



**AN EVALUATION OF THE IMAGE OF THE HASHEMITE
KINGDOM OF JORDAN IN THE BRITISH AND SWEDISH
MARKETS AND THE IMPLICATIONS FOR MARKETING
THE COUNTRY AS A TOURISM DESTINATION**

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Abstract

Tourism image is critical to the success of any destination, but few image studies to date have focused specifically on either Jordan or the UK and Sweden; furthermore, none has analysed the image of Jordan as a tourist destination in either the UK or Sweden or the influence of religious beliefs as a constituent of that image. The aim of this thesis, therefore, was to examine the image of Jordan as a tourist destination, as it exists in the British and Swedish markets, and to explore the influence of religious beliefs upon the formation of that image.

The images of Jordan perceived by the British and Swedish publics were evaluated through quantitative primary research, including open-ended questions in two stages in the form of an organic/experiential questionnaire. In particular, it focussed on the effect of visitation on the image of Jordan held by British and Swedish tourists as well as the influence of religious beliefs as a constituent of that image. Nine hundred and ten questionnaires were filled and were valid for analysis in both stages (496 Britons and 414 Swedes). The findings of the thesis showed a number of differences between British and Swedish organic and experiential images of Jordan as a tourism destination.

From the marketing point of view, the results reveal a strong awareness of the Jordan destination brand. There was also a favourable attitude towards the brand 'Jordan' and most respondents showed good comprehension of the brand's attributes and values. It is encouraging that 65.5% could give a specific image of the country and less than 40% could name one of its unique attractions. Perceptions of Jordan were more positive in Britain than in Sweden. This would be due to the closer historical links between Jordan and Britain; however, a large majority of respondents in both countries rated Jordan highly in all the attributes in the survey.

The results showed the influence of religious belief and practice on how Jordan is perceived by potential and actual British and Swedish tourists. Those who admitted higher levels of belief and practice were more likely to rate Jordan highly as a tourist destination across a range of attributes, including historical sites, religious sites, beaches, scenery, nightlife, tourist information, accommodation, quality of service,

cost/price levels, airport facilities, adventure and cleanliness. The results showed significant positive image modifications in terms of safety, people and atmosphere; whilst, they revealed other significant negative image modification towards beaches, cleanliness, tourist information, shopping and nightlife, which may have serious consequences in terms of repeat visits and word-of-mouth recommendations. Religion appears to be a more significant factor than the other cultural allegiances used as a control. The literature and primary research identified religious tourism as an important niche for future development. The findings of this thesis have contributed to the literature regarding Jordan's image and marketing a country as a tourism destination.

Keywords: Jordan, UK, Sweden, destination image, tourism marketing, religious belief.

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List of Abbreviations

ABS	Australian Bureau of Statistics
ASEZA	Aqaba Special Economic Zone Authority
BENELUX	Belgium, Netherlands and Luxembourg
BMI	British Midland Airways Limited
DFAT	Australian Department of Foreign Affairs and Trade
DOS	Department of Statistics, Jordan
DOA	Department of Antiquities, Jordan
EIU	The Economist Intelligence Unit
EU	European Union
GDP	Gross Domestic Product
IMF	International Monetary Fund
JEPCO	The Jordanian Electric Power Company
JHA	Jordan Hotel Association
JHPA	Jordan Handicrafts Producers Association
JICA	Japan International Cooperation Agency
JRA	Jordan Restaurants Association
JTB	Jordan Tourism Board
JTGA	Jordan Tour Guides Association
JNTS	Jordan National Tourism Strategy
MICE	Meetings, Incentives, Conferences and Exhibitions
JSTTA	Jordan Society for Tour and Travel Agents
KHIA	King Hussein International Airport, Aqaba
MOTA	Ministry of Tourism and Antiquities, Jordan
NGOs	Non Government Organisations
NTC	National Tourism Council, Jordan
PRA	Petra Region Authority
QAIA	Queen Alia International Airport
RJ	Royal Jordanian Airlines
RSCN	Royal Society for the Conservation of Nature
SAS	Scandinavian Airlines System
SAVE	Scientific, Academic, Volunteer and Educational
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNWTO	United Nations World Tourism Organisation
USAID	United States Agency for International Development
WTTC	World Tourism and Travel Council

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CHAPTER ONE

INTRODUCTION TO THE RESEARCH

1.1 Introduction

Jordan is a tourism destination that is competing heavily with other destinations in the Middle East such as Turkey, Egypt, Dubai, Syria and Israel (Hazbun 2008). Its image is affected by external factors such as the political and security situation in the Middle East as a whole. Establishing an image for Jordan that distinguishes it from its neighbours is therefore at the heart of its marketing strategy. The Jordan Tourism Board (JTB) spends considerable effort promoting the destination image, so it is important to understand how actual and potential tourists perceive this image. There is substantial literature on destination image, some concentrating on specific attractions and facilities, others adding a more holistic approach. One aspect insufficiently emphasised in existing research is that an individual's image of a destination is influenced by his/her personal situational factors as well as perceptions of what the destination offers in the way of tourism products and services.

Jordan is bestowed with diverse natural, historical, and religious tourism products such as Petra, Wadi Rum, Jerash, the Dead Sea, Jesus Baptismal Site and Mount Nebo (JTB 2010a). However, Jordan's tourism sector is performing below its potential and needs many developments in infra- and super-structures as well as objective marketing and promotion efforts (Ministry of Tourism and Antiquities, MOTA 2010). To achieve reasonable growth in the tourism sector so that it contributes to economic development and job creation, Jordan needs to make 'a significant investment of funds and efforts' (Jordan National Tourism Strategy, JNTS 2004-2010; MOTA 2009). Jordan, in order to focus on attracting high-yield visitors, is developing niche products, enhancing the visitor experience, increasing international marketing, improving infrastructure and building a positive and strong destination image within the region and in international markets. The JNTS (2004-2010) outlines the steps for doubling the Kingdom's tourism economy by 2010 using an integrated, value-chain approach involving government facilitation and investment in partnership with the

private sector. However, the strategy document shows that the performance of tourism in Jordan, in comparison to competitors in the region, is characterised by short length of stay; low visitor expenditure and poor tourism information (JTB 2005).

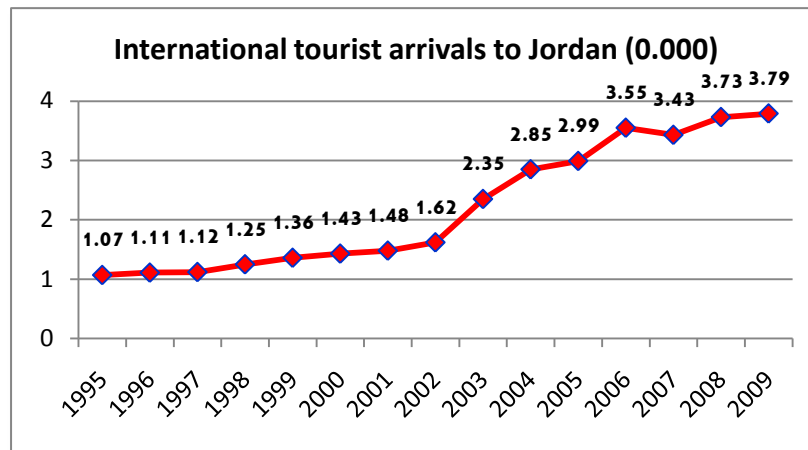


Figure1.1: International tourist arrivals to Jordan (UNWTO 2010)

Table 1.1 above documents the number of inbound tourists to Jordan between 1995 and 2009. During the last 15 years, the number of tourists has increased by 254% and by 26.8% in the last 5 years. International tourism supply and demand are growing rapidly and the market will be tripled in size by the year 2020 (UNWTO 2006). However, the number of international tourist arrivals has decreased worldwide by 4% in 2009 to 880 million (UNWTO 2010). Similar to many destinations in the world, Jordan has been affected by the world economic crisis that started in 2007 and spread worldwide in late 2008 and its impact is still present (Global Policy Forum 2010)¹. It has also been affected by the pandemic disease of Swine Flu, which impacted upon the number of tourists in 2009. However, the total number of international tourists to Jordan increased 1.6% for the same period. However, this increase resulted from only two source markets, Arabs and Jordanian expatriates that increased by 4.8% and 6.0% respectively (MOTA 2010). Equally, the number of tourists to the Middle East tripled in volume between 1995 and 2009 from 14 to 52 million. However, it fell by 7.1% in 2009, from 56 to 52 million.

¹ The crisis started in 2007 as the real-estate speculations in the USA and spread worldwide in late 2008 affecting major economic activities such as banks, stocks prices (<http://www.globalpolicy.org/world-economic-crisis.html>). [Accessed 21 March 2010].

The majority of tourist arrivals to Jordan come from three main source markets; namely, Arabs 50.2%, Jordanian expatriates 22.9% and Europeans 11.0% (all accounted for 84%). If the foreign market (i.e. non-Arab and non-Jordanian abroad) is taken alone, then the total foreign tourists to Jordan will be 1,023886 tourists in 2009, where it was 1,096518 in 2008. Accordingly, tourist arrivals to Jordan from the ‘foreign’ market decreased by 6.4% in 2009 over 2008, of which Europe alone had a share of 41%, followed by Israel 18.6%, USA 15.2% and Far East 13.5%. The relative importance of the European market results in more attention by the Jordan Tourism Board (JTB) in terms of destination marketing and development. Jordan’s market share in the Middle East tourism has increased a little by 0.5% in 2009, which accounted for 7.1% in 2009 and 6.6% in 2008.

The number of tourists from the UK increased by 64.6% (from 38369 to 63171 tourists) for the period of 2004-2009 with an increased by 3% in 2009 and Sweden increased by 215.7% (from 4720 to 14902 tourists) for the same period with an increase by 34.7% in 2009 (MOTA 2010). Tourism demand from the British market is not developing and the profit gained does not reflect the promotion budget expended. In this regard, The JTB spent US\$1.3 million for marketing and promotional campaigns in the British market in 2006 (JTB 2007b), while it spent US\$230000 in the whole of the Scandinavian markets including Sweden (an average of US\$57500 in each country, which is very little). The ‘huge’ expenditure in the British market did not attract more tourists from Britain (only 3000 in 2009 over 2008), although the JTB has a representative office in London and Jordan participates annually and actively in the World Travel Market (WTM) in London. However, the JTB’s marketing and promotional efforts in Sweden are very modest and the JTB closed its office in Stockholm in the end of 2007 after one year in service. Interestingly, tourism demand from the Swedish market to Jordan is developing very fast and it is of high potential despite the fact that Jordan is a new destination for Swedes. Other reasons may reduce the number of Swedish tourists to Jordan such as Jordan having no embassy in Stockholm and the JTB having no representative there, as well as there being no historical and cultural relations between the two countries until 1987, in comparison with Britain, which stretches back to 1916.

Tourism in Jordan has undergone significant development over the last ten years, and its potential as an economic generator has increasingly been recognised. In order to fulfil the ambitious policy targets assigned to it, the tourism industry in Jordan must maintain a competitive position in the global environment. As a result, the role of destination image with respect to the future of Jordanian tourism is of considerable significance.

The core elements of Jordan's appeal as a tourism destination, which have formed the basis of Jordan Tourism Board's (JTB) promotional approach and its advertising themes in the last ten years, were summarised as being a safe destination to visit, hospitable and friendly people and part of the Holy Land with a diverse natural, religious and archaeological sites. This is consistent with the conclusions made in Chapters 5 and 6 that the key elements of Jordan's appeal as a tourism destination are safety, people/hospitality, history and culture and religion and faith. However, a number of threats to the continuing promotion of Jordan on this basis are beginning to emerge; for example, decreasing cleanliness levels in some sites, poor tourist information and poor beaches.

Continuous governmental support to the tourism industry in Jordan during the last decade and more obviously in the last five years has stimulated the development of a wide variety of religious attractions. These include the Baptism Site, Mont Nebo and Islamic Shrines; therapeutic attractions in the Dead Sea; adventure attractions in Wadi Rum; wildlife attractions in Wadi Mujib, Azraq, Ajlun; and sporting and entertainment attractions in Aqaba. This implies that there is scope to expand Jordan's appeal beyond the cultural, safety and people appeal to incorporate more specific tourism products such as religious/pilgrimage and sporting events. This is very important for tourism demand and for Jordan's image to shift from traditional archaeological or historical heritage supply towards new types of tourism to satisfy different market segments. Consequently, this highlights the need to continuously assess and modify Jordan's destination image in Britain, Sweden and elsewhere. The challenge is to maintain what is largely a positive image about Jordan and integrate this with the notion of a modern developing destination. This thesis therefore compares the images of Jordan held by a number of different samples, which correspond to different market segments for Jordan. These samples differ by:

Experience of the destination: Samples were taken from the general population and from tourists who have visited Jordan in order to compare the organic and the induced/experiential images of Jordan.

Country of residence: One established market (Britain) and one less developed but potential market (Sweden).

Strength of religious belief: Jordan's attractions include religious sites and associations as part of the lands of the Bible so it is possible to hypothesise that those with a strong Christian belief and practice will have a different image of Jordan than those with no religious belief. The results of the research will therefore establish the extent to which different market segments for Jordan hold different images of the destination and therefore need to be targeted with different marketing strategies and campaigns.

1.2 Destination image

The need for destination marketing and positioning strategies becomes essential in the light of the increasingly competitive global tourism environment (Ahmed 1991; Goodall 1992; Pike and Ryan 2004; O'Leary and Deegan 2005). Goodall (1992) and O'Leary and Deegan (2005) suggest that where other influences are under control such as prices, disposable income, time and distance, image is the decisive factor in the holiday selection process. Images form the basis of the evaluation or selection process and thus provide the link between motivations and destination selection (Goeldner and Ritchie 2009). Images are also important because they affect the level of satisfaction with tourist experience, which is critical, as well as tourist future behaviour (i.e. word-of-mouth recommendations and return visits). This underscores the need to ensure that the image of Jordan portrayed internationally is consistent with what the destination has to offer.

The definition of destination image is complex and problematic because it is based on subjective beliefs and feelings (Jenkins 1999; Grosspietsch 2006; Castro *et al.* 2007; Lin and Huang 2009); and few image studies have sought to fully examine and understand its complex characteristics. Echtner and Ritchie (1991, 1993) developed a conceptual model of destination image and concluded that image comprises attribute,

holistic, functional, psychological, common and unique components. However, the majority of destination image studies were structured and tended to focus only upon the common, attribute-based aspects of destination images (Echtner and Ritchie 1991; Jenkins 1999; Gallarza *et al.* 2002; Pike 2002). In other words, they concentrated on what the destination offers in terms of its attributes, but Echtner and Ritchie's study (1991, 1993) added another dimension to image measurement as regards to holistic images of the destination that cannot be measured by structural methodologies. The process of destination image formation has also been outlined in chapter 2, as an understanding of how images are formed is of great importance to develop the pull factors in the destination (supply) side as well as the push factors in the tourist (demand) side. Destination images are not only formed from common attributes but are also influenced by personal and situational factors as well as symbolic meanings of what the destination represents or means to the tourists, to which previous studies have not given enough consideration. Religion plays an important part providing symbolism with which to find meaning in life's experience. Therefore, religious beliefs and commitment were chosen in this research as an example of personal and social factors influencing destination image. They were tested and appeared to have impacts upon travellers' images of a destination.

1.3 The link between Jordan as a destination and Britain and Sweden as source markets

Why select the UK and Sweden? In fact, relations between Jordan and Britain are well established and they go back to 1916 and the 1920s when the Arab Revolt erupted against the Turks. Britain supported this revolt and TE Lawrence (best known as Lawrence of Arabia) played a strategic role in approaching the Arabs and, primarily, the Hashemites. Britain supported Sharif Hussein bin Ali in his revolt in 1916 against the Turks and later his son, the late King Abdullah, who created Transjordan in 1921 and the Hashemite Kingdom of Jordan in 1946. After the success of the revolt, Britain through the Sykes-Picot Agreement with France in 1916 partitioned the Levant and Jordan came under the mandate of Britain until 1946 when Transjordan gained its independence. Lawrence of Arabia and British Major John Bagot Glubb (later Lieutenant General Sir John Bagot Glubb) were key British figures in the history of Jordan. The former was a British intelligence officer who took part in

the Arab Revolt (1916-1918) and was named as ‘the uncrowned king of Arabia (Asher 1999) and the later was a commander of the Jordanian Army for seventeen years from 1939-1956 (Lunt 1999).

Although the image of Jordan in Britain is positive, the number of British tourists to Jordan is still below its potential. Certain incidents may have affected this demand such as the terror bombings on four hotels in Amman on 9 November 2005 by al-Qaeda; a British tourist shot dead in Amman and two women were seriously injured on 4 September 2006 along with other four Australian tourists (Daily Mail Online 2010). Safety and security are the major concerns of British tourists when thinking of a certain holiday destination (JTB 2009). As these incidents were published heavily in the Media, they may have affected the intention of potential British tourists to visit Jordan, where they still perceive Jordan as a risky destination (JTB 2010b). This is supported by the findings of this thesis in which more than 45% of British respondents and over 60% of their Swedish counterparts perceived Jordan as a risky destination (Table 5.19 in chapter 5). However, the relation between Jordan and Sweden is relatively new since it was not until that the Swedish Embassy opened in Amman and the first ambassador was appointed in 1986. Since 1989, the two royal families started to exchange State visits (Embassy of Sweden, Amman 2010). The late King Hussein’s wife, Queen Noor (married in 1978), has her roots in Sweden from her mother, Doris Carlquist (Raagma 2006). The image of Jordan as a safe destination is still positive although it was affected by certain incidents such as the publicity of cartoons about the Prophet Mohammad (PBUH in 2005 and 2006. These events have devastated the relations between Scandinavia, especially Denmark, and the Muslim and Arab Worlds (Mmitzbøll and Vidino 2007)².

The image of Jordan in the British market seems to be positive and better established than in Sweden (JTB 2006a, 2010). Jordan has long-lasting political, diplomatic and economic relations with Britain, whilst the diplomatic relations between Sweden and Jordan started in 1980s. However, there is still no embassy in Sweden; the Embassy of Jordan in Berlin covers the whole Scandinavia. The author argues that other factors lead to this low awareness in Sweden towards Jordan, of which the major is that there

² The Danish newspaper, *Jyllands-Posten* published 12 cartoons on Prophet Mohammad (PBUH), which let the tensions and anger across the Muslim and Arab Worlds. Middle East Forum: <http://www.meforum.org/1437/after-the-danish-cartoon-controversy> [Accessed 14 December 2009].

is no JTB's office in Stockholm. The office was terminated at the end of 2007 after one year in service and there only direct flight between Sweden and Jordan is a weekly charter between January and March from Stockholm to Aqaba that has operated since 2008. These factors all resulted in poor awareness amongst Swedes about Jordan and its tourism offerings. Though the overall image of Jordan in Sweden is relatively positive, it is not yet established due to the above obstacles. However, the latest statistics by MOTA show an increase in tourist arrivals from Sweden to Jordan of 35% in 2009. One explanation is that the JTB's office has established a network with major Swedish tour operators such as Apollo which started charters to Aqaba, and then satisfied tourists who probably recommended Jordan to their friends and relatives.

This thesis has compared the images of Jordan held by different segments – by nationality, and by strength of religious belief as well as between those who have visited Jordan and those who have not. The unifying theme or objective here is that destination image is affected by these personal situational factors and that previous studies have not considered them sufficiently. In this case, the implications for marketing would be that it is not possible to project a single destination image for all markets and every segment, but each one needs to be targeted separately. One of the objectives of this thesis (objective 4, section 1.5 below) is to know the images of Jordan in these two countries, i.e. Britain and Sweden (section 1.4 below) based on the differences in their relations with Jordan stated above. Additionally, the impact of religious beliefs upon destination image is a new topic in tourism research; images of Jordan in Britain and Sweden have not been addressed before and very few studies employed pre- and post-visit images.

1.4 The research problem

Jordan is facing a particular problem of 'negative' image due to the conflict in the region between Israel and the Palestinians and the occupation in Iraq. Consequently, tourists still perceive Jordan as a risky destination (MOTA 2010; JTB 2010) and more detail about this fear is explained in chapter four of this thesis (subsection 4.6.1). Apparently, Jordan is seen and perceived as part of this conflict due to the lack of geographical knowledge about the country. A good example of this lack of

knowledge is that many tourists think Petra, Jordan's foremost tourist attraction and the Dead Sea are part of Israel (JTB 2010; USAID 2003). The Media contributed highly to this 'negative' image as Jordan is part of the Middle East and the image of the later is negative elsewhere because of this unending conflict and unrest for more than 60 years (Bowen 2008; Harahsheh and Haddad 2009). The Media affects upon tourists' decision-making is recognised (Jonsson and Sievinen 2003); for example, family groups are most likely to use Media sources of information when selecting a holiday destination (Gartner 1993; Stepchenkova 2010).

Problems associated with Jordan's image are historical, political (conflict in the region), economical, destination management and marketing, airlifts, infra- and super-structures, and the country's national identity (Massad 2001; Al Mahadin 2007; Al-Rawabdeh 2009). Local and regional incidents such as the hotel bombings in 2005, the shooting attack on tourists in Amman in 2006 and the Israeli war on Lebanon in 2006 added to the negative images the Media projects about the Middle East in general, of which Jordan is perceived to be a part. These incidents have affected seriously the image of Jordan, especially in the European and American markets, and have resulted in a drop in the flow of tourists by 3.3% (MOTA 2007). Not only has the International Media affected Jordan's image, but the JTB and the MOTA have also not yet have been able to brand Jordan as a safe and distinguished destination within and from the troubled Middle East. International terrorist attacks such as the 9/11 on New York have severely affected the inflow of tourists worldwide; including Jordan, due to air traffic being stopped. Accordingly, the number of tourist arrivals to Jordan from Europe fell 37% in 2001 and those from America dropped by 41 % for the same period³. More recently, tourist arrivals from Europe fell by 2.8%; from North America 3.8%; from South America 20.5%; from Israel 18.8%; and from the Far East and Pacific by 5.2% in the year 2009 (MOTA 2010). This serious fall in the number of tourist arrivals to Jordan, which was accompanied by a decrease in tourism receipts, was due to the negative image of the region conveyed heavily by the mass Media in western countries without distinguishing Jordan as a safe and peaceful destination.

³ The increase in tourist arrivals for 2001 was resulted from the neighbouring Arab countries, which offset the decrease from American and European tourists as shown in Figure 1.1 above.

Jordan is highly dependent on the tourism industry and the need to remain competitive is foremost in the minds of Jordanian tourism policy-makers. Though tourism image is critical to the success of any destination, few destination image studies to date have focused specifically on either Jordan and Britain or Sweden, and none has analysed either the tourist destination image of Jordan in Britain and Sweden or the importance of religious beliefs upon image formation. This thesis seeks to redress the dearth of image literature pertaining to Jordan by addressing both of these topics concerning Jordan's image as a tourist destination.

Reviewing the past research on tourism destination image showed that the influence of religious beliefs on the formation of destination image was not examined. For example, the studies of Echtner and Ritchie (1991, 1999); Stabler (1990); Jenkins (1999); Baloglu and McCleary (1999a); Gallarza *et al.* (2002) and others were mainly concerned with what the destination can offer in terms of common and holistic attributes. These studies measured only whether the perceptions of respondents may or may not be representative of an actual or potential target market. Baloglu and McCleary (1999a) developed a general framework of destination image formation (Figure 2.9 in subsection 2.7.7 of chapter 2), where they hypothesise that only personal factors (psychological and social) of tourists have influence upon the overall destination image and they ignored other factors that have greater impact on the formation of that image such as religious beliefs. Echtner and Ritchie (1991, 1993) developed a more comprehensive model for destination image (Figure 2.5 in section 2.6 of chapter 2) using three-dimensional continuums: functional-psychological; attribute-holistic and common-unique. They also ignored religious beliefs' impacts upon image of a destination. This thesis, therefore, will fill the gap in the literature of destination image by exploring the influence of tourists' religious beliefs and religious affiliation upon their images of the destination. The results of this research are documented in chapters 5 and 6 of this thesis.

1.5 Aims and objectives of the research

The primary aims of this thesis are to examine the image of Jordan as a tourism destination as it exists in the British and Swedish markets; to explore the influence of religious beliefs and commitment to religion on the formation of that image and to

measure accurately that image. The research problem addresses the following research objectives:

1. To review critically the literature on the formation of destination image and its importance in the holiday decision-making process; this is dealt with in sections 2.3, 2.6 and 2.8 of chapter 2.
2. To review critically the development of tourism in Jordan and the marketing of the country as a tourism destination abroad, specifically in the British and Swedish markets. This objective is dealt with in chapter 4.
3. To accurately determine and evaluate the organic and experiential images of Jordan as a tourist destination; this objective is dealt with in chapters 5 and 6.
4. To identify if the factors such as strength of religious belief, nationality and experience of the destination have influence upon the destination images of Jordan. This objective is dealt with in section 2.9 of chapter 2 and in chapters 5 and 6.

The first objective constitutes the theoretical basis of this thesis and is dealt with in chapter 2. Different theories in destination image formation were reviewed and the importance of destination image in tourists' holiday decision-making process and destination selection are assessed. Themes of motivation to travel, holiday decision-making process, image concept and definition, importance of destination image in tourists' destination selection and upon their future behaviour, components of destination image, the formation process of destination image and finally the influence of religious belief upon tourists' image of a destination are explained. The second objective explains the influence of tourists' religious belief upon their image of a destination and then destination selection. The third objective discusses the development and marketing of tourism in Jordan since the formation of the country in 1921 and is presented in chapter 4 of this thesis. Objectives 3 and 4 document the results of data collection regarding the organic and experiential images of Jordan held by British and Swedish tourists as well as the influence of religious belief upon that image and are presented in chapters 5 and 6 of this thesis.

1.6 Research methodology

This section addresses the methods employed in this thesis to answer the research aim and objectives stated in section 1.5 above. The methodology employed to address the research problem is discussed at length in chapter 3 of this thesis; however, a brief outline is presented here, reflecting its importance within the overall framework of the thesis. Secondary sources in English and Arabic were reviewed, notably the areas of destination image, and Jordan's tourism as well as religious beliefs as well as tourism statistics from official sources such as the UNWTO and MOTA.

Review of the literature revealed a lack of research regarding Jordan's image as a tourist destination and this limited the extent to which objectives 3 and 4 of the thesis could be achieved. Given the increasingly competitive and changing nature of the global tourism environment, and the importance of destination image as a means of attracting tourists, the need for image research relating to Jordan is clear. It was decided, therefore, to conduct primary research incorporating a quantitative methodology that included some open-ended questions in the form of a pre-/post-visitation questionnaire in order to redress the data deficiency. The primary research findings are presented in chapters 5 and 6 and limitations of the research methods are discussed in chapter 3. Although the methodology of this thesis incorporated some open-ended questions to capture the holistic images of Jordan, it is argued here that this methodology is quantitative. The questionnaire was used to capture the attributes associated with the organic and experiential images of Jordan held by potential and actual British and Swedish visitors. The open-ended questions were employed to capture the holistic images of Jordan (i.e. general words or statements about Jordan, mood or feeling towards Jordan as a destination and the unique or distinctive icons about Jordan) adapted from Echtner and Ritchie's model (1991, 1993).

1.7 Definitions and concepts employed

The major definitions employed in this thesis are listed below; however, a complete explanation regarding these definitions is included in the chapter in which they appear.

Destination Image (chapter 2): The literature on destination image has generated many definitions (Jenkins 1999), but the definition of Crompton (1979, p.18) was the most cited one, where ‘image is a sum of beliefs, ideas and impressions that a person has of a destination’. Echtner and Ritchie (1991, 1993 and 2003) argue that there has been limited effort to carefully examine and understand the unique characteristics of image concept. Therefore, they addressed this shortcoming through a detailed assessment and review of prior research concerning destination image and measurement. As a result, Echtner and Ritchie concluded that: ‘destination image should be envisioned as having two main components, those that are attribute-based and those that are holistic; each of these components in turn contains functional (or tangible) and psychological (or intangible) characteristics. Images of destinations can range from those based on common functional and psychological traits to those based on more distinctive or even unique features, events, feelings or auras’. Echtner and Ritchie’s definition (1993) explained above encompasses both the attribute-based and holistic components of destination image, which has received widespread recognition in the area of destination image research/measurement, and is employed in this study. According to Echtner and Ritchie (1993), image has both symbolic and tangible features. Image is a mental picture or representation of a destination held by tourists in which they do not reside (Hunt 1975). As a result, and due to the nature of a holiday, image is essential to a tourist’s decision-making process; therefore, it is an important factor influencing the expectations of tourists towards the destination.

Religious belief or religiosity (chapter 2): Religion and religious belief both have a great influence upon tourists’ behaviour and their visitation patterns (Delener 1994; Bailey and Sood 1993; Sood and Nasu 1995; Mansfeld 1992; Poria *et al.* 2003; Mokhlis 2009; Sorek and Ceobanu 2009). Poria *et al.* (2003) argue that religion and religiosity (i.e. the strength of religious belief) affect tourists’ behaviour to visit a religious site and their perceptions towards that site. MacClain (1979 cited Poria *et al.* 2003) asserts that religious belief greatly affects the formation of people’s culture, attitudes and general values in the society.

Belief is ‘a strong feeling that something/somebody exists or is true; confidence that something/somebody is good or right’... ‘Something that you believe, especially as part of your religion: religious/political beliefs’ (Oxford Dictionary 2010). Religious

belief is ‘the degree to which the members of a religion accept the major beliefs of their religion’ (Sood and Nasu 1995, p.1). Oxford Learner’s Dictionary (2010) defines religious belief as ‘something you believe very strongly, as if it were a religious belief’, while the Free Dictionary (2010) defines religious belief as ‘a strong belief in a supernatural power or powers that control human destiny’.

Past research on religious belief showed that the concept has been measured by different factors such as worship attendance; importance of religious values; confidence in religious values; and self-perceived religiousness; amount of monetary donations to religious organisations (Sood and Nasu 1995; DeJong *et al.* 1976; Wilkes 1986; McDaniel and Burnett 1990; Mokhlis 2009; Sorek and Ceobanu 2009). Bergan (2001 cited Mokhlis 2009, p.77) denotes that religiosity was mainly measured by church attendance. However, measuring the strength of religious belief by church attendance alone is not an accurate measure or strong evidence of religiosity; it can be a habitual activity rather than a religious commitment (Sood and Nasu 1995; Mokhlis 2009).

Religious travel/tourism (chapter 2): ‘In a narrow sense, it is trips and visits whose main purpose is the religious experience, e.g., pilgrimages to Jerusalem, Lourdes and Mecca. In a broad sense, it is also trips and visits whose major motivation is religious heritage, such as churches and cathedrals’ (Meldik 2003, p.141). ‘Hajj or Pilgrimage to Mecca, which all Muslims must make at least once during their lifetime, which takes place during the last month of the Moslem calendar (which varies from year to year) and represents a major example of religious travel/tourism’ (Medlik 2003, p.82).

1.8 Research hypotheses

This thesis incorporates the following hypotheses:

1. Destination image perceptions are influenced by the demographics of the traveller.
2. Tourists’ strength of religious belief and their religious commitment are more important in determining destination image and destination selection than any other factor.

3. Tourists' previous experience of the destination is more important in determining destination image and destination selection than any other factor.
4. British and Swedish potential and actual tourists perceived the image of Jordan negatively.
5. Tourists' country of origin is more important in determining destination image and destination selection than any other factor.

These hypotheses are tested and they are concluded in chapters five and six of this thesis.

1.9 Thesis framework

The framework for study employed to achieve the research objectives is illustrated in Figure 1.2 below. This is followed by a brief description of each of the chapters. As explained earlier in section 1.5 above, this thesis attempted to measure the image of Jordan held by potential and actual visitors to the country. The primary research was undertaken in 2006 in two stages: one is called the organic or pre-visitation image survey completed in Bournemouth, England and Borlänge, Sweden; whilst the second survey is an experiential or post-visitation image survey undertaken in Jordan.

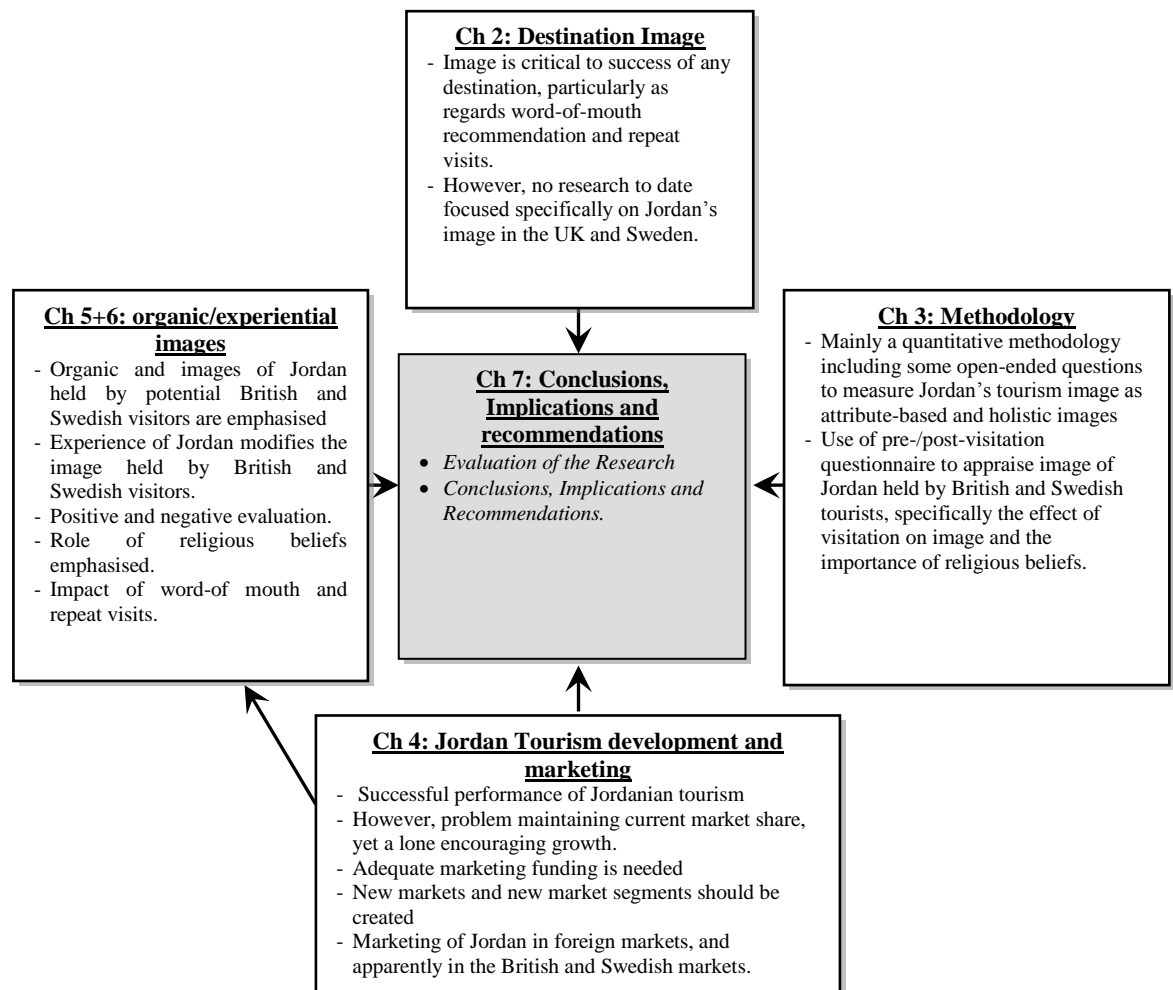


Figure 1.2: Framework of the Thesis

Figure 1.2 above illustrates the framework of the thesis, which indicates the progression of thoughts within the thesis. Thus the objectives are achieved through a combination of primary and secondary research. The thesis can be divided into two major sections; namely, literature on destination image and the primary research undertaken in Britain, Sweden and Jordan to highlight the organic and experiential images of Jordan. The following subsections explain briefly the chapters of the thesis (subsections 1.9.1 thru 1.9.6).

1.9.1 Chapter 2: Tourism destination image - literature review

Image is shown to be a critical component of destination selection and tourists' future behaviour (i.e. intentions to recommend and revisit) in chapter 2. The holiday decision-making process and the motivations that underlie it are outlined. The importance of destination image, particularly with respect to positive word-of-mouth

recommendations and repeat visits, is underscored. The definition of destination image will greatly influence its measurement; consequently, this receives considerable attention. Reference is also made in this chapter to the process of image formation and the ‘agents’ which can affect this procedure. Finally, the influence of tourists’ religious beliefs upon tourists’ image of a destination is discussed.

1.9.2 Chapter 3: Research methodology

The first and third objectives (section 1.5 above) are substantially addressed in chapters 2 and 3 of this thesis. However, the lack of literature about Jordan’s destination image, as well as the importance of religious beliefs as a constituent of that image, required primary research in order to fulfil objectives 2 and 4. The importance of destination image highlights the need to develop appropriate methods for measuring the concept. In chapter 3, the two key research philosophies (positivism and phenomenology), as the specific methodologies employed by destination image researchers, are presented. The approach adopted for this study, which incorporated quantitative methods and employed a pre-/post-visitation questionnaire is outlined, and the implementation and analysis of the questionnaire is discussed. The limitations of the research are also listed. The information provided by the questionnaire is used to evaluate the image of Jordan as a tourism destination in the UK and Sweden, as well as the importance of religious beliefs and commitment to religion as a component of that image.

1.9.3 Chapter 4: Marketing Jordan as a tourism destination

This chapter sets the ground for a historical development of tourism in Jordan and its economic impact from 1921 until 2009, the structure of tourism in Jordan and the Jordan tourism product. The chapter also highlights Jordan’s national tourism strategy 2004-2010, marketing and projected images of Jordan by the Jordan Tourism Board, marketing Jordan as a holiday destination in the British and Swedish markets, the Jordan Tourism Board’s promotional approach and the new tourism brand ‘Jordan’.

1.9.4 Chapter 5: Organic images of Jordan

The findings from the pre-visitation questionnaire are presented in Chapter 5. Results are centred on four main areas; namely, the importance of certain attributes for British and Swedish tourists when choosing a holiday destination; Jordan's expected performance with respect to these attributes; and the measurement of Jordan's image along with attribute/holistic, functional/psychological and common/unique continuums; and the significance of religious beliefs and religious sites commitment to religion as a constituent of Jordan's image in Britain and Sweden.

1.9.5 Chapter 6: Experiential images of Jordan

The findings from the post-visitation questionnaire are presented in chapter 6 and reference is made to chapter 5. The results concentrate on how Jordan was actually performing in terms of certain attributes; whether images are modified as a result of the travel experience; and the role of religious belief and religious sites for both British and Swedish visitors to Jordan.

1.9.6 Chapter 7: Summary and conclusions of the research

In chapter 7, the research objectives presented in chapter 1 are revisited and the relevant research findings discussed. Major findings of the thesis are summarised, conclusions are drawn and recommendations are made. Finally, a brief evaluation of the theoretical, methodological and analytical approaches is outlined.

1.10 Contribution of the research

This study will add to the existing knowledge of tourist images and the influence of religious belief or religiosity upon tourists' images of a destination in a cross-cultural context. This thesis provides new research on religiosity impacts upon destination image and destination selection not previously investigated.

Very few destination image studies to date have focused on personal and situational factors influencing destination image. None has analysed Jordan's image as a tourism destination in Britain or Sweden or the importance of religious beliefs as a constituent

of that image. Only one study has explored the experiential image of Jordan (Schneider and Sönmez 1999).

Not only will the Jordan Tourism Board (JTB) and the Jordanian Ministry of Tourism (MOTA) benefit from this study but also academia in Jordan and in the world, especially in the field of tourism, will get advantage from the research results. This thesis will contribute to the existing literature on tourism destination image as well as the impact of personal factors such as religious belief upon destination image.

The influence of tourists' religious beliefs upon their image of a destination is a new topic in image research and literature. Another contribution is that researchers have rarely adopted the methodology this thesis employed in research on the destination image of Jordan, as held by British and Swedish potential and actual tourists, in the form of pre- and post-visitation surveys.

Another contribution to knowledge is that the researcher has developed a model of the interplay between motivation and destination image as shown in Figure 2.6, section 2.8 of chapter 2. Motivation to travel and the choice of destination are the two ends of the continuum and image is the interplay and the influence between the two. Motivation influences image and then image impacts upon destination selection. Image influences the attitudes of tourists towards the destination based on its attributes (appeal and resources), which then results in a decision to visit or not visit the destination. Motivation and image impact on tourists' future behaviour in terms of repeat visit and recommendations (intention to revisit and to recommend).

Finally, the researcher reviewed 55 articles on destination image measurement from 1997 to 2010 and found that scenery and natural beauty, local people, historical and cultural attractions, good climate and safety were the most considered attributes by tourists (Table 2.2, section 2.5 of chapter 2).

1.11 Conclusion

This thesis is an attempt to assess the image of Jordan in the British and Swedish markets and the implications for marketing the country as a tourism destination. This chapter highlighted the background of this research, the research problem, research

objectives, and the methodology used to reach the research objectives. Definitions employed are presented, the thesis's contribution to knowledge was addressed, and the structure of the thesis with a brief summary of each of its seven chapters is detailed. The literature review will address the research problem and the gaps that are the focus of the primary research. This thesis will contribute to the existing literature of destination images in terms of methodology, the influence of religious belief upon tourists' destination image and destination selection and it will fill the gap in literature about the destination image of Jordan that, until now, has been lacking. The next chapter sets the theoretical background of destination image in terms of its importance in tourists' holiday decision-making process, different theories of image formation process, travel motivation and the influence of religious belief upon destination image and destination selection.

CHAPTER TWO

LITERATURE REVIEW ON DESTINATION IMAGE

'Who you are determines how you behave; how you behave determines how you are perceived.' (Anholt 2010, p.47). *'A bundle of motivations lies beneath everybody's image of a country'* (UNWTO 1980, p.10)

2.1 Introduction

Past research confirmed the importance of motivation as a basis for travel behaviour and satisfaction and image as an influential factor in choosing a certain destination over other destinations (Hunt 1975; Chon 1990, 1991; Sirakaya *et al.* 2001; Pike 2004; Choi *et al.* 2007; Camprubí *et al.* 2008; Choi 2010).

In the last three decades, destination image has become one of the most popular subjects in tourism marketing research and an influential marketing tool (Fakeye and Crompton 1991; Oppermann 1996b; Santos 1998; Schneider and Sönmez 1999; Baloglu and McCleary 1999b; Pritchard and Morgan 2001; Pike 2002; Gertner and Kotler 2004; Hosany *et al.* 2006; Watkins *et al.* 2006; Vaughan 2007; Tasci and Gartner 2007; San Martin and Del Bosque 2008; Warnaby and Medway 2008; Camprubí *et al.* 2008; Lin and Haung 2009). Destination image has a considerable influence on tourists' decision-making process and buying behaviour (Mayo 1973 cited Hunt 1975; Hunt 1975; Chon 1990, 1991; Sirakaya *et al.* 2001; Pike 2004; Choi *et al.* 2007; Camprubí *et al.* 2008; Choi 2010).

The following literature review will provide the reader with a critical analysis of the studies on the subject. Middleton (2005) and Middleton *et al.* (2009) emphasise that it is essential to alter or develop the image in order to influence the expectations of the buyers towards the destination. Middleton further explains that all destinations have their own images, whether they are based on historic or current events. This chapter will focus on the most relevant studies on destination images (Chon 1990; Echtner and Ritchie 1991, 1993; Goodall and Ashworth 1990; Selby and Morgan 1996; Baloglu and McCleary 1999a,b; Schneider and Sönmez 1999; Vaughan and Edwards 1999; Gallarza *et al.* 2002; Watkins *et al.* 2006; Castro *et al.* 2007; Chen and Tasci 2007; Choi *et al.* 2007; Lin *et al.* 2007; Govers *et al.* 2007; Vaughan 2007; Boland 2008;

Camprubí *et al.* 2008; Chi and Qu 2008; Frias *et al.* 2008; McCartney *et al.* 2008; San Martin *et al.* 2008; Stepchenkova and Morrison 2008; Alcañiz *et al.* 2009; Camprubí *et al.* 2009; Garrod 2009; Lee 2009; Lin and Huang 2009; Roth and Diamantopoulos 2009; Royo-Vela 2009; Choi *et al.* 2010; Decrop 2010; Kozak *et al.* 2010; Mehmetoglu *et al.* 2010; O'Connor and Gilbert 2010; Smallman and Moore 2010; Yilmaz *et al.* 2010; Yuksel *et al.* 2010).

Multiple or repeat visits to a destination can modify the tourist's image of that destination (Oppermann 1999). Selby and Morgan (1996), on the other hand, argued that destination image is affected by different factors other than the destination itself, such as the Media. Iwashita (2006) argues that what is presented in the Media and what images are projected are what tarnish people not what is real. Image is a valuable concept to study in determining the destination decision-making process (Baloglu and McCleary 1999a). Seddighi and Theocharous (2002) emphasise the importance of analysing tourist demand in order to understand tourist behaviour in selecting a certain destination.

This chapter contains nine further sections. Section 2.2 describes how travel motivation underlies tourist behaviour, where certain theories are explained including Maslow's Hierarchy of Needs, Herzberg's motivation and hygiene or two-factor theory and other motivation studies specifically related to the tourism and travel industry. Section 2.3 explains the travel decision-making process and reviews different models and theories in this regard. Section 2.4 reveals definitions of destination image and how they are conceptualised. Section 2.5 refers to the importance of destination image in destination selection and its influence upon tourist's behaviour. An analysis of the components of destination image is explained in section 2.6. Section 2.7 reviews the important theories and approaches of destination image-formation process. Section 2.8 explains the influence of religious beliefs upon the formation of destination image and reviews some approaches in this regard. Finally, section 2.9 concludes the main ideas of this chapter.

2.2 Travel motivation

Motivation is a difficult and complex area to study in tourism research exactly as destination image (Mathieson and Wall 1982; Pearce and Lee 2005). Travel by itself is considered as a need and want satisfier (Mill and Morrison 1992 cited Pike 2004, p.104).

Motivation becomes an important topic in tourism research and much research has been undertaken since the 1960s (Thomas 1964; Lundberg 1971; Cohen 1972; Plog 1974; Wahab 1975; Dann 1977; Crompton 1979; Dann 1981; Mayo and Jarvis 1981; Iso-Ahola 1982; Dann 1983; Gee *et al.* 1984; Mill and Morrison 1985; Deci and Ryan 1987; Snepenger 1987; Chon 1989; Goodall 1990; Ross and Iso-Ahola 1991; Mansfeld 1992; Parrinello 1993; Pearce 1993, 1996; Cha *et al.* 1995; Alhemoud and Armstrong 1996; Moscardo *et al.* 1996; Gnoth 1997; Jenkins 1999; Goossens 2000; Lam *et al.* 2001; Kozak 2002; Goeldner and Ritchie 2003; Bansal and Eiselt 2004; Pike 2004; Pearce and Lee 2005; O’Leary and Deegan 2005; Yoon and Uysal 2005; Jang and Wu 2006; Chan and Baum 2007; Devesa *et al.* 2009; Severt *et al.* 2007; Meng *et al.* 2008; Rittichainuwat *et al.* 2008; San Martín and Del Bosque 2008; Correia and Moital 2009; Goeldner and Ritchie 2009; Huang and Hsu 2009; Lee 2009; Lundberg *et al.* 2009; Park and Yoon 2009; Alegre and Garau 2010; Csizér and Lukács 2010; Mehmetoglu *et al.* 2010).

There is a causal relationship between travel motivation and satisfaction; motivation is often linked to travel behaviour and tourist satisfaction to fulfil a certain need (Lundberg 1971; Mayo and Jarvis 1981; Snepenger 1987; Lam *et al.* 2001; Goossens 2000; Kozak and Rimmington 2000; Kotler *et al.* 2003; Leiper 2004; O’Leary and Deegan 2005; Yoon and Uysal 2005; Jan and Wu 2006; Chan and Baum 2007; San Martín and Del Bosque 2008; Goeldner and Ritchie 2009; Lundberg *et al.* 2009; Alegre and Garau 2010).

Mayo and Jarvis (1981, p.147) define motivation as ‘an active, driving force that exists to reduce the state of tension’. Mountinho (1987 cited Page 2003, p.52), on the other hand, defines motivation as a ‘state of need, a condition that exerts a push on the individual towards certain types of action that are seen as likely to bring satisfaction’. Motivation is defined as an inner force or stimuli that reflect goal-arousal (Hoyer and

MacInnis 1997) or as external stimuli that relate to the surrounding environment, psychological and social factors (Iso-Ahola 1983). Motivation is ‘an internal factor that arouses, directs and integrates a person’s behaviour’ (Murray 1964 cited Iso-Ahola 1982, p.257). Motivation is likened to an awareness of potential satisfaction to be attained in the future (Deci 1975 cited Iso-Ahola 1982, p.257). Deci and Ryan (1987 cited Ross and Iso-Ahola 1991, p.227) defined motivation as an ‘autonomous initiation or self-determination of behaviour’ which is expected to satisfy a need or a want after experience (Ross and Iso-Ahola 1991, p.227). Kotler *et al.* (2003, p.214) emphasise that ‘needs are the drivers for motivation; a need becomes a motive when it is aroused to a sufficient level of intensity’. Weaver and Lawton (2002, p.189) defined motivation as ‘the intrinsic reasons why the individual is embarking on a particular trip’. Leiper (2004) defined motivation as ‘a force impelling people to act, attempting to satisfy a need, whereas a need refers to a state of felt deprivation’. ‘It is made up of driving forces, emotions, impulses, and cognitive processes structured to determine objectives’ (Glaesser 2004). Motivation is defined as an inner force that reflects goal-arousal (Hoyer and MacInnis 1997). It is the process by which people seek a state of balance to fulfil their wants and needs (i.e. satisfaction). Tran and Ralston’s (2006, p.426) definition is more conceptualised; ‘a motive is defined as an internal state that drives individuals to meet needs and reduce dissatisfaction’. In summary, motivation means that tourists’ needs are the driving force of their behaviour to reach a state of balance (i.e. satisfaction) in their physiological and psychological needs.

In order for an individual to become a potential tourist, one or all of the following should motivate him or her: a need(s) that should be satisfied; information and feelings about this satisfaction (i.e. a travel to fulfil that need) and a positive post-visit expectation about the experience at the destination (Leiper 2004). The author argues that travel motivation and destination image are linked to each other; there is an inclined role for images and beliefs that lie behind motivation towards a destination. In other words, for a tourist to be motivated to travel, he or she should bear a positive and strong image about the destination and its attributes. Leiper (2004) argues that positive images and motivations are not enough for a person to travel and choose a certain destination; he or she should have enough money, time and health. Therefore, it is very important to know human motivations in tourism and travel in order to

answer the needs and wants of tourists, as motivations are the basis of tourist behaviour and satisfaction. Subsection 2.2.1 below explains the human needs that are the basis for human motivation, as first developed by Maslow in 1943 and known since then as Maslow's Hierarchy of Needs. Herzberg's two-factor theory for human motivation is articulated in Subsection 2.2.2. Different up-to-date tourism studies that give a broader picture of motivation in tourism as a basis for tourist behaviour and then its impact on tourist decision-making process are presented in subsection 2.2.3 below.

2.2.1 Maslow's Hierarchy of Needs (1943)

Maslow's Hierarchy of Needs (1943) contributes highly to tourists' motivation literature (Huang and Hsu 2009). Human needs are of two sorts: personal needs, which are called independent needs, and interpersonal needs that are the result of the interaction of the individuals with their surrounding society (Correia and Moital 2009; Ross and Iso-Ahola 1991; Goeldner and Ritchie 2003; Mayo and Jarvis 1981; Nolan 1976; Crompton 1979; Iso-Ahola 1982; McIntosh 1977). On the other hand, Maslow (1943) divided human needs into two categories: physiological (such as the need to eat, to drink or to keep warm) and psychological (such as the need for status and respect). Maslow has classified these needs into the hierarchical structure shown in Figure 2.1 below. Maslow's theory suggests that the more basic (physiological) needs must be satisfied first before we can focus our attention on the higher-level needs (or wants). Huang and Hsu 2009 postulate that 'relaxation (physiological) needs are the first to satisfy followed by safety/security, relationship (social needs), self-esteem and development (ego needs), and fulfilment (self-actualisation) needs'. Huang and Hsu further claim that tourists' motivation and travel behaviour changes over time, especially after travel experience at the destination. As Maslow suggests in his hierarchy, tourists seek higher-level needs (i.e. self-actualisation) as they become more involved in the destination experience (Huang and Hsu 2009). Other variables that can affect human needs and these include culture, group influences, personality, family and social class (Kotler 2001). The decision to take a holiday is based on a number of distinctive, though not mutually exclusive, needs. The most successful destinations are, therefore, those that respond best to the greatest number of needs.



Figure 2.1: Maslow's Hierarchy of Needs (Maslow, 1943)

Nearly all tourism products (services) are psychological, where you buy a service or a holiday dream not in hand, and image plays an effective role in motivation and the decision to travel. Maslow hypothesises that you cannot think of the upper needs in the hierarchy unless you fulfil the lower (basic) needs. For example, people will not think to go for a holiday if they do not have enough food to eat; therefore, this hierarchy is ascending. However, Maslow's theory is not always ascending because 'many' of human needs 'coexist' altogether and differ in priority and importance depending on people's lifecycle and other individual circumstances (UNWTO 2009, p.23).

So why do we need to study or know human needs in destination marketing? The answer is very simple, where needs are the basic motivations to human behaviour, a tourists' needs push them to do something such as thinking about a holiday trip; for example, to satisfy their needs and wants. Therefore, destination marketers are more concerned about tourists' needs and wants that are the foundation of tourist behaviour since behaviour formulates attitudes and, lastly, attitudes affect the decision to buy the destination trip.

2.2.2 Herzberg's Motivation-Hygiene/Two Factor Theory (1959)

Herzberg developed a theory of two factors, i.e. motivators and hygiene factors, of human motivation, which he called 'dissatisfiers' and satisfiers. Factors that cause dissatisfaction are called dissatisfiers, and those that lead to satisfaction are called satisfiers (Kotler *et al.* 2003: 214). Kotler *et al.* further postulate that in order to motivate an individual to buy something, satisfiers must exist. Herzberg's hygiene factors mirror Maslow's physiological needs as they concern about the basic needs of human beings. Herzberg's theory of motivation proposes that humans have two

different sets of needs; those that are called basic needs (hygiene factors), as in Maslow's Hierarchy above, and those that he called 'growth needs'. The later refer to the work itself and then give motivation such as recognition, achievement, etc., exactly as in Maslow's upper needs in the hierarchy (Lundberg *et al.* 2009). Unlike Maslow's Hierarchy of Needs, Herzberg's theory suggests that the presence of satisfiers does not cause satisfaction or motivation to individuals; they simply prevent dissatisfaction (Chan and Baum 2007; Lundberg *et al.* 2009; Alegre and Garau 2010). Chan and Baum (2007) and Alegre and Garau (2010) further explained that Herzberg's theory based on the notion that the motivating factors (or satisfiers) are associated with positive responses and those hygienic (dissatisfiers) are associated with negative ones.

When applying Herzberg's theory in the tourism and travel industry, destinations should avoid all types of dissatisfaction to tourists and increase all means of satisfaction in order to create or sustain a positive image in the minds of potential and actual visitors. These satisfiers make the difference when comparing destinations or tourism products. Satisfaction and dissatisfaction are correlated to destination experience. Satisfied tourists will hold a positive image and consequently will consider visiting and recommending that destination to others.

2.2.3 Travel and tourism motivation studies

In order to understand tourists' behaviour, it is worth studying motivation as an important concept in tourism research. Although Maslow's Need Hierarchy and Herzberg's two-factor theory are probably the best known theories of motivation, a number of other studies that have been conducted in the field of travel and tourism were of special interest in this area. Literature showed that motivations are the basis upon which tourists make a travel decision and image of the destination is a decisive factor in choosing one destination over another (O'Leary and Deegan 2005).

Researchers agree on two forces of tourist motivation that lead to travel behaviour, i.e. escape and seeking (Mayo and Jarvis 1981; Iso-Ahola 1982; Ross and Iso-Ahola 1991). Escape means to get relaxation, changing daily routine and stress (escape personal problems) by travelling for a certain period. Seeking, on the other hand, is to discover something new through short trips or sightseeing (to seek psychological

intrinsic reward). Ross and Iso-Ahola (1991) in their study of ‘sightseeing tourists’ motivation and satisfaction’ of different tourists visiting Washington DC, found that the seeking motive was more important than the force of escape such as for one-day sightseeing. People try to discover (seeking motive) as much as they can from a short trip (a one-day visit) to any destination. This implies that other tourists who are looking for other motives such as relaxation (escape) would be interested in longer visits of more than one day. However, travellers are becoming more interested in motives such as ‘authenticity, emotional recharge and exploration, rather than passive sightseeing or just relaxing on a beach’ (UNWTO 2009, p.2).

Motivation in tourism research is understood and explained in terms of push and pull factors as a basis for people to travel (Dann 1977; Crompton 1979, 1981; Mayo and Jarvis 1981; Jenkins 1999; Kozak 2002; O’Leary and Deegan 2005; Sirakaya and Woodside 2005; Yoon and Uysal 2005; Huang and Hsu 2009; Alegre and Garau 2010). The push factors refer to the intrinsic need to ‘escape’ that stimulates tourists to travel (e.g. relaxation) and seeking (e.g. adventure). The pull factors are related to the attractiveness and appeal of the destination (e.g. sea, sunshine) with its resources such as beaches, accommodation, natural, cultural, historical and religious attractions (Uysal and Hagan cited Kozak 2002). The pull factors only become relevant once the need to travel has been established, which implies that the issue of motivation relates only to push factors (needs and wants) as the driving forces to travel and seeking satisfaction of those needs (Dann 1977). Dann (1981, p.190) says that ‘travel is a response to what is lacking yet desire’. Tourists respond to motivation stimuli such as beautiful weather or job opportunity. Motives for travel are understood in terms of two ‘twin’ concepts of ‘anomie’ and ‘ego-enhancement’ Dann (1977, p.186). Anomie is a ‘need for social interaction, which is seen as a push-factor in tourism, providing motivation for people lacking interpersonal contacts in the home environment’ (Dann 1977; Medlik 2003). Ego-enhancement is a need for recognition and ‘travel presents a tourist with the opportunity to boost his or her ego in acting out an alien personality’ (Dann 1977, p.188).

Thomas (1964 cited in Mayo and Jarvis 1981, p.150) identified 18 important travel motivations divided into four major groups: *education and culture* (e.g. to see how people in other countries live and work); *relaxation and pleasure* (e.g. to get away

from everyday routine); *ethnic heritage* (e.g. to visit places one's family came from) and *other motives* (e.g. weather, health, adventure). It is argued that the last group of motivations set by Thomas (1964) is confused with tourism purposes. In this regard, Weaver and Lawton (2002) were among the first scholars to differentiate between travel purpose and travel motivation; for example, a purpose can be for leisure and pleasure, but the motivation is to escape routine. The Pacific Area Association (1967 cited Lundberg 1971, p.76) in their survey of three destinations (i.e. Pacific, Hawaii and Europe) found 16 motives for tourists to satisfy their needs and desires. They grouped them into 5 main motives: educational, interesting new experience; satisfactory personal contacts; good tour management; physical comfort and satisfaction and miscellaneous satisfaction. Out of the survey, Lundberg (1971, p.77) listed the twelve most important motives for tourists to choose a destination to visit. He grouped them into 3 groups: most important: (friendly people, comfortable accommodations, beautiful scenery and reasonable prices); next important: (attractive customs and way of life, good climate, beautiful man-made buildings and outstanding food) and least important, which includes good shopping, exotic environment, historical or family ties and exceptional recreational facilities. Lundberg (1971, p.77) further added five other motives for choosing a holiday destination: 'beautiful scenery; a chance to get a good rest; good sports or recreational facilities; a chance to meet congenial people and outstanding food'.

Gray (1970 cited Pike 2004, p.103) considers wanderlust, i.e. a desire to travel from the familiar and routine environment to a different one (new experiences, places) and sun lust, i.e. a desire to go to warmer destinations for recreation and resort holidays. Gray proposes wanderlust and sun lust as the two main motivations concerning tourist travel. Crompton (1979) proposes nine motives for tourists making a holiday decision. Seven of these are push motives (related to the tourist) and are classified as being socio-psychological. These include the need to escape from a perceived mundane environment; the need for exploration and evaluation of self; the need for relaxation; the need for prestige; the need for regression (to do things that are unimaginable within the context of usual life styles- less to regress to a less complex, less changeable, less technological advanced environment); the need to enhance kinship relationships; and the need to facilitate social interaction. Correia and Moital (2009, p.18) explained 'prestige' need as 'the motivational process by which

individuals strive to improve their regard or honour through the consumption of travel experience that confers and symbolises prestige both for the individual and the surrounding others'. The remaining two are pull motives (related to the destination) and are classified as being cultural; namely, novelty and education. Cohen (1972) proposes a novelty concept in travel motivation. He meant that tourists are of types when relating to destination selection: those who are novel and those who are familiar. 'Mass tourists' tend to visit familiar destination (i.e. mass tourists) and 'novel tourists' tend to visit new destinations, new experiences and new types of tourism. This conforms to Plog's explanation of 'psychocentric' and 'allocentric' tourists; psychocentrics prefer familiar destinations and allocentrics tend towards novelty in their selection of destinations (Plog 1974). McIntosh (1977 cited Mayo and Jarvis 1981, pp.148-149) divided the basic travel motivations into four categories, namely, physical, cultural, interpersonal and status and prestige motivators.

