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JORDAN INVESTMENT BOARD:

RESTRUCTURING THE INVESTMENT PROMOTION DIRECTORATE

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JORDAN INVESTMENT BOARD:

RESTRUCTURING THE INVESTMENT PROMOTION DIRECTORATE

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND
QUALITY (SABEQ)

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5A.1.1.3 UP TO 15 PARTNER BENEFICIARIES' IMMEDIATE
ORGANIZATIONAL REFORM PRIORITIES SCOPED AND
ADDRESSED THROUGH TECHNICAL ASSISTANCE

DISCLAIMER:

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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I. BACKGROUND

Jordan Investment Board (JIB) approached SABEQ to obtain technical assistance in reviewing the organizational and functional structure of the Investment Promotion Directorate and recommending a best practice organizational and operational structure for investment promotion. SABEQ agreed to provide required assistance through Component 2: Expanded Trade & Investment and Component 5: Cross Cutting Solutions - Institutional Transformation Solution. The approach was to review the mandate of the Investment Promotion directorate and related activities of other directorates, conduct a thorough audit of the systems, procedures and HR already in place at this directorate, and recommend best organizational set up based on international best practices.

II. OBJECTIVES:

The objective of this report is to provide JIB with recommendations for the restructuring of its Investment Promotion Directorate in a way that reflects the main goal of JIB: attracting, encouraging and promoting local and foreign direct investment in Jordan.

III. APPROACH:

Our approach entailed analyzing the outcomes of the organizational audit of the Investment Promotion directorate, comparing it to recognized “best practices” extracted from the experience of some of the world’s more successful investment promotion agencies (Egypt, Costa Rica, Europe and North America), and recommending an organizational structure, departmental functions, and job descriptions that best suit JIB.

IV. RESTRUCTURING RECOMMENDATIONS:

Since JIB is undergoing a major restructuring process in terms of structures, technical staff, systems and tools; we recommend restructuring the Investment Promotion Directorate (IPD) in a way that enables it to efficiently attract foreign direct investments (FDI).

This report will identify the core products and functions IPD, create job descriptions for each position, and provide a brief summary of the mandate and main functions of other technical directorates that are related to IPD, namely the Research & Market Intelligence Directorate, the Investors Relations Department, and the Operations Department.

Restructuring the IPD shall be based on the following pretexts:

1. The fundamental goal of the IPD is to maximize the number and value of foreign direct investments in Jordan.
2. An organizational structure is required that supports and reflects the organization's mandate and strategy, with clear definitions of the functions, authorities, and responsibilities of each key unit and position.

The restructuring process is a huge challenge that requires intelligent management supported by strong commitment and backup from JIB's board.

It is important that IPD not to be sidetracked from its main activities or confused by wider organizational changes, activities, and political priorities. Additionally, the flexibility and agility that every successful investment promotion unit requires should be shielded from typical public sector constraints. This includes limiting salary structures and political intervention.

The proposed new structure has taken into consideration several functions that IPD currently executes. It also includes new functions.

A. INVESTMENT PROMOTION DIRECTORATE:

A.1 Mandate and Responsibilities:

The Investment Promotion directorate will develop and manage all aspects of FDI promotion outreach activities and investment facilitation servicing, including management and supervision of overseas offices, hosting inbound missions, assisting investors in the process of investing in Jordan and assisting investments on the ground undergoing expansions. It is also responsible for building Jordan's image as an attractive place for investment utilizing Jordan's competitive and comparative advantages. The analysis of information is a key input in the strategic planning process.

Specific responsibilities include:

- **Outreach / Investment Generation:** Coordination and implementation of campaign based proactive promotion in order to generate investor interest in Jordan. This includes prioritizing defined target sectors and sub-sectors and possible sources of FDI, developing sectoral marketing strategies, and ensuring that the marketing message specifically reaches niches where the country is competitive.
- **Inbound / Investment Facilitation:** The directorate will support the promotional activities by serving as a local point of contact with prospective investors and the public at large. This directorate will also provide general information on the country, policies, and investment opportunities, and will host inbound investment missions. This includes providing full support in terms of logistics, itineraries arrangements, attending meetings with the investors, visits, assessment and follow up.
- **Build and maintain local and foreign promotion networks to generate contacts and leads:** This can be done through Government referrals, foreign relations offices, business associations, and foreign chambers of commerce and industry.

The IP directorate should also recruit the services of possible “Multipliers” to create a national investment promotion network. These individuals or groups are in contact or represent direct investors or are in a position to have some influence on them. These multipliers are able to act as intermediaries in transmitting the JIB promotion message and are usually professional advisers such as accountants, lawyers, consultants, as well as Chambers of commerce, Investment banks and Commercial attaches. Effective relations with these groups can have a powerful multiplying effect, and significant impact on attracting investments.

It is recommended that IPD categorize operations geographically and not by sector since this will overcome the difficulty of, overburdening some teams with work while others do not have enough work to keep them fully occupied. It is important that IPD staff have well-developed general expertise to promote any type of project. If greater expertise and highly specialized information are needed, these needs can be met through *ad hoc* consultants or by turning to other state agencies that have the necessary expertise to provide advisory services.

IPD should focus its operations on:

1. Building the image of Jordan and the JIB.
2. Investment targeting and generation.
3. Investment facilitation and promotional support.
4. Strengthening relations with established investors.

To carry out these functions, JIB could capitalize on market intelligence and investment map projects. We recommend that IPD adopt a model similar to the direct sales model used by many corporations in the consumer products and services sectors. Essentially this will involve:

1. Identifying potential investors who are most likely to be interested in the country,
2. Developing a strategy to contact them,
3. Working with them toward a commitment to invest.

This model is based on the assumption that IPD will likely run most of its campaigns from Amman for some time before opening/activating overseas offices and permanently placing promoters overseas. It will involve Jordan actively seeking out potential investors as opposed to passively waiting until they contact JIB in some form or through some partner.

The model we recommend includes specific techniques such as: lead identification and qualification, mail and phone campaigns; industry or sector-specific investment missions or informational seminars; in-bound and out-bound missions; direct marketing; and one-on-one presentations to individually-targeted potential investors. The model will be summarized here for illustrative purposes:

1. Market Intelligence and Lead Generation/Qualification: After The Research & Market Intelligence Directorate defines priority sectors and sub-sectors it will be up to the researchers to gather information on sector trends and sources of potential FDI in these sectors. The results of these searches will be lists of potential candidates handed over to IPD for promotion campaigns. Because these lists may contain thousands of companies, it is necessary to continue the process of refining the list of potential candidates in a process known as *lead qualification*. A typical campaign may be based on short lists that range from 100-500 potential investors. To qualify leads the promotion teams will look at each company on the list and judge its potential for making an overseas investment. Factors studied in the process will include: growth prospects of the company, the product cycle of the goods or services produced, pricing pressure from the markets where those goods and services are currently being produced, other recent overseas investments by this company or its close competitors, and new trade treaties offering benefits to locating offshore among many others. When the list is finalized it should be included in a promotion campaign.

