



Culinary Tours

High-Level Feasibility Study

Submitted to:

The Ministry of Digital Economy and Entrepreneurship

Disclaimer:

The Ministry of Digital Economy and Entrepreneurship (MoDEE) and Istdama Consulting have prepared this report using information supplied by its advisors as well as information available in the public domain.

The report's contents have not been verified and its analysis does not purport to be all-inclusive. MoDEE and Istdama Consulting expressly disclaim any and all liability for any representation, warranty, or undertaking, or omission expressed or implied, which is or will be given in relation to the truth, accuracy, or completeness of this report, and no representation or liability is or will be accepted by MoDEE or Istdama Consulting as to the achievement or reasonableness of future projections or the assumptions underlying them, management targets, valuations, opinions, prospects or returns if any.

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 Istdama Consulting.

A National Entrepreneurship Policy Project



Ministry of Digital Economy
and Entrepreneurship



Funded by
the European Union

Prepared by:



Table of Contents

Table of Contents.....	1
Table of Tables	2
Table of Figures	2
Executive Summary	3
1. Introduction	3
2. Market Analysis	4
3. Business Model.....	5
4. Technical Analysis.....	7
5. Financial Analysis.....	10
5.1 Financial Study Assumptions	10
5.2 Financial Study:	11
5.2.1 Projected Working Capital	11
5.2.2 Project Initial Cost.....	11
5.2.3 Projected Income Statement.....	11
5.2.4 Projected Free Cash Flow Statement.....	13
5.3 Sensitivity Analysis.....	14
6. Integration with Other Sectors	15
7. Entrepreneur Persona	15
8. Stakeholders	16
9. Risk Assessment and Mitigation	17
6 Conclusion	18

Table of Tables

Table 1: Revenue projection	6
Table 2: Cost of Goods Sold – Five Year Projection	8
Table 3: Manpower recruitment plan – five-year projection:.....	9
Table 4: Manpower total cost – five-year projection	9
Table 5: Operational Expenditures – five-year projection	9
Table 6: Capital Expenditures Cost – five-year projection	10
Table 7: Working capital projection (JOD)	11
Table 8: Initial Cost Summary (JOD)	11
Table 9: Projected Income Statement (JOD)	12
Table 10: Free Cash Flow (FCF) Projection (JOD).....	13
Table 11: Sensitivity analysis outcomes	14

Table of Figures

Figure 1: Product Mix by Quantity	7
Figure 2: Product Mix by Revenue.....	7
Figure 3: Gross vs Net Profit Margin	12
Figure 4: Return on Investment.....	13

Executive Summary

Jordan's Culinary Tours offers immersive culinary experiences that highlight the rich diversity of Jordan's cuisine and culture. Targeting both international and domestic tourists seeking authentic, enriching experiences, the tours include visits to local markets, renowned restaurants, and hidden culinary gems in cities like Amman, Petra, and Aqaba, as well as rural areas. This venture taps into the growing demand for sustainable and educational travel experiences, focusing on partnerships with small-scale producers and family-owned establishments to support local economies and preserve Jordanian culinary traditions. By leveraging innovative marketing strategies and digital platforms, Jordan's Culinary Tours is well-positioned for scalability and significant growth, promising a unique blend of gastronomy and cultural immersion that aligns with global sustainability goals.

Jordan's Culinary Tours uses a dual B2B and B2C model, targeting both individual food enthusiasts and corporate groups seeking unique culinary experiences. It establishes partnerships with local restaurants, food producers, and cultural institutions to deliver immersive experiences that blend gastronomy with cultural insights and local traditions. Revenue projections for the first five years indicate growth across three main service categories: Local Culinary Tours, Customized and Themed Culinary Experiences, and Partnerships with Local Businesses.

The financial analysis of the project's feasibility indicators demonstrates its viability, with a net present value of JOD 15,437.8 and a profitability index of 1.39. Moreover, the project's internal rate of return (IRR) is expected to be 25.67%, indicating that the project is feasible and not sensitive to market discount rate changes.

I. Introduction

Jordan's Culinary Tours is a new business offering travel experiences that combine the region's rich culinary heritage with immersive tourism. This venture offers culinary tours that showcase Jordan's diverse gastronomic offerings, from traditional dishes to contemporary culinary innovations. By providing guided tours, cooking workshops, and cultural education, Jordan's Culinary Tours ensures a deep, enriching experience that goes beyond mere food tasting to include a thorough understanding of the culinary and cultural context. This approach not only meets the growing demand for authentic travel experiences but also supports local economies and promotes sustainable tourism practices. The ultimate mission of Jordan's Culinary Tours is to position Jordan as a premier culinary tourism destination, attracting food enthusiasts from around the world to explore and experience the unique flavors and stories of Jordanian cuisine.

