BUSINESS & MARKETING
PLAN | 2020

The concept of Mumia Eco-Tourism Village Center is to provide sustainable environmental tourism based on the natural and cultural heritage within the principles of environmental sustainability. It aims to offer tourism services that are related to protecting the environment, handicrafts, and heritage of Al-Karak Valley region.

جمعية شلالات موميا التعاونية
Mumia Falls Cooperative Organization

Table of Contents

Introduction

The world is in the process of a huge cultural transformation in which human consciousness, values, worldviews, and paradigms, are rapidly shifting. While there is huge global poverty, there is also a huge global accumulation of wealth, and when relating it to tourism, this means that tourists are spending large amounts of money on tourism services desiring new experiences which are truly authentic and meaningful and in which they can discover new cultures and share values. Consequently, the shift from "tourist" to "traveler", has increased, and thus, the interest in offerings based on experiences rather than commodity-based goods has become a recent trend. Travelers nowadays are increasingly demanding authentic, experientially oriented opportunities involving more meaningful interactions with locals. Tourism is a highly important sector of the economy which contributes greatly to both global development and economic and social integration in rural, peripheral or emerging regions. It also contributes to such goals as social and regional cohesion and the conservation of natural and cultural heritage. In the MENA region alone, the region has welcomed 6% of international tourist arrivals in 2018. Given this booming growth in the industry, it is expected that jobs in the hospitality sector will increase (Zarb, 2019).

Small countries with exceptional natural beauty and unique cultural resources often look towards tourism development as an economic growth strategy. As for Jordan, the country is known for its rich assortment of historical, religious and geographical attractions which are spread throughout the country. Tourism is of vital importance to the national economy of Jordan. It is the Kingdom's largest export sector, its second largest private sector employer, and its second highest producer of foreign exchange. Tourist number in 2013 reached around 8 million in 2013 and tourism receipts reached 2883.6 JD million, more than 13% of GDP. (Country Report, 2019).

Ecotourism in Jordan has been popular especially over the recent years and is deemed to be capable of maintaining growth in the future (Abuamoud et al., 2015). Jordan is one of the very few

countries in the Middle East with ecotourism opportunities. Together with other cultural attractions, such as the key site of Petra, and Al-Karak Castle, the tourism industry is considered as one of the most important pillars that structure and contribute efficiently to the Jordanian economy. Thus, ecotourism is one of the effective methods to create jobs and enhance sustainable lifestyles, as well as boosting livelihoods by reducing rural poverty

Our current market analysis shows that Mumia Eco-Tourism Center is a promising project in terms of growing economy, creating jobs for the local communities, as well as promoting and protecting the natural heritage in the city of Al-Karak.

Mumia Eco-Tourism Village Center

| AUTHENTIC EXPERIENCES | RECREATIONAL TOURS | LODGING | LOCAL PRODUCTS SHOP | VENUE |
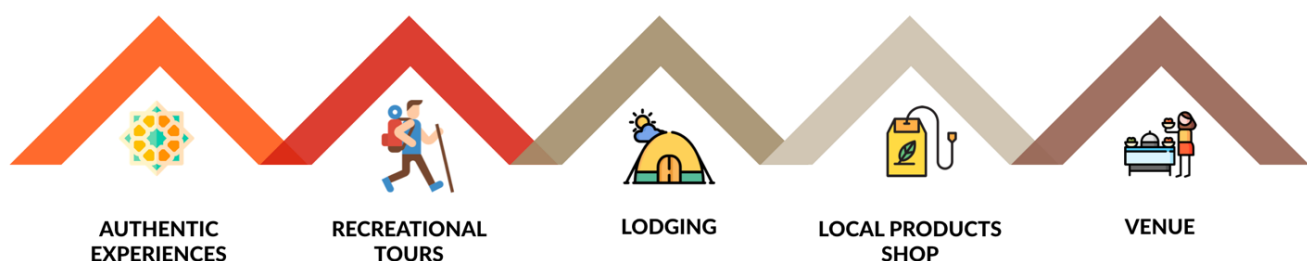
Mumia Eco-Tourism Village Center is a transformational ecovillage and an impact hub on the waterfront, environment, cultural heritage, and society in the city of Al-Karak. Located in the Mumia Heritage Village at the main entrance of the valley, the organization aims to develop sustainable environmental tourism based on the natural and cultural heritage within the principles of environmental sustainability. As a development tool that supports the economy of the local community, the organization enhances the community's use of its resources, and harnesses its traditional knowledge to serve the residents and visitors. In an era of climate change and cultural heritage loss risks, Mumia Eco-Tourism Village Center can become a leader in sustainable tourism and cultural heritage preservation by revitalizing its mission and vision in relation to the ecosystems of which it is a part of.

Target Market Analysis

This marketing strategy eloquently describes the strategies in which Mumia Eco-Tourism Village Center will undertake to help in reaching its goals and mission. This includes the products and services, prices, campaigns, content, channels, and marketing software to be used to execute on the given mission and goals and track its success.

The Goals of the Project

The concept of Mumia Eco-Tourism Village Center is to provide sustainable environmental tourism based on the natural and cultural heritage within the principles of environmental sustainability. It aims to offer tourism services that are related to protecting the environment, handicrafts, and heritage of Al-Karak Valley region. Consequently, the Center offers a variety of tourism services, such as authentic experiences, accommodation, catering, events, transportation from and to the region, and organizing touring trips for individuals and groups along with guiding services.

The vision is an international network of consciously evolving communities that are continuously, through sustainable tourism, serving our earth, each other, and together grounding new paradigms. The network engages through exploring new destinations, experiencing culture, events, workshops, and activities to manifests itself more every day, transforming the world through the love of eco-tourism.

The mission is to create a sustainable and cultural heritage preservation eco-village network through eco-tourism. The process will be developed by continuously teaching and empowering the local communities, guests, and visitors with knowledge, experience and practices that deepen their connection with the city and Earth. This mission is to create a sustainable and friendly place for people to explore the city of Al-Karak in a more fun and responsible manner.

Buyer Personas and Target Market

The eco-tourist is a well-educated sophisticated traveler who demands a heritage tourism environment with educational opportunities. Eco-Tourists are seeking experiences for themselves or among their families or like-minded travelers. This segment of the market is searching for quality nature-based tourism activities that do not leave a negative impact on the environment. They demand eco-lodge type accommodation and want to participate in nature-based activities and explore the local culture.

