



Bed and Breakfast

High-Level Feasibility Study

Submitted to:

The Ministry of Digital Economy and Entrepreneurship

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Founders and investors considering this project are advised to conduct further analysis on projected adoption rates, development costs, and ongoing operational expenses. This additional scrutiny will help mitigate potential risks related to technology challenges, changes in regulations, market penetration, and competitive pressures.

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A National Entrepreneurship Policy Project



Ministry of Digital Economy
and Entrepreneurship



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Executive Summary

The Bed and Breakfast contributes to enhancing Jordan's tourism sector by offering culturally immersive accommodations in secondary tourism locations¹. By integrating smart systems for reservations and guest services, it provides personalized hospitality experiences that spread tourism benefits more equitably across the country. This scalable model supports local economies, attracts discerning travelers seeking authentic experiences, and aligns with sustainable tourism development goals.

The Bed and Breakfast offers accommodation bookings, experiences (such as guided tours, outdoor excursions, cooking classes, and cultural workshops), and food and beverage sales (locally sourced, organic meals showcasing Jordanian cuisine).

Latest trends show that modern travelers increasingly demand personalized and meaningful travel experiences, seeking authenticity, cultural immersion, and connections with local communities. Jordan's diverse and culturally rich landscape is ideal for bed and breakfast establishments, which cater to mid to high-income individuals, adventure seekers, cultural enthusiasts, and eco-conscious travelers from Europe, North America, Asia, and domestic urban centers. This trend aligns with the bed and breakfast model, emphasizing local experiences and intimate accommodations.

The financial analysis shows that the project's feasibility indicators are viable, with a net present value (NPV) of JOD 125,770 and a profitability index of 2.06. Additionally, the internal rate of return (IRR) is projected to be 40.66%, highlighting the project's strong viability and resilience to changes in market discount rates.

I. Introduction

The Bed and Breakfast aims to rejuvenate Jordan's lesser-known tourism spots by providing unique and intimate accommodations. It will not only serve as comfortable lodgings but will also act as catalysts for economic growth and cultural immersion. By leveraging technology and smart systems for reservations and guest services, the platform will enhance operational efficiency while preserving the local charm that attracts tourists. This model is scalable and can be replicated across various locations in Jordan, ensuring each establishment aligns with the area's unique character and evolving travel trends.

Despite regional instabilities, Jordan maintains a reputation as a safe and welcoming destination, essential for competing in the regional and global tourism market. Recent regulatory amendments have streamlined business operations, enhancing the investment climate for tourism startups.

The Bed and Breakfast competes with various accommodation options in Jordan's secondary tourism destinations; however, its unique blend of charm, hospitality, and cultural immersion sets it apart, offering guests a truly unforgettable experience.

¹ Secondary Destinations: destinations which tourists travel to when they are nearby some primary destination or nearby places.

2. Market Analysis

Jordan's tourism sector demonstrates strong resilience and growth potential, surpassing global recovery averages with a 16% increase in tourist arrivals over 2019 figures. Tourism receipts significantly contribute to the GDP, accounting for about 15% in 2023, indicating its vital role in the national economy. Jordan's tourism growth is driven by strategic government initiatives, including the Economic Modernization Vision (EMV)², which aims to double tourism revenue and create 100,000 new jobs by 2033, supported by a 12% budget allocation for tourism initiatives over three years within the EMV executive program. Despite regional instabilities, Jordan maintains a reputation as a safe and welcoming destination, essential for competing in the regional and global tourism market. Recent regulatory amendments have streamlined business operations, enhancing the investment climate for tourism startups.

Key Economic Indicators³:

1. **Contribution of tourism to GDP:** Tourism receipts accounted for 15% of Jordan's GDP in 2023, with tourism receipts amounting to JOD 5.25 billion.
2. **Employment rates:** The tourism industry supported 54,856 direct jobs in 2023, crucial in a country with a high unemployment rate.
3. **Visitor numbers:** Jordan attracted a record 6.35 million visitors in 2023, a 16% increase from 2019, demonstrating the destinations appeal and strong demand for tourism experiences.