Culinary tourism is a rapidly growing sector that attracts travellers seeking unique and authentic food experiences. This trend is driven by a global fascination with food culture, particularly in regions like Europe, Pacific Asia, and the Middle East, where local cuisines significantly influence travel decisions. Jordan, with its diverse gastronomic offerings and rich culinary heritage, is well-positioned to capitalize on this trend. The country's strategic location, advanced tourism infrastructure, and popular traditional dishes enhance its culinary

tourism potential, presenting significant opportunities for economic growth and cultural exchange.

2. Market Analysis

Jordan's tourism sector continues to exhibit robust resilience and growth, demonstrating significant potential with a notable 16% increase in tourist arrivals over the 2019 figures. Contributing about 15% to the GDP in 2023, the sector plays a crucial role in the national economy. This growth is fueled by strategic government initiatives, including the Economic Modernization Vision (EMV)¹, which targets to double tourism revenue and create 100,000 new jobs by 2033. This initiative is supported by a 12% budget allocation to tourism projects over three years. Despite regional instabilities, Jordan maintains a safe and welcoming reputation, crucial for maintaining competitiveness in the regional and global tourism markets. Recent regulatory changes have further streamlined business operations, enhancing the investment climate for tourism startups like Jordan's Culinary Tours.

Culinary tourism is a rapidly expanding sector of the travel industry that attracts travelers searching for authentic and distinctive culinary experiences. Culinary tourism is propelled by a growing global fascination with food culture, as travelers are keen to explore local cuisines as part of their cultural immersion. This trend is particularly apparent in regions such as Europe, Asia Pacific, and the Middle East, where food experiences substantially impact travel decisions. Jordan is well-positioned to leverage upon this trend due to its diverse gastronomic offerings and rich culinary heritage. The culinary tourism potential of the country is enhanced by its strategic location, advanced tourism infrastructure, and the popularity of its traditional dishes. In addition to aligning with global trends, the adoption of culinary tourism presents significant opportunities for economic growth and cultural exchange.

Globally, the culinary tourism market was valued at approximately USD 946.4 billion in 2023². The market is expected to grow at a compound annual growth rate (CAGR) of 15.7% from 2024 to 2032, reaching USD 3,515.1 billion by 2032³.

Key Economic Indicators⁴:

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.

¹ Ministry of Planning and International Development, Economic Modernisation Vision Executive Program (2023-2025)

² "Culinary Tourism Market Analysis Report 2024," Globe Newswire, <https://www.globenewswire.com> (GlobeNewswire).

³ "Culinary Tourism Market Size, Share, Analysis 2033," The Brainy Insights, <https://www.thebrainyinsights.com> (The Brainy Insights).

⁴ Ministry of Tourism and Antiquities, Statistical Dashboard.

Jordan's Culinary Tours Offering:

Local Culinary Tours and Tasting Experiences: Guided tours to various culinary hotspots across Jordan, including Amman, Petra, and Aqaba, enhancing tourists' understanding of local gastronomy, and providing tourists with opportunities to sample a wide range of Jordanian dishes, sweets, and beverages, enriching the culinary experience.

Cultural Immersion: Combining culinary tours with cultural insights, history, storytelling, and hands-on activities to deepen the cultural engagement of tourists.

Customized Tours: Tailored tours for special occasions, corporate events, themed experiences, and private groups, meeting the specific needs of diverse client groups.

To offer an authentic localized experience, Culinary Tours will establish strategic partnerships with local businesses in its areas of operation. By focusing on collaborations with small-scale producers and family-run establishments, these tours will not only enhance the tourist experience with genuine local flavour but also contribute to the economic vitality of these communities. This approach supports sustainable tourism development by promoting local enterprises and preserving regional culinary traditions.

3. Business Model

Jordan's Culinary Tours operates on a dual B2B and B2C model, targeting both individual food enthusiasts and corporate groups interested in unique culinary experiences, while also establishing partnerships with local restaurants, food producers, and cultural institutions. The business model focuses on delivering an immersive experience that combines gastronomy with cultural insights and local traditions.

Revenue projections for the first five years of Jordan's Culinary Tours indicate a promising trend across two main service categories:

Local Culinary Tours: The number of culinary tour packages sold is expected to see a steady increase from 220 units in Year 1 to a peak of 400 units by Year 5, reflecting a growing interest in Jordan's gastronomic culture. With a consistent price of JOD 90 per tour across all years, revenue increases from JOD 19,800 in Year 1 to JOD 36,000 in Year 5. This consistent upward trend demonstrates a robust demand for authentic and immersive culinary experiences.

Customized and Themed Culinary Experiences: Demand for customized tours and specialized culinary events shows a consistent rise, starting from 24 units in Year 1 to 40 units in Year 5. Each tour is priced at JOD 1,200, leading to substantial revenue growth from JOD 28,800 in Year 1 to JOD 48,000 in Year 5. These figures underline the expanding market demand for personalized and exclusive culinary experiences.

