured.

### **3.9.1 Secondary/primary data**

Secondary data sources are those that are collected by others, such as studies, statistics, maps, books, journals, newspapers, reports, and conferences proceedings. For the purposes of this research, it included studies and development projects on curative tourism in Jordan and other parts of the world.

A collection of relevant secondary data, including published research, reports, state-, local-, and industry-affiliated data was collected and analysed to provide the necessary background and provide an overview of Jordan's tourism industry. In order to determine the relevance of the data, it was vital to assess its source and accuracy. Yin (1994, p.84) asserted that archival records can be highly quantitative, but numbers alone should not automatically be considered a sign of accuracy.

As highlighted by Yin (1994), documentary evidence has much strength. Once obtained it can be viewed repeatedly, has broad coverage, is independent of the study, and contains exact contact detail references and event details. A systematic search for relevant documentation formed part of the data collection methods employed for this research.

Emory and Copper (1991) defined secondary data as a collection of facts gathered from original sources and collected especially for the research problem. This includes information collected directly from people, whether by interviews, questionnaires or observations. In this research the author used all three.

### **3.10 Validity**

The following strategies were used to ensure the reliability and validity of the research:

1. Undertook an extensive literature review to obtain comprehensive, up-to-date information about the tourism industry in Jordan and other countries that were experiencing or had overcome similar obstacles. Wherever possible, examples from other countries were examined to provide further information and explain the constructs of this investigation;
2. Ensured the congruency of the purpose, research objectives, research methods and strategies employed to analyse the data. The researcher engaged the

assistance of several research professionals at Edith Cowan University, Western Australia;

3. For maximum diversity data was collected to the point of saturation. This was where respondents' answers became repetitive and no new information was forthcoming;
4. Carefully planned the coding of the data using two different software programs, Nvivo 8 and SPSS 17.0. The researcher was receptive to modifying any coding, definitions, theory and research framework, in order to make sense of the data.

### **3.11 Research limitations**

Limitations of this study include: the small sample size; language barriers; omissions in research; time constraints; and lack of co-operation from tourism stakeholders in Jordan.

#### **3.11.1 Small sample size**

The small sample size was attributable to the researcher not being able to personally distribute questionnaires in Jordan. The questionnaires were emailed to 30 tourism stakeholders and returned by only two. The researcher was told by one respondent: "respondents don't like to share information with a third party for fear of losing their jobs" (Respondent 1). Moreover, many respondents had poor English literacy skills and therefore lacked the confidence to complete the questionnaires in English. The researcher arranged for a friend in Jordan to distribute the questionnaires to his social network, resulting in an additional ten being completed.

A total of 12 completed questionnaires was considered too small a sample size and perceived as a research limitation, so the snowball method was used to elicit additional responses. The researcher distributed questionnaires for a third time through a third party who was travelling to Jordan and could personally hand out and collect

questionnaires. However, this created time delays, exacerbated by a lack of cooperation from tourism stakeholders.

### **3.11.2 Data collection**

It was evident from the questionnaires that most questions had been answered in a similar way and reflected socially desirable responses rather than the opinions of the individual respondents. Some questions were unanswered and indicated a potential non-response bias (Hussey & Hussey, 1997). Others were taken ad verbatim from companies' websites, pointing to reluctance on the part of respondents to provide their personal opinions, despite having been told the questionnaires would be de-identified and their anonymity preserved. All these factors underscore a potential weakness in the study.

### **3.11.3 Data analysis methods**

This research used basic coding and programs such as SPSS 17.0 and Nvivo 8. Inter-rater reliability (IIR) is regarded as a more reliable method of coding but is not practical for a Masters study due to time constraints. This could therefore potentially be perceived as a weakness of this study. Inter-rater reliability coding is generally used in research at a more advanced level, as it is used to assess the degree to which different respondents rate their perception of obstacles. Inter-rater reliability is useful because human observers will not necessarily interpret answers in the same way and researchers may disagree about how well certain responses demonstrate knowledge of the obstacles being assessed.

### **3.11.4 Language barriers and time constraints**

A number of respondents completed the questionnaires in Arabic, so it was necessary for the researcher to translate the questionnaire into English and this caused further time

delays. One-on-one interviews lasted between 30 and 60 minutes, while the focus group ran for almost three hours and included frequent debate of the issues rather than discussion.

It took an additional two months to collect 12 questionnaires, and thereafter a further three weeks to translate them. The challenges inherent in research interviews include obtaining reliable responses, organising and presenting the findings, and guarding against subjective involvement on the part of the researcher. Omissions in research are unavoidable. It is acknowledged that some meaning was lost during translation; however, the underlying messages were retained.

### **3.12 Ethics**

Ethics in research goes beyond informed consent. The primary intention of research ethics is to protect individual participants and organisations from harm, danger or any negative consequence as a result of the research activities (Emory & Copper, 1991). Ethical considerations in research require appropriate treatment of the contributors and respondents, and should address all key ethical issues related to the research process, such as anonymity, privacy, deception, accuracy and confidentiality (Christians, 2000); (Emory & Copper, 1991); (Neuman, 2003); and (Zikmund, 2003). This research study and data collection process involved no risk to participants above the everyday. Furthermore, respondents were given an Information Letter (see Appendix 1) with details about the project.

### 3.13 Chapter summary

This chapter provides details about the methodological approach for this research study. It includes a discussion about the theoretical approach, justification of the research methods, and a description of the data collection process. The rationale for selecting these research tools, as well as the limitations and their impact on the study, are also discussed.

## Chapter 4 Results

### 4.0 Introduction

The main objective of this study was to identify the issues that deter tourism in Jordan. This chapter presents the results from all the data samples in two parts. Part 1 presents the answers to questions on tourism in Jordan and rates the importance of the barriers hindering tourism development based on analysis using SPSS 17.0. Part 2 collates the data on stakeholders' comments regarding the results from Nvivo 8. The results of Part 1 are presented in two samples, separated for statistical purposes to make it easier to investigate stakeholders' perceptions of the barriers. Sample 1 includes the results from 12 stakeholders that work in the tourism industry in Jordan; while Sample 2 presents as further 18 responses from tourists travelling in Jordan, as well as the local communities who live near tourist sites and amenities.

### 4.1 Tourism in Jordan

This section of the study explores research question one: "Identify stakeholders' perceptions of the barriers to tourism development." Stakeholders were asked to indicate the overall status of tourism development in Jordan on a Likert scale from 1 to 5, where 1 = emerging, 3 = developing, and 5 = stable.

#### 4.1.1 Sample 1

As previously mentioned, Sample 1 comprised the 12 stakeholders who completed the questionnaire and worked in the tourism industry in Jordan. Table 4.1 below illustrates their responses.

Table 4.1 Sample 1: Tourism stakeholders' descriptions of tourism in Jordan  
(Respondents 1-12)

Scale 1-5				Valid	Cumulative
		Frequency	Percentage	Percentage	Percentage
Valid	Emerging	1	8.3	8.3	8.3
	Developing	11	91.7	91.7	100.0
	Total	12	100.0	100.0	

Table 4.1 shows that 91.7 % of participants described tourism in Jordan as “developing” and rated it a number 3 on the scale of 1 to 5. Only one participant believed it was “emerging” and rated it a 1, suggesting that this group of tourism stakeholders strongly believed that tourism in Jordan was developing.

#### 4.1.2 Sample 2

A further 18 responses were received from stakeholders in a second-round sample collection (Sample 2). These stakeholders were tourists in Jordan and members of the community who lived close by tourism sites and services. Their responses are illustrated in table 4.1.2.

The results of the second distribution as shown in Table 4.1.2 correspond with those of the first sample. 55.6% of respondents ranked tourism a 3 on a Likert scale of 1 to 5, indicating that they believed tourism in Jordan was still developing. Only 22.2% rated it a 1, suggesting that in their opinion, tourism in Jordan was emerging. These results indicate that tourism in Jordan still has a way to go to improve infra-structure, services and amenities in order to positively impact tourist numbers to the country.

Table 4.1.2 Sample 2: Local community and tourists' description of tourism in Jordan (Respondents 13-30)

Scale 1-5		Frequency		Valid Percentage percentage	Cumulative percentage
Valid	Emerging	1	5.6	5.9	5.9
	2	4	22.2	23.5	29.4
	Developing	10	55.6	58.8	88.2
	Stable	2	11.1	11.8	100.0
	Total	17	94.4	100.0	
Missing	-9	1	5.6		
Total		18	100.0		

## 4.2 Barriers to tourism development in Jordan

After respondents were provided with a list of barriers to both international and domestic tourism development in Jordan, they were asked to rate each section in order of importance, where 1 = least important and 5 = most important. The barriers were segmented into two groups: those relating to international tourism development, followed by the same questions relating to domestic tourism development.

### 4.2.1 Tourism industry responses to barriers

Most industry respondents agreed in their ranking of the obstacles. Most responses were similar and therefore tightly clustered, indicating that the mean rating or score is closely representative of all participants' responses to the question of interest (Table 4.2).

Table 4.2 Sample 1: Barriers to tourism development in Jordan

	How tourism in Jordan is described	Importance of lack of inclusion of Jordan in tour operators' catalogues	Importance of a false impression that Jordan is an unsafe destination for international tourists	Importance of the lack of promotional campaigns/marketing representatives internationally	Importance of the lack of knowledge about the importance of international tourism by a large segment of the Jordanian society	Importance of a lack of funding for international tourism development	Importance of lack of knowledge about the importance of domestic tourism by a large segment of the Jordanian society	Importance of the lack of facilities and services at many sites and destinations	Importance of the weak organisational structure for many organisations involved in tourism development	Importance of problems in training staff and employees in tourism development	Importance of the lack of awareness about the importance of archaeological remains	Importance of the inappropriate behaviours of visitors at some destinations
N	Valid	12	12	12	12	12	12	12	10	12	12	12
	Missing	0	0	0	0	0	0	0	2	0	0	0
Mean		2.83	3.75	3.92	3.92	3.25	4.25	3.92	3.33	3.9	3.75	3.75
Standard Deviation		0.577	1.288	1.165	1.443	1.288	1.138	1.165	1.497	0.994	0.965	1.357
Minimum		1	1	2	1	1	1	2	1	3	2	1
Maximum		3	5	5	5	5	5	5	5	5	5	5

Tables 4.2.1a, 4.2.1b and 4.2.1c depict the most statistically significant barriers to tourism development in Jordan.

The lack of international promotional campaigns and marketing representatives (Table 4.2.1a) was rated the most important barrier to tourism development by Sample 1 stakeholders, with a mean of 3.92, a standard deviation of 1.50 and a mode of 5. A total of 58.3% respondents rated this obstacle a 5 or “most important” on the Likert scale. 25% of respondents ranked this barrier a 3. The standard deviation is loosely clustered due to two respondents rating it a 1 and 2 respectively, or “least important” This may be a result of respondents confusing the scale, misreading the information, or poor English literacy skills.