The hotel industry in Jordan has also shown substantial growth, reflecting the overall positive trend in the tourism sector. From 2016 to 2023, the number of hotels increased from 573 to 638, offering 30,637 rooms and 57,556 beds by 2023⁴. This increase in accommodation capacity is crucial for supporting the growing number of tourists. There is a growing demand for businesses offering personalized and meaningful travel experiences. Modern travelers seek authenticity, cultural immersion, and connections with local communities, making Jordan's diverse and culturally rich landscape perfect for bed and breakfast establishments. This trend towards meaningful travel aligns well with the bed and breakfast model, emphasizing local experiences and intimate, charming accommodations. The Bed and Breakfast targets travelers seeking authentic and immersive experiences beyond mainstream tourist hubs. This includes mid to high-income individuals, adventure seekers, cultural enthusiasts, and eco-conscious travelers from diverse geographical regions, including Europe, North America, and Asia, as well as domestic tourists from urban centers.

Services and Products Offered

Accommodation Bookings: Primary revenue from overnight stays.

Experiences: Guided tours, outdoor excursions, cooking classes, and cultural workshops.

Food and Beverage Sales: Locally sourced, organic meals showcasing Jordanian cuisine.

² Ministry of Planning and International Development, Economic Modernization Vision Executive Program (2023-2025)

³ Ministry of Tourism and Antiquities, Statistical Dashboard

⁴ Hotels Statistics, [Jordan Hotels Association](#).

The Bed and Breakfast competes with various accommodation options in Jordan's secondary tourism destinations such as:

- 1) **Traditional Hotels:** similar to InterContinental Jordan and Marriott Dead Sea that offer comfort and convenience but often lack the personalized touch and cultural immersion of bed and breakfasts.
- 2) **Vacation Rentals:** Platforms like Airbnb and Vrbo offer a range of properties but may not consistently provide the intimate, locally-engaging experiences that a bed and breakfast can offer.
- 3) **Eco-lodges and Boutique Inns:** Places like Feynan Ecolodge and Wild Jordan Center cater to travelers seeking sustainable accommodations but might not emphasize local community interaction as much.
- 4) **Homestays and Guesthouses:** Options like Rummana Campsite and Beit Al Baraka offer authentic cultural experiences but can vary greatly in quality and service. The Bed and Breakfast business idea leverages Jordan's growing tourism sector by providing unique, culturally immersive accommodations. This initiative caters to the increasing demand for meaningful travel experiences, making it a valuable addition to Jordan's tourism landscape.

3. Business Model

The Bed and Breakfast operates on a multi-stream business-to-customer (B2C) model, providing unique and immersive accommodation experiences in Jordan's secondary tourism destinations. In these lesser-known spots, the Bed and Breakfast will not only serve as accommodations but also act as catalysts for economic growth and cultural immersion. By offering intimate, local experiences, they draw travelers away from overcrowded tourist hubs, spreading tourism benefits more equitably and empowering local communities.

The business provides unique opportunities for travelers to engage with local cultures, participate in community-driven activities, and enjoy personalized hospitality. Integrating smart systems for reservations and guest services will enhance workflow efficiency without sacrificing the charm that attracts tourists to these secondary locations. If successful, this model can be replicated and scaled to other locations across Jordan, ensuring sustainability by adapting to each area's unique character. With 10 rooms, occupancy is projected to grow from 40% in the first year to 82% by the fifth year, with each room accommodating 2 people. The establishment expects 60-70% of guests to take at least one meal and 30-35% to book additional experiences such as guided tours, outdoor excursions, cooking classes, and cultural workshops with local communities. Revenue streams as follows:

- I. **Accommodation Bookings:** The primary revenue stream comes from bookings for overnight stays. Starting with an initial demand of 1,500 units in Year 1, this is expected to grow to 3,000 units by Year 5. With a consistent price of JOD 100 per booking, revenue from bookings is projected to increase from JOD 150,000 in Year 1 to JOD 300,000 by Year 5. This steady growth reflects the rising interest in authentic and immersive travel experiences in lesser-known destinations.

2. **Meals:** To enhance guest satisfaction and provide added value, the Bed and Breakfast offers locally sourced, organic meals showcasing Jordanian cuisine. The demand for meals starts at 2,100 units in Year 1 and grows to 4,000 units by Year 5, with each meal priced at JOD 15. Revenue from meal sales is projected to increase from JOD 31,500 in Year 1 to JOD 60,000 by Year 5, indicating strong demand for high-quality, local dining experiences.
3. **Experiences:** The Bed and Breakfast offers various experiences such as guided tours, outdoor excursions, cooking classes, and cultural workshops. Starting with a demand of 1,000 units in Year 1 and growing to 2,100 units by Year 5, each experience is priced at JOD 30. Revenue from these experiences is expected to grow from JOD 30,000 in Year 1 to JOD 63,000 by Year 5, underscoring the value guests place on engaging and meaningful activities during their stay.

