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TOURISM POLICY OF JORDAN: THE ASPECTS OF STRATEGIC MANAGEMENT

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Summary. *The development of tourism is one of the perspective directions for many countries. For the Jordanian economy with its developed tourist-recreational centers and unique places that combine signs of antiquity and modernity, the importance of tourism is that it is the rapid circulation of capital with relatively low investments, it is an efficient means to modernize infrastructure and create new jobs. The development of the national tourism business contributes to the creation of a special small and medium-sized enterprises, as well as activation and stimulation of work of some economic sectors: construction, trade, transport and communication, agriculture. The efficient tourism policy will allow attracting domestic and inbound tourists, and in the future may lead the regional tourist business to the global level of tourist services. The article deals with perspective directions of development of tourism in Jordan. The tourism potential of Jordan as a major factor in the activation of the tourism business is analyzed. Theoretical and methodological bases of formation and implementation of tourism policy of the state are presented. The main elements and direction of the tourism policy are described. The conceptual model of the implementation of the strategic directions of tourism policy in Jordan is formed. The methods of comparative analysis, analysis and synthesis, as well as the method of induction are used in the article. The results of the study can be used by tourism enterprises in Jordan and state authorities for the formation of the tourism program at the level of enterprises, regions or countries.*

Keywords: *state tourism policy, strategic management, strategic priorities, tourism product, strategy of tourism development.*

ПОЛИТИКА ТУРИЗМА В ИОРДАНИИ: АСПЕКТЫ СТРАТЕГИЧЕСКОГО УПРАВЛЕНИЯ

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Аннотация. *Развитие туризма - одно из перспективных направлений для многих стран. Для иорданской экономики с ее развитыми туристскими региональными центрами и уникальными местами, которые объединяют признаки старины и современности, важность туризма – в том, что он является бизнесом с быстрым оборотом капитала с относительно низкими инвестициями, что эффективно позволяет модернизировать инфраструктуру и создавать новые рабочие места. Развитие национального бизнеса туризма вносит вклад в создание специальных малых и средних предприятий, так же как активация работы некоторых экономических секторов: строительства, торговли, транспорта и связи, сельского хозяйства. Эффективная политика туризма позволит привлекать внутренних и иностранных туристов, и в будущем позволит вести региональный туристический бизнес к глобальному уровню туристских услуг. Статья посвящена перспективным направлениям развития туризма в Иордании. Проанализирован потенциал туризма Иордании, как главный фактор в активации бизнеса туризма. Представлены теоретические и методологические основания формирования и выполнения политики туризма государства. Описаны главные элементы и направления политики туризма. Концептуальная модель выполнения стратегических направлений политики туризма в Иордании сформирована. В статье использованы методы сравнительного анализа, анализа и синтеза, а так же метода индукции. Результаты исследования могут использоваться предприятиями туризма в Иорданских и государственных властях для формирования программы туризма на уровне предприятий, регионов или стран.*

Ключевые слова: *государственная политика туризма, стратегическое управление, стратегические приоритеты, изделие туризма, стратегия развития туризма.*

Problem statement. Tourism is at the same time a consequence and a decisive factor of quality of life in modern society [1].

In modern conditions the development of tourism in balanced relevance with providing other basic needs and kinds of activity of society has to be based on the development of the strategic state policy [2]. Such an approach is directed to the complex solution of the tasks of the market condition research, providing the qualitative tourist services, working with potential clients, monitoring the price policy of the market offer, the competing companies. Thus the rich heritage of ancient civilizations, a significant amount of the archaeological monuments with huge historical value allows positioning Jordan as an open-air museum.

The analysis of researches and publications. The strategic development of tourism was studied by many researchers. The forecast of demand for tourist services was studied by Frechtling D. Modern tendencies of tourism development has been studied by Pearce D. G. and Butler R. W. The development of tourism in developing countries was considered by Harrison D. Planning and analysis of employment in tourism is described in the books of Ladkin A., Szivas E. and Riley M.