Table 4.2.1a Lack of international promotional campaigns and marketing representatives

				<b>Valid</b>	<b>Cumulative</b>
		<b>Frequency</b>	<b>Percentage</b>	<b>percentage</b>	<b>percentage</b>
Valid	Least Important	1	8.3	8.3	8.3
	2	1	8.3	8.3	16.7
	3	3	25.0	25.0	41.7
	Most Important	7	58.3	58.3	100.0
	Total	12	100.0	100.0	

The lack of funding for international tourism development (Table 4.2.1b) was rated an important obstacle, with a mean of 4.25 and a standard deviation of 1.13. It had the highest mean of all the obstacles with a relatively low standard deviation. Most respondents rated it a 4 or 5 on a scale of 1 to 5. Only one respondent rated it a 1, indicating a rating of least importance, however, this did not reflect the opinions of the majority. Without this outlier result, the standard deviation would have been approximately 0.5 and would have indicated that this obstacle was very tightly clustered, and therefore a strong deterrent to tourism in Jordan, in the opinion of these stakeholders.

Table 4.2.1b Lack of funding for international tourism development

				<b>Valid</b>	<b>Cumulative</b>
		<b>Frequency</b>	<b>Percentage</b>	<b>percentage</b>	<b>percentage</b>
Valid	Least Important	1	8.3	8.3	8.3
	4	5	41.7	41.7	50.0
	Most Important	6	50.0	50.0	100.0
	Total	12	100.0	100.0	

On the other hand, most respondents believed the lack of awareness about the importance of archaeological remains (Table 4.2.1c) to be least important. It had the lowest mean of 3.25 and a standard deviation of 1.29. This was followed by lack of facilities and services at many tourism sites with a mean of 3.33, a standard deviation of 1.50 with a mode ranking of 3, suggesting that the respondents believed it was an obstacle to tourism, but least important when compared to other obstacles.

Table 4.2.1c Lack of awareness of the importance of archaeological remains

				<b>Valid</b>	<b>Cumulative</b>
		<b>Frequency</b>	<b>Percentage</b>	<b>percentage</b>	<b>percentage</b>
Valid	Least Important	1	8.3	8.3	8.3
	2	2	16.7	16.7	25.0
	4	5	41.7	41.7	66.7
	Most Important	4	33.3	33.3	100.0

Table 4.2.1c Lack of awareness of the importance of archaeological remains

		<b>Valid</b>		<b>Cumulative</b>	
		<b>Frequency</b>	<b>Percentage</b>	<b>percentage</b>	<b>percentage</b>
Valid	Least Important	1	8.3	8.3	8.3
	2	2	16.7	16.7	25.0
	4	5	41.7	41.7	66.7
	Most Important	4	33.3	33.3	100.0
	Total	12	100.0	100.0	

#### 4.2.2 Tourist and community responses to barriers

Table 4.2.2 shows the collated responses from Sample 2, a combination of 18 stakeholders in the local community and tourists in Jordan. This sample illustrates that most respondents agreed with the obstacles mentioned, with an average mean of 3.36.

Table 4.2.2 Sample 2: Barriers to tourism development in Jordan

	How tourism in Jordan is described	Importance of lack of inclusion of Jordan in tour operators' catalogues	Importance of a false impression that Jordan is an unsafe destination for international tourists	Importance of the lack of promotional campaigns/marketing representatives internationally	Importance of the lack of knowledge about the importance of international tourism by a large segment of the Jordanian society	Importance of a lack of funding for international tourism development	Importance of lack of knowledge about the importance of domestic tourism by a large segment of the Jordanian society	Importance of the lack of facilities and services at many sites and destinations	Importance of the weak organisational structure for many organisations involved in tourism development	Importance of problems in training staff and employees in tourism development	Importance of the lack of awareness about the importance of archaeological remains	Importance of the inappropriate behaviours of visitors at some destinations
N Valid	18	18	18	18	18	18	18	18	18	18	18	18
N Missing	0	0	0	0	0	0	0	0	2	0	0	0
Mean	2.88	3.28	3.72	3.33	3.11	3.67	3.22	2.94	3.44	3.33	3.5	3.39
Standard Deviation	0.993	1.526	1.602	1.237	1.451	1.237	1.309	1.349	0.984	1.237	1.249	1.335
Minimum	1	1	1	1	1	1	1	1	1		1	1
Maximum	3	5	5	5	5	5	5	5	5	5	5	5

The impression that Jordan is an unsafe destination for international tourism was ranked the most important obstacle, with a mean rating of 3.72 and a standard deviation of 1.6. This was ranked the most important obstacle by 55.6% of respondents, followed by 22.2% of respondents who ranked this a 2 on a Likert scale of 1 to 5, suggesting that while many respondents believed it was an important obstacle to tourism, others did not believe so.

Tables 4.2a and 4.2b were chosen for further discussion as they were the most statistically significantly.

Table 4.2.2a Impression of Jordan as an unsafe destination for international tourists

		<b>Frequency</b>	<b>Percentage</b>	<b>Valid percentage</b>	<b>Cumulative percentage</b>
Valid	Least Important	2	11.1	11.1	11.1
	2	4	22.2	22.2	33.3
	3	1	5.6	5.6	38.9
	4	1	5.6	5.6	44.4
	Most Important	10	55.6	55.6	100.0
	Total	18	100.0	100.0	

55.6% of respondents agreed that the impression of Jordan as an unsafe destination for international tourists was the most important barrier (table 4.2.2a), followed by 22.2% of respondents who ranked this a 2 on a Likert scale of 1 to 5, suggesting that while many respondents believed it was an important obstacle deterring tourism, others did not believe so.

On the other hand, the lack of facilities and services at many tourism sites and destinations (Table 4.2.2b) was rated the least important obstacle, with a mean of only 2.94 and a standard deviation of 1.35. Respondents had mixed opinions about this obstacle. Results show that 27.8% of respondents ranked it a 3, followed by 22.2% who rated it a 2, and 16.7% who rated it 1, 4 and 5 respectively. These results suggest that Sample 2 stakeholders were somewhat unsure of the impact of this obstacle on tourism in Jordan.

Table 4.2.2b Lack of facilities and services at many sites and destinations

		Valid		Cumulative
		Frequency	Percentage	percentage
Valid	Least Important 3	16.7	16.7	16.7
	2	4	22.2	38.9
	3	5	27.8	66.7
	4	3	16.7	83.3
	Most Important 3	16.7	16.7	100.0
	Total	18	100.0	100.0

An interesting result to emerge from Sample 2 was that 78.7% of these stakeholders rated the weak structure of many organisations involved in tourism development as 3 and 4. Table 4.2.2c indicates that respondents believed this was an important obstacle to tourism. Each result had a mean rating of 3.34, however the standard deviation was tightly clustered, with 0.98 reflecting similar opinions about this obstacle amongst this group of stakeholders.

Table 4.2.2c Weak structure of many organisations involved in tourism development

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Least Important	1	5.6	5.6	5.6
	2	1	5.6	5.6	11.1
	3	7	38.9	38.9	50.0
	4	7	38.9	38.9	88.9
	Most Important	2	11.1	11.1	100.0
	Total	18	100.0	100.0	

### 4.3 Barriers to tourism growth in Jordan

Following the quantitative survey, respondents were asked to elaborate on whether the obstacles identified were representative of the main issues deterring tourism growth in Jordan, domestically and internationally. Every respondent answered “yes” with most going on to mention training and education, the current inadequate systems for promoting tourism (marketing and advertising), lack of knowledge of archaeological sites and the lack of facilities. Respondent 21 expanded by saying that the financial return to Jordan does not exceed 15% of the overall Jordanian budget when compared to archaeological tourism or eco tourism. Respondent 24 mentioned: “there are many obstacles hindering tourism development, such as the slow development of tourism growth, the non-existent development of the tourism industry.”

One respondent who lived close to a tourist attraction said: “It is unacceptable to ask tourists to discover the country by themselves, because there are no people, from your taxi drivers or the government, to assist with encouraging the tourism industries. People

are poor and the government is trying to spend more money on food and the army. No attention is given to the tourism industry.”

Another respondent pointed out: “yes, all these obstacles mentioned (in the questionnaire) are equally important, but also just add to it (the list) the lack of know-how is very important. We do not have the expertise for dealing with tourists. We basically take their money and let them in to see and discover for themselves.”

Respondent 23 stated: “the way it is now I do not think it will be able to compete internationally nor nationally. There is no interest, no clear objectives, no strategy, no funding...”

One male respondent stated: “it (Jordan) will be able to compete if the (tourism) authorities are capable of reconvening developing (tourism sites), and campaigning to increase the awareness and to introduce Jordanian tourism to the international markets but not limit the (amount of) advertising to particular countries or continents...”

#### **4.3.1 Advertising and marketing**

Advertising and marketing were highlighted in the results as a significant area of concern by respondents. Respondent 1 stated: “the problem was due to lack of advertising outside of Jordan, and the lack of interests from the authorities and the people in charge of developing and advertising tourism.” He went on to say: “there are no agreements, nor is there any coordination between the private industries and their colleagues in other countries that are smaller in their objectives and hopes.”

Respondent 3 concurred: “not adding the name of Jordan in the international tourism catalogues’ is seriously affecting us by not developing tourism in Jordan.” Respondent 4 added “on the international level, not adding or mentioning the name of Jordan in the international catalogues or posters is causing the hindrance of the development of our

tourism industries. We must allocate a special budget to the interests of the tourism sites and industries so it can be advertised and known to the international market.” Respondent 5 remarked: “we must resolve and eliminate these obstacles so we can promote Jordanian tourism to the international levels we strive for.”

One respondent, a Jordanian citizen visiting Perth remarked: “Jordan is doing many festivals and they are trying to build the area to accommodate and attract tourism. They are also trying to build a reputation for safety within the country.” A stakeholder in the tourism industry replied that his company “is supporting tourism as an important means of growth of the global economy and job creation and poverty reduction...”

Respondent 24, a local Jordanian, mentioned that “in all cities the Jordanian tourism product needs a package of services provided by tourism projects and adequate infrastructure to match.”

In conclusion, the majority of respondents who completed the questionnaire believed that advertising and marketing was a significant area of concern, as they promoted and increased tourists, in turn stimulating the economy through job creation, ultimately, generating more wealth and reducing poverty.

#### **4.3.2 Lack of knowledge of archaeological sites**

Respondents identified the lack of knowledge of archaeological sites as an important barrier. This comment from respondent 10: “not enough awareness and knowledge about the archaeological sites and the ancient history of Jordan” and “for sure, the obstacles facing the local tourism include the lack of awareness and knowledge of the importance of the archaeology and the gruelling effect it has on the tourism developments in Jordan” by respondent 2 summed up the situation.

### **4.3.3 Training**

Many respondents indicated that the lack of training was a hindrance to tourism development. One suggested: “training of personnel for the development of the tourism sector but not limited to the hotels industries.” Both Respondents 2 and 3 recommended: Respondent 2 stated “we must develop and train the workers and the hospitality industry personnel, to introduce them to the tourist places. Also we need to pay constant attention to finding and developing new markets and interests in archaeological and eco sites. Must do awareness programs on national levels to encourage and develop the experts. Most important is to give international tourists a good impression and enhance the name of Jordanian tourism.” And respondent 11: “lack of tourism and the hospitality schools and universities, and losing trained staff to other destinations in the region.” Respondent 21 explained: “in all provinces in Jordan, need to increase the awareness of tourism, especially for the residents and business closest to or in the vicinity of tourism sites.”