Partnerships with Local Businesses: The projected demand for partnerships starts at 9 units in Year 1, escalating to 20 units by Year 5. At a stable rate of JOD 1,500 per partnership, revenues grow from JOD 13,500 in Year 1 to JOD 30,000 in Year 5. This growth indicates the success of strategic collaborations that enhance the tour experiences and contribute to the local economy.

Overall, these service offerings highlight a growing interest in Jordan's culinary heritage, with increasing revenues supporting the potential for scalable and sustainable growth within the tourism sector.

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

Table 1: Revenue projection

Description / Year	1	2	3	4	5
Tour Bookings (unit)	220	250	310	340	400
Tour Bookings Fees (JOD per unit)	90	90	90	90	90
Subtotal Tour Bookings (JOD)	19,800	22,500	27,900	30,600	36,000
Customized Tours (unit)	24	26	30	35	40
Customized Tours Fees (JOD per unit)	1,200	1,200	1,200	1,200	1,200
Subtotal Customized Tours (JOD)	28,800	31,200	36,000	42,000	48,000
Partnerships (unit)	9	12	15	18	20
Partnerships Fees (JOD per unit)	1,500	1,500	1,500	1,500	1,500
Subtotal Partnerships Fees (JOD)	13,500	18,000	22,500	27,000	30,000
Total Revenues (JOD)	62,100	71,700	86,400	99,600	114,000

The provided data outline the revenue and quantity distribution for Jordan's Culinary Tours, indicating a diverse range of service offerings. Local Culinary Tours emerge as the core product, with demand and revenue progressively increasing each year, underscoring their widespread appeal and potential for expansion. Meanwhile, Customized and Themed Culinary Experiences, despite being priced higher, show consistent revenue growth, appealing to a niche market that seeks personalized culinary experiences. Continuous revenue is also generated through partnerships such as referral fees and commissions, such as markets, restaurants, and artisanal shops, based on sales made to tourists and from local businesses and food brands seeking promotional opportunities. Revenue from partnerships also includes co-hosting events and special culinary experiences with local partners, sharing profits from ticket sales or participation fees. This strategy supports long-term engagement and adds to the overall attractiveness and diversity of the services provided by Jordan's Culinary Tours.