2. Campaign Planning: For the first few years, JIB will probably be operating most of its campaigns from Jordan. This will require precise planning in order to coordinate the various elements of the campaign. If campaigns are designed by sectors, each sector is expected to launch at least four campaigns a year, and

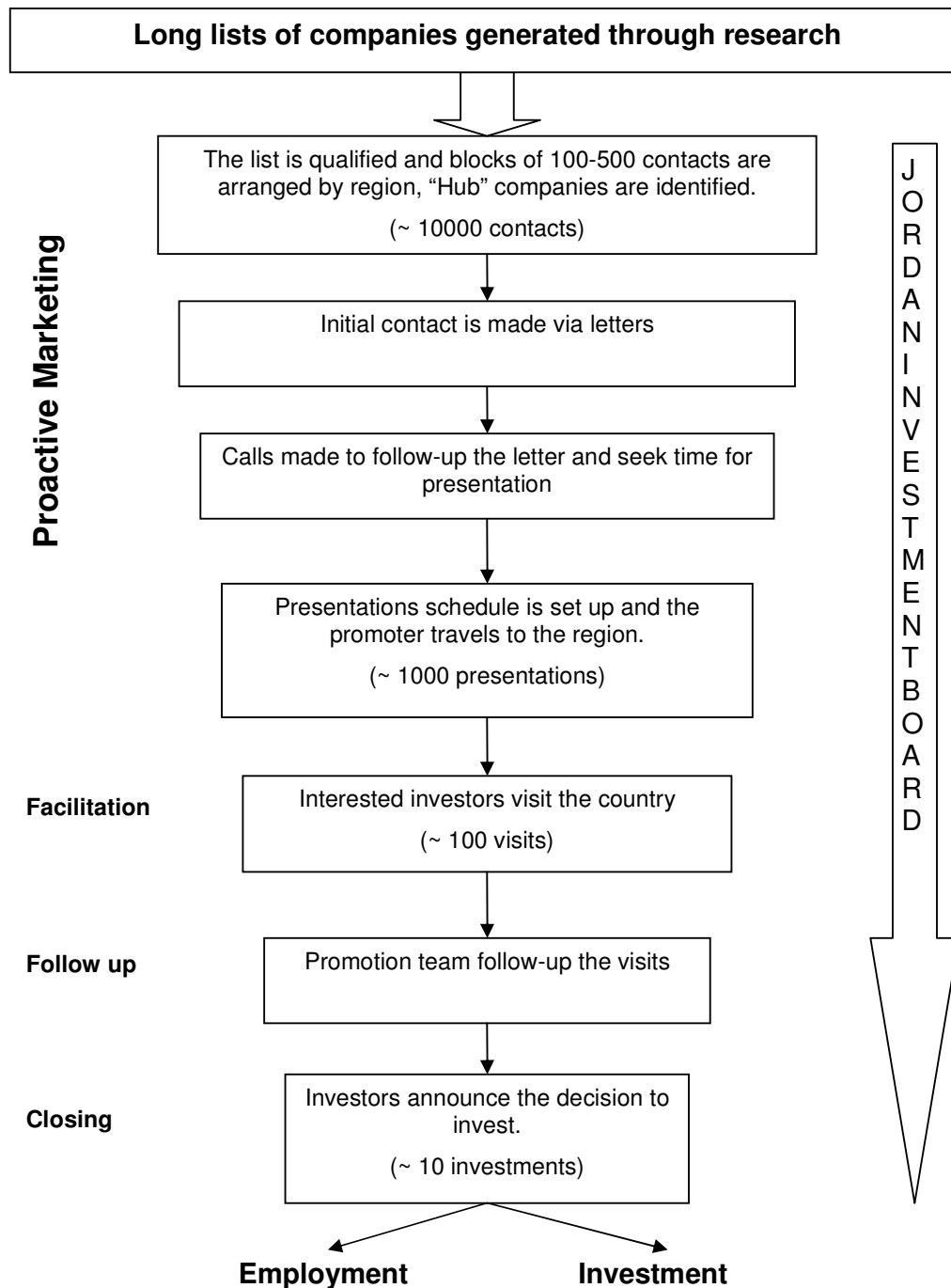
promoters are shared among two or more sectors, the promotion teams will have to map out their campaigns and stick to planned schedules. The campaigns should form a part of the sector marketing strategy that each team must present to management.

- 3. Selection of hub companies:** There will be a small number of companies on the short list for each campaign that JIB feels they have either a good chance of attracting or are extremely important to the overall campaign. These are the “hub” companies. Regional promotion teams will have to work as hard as possible to secure meetings with these companies. For instance, if JIB has planned a campaign to attract car part manufacturers from continental Europe, has sent out 200 letters, and is planning a two week mission to give company presentations, it can expect to give between 15-30 presentations based on the success ratios common to the industry. Before any calls are made the team should meet and designate the “hub” companies. In a list of 200 there may be between 15-20 hub companies. The teams should conduct additional research and call these companies first so that other companies meetings fit around these.
- 4. Letters:** Some form of initial contact will be made with the potential investors. In most cases it will take the form of some letter or written communication. These communications should be adapted to the specific needs of the companies on the short list generated by the team during the initial days of the campaign. They should also be delivered in such a way as to improve the chances that they are read.

- 5. Calls:** The main purpose of the call is to convince the investor to allow JIB's promotion team (usually the promoter) to visit his or her company and make a presentation to relevant staff. Yet the process of getting through to the target executive may be the most difficult obstacle of all. Several calls may need to be made to each executive. If 200 letters were sent out this could require over 600 calls to follow up on all of the target companies. The team should always keep in mind, however, that the call is simply to set up the opportunity to present directly the company or individual.
- 6. Presentations:** When the investor permits a presentation, under most circumstances the team can assume two important conclusions: the investor is contemplating a direct investment and is interested, to some degree, in your location. Planning the logistics of the presentations is a time consuming process and requires close coordination with the promotional support department and other related departments within JIB. The presentation should encourage a visit and near its conclusion explain how your agency can assist the investor to plan and take part in such a visit.
- 7. Site Visit:** Once the potential investor shows interest in visiting the country; the team shall arrange for his visit in terms of itinerary, logistics, and shall accompany the investor to all meetings.