### **4.3.4 Lack of facilities**

Another common response from participants focused on the lack of facilities. Respondents 4 and 10 explained: “not building or establishing the caring facilities for the comfort of tourists at national and international levels.”

### **4.3.5 Additional obstacles**

Other obstacles mentioned by respondents included culture and viable tourism development strategies. Respondent 7 explained: “yes, it does represent the major obstacles in the way of tourism in Jordan, and if it is not resolved it will have catastrophic consequences on the economy of Jordan, as tourism is the oil-well of Jordan. If it’s not maintained we will have nothing to support our economy.”

Respondent 12 mentioned: “yes they are, but they are general and kind of shallow somehow. I think the culture is the main obstacle; also we don’t have a decent tourism development strategy.”

One respondent from the local community said: “no advertising, no marketing. Simply put, a lack of interest on behalf of the government. Since I was born until this day they have not opened any new discovery, archaeological or religious in Jerash. Everyone in Jordan knows that there are many undiscovered archaeological sites, but the government is not willing to do anything about it. A simple example is Jerash, where there is an old ruin of a church called St Georges. Everybody knows where it is, but the government will not dig or do anything about it. Can you imagine how many Christian tourists will come to visit this church if discovered and promoted?” Another local respondent remarked: “if Jordan would appreciate the importance of the tourism industry or re-values their efforts to improve on their tourism abilities, Jordan would have been ranked the first tourist destination in the world.”

Respondents were asked to draw upon their own observations with regard to question 2, viz., what is the main barrier that prevents new tourists, both domestic and international, from visiting Jordan? One respondent answered:

the high cost of domestic tourism; problems with flight reservations; dangerous and impassable roads linking the sprawling kingdom; non-existent services on these roads; and the absence of necessities including housing, shopping, cafeterias and other facilities for the comfort and convenience of tourists. There are no places for clean living or clean drinking water, and competing for visitors in smelly, dusty and hot environments filled with flies and bad smells is impossible. They must be cleaned. The urgency of addressing these problems is

a must if my beloved country Jordan ever hopes to get a chance to be a tourists' permanent destination (respondent 18).

Another respondent mentioned:

although Jordan's viable wealth in the tourism industry include historical civilisations and cultures, the country's economic stability and safety are an issue, there are other obstacles preventing the achievement of this tourism boom, such as lack of law regulating the tourism sector in Jordan and delaying the establishment of development projects, including projects for tourism and non-availability of land for companies to set up tourism projects. The number of tourism experts and citizens in the coming years should be activating the National Tourism Interior and develop a reliable alternative to oil wealth, noting that tourism has become a necessity required by the next phase of revitalisation of the state budget, the national economy and business activity in the country.

Respondent 23 suggested: "the unstable security situation in countries close to Jordan might affect tourism in Jordan. There is no appreciation for the tourism value, and no strategic plans (for tourism) to be implemented."

#### **4.4 Addressing obstacles**

All respondents were asked what their organisations were doing to address the obstacles. Overall, respondents from Sample 1 (stakeholders who worked in the tourism industry in Jordan) believed they were aware of particular obstacles and were attempting to resolve them.

Respondents from Sample 1 commented on marketing and promoting Jordan in the context of limited funding. Some went on to explain the importance of training

employees in tourism, while others regarded themselves as part of a team, committed to ongoing research in order to identify and overcome the barriers.

#### 4.4.1 Marketing

Marketing and promoting Jordan as an independent destination was recognised as a priority by most respondents, who agreed there was much potential. Respondent 1 stated: “marketing Jordan as a tourist destination for international forums; festivals to attract as many as we can to visit Jordan; encouraging the owners of the hotels and their administration to offer tours at better prices or as package deals; collaboration between authorities involved in the tourism industry, such as Royal Jordan Airlines and international hotels association; to give more consideration to our tourism industries; offer training sessions and courses for employees and employers in the tourism industries.” Respondent 8 also stated: “my organisation printed pamphlets pointing to the archaeological sites within the surrounding area and also pointed out the importance of these sites.”

Similarly respondent 9 stated:

I believe that the government is doing advertising campaigns on most Arabic TV channels and also on most satellite channels available, also through domestic and international forums to introduce Jordanian tourism to the world. We also acknowledge that there is a need for more action and efforts to advertise Jordanian tourism, as we have noticed that the tourism income last year nearly more than doubled.

Respondent 11 recommended: “utilising e-marketing and social media to reach out to targets, since it’s the most cost- effective and efficient way to promote a destination... Inviting media and bloggers to visit Jordan and share this view with the world.”

#### 4.4.2 ASEZA

ASEZA's marketing efforts focused on promoting 6 unique experiences, rather than individual sites and destinations in Jordan.

Work carried out by the Authority of the Territory of Aqaba Special Economic Authority stimulates investment in the tourism sector through a variety of activities that encourage tourism investment and increase incentives. Offering incentives to visit tourist attractions is one way of providing financial support and marketing. The "Visit Jordan" campaign promoted six unique experiences to visitors to the country. For more information visit [www.visitjordan .com](http://www.visitjordan.com)

In conclusion, while tourism agencies are actively engaged in promoting and marketing tourism in Jordan, they are excluding an important stakeholder – the local community. It should be recognised that the involvement and support of all stakeholders is vital to the development of a sustainable tourism industry, and the community needs to be informed of future plans and be provided with opportunities to participate and benefit. These are important elements of sustainable tourism, and should include all stakeholders, including the general public, entrepreneurs, and community leaders (Gunn, 1994).

#### 4.4.3 Training

Many respondents recognised the importance of training employees in tourism, commenting that training workshops for staff were a valuable tool. Respondent 3 mentioned: "starting new courses and training camps for the employees of the hospitality industry and the tourism industry, we noticed that there are more concentrating on the tourisms industries." Respondent 4 stated: "training the industry's workers to care for the tourists and the sites." Respondent 10 agreed: ".....training the

industry's workers to care for the tourists and the sites.” Respondent 12 explained: “through conducting workshops we are working on highlighting these and other obstacles to the academics and practitioners in the field.”

One respondent who lived in the local community said: “there are no solid foundations for the tourism industry to grow, tourists pay the fee and they will find out and explore for themselves. There are no qualified tourist guides. Not enough interest is given to this important industry.”

Although stakeholders were aware of the importance of training staff in tourism and had started tourism training workshops, more attention needed to be given to industry-specific training courses, designed to teach future stakeholders about the value and importance of trained staff in promoting a positive view of tourism in Jordan. The industry's stakeholders have a responsibility to provide a framework for tour operators that will raise standards and extend facilities and services available to tourists. This includes the presence of trained guides at historical sites, equipped with the knowledge and skills to inform and educate tourists about the history of Jordan.

#### **4.4.4 Further research**

More than half the total respondents were actively engaged in further research to identify obstacles to tourism and making an effort to overcome them, whereas the others believed not enough research was being done. Respondent 12 explained: “we are conducting research in the field to figure out the main problems and suggest solutions.” Respondent 7 recommended “establishing special communities or organisations specialising in Jordanian tourism.” Respondent 6 believed “very little, but not enough” tourism research was being done.

## **4.5 Personal observations**

Respondents were asked to draw on their own personal observations to identify the main barriers that prevented domestic and international tourists from visiting Jordan. The key findings were: limitations of marketing tourism internationally; lack of funding; lack of facilities at popular sites; and the local poverty and frequent conflict in the Middle East.

### **4.5.1 Limitations of marketing to international tourists**

The data revealed respondents believed there were limitations to marketing Jordan internationally. Respondent 1 stated: “because of weak infrastructure and promotion of tourism in Jordan, there are not enough tourists visiting Jordan. The bad international economies affecting the world in general, and exploitation of tourists in restaurants and tourist sites.” Respondent 12 said: “regarding international tourists, they are not fully aware of the tourism attractions in Jordan. Indeed, there is a need for a huge awareness campaign in the international market and regarding the domestic visitors, there are no packages designed for domestic visitors. Also there are no decent facilities and services.” Respondent 4 said: “it will be able to compete if the authorities are capable of campaign developing to increase the awareness and to introduce Jordanian tourism to the international markets, but not limit the advertising to a particular country or continent, to increase the security and the safety of the tourists and tourist sites, increase the level of awareness about the importance of the archaeological sites and their tidiness, cleaning the natural sites by building suitable facilities for the safety and comfort of tourists.”

### **4.5.2 Lack of funding**

Lack of funding for marketing was identified by all respondents from Sample 1 (industry stakeholders) as one of the major obstacles facing tourism in Jordan.

Respondent 11 explained that the “lack of knowledge about the destination is due to the limited funds of Jordan Tourism Board, which mainly prevents us from doing many promotional marketing activities globally.”

#### **4.5.3 Lack of facilities**

The data highlighted the lack of facilities at tourism sites in Jordan. Respondent 3, a tourism industry stakeholder, remarked: “the main problem to the national local tourist is the lack of existing facilities, such as toilet seating, kiosks, and other. The main problem to the international tourist is not mentioning or adding the name of Jordan on the tourist sites destinations and not being fully established and advertised.” Respondent 5, also from the tourism industry stated: “the main problems hindering tourism is the lack of awareness of the importance of tourism and lack of existing facilities on a wider range.”

One local respondent mentioned: “for the local tourist, the excessive pricing of hotels and the high entry fees are a problem, and for the international tourist the entry fees are very high. There are no facilities available at tourism sites, such as toilets, water and rest stops.” Another local respondent went on to say: “in regards to local tourism, the price inflation, lack of adequate public transportation to tourist attractions, the high entry fees imposed on the common (local) Jordanian person to enter the sites.” Many respondents from sample 2 agreed with this respondent, however little was mentioned by Sample 1 about the high cost of entry.

In conclusion, all stakeholders agreed that there was a lack of facilities, however not all believed there was a lack of awareness about the importance of tourism facilities. Most stakeholders were aware of the importance of providing these facilities and concurred that a lack of funding was a bigger problem.

#### **4.5.4 Middle East tourism**

The prevalence of poverty in the Middle East was highlighted during discussions about the lack of domestic tourism in Jordan. Respondent 6 explained that “lack of awareness of poverty” was an obstacle. Respondent 7 stated: “lack of awareness by the locals of the importance of archaeological sites in their towns or cities, also the poverty and the low income.” Respondent 9 said: “the need to prepare a human taskforce to meet and tackle the increased needs of the tourism industries, also to take into consideration affordability and the needs of the Jordanian population by marketing more affordable options, as they are not doing enough to advertise Jordanian tourism to the local population of Jordan.”

#### **4.4.5 Additional comments**

In addition to commenting on the main obstacles, some respondents remarked on the uniqueness of many tourist sites in Jordan, and others, on the absence of variety for younger tourists. Respondent 8 stated: “it does possess an individual beauty and the ability to compete with tourism sites around the world. Also it is the only site in the world of its kind, such as the Dead Sea.” Respondent 2 mentioned that “the main obstacles are the absence of competition in both pricing and activities, which may attract young tourists.”