Within our target market, we have identified two ideal target audiences who fall under the category of Knowledge and Culture Seekers, and another market targeting the local citizens. The following buyer personas are to represent our ideal customers:

Knowledge and Spiritual Seekers

- Authenticity explorers
- Seek cultural appreciation
- Discover new surroundings

Culture Knowledge and Adventure Seekers

- Cultural exposure
- Appreciate local communities
- Wanderlust
- Adventurous
- Alternate experiences

Local Market

- Seek social impact
- Social entrepreneurs
- Youth
- Influencers
- Local adventurer groups

<u>Buyer Persona 1 – Knowledge and Spiritual Seekers</u>

Knowledge and Spiritual Seekers are couples in or nearing retirement, aged 55+ with a higher income who are often from first world countries. They are entering a new phase of life where they have the money and time to enjoy themselves, and travel is part of their new lifestyle. They are looking to understand the places they visit by getting exposure to local heritage and culture. Their trips usually last between 5-8 days as they seek to fully appreciate the place they are visiting and explore all aspects of history, art, food, and culture. Travel for this market segment is about expanding their knowledge and stimulating the mind. In the wider sense, the target group includes:

- Mental stimulation - spiritual seekers (yoga, meditation, healing arts…)

  - *Data: 54% see themselves as spiritual and knowledge seekers.*

- Desire to explore the arts – authentic experiences (classes, art, healing, local cooking…)

  - *Data: 93% visited museums and places of interests, such as eco-villages and historical sites.*

- Looking for cultural appreciation - people who want to explore other communities' cultures, and to experience alternative ways of life.

  - *Data: 81% are seeking knowledge and cultural travel experiences.*

- Discovering new surroundings – knowledge seekers who want to visit historical sites and learn about its history and architecture.

  - *Data: 90% like to see local architecture and unique cityscapes.*

- Booking online – rely mostly on family and friends for travel tips.

  - *Data: 50% use accommodation websites; 42% use online travel agencies.*

*Experience Appeal and Travel Behaviors***:**

- Visiting scenic landmarks

- Visiting places of historical interest

- City sightseeing on their own

- Visiting museums and galleries

- Visiting small towns and villages

- Dining in fine restaurants

- Visiting national or provincial nature parks

- Touring by bus, boat, or train

- Attending theater, concerts, or dance shows

*Media Consumption Habits***:**

- Read Newspaper – 77%

  o Daily Print: 68%

  o Travel Section: 34%

Use Internet **– 90%**

  o Travel Websites: 52%

  o Watch News Online: 56%

  o Watch Travel Shows Online: 31%

*During the Trip Expenditure Data***:**

- Average Trip Length (in days) – 8 days

- Maximum Spend per Trip – JOD 2,448

- Average spend Per Person – JOD 760

<u>Buyer Persona 2 – Culture Knowledge and Adventure Seekers</u>

Culture Knowledge and Adventure Seekers can in short words be best described as "Backpackers". These backpackers flexibly make buying decisions by themselves while travelling according to the local circumstances. Therefore, the money they spend is likely to circulate within many small local businesses such as hostels, guesthouses, street food vendors, convenience stores, and others. In general, backpackers describe themselves as travelers (rather than tourists) who seek a low-budget and flexible itinerary, authenticity and adventure, as well as immersion into other cultures. In terms of demographic profiles, this group of tourists is normally aged between 20 – 35 years old, who normally come from western countries. Backpackers are frequently associated with eco-sensitivity, care for social interaction and culture, as well as contributing to economic development in the destination country. Some of them have finished post-secondary education and some are still in university. For length of stay, many of these travelers stay around 1 – 2 months, as some of them stay for work/internship/study purposes, and the other portion (mainly the ones who finished post-secondary education) who come as groups or/and couples, normally stay for 1-3 days, as they normally visit multiple cities during their stay. Backpackers generally purchase more locally produced goods and services than other categories of tourists, so they positively contribute to the grassroots economy, especially in the less developed countries. Their behaviors help local farmers, food suppliers, transport drivers and contribute to poverty reduction in the local communities. In the wider sense, the target group includes:

- Looking for cultural exposure – backpackers and university students who travel to explore other communities' cultures, and to experience alternative ways of life.
    - Data: *70% of millennials indicated they expect special places to offer immersive experiences that are interactive and hands on.*
- Outdoors activates - adventure seekers (hiking trails, climbing, cycling…)
- Desire to explore the arts – authentic experiences (classes, art, meditation, local cooking…)

- - - o Data: *86% of millennials chose new culture over 44% who wanted to party and 28% wanting to shop.*

- Discovering new surroundings – backpackers and culture seekers who want to visit historical sites and learn about its history and architecture.

- Booking online – rely mostly on family and friends for travel tips.

  - o *Data: More than 148.3 million millennials use the Internet to make reservations for their accommodations, tours and activities.*

*Experience Appeal and Travel Behaviors***:**

- Main purpose of travel includes, adventure holiday, cultural holiday, and nightlife, respectively.

- Prefers environmental and cultural experiences

- Opportunities for intercultural experience learning

- Preference for budget accommodation

- Purchase more locally produced goods and services

- Emphasis on meeting new local people

- Independently organized and flexible travel schedule

- Emphasis on informal and participatory recreation activities

- Visiting small towns and villages

- Often stay at local accommodations, such as guesthouses and hostels operated by local Jordanian owners.

- Enjoying social drinks and local food like Pad Thai.

*Media Consumption Habits***:**

- Book Trips Using Smartphone – 66%

  - o 74% use it to research

      o   94% of TripAdvisor customers are using mobile to research local things to do

Use Internet **– 65%**

      o   97% of millennials now prefer to find business online

      o   85% of millennials expect travel businesses to be active on social media

*Country Origins Data***:**

- 67.76% are from Europe

- 21.34% are from Asia

- 7.95% are from North America

- 4.18% from other origins

*Daily Trip Expenditure Data***:**

- Average Trip Length: majority 1-2 months, others 1-3 days

- Maximum Spend per Trip/ a day: JOD58 – 72

- Minimum Spend per Trip/ a day: JOD12 – 22

Common interests (Buyer Persona 1 + Buyer Persona 2)

Mutual interests of the ideal target customer segment for both audience target:

- People looking for long term community experience

- Community life

- Being part of the new earth

- Seeking for cultural and knowledge experiences

<u>Local Target Market (3) – Conferences, Workshops, and Events</u>

Due to the flexibility of the venue, the center can be used for a variety of uses targeting the local citizens. Mumia Eco-Tourism Village Center can supply its venue for professional services to young impact entrepreneurs, local children and students, corporate and social impact companies. The next paragraph gives a brief overview of each of those groups, the unifying property of all these clients is similarly to the primary target customer their passion for sustainability and cultural heritage preservation.

Impact Entrepreneurs & Social Impact Companies

The Village appeals to impact entrepreneurs seeking to interact and connect through seminars, forums and workshops in a common space. The venue offers an outstanding space for local entrepreneurs to host networking events and conferences that are related to sustainable tourism, culture, and local communities' development, and more.