Other studies emphasise the importance of tourist motivation. Lundberg (1974 cited May and Jarvis, 1981, p.146) proposes that travellers' motivation is the reflection of their deeper needs. Mayo and Jarvis (1981, p.146) stated that travel behaviour is driven by motivation. They further hypothesised that motivation is influenced by people's learning process, perception, cultural background and personality in that they interact and react to the world around them. Consequently, motivation works as a driving force to satisfy the needs (physiological and psychological) of human beings whether they are travellers or not. Plog (1974, 2001 cited Huang and Hsu 2009) sees travel motivations in terms of its psychographics nature, i.e. 'psychocentric' and 'allocentric' motivations. Plog (2001) calls them 'dependables' and 'adventurers' respectively. Psychocentrics are those people who are aware of their needs and preferences, as the word 'psyche' denotes mind and consciousness; they tend to be 'selective' and 'conservative in their travel patterns' (Cooper *et al.* 2008, p.57; Goeldner and Ritchie 2009, p.263). They tend to choose destinations they are familiar with, are safe; they are motivated more to sun and fun places and prefer low activity trips (Cohen 1972; Plog 1974, p.57). Cooper *et al.* call this type of tourist 'repeaters' as they tend to repeat their trips often. Allocentrics, on the other hand, are those who prefer to visit and discover new destinations or novelty (Cohen 1972); are adventurous and open (as opposed to being conservative) in their demands (Plog 1974). The word 'allo' refers to 'varied in form' (Cooper *et al.* 2008, p.57). Tourists of this type prefer

to experience something new and novelty; rarely do they return to the same destination and therefore, are called ‘wanderers’ (Cohen 1972; Cooper *et al.* 2008; Goeldner and Ritchie 2009).

Other researchers emphasise physiological and psychological motives (Maslow 1943; Mayo and Jarvis 1981; Crompton 1979; Mill and Morrison 1992; Pike 2004; San Martín and Del Bosque 2008). Crompton (1979) classified tourism motivation needs into four categories: Physical, such as relaxation; cultural, such as discovering new geographical areas; interpersonal, such as socializing and meeting new people; and prestige, such as self-esteem and self-actualization. Crompton later identified nine motivations, seven of which were classified as ‘socio-psychological’ and two as ‘cultural.’ Others distinguished between intrinsic and extrinsic motivations (Deci 1975; Iso-Ahola 1982; Pearce 1993, 1996; Pearce and Lee 2005; Reiss 2005).

The UNWTO (1980) distinguished between two sorts of motivations, rational and emotional motivations. The ‘rational motivation’ category includes eighth motives: result (e.g. I come here fitter); confidence (e.g. those who tell me to go there would not fool themselves or me); utilisation⁴ (e.g. it is not far away); security (e.g. the people are not thieves); saving (e.g. it is not expensive); tradition (e.g. it is a cultural must); conformity (e.g. everyone else goes there) and modernism (e.g. I will be one of the first to go there). ‘Emotional motivations’ are classified into the following seven types: curiosity⁵ (innate in tourism); novelty (e.g. ruins have just been discovered there); sympathy (the people are nice); the wonderful (e.g. there are wonders of nature there); affectivity (e.g. pity, tenderness, etc); freedom (e.g. I shall no longer feel tied down) and friendship (e.g. I made a lot of friends there).

Motivation is an antecedent of tourists’ behaviour. Iso-Ahola and Allen (1982 cited Ross and Iso-Ahola 1991, p.227) argue that the motivation before and after tourists have visited the destination (after the leisure experience) are different and therefore

⁴ Katz (1960 cited Fodness 1994, p.558-559) proposes four types of motives according to the functional theory: ego-defence needs (e.g. I would visit my parents more often if they didn’t live so far way); a knowledge motive (e.g. it is to understand why airline food is so bad); utilisation motive (e.g. we vacation in Florida every summer; it is a tradition in our family); and a value-expressive motive (e.g. I wouldn’t dream of staying anywhere but the Breakers). Smith *et al.* 1956 (cited Fodness 1994, p.559) propose another motive, ‘social-adjustive function’ (e.g. vacations are a great opportunity to bring the family closer together).

⁵ Goeldner and Ritchie (2009, p.263) underline the basic motives that exist in everybody’s motivations include curiosity, relationships and relaxation exist in everyone’s motivation.

motives will change depending on the satisfaction obtained from that experience. This satisfaction is highly dependent on the experiential image after tourists have shared and participated at the destination.

Pearce (1996) and Pearce and Lee (2005) developed a tourist motivation framework based on three existing approaches, specifically the work of Plog (1974, 1987 cited Pearce 1993, 2001) and Pearce (1988, 1991) and Pearce and Lee (2005). They called this model ‘the leisure ladder or the career motivation ladder’, which is shown in Figure 2.2 below. This model resembles Maslow’s Hierarchy of Needs (1943) and Crompton’s classification of motivations (1979).



Figure 2.2: The leisure ladder adapted from (Pearce 1991, 1993) and Pearce and Lee (2005)

Pearce described those motivational needs as follows: ‘biological needs; safety and security needs; relationship development and extension needs; special interest and self-development needs and fulfilment or self-actualisation needs’ (Pearce 1993, p.125). Pearce (1988, 1991) proposes that tourists behave as employees using their career as an evaluation of their behaviour; they start, change and end their career during their lifecycle. People during their life may or may not go on a holiday due to money and health issues; they may also ‘retire’ from their ‘travel career’ and never take a holiday (Pearce 1996, p.13). Morgan and Xu (2009, p.218) explain this as tourists trying to ‘seek different products and destinations as their experience grows’. However, Morgan and Xu’s study (2009, p.231) on students’ travel experiences found no evidence that students had a travel career when planning their holidays; they just choose a destination because it is different. Morgan and Xu further explain that tourists’ motivation to travel is dependent upon their personality and their experience.

Mansfeld (1992) proposes two approaches to study tourists’ motivation and their decision-making process: the ‘economic-rational man’ and the ‘normative-rational’

approaches. The former reflects tourists' needs and the benefits expected; this approach is dependent upon tourists' disposable income and time available. The 'economic-rational man' proposes that tourists' decisions to visit the destination are influenced by their perceived image about that destination. The latter approach is based on tourists' individual and group (family) evaluations of travel choices as well as their economic conditions. In this regard, Alhemoud and Armstrong (1996) suggest four factors that influence tourists' travel decision-making process, which include family, reference groups, social class and culture-subculture.

Fodness (1994) developed a self-report scale to measure leisure travel motivation utilising the functional approach to understand relationships between tourist motivation and behaviour for US travellers who requested the 'Florida Visitor's Guide'. The functional approach was based on the needs as psychological functions and then the vacation as a satisfier for that need. Fodness argues that effective tourism marketing is impossible without an understanding of tourists' motivation. Gee *et al.* (1984 cited Fodness 1994), on the other hand, emphasise the importance of motivation on travel decision making and, thus, on consumption behaviour.

Goossens (2000) explored the motivational and emotional aspects of destination choice behaviour, suggesting that mental imagery is an anticipating and motivating force that mediates emotional experiences, evaluations and behavioural intentions. Goossens sees that tourists are pushed by their emotional needs and pulled by the emotional benefits⁶. Mill and Morrison (1985 cited Goossens 2000) assert the role of marketing in creating awareness, and then motivation to tourists to try (buy) a service or a product in order to satisfy their needs. Kozak and Rimmington (2000) emphasise the influence of motivation on tourists' intention to visit a destination and the satisfaction attained through participating at the destination. Goeldner and Ritchie (2003, 2009) divided motivations into four factors: physical (e.g. relaxation); cultural (e.g. discovering new areas); interpersonal (e.g. meeting new people) and prestige (e.g. self-actualisation). Correia and Moital (2009) looked at travel motivations in terms of personal, interpersonal and prestige motives. Pike (2004) has identified the relationship between needs and tourism motives, explained in Table 2.1 below.

⁶ Push factors are consumer dispositions that include needs, motives and derives, while pull factors are marketing stimuli and include advertising, destinations and services (Goossens 2000, p.304).

Table 2.1: Relationship between needs and tourism motives

Need	Motive	Tourism literature
Psychological	Relaxation	Escape, relaxation, relief of tension, sun lust.
Safety	Security	Health, recreation, keeps oneself active and healthy.
Belonging	Love	Family togetherness, enhancement of kinship relationships, companionship, facilitation of social interaction, roots, ethnic, show one's affection for family.
Esteem	Achievement, status	Convince oneself of one's achievements, show one's importance to others, prestige, social recognition, ego-enhancement, status, personal development.
Self-actualisation	Be true to one's own nature	Exploration and evaluation of self, self discovery, satisfaction of inner desires.
To know and understand	Knowledge	Cultural, educational, wanderlust, interest in foreign areas
Aesthetic	Appreciation of beauty	Environmental, scenery

Source: Pike (2004, p.104 after Mill and Morrison 1992)

The needs explained in Table 2.1 above mirror Maslow's Hierarchy of Needs in Figure 2.1 (subsection 2.2.1 above) except for the last two ones, i.e. to know and understand and aesthetic needs.

Swarbrooke and Horner (2007, p.54) developed a typology of motivators in tourism. They classified them into six groups: physical (e.g. relaxation); emotional (e.g. spiritual fulfilment); personal (e.g. visiting friends and relatives); personal development (e.g. increasing knowledge); status (e.g. fashionability); and cultural (e.g. experiencing new cultures). They concluded that motivation is dependent upon tourists' personality and lifestyle; their experience; who they are planning to take a vacation with; their demographic characteristics; and how far in advance they book the trip.

San Martín and Del Bosque (2008) explored the influence of psychological motivations and cultural values on the perceived image of a tourist destination. They found that the perceived (organic) image is dependent on tourists' psychological and cultural values. They suggest that tourist boards should develop marketing and promotion plans and strategies that consider different psychological and cultural values of tourists. Mehmetoglu *et al.* (2010) and Woosnam *et al.* (2009), on the other hand, emphasise that personal values have a great impact on tourism behaviour and tourists' motivations. Efficient marketing communication is dependent on a better understanding of tourists' personal values (Mehmetoglu *et al.* 2010, p.17).

Goeldner and Ritchie (2009) emphasise that there should be a good profile of tourists' motivations to visit the destination. This profile will assist in understanding tourists' needs and desires as well as how the destination activities and attractions will satisfy these needs.

Recently, Aziz and Ariffin (2009) examined the relationship between travel motivation and lifestyles amongst Malaysian pleasure tourists. They found that the major motives for Malaysian tourists include nature, cultural, budget, adventure and freedom. They identified also five major lifestyles: the satisfiers, the dreamers, the indoors, the achievers and the escapist. The Malaysian leisure tourists showed a high curiosity for travelling to novel tourist destinations (Aziz and Ariffin 2009). More recently, Alegre and Garau (2010) postulate that a tourist with higher motivation towards a destination attributes is more likely to evaluate those attributes more positively. Alegre and Garau refer this positive relation between motivation and destination attributes to the influence of a tourist's personal and emotional involvement in making the trip and participation at the destination. Lam *et al.* (2001) hypothesise that satisfaction is dependent upon job expectations; higher expectation means higher satisfaction. Equally, when image expectations are higher than the actual experience (i.e. destination post-visitation performance), tourists are dissatisfied.

2.3 Travel decision-making process

As outlined in section 2.2 above, the decision to take a holiday stems from tourists' motivation based on both needs and desires. Wright (1999) notices that in order to understand the real reason why people buy one product (destination) rather than another or one brand rather another, it is necessary to get at their underlying needs and concerns. Motivations can influence people's willingness to travel, but they do not influence the decision to choose a specific destination. O'Leary and Deegan (2005) explain the link between images and motivations in tourism literature as images forming the basis of destination evaluation and selection and motivations are the driving force that stimulates tourists to travel in general. Motivated people are ready to make a decision to travel in general; however, motivation itself has no direct influence on which destination people will choose. Images, on the other hand, play a

decisive role (keeping in mind all other influences are under control such as prices, disposable income, time, distance, etc) in destination selection (Goodall 1992; O’Leary and Deegan 2005). The author argues that image is not always a decisive factor in choosing a destination; motivation can be the mere reason for people to travel. For example, travelling for the purpose of pilgrimage (hajj) to Mecca is motivated by a religious need, i.e. to practice worship and or for a need to be nearer to Allah. Image here plays no role because hajj is a divine duty. However, there was recently a strong image influence upon hajj due to swine flu; some countries such as Tunisia, for example, banned hajj for the year 2009 due to the risk of being a pandemic disease (ABC News 2009). This necessitates a link between motivation, destination image and destination selection (Goeldner and Ritchie 2009). In other words, for tourists to travel they should be motivated, and for them to decide which destination to go, they should have a positive and strong image of that destination. Images are not only important in choosing between different destinations, they are also very important because they influence tourists’ satisfaction at the destination. Satisfaction means tourists bear a positive modified image and allows them to recommend others to visit the destination as well as encouraging them to return to the same destination (i.e. word-of-mouth recommendations and repeat visits respectively).

Tourists’ destination decision-making process is influenced by different factors, including their perceived images of a place or a destination. Beerli and Martín (2004a) explain these factors influencing destination image in terms of information sources about the destination; performance evaluation of the destination pre- and post-visitation; motivation; experience with the destination and socio-demographic variables. Ashworth (1991, p.134) confirms that previous holiday experience is the most important factor affecting destination image. Swarbrooke and Horner (2007, p.75) divided the factors influencing tourist decision-making process into two categories: internal and external factors. Internal factors to the tourist include personal motivators; personality; family and work commitments; past experience; hobbies and interests; lifestyle. External factors to the tourist include advice of travel agents; word-of-mouth recommendations of friends and relatives; health problems and vaccination requirements in the destination; destination political and security restrictions (visa requirements, war, etc); and climate.

Mayo (1973 cited Hunt 1975, p.1) stresses that destination image is a critical factor in destination choice. Herzog (1967 cited Hunt 1975, p.2) proposes that consumers tend to prefer products that have a favourable image to them. This implies that products, places and destinations with positive and favourable images are more likely to be chosen by consumers and tourists than those with low or negative images.

Tourists form a naïve (inexperienced) image of each destination during the initial stage of image formation process based on the information available regarding different destinations. Other factors play a significant role here also during the evaluation stage of the decision-making process such as family and employment commitments as well as financial considerations. Ultimately, when the organic expectations and pre-visit performance of the destination are positive and high, the tourist makes a booking. Following participation at the destination, if the post-visit experience is positive, satisfaction exists and the tourist might revisit the destination and recommend it to others (Goodall and Ashworth 1990). Um and Crompton (1990) propose that there are three main stages involved in the selection of a destination. These are ‘the development of an initial set of destinations that has traditionally been called the awareness set; a discarding of some of those destinations to form a smaller late consideration or evoke set and a final destination selected from those in the late consideration set’ (Um and Crompton 1990; Gartner 1993).

Sirakaya and Woodside (2005, p.823) identified the factors involved in the tourist’s decision-making process and they grouped them into four factors. They are (1) internal variables (e.g. attitudes, values, beliefs, intentions, personality); (2) external variables (e.g. pull factors of the destination, marketing mix, family and friends, culture and subculture); (3) nature of the trip (e.g. group size, distance, time and duration of stay); and (4) trip experience (e.g. mood and feelings of the trip, post-visit performance of the destination experience). Destination selection, therefore, is highly dependent on the mixture of psychological factors such as attitudes, images, motivations, beliefs, intentions and tourists’ own personality and on external factors including time, distance, marketing mix and the destination appeal or pull factors (Sirakaya and Woodside 2005). Hosany *et al.* (2006) were among the first who investigated destination image and destination personality by applying branding theories to tourism places.

Smallman and Moore (2010) developed a conceptual model of the tourist decision-making process by reviewing of 33 studies from 1973 until 2008. They found that tourists' decision-making process towards a destination is affected by different factors, which are country of destination, income, time available, demographics and transportation (Rugg 1973; Morely 1992); behaviour of choosing a travel destination and revisit intention (Woodside and Lysonski 1989; Seddighi and Theochorous 2002; Lam and Hsu 2006); beliefs, attitudes (Crompton 1979; Um and Crompton 1990, 1991; Lam and Hsu 2006); destination awareness, preferences (Woodside and Lysonski 1989); presence of children, number and age of children (Thornton *et al.* 1997); uncertainty/risk avoidance (Money and Grotts 2003); motivation, image (Bansal and Eiselt 2004; Kubas *et al.* 2005; Molina and Esteban 2006); income, household size, age, marital status, education, city/region size, distance between origin and destination, type of accommodation, length of stay (Nicolau and Max 2005); internal and external information search, type of destination selected (Bargeman and van der Poel 2006); unconscious needs for achievement (Tran and Ralston 2006); experience of tourist destination (Beerli and Martín 2004b); word-of-mouth (Murphy *et al.* 2007); level of familiarity with the physical environment/destination (Xia *et al.* 2008); preference decision, purchase dissatisfaction, repeat buying (Mountinho 1987); socio-demographic factors, individual factors, household factors (Van Raaij & Francken 1984; Van Raaij 1986); motives, information search, evaluation, intentions (Woodside & McDonald 1994).

Reich (1999) developed a model of destination selection process, which he called 'a hierarchy of effects model' (Figure 2.3 below). The model is composed of six steps; namely unaware; aware; beliefs/knowledge; attitude; purchase intention; and purchase. This model is ascending, in which the tourist moves from the unawareness stage up to a purchase stage. During the cognitive stage, tourists become aware and knowledgeable and then they develop certain beliefs. Then they build up their attitudes (positive/negative) about a certain destination (affective stage). After that, they possess an intention to purchase (go on a holiday) and, finally, they decide to purchase (book the holiday), during the conative stage. The three stages of Reich' model depicted in Figure 2.3 below resemble Gartner's (1993), Dann's (1996) and Pike and Ryan's classification of cognitive, affective and conative components of destination image in subsection 2.7.3 below.

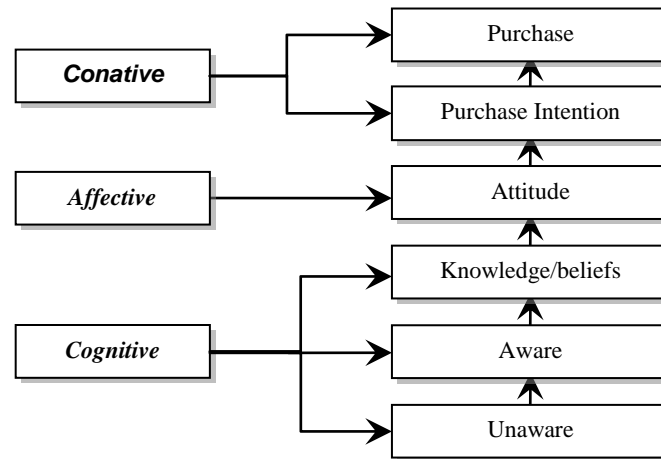


Figure 2.3: Hierarchy of Effects Model (Reich 1999)

Ryan (2002), on the other hand, developed a model of the tourist decision-making process (Figure 2.4 below). Ryan emphasises that the concept of satisfaction/dissatisfaction is central to the evaluation of tourist experience. In this concept, a learning process is involved, where tourists get to learn how to acquire an expectation or an ability to evaluate the destination they will visit. They get to learn through their experience of a holiday, as well as through other intermediaries (commercial and informal). Ryan emphasises the importance of socio-demographic factors like social class, occupation and life-stage in shaping conceptualisation that the tourist might use in their learning process. Certain situational variables can also be of importance, such as the presence of a partner and/or children. Other variables include the ability to have time off from work, the price of the holiday and the attractiveness of a brochure (Ryan 2002).

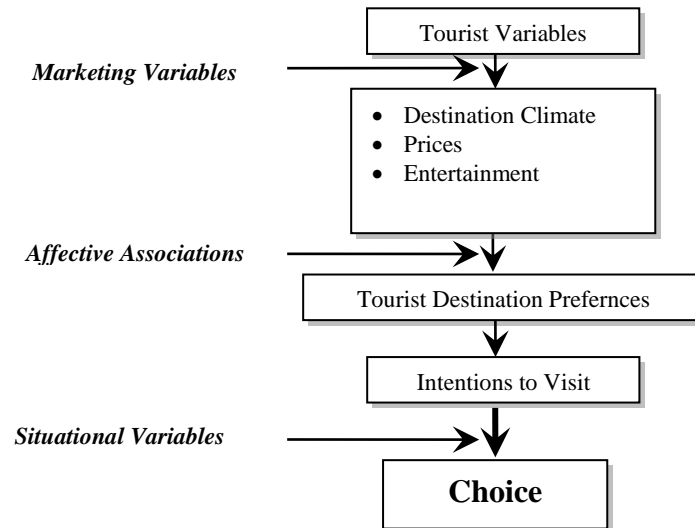


Figure 2.4: A process of destination choice (Ryan 2002).

2.4 Concept and definitions of destination image

It is worth mentioning here that there is no consensus on the definition of destination image. The definition of destination image is complex and problematic because it represents subjective beliefs and feelings (Jenkins 1999; Grosspietsch 2006; Castro *et al.* 2007; Lin and Huang 2009). Castro *et al.* (2007, p.177) state that ‘image is the outcome of interactions among various experiences, impressions, beliefs, and feelings’.

The concept of image was first mentioned in English geographical literature in 1912 (Shields 1991 cited Tuohino 2002, p.4). However, Tuohino indicates that the first research related to destination image occurred in the 1960s. Subsequently, the concept of image has given considerable attention by tourism researchers (Schneider and Sönmez 1999). As Pearce (1988 cited Jenkins 1999, p.162) notes, ‘image is one of those terms that will not go away...a term with vague and shifting meanings’. Jenkins (1999) argues that image has been employed differently in a large number of contexts and tends to be vague; therefore, it creates different meanings. In psychology, for example, it means “visual representation”; in geography, it tends to be more holistic and includes all impressions, emotions, knowledge, beliefs and values. From a marketing point view, Jenkins relates the attributes of image to tourist behaviour. González (2005) and Lin and Huang (2009) define destination image in terms of the ‘sensual, aesthetic and emotional dimensions’ of the place. Image is ‘the

net result of the interaction of a person's beliefs, ideas, feelings, expectations and impressions about an object or an organisation' (Chon 1990, p.4; Melewar 2003 cited Warnaby and Medway 2008, p.511). Corporate image is what people perceive about an organisation (Dowling 2001; Fill 2005 cited Warnaby and Medway 2008, p.511).

As with other social science concepts, literature has produced many definitions of image. It is viewed as 'impressions, perceptions, expressions ...' (Hunt 1971, 1974; Lawson and Baud-Bovy 1977; Phelps 1986; Richardson and Crompton 1988; Calantone, *et al.* 1989; Reily 1990 and Vaughan 2002). Others see image as a 'mental construct' (Reynolds 1985; Ahmed 1991; Fakeye and Crompton 1991 and Santos-Arrebola 1995). Crompton (1979), Embacher and Buttle (1989), Kotler *et al.* (1994, 2003) and Gertner and Kotler (2004) identify image as 'a sum of beliefs, ideas or conceptions held by people about a place'.

An image represents a general or an overview of attributes or elements connected to that place (Kotler *et al.* 1993; Gertner and Kotler 2004). Gertner and Kotler further distinguished between an image and a stereotype. For them, an image is an individual's perception about a place; whereas, a stereotype is a highly distorted image that holds a positive or negative bias. Furthermore, Mathieson and Wall (1982) hypothesise that the flow of tourists in the destination in the form of package tours leads to fewer interactions with the locals, which results in prejudices and stereotypes and then negative images may be created. Destination image refers to the 'impressions a person holds about a destination in which he does not reside' (Reid and Bojanic 2009, p.610). Martin and Eroglu (1993 cited Roth and Diamantopoulos 2009, p.727) define country image as 'the total of all descriptive, inferential and informational beliefs one has about a particular country'. Li (1997 cited Roth and Diamantopoulos 2009, p.727) define country image as 'consumers' images of different countries and of products made in these countries'. Some researchers conceptualised image as a product image (product of a country) rather than a country image (Martin and Eroglu 1993; Papadopoulos and Heslop 2003; Han 1989; Roth and Romeo 1992; Strutton 1995 cited Roth and Diamantopoulos 2009). Heslop *et al.* (2004) postulate that image can also influence investment flows and opportunities in the country as well as the flow of tourists to that country. On the other hand, a lot of

research has been done on product image and very few studies addressed country image (Papadopoulos and Heslop (2003 cited Roth and Diamantopoulos 2009).

Chon (1990) perceives image as ‘the interaction of the individual’s beliefs, ideas, feelings and impressions about an object’. Image is seen as a conformation between products and their physical attributes to consumers (Gartner 1989). Gunn (1972) was the first to view image as both organic and induced image. The definition by Markin (1974 cited Gallarza *et al.* 2002, p.60) has half of the truth ‘our own personalised, internalised and conceptualising understanding of what we know’, image is not only what we know but also it is a mental picture of what we do not know. It is argued that image can be all of the above definitions; therefore, no one single definition is perfect. However, a review of the literature shows that the definition by Crompton (1979, p.18) that ‘image is a sum of beliefs, ideas and impressions that a person has of a destination’ is the most cited definition. As there are many definitions of image (Jenkins 1999), Chon’s (1990) definition is adopted in this thesis in that image is ‘the interaction of person’s beliefs, ideas, feelings and impressions about an object’, and is typical in emphasising that image is personal and subjective, containing emotional as well as cognitive responses.

The image concept can be viewed from two contrasting perspectives, the receiver (tourist) and the marketer (destination). For a tourist, it is seen as a cognitive and affective image reflecting the mental processes associated with the activities of collecting and using information on a given geographical location (Tuohino 2002). For destination marketers, image, on the other hand, is seen as a mental picture that sales promotion people would wish to send to the target market through brochures and other intermediaries by reflecting positive images of a destination (Gartner 2000 cited Tuohino 2002, p.5).

Echtner and Ritchie (1991, 1993 and 2003) argue that there has been limited effort to carefully examine and understand the unique characteristics of image concept. Therefore, they addressed this shortcoming through a detailed assessment and review of prior research concerning destination image and measurement. As a result of this extensive examination of image study literature, Echtner and Ritchie concluded that ‘destination image should be envisioned as having two main components, those that

are attribute-based and those that are holistic; each of these components in turn contains functional (or tangible) and psychological (or intangible) characteristics; and images of destinations can range from those based on common functional and psychological traits to those based on more distinctive or even unique features, events, feelings or auras'. Echtner and Ritchie's definition (1993), encompasses both the attribute-based and holistic components of destination image has received widespread recognition in the area of destination image research/measurement and is employed in this study. According to Echtner and Ritchie (1993), image has both symbolic and tangible features. Image is a mental picture or representation held by tourists of a destination in which they do not reside (Hunt 1975). As a result, and due to the nature of a holiday, image is essential to the tourist's decision-making process and, therefore, it is an important factor influencing the expectations of tourists towards the destination.

The definition developed by Gartner (1996) is more conceptualised and needs more clarification in terms of these concepts of image; *cognitive*, which refers to the knowledge and information available to the person; *affective*, which is the emotions and feelings of the tourists towards the destination and *conative*, which is a behaviour or substitutes for behaviour, such as intentions to visit the destination and preferences. Reich (1999) argues that, although conative image is frequently tied to cognitive and affective perceptions, it is actually the result of the latter two constructs and therefore a separate concept.

2.5 Destination image measurement

Table 2.2 below documents the most commonly measured attributes of tourism destination image between 1975 and 2010. It is clear that scenery and natural beauty, local people, historical and cultural attractions, good climate and safety were the most considered attributes by tourist. Echtner and Ritchie (1993) analysed past research on destination image measurement between 1975 and 1990; Jenkins (1999) summarised studies between 1991 and 1996 and the author filled the gap on destination image measurement between 1997 and 2010 (Table 2.2 below).

Table 2.2: A summary of the most commonly measured attributes of destination image (1975-2010)

Attribute	Echtner & Ritchie 1991 (n= 14)	Jenkins 1999 (n= 14)	The author 2010 (n=55)	Total (n= 83)
Scenery/nature/landscape	13	12	50	75
Hospitality/friendliness of people	11	10	40	61
Historical/cultural/museum attractions	6	7	47	60
Climate	8	10	39	57
Safety/security	4	10	40	54
Accommodation	5	8	40	53
Restaurants/cuisine	7	7	38	52
Shopping	5	10	36	51
Nightlife/entertainment	9	8	32	49
Infrastructure/transportation	7	4	35	46
Restful/relaxing atmosphere	5	9	31	45
Beaches	6	3	33	42
Cost/price levels	9	8	24	41
Sport facilities/activities	8	8	22	38
Cleanliness/hygiene	4	3	30	37
Tourist sites/activities	8	4	22	34
Customs/traditions	7	6	20	33
Architecture/urbanisation/modernity			27	27
Accessibility			25	25
Good value for money			23	23
Handicrafts/souvenirs			19	19
Tourist information			18	18
Events/festivals			17	17
Adventure			16	16
Religious/pilgrimage attractions			16	16
Quality of services			16	16
Standards of living			15	15
English language is spoken/understood			14	14
Interesting place to visit			13	13
Airport facilities			13	13
Airline schedules			10	10
Crowdedness			9	9
Car rental facilities			7	7

Source: Echtner and Ritchie (1991), Jenkins (1999) and the author (2010)

Based on the contribution of Echtner and Ritchie (1991), Jenkins (1999) considered a comparison between structured and unstructured methods of measuring destination images (Table 2.3 below). Depending on the purpose of the research, one can choose which method is most suitable. Structured methods have the advantage of easiness and allow the use of different types of statistical techniques, but they can be biased and there is a likelihood of missing some components of the images. Unstructured methods, on the other hand, have the advantage of probing the problem deeply and give the respondent freedom to think and to answer the questions, but they are time consuming and do not facilitate the use of statistical techniques. To tackle this problem, structured and unstructured methods are recommended and, if this is possible, a researcher can cover all dimensions of destination images.

Table 2.3: Methods used in destination image research: structured versus unstructured

	Structured (Quantitative)	Unstructured (Qualitative)
Description	<ul style="list-style-type: none"> • Various common image attributes are specified and incorporated into a standardised instrument and the respondent rates each destination on each of the attributes, resulting in an “image profile”. 	<ul style="list-style-type: none"> • The respondent is allowed to freely describe his or her impressions of the destination. Data are gathered from a number of respondents. Sorting and categorisation techniques are then used to determine the “image dimensions”.
Techniques	<ul style="list-style-type: none"> • Semantic differential or Likert scales 	<ul style="list-style-type: none"> • Focus groups, open-ended survey questions, content analysis and repertory grid.
Advantages	<ul style="list-style-type: none"> • Easy to administer • Simple to code • Results easy to analyse using sophisticated statistical techniques • Facilitates comparison between destinations 	<ul style="list-style-type: none"> • Conductive to measuring the holistic components of destination images • Reduces interviewer bias • Reduces likelihood of missing important image dimensions or components
Disadvantages	<ul style="list-style-type: none"> • Does not incorporated holistic components of image • Attribute focused – that is, the forces the respondent to think about the product image in terms of the attributes specified • The completeness of structured methods can be variable – it is possible to miss some dimensions 	<ul style="list-style-type: none"> • Level of detailed provided by respondents is highly variable • Statistical analyses of the results are limited • Comparative analyses are not facilitated

Source: Jenkins (1999 after Echtner and Ritchie 1991)

2.6 Importance of destination image

Destination image plays an effective role in tourist satisfaction and destination selection (Mathieson and Wall 1982; Castro *et al.* 2007; Lin and Huang 2009). Destination image influences tourists’ intention to visit the destination as well as the intention to recommend the destination to family, friends and other potential tourists (Castro *et al.* 2007). Past research showed that destination image has a great impact upon the behaviour of tourists pre-, during and post-visitation to the destination (Mathieson and Wall 1982; Ross 1993; Selby and Morgan 1996; Court and Lupton 1997; Chen and Kerstetter 1999; Schroeder 1996 cited Tasci and Gartner 2007). Destination image has a great influence upon tourist behaviour and destination selection (Goodall and Ashworth 1990; Gartner 1993; Baloglu and McCleary 1999a; Bonn *et al.* 2005; Yilmaz *et al.* 2009).

Crouch and Ritchie (2005), Tasci and Gartner (2007) and Camprubí *et al.* (2009) stress the impact of image upon the viability and competitiveness of the destination. Ritchie and Grouch further emphasise that in order to establish an image about people and places, awareness should exist through different sources including promotional materials (i.e. induced image) such as advertising and non-promotional efforts (i.e.

organic image) such as TV programmes about a destination. The role of national tourism organisations (tourism boards) is said to be minor in creating such awareness about the destination in the target market(s). Fakeye and Crompton (1991) and Sönmez and Sirakaya (2002) hypothesise that destination success is highly dependent upon the images held by those potential and actual tourists to the destination.

Hunt (1975, p.1) states that ‘the perceptions held by potential visitors about an area may have significant influence upon the viability of the area as a tourist-recreation region’. MacInnis and Price (1987), on the other hand, emphasise the importance of imagery in adding a value and increasing (or decreasing) satisfaction before, during and after the destination experience via memories and souvenirs from the destination. Fakeye and Crompton (1991) and Sönmez and Sirakaya (2002) emphasise the need for tourism destinations to develop and create a positive and accurate image to help tourists in their decision-making process. Ahmed (1991, p.331) hypothesises that a positive and strong destination image can motivate tourists to consider the destination and increase the propensity for them to decide and visit that destination. However, Ahmed (1991) and Jenkins (1999) argue that destination image alone will not guarantee the flow of tourists to the destination; other factors such as price, accessibility and distance are more important than image in the tourist’s decision-making process. It is argued that other factors are also more important and are included in the tourist’s decision-making process such as income, age, education, health, annual leave and safety. On the other hand, destination image plays an important role in creating a competitive advantage (i.e. any unique aspects of the tourism destination that has over its competitors) of the destination in comparison to other destinations (Ahmed 1991). As a result, destinations try to reposition themselves in a way that enhances their images in the eyes of tourists to develop their competitiveness in the market.

Tourism images are important because of the role they play in the potential tourist’s decision-making process. They are also significant because of how they affect the level of satisfaction with the tourist experience, which is critical as regards positive word-of-mouth recommendations and return visits to the destination. Pizam and Milman (1993) hypothesise that tourist satisfaction/dissatisfaction with a destination

can be explained in terms of the tourists' perceived outcome of a holiday, and their specific expectations before it took place (organic/experiential images).

Oppermann (1996b) investigated the convention and meeting images of 30 North American convention and meeting destinations. The study showed that those who experienced the destination held more positive convention images than those who had not. The participation at the destination in conventions and meetings affects the appeal of that destination in terms of tourist flow and improves destination competitiveness (Oppermann 1996b). Baloglu and Love (2005) state that knowing the conventions and meetings images of the destination can analyse the strength and weaknesses of that destination, as participation at the destination has a great impact upon its image.

It is essential to study tourist destination image because it has its impact on the tourist behaviour of visiting a certain destination (Mayo and Crompton 1973, 1979 cited Jenkins 1999, p.2; Steiner 2007). Tourist destination image is a very interesting subject in marketing because it can influence the decision-making process and the sales of tourist products and services (Jenkins 1999). MacInnis and Price (1987) in their article on the role of imagery in information processing, refer to the importance of image to the relationship between high imagery processing and consumer choice and consumption behaviour, where many products are consumed for the fantasy imagery they generate. Equally, marketers are interested in images so that they can increase the commemoration satisfaction and, consequently, the repeat behaviour of tourists to revisit the destination. Phelps (1986) and Jenkins (1999) stress that national tourism organisations (NTOs) are interested in studying tourist destination images because they help them to plan and design their promotional campaigns and to develop positive and favourable images about the destination.

2.6.1 Importance of social narratives (word-of-mouth recommendations) upon organic images of a destination

Personal and social narratives, in terms of positive word-of-mouth recommendations, have a substantial impact upon consumer decisions to buy a certain product or to visit a certain destination (El-Omari 1991; Gartner 1993, 1996; Gunn 1997). El-Omari (1991, p.35) considers word-of-mouth recommendations as decisive to influencing

consumers to buy cars in Jordan as a high-risk product. Gunn (1997, p.37) proposes that social narratives as a source of information about the organic images of a destination influences greatly potential tourists to be impressed with a destination. Gartner (1993, 1996) emphasises the importance of unsolicited information from friends and family as a source of organic images about a destination, especially the senior segment. It is argued that buying a holiday is a risky decision due to different factors; among others, safety, accommodation, accessibility, prices and quality of services (as potential tourists cannot try or experience the destination before travel). Baloglu and McCleary (1999b) found that social narratives from returning friends and relatives from holidays were the most important source of organic images of a destination.

2.6.2 Importance of repeat visit to the destination

Poor image of a destination and/or little awareness created as well as negative word-of-mouth recommendations affect seriously the attractiveness of that destination to be selected by tourists or repeat visitors (Sönmez and Sirakaya 2002; Ritchie and Grouch 2005). Mathieson and Wall (1982) argue that images of the destination differ before and after visitation and, therefore, they suggest that the larger the difference between image and reality, that is, between expectations and experience, the more likely it is that a tourist will be dissatisfied. It is argued then from a marketing point view, that it is less expensive to re-attract previous customers than to acquire new ones and vice versa (Haywood 1989 cited Oppermann 1996a, p.61). This is true in that those who have visited the destination had an experience and, if they were satisfied, it is easy to attract them as repeat visitors. Therefore, it is important for tourist boards to create positive images of the destination and to match visitors' expectations with reality (i.e. the holiday experience).

2.7 Components of destination image

Although past research has created many different definitions of destination image, it seems there is a general agreement that it has three main components; namely, cognitive, affective and conative. Cognitive is an evaluation of the attributes of the destination; affective is feelings and emotions toward the destination and conative is the intention to visit the destination (Myers 1992 cited Pike and Ryan 2004; Dann

1993; Gartner 1993, 1996; Shani *et al.* 2009). However, some pieces of research such as Echtner and Ritchie (1991, 1993, and 2003) have added new components, i.e. the functional-psychological, the attribute-holistic and the common-unique. According to Myers (1992 cited Pike and Ryan 2004), destination image is first developed in the minds of tourists (cognition), and then passed through the evaluation of different alternatives of destinations or destination attributes available (affectation) and, finally, one arrives to decide on which destination to visit (conation). Conation implies the likelihood of visiting the destination anytime following the decision (Pike and Ryan 2004; Petrick and Hung 2010). Fishbein (1967 cited Fishbein and Ajzen 1969, p.400) and Fishbein and Ajzen (1975) explained the human attitude and behaviour in terms of conation, affection and conation components. They defined attitudes as ‘a learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given object’. This definition applies in tourism research towards destination image where favourable and unfavourable attitudes towards a destination constitute a positive or negative image and then affects the behavioural intention to visit that destination or not. Petrick and Hung (2010) stated that cognitive images are based on people’s beliefs and knowledge about the destination, while affective images are based on their feelings and mood towards that destination and the conative element of image is related to the willingness and the intention of them to visit the destination. On the other hand, Yilmaz *et al.* (2009) mention that most destination image studies investigated both cognitive and affective components of image. These include Baloglu and McCleary (1999a), Schuster *et al.* (2008), Royo-Vela (2009) and Petrick and Hung (2010); meanwhile, some studies handled only the cognitive image (e.g. Um and Crompton 1990; Alcañiz *et al.* 2009) or only affective images (e.g. Hong *et al.* 2006). In fact, very few researchers examined the conative component of destination image or the three components together (e.g. Dann 1993; Gartner 1993, 1996; Pike and Ryan 2004).

Echtner and Ritchie (1993) identified three main components of destination image, the functional-psychological, the attribute-holistic and the common-unique components. These components were adopted by many researchers in tourism research so far (e.g. Milman and Pizam 1995; Baloglu and Mangaloglu 1999a; Vaughan and Edwards 1999; Stepchenkova and Morrison 2006, 2008; Govers *et al.* 2007; Tasci and Gartner 2007; Prebensen 2007; Vaughan 2007; and the author of this thesis (2010). Figure 2.5

below, explains the components of destination image as identified by Echtner and Ritchie.

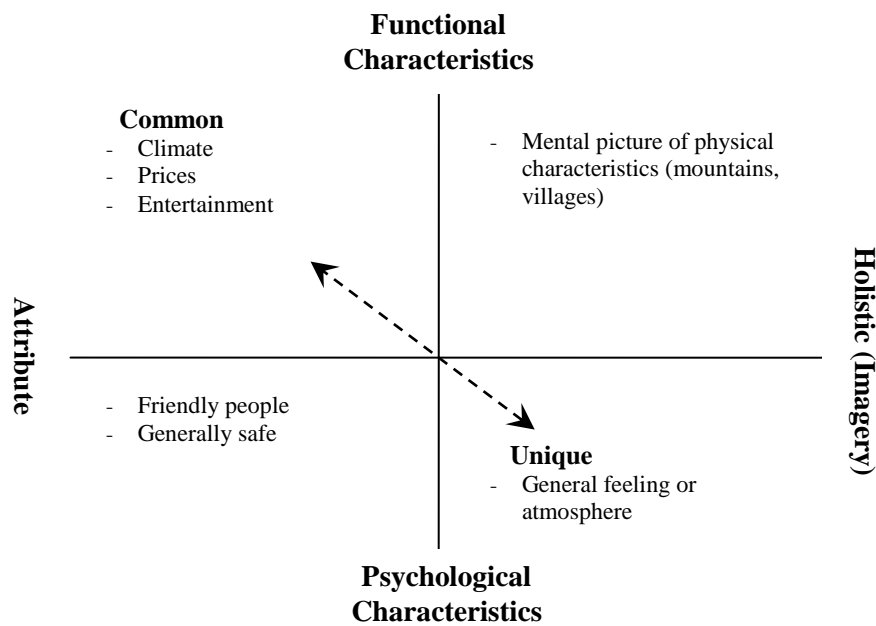


Figure 2.5: Components of destination image (Echtner and Ritchie 1993)⁷

Destination as a product has certain attributes that differentiate it from other destinations. These attributes include climate, prices, infrastructures and superstructures, safety and friendliness of the people, etc. The functional components are those characteristics of the destination that can be observed and measurable and they include activities such as climate, prices, etc. Psychological characteristics, on the other hand, are less observable or measurable except for only one attribute that can be observed, the friendliness of the locals (Jenkins 1999). The holistic component of destination image consists of certain imageries such as the general feeling and atmosphere of a destination so it is something general or whole. In the common-unique continuum, attributes of the destination range from common attributes that can nearly be observed and felt in all destinations, to unique characteristics that are special for that destination. Examples of the common attributes can include prices, accommodation, transportation, climate, etc. Unique attributes, on the other hand, are those that are distinctive to that destination (the atmosphere) and examples are many, such as the Dead Sea in Jordan, which is located some 422 metres below sea level and has unique curative healings. Unique attributes can add to the competitive advantage

⁷ This figure should be envisioned in three dimensions.

of the destination due to its differentiated products (Harahsheh 2002). Some researchers use different components of the affective images such as stimulating-not stimulating, unpleasant-pleasant, stressed-relaxed, excited-bored (Vaughan and Edwards 1999); welcoming-unfriendly, relaxing-stressful, surprising-predictable (Vaughan 2002, 2007); unpleasant-pleasant, sleepy-arousing, distressing-relaxing, gloomy-exciting (Baloglu and Mangalolu 2001); unpleasant-pleasant, sleepy-arousing, distressing-relaxing, and gloomy-exciting (Yilmaz *et al.* 2009).

2.8 Destination image formation process

As explained in section 2.2 above, travel motivation and destination image are related to each other. Motivation is the driving force for tourists to consider a holiday decision and image is the influential tool tourists use to decide which destination to visit. Both motivation and images can be seen from this point of view: push and pull factors (Sirakaya and Woodside 2005); both influence tourists' decision-making process; both influence tourists' behaviour and satisfaction; both are difficult to study and define (Jenkins 1999; Pearce and Lee 2005; Grosspietsch 2006; Castro *et al.* 2007; Lin and Huang 2009). Based on the theory of Dann (1977) concerning push and pull factors of travel motivation, the link between destination and motivation to travel is explained in Figure 2.6 below.

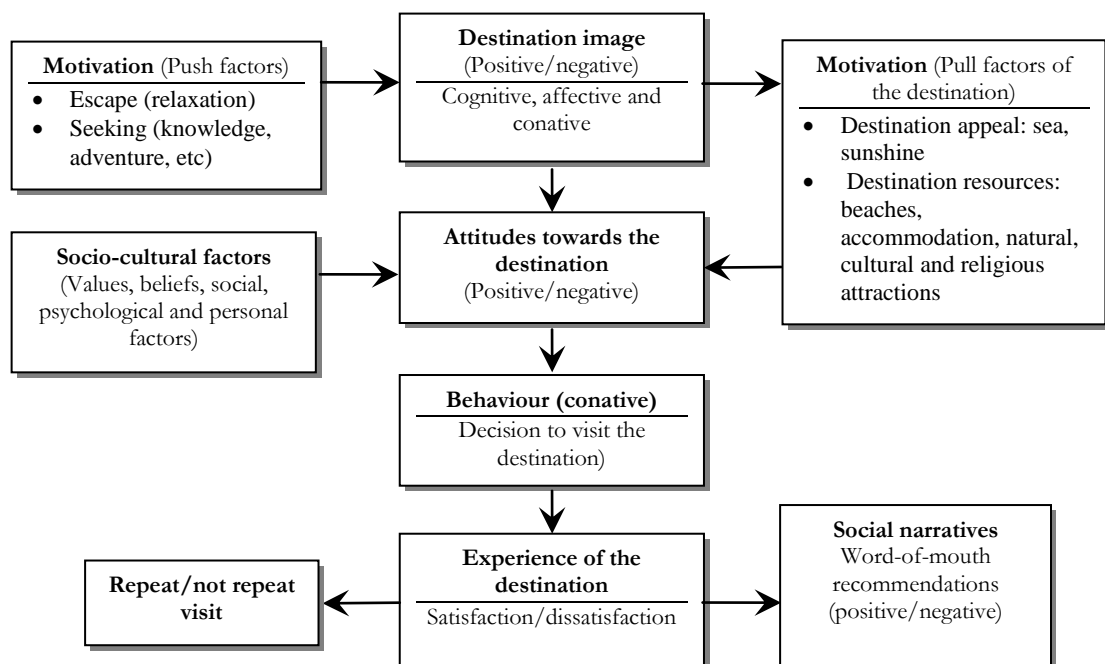


Figure 2.6: The interplay between motivation and destination image (developed by the author)

Motivation to travel and the choice of destination are the two ends of the continuum and image is the interplay and the influence between the two. Motivation influences image and then image impacts upon destination selection. Image influences the attitudes of tourists towards the destination based on its attributes (appeal and resources), which then results in a decision to visit or not visit the destination. Motivation and image influence tourists' future behaviour in terms of repeat visit and recommendations (intention to revisit and to recommend). Push factors are the basis for tourists' motivation to travel as a means to fulfil their internal desires and needs, from which comes the role image plays in destination appeal and resources (the pull factors) through the Media, guidebooks, intermediaries, and paid advertisements. Destination image is, therefore, a reflection of pull factors.

Consumers have different images of the destination that pass through three stages: No awareness, awareness and familiarity through trial Pizam and Milman (1995). Gartner (1996) indicated that destination image has a great impact on destination selection process. Gunn (1988), on the other hand, found that people can hold an organic image of a destination based on their accumulated knowledge or on the information conveyed to them about the destination. The organic (pre-visit) image of a destination held by potential tourists affects considerably their tourist behaviours and decision-making process to visit that destination (Castañeda *et al.* 2007).

Reid and Bojanic (2009) state that images of destination are formed and developed either through visitation (experiential image) or without any contacts with the destination via the Media, friends or travel books, etc (organic or naive image) or through the influence of promotional publicity by destination marketers (induced image). Little can change certain attributes of the destination such as climate and scenery and destination managers and marketers should focus on unique attributes to differentiate themselves from competitors (Reid and Bojanic 2009, p.611). Other researchers hypothesise that image is formed through visitation (e.g. Gunn 1972; Crompton 1979; Gartner 1993, 1996; Dann 1996; Baloglu and Brinberg 1997; Court and Lupton 1997; MacKay and Fesenmaier 1997; Baloglu and McCleary 1999; Chen and Kerstetter 1999). Other researchers see image as formed solely through information sources (Gunn 1972; Gartner 1993, 1996; Court and Lupton 1997). Image can be formed without any promotional advertising (Alhemoud and Armstrong

1996). Gunn (1972) and Gartner (1993, 1996) argue that organic images are the function of non-commercial information sources including social narratives in the form of word-of-mouth recommendations and actual visitation to the destination. On the other hand, induced images are formed through marketing efforts and promotional material set by destination marketers (Tasci and Gartner 2007). Past research showed that in order for destinations to be chosen by potential tourists during their decision-making process, they should possess strong, positive and distinctive images (Hunt 1975; Goodrich 1978; Woodside and Lysonski 1989; Ahmed 1991; Ross 1993; Alhemoud and Armstrong 1996; Selby and Morgan 1996; Leisen 2001; Tasci and Gartner 2007).

Destination image literature has brought a lot of research but few studies have focused on the pre- and post-visitation images held by potential and actual tourists to the destination. Although it is very important to know the organic (pre-visitation) images of potential tourists because they are the key foundation for destination selection, experiential (post-visitation) images of actual tourists are of equal importance in order to know if images have been changed due to actual visitation or not (Castañeda *et al.* 2007; Yilmaz *et al.* 2009).

In order to understand the process of destination image formation, the following subsections present relevant theories and approaches developed by different researchers since 1972.

2.8.1 Gunn's theory of destination image formation/Seven-stages process of image formation (1972)

Gunn (1972, p.120) advocates that destination image is developed over seven stages as explained in Figure 2.7 below.

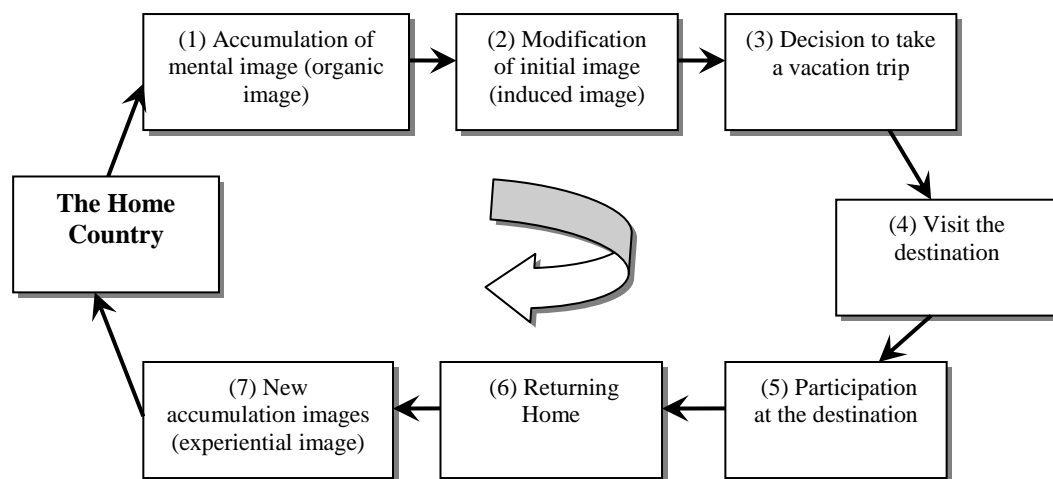


Figure 2.7: Destination Image formation process (Gunn 1972, p.120), adapted by the author

Gunn (1972) was amongst the first researchers to identify how cognitive images are formed (Figure 2.6 above); then, several researchers investigated the process of image formation and measurement and employed Gunn's seven-stages in their conceptual framework. Figure 2.7 above shows the process of destination image formation as adapted from Gunn (1972). The process starts with a perceived image (organic image) that is accumulated in the minds of tourists by the information assimilated to them through friends, TV programmes, newspapers, travel guides, etc. The next step is the modification of the organic image by exposure to paid advertising and other promotional tools (induced image). Next, current or prospective tourists are ready to decide on which destination to visit. The fourth step is visiting the destination in which tourists have the opportunity to share the resources and attractions on a real perspective and, during this stage, tourists compare their expectations with their experience of the destination. In the sixth stage, the tourists return to their home country with new experiences and images and are able to decide whether they are satisfied or not. During the last stage (modifying the image), tourists are in a position to modify their perceived image and, if they were pleased with the trip, they may revisit (repeat visit) the destination and recommend it to their friends and relatives (word-of-mouth recommendations). Otherwise, they will definitely not return to that destination and will turn to other destinations that may satisfy their needs (and they will warn friends and relatives not to visit that destination). In relation to this discussion, Vaughan (2007) explains image formation process in three ways: organic; induced and experiential images; image is subject to change and modification during

the whole process. Vaughan (2007) investigated the organic and induced images of Romania as a potential holiday destination, as expressed by people from four Western European cities; namely, Munich (Germany); Oporto (Portugal); Leon (Spain) and Bournemouth (UK). He found that very few people from the sample of these four cities have visited Romania before (experiential image) and their perceptions about the country were abstract due to little awareness given by the Romanian tourism authorities (induced image).

Gunn's theory gives a conceptual framework on image formation and modification, which is explained in terms of organic, induced, and modified-induced (Table 2.4 below).

Table 2.4: Gunn's theory of destination image

Organic image	<i>Accumulation of mental images of a place through life</i>
Induced image	<i>Modification of images through researching prior to the decision to travel (commercial sources) Decision to travel based on image efficiency, anticipated experience but kept within time, money and other constraints. Travel to destination may condition the image (for example, landscape, guides).</i>
Modified-induced images	<i>Participation or experience at the destination, the activities, accommodation and other services all influence the image. Return travel allows reflection and evaluation, including discussing experiences with fellow traveller. New accumulation occur after the visit because the process is circular, the end image may be the same or different to the original one.</i>

Source: Gunn (1972, p.120), adapted by the author

Modified-induced images are formed during the participation of personal experience at the destination. Similarly, Fakeye and Crompton's study (1991) confirms that destination image is developed from an organic, through an induced, to a complex image. Gunn (1988, pp.37-38) has distinguished between organic and induced images. Organic images are accumulated over time by unbiased sources such as reports in newspapers, books, school, television documentaries and the experiences of friends and family. Induced images, on the other hand, are those which come from the destination area itself and are derived from marketing and promotional material such as paid advertising, publicity (e.g. participation in travel and tourism fairs by tourist boards), public relations (in meetings and conferences), and incentives (e.g. discounts to tour operators). Other tools can be added such as familiarisation trips (to tour operators and journalists). Hence, it is the control by the destination management and marketing people over what is projected in the target market(s) that differentiate

between both types of images, i.e. organic and induced. Little can be done by the destination marketers to influence organic images held by potential tourists; however, they can induce destination images in the source markets through investment and promotion (Ahmed 1991; Fakeye and Crompton, 1991). Gunn's theory (1972) suggests that destination promotion and positioning efforts of image formation should focus on the modification of induced image.

Images held by non-visitors, potential visitors and repeat visitors will differ (Gunn 1972, 1988; Fakeye and Crompton 1991; Beerli and Martín (2004a). It is important, therefore, to distinguish between organic and induced images, as Gunn's theory (1972) came across as unique to the formation of destination images. Travel information sources for destination images vary between economic, historical, the Media, political and social sources, which implies that there is a strong link between a country's tourism image and its national image (Stepchenkova and Eales 2010). Gunn (1988, p.29), on the other hand, hypothesises that destination images are developed through three major phases, which he called: hypothesis (expectancy); input and check. By hypothesis, he meant that images (attitudes and beliefs towards a destination) are accumulated in the minds of people over their lifetimes before they visit the destination. Input means the experience of the destination during the visit, which includes environmental stimuli from participation at the destination and here tourists use all their senses to experience everything, which leaves long-lasting impressions. The last phase is check, which is concerned with comparing the images accumulated in the first phase (hypothesis) and of that during the second phase (input or experience). Gunn means by this phase the check to ascertain whether the actual experience (images) matches the hypothesised ones. This depends on what tourists expected during the first phase and what they actually experienced or how the destination performed; the lower the expectation and the higher the performance leads to higher satisfaction and the converse applies.

2.8.2 Demand and supply factors of destination image (Stabler 1990)

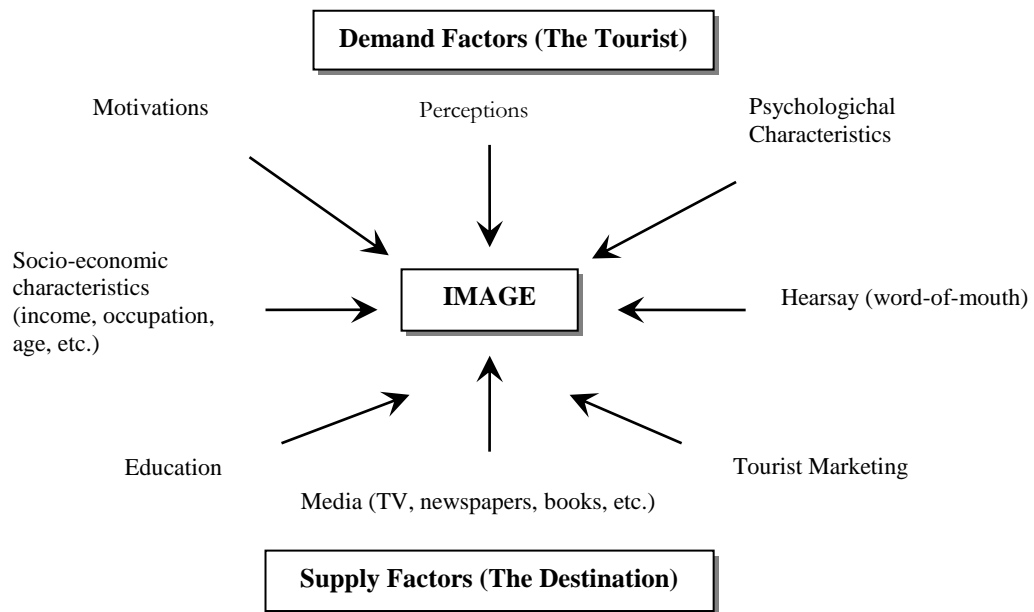


Figure 2.8: Formation of consumers' tourist image (Stabler 1990, p.142)

Stabler (1990) explains the factors that influence the formation of consumers' tourist image by dividing them into two categories: the demand factors (which belong to the tourist-side) and the supply factors (which belong to the destination-side), as illustrated in Figure 2.8 above. These factors can be further explained in terms of push and pull factors (Dann 1977). Push factors are those factors that 'push' the tourist to visit the destination: desires, needs and motivations, perceptions and socio-economic factors that cause tourists to fulfil their needs (e.g. a vacation from workload). Pull factors, on the other hand, are those that the destination possesses in terms of its resources and characteristics, attractions, through the Media, guidebooks, intermediaries, and paid advertisements. Destination image is, therefore, a reflection of pull factors.

Stabler (1990) describes the factors that may influence the process of image formation such as education, newspapers and television. It is argued that destination images are formed from a wide variety of sources over which the tourism industry has little or no control (Ahmed 1991). However, Goodall (1990, p.10) states that even though personal images are more often created as a result of tourist's general Media exposure, 'it is during the formulation and reformulation of mental images held by holidaymakers that the demand and supply sides of the tourism industry are first

drawn into explicit contact'. Nolan (1976, p.6), in her study on the sources of travel information used by domestic travellers in the US, reported that the most influential source of information for destination choice was travel advice from friends and relatives, followed by guidebooks and promotional publicity by national tourist boards. In the same study, Nolan found that guidebooks and an official tourist board's information services were seen as the most credible sources. The UNWTO (1985 cited Ashworth and Goodall 1990, p.230) substantiates that destination tourist boards are viewed as authoritative sources of information. As a result, these sources of information have a greater influence on image formation.

Chon (1990) argues that the destination image is first formed when the push factors (the individual perception of the destination) and the pull factors (the likelihood that he/she decides to visit the destination) meet. Chon (1992) explained the relationship between image (organic) and the experience of the tourist with the destination and his/her general evaluation (satisfaction/dissatisfaction) in Table 2.5 below. The most positive evaluation results from a negative image and positive experience, whilst the most negative evaluation will result from a positive image and negative experience. This implies that a destination's performance was underestimated and its strengths had not been marketed to the fullest effect. Actually, a match between the pre- and post-visitation image is to be considered the most desirable and, therefore, it would be better to undertake longitudinal image studies in the form of pre- and post-visitation evaluation to track image change and modification (Beerli and Martín 2004a, p.678).

Table 2.5: Expected and actual images and tourists' evaluation of the destination

Expectations (image)	Experience	Destination evaluation	Degree of satisfaction/dissatisfaction
Negative	Positive	Positive	High satisfaction
Positive	Positive	Positive	Moderate satisfaction
Negative	Negative	Negative	Moderate dissatisfaction
Positive	Negative	Negative	High dissatisfaction

Source: Chon (1990, 1992).