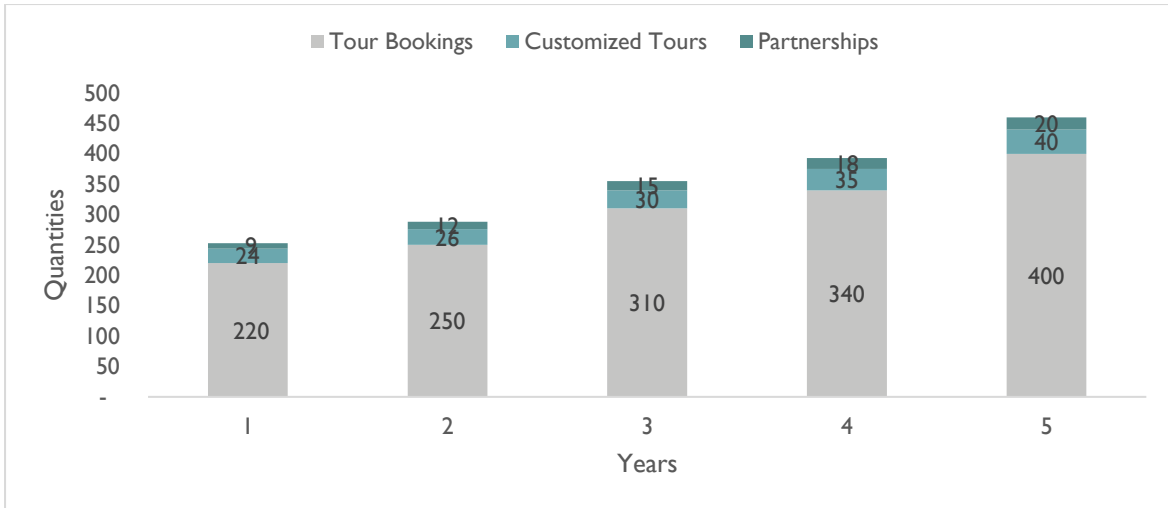


Figure 1: Product Mix by Quantity

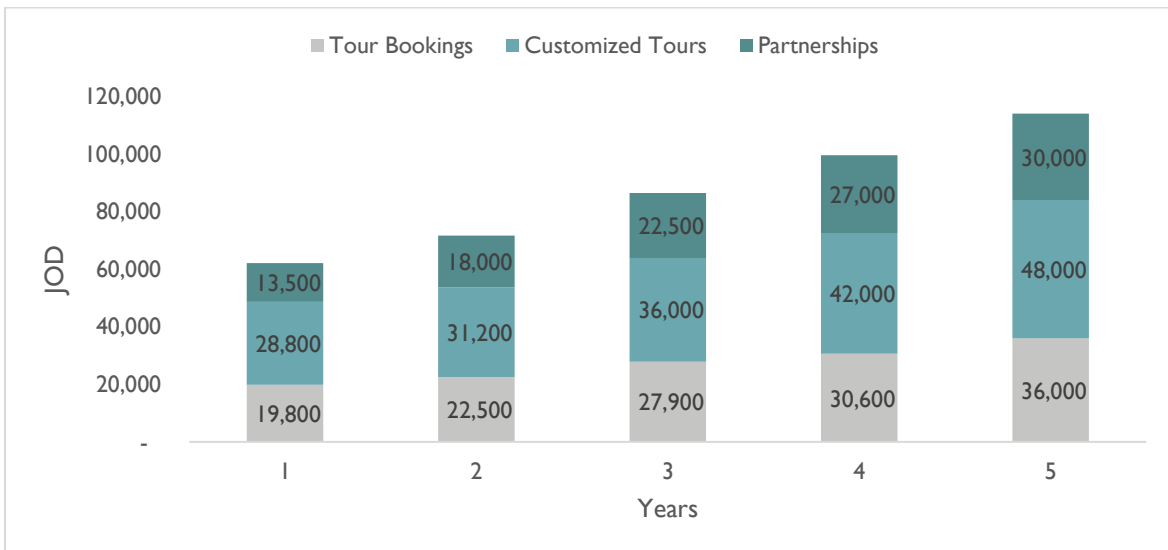


Figure 2: Product Mix by Revenue

4. Technical Analysis

The cost of goods sold (COGS) for Jordan’s Culinary Tours services illustrates effective cost management tailored to the increase in demand across each service category:

1. **Local Culinary Tours:** The COGS per unit for local culinary tours is consistently held at JOD 18 throughout the five-year period, despite a rising demand from 220 to 400 units. This stability in the cost per unit showcases efficient cost control practices and indicates potential for substantial gross margins as the number of tours and participants increases.
2. **Customized Tours:** The customized tours maintain a stable COGS at JOD 360 per unit, reflecting the premium nature of these personalized experiences and the intricate

processes involved in tailoring tours to meet specific client preferences. As demand for these tours grows from 24 to 40 units, this consistent costing ensures profitability is sustained while meeting the needs of a niche market that values unique and bespoke experiences.

3. **Partnerships:** The partnerships, pivotal for enhancing the tour experiences through collaborations with local businesses, also maintain a consistent COGS of JOD 450 per unit. With demand increasing from 9 to 20 units over the period, these partnerships contribute to the depth and richness of the culinary tours while maintaining financial efficiency.

Overall, total COGS increases from JOD 16,650 in Year 1 to JOD 30,600 in Year 5, a manageable rise considering the anticipated growth in revenue. This gradual increase highlights the project's ability to scale effectively, benefiting from economies of scale and enhancements in operations as the business evolves. This careful financial management supports Jordan's Culinary Tours in their mission to provide immersive and enriching culinary experiences while ensuring the venture remains economically sustainable.

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
Tour Bookings (unit)	220	250	310	340	400
Tour Bookings Fees (JOD per unit)	18	18	18	18	18
Subtotal Tour Bookings (JOD)	3,960	4,500	5,580	6,120	7,200
Customized Tours (unit)	24	26	30	35	40
Customized Tours Fees (JOD per unit)	360	360	360	360	360
Subtotal Customized Tours (JOD)	8,640	9,360	10,800	12,600	14,400
Partnerships (unit)	9	12	15	18	20
Partnerships Fees (JOD per unit)	450	450	450	450	450
Subtotal Partnerships Fees (JOD)	4,050	5,400	6,750	8,100	9,000
Total COGS (JOD)	16,650	19,260	23,130	26,820	30,600

The team structure for Jordan's Culinary Tours is designed to be compact yet highly effective, focusing on specialized roles to support the venture's growth efficiently. The initial team consists of key positions including a Logistics and Reservations Manager, a Marketing and Sales Manager, and an operations Manager. This core team is consistent throughout the five-year plan, maintaining a steady workforce to meet operational demands effectively. Guides are outsourced based on demand and experience where relevant training is conducted to maintain quality and standards.