The unsolved components of the problem and the task of the research. As the sphere of tourism is the concentration of the business structures of the private sector (as a rule, business structures in tourism are presented by multidirectional average, small and micro enterprises), without the state investments directed to realization of strategic priorities of the state tourism policy, it is influenced by the negative impact of economic, sociocultural and ecological factors [3].

Thus, the key responsibility of the state is the responsibility for harmonization of the concept of the sustainable development of tourism.

The research. The scientific and practical tasks causing the problems of effective planning, regulation and optimization of tourist activity of Jordan consist of a number of aspects.

First, at the present the strategic management is the most important factor of successful functioning the market conditions which become more complicated [4]. More and more countries realize the importance of carrying out the tourism policy which is an inseparable part of an external and internal course of the country.

Secondly, the development of the strategic programs of promotion of tourist services at the microlevel and the system plan of the tourism industry development in the country demands the complex analysis of external opportunities of the state and the accounting the internal resources of each enterprise [5].

At the same time it should be noted that the tourism policy of the state can't be implemented only on the basis of its national conditions. Any country that extends the international tourist market enters difficult system of the competitive relations with other states, and also with the whole regions of the world. The role and the place of the particular state in the international tourist market depend on how correctly and efficiently the tourism policy is carried out and implemented [6].

Thirdly, there is indeterminacy and uncertainty of the choice of the efficient methods of achievement of strategic objectives due to historically developed considerable upsurges in seasonality in Jordan and political instability of the region.

In this regard the development of particular mechanisms and the definition the means of implementation of the state tourism policy is of great importance for ensuring competitiveness of services, the companies, as well as the hospitality industry as a whole.

The purpose of tourism policy is the integration of the economic, political, cultural, intellectual and public benefits created by tourism industry, in relation to the people, the directions and the countries to improve the general quality of life and to provide the policy of strengthening peace, stability and welfare of the host communities [7].

The tourism policy has to be considered as a component of the general state policy towards the tourism, as the activity closely connected with the economy, the social sphere, culture, ecology and other socially significant systems.

The state tourism policy is the complex of mechanisms, means and tools actualized by the state authorities for regulation of the sphere of tourism in order to achieve the objectives of the sustainable development of national economy. It contains time and spatial aspects: the first – includes the actions focused on the development of tourism in the current and long-term periods of time, the second includes certain territories and regions (figure 1).

The role of the long-term tourism policy increases in modern conditions that is caused first of all by the solution of the large-scale tasks of the development of the tourism industry that are time-consuming and require considerable expenses of the capital. It affects the structural changes in the tourism industry and economic mechanisms in the long term.

The analysis of the reports of the World tourism organization allowed drawing a conclusion that the states provide various forms of assistance to tourist sector. It is directed at strengthening the national economies and increasing of economic efficiency of the tourism industry as a whole. The most commonly used practices are: subsidies for implementation the tourist projects (Greece, Austria, France, Italy, Great Britain); concessional loans to tourist companies (Austria); the state guarantee concerning the loans and subsidies provided by commercial banks for the tourism development; granting tax privileges for financial encouragement of national and foreign investors (Spain, Turkey, Mali) [8, 9, 10].