Local Children and Students

The sustainable environment and its authentic surroundings can offer a friendly space for children and students to learn more about sustainability in the city of Al-Karak as well as learn about the lifestyle of the local communities.

Competitor Analysis

Jordan is keen on diversifying types of tourism by including mountain tourist attractions which are spread in areas in the north and south of the country, where each has its own characteristics. Ajloun mountains in the north are the largest mountains covered by many kinds of trees. In the vicinity of these mountains many cultural and religious monuments dating to thousands of years do exist. In the south there is Wadi Rum mountains rising hundreds of meters among desert sandy areas where many sports

are performed around the year, such as: mountain climbing, trekking and camping. In the middle in Tafilah region there is Dana Nature Reserve which combines breathtaking mountain views and wildlife tourism products in Jordan and a well-known ecotourism destination. Nature reserves constitute rich ecotourism destinations which are designated as an ecotourism sites such as Ajloun Forest Reserve, Dana Reserve, Wadi Rum Reserve and others. Within our target market, we expect to compete with the following companies:

- The Royal Society for the Conservation of Nature (RSCN) provides small lodges at many of its nature reserves. Guests are able to experience cultural and natural atmosphere when around those lodges:

  o Ajloun Cabins: this cabin offers a spacious accommodation area with 23 cabins that provides guests with a nature experiences with some additional luxury setting. Each cabin is equipped with a private bathroom and a small terrace that allows guests to enjoy the nature breeze.

  o Azraq Lodge: located at the edge of the Eastern Desert, only a short distance from the Azraq and Shaumari nature reserves. It has an authentic period atmosphere, combined with a modern twist, and provides comfortable and characterful accommodation from which to explore the Eastern Desert. There are 16 fully equipped 1940's style rooms, air conditioned with private bathrooms and terraces overlooking Azraq Village and sand flats of the Azraq Basin. The rooms can accommodate up to 60 people at full capacity. All the staff members are from local Bedouin, Chechen, and Druze communities and the kitchen and restaurant are under the management of a local family, who provide home-cooked Chechen food.

  o Mujib Chalets: Mujib now has a 'chalet village' on the shores of the Madash peninsula, providing 15 double rooms and each chalet has a sea view, shaded sun terrace, air

conditioning and private toilets. The chalets are only a short distance from the Mujib Reserve Visitor Center and the entrance to the stunning Mujib canyon and river hike.

- o Wadi Dana Eco Camp and Lodge: located on the edge of the cliffs of Wadi Dana, It consists of 23 comfortable room, it made to house up to 65 people. 9 rooms share external toilets and showers, and 15 Deluxe room has a private bathroom, adding character and authenticity to the entire experience. The Guesthouse is also equipped with facilities for courses and conferences, making it a location for retreats and workshops.

- o Feynan Ecolodge: the lodge offering travelers an opportunity to experience Jordan's wilderness, meet its native people and explore its ancient history, with minimal impact on the environment. Each of the 26 guestrooms at Feynan is designed around a series of internal courtyards reminiscent of the ancient caravanserai or inns on the silk routes through the desert. It offers visitors the flexibility to choose from three room categories based on their preference and budget: economy, standard or deluxe. The Lodge has rooms that sleep 2-4 people; accommodating groups, families, couples and independent travelers. With the capacity of accommodating up to 60 people, Feynan Ecolodge is also a venue for hosting meetings, conferences or corporate retreats.

- Trajan Guest House: the guest house is located in Al-Mughayer. Local points of interest include Mujib Dam and Mujib Nature Reserve. Along with a restaurant, this hostel has coffee/tea in a common area and a microwave in a common area. Free breakfast (local cuisine), free WiFi in public areas, and free self-parking are also provided. Additionally, a refrigerator in a common area, laundry facilities, and tour/ticket assistance are onsite. All 3 rooms offer fans, showers, and free toiletries. Things to do in Trajan Guest House are ecotours and ropes course activates.

- Ein Lahda Camp Site: the lodge in Dana with free breakfast. All 10 rooms provide kitchens, free WIFI, and 6 bathrooms. Accommodations all include kitchens. Guests have This Dana lodge provides complimentary wireless Internet access and free local cuisine breakfast.

- Cairwan Hotel: small hotel with free parking, near Karak Castle Museum. A restaurant, concierge services, and laundry facilities are available at this hotel. Free WIFI in public areas and free self-parking are also provided. All 8 rooms offer free WiFi, minibars, and TVs with satellite channels. Guests will also find room service, safes, and showers. It also offers business services such as meeting rooms, and outdoor activities like BBQ grills, Picnic area and a Terrace.

Swot Analysis

S
- Skilled labour force
- Diverse skills in multiple sectors
- Providing possibilities to ecotourism activities throughout all four seasons
- High potential for ecotourism
- Richness of natural and cultural resources
- Availability of water source, agricultural land and alternative energy sources
- Location close to multiple attractions
- Existence of nearby ancient and historical ruins
- Appropriate topographic structure for nature walks (hiking), and adventure (rappelling)

W
- Limited accommodation space availability
- No clear identity or brand
- Poor local coordination and cultural barriers
- Inefficient orientation, promotion, and advertisement
- The sale of local products not being planned
- Limited involvement of the private sector
- Lack of training to enhance labour force
- Lack of distribution channels to scale products and services

O
- Considered a hub for ecotourism travellers
- Place-making for Mumia Village
  Contribution of handicrafts to tourism as entrepreneurial activities
- Activating ecotourism through supplying products directly to the consumer
- Creating a shop to showcase and sell local products
- Increasing demand for goods and services through new distribution channels
- Marketing and awareness campaigns to put Mumia Village on Jordans map
- Efficient support network for local projects
- Training resources availability
- Availability for agriculture business loans
- Location is fit for tourists close-by; dead sea, Aqaba, Mujib

T
- Climate chang
- The migration of the young population due to inadequate job opportunities
- Political situation in neighbouring countries
- Urbanization
- Rising cost of energy supplies
- No current competitive advantage vs. other locations
- Lack of investment to increase services and accommodation
- Environmental impact on Mumia while transacting high numbers of tourists
- The extinction of plant, bird species, thus the means of living being under threat
- Inefficient communication among communities and local authorities

Marketing Strategy

Promotion
Brand, advertising, personal selling, public relations and social media

Place
Distribution channels and geographic area

Partnerships
Public-private, private-private and other partnerships

Product
Services offered, timing, packages and brand image

Price
Packages and strategy

Product

Mumia Village Center provides a variety of ecotourism opportunities to its visitors. The ecotourists will be entertained with genuinely authentic experiences to discover the uniqueness of the Village and escape crowds and urban life. The Center, along with its offered services and products, will allow ecotourists to bond with each other and engage with the local communities to learn about Mumia's Village natural environment as well as its culture and traditions.