Figure 1 below gives a good overview of this model:

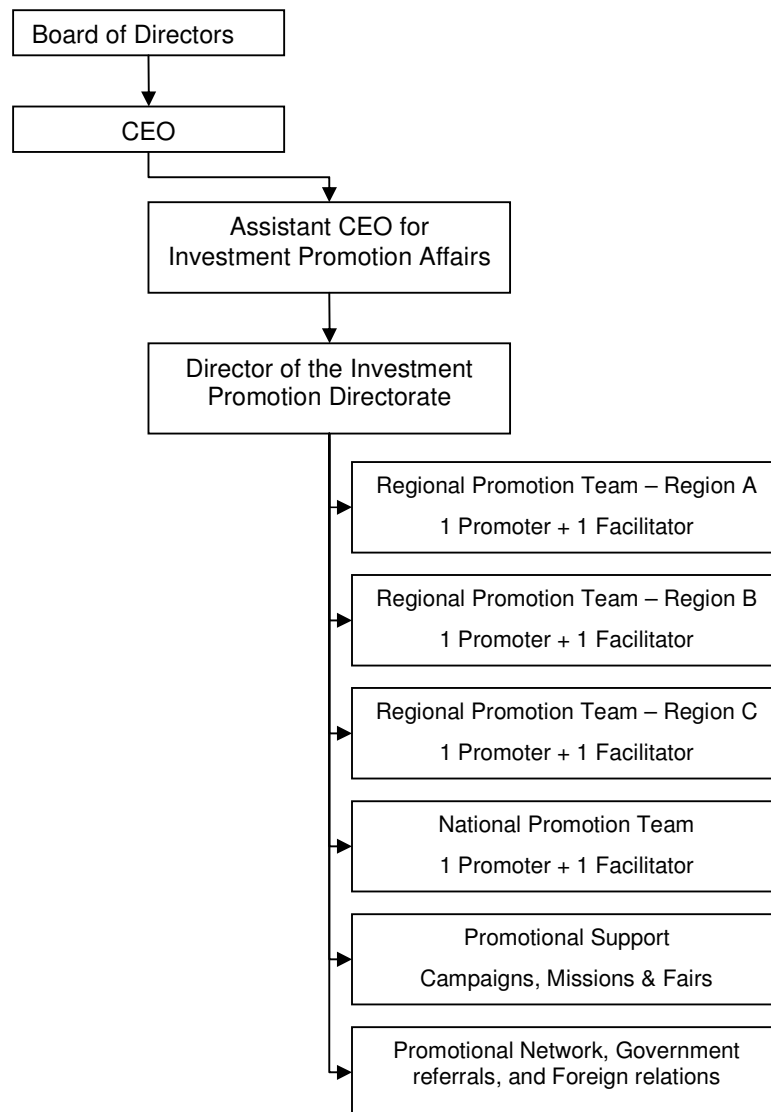
Figure 1: Investors Targeting and Leads Generation Model



A.2 Recommended Organizational Structure:

To implement the above model and realizing its different functions we recommend that JIB adopt the following organizational structure for its Investment Promotion Directorate:

Figure 2: Investment Promotion Directorate - Recommended Organizational Structure.



As shown in Figure 2; the Investment Promotion directorate is headed by a Director reporting directly to the Assistant CEO for Investment Promotion Affairs, and is composed of the following departments: Regional Promotional Teams, National Promotion Teams, Promotional Support in Campaigns, Missions and Fairs, Promotional Network, Government Referrals and Foreign Relations. The functions of each department will be explained in the following sections.

A.2.1 Regional Promotion Teams:

Regional teams, including national promotion teams, are made up of two investment promotion officers (one investment promoter and one investment facilitator) with geographical responsibility for a certain territory. Each team will work together in conducting outreach activities and facilitating investments. In this regard, the teams will:

- Prepare and implement an annual marketing plan for each of their regions of responsibility, setting realistic lead generation goals through meticulous planning and rigorous follow-up of targeting initiatives and campaigns.
- Adopt 'best practice' marketing techniques to enhance the image of Jordan and generate quality new business leads.
- Develop and maintain a database of target lead companies and establish communications with them.
- Develop highly professional presentation and communications skills.
- Prepare highly professional and pertinent information aimed at underlining Jordan's competitive advantage vis-à-vis the competition and reflecting Jordan's sectoral priorities.
- Organize proactive outreach campaigns.
- Organize and facilitate investor site visits to Jordan.
- Develop and maintain a network with public and private sector representatives aimed at assisting potential and existing investors and facilitating their investment process.
- Provide follow-up of investors to advance the promotional process and close deals.

- Promotion of contracting relationships with FDI.
- Coordination with other public and private sector entities to develop capacity for linkages between local firms and FDI.
- Promotion of joint ventures between foreign investors and local companies.
- Establish a database of local companies with potential and interest in developing business relations with foreign investors (in coordination with the Research & Market Intelligence Directorate).

The investment facilitator officer of each team will need to have a good knowledge of what the investor seeks and what issues are important for the investment decision process. It is also essential to have a good base of information to support the process of assisting potential investors. In this regard, the regional teams will interact and be supported by the Research and Market Intelligence Directorate that will provide necessary information through publications, the Investors databases, the investor Information System (IIS) and a well-designed and up to date website that effectively presents country data. When inquiries are received, by means of e-mail, fax, or from Jordanian embassies abroad, the investment facilitator officer will be responsible for responding in a timely and accurate manner.

The officers will act as account executives with responsibility for a regional portfolio of investors for which they must provide a full range of services, from the initial contact to the support needed for the start-up of operations. Each account executive acts as the point of contact for the supply of all relevant information and uses the entire network of contacts in the public and private sectors to provide direct assistance to investors.

With respect to the investment registration process, the investment account executive introduces the investor to the One Stop Shop, which facilitates a smooth registration process. Once the investor starts operations, the Investor Services Directorate will deal with any operating problems investors might have.

It is understood that once JIB activates overseas offices, promoters will be relocated and start operating from abroad while investment facilitators will act as their counterparts in the head offices.

A.2.2 Promotional Support for Campaigns, Missions and Fairs:

The Promotional Support team is composed of a Promotional Support Officer and Promotional Support Assistant. The team is responsible for tracking international events with greatest lead generation potential. It is also responsible for logistical coordination and support relating to participation in overseas events, fairs, seminars and missions including ensuring appropriate space, reservations, promotional stand, samples and event logistics, and training of internal and external event participants. After completing participation in an event, the team will evaluate the original objectives, results, impact and costs in order to assess the convenience of future participation in the same or similar events and make recommendations to JIB's management team on best fairs or shows to attend.

The team will also provide full logistical support for inbound and outbound promotional campaigns and will coordinate participation in events and campaigns with government officials, including Ministerial and Presidential tours.

A.2.3 Promotional Network, Government Referrals, and Foreign Relations:

The Promotional Network department is responsible for developing JIB's relations with Jordan's embassies and diplomatic posts abroad.

Specific responsibilities include:

- Establish formal and informal relationship with the Ministry of Foreign Affairs and its diplomatic personnel and offices abroad in key markets.
- Coordinate training for diplomatic personnel to support JIB's promotional efforts abroad.
- Coordinate inquiries from Jordan's embassies and other diplomatic posts as one central point of contact and ensure they have sufficient promotional materials.
- Ensure participation of foreign relations network in promotional events abroad.

- Motivate Jordan's embassies and diplomatic missions to provide referrals and channels them to the appropriate contact within JIB.
- Establish networks with different Ministries and other public sector organizations to ensure referrals within Jordan.