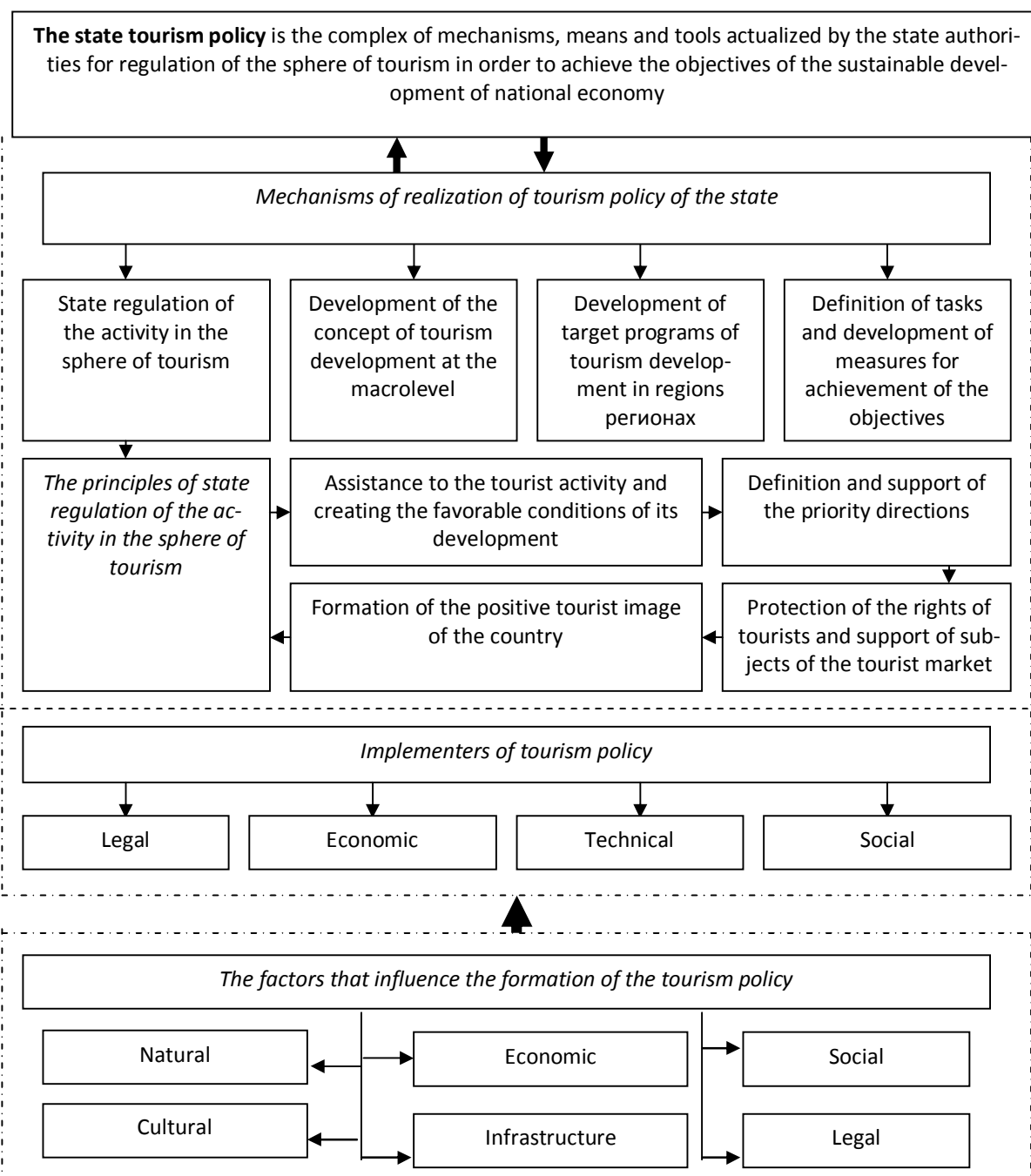


Figure 1 – Theoretical and methodological bases of formation and realization of the tourism policy of the state

In practice the main objective of Jordan is to meet the needs of tourists with the rational use of the existing tourist potential and providing the sustainable development of tourism. On the basis of the legitimate state policy the territorial authorities form the local objectives that are realized at the level of certain tourist regions. It is possible to distinguish from them:

- attractiveness of the region;
- preservation of the environment;
- increase in duration of stay of tourists in the region;
- growth of income from tourism;
- efficient use of material base and appropriate infrastructure.

At the microlevel the objectives are focused on ensuring the satisfaction of the needs of tourists, increase in the income from providing the tourist services, optimization of quality of service, diversification of the directions and others. Thus, realization of the objectives of

tourism policy demands coordination (vertical and horizontal) of the activity of various institutional units that are integrated into system of tourism.