Services Offered

- **Lodging (accommodation):** the rooms offer an authentic period atmosphere, combined with a modern twist, and provides comfortable and characterful accommodation. There are 6 fully equipped authentic style beds, a community kitchen with private bathrooms and terraces overlooking the Village.

- **Recreation activities:** the easy access to the natural surroundings of the village offer a great opportunity for adventure lovers to explore it through Mumia's hiking trails (short and long hikes) as well as rappelling climbing.

- **Mumia's experiences:** Mumia's experiences are hands-on experiences that are created to allow visitors to participate in traditional cooking, art, cultural and agricultural activities by engaging face-to-face with the locals of Mumia.

  - *Daar Al-Soufra –دار السفرة*: at Daar Al-Soufra (the dining table home, in English), visitors will learn how to cook a variety of delicious Jordanian food and get to know the special secret recipe of Jameed, which shouldn't be missed.

  - *Daar Al-Fann –دار الفن*: Daar Al-Fann (the art home, in English), offers an amazing opportunity for visitors to explore a variety of unique handmade arts and crafts designed by the hands of Mumia locals.

- **Authentic catering**: Mumia's menu includes a one-of-a-kind delicious food, and fresh handmade natural bread that allows visitors to experience the traditional taste of Jordan. All the staff members are locals, from Mumia Village communities, and the kitchen and restaurant are under the management of a local family, who provides home-cooked Jordanian food.

- **Transportation**: Visitors will be provided with transportation from the end of the tour and back to the starting point.

- **Souq Mumia, سوق موميا (Gift shop):** Mumia's gift shop is every visitor favorite spot as it's the best place for finding your favorite souvenirs, art pieces, and a wide variety of natural homemade products.

- **Venue Rental (**in the future): Due to the flexibility of the venue, the center can be used for a variety of uses targeting the local citizens. The Center can supply its venue for professional

services to young impact entrepreneurs, local children and students, corporate and social impact companies to host workshops and conferences.

Timing

Mumia Village Center has the ability to operate throughout the full year while offering different experiences and activities based on the season. For example, during Spring and Summer, the Center can offer all of its services, while focusing more on the recreation activities (hiking tours and rappelling). As for the winter and fall, the Center can still offer its accommodation as well as Mumia's experiences and Gift Shop but might not be able to offer the recreation activities due to safety reasons and the cold rainy weather.

Packages

Based on a recent study by the World Tourism Organization, it has been found that the number of packaged tour arrivals to Jordan has increased from 3,990,000 in 2014, to 4,150,000 in 2018 (UNWTO, 2019. The aim is to create different appealing packages that appeals to Mumai's target audience. A package can be defined as a combination of two or more products, presented as a single sale, so the customer gains an advantage compared with buying the services and products separately. Thus, can be done by partnering up with another local businesses; ie: RSCN Mujib, Dead Sea Panorama, who share similar business principles and values with Mumia. Another option could be by adding multiple services within Mumia. The package must be designed around the target customers' needs, its people, and market oriented. Each package development must take below in consideration:

- What is it called?

- What are the inclusions?

- Why is of value and more appealing for your customers?

- What does each component cost so you can accurately price it?

- What is the cost? Including all elements like commissions, vendor cost, marketing acquisition cost.

Mumia Center can provide a variety of packaged options:

- Package 1: Accommodation + half board or full board meals + 7-hour hike

- Package 2: Accommodation + lunch [+ 2 local experiences of your choice

- Package 3: Promotion for more than 2 nights, weekend promotions, seasonality promotions

- Package 4: One day visit, cooking experience, authentic Jordanian lunch with drinks, and product giveaway.

- Package 5: Multi-day activities and tours, mix and match 3 different experiences for the cost of 2

A sample package:

Package name: Escape and Adventure Package

Inclusions : 3 nights' accommodation, 1/2 day adventure; 14 KM hike with rappelling. Dinner for one, experience cooking our traditional dish with Um Ahmad.

Price: $ 200, single bed in a shared house.

Promotion methods: Social Media

In addition, different segments can be targeted with packages;

Group travelers

Team building activities (corporate package)

Multiple night travelers

Monthly packages are suggested based on seasonality to attract diversified travelers. Occasions must be in consideration; Eid, Christmas, Ramadan, with special packages and promotions.

<u>Brand Image</u>

The image of Mumia Center that will be delivered through marketing messages should present an image that attracts the targeted audience, reflects on the offered services and products, and represents the outcomes of joining Mumia's experiences. Mumia Center, through its brand image, will be best known for providing a sustainable eco-tourism platform for both the eco-tourists and local communities.

Price

Pricing is important in meeting ecotourist demands and satisfying your profit margins. There are several options available when it comes to using a pricing scheme. These options include selling at, below, or above the current market price. Pricing strategies must be paired with factors that influence pricing, such as product quality (i.e., consistent supply of products/services at an acceptable quality level), competition (other private business owners as well as publicly owned natural attractions in the local area offering similar products/services), distribution of products/services and consumers, cost (e.g., capital and maintenance costs), seasonality (i.e., the annual ebb and flow of product/service consumption), and profit margin (i.e., the sum of net profit and total operating expenses). Pricing strategies also must consider strategies for new opportunities such as price skimming (i.e., charging high prices to maximize profit in the short run) and penetration pricing (i.e., introducing your product/service at a low price to gain the majority of the market). Tourists are increasingly turning to "packages" to meet all of their holiday needs and developing packages with complementary tourism partners is a good way to stimulate demand and add value without having to discount. You can use *"disguised pricing"* which hides the exact cost of individual components and also the extent of the discount provided by contributing operators.

 Or *"Visible pricing"* which gives your clients the flexibility to select their preferred package components according to their travel preferences and budget.

Promotion

Promotion is used to create demand for Mumia's Center services and products, attract attention, create interest and desire, and generate action in order to sell Mumia's services and products to the targeted audience.

Brands

Mumia's brand will be unique by having a distinguishable logo. The logo implies that the business focuses on conserving the environment, benefiting local residents, and promoting responsible travel. The logo along with its description will be provided in a later stage. Mumia Center can also seek assistance in promoting its operations by using established brands that could help in recognizing Mumia Center for its commitment to using the best practices for ecological sustainability, natural areas management, and quality ecotourism experiences (e.g., the Royal Society for the Conservation of Nature).

Advertising

Advertising is paid promotion and includes consideration of when, where, and how to promote Mumia's Center ecotourism experiences. In order to efficiently reach the targeted audience, the Center could start with advertising its services over the internet and outdoor advertising (flyers in specific coffee houses, and restaurants in the nearby sites and areas).