A.3 Job Descriptions:

A.3.1 Assistant CEO for Investment Promotion Affairs:

Job Description:

Responsible for day-to-day operations, strategic planning and general administration activities related to investment promotion and research. He/she reports directly to the CEO and his main responsibilities are to provide the leadership necessary to insure that JIB remains focused on its primary role of investment promotion. Two directors will report to him: The Director of the Investment Promotion Directorate, and the Director of the Research and Market Intelligence Directorate.

Responsibilities:

- Participate in developing and articulating JIB's strategic plan that emphasizes the role it plays in attracting FDI to Jordan.
- Develop the investment promotion and research strategies and formulate, in conjunction with the CEO, broad guidelines, operating policies, including standards to support and enable the realization of JIB's strategic objectives.
- Implement JIB's strategy and develop an annual work plan and budget.
- Oversee the design and implementation of a data management and communications strategy.
- Manage the two directorates, human capital, and other resources to optimize performance and enhance outputs.
- Directly responsible to the CEO for achieving the objectives of the two directorates.

- Position JIB as the key Jordanian organization responsible for the promotion of foreign and domestic investment.
- Build broad-based professional relationships, strategic alliances and partnerships with key stakeholders and relevant public/private sector institutions locally and abroad.
- Selection, training, development and motivation of staff.
- Develop and supervise implementation and execution of programs and systems designed by the organization to attract investment, including, but not limited to: improvement of the investment climate, proactive promotion, investment facilitation, investor services and after-sales services for investors.
- Direct the development of promotional materials such as videos, country leaflets, sectoral leaflets, fact sheets, information folders, information bulletins, promotional stands, etc.
- Direct the development and maintenance of information databases on investors, sectors, analysis of comparative advantages, target companies abroad, management of leads and relationships (client relationship management- CRM), and contributions of results in each area to the investment promotion plan.
- Direct JIB's image-building at the local level with key persons and institutions in the local private and public sectors, international agencies, and decision makers in target companies.

Formal education:

Postgraduate studies in business administration, finance, marketing or economics or any other related areas. Education in the areas of project assessment, formulation and analysis, and banking, are considered advantageous.

Work experience:

Ten to fifteen years experience in senior executive positions in business, manufacturing, private banking, marketing, sales or any other related fields. Proven experience in selecting, managing and motivating multidisciplinary teams of professionals. Good experience in exports and international negotiations is highly desirable.

Knowledge:

- In-depth knowledge of Jordan, its priority sectors and its competitive and comparative advantages.
- Up to date knowledge with respect to economic information about Jordan, its political and social indicators, and its national institutions.
- Good knowledge in the areas of international trade, strategic planning, international treaties and conventions, development of foreign trade and exports, project analysis, advertising and marketing and export regulations.

Skills:

- Business oriented mindset.
- Superior written and oral communication skills.
- Strong command of English. Knowledge of a third language will be of great benefit.
- Complete proficiency in the use of personal computers including Windows XP, MS Office, Internet, contact management programs, etc.
- Desire for self-improvement, team player, capacity to assemble and develop work teams, and proven ability to work under pressure.
- Patriotic and deeply motivated to contribute to the development of Jordan.
- Excellent interpersonal, negotiation and persuasion skills.

A.3.2 Director of the Investment Promotion Directorate:

Job Description:

Develop and manage all aspects of outreach activities related to FDI promotion and investment facilitation servicing, including supervision of hosting inbound missions, assisting investors in the process of investing in Jordan and assisting investments on the ground undergoing expansions. The IP Director will report directly to the Assistant CEO for Investment Promotion Affairs.

Responsibilities:

- Development of the directorate, selection, hiring, training and motivation of staff in the different departments.
- Prepare the Directorate's strategic plan and monitor its execution.
- Provide help and guidance in terms of the development of image-building plans, outbound / inbound promotional campaigns, building local and foreign promotion network to generate contacts and leads,
- Development and maintenance of marketing tools including information databases on investors and sectors, promotional materials content, and producing professional presentations.
- Assurance of efficient investment facilitation services in addition to strengthening the relations with established investors.
- Frequently required to give public audiovisual briefings on promotional activities.

Formal education:

Postgraduate studies in business administration, finance, marketing or economics are highly desirable. Education in the areas of project assessment, formulation and analysis, and banking, are considered advantageous.

Work experience:

Eight to ten years experience in executive positions in business, manufacturing, private banking, marketing, sales or any other related field. Experience in exports and international negotiations are highly desirable. Experience in selecting, supervising and motivating multidisciplinary teams of professionals would be useful.

Knowledge:

- In-depth knowledge of Jordan and its priority sectors and competitive advantages.
- Up to date knowledge with respect to economic information about Jordan, its political and social indicators, and its national institutions.
- Good knowledge in the areas of international trade, strategic planning, international treaties and conventions, development of foreign trade and exports, project analysis, advertising and marketing and export regulations.

Skills:

- Business oriented mindset.
- Excellent written and oral communication skills.
- Strong command of English. Knowledge of a third language will be of great benefit.
- Complete proficiency in the use of personal computers including Windows XP, MS Office, Internet, databases, contact management programs etc.
- Desire for self-improvement, team player, capacity to assemble and develop work teams, and proven ability to work under pressure.
- Patriotic and deeply motivated to contribute to the development of Jordan.
- Excellent interpersonal, negotiation and persuasion skills.

A.3.3 Regional/National Promotion Team

A.3.3.1 Promoters:

Job description:

The Promoter reports to the IP Director and actively and energetically promotes opportunities for foreign and/or local direct investment and joint ventures in the country with foreign investors.

Responsibilities:

- Carry out the lead generation process to identify target companies with potential, in keeping with JIB's needs and the priorities established for the country.
- Proactive outreach activities to generate investor site visits to Jordan in target sectors and target markets through mail shots, cold calls, referrals, and networking.
- Organize and implement sector-specific promotion campaigns, generating site visits through targeting promotion, one-on-one selling, participation in promotion and image building events, building local and foreign promotion networks to generate contacts and leads.
- Follow up as required with interested companies to secure specific predetermined investments, generate foreign exchange, and meet job creation targets.
- Represent the country's interests at forums for investors, conventions, expositions and exhibitions.
- Periodically involved in press interviews and public relations activities abroad.

Formal education:

He/she should hold either a B.A., or a B.Sc. in such areas as: industrial engineering (plus an MBA), business administration, finance, accounting, economics and marketing (plus an MBA). Postgraduate studies in business administration, finance, marketing or economics are highly desirable. Education in the areas of project assessment, formulation and analysis, and banking, are considered advantageous.

Work experience:

Five years professional work experience in senior positions under minimum direct supervision in business, manufacturing, private banking, marketing, and sales. Strong business orientation, Experience in exports and international negotiations are highly desirable. Experience in supervising administrative assistants and other categories of professionals is preferred.

Knowledge:

- Good knowledge of Jordan, its priority sectors and competitive advantages.
- Good knowledge of the domestic economy, its political and social indicators, and its institutions.
- Knowledgeable about the regions he/she is responsible for.
- Good knowledge in the areas of international trade, international treaties and conventions, development of foreign trade and exports, project analysis, advertising and marketing and export regulations.