Overall, total revenue for the Bed and Breakfast is projected to increase from JOD 211,500 in Year 1 to JOD 423,000 by Year 5. This growth highlights the initiative's potential to successfully penetrate the market and expand, providing authentic and culturally rich experiences for travelers while contributing to the economic development of Jordan's secondary tourism destinations.

Itemized revenues and total annual revenues are outlined in the table below:

Table 1: Revenue projection

Description / Year	1	2	3	4	5
Bookings (unit)	1,500	1,800	2,200	2,700	3,000
Bookings (JOD per unit)	100	100	100	100	100
Subtotal Bookings (JOD)	150,000	180,000	220,000	270,000	300,000
Meals (unit)	2,100	2,500	3,000	3,500	4,000
Meals (JOD per unit)	15	15	15	15	15
Subtotal Meals (JOD)	31,500	37,500	45,000	52,500	60,000
Experiences (unit)	1000	1250	1500	1750	2100
Experiences (JOD per unit)	30	30	30	30	30
Sub-total Experiences (JOD)	30,000	37,500	45,000	52,500	63,000
Total Revenues (JOD)	211,500	255,000	310,000	375,000	423,000

The charts below outline the product mix by quantity and revenue for the Bed and Breakfast, showcasing a balanced distribution across the various offerings. Accommodation bookings emerge as the core product, with demand growing from 1,500 units in Year 1 to 3,000 units by Year 5, reflecting increasing interest in authentic and immersive travel experiences. Revenue from bookings rises from JOD 150,000 to JOD 300,000 over the same period. Meals also show robust growth, starting at 2,100 units in Year 1 and expanding to 4,000 units by Year 5, with revenue increasing from JOD 31,500 to JOD 60,000. Experiences, while fewer in quantity compared to meals, generate significant revenue, scaling from JOD 30,000 in Year 1 to JOD 63,000 by Year 5. This comprehensive product mix highlights the Bed and Breakfast's

ability to meet diverse market needs and underscores its strategic diversification, ensuring sustainable growth and adaptability in the evolving tourism sector.



Figure 1: Product Mix by Quantity



Figure 2: Product Mix by Quantity

4. Technical Analysis

The cost of goods sold (COGS) for the Bed and Breakfast reflects strategic cost management in line with rising demand across various service categories:

Bookings: The COGS per booking unit remains steady at JOD 35 throughout the five years. The demand for bookings is projected to grow from 1,500 units in Year 1 to 3,000 units by Year 5, ensuring significant gross margins as occupancy rates increase.

Meals: The COGS for meals is consistently maintained at JOD 6 per unit. The demand for meals is expected to rise from 2,100 units in Year 1 to 4,000 units by Year 5, demonstrating efficient cost control while accommodating growing guest numbers.

Experiences: The COGS per experience unit is stable at JOD 18. The demand for experiences is projected to increase from 1,000 units in Year 1 to 2,100 units by Year 5, indicating effective management of these high-value offerings.

Overall, the total COGS will rise from JOD 83,100 in Year 1 to JOD 166,800 by Year 5. This manageable increase aligns with the anticipated revenue growth, reflecting the Bed and Breakfast's capacity to scale effectively. The strategic approach to cost management ensures the Bed and Breakfast remains profitable while expanding its market presence, supporting its mission to provide high-quality, culturally immersive accommodations in Jordan's secondary tourism locations. The table below outlines the projected COGS over five years:

Table 2: Cost of Goods Sold – five-year projection

Description / Year	1	2	3	4	5
Bookings (unit)	1,500	1,800	2,200	2,700	3,000
Bookings (JOD per unit)	35	35	35	35	35
Subtotal Bookings (JOD)	52,500	63,000	77,000	94,500	105,000
Meals (unit)	2100	2500	3000	3500	4000
Meals (JOD per unit)	6	6	6	6	6
Subtotal Meals (JOD)	12,600	15,000	18,000	21,000	24,000
Experiences (unit)	1000	1250	1500	1750	2100
Experiences (JOD per unit)	18	18	18	18	18
Sub-total Experiences (JOD)	18,000	22,500	27,000	31,500	37,800
Total COGS (JOD)	83,100	100,500	122,000	147,000	166,800

The team structure for the Bed and Breakfast designed to be both lean and highly effective. The core team comprises of guest relations employees, House Keeping and Reservations. This setup maintains consistency for the first two years to ensure stability and efficiency. In the third year, a maintenance employee is introduced, and an additional reservations employee is added to better manage increased operational demand. This strategic composition enables the venture to effectively handle growing complexity and scale, maintaining a total of seven team members throughout its operation to ensure streamlined management and adaptability.