2.8.3 Image formation agents (Gartner 1993)

Image formation is closely linked to the tourists' destination-selection process in all its stages. Gartner (1993) postulates that tourism images determine which destinations

remain in the evaluation stage, and which are eliminated from further consideration. Therefore, image formation as a whole is dependent upon which image formation agents are involved. Gartner (1993, pp.197-205) examined these image formation agents summarised in (Table 2.6 below).

Table 2.6: Image formation agents

Image Change Agent	Information Source
Overt induced I:	Traditional forms of advertising (e.g. brochures, radio, TV).
Overt induced II:	Information received from tour operators, wholesalers.
Covert induced I:	Second party endorsement (recognisable spokesperson) of products via traditional forms of advertising
Covert induced II:	Second party endorsement of products through apparently unbiased reports (e.g. newspapers, travel literature and articles)
Autonomous:	News and popular culture – documentaries, movies, news stories, reports, TV programmes
Unsolicited organic:	Unsolicited information from friends and relatives (word-of-mouth recommendations)
Organic:	Actual visitation

Source: Gartner (1993, pp.197-205)

Tasci and Gartner (2007, p.414) identified three sources for image formation agents: the destination as a supply-side (i.e. induced image); tourists as a demand-side (i.e. organic image) and independent sources such as the Media and the Internet (projected images). The Internet as an image formation source has increasingly been recognised in tourism marketing research during the last decade (Govers and Go 2003, 2004; Govers *et al.* 2007; Gursoy and McCleary 2004; Castañeda *et al.* 2007; Choi *et al.* 2007; Frías *et al.* 2008; Mridula 2009).

Gartner (1993, pp.207-8, 1996, p.475) proposes six factors to be considered when designing an image mix; firstly, the amount of money available for image development, e.g. tight promotional budgets force destination to focus on unique attractions and depend on cheap induced formation agents. Anholt (2009 cited UNWTO 2009) proposes that destinations with strong and positive images require less effort and less budget in promoting itself in the target market(s) because their images are already established and believed. Secondly, the characteristics of the target market affect the decision-making process, e.g. the family segment depends more highly on

induced image formation agents such as the Media than the singles' segment does. Thirdly, the demographic characteristics should be considered, e.g. the senior segment depends on print Media (e.g. magazines and newspapers) and upon word-of-mouth recommendation from friends and relatives (Table 2.6 above). Fourthly, the timing is also critical in that '*overt induced I*' sources (i.e. advertising) are found to be significant early in the decision-making process, whilst, '*overt induced II*' sources (such as tour operators) gain in importance as the search develops at a later stage. Fifthly, the type of image(s) to be projected must be addressed, e.g. the image formation process for a country, a state or regional destinations benefits more from induced agents. Finally, the type of destination product determines which image formation agents should be employed, e.g. specific products, such as resorts rely more on organic agents.

2.8.4 Cognitive, affective and conative components of destination image (Gartner 1993, 1996; Dann 1996; Pike and Ryan 2004)

Gartner (1993, 1996) postulates that destination image is formed through three ascending 'hierarchical' components, i.e. cognitive, affective and conative. Similarly, Dann (1996), assumes that 'the images of a destination can be understood in terms of their cognitive, affective and conative components; and evaluative dimensions, which respectively relate to the levels of intellect, motivation, and experience'. Gartner (1993, 1996) describes the cognitive component as 'the sum of beliefs and attitudes of an object leading to some internally accepted picture of its attributes'. Therefore, cognitive images determine which destinations will be considered for selection or what Gartner called 'move into the perceived, realistic and attainable opportunity sets' (Gartner 1993, 1996). The affective component of image is related to the motives that the destination will offer or what feeling will meet tourists while visiting the destination. The affective image starts when the choice of a destination is considered. Finally, the conative component of image is correspondent (analogous) to the behaviour, where tourists arrive at a stage to decide (destination selection); therefore, Gartner calls it the action component. Tourists use conation depending on their cognitive and affective evaluation of a destination and its attributes out of a stream of different destinations. Pike and Ryan (2004), on the other hand, based on the work of Fishbein (1967), where attitude comprises cognitive, affective and conative

components on destination image accordingly. Pike and Ryan (2004) defined cognition as a sum of beliefs that are known already about the destination. The UNWTO (1979 cited Milman and Pizam 1995) emphasises that destination image (cognitive) can exist in the mind of potential tourists even if they acquire a little amount of knowledge about that destination. Affection is what people feel about an object (a place, a destination) and this feeling should be either favourable or unfavourable during the evaluation stage of the decision-making process (Fishbein 1967; Gartner 1993, 1996). Finally, conation refers to the likelihood of visiting the destination as it relates to behaviour (to decide). Therefore, Pike and Ryan built their work to show that destination image is based on the knowledge acquired (cognition) about a destination and this knowledge is developed as a favourable or unfavourable affection towards the destination (evaluative stage) and finally resulted in the position to decide to visit the destination in a certain period of time (i.e. conation).

2.8.5 Organic, induced and complex images (Fakeye and Crompton 1991)

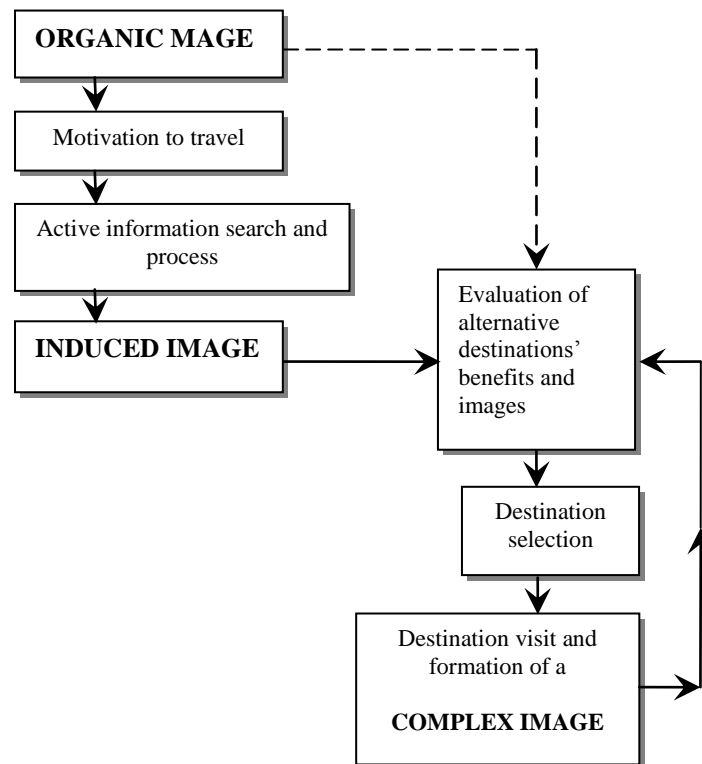


Figure 2.9: Tourists' image formation process (Fakeye and Crompton 1991, p.11)

Fakeye and Crompton (1991) developed a model of the destination formation process explained in terms of organic, induced and complex images (Figure 2.9 above). They suggest that potential tourists to the destination develop 'organic images' as they are confronted with different non-commercial sources of information such as TV programmes, travel guidebooks and through friends and relatives. The next stage is that travellers become motivated by their needs and desires, which give them the chance to search information to satisfy their needs. In addition to their 'naive' images, potential visitors develop induced images because of promotional efforts by the destination marketers. They then develop a more complex image of alternative destinations available and then they select the 'best' destination that will offer the sought benefits (satisfy the needs) based on its positive organic or induced images. By participation at the destination, tourists will develop a more complex or modified (experiential) image that is based on the performance of the destination attributes and its holistic images. If performance exceeds the expectations, the tourists are highly satisfied and they will recommend the destination to their friends and relatives as well

as the chance of revisiting the same destination being higher. Fakeye and Crompton (1991, p.11) studied the image differences between non-visitors, first-time visitors and repeat visitors to the Lower Rio Grande Valley in Texas. They found that non-visitors held organic images based on ‘informative’ promotion; first-timers were influenced by induced images depending on ‘persuasive’ promotion; and repeaters formed complex images, where the promotion type was reminding.

2.8.6 Place image theory (Selby and Morgan 1996)

Selby and Morgan (1996) reviewed some relevant theories of place image in an attempt to understand the destination image-formation process. Place image theory is based on a comparison of destination image at different stages of the tourist decision-making process. Baloglu and McCleary (1999a) relied upon this theory when discussing the stimulus factors of destination image (subsection 2.7.7 below). Place image theory describes the differences in image held by tourists and those are developed and modified depending upon the amount and type of information that is disseminated. This implies that tourists can hold different images of a destination as they go further into the hierarchy of image formation process. Place images are highly influenced by accumulation of knowledge, tourist attitudes and behaviours (Sack 1988 cited Lew 1991, p.3). Lew (1991) claims that marketing and promoting place images and symbols affects the behaviour of tourists in the destination. Kent (1991, p.175) in his study on the factors affecting holiday choices in four European cities (i.e. Venice, Brighton, Cannes, and Salzburg) found that place image was the most important component in the holiday choice process, followed by accommodation and transportation costs.

Ooi (2004 cited Morgan *et al.* 2004, p.252) explains how people can form their place images based on their experiences and their learning process through different sources, e.g. Media news, TV travel programmes, films, school curricula (geography and history) and word-of-mouth recommendations from friends and relatives. Selby and Morgan’s study (1996) of place image explains the differences between the organic ‘naive’ images of potential tourists’ initial perceptions and experiential ‘revaluated’ images of actual tourists to the seaside resort of Barry Island in South Wales. The study also examines the value of employing place image in market

research as a tool for formulating tourism policies. Selby and Morgan (1996) claim that place image is an influential tool to measure the performance of tourism destination (strengths and weaknesses) as expressed by both potential and actual tourists. Kotler *et al.* (1993) define place image as ‘the sum of beliefs, ideas, and impressions that people have of a place’. They further hypothesise that an image is more than a belief; a belief is a small piece of that image, e.g. they mention that the *Mafia*⁸ was a negative believe about Sicily, which was an element of negative image (larger image) of the island. People have different attitudes about a place, although they might share the same image of that place and they can hold different images of the same place (Kotler *et al.* 1993; Gertner and Kotler 2004).

Anholt (2008, 2010) postulates that every place has its own images just as any product; it is the symbolic meaning shaping the desired image of that place. Tourism images are very important for the tourism industry to evolve (Anholt 2009 cited UNWTO 2009). Anholt stresses that the country’s projected image or its reputation in the target market(s) determines its attractiveness and whether the messages are believed or not. Warnaby (2009, p.412) postulates that place image is an established constituent in the literature of place marketing as it influences the perceptions of the place. Shields (1991, 2004) proposes that the interactions and intersections within and between places or regions create a symbolic meaning, which then form their place images and identities and influence the development of such places or regions as tourism destinations. However, Coyle and Fairweather (2005) argue that place images are only one part of the whole representation of the place and they may not provide an accurate symbol about it.

Gold and Ward (1994, p.2) define place promotion as ‘the conscious use of publicity and marketing to communicate selective images of towns and regions to a target audience’. Walker (2000) emphasises that place marketing entails an evaluation of a place as a tourism destination to create and project the accurate image in the source market(s). Gold (1994, p.23) claims that place image studies were based on the notion of ‘stereotypes’, which are resistant to change and give erroneous representation of a place or a group of people or society as dealing with all have the same attributes.

⁸ The *Mafia* is ‘a secret organisation of criminals that is active especially in Sicily, Italy and the United States’ (Oxford Dictionary 2010).

Shields (1991) refers to place myth and place image to explain how people associate certain attributes to a place in order to decide whether to visit that place. This means that people build an image of a place, positive or negative, and then the next step is to decide where to go dependent upon that image of a place. Shields explains that place images result from ‘oversimplification’, ‘stereotyping’ and ‘labelling’. Oversimplification means to reduce the images to one ‘trait’; stereotyping entails people amplifying one or more traits over the whole place; and labelling means to brand the place with specific attributes or characteristics (Shields 1991, p.47). Shields further proposes that cultural images and myths add to religious/spiritual or *genus loci* meanings and uniqueness of a place. Shields gives an example of the *genus loci* of Rome with its seven hills that give the tourists the emotional and spiritual meaning of the place of Rome (Shields 1991, p.6). Gold (1994, p.23), on the other hand, gives some examples of stereotypes and their role in tarnishing the images of a place and abandoning tourism development, such as the images ‘London Docklands’, as lost confidence from industrialists and investors; and Glasgow as a city with ‘poor houses’. Therefore, place promotion, according to Gold (1994), plays an effective role in reviving such places and redressing the negative images and stereotypes associated with them (e.g. the campaign of ‘Glasgow’s Alive’ or ‘Glasgow’s on the move’. Medway and Warnaby (2008) suggest that places are now marketed as brands that require creation of positive place images and/or redressing the negative ones. Warnaby and Medway’s study (2008) on bridges as iconic structures of places assert the importance of creating a representative and appropriate identity and that image is an important aspect of place marketing.

Most recently, Jackson (2010) investigated the image of Islam and the Middle East in the US Media and found that the general public and education is associating Islam and the Middle East with terrorism, violence, conflict, irrationality, and vengeance, especially after the 9/11 attacks. These examples show how the region of the Middle East and Islam as a religion are stereotyped by Media reports that indirectly educate the public and, more specifically, the youth and reflect the mainstream beliefs of the society about this region and this religion. Jordan is part of the Middle East and is an Islamic country, which the western public cannot distinguish and identify as a safe, peaceful, moderate, liberal and modern country in that region. However, the JTB and the MOTA still have not branded Jordan as a safe destination, although they claimed

that in the strategy document (2004-2010) and in the local news. As part of this thesis, the researcher analysed the content of the JTB's and another 20 Jordanian tour operators' websites and revealed that safety was not projected fully; only 5% of words and statements about safety and security were mentioned by the JTB and less than 7% by the private sector. This result is terrifying and may endanger the image of Jordan, as it is not correctly projected as the safe destination it actually is. The findings of this thesis substantiate that British and Swedish potential tourists are more concerned about safety and security when thinking of a holiday destination; they also evaluated the performance of Jordan (organic images) on this attribute as 46.3% safe. This result confirms another recent research by the JTB (2010) that British tourists still perceive Jordan as a risky destination to visit.

2.8.7 *Stimulus/Personal Factors of Image (Baloglu and McCleary 1999a)*

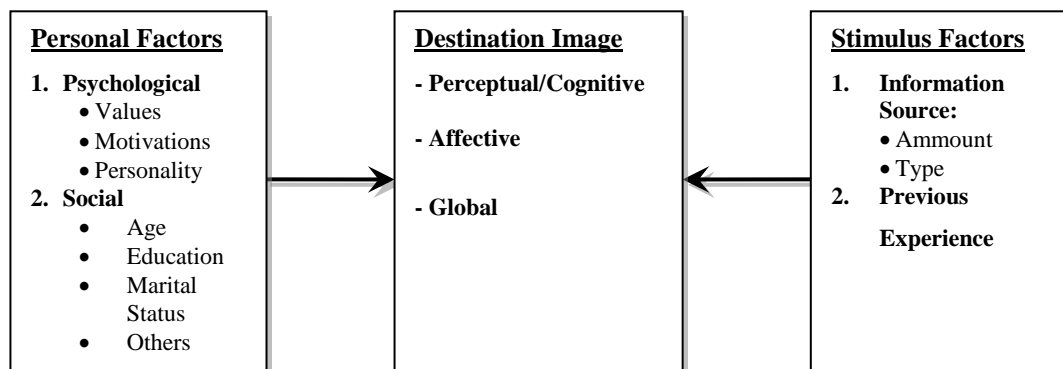


Figure 2.10: Framework of Destination Image Formation adapted from Baloglu and McCleary (1999a)

Baloglu and McCleary (1999) developed a model of image formation (Figure 2.10 above). The model shows that there are two motives of image formation: stimulus factors and personal factors. Stimulus factors include external motives as well as experience with the destination. Personal factors, on the other hand, include social and psychological traits of the individual. Accordingly, image is affected by both the personal and stimulus factors, which the person possesses and perceives. The values, motivations, personality, age, education, marital status as well as the amount, type of information available to the tourist, the tourist's experience of the destination and how the destination image is distributed through intermediaries all have a great impact on how the destination image is developed, formed and built in the mind of tourists.

MacKay and Fesenmaier (1997), on the other hand, identified personal and stimulus factors as important ones in the formation of destination image. They relate them to the contributions of Crompton (1979) and Gunn (1972), as they include personal-determined (i.e. organic image) and/or destination-determined (i.e. induced image). The cognitive image is based on the personal difference of information during the image processing and interpretation through different means such as the Mass Media, geography books, guidebooks, postcards, etc. On the contrary, induced image stems from the actual destination character that is reflected by different means (promotional activities such as advertising).

2.8.8 Brand image and self-image (Kapferer 1998, 2008)

Kapferer (1998, 2008) attempted to draw together all the elements of brand identity in his brand identity prism in a hexagonal model (Figure 2.11 below). This combines style and substance, internal and external elements, and brand communications and their meaning for the receiver (customer/tourist). Hosany *et al.* (2006) identify that brand identity is dependent upon personality and self-image as well as physical, relationships, reflection and culture dimensions.

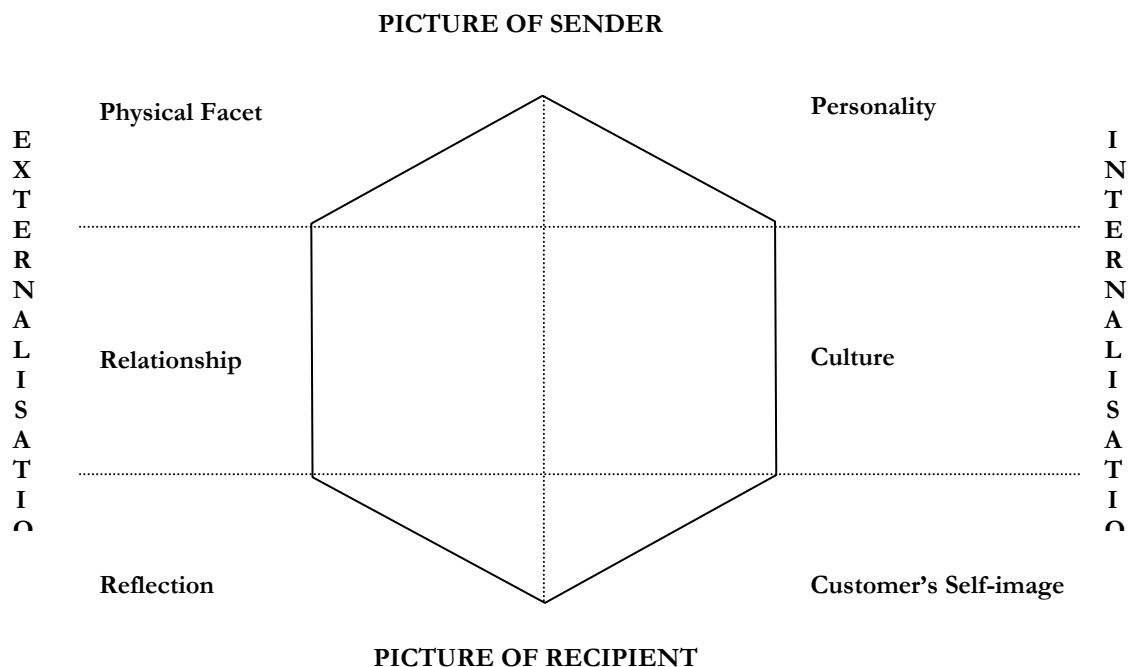


Figure 2.11: Brand identity prism (Kapferer 1998, 2008)

Kapferer (1998, 2008) suggests that the picture of the sender (company/destination) is made up of the following six elements (facets): **1. *Physique*** – the key physical attributes of the brand or destination (Morgan and Xu 2009), what it looks like and what it does. This corresponds to Echtner and Ritchie's physical attributes. **2. *Personality***, as in Ogilvy's definition (1987), is the character the brand has built up, how it acts and speaks, the kind of person it would be if it were human. Personality entails tourists' exploration of the overall image of the destination (Morgan and Xu 2009). This corresponds to the holistic image in Echtner and Ritchie's model. As shown in Kapferer's model above, the brand will also be used to express a picture of the recipient, the user (customer/tourist). **3. *Reflection*** – brands are seen to reflect certain user types. The customer chooses brands/destinations that reflect how they would like to be seen, their inspirational self, which may be older or younger than they really are, a display of wealth and success or a yearning for a simpler more natural lifestyle, forward looking or nostalgic. **4. *Self-image*** – if reflection expresses how the user appears, self-image is concerned with how he feels about himself when visiting the destination. Kapferer thought that there is an important distinction between the reflected and inner self, though it can be hard to distinguish between them. The image of the brand will also depend on the 'interaction' between the tourist and the destination. Thus, it will depend on the following: **5. *Relationships*** – the social context in which the product is used or the service performed. Business travellers, independent backpackers and package tourists will all have different encounters with the country; will rank different attributes as important and so form very different images. **6. *Culture*** – Kapferer uses this to mean the cultural values expressed by the product (destination). For example, Jordan will be perceived as an Islamic country, as part of the Judeo-Christian Holy Land or perhaps as the country of the desert values of the Bedouin. However, how these values will be perceived will depend on the cultural values of the tourist.

2.9 Influence of religious belief upon destination image

Some researchers emphasise the important of religion in tourism research (e.g. Cohen 1992a, 1992b, 1998; Din 1989; Fleischer 2000 all cited Hitrec 1991) and (Joseph and Kavoori 2001; Rinschede 1992; Turner 1973 all cited Poria *et al.* 2003). Poria *et al.* (2003) suggest that religion is associated with four areas in tourism research, which

are religion lies in the supply side of tourism, whether macro or micro; religion is linked to the relationship between tourists and the locals (i.e. the destination); the relationship between religion and tourism as a social phenomenon. Finally, tourists' religion is a factor that explains their behaviour, whether it is a motivation to travel, a constraint, or its relation to tourists' visitation experiences (Poria *et al.* 2003).

Fishbein and Ajzen (1975) suggest three components of beliefs: descriptive, inferential and informational beliefs. Descriptive beliefs are those that 'derive from the direct experience with the product or the destination; people link physical characteristics with product perceptions' (Erickson *et al.* 1997). While people form inferential beliefs by utilising their experience via correct or incorrect inferences with the object (country, people, etc) to make their judgments about that object. Verlegh and Steenkamp (1999) assume that consumers use their inferential beliefs regarding product attributes such as quality. Informational beliefs are those 'influenced by outside sources of information such as advertising, friends, relatives, and so on' (Erickson *et al.* 1997).

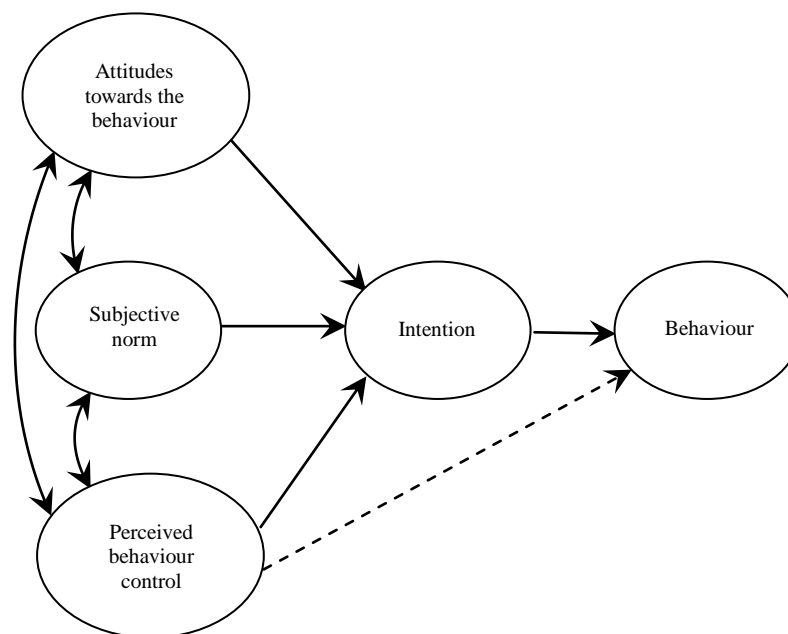


Figure 2.12: Theory of planned behaviour (Ajzen 1991, p.182)

Ajzen (1985, 1991) developed the *Theory of Planned Behaviour* (TPB), depicted in Figure 2.12 above, to explain the influence of attitude upon behaviour. As shown in the figure, behavioural intention is influenced by attitude, subjective norms and perceived behavioural control. Ajzen (1991) asserts people's attitude is explained in

terms of positive or negative evaluation of an object. Ajzen and Fishbein (1975) and Ajzen (1991) postulate that beliefs are formed when people are aware of an object (i.e. a product, a service or a destination). When people are satisfied with the product or service, they will evaluate it favourably and then form positive beliefs towards it (Lee 2009, p.220). Lee further asserts that destination image is ‘the antecedent of satisfaction and future behaviour’. Fishbein and Ajzen (1975) and Ajzen and Fishbein (1980) assume that people first form their cognitive beliefs about countries using their knowledge about certain attributes of the destination such as climate or its political regime. They then create their affective beliefs or feelings in the form of ‘like/dislike’, and then they depend on their behaviour through trial (actual visitation to the destination) to form actual beliefs. According to Oliver (1999 cited Yuksel *et al.* 2010, p.277), destination or product loyalty develops through different stages: cognitive preferences or beliefs about brand attributes; affective preferences or attitudes towards the product (like or dislike); and an intention (conative) to purchase the product.

Holsti (1962) investigated the relationship between the belief system, national images, and decision-making (Figure 2.13 below).

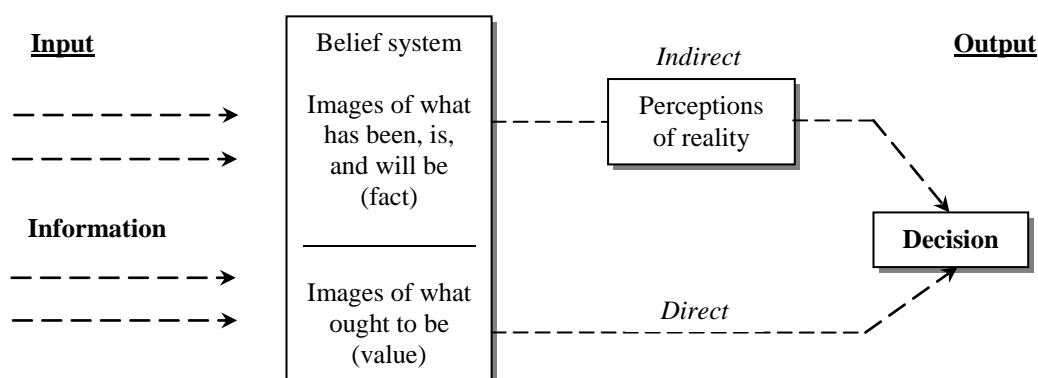


Figure 2.13: The dual relationship between belief system and decision-making (Holsti 1962, p. 245)

The belief system is ‘composed of a number of ‘images’ of the past, present, and future (Holsti 1962, p.245). It ‘includes all the accumulated, organised knowledge that the organism has about itself and the world’ (Miller *et al.* 1960 cited Holsti 1962, p.245). To make their decisions, people depend on their images more than their perception of reality. Holsti affirms that images are a subpart of the belief system and images are dependent upon that belief. It is argued, therefore, that destination image

is influenced by tourists' beliefs and, more specifically, their religious beliefs and religious values. This thesis aimed at investigating the influence religious beliefs have on destination image held by British and Swedish potential and actual tourists to Jordan. The results of this study are summarised in chapters five and six. Religion and religious belief both have a great influence upon tourists' behaviour and their visitation patterns (Delener 1990; Bailey and Sood 1993; Sood and Nasu 1995; Mansfeld 1992; Poria *et al.* 2003; Mokhlis 2009). Poria *et al.* (2003) argue that religion and the strength of religious belief affect tourists' behaviour to visit a religious site and their perceptions towards that site. MacClain (1979 cited Poria *et al.* 2003) asserts that religious belief greatly affects the formation of people's culture, attitudes and general values in the society.

Martin and Eroglu (1993, p.193) define country image as 'the total of all descriptive, inferential and informational beliefs one has about a particular country'. Country image is a 'mental representation of a country's people, products, culture and national symbols and product-country images contain widely shared cultural stereotypes' (Verlegh and Steenkamp 1999, p.525). Ahmed and Johnson (2002, p.282) postulate that image incorporates 'prejudices' about the country's economic and political system. Kotler *et al.* (1993, p. 141) refer to image as 'the sum of beliefs and impressions people hold about places'. Martin and Eroglu (1993, p.191) suggest that country image has indirect influence upon brand attitudes through inferential beliefs. Solomon *et al.* (2006 cited Roth and Diamantopoulos 2009, p.735) emphasise that people who have no direct or strong preference towards an object, depend instead on their beliefs of what they hold about such objects to form their actual behaviour after experience (i.e. visiting the destination). Solomon *et al.* (2006) explain this by giving the following example: 'a week-end trip to, say, Berlin versus Prague, where a consumer does not know much about these two destinations and has no clear apriority preference for one city versus the other but forms her/his feelings towards these cities after having been there'. Similarly, Kempf (1999) and Verlegh (2001 cited Roth and Diamantopoulos 2009) consider consumers behave only upon their beliefs (cognitive) and then form their feelings (affective) after they have made their decision (conative). Kemp (1999) asserts that brand beliefs and attitudes are best formed through product trial. This implies that product or destination beliefs that are formed after purchase or visiting the destination (descriptive beliefs) are stronger than those that are formed due

to external factors such as advertising (informational beliefs) or through assumptions (inferential beliefs).

Mossberg and Kleppe 2005 conceptualise country image as being formed from all beliefs and anything associated with that country. They claim that attitude and beliefs about a country are different from those about a product from that country. Crompton (1979, p.18) defines destination image as ‘the sum of beliefs, ideas and impressions that a person has of a destination’. Destination image is ‘an individual’s mental representation of knowledge [beliefs], feelings and overall perception of a particular destination’ (Crompton 1979; Fakeye and Crompton 1991). Um and Crompton (1990, pp.432-33) view the image of a place as a tourism destination as a holistic construct (gestalt) that is derived from attitude and beliefs about the perceived destination attributes. The UNWTO (2009) claims that people depend upon their beliefs and prejudices about products, countries or places when making their decisions. Lee’s study (2009) investigated wetlands tourism in Cigu, Sihcao and Haomeiliao in southwestern Taiwan, employing variables of destination image, attitude, motivation, satisfaction and future tourists’ behaviour. He found that destination images, attitude and motivation directly affect tourists’ satisfaction and indirectly affect their future behaviour. Image includes beliefs about the country that directly or indirectly influences their behavioural intentions to visit that country (Liska 1984 cited Roth and Diamantopoulos 2009, p.734).

A belief is ‘a strong feeling that something/somebody exists or is true; confidence that something/somebody is good or right’. ‘Something that you believe, especially as part of your religion: religious/political beliefs’ (Oxford Dictionary 2010). Religious belief is ‘the degree to which the members of a religion accept the major beliefs of their religion’ (Sood and Nasu 1995, p.1). Past research on religious belief showed that the concept has been measured by different factors. Sood and Nasu (1995) measured the strength of religious belief by four factors; namely, church attendance, importance of religious values, confidence in religious values, and self-perceived religiousness. DeJong *et al.* (1976 cited Sood and Nasu 1995) measured the strength of religious belief of German and American students using six variables: belief, experience, moral consequences, religious activity, religious knowledge, and social consequences. Wilkes *et al.* (1986 cited Mokhlis 2009) measured the strength of

religious belief by church attendance, importance of religious values, confidence in religious values, and self-perceived religiousness. McDaniel and Burnett (1990 cited Mokhlis 2009) suggest two factors to measure strength of religious belief, church/synagogue attendance and amount of monetary donations to religious organisations. Sorek and Ceobanu (2009) measured strength of religious belief by two factors, i.e. practising and self-classification. Mokhlis (2009) measured strength of religious belief by religious commitment. Bergan (2001 cited Mokhlis 2009, p.77) denotes that strength of religious belief was mainly measured by church attendance. However, measuring strength of religious belief by church attendance alone is not an accurate measure or strong evidence of belief; it can be a habitual activity rather than a religious commitment (Sood and Nasu 1995; Mokhlis 2009).

Mokhlis (2009) studied the influence of religious belief on shopping orientation. He found that religious belief has influenced quality consciousness, impulsive shopping and price consciousness. Sood and Nasu (1995) suggest that the degree of religious belief as well as nationality influence consumer behaviour. They found that religious Protestants were more concerned about prices and believed in products from other countries than less religious or non-religious ones. McDaniel and Burnett (1990 cited Mokhlis 2009) examined the influence of religious belief upon department store attributes. They found that religious consumers evaluated sales personnel friendliness, shopping efficiency and product quality as the major influences in selecting a certain retail store than did those with less religious belief. Mokhlis (2009) found that religious consumers are more concerned about prices and product quality when shopping. Sood and Nasu (1995, p.6) examined the differences in shopping behaviour amongst Japanese and American customers based on their degree of religious belief and country background. They found that devout and non-religious or casual Japanese do not differ in their shopping behaviour because, as Sood and Nasu claimed, Japanese society is secular and, therefore, religious belief is not important in this regard. Conversely, devout Americans (Protestants) were more concerned about prices than less religious or non-religious ones; they tend to buy products when they were on sale. They tend to buy products from other countries, unlike the Japanese, and prefer stores with the lowest prices, whilst their Japanese counterparts preferred stores with good service.

Poria *et al.* (2003) examined the influence of tourists' religious affiliation and their religious belief upon their visitation behaviour. They found that Jewish tourists are different from non-Jewish counterparts as regards to their motivation to visit the place; their images about the place and their future behaviour (i.e. revisit intention and intention to recommend). They found also that those who held committed high religious beliefs were different from others who did not. Beit-Hallahmi and Argyle (1997) explain how religious beliefs, images and religious ideas develop. They assume that people do not invent beliefs; instead, they are formed and accumulated over time across history and cultures. Beit-Hallahmi and Argyle (1997) further explain how religious beliefs are formed because of human experiences that include religious ideas and symbols of religion such as rituals as a psychological status and/or a representation of a social stance. Erickson and Johansson's study (1984) examined the influence of image variables upon the formation of beliefs and attitudes. They define image variables as 'some aspect of the product that is distinct from its physical characteristics but that is nevertheless identified with the product' such as brand name, symbols, endorsements. Erickson and Johansson (1984, pp.698-699) found that image of country of origin affects consumer inferential beliefs, whilst no direct influence upon attitude was found.

Religious tourists are those who visit a religious site to fulfil spiritual need depending on their strength of religious belief (Sathpathy and Mahalik 2010). Ahmed and Johnson (2002, p.282) propose that country of origin image works as a 'halo effect' when tourists are not familiar with the products. They hypothesise that tourist beliefs about product or destination attributes are directly influenced by country image. Halo effect means that 'consumers use country image in product evaluation because they often are unable to detect the true quality of a country's products before purchase' (Han 1989, p.222).

Voase (2002) explains that image is formed by the encounter between the two cultures, the tourist and the destination. This is where religion comes in, as an important aspect of culture, and one that can be measured more easily than other aspects. Religion is not only beliefs but also stories - cultural narratives and scripts. A secular Western tourist may see Jordan in terms of its shared recent history (Lawrence, King Hussein and his British wife) or as part of the troubled Middle East or as the site of ancient

wonders like Petra, and see a visit as a cultural experience of discovery. Alternatively, a committed Christian may see it as the setting for the stories of Lot, Moses, John the Baptist and Jesus. The trip to Jordan is still marketed to Christians as a Pilgrimage. Travel is probably an extraordinary experience that has been seen to retain some of the characteristics of a religious ritual or pilgrimage (Arnould and Price 1993) or performance (Schechner 1977). In ‘pilgrimages to the Holy Land’, the meaning is overt and the symbolism derived from a complete set of religious beliefs and rituals. It is therefore important for the research to distinguish between nominal Christians for whom the stories are ‘unarticulated and vague cultural narratives’ and committed believers for whom the stories are central to their view of the world (Durgee *et al.* 1991 cited Arnould and Price 1993, p.27).

Tourism is generally grounded on the fact that pilgrimage was a major motivation to travel and trade and, therefore, religion is mostly linked to pilgrimage (Shackley 2001). Vukonic (1996) postulates the link between religion and tourism and apparently the religious sites is their value in terms of culture, history and religion. Thus, people are motivated to visit religious sites for historical, cultural or religious reasons. Religious sites are sacred to the traditional monotheist religions (Judaism, Christianity and Islam) as well as to contemporary pilgrimages (Shackley 2001). Shackley further explained the motives for people to visit sacred sites include worship, for spiritual motives, for status, nostalgia and education. The meanings tourists assign to destination images will be derived not only from their personal characteristics and experience but also from the values of their culture (Chhetri *et al.* 2004; Seddighi *et al.* 2001). Religious travellers are divided into two types; namely, pilgrims whose purpose is a religious experience, and those whose purpose is not necessarily religious, but is for cultural or historical purposes such as visiting any sacred site (Shackley 2001, p.18). Therefore, not all visitors to religious sites are religious tourists. This thesis, therefore, focuses on one important constituent of that culture – religious belief. Although people in many parts of the world live a secular life, ‘religion and spirituality are still among the most common motivations for travel’ (Timothy and Olsen 2006). Jackowski (2000 cited Timothy and Olsen 2006, p.1) estimated that 35% (240 million pilgrims) of all international tourists travelled for the

purpose of religion (pilgrimages)⁹. According to Poria *et al.* (2003), religion can influence tourism in a number of ways. It can be a motivator for travel; it can be an influence upon the tourists' visitation patterns; or it can be a constraint. It can also influence the social experiences of the tourists and the relationships between the tourists and the host community. What Poria *et al.* (2003) analysis underplays is the effect of religion on the meanings a tourist gives his/her image of the destination. Durgee *et al.* (1991 cited Arnould and Price 1993) and Vukonic (1996) propose that religion is not only beliefs and codes of behaviour but stories - cultural narratives and scripts that shape the way tourists see the world. An individual's image of a destination, therefore, will be influenced by their beliefs, attitudes and values, which are in part derived from the cultural traditions and narratives they have learnt from their upbringing and social environment. The influence of religion on tourist motivation to travel is undeniable and, therefore, there is a mass type of religious tourism or pilgrimage (Vukonic 1996). Vukonic further explains the influence of religious belief on their willingness to undertake a holiday to satisfy their inner religious needs and beliefs. Tuohino (2002, p.5) outlines that destination choice is becoming influenced by values, attitudes, experiences, motivations, religious beliefs and social groups.

The choice of a holiday destination will therefore depend on the benefits tourists are seeking from a holiday. These benefits are not only functional and emotional but also symbolic. Chisnall (1995 cited Hussey and Duncombe 1999, p.29) hypothesises that the symbolic meaning of a product (or destination) and individuals' self-image has an effect upon the relationship between the product image and a consumer's self-image. This implies that products (destinations) have a symbolic meaning for customers (tourists), which influence their decision to buy the product or to buy the holiday. In other words, what the product or a destination means for a certain customer or a tourist, will impacts his/her decision making process rather than other factors that the product or a destination itself possesses (functional or psychological attributes). Product (or destination) brands also have a symbolic meaning to tourists, which influences their self-image (de Chernatony and McDonald 1992 cited Hussey and Duncombe 1999, p.29). Subsequently, a holiday in a particular place has a meaning

⁹ This estimation was based on the figures of 240 million people of the total 685 million international tourists in 2000 (UNWTO 2010).

for the individual in that it expresses who he/she is and who he/she aspires to be. The image of the destination can therefore only be fully understood in terms of its meaning to the individual. Pearce (1988 cited Echtner and Ritchie 1993, p.4) emphasises the influence of symbols on destination image. The destination has symbolic significance and meaning with which the visitors seek to be associated. Campbell (1990 cited Voase 2002, p.392) and Kavanagh (2000 cited Voase 2002, p.392) explained these meanings as they are 'shaped by their own memories, interests and concerns as much as by their encounter with the attraction'. Tourists visit a certain destination because it is supposed to fill their needs and wants and, therefore, the interaction of the visitor's own cultural background and their understanding of the historical and cultural significance of the location create a meaning (Seddighi *et al.* 2001; Chhetri *et al.* 2004).

Past research on tourism destination image ignored the influence of religious beliefs on the formation of destination image. The studies of Echtner and Ritchie (1991, 1999), Stabler (1990), Jenkins (1999), Baloglu and McCleary (1999b), Gallarza *et al.* (2002) and others were mainly concerned with what the destination can offer in terms of the common and holistic attributes. These studies measured only the perceptions of respondents that may or may not be representative of an actual or potential target market. Baloglu and McCleary (1999a) developed a general framework of destination image formation (Figure 2.9 in subsection 2.7.7 above), where they hypothesise that only personal factors (psychological and social) of tourists have influence upon the overall destination image and they ignored other factors that have greater impact on the formation of that image such religious beliefs. Echtner and Ritchie (1991, 1993) developed a more comprehensive model for destination image (Figure 2.5 in section 2.6 above) using three-dimensional continuums: functional-psychological; attribute-holistic and common-unique. They also ignored other factors that are important in forming the image of the destination such as religious beliefs. This thesis, on the other hand, will fill the gap in the literature about destination image by exploring the influence of tourists' religious beliefs and religious affiliation upon their images of the destination. Destination images are not only formed from common attributes, they are also influenced by personal and situational factors as well by symbolic meanings of what the destination represents or means to the tourists, to which previous studies have not given enough consideration. Religion plays an important part providing

symbolism with which to find meaning in life's experience. Therefore, religious beliefs and religious commitment were chosen in this research as an example of personal and social factors influencing destination image. They were tested and appeared to have impacts upon travellers' images of a destination. The results of this research are documented in chapters five and six of this thesis.

In summary, tourists depend upon their images of a destination to make their decision to visit that destination or not. Their images, therefore, are influenced by their religious values and religious beliefs that impact upon their overall holiday decision-making process (see Figure 2.13 above). In both the pre-visitation and post-visitation surveys, British and Swedish potential and actual tourists to Jordan were different in terms of their nationality and their strength of religious beliefs. British respondents appeared more religious than their Swedish counterparts did and the Mann Whitney U Test showed a statistical significance of **0.000**. Tourists were asked to rate 23 attributes according to their relative importance to influence their decision-making process in selecting a holiday destination. Table 2.7 below summarises the results of Kruskal-Wallis Test of the pre-visitation survey according to respondents' strength of religious belief that showed significance in eight attributes. Religious respondents were concerned about scenery as an important attribute when selecting a holiday destination than other factors; for example, religious or cultural sites, whilst non religious respondents were concerned more about airport facilities, shopping, accommodation, cleanliness, accessibility, people and adventure as more important than other factors when choosing a holiday destination. These results may reflect the distribution of strength of religious belief in the sample, in which 53% of respondents were non-religious.

Table 2.7: Kruskal-Wallis Test of respondents' strength of religious belief and the importance of destination attributes n= 594)

Attribute	Religious belief	Mean ranking	Chi-Square	Asymp. Sig
Scenery	Religious	314.42	14.177	0.028
Airport facilities	Not religious	324.07	12.647	0.049
Shopping	Not religious	318.05	22.196	0.001
Accommodation	Not religious	319.11	17.848	0.007
Cleanliness	Neutral	323.36	13.168	0.040
Accessibility	Not religious	353.00	14.399	0.025
People	Not religious	323.16	12.946	0.044
Adventure	Not religious	362.05	13.381	0.037

Source: Primary research

2.10 Conclusion

The literature review has introduced the issue of destination image and highlighted its fundamental role in the context of the tourist's decision-making process. Images form the basis of the evaluation or selection process, and thus provide the link between motivations and destination selection (Goeldner and Ritchie 2009). Images are also important because they affect the level of satisfaction with tourist experience, which is critical, as well as tourist future behaviour (i.e. the word-of-mouth recommendations and return visits). To define a destination image is not an easy task; however, the definition developed by Echtner and Ritchie (1991, 1993) comprises all the components of destination image (attribute, holistic, functional, psychological, common and unique). The process of destination image formation has also been outlined in this chapter, as an understanding of how images are formed, which is of great importance to developing the pull factors in the destination (supply) side as well as the push factors in the tourist (demand) side.

The importance of the destination image can be summarised as follows: firstly, a tourist destination must exist amongst a potential tourist's mental images in order to have a chance of being selected for a holiday. The second thing is once image is formed, it should be positive in order to decide the purchase (visit) the destination in preference to competitor destinations. Lastly, the holiday experience must match the tourist expectations in order to ensure image satisfaction, which can influence the word-of-mouth recommendations and repeat visits to the destination. The importance of religious belief upon tourists' images of a destination was overlooked by past researchers of destination image is discussed. The influence of religious beliefs upon the formation of destination images is emphasised, as it lies as an important constituent of Jordan's image. Other models of destination image formation are explained.

A review of the literature revealed only one study on the image of Jordan, as expressed by foreign and local visitors to Jerash Festival of Culture and Arts (i.e. Schneider and Sönmez 1999). This study was conducted during the activities of Jerash Annual Festival of Culture and Arts in the ruins of the old Roman City of Jerash. Respondents were from two groups; namely, the interregional group and the

intraregional (i.e. mainly Arab visitors). This study revealed that a general positive image appeared amongst all visitors. Some negative images were considered and the majority of them include services (i.e. tourist facilities and shopping) and that the hospitality sector needs to be enhanced and developed. It is argued that Jordan capitalises on its archaeological heritage and religious tourism, but other tourism products are promising and need more attention and marketing effort by the Jordanian tourist authorities. These include wild tourism, rural tourism, desert tourism and therapeutic tourism. Schneider and Sönmez suggested that Jordan needs to distinguish itself both from and within the region of the Middle East, where a negative image is incorporating the whole region because of the conflict since 1948.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The primary aim of this thesis is to explore the influence of personal factors such as nationality, experience of the destination and religious belief on the formation of the image of Jordan as a tourist destination. Destination image is a complex concept to measure and, therefore, using only one methodology will not capture all its components. This thesis adopts a positivist perspective to analyse common images held about Jordan. It includes a consideration of specific attributes of the destination but also incorporates open-ended questions to capture the holistic components of destination image and then quantify them to facilitate statistical comparisons (Echtner and Ritchie 1991, 2003; Jenkins 1999; Govers *et al.* 2007). A self-completion structured questionnaire was used to analyse potential and actual British and Swedish tourists' images of Jordan as a holiday destination.

A number of studies have revealed the influence of images on the behaviour of tourists and their decision making process. The literature review in chapter 2 suggests that destinations with strong or positive images are most likely to be chosen by tourists (Hunt 1975; Goodrich 1978; Woodside and Lysonski 1989; Ahmed 1991; Ross 1993; Alhemoud and Armstrong 1996; Selby and Morgan 1996; Tasci and Gartner 2007). The importance of image as well as word-of-mouth recommendation conveyed by tourists who have visited the destination and repeat visits have been emphasised and discussed. The importance of destination image lays emphasis on the need to develop methodologies that help measure this concept rigorously (Echtner and Ritchie 1991, p.3). This chapter has nine sections including this introduction. Sections 3.2 to 3.4 lay the theoretical background of the research paradigms, qualitative and quantitative methodologies and the methodological underpinning that might be used in destination image research. The choice of the methodology for this thesis is explained and justified in section 3.5 and the research process of this thesis is explained in section 3.6. Section 3.7 explains how the research has been implemented

in terms of population and sample; the design of the questionnaire; the response rates of the questionnaire; analysis of the questionnaire; and the validity and reliability of the research. Section 3.8 details the limitations of this research and, finally, Section 3.9 concludes this chapter.

3.2 Theoretical paradigms to destination image¹⁰

Table 3.1: Summary of positivist and phenomenological paradigms

	Positivism Paradigm	Phenomenology Paradigm
Basic beliefs	<ul style="list-style-type: none"> ▪ World is external and objective ▪ Observer is independent ▪ Science is value free 	<ul style="list-style-type: none"> ▪ World is socially constructed and subjective ▪ The observer is part of what is observed ▪ Science is driven by human interests
The researcher should	<ul style="list-style-type: none"> ▪ Focus on facts ▪ Locate causality between variables ▪ Formulate and test hypotheses (deductive approach) 	<ul style="list-style-type: none"> ▪ Focus on meanings ▪ Try to understand what is happening ▪ Construct theories and models from the data (inductive approach)
Methods include	<ul style="list-style-type: none"> ▪ Operationalising concepts so that they can be measured. ▪ using large samples from which to generalise to the population ▪ Quantitative methods 	<ul style="list-style-type: none"> ▪ Using multiple methods to establish different views of a phenomenon ▪ Using small samples investigated in depth or over time ▪ Qualitative methods

Source: Gray (2004 after Easterby-Smith *et al.* 1991)

The dominant philosophies in social science research are positivism and phenomenology. A positivist paradigm dominates tourism research as it explains the cause and effect relationship in tourist behaviour (Han *et al.* 1997; Echtner & Ritchie 1991, 1993; Jenkins 1999; Prayag and Ryan 2010). It also reduces the bias that might be imposed by the researcher, as in the case of phenomenological approach. In addition, the positivist or quantitative approach facilitates statistical comparison between the study variables (Finn *et al.* 2000; Jennings 2001; Echtner and Ritchie 2003; O’Leary and Deegan 2005). The positivist approach was first introduced in 1930s and was dominant from then until the 1960s (Gray 2004, p.20). This approach assumes that scientific laws to explain the phenomena through causal relationship between its variables govern the world. Veal (2006) explains positivism as the approach in which phenomena (or people) are studied without the involvement of the

¹⁰ ‘A paradigm is a set of beliefs, assumptions and values that underline the way various perspectives interpret reality’ (Jennings 2001, p.443).

researcher inside the phenomena, but by his/her observation and facts gathered from that population. Crotty (1998 cited Gray 2004, p.18) and Bryman (2008, p.13) indicate that when adopting the positivist approach (i.e. an epistemological philosophy)¹¹, the research results are said to be objective and focus on facts not values; therefore, the researcher tends to adopt quantitative methods to realise the research objectives. The limitation of this approach is that observation is limited and many areas of science are not based on observation; but they do start from theory and establish a ground for observations. Phenomenology, on the other hand, means that people describe the phenomena according to their experience to produce meaningful results. The phenomenological approach is based on the presumption that people's experience is the key to understanding the world's phenomena to produce their meaning of looking at the social reality and, therefore, qualitative approaches are used (Creswell 2009).

The differences between the two main traditions, positivism and phenomenology, are documented in Table 3.2 above. A positivist approach to destination images entails that a destination is an amalgam of different common attribute-based components that can be only captured using a quantitative method such as a self-completion questionnaire. Destination image is a complex and subjective personal perception and evaluation of destination attributes that cannot really be measured (i.e. holistic and unique images) and is best explored by qualitative interviews (Ryan 2000; Jennings 2001; Prayag and Ryan 2010). The phenomenological approach to destination image then is used to gain a deeper understanding of the common attributes that constitute a general conceptualisation of an image of a destination and the meaning given by respondents to those attributes (Govers *et al.* 2007). Phenomenology is 'grounded in the subjective meaning that social actors construct to explain their social reality' (Jennings 2001, p.159). Bouma (1996 cited Jennings 2001, p.159) explains that the phenomenological approach 'focuses on the way people interpret the actions of others, how they make sense of events and how, through communication, they build worlds of meaning'. Very few studies measured destination image using the phenomenological approach or qualitative methodology; these include Reilly (1990);

¹¹ Epistemology is a philosophy or a theory of knowledge that is concerned with questions of what is (or should be) and how (e.g. what is knowledge; how is it acquired; what do people know; and how they know what they know (Bryman 2008).

Dann (1996) and Guthrie (2007). This implies that the majority of destination images studies were based on a quantitative methodology or a positivist approach until 1996 (Riley and Love 2000). The positivist approach is not concerned about people's experience and meaning they give to express their behaviour; it just concerns what people say not why and how they perceive the image attributes (Guthrie 2007). Therefore, the phenomenological approach to destination image is very important to explaining tourists' experiences and telling their stories about the destination as well as to give insights and meaning to their behaviour.

Nevertheless, these two philosophies are not mutually exclusive and no one method is valid for all cases of research. Thus, the choice between whether to use a positivist approach or a phenomenologist approach relates to the research aim and objectives. Easterby-Smith *et al.* (1991), argue that the choice also is dependent on other important factors, namely, validity, reliability and generalisability¹². As a result, the drawbacks of one method can be overcome by adopting a mixture of both positivist and phenomenologist methods (i.e. quantitative and qualitative methods). This thesis adopts a positivist approach to measure the attribute-based components of Jordan's images and incorporates open-ended questions to capture the holistic components of that. Therefore, using only one method means some components of image will not be measured easily; for example, quantitative methodology does not incorporate holistic components of destination image, whereas a qualitative methodology cannot measure the common and attribute-based components of destination image. A quantitative methodology is attribute-focused through structured or given attributes by the researcher while qualitative methodology gives respondents freedom to think and state the images pertinent to them not to the researcher. On the other hand, qualitative methodology does not facilitate comparative and statistical analysis of the results (Table 3.2, Section 3.3 below).

¹² Validity means that the instrument measures what it is supposed to measure, reliability shows how consistent and stable is the measurement instrument and generalisability is the applicability of research findings in one setting to others (Jennings 2001).

3.3 Qualitative and quantitative methodologies in destination image research

In tourism research, three types of approaches can be used to realise the research aim and objectives. These approaches include qualitative methodology, quantitative methodology and a multi-method or mixed approach methodology (Jennings 2001; Creswell 2009). The research aims and objectives and the research design determine which methodology to use. Qualitative methodology is concerned with interpreting, discovering, understanding and exploring the research phenomenon and the meaning associated with that phenomenon (telling a story or narration) rather than hypothesis testing (Ryan 2000). Bogdan and Taylor (1957 cited Ryan 2000) say that the phenomenological approach or qualitative research is ‘concerned with understanding human behaviour’. Accordingly, qualitative research tends to use unstructured or less structured techniques of data collection and data analysis such as in-depth interviews, observations or focus groups (Jennings 2001; Veal 2006). Table 3.2 below summarises the comparison between quantitative and qualitative methodologies of destination image. Destination image, therefore, is best measured using both quantitative and qualitative methodology in order to capture both the attribute-based and holistic images of a destination. The problem with qualitative research of destination image is the bias created by the involvement of the researcher in the research problem, which is excluded in the case of quantitative methodology.

Table 3.2: Methods used in destination image research: structured versus unstructured

	Quantitative (Structured)	Qualitative (Unstructured)
Description	<ul style="list-style-type: none"> • Various common image attributes are specified and incorporated into a standardised instrument and the respondent rates each destination on each of the attributes, resulting in an “image profile”. 	<ul style="list-style-type: none"> • The respondent is allowed to freely describe his or her impressions of the destination. Data are gathered from a number of respondents. Sorting and categorisation techniques are then used to determine the “image dimensions”.
Techniques	<ul style="list-style-type: none"> • Semantic differential or Likert scales 	<ul style="list-style-type: none"> • Focus groups, open-ended survey questions, content analysis and repertory grid.
Advantages	<ul style="list-style-type: none"> • Easy to administer • Simple to code • Results easy to analyse using sophisticated statistical techniques • Facilitates comparison between destinations 	<ul style="list-style-type: none"> • Conductive to measuring the holistic components of destination images • Reduces interviewer bias • Reduces likelihood of missing important image dimensions or components
Disadvantages	<ul style="list-style-type: none"> • Does not incorporated holistic components of image • Attribute focused – that is, the forces the respondent to think about the product image in terms of the attributes specified • The completeness of structured methods can be variable – it is possible to miss some dimensions 	<ul style="list-style-type: none"> • Level of detailed provided by respondents is highly variable • Statistical analyses of the results are limited • Comparative analyses are not facilitated

Source: Jenkins (1999 after Echtner and Ritchie 1991)

There are different data collection methods; for example, a self-completion questionnaire as a quantitative method; in-depth interviews, focus groups, observation and content analysis as qualitative methods. The selection of these methods depends on the research design and on the research objectives. For the aim of this thesis, a quantitative methodology was adopted and, therefore, qualitative methods such as focus groups, observation methods were excluded, although they can generate more insight of the research problem because the research population was potential and actual tourists to Jordan in large groups. Focus groups and observations are time consuming and subject to respondents’ willingness to participate. This is because, in focus groups, bias may occur and the researcher must be very well prepared and have the suitable skills in order to control the situation; otherwise, other respondents with more influential personalities can dominate and affect the research results (Jennings 2001). The researcher did not use the observation method as it has many disadvantages; the observer cannot be in more than one location at the same time so it is not a useful method to use with large respondent groups. Observer bias cannot be controlled and the results cannot be generalised; furthermore, the interpretation of the results is influenced by the researcher’s ‘subjectivity’ (Jennings 2001, p.172). As a result, a self-completion questionnaire was used to collect primary data for this research. The rationale behind the preference for a questionnaire over other data

collection methods is because it allows respondents to complete the questionnaire at their own pace; questionnaires also are easy to administer and can reach a bigger population within a shorter time. On the other hand, a questionnaire has some disadvantages: the respondent does not have full freedom to respond to the questions (they are mostly structured and reflects the researcher point view); and questionnaires generally encounter the problem of low response rates; however, this problem can be tackled through follow up by the researcher.

Echtner and Ritchie (1991) reviewed 15 articles about tourism image research and found that quantitative methodology is dominant except in one article of Reilly (1990), where unstructured techniques or qualitative methodology were used. Pike (2002) reviewed 142 papers on destination image from 1973 to 2000. He found that the majority of papers (114 or 80%) used structured (quantitative) techniques to measure the attribute-based component of destination image, whereas less than 50% of the studies used qualitative methods. A number of destination image researchers favour the preference of qualitative methodology (phenomenology) over quantitative methodology (positivism); examples include Dann (1996), Wale (1997), Decrop (1999), Shaw and Anderson (1999), White (2004, 2005), and Choi *et al.* (2007). Destination image is a complex entity to deal with using only one methodology where each one has its strengths and weaknesses. The mainstream of image tourism research focused on the positivist tradition, where structured techniques and methods were used. As a result, the majority of destination image studies have tended to focus on the common, attribute-based aspects of destination image. Qualitative methodologies are more conducive to measuring holistic components of destination image and to capturing unique features and auras (Echtner and Ritchie 1991, 2003). However, qualitative methodologies encounter problems of representativeness and generalisability of the research findings (White 2005, p.193). The advantages and disadvantages of quantitative and qualitative methodologies with respect to destination image research are outlined in Table 3.2 above. It can be argued, therefore, that in order to fully capture the components of the destination image (attribute, holistic, functional, psychological, common and unique); a combination of quantitative and qualitative methodologies should be used. This is the core of the methodology developed by Echtner and Ritchie (1991, 1993), which has been adopted in this research by incorporating both quantitative and qualitative methods in the form

of a self-completion questionnaire that includes both structured and open-ended questions to measure the image of Jordan held by British and Swedish tourists.

3.4 Methodological underpinning

The following subsections (3.7.1-3.7.2), underline the most important methodological approaches used in destination image research so far. Echtner and Ritchie's model of destination image (1991, 1993) and Jenkins (1999) are employed in this thesis.

3.4.1 Methodology developed by Echtner and Ritchie (1991, 1993, 2003)

The methodology developed by Echtner and Ritchie (1991, 1993, and 2003) was discussed in chapter 2 of this thesis. As stated in sections 3.3 and subsection 3.6 above, the majority of destination tourism research has mainly concentrated on the attribute-based technique (structured or quantitative method) to measure the tourism destination image. This technique focuses on the pre-determined constructs imposed by the researcher. Jenkins (1999) pointed out that tourism destinations image research faces the problem that destination images are seen as holistic rather than other components. Therefore, Echtner and Ritchie (1991, 1993) developed a hybrid approach to measure destination image, which became famous in tourism image research. Examples of it in use are Vaughan and Edwards (1999) in their study on the perceptions of the Algarve and Cyprus, which mirrored Echtner and Ritchie's model, and Choi *et al.* (1999) who adopted the qualitative (unique-common)/quantitative (attribute-holistic) model of Echtner and Ritchie in their assessment of Hong Kong as a tourist destination. Murphy (1999) employed Echtner and Ritchie's structured and unstructured methodologies in the measurement of Australia's destination image as perceived by backpacker travellers and Jenkins (1999) used the model of Echtner and Ritchie (1991) to explain the components of destination image. White (2005) pointed out the functional/holistic image conceptualisation of Echtner and Ritchie (1993) and O'Leary and Deegan (2005) used Echtner and Ritchie's qualitative and quantitative methodology to assess the image of Ireland in France and Stepchenkova and Morison (2008) employed Echtner and Ritchie's model to measure the image of Russia amongst US pleasure travellers. Echtner and Ritchie (1991, 1993) developed a series of open-ended questions (unstructured constructs) to measure the holistic components

of destination image. On the other hand, they created a set of scales (quantitative or structured constructs) to measure the common, attribute-based components of destination image. Finally, they developed three open-ended questions, to capture the holistic and unique components of destination. These questions include the following:

1. What images or characteristics come to mind when you think of X as a vacation destination? (*Functional holistic component*).
2. How would you describe the atmosphere or mood that you would expect to experience while visiting X? (*Psychological holistic component*).
3. Please list any distinctive or unique tourist attractions that you can think of in X (*Unique component*).