The competitive growth of the national tourist product, the growth of the efficiency of tourist business, the balanced statutory regulation of all aspects of economic activity define the key role of public sector in the sustainable development of tourism as small private companies and cooperatives in Jordan provide typical and related tourist services, including transport, accommodation, food, attraction.

The state administration of the tourism development in Jordan is based on the accurate positioning of the tourism policy, on the realization of efficient mechanisms and incentives, financial and legal tools, active involvement of the interested parties. The state regulation provides competitiveness in the field of tourism. It is directed to the improvement of the legal framework, the support of small businesses, the formation of ecological advantages, safety, benchmarking and the awareness of the importance of tourism by all groups of stakeholders.

It is necessary to emphasize that the implementation of the national tourism policy in Jordan is based on collaboration of the public and private sector concerning the improvement of regulatory and legislative framework in the tourism industry. It creates the favorable climate for the business development. It includes the unification of the tax policy in the whole territory of the Kingdom (including competitiveness of tourist taxes, visa fees, etc.); modernization of procedure of licensing and standardization; increase in prestige value of tourist professions; development of shipping companies, optimization of rules of inland transportations between tourist objects.

Expansion of the range of tourist services and efficiency growth of marketing programs, total growth of productivity of small businesses contribute to the accumulation of competitiveness of the tourism industry in Jordan. It increases the number of tourists and income from the international and national tourism.

The first National strategy of tourism development in Jordan was developed for the period from 2004 to 2010. The keeping of the policy of peace and stability on the territory of the Kingdom, traditional Jordanian hospitality, high quality of the tourist services, efficient marketing and programs of promotion increased the number of visitors by 48% (from 5.5 million tourists in 2004 to 8.2 million in 2010). The number of tourists coming by plane increased by 20%. For the service of the increased flow of visitors the modern airport is under construction. It contributed to the inflow of financial investments into economy of Jordan that grew from 943 million JD (Jordanian dinar) in 2004 to more than 2.4 billion JD in 2010. In general, the tourism industry during the period from 2004 to 2010 showed the growth of 2.5 times. In comparison: since 2007 incomes in domestic market increased by 34%. During the period from 2004 to 2010 24 new hotels were opened in Jordan, the number of rooms increased by 22%, from 18,127 in 2004 to 24,009 in 2010. The number of the restaurants for tourists nearly doubled. The number of tourist businesses has risen by 60%. Four new shipping companies were set up. In the country a variety of infrastructure projects and programs has been successfully implemented, including the building of the hotels, the development of health resorts and combined facilities on the Dead Sea and in Aqaba.

The National strategy of tourism development in Jordan for the period from 2011 to 2015 is focused on further development of the highly efficient and competitive tourist complex providing ample opportunities for satisfaction the needs of domestic and foreign citizens for various tourist services, as well as the significant contribution to the national economy [12].

During its development the complex of favorable factors (ensuring the leadership of the country) and undesirable factors (decrease in a tourist flow) that determine the directions of the policy implementation is considered: the constant (static) factors having invariable value in time (the recreational and resource potential of the territory of the Kingdom which is expressed in quantity and quality of natural and cultural and historical resources); the variables (dynamic) factors including a political, social and demographic, financial and economic, material and technical situation in the market of Jordan.

The researches done indicate an important role of regional cooperation in the development of the sphere of tourism in Jordan.

Currently the leaders in number of arrivals in the Kingdom are the Arab countries (figure 2).

The second place is taken by the Asian states; the third place is taken by European countries. However, in connection with political instability in the region in 2011 the tourism industry of the country lost about 1 bln. dollars of the USA. In 2011 the actual income was 6,425 mln. dollars of the USA, in 2012 – 4,061 mln. dollars of the USA, in 2013 – 4,117 mln. dollars of the USA.