Personal Selling

This technique involves personal communication with ecotourist consumers and is used to create consumer demand and inspire selling of Mumia's ecotourism experiences. For instance, Mumia Center can hire "Brand Representatives" and have them in the most visited places in Al-Karak (e.g., Al-Karak

Castle, Sad Al-Mujib...etc.). This way, Mumia's Brand Representatives can directly speak with the tourists, visiting those sites, and offer them the opportunity to visit Mumia's Center.

Public Relations

Since ecotourism is a "people business," and Mumia Center is considered to be new, priority must be centered on public interest during development and decision-making. As such, the Center could have a "Recommendation Box" to be placed in the lobby area of the Center for visitors to write down their feedback, comments, and recommendations. Fostering a philosophy that is public-centered, like this, will aid in promoting Mumia's ecotourism services and products to meet ecotourist needs and wants.

Social Media

The use of social media for communication is an increasing trend. Formal outlets such as Twitter, Facebook, and Instagram, as well as informal outlets such as blogs, provide a platform for marketing Mumia's Center on the internet. As a start, Mumia Center could work on Facebook and Instagram pages, and then, for later stages, the Center can introduce blogs, website, and a Twitter account.

Place

Place is concerned with providing information about Mumia's operations and access to the services and products offered by Mumia Center to its target audience.

Distribution Channels

The distribution channels for Mumia's services, in the initial stages, can be through partnering with a couple travel agents or/and tour operators, and through online sales where the Center could partner up with ViaVII Co. in order to have Mumia's experiences promoted online. As for the products,

partnerships with similar associations in other locations, and new point-of-sale like visitors centre, supermarkets, and airports, could lead to distributing the products all over Jordan. A step to scale could include using social media shops; instagram or/and whatsapp, to create e-stores with delivery services. In the later stages, the Center would analyze potential distribution channels by sales, costs, and profits, determining the expected outcomes, and then, identifying the number of channels necessary to sell their opportunities.

Geographic Area

The geographic area refers to the location of Mumia Center operation and the extent of its marketing strategies beyond this area. For example, Mumia Center may choose to limit its advertising to reach the locals to simply word-of-mouth advertising in the community or working with local language academy centers, companies, and travel agencies. In terms of reaching foreign eco-tourists, the Center my choose to advertise its ecotourism offerings through online paid campaigns.

Partnerships

In the initial stages and due to minimal financial resources, Mumia Center may consider involving in partnerships in order to expand its reach and establish a trusted eco-tourism brand in the market.

Public-Private

Mumia Center may consider partnering up with Jordan Tourism Board, Visit Jordan, Lonely Planet, and many other organizations and companies, as they only promote very few places in Al-Karak. These agencies are routinely looking for partnership opportunities with the private sector to better accommodate ecotourist demands. The Center can also co-operate with strategic partners such as local schools, universities and other education centers to offer additional value to the students. Most of the

public schools and universities have limited possibilities to connect with eco-project owners, experienced eco-tourism providers. By collaborating with Mumia Center, the schools and universities can offer added values for their students. Other partners can be international universities, schools, companies and professionals or speakers of different countries. Furthermore, Mumia Center can partner with online travel platforms, such as ViaVII, TripAdvisor, AirBnb, and more in order to increase its customer reach. The Village will place brochures and information papers in offices and businesses with similar business goals and interests to establish a network with projects and institutions to set up a network alliance.

Private-Private Partnerships

Private-private partnerships consist of ecotourism operators pooling resources to offer package deals. For example, Mumia Center can partner with a local farm around the village, where the farmer could offer an experience showing how to milk goats or/and cows and driving the tractor.

Other Partnerships

A recent study shows that 92% of consumers trust earned media, such as social media, word of mouth, recommendations from friends and family, above all forms of advertising. And 82% of consumers trust a company more if they are involved with social media. For that reason, Mumia Center can create partnerships with social media influencers. Partnering with those social media influencers that are relevant to Mumia's target audience, can result in building brand trust, increase exposure, and drive conversions.

Marketing Channels

Facebook   **Instagram**   **Twitter** (For Later Stages)   **Blog** (For Later Stages)
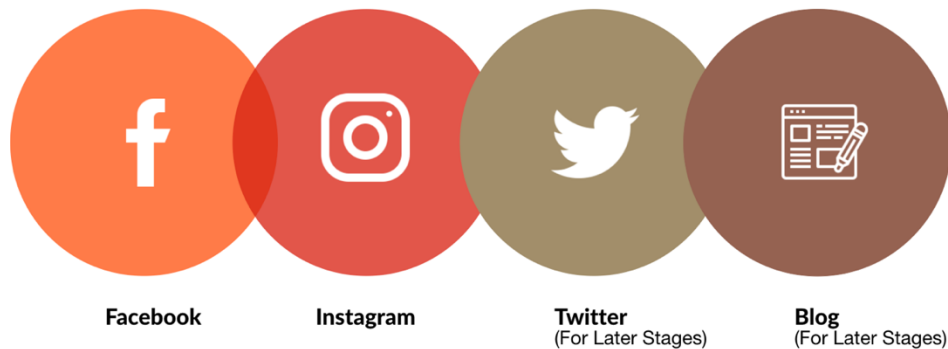
Facebook

Purpose of channel: The purpose of this channel is to create a business page for Mumia Center in order to sell its services and products online. It will also be used for brand awareness.

Metrics to measure success: The goal is to have 1,000 unique page likes and a minimum of 100 leads by the end of the first 3 months.

Instagram

Purpose of channel :The purpose of *Instagram* will be used to promote the art, food products, and experiences offered by Mumia in an appealing way as well as the experiences offered in the Center.

Metrics to measure success :The goal is to have 500 unique page likes by the end of the first 3 months.

Twitter (in the later stages)

Purpose of channel: The purpose of this platform can be used for brand awareness purposes.