Echtner and Ritchie (1993, p.6) developed a list of 35 attributes to measure the attribute-based component of tourism destination image. Echtner and Ritchie (1993) summarise previous destination image research between 1975 and 1990. Jenkins (1999), on the other hand, conducted a study on destination image literature between 1991 and 1996 and found that the most commonly mentioned attributes were scenery and natural beauty, natural attractions, hospitality and local people, and climate. However, Jenkins (1999) reviewed past research on tourism destination image measurement and found that 48 attributes were employed in 28 image studies, and that the most commonly captured attributes were scenery/natural attractions; hospitality/friendliness/receptiveness; climate; cost/price levels and nightlife/entertainment.

3.4.2 A proposed destination image research process (Jenkins 1999)

Figure 3.1 below outlines a broad model for destination image research developed by Jenkins (1999). The model integrates two phases of research, the qualitative and quantitative phases. The qualitative phase uses unstructured methods, such as content analysis and free elicitation, to find the construct relevant to the population of the study. The quantitative phase is more concerned about measuring the images of destination using quantitative (structured) methods, such as Likert and semantic differential scales.

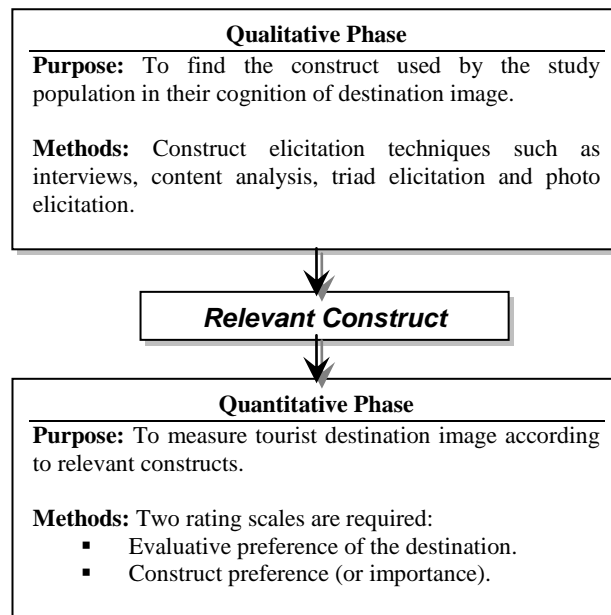


Figure 3.1: A model for destination image research (Jenkins 1999)

3.4.2.1 *The Qualitative phase: construct elicitation*

Construct elicitation of images from the population of the study by using qualitative methods reduces the risk of forcing respondents to react to a standardised (structured) construction, which may not be a precise representation of their images. Destination image researchers mostly employed content analysis and free elicitation (Jenkins 1999). Content analysis is an approach associated with qualitative research used to analyse the content of written information, usually documents and texts, in a systematic conduct to quantify their content by categorising the similar constructs in one category (Bryman 2008, p.275). Analysing the contents of written information such as brochures, guidebooks or visual information including post cards, photographs in brochures can provide significant amounts of information about the images of the destination. The researcher analysed the content of brochures about Jordan from some British and Swedish tour operators who sell to Jordan. This analysis has been discussed in more detail in subsection 3.3.1 above. Free elicitation (word association) has been used thoroughly in marketing research (Jenkins 1999). It takes the form of open-ended question such as ‘please name three images that come to your mind when thinking of Jordan as a tourist destination’. Then the responses are coded into similar categories and the frequencies are recorded. For example, friendly people, hospitable people, kind people, etc are coded in one category called local people. Reilly (1990)

used free elicitation to investigate the image of Montana as a destination. Respondents were asked to write three words that best represent the state of Montana as a vacation destination. Then responses were coded into similar categories; for example, hospitality; climate; prices; culture, and then different types of responses were recorded. Reilly hypothesises that responses of less than five per cent of the whole sampled population are rather enough to be counted. Advantages of free elicitation include allowing respondents to record the images that are most important to them, not to the researcher's predetermined constructs; it measures the strength and weaknesses of a destination (in case the respondent did not provide responses). On the other hand, free elicitation encounters the problem of lacking in-depth processing by reacting rapidly to stereo typed images of the destination.

3.4.2.2 The Quantitative phase: measuring image

Once constructs or attributes have been identified by respondents to describe destination images, then the researcher can use structured techniques or methods to measure directly the images held by the population of the study. Measurement can include asking the respondent to rate a certain destination according to different attributes, such as those in Figure 3.2 in subsection 3.3.1 below. Most researchers use two types of scales, five or seven Likert or semantic differential scaling techniques. There are two important aspects of scaling methods (Jenkins, 1999): (1) Respondents can evaluate the destination according to certain attributes provided (e.g. 'How do you evaluate Jordan in terms of archaeological heritage? (where 1= offers little to 7= offers much). This rating is called *evaluative perception*. (2) Respondents rate the importance of the attribute to them (e.g. 'how important is scenic beauty in your personal travel decision-making? Please rate on the following scale: 1 = not at all important to 7 = very important'. This rating is called the *construct preference*. These rating techniques help the researcher to understand the images held by respondents and they enable him/her to assign weights to the images according to their importance. Moreover, these techniques allow the researcher, marketer to know the images of market segments according to travel preferences.

3.5 Choice of methodology for this thesis

As explained earlier, the majority of destination image research adopted quantitative methodology and a few used qualitative ones, such as Reilly (1990) and Dann (1996). The research design for this thesis adopted a similar approach to the system of measurement developed by Echtner and Ritchie (1993); that is, a set of scales to measure the attribute-based components of that image (quantitative). In addition, it used a number of open-ended questions to measure the holistic components of Jordan's tourism destination image (qualitative). The three questions developed by Echtner and Ritchie were also employed in this thesis (see subsection 3.4.1 above) and they are listed below:

1. What images or characteristics come to mind when you think of X as a vacation destination? (*Functional holistic component*).
2. How would you describe the atmosphere or mood that you would expect to experience while visiting X? (*Psychological holistic component*).
3. Please list any distinctive or unique tourist attractions that you can think of in X (*Unique component*).

Echtner and Ritchie's study (1993) contained a list of 35 possible attributes; however, Jenkins (1999) reviewed 28 studies and found that 48 attributes were employed. In this study, 23 attributes were developed to measure the images of Jordan held by British and Swedish tourists (Figure 3.2 in subsection 3.5.1 below). The choice of these attributes was based on the review of Echtner and Ritchie's Model (1991, 1993) and Jenkins (1999); the pilot tested the preliminary questionnaire and the content analysis of some British and Swedish tour operators' brochures images selling to Jordan. It is argued that respondents can find it difficult to respond to a large number of attributes and are bored by the whole questionnaire, which makes the response rate low. Therefore, 23 attributes were selected and found sufficient to measure the perceptions of British and Swedish tourists about Jordan as a tourist destination. These attributes were chosen because of three processes. Firstly, a review of past research on destination image; secondly, a content analysis of tour operators' and travel agents' brochures who were selling to Jordan and, finally, pilot testing on sixty

potential British and Swedish tourists, which included the three questions of Echtner and Ritchie (1993) in subsection 3.4.1 above. The rationale behind using a questionnaire as a data collection method based on the researcher's intention to achieve a large and more representative sample if other methods were used such as personal interviews or focus groups. Another reason was the respondents for this research were chosen to be potential and actual tourists to Jordan and, therefore, a large sample was targeted. However, the design incorporated open-ended questions to capture the holistic images of Jordan, which would avoid some of the drawbacks inherent in this largely positivist approach (quantitative structured techniques).

There is a strong argument for using organic/experiential studies in order to determine if the act of visitation affects a respondent's image of a destination. It is usually impractical at the end of the trip to ask a visitor to complete an expectations instrument as its accuracy is tarnished by their travel experience and appraisal. As a result, the most appropriate method of measuring expectations and experiences is to capture both the organic and experiential images pre- and post-visitation. Such an organic/experiential study is also known as a longitudinal survey. Pinsonneault (1993, p.75) states that only two per cent of image surveys have been longitudinal. However, since the respondents of this study in the organic stage are not the same as those questioned regarding the experiential one, caution has to be taken when comparing the images resulting from the two enquiries.

Most research on destination image has based on either organic or experiential image while, in this case, only one set of respondents were used to determine the organic image and another set of respondents to determine the experiential image. The best way to measure images is to track them on an organic/experiential study from the same population, but this was not possible in this research, where it was impractical to identify tourists before they went to Jordan and after they have visited the country. However, the research was valid by having two different samples and two different populations, and this will add to new methodologies in tourism destination research - that is to have two different populations in two different stages. In the following section, the development of attributes for the purpose of this study is discussed in further detail.

3.6 The research process of this thesis

The research process involved in this thesis comprised two phases (Figure 3.2 below). The first phase was qualitative in nature and served to develop a list of image attributes for British and Swedish tourism markets in Jordan. At this stage, the researcher employed the literature review and pilot testing of the questionnaire on small groups of British and Swedish respondents (60 each) to find out the possible attributes (attribute-based component of image) used by British and Swedish tourists. More clearly, the researcher referred to past research on destination image attributes; a content analysis of some British and Swedish tour operators projected images about Jordan and the utilisation of open-ended questions of the pilot surveys. The final list was composed of different images that might be relevant to Jordan from the literature, British and Swedish tour operators' images about Jordan and the free elicitation of the three holistic images of Jordan during the pilot testing. More discussion about this is explained in section 3.6.1 below. Pilot surveys are used to test the questionnaire's wording, sequence and layout; to let the researcher be familiar with respondents; to test fieldwork arrangements; to estimate response rate; to estimate questionnaire-filling time; and to test analysis procedure (Veal 2006, p.276). Content analysis was used on brochures from some British and Swedish tour operators and travel agents to find the most commonly projected attributes of Jordan's image by those intermediaries. The second phase was qualitative and quantitative consisting of open-ended and scale questions, respectively (i.e. the questionnaire). In the design stage, specific attention was paid to the focus, phraseology and sequencing of the questions posed. The problems of misunderstanding and misinterpretation was minimised through expert pilot testing, and consulting a native Swedish speaker regarding the translation of the questionnaire for Swedish respondents.

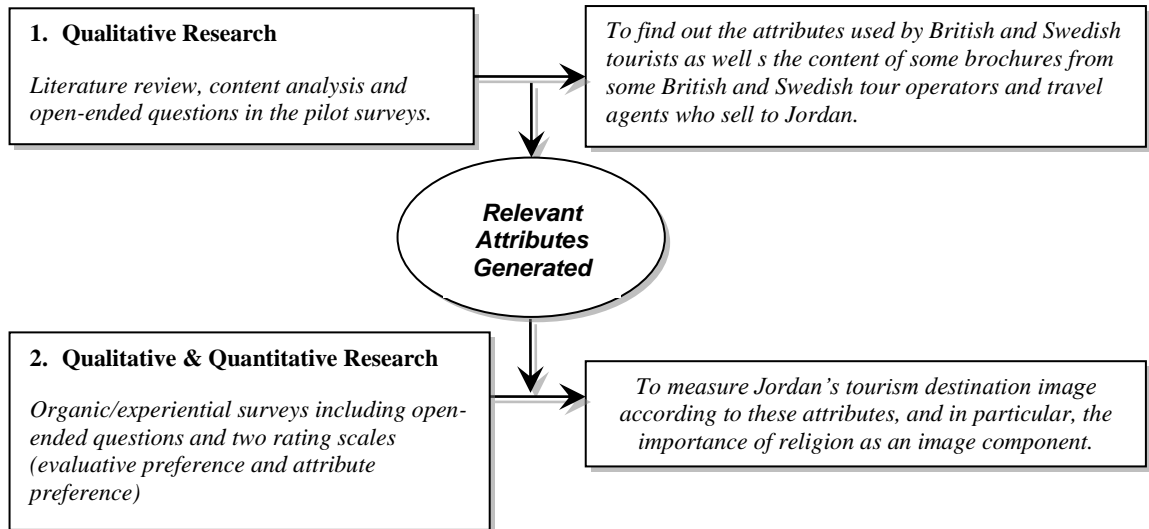


Figure 3.2: Methodology for Jordan's tourism destination-image research (adapted from Jenkins 1999)

3.6.1 *Development and selection of attribute list*

Firstly, a review of the relevant destination image literature was conducted to develop a master list of attributes that theoretically measure destination image. Figure 3.3 below documents the final list of structured attributes relevant to British and Swedish tourists about Jordan as a tourist destination.

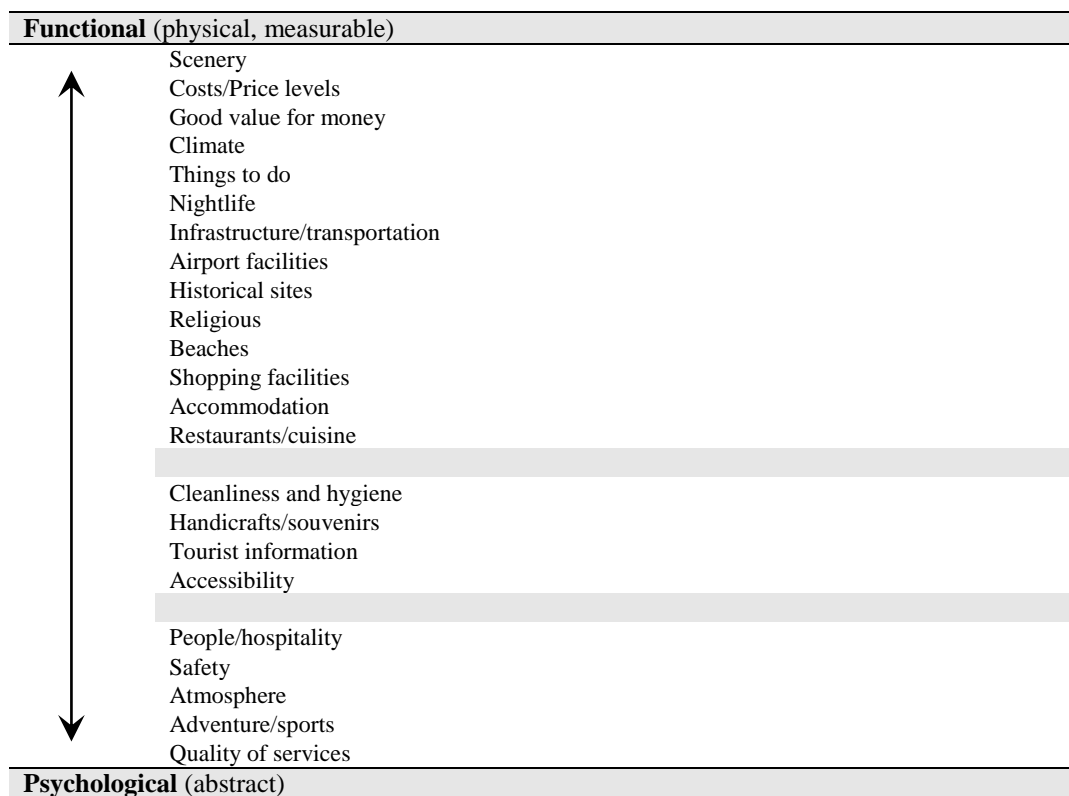


Figure 3.3: Final list of attributes developed for British and Swedish tourists (Primary research)

All studies conceptualise destination image as comprising such features as attractions, climate culture, host populations, recreation and scenery. Secondly, a preliminary phase of qualitative research was undertaken to determine the constructs or attributes most appropriate to the population being studied (Jenkins 1999). Unstructured techniques; namely, open-ended questions (through pilot testing) and content analysis of tourist brochures, were used to derive the image attributes of Jordan, which are applicable to both British and Swedish travellers. During the pilot testing stage of the questionnaire, the researcher distributed 60 questionnaires in Bournemouth and the same number in Borlänge. There were 26 questionnaires returned in Bournemouth, representing a 43.3% response rate, and 23 in Borlänge, representing a 38.3% response rate. The purpose of the structured (pilot test) questionnaire, which incorporated the three open-ended questions from Echtner and Ritchie's study (1991, 1993, 2003), was to generate the holistic constructs (images) pertinent to both British and Swedish potential tourists. These would then be used as a basis to develop the final list of attributes of Jordan's image in the final version of the questionnaire.

To measure the functional holistic component of Jordan's tourism image, respondents were asked to write the first word or statement that come to their minds when thinking of Jordan as a holiday destination (in the pilot surveys and in the final questionnaire). Answers were coded and grouped to similar categories, where 10 categories were identified: Jordanian people; weather; scenery; religion; history; safety; Petra; Dead Sea; Baptism Site; and King of Jordan. The second question was about the atmosphere and mood (i.e. psychological holistic component of image) that the tourist would feel or expect when visiting Jordan. Eight categories were identified; namely, relaxing, stressful, peaceful, welcoming, unattractive, attractive, predictable and surprising. In order to measure the unique component of Jordan's image, respondents were asked to mention three unique or distinctive tourist attractions in Jordan that they knew. These included Petra, King Hussein, the Holy Land, Lawrence of Arabia, River Jordan and the Bedouin culture. Free elicitation allowed respondents to describe Jordan as a tourist destination without any of the pre-determined constructs of the researcher. The elicitation of these attributes from the target population was an attempt to gain a truly accurate representation of the British and Swedish tourists' images of Jordan.

Analysing the content of brochures from British and Swedish tour operators/travel agents gave the researcher a broader view of how those tour operators/travel agents project Jordan in their promotional means. In Britain, Kuoni is one of the major tour operators selling to Jordan. Kuoni projects Jordan as 'a rich inheritance from the bygone civilisations; the Rose Red City of Petra; friendly, hospitable people; amazingly preserved Roman City of Jerash; the fine Byzantine Mosaic City of Madaba; and footsteps of Lawrence of Arabia in Wadi Rum'. In Sweden, Jordan was included with Egypt in one brochure. The Swedish tour operator, 'Jambo Tours', reflected Jordan in different attributes. Petra, for example, was expressed as 'Moses and the holy family footsteps' as a sign of a holy trip from Egypt to Jordan where he died on Mount Nebo overlooking Jerusalem and the Dead Sea. Apollo is running a weekly charter to Aqaba from Stockholm and envisions Jordan as 'Kingdom of Jordan is characterised by endless desert landscapes, shimmering gold mountain ranges and fertile valleys. Here are some of humanity's great treasures and its history is both overwhelming and dramatic. Jordanians greet you with kindness and hospitality and you can be sure to hear the fascinating stories of times gone by' (Apollo 2010). The

final list of attributes, therefore, was based on past research on destination image, content analysis of certain British and Swedish tour operators and travel agents and the pilot testing of the holistic images of Jordan on two small samples of British and Swedish tourists.

3.7 Implementation of the research

This section consists of four subsections. The first subsection describes the population of the study and the sampling methods used as well as the rationale behind the selection of both the organic and the experiential stages of the data collection. The second subsection gives details of how the questionnaire was designed. The third subsection details how the questionnaire was administered and, finally, subsection four explains how the questionnaire was analysed.

3.7.1 Population and sample

It was impractical for the researcher to interview the same population pre- and post-visitation (see the limitations of research in section 3.8 below). Therefore, the results of this thesis should be viewed with caution when comparing the two surveys (organic and experiential). The total number of international tourists to Jordan was 2,986,589 in 2005 (UNWTO 2006), of which 40,276 were Britons and 4,198 were Swedes. The pre-visitation surveys were undertaken in Bournemouth in England and Borlänge in Sweden. The last census of Bournemouth 2001 showed that the total population was 163,444 inhabitants (Office for National Statistics 2010). The population of Borlänge was 47,400 inhabitants in Borlänge in 2006 (Statistics Sweden, SCB 2008). Therefore, it was impractical to interview the whole population of the research. Gray (2004, pp.82-83) argues that if it is not possible to interview the whole population of the study, simply because it is large or due to limited resources of the researcher; therefore, a sample might be selected from that population. Consequently, a sample was drawn to reach both potential and actual British and Swedish tourists. A random sample, if it is possible to be drawn, is a best representation of the whole population, because everyone in that population has an equal chance to be selected (Jennings 2001; Bryman 2004). According to Sarantakos (1998 cited Jennings 2001, p.136), sampling entails subjects being drawn from the target population included in the research problem and this drawing should be representative enough to ensure

generalisability of the research findings. This means that the sampled population possesses more or less the characteristics of the whole population.

Respondents were chosen randomly using a street survey for both the organic and the experiential images of Jordan. A street survey means that respondents are chosen randomly in public areas such as streets, parks, shopping malls, beaches, squares, airports, and train or bus stations (Veal 2006). Veal explains the limitations that are associated with street surveys. The first limitation is associated with lesser time given by the respondents, especially when they are in a hurry. The second limitation is the issue of representation of the sample, where some kinds of people are unavailable at the time of interview. For example, some tourists who visit friends or relatives might not be available in the place of interview. These limitations are acceptable and the researcher cannot do anything to overcome them.

In the organic surveys (in Bournemouth and Borlänge) undertaken in July and August 2006) and in the experiential survey (in Jordan during October/November 2006), respondents were selected randomly. To select respondents on this random basis, the researcher set an imaginary line, where every fifth person passed that line was stopped and asked to participate in the survey. Respondents were identified as British or Swedish by asking a filter question, i.e. if they are British or Swedish, before undertaking the surveys. In addition, they were also asked their age since only those who were 18 or over could participate in the surveys. If a group of respondents were passing the imaginary line, the one who had the next birthday in the group was chosen.

In all the surveys, respondents were accessed in certain places where more passing people could be found. In the organic survey, British respondents were accessed in three main places: Bournemouth Square, Bournemouth Lower Gardens and Bournemouth Pier. Swedish respondents were also approached in three places: the city centre, the Kupolen Shopping Centre and Jax Square. The data for the experiential survey were collected during October/November 2006 in three places in Jordan. They included a rest house in the city of Jerash (the Green Valley Rest House), at Queen Alia International Airport (the departure hall) and in the airplane on the way back home to Sweden (KLM, Amman-Amsterdam-Stockholm). Respondents

were chosen randomly, where every fifth respondent (in the rest house, in the queue in the departure hall or in the plane) was asked to take part in the survey and, if she or he did not want to participate, then the next one was taken and so forth. A filter question was asked to respondents to determine if they were British or Swedish nationals and over 18 years of age. If a group of respondents were passing the imagery line set by the researcher, the one who had the next birthday was chosen. The rationale behind choosing these places instead of interviewing tourists in sites was to have a neutral environment where tourists were either on their way back to their accommodations or back home to their country of origin. Therefore, this secured the neutrality and privacy of tourists and allowed them to cooperate and respond to the survey. In addition, tourists returning home after visiting sites still have a fresh memory of their experience in the destination (Poria *et al.* 2003). During the pre-visit (organic) stage, the researcher distributed 1200 questionnaires, 600 in Bournemouth and another 600 in Borlänge. A total of 275 questionnaires were collected and valid for analysis in Bournemouth, representing a response rate of 45.8%, and 319 questionnaires were collected and valid for analysis in Borlänge, representing a 53.2% response rate. During the post-visit (experiential) stage in Jordan, 800 questionnaires were distributed; and 316 were filled and valid for analysis, representing a 39.5% response rate, of which 221 were Britons and 95 were Swedes (a response rate of 27.6% for British respondents and 11.9% for their Swedish counterparts). The total response rates for the whole questionnaire in the three stages of research are documented in Table 3.2 in subsection 3.4.3 below.

3.7.2 Questionnaire design

Self-completion questionnaires have dominated tourism image research; for example, Han *et al.* (1994) found that 32 studies out of 40 used a self-administered questionnaire as choice of survey mode in country image studies. This thesis also adopted a self-completion questionnaire as a tool to examine the image of Jordan as a tourist destination as it exists in the UK and Swedish markets. The rationale behind choosing a questionnaire as a data collection method was because the sampled population were those potential and actual tourists to Jordan and, therefore, choosing a questionnaire to reach a bigger sample of the target population is the best choice. Other possible methods, such as in depth interviews or focus groups, were excluded

because they did not fulfil the aim of this research, which was to know the images of Jordan as expressed by potential and actual British and Swedish tourists. In-depth interviews or focus groups are a better fit if small samples of respondents are chosen and when the purpose of the research is not to generalise the research results to a greater population (Veal 2006; Bryman 2008).

For the purpose of this thesis, both the organic and the experiential questionnaires contained similar questions to facilitate comparison across the two surveys. The organic image study was undertaken in Bournemouth, UK and Borlänge, Sweden (July-August 2006). The experiential image survey was conducted in Jordan (October-November 2006). The questionnaire was a mixture of structured quantitative and open-ended questions to eliminate the shortcoming of being fully dependent on a structured questionnaire. Both the questionnaires in the organic and experiential images stages consisted of similar questions, such as importance, performance, attitudes towards religion and religious beliefs, demographic variables, and others, to make it easy for the searcher to compare the results in both stages of the research process of Jordan's image. The organic questionnaire took approximately 10-15 minutes to complete and the experiential questionnaire took 8-10 minutes to fill, because it contained fewer open-ended questions than the organic survey. A copy of each questionnaire is included in the appendices of this thesis (Appendix 1 and 2).

3.7.2.1 Organic image stage

The organic image questionnaire consisted of 7 sections and 34 questions. Section 1 dealt with general questions about past holidaymaking characteristics of potential tourists from both Britain and Sweden in the last three years (questions 1-5 in the pre-visitation questionnaire). The purpose of this type of question was to know the ability and tendency of respondents to travel and to derive their attitude and intention to the destination of the Eastern Mediterranean and particularly Jordan. The second section of the questionnaire was about the important travel choice factors that affect the tourists' decision-making towards selecting a certain holiday destination. This question consisted of 23 factors or attributes a destination may have to influence the tourists' decision making towards the travel (question 6 in the questionnaire from Figure 3.2 in subsection 3.3.1 above). This question helped the researcher to know the

factors that influence the tourist decision-making process. Section three of the questionnaire (question 7 from Figure 3.2 in subsection 3.3.1 above) dealt with the pre-performance of Jordan's image as perceived by British and Swedish potential tourists. Respondents were asked to evaluate the performance of Jordan as a holiday destination against 23 attributes on scale between 1 and 7, where 1= 'performs very low' and 7= 'performs very high'. Jenkins (1999) further hypothesises that combining the two rating scales, evaluative perception and construct preference, discussed in subsection 3.7.2.2 below, gives the researcher the chance to understand destination image more rigorously, and this enables her/him to compare the findings of importance/performance. This procedure is discussed in further detail in the next chapter (chapter 5, organic images of Jordan). The fourth section dealt with holistic images and attributes' performance of Jordan's image as a tourist destination and it contained four questions. The first three questions (questions 8-10) were open-ended questions and represented the holistic (functional and psychological) and unique components of Jordan's image respectively. Respondents were asked to write the first word or statement that comes to their minds when thinking of Jordan as a holiday destination (*functional holistic component*). This question has a sub-question about the source of this knowledge. The second question dealt with the *psychological holistic component* of Jordan's image, where respondents were asked to describe the mood or atmosphere they would like to expect or feel when they are visiting Jordan. The last question was about the *unique component* of Jordan's image. Respondents were asked to name the major distinctive tourist attractions in Jordan they already know. Section five of the organic image questionnaire (questions 11-21) was about knowledge of travel characteristics of Jordan in the country and motivation to visit country as well as reasons hindering travellers going there. This set of questions includes how many times they had visited Jordan; whether visit(s) were for leisure or business or both; consideration of going back to Jordan for those who have visited it and the intention to visit Jordan to those who have not visited it. It further asked the reasons that motivate respondents to visit Jordan as well as reasons that deter them from visiting the country and if they prefer to travel to Jordan independently or in a package tour. It also sought the main purpose for visiting Jordan; sources for information about Jordan; places they would like to visit in Jordan; if they were interested in visiting religious sites and the main sacred place they would like to visit

in Jordan. Finally, they were asked also if anyone ever recommended them to visit Jordan and what the basis was of this recommendation. Section six of the pre-visitation questionnaire dealt with religious attitudes and destination image (22-28). Questions included attitude towards Jordan as a tourist destination; commitment to practise religion; attitudes towards religion; strength of religious belief; respondents' religious affiliation; if they have travelled to destinations, where religion was the main purpose of visit. Finally, they were asked which main sacred place in Jordan they would have to visit. The last section of the pre-visitation questionnaire dealt with respondents' socio-economic variables (6 variables, questions 29-34 in the pre-visitation questionnaire). These included gender; marital status; age; education; occupation and income. The purpose of this question was to identify differences in perceptions of tourists to destination image, according to these different socio-economic variables.

3.7.2.2 *Experiential image stage*

The experiential images questionnaire was shorter and asked some detailed and specific questions about their visit to Jordan. It included attribute questions from the organic images questionnaire so that the organic and experiential scores could be compared. In order to fully explore the image held, it also contained a number of open-ended questions relating to image change, expectations, satisfaction level, religion and the strengths and weaknesses of Jordan as a tourist destination. The experiential (post-visitation) questionnaire consisted of 5 sections and 28 questions. The first section of the questionnaire dealt with experiential knowledge of British and Swedish tourists about Jordan (questions 1-5). Questions included how many times they have visited Jordan; whether the visit (s) for leisure, business or both; the main influence in selection of Jordan as a holiday destination; the purpose(s) of visiting Jordan; composition of travel (alone or with others) and if it is independent travel or with a package tour. The second section of the questionnaire consisted of one question (question 6) about the evaluation of Jordan's image by British and Swedish tourists who have visited Jordan, including this holiday during the time of data collection, on a scale of 1-7 (1= 'performs very low' and 7 'performs very high'). This question consisted of the same 23 attributes as in the organic images questionnaire to make it easy to compare the images, and whether images changed or

not and in which direction. The third section of the post-questionnaire dealt with the holiday experience of Jordan during their stay in the destination (questions 7-16). They included evaluation of expectations; (dis)satisfaction; atmosphere or mood experienced in Jordan; consideration to return back to Jordan; factors that encouraged and discouraged them to visit Jordan; image change, in which direction and the causes of that; places visited; nights spent or intended to spend in Jordan during the time of data collection. Section four (questions 17-21) dealt with respondents' religious attitudes towards certain cultural factors such as the practice of religion, religious belief, attitudes towards certain religions, respondents' religion and if they have travelled to a religious location before. The last section (questions 22-28) dealt with the socio-economic variables, and included the same questions as in the organic stage.

3.7.3 Response rates for the questionnaire

Table 3.3: Response rates of the questionnaire

Questionnaire	Distributed	Returned	Response rate
Organic (Bournemouth, UK) stage 1	600	275	45.8%
Organic (Borlänge, Sweden) stage 2	600	319	53.2%
Experiential (Jordan) stage 3	800	316 (221 Britons and 95 Swedes)	39.5% (27.6% Britons and 11.9% Swedes)
Total samples	2000	910	45.5%

Source: Primary research

2000 questionnaires were distributed in both the pre- and post-visitation stages of data collection, and 910 were returned, representing a 45.5% response rate (Table 3.3 above). A relatively high response rate in the organic survey was because the surveys were well received and a sufficient amount of time to collect the data was given, i.e. one month in each stage as well as good cooperation by respondents. It is argued that the shooting attack in the Roman Amphitheatre in Amman on 4 September 2006 on British, Australian and New Zealand tourists, killing one British tourist and wounded six other people, has contributed to the relatively low response in the experiential survey, which was undertaken in October-November 2006. For example, the British Foreign Office warned British tourists to Jordan of the high risk of terrorist attacks on tourists (Daily Mail Online 2006).

3.7.4 Analysis of the questionnaire

The questionnaire was designed for analysis using the statistical package for Social Sciences (SPSS), version 14.0. Questions were analysed using descriptive statistics, particularly frequency percentages, means and cross-tabulations. Three major statistical techniques are used to analyse the data collected for the purpose of the research: univariate; bivariate and multivariate techniques (Field 2005; Bryman 2008). The univariate statistical technique measures only one variable such as percentages, means and standard deviation whilst the bivariate measures the relationship between two variables (one dependent and the other independent). An example of this is the Chi-Square Test, which measures the null hypothesis (H_0) depending on the level of significance, i.e. ≤ 0.05 at a confidence level of 95% means there is 1/20 probability that the null hypothesis would be rejected (Field 2005). Finally, multivariate techniques are used to measure the relationship between three or more variables such as multiple regressions, factor analysis and cluster analysis (Field 2005; Bryman 2008).

Before choosing which statistical technique to use, the researcher should check the normal distribution of the data in the population in order to choose between parametric and non-parametric tests (Bryman 2008). Parametric tests are used when the data in the population are normally distributed; they include Chi-Square Test, T-Test and ANOVA Test. Non-parametric tests are used when the data are not normally distributed in the population; they include *Mann Whiney U Test* that is equivalent to the parametric T-Test of independent samples; the *Kruskal-Wallis Test* (similar to the parametric ANOVA Test (Field 2005). The researcher has checked the data using the Kolmogorov-Smirnov Test of normality utilising the SPSS programme and found that the data were not normally distributed. Therefore, no non-parametric tests were employed. For the purpose of this research, only the univariate and bivariate statistical techniques were employed to measure the relationship between the research variables; the multivariate techniques were not employed as they do not serve the aim and objectives of this thesis. Both the Mann Whitney and the Kruskal-Wallis tests were employed to measure the null hypothesis (H_0) if there is no difference between the variables or subgroups of the independent variables such as nationality, religious belief, religious affiliation, past experience with the destination and the demographic

variables of the respondents (i.e. gender, marital status, age, education, occupation and household income). This implies that if the null hypothesis is rejected at a confidence level of 95%, then the alternative hypothesis (H_1) is accepted, which means that there is a difference between the subgroups of the independent variables (Filed 2005; Bryman 2008).

Although open-ended questions are valuable, generate views and concepts from respondents and give them freedom to reply to the questions, they are time consuming and they took even more time in coding and analysis than close-ended questions (Swyngedouw 2001). Anderson and Shaw (1999), on the other hand, argue that the analysis of qualitative data in general and open-ended questions in particular is not an easy task and creates problems for the researcher. According to Anderson and Shaw (1999), three techniques can be used in coding and analysing open-ended questions. They include: (1) Manual coding, (2) Keyword search using Microsoft Word and (3) the computer software *Nud.ist*. The author utilised SPSS for categorising, coding and analysing the responses to open-ended questions after quantifying them, where similar words or attributes were categorised together and coded in one group and, if the respondent gave more than one attribute, the first word is only considered (Moital 2006; Kneesel *et al.* 2010).

3.7.5 Validity and reliability of the research

Validity means that the data collection instrument is valid if it measures what it should measure. In other words, the instrument is valid for that research if it measures the research objectives (Easterby-Smith 1991; Bryman 2004, 2008). Another issue related to validity is the extent to which the research results can be generalised to the total population (Table 3.1, section 3.2 above). Although this research incorporated two different populations (in the pre- and post-visit stages), the research is valid and can be generalised to the total population. The instrument for this thesis was a self-completion questionnaire that incorporated open-ended questions to offset the shortcomings of using only one method (i.e. either qualitative or quantitative).

Reliability, on the other hand means that the instrument chosen gives consistent results of the scale over time, taking into consideration a margin error (Easterby-Smith 1991; Jennings 2001; Bryman 2004; Creswell 2009). Cronbach α (alpha) is the most

common measure used to test internal consistency between variables (items) in the scale, i.e. to test reliability of the scale (Field 2005; Creswell 2009). To test reliability for this research in both stages (organic and experiential), the researcher used SPSS version 14.0 using Cronbach Alpha to test reliability (Table 3.3 below). In qualitative research, validity and reliability are difficult issues as the research does not incorporate quantitative data that can facilitate statistical analysis. Thus, validity entails that the research findings are ‘interpreted in a correct way and reliability is the degree to which the findings are independent of accidental circumstances of the research’ (Kirk and Kirk 1986 cited Gyte 1989, p.51) and the credibility of the research findings are measured by the ‘congruent interpretations’ of respondents’ meanings and behaviours of the phenomena. In qualitative research, validity and reliability are difficult to measure; researchers count on credibility of qualitative data using ‘congruent interpretations’ derived from researchers. In quantitative research, reliability is measured very easily using the Cronbach α Test of scales (Field 2005). Table 3.4 below summarises the results of internal reliability of the scales using the Cronbach Alpha (α), where the values are more than 0.80 in all the scales. This implies that the findings of this thesis are reliable and the constructs (items) in the scale were consistent and can be referred for further research in this area.

Table 3.4: Internal reliability (Cronbach α) of scales

Scale	Whole sample	British	Swedish
<u>Organic image stage:</u>			
Importance of attributes (1)	0.881	0.904	0.855
Organic images of Jordan (1)	0.826	0.816	0.824
<u>Experiential image stage:</u>			
Experiential images of Jordan (1)	0.803	0.804	0.819
Affective images of Jordan (2)	0.917	0.914	0.922

Source: Primary research. Notes: (1): Likert-scale items, (2): Semantic differential items

Some researchers say that 0.600 is the least acceptable value, and others insist on 0.700 or 0.800, but it is not always so. The number of items in the scale affects the value of reliability; the more items, the greater the value obtained and vice versa (Field 2005).

3.8 Limitations of the research

Since the focus in this thesis is specifically the British and Swedish tourism markets to Jordan, and was limited to potential and actual tourists from the UK and Sweden to Jordan and, therefore, other nationalities were beyond the aim of this study.

On the other hand, this research encountered a few limitations. The first limitation deals with the representation of the research. In the pre-visitation (organic) stage, two samples were drawn only from one city in England (i.e. Bournemouth) and another one in Sweden (i.e. Borlänge). If a diversified sample were drawn from different parts of Britain and Sweden, then it would be more representative. The second limitation of this research deals also with the representativeness of the experiential study in Jordan, where there was no database with tourists profile characteristics except for the nationality. The tourism bodies in Jordan do not document other demographic information about tourists such as gender, education, profession, income, composition, and purpose of visit, etc. The lack of these necessary information make it very difficult to plan and know the target market for Jordan and, therefore, it was impossible to know the influence of these factors upon tourists' images of Jordan without this primary research. Another limitation would be that the questionnaire was administered on Swedish respondents using the English language; this limitation could be redressed if it was translated into Swedish. The reasons for the author not translating the questionnaires into Swedish include the majority of Swedes speaking fluent English, the vocabulary of the research (destination image) is derived from English, the author only speaks Swedish to a certain level and, due to time and money constraints, he was not able to obtain professional translation. However, questionnaires must be translated into the language of respondents, especially if they do not speak English. Furthermore, it is understood that, even when respondents speak English, they prefer to answer questions in their first language.

Finally, the population in the organic images stage was not the same in the experiential one because it was impractical for the researcher to interview the same population pre- and post-visitation. The ideal way is to track tourists before and after actual visitation of the destination but it was impossible to do so in this research so the decision was made to survey different populations.

3.9 Conclusion

The research design employed in this thesis draws on the positivist paradigm to measure the common, attribute-based images of Jordan held by potential and actual British and Swedish visitors. This approach incorporated open-ended questions to capture the holistic components of Jordan's destination image and its unique features. Therefore, the qualitative data were quantified to complete the structured images obtained by the questionnaire. Quantitative methods were used throughout the research process, in developing the attributes to be used in the questionnaire and in the questionnaire itself (rating scales, semantic differential and open-ended questions). Although the research consisted of two different populations, pre- and post-visitation, the use of an longitudinal instrument allowed the researcher to gauge the effect of visitation by measuring the image before and after actual visitation from different populations. The information provided by the rating of attributes and the open-ended questions was used to assess the image of Jordan existing in the UK and Sweden. This will help to suggest issues, which should be addressed in subsequent destination marketing plans. The results generated by the primary research are presented in the next two chapters (5 and 6). Subsequently, a questionnaire was developed to investigate with groups of potential British and Swedish tourists if tourists' religious beliefs affect their image of Jordan as a destination. This research was conducted as part of the doctoral stage of the work and further developed the investigation of the effect of religious narratives upon the image of destinations.

CHAPTER FOUR

MARKETING JORDAN AS A TOURISM DESTINATION

4.1 Introduction

The Hashemite Kingdom of Jordan is a constitutional monarchy; it is a small country with a population of 6 million and occupies an area of approximately 90,000 square kilometres, including the Dead Sea and the Gulf of Aqaba, making it similar in size to Portugal or Hungary (CIA Factbook 2010)¹³. The country is located in the Eastern Mediterranean, squeezed between five countries: Syria on the north; Iraq and Saudi Arabia on the east; Saudi Arabia on the south; and Israel and Palestine on the west and the Gulf of Aqaba on the south (Map 4.1 below).



Map 4.1: Map of Jordan

Source: Geographic Guide 2010 (<http://www.geographicguide.net/asia/jordan.htm>)

¹³ Jordan's size comparison to the world is 111; Hungary's size is 93,000 sq km and ranked 109, while Portugal's is 92,000 sq km and ranked 110 in the world (CIA Factbook 2010).

Jordan's climate is diverse and divided into three main geographic areas; the Mediterranean climate prevails in the western highlands with a hot, dry summer, a cool, wet winter; a desert arid climate in most eastern areas and exotic weather in the Jordan Rift Valley (King Hussein website 2010). As a result, the location of Jordan gives it a strategic position as a crossroad between nations in all historic eras. This location makes Jordan a spot for all political and religious conflicts in the region and its volatile geopolitics (Hazbun 2008). Jordan's location and its geographical and climatic diversity give the country a wide spectrum of natural and tourism offerings (MOTA 2010). However, Jordan is a small country with a small economy that mostly depends on foreign aid; the country has a shortage in natural resources such as oil and fresh water (Sharaiha and Collins 1992; Kanaan 2003; Hazbun 2008).

Western travellers did not know Jordan until the rediscoveries that started during the 19th Century. The rediscoveries of heritage sites, such as Jerash (Gerasa) and Kastron Mefa'a (Um er-Rasas), were mainly by European explorers, including the German traveller, Seetzen, in 1806-1807; followed by Burkhart, the Swiss explorer, who rediscovered the Red Rose City of Petra in 1812. The Mosaic Map of Madaba was rediscovered in 1894 during construction of an Orthodox church. Mount Nebo was rediscovered in 1894 by a Christian cleric from Jerusalem during his visit to Madaba; meanwhile, the Czech-Austrian traveller and scholar, Alois Musil, rediscovered Quseir Amra in 1898. Thanks to these explorers, Jordan became better well known as a potential tourism destination for western tourists through the literature of discoverers and popular culture.

This chapter explores eleven main areas of the tourism industry in Jordan. The historical background is contained in section 4.2, the development of tourism in Jordan is in section 4.3 and the organisation of the tourism sector in Jordan is in section 4.4. Jordan's tourism products are in section 4.5, an analysis of Jordan's tourism strategy 2004-2010 is in section 4.6 and projected images of Jordan are in section 4.7. Jordan's international image is in section 4.8, sources of destination imagery for Jordan are in section 4.9, marketing within the JTB is in section 4.10, JTB's promotional approach is in section 4.11, and marketing Jordan as a holiday destination in the British and Swedish markets form section 4.12. The conclusion is summarised in section 4.13.

The aim of this chapter is to build a better understanding of Jordan's history, culture, religious legacy, geography, political, economic and environmental assets that work as a foundation to the development and marketing the country as a tourism destination. It also serves to understand the projected image of Jordan in foreign markets, as image is the core point of this thesis. Consequently, this chapter encompasses two parts regarding tourism in Jordan, i.e. tourism development and marketing the country as a tourism destination.

4.2 Jordan - A historical background

Table 4.1: Jordan through history¹⁴

Period		Important event(s)
500,000-550 BC	Pre-historic Jordan (Stone, Iron Age and Bronze Age)	Ain Ghazal statues, Baida in Petra, Edomite, Amorite, Moabite (Mesha Stele) and Ammonite (Ammon) Kingdoms, Old Testament (Moses trip via Petra to Mount Nebo, Aaron Tomb in Petra)
333-63 BC	Hellenistic Period	Alexander The Great, Qasr of the Slave, Gadara, Gerasa
312 BC-106 AD	Nabataea	Petra Kingdom, Pottery industry, Jesus Baptism
64 BC-330 AD	The Romans	Decapolis Federation
324, 333, 395 AD	The Byzantine Era	Christendom, Mosaic, churches
629, 636 AD	Islamic conquest of Jordan	Battle of Muthah; Defeat of Romans in Yarmouk Battle, <i>Jund al- Urdun</i>
661-750 AD	Omayyad Caliphate	Desert castles, Dom of the Rock Mosque
750-1258	Abbasid Caliphate	Nothing important except coins in Jerash
909-1175	Fatimid Caliphate	Nothing important
1095-1187 AD	The Crusaders	Fortresses in the southern Jordan
1176- 1260 AD	The Ayyubides	Fortresses in Ajloun, <i>Hittin</i> Battle 1187- end of Crusaders.
1261-1516AD	Mamluk Era	Aqaba Fortress
1516-1916 AD	Ottomans	Hijaz Railway in Amman 1903-1905
1878, 1892, 1904 1907	Circassian and Chechnyan migration waves	In Amman, Jerash, Zarqa, Russayfa and Azraq
1916-	The Hashemites	Great Arab Revolt 1916-1918 (Lawrence of Arabia); defeat of Turks; Transjordan 1921; The Hashemite Kingdom of Jordan 1946 (King Abdullah I 1946); 1 st Arab-Israeli war 1948 (Palestinian Diaspora begins); the Jericho Conference and annexation of the West Bank under the Hashemite Crown ; King Abdullah I martyred in Jerusalem; King Talal 1951; King Hussein 1952; Israel occupies the West Bank, Gaza and Golan Heights 1967; Battle of Karamah; Regrettable Events 1970; Jordan made unprecedented progress in economic growth, health and education; Disengagement with the West bank 1988; resume of parliamentary elections 1989; death of King Hussein I; King Abdullah II assumes the throne of Jordan 1999

Source: Developed by the author.

Although, the modern country that is known now as Jordan began in the 1920s (Daher 2007; Hazbun 2008), its history stretches back more than nine thousand years (Milton-Edwards and Hinchcliffe 2002). Actually, the first urban settlement in old Jordan was found in Baida near Petra (Milton-Edwards and Hinchcliffe 2002) and Ain Ghazal in Amman, which dates back more than nine thousand years (JTB 2009). Jordan was a crossroad for all the ancient civilisations, trade roads, and triumphant armies such as

¹⁴ *Note:* The table above is based on major events happened on the Jordanian territory that had importance on Jordan's politics, economy, archaeology and tourism.

the Greeks, Romans, Byzantines, Islam, Crusaders, Mamluks, Ottomans, Britain and the Hashemites (Milton-Edwards and Hinchcliffe 2002; Shoup 2007; Daher 2007; King Hussein's website 2010). The prehistoric period (1200-330 BC) witnessed the emergence of four imperative kingdoms, the Edomite, Amorite, Moabite and Ammonite kingdoms (Shoup 2007; Milton-Edwards and Hinchcliffe 2002) and Moses observed the Holy Land before dying in Mount Nebo.

The Greek and Roman eras left important archaeological cities that are still preserved, which constitute a major appeal of Jordan's tourism including the Decapolis cities of Philadelphia (Amman); Gerasa (Jerash); Gadara (Um Qais); Pella (Tabqet Fahl); Abilla or Raphana (Qwailbeh) and Capitolias or Dion (Bayt Ras) (Shoup 2007)¹⁵. The Nabataeans established their Kingdom between 312 BC-106 AD (Shoup 2007). They carved their capital 'Petra' into the rock to be strategic position and a commercial crossroad between the trade routes in the region, but it was broken down by the Romans in 106 A.D. Petra, the Red Rose capital of Nabataea became a new wonder of the world in 2007 (Hazbun 2008)¹⁶.

Christianity flourished after the conversion of Constantine in 333 A.D, which left behind numerous churches paved with great coloured mosaics (Milton-Edwards Hinchcliffe 2002; Shoup 2007). A new religious power, Islam, appeared in the Seventh Century A.D, as the Prophet Mohammed sent his armies to the regions around Arabia Peninsula and Jordan, where the Battle of Muthah took place in Jordan in 629 A.D between Arab Muslims and the Romans and their Allies from the Arab Christians¹⁷. Consequently, the Romans were defeated in Jordan too and expelled from all the Levant¹⁸.

The Umayyad Caliphs built a chain of palaces, motels and hunting lodges in Amman, Jericho and the desert of Jordan (Shoup 2007); where 'Quseir Amra' stands as a world heritage site since 1985 (UNESCO 2010). The Abbasids ignored Jordan and nothing

¹⁵ The other four cities of the Decapolis include: Damascus and Ganatha (Qanawat) in Syria, Scythopolis (Beisan) and Hippos or Suisitta (Qal'at el-Husn) in Palestine or nowadays Israel.

¹⁶ New Seven Wonders of the World: <http://www.new7wonders.com/>. [Accessed 2 March 2010].

¹⁷ The reason for the battle was Shirahbeel bin Amr al-Ghassani, the governor of southern Jordan appointed by the Romans, killed the messenger of Prophet Mohammad (al-Harith Bin Omair al-Azdi) in his way to meet Emperor Hercules. To kill a messenger was (is) a shame and as a result a war can happen between nations.

¹⁸ At the same time, the Arab Muslims crushed the Empire of Persia in the Battle of Qadissiyah in Iraq in 636. The Levant or '*Bilad al-Shaam*' in nowadays geography denotes to Jordan, Syria, Lebanon and Palestine (Daher 2007, p.3).

was recorded of importance except for their coins founded in Jerash. The crusaders built some important strategic defensive castles in Kerak, Showbak (Montreal) and Aqaba to defend their Latin Kingdom established in Jerusalem in 1096. However, it was in 1187 when Saladin¹⁹, the Ayyubid Sultan won the decisive Battle of Hittin and the Crusaders collapsed. In 1516, the Turks took over the whole area of Levant, including Jordan, but were expelled by the Arabs during the Great Arab Revolt (1916-1918) with the help of Britain. The Turks incorporated Jordan into Syria and ignored Jordan except for the Hijaz Railway in 1903. As a result of the Sykes-Picot Agreement of 1916²⁰, Transjordan, according to the League of Nations, was put under the mandate of Britain until 1946 when it got its independence and became the Hashemite Kingdom of Jordan.

The Hashemites created Transjordan in 1921 with the help of Britain after World War I. King Abdullah I, then Emir Abdullah I, was able to exclude Transjordan from the Belfour Declaration of 1917 (Mccrossan 2007). In December 1949, the Jericho Conference resulted in annexation of the West Bank upon a request from the Palestinians (Pappé 1994; Dawisha 2005). Not so long after that, King Abdullah I was martyred at al-Aqsa Mosque in 1951 by a Palestinian terrorist assassin (Wilson 1990; Shlaim 2009), and his son, then Prince Talal, acceded to the throne for a short period (Ryan 2002; Brand 2010). King Hussein I assumed his responsibilities in 1952 and ruled Jordan almost 50 years until he died in 1999 and was succeeded by his eldest son, King Abdulla II. The Hashemites created a positive image of Jordan as a politically stable, moderate and tolerant Arab and Islamic country that has good relations with the West (Aruri 1972). They gained religious legitimacy as the descendants of Prophet Mohammad (PBUH) and their political legitimacy stems from their wise and tolerant leadership as well as their good relations with the West to keep peace and stability in the region (Daher 2007).

¹⁹ Saladin built a castle in Ajloun in 1184 to control the whole are between Cairo, Kerak and Jerusalem against the Crusaders before Hittin Battle.

²⁰ According to the Sykes-Picot Agreement, Britain and France took over the Levant and the Fertile Crescent i.e. Jordan, Palestine and Iraq for Britain, while Syria and Lebanon for France (Guckian 1985; Milton-Edwards and Hinchcliffe 2002).

4.3 Development of tourism in Jordan and its economic impact

Tourism development in Jordan is based on the historical and religious legacy from the three monotheists' religions Judaism, Christianity and Islam (Hazbun 2008). Moses and Aaron honoured Jordan through their holy travel from Egypt to see the Holy Land in Palestine. Aaron died in Petra and was buried on its summit that is now called Mount Aaron and Moses died on a hill (Mount Nebo) in the Moab Mountains overlooking the Dead Sea, Jericho and Jerusalem, which was named after a Babylon God 'Nebo' (Net Bible 2010)²¹. Jordan was the homeland for John the Baptist, where he was beheaded in the fortress of Machaerus (Makawer). Jesus Christ travelled through Jordan and was baptised on the eastern bank of the River Jordan by John the Baptist and now the site is called the Baptism Site of Jesus Christ (*al-Maghtas* in Arabic). Jordan has witnessed different civilisations since the time of Alexander the Great, the Romans, Nabataea, the Byzantines, the Islamic Caliphate Period, Crusaders, the Ottomans, the Great Arab Revolt, the British Mandate and, lastly, the Hashemites.

Tourism in Jordan, since the creation of the country in 1921 and until 1967, was mainly religious in which pilgrims used the Hijaz Railway to head towards the Holy sites in Mecca and Medina. Other types of tourism emerged later on such as cultural and historical tourism to Petra and beach tourism to the Dead Sea and Aqaba in the 1980s.

4.3.1 Developments since the creation of Jordan in 1921 until 1950

During the 1920s until the mid of 1930s, the country's first mission was to maintain security throughout its parts. The infrastructure was very limited; most of the roads were earthy; the Turks built the only railway in 1903 as a means to facilitate pilgrimage to Mecca (Daher 2007). Electricity was first introduced in 1937 in Amman and then in bigger cities such as Irbid and Zarqa (JEPECO 2009)²². The first hotel was built in the country (i.e. Philadelphia Hotel) in 1923 in Amman downtown, where Emir Abdullah took part of it as his office before the Raghadan Palace was

²¹ Net Bible: <http://net.bible.org/dictionary.php?word=NEBO>. [Accessed 21 February 2010].

²² JEPCO: Jordanian Electric Power Company: <http://www.jepco.com.jo/ar/default.aspx>. [Accessed 18 January 2009].

built. In 1921, Thomas Cook set out a camp in Petra, named Thomas Cook Camp (Shoup 1985; Daher 2007).

In summary, during this period, Jordan was unstable, it was a newly established State, the tribes were fighting each other, infrastructure was very poor, tourism products were not developed, except for Petra, and tourism was mainly religious to Mecca for Muslims or to Jerusalem for both Christians and Muslims.

4.3.2 Developments 1951-1993

The authority for tourism was created in Jerusalem in 1953 and then moved to Amman in the same year, which gave the industry an established organisation and control (MOTA 2010). At the start of the 1960s, Jordan became more stable with a boom in its economy, where different industries started their development, such as the potash, cement, phosphate industries, and a refinery in Zarqa. The first university in the kingdom was founded in 1962. The first law for tourism was initiated in 1960 to give the Authority of Tourism more power to organise and regulate the tourism sector in the country. The second law for tourism was introduced in 1965 and allocated 20% of the annual tourism revenues for the Tourism Authority to do its work more efficiently and effectively (Harahsheh 2002). Tourism revenues increased, especially from Jerusalem and Bethlehem, as well as from Petra and Jerash (Aruri 1972; Mutawi 1985). New airports in Amman and Mafraq and a harbour in Aqaba were constructed and the Royal Jordanian Airline (later Alia) was established in 1963.

The tourism boom suffered as a result of the Six-day War in 1967 involving Israel against Arabs; where the West Bank and Jerusalem were lost. Jordan's tourism sector was devastated from losing a very important source of income and, consequently, the number of tourists dramatically fell (Aruri 1972; Sharaiha and Collins 1992; Pappé 1994; Hazbun 2008; King Hussein website 2010). This was followed by the Israeli invasion of Jordan in 1968 (known as the Battle of Karamah) and the conflict of 1970 imposed by the Palestinian guerrilla organisations (*Fedayeen*) led by Yasser Arafat to overthrow the rule of the Hashemite Dynasty. However, King Hussein crushed them and ended their presence in Jordan in July 1971 (Dawisha 2005; Daher 2007). The 1970's events deflated the Jordanian national identity to split into two identities, Transjordanians and Palestinians (Bar 1995); however, King Hussein was able to

remedy and ‘melt’ this estrangement and, until he died in 1999, he repeatedly stated that ‘those who break the national unity are my enemy until the day of Resurrection’.

In 2002, King Abdullah II endorsed a national slogan he called ‘Jordan First’ and signed a Royal letter to Prime Minister Ali Abu al-Rageb explaining the concept of ‘Jordan First’ (King Abdullah II website 2010). The slogan was grounded on the notion to melt all Jordanian citizens in one pot in order to create a unified social fabric. The slogan also aimed at enhancing the feeling of loyalty and the pride of Arabism and Islam. ‘Jordan First’ is a common point amongst all Jordanians regardless of their origins, religions or ethnicities. The slogan is not aimed against any other Arabian or Islamic concepts of unity or cooperation. Its concept is that, in order to support the issues of other Arab and Islamic countries, Jordanians should first build a strong Jordan and feel deeply loyal to the country’s soil and monarchy.

The boom in the oil era of 1970s helped Jordan through aid from Arab oil countries as well as remittances from expatriate Jordanians working abroad (Daher 2007; King Hussein website 2010). During that period, the Government of Jordan, with aid of international organisations, started to restore some archaeological sites in Amman and Jerash with a modest budget. Tourist rest houses were built in Jerash and Sweimah on the Dead Sea. In the 1980s, trade between Jordan and Iraq flourished, in which Aqaba worked as a backup harbour for Iraq during the war with Iran, which contributed significantly to the Jordanian economy. In 1989, political reform began with commencement of the parliamentary elections that were stopped due to the 1967 war. This reform gave birth to another economic reform in subsequent years. Following the aftermath of the 1st Gulf War in 1990, the region went into a peace process between Arabs and Israel and then the Conference of Madrid took place on 30 October 1991. The idea was to end the cold war and hostility between Arabs and Israel and to live in peace based on the principle of land for peace. Shortly after that, Jordan and Israel signed a peace treaty in Wadi Araba in October 1994 (more detail in the next section 4.1.3 below).

To summarise, the Jordanian economy has witnessed mixed fortunes in the last fifty years. In the 1970s, the Jordanian economy started to recover post-war, where the economy witnessed a period of growth until the end of the 1980s when the Iraqi-

Iranian War ended in 1988. The region of the Middle East went to peace negotiations held in Madrid in 1991, which then resulted in a Palestinian-Israeli Accord in 1993 and a peace treaty between Jordan and Israel the following year.

4.3.3 Developments since 1994 until 2003

This period starts with the signature of the peace treaty between Jordan and Israel on 26 October 1994 that ended around fifty years of war and hostility between the two countries. Consequently, Jordan started to use the lands restored from Israel for tourism and economic development. For example, excavations started in the Baptism Site in 1997 and in 1999 the Vatican Committee decided that the site of Jesus' Baptism is on the Jordanian side of the River Jordan (MOTA 2009). Consequently, thousands of pilgrims flocked to Jordan from all over the world and, since then, Jordan is positioned on the international tourism map as a religious destination (JTB 2010a).

The peace treaty resulted in positive advantages to the Jordanian tourism sector. First and foremost, it set and confirmed the eastern borders of Israel with Jordan, which enhanced Jordan's political stability and security for all Jordanians as well as safety for tourists visiting the country. Secondly, Jordan restored its occupied land of 380 square kilometres and its water share in the Jordan and Yarmouk Rivers, according to the Johnson Plan of 1955 (King Hussein website 2010). Thirdly, it enhanced the efficiency of air transport, where it became possible to fly from and to Amman using Israeli air space, which reduced the time and costs for the airline companies and passengers. The treaty enhanced the flow of tourists to Jordan following the treaty; Europeans increased by 17%, Americans by 46% and Israelis by 830% in 1995 (Kelly 1998; MOTA 2006) and the numbers increased further in subsequent years. The treaty enabled Jordan to find a partner to help solve the Dead Sea's problem of shrinking one meter a year due to loss of water supply and a high evaporation rate (Harahsheh 2002)²³. The Dead Sea now is competing with other nature attractions of the world for final list of the New Seven Wonders of Nature²⁴. The project, when finished, will save the ecosystem of the Dead Sea and fill the lake to its optimum level

²³ The proposed solution was to dig a canal from the Gulf of Aqaba on the Red Sea to the Dead Sea using the natural slope (Red Sea is zero and the Dead Sea is -422m).

²⁴ http://www.new7wonders.com/community/en/new7wonders/new7wonders_of_nature/dead_sea. [Accessed 12 April 2010].

of 1932 (-392 m). Furthermore, the tourism industry will then thrive because the Dead Sea is considered the world's largest natural spa due to its therapeutic qualities and other industries, such as the Jordanian and the Israeli potash projects, will benefit from this project. Additionally, it will satisfy the thirst of big cities, such as Amman, Jerusalem and Gaza, through a hydropower desalination station to be constructed using the waterfalls on the southern edge of the Dead Sea and electricity would be generated as well (Harahsheh 2002). The treaty helped Jordan to develop its infra- and super-structures to cope with the vast number of tourist arrivals to the country and expanded international and regional economic cooperation (Hazbun 2008). The peace treaty with Israel hoped to enhance and foster 'economic integration' or partnership with the European Union and the United States (Hazbun 2008). This resulted in bilateral economic agreements with both the EU in 1997 (Jordanian Ministry of Industry 2010) and with the US in 2000 (Jordan Economic and Trade Bureau 2010). The agreement with the EU established a framework for political, economic, trade and investment, social, cultural and financial cooperation (European Commission 2009) whilst the Agreement with the US empowered Jordanian products to enter the US market without restraints, which enabled toll-free exports.