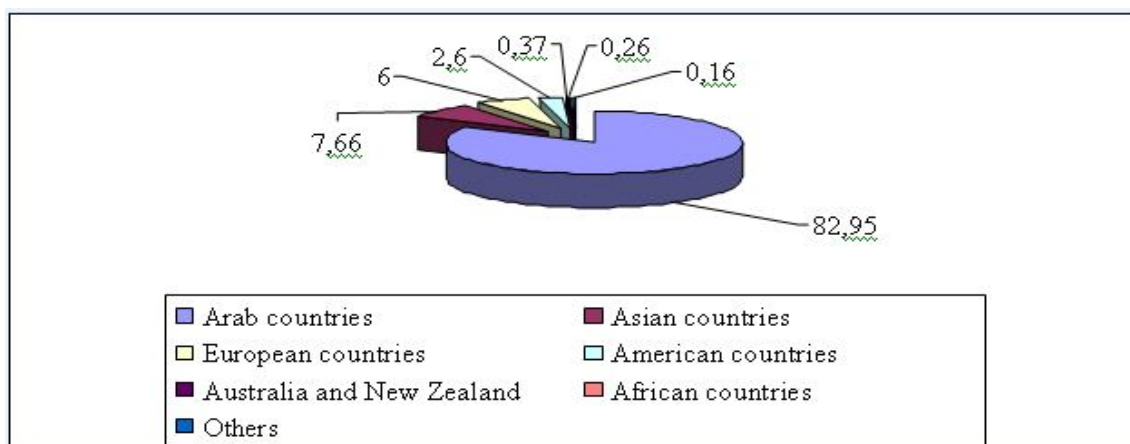


Figure 2 – Structure of tourist arrivals in Jordan, %

The tourism for Jordan is of great importance. As the evidence of this the comparative analysis of the tourist activity indicators in the context of the Middle East regional policy is done (table 1).

Table 1 – Efficiency of the sphere of tourism in Jordan in the context of the Middle East regional policy in the period from 2010 to 2013

Country	Years			
	2010	2011	2012	2013
International tourist arrivals, thousands				
Bahrain
Egypt	14,051	9,497	11,196	9,174
Iraq	1,518
Jordan	4,207	3,960	4,162	3,945
Kuwait	207	269	300	...
Lebanon	2,168	1,655	1,366	1,274
Libya
Oman	1,446	1,343	1,987	...
Palestine	522	449	490	545
Qatar	1,519	2,527	1,170	...
Saudi Arabia	10,850	17,498	14,276	13,123
Syria	8,546	5,070
United Arab Emirates (only Dubai)	7,432	8,129	8,977	9,990
Yemen	1,025	829	894	...
Middle East	58,172	54,629	51,684	51,571
International tourism receipts, million dollars of the USA				
Bahrain	1,362	1,035	1,051	...
Egypt	12,528	8,707	9,940	6,044
Iraq	1,660	1,543	1,634	...
Jordan	3,585	3,425	4,061	4,117
Kuwait	290	319	425	298
Lebanon	7,861	6,545	6,032	...
Libya	60
Oman	780	996	1,095	...
Palestine	667	795	755	...
Qatar	584	1,170	2,857	3,456
Saudi Arabia	6,712	8,459	7,432	7,651
Syria	6,190	1,753
United Arab Emirates (only Dubai)	8,577	9,204	10,380	...
Yemen	1,161	780	849	940
Middle East	52,016	44,769	47,462	47,276

Note. The table is made by the author on the basis of the data of UNWTO.

The analysis reveals the mixed trends that it is caused by the existing tensions in some countries (Iraq, Libya, Syria). In general, during the analyzed period the international tourist arrivals remain at the level of 52 million with the decrease in profit to 47 billion dollars of the USA (that makes 2.0%). The results vary depending on the countries. Thus, the increase of arrivals in the United Arab Emirates and Palestine grew by 11.3%. Other countries had reduction of this indicator. The greatest decrease in the tourist arrivals is noted in Egypt (-18.1%), Lebanon (-6.7%), Jordan (-5.2%).