#### **4.6 Competing in the world market**

When asked “do you think Jordan can compete in the world market?” the majority of respondents from both samples ticked “yes” with only a few outliers stating “no” or leaving the question unanswered.

#### **4.6.1 Authorities**

The majority of respondents (97%) agreed that Jordan has the potential to compete in tourism in the world market. There was only one exception where a respondent stated: “no, at least not now.” This respondent went on to explain: “unless we are able and willing to put the right people in the right places!” Respondents 4 and 10 commented: “it will be able to compete if the authorities are capable of campaign developing to increase the awareness and to introduce Jordanian tourism to the international market, but not limit the advertising to particular country or continent, to increase the security and safety of tourists and tourist sites, increase the level of awareness about the importance of the archaeological sites and improving the cleanliness of natural sites by building suitable facilities for the security and comfort of tourists and tourism.”

#### **4.6.2 Authenticity**

Many respondents highlighted Jordan’s unique and authentic attractions. They explained: “Jordan is full of rare natural areas as it is covered with forests, Petra, and the Dead Sea.” Respondent 7 stated: “in Jordan many tourism sites do not exist anywhere else in the world such as Petra (The Rose City), one of the Seven Wonders of the World, and the Dead Sea, where there’s nothing else like it in the world.”

#### **4.7 2004-2006 JICA report**

Respondents were asked if they were aware of the 2004-2006 JICA report which described the research carried out by the Japan International Cooperation Agency and clearly highlighted the obstacles to tourism in Jordan. The report also drew attention to the strengths and weaknesses of tourism in Jordan in general, and made valuable recommendations to help Jordan overcome them. It was interesting to note that none of the respondents were aware of the report.

## **4.8 Emerging international markets**

Most respondents identified the United States of America as an emerging market. Others mentioned United Kingdom, France, Germany, Italy, and neighbouring countries such as Syria and Egypt; while one respondent cited South East Asia as a potential international market. Other potential markets include China, Japan, South America and the Scandinavian countries.

The JTB has offices in 11 major source markets. They are located in US and Canada, UK, Italy, Germany, France, Spain, Benelux, Russia, Austria and Switzerland, India and Dubai, and are responsible for marketing, promotions, media liaison and trade activities.

## **4.9 Emerging domestic markets**

Respondents were asked which domestic, state, district or regional attractions in Jordan could potentially be marketed. Most replied Amman, Wadi Rum, Aqaba, Dead Sea, Mount Nebo, Madaba, Jerash and Irbid.

### **4.9.1 Jordanian bylaws**

Respondent 11 stated: “according to JTB bylaws, the role of JTB is limited to promoting Jordan internationally. Also JTB works on promoting the experiences and not sites or districts.”

### **4.9.2 Broad-based marketing**

Respondent 9 declared: “I do not think that marketing or advertising must be concentrated on one or more particular targeted sites only.” Respondent 1 commented: “Jordanian sites contain all aspects of tourism: cultural, medicinal (therapeutic), religious and sporting. We also have the winter tourism and summer tourism also.”

Respondent 6 stated: “in all sites and Jordanian provinces (tourism organisations should) also consider faraway places and remote areas like Province of Ma’in.”

#### **4.10 Additional barriers to tourism development in Jordan**

In the last section of the questionnaire, respondents were asked to add any additional comments about the barriers to tourism development in Jordan. Some respondents mentioned the intermittent security and the exploitation of international tourists.

##### **4.10.1 Intermittent security**

Respondent 1 stated the biggest obstacle to tourism development in Jordan was the global economic crisis “... besides the political unrest around us.” Respondents 4 and 10 both stated: “the unstable security situation in countries close to Jordan might affect tourism in Jordan.”

##### **4.10.2 Exploitation of tourists by the locals**

According to Respondent 5, the biggest obstacle to tourism was “the high fees and prices at the tourist destinations.” Respondent 6 went on to explain: “exploiting tourists by the locals, the entry fees are out of the reach of the majority of the locals in comparison with other international countries nearby.” Respondent 7 agreed: “the entry fees are too expensive if you visit a certain beach or archaeological site; the maintenance of the tourism sites such as cleaning and providing facilities like toilets; the danger of privatising the tourism industries; and exploitation of tourists by the locals.”

One local respondent (Respondent 26) who lived near Desert Castle mentioned: “we have more tourist attractions to see archaeological, religious, and natural sites. If the tourists can feel safe and not too exploited by the tourism companies, if the government puts more supervision on the services and prices on these services, by encouraging the

hospitality industry workers to be more present, cheerful, and well trained. Also I would like to say that the Jordanian people are very hospitable by nature we only need incentives and encouragement.”

#### 4.10.3 Other comments

Other comments included this one from Respondent 2: “overall awareness of the importance of the tourism sector by government body, to ensure adaptation of educational outcomes with the needs of economic development. Find out how effective methods of marketing are applied in other countries.”

Respondent 3 summarised the situation as follows: “lack of awareness within the Jordanian co-variates, lack of facilities and essential services, (tourism staff have a) lack of interest in the tourists, lack of supervision of the workers (staff) and administrators, levels of services and activities offered, the assumption that Jordan is not a safe destination for tourists and tourisms, and the lack of advertising campaign for Jordanian tourism.”

Respondents in the local community commented on the barriers to tourism development in Jordan from their perspective. They explained:

No-one disagrees on the grounds of tourism industry competing with real resources of various types of industries, and thus inevitably contribute to the achievement of revenue resources of other sectors. Hence, we note the attention of many countries to the tourism industry, including developing countries, and adopting in income basic tourism resources and the development of this (tourism) sector despite the lack and scarcity of (tourism) sites and tourist areas (Respondent 18). Jordan is considered one of the best tourist destinations on the map of international tourism. The World Tourism Organisation describes it best. The Jordan tourist destination is welcoming, attractive and is unique in its

culture and civilization and the diversity of terrain. It possesses the elements of summer tourism, water sports and mountains. With this balance of tourism there is a diverse and abundant amount of natural resources and cultural treasures. Jordan represents a major source of tourist attraction and takes advantage of all available resources in this aspect of culture, which is deeply rooted in the depths of history and is also characterised by their hospitality (Respondents 19, 20 and 23).

#### **4.11 Conclusion**

In this chapter, responses were collated into groups of similar themes. An analysis of the data indicated both a positive attitude towards overcoming certain obstacles and a negative one, when obstacles not considered part of their jurisdiction or a lack of government involvement was blamed. There was a positive response to training sessions for employees and encouraging high school students to pursue careers in tourism. Some stakeholders were undertaking their own independent research into what they believed to be the obstacles to tourism development. Another positive point to emerge from the findings was that Jordan was considered an authentic tourist destination. The issues that constrained stakeholders from overcoming the obstacles included stringent bylaws that significantly restricted promotions and advertising, the perception of Jordan as an unsafe tourism destination, and the exploitation of visitors by locals at popular sites and attractions.

One respondent summed it up when he said: “there is not enough awareness programs to highlight the importance of tourism in Jordan in regard to the international tourists. There are no promotional programs to promote Jordanian tourism, and also the political situation in Jordan, the security issues, also does have an effect on the mentality of the international tourist” (Respondent 2).

## Chapter 5 Discussion

### 5.0 Introduction

Chapter 5 provides a discussion of the results presented in the previous chapter and explores the perceptions and attitudes of the different stakeholders in Jordan's tourism industry. It outlines the range of strategies that have been attempted by the stakeholders to overcome the obstacles hindering tourism development in Jordan, and examines the potential of tourism as a significant contributor to the country's economic growth and prosperity. This chapter also examines the perceptions of the obstacles on the part of the stakeholders as highlighted in the literature review, including organisations involved in tourism, local communities who live close to tourist attractions, and tourists to Jordan themselves.

### 5.1 Jordan tourism experience

Work carried out by the Authority of the Territory of Aqaba Special Economic Stimulate Investment (ASESI) in the tourism sector through a variety of activities encouraged tourism investment and increased incentives. Incentives to visit tourist attractions are a way of providing financial support and marketing. The "Visit Jordan" campaign promoted six unique experiences:

- Fun and adventure,
- History and culture,
- Eco and nature,
- Leisure and wellness,
- Religion and faith, and
- Incentives and conferences (Visit Jordan, 2011).

## **5.2 Barriers to Tourism development**

The research findings indicate that there is a general belief among stakeholders that the central government should take a stronger leadership approach to tourism in Jordan. It is also said that the tourism by laws are hindering tourism development and the promotion of international marketing of the tourism product in Jordan.

### **5.2.1 Limited government and stakeholder support**

The findings revealed a widespread belief that the central government should take the lead in development efforts by targeting local communities, since the local population was reluctant to initiate development processes that did not have high-level sanctions (Shunnaq, et al., 2007).

One respondent (respondent 9) who worked for a major tourism organisation in Jordan explained:

I believe that the government is doing advertising campaigns on most Arabic TV channels and also on most satellite channels available, also through the domestic and international forums to introduce Jordanian tourism to the world. We also acknowledge that there is the need for more actions and efforts to advertise Jordanian tourism as we have noticed that tourism income last year has nearly more than doubled.

Previous research indicated that the government played a limited role in reducing the negative consequences of instability in the tourist sector (Doan, 2006). The use of special subsidies to provide stability for tourism appeared to have been beneficial, but at a very high cost to the public treasury.

Respondent 1 said: “the problem is due to a lack of advertising outside of Jordan, the lack of interest from the authorities and the people in charge of developing and advertising tourism.” He went on to state: “there are no agreements nor is there any collaboration between private industries and their colleagues in other countries with smaller objectives and hopes.”

Tourism in Jordan would benefit from liaising with tour operators outside the country and offering tour packages to the region that included more than an overnight stopover. A segment on travel programs would go a long way towards promoting travel to Jordan – the long-term benefits of advertising and promotional campaigns would far outweigh the initial expense of such initiatives.

### **5.2.2 Jordan tourism bylaws**

The goal of Jordan’s tourism law is to bring the existing law in line with tourism development, so they can work together to standardise the tourism product. However, tourism bylaws have created unnecessarily lengthy licensing processes, thereby limiting the efforts of the JTB and MoTA to market and promote Jordan externally and educate tourism staff by delegating tasks to a third party. Loosening these restrictive bylaws is essential for building and developing an organised tourism sector and allowing MoTA to make full use of the appropriate regulatory tools to progress tourism in Jordan.

Respondent 4 was affected by the tourism bylaws. He stated:

it will only be able to compete if the authorities are capable of campaign developing to increase awareness and introduce Jordanian tourisms to the international markets, but not limit the advertising to a particular country or continent, to increase the

security and the safety of the tourists and tourist sites, increase the level of awareness about the importance of archaeological sites and the cleanliness of the natural sites by building suitable facilities for the convenience and comfort of the tourists and tourism.

Respondent 11 explained that, “according to JTB bylaws (see section 5.2.3 and 5.2.5), the role of the JTB is limited to promoting Jordan internationally. Also JTB works on promoting the experiences and not sites or districts.” He went on to explain that a “lack of knowledge about the destination was due to the limited funds of the Jordan Tourism Board which mainly prevent us from doing many promotional marketing activities globally.”