Table 3: Manpower recruitment plan – five-year projection

Title / Year	1	2	3	4	5
Guest relations employee	2	2	2	2	2
Housekeeping	2	2	2	2	2
Maintenance	0	0	1	1	1
Reservations	1	1	2	2	2
Cumulative Number of HR	5	5	7	7	7

The table below provides an overview of human resource costs, accounting for social security and health insurance expenses. Social security contributions were computed at 14.25% of the gross salary, following the guidelines set by the Social Security Corporation.

Table 4: Manpower total cost – five-year projection

Title / Year	1	2	3	4	5
Guest relations employee	7,200	7,200	7,200	7,200	7,200
House keeping	8,000	8,000	8,000	8,000	8,000
Maintenance	-	-	800	800	800
Reservations	2,400	2,400	9,600	9,600	9,600
Total HR Salaries	17,600	17,600	25,600	25,600	25,600
Social Security Cost	2,508	2,508	3,648	3,648	3,648
Health Insurance Cost	2,500	2,500	3,500	3,500	3,500
Total HR Cost	22,608	22,608	32,748	32,748	32,748

The operating expenditures (OpEx) for the Bed and Breakfast start at JOD 115,509 in the first year, covering essential costs such as electricity, water, maintenance, advertising, and rent. These costs decrease to JOD 72,587 by the fifth year as marketing expenses reduce significantly, reflecting the establishment's growing market presence and operational efficiency. The table below also includes manpower costs.

Table 5: Operational Expenditures – five-year projection

Description / Year	1	2	3	4	5
Electricity	1,200	1,200	1,440	1,440	1,440
Water	240	240	240	240	240
Stationary	600	600	720	720	960
Maintenance	600	600	720	720	960
Telecommunication	500	500	800	800	1,000
Website Charges	1,500	1,500	1,500	1,500	2,000
Advertising	4,800	6,000	6,000	7,200	8,400
Cleaning Material & Consumables	1,200	1,200	1,800	1,800	2,400
Hospitality Exp.	360	360	600	600	840
Legal & Accounting Fees	2,400	2,400	3,600	3,600	6,000
rent	5,000	5,000	5,000	5,000	5,000
Marketing	64,000	36,000	36,000	16,000	4,000
Sub-total OpEx	105,008	78,208	91,168	72,368	65,988
Other Costs	10,501	7,821	9,117	7,237	6,599
Total OpEx	115,509	86,029	100,285	79,605	72,587

The setup costs for the Bed and Breakfast are carefully planned to ensure a solid foundation. Initial investments include JOD 44,000 in Year 0 for renovation work (JOD 30,000), furniture (JOD 8,000), and beddings (JOD 6,000). Ongoing investments total JOD 11,000 in Year 1, with additional funds allocated over the next four years for construction, technology, and a vehicle. Total CapEx over five years is JOD 89,000, ensuring high standards and operational efficiency for an exceptional guest experience.

Table 6: Capital Expenditures Cost – five-year projection

Description / Year	0	1	2	3	4	5
Renovation work	30,000	5,000	2,000	2,000	1,500	1,500
Furniture	8,000	2,000	1,500	1,500	1,500	1,500
Construction	-	-	-	5,000	1,500	-
Car	-	-	-	-	8,000	-
Technology	-	3,000	1,000	1,000	500	500
Beddings	6,000	1,000	1,000	1,000	1,000	1,000
Total CapEx	44,000	11,000	5,500	10,500	14,000	4,500

5. Financial Analysis

5.1 Financial Study Assumptions

The feasibility study is based on the following key assumptions:

Discount Rate: The study employs a conservative discount rate of 14%, reflecting a cautious approach to valuation.

Financing Structure: The project is entirely financed by equity. This conservative approach avoids the financial leverage and thus underestimates project value, given the lower cost of debt compared to equity.

Terminal Value: The project assumes a zero-terminal value at the end of year five, aligning with the study's conservative outlook.

Cash Flow Projection: Cash flows beyond year five are excluded from the analysis, focusing on the initial project phase.

Tax Rate: The assumed tax rate of 20% complies with Jordan income tax law.

Depreciation Rate: Capital expenditure (CapEx) is depreciated at an annual rate of 20%. Any deviation from this rate may impact projected profitability but not project feasibility, as depreciation is a non-cash expense.