During this period, the Jordan Tourism Board was established in March 1998 as a sole body for marketing Jordan as a tourism destination in foreign markets (JTB 2010a). Interestingly, new types of tourism, such as religious, therapeutic, desert and MICE, were introduced, supporting the tourism product and competitiveness of Jordan as a tourism destination worldwide. More detail about the JTB and the tourism products are explained in the following sections of this chapter.

This period witnessed a monarch change in Jordan due to the sudden death of the late King Hussein on 7 February 1999 after 47 years in service (Ryan 2002). King Abdullah II accessed the throne of the Hashemite Kingdom of Jordan on that date. King Abdullah II believes that the route to success for Jordan's economy is to pump more capital into the country following its safety and political stability, as well as to stimulate investment laws. Jordan received many wealthy investors mainly from the neighbouring Arab countries in the last 10 years. Fortunately, the majority of these investments went to the tourism and hospitality sectors mainly in Amman, the Dead Sea, Petra and Aqaba (Jordan Investment Board, JIB 2009). However, most tourism

activities (i.e. accommodations and other infrastructures) are concentrated in Amman, Petra, Aqaba and the Dead Sea; meanwhile, other important regions, such as Jerash, Ajloun and Um Qais, are ignored (Kelly 1998).

In summary, tourism in Jordan has been affected by regional and international political incidents and wars such as the attacks on New York in 2001 and the invasion of Iraq in 2003. Tourist arrivals fell by 37% from Europe and by 41% from the American market following September 11th, where air transport stopped and tourist bookings to Jordan were cancelled accordingly (MOTA 2002). The tourism sector restored its health after the peace treaty with Israel and the number of tourists doubled.

4.3.4 Recent developments 2004-2009

Tourism in Jordan has been developed remarkably in the last six years. Amman, the Dead Sea, Petra and Aqaba received the highest development projects while some areas of major tourism potential, such as Jerash, Ajloun and Um Qais, received less attention (JTB 2009; JIB 2009). A description of the latest developments in the tourism sector in Jordan is presented in the following subsections.

4.3.4.1 Latest economic indicators 2004-2009

Table 4.2: Jordan's recent economic indicators

	2004	2005	2006	2007	2008 ²⁵	2009	% change 2008/2009
GDP ²⁶ (US\$b)	11.4	12.6	14.8	17.0	21.2	22.6	6.6
GDP per capita (US\$)	2133	2307	2650	2971	3626	3766	3.9
Real GDP growth (% change YOY) ²⁷	8.6	8.1	8.0	8.9	7.9	3.0	-62.0
Goods & services exports (% GDP)	52.2	52.5	54.7	53.8	57.5	52.1	-9.4
Inflation (% change YOY)	3.4	3.5	6.3	5.4	14.9	0.2	-98.7

Source: Australian Department of Foreign Affairs and Trade (DFAT)²⁸

During the 2000s, Jordan's economy experienced unique growth. This dramatic transformation has meant that Jordan is now widely acknowledged as a new developed competitive economy of the Middle East. The growth was steady between 2004 and

²⁵ Based on the International Monetary Fund (IMF)/ the Economist Intelligence Unit (EIU) forecasts.

²⁶ GDP: Gross Domestic Product is equal to the total expenditures for all final goods and services produced within the country in a stipulated period of time (usually a 365-day year).

²⁷ YOY means year over year.

²⁸ Based on data from the ABS, IMF. Available from: <http://www.dfat.gov.au/GEO/fs/jord.pdf>. [Accessed on 5 April 2010].

2007; it was accounted for by the favourable coincidence of economic and social factors, such as foreign investments, the effect of economic and social bilateral partnerships with the USA and the EU and the effect of social development and education. However, the growth started to decline in 2008 and 2009 (Table 4.2 above) due to the world's economic crisis. The year 2008 witnessed high rates of inflation (14.9%) due to the oil prices and the world economic crisis, but the situation enhanced in 2009 and the rate went down dramatically to 0.2%. However, real economic growth fell by 62% in 2009 over 2008. This phenomenon is hoped to change in the year 2010 and the economy will recover. Subsections 4.3.4.2 until 4.3.4.6 below illustrate the recent tourism indicators for the period 2004-2009.

4.3.4.2 Number of tourists arrivals 2004-2009

Table 4.3: Number of tourist arrivals to Jordan 2004-2009

	2004	2005	2006	2007	2008	2009	% Market share 09	% Change 07/08
Arabs	1795369	18951099	1872373	1731990	1813181	1900588	50.2	4.8
Jordanians abroad	479683	511915	1918736	744202	819025	868192	22.9	6.0
Europe	252925	267307	261571	344404	429025	416906	11.0	-2.8
Israel	121506	124540	153076	226277	228601	185489	4.9	-18.8
USA	76055	92245	132543	149294	161878	155937	4.1	-3.7
Canada	12513	13234	21683	16702	19422	18682	0.5	-3.8
Far East & Pacific	60126	64234	82943	126069	146028	138405	3.6	-5.2
South Asia	37881	42947	41884	64895	73572	71778	1.9	-2.4
South America	4910	6497	9691	11787	19071	15157	0.4	-20.5
Africa	5324	7823	11476	12253	13797	13272	0.3	-3.8
United Nations	6516	4746	4890	2907	5124	11260	0.3	119.7
Total arrivals	2852809	2986586	3546990	3430959	3728724	3788891	100	1.6

Source: UNWTO (2009), MOTA (2010), JTB (2010a)

Table 4.4: Number of tourist arrivals from the UK and Sweden to Jordan 2004-2009

	2004	2005	2006	2007	2008	2009	% Market share 09	% Change 08/09
UK	38,369	40,276	54,295	64,966	61324	63171	1.7	3.0
Sweden	4,720	5,198	6,648	8,763	11062	14902	0.4	34.7
Rest of the World	2809720	2941112	3486047	3375230	3656038	3710818	97.9	1.5
Total arrivals	2852809	2986586	3546990	3430959	3728724	3788891	100	1.6

Source: UNWTO (2009), MOTA (2010), JTB (2010a)

According to the statistics of UNWTO (2009) and MOTA (2010), Jordan has witnessed growth of 32.8% between 2004 and 2009 and 1.6% for the year 2009 over 2008. Table 4.3 above shows that the majority of tourists (84%) come to Jordan from three markets: Arabs (50.2%), Jordanians abroad (22.9%) and Europeans (11%). Tourists from the UK and Sweden have risen by 19.7% and 30.8% respectively for the same period, which implies that Jordan has received more attention and tourists have

become aware of Jordan's appeal. Jordan achieved a slight increase in tourist arrivals of 1.6% in 2009, although the whole world witnessed a decline of 4.3% for the same year with 6% and 4.8% growth from both Jordanians abroad and Arab markets respectively (as against -19% from Israel; -2.8% from Europe; -3.7% from America and -5.2% from Far East and Pacific). Two events will boost the demand for tourism to Jordan; firstly, the Papal Pilgrimage trip to Jordan and the Holy Land in May 2009 put Jordan in the news spotlight. The JTB invited the BBC (FAM) to broadcast this event, which boosted demand from neighbouring countries such as Israel, Syria, Lebanon, Egypt and Palestine. The second event was the announcement of a government plan to give open skies to Queen Alia Airport (UNWTO 2010).

Table 4.5: Number of visitors to major tourists and archaeological sites 2008-2009

Site	2008	2009	% Market share 09	% Change 08/09
Petra	850318	766938	20.2	-9.8
Jerash	351508	340410	9.0	-3.2
Mount Nebo	326702	303988	8.0	-7.0
Madaba Map	298602	275567	7.3	-7.7
Wadi Rum	206890	171047	4.5	-17.5
Kerak	154581	159641	4.2	3.3
Ajloun	141869	156544	4.1	10.3
Jordan Museum	187700	152665	4.0	-18.7
Folklore Museum	164550	149665	4.0	-9.0
Baptism Site	142419	134172	3.5	-5.8
Um Qais	125358	121549	3.2	-3.0
Quseir Amra	18466	76695	2.0	315.3
Qasr al-Kharrana	66705	64069	1.7	-4.0
Other	693056	915941	24.2	32.2
Total	3728724	3788891	100.0	1.6

Source: UNWTO (2009); MOTA (2010); JTB (2010a)

Table 4.5 above shows the most important visited sites in Jordan by tourists. Petra accounted for more than 20% of the market share in 2009 followed by Jerash, Mount Nebo and Madaba Map and all accounted for 44.5% of the total visitors to Jordan. Interestingly, other sites were visited by 24.2%, which was not possible for MOTA to count, as there were no visitor centres in important places, such as Amman and the Dead Sea. However, statistics are available for tourist package tours to Amman, the Dead Sea and Aqaba that might give a better view of tourist traffic in the country; Amman received 363848, Aqaba 134074 and the Dead Sea 88519 in 2009 (MOTA 2010).

4.3.4.3 Tourism receipts 2004-2009

Table 4.6: Total tourism receipts and expenditures in Jordan 2004-2009 (JOD ml)

	2004	2005	2006	2007	2008	2009	% Change 08/09
Receipts	943	1022	1461	1639	2097	2067	-1.1
Expenditures	371	415	594	626	710	758	6.8
Surplus/shortage (+/-)	572	607	867	613	1387	1309	-5.6

Source: UNWTO (2009); CBJ (2010); MOTA (2010)

According to the statistics of the Central Bank of Jordan (CBJ) (JTB 2010a), tourism receipts have increased by 119% in the last 6 years and reached JOD2067 billion in 2009, although it showed a decrease of 1.1% from 2008 (Table 4.6 above). Around 45% of that income came from Arab tourists; 28.2% from overseas tourists and 26.8% from Jordanian expatriates (JTB 2010a).

In summary, between 2004 and 2009, Jordan has achieved dramatic progress in terms of tourism receipts. The country's overall growth rate in tourism receipts in the last 6 years exceeded 119%, achieved through a growth rate of inbound tourists by almost 33% in the last 6 years (Table 4.3 above).

4.3.4.4 Direct employment in the tourism sector 2004-2009

Table 4.7: Number of employees in the private tourism sector in Jordan (direct employment)

	2004	2005	2006	2007	2008	2009	% Market share 09	% Change 08/09
Accommodations	10708	12884	13450	13193	13994	14690	36.6	5.0
TAs/TOs	2826	2774	2903	3408	3680	3981	9.9	8.2
Tourist restaurants	6719	9950	10720	13472	15498	16517	41.2	6.6
Rent a car offices	1287	1357	1289	1417	1500	1520	3.8	1.3
Souvenir shops	310	385	530	637	732	772	1.9	5.5
Tourist guides	601	672	646	686	803	855	2.1	6.5
Horse guides	493	613	613	613	713	713	1.8	0.0
Tourist transport co.	483	620	758	814	881	879	2.2	-0.2
Diving centres	28	32	43	45	45	45	0.1	0.0
Water sports	89	97	111	120	120	120	0.3	0.0
Total	23544	29384	31063	34,405	37966	40092	100	5.6

Source: UNWTO (2009); MOTA (2010)

According to the World Travel and Tourism Council (WTTC 2010), the direct and indirect contribution of travel and tourism to employment in Jordan was 293,000 jobs in 2009 (i.e. 1 in every 5.3 jobs created or 18.9% of the total employment in the country). This is expected to rise to 435,000 in 2020 (1 in every 4.3 jobs created or 21.9% of the total employment in the country). However, the statistics provided by the Jordanian Ministry of Tourism showed different figures, in which only direct

employment was counted as 40,092 jobs created in 2009 with an increase of 5.6% over 2008 (Table 4.7 above). The accumulated growth rate in the number of employees in different tourist activities has increased by 70.3% over the last 6 years. It seems that the statistics of the Jordanian Ministry of Tourism shown in Table 4.7 above reflect only the direct employment and they do not consider indirect employment in the sector. According to Lea (1988), direct employment in the tourism and travel industry occurs or results from the expenditure in hotels, restaurants, airports and borders, immigration staff, airlines, tour operators, travel agents, and tourist offices. Indirect employment, on the other hand, occurs in industries that serve the travel and tourism industry and in businesses that are affected by tourism in a secondary way, such as local transport, handicrafts and banks. Accordingly, MOTA should consider other activities, such as airports, tourist offices, and the Royal Jordanian Airlines in their future statistics.

4.3.4.5 Package tourists, nights spent and length of stay 2004-2009

Table 4.8: Number of package tourists 2004-2009 (000)

	2004	2005	2006	2007	2008	2009	% Change 08/09
Europe	190619	233032	166400	234042	335679	326986	-2.6
Americas	13205	28930	29553	37411	29220	30175	3.3
Arabs	24154	28269	28277	31716	74380	57862	-22.2
Asia & Pacific	25639	46135	40927	53671	63875	58330	-8.7
Africa	528	2421	3184	3785	3520	1312	-62.7
Total	254145	338787	278341	359625	506674	474665	-6.3

Source: MOTA (2010)

Table 4.9: Number of nights spent by package tourists 2004-2009

	2004	2005	2006	2007	2008	2009	% Change 08/09
Europe	1056542	1240832	859800	1185636	1672008	1784122	6.7
Americas	46007	77649	104739	113271	201491	207746	3.1
Arabs	106700	110983	101321	140990	114279	118874	4.0
Asia & Pacific	64387	103964	88911	125017	193905	165961	-14.4
Africa	1954	4805	6154	6743	7634	4046	-46.6
Total	1275590	1538233	1162909	1571657	2189317	2280779	4.2

Source: MOTA (2010)

Table 4.10: Average length of stay (days) 2004-2009

	2004	2005	2006	2007	2008	2009	% Change 08/09
Europe	5.4	5.2	5.2	5.1	5.0	5.5	10.0
Americas	3.6	2.6	2.7	3.0	3.2	3.6	12.5
Arabs	3.9	4.1	3.6	4.4	3.9	3.9	0.0
Asia & Pacific	2.5	2.3	2.2	2.3	2.6	2.9	11.5
Africa	3.5	1.9	1.9	2.4	2.2	3.1	40.9
Total	4.9	4.5	4.2	4.4	4.3	4.8	11.6

Source: MOTA (2010)

Tables 4.8-4.10 above depict the total number of package tourist nights spent and the average length of stay for the period 2004-2009. The figures show a decrease in package tourists of 6.3% in 2009; however, the number of package nights increased by 4.2% and the average length of stay increased by 11.6% for the same year.

4.3.4.6 Size of tourism activities in Jordan 2004-2009

Table 4.11: Number of different types of tourism activities 2004-2009

	2004	2005	2006	2007	2008	2009	% Change 08/09
Hotels	463	468	476	470	481	485	0.8
Travel agencies/tour operators	466	431	441	536	585	653	11.6
Tourist restaurants	448	525	602	675	776	773	-0.4
Rent a car companies	254	241	232	259	270	271	0.4
Souvenir shops	185	236	274	283	273	288	5.5
Tourist guides	601	672	646	686	803	855	6.5
Tourist transportation companies	4	3	4	6	7	7	0.0
Diving centres	7	8	9	9	9	9	0.0
Water sports	3	3	3	3	3	3	0.0
Tourist boats	75	80	80	80	80	80	0.0
Tourist cars	4258	5913	5861	5761	6049	6353	5.0
Tourist coaches	346	372	429	554	725	733	1.1
Hotel rooms	NA	NA	NA	NA	22507	23113	2.7
Hotel beds	NA	NA	NA	NA	43922	44371	1.0

Source: MOTA (2009)

Table 4.11 above shows the development in different tourism activities in Jordan during the last 6 years. For example, hotels increased by 4.8%; travel agencies increased by 36.2%, restaurants increased by 72.5%, and tourist guides increased by 42.2% between 2004 and 2009. This affirms the importance of tourism as a major economic supporter and shows that the sector is developing constantly.

In summary, although Jordan is located in the middle of the conflict in the Middle East, its tourism has not been negatively affected by these conflicts. Furthermore, to some degree, it was an opportunity to develop the sector and attract more demand, as in the case of the war on Lebanon in 2006 when most holidays transferred from Lebanon to Jordan with its peaceful destination and welcoming people. Jordanian

tourism has restored its health and become one of the most important sectors of the Jordanian economy. It contributed 17.4% to the GDP, accounted for 48.3% of the export of goods and 80.8% of the exports of services (UNWTO 2009). It is clear that tourism in Jordan has witnessed better development in the last five years in terms of tourism receipts and the number of tourists as well as the number of tourism activities and projects.

4.4 The structure of tourism in Jordan

The structure of the tourism industry in Jordan is divided into four main bodies; namely, public sector, public/private partnership, private sector and NGOs. The public sector consists of bodies such as the Ministry of Tourism and Antiquities (Department of Tourism and Department of Antiquities), 12 visitor centres, the Royal Jordanian (RJ), Petra Region Authority (PRA) and Aqaba Special Economic Authority (ASEZA). The second type is public/private partnerships, which are represented by the Jordan Tourism Board (JTB) and its 11 offices abroad. The private sector consists of tourism and hospitality associations, including the Jordan Hotel Association (JHA), Jordan Restaurants Association (JRA), Jordan Society for Tour and Travel Agents Association (JSTTA), Jordan Tour Guides Association (JTGA) and the Jordan Handicrafts Producers Association (JHPA). Finally, the NGO organisations include the Royal Society for the Conservation of Nature (RSCN) and the Royal Independent Board of Trustees of the Baptism Site. Other supporting bodies include the Jordan Investment Board, the Tourist Police and tourism transportation companies.

4.4.1 The Ministry of Tourism and Antiquities (MOTA)

MOTA is the main public body for tourism and it was founded as a tourism authority in 1953 in Jerusalem and moved to Amman the same year (Harahsheh 2002). The Ministry takes the role of developing, improving and renovating the archaeological and tourism sites in Jordan as they are considered part of the national heritage, attracting millions of tourists and providing the national economy with millions of dinars annually, besides contributing 40% of the national exports.

In 1960, the first law for tourism was put into effect and then amended in 1965, when 20% of tourism revenues went to the Authority of Tourism to help organise and manage the sector. In 1967, the Tourism Authority was renamed as the Department of Tourism but subsequently formed part of different ministries such as the Ministry of Culture and the Ministry of Information. In 1988, the Ministry of Tourism was established as a legal successor of the Department of Tourism and the first law of that Ministry was approved that year (Harahsheh 2002). Subsequently, the National Tourism Council (NTC) was founded as an umbrella organisation to set the plans and strategies for the tourism sector and to set proposals for laws as well as sign agreements with other parties. The Council is chaired by the Minister of Tourism and consists of eight members; five from other departments of the Government and three from tourism's private sector²⁹.

MOTA is responsible for setting up policies for the sector, regulating and monitoring the tourism activities, controlling tourist associations and activities, licensing tourism activities and developing them, upgrading the infrastructure in tourist sites and attractions and collecting and preparing tourism statistics of tourist arrivals, nights, and other activities of the sector. To satisfy visitors and to realise their value for money, MOTA has founded twelve visitor centres in main archaeological and tourist sites such as Petra, Jerash, Wadi Rum, Madaba, Ajloun, Kerak and Um Qais³⁰. The main objective and role of these centres is to provide services for tourists such as multilingual tour guides, brochures, and general information about Jordan and the sites.

4.4.2 The Jordan Tourism Board (JTB)

The Jordan Tourism Board (JTB) is the main tourism body in Jordan responsible for marketing and promoting the country in foreign markets. It was founded in March 1998 as an independent public/private partnership between the Ministry of Tourism, The Royal Jordanian, tourist transport companies and the private sector, including hotels, restaurants and travel agents associations (JTB 2010a). The main duty of the

²⁹ The NTC is chaired by the Minister of Tourism and the members are: the General Secretary for Tourism; General Director of Antiquities; Executive Director of the RJ; Chief Commissioner of ASEZA; General Director of Social Security Directorate and three other members from the private sectors including the tour operators, hotels and others for a maximum period of 2 years.

³⁰ There are currently 12 visitor centres in Jordan supervised directly by MOTA in: Jerash, Ajloun, Irbid, Um Qais, Ramtha, Um al-Jimal, al-Salt, Madaba, Dana, Petra, Wadi Rum and Aqaba (MOTA, 2009).

board is to devise destination marketing strategies and programmes in order to brand, position and promote Jordan as a tourism destination in international markets. These strategies are intended to reflect the true image of Jordan and its tourism products such as cultural, natural, religious, adventurous, leisure and MICE. The programmes include participating in international travel fairs, familiarisation trips, press trips, brochures and advertising to end consumers (JTB 2009). The JTB is achieving its objectives in source markets through eleven representation offices³¹. The JTB intends to work with new representatives in Hong Kong and Tokyo in the near future (JTB 2010a). More detail about the JTB and its role in marketing and promoting Jordan as a tourism destination in foreign markets is the core of this chapter.

4.4.3 The private tourism and hospitality sector

Tourism in general is based on the activities and works of the private sector. This sector leads the market and shares the development of tourism superstructures including hotels, restaurants, tourist transportation companies, travel agents, and tour guides and handicrafts associations. Every association has its own statute and code of ethics and, collectively, they created a Federation of Specialised Tourism Association according to the Statute number 85 of 2004 (MOTA 2009).

4.5 The Jordan tourism product

MOTA and JTB have identified six major tourism products and are promoting Jordan as a 'boutique' destination, which means Jordan is a whole destination compounded of different products with no specialisation in any one segment (MOTA 2005; JTB 2005). These market segments include history and culture; religion and faith; leisure and wellness; eco and nature; conferences and events (MICE) and fun and adventure (MOTA 2005). Other potential products or market segments include cruising; festivals and cultural events; filming; summer holidays (family tourism) and sports (JNTS 2004-2010). Map 4.2 below depicts the major tourism sites in Jordan.

³¹ There are currently 11 JTB offices in Dubai (Gulf market), USA, UK, France, BENELUX, Italy, Spain, Germany, Austria (including Switzerland), Russia and India (JTB 2010a).



Map 4.2: Tourist map of Jordan (MOTA, 2009).

It is noted here that Jordan is a mix of different tourism products and one product can fall within different segments. For example, Madaba is a historical and religious place, while Aqaba, Ajloun, Azraq and Wadi Rum are historical and eco tourism products at the same time. This product diversity enriches the tourist experience and enhances the marketing of the country as a multiproduct holiday destination. Further detail about these products is enclosed in Appendix 4 of this thesis.

4.6 Jordan's National Tourism Strategy (2004-2010)

Jordan's National Tourism Strategy (JNTS) was launched in 2004 by HM King Abdullah II in order to achieve the following objectives by the year 2010: increase tourism receipts to reach JOD1.3 billion; increase tourism-supported jobs by 51,000 jobs to reach 91719; and achieve taxation yield to the government of more than JOD455 million.

4.6.1 Challenges to tourism development and marketing

The tourism strategy has identified seven major challenges to the development of tourism in Jordan and marketing the country as a holiday destination in foreign markets. These include:

4.6.1.1 Overcoming the fear factor (safety)

Tourists perceive Jordan to be a relatively high risk destination (MOTA 2010). The Government of Jordan is responding to this factor by using a ‘campaign approach’ to brand Jordan as a safe destination, utilising Jordanian embassies abroad and other Media channels, encouraging FAM trips to Jordan, identifying Jordan as a distinctive destination vs. the Middle East and utilising international travel and tourism fairs.

4.6.1.2 Establishing a public/private sector partnership

To establish partnership between the public and private sectors for the sake of tourism, the Government communicates its partnership with the private sector. A good example of this partnership was the creation of the Jordan Tourism Board in 1998 to market Jordan as a tourism destination in foreign markets (JTB 2009). Other examples include developing and marketing specific products such as education tourism, especially higher education, and health tourism (JNTS 2040-2010).

4.6.1.3 Low visitor spending

It was estimated that visitor spending in Jordan is lower than the average for the world and neighbouring countries, i.e. US\$485 in Jordan compared to US\$670 for the world. It was US\$1800 in Israel, US\$1000 in Lebanon and US\$790 in Egypt, as major competitors to Jordan (National Tourism Strategy 2004-2010, p.8). The strategy has identified four main reasons for this low visitor spending are short length of stay that is now 4.8 days (MOTA 2010); low visitor expenditure per day due to lack of related activities or events; uncoordinated visitor servicing after arrival in Jordan and lack of information on product range and diversity. Therefore, the strategy calls for an immediate programme and action plan for product development and marketing that should be designed to extend the stay of tourists in the country.

4.6.1.4 Developing and facilitating access to air travel and visas

To facilitate accessibility of Jordan as a holiday destination, the Government has implemented an open skies policy that might increase air travel to Jordan in order to enhance Jordan's competitiveness in the region, as well upgrading airport facilities and staff training. Flights to Jordan are still more expensive than other destinations such as Egypt and Israel or Lebanon. The Queen Alia International Airport is being developed and expanded to cope with the vast number of travellers with investment of US\$675 Million; it is expected the 'new' airport will be opened in 2012 to accommodate 9 million travellers and up to 12 million in the second stage of the development (MOTA 2010). Regarding visa requirements, Jordan has granted free entry for groups of five or more travellers to enter the country for the purpose of tourism or business (JTB 2010b); however, individual travellers can get an entry visa very easily in all entry borders for a nominal fee of US\$14 for single entry or US\$28 for multiple entries.

4.6.1.5 Changing Jordan's overall reliance on traditional archaeological attractions

Research has shown that Jordan was relying a lot upon its archaeological assets (e.g. Schneider and Sönmez 1999; MOTA 2005; Hazbun 2008). New tourism products are being developed and upgraded; for example, the Baptism Site since 1999; Mount Nebo since 2008; therapeutic tourism since 1988 in the Dead Sea, Ma'in and other hot and mineral springs throughout the country (Harahsheh 2002; Euromonitor International 2007). Others include wildlife or nature-based tourism in Dana, Azraq, Wadi Rum and Wadi Mujib since 1975 and MICE tourism in Amman, the Dead Sea since 2004 (annual World Economic Forum, http://www.weforum.org/pdf/Middle_East/2009/ME09reportCD/), Petra in 2005 (a yearly Petra Nobel Prize Laureates, <http://www.petranobel.org/>) and Aqaba since (<http://www.micejordan.net/>). Moreover, new events and other entertainment packages should be developed in order to diversify Jordanian tourism offerings and satisfy a wider spectrum of tourists.

4.6.1.6 Greater involvement by the private sector in investing in and managing public assets

The Jordanian Government has facilitated investment in all industries, especially the tourism and hospitality sectors. According to the Jordan Investment Board, JIB (2010), most investment in the tourism and hospitality sectors is in Amman, Dead Sea, Petra and Aqaba. Aqaba alone attracted more than 10 billion Dinars in the last five years in major projects such as Tala Bay, Ayla Bay, Coral Bay, and Aqaba Oasis. The Dead Sea received investments in high-class hotels such as the Jordan Valley Marriott Resort and Spa and the Kempinski Ishtar.

4.6.1.7 Competitiveness and quality in everything Jordan does and offers

The last challenge to the development and marketing of Jordan as a holiday destination is its competitiveness and the quality of offerings. This will also need benchmarking, which involves comparing the performance of different destination products and identifying the best ones, with a view to improving the performance of the whole destination. The issue for Jordan is to know what the destination wants to be and the destination to be used for comparison relevant to major competitors such as Israel and Egypt. The strategy asserts that Jordan's tourism products must be at 'world-class' level in order to compete and redress the external regional conflict and its consequences for Jordan. Again, public/private partnership in site management is favoured in order to sustain, upgrade, market and promote the whole of Jordan as a holiday destination. Local communities should be involved in the process by promoting their handicrafts and agricultural products locally and internationally (MOTA 2005). One important issue with Jordan tourism is its low supply of accommodations in comparison to its rivals in the region. Jordan needs to triple its hotel and other accommodation facilities in the next 10 years in order to improve competitiveness in the market; it currently has 23113 hotel rooms and 44371 hotel beds (Jordan Hotel Association, JHA 2010; MOTA 2010).

Jordan's National Tourism Strategy claims that tourism development is not only concentrated in cities but also its benefits are distributed in the whole of Jordan. It is argued that this is valid in cities such as Amman, Madaba, Petra, Aqaba, Wadi Rum

and the Dead Sea. The north of Jordan, however, is still not developed and tourism activities do not exist in Jerash, Ajloun and Um Qais, although a lot of tourists visit these sites; Jerash, for example, is the most visited site in Jordan after Petra (MOTA 2010). Local communities in Jerash, Ajloun and Um Qais are not benefiting from tourism, they are not involved in tourism development and marketing, as the strategy was intended to respond to the sixth challenge, i.e. involvement of local community by promoting their traditional and agricultural products. Another study by the Jordanian Department of Statistics, DOS (2009) confirms this worry that most Jordanians, although appreciating the importance of tourism to the Jordanian economy, are not convinced by its benefits on an individual basis.

4.6.2 Niche market segments

The strategy has formulated five major niche markets (products) and another three potential ones that should be developed, managed, marketed and promoted worldwide. They include the following:

4.6.2.1 Historical/cultural/archaeological tourism

Although Jordan's cultural heritage and archaeological sites are the main traditional tourism offerings, they still attract many tourists from all over the world as one of the oldest and fastest growing segments of tourism products. More than 80% of tourists visit Jordan for its cultural and archaeological heritage (JICA 1995). According to the JNTS (2004-2010), this segment accounted for 10% of international tourist arrivals in the world with an annual increase of 60-70 million. Tourists for this type of tourism tend to be 45-60 years old and expected growth will include aging baby boomers; they are well educated and stay in high quality accommodations (JNTS, 2004-2010). Jordan is well positioned in this segment because it hosts world class and well-preserved cities and archaeological attractions such as Petra, Madaba, Jerash, Ajloun and Kerak. Thus, marketing this type of tourism has placed Jordan on the world tourism map, particularly after joining UNESCO in 1950. Jordan currently has three World Heritage Sites including Petra since 1985, Quseir Amra since 1985 and Um er-Rasas since 2004 (Daher 2007; UNESCO 2009)³². Additionally, the selection of

³² There are another 16 sites waiting for final recognition by UNESCO including: Um el-Jimal City (2001); Al Qastal Settlement (2001); The Sanctuary of Agios Lot at Deir Ain Abata (2001); Shaubak Castle of Montreal

Petra, the Red Rose City, as one of the New Seven wonders of the world in 2007 has enhanced awareness towards Jordan as a potential holiday destination (Hazbun 2008).

4.6.2.2 *Religious tourism*

Although Jordan is a small country, it is bestowed with many archaeological, cultural and religious sites (Shunnaq *et al.* 2008). The Jordan National Tourism Strategy (2004-2010) has identified religious tourism as one important niche market and market segment and, therefore, it has high prominence in this section. Jordan encompasses over 50 biblical sites of which 6 sites are identified by the Vatican as main pilgrimage destinations, including the Baptism of Jesus, Mount Nebo and Lady of the Mount in Anjara in Ajloun (Euromonitor International 2007; Asfour 2007). Jordan is the place where the three monotheist religions meet (Judaism, Christianity and Islam). Jordan is the place where Aaron and Moses died (in Petra and Mount Nebo respectively); where Jesus was baptised (in Bethany beyond Jordan) and John was beheaded (in Macharius or *Makawir* in Arabic). Accordingly, religious tourism has big potential to develop and is being promoted as part of the Holy Land (Shunnaq 2008; Asfour 2007). Jordan is a place with many Islamic shrines to the companions of the Prophet Mohammad (PBUH) spread all over the country, such as the martyrs of the Battle of Mutah near Kerak (Zayd bin Haritah, Jafar bin abi Talib³³ and Abdullah bin Rawahah). There are many companions in the Jordan Valley, the majority of which include Muadh bin Jabal; Amer bin abi Waqqas; Shurahbil bin Hasanah; Abu Ubaidah bin al-Jarrah and Dirar bin al-Azwar.

Other religious places of interest include the Cave of the Seven Sleepers (*ahl al-Kahf*)³⁴ near Amman; Prophet Shuaib's tomb in as-Salt; Grand Hussein Mosque, King Abdullah Mosque and King Hussein Mosque in Amman. The Government of Jordan is developing and protecting Islamic shrines and mosques as an attempt to market them as part of the religious tourism product (Ministry of Awqaf Islamic Affairs and Holy Places 2010). Christian and Biblical religious sites are also of special interest to

(2001); Qasr Bshir- a Roman Castellum (2001); Pella- Tabaqat Fahil (2001); Qasr Al-Mushatta (2001); The Baptism Site of Jesus Christ- Bethany beyond the Jordan (2001); Abila- Qweilbeh (2001); Gadara- Um Qeis (2001); Old City of Salt (2004); Jerash Archaeological City (2006); Wadi Rum (2006); Dana Biosphere Reserve (2007); Azraq Wetland Reserve (2007) and Mujib Nature Reserve (2007)

³³ Jafar is a cousin of Prophet Mohammad (PBUH) and the eldest brother of the 4th Caliph, Ali bin abi Talib.

³⁴ The story of Ahl al-Kahf or People of the Cave is explained in the Holy Quran in Chapter 18 'al-Kahf' verses 9-26.

the royal family. Mount Nebo (Moses tomb) was first developed as a religious site in 1933 when the Franciscans, members of Catholic religious orders, bought it from the Custody of the Holy Land in 1932 (Franciscan Archaeological Institute 2010). Further detail about religious sites in Jordan is available in Appendix 4 of this thesis.

Religiously motivated tours were one of the main movements since the Greek and Romans and now they account for a large proportion of international tourism arrivals (Jackowski and Smith 1992 cited Timothy and Olsen 2006, p.1). Jackowski (2000 cited Timothy and Olsen 2006, p.1) estimated that 35% of international tourist arrivals were believed to be for religious purposes. Most of the religiously motivated tours come from the US market; Jordan is becoming a ‘Christian’ destination (Euromonitor International 2007). Although there are no statistics for the size of religious tourism in Jordan, more than 130,000 tourists visited the Baptism Site and more than 300,000 visited Mount Nebo and Madaba Map of the Holy Land (MOTA 2010). Accordingly, the author argues that one third of those visitors are believed to be religious tourists, i.e. more than 40,000 to the Baptism Site and more than 100,000 to Mount Nebo (140,000 in total). People travel for different religious motives such as pilgrimages, religious tours, service projects and missions (JNTS 2004-2010; Shakiry 2008). Jordan capitalises on archaeological and religious sites to promote the country as a biblical holy land (Katz 2001 cited Maffi 2009, pp.21-22).

Religious tourism in Jordan has evolved and developed since the creation of the Hijaz Railway in Amman in 1903, and it was progressively developed in the 1950s and 1960s with Jerusalem as a destination (Shunnaq 2008; Maffi 2009). In the 1980s, 1990s and 2000s, religious tourism received much attention from the late King Hussein and current King Abdullah II. They ordered the Government to restore and renovate all the Islamic Shrines and prophets’ tombs, such as Prophet Shuaib in as-Salt, as well as other religious sites of interest, such as the Cave of the Seven Sleepers near Amman, and the King Abdullah and King Hussein Mosque in Amman. In 2004, King Abdullah II released the ‘Message of Amman’ as reflecting a true image of Islam worldwide. The message ‘sought to declare what Islam is and what it is not, and what actions represent it and what actions do not. Its goal was to clarify to the modern world the true nature of Islam and the nature of true Islam’ (Amman Message 2010). Jordan has been honoured by Papal Pilgrimages since the first visit paid by

Pope Paul VI in 1964, the visit of Pope John Paul II in 2000 and, more recently, the visit paid by Pope Benedict XVI in 2009 (Maffi 2009; JTB 2010a). These visits paid by the Pope were clearly understood and recognised by the Jordanian Government as being a symbol of the political and economic importance of Jordan (Maffi 2009).

4.6.2.3 Adventure travel

This segment is growing at a fast rate of 18% annually. Tourists tend to be at the peak of their careers, with large disposable income, are between 20 and 55 years of age and stay for up to two weeks (JNTS 2004-2010). Tourist activities include ‘desert exploration’ hiking, trekking, climbing, cycling, sailing, camping, ballooning, mountain biking, water sport and horseback riding (Sharaiha and Collins 1992). Aqaba is a winter-summer destination for water sports and one of the best diving havens in the world. Tourists can participate in different activities such as scuba diving, snorkelling, water surfing, jet skiing and sailing. Wadi Rum is the best place for hiking, desert trekking, and camel trekking whilst Wadi Mujib and the Dead Sea are best for mountain biking and trekking (JTB 2010b).

4.6.2.4 Eco-tourism

Worldwide, 20% of tourists (132 million in 2004) travelled for the purpose of eco-tourism or nature-based tourism with an annual growth set to reach 25% (JNTS 2004-2010). This type of tourism includes wildlife viewing (e.g. bird watching), hiking and plant identification. Tourists spend more time and money during their stay, the majority (82%) tend to be higher graduates, and they have wildlife interests (JNTS 2004-2010). Jordan hosts seven nature reserves and protected areas that are dispersed in the country from north to south and from east to west. These include Azraq Wetland and Shaumari Wildlife reserves in the east desert; Ajloun Forest Reserve and Debbin Forest Reserve in the northern highlands; Wadi Mujib Nature Reserve and Dana Biosphere in southwest Jordan and, finally, Wadi Rum Natural Park in southeast Jordan (Royal Society for the Conservation of Nature RSCN 2009)³⁵.

³⁵ Other proposed protected areas include: Burqu in the eastern desert; Yarmouk River in the north; Fifa south of the Dead Sea; Qatar in Wadi Araba; Jabal Mas'uda in Ma'an; Aqaba Mountains; Rajel in the eastern desert; Abu Rukbeh in Kerak and Bayer in eastern desert (RSCN, 2009).

4.6.2.5 Health and wellness tourism

This segment is increasing worldwide as tourists become aware of their healthcare and body ailments. Tourists and patients participate in healthcare activities such as spa treatments in therapeutic hot and mineral springs, mineral mud, dry weather and sun, radioactive sands, etc. Jordan is one of the best healthy and therapeutic destinations in the world because it has moderate weather and hosts many hot and mineral springs in Ma'in, Himmah, Shoonah, Afra and Barbaitah as well as the world's natural spa, i.e. the Dead Sea (Harahsheh 2002). This market segment has grown by 800% between 1978 and 1994 and is expected to grow more in the future (JNTS 2004-2010).

4.6.2.6 Cruising tourism

This segment is attracting the family market in which cruise ships and luxury vessels attract empty nesters and seniors as well as those seeking to get married and have their wedding onboard. Aqaba, as a winter-summer destination, is seeking to boost this market segment as one of their promotional campaigns, where potential is increasing in the Red Sea between Jordan and Egypt (JNTS 2004-2010). According to MOTA (2010), Aqaba is attracting tens of cruise ships from all over the world and more than 450,000 tourists arrived in Jordan by sea in 2009.

4.6.2.7 Meeting, Incentives, Conferences and Events (MICE)

Jordan's National Tourism Strategy (2004-2010) aims to capture high-level international business and political meetings in Jordan. One of the main objectives of the strategy was to extend the length of the tourism season, where 40% of MICE tourists are more likely to return to the destination for other purposes such as leisure activities in the future (JNTS 2004-2010). Recently, Jordan responded to the increasing number of MICE tourists to the kingdom and tried to develop and expand MICE infrastructure in certain areas such as Amman (Zara Exposition, the Convention centre in *Le Merdien* Amman and the Royal Cultural Centre and others in major high-class hotels). In Petra, the Nobel Prize Laureates have their annual meeting there with the royal patronage of King Abdulla II. At the eastern shores of the Dead Sea, the Government built a huge international convention centre named the King Hussein Bin Talal Convention Centre, where the World Economic Forum (WEF) and other

international meetings are held. In Aqaba, many high-class hotels are being constructed to cope with this market segment.

4.6.2.8 Scientific, Academic, Volunteer and Educational (SAVE)

Activities in this market segment include cultural and intensive language teaching, experiential learning-based travel, volunteerism and supporting local development projects (JNTS 2004-2010). In Jordan, examples of these are **scientific** archaeology at Mount Nebo; **academic**- Arabic study at the Language Centre at the University of Jordan in Amman and Yarmouk University in Irbid; **volunteer**- interns for peace programme throughout Jordan and **educational**- bird watching in Azraq (JNTS 204-2010).

The JNTS suggested another four potential segments, which are summer holidays (family tourism); festivals; cultural events and filming and photography. With regard to the latter, ten international films have been shot in Jordan since the 1960s, of which the best known are ‘Lawrence of Arabia’ 1962; ‘Indiana Jones and the Last Crusade’ 1989; ‘Son of the Pink Panther’ 1993 and the ‘Mummy Returns’; 2001 and, more recently, ‘The Hurt Locker’ 2009.

4.6.3 Jordan’s national tourism strategy’s four pillars

Jordan’s National Tourism Strategy has outlined four pillars as cornerstones for the tourism industry in the country. These four pillars are being utilised to redress the seven challenges explained in subsection 4.6.1 above. The four pillars include strengthening tourism marketing; supporting product development and competitiveness; developing human resources and providing effective institutional and regulatory framework. The following subsections detail each of the four pillars.

4.6.3.1 Strengthening tourism marketing

The strategy has set five objectives in order to reinforce marketing of Jordan as a holiday destination. These include enhancing Jordan’s image in foreign markets to reduce the fear factor of perceiving Jordan as a risky destination; branding Jordan as a ‘boutique’ destination as it has an amalgam of diversified products not distinguished or specialised in one product. Other items relate to increasing arrivals of high-yield

tourists by concentrating on alternative tourism products such as the health and wellness (medical and therapeutic) and higher education (education tourism) segments as they are characterised by longer length of stay and greater expending per tourist (Harahsheh 2002; Euromonitor 2007). Lastly, it seeks to maintain position in current markets and enhance market intelligence to identify future opportunities by expanding the channels of distribution. If these objectives to be realised, the Government and the private sector must secure financial resources for regional and international tourism marketing (i.e. increase the JTB's annual budget) and develop and upgrade the JTB to compete with the best international marketing organisations. While there are no figures on the amount of money allocated for marketing; the JTB's budget is composed of 80% from the Government and 20% from the private sector; it was US\$17 million in 2004, US\$36 million in 2008, US\$41 million in 2009 and expected to be US\$ 46.5 in 2010 (JTB 2009).

The JTB has issued five main promotional brochures in English that describe Jordan's tourism products as historical and cultural; religious and faith (tracing Islam and biblical Jordan); leisure and wellness; eco and nature; and fun and adventure tourism as well as issuing a general visitor's guide explaining the tourist experiences and supplying general information (JTB 2010b). It produces promotional booklets in English, French, Italian, Spanish, German, Russian, Chinese and Arabic to market Jordan worldwide. It also launched many marketing plans and campaigns individually or in cooperation with MOTA, such as its 'Smile you are in Jordan' campaign 2007, aiming at Arab and international tourists and reflecting the hospitality, kindness and warmth of Jordanians. Besides producing promotional films covering all the sites in Jordan and all types of tourism, the JTB developed an interactive and informative website (www.visitjordan.com) and MOTA also produced one (www.tourism.jo) in order to distribute information about Jordan and any subject related to tourism in the country. The JTB is utilising the services of its 11 representatives worldwide to market Jordan as a tourism destination abroad and to reflect an appropriate image in the source markets. The JTB is participating in international tourism and travel fairs in order to market and promote Jordan in foreign markets, such as the WTM (World Travel Market) in London, FITUR (Feria Internacional de Turismo) in Madrid and the ITB (Internationale Tourismus-Börse) in Berlin.

4.6.3.2 Supporting product development and competitiveness

Three objectives were set to support product development and competitiveness, which are to increase spending per tourist while visiting the country, to enhance competitive advantage and to diversify tourism products. These can be achieved through extending the stay of tourists by developing new products, events and activities designed for them, such as nightlife activities and other optional tours, not included in the package tour programme. It is also possible to develop primary and secondary touring routes tailored to frequent international travellers (FITs). The private sector should be attracted to invest in different tourism products and activities to support the overall competitiveness. MOTA, in cooperation with the USAID financed project, *Siyaha*³⁶, has updated the rules and regulations concerning the level and quality of services provided by the restaurant and the hotel sectors. In Madaba, a special strategy was launched to develop the tourism in the city, as it is considered an important archaeological and religious junction between the capital and the southern area of Jordan. In addition, Wadi Rum, in cooperation with Aqaba Special Economic Zone Authority, ASEZA, initiated a programme that targeted community-based organizations and the Wadi Rum Protected Area management groups are working on projects that will increase income-generating chances.

The strategy hoped that tourism receipts will be doubled from JOD752.6 million in 2003 to reach JOD1.3 billion (US\$1.84) by 2010 and that tourism supported jobs would reach 91719 by 2010³⁷. The first objective has been achieved and the number tripled in 2009 to reach JOD2067 million (MOTA 2010). Conversely, the total number of direct jobs created by the tourism sector in 2009 exceeded 40,000 and, therefore, it is impossible for the tourism sector to offer 51,000 more jobs in 2010. The author argues therefore that MOTA was very optimistic and overestimated the tourism sector's ability to flourish sufficiently to offer this 'huge' number of tourism-related jobs by the end of the strategy, i.e. 2010. Reviewing the growth in direct tourism employment during the last 6 years shows that it increased by 70% (or by 11.7% each year) from 23544 in 2004 to 40092 in 2009 (i.e. 2758 job per year). The author argues, therefore, that if expansion continues at the same rate, Jordan will need

³⁶ The USAID/Jordan Tourism Development Project II is a \$28 million, five-year project (2008-2013) that is working to improve Jordan's competitiveness as an international tourism destination (USAID 2010).

³⁷ It seems here, that these figures were about direct and indirect jobs.

around 19 more years (i.e. by 2028) to reach the target of 91719 ie. creation of 51627 new jobs.

4.6.3.3 Developing human resources

The human element is vital to the success of any business, especially tourism products and services that are intangible and perishable and cannot be stored. Image, therefore, is very important in tourists' decision-making process and tourist satisfaction, which influences their satisfaction and their future behaviour in terms of repeat visits and word-of-mouth recommendations (Mountinho 1987; Hung 2009; Lee 2009). Tourists first have contact with immigration personnel in the airport, then the tourist guide, the hotel desk staff and, finally, they might meet local people. To develop human resources, certain objectives are included, such as improving tourist services and people becoming service-oriented; ensuring the availability of tourism personnel in all tourism activities and expanding and diversifying the tourism employment opportunities to cope with the fast increasing number of tourists visiting the country (JNTS 2004-2010). Human resources are the basis of the tourism industry as they are the providers of the services in the tourism chain; the strategy suggested some measures that to be taken into consideration to develop human resources in the tourism sector by 2010. Management training, along with technical skills, craft skills and service delivery training will support the strategy to market Jordan as a 'boutique' destination, with products and services targeted towards high yield tourists, such as tourism in the education and health and wellness segments.

Jordan's National Tourism Strategy failed to realise many of its objectives regarding developing human resources; for example, to date, no specialised centre has been created to train qualified labour to, at least, national standards. Another objective was to develop quality tourism and hospitality programmes tailored to the industry that the strategy has not yet realised. This can be due to lack of financial support, limited coordination between the public-private sectors and educational institutions in the field of tourism and hospitality. Furthermore, a culture of shame has an influential negative impact upon Jordanians participating in tourism development and employment, as they still avoid working in tourism related jobs (Kelly 1998). They perceive such professions as low quality and it is unaccepted by most Jordanians,

especially women who experience very limited participation in tourism-related jobs (National Centre for Human Resources Development NCHRD 2007). On the other hand, new centres have been introduced to the tourism and hospitality educational sector; for example, the Royal Academy of Culinary Arts, which specialises in educating and training young Jordanians to cater in the hospitality as well as the food and beverage sectors with professional staff (www.raca-lesroches.edu.jo/). Other educational institutions include some public and private universities, which run undergraduate and graduate tourism and hospitality programmes such as Yarmouk University, the Hashemite University, Al-Hussein University, University of Jordan, Aqaba Camps, al-Zaytoonah University, Philadelphia University and Jordan's Applied University College of Hospitality and Tourism Education (JAU). Lastly, there is an objective to support tourism-related small and medium size enterprises, SMEs, since the strategy believes that those enterprises can alleviate poverty and enhance employment rates amongst people in rural areas. The tourism industry worldwide is dominated by SMEs (Smith 2006; Lee-Ross and Lashley 2009); in Jordan, more than 99% of SMEs lead the industry in terms of employment opportunities (the Jordanian Ministry of Planning 2004).

4.6.3.4 Providing effective institutional and regulatory frameworks

The public sector works as a leader and supporter of the tourism industry, which is run by the private sector. The private sector cannot work alone without the support of the Government. This pillar ensures the role of MOTA in effective implementation of tourism plans; stresses the partnership between public and private sectors and enables a better environment for aggressive tourism growth. The JTB is working within a network to promote Jordan as a holiday destination abroad, concentrating on high yield segments such as health and wellness, higher education and ecotourism (MOTA 2005; JTB 2009).

In summary, the total number of tourists to Jordan was 2.85 million in 2003 (MOTA 2005). The strategy predicted that the number of tourist would double by 2010. Although Jordan has done very well in the last six years, the strategy was far too optimistic about reaching 5.7 million tourists by 2010 because the number of tourists to Jordan for the year 2009 was only 3.79 million (MOTA 2010). The researcher

argues that MOTA and JTB could not attract the target number of tourists expected by the National Tourism Strategy due to regional and international political incidents and economic crises³⁸, as well as to the limited capacity of the Jordanian hotel sector. So far, Jordanian hotel and room supply is below its potential because the accommodation sector offers just over 23,000 hotel rooms and over 44 thousand beds (MOTA 2010).

4.7 Marketing and projected images of Jordan

Although the aims and objectives of this thesis seek to know the organic and experiential images of Jordan as perceived by potential and actual British and Swedish visitors to the country, projected images either by the JTB or by British and Swedish tour operators selling to Jordan are of further importance to assessing that image. Travellers who had no experience with the destination may depend upon different types of information sources about the destination, such as the Media or the induced or projected images by destination marketers (Grosspietsch 2006).

Projected images, whether by the tourist boards or by tour operators, are very important for tourism destination marketing and the destination selection process (Andreu *et al.* 2000). While the beliefs and perceptions of visitors about it and the level of information can affect the image of any destination, as well as their expectations (Hunt 1975; Gunn 1988). For example, Jordan is an Eastern Mediterranean country located in an unstable region, although it is a safe country to visit, and its image is associated with the overall negative image of the Middle East. Safety and security are the main destination attributes the tourists have in their minds due to the limited information they have and their own beliefs and perceptions that the Middle East is an unstable or unsafe region to visit. Induced images, on the other hand, are derived from marketing and promotional material such as tourist brochures, paid advertising, publicity (e.g. participation in travel and tourism fairs by tourist boards), public relations (in meetings and conferences), and incentives (e.g. discounts

³⁸ The crisis started in 2007 as the real-estate speculations in the USA and spread worldwide in late 2008 affecting major economic activities such as banks, stocks prices (<http://www.globalpolicy.org/world-economic-crisis.html>). [Accessed 21 March 2010].

to tour operators). Other tools include familiarisation trips (to tour operators and journalists) to visit the destination and assess the actual image.

From a European perspective, some countries of the Middle East are conceptualised with certain images of destinations such as Petra and the Dead Sea in Jordan; Luxor and the Pyramids of Giza in Egypt and Palmyra in Syria (Daher 2007). This implies that the destination should shift its images from traditional archaeological or historical heritage supply towards new types of tourism to satisfy different market segments. Jordan hosts a lot of natural, health and religious tourism products such as desert and eco-tourism in Wadi Rum, Dana and Azraq; the Dead Sea and Ma'in; the Baptism of Jesus and Mount Nebo. These are niche market segments that should be marketed strongly to tourists from Jordan, the region and worldwide.

The projected images of Jordan were obtained through content analysis of the most important secondary information about the promotion and marketing of Jordan by the JTB and 20 Jordanian tour operators' websites (Table 4.12 below).

Table 4.12: Most projected images by the JTB and the Jordanian private sector (tour operators)

Images	The JTB			Jordanian tour operators		
	Rank	n	%	Rank	n	%
Religious, Holy Land, Biblical, Christian	1	96	20.2	2	26	14.2
Culture, tradition, history	2	80	16.8	3	25	13.7
Hospitality, friendliness, people	3	73	15.4	1	28	15.3
Petra	4	72	15.2	5	16	8.7
Scenery, desert, landscape	5	36	7.6	4	15	11.0
Safety, peaceful, tranquil	6	24	5.1	6	12	6.6
Lawrence of Arabia	7	21	4.4	7	11	6.0
Adventure	8	18	3.8	9	10	5.5
Interesting	9	18	3.8	12	9	4.9
Modernity	10	17	3.6	8	11	6.0
Quality of services	11	10	2.1	10	10	5.5
Accessibility	12	10	2.1	11	10	5.5
Total		475	100.0		183	100.0

Source: Primary research

The most frequently projected images of Jordan by the JTB include religion, culture, people and Petra, representing 63.8% of the total images (Table 4.12 above). MOTA, JTB and the tourism strategy stated that one of the major objectives is to promote Jordan as a safe destination. Regrettably, the content analysis of the JTB's and private sector's brochures showed that safety is not prioritised and is reflected only in a small percentage (7.2% and 6.6% respectively). The literature showed that safety is one of the main concerns of tourists when choosing a holiday destination. The British and Swedish tourists are more concerned about safety and security when thinking of

Jordan as a potential holiday destination (JTB 2010b). In chapter five, British and Swedish potential tourists perceived Jordan as a risky destination (27% and 31.6% respectively). In chapter 4, one of the major challenges to promoting Jordan abroad is to reduce the risk factor associated with Jordan's image. It is argued then that the JTB and the private sector should work together to increase awareness about Jordan through different means such as FAM trips for journalists and tour operators and to increase the budget for marketing and promotion to reach more target tourists. In summary, during the 1960s, 1970s and 1980s, the Jordanian economy experienced a boom in growth. Jordan possesses exceptional potential for the development of world class visitor experiences, based upon its rich mix of ancient and modern history, archaeology, religious heritage, traditional culture, and natural wonders. In recent years, Jordan has undergone considerable economic growth and modernisation, which has compromised the continuing promotion of Jordan on this basis. Consequently, Jordan's image as a tourism destination was based on very broad and intangible concepts such as safety, hospitality, rich history and archaeology as well as religious and holy sites. Jordan's Tourism Board endeavours through its marketing tools and activities, to assure its commitment and vision to achieve sustainable development in tourism in Jordan. The role of JTB is not exclusive to the demand side of tourism and it also affects the supply side.

In summary, the JTB's five brochures depict certain images about Jordan as a holiday destination, which includes rich historical and religious assets; biblical Jordan as a 'Christian' destination; a cosmopolitical city of Amman; a marvellous desert of Wadi Rum; hospitable and friendly Jordanians; and a safe and tranquil destination to visit. They also promote it as a healthy and therapeutic destination; having diverse landscapes and nature-based tourism; an adventurous destination; Aqaba as the world's diving haven; educated people; a liberal country; a peaceful and pro-westernised country; and having a tolerant and wise royal family. However, reviewing the brochures revealed some negative points about certain important issues associated with Jordan's image. Images about the handicrafts give misleading information about shopping in Jordan since, either the genuine Jordanian souvenirs are very expensive and out of reach for most tourists or they are really giving a wrong impression about the kind and quality of souvenirs the tourists may purchase. A large amount of souvenirs is imported from outside Jordan, leaving tourists lost between

what is an original Jordanian product to buy and the quality of souvenir the country may provide. Therefore, the majority of tourists leave the country without buying anything. Equally, images about nightlife in the country are very important for tourists because most tours end around 18.00, yet the brochures provide no information about places tourists might visit alone without a guide. The brochures give direct messages about how to move around in Jordan but ignore that there are no detailed site maps available or efficient road signage in the country where some tours could be misleading for the tourists. In addition to all of the above, the brochures did not mention at all that women on public beaches in swimming suits is unacceptable to the local community as is drinking alcohol in public. Representation of these issues resulted in images that were unclear.

Analysing the content of brochures from British and Swedish tour operators/travel agents gave the researcher a broader view of how those tour operators project Jordan in their promotional materials. In Britain, Kuoni is one of the major tour operators selling to Jordan. Kuoni projects Jordan as ‘a rich inheritance from the bygone civilisations; a must see, the Rose Red City of Petra carved into the rock thousands of years ago; and friendly, hospitable people’. It goes on to refer to ‘the amazingly preserved Roman City of Jerash; the fine Byzantine Mosaic City of Madaba; footsteps of Lawrence of Arabia in Wadi Rum; and the lowest point on earth, the Dead Sea’ (Kuoni 2010). In Sweden, Jordan is included with Egypt in one brochure. The Swedish tour operator, ‘Jambo Tours’, reflected Jordan in different attributes. For example, Petra was expressed as Moses and the holy family footsteps as a sign of a holy trip from Egypt to Jordan where he died on Mount Nebo overlooking Jerusalem and the Dead Sea. The final list of attributes, therefore, was based on past research of destination image, content analysis of certain British and Swedish tour operators and travel agents and the pilot testing of the of the questionnaire about Jordan on two small samples of British and Swedish tourists (Jambo Tours 2010). Apollo is running a weekly charter to Aqaba from Stockholm and envisions Jordan, as ‘the Kingdom of Jordan is characterised by endless desert landscapes, shimmering gold mountain ranges and fertile valleys. Here are some of humanity’s great treasures and its history

is both overwhelming and dramatic. Jordanians greet you with kindness and hospitality' (Apollo 2010)³⁹.

4.8 Jordan's international tourism image

It is essential for those involved in creating and projecting destination images to realise that the images people hold of regions cannot be classified neatly and exclusively into tourist images, or other types of images such as sport images, or industrial images. Those who are involved in destination management and marketing cannot control the source of image, nor indeed the manner in which targeted consumers perceive projected images from any source. Jordan's tourism image projected by the JTB is not the same as that being projected by other sectors of the economy or politics (see section 4.7 above). Tourism destination images, therefore, have to compete with a wide variety of alternative image forming agents, not only from other destinations but also from other sources of image.

Tourism images are derived from a number of different sources, both commercial (destination-oriented or induced) and non-commercial (organic). Jordan's organic image is still linked to the Royal Family (Lucas 2005; Al Mahadin 2007; Shlaim 2009), especially King Hussein I; when King Hussein is mentioned, Jordan is quoted. Jordan's political or country image was always cited as a stable, safe destination in the turbulence of the Middle East (Peter 2009). King Hussein has succeeded in Jordan surviving over the last 50 years of his rule due to his wisdom, tolerance and decisiveness with friends and enemies, traits that he inherited from the Hashemite Dynasty and as a descendent of the Prophet Mohammad (Ryan 2002; Al Mahadin 2007). Jordan, although it is a small country, is widely recognised worldwide as a peaceful, safe, hospitable destination. Therefore, safety, hospitality and friendliness of people were amongst major attributes of Jordan's image.

Jordan's image is influenced by other social and political factors such as historical relations with countries; for example, Britain, and contemporary Media representations. Modern Arab nationalism was created after the Young Turk came to

³⁹ Apollo Tour Operator: [http://www.apollo.se/se/erbjudanden/kampanjer/pages/jordaniens-vinterresmal.aspx\(in Swedish\)](http://www.apollo.se/se/erbjudanden/kampanjer/pages/jordaniens-vinterresmal.aspx(in%20Swedish)). [Accessed 2 March 2010].

power in Turkey in 1908 and ignored, tortured and humiliated everything associated with Arabs and Arabic (Kayali 1997; Anderson 2006). This produced hatred towards the Turks amongst Arabs in Jordan, Syria and Lebanon, especially after certain murders and assassinations in Kerak Jordan, which resulted in the Kerak Revolt in 1910 (Kayali 1997; Rogan 2002). Additionally, there was an incident at Aleppo in Syria in 1915, when Jamal Pasha (best known as Jamal Pasha *al-Saffah* or the Blood Shedder), a prominent Young Turk, executed a lot of Arab leaders and officers (Kayali 1997). The Arab Revolt (1916-1918) concerned Arab nationalism in the 20th Century; when Sharif Hussein bin Ali hoped to establish an Arab State in the western part of Asia (Kayali 1997; King Hussein website 2010). The Jordanian nationality emerged just after the end of World War I in 1918 and the establishment of Transjordan followed in 1921. During the British colonial period, Jordan's image was seen as 'a follower to Britain and the West' and its image in the Arab World was very negative; Jordan was called 'an artificial creation of Britain' (Rogan 2002; Dawisha 2005; Shlaim 2009).

In the 1940s, Arab nationalism intensified and resulted in the emergence of Baathism and Nasserism⁴⁰ in the 1940s and 1950s from the influence of liberation movements in the world against colonialism, Zionism and the flow of Jews into Palestine (Dawisha 2005). Nasserism, another form of Arab nationalism, emerged in the late 1940s, and led to the Egyptian Monarchy being overthrown in 1953 and Nasser becoming the mighty leader of the Arab World (Young 1972; Vatikiotis 1978). However, Britain and the West perceived Jordan and King Abdullah I as moderate, peaceful and friendly to the West (Shlaim 2009); King Abdullah himself was not against the Jews having an independent community in Palestine under Arab rule or two states (Wilson 1990). This produced anger and malice against the Hashemites by Arabs and Palestinians and they called him a 'traitor', and it was not long before he was assassinated at the entrance of the al-Aqsa Mosque in Jerusalem on 20 July 1951 (Young 1972; King Hussein website 2010). It seems that Britain believed in Emir Abdullah's qualities and his dedication to have peace and stability in the region and, therefore, they supported Emir Abdullah and the creation of Transjordan through the mandate in 1921, a treaty in 1927 until 1946 and another treaty until 1957. This

⁴⁰ It is a political ideology and Pan-Arab movement appeared in Egypt when Nasser came to Power after the military coup against King Farouk in 23 July 1952.

obliged Britain to defend Transjordan and set a budget for the military, economy and education (Young 1972). Emir Abdullah became a loyal friend to Britain, and his image was one of a moderate wise man of the Middle East (Levenberg 1991; Shlaim 2009).