### **5.2.3 Ministry of Tourism and Antiquities**

Article no. 3 of Tourism Law No. 20/1988 stipulated that MoTA had the following responsibilities:

1. The protection of tourist sites;
2. The licensing of various tourist activities and professions, and the classification of these (such as travel agencies, tourist transport companies, hotels, campsites, tour guides, handicrafts and traditional works, tourist restaurants, and amusement and recreational centres);
3. Facilitating tourism-related bureaucratic procedures;
4. Encouraging domestic tourism;
5. Supporting businessmen to invest in the tourism industry;
6. Providing tourism activities staffed with qualified people, equipped with essential skills; and
7. Undertaking research to determine the needs of the tourism industry and to improve performance in relation to tourism activities.

Bylaws prohibit the JTB from full-scale promotion of Jordan and these restrictions have led to promoting the experience rather than particular Jordanian sites or districts. The JTB is only permitted to encourage domestic tourism without being able to advertise or promote it.

#### **5.2.4 Aqaba Special Economic Zone Authority**

Law No. 32/2000 was publicised by ASEZA to outline its restrictions and responsibilities. It proclaims ASEZA as the legal successor of the Aqaba Region Authority as well as the Aqaba Municipality. Article No. 3 of ASEZA law declared its purpose to “improve the competitive image of Jordan as an exceptional economic environment, wherein businesses can invest, and such a consequence comes out of the involvement of the private sector in the global planning process, as well as breaking all barriers that may impede free and fair competition” (ASEZA Law).

Moreover, the law considered environmental protection to be one of ASEZAs main responsibilities and permitted Aqaba to offer several economic privileges to investors, such as reduced income tax, exemption from social tax, land and building tax, exemption from tax on profits, permission to import goods to the economic zone without any duties, allowing foreigners to own unlimited mobile or immobile property, removing barriers that prevent the movement of individuals, permission to sell or lease land for investment purposes, and protection of their intellectual property rights (ASEZA Law).

Paragraph C of Article No. 11 of ASEZA Law specifically declares ASEZAs responsibility for the environmental protection of the Wadi Rum area.

### **5.2.5 Jordan Tourism Board**

Regulation JTB No. 62/1997 decreed that the JTB carry out a number of tasks related to tourism. According to Article No. 4 the JTBs responsibilities are:

- spreading awareness of the country;
- preparing promotional material such as brochures, films, booklets, and so on;
- conducting research and studies in the field to explore products and market needs;
- creating infrastructure that allows tourist sites to attract visitors;
- retraining staff working in the tourism industry;
- establishing a national information centre for tourism affairs; and
- taking part in all cultural events, festivals and other activities that can contribute to tourism development (JTB Regulations).

So far the JTB has failed to deliver the outcomes it was tasked with and many of the obstacles to Jordan's tourism industry remain, raising questions about the organisation's ability to effect positive change and improvement.

### **5.3 Lack of knowledge of previous tourism research**

Despite ongoing research by MoTA into Jordan's tourism industry, there appears to have been little communication with other tourism organisations, who for the most part, were unaware of the Ministry's efforts in this regard.

Respondent 12 worked in the Jordan tourism industry. He stated: "a major obstacle to tourism development is culture and the fact that there is no tourism development strategy."

The literature indicated that the Jordanian government's attention to the tourism sector has grown in concert with the industry's contribution to the national economy. A

number of national institutes and foreign agencies have undertaken academic research; among them the American Agency (USAID) and the Japanese Agency (JICA). In addition, the JTB carried out various studies on the Jordanian tourism sector in cooperation with USAID and MoTA, and implemented the Jordan Tourism Strategy during 2004-2010 (USAID, 2008a).

Jordan also launched the Aqaba Special Economic Zone Authority (ASEZA) in 2000, giving investors benefits in the form of a number of economic privileges.

### **5.3.1 National Tourism Strategy**

The National Tourism Strategy was implemented by MoTA with the support of the JTB and USAID to identify the most important steps to be taken for developing the tourism industry in Jordan.

A study of the NTS found that the tourism industry in Jordan faced significant obstacles, these included;

- The negative image of Jordan as an “unsafe” destination due to the neighbouring political unrest;
- The lack of financial resources for international promotion of the industry;
- The necessity to broker a partnership between the private and public sectors to jointly examine the factors affecting the length of tourists’ stay in Jordan;
- Studying the needs of the tourist market; and
- Developing the Jordanian tourism product to comply with international standards.

Jordan has the advantage of being able to offer tourists a broad range of diverse experiences, including those of a cultural, religious, adventure, environmental, curative,

and educational nature. There is also potential to expand its offerings to include specialist and sporting events (USAID & AMIR Program, 2002).

### **5.3.2 Japan International Cooperation Agency**

The study conducted by JICA on tourism in Jordan between 1994 and 1996 identified specific projects which were subsequently implemented by the Jordanian government when four tourist destinations were developed with the support of the Japanese government. These were Amman, Salt, Karak, and the Dead Sea (Tanaka, Tanaka, Yamaguchi, & Tamagawa, 2005).

When respondents were questioned about their awareness of the 1996 JICA report “which outlined the strengths and weaknesses of Jordanian tourism,” 100% of respondents said “no.” The significance of this research and its role in the creation of a master plan to enhance tourism to four of the country’s major attractions had clearly not been communicated to all stakeholders.

## **5.4 Obstacles to tourism growth in Jordan**

The obstacles to tourism development in Jordan were highlighted in several previous reports. This study examined the current tourism environment in Jordan and identified the obstacles to its progress and development.

### **5.4.1 Advertising and marketing**

Tourist behaviour has been extensively researched in developed markets, particularly the United States of America, New Zealand, the United Kingdom, Australia and Canada (JTB, 2005). The findings of this study showed that tourism in Jordan lacked integrated marketing policies. According to Respondent 1 “there has been some coordinating between all the interested authorities in the tourism industries, such as Royal Jordan

Airlines and the International Hotels Association, to give more consideration for our tourism industries...”

Another respondent (respondent 12) commented:

Marketing Jordan as a tourist destination in all international forums, festivals to attract as many as we can to visit Jordan, encouraging the owners of the hotels and their administration to offer the tours at a better price or offer a package deal when visiting Jordan, coordinating between all the interested authorities in the tourism industries such as Royal Jordan airlines, international hotels association, give more consideration to our tourism industries, conducting training sessions and courses for employees and employers in the tourism industries.

In places where the government focused on regional tourists, this appears to have had positive results on tourism development. Doan (2006) stated that with international tourism becoming ever more competitive, improved marketing would become imperative, regardless of how steady the flow of tourists was. (Shdeifat, et al.) argued that the lack of inclusion of Jordan in tour operators’ catalogues was a significant problem, claiming that Jordan was viewed as an extension of neighbouring countries’ tour packages rather than a stand-alone destination. In 1999, The (WTTO & IH&RA) pointed out that “Jordan is not a core tourism attraction but rather a stopover destination - this is reflected in statistics which indicate that 60% of visitors to Jordan are merely overnight visitors.”

The local communities believed that industry stakeholders in Jordan had already contributed to the issues, but the Jordanian government was doing little in the way of promoting tourism to the country. Respondent 19 declared: “... the way it (tourism) is now I do not think it (tourism) will be able to compete internationally nor nationally. They (the government) have no interest in tourism, no clear objectives, no strategies in

place, no funding for tourism.” Respondent 22, from a local community close to Jerash, stated: “no advertising, no marketing, there is a lack of interest by all of them (the government or people who work in tourism). Since I was born until this day they have not opened or come across any new discoveries in archaeological or religious sites in Jerash..... The government will not give or do anything about it ...”He went on to say: “the government is trying to spend money on food and the army and no attention is given to the tourism industry.”

From these examples it is clear that much needs to be done to include the local communities in effective strategies to promote and deliver desirable experiences for tourists. Shared community projects have the potential to not only provide employment, but also increase regional and domestic tourism. A 24-year old local female (respondent 16) observed: “they (the government) are organising many festivals and they are trying to build areas to accommodate and attract tourism to Jordan as well as this, they are trying to build a reputation for the safety within the country.”

Evidence suggests that tourism has been given some attention, but not enough has been done to engage and inform local communities.

#### **5.4.2 Festivals in Jordan**

Four festivals are organised annually at different historic sites in Jordan. They are the festivals of Fuheis, Qasr Shabib (in Zarqa), Al Azraq and Jerash (Gerasa) (Jordan Festival Citadel, 2010). The festival of Jerash is a true cultural event, making use of its architectural heritage while at the same time keeping an eye on international tourism. The Roman city of Jerash is situated 48 km from Amman and separated from the modern town of Jerash by a watercourse of the same name. (Yalla Jordan Tours, 2007).

The first of these festivals took place in 1981 and attracted more than 100,000 visitors who attended performances by different artistic and traditional folk groups from Jordan,

other Arab countries and overseas. Such was its success that the private sector was encouraged to continue providing financial support for the festival. An estimated 10,000 people per day visited the festival over a period of three weeks, believed to comprise mainly Jordanians and visitors from the Arab Gulf states. These festivals would also benefit from more widespread publicity directed at Western tour operators (Fakhoury, 1995).

#### **5.4.3 International tourist markets**

The UNWTO forecast global tourist arrivals to reach over 1.6 billion per annum by 2020, with an average annual growth rate of 4.1% (World Tourism Organisation, 2001, p. 18). Despite a prediction of decreased tourist numbers to Europe and a 3.1% lower than world average growth rate to European destinations, Europe was anticipated to remain among the top tourist markets. (USAID, 2008a) explained that the National Tourism Strategy report encouraged the promotion of the Kingdom as a “boutique destination” with themes of heritage and nature.

According to Respondent 12 “international tourists are not fully aware of all the tourism attractions in Jordan. Indeed, there is a need for a huge awareness campaign in the international market and regarding the domestic visitors, there are no packages designed for domestic visitors, also there is no decent facilities and service.”

There is little doubt that great potential exists for developing tourism as a major industry in Jordan. According to the Ministry of Tourism and Antiquities, foreign travellers to Jordan reached 6,528,626 in 2006. Arab News reported that arrivals in Jordan increased by 20% in the first two months of 2007. According to the Ministry of Tourism, 941,140 tourists visited the country between January and February 2007. The number of tourists from Europe and the US increased by 54% and 30% respectively. The latest available figures indicate that some 935,926 Saudi tourists visited Jordan

during the first 11 months of 2007, compared with 1.11 million in the same period in 2006. The figures also showed a 10.3% drop in visitors from Qatar and a 47 % drop in Iraqi visitors (Dajani, 2008). The number of American tourists comprised 5.1 % of overall arrivals and went up by 5.1%, rising from 183,887 in the same period in 2006 to 193,216. The Kingdom enjoyed strong tourist arrivals from Asia and the Pacific, with numbers rising by 9.1% in the first 11 months of 2007 to 183,370 tourists, compared to 168,097 in 2006. MoTA figures showed a 33.7% increase in European tourists during the first 11 months of 2007, with 511,379 visitors' records compared to 372,488 in 2006. These visitors accounted for 16.1% of overall arrivals to Jordan in that period. However, most were one-day or overnight travellers and may be due to the lack of promotional marketing and strong competition from neighbouring countries such as Egypt, Syria and Turkey.