Table 3: Manpower recruitment plan – five-year projection:

Title / Year	1	2	3	4	5
Logistics and Reservations	1	1	1	1	1
Marketing and Sales	1	1	1	1	1
Operations Manager	1	1	1	1	1
Cumulative Number of HR	3	3	3	3	3

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
Logistics and Reservations	6,600	6,930	7,277	7,640	8,022
Marketing and Sales	6,600	6,930	7,277	7,640	8,022
Operations Manager	8,400	8,820	9,261	9,724	10,210
Total HR Salaries	21,600	22,680	23,814	25,005	26,255
Social Security Cost	3,078	3,232	3,393	3,563	3,741
Health Insurance Cost	1,500	1,500	1,500	1,500	1,500
Total HR Cost	26,178	27,412	28,707	30,068	31,496

The operational expenditures for the culinary tours business include costs for marketing, administrative expenses, rent, utilities, guide contracts, and training. These costs grow from JOD 38,256 in Year 1 to JOD 46,164 in Year 5, reflecting steady investment in essential areas to support and expand the business. The table below includes manpower costs.

Table 5: Operational Expenditures – five-year projection

Description / Year	1	2	3	4	5
Marketing and Advertisement	1,200	1,200	1,200	1,200	1,200
Administrative Costs	2,000	2,000	2,200	2,420	2,662
Rent	3000	3000	3150	3150	3150
Utilities	1,200	1,260	1,323	1,389	1,459
Guide Contracts	1,200	1,600	1,600	2,000	2,000
Training	750	1,000	1,000	1,250	1,250
Sub-total OpEx	34,778	36,472	38,180	40,227	41,967
Other Costs	3,478	3,647	3,818	4,023	4,197
Total OpEx	38,256	40,119	41,999	44,250	46,164

The capital expenditures for Jordan’s Culinary Tours are structured to ensure a robust start and sustainable growth. An initial investment of JOD 29,000 in Year 0 is planned for setting up offices and other foundational elements necessary for the operations. This includes JOD 15,000 allocated for office setup, JOD 8,000 dedicated to marketing and branding efforts to establish a strong market presence, and JOD 6,000 for program design, laying the groundwork for unique culinary experiences. This initial investment is crucial for establishing a solid operational base, enabling Jordan's Culinary Tours to begin operations effectively.

Table 6: Capital Expenditures Cost – five-year projection

Description / Year	0	1	2	3	4	5
Office Set up	15,000	-	-	-	-	-
Marketing and Branding	8,000	-	-	-	-	-
Program Design	6,000	-	-	-	-	-
Total CapEx	29,000	-	-	-	-	-

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 90 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 30 days, indicating the timeframe for settling supplier obligations.
- **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 10,764, which has to increase to reach JOD 13,741 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	9,564	10,030	10,500	11,062	11,541
Accounts Receivable A/R	2,588	2,988	3,600	4,150	4,750
Inventory	-	-	-	-	-
Accounts Payable A/P	1,388	1,605	1,928	2,235	2,550
Net Working Capital	10,764	11,412	12,172	12,977	13,741
Changing in Working Capital		648	760	805	763

5.2.2 Project Initial Cost

The project's initial cost is projected to be JOD 39,764, consisting of JOD 29,000 as CapEx and JOD 10,764 as working capital.

Table 8: Initial Cost Summary (JOD)

Description/Year	JOD
CapEx	29,000
Net Working Capital	10,764
Total Initial Cost	39,764

5.2.3 Projected Income Statement

The projected income statement indicates that the project will generate a profit of JOD 1,115 in the first year of operation. The net profit is expected to increase gradually over the study period, reaching JOD 25,149 in the fifth year of operation.

Table 9: Projected Income Statement (JOD)

Description / Year	1	2	3	4	5
Total Revenues	62,100	71,700	86,400	99,600	114,000
COGS	16,650	19,260	23,130	26,820	30,600
Gross Profit (JOD)	45,450	52,440	63,270	72,780	83,400
OpEx	38,256	40,119	41,999	44,250	46,164
Net Profit Before Tax and Depreciation (JOD)	7,194	12,321	21,271	28,530	37,236
Depreciation	5,800	5,800	5,800	5,800	5,800
Net Profit Before Tax (JOD)	1,394	6,521	15,471	22,730	31,436
Tax Expense	279	1,304	3,094	4,546	6,287
Net Profit (JOD)	1,115	5,217	12,377	18,184	25,149

The graph shows the projected Gross Profit Margin and Net Profit Margin percentages over a five-year period. The Gross Profit Margin remains relatively stable, fluctuating slightly between 73.1% and 73.2% each year. This indicates consistent cost management in relation to revenue generation.

In contrast, the Net Profit Margin starts at 1.8% in the first year and steadily increases over the subsequent years. It rises to 7.3% in the second year, doubles to 14.3% in the third year, and continues to grow to 18.3% in the fourth year, eventually reaching 22.1% in the fifth year. This upward trend in Net Profit Margin suggests improving operational efficiency, better cost control, or increasing revenue over the period, leading to higher profitability.