Skills:

- Business oriented mindset.
- Excellent written and oral communication skills.
- Strong command of English. Knowledge of a third language will be of great benefit.
- Complete proficiency in the use of personal computers including Windows XP, MS Office, Internet, advanced databases, contact management programs etc.
- Desire for self-improvement, team player, flexible, punctual, proven ability to work under pressure, and capable of working independently without supervision.
- Ability to maintain his social and political contacts
- Patriotic and deeply motivated to contribute to the development of Jordan.
- Excellent interpersonal, negotiation, judgment and persuasion skills.

A.3.3.2 Investment Facilitators:**Job description:**

The Investment Facilitator reports to the IP Director and works in close coordination with the Promoter. He/she carries out research and provides necessary information for the Promoter in areas of interest requested by potential investors, and provides necessary assistance in promoting opportunities for foreign and/or local direct investment and joint ventures in the country with foreign investors.

Stop Responsibilities:

- Carry out research and studies according to directorate needs and the country's priorities.
- Organize, confirm and supervise completion of all the visit itineraries and for ensuring follow-up for the client in the designated sector.

- Supply information and country visit reports as required.
- Monitor closely and report the country's productive sector, the basic costs of doing business, as well as general information about the legal and economic environment and political issues.
- Respond to inquiries received from investors, overseas offices or others.
- Organize, confirm and participate in potential investors visit itinerary, supervises the visits, provide follow-up of investors to advance the promotional process and close deals.
- Keep up to date regarding projects the promotion team is managing.
- Keep files and updated databases on clients for follow-up purposes.

Formal education:

A university degree (B.A. or B.Sc.) is required in any of the main areas. However, some fields are preferred, such as: industrial engineering, business administration and economics.

Work experience:

Five years experience of work in business, sales and marketing.

Knowledge:

- In-depth knowledge of the country, its priority sectors and its competitive advantages.
- Good knowledge about the economy, its social and political indicators, and its institutions. Knowledgeable about the regions he/she is responsible for.
- Good knowledge in the areas of international trade, international treaties and conventions, development of foreign trade and exports, project analysis, advertising and marketing and export regulations.

Skills:

- Excellent written and oral communication skills.
- Strong command of English. Knowledge of a third language will be of great benefit.
- Complete proficiency in the use of personal computers including Windows XP, MS Office, Internet, advanced databases, contact management programs etc.
- Desire for self-improvement, team player, flexible, punctual, proven ability to work under pressure, and capable of working independently without supervision.
- Ability to maintain his social and political contacts
- Patriotic and deeply motivated to contribute to the development of Jordan.
- Excellent interpersonal, negotiation, judgment and persuasion skills.

A.3.4 Promotional Support Team:

A.3.4.1 Promotional Support Officer:

Job Description:

The Promotional Support Officer reports directly to the IP Director. He/she is responsible for tracking international events and providing logistical assistant to the regional promotion teams for local and overseas events. He/she supervises the promotional support assistant.

Responsibilities:

- Track main promotional events abroad with greatest lead generation potential,
- Provide logistic support for inbound and outbound promotional campaigns and overseas events, fairs, seminars and missions including ensuring appropriate space, reservations, promotional stand, samples and event logistics.
- Train internal and external event participants.
- Evaluate events for best impact and cost benefit,
- Coordinate GoJ participation in events and campaigns.

Formal education:

A university degree (B.A. or B.Sc.) is required in any of the main areas. However, some fields are preferred, such as: Public relations, marketing and business administration.

Work experience:

Five years experience of work in business, event management, and logistics.

Knowledge:

The Promotional Support Officer will be required to have good knowledge and outstanding skills in logistic support and event management. Good knowledge in trade and business is preferred.

Skills:

- Good written and oral communication skills.
- Good command of English. Knowledge of a third language will be of great benefit.
- Good experience in personal computer operating systems, and business applications, such as Windows XP, databases, programs like Excel, Word, Outlook, as well as the Internet and telecommunications software.
- Desire for self-improvement, team player, flexible, punctual, proven ability to work under pressure, and capable of working independently without supervision.
- Excellent interpersonal, negotiation and judgment skills.

A.3.4.2 Promotional Support Assistant:

Job Description:

The Promotional Support assistant reports directly to the Promotional Support Officer and indirectly to the IP Director. Under the direction of the Promotional Support Officer he provides logistical assistant to the regional promotion teams for local and overseas events.

Responsibilities:

- Provide logistic support for promotional campaigns and overseas events, fairs, seminars and missions including ensuring appropriate space, reservations, promotional stand, samples and event logistics.
- Provide information necessary for evaluating events for best impact and cost benefit.
- Carry out specific tasks in relation to coordinating GoJ participation in events and campaigns.

Formal education:

A university degree (B.A. or B.Sc.) is required in any of the main areas. However, some fields are preferred, such as: Public relations, marketing and business administration.

Work experience:

Three years experience of work in business, event management, and logistics.

Knowledge:

The Promotional Support Officer will be required to have good knowledge and acceptable skills in event management. Knowledge in trade and business is preferred.

Skills:

- Good written and oral communication skills.
- Good command of English.
- Good experience in personal computer operating systems, business applications, and telecommunications software.
- Desire for self-improvement, team player, flexible, punctual, and proven ability to work under pressure.
- Excellent interpersonal skills.

A.3.5 Promotional Network Officer:

Job Description:

The Promotional Network Officer reports directly to the IP Director. He/she is responsible for developing and maintaining the organization relationships with the country's embassies and diplomatic posts abroad.

Responsibilities:

- Establish formal and informal relationship with the Ministry of Foreign Affairs and diplomatic offices abroad in key markets.
- Coordinate training for personnel in these offices to support JIB's promotional efforts abroad.
- Coordinate inquiries from Jordan's embassies and other diplomatic posts as one central point of contact, and ensure that they have sufficient promotional materials.
- Ensure participation of foreign relations network in promotional events abroad.
- Motivate Jordan's embassies and other diplomatic posts to provide referrals and channels them to the appropriate contact within JIB,
- Establish networks with different Ministries and other public sector organizations to ensure referrals within Jordan.

Formal education:

A university degree (B.A. or B.Sc.) is required in any of the main areas. However, some fields are preferred, such as: business administration, marketing, public relations, and economics.

Work experience:

Five years experience of work in business, sales and marketing.

Knowledge:

- Good knowledge of the country, its priority sectors and its competitive advantages.
- Good knowledge about the economy, its social and political indicators, and its institutions.
- Good knowledge in trade and business is preferred.

Skills:

- Good written and oral communication skills.
- Good command of English. Knowledge of a third language will be of great benefit.
- Good experience in personal computer operating systems, and business applications, such as Windows XP, databases, programs like Excel, Word, Outlook, as well as the Internet and telecommunications software.
- Desire for self-improvement, team player, flexible, punctual, proven ability to work under pressure, and capable of working independently without supervision.
- Excellent interpersonal, negotiation and judgment skills.