According to the National Tourism Strategy report for 2004-2010, visitors to Jordan spent an average of around US\$485, which, when compared with the world average of US\$670 is considered poor. The situation is worse when compared with Jordan's main competitors, Egypt and Lebanon, which averaged US\$767 and US\$1000 respectively. Japan also emerged as a major market. Overall tourist arrivals generated JD1.5 billion in revenues in 2007 compared to JD1.32 billion the previous year, a 13.4% increase (Dajani, 2008). According to the Ministry of Tourism, revenues rose 17 % during the first seven months of 2011 to nearly JD1.5 billion from only JD1.25 billion for the same period of 2011. Ministry officials attributed the revenue increase to larger numbers of visitors from Libya and Yemen coming to Jordan for medical treatment (Aziz, 2012)

JTB Managing Director, Nayef Fayeze, noted that 15% of those interviewed by the JTB at the Omari border crossing in the summer of 2007, said there were no advertisements for Jordan in Saudi Arabia. A comprehensive marketing strategy, targeting the Gulf Cooperation Council (GCC) states, was implemented at the beginning of 2007. This

included a television advertisement broadcast to major Arab satellite networks, as well as a campaign which ran from April to July comprising printed promotional material in magazines and newspapers. The plans were however shelved due to a change in JTB management (Dajani, 2008).

(Al Qeed, et al., 2010; JICA, 2004) referred to the lack of promotional marketing campaigns and representatives internationally. There was also limited promotion of Jordan in neighbouring countries. The Jordan Society of Tourism and Travel Agents reported a problem with the availability of vehicles to transport tourists due to tourism bylaws. (Malkawi, 2011; Shdeifat, et al., 2006) explained that current promotional campaigns had failed due to a lack of funding from both private and government sectors for marketing abroad.

## **5.5 Addressing the obstacles**

The research study indicated that there was a lack of standardised pricing at tourism sites and attractions which leads to overpriced attractions that the locals cannot afford to visit which in return Jordan losing tourism revenue to neighbouring countries. Research also indicated that there is a general lack of knowledge by stakeholders in the community of the importance of tourism, more training of tourism staff will be beneficial along with an increase in tourism funding.

### **5.5.1 Lack of competition means overpriced attractions**

This study revealed that fees and tolls were cheaper at all main attractions for Jordanian passport-holders, including toll booths and entry points. However, the locals were not benefiting because they did not carry their passports with them and were therefore required to pay full entry fees to tourist attractions.

Respondent 2 declared: “the main obstacles are the absence of competition in pricing or activities which may attract young tourists.”

Respondent 22 stated that the problem was “high fees and prices at the tourist destinations.” Respondent 6 explained: “exploiting the tourists by the locals. The entry fees are out of the reach of the majority of the locals by comparison with other international countries nearby.” Respondent 7 added: “the entry fees are too expensive if you visit a certain beach or archaeological site... the danger of privatising the tourism industry, and exploitation of the tourists by the locals.”

Standardised entry fees for all tourists would eliminate these inequities and encourage local tourists to explore their own country, rather than losing the revenue to neighbouring countries where tourist fees and services are less prohibitive.

#### **5.5.2 Lack of knowledge of the importance of tourism**

(Moscardo, 2008) believed that a large segment of Jordanian society did not understand the importance of international tourism. She described it as a critical barrier that limited the ability of the local community to participate in tourism development. In response to this challenge, the National Tourism Awareness Plan, launched in May 2007 by (USAID, 2009) declared their aim was to enhance the locals’ perceptions of the tourism sector and generate awareness among the general public and key influencers of the industry.

Reid and Schwab (2006) also identified a lack of knowledge about the importance of tourism in a large segment of Jordanian society. They believed that Jordan’s tourism industry was yet to reach its full potential and was constrained by a lack of knowledge on the part of locals who exploited tourists in order to feed their families. Training programs to improve tour guides’ knowledge of historical sites was recommended to further enhance the tourists’ experiences.

### **5.5.3 Lack of knowledge of domestic tourism**

The high cost of domestic tourism, particularly for low-income families who make up a significant segment of Jordanian society, makes it unaffordable for many locals to travel within their own country. (Reid & Schwab, 2006) suggested that a lack of policy may contribute to this lack of knowledge. Many respondents believed that tourism bylaws hindered their chances of increasing domestic tourism by limiting their activities related to promoting tourism in Jordan.

### **5.5.4 Lack of funding**

JTB Managing Director, Nayef Fayez, acknowledged that the Kingdom's 2006 tourism levels were disappointing and cited various reasons for the drop in numbers, most notably issues related to funding and marketing (Dajani, 2008). The findings indicated this was deemed a strong deterrent to tourism development by all stakeholders.

Statistics confirm that many hotels in Jordan have been internationalised due to a lack of capital. More funding for tourism would have allowed these locally owned hotels to operate independently and for the revenue raised to remain within the country.

### **5.5.5 Perception of “unsafe” destination**

The central message of a marketing campaign for tourism in Jordan should be safety, yet there are no references to safety on any of its travel websites, in brochures or other marketing material. Given that Petra is regarded as one of the Seven Wonders of the World and the healing powers of the Dead Sea are being discovered by people all over the world, Jordan should be inundated with tourists. Nevertheless, the Middle East's reputation as a place of unrest has kept international tourists away.

Respondent 1 said: “the biggest obstacle is the global economic crisis ... besides the political unrest around us.” Respondents 4 and 10 agreed that “the unstable security situation in countries close to Jordan might affect tourism in Jordan.”

One male respondent (respondent 3) explained: “the unstable security situation in countries close to Jordan might affect tourism in Jordan, also the constant migration of different refugees, who have no place to stay, no proper accommodation. This makes our country congested and looks unclean.”

According to MoTA (2006), Petra experienced a 10% decrease in tourism during the war in Iraq. (Doan, 2006) added that terrorist acts in the region had added to the perception that tourist destinations in this region were risky. The ongoing nature of these conflicts suggests that prospects for a return to regional stability are poor in the short to medium term. (Egypt Tours and Travel Office) explained that the Middle East had come to be viewed by the United States public as one large area to be avoided. If one part of the Middle East was not safe, then the entire region was thought to be unsafe. An email to Malia Asfour, director of the Jordan Tourism Board, stated: “we cannot paint the region with one stroke of a brush ... we suffer from misperceptions and need both the media and the industry to help alleviate this” (Atkisson, et al., 2003; Egypt Tours and Travel Office, 2011).

Professor Fouad Marmash, a tourism expert with the Regional Tourism Conference important player in tourism development in Jordan (Atkisson, et al., 2003), urged Arab countries to pay attention to the tourism sector and discussed ways to activate and accelerate growth and awareness in a variety of ways. He explained that the objectives were not clear-cut, and that tourism was the first sector of any economy to be negatively affected by political unrest, especially in the Arab world, where the threat of terrorism originated, whether intentionally or through reaction to specific events. Professor

Marmash pointed out that tourism was the cornerstone of many Arab countries' economies, that political unrest and terrorism impacted economies negatively and manifested soon after acts of violence and unrest. He claimed that the hotel and hospitality industries were usually the worst affected, followed by the transport and food industries; and damage to these sectors significantly impacted investment since they constituted a large part of the economy, and in turn affected the overall economy as well.

#### **5.5.6 Inappropriate behaviour of visitors**

The inappropriate behaviour of visitors at some destinations has been known to negatively impact tourism through deterioration of the site and loss of future tourists from regional, domestic and international markets. These behaviours include physical damage, wildlife disturbance and littering, and not only devalues the attraction itself, but also detracts from visitors' overall experience of these sites.

#### **5.5.7 Exploitation of tourists**

Exploitation of tourists was regarded as an important obstacle by every stakeholder. One respondent, a tourist who traded with the locals, said that one way to earn money was to exploit the owners of capital and commercial property by imposing fees and taxes on all tourist-related activities. Tourists to Jordan generally understood that the country imposed tariffs and taxes on tourism, but this was especially noticeable when foreign tourists were charged high fees upon arrival at airports and extortionately high entry fees to tourist sites and attractions, while these were waived for citizens of the country.

It is recommended that the cost of hotel accommodation be controlled through policies and strategies designed to increase tourism from other Arab countries, and for the cost of fuel, tolls, flights and entry fees to be managed in a transparent and equitable way,

regardless of the origin of tourists. This will improve the reputation of the tourism industry in Jordan as a whole, and stimulate international tourism to Islamic holy sites and places of historical and archaeological interest.

## **5.6 Competing in the world market**

Research indicated that Jordan can compete in the tourism world market. They are an authentic tourism product which can set itself apart from other neighbouring countries. However, a weak organisational structure in tourism hinders the development and growth.

### **5.6.1 Self promotion**

The JICA Report (2004-2006) articulated the importance of supporting opportunities and strengthening tourism development, and went on to state that there were many opportunities for accelerating growth in the tourism sector in Jordan. The report listed six main selling points:

- Good climate providing year-round possibilities for destinations that will fulfil the needs of visitors from all around the world;
- Friendly population and great sense of hospitality;
- High level of safety compared with other countries in the region that suffer from political instability;
- Availability of a range of accommodation and facilities such as restaurants, travel agencies, transportation between locations, guide staff and other services.
- Existence of unique one-of-a-kind destinations such as Jerash, Petra, Jesus Baptism site, and the Mosaic Maps in Madaba;
- Availability of health and wellness sites, hot springs and the Dead Sea.

These attractions make Jordan a unique tourism destination and provide opportunities for the country to set itself apart from its neighbours.

### **5.6.2 Authenticity**

Authenticity is an important element of tourism and Jordan is uniquely positioned to take advantage of its cultural heritage to drive the foreign market in ethnic tourism, just as Australia markets its authentic “outback” experiences. Jordan has a wealth of authentic tourism products: the beautiful landscape of Jordan's Wadi Rum desert, the culture and history surrounding the Petra and the ancient Desert Castle, to name just a few.

The global desire for authenticity favours countries with ancient and unique cultures, and presents opportunities for developing or emerging countries to leverage this advantage. Sense of place, culture and character must be evident as a country expands or creates its travel, tourism, trade and investment offerings (Future Brand, 2006).

### **5.6.3 Lack of knowledge of archaeological sites**

This findings of this study concurred with previous research which showed that there was a lack of awareness about the importance and value of archaeological remains by a large sector of the Jordanian population. These sites are non- renewable and if they are not preserved, the Kingdom will forever lose important relics and remains which provide a testament to the country's history and culture (El-Roudan, et al., 2000; ESCWA, 2001; JICA, 2004; Steinberg, 1996; Tanaka, et al., 2006). The research also revealed a general consensus amongst locals that if the government improved archaeological sites, developed the infrastructure and provided the capital, the community might be willing to participate (Shunnaq, et al., 2007)

Steinberg (1996) stated the desire for “modernisation” by governments and decision-makers in most developing countries often led to a belief that only new and “modern” was worthwhile. Anything that was old or in a traditional style was considered to be of little value and was torn down, or at best ignored. Older housing, normally concentrated in the inner parts of the city, was often in a state of physical deterioration, overcrowding and lacking in services, and was labelled as “slums,” to be removed at the earliest convenient opportunity. Coupled with the general lack of knowledge in Jordanian society about the true value of archaeological sites, these preconceptions are looming threats.