Metrics to measure success: The marketing team will measure the number of link clicks which redirect to Mumia's Facebook page.
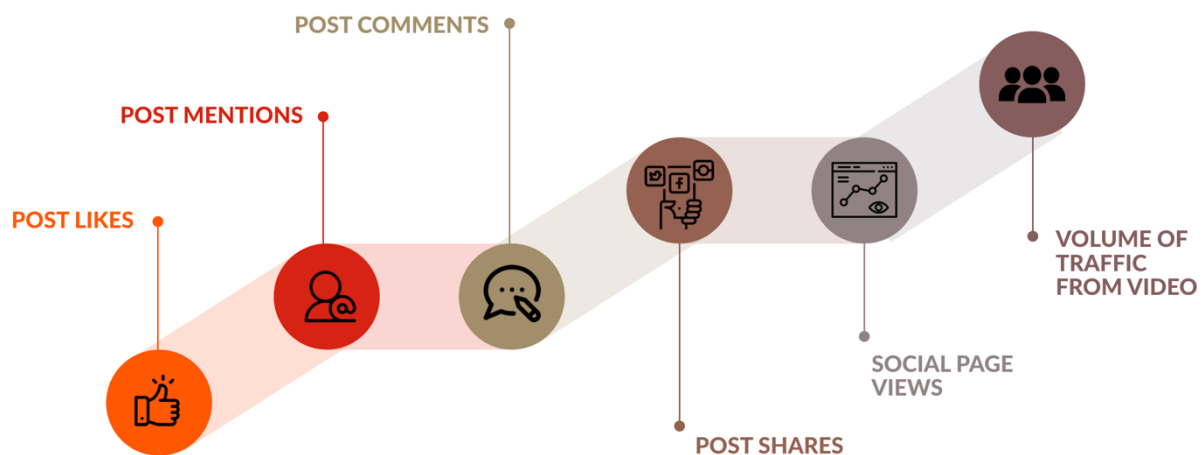
Blog (in the later stages)

Purpose of channel: The purpose of this channel is to raise brand awareness and increase the number of backlinks in order to optimize the search engine for Mumia Center on Google.

Metrics to measure success: The ranking of Mumia's Facebook page on Google, based on specific search keywords (e.g., things to do in Al-Karak, eco-tourism experiences in Jordan, authentic lodges in Jordan or/and Al-Karak).

## Measuring Marketing KPIs Performance

During the first months of establishing a social media presence, the marketing team will work on measuring the performance of each channel based on the following metrics. Consequently, the marketing team will measure the average interaction received from each post in order to understand how well the overall social media strategy is performing and whether or not there are areas that need to be improved.

Measuring Unpaid Posts and Campaigns

POST COMMENTS

POST MENTIONS

POST LIKES

VOLUME OF TRAFFIC FROM VIDEO

SOCIAL PAGE VIEWS

POST SHARES

- *Post Likes*: Facebook and Instagram "Likes" are considered the easiest way for a user to engage with the company's posts. The more likes the company accumulate, the more we know that our marketing team is giving people what they want to see. While it may not lead to conversions, it's yet, an indicator that we're taking a step in the right direction.

- *Post Mentions*: users mention brands on social media because they are either sharing something they like with their network or making a complaint. Therefore, the marketing team will monitor any page mentions (Mumia's Page) on social media in order to be able to gather social proof from positive comments or respond to customer complaints and potentially remedy the situation.

- *Post Comments:* this form of engagement is considered to be highly beneficial because users are taking the time to describe what they like or dislike about the post and in turn, allow the marketing team to get more informative feedback.

- *Post Shares:* the marketing team will pay close attention to this form of engagement as users usually don't share posts unless they like what the post is saying. Hence, the marketing team will gather all posts that have been shared by users in order to replicate them.

- *Social Pageviews*: when there are more visits to Mumia's page, this shows that the posts are working to drive traffic to a place where users can learn more about Mumia's brand and what they offer.

- *Volume of Traffic from Video*: as videos are becoming more and more important in the world of social media and digital marketing as a whole. The marketing team will upload videos of Mumia's Center experiences in order to understand how the videos are being received and how well the audience takes to video.

Measuring Paid Ads and Campaigns
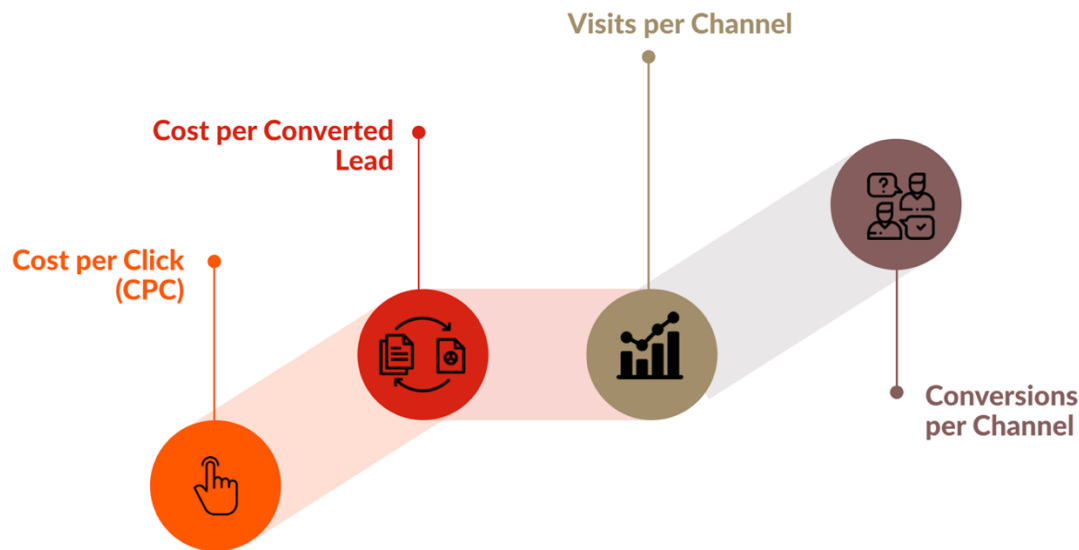
- *Cost per Click (CPC):* the CPC is the actual price paid for each click on an ad used for a marketing campaign. The marketing team will aim for a low CPC by monitoring the relevance score of an Ad and ensuring a specific target audience.

- *Cost per Converted Lead:* the cost per converted lead shows how effectively an Ad can target a quality user who is interested in purchasing Mumia's services and products. The marketing team will continuously work on trying to convert as many users as possible at a low price and keep gathering feedback in order to improve both the marketing and sales strategy.

- *Visits per Channel*: in order to assist on which marketing channel the marketing team should focus and spend more money on, the team will monitor the number of user visits on both Instagram and Facebook pages.

  o *Conversions per Channel:* the marketing team will also closely monitor how many users from each channel have converted to a quality lead who showed interest in purchasing Mumai's services. Even if one channel is providing the majority of the traffic, if it's providing low-quality leads that don't convert, then it's not working. On the other hand,

if the channel that generates less traffic brings in leads that are ready to convert, it's working well.

In short words, the marketing team will aim for high engagement to each post in order to create a snowball effect. Hence, lowering the barrier for other users to like, comment, and share. So, the more likes the post or/and page can get, the more people Mumia Center will be able to reach, and when paying for ads, the more engagement ads receive, the cheaper they are to display, so it will eventually save money as well.