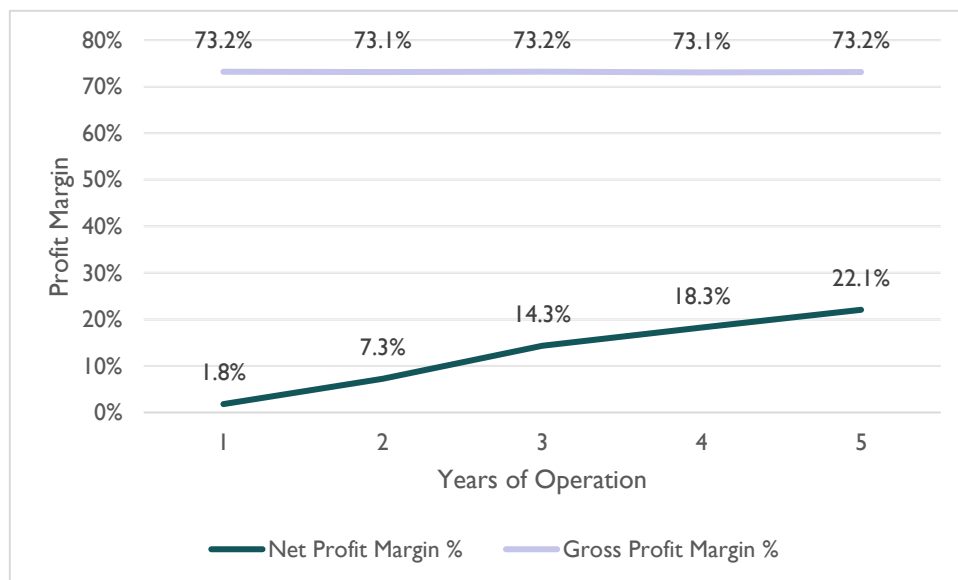


Figure 3: Gross vs Net Profit Margin

On the asset management side, the project shows that the return on investment will increase steadily from 2.8% in the first year of operation to 63.2% in the fifth year.

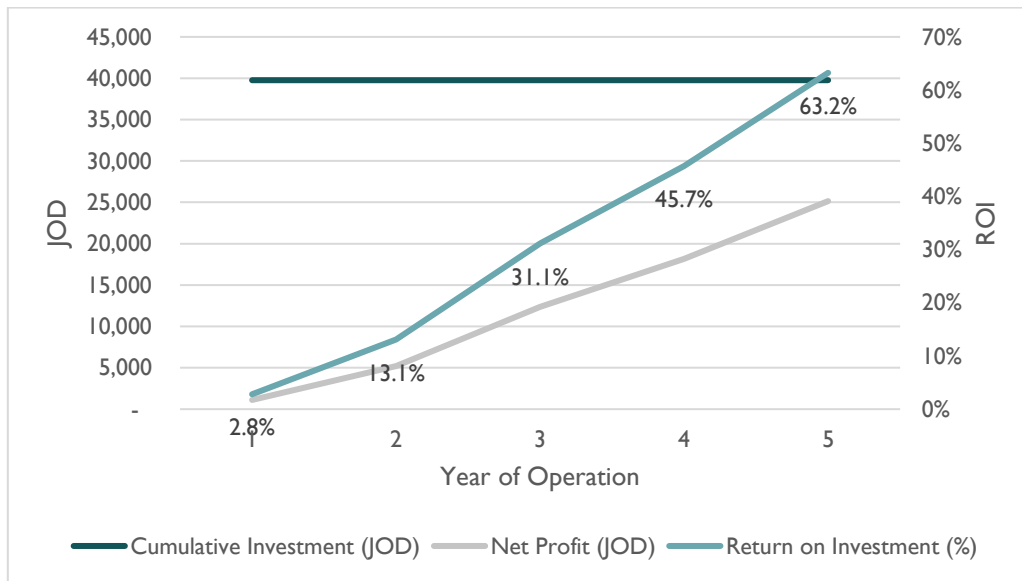


Figure 4: Return on Investment

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 23,227. Moreover, due to the projected expansion in the business operations, the project is expected to generate a growing net free cash flow year by year.

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

Description / Year	0	1	2	3	4	5
Cash-in Flow						
Net Profit	-	1,115	5,217	12,377	18,184	25,149
Depreciation	-	5,800	5,800	5,800	5,800	5,800
Injected Capital	39,764	-	-	-	-	-
Total Cash-in Flow (JOD)	39,764	6,915	11,017	18,177	23,984	30,949
Cash-out Flow						
Initial Cost	39,764	-	-	-	-	-
Changes in Working Capital	-	-	648	760	805	763
Total Cash-out Flow (JOD)	39,764	-	648	760	805	763
Free Cash Flow (JOD)	-	6,915	10,368	17,417	23,179	30,186

Based on these results, the project's feasibility indicators demonstrate its viability, with a net present value of JOD 15,437.8 and a profitability index of 1.39. Moreover, the project's internal rate of return (IRR) is expected to be 25.67%, indicating that the project is feasible and not sensitive to market discount rate changes.