Tanaka, et al. (2006) stated that educational opportunities, such as work experience as a curator for a day and excavation work were being offered. In addition, JICA was targeting local school children to increase students’ interest in their history and heritage, and was expected to build their commitment and ownership.

Most respondents believed there was a lack of knowledge regarding archaeological sites. One male respondent who worked in the tourism industry explained: “my organisation printed pamphlets pointing to the archaeological sites within the surrounding sites and also pointing to the importance of these sites.” Respondent 8 stated: “not enough awareness and knowledge about the archaeological sites and the ancient history of Jordan.” Similarly, respondents 7 and 10 stated: “lack of awareness by the locals of the importance of the archaeological sites in their towns or cities, also the poverty and the low income.”

Shunnaq et al. (2007) described Jordan’s ongoing efforts to capitalise on its rich archaeological and historical assets to insulate its economy from the volatility of its geopolitical location. Jordan’s abundant cultural and historical heritage has the potential to form the foundation of a diverse and sustainable tourism strategy. However, previous

research found the general consensus to be that government was expected to step in and improve archaeological sites, develop the infrastructure and provide the capital, before the community participated in tourism planning. The lack of awareness of the importance of archaeological remains was apparent among a large segment of the Jordanian population, despite the fact that these sites are non-renewable and important to preserve as part of the country's cultural heritage.

Several respondents believed that the Jordanian government displayed a lack of interest in archaeological tourism and this was reflected in the lack of funding to excavate new sites. As a result, nothing new had been discovered.

#### **5.6.4 Lack of training**

Two respondents (respondents 4 and 10) recommended additional training for staff in tourism, stating: "training the industry's workers to care for the tourists and the sites is an obstacle." Respondent 12 stated: "through conducting workshops we (his organisation) are working on highlighting these and other obstacles to the academics and practitioners in the field." It was widely recognised that a training and development component was necessary to deal with policy and better manage the uncertainties associated with the dynamic conditions of this region.

Respondent 11 rationalised the problem as "a lack of tourism and hospitality schools and universities, and losing trained staff to other destination in the region." Tanaka et al. (2006) explained that training local tour operators and tour guides was part of the JICA project, and depended on the individual tour operators, guides and attendants who accompanied tourist groups from their countries of origin. Tourism stakeholders were unable to acquire funding to educate staff, thereby foreclosing opportunities to develop a strong organisational structure for tourism. This was reinforced by USAID:

As a consequence of lack of trained staff in Jordan's tourism industry, vocational training in Jordan is not currently producing the quality or quantity of outputs to meet the needs of a growing industry (USAID, 2008b, p. 4).

Tanaka et al., (2006) pointed out that some educational activities, such as work experience for curators and excavation work were being implemented. JICA was targeting local school children to increase their interest in the country's history and heritage and build commitment and ownership.

The literature suggests that tourism stakeholders were unable to acquire funding to educate staff, thereby foreclosing opportunities to develop a strong organisational structure. Staff training is essential to raise industry standards and enhance the tourism product.

#### **5.6.5 Lack of supervision**

Due to the lack of trained staff at tourism sites and attractions, there is a general lack of expertise at these attractions to inform tourists about the value of heritage sites.

Respondent 3 mentioned the lack of supervision at some major tourist attractions:

...not developing the expertise of the industry's workers. We must develop and train the workers and the hospitality industry's personnel, introduce them to the tourist places. Also we need constant management and research by finding and developing new market and interests in the archaeological and eco sites. Must do awareness programs on a national level to encourage and develop the experts, most importantly to give international tourism a good impression and enhance the name of the Jordanian tourism

### **5.6.6 Lack of facilities**

The literature mentioned in chapter 2 Literature Review suggests that the basic infrastructure at existing facilities were inadequate and the planning process, disorganised at best. Without adequate toilet facilities at

the site, Paul (2010) ,explains “people have been known to wander off and use the tombs to do their business, producing problematic (and unseemly) chemical reactions with the stones.”

Respondents agreed there was a lack of facilities at many tourist attractions. Respondent 3 explained: “the main problem to the national local tourist is the lack of existing facilities such as toilets, seating, and kiosks.” Respondent 5 concurred: “the main problems hindering tourism is the lack of awareness of the importance of tourism and lack of existing facilities on a wider range.” (Reid & Schwab, 2006; Shunnaq, et al., 2007) agreed that facilities were poor. (Sabbagh) (1995) stated Jordan’s tourism infrastructure was weak, even at well-known sites. He added that Jordan was unable to cope with tourism, and if the capacity of historic sites like Petra was constantly exceeded, it would destroy irreplaceable national assets. (Paul, 2010) observed that little had been done to improve the facilities at Petra, to provide better information to visitors or preserve its historical monuments.

### **5.6.7 Weak organisational structure of organisations involved in tourism**

The research revealed a strong reliance upon government leadership. (Shunnaq, et al.) suggested that the central government was expected to take the lead in development efforts targeting local communities. He argued that the local population was reluctant to begin the development process unless they saw the government taking charge. They

wanted reassurances and expected to be sheltered from social and financial risks. (Daher, 2006) on the other hand, was of the opinion that the central government discouraged community participation in the Tourism Development Strategy because it threatened existing economic and power arrangements.

He pointed out that the Ministry of Planning unilaterally determined how foreign aid was used, that there was poor communication about foreign aid and how local institutions could apply for it. He argued that these factors contributed to weak organisational structures in tourism.

Overall, the weak organisational structure of many organisations involved in tourism development stood out as an important obstacle among tourists and stakeholders in the community.

## **5.7 Further Research**

Stakeholder responses indicated that it was important to create community groups to focus on improving tourism in Jordan. Respondent 12 who worked for an organisation specifically dealing with tourism research explained: “we are conducting research in the field (tourism in Jordan) to figure out the main problems and suggest solutions.” Respondent 7 stated: “establishing special communities or organisations specialising in the Jordanian Tourism (would be beneficial).”

USAID financed several other projects to improve facilities and services at archaeological sites by raising the level of quality (Tanaka, et al., 2005).

## **5.8 Research aims and objectives revisited**

The aims and objectives of the research study were revisited to ensure the objectives had been met. The aim of this study was to examine stakeholders’ perceptions of the obstacles to tourism development in Jordan. It was anticipated that respondents’

comments and feedback would further clarify the obstacles identified and the action taken to address them. In addition, the study aimed to contribute to stakeholders' understanding of the tourism environment in Jordan and to bring to their attention the existing research in this area.

#### **5.8.1 Were the research objectives met?**

The research utilised both qualitative and quantitative research methods to meet the objectives of the study. Stakeholders completed a questionnaire which was specifically linked to the research objectives outlined below. This chapter concludes with a review of the research objectives and confirms that there are significant obstacles which hinder tourism development in Jordan.

#### **5.8.2. Investigate stakeholders' perceptions of the barriers to tourism development**

As previously mentioned, stakeholders believed that tourism in Jordan could best be described as “emerging.” They indicated that, along with a lack of funding for promotion and marketing both internationally and domestically, there was a lack of knowledge about the importance of archaeological sites and their significance to tourism. Many local respondents believed there was a lack of interest on behalf of the government to promote tourism and develop tourism facilities.

#### **5.8.3. Significance of the barriers to growth both internationally and domestically**

Tourism stakeholders agreed that the barriers identified from the literature review were a true representation of the current obstacles preventing tourism development. One respondent (27) went so far as to say “... they do represent the major obstacles in the way of tourism in Jordan, and if it is not resolved it will have catastrophic consequences on the economy of Jordan, as tourism is the oil well of Jordan. If it is not maintained, we will have nothing to support our economy.”

Another major barrier to tourism both internationally and domestically, was the perception of tourism by the local community. They believed there was no government interest, no clear objectives, and no strategies in place to improve tourism, no funding to promote attractions and improve facilities at many sites, and a negative perception of stability and security in the region. Respondents also believed that there was no appreciation for the value of tourism by all parties involved, including government, locals and businesses located near popular attractions.

Many stakeholders in the tourism industry in Jordan highlighted the correlation between funding and marketing. Most respondents discussed marketing as a major obstacle and commented on the lack of funding and the difficulties for their particular departments to overcome this issue. One respondent explained “...we must allocate a special budget for the interests of tourism sites and industries so it (Jordan) can be advertised and known to the international market.”

Another hindrance to tourism development in Jordan was the economic crisis and political unrest in neighbouring countries. One respondent stated: “the unstable security in countries close to Jordan might affect tourism in Jordan.”

14% of respondents noted the high fees and prices at tourism attractions as an obstacle, with one respondent stating: “exploitation of tourists by the locals, the entry fees are out of reach of the majority of the locals compared with other international countries nearby.” Another mentioned: “the danger is privatisation of the tourism industry and exploitation of tourists by locals.”

It would appear from the findings that tourism in Jordan would benefit from a more positive community attitude towards development, and increased government funding to improve facilities and increase international advertising.

#### **5.8.4 Action taken by stakeholders to address the barriers**

Most stakeholders were actively contributing to reducing the obstacles to tourism development in Jordan. Some of their approaches included marketing Jordan as a tourist destination and promoting festivals, encouraging tour operators to offer tours at lower prices or as package deals, collaborating with other tourism bodies such as Royal Jordanian Airlines and hotel associations. Some stakeholders believed the best way to overcome these obstacles was to improve training for staff, whereas others believed various forms of marketing was the best way to tackle the problems. They utilised marketing tools such as satellite television and e-marketing, and invited the media and bloggers to visit Jordan and share their views with the rest of the world. Some stakeholders promoted targeted areas in Jordan rather than Jordan as a whole, while others promoted the uniqueness of the overall experience for tourists visiting Jordan.

The majority of respondents believed that Jordan had the ability to compete in the world tourism market if the authorities developed campaigns that were not limited to particular continents or countries, and increased security and safety. One respondent (26) recommended: “...cleaning the natural sites by building suitable facilities for the security and comfort of the tourists and tourism.”

Other respondents believed that stakeholders were doing little to improve tourism. They believed that a lack of funding put tourism improvements on hold, coupled with a lack of interest by government for whom tourism was not a priority.

#### **5.8.5. Emerging international and domestic markets identified by stake-holders**

Stakeholders identified emerging markets as the United States of America, United Kingdom, France, Germany and Italy, along with neighbouring countries such as Syria and Egypt. They suggested it would be beneficial to market Amman, Aqaba, Dead Sea, Mt Nebo, and Madaba domestically. However, existing bylaws restricted the JTB from

promoting Jordan internationally, consequently they resorted to promoting experiences rather than specific sites or districts.

## 5.9 Chapter Summary

This chapter discusses the obstacles that were highlighted by respondents and supports the findings which indicate that the Jordanian government played a significant role in how the country is advertised and marketed domestically and internationally. There was no evidence to demonstrate that tourism stakeholder organisations were working together to overcome the obstacles. A major finding of this study, as noted by numerous respondents, was the exploitation of tourists by locals who felt justified to increase prices at tourist attractions.