Working Capital Assumptions

Operational liquidity requirements are guided by the following assumptions:

- **Cash Reserves:** The project will maintain cash equivalent to 180 days of projected annual operational expenses, ensuring robust liquidity management.
- **Accounts Receivable (A/R) Collection Period:** The average collection period for receivables is 15 days, reflecting expected credit sales conversion into cash.
- **Accounts Payable (A/P) Payment Period:** The average payment period for payables is 60 days, indicating the timeframe for settling supplier obligations.
- **Inventory Management:** Inventory levels will be maintained to cover an average of 45 days of sales quantity, ensuring optimal stock levels to meet demand efficiently.

Capital expenditures expected to be incurred in the first year were included as part of the initial costs of the project.

Provisions were made within the initial cost to cover any potential negative net free cash flow that may arise during the first five years of operation, if needed.

5.2 Financial Study:

5.2.1 Projected Working Capital

This table shows that the net working capital needed for the project for the first year of operation is JOD 63,104, which has to increase to reach JOD 46,968 in the fifth year of operation. The steady increase in the working capital comes to cover the rapid increase in the project operations and mainly the increase in the projected revenues.

Table 7: Working capital projection (JOD)

Description/ Year	1	2	3	4	5
Cash	57,754	43,014	50,142	39,802	36,293
Accounts Receivable (A/R)	8,813	10,625	12,917	15,625	17,625
Inventory	10,388	12,563	15,250	18,375	20,850
Accounts Payable (A/P)	13,850	16,750	20,333	24,500	27,800
Net Working Capital	63,104	49,452	57,976	49,302	46,968
Change in Working Capital		-13,653	-8,524	8,673	-2,334

5.2.2 Project Initial Cost

The project's initial cost is projected to be JOD 118,104, consisting of JOD 55,000 as CapEx and JOD 63,104 as working capital.

Table 8: Initial Cost Summary (JOD)

Description/Year	JOD
CapEx	55,000
Net Working Capital	63,104
Total Initial Cost	118,104

5.2.3 Projected Income Statement

Table 9: Projected Income Statement (JOD)

Description/Year	1	2	3	4	5
Total Revenues	211,500	255,000	310,000	375,000	423,000
COGS	83,100	100,500	122,000	147,000	166,800
Gross Profit	128,400	154,500	188,000	228,000	256,200
OpEx	115,509	86,029	100,285	79,605	72,587
Net Profit Before Tax and Depreciation	12,891	68,471	87,715	148,395	183,613
Depreciation	11,000	12,100	14,200	17,000	17,900
Net Profit Before Tax	1,891	56,371	73,515	131,395	165,713
Tax Expense	378	11,274	14,703	26,279	33,143
Net Profit	1,513	45,097	58,812	105,116	132,571

The projected income statement indicates that the project will generate a profit of JOD 1,513 in the first year of operation. The net profit is expected to increase gradually over the study period, reaching JOD 132,571 in the fifth year of operation.

The project is expected to generate a gross profit margin of 60.7% and a 0.7% net profit margin in the first year of operation. In the fifth year of operations, the gross profit margin is expected to drop slightly to 60.6%. However, the net profit margin is expected to grow to 31.3%.