At the present the National strategy of tourism development in Jordan includes four basic components: marketing and promotion; diversification of the tourist product; development of labor market; creating the favorable conditions for functioning of tourist business. The international and domestic marketing and advertizing programs are focused on 12 key market segments: cultural heritage (archaeological monuments); religious tourism; ecological tourism; health and recreation; cruises; incentives, conferences and events (MICE); adventure tourism; scientific, academic, educational tourism (SAVE); filming and photography; festivals and cultural events; summer and family holidays; sports tourism.

Steps on the realization of the priorities of national tourism policy, on the achievement of strategic objectives in key segments of the tourist market of Jordan include: creation of the complex system of the market research for the purpose of adoption of the proved and measured administrative decisions; provision of the sufficient and well timed marketing budget for the purpose of realization of the national tourism policy; strengthening of the unique brand of Jordan on the key markets for the purpose of the increase of its recognition and memorability; monitoring and improvement of all international marketing actions for the purpose of the income increase from tourism, including increase in duration of stay and average expenses of tourists; development and presentation of new marketing campaigns on the international and domestic markets, for example, "Introduction to Jordan" for the purpose of increase in number of visitors; definition of competences of marketing specialists in the tourism industry for maximization of their productivity (figure 3).

For the purpose of ensuring desirable result the international, regional and domestic marketing and advertizing campaigns have to be supported by the government in the framework of appropriate programs concerning the provision of the development of tourism in the country. Thus, according to preliminary estimation for the period from 2011 to 2015 the contribution of the private sector of the tourism industry into realization of program tasks will account for 38 million JD in total while additional resources of the state funds will exceed four times the sizes of private investments – approximately 152 million JD. As a result, the formation of the sufficient and well timed marketing budget should be provided.

Therefore, the efficient tool of the sustainable development of tourism in Jordan is the accurately structured, well timed and sufficient marketing and advertizing budget. It should be noted that Jordan will not be able to compete in the global environment without consolidation of financial resources of the state, public and private sectors. Upon that, small and medium businesses of the country will suffer.

At the present the European practices identify five main reasons for introduction the system of assessment of the marketing programs [14]: possibility of increase the marketing efficiency; possibility of estimation of the return of the investments into marketing; reasonable formation and protection of marketing budgets for management, improvement of use of the resources; satisfaction the needs of the management for information on the marketing contribution; strengthening of positions of marketing in the company.

The administration of tourism in Jordan coordinates processes of calculation, argumentation and formation of the sufficient and well timed marketing budget of the implementation of national tourism policy. Sources of financial resources of the consolidated budget are:

- government and public sector;
- private sector and non-governmental organizations;
- accumulation of 2% of annual revenue of business structures of the tourist sector.

Financial resources are distributed to the achievements of two main objectives: implementation of projects of the tourism industry and formation of positive perception and importance of tourism for general public. The purpose of creation of qualitative training programs under the slogan "Tourism - business of everyone" is recognition of the importance of direct and indirect interests from tourism for the national economy as well as the emphasis on the importance of hospitality.

The main strategic directions of development of the sphere of tourism in Jordan are aimed at providing its competitiveness, the increase of experience of visitors due to devel-

opment of innovative products, increase in the tourist offer, improvement the regulatory and operational environment of functioning.