Feasibility Indicators	
Net Present Value (NPV)	15,438
Profitability Index (PI)	1.39
Internal Rate of Return (IRR)	25.7%

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	15,438	1.39	25.67%
Drop in revenues by 5%	3,955	1.10	17.09%
Drop in revenues by 10%	-7,661	0.81	7.81%
Increase in OpEx by 5%	9,167	1.23	20.93%
Increase in OpEx by 10%	2,869	1.07	16.17%
Increase in initial cost by 5%	13,450	1.32	23.82%
Increase in initial cost by 10%	11,461	1.26	22.10%

The sensitivity analysis shows that the project is feasible and not sensitive to unfavorable market conditions. Apart from the 10% drop in revenues, under all the stress testing scenarios, the project's feasibility indicators continue to show positive indicators. 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

Jordan's Culinary Tours can leverage significant synergies with various industry sectors to enhance its scope and influence, creating a more enriched experience for its clients:

- 1) **Local Gastronomy and Agriculture:** Direct collaboration with local farmers, markets, and artisan producers to source authentic ingredients and offer tours that highlight the origin of Jordanian cuisine. This not only supports local agriculture but also provides tourists with an immersive experience into the traditional food production and culinary techniques.
- 2) **Hospitality and Tourism Management:** Partnerships with boutique hotels⁵, bed and breakfasts, and travel agencies to create complete travel packages. These collaborations can offer tourists a seamless experience that includes both culinary tours and comfortable, culturally enriching accommodations.
- 3) **Cultural and Heritage Organizations:** Working with cultural institutions and heritage sites to integrate culinary tours with historical and cultural learning experiences. This can include visits to historical sites that tie into the food culture and history of the regions being toured.
- 4) **Education Sector:** Collaborating with culinary schools and universities to offer educational tours and workshops that can be part of culinary arts curricula or continuing education programs. This helps in promoting culinary education and provides students and participants with practical, hands-on learning.
- 5) **Digital Marketing and Social Media:** Leveraging online platforms and social media to market the tours, share engaging content, and reach a broader audience. This integration helps in tapping into digital-savvy consumers and enhances overall visibility and booking convenience.

7. Entrepreneur Persona

The ideal entrepreneur to lead Jordan's Culinary Tours would embody a unique blend of passion for gastronomy and strategic business management. This individual should possess:

Profound Knowledge in Culinary Arts and Tourism: A deep understanding of Jordanian cuisine and the global culinary landscape, with experience in creating and managing culinary projects that span multiple regions.

Strategic Business Acumen: Ability to navigate the complexities of starting and growing a niche tourism business in a competitive market, ensuring both scalability and sustainability.

⁵ More than 40 boutique hotels operate in Amman, Petra, Aqaba, and other cities across the kingdom (Trip Advisor <https://shorturl.at/2fAZ3>).

Exceptional Project Management Skills: Skilled in planning, executing, and completing projects with precision, ensuring all activities adhere to budget, schedule, and quality expectations while coordinating effectively with diverse stakeholders.

Commitment to Quality and Authenticity: Focused on delivering high-quality, authentic culinary experiences that accurately represent Jordanian culinary heritage, with a continuous eye towards enhancing service offerings.

Outstanding Customer Engagement Abilities: Dedicated to understanding and meeting the diverse needs of tourists, adept at creating personalized experiences that exceed expectations and foster lasting loyalty.

Networking and Partnership Development: Strong connections within the culinary, tourism, and local business communities, capable of forging relationships that enhance the tour offerings and contribute to the business's growth.

Innovation and Technological Proficiency: Open to incorporating innovative solutions and technology to improve operational efficiency and customer experience, such as digital booking systems or immersive culinary content.

Cultural Sensitivity and Adaptability: Ability to respect and integrate local customs and traditions into the tours, appealing to a diverse international clientele by adapting services to meet varied cultural expectations and preferences.

This leader will be pivotal in steering Jordan's Culinary Tours towards becoming a renowned provider of unique and immersive culinary experiences, promoting Jordan's rich food culture on a global stage and contributing significantly to the local tourism sector.

8. Stakeholders

Jordan's Culinary Tours engages a diverse group of stakeholders, each contributing significantly to its ecosystem:

Tour Participants: These are the primary clients of Jordan's Culinary Tours, consisting of international and domestic tourists interested in exploring Jordan's culinary heritage. Their satisfaction and word-of-mouth are vital for the project's reputation and growth.

Local Food Producers and Artisans: Includes farmers, markets, and artisan food makers who provide the authentic ingredients and traditional crafts showcased during the tours. These partners are essential for maintaining the authenticity and quality of the culinary experiences offered.

Hospitality Partners: This group includes boutique hotels, bed and breakfasts, and other accommodation providers that ensure tourists have a comfortable stay. These partnerships also extend to local restaurants and eateries that participants visit during their tours.