B. RESEARCH & MARKET INTELLIGENCE DIRECTORATE:

In order to design and develop an effective investment promotion strategy, JIB must have a comprehensive knowledge of Jordan's economic development strategy, the strengths and weaknesses of its business environment, how well it compares with competitor countries for FDI, the motivating factors behind foreign investment decisions, and the main characteristics of the sectors with the biggest growth potential. The availability of this information makes the country information database and investor information systems the most important outputs of an investment promotion agency (IPA). Both are the responsibility of the Research and Market Intelligence Directorate. This directorate will also generate the long lists of potential investors that form the basis of the promotional campaigns.

The formulation and implementation of a strategy is supported by extensive amounts of information, data and statistics that must be gathered and analyzed to compose and present different outputs and reports required by JIB and its stakeholders, including potential investors. This provides valuable management information for the design and implementation of JIB's investment promotion strategy.

The Research and Market Intelligence Directorate's main goals are:

- Coordinate data gathering and analysis activities to ensure that detailed, appropriate and accurate industry specific and macro environment information on investment opportunities is packaged for use by JIB's staff, its potential network, existing investors, potential investors and other stakeholders.
- Create sector and company value models for use in investment promotion presentations.
- Support the design and implementation of the investment promotion strategy with reports and sectoral analysis it creates.

- Monitoring and evaluation of the promotional activities impact, use the feedback as an input to the sector marketing strategies and provide relevant information to the Investment Promotion Directorate and JIB's senior management.

Other important responsibilities of this directorate are:

- Analyzing competitive and comparative advantages.
- Conducting benchmarking, trend analysis and identifying promotional opportunities.
- Coordinating market intelligence and research services for JIB and investment related research services to the Investment Promotion Directorate.
- Providing key input into the strategic planning process.
- Analyzing marketing and sectoral trends to determine areas of greatest promotional potential.
- Developing and maintaining promotional databases.
- Developing marketing themes to support outreach functions.
- Developing sector specific research.
- Identify strategic sector-specific projects and develop feasibility studies.
- Developing and maintaining investor information systems (IIS).
- Developing and maintaining information resources
- Coordinating benchmarking and SWOT analysis
- Analyzing results and feedback strategies.

The directorate's work in close coordination with the Investment Promotion Directorate, and other JIB's directorates make it's work instrumental by providing information and carrying out market research and analysis to feed the image building, investor servicing, investment generation, policy advocacy and aftercare functions.

The collection of information needed for its functions will be conducted at two levels: The international level and the local level. At the international level, the information and research will focus in three areas: International trends on FDI,

regional and sectoral trends and international company trends and database, while at the local level the information and research will focus on the macroeconomic environment, the investment determining factors, sectoral trends, Jordan based companies (both local and international) database and special projects database.

This directorate will also conduct surveys periodically, on an annual or semiannual basis in coordination with the Investor Services and Investment Promotion directorates, to gauge the local business climate, identify gaps between perception and reality among the business community and benchmark Jordan with its competitors. The information thus gathered will help develop a comprehensive understanding of determinant factors analyzed by investors in their decision making process, provide suggestions for improving the investment climate from the investor viewpoint and also identify potential for the development of backward linkages

The directorate consists of the following departments:

- **Research department:** Senior and junior researchers are responsible for all sector-specific research. The analysts will research, gather and, analyze information in considerable detail to support the promotion of each sector. This information will feed into the general promotional strategy in the form of specific sub-sectoral strategies for each target sector. This is a dynamic and on-going process that is constantly being updated and revised based upon research, market trends, promotional feedback and institutional policies. They will work closely with the promotional teams to provide technical inputs as required for promotional campaigns, investor site visits and investor servicing functions.
- **Website Management department:** This department is responsible for sourcing internal and external information and provide it in a format required by investors interested in learning about Jordan's investment opportunities, developing and coordinate all content materials relative to JIB's activities and

services, coordinating the electronic capture of information relevant to JIB on the website and the appropriate dissemination within JIB, .

- **Investor Database department:** This department is responsible for developing and maintaining two types of databases: 1) list of potential companies for each priority sector and target market and the investor information system. This information will support direct marketing and targeted promotion efforts. And 2) list of companies established in Jordan containing all company's details like installed capacity, classification of products and processes, main exports, and interest in alliances and linkages with foreign companies. This database is used for providing aftercare services as well as promotion of expansions and diversifications of existing companies.
- **Investor Information System department (IIS):** This department is responsible for developing and maintaining the IIS which is a dynamic system of comprehensive set of factual information that answer the most frequently asked questions by investors on Jordan's operating conditions and provide the basis for well-informed, appropriate investment decisions. The database constitutes a comprehensive and integral source of information for public and private sector entities in Jordan carrying out investment promotion activities. The system will contain factual information presented simply and in a clear non promotional format.

C. INVESTOR RELATIONS DEPARTMENT:

The Investor Relations Department is part of the Investors Services Directorate. Its mandate is to provide JIB's senior management and board with permanent feedback on the concerns and needs of potential investors in order to be conveyed to the GoJ policymakers. The list of investor concerns should be analyzed, prioritized, and corrective actions formulated by the Investor Relations department. Key functions of the department can be summarized as follows:

- Gathering of information from investors in order to propose and introduce changes to the Government.
- Developing a network of "allied" institutions that will provide feedback on the investment climate evolution and also will act as "multipliers" of the investment promotion message.

The main approach of the Investor Relations department will be to advocate improvements in the investment climate in Jordan, including removing obstacles and facilitating the establishment of investments in Jordan. Advocacy for developing or enhancing Jordan's attractiveness to foreign investors must be an important part of the country strategy for investment promotion.

By advocating improvements in the investment climate, the department will fulfill the objective of encourage expansions and reinvestment from existing investors. In this regard, the close relationship that the Investor Relations department will maintain with major investors in Jordan will provide key information on the status of their business, their performance and the main challenges they are facing that will help identify expansion opportunities for existing investors. As the main concerns and local needs of existing investors are met and their operations are facilitated by the aftercare work carried out by the department, the managers of international companies will be more willing to consider expansion programs and the reinvestment of profits. It will also reinforce the message from JIB to new investors as they talk to existing investors and learn about the support the program provides.

The Investor Relations department is composed of three sections:

1. Aftercare and Policy Advocacy Local and Foreign Investment:

This unit is responsible for providing a systematic and periodic monitoring of investors and investments, and regularly supplying information to JIB's senior management and board. Management, in turn, will play a policy advocacy role to influence policymakers and regulations affecting the investment climate and incentives. This section will also be responsible for resolving operating problems involving state-created obstacles companies face in their day-to-day operations, such as permits and customs, and public services such as education, infrastructure and telecommunications. One of the section's first priorities will be to work jointly with the Investment Window Directorate to speed up all the registration, approval and exemptions processes that an investor has to complete for start-up.

Main responsibilities are:

- Coordination with the One Stop Shop (OSS) and others to ensure investor satisfaction.
- Lead generation regarding expansions and diversifications due to investor feedback and follow-up.
- Identification of barriers to investment.
- Formulation of recommendations regarding investment climate reforms.
- Follow-up and provide information that support and facilitate lobbying for reforms.
- Creation and maintenance of a database of existing investors.