Jordan was struggling to survive in this turbulent environment (Dawisha 2005). This led to a series of military coups in some countries such as in Egypt (1952), in Syria (1949-1970), and in Iraq (1958-1968). General Abdelkarim Qasim overthrew the Hashemite Monarchy in Iraq in 1958, and then he was overthrown in another military coup in 1963 by the Baathists. Jordan suffered a lot of these parties and movements in 1950s, which led to a ‘Socialist/Baathist’ government in 1956 by a pro-Nasserist and pro-Communist Suleiman al-Nabulsi (Dawisha 2005; Shlaim 2009). However, King Hussein dismissed the al-Nabulsi government in April 1957 after 6 months in service, which resulted in a series of attempted military coups against King Hussein that he survived (Dawisha 2005). In the light of the spread of Arab nationalism, King Hussein dismissed the commander of the Arab Legion in March 1956, which pleased Nasser of Egypt highly (Dawisha 2005, Shlaim 2009). The image of Jordan in the Arab World was perceived as an artificial creation by Britain; denoting that Jordan was part of the Levant or Greater Syria ‘*Bilad al-Sham*’ (Dawisha 2005, p.88) and insisted on Arab Nationalism, which does not recognise borders between Arab creations. The author argues that Jordan did and still believes in Arab Nationalism, in that it was one of the six countries⁴¹, which created the League of Arab States in 1945, and the Jordan Army has been called the Arab Amy (formerly Arab Legion) since 1920.

Although King Hussein was very young (17 years in 1952) when he assumed his responsibility as the King of Jordan, four years later he dismissed Glubb Pasha in 1956 as the commander-in-chief of the Arab Legion as an attempt to nationalise the army and end the treaty with Britain (Shlaim 2009). In the 1960s, the spread of the Palestinian liberation movements emerged and, in 1964, the Palestinian Liberation Organisation (PLO) was created as a tool to resist Israeli existence in order to liberate the whole of Palestine. King Hussein was a strategic man who expected a disastrous

⁴¹ The six countries that formed the League were Egypt, Iraq, Jordan (then Transjordan), Lebanon, Saudi Arabia and Syria.

loss in the 1967 War; however, he participated in that war (Shlaim 2009). The tide of Nasserism increased and the Arab public, especially the Palestinians, heard the voice of Nasser loudly because he stimulated their emotions for the Liberation of Palestine. He reached their vanity with the closure of the Straits of Tiran against the Israeli shipping through the Gulf of Aqaba and expelled the UN Emergency Forces from Gaza (Dawisha 2005; Shlaim 2009; King Hussein website 2010). This resulted in what is called the 6-day War of 1967, when Israel was able to invade and occupy the West bank of Jordan; the Golan Heights of Syria and the Peninsula of Sinai of Egypt. Since King Hussein had warned Arabs and Nasser not to enter the war, his image was negative in the Arab World, especially among the radicals in Syria, Egypt and Iraq and Palestinians called him a ‘traitor’ and pro-western or pro-British/pro-American. Additionally, the *Sawt al-Arab Radio* was tarnishing Jordan and the Monarchy by accusing King Hussein of being ‘a tool of imperialism’ in the Arab World (Shlaim 2009). Equally, modern European Imperialism was seen as an ‘evil’ that aims at destroying the Arab World (Winter 1995). As a result of the 1967 War, Jordan’s economy suffered seriously and the tourism sector was devastated, especially religious tourism in Jerusalem and Bethlehem. King Hussein supported the Fedayeen and opened Jordanian soil for them to work, which resulted in joint working in the Battle of Karamah when Israel invaded Jordan on 21 March 1968. However, Palestinian Guerrillas attempted to overthrow King Hussein’s rule and establish a Palestinian state in Jordan in 1970, which affected the image of Jordan as a ‘stable Monarchy’ at that time (Shlaim 2009).

Jordan enjoyed a period of peace and tranquillity following the aftermath of the October War in 1973. This lasted until 1990 when the Gulf War erupted and the US troops laid siege in the Gulf of Aqaba to control everything entering Jordan for the sake of Iraq. This affected seriously the economic situation in the country. Jordan signed a peace treaty with Israel in October 1994 patronised by the USA and major players in the politics of the world. King Hussein was a courageous man and ‘a lion of the Middle East’ to set peace and to work for that for the coming generation (Shlaim 2009)⁴². The sudden death of King Hussein on 7 February 1999 called for a world assembly in Amman to say farewell to the great man in appreciation of his

⁴² ‘Lion of the Middle East’ is the title of the book written by Shlaim in 2009 about King Hussein I of Jordan.

efforts in 47 years to enhance peace in the troubled Middle East. This enhanced the image of Jordan as a stable monarchy, when the transit of power went smoothly to King Abdullah II.

The excavations of the Baptism site (as a Biblical religious site) on the Jordan River between 1995 and 1998 called for political rivalry between Jordan and Israel to use a religious site as a symbol of national, political and religious image (Maffi 2002, 2009). The Vatican decided after all archaeological excavations that the Baptism site is on the Jordan side of the river; which was seen as a victory for Jordan and plays an important role in the promotion and marketing of the country as a unique Holy Land destination (JTB 2010b). This was reflected in the national tourism strategy and the JTB's brochures (Biblical Jordan). Jordan is benefiting from its political relations with different countries for the sake of tourism by creating a positive national image and trust; this is clear in terms of grants and financial and technical support from the USAID, JICA, IMF, the World Bank and the European Union (MOTA 2010). This reduced the negative image about Jordan's economy as it is dependent on foreign aid as well as the huge public debt for more than 6 billion US\$, which accounted for almost 70% of GDP in 2009 (CIA Factbook 2010)⁴³. The bombardment on three hotels in Amman in November 2005 by al-Qaeda, killing around 60 and injuring more than a hundred, called for a national image, identity and unity against terrorism through local Media exposure for a month (Michael 2007). Therefore, tourism worked to maintain a positive national image of Jordan worldwide and to enhance post-colonial political relations with the West through cultural, religious, archaeological and economic support to the country (Hazbun 2008). The author argues that the royal family plays a 'safety valve' role to stabilise Jordan politically and economically through balanced political relations with the region and the west.

Therefore, it has been established in the above paragraphs that tourist imagery is not the predominant form of imagery relating to Jordan, but its political image only. Jordan finds it still difficult to distinguish itself as a 'different' destination in the Middle East due to the conflict that is ongoing for more than 60 years. People in the

⁴³ Jordan is ranked number 21 on the world in terms of public debt as a percentage of GDP, which is not a serious issue as other countries such as the UK is placed number 22, Japan number 2, Lebanon number 4, Italy number 7, Belgium number 10, Egypt number 14, France number 15, Israel number 17, Germany number 18, and Canada number 21 (CIA Factbook 2010)

West are confused and mixed up over Jordan's image with other countries in the region. Apparently, Jordan is seen and perceived as part of this conflict due to the lack of geographical knowledge about the country. A good example of this lack of knowledge is many tourists think Petra, Jordan's foremost tourist attraction, and the Dead Sea, is part of Israel (JTB 2010a). In fact, Petra and the Dead Sea are being promoted as part of Israeli package tours and advertising campaigns (Daher 2007; Hazbun 2008). However, a recent report by the JTB (2010b) confirms this lack of awareness about Jordan in the British market; except for Petra, most UK travellers are not aware of Jordan's other tourism offerings. This lack of knowledge indicates that potential tourists are not familiar with Jordan as a holiday destination as a whole, which confirms poor information conveyed about Jordan by either the JTB or other inbound and outbound tour operators. Subsection 4.9 below discusses different sources of destination imagery for Jordan.

4.9 Sources of destination imagery for Jordan

The purpose of this section is to recognise the existence of other sources of image and to illustrate the type of factors, which could potentially influence Jordan's image internationally. They include advertisements for non-tourism products and online tourism search engines such as Google, and tourism blogs in different source markets such as the Arab, Italian, French, British, American, Russian, and German markets. The JTB has utilised other 'new' types of marketing and social networks tools such as Flickr, Facebook, Twitter and YouTube that have been uploaded by information, images, and short videos clips in an interactive way (JTB 2010a, p.34). The JTB has undertaken a fierce TV advertising campaign using regional and international Media such as MBC and CNN (www.cnn.com) as well as utilising the JTB's website (www.visitjordan.com) that has been updated with all necessary information tourists might need. These information sources about Jordan have increased awareness about the country as a holiday destination in source markets (JTB 2010a). Research showed that the Internet is an effective source of information about destinations and destination products and it influences the pre-visit image of a destination (Frias *et al.* 2007; Stepchenkova and Morrison 2006; Castañeda *et al.* 2007; Stepchenkova and Eales 2010). The Internet is very suitable for marketing destination and tourism products as they are intangible and cannot be tried before visit or purchase; it is very

easy to view and compare alternative destinations online through a virtual tour and watching short video clips about those destinations before visiting (Stepchenkova and Morrison 2006; Frías *et al.* 2007; JTB 2010a). Internet usage is very high in Sweden; it reached 90% in 2009 (JTB 2009), and it was 76.4% in the UK in 2009 (<http://www.internetworldstats.com/stats4.htm>), which implies that searching information and buying tourism products such as a holiday on the Internet is highly likely. In chapter 5, the research results revealed that more than 18% of British and Swedish potential tourists sought information about Jordan and obtained images or statements about the country through the Internet.

General Media exposure will obviously serve to create an image (whether positive or negative) of Jordan amongst potential tourists. An obvious example of negative Media coverage is the focus on the conflict in the Middle East between Israel and the Palestinians, which attracted the attention of international Media for more than 60 years. A more recent example of negative Media coverage of the region is that the attacks of 9/11 on New York and the invasion of Iraq in 2003. These political events have affected seriously the image of Jordan as a holiday destination especially in the Western markets. On the contrary, achievements in areas such as safety, rich historical and religious heritage, with two major examples of Petra and the Baptism Site as well as the image of late King Hussein in the West, have helped to raise the profile of the country internationally and increase the country's popularity.

Research showed that films are an important source of destination imagery (Hanefors and Mossberg 2002; Tasci 2009). Jordan became a better well-known destination through some western films shot in the country such as Lawrence of Arabia in 1962 that took place in Aqaba Wadi Rum as a replication of the Great Arab Revolt, in which T E Lawrence was one of its leaders. Indiana Jones and the Last Crusade was another film played in Petra in 1989. More recently, 'The Hurt Locker' was shot in Jordan in 2008 and received acclaim as the most highly praised film of 2009. According to the JTB's report (2010b), British travellers link Jordan image to some films shot in the country, such as Lawrence of Arabia and Indiana Jones.

The Japanese International Cooperation Agency, JICA has undertaken a survey on 2000 international tourists to Jordan in 1995 of whom more than 70% were western

European. The study showed that more than 80% of the sample came to Jordan for its historical and cultural heritage; 50% of the sample said Jordan had a poor transport network; and 40% mentioned that Jordan offers poor tourist information. However, 96% of the sample asserted that Jordanian people are friendly and 90% perceived the country as a safe destination to visit (Kelly 1998, p.906). These results match more or less the findings of this thesis in chapters five and six. The JTB's report (2010b) shows that more than 70% of British tourists depend more on new types of promoters such as user-generated Internet forums, and social networks such as Twitter, Facebook and YouTube, and less on tourist boards' publicity and tourist guidebooks (JTB 2010a). Therefore, the JTB should be utilising these 'new' types of marketing and social networks to upload information, images, and short videos clips about Jordan (JTB 2010a, p.34).

In summary, sources of Jordan's organic and induced images as a tourism destination include the Media (newspapers, TV and radio), word-of-mouth recommendations, the Internet, being in Jordan or in a similar destination, tourist guidebooks, school books such as geography and history, and destination publicity. The JTB is utilising all means to market and promote Jordan in foreign markets and getting benefits from its 12 representative offices in major countries such as the UK and the USA for that purpose.

4.10 Marketing within the JTB

This section and the following sections outline the image of Jordan promoted in the international marketplace by the Jordan Tourism Board. It refers to marketing arrangements within the JTB, summarises the key elements forming the basis of Jordan's promotional appeal, and includes a discussion regarding recent marketing activities; namely, Jordan's Tourism Brand in 2006 and the promotional activities in the British market in 2009.

The marketing function of Jordan as a holiday destination was assigned to the Ministry of Tourism (then the Tourism Authority) from 1953 until 1986, and then from 1987 until 1997, the responsibility moved to the Royal Jordanian (Sharaiha and Collins 1992) before, in 1998, the function was assigned solely to the Jordan Tourism Board. Consequently, little concrete work was undertaken to promote Jordan as a

tourism destination for international visitors before 1998. The main target markets were and still are the Arab, European and the Northern American markets. In foreign markets, Jordan was (is) always projected as a safe destination although the general image of the region was negative in the Western Media because of different wars. Furthermore, in different European and American countries, marketing campaigns featured the friendliness of Jordanian people, rich historical and religious sites, and Jordan being part of the Holy Land.

For almost one decade now, the JTB's available budget for promoting Jordan as a tourism destination has been small in comparison with that enjoyed by many competitive destinations, though this situation has improved in recent years through the increased allocation of marketing funds from the Jordanian Government and the private sector (JTB 2009). The JTB achieves its marketing strategies and its promotional activities for Jordan using different means such as participating in international travel and tourism fairs such as the World Travel market in London, El FITUR in Madrid, ITB in Berlin and the like. Other initiatives include trade workshops; trade and consumer road shows; familiarisation trips; press trips; brochures, multimedia production and Media relations (JTB 2010a). The board achieves its goals by utilising the services of its twelve representation offices abroad in Europe, North America and the Arab Market (Figure 3.1 above). Potential JTB offices will be opening shortly in Japan, Hong Kong, and China (JTB 2010a).

The JTB performs its marketing and promotional activities through the National Tourism Strategy 2004-2010; the Marketing Strategic Plan 2005-2007; the Annual Marketing Plans for Tourism Markets (Action Plans); the JTB's Annual Executive Action Plan 2005-2007 and through decisions and directions by the board of directors.

4.10.1 JTB's strategic marketing objectives

The JTB determined three major strategic marketing plan objectives that include expanding the distribution network of marketing Jordan in foreign markets; developing and enhancing the image of Jordan as a safe destination; and increasing air travel to Jordan as well as the frequency of flights. All will increase the tourist arrivals to Jordan as well as tourism receipts.

4.10.1.1 Expanding and supporting the network of Jordan's tourism product distributors in target and potential markets

This can be achieved through diversifying the distribution channels including tour operators, travel agents, Business to Business (B2B), Business to Customer (B2C) and wholesalers in order to maximise potential network members, the larger the network is the more efficient the marketing will be, which in turn will result in more arrivals.

4.10.1.2 Developing and enhancing the image of Jordan as a safe and distinguished tourism destination internationally

Jordan is situated in an unstable region, the 'Middle east', and tourism in Jordan is largely influenced by the political situation in the surrounding region. Although it is not an easy task, the JTB is trying to market Jordan as a unique tourism destination detached from surrounded regions. Indeed developing the capabilities of the Board and enhancing its work force resources are imperative for the marketing of Jordan. The JTB is working on its employees' professionalism and efficiency because qualified staff will support the process of marketing Jordan more effectively.

4.10.1.3 Increasing the seat capacity and frequency of flights to Jordan

It is a critical concern for Jordanian tourism because the Royal Jordanian Airline is the national carrier with 24 aeroplanes flying to more than 54 destinations. Increasing frequency of flights implies more aircraft and bigger airports in order to absorb the large potential number of tourists. Thus, this is linked to enlarging Jordanian airports, which has been started at the King Hussein airport in Aqaba and the Queen Alia International Airport in Amman that will accommodate up to 12 million passengers by 2012 (MOTA 2010). After all, coordination between the private and public sectors in order to enhance the partnership between the two sectors is essential for a sustainable marketing strategy; therefore, more foreign carriers will be encouraged to fly to Jordan when tourism increases.

4.10.2 JTB's marketing tools

The above objectives are being achieved through eight different marketing tools including:

4.10.2.1 Representative offices abroad

The JTB has eleven representative offices in major source markets including the United States (North America Market)⁴⁴; United Kingdom and Ireland in London; France in Paris; Benelux⁴⁵ Region in Brussels; Italy in Torino; Spain in Madrid; Germany in Frankfurt; Austria in Vienna⁴⁶; Russia Federation in Moscow; the Arab Gulf Market Dubai; and the Indian market in Delhi. The JTB performs its marketing effort in foreign markets in two ways: at a corporate level (B2B) and at consumer level (B2C).

4.10.2.2 Corporate level (B2B)

The corporate level includes tour operators who are willing to sell to Jordan. The process deals with offering the Jordanian tourism product to new tour operators through workshops; specialised tourism and travel fairs and specialised tourism Media. Moreover, it involves convincing these tour operators to sell Jordanian tourism products through familiarisation trips to explore Jordan as a destination; supporting the marketing and advertising activities of these companies (brochures, posters, Internet sites, advertising in specialised tourism and travel magazines, tourist leaflets); and connecting these companies with the inbound tour operators in Jordan.

4.10.2.3 Consumer level (B2C)

The consumer level includes how business reaches customers, through studying preferable travel patterns, total expenditures, outbound tourism and demand in source and targeted markets. In this way, the Jordanian tourism product should be offered directly to customers through advertising and Media campaigns. Considerable attention should be given to the role of Media; for example, organising trips for the journalist visits to Jordan because press tourism plays an important role in convincing customers to buy special tourism products. Likewise, supporting the activities and promotional contests that are organised for end-consumers and, finally, inviting the key players in public opinion in source markets.

⁴⁴ This office is located in Washington DC but managed by the JTB Headquarters in Amman and is responsible for the USA, Canada and Mexico markets. The JTB North America website: www.na2.visitjordan.com/

⁴⁵ Benelux stands for Belgium, Netherlands and Luxembourg, an economic union of the three countries in north Western Europe.

⁴⁶ The JTB Vienna covers both the Austrian and Swiss markets.

4.10.2.4 International specialised travel and tourism fairs

The JTB is participating in different general and specialised international travel and tourism fairs (e.g. WTM in London; FITUR in Madrid and IBT in Berlin) in order to market and promote Jordanian tourism products to foreign tour operators and end-consumers. These fairs give the opportunity for Jordanian inbound tour operators to meet with their international counterparts to create and expand the exchange of tourism business. This results in increasing the number of tourists to Jordan and, in turn, increases the contribution of tourism in the Jordanian economy. The JTB supports its members during their participation in those international fairs and works as a national umbrella for participating Jordanian tour operators.

4.10.2.5 Media trips for foreign Media and journalists

The JTB, in liaison with representative offices abroad, invites several international journalists and the Media and organises programmes to visit Jordan. The aim of such visits is to increase the awareness and attention towards Jordanian tourism products and to secure an extensive Media presence in the minds of end--consumers worldwide. A more recent example was the JTB inviting the BBC to cover the Papal Pilgrimage to Jordan and the Holy Land in May 2009 (JTB 2010a).

4.10.2.6 Familiarisation trips for foreign tour operators and travel agents

The JTB, in cooperation with its offices abroad, organises familiarisation trips and invites managers or representatives of tour operators in the source markets to visit Jordan. The purpose of such visits is to introduce Jordanian tourism products and to increase awareness and familiarity with Jordan as a destination and its offerings. This will increase the number of foreign tour operators selling to Jordan directly to their customers and will sustain the image of Jordan as a tourism destination abroad and then increase the demand for it as a destination. This will achieve the major strategic goal of the JTB, which is to expand the distribution channels for marketing Jordanian tourism products abroad.

4.10.2.7 Advertising campaigns in the source markets, brochures, newsletters, Internet and all kinds of Information Technology

The JTB works to advertise Jordan's tourism products through different international newspapers, magazines, Radio and TV channels in major target and potential source markets. This type of promotion is used to emphasise Jordanian tourism products and to influence and motivate potential tourists to visit Jordan and to create a positive image of the country in their minds (induced image).

4.10.2.8 Specialised market research studies and consumer attitudes studies in target and potential markets

From time to time, the research division at the JTB undertakes market research studies on potential and actual target markets to assist policy makers in the JTB and other members of the board in making the right decisions and implementing marketing programmes depending on the outcomes and statistics of these studies. These studies include surveys on the supply of tourism in Jordan and matching that with the surveys done on foreign markets (tourism demand). The aim is to explore the attitudes of potential consumers and tour operators in source markets in order to develop Jordanian tourism products and to enhance the image of Jordan as a tourism destination in these markets.

4.11 JTB's promotional approach

Since the focus in this thesis is specifically the British and Swedish tourism markets to Jordan, a full consideration of the image projected in all markets is beyond its scope. Nevertheless, two studies on the image of Jordan were conducted previously by Schneider and Sönmez (1999) and Sharaiha and Collins (1992). Their studies explored the tourist image of Jordan as expressed by different international visitors and will prove illustrative in this regard. The authors divided them into two groups: one interregional (foreigners) and another one for intraregional (Arabs) nationalities⁴⁷. They conducted a survey to explore visitor images of Jordan by interregional and

⁴⁷ The authors did not mention which international nationalities they interviewed; rather they said their sample included 65 respondents from international attendants to the Jerash International Festival, and the 345 from the Arab neighbouring countries mainly from Saudi Arabia (46.2%), Egypt (9.2%), United Arab Emirates and Kuwait (6.2%).

intraregional visitors to the Jerash International Festival for Culture and Arts in the month of July 1999. Schneider and Sönmez's study showed a positive image of Jordan; it was seen as a safe and interesting place to visit with friendly local people. Other images were seen as less or neutral such as food, transportation, variety of things to do and affordability (prices). Negative images included shopping, and treatment of business to visitors. Schneider and Sönmez suggested some important implications that might help Jordan enhance its tourism image and included measures such as improving the infrastructures and services, including tourist facilities and shopping and offering more events and things for tourists to do to extend their stays, expenditure and repeat visits. They went on to suggest capitalising on alternative types of tourism products, other than archaeology and religious heritage, such as wildlife or eco-tourism and increasing the awareness of tourists in this regard. They advocated distinguishing itself within and from the region of Middle East⁴⁸ through constructive marketing and promotion because Jordan has distinctive products such as Petra, Wadi Rum and the Baptism Site and other offerings such as eco-tourism and the diving heaven of Aqaba on the Red Sea. Finally, they suggested that Jordan should do more marketing by paying attention towards the potential to diminish any negative images already held about the country that might hinder travel to Jordan.

In summary, the Jordan **promotional approach** is based upon the following symbols and themes: Bible stories about the River Jordan and Baptism; lost cities of Petra and Sodom and Gomorra; and the footsteps of Indiana Jones and Lawrence of Arabia. Themes associated with Jordan's image are highlighted as it being one of the most welcoming, hospitable countries in the world; a New Seventh Wonder of the World, the Nabataea city of Petra. The JTB is capitalising on enhancing the image of Jordan as 'a safe, secure, welcoming destination' in all its marketing and promotional materials (JTB 2006a; 2010a). The results of Schneider and Sönmez's study (1999) agree with the general themes of the JTB promotional approach as stated above in this paragraph. Another study by Harahsheh *et al.* (2007, 2010) on the influence religious beliefs have upon the formation of organic images of Jordan, as expressed by British and Swedish potential tourists, revealed similar results. Their study showed that religion does affect perceptions of Jordan, but it is just one aspect of a person's

⁴⁸ The Middle East still has a negative image that is taken intensively and extensively in the Mass Media.

culture, even those who regarded themselves as nonreligious have been brought up in the culture.

4.11.1 New tourism brand ‘Jordan’



Picture 4.1: JTB logo (JTB 2010b)



Picture 4.2: ‘Jordan’ a new brand (JTB 2010b)

As mentioned earlier, Jordan’s Tourism Board was launched in March 1998 as a single body for marketing and promoting Jordan as a tourism destination abroad. A new approach for the marketing of Jordan was advanced on September 2006 in Amman. The JTB launched a new brand identity designed to reinforce the image and market position of the country's tourism sector abroad (Dajani 2006). The new brand identity was created to enhance and communicate the image of Jordan as a tourism destination and to position Jordan on the global tourism map. ‘The new brand is more than just a logo, it is a powerful image and communication tool that makes a promise to those interested in travelling to this country of what they will experience here’

(former JTB's managing director Mazen Homoud cited Dajani 2006). The JTB's new logo and the new brand 'Jordan' are depicted in Pictures 4.1 and 4.2 above.

Landor Associates, a company famous for corporate branding in the world, created the brand and logo of the JTB. Landor Associates is a San Francisco-based brand and creative design consultancy, founded in 1941 (<http://www.landor.com/>). John Brash, Landor Associates' director in Dubai (cited Dajani 2006), explains how JTB's logo was designed to reflect Jordan's cultural heritage using old Arabic calligraphy (Picture 4.1 above). He added, 'its unique character is expressed in the shapes of the letters, which are styled to represent a small mosaic piece, a part of the larger mosaic that makes up Jordan'.

The logo embraces Arabic (Jordan in Arabic *Kufi* calligraphy) and English is crowned with the Hashemite Monarchy to represent Jordan's modernity and liberalism. The colours of the brand (Picture 4.2 above) represent different natural landscapes of Jordan. For example, the golden colour from the stones of Petra and the desert of Wadi Rum; green from the fields of Jordan; the blue from a clear sky and the pink from Jordan's spring flowers (JTB 2010a). These colours also represent each of the five main tourism products or niche market segments; for example, gold represents history and culture; green for eco and nature, and blue for leisure and wellness (<http://www.visitjordan.com/>). By launching this advanced brand of Jordan, the JTB's aim was to communicate a strong image of Jordan as a tourism destination both abroad and internally. In a study by Harahsheh *et al.* (2007, 2010), Jordan's brand has strong awareness amongst British and Swedish respondents. There was also a favourable attitude towards the brand 'Jordan' and most respondents showed good comprehension of the brand attributes and values. It is encouraging that 65.5% could give a specific image of the country and less than 40% could name one of its unique attractions (refer to chapters five and six of this thesis for further detail).

4.12 Marketing Jordan as a holiday destination in the British and Swedish markets

The JTB is working extensively with its representative offices in the world to market and promote Jordan as a tourism destination. The challenges of tourism development

and marketing, as explained earlier, include positioning the country as a safe destination; attracting high yielding tourists; increasing the time tourists stay in the country and increasing their spending in the destination; and improving the accessibility of Jordan as a destination in terms of air travel and frequency as well as the entry requirements.

4.12.1 Marketing Jordan as a holiday destination in the British market

The JTB has already established an office in the UK to promote Jordan in the British and Irish markets. The UK is the third largest travel market in the world by spending (JTB 2006a). The JTB London accomplished a sales and marketing plan for the UK market in 2006, which included direct sales activity to tour operators, online agents and the MICE segment in order to increase the distribution of Jordan's travel product. The following subsections give details about how Jordan, as a holiday destination, is marketed and promoted in the British market in terms of products offered, the distribution channels used, the prices and promotional strategies and promotion mix. Jordan is being marketed in Britain using the following marketing mix.

4.12.1.1 Product

The most common Jordanian product offered by British wholesalers is a classic seven-night escorted cultural tour, though variations on this tour offered by specialist operators dedicated to the religious, adventure, archaeological segments, etc (JTB 2006b). Currently, two airlines fly direct on a daily basis between the UK (from Heathrow) and Jordan (Amman); namely, Royal Jordanian (RJ) and British Midland Airways Limited (BMI). In addition, the tour operator, Voyages Jules Verne, operates a charter between the UK and Aqaba from October to May. The RJ in London is keen to work with JTB to develop the UK leisure market. Most UK tour operators prefer to use three-star accommodations and above, with four and five stars being the most popular. Finally, Jordan is currently featured in the programmes of over fifty UK tour operators, both mainstream and niche specialists, such as adventure travel operators. In 2005 and 2006, the JTB worked with operators to develop Jordan as a twin-centre itinerary with Egypt, to take advantage of the success of the Red Sea Riviera in the UK market.

4.12.1.2 Distribution

There are three key channels for distribution of leisure travel in the UK market, wholesaling, retailing and online. Firstly, **retailers** in the UK have more than 7000 high street retail travel agents (JTB 2006c). These are generally divided into ‘multiples’, which belong to one of the ‘big tour’ travel groups, e.g. Going Places and First Choice, ‘multiples’ that are smaller regional agency groups, e.g. St Andrews Travel, and ‘independent’ (individually-owned) travel agents, which may either operate entirely independently or become a part of an agency consortia. In this case, they pay a fee to use the branding, technology and marketing support of groups such as Advantage, World choice or the Global Travel group (JTB 2006a). Secondly, **wholesalers** have two types (tour operators) operating in the UK market (JTB 2006c). They include traditional tour operators selling their products through retail travel agencies and some direct sales as well. Traditional tour operators include Kuoni, Hayes and Jarvis, Tradewinds and Travel 2; direct sellers only sell direct to consumers and do not deal with retail agents. They include Trailfinders, Travelabg, Airline Network and Travelsphere and the **online travel agents**, who became popular in the last decade, include the likes of Expedia, Travelocity and Lastminute.com (JTB 2006b). JTB London focuses most effort on the wholesalers and online agents due to their volume potential and the growing strength of the Internet as a travel search and booking tool. Special market segments of the Jordan product such as MICE are provided by **specialist agencies**.

4.12.1.3 Price

The objective of the JTB is to increase UK tourists and tourism revenues in line with the JNTS 2004-2010. Jordan is being promoted as a ‘boutique’ destination with the focus on high yield tourists and targeting the following priority niche segments: cultural heritage (archaeology); religious; eco-tourism; health and wellness; adventure; MICE and cruising.

4.12.1.4 Promotion

JTB’s promotion strategy is based on tactics such as developing and expanding the distribution system. New distributors to Jordan are attracted to selling high yield

programmes, and the specialist operators offering niche segments identified in the JNTS 2004-2010 include cruise operators and online travel agencies to reflect the trend for online booking and dynamic packaging. The other way to expand the distribution system for Jordan is through offering a number and range of products by existing operators. These products include Dana-Petra trails and other products of high priority such as Bethany beyond Jordan (to the religious segment). Jordan is being promoted as a twin-destination with Egypt on the Red Sea and the Gulf of Aqaba cruising and winter and summer Riviera.

Jordan is being promoted in the UK market through using the **promotional mix** of public relations; cooperative marketing; training and familiarisation; booking incentives; brand visibility; advertorial and promotions; website and e-marketing.

Public relations (PR) is the key marketing tool for the JTB London⁴⁹, making full use of the Brighter Group as one of the UK's premier PR companies. In addition to PR, JTB London uses tools such as **celebrities**, e.g. Terry Waite as an envoy of the Church of England to promote the religious segment. Queen Rania of Jordan's popularity in the West is being used through her public engagements, e.g. *Hello* magazine: <http://www.hellomagazine.com/royalty/200906081387/queen/rania/exclusive/1/> and her page in YouTube: <http://www.youtube.com/user/QueenRania>. **Cooperative marketing** entails the JTB is working with the Royal Jordanian (RJ) by utilising the marketing mix explained above in subsection 4.12.1 in order to achieve the following objectives: drive consumer demand in to the distribution system; increase industry commitment to Jordan by supporting commercial marketplace; stretch budgets; and convert sales. In relation to **training and familiarisation (FAM)**, the JTB created the Jordan Ambassador Programme that gives the ability to train large numbers of bookers remotely. Following this programme, JTB London intends to meet and train front line travel industry staff on Jordan's product and how to sell it. As well as London, UK areas will be covered by Edinburg or Glasgow for the Scottish market; Manchester for the North of England market; Birmingham for the Midlands/northern Home Countries and Bournemouth or Bristol for the South West market. Selected journalists from key newspapers and TV channels are invited for a paid trip to Jordan

⁴⁹ JTB office in London is managed by the Brighter Group and Mr David Symes is the managing director of that office.

to experience the destination and report the experiential image back in the UK through their Media. Recently, the JTB invited the BBC to cover the Papal Pilgrimage of Pope Benedict XVI to Jordan and the Holy Land in May 2009 (JTB 2010a). Regarding **booking incentives**, the JTB is working with tour operators who have potential to generate volume sales to Jordan. This will be done through booking incentives for their reservation staff to encourage them to proactively sell Jordan and thus drive sales. The major aim of **brand visibility** is to raise Jordan's image as safe and hospitable and as part of the holy Land. JTB London is promoting Jordan in the UK by using the following **symbols** or **themes**: 'Bible stories; lost cities; Indiana Jones; Lawrence of Arabia - Jordan is brimming with romantic associations, plus it's one of the most welcoming, hospitable countries in the world. While the ancient Nabataea city of Petra is indeed one of the most stunning attractions in the Middle East, not to mention a New Seventh Wonder of the World, Jordan offers so much more for the discerning traveller' (Brighter Group 2009). By **advertorial promotion**, Jordan is being advertised and promoted through different Media possibilities in the form of normal articles in non-travel Media, especially the niche market segments of the Jordanian tourism product. This approach also uses special issues of target travel Media and closed user group Media such as the retail, financial services or leisure sectors, e.g. the customer magazines of major banks or leisure clubs. The JTB is giving events higher priority and the JTB London is attending consumer events such as The Adventure Travel Show and Destination on (JTB 2006b). The activity of website and e-marketing has the potential to play an important role for Jordan, given the growing use of the Internet for holiday search and bookings. A UK specific section of the JTB website (http://uk.visitjordan.com/visitjordan_uk/) would feature products and messages tailored specifically to the UK market with links to tour operators featuring those products. This site, if created, will drive traffic to the site, raise Jordan's profile, convert bookings via tour operators links and support an e-newsletter that allows maximum distribution whilst keeping costs down (JTB 2006a).

4.12.1.5 The 2009 promotional activities in the UK market

In 2009, the JTB was running an aggressive advertising campaign in UK newspapers and magazines to promote major Jordanian products such a cultural, eco and adventure destinations. The JTB is using the service of UK food and travel magazines

to promote Jordan as a luxury and gourmet destination. Additionally, the JTB decided to advertise in the **Church of England** Guide to promote Jordan as a religious destination. **Google** and other travel websites are being targeted to advertise a large-scale Internet campaign about Jordan. Men's lifestyle magazines were accessed to promote adventure holidays in Jordan for young UK men with high disposable incomes. Activities include hiking, trekking, canyoning, horse riding; camel rides and diving to encourage UK outbound adventure tour operators to Jordan and boost the market for new package tours to the country. These trips will include Dead Sea Spa hotels, Petra, and Wadi Rum to promote Jordan as a romantic honeymoon and pre-wedding celebration destination. The JTB UK will coordinate hosting of a '7 **Wonders**' themed press trip for journalists after Petra won second place as a new Seven Wonder of the World. This trip will give journalists the opportunity to explore Petra and Jordan (JTB 2009).

4.12.2 Marketing Jordan as a holiday destination in the Swedish market

The JTB representative in Stockholm was established in 2006 and is run by AVIAREPS (Airline, Airport and Tourism industry Representation), which is one of the world's biggest sales agents, founded in Germany in 1994 (AVIAREPS 2010). Unfortunately, the JTB terminated its representation office in Stockholm at the end of 2007 after one year of service. The reason, as JTB Amman explained, was that the office did not influence the Scandinavian market positively⁵⁰. As a result, all marketing and promotional activities are now being carried out from the Head Office in Amman through direct contacts and cooperation with Scandinavian tour operators who are willing to feature and sell Jordan. Nevertheless, the statistics from the Jordanian Ministry of Tourism for 2007, 2008 and 2009 showed a considerable increase in the number of tourists coming from Scandinavia to Jordan over 2006. However, the reason behind termination of the JTB's office in Stockholm was unreasonable and it is argued that the reason might be due to financial constraints. The number of Swedish tourists has increased by 216% in the last 6 years, rising from 4720 in 2004 to 14902 in 2009 and by 70% in the 3 years after the termination of the

⁵⁰ The author obtained this information through a phone call with the head of Marketing Department at the JTB Amman on 19 November 2008.

JTB office in Stockholm (MOTA 2010). It seems that the office in Stockholm was successful in establishing a distribution network with local major tour operators in Sweden, such as Apollo starting their flights to Aqaba. The dilemma of accessibility (direct flights from other Scandinavian countries to Jordan) still exists and needs a strong push. Apollo is running a weekly direct flight from Stockholm to Aqaba in winter and spring using SAS aircrafts. This is a good development in the market, especially as Jordan was abandoned and overlooked by Scandinavian tour operators and airlines for a long period of time.

4.13 Conclusion

In the past, Jordan differed from many countries in the Middle East due its relatively small size and its relative lack of economic development, and this was reflected in Jordan's image as a tourism destination. Since 1998, the Jordan Tourism Board has promoted Jordan as a safe, hospitable, spiritual and open-museum destination. During the 1960s, 1970s and 1980s, the Jordanian economy experienced a boom in growth. This growth stimulated positive changes in the economy and resulted in more investments in tourism infrastructures and superstructures, which put tourism as the third most important sector for generating income after the mining industries of Potash and Phosphates and the remittances by Jordanian expatriates. However, it has also resulted in negative developments in the tourism industry such as traffic accidents, pollution by industries and vehicles, desertification due to unfair charcoaling and cutting trees for heating⁵¹, and low standards of cleanliness in different tourist sites.

In recent years, Jordan has undergone considerable economic growth and modernisation, which has compromised the continuing promotion of Jordan on this basis. Until 1999, the Jordan tourism product was relatively limited; consequently, Jordan's image as a tourism destination was based on very broad and intangible concepts such as safety, hospitality, rich history and archaeology, as well as religious and holy sites. Continuous governmental support to the tourism industry in Jordan during the last decade, more obviously in the last six years, has stimulated the development of a wide variety of *religious attractions* such as the Baptism Site,

⁵¹ This bad tradition was inherited from the Turks when they constructed the Hijaz Railway through Jordan to Mecca in 1908, where locomotives were driven by steam engines and timber was used as charcoal, and therefore, many acres of Jordan's forests were vanished.

Mount Nebo, the Mosaic Map of Madaba and the Islamic Shrines. Additionally, *therapeutic attractions* such as the Dead Sea, *adventurous attractions* in Wadi Rum, *wildlife attractions* in Wadi Mujib, Azraq and Ajloun and *sporting and entertainment attractions* in Aqaba have also developed. This implies that there is scope to expand Jordan's appeal beyond the cultural, safety and people appeal to incorporate more specific tourism products such as religious, pilgrimage and sporting events. This is very important for the tourism demand and for Jordan's image to shift from traditional archaeological or historical heritage supply towards new types of tourism to satisfy different market segments (Schneider and Sönmez 1999; MOTA 2005; Hazbun 2008). The National Tourism Strategy (NTS 2004-2010) has determined the focus of the JTB should be directed to those higher yield markets and tourists. This implies that there is a shift from quantity to quality (high yield) demand (Daher 2007). The role of JTB is not exclusive to the demand side of tourism since it also affects the supply side. The JTB believes that its efforts in influencing the demand (source markets) side are the major motivation to developing and upgrading the supply side (destination). This includes all different related activities such as the hospitality sector (hotels and restaurants); tourism transportation systems (air, land and sea) and other tourism related activities.

Chapter 4 has highlighted the development of tourism in Jordan since the 1920s. This chapter illustrates in further detail the role of the Jordan Tourism Board in marketing Jordan as a tourism destination in foreign markets. It critically analysed Jordan's National Tourism Strategy (2004-2010) as underpinning the development of the Jordanian tourism product and marketing Jordan as a destination to its potential and current markets, with more emphasis on the British and Swedish markets. Next, in chapters five and six, the results of organic and experiential surveys analyse the images of Jordan as expressed by potential and actual British and Swedish tourists to the country.

CHAPTER FIVE

ORGANIC IMAGES OF JORDAN

5.1 Introduction

The primary aims of this thesis, as identified in chapter 1, are to examine the image of Jordan as a tourism destination as it exists in the British and Swedish markets and to explore the influence of religious beliefs and commitment to religion on the formation of that image. These aims have been realised using a combination of secondary and primary sources. The literature review focused on five main areas: religious beliefs, religious tourism, Jordan's destination image and the image of Jordan as projected internationally as well as in Britain and Sweden.

Very few destination images studies to date have focused on either Jordan or Britain and Sweden, and none has analysed Jordan's image as a tourism destination in Britain or Sweden or the importance of religious beliefs as a constituent of that image. Only one study has explored the tourist image of Jordan (Schneider and Sönmez 1999). Thus, in order to conduct a complete assessment of the image held by British and Swedish tourists of Jordan as a destination, it was necessary to conduct primary research. This research involved a pre-/post-visitation questionnaire and focused, in particular, on the effect of visitation on the image of Jordan held by British and Swedish tourists, as well as the significance of tourists' religious beliefs and their impact upon Jordan's destination image. The current and following chapter present the analysis and findings of the primary research (organic and experiential images of Jordan respectively).

The preceding methodology chapter focused on the design and implementation of the primary research questionnaire. Criticism has often been levelled at destination image studies for the tendency to rely only one method, i.e. qualitative or quantitative. In brief, the research design for this thesis adopted a similar approach to the system of measurement developed by Echtner and Ritchie (1993), that is, a set of rating scales to measure the attribute-based component of Jordan's destination image (quantitative)

and a number of open-ended questions to measure the holistic components of that image (qualitative).

The organic image survey was administered on two different samples of British and Swedish potential tourists. The first survey was distributed in Bournemouth, UK during July 2006 and the other one was distributed in Borlänge, Sweden during August 2006. Five hundred and ninety four questionnaires were filled and valid for analysis, of which, 275 were from Britons and 319 were from Swedes. Respondents were chosen randomly in a street survey, where an imaginary line was set and every fifth respondent was stopped and asked to take part in the survey; if she or he did not want to participate, then the next one was taken and so forth. A filter question was asked to respondents to confirm they were nationals of the pertinent country (i.e. UK or Sweden) and only adults over 18 years of old were chosen to participate in the surveys. The information provided by the rating attributes and the open-ended questions was used to assess the image of Jordan existing in both the British and Swedish markets, as well as the importance of religious belief as an importance element of that image.

The assessment of Jordan's tourism destination image passed through six main stages (Chapters 5 and 6), which were intended to:

1. Establish the importance attached to a number of attributes by both British and Swedish tourists when choosing a holiday destination;
2. Identify British and Swedish pre-visitation opinions on how they expect Jordan to perform with respect to these attributes;
3. Measure Jordan's image along attribute/holistic, functional/psychological and common/unique continuums;
4. Assess British and Swedish visitors' post-visitation opinions on how Jordan is actually performing in terms of the attributes;
5. Illustrate whether perceptions are modified as a result of the travel experience in Jordan, by comparing responses to the organic/experiential questionnaires and;

6. Gauge the influence of tourists' religious belief impacts upon their image and choice of a destination.

For ease of analysis, the current chapter focuses solely on the findings from the organic images questionnaire, whilst the next chapter concentrates on the experiential images results. Section 5.2 presents a profile of the questionnaire respondents. In section 5.3, the general travel experience of respondents is outlined. In section 5.4, the importance of the number of attributes for British and Swedish tourists when choosing a holiday destination are outlined and section 5.5 discusses Jordan's organic (pre-visitation) performance according to these attributes. Section 5.6 is about comparing the importance of attributes with the expected performance of Jordan according to these attributes. Section 5.7 presents the findings for the holistic images of Jordan as derived from the three open-ended questions adapted from Echtner and Ritchie (1993), whilst section 5.8 combines these with the organic performance rating of attributes to illustrate Jordan's destination image amongst British and Swedish visitors in diagrammatic form. Section 5.9 focuses on the importance of religious belief as a constituent of Jordan's destination image. In section 5.10, supplementary information from the pre-visitation questionnaire is considered, namely, prior personal knowledge of Jordan, sources of information about the Jordan as a tourism destination and the influence of respondents' demographic variables on the selection of certain destination attributes. Section 5.11 details the demographic variables of tourists and the attribute-based organic images of Jordan, whilst section 5.12 deals with the demographic variables and the holistic images of Jordan. Lastly, conclusions to the chapter are presented in section 5.13.

5.2 Respondents' profile

Table 5.1: Respondents' socio-demographic profile

	Whole sample		British tourist		Swedish tourist	
	n	%	n	%	n	%
Gender						
Female	337	56.7	150	54.5	187	58.6
Male	257	43.3	125	45.5	132	41.4
Marital status						
Single	156	26.3	55	20.0	101	31.7
Married/with a partner	395	66.5	204	74.2	191	59.9
Widowed/divorced/separated	43	7.2	16	5.8	27	8.5
Age (years)						
18-30	47	7.9	7	2.5	40	12.5
31-40	62	10.4	33	12.0	29	9.1
41-50	201	33.8	85	30.9	116	36.4
51-60	216	36.4	131	47.6	84	26.6
61+	68	11.4	19	6.9	49	15.4
Average age (years)	594	48.2	275	49.6	319	46.8
Education						
Left school at 17 years of age or younger	78	13.1	29	10.5	49	15.4
Left school at 18 years of age	151	25.4	67	24.4	84	26.3
Completed 2/3 years diploma	152	25.6	63	22.9	89	27.9
Completed 3/4 years university first degree	191	32.2	97	35.3	94	29.5
Master/doctorate degree	22	3.7	19	6.9	3	0.9
Occupation						
Higher management/professional	67	11.3	50	18.2	17	5.3
Middle/junior management	185	31.1	57	20.7	128	40.1
Self employed/own business	104	17.5	54	19.6	50	15.7
Student	39	6.6	18	6.5	21	6.6
Skilled manual worker	45	7.6	21	7.6	24	7.5
Semi-skilled/unskilled worker	40	6.7	29	10.5	11	3.4
Retired	52	8.8	22	8.0	30	9.4
Unemployed	62	10.4	24	8.7	38	11.9
Annual household income						
Less £10,000	52	8.8	32	11.6	20	6.3
£10,000-£19,999	130	21.9	58	21.1	72	22.6
£20,000-£29,999	212	35.7	105	38.2	107	33.5
£30,000-£39,999	117	19.7	37	13.5	80	25.1
£40,000-£49,999	78	13.1	38	13.8	40	12.5
More than £50,000	5	0.8	5	1.8	0	0.0
Average annual income (GBP)	594	26304.3	275	25708.7	319	26817.7
Religion						
Christian	417	70.2	205	74.5	212	66.5
Muslim	52	8.8	16	5.8	36	11.3
Pagan	32	5.4	13	4.7	19	6.0
No religion	28	4.7	11	4.0	17	5.3
Agnostic	24	4.0	9	3.3	15	4.7
Atheist	19	3.2	13	4.7	6	1.9
Buddhist	16	2.7	8	2.9	8	2.5
Hindu	0	0.0	0	0.0	6	1.9
Jewish	0	0.0	0	0.0	0	0.0
Total	594	100.0	275	100.0	319	100.0

Source: Primary research

Past research suggests that destination image might differ depending on socio-demographic variables such as age, gender and education as well as factors such as nationality and experience (Chen and Kerstetter 1999). Demographic variables may influence visitor perceptions of a destination due to difference in attitudes or needs.

Equally, research showed that image of a destination is seen differently amongst tourists coming from different origin countries (Kozak *et al.* 2010, p.64). Country of origin may affect images in that relative proximity may affect the level of awareness of a destination. It is argued that tourists' religion and their strength of religious belief may affect the selection of certain destinations (Harahsheh *et al.* 2007, 2010)⁵². Therefore, the aim of this section is to provide a summary of the respondents' socio-demographic characteristics. This profile is presented below and in Table 5.1 above. As is clear from Table 5.1 above, a large number of respondents were female (56.7%), married or living with a partner (66.5%), and more than 70% of the whole sample were aged between 41 and 60 years with a mean age of 48.2 years. Over 60% of the whole sample completed their university degree (bachelor, master and doctorate) followed by those who left school at 18 years (25.4%). Less than 60% of British respondents held middle junior management positions, were self-employed and had higher management/professional occupations. Over one-third of respondents had an annual household income between £20,000 and £30000, followed by those who had between £10000 and £19999 (21.9%), which produced a mean income of £26304.3. Regarding religious affiliation, most respondents in the whole sample identified themselves as Christians (70.2%), followed by Muslims at 8.8%. Other religious affiliations (16.3%) include pagans, atheists, agnostics and Buddhists, whilst 4.7% identified themselves as having no religion.

5.3 Tourists' travel experience

Respondent were asked to state if they have travelled, whether domestically or internationally, in the last three years. Tables 5.2 through 5.4 summarise their past travel to different destinations. The purpose of these questions was to know their past travel experience and to reflect that on the image of destinations they have visited or intend to visit.

⁵² It is noted here that the influence of religious belief is one the contributions of this thesis and is outlined in further detail later in this chapter 5 and chapter 6.

5.3.1 International holidays taken over the last 3 years

Table 5.2: International holidays (3 nights or more) spent in the last 3 years

	Whole sample		British tourists		Swedish tourists	
	n	%	n	%	n	%
None	284	47.8	139	50.5	145	45.5
One visit	190	32.0	97	35.3	93	29.2
Two visits	76	12.8	22	8.0	54	16.9
3-6 visits	22	3.7	10	3.6	12	3.8
7-10 visits	22	3.7	7	2.5	15	4.7
More than 10 visits	0	0.0	0	0.0	0	0.0
Total	594	100.0	275	100.0	319	100.0

Source: Primary research

Table 5.3: International holidays (3 nights or more) spent in the last 3 years in these destinations:

	Whole sample		British tourists		Swedish tourists	
	n	%	n	%	n	%
None	284	47.8	139	50.5	145	45.5
Western Mediterranean	110	18.5	46	33.8	64	36.8
Eastern Mediterranean	72	12.1	24	17.6	48	27.6
USA	56	9.4	36	26.5	20	11.5
Australia/Far East	45	7.6	20	14.7	25	14.4
Other destinations	27	4.5	10	7.4	17	9.8
Total	594	100.0	275	100.0	319	100.0

Source: Primary research

Table 5.2 above documents the number of British and Swedish respondents' past holidays of three nights or more in the three years before doing this survey (2006). Less than half of the sample (British and Swedish) had not been on a holiday abroad in the last three years, but a bigger percentage in both nationalities had taken an international holiday once or twice (42.8%). Table 5.3 above, on the other hand, identifies the destinations visited by both nationalities in the past three years, i.e. before 2006. Western Mediterranean destinations were ranked number one visited by both nationalities (18.5%), followed by Eastern Mediterranean and the USA destinations (12.1% and 9.4% respectively). For British respondents, the most visited destinations were Western Mediterranean, USA, Eastern Mediterranean and Australia. Swedish respondents, on the other hand preferred Western Mediterranean, Eastern Mediterranean, Australia, USA and then other destinations (Table 5.3 above). Table 5.4 below documents the results of domestic trips spent in the past three years by both British and Swedish respondents.

5.3.2 Domestic holidays taken in the last 3 years (in the UK or Sweden)

Table 5.4: Domestic holidays (3 nights or more) spent in the last 3 years

	Whole sample		British tourists		Swedish tourists	
	n	%	n	%	n	%
None	195	32.8	97	35.3	98	30.7
One visit	243	40.9	115	41.8	128	40.1
Two visits	75	12.6	27	9.8	48	15.0
3-6 visits	27	4.5	12	4.4	15	4.7
7-10 visits	27	4.5	14	5.1	13	4.1
More than 10 visits	27	4.5	10	3.6	17	5.3
Total	594	100.0	275	100.0	319	100.0

Source: Primary research

Respondent were asked to mention if they have travelled within their country of origin (domestic trips of three nights or more) in the last three years (before 2006). Over one third of both samples have not been on a holiday over the last three years. More than one third of both nationalities had been once on a domestic holiday, in either Britain or Sweden (Table 5.4 above). It seems Table 5.4 shows that British and Swedish respondents travelled domestically either in the UK or in Sweden more than abroad (67.2% vs. 52.2%). The relationship between past travel experience and the importance of destination attributes when choosing a holiday destination was found to be significant in Table 5.5 below.

Table 5.5: Kruskal-Wallis Test (travel experience and importance of destination attributes n= 594)

Attribute	Number of previous trips	Mean ranking	Chi-Square	Asymp. Sig
Airport facilities	3-6 visits	365.98	14.329	0.006
Tourist information	2 visits	349.42	17.614	0.001

Source: Primary research

Past travel experience showed statistical significance with destination attributes, i.e. airport facilities and tourist information. This showed a relation with the number of trips (between 2 and 6 visits) made in the last 3 years (before 2006).

5.3.3 Group composition and size

Table 5.6: Travel composition most frequently travelled with in the last 3 years

Group composition	Whole sample		British respondents		Swedish respondents	
	n	%	n	%	n	%
With family	190	32.0	84	30.5	106	33.2
As part of a couple	146	24.6	69	25.1	77	24.1
Alone	132	22.2	56	20.4	76	23.8
With friends or colleagues	126	21.2	66	24.0	60	18.8
Total responses	594	100.0	275	100.0	319	100.0

Source: Primary research

Table 5.7: Group size most frequently travelled with in the last 3 years

Group size	Whole sample		British respondents		Swedish respondents	
	n	%	n	%	n	%
1	156	26.3	55	14.9	101	16.6
2	178	30.0	139	50.5	71	22.3
3	136	22.9	69	25.1	132	41.4
4	55	9.3	16	5.8	39	12.2
5	69	11.6	6	2.2	18	5.6
Total responses	594	100.0	275	100.0	319	100.0

Source: Primary research

Respondents were asked whether they travelled alone or with other people in the last three years (Tables 5.6 and 5.7 above). British respondents travelled mostly with their partners, family or with friends (73.1%). Swedish respondents mostly travelled with a group of people such as part of a couple, with family or with friends (71.5%) whilst some travelled alone (16.6%) or with other colleagues (7.2%). These findings imply the importance of group travel to the destination, and the people responsible for tourism in Jordan should consider these results when planning their promotional campaigns in Britain and Sweden.

Table 5.8: Kruskal-Wallis Test of respondents' group composition mostly travelled with and the importance of destination attributes n= 594)

Attribute	Group composition	Mean ranking	Chi-Square	Asymp. Sig
Tourist information	Alone	331.53	81.60	0.043
Restaurants	Alone	331.09	7.936	0.047
Atmosphere	Alone	328.57	9.412	0.024

Source: Primary research

Table 5.9: Kruskal-Wallis Test of respondents' group size mostly travelled with and the importance of destination attributes n= 594)

Attribute	Group size	Mean ranking	Chi-Square	Asymp. Sig
Tourist information	1	327.13	9.516	0.049
Cleanliness	3	325.57	12.184	0.016
Adventure	3	315.51	11.082	0.026

Source: Primary research

The relationship between group composition and the importance of destination attributes when choosing a holiday destination were found to be statistically significant only in two destination attributes in the Kruskal-Wallis Test, i.e. restaurants and atmosphere (Significance ≤ 0.050), as shown in Table 5.8 above. Group size also showed significance in three attributes; namely, tourist information, cleanliness and adventure where their significances were ≤ 0.050 (Table 5.9 above). Tourist information showed significance in both the group composition and the group size as people travelled alone, representing 22.2% and 26.3% respectively (Tables 5.6 and 5.7 above).

5.4 Importance of destination attributes for British and Swedish tourists

The purpose of this section is to highlight both British and Swedish tourists' opinions of the generic attributes they believe are important for a destination to have or be able to provide. In the pre-visitation questionnaire, respondents were asked to rate each of the 23 attributes on a scale of one to seven according to the importance they attached to the attribute when choosing a holiday destination (where 1= 'not at all important' and 7= 'very important')⁵³. The percentage and mean ratings of these attributes for both British and Swedish tourists is listed in Table 5.10 below.

Table 5.10: Importance of attributes for British and Swedish tourists when choosing a destination: percentage rating and descriptive analysis (**somewhat important, important and very important**)

Attribute	British respondents			Swedish respondents		
	Ranking of attributes	Percentage ratings	Mean rating	Ranking of attributes	Percentage ratings	Mean rating
Safety	1	95.6	6.02	1	96.2	6.06
Atmosphere	2	94.9	5.78	4	94.0	5.61
Scenery	3	94.5	5.59	2	95.9	5.52
Quality of services	4	93.5	5.63	12	91.2	5.59
Climate	5	92.4	5.69	6	94.0	5.83
Infrastructure/transportation	6	92.4	5.45	5	94.0	5.69
Beaches	7	90.5	5.46	3	94.7	5.86
People	8	92.0	5.65	14	89.7	5.47
Cost/price levels	9	90.9	5.62	9	92.2	5.76
Adventure/sports	10	90.9	5.31	11	91.5	5.50
Historical sites	11	90.2	5.44	15	89.3	5.33
Religious sites	12	88.1	5.61	17	87.1	5.66
Good value for money	13	88.0	5.66	7	94.0	5.58
Accommodation facilities	14	88.0	5.44	10	92.2	5.65
Accessibility	15	85.1	5.21	13	90.3	5.54
Shopping	16	84.7	5.40	8	94.0	5.55
Restaurants	17	84.4	5.27	19	85.6	5.37
Things to do	18	82.5	5.10	16	87.1	5.30
Cleanliness and hygiene	19	82.2	5.15	20	85.0	5.33
Tourist information	20	81.8	5.15	18	86.2	5.45
Handicrafts/souvenirs	21	80.7	5.13	21	83.4	5.22
Nightlife	22	74.5	4.55	23	66.8	4.29
Airport facilities	23	75.3	4.96	22	82.8	5.24
Total (n)		275	275		319	319

Source: Primary research

Table 5.10 above reveals that British respondents give most consideration to safety, atmosphere, scenery, quality of services, climate, infrastructure, beaches, people, cost/price levels and adventure when choosing a holiday destination. Swedish respondents, on the other hand, consider safety, scenery, beaches, atmosphere, infrastructure, climate, good value for money; shopping, cost/price levels and

⁵³ The selection of these attributes was discussed in the preceding methodology chapter.

accommodation the most important factors when choosing a holiday destination. Apparently, there is no difference in destination selection attributes, between Britons and Swedes, except for three attributes; namely, good value for money, shopping and accommodation. This implies the two markets are similar; therefore, the marketing effort necessary by the Jordan Tourism Board will be made easier by adopting one marketing strategy for both markets. All attributes or factors attained mean ratings over four, i.e. higher than the mean of the instrument, which means nearly all were important for both British and Swedish respondents. Additional factors deemed important for British respondents in selecting a certain holiday destination (with a percentage rating greater than 90%) are religious sites and historical sites. For Swedes, other factors such as quality of services, people, adventure and accessibility were among the important ones when deciding on a holiday destination. Factors such as nightlife and airport facilities were less important for both Swedish and British respondents when selecting a certain vacation.

In order to test the first hypothesis of the thesis, i.e. *'destination image perceptions are influenced by the demographics of the tourist'*, the following set of tests were employed to measure whether tourists' demographic variables such as nationality, religion, gender, age, marital status, education and occupation impact upon their image and selection of a destination (Tables 5.11-5.18 below).

Table 5.11: Mann Whitney U Test (nationality and importance of destination attributes, n= 594)

Attribute	Nationality	Mean ranking	Mann-Whitney U	Asymp. Sig
Cost/price	Swedish	311.25	39744.000	0.027
Climate	Swedish	310.28	39785.500	0.040
Things to do	Swedish	311.87	39279.500	0.018
Infrastructure	Swedish	318.30	37226.500	0.001
Airport facilities	Swedish	318.25	37242.500	0.001
Historical sites	British	311.64	39974.000	0.040
Beaches	Swedish	332.31	32759.500	0.000
Shopping	Swedish	309.54	40051.000	0.048
Accommodation	Swedish	313.87	38641.500	0.008
Tourist information	Swedish	321.03	36356.000	0.000
Cleanliness	Swedish	314.89	38316.500	0.005
Accessibility	Swedish	327.21	34384.000	0.000
People	British	323.12	36703.500	0.000
Atmosphere	British	313.12	39567.000	0.029
Adventure	Swedish	318.39	37200.000	0.000

Source: Primary research

It is very clear from Table 5.11 above that nationality of tourists or country of origin has a great impact upon their image of a destination. Fifteen of 23 images showed statistical significance, i.e. sig is ≤ 0.050 , which means that the null hypothesis is

rejected (i.e. there was no important significance to nationality of tourists and their images of a destination) and the alternative hypothesis is accepted (i.e. nationality impacts destination selection). The table shows that Swedish nationals were more concerned about 12 destination attributes (images) such as cost/prices, climate, things to do, etc, while their British counterparts were only concerned about three destination images; namely, historical sites, people and atmosphere. These differences between British and Swedish potential tourists to Jordan imply that the JTB should consider them when designing their marketing and promotional campaigns in these countries.