## Chapter 6 Conclusions

### 6.1 Overview of the study

Jordan has a wealth of tourist attractions, but is facing major obstacles with regard to development of its tourism industry. The devastating consequences of September 11 and the ongoing war in Iraq coupled with the conflict in Palestine, war in neighbouring countries, and accommodating large numbers of Syrian refugees, created negative publicity and resulted in an erratic tourism industry. Along with economic difficulties and political instability which deter both potential tourists and investors, Jordan suffers from a lack of appropriately managed tourism activities. However, these obstacles are not insurmountable and can be overcome with focused attention on the barriers that hinder tourism development.

This research study is dedicated to identifying, investigating and evaluating the perceptions of tourism stakeholders in Jordan in order to understand the barriers which hinder tourism development in Jordan. Through a mixed methods research approach the study provides deeper insights into the obstacles and the actions of tourism stakeholders to rectify them. This study portrayed Jordan as an underestimated tourist destination with much to offer. It seems incredulous that a country with as many exceptional attractions should fail to attract tourists regionally, domestically and internationally. Nevertheless, a lack of vision coupled with a lack of financial investment and knowledge, has caused Jordan to lose ground when compared with its regional competitors.

This chapter concludes the thesis by revisiting the research objectives. The findings of the study indicate that stakeholders are aware of the barriers and are trying to do whatever they can to overcome them. On the other hand, tourism bylaws and other

factors such as a lack of marketing and funding, prevent this development. This study paves the way for future research to build upon these findings and resolve the relevant issues.

Many studies as mentioned throughout this research study have examined tourism in Jordan, but none have undertaken a detailed examination of the obstacles that hinder tourism development, or sought the perceptions of stakeholders. This final chapter integrates the data presented in previous chapters and details the conclusions and implications derived from this study. It commences with a review of the research aims and objectives and goes on to present a summary of the key research findings, linking them to the existing literature. Finally, research limitations are outlined and recommendations put forward for further research to build on this exploratory study.

## **6.2 Insights from the study**

This thesis discusses the existing literature regarding tourism in the Middle East, particularly in Jordan. It examines the obstacles to tourism development in Jordan along with the tourism planning and development framework. Gunn's (2002) tourism model provided a context for the study, as did the later part of Inskeep's (1991) model and Cooper's (2011) Planning model, since both have similarities and can be easily linked.

Despite the fact that tourism is one of the most important sectors in Jordan's economy, the findings highlight the need for further research into the obstacles that hinder its development. An analysis of respondents' answers demonstrated both a positive attitude towards overcoming certain obstacles, and a negative attitude by ignoring the obstacles stakeholders do not consider to fall within their jurisdiction. Positive recommendations included training sessions for employees and encouraging high school students to pursue careers in tourism. Some stakeholders were undertaking their own independent research into what they believed to be the obstacles to tourism development, particularly

in view of the fact that Jordan has the added advantage of being able to provide visitors with an authentic tourism experience.

Issues constraining stakeholders from taking action against the obstacles included bylaws that prevent certain types of tourism promotion and advertising; the misperception that Jordan is an unsafe tourism destination, and exploitation of tourists by the locals. This study found that the Jordanian government is instrumental in how the country is advertised and marketed as a tourist destination domestically and internationally. There was no strong evidence to indicate that tourism stakeholder organisations were working together to overcome the obstacles. Each tourism organisation was working independently rather than a collaborated team with one main focus point. One major finding of this study, noted by numerous respondents, was the exploitation of tourists by the locals who felt justified to increase prices at popular tourist attractions in order to feed their families and overcome their own poverty.

### **6.3 Implications of the findings**

This research is the first of its kind to look at not only tourism in Jordan in general, but also more deeply at the obstacles preventing growth in the tourism industry. This study will contribute to the literature by providing a deeper understanding of the obstacles and creating awareness of stakeholders' perceptions of these obstacles.

The thesis provides a foundation upon which to build future research. The findings suggest that a lack of funding to effectively market tourism in Jordan hinders development and growth, along with a lack of knowledge about the intrinsic value of archaeological sites, and a lack of facilities at popular tourism destinations. These are important obstacles to overcome, as they not only hinder tourism development but also economic growth in Jordan. Previous research makes mention of some of the obstacles,

but no research has yet measured the perceptions of tourism stakeholders with regard to these obstacles.

The mixed methods approach allowed stakeholders to express their opinions about the deterrents to tourism in Jordan and explain what their organisations were doing or had done to address them.

#### **6.4 Limitations of the research**

The challenges of this research included organising the information into core themes, presenting the findings in a manner that makes sense to the reader and guarding against subjective involvement by the researcher. Qualitative research is vulnerable to bias on the part of the researcher, due to social desirability factors, conditions of worth and the fact that most questions have already been answered in the researcher's head.

The researcher was unable to travel to Jordan, so instead, a third party was employed in Jordan to distribute and collect the questionnaires, made difficult by the fact that he had only one week to do so due to his own work commitments. Most respondents didn't complete the questionnaire or were reluctant to do so due to poor English language skills and fear of saying the wrong thing.

After it became apparent that respondents were not completing the questionnaires, the researcher employed a qualified translator and translated the questionnaire into Arabic to encourage greater participation. Those that were completed in Arabic needed to be translated, and the researcher employed an interpreter to translate the documents which resulted in a timing issue. It took an additional two months to collect 12 questionnaires, and then a further three weeks to get all the questionnaires translated. Since these did not provide sufficient information, the researcher had to reach out to another sample and again employed a representative to collect the questionnaires. This time the representative travelled to Jordan from Australia, and spent time recruiting respondents

and communicating the importance of the research before collecting the questionnaires a week later. After one month, 18 completed questionnaires were obtained and these were then interpreted and analysed. A total of 30 respondents were recruited for this research study.

Many respondents expressed the same, if not very similar views, which indicated to the author that they had researched the question before answering it. This made recording results and analysing stakeholders' perceptions of the obstacles difficult, as the views expressed appeared to be driven by what they thought the researcher wanted to hear, rather than a true reflection of their opinions.

## **6.5 Recommendations for future research**

Based on the findings of this research, several opportunities exist for advancing the research into new and different directions. More importantly, this research demonstrates a need to investigate the obstacles more deeply in order to promote the growth of tourism development.

Continued research will deepen our understanding of tourism in the Middle East, particularly in Jordan, and will provide the necessary tools and information to boost tourism development and in turn, economic growth. There are a multitude of research opportunities. These include:

- Ongoing investigation of tourism with regard to the obstacles;
- Measuring the extent to which these obstacles hinder growth in tourism;
- Measuring the outcome of recommendations;
- Examining the opportunities for religious tourism;
- Investigating the perceptions of local communities with regard to government involvement in tourism;
- Finding sustainable solutions; and

- Regenerating conservation areas.

## 6.6 Concluding thoughts

This research set out to understand the tourism environment in Jordan, in particular the obstacles which hinder tourism development. It portrays Jordan as a growing, authentic tourism destination, rich in history and cultural diversity, and a place where tourists are safe from war in bordering countries. Jordan offers visitors unique experiences of past civilisations, including one of the Seven Wonders of the World, and is an underestimated tourist destination with much more to offer.

Most of the existing research on tourism in Jordan refers to tourism growth in terms of visitor numbers, planning policies and tourism authorities, but there is a critical need for researchers to continue to inform appropriate planning and management responses in order to bridge the gap and cater for an emerging market for tourism in Jordan.

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## 8.0 Appendix

### 8.1 Survey Instrument

#### **Questionnaire**

**Title of Project:** Study of Jordan: recommendations to resolve identified obstacles which affect tourist development both domestically and internationally in Jordan.

#### **Instructions:**

Please print out this questionnaire and fax back or simply fill this out online and email back to;

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## **General Tourism Information**

1. How would you best describe tourism in Jordan? (1= Emerging, 3= Developing, 5= Stable) Please circle the appropriate number.

1\_\_\_\_\_2\_\_\_\_\_3\_\_\_\_\_4\_\_\_\_\_5

2. The following barriers have been suggested, as hindering both International and Domestic Tourism Development in Jordan; Please rate each section in order of Importance (1= Least Important, 5= Most Important)

<b><u>International</u></b>	
The lack of inclusion on Jordan within International tour operators' catalogues.	<b>1 2 3 4 5</b>
A false impression that Jordan is an unsafe destination for International tourists.	<b>1 2 3 4 5</b>
The lack of promotional campaigns/ marketing representatives internationally.	<b>1 2 3 4 5</b>
The lack of knowledge about the importance of International tourism by a large segment of the Jordanian society.	<b>1 2 3 4 5</b>
A lack of funding for International tourism development.	<b>1 2 3 4 5</b>
<b><u>Domestic</u></b>	
The lack of knowledge about the importance of Domestic tourism by a large segment of the Jordanian society.	<b>1 2 3 4 5</b>
The lack of facilities and services at many sites and destinations.	<b>1 2 3 4 5</b>
The weak organizational structure for many organizations involved in tourism development.	<b>1 2 3 4 5</b>
Problems in training staff and employees in tourism development.	<b>1 2 3 4 5</b>
The lack of awareness, about the importance of archaeological remains, by many people in Jordan.	<b>1 2 3 4 5</b>
The inappropriate behaviours of visitors at some destinations.	<b>1 2 3 4 5</b>

3. In your opinion are the obstacles outlined in question 2 above representative of the main obstacles to tourism growth domestically and internationally in Jordan. Please explain why or why not.

4. What has your company/ association/ government done to address the top ranked barriers outlined in question 2.
5. Drawing on your own observations and those listed in Question 2. What is the main barrier that prevents new tourist both domestically and internationally from visiting Jordan?
6. Do you think that Jordanian tourism can compete in the world market?

Yes ☐

No ☐

Please explain the reason for your response.

7. Are you aware of the 1996 JICA report which outlines the strengths and weaknesses of Jordan Tourism?

Yes ☐

No ☐

**If you answered “Yes” to question 7 proceed to question 8, if you answered No to question 7 proceed to question has 9.**

8. In the 1996 JICA report, it states that international tourists are dissatisfied with the lack of modern tourism core functions in Jordan. What has your organization done to address the report’s recommendations?
9. What emerging international markets could tourism in Jordan be marketed to?
- For example: Australia, Germany, New Zealand, Russia, United States of America.
10. What emerging domestic, state, district or region could tourism in Jordan be marketed to? For example: Amman, Faheis, Kan Zaman, Madaba, Jerash, Salt, Wadi Rum etc
11. Please add any additional comments about the barriers that could hinder tourism development on Jordan.

## **Demographics**

1. Questionnaire number:
2. Date received:
3. What tourism company/ organization do you work for?
4. What is your role e.g. manager/ owner
5. Please circle which sector you represent

**Public Sector**

**Private Sector**

**NGO**

**Social Partner**

6. How large is your institution?
7. What are your institution's priorities in terms of Domestic Tourism?
8. What are your institution's priorities in terms of International Tourism?
9. How long have you worked in the tourism industry?

1-4 years

5-8 years

9-12 years

13-16 years

Over 16 years