Marketing Implementation Strategy

As a start, Mumia Center will promote its business on two marketing channels, Facebook and Instagram, to work on building a brand image base that describes the services and products of Mumia Center. It will also use specific hashtags on every post in order to increase the brand's exposure on social media (e.g., #localexperiences, #ecotourism, #culturaltourism, #sustainabletourism, #visitjordan, #visitalkarak, #backpackers, and more).

Facebook Page

According to a study from Hubspot.com, if a company has a smaller following, posting twice a day will actually result in about 50% fewer clicks per post. Based on that and considering the fact that Mumia is new on social media, the marketing team will follow a strategy of posting 5 times a week. Each post holds with it a different objective (e.g., brand awareness, engagement, travel facts, Mumia's products, and Mumia's authentic experiences). The marketing team will also work on uploading weekly albums of the experiences and products offered at Mumia Center as well as videos of the locals (service providers)

speaking about their story and the service they offer at Mumia Center. Furthermore, each post, based on its objective, will have a specific design and guideline.

Instagram Page

According to a study from Union Metrics, what matters for Instagram is posting consistency. Therefore, the strategy that the marketing team will follow on Instagram is to post only 1 post and multiple stories a day throughout the whole first 3 months. The posts will be a combination of pictures and videos of the products and services offered at Mumia Center. Moreover, in order to guarantee engagement and higher conversion rates, only videos and pictures with high quality will be posted and each post will have a call to action (e.g., learn more, book now, contact us, and visit profile). As for the stories, they aim to share the idea of Mumia Center as well as engaging people to share their feedback and opinions. Furthermore, the highlight section will be divided into 5 sections: about us, cultural experiences, adventurous experiences, lodging, products, and food. Each highlight will have a unique icon that describes it.

Paid Campaign Implementation Strategy

Due to the fact that Mumia Center will be introducing its brand for the first time on social media, the first campaign will be divided into 3 stages: the 1st one aims for educating travelers about eco and cultural tourism in Jordan. The 2nd one will be targeting the eco and cultural tourists and aims to educate them about the eco-tourism spots in Al-Karak. The 3rd Ad will target the potential eco-tourists and aims to promote Mumia Center as the central hub of eco and cultural tourism in the city of Al-Karak. The campaign will be introduced with a unique hashtag that will be used during the full period of the campaign (e.g., #WithMumiaYouBelong, and #ExperienceAuthenticityWithMumia). This can be implemented by

using Destination Inbound Marketing method as it helps to educate our target audience about ecotourism in general and ecotourism experiences in Al-Karak, and specifically in Mumia Village.

- For example, the marketing team can follow this process: The Mumia Village destination is a sustainable cultural eco-tourists vacation village in Al-Karak city. So:

  - **Firstly**, we focus on reaching more eco-tourists and backpackers from different countries who want to experience sustainable cultural activities and experiences in Jordan.

    o Here, we can create an Ad about the "*Top 10 Eco-Tourists Sustainable and Cultural Destinations in Jordan.*" We would provide examples of different vacation experiences in the various destinations featured (local food, sightseeing, city culture, heritage and traditions, artifacts, etc.). This way we are providing seemingly unbiased information and educating people on the benefits of Mumia Village, as well as several others. As a result, we are reaching people across different countries and creating the opportunity for lots of exposure and knowing our personas better.

- **Secondly,** we could follow up on our initial Ad with another Ad about the "*Top 5 Eco-Tourists and Backpackers Sustainable and Cultural Destinations in Al-Karak."* This could be featured as the CTA (call to action) in our first Ad. Those initially interested in sustainable cultural destinations from our initial Ad would follow the link to read about the top sustainable cultural destinations in Al-Karak.

  - By doing this, we're simply educating our audience about their potential options while featuring the benefits of Mumia Village amongst others. Hence, those interested in a sustainable cultural vacation will naturally gravitate toward our relevant content, while others interested in other stuff, like visiting Al-Karak

Castle for heritage purposes, or Sad Al-Mujib for adventure, are most likely have not been looking for what we have to offer in the first place. By doing this, we have guaranteed establishing an authority in the eco-tourism business by mentioning other eco-touristic spots and gathered valuable users who are more likely to purchase Mumia's products and services.

- **Finally**, our last Ad in this series could be all about the "*Top 10 Sustainable Cultural Eco-Tourists and Backpackers Activities and Experiences in Mumia Village"*

  ▪ Since we have done the awareness and gradually obtained our potential customers; this Ad should be able to give us high conversion rates and give us a clear idea of our personas. The Ad will also have a call to action (e.g., book now, send us a message, or/and call now).

Another important way that Mumia Center will gain exposure without sacrificing too much of their budget is to release a Press Release each time a news-worthy story happens in the Mumia Village. A perfect opportunity would be the opening ceremony of Mumia Center, or/and just generally inviting the media to ask questions about the "first ever eco-touristic village in the city of Al-Karak" – Mumia Village Eco-Tourism Center.
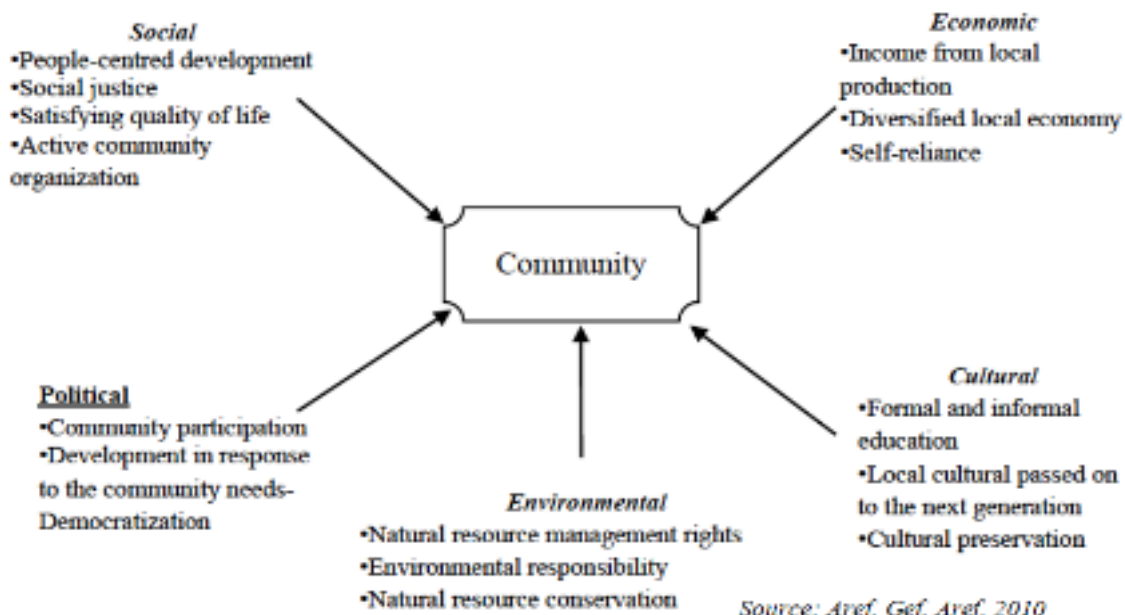
References