The Aftercare section will also carry out an annual or semiannual survey on the investment climate and general business climate. This will provide JIB with valuable information on the perceptions of existing investors and the identification of areas that need attention. It will also provide the government and JIB itself with an effective tool to monitor and measure progress or deterioration of the investment climate. This is done in close coordination with the Research and

Market Intelligence Directorate, and all leading established investors should be interviewed.

3. Investor Relations Network - Chambers, Associations & Foreign

Embassies:

This section is responsible for developing and maintaining close relations with the network of bilateral chambers, associations, commercial attaches and foreign embassies in Jordan. These groups are a valuable source of intelligence on companies with commercial interests in Jordan. They should also be seen as 'Multipliers' who either represent investors or are in regular contact with them and can act as investment intermediaries.

Through this network of contacts, the section will also obtain feedback regarding Jordan's investment climate and foreign investor perception. It may also obtain leads on potential investors. The purpose of the contacts should be to inform these intermediaries about the country's comparative and competitive advantages, and specific investment opportunities. It is also to gather intelligence on existing and likely investment expansions or diversifications. Regular communication should be maintained with these investment intermediaries, as should close coordination with the Investment Promotion directorate.

D. OPERATIONS DIRECTORATE:

This directorate is mainly responsible for providing and managing all communications and image-building activities, as well as all aspects related to the administration and operational support of the organization. This will include finance, accounting, human resources and administrative support, information technology support, legal affairs and research support, and public relations & media support. As part of its responsibilities, the directorate will develop appropriate printed promotional materials in electronic and audiovisual format. These materials can be general, sectoral or location specific, and will produce other information useful for promotion, including individual presentations.

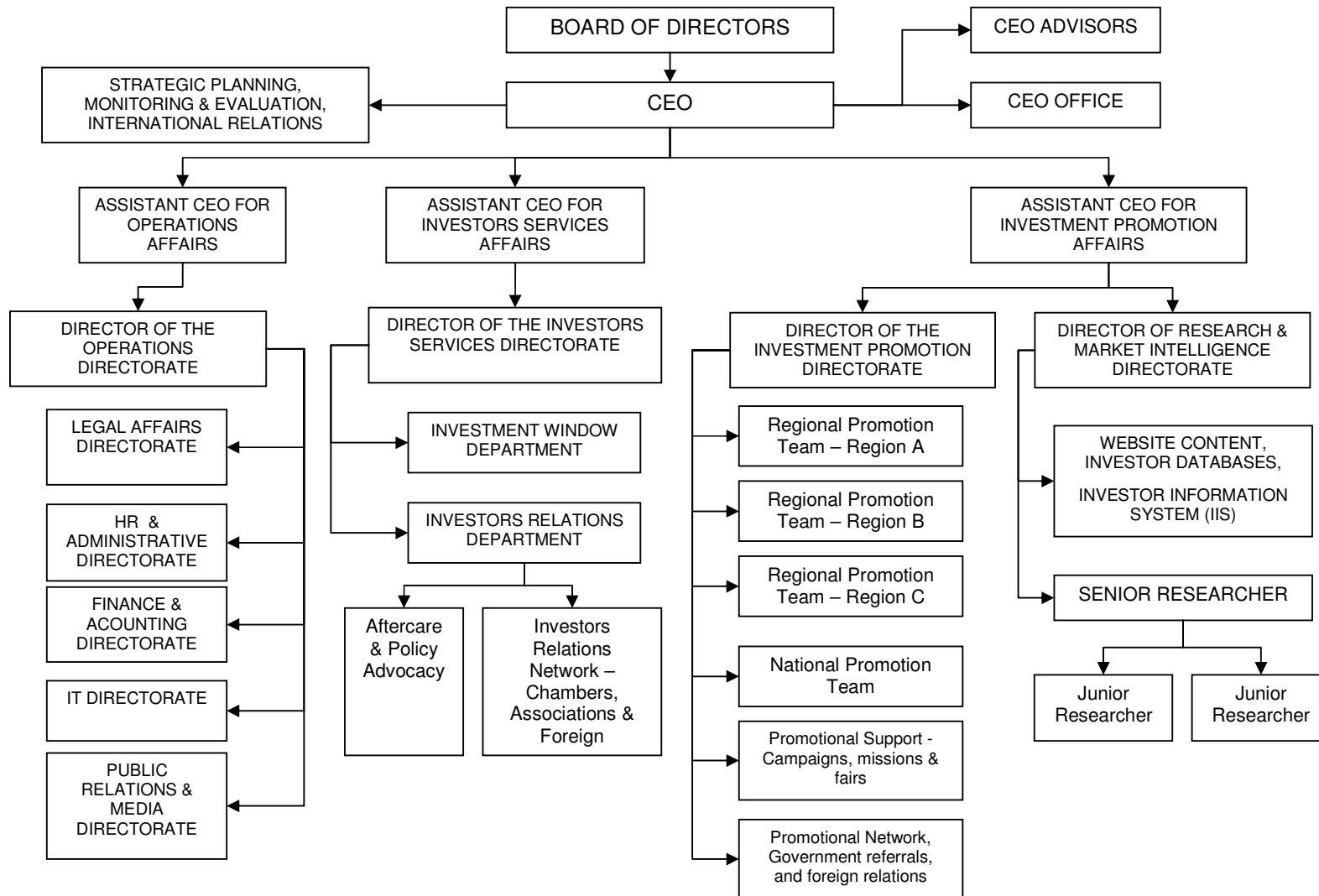
The Operations directorate will also contribute in the performance and evaluation of JIB allocation and use of its resources and in the establishment of the performance measurement system.

This directorate is composed of the following directorates:

- **The Public Relations and Media:** Responsible for implementing and maintaining JIB's communications strategy in addition to all activities relating to image building including country awareness, improved perception and communicate reforms and improved investment climate, targeted advertising to develop awareness among decision makers in target industries and key markets and generate receptiveness to promotional outreach, promotional materials including full spectrum promotional tools to assist P.R. and promotional efforts abroad, corporate branding, generic materials and sector specific materials.
- **The Legal Affairs Directorate:** Responsible for providing JIB with legal opinions and advice, conducting necessary legal research and studies, and providing assistance and awareness on international agreements.

- **Finance & Accounting Directorate.**
- **HR & Administrative Directorate.**
- **IT Directorate.**

The following diagram shows the recommended organizational structure for JIB:



V. CONCLUSIONS:

Adopting and embedding the recommended structure into the JIB's reform plans will enhance the ability of the organization in achieving its planned goals and objectives in an effective and efficient manner. Nevertheless it is important to realize that the success of the reform plan can only be achieved if JIB reaches a high level of management and operational autonomy and liberation from any external influences or ad hoc functions that could sidetrack it from its main goals.