Government Bodies and Regulatory Agencies: These entities oversee tourism and business operations within the country, ensuring that Jordan's Culinary Tours complies with local laws and regulations. Their support is crucial for navigating the bureaucratic landscape and obtaining necessary permits and licenses.

Tourism and Cultural Organizations: Organizations that promote tourism and cultural heritage in Jordan, helping to integrate the culinary tours into broader tourism initiatives and cultural festivals that attract more visitors.

Educational Institutions and Culinary Schools: Collaborate on providing educational content, workshops, and seminars that enrich the tours, offering a deeper understanding of Jordanian cuisine and culinary techniques.

Digital Marketing and Social Media Agencies: Responsible for promoting the tours both locally and internationally through various online platforms. Their efforts help to attract a broader audience and generate interest in Jordan's culinary offerings. Official tourism promotion pages, such as [Visit Jordan](#), can be an excellent platform for positioning Culinary Jordan as an essential element of the local tourism experience. By leveraging these channels, Culinary Jordan can highlight its unique gastronomic offerings and cultural heritage, attracting food enthusiasts and enhancing Jordan's appeal as a diverse and vibrant travel destination.

Local Communities: They benefit from the economic impact of the tours through job creation and increased business for local shops and service providers. Community engagement is also crucial for creating an authentic and welcoming experience for tourists.

Investors and Financial Partners: Provide the necessary capital for start-up costs, marketing, and expansion. Their ongoing financial support is essential for the scalability and sustainability of the business.

Supply Chain and Logistics Providers: Ensure that all aspects of the tours, from transportation to food delivery, are executed smoothly and efficiently, enhancing the overall quality of the tour experience.

9. Risk Assessment and Mitigation

Risk	Impact	Likelihood	Risk Mitigation Technique
Seasonality	Fluctuations in tourist demand due to seasonal variations could affect the frequency and profitability of tours.	High	Diversify tour offerings to include seasonal-specific experiences; implement marketing strategies that target different tourist segments throughout the year.
Health and Safety Standards	Non-compliance with food hygiene regulations can lead to foodborne illnesses, affecting client health and potentially resulting in legal actions.	High	Strict adherence to food safety regulations; regular training for all staff on health standards; implement comprehensive emergency protocols.
Market Saturation	High competition in the culinary tourism market could lead to decreased market share and pressures on pricing.	Medium	Differentiate offerings through unique, authentic experiences that cannot be easily replicated by competitors; focus on high-quality, exclusive tours.

Risk	Impact	Likelihood	Risk Mitigation Technique
Cultural Aspect/ Community Acceptance	Insensitivity to local customs or community norms could lead to negative perceptions and reduced local support.	Medium	Engage with local communities and cultural experts to ensure respectful and accurate representation of local traditions; incorporate community feedback into tour planning.

Given the sensitivity analysis results indicating that a 10% drop in projected revenues would result in a negative Net Present Value (NPV), it is crucial for Jordan’s Culinary Tours to implement comprehensive risk mitigation strategies to enhance project resilience. To address seasonality, diversifying tour offerings with seasonal-specific experiences can stabilize demand throughout the year. Additionally, targeted marketing strategies should aim to attract varied tourist segments, ensuring a consistent influx of visitors. Maintaining stringent health and safety standards is essential to avoid potential foodborne illnesses and legal repercussions; thus, regular staff training and strict adherence to food safety regulations are imperative.

To mitigate the risks of market saturation and cultural insensitivity, differentiating tour offerings through unique and authentic experiences that are difficult for competitors to replicate is key. Emphasizing high-quality, exclusive tours will help retain market share despite competitive pressures. Furthermore, engaging with local communities and cultural experts ensures tours are respectful and accurately represent local traditions, fostering positive perceptions and support. By incorporating community feedback into tour planning, Jordan’s Culinary Tours can create a more inclusive and culturally sensitive experience, enhancing the overall appeal and sustainability of the business. These measures collectively strengthen the project's feasibility and potential for long-term success.

6 Conclusion

In conclusion, the project demonstrates promising feasibility indicators based on assumptions formed during the development of this study. Initial findings indicate market viability, economic contributions, and positive financial projections, affirming the project's feasibility and potential for fostering both cultural preservation and economic growth. 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

The Ministry of Digital Economy and Entrepreneurship (MoDEE) and Istadama Consulting have prepared this report using information supplied by its advisors as well as information available in the public domain.

The report's contents have not been verified and its analysis does not purport to be all-inclusive. MoDEE and Istadama Consulting expressly disclaim any and all liability for any representation, warranty, or undertaking, or omission expressed or implied, which is or will be given in relation to the truth, accuracy, or completeness of this report, and no representation or liability is or will be accepted by MoDEE or Istadama Consulting as to the achievement or reasonableness of future projections or the assumptions underlying them, management targets, valuations, opinions, prospects or returns if any.

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.