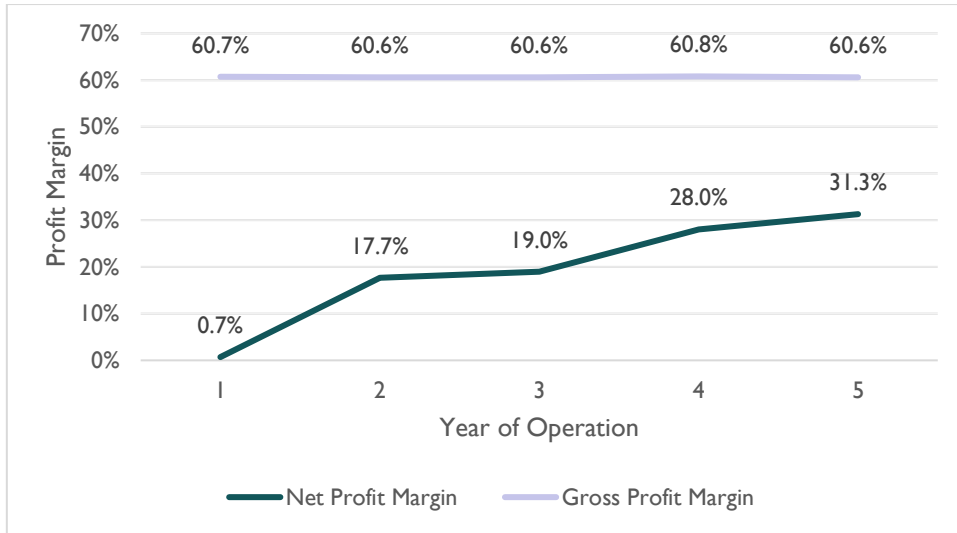


Figure 3: Gross vs Net Profit Margin

On the asset management side, the project shows that the return on investment will increase steadily from 1.3% in the first year of operation to 86.9% in the fifth year.

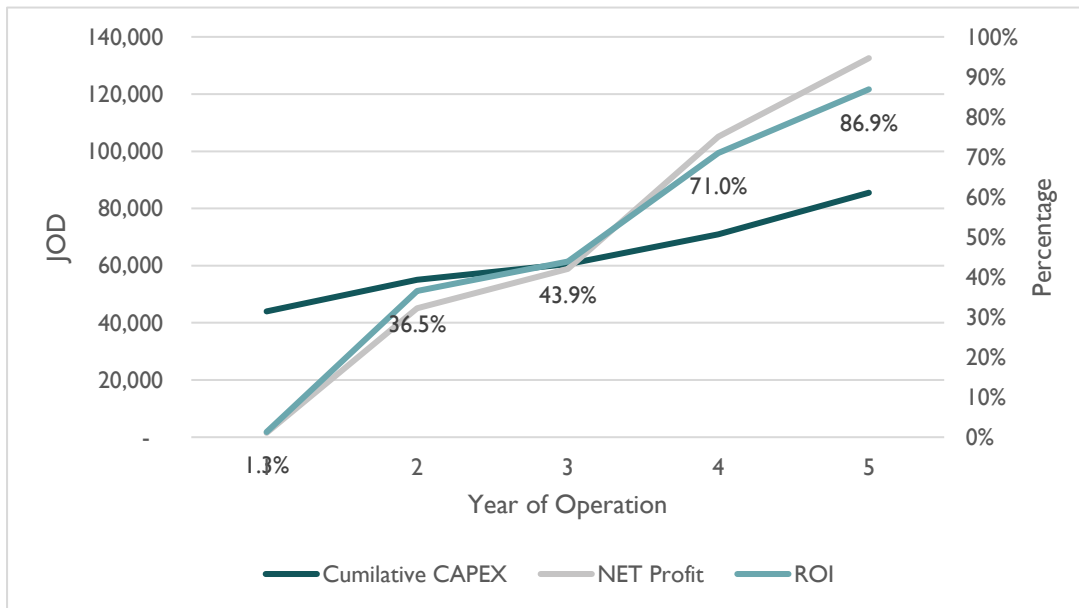


Figure 4: Return on Investment

5.2.4 Projected Free Cash Flow Statement

The table below demonstrates that the project can generate a positive free cash flow from the first year of operation, JOD 12,513. Moreover, due to the projected expansion in the business operations, the project is expected to generate a growing net free cash flow year over year.

Table 10: Free Cash Flow (FCF) Projection (JOD)

Description/ Year	0	1	2	3	4	5
Cash-in Flow						
Net Profit		1,513	45,097	58,812	105,116	132,571
Depreciation		11,000	12,100	14,200	17,000	17,900
Injected Capital	118,104					
Total Cash-in Flow	118,104	12,513	57,197	73,012	122,116	150,471
Cash-out Flow						
Initial Cost	118,104		5,500	10,500	14,000	4,500
Changes in Working Capital			-13,653	8,524	-8,673	-2,334
Total Cash-out Flow	118,104	-	-8,153	19,024	5,327	2,166
Free Cash Flow	-	12,513	65,349	53,988	116,789	148,305

Based on these results, the project's feasibility indicators demonstrate its viability, with a net present value of JOD 125,770 and a profitability index of 2.06. Moreover, the project's internal rate of return (IRR) is expected to be 40.66%, indicating that the project is feasible and not sensitive to market discount rate changes.