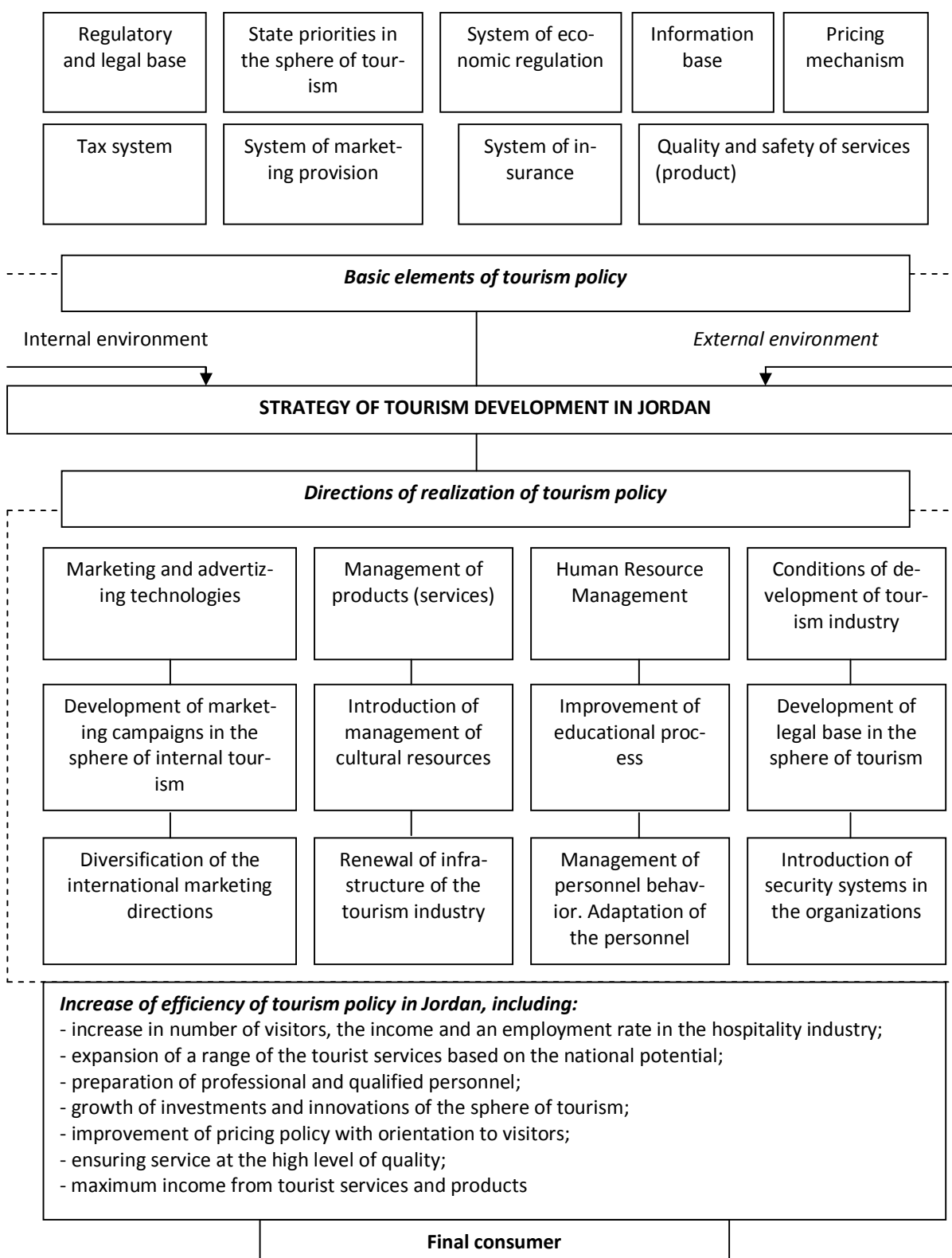


Figure 3 – Conceptual model of realization of the strategic directions of tourism policy in Jordan

Development of labor market in Jordan should be aimed at forming in tourist sector the qualified and competitive workforce. Creating the favorable conditions for the development of tourist business provides the increase in efficiency of business by creating the condi-

tions at the regulatory, institutional and operational level for the increase of competitiveness of the industry [15].

Efficient mechanisms of financial regulation and management at the macrolevel provide the development of tourism in Jordan capable to sustain the fierce competition under the conditions of globalization. Regulation of investment activity, stimulation of business development, rules of usage of budgetary funds, implementation of innovative programs of partnership between the state and the private sector and infrastructure projects define vectors of development in the tourism industry.

At the same time, developing a paradigm of the sustainable development of tourism in Jordan, the evidence-based ways of realization of national tourism policy, business culture in the tourism industry based on mutual trust and hospitality are necessary.