Table 5.12: Kruskal-Wallis Test (religious affiliation and importance of destination attributes, n= 594)

Attribute	Religion	Mean ranking	Chi-Square	Asymp. Sig
Accommodation	Hindu	439.08	14.343	0.045
Cleanliness	Muslim	367.70	17.682	0.013

Source: Primary research

Regarding tourists' religious affiliation and destination attributes (images), this research only found two images, i.e. accommodation and cleanliness, that showed statistical significance (Table 5.12 above). It seems that those who identified themselves as Hindu were more concerned about accommodation when thinking of a holiday destination, while Muslims were more concerned about cleanliness. The results of this research did not find, however, any importance for other religious affiliation such as Christianity. One explanation would be that the small proportion of these religions in the sample might contribute to this significance (Muslims 8.8% and Hindus 1%, while more than 70% of the total samples in the Pre-visit Survey were Christians).

Table 5.13: Mann-Whitney U Test (gender and importance of destination attributes, n= 594)

Attribute	Gender	Mean ranking	Mann-Whitney U	Asymp. Sig
Cost/price	Female	309.67	39202.500	0.038
Airport facilities	Female	310.73	38846.500	0.022
Religious sites	Female	311.17	38696.500	0.021
Tourist information	Female	308.44	39618.000	0.050
Adventure	Male	311.20	38686.500	0.014

Source: Primary research

Four destination image attributes showed statistical significance by female respondents when conducting a Mann Whitney U Test on tourists' gender and destination image attributes, which were cost/price levels, airport facilities, religious sites and tourist information (Table 5.13 above). Only one attribute, i.e. adventure showed statistical significance in relation to male respondents. In this study, it seems

that female tourists were more concerned about images such as prices, airport facilities, religious sites and tourist information than their male counterparts were. The JTB should consider tourists' gender and these destination attributes or images when designing their marketing and promotional materials in the British and Swedish markets.

Table 5.14: Kruskal-Wallis Test (marital status and importance of destination attributes, n= 594)

Attribute	Marital status	Mean ranking	Chi-Square	Asymp. Sig
Scenery	Divorced/separated	351.55	6.913	0.032
Tourist information	Single	327.13	8.666	0.013
Safety	Divorced/separated	350.63	7.967	0.019

Source: Primary research

Marital status showed significance only in three destination image attributes; namely, scenery, tourist information and safety (Table 5.14 above). Divorced or separated respondents were more concerned about scenery and safety, whilst singles gave more importance to tourist information. These results are neither mutually exclusive nor valid for the whole population, but the issue in most tables in this study is that those attributes showing statistical significance of ≤ 0.050 were considered.

Table 5.15: Kruskal-Wallis Test (age and importance of destination attributes, n= 594)

Attribute	Age	Mean ranking	Chi-Square	Asymp. Sig
Scenery	51-60	327.73	12.823	0.012
Historical sites	51-60	326.43	13.598	0.009
Religious sites	18-30	335.78	20.711	0.000
Beaches	61+	341.37	11.383	0.023
Cleanliness	41-50	363.78	12.732	0.013

Source: Primary research

In the Pre-visit Survey, the age bands of 51-60 and 60+ years gave more importance to destination image attributes such as scenery, historical sites and beaches, whilst those 41-50 years considered cleanliness as the most important attribute in destination selection. Interestingly, younger respondents (18-30 years) seem to consider religious sites as an important attribute when choosing a holiday destination, which contrasts with previous research on age and religion that showed the older population is more concerned about religion than the younger one is (Hunsberger 1985).

Table 5.16: Kruskal-Wallis Test (education and importance of destination attributes, n= 594)

Attribute	Education	Mean ranking	Chi-Square	Asymp. Sig
Tourist information	University first degree	321.00	9.978	0.041

Source: Primary research

Education as a demographic variable only showed significance in terms of tourist information (Table 5.16 above). Apparently, those holding a bachelor degree were more concerned about tourist information than those holding other degrees or education levels were. This emphasises the importance of education in destination image and destination selection; educated tourists look for tourist information and analyse them before deciding on and booking their holiday.

Table 5.17: Kruskal-Wallis Test (occupation and importance of destination attributes, n= 594)

Attribute	Occupation	Mean ranking	Chi-Square	Asymp. Sig
Beaches	Unemployed	332.62	14.067	0.050

Source: Primary research

The researcher can find no explanation for unemployed respondents being concerned about beaches (Table 5.17 above). It could have happened by chance due to statistical analysis and not because of this type of occupation, where only 10.4% of the sample was unemployed. Equally, 13% of the sample had an annual household income of £40,000-49,999 and the results showed that this category was more concerned about accessibility (Table 5.18 below).

Table 5.18: Kruskal-Wallis Test (income and importance of destination attributes, n= 594)

Attribute	Income	Mean ranking	Chi-Square	Asymp. Sig
Accessibility	40000-49999	329.58	10.954	0.050

Source: Primary research

In summary, the results of this thesis showed statistical significance in different destination image attributes in relation to tourists' demographic variables. The best state for a tourism destination is when the attributes that the respondents place most importance on when choosing a holiday correspond with those also achieving high performance scores. The next section summarises Jordan's expected (organic image) performance by British and Swedish respondents (Table 5.19 below).

5.5 Jordan's organic image performance in Britain and Sweden

The aim of this section is to describe how British and Swedish potential visitors expected Jordan to perform with respect to a number of different attributes. In the organic image questionnaire (pre-visitation), respondents were asked to rate each of the 23 attributes on a scale of one to seven according to how they assessed the

attributes attached to Jordan would perform (where, 1= ‘low performance’ and 7= ‘high performance’). The performance ratings of Jordan according to these attributes are outlined in Table 5.19 below.

Table 5.19: Organic image performance of Jordan as perceived by British and Swedish tourists- descriptive analysis and percentage rating (**somewhat good, good and very good**)

Attribute	British respondents			Swedish respondents		
	Ranking of attributes	Percentage ratings	Mean ratings	Ranking of attributes	Percentage ratings	Mean ratings
People	1	94.5	5.43	4	93.4	5.77
Adventure/sports	2	93.8	5.22	6	84.3	5.12
Scenery	3	93.5	5.83	5	93.1	5.77
Beaches	4	93.5	5.21	10	79.3	4.97
Quality of services	5	92.0	5.43	11	79.0	4.85
Historical sites	6	90.5	5.83	2	96.2	6.01
Restaurants	7	89.8	5.11	17	72.1	4.75
Good value for money	8	89.5	5.32	9	79.3	4.91
Climate	9	89.5	5.23	1	96.2	6.05
Atmosphere	10	89.5	5.44	19	61.4	3.93
Religious sites	11	89.1	5.29	3	95.0	5.99
Accommodation facilities	12	88.4	5.01	14	77.1	4.71
Cost/price levels	13	87.6	5.15	13	78.4	4.82
Airport facilities	14	87.6	5.12	8	80.9	5.13
Shopping	15	87.6	5.54	12	78.7	4.98
Accessibility	16	86.2	4.97	21	51.1	3.84
Tourist information	17	86.2	4.67	20	57.1	3.85
Things to do	18	85.1	5.12	7	80.9	4.91
Nightlife	19	85.1	5.20	15	73.4	4.68
Cleanliness and hygiene	20	84.4	4.83	16	73.0	4.56
Infrastructure/transportation	21	73.8	4.73	22	42.6	3.66
Handicrafts/souvenirs	22	68.7	4.43	18	66.8	4.38
Safety	23	54.2	3.93	23	39.5	3.43
Overall image		74.2	4.45		64.9	4.04
Total (n)		275	275		319	319

Source: Primary research

According to Table 5.19 above, British respondents expected Jordan to perform best with regard to the welcome of people, opportunity for adventure and sports, beautiful scenery, having good beaches, good quality of services and having plenty of historical and cultural sites. Swedish respondents, on the other hand, expected Jordan as a tourist destination to have a good climate, plenty of historical sites, sacred country (religious sites), receptive people and beautiful scenery and natural beauty. All these attributes obtained a percentage rating over 90%. Jordan performed low for British respondents in terms of handicrafts and souvenirs, infrastructure and transportation (percentage ratings less than 80%). Swedes evaluated Jordan as performing low for infrastructure, accessibility, tourist information, safety, atmosphere, handicrafts and souvenirs, restaurants, cleanliness and hygiene, nightlife, accommodation, cost/price levels, shopping, quality of services, beaches and good value for money (15 attributes were less than 80%). On the other hand, Jordan was performing very low in terms of

five attributes (percentage ratings of less than 70% and mean ratings less than 4.0). These include infrastructure and transportation, accessibility, tourist information, safety and atmosphere.

To test the fourth and the fifth hypotheses of this research, i.e., ‘*tourists’ country of origin is more important in determining destination image and destination selection than any other factor*’ and ‘*British and Swedish potential and actual tourists perceived the image of Jordan negatively*’, the Mann Whitney U Test was employed (Table 5.20 below).

Table 5.20: Mann-Whitney U Test (nationality and organic images of Jordan, n= 594)

Attribute	Nationality	Mean ranking	Mann-Whitney U	Asymp. Sig
Cost/price	British	322.85	36892.500	0.000
Good value for money	British	326.37	35923.000	0.000
Climate	Swedish	357.60	24692.000	0.000
Things to do	British	322.40	37016.000	0.000
Nightlife	British	344.57	30918.500	0.000
Infrastructure	British	368.45	24350.000	0.000
Historical sites	Swedish	312.09	39208.500	0.018
Religious sites	Swedish	353.46	26012.500	0.000
Beaches	British	324.44	36454.500	0.000
Shopping	British	355.74	27846.000	0.000
Tourist information	British	345.54	305651.500	0.000
Cleanliness	British	312.74	39672.000	0.019
Safety	British	338.79	32507.000	0.000
Accessibility	British	372.08	23352.000	0.000
People	Swedish	327.63	34251.500	0.000
Restaurants	British	321.45	37276.500	0.000
Atmosphere	British	387.30	19167.000	0.000
Quality of services	British	352.25	28805.000	0.000
Overall image	British	322.20	37070.000	0.000

Source: Primary research

Nineteen image attributes (82.6% of the whole list, i.e. 23 attributes) showed statistical significance, i.e. ≤ 0.050 . British respondents were concerned about 15 destination image attributes such as cost/price, good value for money, infrastructure, things to do, night life, etc. whilst their Swedish counterparts were more concerned about the four attributes of climate, historical sites, religious sites and local people (Table 5.20 above). These differences substantiate how a destination image is perceived and evaluated by different nationalities and calls for the need to understand tourists’ needs and preferences. Consequently, the alternative hypothesis is accepted and the null hypothesis is rejected. Therefore, the JTB and MOTA should work closely to develop destination infra- and superstructure and tourism services and then project the right images in source countries such as Britain and Sweden.

Generally, Jordan was perceived positively by both British and Swedish respondents, but more positively in Britain than in Sweden (with overall image percentage ratings of 74.2% and 64.9% and mean ratings of 4.45 and 4.04 respectively), as shown in Table 5.19 above. The core elements of Jordan's appeal as a tourism destination, which have formed the basis of Jordan Tourism Board's (JTB) promotional approach in the last ten years, were summarised as being a safe destination to visit, hospitable and friendly people and as part of the Holy Land with diverse natural, religious and archaeological sites. It is clear, therefore, that some of Jordan's expected or organic performance corresponds with some of the images projected by the JTB, which implies that the image of Jordan as a tourism destination receives more acceptances in the British market and less in the Swedish market in the last decade.

To test the third hypothesis of this research, i.e., *'tourists' previous experience of the destination is more important in determining destination image and destination selection than any other factor'*, the following Mann Whitney U Test was employed (Table 5.21 below).

Table 5.21: Mann-Whitney U Test of visitor/non-visitor and Jordan's organic images (n= 594)

Attribute	Visited Jordan before	Mean ranking	Mann-Whitney U	Asymp. Sig
Cost/price	Yes	163.44	5335.500	0.019
Adventure	Yes	162.67	5542.000	0.048

Source: Primary research

Table 5.21 above shows the Mann Whitney U Test regarding respondents' experience with Jordan and the country's organic images. Only two destination attributes showed statistical significance, which are cost/price and adventure. The test did not show any significance for Jordan's destination attributes from those who have not visited Jordan before. This implies that experience with the destination is important for tourists to evaluate its image attributes, although there were only two attributes that showed significance. It seems there was no direct relationship between tourists' experience with Jordan and their perceptions of the country's image, as only two image attributes showed statistically significance (Table 5.21 above). This can be referred to the small proportion of the sample who had visited Jordan before, i.e. 73 respondents out of 594, 12.3% of the whole sample.

5.6 Importance and organic performance ratings compared

Organic performance ratings alone do not provide a truly accurate portrayal of Jordan's image amongst British and Swedish tourists. A comparison between the importance attached to certain attributes when choosing a holiday destination, and Jordan's organic images performance with respect to these attributes, provides a more detailed analysis (Tables 5.22 and 5.23 below). The combination of the importance and pre-visitation performance scores means that the image attributes perceived as most significant by the respondents can be highlighted and given more weight in the findings.

Table 5.22: Importance vs. Organic image performance ratings for British respondents (n= 275)

Attribute	Ranking of attribute	Importance rating		Organic Performance		Differences: Organic and importance mean ratings (+/-) ⁵⁸
		% ⁵⁴	Mean ⁵⁵	% ⁵⁶	Mean ⁵⁷	
Safety	1	95.6	6.02	84.7	4.56	-1.46
Atmosphere	2	94.9	5.78	89.5	5.44	-0.34
Scenery	3	94.5	5.59	93.5	5.83	0.24
Quality of services	4	93.5	5.63	92.0	5.44	-0.19
Climate	5	92.4	5.69	96.2	6.05	0.36
Infrastructure/transportation	6	92.4	5.45	74.2	4.73	-0.72
Beaches	7	90.5	5.46	93.5	5.21	-0.25
People	8	92.0	5.65	94.2	5.43	-0.22
Cost/price levels	9	90.9	5.62	87.6	5.15	-0.47
Adventure/sports	10	90.9	5.31	93.8	5.22	-0.09
Historical sites	11	90.2	5.44	90.5	5.83	0.39
Religious sites	12	88.1	5.61	89.1	5.29	-0.32
Good value for money	13	88.0	5.66	89.5	5.32	-0.34
Accommodation facilities	14	88.0	5.44	88.4	5.01	-0.43
Accessibility	15	85.1	5.21	86.2	4.97	-0.24
Shopping	16	84.7	5.40	87.6	5.54	0.14
Restaurants	17	84.4	5.27	89.8	5.11	-0.16
Things to do	18	82.5	5.10	85.1	5.12	0.02
Cleanliness and hygiene	19	82.2	5.15	84.4	4.83	-0.32
Tourist information	20	81.8	5.15	86.2	4.67	-0.48
Handicrafts/souvenirs	21	80.7	5.13	68.7	4.43	-0.70
Nightlife	22	74.5	4.55	85.1	5.20	0.65
Airport facilities	23	75.3	4.96	87.6	5.12	0.16

Source: Primary research

⁵⁴ Percentage of respondents rating attribute as 'important, somewhat important and very important'.

⁵⁵ Where, 1= 'not at all important' and 7= 'very important'.

⁵⁶ Percentage of respondents rating Jordan's organic performance on the attribute as 'somewhat good, good and very good'.

⁵⁷ Where, 1= 'very poor performance' and 7= 'very good performance'.

⁵⁸ Figures in bold denote negative differences between organic images of Jordan and importance of attributes when choosing a holiday destination. This implies that certain images of Jordan fell down of the importance of attributes.

Overall, the difference between the importance and organic image performance ratings for British tourists can be seen as positive for only five attributes, which are nightlife; historical sites; climate; scenery and natural beauty and airport facilities (Table 5.22 above). For each of these attributes, Jordan's expected performance rating was greater than the importance rating given by British tourists. The rest of the attributes received lower performance than importance ratings (18 attributes, 78.3% of the whole list). This means that the difference between performance and importance ratings can be regarded as negative, mostly in the following attributes: safety (-1.46); infrastructure and transportation (-0.72); handicrafts and souvenirs (-0.70); tourist information (-0.48) and cost/price levels (-0.47). For each of these attributes, Jordan's expected performance rating, according to British tourists, was lower than the importance rating. Comparison of importance and expected or organic performance scores confirms that images are comprised of both positive and negative perceptions. Comparison of organic images of Jordan and the importance of destination attributes perceived by Swedish respondents is summarised in Table 5.23 below.

Table 5.23: Importance vs. Organic image performance ratings for Swedish respondents (n= 319)

Attribute	Importance rating			Organic Performance		Differences: organic and importance mean ratings (+/-) ⁸
	Ranking	% ⁴	Mean ⁵	% ⁶	Mean ⁷	
Safety	1	96.2	6.06	60.5	3.90	-2.16
Scenery	2	95.9	5.52	93.1	5.77	0.25
Beaches	3	94.7	5.86	79.3	4.97	-0.89
Atmosphere	4	94.0	5.61	61.4	3.93	-1.68
Infrastructure/transportation	5	94.0	5.69	42.6	3.66	-2.03
Climate	6	94.0	5.83	96.2	6.05	0.22
Good value for money	7	94.0	5.58	79.3	4.91	-0.67
Shopping	8	94.0	5.55	78.7	4.98	-0.57
Cost/price levels	9	92.2	5.76	78.4	4.82	-0.94
Accommodation facilities	10	92.2	5.65	77.1	4.71	-0.94
Adventure/sports	11	91.5	5.50	84.3	5.12	-0.38
Quality of services	12	91.2	5.59	79.3	4.97	-0.62
Accessibility	13	90.3	5.54	51.1	3.84	-1.70
People	14	89.7	5.47	93.4	5.77	0.30
Historical sites	15	89.3	5.33	96.2	6.01	0.68
Things to do	16	87.1	5.30	80.9	4.91	-0.39
Religious sites	17	87.1	5.66	95.0	5.99	0.33
Tourist information	18	86.2	5.45	57.1	3.85	-1.60
Restaurants	19	85.6	5.37	72.1	4.75	-0.62
Cleanliness and hygiene	20	85.0	5.33	73.0	4.56	-0.77
Handicrafts/souvenirs	21	83.4	5.22	66.8	4.38	-0.84
Airport facilities	22	82.8	5.24	80.9	5.13	-0.11
Nightlife	23	66.8	4.29	73.4	4.68	0.39

Source: Primary research

On the other hand, Swedish respondents perceived historical sites, religious sites, nightlife, people, scenery and climate as positive attributes about Jordan. The rest of

the attributes (17, which is 73.9% of the whole list, Table 5.23 above) were seen as negative because the mean differences between Jordan's performance was less than the importance of attributes to respondents when selecting a tourism destination. This implies that the attributes of Jordan, as perceived by Swedish respondents, were seen most negative for eight attributes as regards to safety (-2.16), infrastructure (-2.03), atmosphere (-1.68), accessibility (-1.70), tourist information (-1.60), cost/price levels (-0.94), accommodation (-0.94) and beaches (-0.89). For each of these attributes, Jordan's expected performance rating, according to Swedish respondents, was lower than the importance rating. It seems that Swedish respondents evaluated Jordan more sharply and this supported the idea that Jordan is not as well known in Sweden as it is in Britain. In the whole sample (British and Swedish respondents), a number of reasons, which may account for these differences, are discussed in the following chapter, in which organic and experiential image ratings are compared.

For British respondents, the most notable discrepancies between the two sets of results are concerned with safety and security, infrastructure, handicrafts, tourist information and cost/price levels. 95.6% of British respondents rated safety and security as somewhat important, important and very important, whereas 84.7% of them rated Jordan's performance somewhat good, good, and very good on that attribute (representing a mean difference of -1.46). Although Jordan was rated very highly on the safety attribute, it was more important and higher than the performance of Jordan. Similarly, 92.4% of British respondents rated infrastructure and transportation as important/somewhat important/very important for destination selection, whilst 74.2% felt that Jordan's performance for this attribute would be somewhat good/good/very good (representing a mean difference of -0.72). A comparable situation is evident regarding handicrafts and souvenirs, whereby, 80.7% of British respondents rated that attribute as somewhat important/important or very important, whilst, 68.7% of them perceived Jordan would perform somewhat good/good or very good (representing a mean difference of -0.70). Equally, tourist information was rated as somewhat important/important or very important by 81.8% of British respondents, whilst, 86.2% of them perceived Jordan's performance on this attribute as somewhat good/good or very good (representing a mean difference of -0.48)⁵⁹. 90.9% of British respondents

⁵⁹ Here, although, the expected performance of Jordan was rated by 86.2% of British respondents as somewhat good, good and very good, the importance of tourist information was rated by 81.8% of them as somewhat

rated cost/price levels as somewhat important/important or very important, whereas 87.6% of them perceived Jordan's performance as somewhat good/good or very good on that attribute (representing a mean difference of -0.47). The overall implication is that British respondents perceived Jordan as being relatively unsafe, having low infrastructure and transportation facilities, producing low quality handicrafts/souvenirs and being relatively expensive. Nevertheless, Jordan was seen positively overall by 74.2% of British respondents with a mean average of 5.15 (Table 5.19 above).

For Swedish respondents, on the other hand, the most notable discrepancies between the two sets of results are concerned with safety and security, infrastructure, atmosphere, accessibility and tourist information. Safety was rated as somewhat important, important and very important by 96.2% of Swedish respondents, whereas only 60.5% of them believed Jordan's performance to be somewhat good, good and very good on that attribute (representing a mean difference of -2.16). Infrastructure and transportation was rated as somewhat important, important and very important by 94% of Swedish respondents and only 42.6% of them felt Jordan's performance to be somewhat good, good and very good on that attribute (representing a mean difference of -2.03). Equally, a comparable situation is evident with regard to atmosphere, through which, 94% of Swedish respondents rated it as somewhat important, important and very important, but 61.4% felt Jordan's performance to be somewhat good, good and very good on that attribute (representing a mean difference of -1.68). Accessibility was rated as somewhat important, important and very important by 90.3% of Swedish respondents, whereas, 51.1% of them believed Jordan's performance to be somewhat good, good and very good on that attribute (representing a mean difference of -1.70). Similarly, 86.2% of respondents rated tourist information as somewhat important, important and very important, whilst, 57.1% of them believed Jordan's performance to be somewhat good, good and very good on that attribute (representing a mean difference of -1.60). Similarly, 92.2% of Swedish respondents rated cost/price levels as somewhat important, important and very important, but 78.4% believed Jordan's performance to be somewhat good, good and very good on that attribute (representing a mean difference of -0.94). 92.2% of Swedish respondents rated accommodation as somewhat important, important and very

important, important and very important, the mean rating for Jordan was less the importance mean of the attribute and then it turned into a mean difference of -.50.

important, whereas, 77.1% of them believed Jordan's performance to be somewhat good, good and very good on that attribute (representing a mean difference of -0.94). Finally, 'beaches', on the other hand, was rated as somewhat important, important and very important by 94.7% of respondents, but 79.3% felt Jordan's performance to be somewhat good, good and very good on that attribute (representing a mean difference of -0.89). This suggests that Jordan is perceived as an unsafe destination to visit, has poor infrastructure, unrest atmosphere, inaccessible destination, offering poor tourist information, is a relatively expensive destination to visit, has poor beaches and offers poor accommodation facilities. However, the overall image of Jordan was seen positively by 77.7% of Swedish respondents with a mean average of 4.74 (Table 5.19 above).

The fact that certain attributes received lower organic than importance ratings raises serious questions regarding why people choose to visit Jordan and then suggests that the key facets of Jordan's appeal as a destination are not as influential as those involved in image management and marketing might think. However, it is important to note that a tourism destination is an amalgam of different attributes (Buhalis 2000), where some variables obviously 'offset' those with relatively poor organic performance scores, given that people still come to Jordan from both Britain and Sweden. In this case, factors such as scenery, historical sites, climate, religious sites and airport facilities help to offset, for example, accommodation facilities, accessibility, cleanliness and infrastructure. However, they will definitely not balance the attribute of safety and security. This issue is explored further in the following chapter in which comparisons are also drawn with experiential scores and possible implications with respect to tourists' future behaviour in terms of repeat visits and word-of-mouth recommendations.

5.7 Holistic images of Jordan as a tourism destination

As stated in chapter 2, destination image should be envisioned as having two main components, those that are attribute-based and those that are holistic. Each of these components in turn contains functional (or tangible) and psychological (or intangible) characteristics. Furthermore, images of destinations can range from those based on common functional and psychological traits to those based on more distinctive or even unique features, events, feelings or auras (Echtner and Ritchie 1993). The purpose of rating scales in the questionnaire was to focus on the common, attribute-based components of Jordan's tourism destination image. Open-ended questions were used to substantiate the findings from this quantitative research as they provide detailed holistic impressions of the destination (qualitative). The aim of this section, therefore, is to present the findings from the three open-ended questions adapted from Echtner and Ritchie (1993). The most frequent responses to the three open-ended questions contained in the pre-visitation questionnaire are summarised below. For each open-ended question, the responses given by more than five per cent of respondents are listed in Tables 5.24-5.27 below.

5.7.1 Question 1: When you think of Jordan as a holiday destination, what word or statement comes to your mind?

Table 5.24: Words/statements about Jordan mentioned by British and Swedish respondents

Word/statement	Whole sample		British respondents		Swedish respondents	
	n	%	n	%	n	%
Safety, security, unrest	127	27.0	53	22.5	74	31.6
Religion and faith (Baptism Site, Mount Nebo, Holy Land)	56	11.9	41	17.4	15	6.4
History and culture	54	11.5	37	15.7	17	7.3
People (Bedouins, hospitality, friendliness)	49	10.4	36	15.3	13	5.6
Petra	47	10.0	28	11.9	19	8.1
Royal Family (King Hussein, King Abdullah II, Queen Rania)	32	6.8	20	7.3	12	5.1
Scenery, landscape, desert, weather	19	4.0	10	4.2	9	3.8
Relation to Britain (Lawrence of Arabia, Glubb Pasha)	11	2.3	11	4.7	-	-
Nothing, do not know, no idea	75	16.0	-	-	75	32.1
Total responses	470	100.0	236	100.0	234	100.0

Source: Primary research

The first question concerned the images or characteristics, which are most readily associated with Jordan. Four hundred and seventy respondents answered this question, representing a 79.1% response rate, of which there were 236 British respondents to this question and 234 Swedish ones (representing 39.7%, and 39.4% response rates respectively). However, there were 395 respondents (66.5%) of the

whole sample who had any image about Jordan, Of which 236 were British respondents (39.7%) and 159 were Swedish (26.8%). In addition, 32.1% of Swedish respondents had no specific image about Jordan; they mentioned ‘nothing/do not know/no idea’, (Table 5.24 above). Where respondents gave more than one reply, only the first response was recorded (Moital 2006).

The most prevalent images, given by 27% of respondents, related to safety and security, unrest, war, etc (Table 5.24 above). British and Swedish respondents are concerned greatly about safety and security (22.5% and 31.6% respectively); this agrees with the latest report by the JTB (2010) about the British market situation. Although people friendliness was given by 5.6%, people still think that Jordanian people are receptive and generous, as one British woman said:

‘I will never forget the invitation by a Jordanian Bedouin at Wadi Rum to take coffee and Mansaf [The national dish of Jordan: lamb seasoned with aromatic herbs]. It was very delicious and represented the generosity of those original people’

Images related to religion constituted 11.9% of total responses (River Jordan, Jesus, Baptism Site of the Christ, John the Baptist, pilgrimage, Moses, Mount Nebo, Islamic Shrines, Holy Land, a cradle of Monotheist religions, Crusaders, etc). Respondents referred to the stories of Moses, Jesus, Lot and Mohammad and saw Jordan as part of the Holy Land. This emphasised the importance of religious belief as a constituent of Jordan’s image and its impact on the formation of the country’s image. This will be discussed in further detail in section 5.9 of this chapter. More than 11% of respondents viewed Jordan as having plentiful historical and archaeological heritages (Greco-Roman-Byzantine and Muslim epochs). Petra (The Red Rose City), one of the spectacular and amazing architectural sites of the pre-Christian Era, was mentioned by 10% of respondents.

A large number of respondents perceived Jordan as a safe, secure and politically stable destination (27%, Table 5.24 above) as in the following stories:

‘When I was on my trip to Petra and I fell down in the Siq, I got help directly by the tourist police and they took me to the hospital.’ said a Swedish woman. Another story was by a British man who lost his wallet

in a taxi and the taxi driver returned it back to the hotel where the tourist stayed’.

On the other hand, some still think that the country is unsafe and were concerned about safety and security. It is not easy for some people to distinguish Jordan from the troubled unrest in the Middle East. For about 7% of responses (7.3% by British respondents and 5.1% by their Swedish counterparts), the image of the country linked to the Head of State, the King of Jordan (either the late King Hussein or the current King Abdullah II)⁶⁰. Less than 5% of respondents (only British respondents, Table 5.24 above) associated Jordan with Britain and named two important characters of Britain’s historic links with Jordan. The first is T E Lawrence, better known as Lawrence of Arabia, a British liaison officer during the Arab Revolt (1916-1918) and the second is Sir John Bagot Glubb, better known as Glubb Pasha, a British officer best known for leading and training the Transjordan’s Arab Legion (1939-1956). Desert, scenery and weather of Jordan were mentioned by 4% of respondents who felt that weather in Jordan is nice and pleasant whilst a few saw it as hot and dry. The Desert of Wadi Rum amazed respondents a lot.

5.7.1.1 Sources of organic images about Jordan

Table 5.25: Sources of words/statements (images) about Jordan by British and Swedish tourists

Source	Whole sample		British respondents		Swedish respondents	
	n	%	n	%	n	%
Family/friends (word-of-mouth)	149	25.1	73	26.5	76	23.8
Internet	119	21.7	21	7.6	98	30.7
Media	99	16.7	58	21.1	41	12.9
Been in similar destinations	85	14.3	49	17.8	36	11.3
Been there	73	12.3	46	16.7	27	8.5
Guide books	38	6.4	17	6.2	21	6.6
Advices from tour operators	31	5.2	11	4.0	20	6.3
Total responses	594	100.0	275	100.0	319	100.0

Source: Primary research

In relation to question 1 above, respondents were asked about the sources of words and statements they already knew about Jordan (Table 5.25 above). Gunn (1997, p.37) proposes that social narratives in terms of word-of-mouth recommendations from family and friends constitute an important source of organic images about a destination. One fifth of the sample developed their organic images about Jordan though social narratives such as ‘word-of-mouth’ from family and friends (25.1%),

⁶⁰ King Hussein ruled Jordan slightly less than 50 years and died in 7 February 1999 and was succeeded by his eldest son current King Abdullah II.

followed by the Internet (21.7%) and the Media (16.7%). Interestingly, Swedish respondents depended upon the Internet (30.7%) as a source of information about Jordan more than their British counterparts did. This might refer to Internet usage in Sweden, which is higher than that in Britain, representing 89.2% and 76.4% respectively (<http://www.internetworldstats.com/europa.htm>) and be due to other factors such as historical and cultural relations between Jordan and Britain and Sweden. Another explanation for the higher proportion of Swedes utilising the Internet to search about Jordan might be the shortage of destination information offered by the JTB or the Government of Jordan; for example, the JTB has no office in Stockholm. Additionally, Jordan has no embassy in Sweden and there are still no direct flights between Sweden and Jordan. As regards induced image, these results have the implication that destination marketing and promotion were not utilised because no one mentioned receiving any information about Jordan through the JTB's promotional material or advertising (0.0%). This agrees with the findings of another study by the author on curative tourism in Jordan (2002), where over half of that sample (55.2%, n=210) learned about Jordan through relatives and friends. More than 12% of respondents have been to Jordan and more than 14% been to similar destinations such as Egypt, Israel and Syria. Guidebooks were mentioned by 8.1% of the whole sample.

5.7.2 Question 2: Describe the atmosphere or mood you would feel/expect to experience while visiting Jordan?

The second open-ended question focused on the ambience that visitors expected to find when visiting Jordan. There were 536 respondents to this question (90.2% response rate). Respondents gave more than one reply and only the first response was recorded. Table 5.26 below documents how British and Swedish respondents felt the atmosphere of Jordan would be.

Table 5.26: Atmosphere or mood about Jordan expected by British and Swedish respondents

Word/statement	Whole sample		British respondents		Swedish respondents	
	n	%	n	%	n	%
Welcoming/hospitable/friendly	230	42.9	120	43.6	110	42.1
Relaxing/restful, peaceful, calm	98	18.3	79	28.7	19	7.3
Unrest, scary, stressful, warfare	84	15.7	13	4.7	71	27.2
Religious, spiritual, saintly, holy	81	15.1	44	16.0	37	14.2
Attractive/interesting	43	8.0	19	6.9	24	9.2
Total responses	536	100.0	275	100.0	261	100.0

Source: Primary research

Welcoming/friendly/hospitable/warm atmosphere were the most common responses, listed by almost 43% of respondents. Relaxing/restful were referred to by 18% of respondents. Unrest/scary/stress/war was mentioned by 15.7% of respondents. Religious, spiritual, saintly and holy were mentioned by 15.1% of the whole sample. A large number of respondents associated Jordanian people with welcoming, friendly, warmth, receptive. Therefore, the atmosphere of Jordan is conceived mainly in terms of the local people.

5.7.3 Question 3: What major unique or distinctive destination attribute about Jordan do you already know of?

Table 5.27: Unique attributes or distinctive attractions in Jordan

Attraction	Whole sample		British respondents		Swedish respondents	
	n	%	n	%	n	%
Petra (Red Rose City)	74	25	55	30.4	19	16.5
Baptism Site of Jesus Christ	63	21.2	51	28.2	12	10.4
Dead Sea, Sodom and Gomorra	44	14.9	34	18.8	10	8.7
Amman, Jerash, Madaba	30	10.1	25	13.8	5	4.3
Wadi Rum Desert (footsteps of Lawrence of Arabia)	20	6.8	16	8.8	4	3.5
Nothing, no idea, don't know	65	22.0	0	0.0	65	56.5
Total responses	296	100.0	181	100.0	115	100.0

Source: Primary research

The third question dealt with the respondents' knowledge of tourist attractions in Jordan. There were 296 (181 Britons and 115 Swedes) respondents to this question (49.8% response rate, of which 30.5% were Britons and 19.4% were Swedes). This means that only 231 respondents (38.9%) of the whole sample could mention a unique tourist attraction of Jordan. Respondents gave more than one reply and only the first response was recorded (Table 5.27 above). Additionally, the holistic images of Jordan were explained in Kapferer's hexagonal model in Figure 5.1 below.

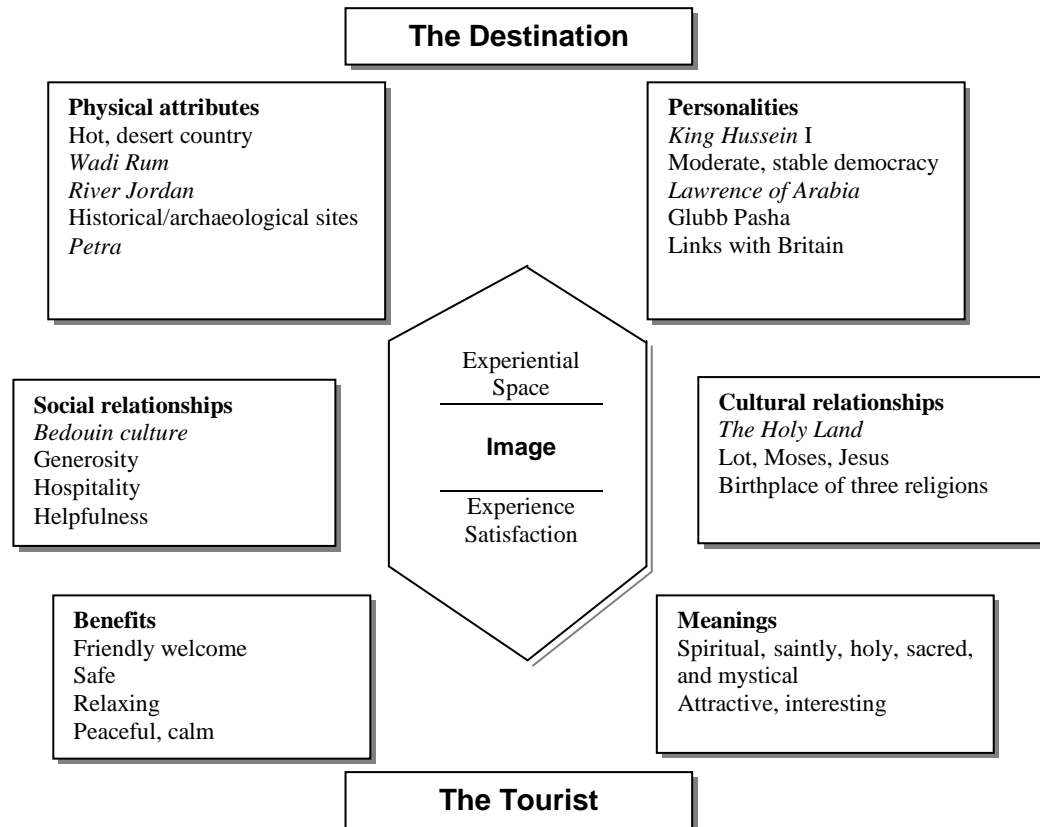


Figure 5.1: Holistic images of Jordan based on Kapferer's prism of brand identity (1998, 2008). *Unique attributes shown in italics*

The unique Nabataea city of Petra was the most common response, mentioned by 30.4% of British respondents and 16.5% of Swedish counterparts. The Baptism Site of Jesus as a holy and religious place was the most commonly mentioned sacred place in Jordan (28.2% of Britons and 10.4% of Swedes). Other religious places included Mount Nebo, where it is said that Moses died, the place where John the Baptist was beheaded, Cave of Lot on the Dead Sea and many Islamic Shrines. The Dead Sea and its healing powers as well as the cities of Sodom and Gomorra were mentioned by about 18.8% of British respondents and 8.7% of their Swedish counterparts. The Greco-Roman cities of Jerash, Amman and Madaba were cited by 13.8% of British respondents and only 4.3% of Swedish ones. Finally, the desert of Wadi Rum, where Lawrence of Arabia took part in the Arab Revolt against the Turks between 1916 and 1918, was mentioned by 8.8% of British respondent and only 3.5% of their Swedish counterparts. A substantial number of Swedish respondents mentioned that 'nothing' was unique about Jordan (56.5% of respondents). This implies that Jordan is not well known and therefore their images about Jordan tend to be organic to a greater degree. Petra was the attraction most cited by respondents, due its uniqueness in the world.

Petra is one of Jordan's world heritage sites. The city was built in the sculpted rock cliffs by the Nabataeans, an Arab tribe that flourished from around the 4th Century BC until 106 AD, when the Romans conquered it in the time of Emperor Hadrian. This question resulted in 50.2% as missing responses (both British and Swedish), which means that more than half of the sample could not identify a unique attraction in Jordan.

5.8 Jordan's common/attribute-based organic and holistic images amongst British and Swedish tourists

The purpose of this section is to combine the findings from the open-ended questions outlined above, with the expected or pre-visitation performance rating attributes in order to provide a complete picture of Jordan's destination image amongst British and Swedish visitors. Chapter 2 (literature review) presented destination image as a three-dimensional figure; however, given the difficulty of dealing in three dimensions, Figures 5.1- 5.4 divide the components of destination image into a series of two-dimensional diagrams. The functional-psychological and attribute-holistic components of Jordan's destination image amongst British respondents are illustrated in Figures 5.1 and 5.2, whilst Figures 5.3 and 5.4 demonstrate the functional-psychological and common-unique components of Jordan's image amongst Swedish respondents.

FUNCTIONAL CHARACTERISTICS	
A T T R I B U T E	Historical sites (5.83) Scenery (5.83) Shopping (5.54) Religious sites (5.29) Climate (5.23) Adventure/sports (5.22) Beaches (5.21) Nightlife (5.20) Cost/price levels (5.15) Airport facilities (5.12) Things for tourists to do (5.12) Restaurants (5.11) Accommodation facilities (5.01)
	Jordanian people, Bedouins (21.5%) Religion and faith (Baptism Site, Mont Nebo, the Holy Land (21.1%) History and culture (16%) King of Jordan, Royal Family (9.1%) Petra (8.4%) British figures, e.g. Lawrence of Arabia, Glubb Pasha (6.5%) Scenery and natural beauty, desert, weather (5.8%)
	H O L I S T I C
PSYCHOLOGICAL CHARACTERISTICS	
	Atmosphere (5.44) Quality of services (5.44) People/hospitality (5.43) Good value for money (5.32) Accessibility (4.97) Safety (4.56)
	People /hospitable, friendly, warmth, welcoming (21.5%) Religious, spiritual, saintly, holy (21.1%) Safety, security, unrest (11.6%)

Figure 5.2: Functional-psychological and attribute-holistic components of Jordan's destination image amongst British respondents⁶¹

The organic performance ratings were the source of data for the attribute information in terms of both functional and psychological characteristics, whilst the holistic functional and psychological imagery was supplied by the responses to the open-ended questions by British respondents. Scores for functional attributes of Jordan are presented in the upper left quadrant of Figure 5.2 above. These include the ratings for many attributes such as historical sites, scenery, shopping, religious sites, climate, etc. The lower left quadrant of the figure demonstrates scores for various psychological attributes such as atmosphere, quality of services, local people are friendly, good value for money, safety, etc. The open-ended questions supplied data for the right quadrants of the figure, providing more detailed information with respect to certain attributes. Data from question 1 (sub-section 5.7.1 above) described the functional holistic image, in other words, it provided a mental picture of physical characteristics

⁶¹ Only attributes with an expected/pre-visitation performance mean rating greater than five were used.

(for example, Jesus' Baptism Site). The responses to question 2 (subsection 5.7.2 above) provided holistic images of psychological traits in terms of the general feeling or atmosphere of the destination (for example, welcoming, relaxing, peaceful, etc). The characteristics noted in the lower right quadrant emphasise the importance of people and religion (spiritual, saintly, holy) in terms of Jordan's image in Britain. Figure 5.2 above thus summarises the key facets of Jordan's image as a tourism destination amongst British tourists in terms of individual attributes (such as people, history and religion, etc) as well as more holistic images (such as Petra, Jesus Baptism Site, Dead Sea, etc.). The functional-psychological and common-unique components of Jordan's destination image for British tourists are demonstrated in Figure 5.3 below. The organic performance ratings measured the common characteristics of Jordan's image in terms of both functional and psychological attributes (left quadrants of the figure). Data for the right side of the figure were obtained from responses to open-ended questions. Question 3 (subsection 5.7.3 above) provided data for unique functional characteristics, which help to differentiate Jordan from competitors; for example, Petra, Wadi Rum and the Dead Sea of Jordan⁶². The data provided by question 2 (subsection 5.7.2 above) were included in the lower right quadrant (Figure 5.3 below) because they describe Jordan's distinctive overall mood or atmosphere. Religious Jordan is included here as a constituent of Jordan's image to contribute significantly to the atmosphere, as well as other factors such as warmth and hospitality. Figure 5.3 below thus summarises the main elements of Jordan's image in Britain in terms of common and unique components (for example, Petra, Jesus' Baptism Site, the Dead Sea, Desert of Wadi Rum, etc).

⁶² Obviously, the Dead Sea is not only unique for Jordan; it is unique also to both Israel and Palestine that share the western part of the sea. However, the Dead Sea is one of special features to Jordan as a tourism destination, which has helped to differentiate the country from other competitors in the region (Jordan has the whole eastern part of the Dead Sea).

FUNCTIONAL CHARACTERISTICS	
C O M M O N	Historical sites (5.83) Scenery (5.83) Shopping (5.54) Religious sites (5.29) Climate (5.23) Adventure/sports (5.22) Beaches (5.21) Nightlife (5.20) Cost/price levels (5.15) Airport facilities (5.12) Things for tourists to do (5.12) Restaurants (5.11) Accommodation facilities (5.01)
	Petra, Red Rose City (30.4%) (Baptism Site of Jesus Christ (28.2%) Dead Sea, Sodom and Gomorra (18.8%) Amman, Jerash, Madaba (13.8%) Desert of Wadi Rum, footsteps of Lawrence of Arabia (8.8%)
	U N I Q U E
PSYCHOLOGICAL CHARACTERISTICS	
	Atmosphere (5.44) Quality of services (5.44) People/hospitality (5.43) Good value for money (5.32) Accessibility (4.97) Safety (4.56)
	Welcoming, hospitable, friendly (43.6%) Relaxing, restful, peaceful (28.7) Religious, spiritual, saintly, holy (16.0%) Attractive/interesting (6.9%) Safety, security, unrest, warfare (4.7%)

Figure 5.3: Functional-psychological and common-unique components of Jordan's destination image amongst British respondents⁶³

On the other hand, functional-psychological and common-unique components of Jordan's image amongst Swedish respondents are summarised in Figures 5.4 and 5.5 below. Scores for functional attributes of Jordan, as perceived by Swedish respondents, are presented in the upper left quadrant of Figure 5.4 below. These include ratings of many attributes such as climate, historical sites, religious sites, scenery, etc. The lower left quadrant of the figure demonstrates the scores for various psychological attributes such as local people are friendly, good value for money and quality of services. The open-ended questions supplied data for the right quadrants of the figure, as these provided information that was more detailed with respect to certain attributes. Data from question 1 (subsection 5.7.1 above) described the functional holistic image, in other words, provided a mental picture of physical characteristics such as Petra, historical sites, religious sites, people of Jordan, the royal family, etc. More interestingly, a large number of Swedish respondents (43.6%) mentioned they

⁶³ Only attributes with an expected/organic performance mean rating greater than four were used.

knew nothing about Jordan when asked about words or statement they already knew (Question 1, Table 5.32, subsection 5.7.1 above). This implies that Jordan as a tourism destination is not well established in the Swedish market.

The responses to question 2 (subsection 5.7.2 above) provided holistic images of psychological traits in terms of the general feeling or atmosphere of the destination, as perceived by Swedish respondents (for example, safety and security, religious,/holy, friendly people, etc.). The characteristics noted in the lower right quadrant emphasise the importance of safety, religious (spiritual, saintly, holy) and people (welcoming, hospitable, friendly) in terms of Jordan's image in Sweden. Figure 5.4 thus summarises the key facets of Jordan's image as a tourism destination amongst Swedish tourists in terms of individual attributes (such as climate, history, religion, scenery, people, etc), as well as more holistic images (such as Petra, historical sites, religious sites, people, etc). The functional-psychological and common-unique components of Jordan's destination image for Swedish tourists are demonstrated in Figure 5.4 below. The organic performance ratings measured the common characteristics of Jordan's image in terms of both functional and psychological attributes (left quadrants of the figure). Data for the right side of the figure were obtained from responses to open-ended questions. Question 3 (subsection 5.7.3 above) provided data for unique functional characteristics, which help to differentiate Jordan from competitors; for example Petra, Baptism Site and the Dead Sea of Jordan. The data provided by question 2 (subsection 5.7.2 above) were included in the lower right quadrant (Figure 5.4 below) because they describe Jordan's distinctive overall mood or atmosphere. Religious Jordan is included here as a constituent of Jordan's image to contribute significantly to the atmosphere, as well as other factors such as warmth and hospitality. Figure 5.4 thus summarises the main elements of Jordan's image in Swedish in terms of common and unique components (for example, Petra, Jesus Baptism Site, the Dead Sea, etc). A large number of Swedish respondents mentioned that they knew nothing about anything unique in Jordan (56.5%), which adds to the lack of knowledge about Jordan in the Swedish market.

FUNCTIONAL CHARACTERISTICS	
<p>Climate (6.05) Historical sites (6.01) Religious sites (5.99) Scenery (5.77) Airport facilities (5.13) Adventure/sports (5.12) Shopping (4.98) Beaches (4.97) Cost/price levels (4.85) Things for tourists to do (5.12) Restaurants (5.11) Accommodation facilities (5.01)</p>	<p>Petra (8.1%) History and culture (7.3%) Religion and faith (6.4%) People (5.6%) Royal Family (3.8%) Scenery (5.8%) Nothing (43.6%)</p>
A T T R I B U T E	H O L I S T I C
PSYCHOLOGICAL CHARACTERISTICS	
<p>People/hospitality (5.77) Good value for money (4.91) Quality of services (4.85)</p>	<p>Safety, security, unrest (20.1%) Religious, spiritual, holy (6.4%) People /hospitable, friendly, warmth, welcoming (5.6%)</p>

Figure 5.4: Functional-psychological and attribute-holistic components of Jordan’s destination image amongst Swedish respondents⁶⁴

⁶⁴ Only attributes with an expected/pre-visitation performance mean rating greater than four were used.

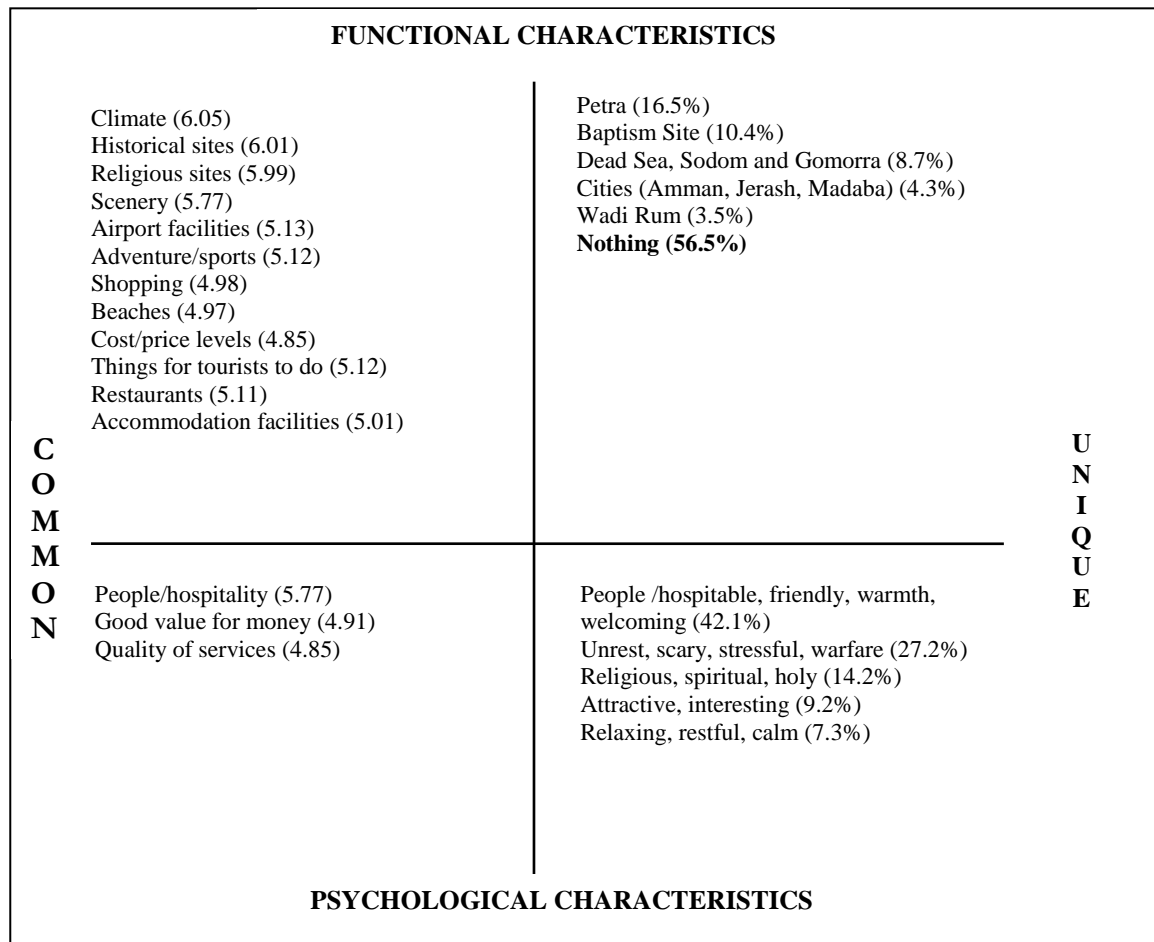


Figure 5.5: Functional-psychological and common-unique components of Jordan's destination image amongst Swedish respondents⁶⁵

The enforced separation of imagery into organised quadrants is somewhat artificial, resulting in a degree of overlap within and between the diagrams⁶⁶. For example, there are references to the Jordanian welcome of people in 3 quadrants of Figures 5.2 and 5.4 above and in 2 quadrants of Figures 5.3 and 5.5 above. Similarly, religion, religious sites and religious atmosphere appear in three quadrants of Figures (5.2-5.5 above). 'Nothing' about Jordan appeared once in both Figures 5.4 and 5.5 above, as perceived by Swedish respondents. The fact that certain attributes feature in more than one quadrant as well as in both diagrams emphasises their importance as constituents of Jordan's destination image in Britain and Sweden. Clearly, Jordan's destination image should be seen as an interacting and interdependent mix of both figures.

⁶⁵ Only attributes with an expected/organic performance mean rating greater than four were used.

⁶⁶ Echtner and Ritchie (1993) present their results using a third figure, with common/unique characteristics on one axis and attribute/holistic imagery on the other.

5.9 Religious belief as a constituent of Jordan's tourism image

In chapter 2, it was established that religious beliefs and commitment to religion could play a role in raising the profile of a tourism destination, and help stimulate latent and new demand, whilst in chapters 5 and 6, religious belief is shown to feature strongly amongst the images of Jordan projected internationally. This section focuses on the importance of religion for British and Swedish tourists generally, as well as the significance of religion as a constituent of Jordan's destination image in Britain and Sweden.

The focus of this section is the influence of tourists' religious beliefs and traditions upon destination image and destination selection. The literature suggests that an individual's image of a destination is influenced by their beliefs, attitudes and values. These are partly derived from the cultural traditions and narratives learnt from their upbringing and social environment. Religion is an important element of that culture. Research was undertaken to measure potential tourists' perceptions of the attributes of Jordan and their holistic images of the destination, using a framework derived from Echtner and Ritchie (1993). Respondents were also asked to state the strength of their religious belief and their commitment to practising their religion. As a control element, they were also asked about their commitment to other cultural factors – their monarchy, their national football team, their parliament and the European Union. Kruskal-Wallis Tests found significant differences in perceptions and attitudes towards Jordan among tourists based on their strength of religious belief and their commitment to practising their religion. However, these religious factors did not seem to influence the images of Jordan chosen in unprompted open questions. Whilst religious sites and associations are important elements of Jordan as a tourist destination, the results suggest that they work as facets of a broader historical and cultural image which appeals to believers and non-believers alike.

This thesis examined how potential and actual British and Swedish tourists to the Hashemite Kingdom of Jordan differ in their images based upon their degree of religious belief and their nationality. This is discussed in the following sections.

5.9.1 Importance of religious belief for British and Swedish markets

Analysis of religious participation reveals a number of interrelated factors, which can largely account for differences in religious consumption between individuals. To test the second hypothesis of research, i.e., *'tourists' strength of religious belief and their religious commitment are more important in determining destination image and destination selection than any other factor'*, the following subsections detail whether the alternative hypothesis is true or not and this is followed by a presentation and discussion of each test.

5.9.1.1 Respondents' strength of religious belief and Jordan's organic attributes (functional/psychological)

Respondents were asked to rate the strength of their religious belief on a scale of 1-7. Two hundred and eighty respondents rated their belief as strong (5-7 on the scale), 243 respondents as weak (1-3) and 71 respondents in the neutral midpoint (4). They were also asked to rate their commitment to the practice of their religion, which produced very similar results: 280 rated their commitment as strong (5-7), 243 as weak (1-3) and 69 in the neutral midpoint (4). Sood and Nasu (1995, p.4) used a similar classification for the strength of religious belief in their study based on median scores, i.e. higher than 3.5 were considered religious, and those with scores of 3.35 or lower were labelled casually religious. There was a relatively equal distribution of religiosity by gender in the sample as 27.3% of the women and 19.7% of the men were measured as devout. However, there was a considerable difference by religion/nationality, as only 33.2% of the Swedish respondents were religious compared to nearly 63% of the British respondents. The Britons had an average religiosity score of 3.49 (SD = 2.131), and the Swedes measured 2.40 (SD = 2.403).

There were significant differences in tourists' organic images about Jordan between the religious and non-religious (Table 5.28 below). Therefore, the alternative hypothesis is accepted that a tourist's religious belief is an important factor to determine their destination image about Jordan and the selection of that destination in the future based on these results.

Table 5.28: Kruskal-Wallis Test of respondents' strength of religious belief and Jordan's organic images (n= 594)

Attribute	Strength of religious belief	Mean ranking	Chi-Square	Asymp. Sig
Climate	Religious	314.39	15.209	0.019
Nightlife	Neutral	365.21	17.777	0.007
Infrastructure	Religious	386.53	36.827	0.000
Religious sites	Not-religious	328.19	29.392	0.000
Shopping	Religious	324.80	15.195	0.019
Tourist information	Religious	359.34	29.036	0.000
Cleanliness	Neutral	330.92	18.688	0.005
Accessibility	Religious	400.59	38.581	0.000
Atmosphere	Religious	369.53	19.710	0.003
Quality of services	Religious	353.30	21.756	0.001

Source: Primary research

The Kruskal-Wallis Test was employed to measure if there was a statistical significance between respondents' religious belief and Jordan's organic images, which was found in 10 image attributes (Table 5.28 above). Religious tourists perceived Jordan's image positively in terms of climate, infrastructure, shopping, tourist information, accessibility, atmosphere and quality of services, while non-religious ones perceived Jordan's image in terms of religious sites, and those who were neutral in their belief perceived Jordan's in terms of nightlife and cleanliness. This test measures only the relationship between tourists' evaluation of Jordan's performance on certain attributes when the significance is ≤ 0.050 . Therefore, it seems religious respondents (British and Swedish) perceived Jordan's image more differently than those who were less devout or neutral in their religious belief. Consequently, the alternative hypothesis is accepted (i.e. tourists' strength of religious belief is important in determining destination image and then destination selection and the null one is rejected'.

Table 5.29: Kruskal-Wallis Test of respondents' religious affiliation and Jordan's organic images (n= 594)

Attribute	Religious affiliation	Mean ranking	Chi-Square	Asymp. Sig
Cost/price	Pagan	387.66	14.344	0.045
Infrastructure	Atheist	388.18	17.063	0.017
Tourist information	Buddhist	345.75	14.015	0.050

Source: Primary research

In order to examine where the significant differences lie, a cross-tabulation between those variables is summarised in Table 5.30 below.

Table 5.30: Cross-tabulation between respondents' strength of religious belief and Jordan's attributes. Percentage in each category rating Jordan's performance highly under each attribute.

Attribute		Nonreligious (n= 243)	Neutral (n= 71)	Religious (n= 280)
Climate	<i>Performs high</i>	224 (92.2%)	69 (97.2%)	260 (92.9%)
Nightlife	<i>Performs high</i>	185 (76.1%)	58 (81.7%)	225 (80.4%)
Infrastructure	<i>Performs high</i>	118 (48.6%)	50 (70.4%)	186 (84.2)
Religious sites	<i>Performs high</i>	222 (91.4)	69 (97.2%)	257 (91.8%)
Shopping	<i>Performs high</i>	201 (82.7%)	59 (83.1%)	232 (82.9%)
Tourist information	<i>Performs high</i>	155 (63.8%)	53 (74.6%)	211 (75.4%)
Accessibility	<i>Performs high</i>	149 (61.3%)	46 (64.8%)	205 (73.2%)
Atmosphere	<i>Performs high</i>	173 (71.2%)	56 (78.9%)	213 (76.1%)
Quality of services	<i>Performs high</i>	197 (81.1%)	62 (87.3%)	246 (87.9%)

Source: Primary research

Table 5.30 above shows the percentage of those in each of the three groups who rated the performance of Jordan high in those attributes. It shows that those without religious beliefs were less likely to have a high opinion of Jordan as a tourist destination than those with some degree of belief. Therefore, this appears to confirm the hypothesis that '*a tourist with a strong religious belief will have different perceptions of a destination from those tourists with no strong religious belief for the same destination*'.

5.9.1.2 Respondents' commitment to practise their religion and Jordan's image attributes (functional/psychological)

Respondents were asked to rate their commitment to practising their religion, which produced very similar results: 280 rated their commitment as strong (5-7) 245 as weak (1-3) and 69 in the neutral midpoint (4).

A Kruskal-Wallis Test was employed to know if there was a relationship between respondents' strength of religious belief and Jordan's destination attributes. A statistical significance was found in ten attributes (significance ≤ 0.050): climate, nightlife, infrastructure, religious sites, shopping, tourist information, accessibility, atmosphere and quality of services (Table 5.31 below).

Table 5.31: Kruskal-Wallis Test of respondents' religious commitment and Jordan's common organic images (n= 594)

Attribute	Religious commitment	Mean ranking	Chi-Square	Asymp. Sig
Climate	Neutral	341.78	15.569	0.016
Nightlife	Committed	365.21	19.071	0.004
Infrastructure	Committed	386.53	37.066	0.000
Religious sites	Neutral	336.64	27.970	0.000
Shopping	Committed	349.37	13.390	0.037
Tourist information	Committed	359.34	28.955	0.000
Cleanliness	Committed	342.07	18.258	0.006
Accessibility	Committed	400.54	38.768	0.000
Atmosphere	Committed	369.53	17.547	0.007
Quality of services	Committed	349.74	21.309	0.002

Source: Primary research

The same tests were made using commitment to practising religion as the variable. Table 5.32 below shows the results for the attributes shown as significant through a Kruskal-Wallis Test. Again the performance of Jordan in the selected attributes is more likely to be rated highly by those with some degree of commitment to the practice of religion than by those who have no commitment.