Feasibility Indicators	
Net Present Value (NPV)	125,770
Profitability Index (PI)	2.06
Internal Rate of Return (IRR)	40.7%

5.3 Sensitivity Analysis

To assess the project's sensitivity to market conditions, a sensitivity analysis was conducted involving six unfavorable scenarios:

- Decrease projected revenues by 5% while keeping other variables constant.
- Decrease projected revenues by 10% while keeping other variables constant.
- Increase operational expenditure by 5% while keeping other variables constant.
- Increase operational expenditure by 10% while keeping other variables constant.
- Increase initial costs by 5% while keeping other variables constant.
- Increase initial costs by 10% while keeping other variables constant.

Table 11: Sensitivity analysis outcomes

Sensitivity Scenario	Net Present Value (NPV)	Profitability Index (PI)	Internal Rate of Return (IRR)
Original case	125,770	2.06	40.66%
Drop in revenues by 5%	84,275	1.71	32.22%
Drop in revenues by 10%	34,480	1.27	21.31%
Increase in OpEx by 5%	110,721	1.92	36.95%
Increase in OpEx by 10%	86,396	1.65	30.71%
Increase in initial cost by 5%	119,865	1.97	38.59%
Increase in initial cost by 10%	113,960	1.88	36.65%

The sensitivity analysis shows that the project is feasible and not sensitive to unfavorable market conditions. However, the drop in revenues has a more dramatic impact on the project viability than the increase in the OpEx or initial cost by the same magnitude. Therefore, we recommend the investor check and further study the market and the proposed location for the project to ensure that the projected revenues are achievable within the thresholds of the proposed initial cost and operational expenditures.

6. Integration with Other Sectors

The Bed and Breakfast has the potential to integrate with various sectors, enhancing its value and reach:

Cultural and Environmental Preservation: Partnering with cultural and environmental organizations can enhance the B&B's appeal by promoting eco-friendly practices and cultural heritage. This collaboration can help in organizing cultural events, local craft exhibitions, and environmental conservation workshops.

Education and Training: Working with educational institutions to provide training programs in hospitality management, culinary arts, and customer service. This not only improves service quality but also creates job opportunities within the community.

Local Agriculture and Food Supply: Establishing relationships with local farmers and food suppliers ensures a steady supply of fresh, organic produce for the B&B's menu, promoting local agriculture and offering guests an authentic culinary experience.

Health and Wellness: Collaborating with local health and wellness providers to offer yoga retreats, wellness workshops, and spa services. This integration enhances the guest experience and attracts health-conscious travelers.

By integrating with these sectors, Bed and Breakfast will not only enhance its offerings but also contribute to the local economy, cultural preservation, and sustainable tourism development.

7. Entrepreneur Persona

The ideal person to lead a Bed and Breakfast in a secondary tourism destination in Jordan is someone who embodies a unique blend of hospitality expertise, entrepreneurial spirit, cultural sensitivity, and strategic vision.

Passion for Hospitality: Deeply passionate about hospitality and creating memorable experiences for guests.

Entrepreneurial Mindset: As the driving force behind the establishment, the manager has an entrepreneurial mindset, constantly seeking opportunities for innovation, growth, and differentiation.

Strong Leadership Skills: An inspiring and effective leader, capable of motivating and empowering their team to achieve common goals.

Cultural Sensitivity: Given the diverse cultural landscape of Jordan, the leader demonstrates cultural sensitivity and awareness, respecting and embracing the local customs, traditions, and values.

Exceptional Communication Skills: Effective communication is essential for the leader to connect with guests, staff, suppliers, and other stakeholders.

Hospitality Management Experience: A solid background in hospitality management, with practical experience in guest services, property operations, and business administration.

Strategic Vision and Planning: Sets clear goals and develops comprehensive plans to achieve them.

Financial Acumen: Financial skills and budgeting skills necessary to manage the bed and breakfast's finances effectively.

8. Stakeholders

The success of the Bed and Breakfast will depend on engaging a diverse array of stakeholders, each playing a unique role in the ecosystem:

Local Communities: Residents who may benefit from employment and economic development opportunities and contribute to cultural experiences for guests.

Local Artisans and Farmers: Provide fresh, locally sourced produce and handmade crafts, enhancing the authenticity and sustainability of the B&B's offerings.

Local Government and Regulatory Bodies: Oversee tourism activities, ensure compliance with legal and environmental regulations, and promote sustainable tourism practices.

Educational Institutions: Partner to offer training programs in hospitality, culinary arts, and customer service, improving service quality and creating job opportunities.

Tour Operators and Travel Agencies: Collaborate in designing and marketing travel packages that include stays at the B&B, ensuring a steady flow of guests.

Transportation Services: Provide logistical support, such as car rentals and shuttle services, to facilitate guest travel to and from the B&B.