1. Julian Zarb (2019), Tourism: "Generating Jobs for Youth in the MENA Region". Retrieved from: file:///Users/Ramzi/Downloads/Draft-Agenda-Tourism_Generating-Jobs-for-Youth-in-the-MENA-Region_final.pdf

2. World Tourism Organization (UNWTO) (2018), Jordan: Country-specific: Basic indicators (Compendium) 2014 – 2018. Retrieved from: https://www.eunwto.org/doi/pdf/10.5555/unwtotfb040001002014201820191 0

3. Jordan Country Report (2019)

4. Jordan Tourism Board (n.d), Al-Kerak City. Retrieved from: http://international.visitjordan.com/Wheretogo/Kerak.aspx?tabId=159&experienceId=3#at

5. Fakhrieh Darabseh, Khaldoun Kanaan, Khaled Hailat, Fawziya Hussein (2019), Promoting border areas for developmental ecotourism: A case study of Al-Adaseya, Jordan. Retrieved from: https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_18_vol_8_3__2019.pdf
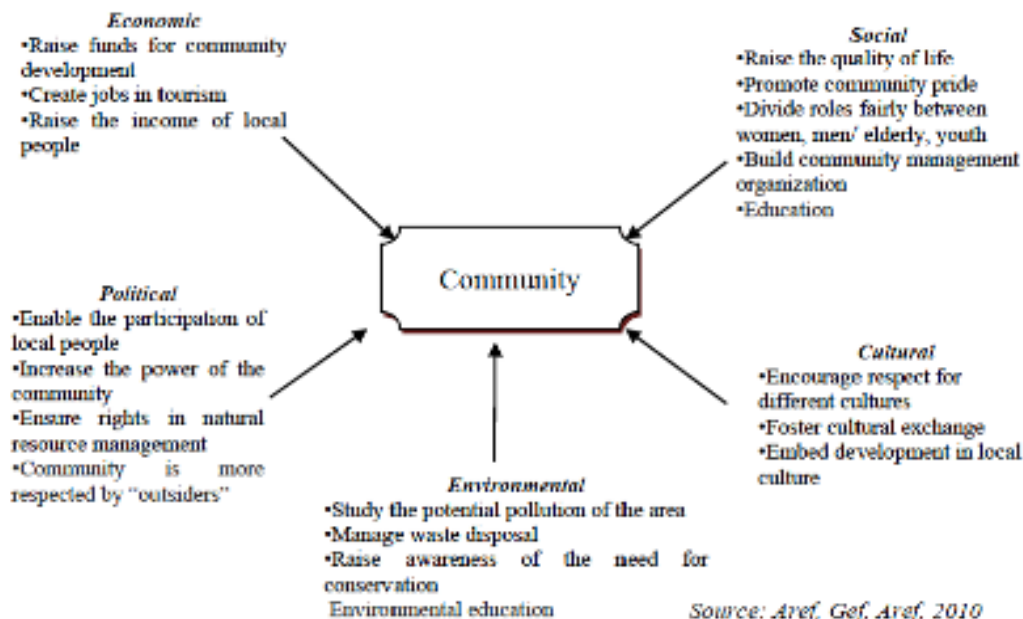
Appendix

Appendix 1: These graphs display extra information where the strategies, and information above was generated from and that can help the marketing team as well to build on the strategies

Figure (4) - Five Aspects of Community Development. Adapted from Suansri (2004)

Social
•People-centred development
•Social justice
•Satisfying quality of life
•Active community organization

Economic
•Income from local production
•Diversified local economy
•Self-reliance

Community

Political
•Community participation
•Development in response to the community needs- Democratization

Cultural
•Formal and informal education
•Local cultural passed on to the next generation
•Cultural preservation

Environmental
•Natural resource management rights
•Environmental responsibility
•Natural resource conservation

Source: Aref, Gef, Aref, 2010

Appendix 2:

Figure (5) - Contribution of Tourism in Community. Adapted from Strasdas (2005) & Suansri (2004)

Economic
•Raise funds for community development
•Create jobs in tourism
•Raise the income of local people

Social
•Raise the quality of life
•Promote community pride
•Divide roles fairly between women, men/ elderly, youth
•Build community management organization
•Education

Community

Political
•Enable the participation of local people
•Increase the power of the community
•Ensure rights in natural resource management
•Community is more respected by "outsiders"

Cultural
•Encourage respect for different cultures
•Foster cultural exchange
•Embed development in local culture

Environmental
•Study the potential pollution of the area
•Manage waste disposal
•Raise awareness of the need for conservation
Environmental education

Source: Aref, Gef, Aref, 2010

"The term "Nexus" in Latin describes the act of tying together or something which binds. In connection with environmental resource management, the term nexus was introduced for the first time during the 1980s, notably in a project by the UN University (Food-Energy Nexus programme, (Sachs and Silk 1990)). Yet the Nexus Approach only gained prominence in international academia and policy circles in the lead-up to the Bonn2011 conference on the "Water, Energy and Food Security Nexus". The conference argued that such an approach can result in improved water, energy, and food security by integrating "management and governance across sectors and scales", reducing trade-offs, and building synergies, overall promoting sustainability and a transition to green economy (Hoff 2011). The interdependencies of water, energy and food can be visualized as follows:
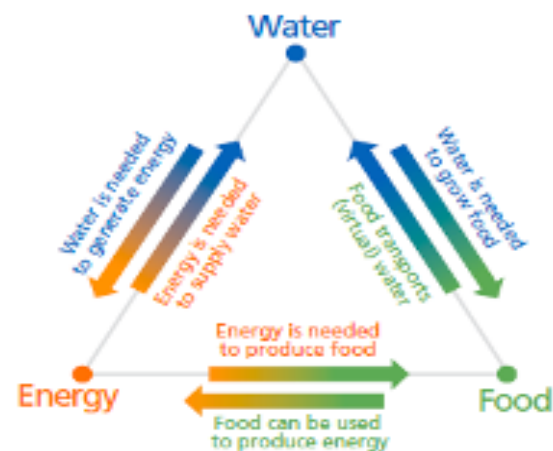
While the term and concept of the Nexus Approach has been increasingly discussed since, there is no single universally recognized definition of the Nexus Approach in international academia to date. Instead, concurrent definitions are in usage, with partly overlapping, partly diverging foci. In this article, UNU-FLORES sets forth its definition of the Nexus Approach." (The United Nation University,2019).