Results. Thus, it is possible to make a conclusion that the sphere of tourism represents one of the main sectors of the world economy contributing providing high employment rate, social welfare and quality of life, as well as the development, economic unity and cultural diversity of the states and regions of the world.

The state policy in the tourism industry is a compound part of domestic and foreign policy of the Kingdom of Jordan. It includes the system of the objectives developed and realized by the state, priorities and means of regulation of tourist activity directed on support and development in the country the responsible, steady and general available tourism. The National strategy of tourism development in Jordan for the period from 2011 to 2015 is focused on the implementation of the proposed measures provided the collective commitment and substantial interaction of all subjects of the tourist market.

Rich cultural and historical heritage and the unique environment of Jordan represent an enormous resource for tourism development today. In tourism one of the growth points for many regions of the country is put. Tourism as a kind of activity, allows providing high and steady rates of economic growth, integration of the national tourism industry into world economy, promotes growth of productive employment and increase of standard of living of the population. It also increases incomes in budgets of all levels. Besides, being the export-oriented sphere, tourism shows big stability in comparison with other branches in the conditions of an unstable situation in the world markets.

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ЗАСТОСУВАННЯ ІНОЗЕМНОГО ДОСВІДУ У ВДОСКОНАЛЕННІ ІНВЕСТИЦІЙНОГО ЗАКОНОДАВСТВА УКРАЇНИ

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Анотація. Україна вже багато років знаходиться у кінці рейтингів інвестиційно привабливих країн. У статті надається спроба дослідити і узагальнити стан інвестиційного законодавства України, визначити основні його проблеми. Предметом дослідження є кодифікація інвестиційного законодавства України та перспективи впровадження в Україні. Об'єктом дослідження виступає сучасний стан законодавства України у сфері інвестиційної діяльності. Мета дослідження полягає у аналізі інвестиційного законодавства України та шляхи його систематизації, використовуючи міжнародний досвід для підвищення інвестиційного клімату України та повернення довіри вітчизняних та іноземних інвесторів. З метою одержання висновків у процесі роботи були використані відповідні методи дослідження: табличний і графічний метод відображення інформації при аналізі інвестиційного стану України, порівняння при аналізі економічного стану України та Марокко, систематизація та узагальнення – для розробки висновків дослідження. Розглянуто наукові праці зарубіжних і вітчизняних вчених, які зробили значний внесок у теоретичний аспект дослідження поняття кодифікації законодавства. Інформаційною базою послужувала офіційна статистика та дані звітів іноземних агентств, які здійснюють аналіз різноманітних показників у сфері інвестицій. В результаті роботи виявлені основні проблеми з якими стикаються інвестори в Україні, розглянуто індекс інвестиційної привабливості України, визначено концептуальну та технічну складність кодифікації інвестиційного законодавства. Крім того, у статті визначено основні переваги, які отримують вітчизняні та іноземні інвестори від впровадження інвестиційного кодексу.

Ключові слова: інвестиційна діяльність, інвестиційне законодавство, кодифікація, індекс обмеження прямих іноземних інвестицій, індекс інвестиційної свободи, інвестиційний клімат.

USE OF INTERNATIONAL EXPERIENCE TO IMPROVE UKRAINE INVESTMENT LEGISLATION

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Summary. Ukraine for many years is situated at the end of ratings of investment attractive countries. The article explores and summarizes the position of investment legislation of Ukraine, identifies its main problems. The subject of the study is the codification of investment legislation of Ukraine and the prospects of its implementation. Object of the research is the Ukrainian investment law current situation. The purpose of the study is to analyze investment legislation of Ukraine and the ways of its systematization using international experience to improve the investment climate in Ukraine and return domestic and foreign investor's confidence. To obtain findings such methods were used: tabular and graphical data - to analyze the investment situation in Ukraine, comparison method - to analyze economic situation in Ukraine and Morocco, systematization and generalization - to develop the findings of the study. Reviewed works of foreign and domestic scientists who have made significant contribution to the theoretical aspects of the codifying legislation definition. The informational base for the research served the official sta-