Moreover, JIB must realize that the Investment Promotion Directorate should be equipped with experienced, high quality, professional staff that could represent the country internationally. The staff must be highly motivated and committed to promoting Jordan as a location for investment.

Finally, adequate financial resources are essential to ensure stability and sustainability of a professional, effective, and pro-active investment promotion function.

APPENDIX

Appendix A: Investment Promotion Directorate - Individual Staff HR Audit:

Best Fit and Training Requirements

APPENDIX A - Individual Staff HR AUDIT, Best Fit and Training Requirements

Name	Rawan Al- Louzi
Current Job Title	Investment Promotion Officer & Legal Researcher
Employed at JIB since	2006
Current Responsibilities	Legal Advisor, PR & Communications and Investor Relationship Management, Market Intelligence
Qualifications	L.L.M. & B.Sc. Law
Languages	Fluent English, Fluent Arabic
Total years of experience	2 Years
IP related experience	1 Year
Non- IP related Experience	1 Year
Competencies & Strengths	Analytical & Charismatic
Best fit within JIB	Investment Facilitator
Competency Areas for Development	Technical Sectoral & Country Knowledge, Time Management
Training Requirement to fill in competency GAP	Investment & Development of Foreign Trade & Export, Time Management, Project Analysis, International Trade Agreements, Export Regulations, Practical Legal Training.

Name	Lina Sawaged
Current Job Title	Investment Promotion Officer
Employed at JIB since	Mar-07
Current Responsibilities	Developing Promotional Campaigns, Investor relationship management, Inbound trip coordination, JOIN-US
Qualifications	M.A. International Affairs, B.A. Foreign Languages
Languages	Fluent Arabic, Fluent English, Fluent French
Total years of experience	3 Years
IP related experience	1 Year
Non- IP related Experience	2 Years
Competencies & Strengths	Foreign Languages
Best fit within JIB	Investment Facilitator
Competency Areas for Development	Technical Sectoral & Country Knowledge, Time Management
Potential Training Courses	Investment & Development of Foreign Trade & Export, Time Management, Project Analysis, International Trade Agreements, Export Regulations, Practical Legal Training.

Name	Yasser Damra
Current Job Title	Investment Promotion Officer
Employed at JIB since	1999
Current Responsibilities	Archiving, Communications, PR, Travel Logistics, Event Management
Qualifications	B.A. English

Languages	Fluent Arabic, Good Command of English
Total years of experience	11 Years
IP related experience	8 Years
Non- IP related Experience	3 Years
Competencies & Strengths	Public Relations, Event Management, Logistics
Best fit within JIB	Promotional Support Assistant (Officer)
Competency Areas for Development	Communication Skills - Written
Training Requirement to fill in competency GAP	Communication Skills, Logistics Training, Event Management Training

Name	Shadi Rihani
Current Job Title	Investment Promotion Officer
Employed at JIB since	Jan-07
Current Responsibilities	Branding Project, Investment Intelligence Project
Qualifications	B.A. Marketing, MSc, Int'l Marketing Management
Languages	Fluent Arabic, Fluent English
Total years of experience	2 Years and 2 Months
IP related experience	6 Months
Non- IP related Experience	1 Year & 8 Months
Competencies & Strengths	Driven, Energetic, Persuasive, Good Communicator
Best fit within JIB	Promoter
Competency Areas for Development	Technical Sectoral & Country Knowledge, Coaching & Leadership, Pitching & Selling
Training Requirement to fill in competency GAP	Sectoral Information, Development of Foreign Trade & Exports, Leadership, Export Regulations, Practical Legal Training,

Name	Sanaa Abbadi
Current Job Title	Senior Promotion Officer
Employed at JIB since	2000
Current Responsibilities	Targeting & initiating contact with investors, launching promotional campaigns
Qualifications	B.A. Business Administration
Languages	Fluent Arabic, Fluent English
Total years of experience	13 Years
IP related experience	13 Years
Non- IP related Experience	N/A
Competencies & Strengths	Extensive IP experience, Good Communicator, Motivated, Enthusiastic, & Persuasive
Best fit within JIB	Promoter
Competency Areas for Development	Communication Skills, Pitching & Selling, Technical Sectoral & Country Knowledge, Coaching & Leadership
Training Requirement to fill in competency GAP	Coaching & Leadership, Communication Skills (written & Oral), Sectoral Information, Development of Foreign Trade & Exports, Leadership, Export Regulations, Practical Legal Training, Adapting to Change

Name	Ghazi Abu Rumman
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Current Job Title	Investment Promotion Officer
Employed at JIB since	Jan-07
Current Responsibilities	Investor Targeting, cluster creation and development, Sectoral investment promotion, investor servicing and aftercare
Qualifications	B.Sc. Computer Science, MBA
Languages	Fluent English & Arabic
Total years of experience	N/A
IP related experience	7 Months
Non- IP related Experience	N/A
Competencies & Strengths	Project Management & Coordination, IT
Best fit within JIB	Investment Facilitator
Competency Areas for Development	Technical Sectoral & Country Knowledge, Communication Skills, Time Management
Training Requirement to fill in competency GAP	Investment & Development of Foreign Trade & Export, Time Management, Project Analysis, International Trade Agreements, Export Regulations, Practical Legal Training.

Name	Issam Majali
Current Job Title	Communications Manager
Employed at JIB since	Intermittently since 2001
Current Responsibilities	All PR & Communications Work, Involved in JIB branding Project
Qualifications	B.A. English
Languages	Fluent Arabic, Good working knowledge of English
Total years of experience	16 Years
IP related experience	0
Non- IP related Experience	16 Years
Competencies & Strengths	local PR & Media networks, Arabic Communication Written & Oral
Best fit within JIB	PR & communications Manager within OPERATIONS DIRECTORATE
Competency Areas for Development	Targeted Communication, Regional PR & Communications, Investment Promotions Background
Training Requirement to fill in competency GAP	General PR & Communications Courses, Short courses on Investment Promotion

Name	Gaith Sawalha
Current Job Title	Head of ICT Sector Promotion
Employed at JIB since	Intermittently since 2005
Current Responsibilities	Strategic Planning and implementation of all ICT related activities
Qualifications	B.S.C Electrical Engineering
Languages	Fluent English, Arabic
Total years of experience	12 Years
IP related experience	9 Years
Non- IP related Experience	3 Years
Competencies & Strengths	Extensive Knowledge of IT industry and Country
Best fit within JIB	Investment Facilitator

Competency Areas for Development	Communication, Knowledge of sectors other than ICT
Training Requirement to fill in competency GAP	Communication Skills (written and Oral), Sectoral Information, Leadership, Practical Legal Training, Adapting to Change

Position	Number of Staff
Director of IP Directorate	1
Investment Promotion	7
Communications & PR	1
Current Head Count for IP Directorate	9
Director of IP Directorate	1
Promoters	2
Investment Facilitators	4
Promotional Support Assistant	1
Restructured Head Count	7
URGENT Additional Resource Requirements	Minimum 4
Promoters	2
Promotional Support Officer	1
Promotional Network Officer	1

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