Health and Wellness Providers: Offer services such as yoga retreats, wellness workshops, and spa treatments, enhancing the guest experience.

Marketing and PR Agencies: Assist in promoting the B&B to both domestic and international tourists, shaping public perception and brand awareness.

Technology Providers: Supply and maintain smart systems for reservations and guest services, enhancing operational efficiency and guest satisfaction.

Financial Institutions: Provide necessary financial resources and support for the B&B's growth and sustainability.

By effectively engaging these stakeholders, the Bed and Breakfast business can ensure a well-rounded, sustainable, and culturally rich operation that benefits all parties involved.

9. Risk Assessment and Mitigation

Risk	Impact	Likelihood	Risk Mitigation Technique
Seasonal Demand	Tourism in secondary destinations may be highly seasonal, with fluctuations in demand.	High	Develop off-season packages and promotions; diversify offerings to attract year-round visitors; partner with events.
Regulatory Compliance	Compliance with local regulations and licensing requirements can be complex and time-consuming.	High	Stay updated with local regulations; employ legal experts; maintain good relationships with regulatory bodies.
Quality and Service Standards	Maintaining high standards of quality and service is vital for guest satisfaction.	High	Regular staff training; implement strict quality control measures; invest in maintenance and cleanliness.
Marketing and Visibility	Establishing a strong brand presence and effectively marketing the B&B to the target audience.	High	Develop a comprehensive marketing strategy; leverage social media and partnerships; hire marketing professionals.
Financial Viability	Initial setup costs and ongoing operational expenses can strain financial resources.	High	Plan a detailed budget; secure initial funding or loans; manage operational

Risk	Impact	Likelihood	Risk Mitigation Technique
			costs efficiently; explore additional revenue streams.
Dependency on Tourism Trends	Success is closely tied to tourism trends and external factors like economic conditions.	High	Stay flexible with business strategies; diversify target markets; create contingency plans for economic downturns.
Staffing Challenges	Recruiting and retaining qualified staff, especially in remote areas, can be challenging.	Medium	Offer competitive wages and benefits; invest in staff training and development; create a positive work environment.
Health and Safety Concerns	Ensuring the health and safety of guests, staff, and the property is paramount.	High	Implement stringent health and safety protocols; conduct regular inspections; maintain cleanliness standards.

To ensure the success and sustainability of the Bed and Breakfast project, it is crucial to focus on a multi-faceted approach that includes enhancing service offerings, strategic marketing, and risk management. Firstly, diversification of services beyond accommodation, such as guided tours, cultural workshops, and organic meals, should be emphasized to attract a broader range of guests and create multiple revenue streams. Enhancing guest experiences through personalized services and leveraging smart systems for efficiency can significantly improve customer satisfaction and retention. Additionally, collaborating with local artisans and farmers can not only enhance the authenticity of the experience but also support the local economy.

Strategic marketing is essential to build a strong brand presence and attract the target audience. Developing a comprehensive marketing plan that utilizes digital marketing strategies, social media engagement, and partnerships with travel agencies will help in reaching potential customers effectively. Seasonal promotions and special packages can be created to mitigate the impact of fluctuating tourism demand. Investing in professional marketing services and maintaining an active online presence will ensure the Bed and Breakfast stands out in a competitive market.

Risk mitigation is a critical component for the project's longevity. Addressing the high risks identified, such as seasonal demand, regulatory compliance, and financial viability, requires proactive measures. Developing off-season promotions, staying updated with local regulations, and ensuring financial prudence through detailed budgeting and efficient cost management are necessary steps. Additionally, maintaining high standards of quality and service through regular staff training and stringent quality control measures will mitigate risks related to guest satisfaction. Lastly, having contingency plans for economic downturns and diversifying target markets will help manage dependencies on tourism trends and external economic factors.

10. Conclusion

In conclusion, the project demonstrates promising feasibility indicators based on assumptions formed during the development of this study. Nonetheless, entrepreneurs are advised to conduct additional analysis on projected demand, initial costs, and operational expenses to mitigate potential risks associated with technology, market fluctuations, and/or competition that could jeopardize the project's viability.

Disclaimer

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Founders and investors considering this project are advised to conduct further analysis on projected adoption rates, development costs, and ongoing operational expenses. This additional scrutiny will help mitigate potential risks related to technology challenges, changes in regulations, market penetration, and competitive pressures.

The report does not constitute any form of commitment or recommendation on the part of MoDEE or Istadama Consulting.