Table 5.32: Cross-tabulation between respondents' commitment to practise their religion and Jordan's organic image performance. Percentage in each category rating Jordan's performance highly under each attribute

Attribute		Nonreligious (n= 245)	Neutral (n= 69)	Religious (n= 280)
Climate	<i>Performs high</i>	226 (92.2%)	67 (97.1%)	260 (92.9%)
Nightlife	<i>Performs high</i>	186 (75.9%)	57 (82.6%)	244 (87.1%)
Infrastructure	<i>Performs high</i>	118 (48.2%)	36 (52.2%)	186 (66.4%)
Religious sites	<i>Performs high</i>	224 (91.2%)	43 (62.3%)	257 (91.8%)
Shopping	<i>Performs high</i>	203 (82.9%)	57 (82.6%)	232 (82.9%)
Tourist information	<i>Performs high</i>	157 (64.1%)	51 (73.9%)	211 (75.4%)
Accessibility	<i>Performs high</i>	151 (61.6%)	44 (63.8%)	205 (73.2%)
Atmosphere	<i>Performs high</i>	176 (71.8%)	53 (76.8%)	213 (76.1%)
Quality of services	<i>Performs high</i>	200 (81.6%)	59 (85.5%)	246 (87.9%)

Source: Primary research

The same Kruskal-Wallis Tests were carried out on the relationships between the perceived attributes of Jordan and the strength of commitment to the monarchy, the national football team, the European Union and the parliament. Very few significant differences were detected by these tests in comparison to those detected in the relationships concerning religious belief and commitment to practise their religion.

These results appear to indicate there is a real relationship between the strength of a person's religious belief and how he or she perceives Jordan as a tourist destination. What the statistics cannot do is explain why this effect should be felt in attributes such as climate, shopping, accessibility and tourist information. One possibility is that those who associate Jordan with the stories of their religion are more favourably

disposed towards the country than those with no such associations. It should be noted, however, that the overall perceptions of Jordan are high in the majority of both religious and non-religious respondents. The differences detected are those of degree of positive perceptions rather than between positive and negative perceptions.

5.9.1.3 Respondents' strength of religious belief and Jordan's holistic images

If the hypothesis were correct, then the images chosen by tourists with a strong religious belief would be different from those tourists with no strong religious belief. In fact, the same images were chosen by very similar percentages of non-religious and religious respondents and, overall, 21.2% of the sample chose these images. The images were chosen by 20% of those with strong religious belief, and 20% of those with little or no belief, which suggests that belief is unlikely to be a significant factor.

These results are expressed in Table 5.33 as index numbers where the overall percentage choosing each image is taken as 100, so the variations can be seen clearly.

Table 5.33: Index of variations in the percentage choosing each image in the three categories of religious belief compared to the overall percentage of the sample

Image	Total (Freq & %)	Nonreligious	Neutral	Religious
People/hospitality	113 (22.2%)	41% (117)	8.8% (75)	49.6% (93)
Religion	108(21.2%)	32.4% (93)	18.5% (157)	49% (92)
History	81 (15.9%)	29.6% (85)	11.1% (94)	59.3% (111)
Safety	60 (11.8%)	31.7% (90)	13.3% (113)	55% (103)
King of Jordan	46 (9%)	37% (106)	13% (111)	50% (94)
Petra	42(8.3%)	30.8% (88)	2.4% (20)	66% (124)
Lawrence of Arabia	31(6.1%)	29% (83)	6.5% (55)	64.5% (121)
Scenery, desert, weather	28(5.5%)	50% (143)	14.3% (121)	35.7% (67)
Total	509 (100.0%)	35%	11.8%	53.2%

Source: Primary research

The main differences between the religious and non-religious groups, as revealed by Table 5.33 above, are that, compared to the overall sample, non-religious people were more likely to choose images of the desert (50%), and religious people were more likely to choose images of Petra or Lawrence of Arabia (66% and 64.5% respectively).

5.9.1.4 Respondents' commitment to practise their religion and Jordan's holistic images

Table 5.34: Index of variations in the percentage choosing each image in the three categories of religious commitment compared to the overall percentage of the sample

Image	Total (Freq & %)	Non- committed	Neutral	Committed
People/hospitality	113 (22.2%)	45% (129)	8% (68)	46.8% (88)
Religion (Baptism Site)	108(21.2%)	38.2% (109)	17.6% (149)	44.7% (84)
History	81 (15.9%)	34.5% (99)	11.1% (94)	54.3% (102)
Safety	60 (11.8%)	39.9% (114)	13.3% (113)	46.8% (88)
King of Jordan	46 (9%)	41.7% (119)	13% (111)	45.8% (86)
Petra	42(8.3%)	30.8% (88)	2.4% (20)	66% (124)
Lawrence of Arabia	31(6.1%)	29% (83)	6.5% (55)	64.5% (121)
Scenery, desert, weather	28(5.5%)	57.1% (163)	10.7% (91)	31.9% (60)
Total	509 (100.0%)	35%	11.8%	53.2%

Source: Primary research

A similar analysis was performed on the effects of 'commitment to the practice of your religion' on the choice of image, the results again showed no apparent connection between religious commitment and the choice of religious images. Indeed Table 5.34 above shows that those with religious commitment were less likely to choose religious imagery than the average for the whole sample. There was also no apparent relationship between religious belief and commitment and the choice of unique images of images of Jordan, as can be seen by the figures in Tables 5.35 and 5.36 below. The Baptism site of Jesus on the River Jordan, for example, was more likely to be chosen by non-religious people than religious people. This leads to a conclusion that religious sites are chosen not because of their religious association but for other factors such as cultural or historical legacies.

Table 5.35: Cross-tabulation of strength of religious belief and unique images of Jordan

Attribute	Nonreligious	Neutral	Religious	Total (freq & %)
Petra	29 (30.9%)	8 (8.5%)	57 (60.6%)	94 (31.8)
Baptism Site of Jesus Christ	29 (34.9%)	7 (8.4%)	47 (56.6%)	83 (28%)
Dead Sea	17 (28.8%)	6 (10.2%)	36 (61%)	59 (19.9%)
Cities (Amman, Jerash, Madaba)	10 (27%)	3 (8.1)	24 (64.8%)	37 (12.5%)
Desert of Wadi Rum (Footsteps of Lawrence of Arabia)	4 (17.4%)	0 (0%)	19 (82.6%)	23 (7.8%)
Total	89 (30%)	24 (8.1)	183 (61.8%)	296 (100%)

Source: Primary research

Table 5.36: Cross-tabulation of Commitment to practise religion and unique images of Jordan

Attribute	Nonreligious	Neutral	Religious	Total (freq & %)
Petra	39 (41.5%)	5 (5.3%)	50 (53.2%)	94 (31.8)
Baptism Site of Jesus Christ	31 (37.3%)	7 (8.4%)	45 (54.2%)	83 (28%)
Dead Sea	18 (30.5%)	5 (8.5%)	36 (61%)	59 (19.9%)
Cities (Amman, Jerash, Madaba)	11 (29.7%)	3 (8.1%)	23 (62.2%)	37 (12.5%)
Desert of Wadi Rum (Footsteps of Lawrence of Arabia)	5 (21.7%)	0 (0%)	18 (78.3%)	23 (7.8%)
Total	104 (35.1%)	20 (6.8%)	172 (58.1%)	296 (100%)

Source: Primary research

In summary, the results show that there is influence from religious belief and practise on how Jordan is perceived by this sample of potential British and Swedish tourists. Those who admitted higher levels of belief and practice were more likely to rate Jordan highly as a tourist destination across a range of attributes, including historical sites, religious sites, beaches, scenery and natural beauty, nightlife, tourist information, accommodation, and cleanliness. Religion appears to be a more significant factor than the other cultural allegiances used as a control. However, this influence does not necessarily show itself in the holistic images or unique attributes that the respondents spontaneously associated with Jordan. The religious sites were well known to non-religious people, and many religious believers chose Petra, Lawrence of Arabia or the desert rather than religious sites or images. This is not particularly surprising, as religion is just one aspect of a person's culture, knowledge and interests, particularly in secular Western society. Even those who do not consider themselves religious have nevertheless been brought up in a Christian culture where the River Jordan is frequently mentioned in stories and songs.

5.10 Supplementary organic information

In addition to the rating of attributes and open-ended questions, the questionnaire investigated three other issues; namely, prior experience of Jordan, other sources of information about Jordan as a tourism destination and the influence of demographic variables of destination attributes, as these might be thought to influence the destination image. The answers to these questions are summarised below.

5.10.1 Experience of Jordan

Images of first-time and repeat visitors will clearly differ. Respondents were asked how many times, if any, they have visited Jordan before, in order to establish the

extent of familiarity and knowledge of Jordan. Tables 5.37-5.39 below document the results obtained from British and Swedish potential tourists about their experience of Jordan, number of visits and the purpose of their visit(s).

Table 5.37: Experience of Jordan by British and Swedish respondents

Visited Jordan before?	Whole sample		British		Swedish	
	n	%	n	%	n	%
No	521	87.7	229	83.3	292	91.5
Yes	73	12.3	46	16.7	27	8.5
Total	594	100.0	275	100.0	319	100.0

Source: Primary research

Table 5.38: Purpose of visiting Jordan by British and Swedish respondents

	Whole sample		British		Swedish	
	n	%	n	%	n	%
Never been there	521	87.7	229	83.3	292	91.5
Leisure	73	12.3	46	16.7	27	8.5
Total	594	100.0%	275	100.0	319	100.0

Source: Primary research

Only 16.7% of British respondents and 8.5% of their Swedish counterparts (12.3% of the whole sample) have made one or two visits to Jordan before. Those who have been to Jordan before were asked about the main purpose of their visit(s), which were solely for leisure and pleasure.

5.11 Demographic variables and Jordan's attribute-based images

The literature review in chapter 2 shows that destination images differ according to tourists' demographics and cultural characteristics such as gender, age, nationality, religious belief and religion, as well as their experience with the destination (visitor/non-visitor). The profile above revealed differences between the two samples in terms of age, education and marital status cohorts. An evaluation of the normality of the data showed that it was not normally distributed. Consequently, because one of the assumptions of parametric tests could not be fulfilled, the tests could not be used. Instead, the Mann-Whitney/Kruskal-Wallis tests can be employed, as they are the non-parametric alternative to the t-test/ANOVA (for a description of both non-parametric tests see section 5.4.10.1 of this chapter). Kruskal-Wallis was employed to show if there are differences between the British and Swedish samples in terms of demographic variables in the following subsections.

Subsections 5.11.1 thru 5.11.6 below summarise the results of the Mann-Whitney U and the Kruskal-Wallis Tests that were employed to measure if there was a statistical relationship between respondents' demographic variables and Jordan's organic images.

5.11.1 Jordan's common/attribute-based images and gender

Table 5.39: Mann-Whitney U Test of gender and Jordan's common organic images (n= 594)

Attribute	Gender	Mean ranking	Mann-Whitney U	Asymp. Sig
Beaches	Male	312.54	39440.500	0.032
Shopping	Female	315.89	38577.000	0.015

Source: Primary research

Only two attributes of Jordan's image showed statistical significance, i.e. ≤ 0.050 in relation to gender (Table 5.39 above). It seems that males were more concerned about beaches than females were, and females were concerned more about shopping. Jordanian planners and marketers should consider these results.

5.11.2 Jordan's common/attribute-based images and marital status

Table 5.40: Kruskal-Wallis Test of respondents' marital status and Jordan's organic images (n= 594)

Attribute	Marital status	Mean ranking	Chi-Square	Asymp. Sig
Cleanliness	Married/live with a partner	309.05	9.454	0.009
Accessibility	Married/live with a partner	307.25	5.859	0.050

Source: Primary research

Those who were married or had partners were more concerned about cleanliness and accessibility than single or divorced or widowed respondents using the Kruskal-Wallis Test (Table 5.40 above). Therefore, this category should be considered by the MOTA and the JTB, especially if they have children as group travellers.

5.11.3 Jordan's common/attribute-based images and age

Table 5.41: Kruskal-Wallis Test of respondents' age and Jordan's organic images (n= 594)

Attribute	Age	Mean ranking	Chi-Square	Asymp. Sig
Climate	18-30	349.06	13.205	0.010
Safety	51-60	319.72	10.688	0.030
Atmosphere	51-60	330.57	17.747	0.001

Source: Primary research

The Kruskal-Wallis was also employed to measure the relationship between respondents' age and Jordan's organic images (Table 5.41 above). The test showed there was a statistical relationship, where the significance was ≤ 0.050 in three

attributes. Younger respondents (18-30 years) showed more concern for climate, whilst older ones (51-60 years) were more concerned about safety and atmosphere.

5.11.4 Jordan's common/attribute-based images and education

The same test was employed to respondents' education level and Jordan's organic images and it showed a statistical relationship in three images attributes (Table 5.42 below).

Table 5.42: Kruskal-Wallis Test of respondents' education and Jordan's organic images (n= 594)

Attribute	Education	Mean ranking	Chi-Square	Asymp. Sig
Climate	Left school <17	326.85	11.471	0.022
Shopping	Left school at 18	327.85	13.030	0.011
Handicrafts	Master/doctorate	323.73	12.405	0.015

Source: Primary research

5.11.5 Jordan's common/attribute-based images and occupation

Regarding respondents' occupation and Jordan's organic image, the Kruskal-Wallis Test was employed to test the statistical relation between them and it found nine attributes that showed a significance level (≤ 0.050), as shown in Table 5.43 below. Students were concerned about good value for money; unemployed respondents considered climate; skilled manual workers were concerned about things to do and religious sites; higher managers considered beaches and atmosphere the most important attributes about Jordan; while semi-skilled workers were more concerned about shopping, safety and accessibility.

Table 5.43: Kruskal-Wallis Test of respondents' occupation and Jordan's organic images (n= 594)

Attribute	Occupation	Mean ranking	Chi-Square	Asymp. Sig
Good value for money	Student	360.49	19.984	0.006
Climate	Unemployed	357.16	16.138	0.024
Things to do	Skilled manual worker	339.73	17.980	0.012
Religious sites	Skilled manual worker	356.47	18.002	0.012
Beaches	Higher management	342.84	20.533	0.005
Shopping	Semi skilled worker	345.73	18.259	0.011
Safety	Semi skilled worker	347.53	19.884	0.006
Accessibility	Semi skilled worker	340.48	16.658	0.020
Atmosphere	Higher management	381.39	39.105	0.000

Source: Primary research

5.11.6 Jordan's common/attribute-based images and income

The following common attributes of Jordan's image were shown statistically significant in relation to respondents' income.

Table 5.44: Kruskal-Wallis Test of respondents' household income and Jordan's organic images (n= 594)

Attribute	Income	Mean ranking	Chi-Square	Asymp. Sig
Good value for money	More than 50000	489.00	19.198	0.002
Atmosphere	More than 50000	551.60	30.715	0.000
Quality of services	More than 50000	502.40	15.597	0.008

Source: Primary research

Finally, the Kruskal-Wallis Test was employed to test the relationship between respondents' household income and Jordan's organic images and found it significant in three attributes; namely, good value for money, atmosphere and quality of services (Table 5.44 above). Only those who earned more than £50,000 were concerned about these attributes. It seems wealthy people are concerned about the value of the holiday offered and the quality of services rendered, as well as a relaxing atmosphere; therefore, when they evaluated the performance of Jordan's image regarding these attributes, they were found to be statistically significant (≤ 0.050).

5.12 Demographic variables and holistic images of Jordan

Employing the Mann-Whitney U Test and the Kruskal-Wallis Test on holistic images of Jordan held by British and Swedish potential respondents' and the demographic variables of nationality, religious affiliation and their strength of religious belief, only nationality was revealed to have significance (Table 5.45 below). The Mann-Whitney U Test was also employed on respondents' experience with Jordan (visitor/non-visitor) and Jordan's holistic images showed no significance.

Table 5.45: Mann-Whitney U Test of nationality and Jordan's holistic images (n= 594)

Attribute	Nationality	Mean ranking	Mann-Whitney U	Asymp. Sig
Common words or statements about Jordan	Swedish	256.53	22962.000	0.001

Source: Primary research

The Kruskal-Wallis Test was employed to test whether tourists' religious beliefs and Jordan's holistic images are related statistically in significance or not. The test showed no statistical differences among those who identified themselves as religious, neutral or non-religious.

The other two questions of atmosphere and unique attributes about Jordan did not show any significance related either to nationality or to the rest of the demographic variables, as well as tourist religious belief. The Kruskal-Wallis Test was employed on respondents' religious affiliation and Jordan's holistic and unique images and it

showed no statistical significance. The Mann-Whitney U Test showed no significance between respondents' gender and Jordan's holistic images. The Kruskal-Wallis Test showed no significance between respondents' marital status; age; education; occupation; and household income and Jordan's holistic images.

5.13 Conclusion

The primary research focused on the image of Jordan held by British and Swedish potential tourists and, in particular, the importance of religion as a constituent of that image. The questionnaire comprised a set of rating scales to measure the attribute components of Jordan's destination image (quantitative) and open-ended questions to measure the holistic components of that image (qualitative). An organic/experiential questionnaire was employed in order to gauge the effect of visitation on the image held. This chapter presented the results of the pre-visitation questionnaire and focused on four main areas. The first area is the importance of certain attributes for both British and Swedish tourists when choosing a holiday destination and the second is Jordan's expected performance with respect to these attributes. The third concerns the measurement of Jordan's image along attribute/holistic, functional/psychological and common/unique continuums and the fourth is the significance of religion as a constituent of Jordan's destination image in both Britain and Sweden.

British tourists consider most the safety, atmosphere, climate, good value for money, people/hospitality, quality of services, cost/price levels, religious sites, scenery, beaches and infrastructure/transportation. Swedish respondents, on the other hand, gave more importance to safety, beaches, climate, cost/price levels, infrastructure/transportation, religious sites, accommodation, quality of services, and good value for money and shopping. British respondents felt that Jordan would perform best as regards historical sites, scenery, shopping, and atmosphere, quality of services, people/hospitality, and good value for money, climate and adventure/sports. Swedish tourists believed that Jordan would perform best in climate, historical sites, religious sites, people/hospitality, scenery, airport facilities, adventure/sports, shopping, beaches and things for tourists to do. The largest differences between the importance and the organic performance rating for British respondents occurred with respect to factors such as safety, infrastructure/transportation, handicrafts/souvenirs,

tourist information and cost/price levels. For Swedish respondents, the largest differences occurred with safety, infrastructure/transportation, accessibility, and atmosphere and tourist information. These issues raise a threat to the image of Jordan as a holiday destination with respect to being a competitive destination in the region. It is important to note, however, that destinations are an amalgam of different attributes, and positive ones offset those seen as negative.

An accurate measurement of destination image is very useful for destination managers and promoters to position and promote their destination with respect to competitors. Therefore, open-ended questions were employed to capture the holistic images of Jordan in Britain and Sweden to enhance the findings of the scale questions. Holistic and unique images are important in determining how the destination is perceived and differentiated in the minds of potential tourists. Not surprisingly, therefore, more than 50% of British and Swedish respondents were unable to mention any unique tourist attraction in Jordan. The importance of religion as a cultural factor was assessed in this thesis. The aim was to know if religious belief affects the way tourists perceive a country like Jordan - part of the Holy Land for the Jewish, Christian and Islamic religions. Should religious believers be regarded as a separate market segment? A secular Western tourist might see Jordan in terms of its shared recent history (Lawrence, King Hussein and his British wife) or as part of the troubled Middle East or as the site of ancient wonders like Petra, and see a visit as a cultural experience of discovery. However, a Christian might see it as a pilgrimage to the land of Lot, Moses, John the Baptist and Jesus. In countries such as Britain where only 6.3% attend church regularly (English Church Census 2005) but 71.8% of people still consider themselves Christians (National Statistics UK 2001); it is necessary to distinguish between respondents' religious affiliation, their strength of religious belief and the commitment to the practice of religion. As a control element, respondents were also asked about their commitment to other cultural factors – the monarchy, the national football team, the European Union and the parliament. The hypothesis was that those with strong religious beliefs and/or commitment would hold different images of Jordan than others with no strong belief or commitment.

In the literature on destination image, there is general agreement that it is made up of two main components. There is the projected image communicated by the tourism

industry and the Media - the stimulus that might pull the tourist to visit the country. The individual according to his /her personal motivations, personality and values processes this data and it might push him/her to decide to visit. The result is an image, which is distinctive to that person. Several writers have explored how the image is affected by demographic factors and how different age or income segments hold differing images. There has been less research into the cultural influences on image. Religion was chosen to look at, as it is a factor relatively easy to isolate, compared, for example, to nationality. Two assumptions were made: religion is a powerful cultural influence that affects motivation and behaviour and religion is also a narrative that shapes and informs how people learn about the world.

The model on which this thesis was based is the well-known and used one by Echtner and Ritchie (1991, 1993, 2003). This says that the destination image is made up of a series of specific attributes with which tourists rate a place against their own criteria of what is important to them. Some of these are physical or functional – does it have good beaches? Others are psychological - will it be safe, will I be bored? However, an image is also a holistic impression, made up of spontaneous associations with the name of the country. Some of these may be specific people or places, but it may also include the psychological mood the tourist expects to experience. The combination of responses from the rating of attributes (quantitative) with responses to the open-ended questions (qualitative) demonstrates that the system of measurement of destination image used will affect other image studies, which have relied on one method only (usually qualitative). This supports Echtner and Ritchie's model (1993) that it is necessary to fully capture all components of image (attribute, holistic, functional, psychological, common and unique).

The hypothesis was: *'Those with strong religious beliefs will hold different perceptions and holistic image of the destination from those with weak or no belief'.*

Because in Britain there is a big difference between the numbers of people who say they are Christian and the numbers who attend church, we asked them about both separately. To disguise the survey's focus on religion and to provide a control factor we asked respondents to rate the strength of their commitment to the practice of their religion alongside questions about the strength of their commitment to other things

such as the EU, etc. The results did show that religion was a more significant factor than others were but not only in terms of the importance and performance of Jordan in having good historical and religious sites to visit but also in the ratings of its beaches and even its cleanliness. Why is this so? The only explanation is that it is about small differences in the numbers rather than a real polarisation of views between religious and non-religious people. Turning to the holistic image, we analysed the open questions using the prism model based on Kapferer (1998, 2008). This distinguishes between the attributes and personality of the destination and the benefits and meanings it offers the tourist. Religion features, are therefore, seen strongly here. However, when analysed against religious belief and commitment, there were no significant differences found. Even those with weak or no religion associated the country with the River Jordan, Jesus and John the Baptist. The only explanation might be that people visit religious sites not only for religious reasons; they visit them for other purposes such as history and culture, etc. Meanwhile, religious people choose Jordan's other historical sites. Religion does affect perceptions of Jordan but it is just one aspect of a person's culture. Even those who regard themselves as non-religious have been brought up in the culture and know the songs and stories. The next chapter focuses on the findings from the experiential image questionnaire, whilst also referring to the results presented above.

CHAPTER SIX

EXPERIENTIAL IMAGES OF JORDAN

6.1 Introduction

The aim of this chapter is to present the findings of the survey undertaken in Jordan in October-November 2006, which sought to determine the ‘experiential’ or ‘post-visitation’ image of Jordan held by visitors from the UK and Sweden at the end of their visit to the country. The previous chapter has outlined the results from the ‘organic’ or ‘pre-visitation’ street surveys conducted in England and Sweden. This survey demonstrated the importance of a number of attributes for British and Swedish travellers when choosing a holiday destination. The street survey also explored Jordan’s expected performance with respect to these attributes and measurement of Jordan’s image along functional/psychological, attribute/holistic and common/unique continuum.

The current chapter, having reviewed the post-visitation (experiential) findings, compares evaluation of the attributes of the experiential images with the evaluation of those same attitudes as they inform the ‘organic’ images of Jordan as a tourism destination. The results are centred on three principal areas: how Jordan was actually performing in terms of certain attributes; whether perceptions are modified because of the travel experience and the role of religious belief on the formation of Jordan’s image held by British and Swedish visitors. Results are placed in the context of literature where appropriate; however, a more complete discussion of the findings of these surveys, when reviewed in the context of the existing literature, will be provided in the concluding and evaluating chapter where the research objectives are revisited.

Section 6.2 illustrates respondents’ profile in this survey. Section 6.3 explains the previous visitation of Jordan by British and Swedish visitors. Current visit patterns are summarised in section 6.4. The influences to visit Jordan are documented in section 6.5, whilst the purposes to visit Jordan are explained in section 6.6. Section 6.7 describes Jordan’s experiential performance on a number of destination attributes and section 6.8 compares (discussion section) Jordan’s expected or organic

performance ratings (outlined in the previous chapter) with the actual or experiential scores. It was not possible to have the same sample during both the organic and experiential stages of collecting primary data. Although it would be informative to track tourists on a pre-/post-visitation basis, this research, as a whole, comprised two different samples but is still valid, given the number of respondents to the different surveys (i.e. organic and experiential). There were questions in the experiential questionnaire that inform if the image of Jordan has changed or not and in which direction (positive, negative or did not change), and the reason behind that change (section 6.9). The relation of religion to destination image is outlined in section 6.10. Finally, concluding remarks are summarised in section 6.11. In total, there were 316 respondents to the experiential image survey, of which 221 were Britons and 95 were Swedes. The results of respondents' profile are summarised in Table 6.1 below.

6.2 Respondents' profile

Table 6.1: Respondents' socio-demographic profile

	British tourist		Swedish tourist	
	n	%	n	%
Gender				
Female	110	49.8	45	47.4
Male	111	50.2	50	52.6
Marital status				
Single	61	27.6	27	28.4
Married/with a partner	155	70.1	68	71.6
Widowed/divorced/separated	5	2.3	0	0.0
Age (years)				
18-30	8	3.6	2	2.1
31-40	41	18.6	16	16.8
41-50	63	28.5	40	42.1
51-60	65	29.4	24	25.3
60+	44	19.9	13	13.7
<i>Average age (years)</i>	<i>221</i>	<i>48.7</i>	<i>95</i>	<i>47.9</i>
Education				
Left school at 17 years of age or younger	29	13.1	5	5.3
Left school at 18 years of age	39	17.6	9	9.5
Completed 2/3 years diploma	63	28.5	39	41.1
Completed 3/4 years university first degree	70	31.7	37	38.9
Master/doctorate degree	10	4.5	5	5.3
Still studying	10	4.5	0	0.0
Occupation				
Higher management/professional	25	11.3	12	12.6
Middle/junior management	43	19.5	21	22.1
Self employed/own business	48	21.7	22	23.2
Student	10	4.5	0	0.0
Skilled manual worker	33	14.9	18	18.9
Semi-skilled/unskilled worker	30	13.6	11	11.6
Retired	32	14.5	11	11.6
Annual household income (GBP)				
10,000-19,999	35	15.8	10	10.5
20,000-29,999	151	68.3	64	67.4
30,000-39,999	29	13.1	16	16.8
40,000-49,999	3	1.4	3	3.2
More than 50,000	3	1.4	2	2.1
<i>Average annual income (GBP)</i>	<i>221</i>	<i>25384</i>	<i>95</i>	<i>26789</i>
Religion				
Christianity	167	75.6	70	73.7
Islam	22	10.0	2	2.1
No religion	16	7.2	15	15.8
Agnostic	9	4.1	4	4.2
Pagan	4	1.8	4	4.2
Hinduism	3	1.4	0	0.0
Atheist	0	0.0	0	0.0
Buddhism	0	0.0	0	0.0
Judaism	0	0.0	0	0.0
Total	221	100.0	95	100.0

Source: Primary research

Table 6.1 above summarises the demographic and psychographic characteristics of respondents. The entire sample consisted of 316 respondents of whom 221 (70%) were Britons and 95 (30%) were Swedes. The general distribution of gender in the sample was 174 (55%) female and 142 (45%) male. It is noted here that only those who were 18 years and over were included in the research. Two-thirds of the sample

were married or living with a partner (211, 67%). With regard of religious affiliation, the sample showed a dominance of Christians (77.8%), those with no religion (10.1%), Muslims (4.4%) and the other faiths, such as agnostics and pagans (7.6%). Previous visitation of Jordan is analysed in section 6.3 below.

6.3 Previous visitation of Jordan

Table 6.2: Previous visit to Jordan by British and Swedish visitors

	British (n= 221)		Swedish (n= 95)	
	n	%	n	%
Visited Jordan before?				
Yes	41	18.6	9	9.5
No	180	81.4	86	90.5
How many times?				
First time	180	81.4	86	90.5
One visit	38	17.2	9	9.5
Two visits	3	1.4	0	0.0
Purpose of visit(s):				
Leisure	41	18.6	9	9.5
Business	0	0.0	0	0.0
First time visitor	180	81.4	86	90.5

Source: Primary research

Respondents were asked to state if they have visited Jordan before this current visit, as well as how many times and the purpose of their visits. Table 6.2 above summarises the frequencies and percentages of those who have visited Jordan before and how many times they have visited the country, as well as the purpose of their visit(s). The majority of British respondents (180, 81.4%) and Swedish ones (86, 90.5%) of the whole sample have not visited Jordan before⁶⁷. This implies that the majority of respondents had built a naive (organic) image of Jordan before they travelled to the destination. This is linked to those who have visited Jordan before for the first time (92.7%, 38/41 of Britons respondents and 100%, 9/9 of Swedes respondents). It is clear that the purpose of visit for those who have visited Jordan before of the whole sample was for leisure (100%, 50/50). The next section explains the current visit patterns of the total sample.

⁶⁷ In this study (post-visitation), 81.4% of Britons have not visited Jordan before (180/221) and 90.5% of Swedes (86/95).

6.4 Current visit patterns

This section summarises the current trip characteristics of British and Swedish tourists to Jordan, which include travel composition, package tours or individual, port of entry, trip length and daily expenditures. Sub-sections 6.4.1 to 6.4.5 document the results obtained from respondents regarding the above characteristics.

6.4.1 Travel composition

Table 6.3: Group composition most travelled with

<i>Did you travel alone or with other people?</i>	British (n= 221)		Swedish (n= 95)	
	n	%	n	%
Alone	31	14.0	15	15.8
With family	44	19.9	22	23.2
As part of a couple	72	32.6	31	32.6
With friends	48	21.7	18	18.9
With colleagues	14	6.3	5	5.3
With other relatives	12	5.4	4	4.2

Source: Primary research

In Table 6.3 above, respondents were asked to state if they travelled to Jordan in a group, such as family, friends, colleagues, other relatives etc. or if they travelled as individuals. As shown in the table, the majority of British respondents (87.8%) and their Swedish counterparts (96.8%) travelled with a family, as part of a couple, with friends, with colleagues or with other relatives. The rest of the sample travelled as individual travellers. This implies that the Jordanian Tourism Board should concentrate more on the family segment of existing potential markets.

6.4.2 Package or individual tours

Table 6.4: Packaged or individual tours

<i>Did you travel on a package tour?</i>	British (n= 221)		Swedish (n= 95)	
	n	%	n	%
Yes	190	86.0	80	84.2
No	31	14.0	15	15.8

Source: Primary research

The majority of both British and Swedish respondents visited Jordan on a package tour, which means that every element of their tour was arranged before they left their home countries.

6.4.3 Port of entry to Jordan

Table 6.5: Port of entry to Jordan

	British (n= 221)		Swedish (n= 95)	
	n	%	n	%
Port of entry:				
Air	210	95.0	93	97.9
Sea	7	3.2	0	0.0
Land	4	1.8	2	2.1
Airport of entry:				
Amman (QAIA)	205	92.8	93	97.9
Aqaba (KHIA)	5	2.3	0	0.0
Other ports of entry	11	5.0	2	2.1
Border of entry:				
Jaber (North)	2	0.9	1	1.1
Wadi Araba Crossing (South)	2	0.9	0	0.0
Ramtha (North)	0	0.0	1	1.1
Other ports of entry	217	98.2	93	97.9

Source: Primary research

Most British and Swedish tourists travel to Jordan by air (95%, 97.9% respectively) and this may be the case for all international tourists excluding the surrounding Arab ones. The majority of respondents entered Jordan via Queen Alia International Airport (92.8%, 97.9% respectively) in Amman and a few of them used King Hussein International Airport (KHIA) in Aqaba. Very few respondents entered Jordan through land borders such as the border with Syria at Jaber and Ramtha in the north and Wadi Araba Crossing in the south, which is the border with Israel. Only 3% of British respondents visited Jordan by sea (i.e. the Gulf of Aqaba). These results show the importance of air travel as well as the airport as a destination infrastructure. As mentioned earlier, Jordan is expanding its airports, mainly QAIA, to cope with the increase of international passengers and to reach the maximum of 12 million by 2010. KHIA is under expansion too after Aqaba became an attractive destination as an all year round diving and beach resort, as well as being very close to distinctive destinations such as Petra and Wadi Rum. Now a number of charter companies fly there from different countries, including Monarch Airlines from London Gatwick UK, Jetairfly (formerly TUI Airlines) from Brussels and SAS from Sweden.

6.4.4 Trip length

Table 6.6: Length of stay

	British (n= 221)		Swedish (n= 95)	
	n	%	n	%
Less than 7 nights	0	0.0	0	0.0
7-10 nights	175	79.2	73	76.8
11-14 nights	32	14.5	15	15.8
More than 14 nights	14	6.3	7	7.4
Average trip length	221	9.4	95	9.5

Source: Primary research

Table 6.6 above shows the length of stay spent by British and Swedish tourists in Jordan. The majority of respondents mentioned they stayed between seven and ten nights (79.2%, 76.8% respectively). On average, they stayed 9.4 and 9.5 nights. These results match that of the survey conducted by DOS 2006-2007 (DOS 2008).

6.4.5 Daily expenditures

Table 6.7: Daily expenditures including and excluding international transport (JOD)⁶⁸

	British (n= 221)		Swedish (n= 95)	
	n	%	n	%
Daily expenditure including international transport:				
111-120	9	4.1	0	0.0
121-130	205	92.8	0	0.0
131-140	7	3.2	0	0.0
141-150	0	0.0	6	6.3
More than 150	0	0.0	89	93.7
Average expenditures:	221	125.4	95	149.7
Daily expenditure excluding international transport:				
61-70	9	4.1	6	6.3
71-80	205	92.8	89	93.7
81-90	7	3.2	0	0.0
Average expenditures:	221	75.4	95	74.9

Source: Primary research

Table 6.8: Trip length, average daily and total trip expenditures by nationality (including international transport)

Nationality	Average trip length (days)	Average daily expenditures (JOD)	Total trip expenditures (JOD)
British	9.4	125.4	1108.50
Swedish	9.5	149.7	1310.00

Source: Primary research

⁶⁸ The exchange rate for GBP1 was JOD1.25 in October-November 2006. In April 2009, the exchange rate for the GBP 1 is JOD1.03.

Table 6.9: Trip length, average daily and total trip expenditures by nationality (excluding international transport)

Nationality	Average trip length (days)	Average daily expenditures (JOD)	Total trip expenditures (JOD)
British	9.4	75.4	666.50
Swedish	9.5	74.9	655.10

Source: Primary research

Tables 6.8 and 6.9 above illustrate the average trip length and the total expenditures, including and excluding international transport, respectively. There were no major differences in terms of length of stay and total expenditures excluding the international transport. The Swedish tourists paid more for the international transportation than the Britons did due to there being no direct flights from Sweden to Jordan. Swedish tourists were required to travel to Jordan using a third European airport such as Amsterdam, Frankfurt, Vienna, London, Budapest, Istanbul etc., which added more cost to the total trip and presents Jordan as less accessible for Swedish tourists.

In summary, Tables 6.3-6.9 above present the results of some travel patterns of British and Swedish visitors to Jordan during the months of October and November 2006. A large number of British and Swedish respondents travelled to Jordan in groups, either as a family, couples, friends, colleagues or other relatives (78.7%, 82.1% respectively). These are considerable figures that the Jordan Tourism Board should consider when dealing with segments of the potential and actual markets in source countries such as Britain and Sweden. This does not underestimate the percentage of those who travelled as individuals. The second pattern was that the majority of respondents travelled as part of a packaged tour, which emphasises the role of tour operators in the destination and holiday distribution channels. Most of both British and Swedish respondents travelled to Jordan by air and via Queen Alia International Airport (QAIA), Jordan's largest airport. This puts a heavy weight on the international transportation system, whether it is the Royal Jordanian or other carriers, as well as the development of airport infrastructures⁶⁹. The majority of British and Swedish respondents stayed up to 10 nights in Jordan (91.4% and 93.1% respectively). Jordan still suffers from a short length of stay by tourists, which raises the question of activities and things for tourists to do as well as other attractions that

⁶⁹ In 2007, Jordan started to develop QAIA, which currently copes to 3 million passengers annually, to 9 million in the first stage then up to 12 million annual passengers by 2011.

can be developed or created to satisfy tourists needs and wants and possibly cause them to increase their length of stay. The final pattern was the daily expenditure by tourists. This study showed that the majority of British respondent spent between JOD121 and JOD131 per day, including international transportation (92.8%), whereas Swedes spent more than JOD150, including international transportation (93.7%, Table 6.7 above). This difference reflects the accessibility of Jordan for British tourists in terms of direct flights from Heathrow to Amman that is manifested in the total cost of the holiday. Until 20 October 2008, there were no direct flights between Sweden and Jordan⁷⁰. Both spent between JOD71 and JOD80 per day in Jordan excluding international transportation. These figures match the data obtained by the Jordanian Department of Statistics (DOS) survey (2006-2007) on arrivals and departures.

6.5 Influences to visit Jordan

Table 6.10: Influences to visit to Jordan (multiple responses)

	Whole sample (n= 728)		British (n= 536)		Swedish (n= 192)	
	n	%	n	%	n	%
Recommendations from family/friends/colleagues	287	39.4	204	38.1	83	43.2
Advices from Travel Agents/Tour Operators	174	23.9	147	27.5	27	14.1
Internet	128	17.6	73	13.6	55	28.6
Books, tourist guidebooks	62	8.5	44	8.2	18	9.4
Media reports (TV, radio, newspapers, etc)	53	7.3	44	8.2	9	4.7
Jordan Tourism Board publicity	14	2.6	14	2.6	0	0.0
Fieldwork	10	1.9	10	1.9	0	0.0

Source: Primary research

Table 6.10 above documents the major influence on how tourists learned about Jordan as a potential holiday destination. Respondents were asked to mention how many influences applied to them before they chose to visit Jordan (i.e. multiple responses). As seen from the table above, recommendations from family, friends or colleagues, advices from tour operators or travel agents and the Internet were mentioned by a large number (589, 80.1%) of British and Swedish respondents (79.2% and 85.9% respectively). Jordan is still known through word-of-mouth from previous visitors, which reflects a good image about Jordan. Swedes knew more about Jordan through the Internet than Britons did (28.6% vs. 13.6%). In the absence of destination marketing and promotional efforts, the Internet works as a very good tool to search for

⁷⁰ As of 24 October 2008, there is a weekly direct charter flight from Sweden to Aqaba on the Red Sea runs by the Swedish Tour Operator Apollo using SAS Airlines (the researcher direct phone call with the tour operator on 5 March 2008).

alternative destinations during the tourist decision-making process. It is clear from Table 6.10 above that Swedish respondents relied greatly upon the Internet to search details about Jordan, where the publicity of the Jordan Tourism Board was neglected. The presence of the Jordan Tourism Board as main body for promoting Jordan abroad was very modest in the British market and was not present in the Swedish market. Other influences such as guidebooks, the Media and fieldwork received less than 10% each. Although the question in Table 6.10 above asking where tourists found out about Jordan deals more with organic images (the same question in the Pre-visit Survey), it was asked to know how actual tourists to Jordan (in the Post-visit Survey) got to know about Jordan and the most important influences or sources of information about the destination (Table 6.10 above). These sources of destination images about Jordan are very important for MOTA and JTB to know when they design their marketing and promotional campaigns in foreign markets and, more specifically, in the British and Swedish markets.

6.6 Purpose to visit Jordan

Table 6.11: Purpose to visit to Jordan (multiple responses)

<i>What is the purpose(s) of your current visit to Jordan?</i>	Whole sample		British		Swedish	
	n	%	n	%	n	%
Leisure, recreation	316	31.0	221	30.9	95	31.1
History and culture	224	21.9	148	20.7	76	24.9
Religion and faith	127	12.4	110	15.4	17	5.6
Adventure/sports	145	14.2	102	14.2	43	14.1
Health and wellness	103	10.1	56	7.8	47	15.4
Eco and nature	72	7.1	49	6.8	23	7.5
Fieldwork	10	1.0	10	1.4	0	0.0
Business	12	1.2	8	1.1	4	1.3
MICE	7	0.7	7	1.0	0	0.0
Visiting family and friends	5	0.5	5	0.7	0	0.0
Total responses	1021	100.0	716	100.0	305	100.0

Source: Primary research

The major purposes mentioned by British and Swedish respondents are summarised in Table 6.11 above. The first four reasons why British respondents visit Jordan include leisure, history, religion and health (87.1%). Swedish respondents visit Jordan for the purpose of leisure, archaeology, health and wildlife (92%). A greater percentage of British respondents visited Jordan for the purpose of religion than the percentage for Swedes (17.9% vs. 6.5%).

As shown from Table 6.11 above, leisure/recreation/holiday (30.9%, 31.1%) and history and culture (20.7%, 24.9%) were ranked first and second by British and

Swedish tourists, followed by religion and faith (15.4%, 5.6% respectively) and adventure (14.2%, 14.1%). Religion as a purpose of visit received 15.4% of the total number of British tourists and only 5.6% of the Swedish ones. This indicates that a small proportion of tourists from Britain and Sweden go on a holiday for the purpose of religion and they might have visited religious sites for the purpose of religion as well. This substantiates the importance of religion and religious sites as a motivation to travel.

The results of visited sites by both British and Swedish tourists, and their percentile ranking order (multiple responses) are shown in Table 6.12 below. With relation to religion, religious sites were ranked number 1, along with historical sites and desert (these sites were visited by all respondents (i.e. 100% of the sample). This indicates that religion was of importance to both nations' tourists and this conforms to the results of the organic questionnaire (Table 5.7, chapter 5), where 88% and 87.1% of British and Swedish travellers respectively, stated that religious sites were somewhat important, important or very important.

Table 6.12: Most visited sites (multiple responses)

<i>Visited sites</i>	British		Swedish	
	n	%	n	%
Religion (e.g. Baptism Site)	221	19.4	95	24.3
History (e.g. Petra)	221	19.4	95	24.3
Desert (e.g. Wadi Rum)	221	19.4	95	24.3
Health spas (e.g. Dead Sea)	205	18.0	89	22.8
Sea resorts (e.g. Aqaba)	201	17.6	90	23.0
Wildlife reserves (e.g. Dana Reserve)	70	6.1	22	5.6
Total responses	1139	100.0	391	100.0

Source: Primary research

6.7 Jordan’s experiential image performance on a number of destination attributes

Table 6.13: Jordan’s experiential performance by British and Swedish visitors

Attribute	British (n= 221)		Swedish (n= 95)	
	Rank	Mean	Rank	Mean
Local people	1	6.40	2	6.29
Safety	2	6.34	1	6.37
Historical sites	3	6.30	3	6.14
Quality of services	4	6.04	4	6.09
Religious sites	5	6.02	12	5.71
Adventure /sports	6	5.99	7	6.03
Atmosphere	7	5.94	6	6.06
Climate	8	5.86	5	6.07
Good value for money	9	5.78	8	6.03
Restaurants	10	5.77	14	5.41
Cost/price levels	11	5.76	9	5.82
Accommodation	12	5.61	11	5.73
Accessibility	13	5.61	19	3.82
Infrastructure/transportation	14	5.36	13	5.65
Airport facilities	15	5.31	10	5.81
Scenery and natural beauty	14	5.29	15	5.40
Things for tourists to do	17	4.80	17	4.77
Shopping	18	4.46	16	5.02
Nightlife	19	4.33	18	3.87
Handicrafts/souvenirs	20	3.89	20	3.68
Beaches	21	3.70	23	3.26
Tourist information	22	3.68	22	3.49
Cleanliness	23	3.36	21	3.64
Overall image		5.40 (88.5%)		5.25 (86.1%)

Source: Primary research (note: results are presented here in mean rank order rather than the order in which they appeared in the questionnaire). Means less than 4.0 represent negative images about Jordan.

The aim of this section is to describe how British and Swedish visitors evaluated Jordan was performing with respect to a number of different attributes. In the experiential questionnaire, respondents were asked to rate certain attributes on a scale of one to seven according to how they perceived Jordan was performing, where 1 = ‘very low performance’ and 7 = ‘very high performance’. The ranking of Jordan’s performance with respect to these attributes is contained in Table 6.13 above⁷¹.

Overall, Jordan was seen as a positive holiday destination for both British and Swedish tourists (19 and 17 attributes received a performance mean rating greater than four respectively). The overall image of British respondents was that 88.5% of the sample rated Jordan as somewhat positive, positive and very positive, and 86.1% of Swedish respondents rated Jordan similarly. British respondents rated Jordan’s

⁷¹ Very high = the mean is greater than 6.00; high = the mean is greater than 5.00 but less than 6.00; fair = the mean is greater than 4.00 but less than 5.00 and low = the mean is less than 4.00, i.e. the mean of the instrument.

performance as high and very high in 15 attributes and rated the country fair in another four, while the performance was seen very low (negative) in four attributes; namely, cleanliness, handicrafts, tourist information and beaches. According to Swedish respondents, Jordan performed high and very high in 14 attributes, fair in three attributes and low in five ones. In the whole sample, Jordan performed very high in five attributes; namely, people/hospitality, safety, historical sites, adventure, and quality of services in which they got a mean rating greater than six. Furthermore, it performed high in 11 attributes, which are atmosphere, religious sites, climate, good value for money, cost/price levels, restaurants, accommodation, airport facilities, infrastructure/transportation, scenery and accessibility in which they got a mean rating greater than five but less than six⁷². Three attributes were seen as fair; namely, things for tourists to do, shopping and nightlife in which they got a mean rating greater than four but less than five. On the other hand, the remaining four attributes were seen as negative images of Jordan for both British and Swedish respondents who identified low standards of cleanliness, poor beaches, poor tourist information and poor handicrafts/souvenirs as attributes that received a mean rating lower than four.

When comparing the results of Jordan's images between British and Swedish tourists, the mean ratings more or less matched the results of the whole sample, as explained in the prior paragraph, except for the attributes of accessibility and nightlife. The Swedish respondents perceived Jordan as having poorer nightlife possibilities than their British counterparts did (mean 3.87 vs. 4.33). Jordan appeared to be an accessible destination by British tourists (mean was 5.61), whilst it was seen as a less accessible destination by Swedish tourists (mean was 3.82). This is true because there are no direct flights from Sweden to Jordan whereas there are daily flights run by British Airways and the Royal Jordanian Airlines, between Heathrow Airport in London and Queen Alia Airport in Amman⁷³. This has limited the total number of tourists coming from Sweden to Jordan, which fluctuates between 3000 and 5000 (UNWTO 2005). This is not the sole factor for the shortage in demand of Swedish tourists for Jordan, other factors substantiate this shortage and more analysis and comparison will be discussed in following chapters.

⁷² Accessibility was seen negative for Swedish tourists (mean 3.82).

⁷³ As of 24 October 2008, there is a weekly direct charter flight from Sweden to Aqaba on the Red Sea runs by the Swedish Tour Operator Apollo using SAS Airlines (the researcher direct phone call with the tour operator on 5 March 2008).

In chapter 2, it was concluded that tourism images are significant because they impact upon the level satisfaction with the tourist experience, which is critical for positive future behaviour in terms of word-of-mouth recommendations and repeat visits to the destination. Past research showed that when there is no difference between image and reality, that is, between expectations and experience, the more likely it is that a tourist will be satisfied and, finally, it will result in repeat visits and a positive word-of-mouth (Mathieson and Wall 1982; Chon 1990; Pizam and Milman 1993). Therefore, it is more meaningful to analyse the performance of a destination by comparing pre-visitation expectations with those of the post-visitation experience. The analysis of performance of Jordan's image is presented in the following section.

6.8 Tourists' demographic variables and Jordan's experiential images

The Mann-Whitney U Test was employed to know if there was a statistical relationship between tourists' gender and Jordan's experiential images (Table 6.14 below). Eleven image attributes showed statistical significance (significance ≤ 0.050). Male respondents only showed significance for scenery, shopping and adventure, while other attributes, such as good value for money, tourist information, cleanliness, etc., were shown by female respondents.

Table 6.14: Mann-Whitney U Test (gender and Jordan's experiential images) (n= 316)

Image attribute	Gender	Mean ranking	Mann-Whitney U	Asymp. Sig
Scenery	Male	171.58	10371.000	0.006
Good value for money	female	175.60	9827.000	0.001
Infrastructure	Female	173.14	102.09.000	0.003
Shopping	Male	177.06	9489.500	0.000
Tourist information	Female	175.68	9814.000	0.001
Cleanliness	Female	174.11	10057.500	0.002
People	Female	178.32	9406.000	0.000
Handicrafts	Female	175.05	9911.500	0.000
Atmosphere	Female	171.05	10532.000	0.012
Adventure	Male	170.84	10565.000	0.013
Quality of services	Female	179.61	10654.500	0.014

Source: Primary research

The Kruskal-Wallis Test was employed to know if there was a statistical relationship between tourists' marital status and Jordan's experiential images (Table 6.15 below). Single respondents showed significance for airport facilities, while the rest of the image attributes were perceived by divorced/separated/widowed respondents, such as cost/price, climate, etc.

Table 6.15: Kruskal-Wallis Test (marital status and Jordan’s experiential images) (n= 316)

Image attribute	Marital status	Mean ranking	Chi-Square	Asymp. Sig
Cost/prices	Divorced	275.50	9.276	0.010
Climate	Divorced	254.50	10.457	0.005
Airport	Single	185.85	12.075	0.002
Accessibility	Divorced	235.60	6.681	0.013
Atmosphere	Divorced	257.50	9.003	0.011
Adventure	divorced	258.50	9.460	0.009

Source: Primary research

Kruskal-Wallis Test was also employed to test the relationship between tourists’ age and Jordan’s experiential images (Table 6.16 below).

Table 6.16: Kruskal-Wallis Test (age and Jordan’s experiential images) (n= 316)

Image attribute	Age	Mean ranking	Chi-Square	Asymp. Sig
Cost/price	51-60	178.53	10.705	0.030
Good value for money	51-60	180.42	11.862	0.018
Religious sites	31-40	192.10	19.775	0.001
Shopping	51-60	171.42	10.708	0.030
Tourist information	41-50	173.32	9.951	0.041
People	51-60	172.15	14.458	0.006
Handicraft	51-60	173.35	9.480	0.050
Atmosphere	51-60	174.84	10.178	0.038

Source: Primary research

It is clear from Table 6.16 above that older respondents in the age cohort of 51-60 years showed statistical significance in six out of the eight attributes of Jordan’s experiential images such as cost/price, good value for money, etc. Meanwhile, those in the age band of 31-40 years perceived Jordan’s experiential image in terms of religious sites and those in the band of 41-50 years perceived Jordan’s image in terms of tourist information. These results should be considered by MOTA and JTB in order to know tourists’ preferences and to satisfy them. The Kruskal-Wallis Test was employed to measure if a statistical relationship existed between tourists’ educational level and Jordan’s experiential images (Table 6.17 below).

Table 6.17: Kruskal-Wallis Test (education and Jordan’s experiential images) (n= 316)

Image attribute	Education	Mean ranking	Chi-Square	Asymp. Sig
Nightlife	Master/doctorate	196.80	15.515	0.008
Historical sites	Master/doctorate	191.10	12.572	0.028
Religious sites	Master/doctorate	186.60	11.002	0.050
beaches	Student	226.70	10.911	0.050
People	Left school at 18 years of age	194.43	21.704	0.001
Quality of services	Left school at 18 years of age	178.93	12.409	0.030

Source: Primary research

The results in Table 6.17 above show a direct relationship between those who held masters or doctorate degrees and those who viewed Jordan’s experiential images in terms of nightlife, historical sites and religious sites. Those who left school at 18 years were concerned with people and quality of services, while students considered beaches. The result regarding the relationship between tourists’ occupation and Jordan’s experiential images are summarised in Table 6.18 below.

Table 6.18: Kruskal-Wallis Test (occupation and Jordan’s experiential images) (n= 316)

Image attribute	Occupation	Mean ranking	Chi-Square	Asymp. Sig
Cost/price	Skilled manual worker	179.90	18.150	0.006
Climate	Retired	188.07	12.987	0.043
Airport	Retired	181.51	21.065	0.002
Beaches	Students	226.70	15.305	0.018
Shopping	Semi-skilled worker	184.07	13.300	0.039
People	Semi-skilled worker	177.11	14.838	0.022

Source: Primary research

Six image attributes showed statistical significance (Kruskal-Wallis Test; significance ≤ 0.050). Skilled workers perceived Jordan performing positively on the cost/price attribute whilst retired tourists were concerned about climate and airport facilities more than other attributes. Semi-skilled/unskilled workers perceived Jordan to perform high on the shopping and hospitality attributes (people) and, finally, students perceived Jordan performing positively on the beach attribute, although their size in the sample is very small (only 10 students, 3.2%).

6.9 Organic and experiential performance of Jordan's image compared

Table 6.19: Organic and experiential performance ratings of Jordan's image (British visitors)

Attribute	Importance of attributes*		Organic performance**		Experiential performance***		Difference (org-/exp means, +/-)
	Rank	Mean	Rank	Mean	Rank	Mean	
Safety****	1	6.02	18	4.56	2	6.34	1.78
Atmosphere	2	5.78	4	5.44	7	5.94	0.50
Climate	3	5.69	9	5.23	8	5.86	0.63
Good value for money	4	5.66	7	5.32	9	5.78	0.46
People	5	5.65	6	5.43	1	6.40	0.97
Quality of services	6	5.63	5	5.44	6	5.99	0.55
Costs/price levels	7	5.62	13	5.15	11	5.76	0.61
Religious sites	8	5.61	8	5.29	5	6.02	0.73
Scenery	9	5.59	2	5.83	16	5.29	-0.54
Beaches	10	5.46	11	5.21	21	3.70	-1.51
Infrastructure/transportation	11	5.45	20	4.73	14	5.36	0.63
Historical sites	12	5.44	1	5.83	3	6.30	0.47
Accommodation facilities	13	5.44	17	5.01	12	5.61	0.60
Shopping facilities	14	5.40	3	5.54	18	4.46	-1.08
Adventure/sports	15	5.31	10	5.22	4	6.04	0.82
Restaurants	16	5.27	16	5.11	10	5.77	0.66
Accessibility	17	5.21	18	4.97	13	5.61	0.64
Cleanliness	18	5.15	19	4.83	23	3.36	-1.47
Tourist information	19	5.15	21	4.67	22	3.68	-0.99
Handicrafts/souvenirs	20	5.13	23	4.43	20	3.89	-0.54
Things for tourists to do	21	5.10	15	5.12	17	4.80	-0.32
Airport facilities	22	4.96	14	5.12	15	5.31	0.19
Nightlife	23	4.55	12	5.20	19	4.33	-0.87
Overall image				5.15		5.40	0.25
Total (n)		275		275		221	

* Figures in this column were imported from the pre-visitation household survey (importance of attributes, where 1= 'not at all important' and 7= 'very important').

** Figures in this column were imported from the pre-visitation household survey, where 1= 'performs very low' and 7= 'performs very high'.

*** Figures in this column represent the post-visitation performance of British and Swedish visitors, where 1= 'performed very low' and 7= 'performed very high'.

**** Attributes in bold showed significance (independent-samples t-test)

Table 6.20: Organic and experiential performance ratings of Jordan's image (Swedish visitors)

Attribute	Importance of attributes*		Pre-visit performance**		Post-visit performance***		Difference (pre-/post means, +/-)
	Rank	Mean	Rank	Mean	Rank	Mean	
Safety****	1	6.06	20	3.90	1	6.37	2.47
Beaches	2	5.86	9	4.97	23	3.26	-1.71
Climate	3	5.83	1	6.05	5	6.07	0.02
Costs/price levels	4	5.76	13	4.82	9	5.82	1.00
Infrastructure/transportation	5	5.69	23	3.66	13	5.65	1.99
Religious sites	6	5.66	3	5.99	12	5.71	-0.28
Accommodation facilities	7	5.65	15	4.71	11	5.73	1.02
Atmosphere	8	5.61	19	3.93	6	6.06	2.13
Quality of services	9	5.59	12	4.85	4	6.09	1.24
Good value for money	10	5.58	11	4.91	8	6.03	1.12
Shopping facilities	11	5.55	8	4.98	16	5.02	0.04
Accessibility	12	5.54	22	3.84	19	3.82	-0.02
Scenery	13	5.52	5	5.77	15	5.40	-0.37
Adventure/sports	14	5.50	7	5.12	7	6.03	0.91
People/hospitality	15	5.47	4	5.77	2	6.29	0.52
Tourist information	16	5.45	21	3.85	22	3.49	-0.36
Restaurants	17	5.37	14	4.75	14	5.41	0.66
Historical sites	18	5.33	2	6.01	3	6.14	0.13
Cleanliness	19	5.33	17	4.56	21	3.64	-0.92
Things for tourists to do	20	5.30	10	4.91	17	4.77	-0.14
Airport facilities	21	5.24	13	5.06	10	5.81	0.75
Handicrafts/souvenirs	22	5.22	18	4.38	20	3.68	-0.70
Nightlife	23	4.29	16	4.68	18	3.87	-0.81
Overall image				4.74		5.25	0.51
Total (n)		319		319		95	

* Figures in this column were imported from the pre-visitation household survey (importance of attributes, where 1= 'not at all important' and 7= 'very important').

** Figures in this column were imported from the pre-visitation household survey, where 1= 'performs very low' and 7= 'performs very high'.

*** Figures in this column represent the post-visitation performance of British and Swedish visitors, where 1= 'performed very low' and 7= 'performed very high'.

**** Attributes in bold showed significance (independent-samples t-test)

The perceived or organic and experiential performance ratings for each of the 23 attributes are listed in Tables 6.19 and 6.20 above as well as the difference both means. The importance of attributes column was also included to make a better comparison between the two different studies. The results of this analysis should be handled with caution because, as explained earlier, the sampled population of the pre-visitation survey was not the same as in the post-visitation one. The figures in the importance column were imported from the pre-visitation (chapter 5).

The information provided by the comparison of organic and experiential performance scores was analysed in the following way: each attribute was considered according to its relative importance ranking, the difference between its organic and experiential scores and whether its performance rating moved in a positive or negative direction (improved or unimproved). A comparison between the organic and experiential mean

ratings shows that the travel experience altered the image of Jordan amongst British and Swedish tourists in a positive direction of 15 attributes (almost 2/3 of the attributes) and in a negative direction for 8 attributes. The results for each of the 23 attributes are discussed in detail below, according to whether they received a more positive or negative evaluation when the pre- and post-visitation results were compared in order to account for these changes. Tables 6.19 and 6.20 above identify the direction of change in image (i.e. positive or negative), where the pre- and post-visitation mean values were compared. While doing independent-samples t-test⁷⁴ (i.e. British and Swedish respondents), eight attributes showed significance, which were cost/price levels 0.000, nightlife 0.001, historical sites 0.002, religious places 0.038; beaches 0.007, shopping 0.027, accessibility 0.000 and quality of services 0.000. Independent Sample T-Tests do not show the direction of image change, therefore, the results of comparison between organic and experiential performance scores (Tables 6.19 and 6.20 above) solve this problem. In this table, the travel experience showed a positive modification of respondents' images of Jordan in 15 attributes and a negative modification for the other 8 attributes. Therefore, it is clear that the travel experience has influenced the image of Jordan compared to the pre-visitation images held by British and Swedish respondents. The results for these 23 attributes are discussed in the following sections.

6.9.1 Comparison between the Pre- and Post-visit Surveys regarding Jordan's organic and experiential images and tourists' religious belief

Twenty-two of the 23 image attributes showed statistically significant relationship between the pre- and Post-visit Surveys and Jordan's organic and experiential images. Kruskal-Wallis Test was employed to test the relationship that is documented in Table 6.21 below.

⁷⁴ Field (2005, p.734) defines independent-samples t-test as 'a test using the statistics that establishes whether two means collected from independent samples differ statistically'.

Table 6.21: Kruskal-Wallis Test: pre-/post-visit Surveys and Jordan's images (n= 910)

Image attribute	Organic/experiential image	Mean ranking	Chi-Square	Asymp. Sig
Scenery	Organic	490.53	33.895	0.000
Cost/price	Experiential	591.74	149.044	0.000
Good value for money	Experiential	565.17	95.553	0.000
Climate	Experiential	506.99	20.410	0.000
Nightlife	Organic	488.30	31.422	0.000
Infrastructure	Experiential	608.44	181.531	0.000
Airport	Experiential	525.85	40.587	0.000
Historical sites	Experiential	521.28	34.020	0.000
Religious sites	Experiential	504.84	18.752	0.000
Beaches	Organic	541.63	217.530	0.000
Shopping	Organic	490.53	34.263	0.000
Accommodation	Experiential	569.77	104.975	0.000
Tourist information	Organic	483.43	24.253	0.000
Cleanliness	Organic	519.51	121.878	0.000
Safety	Experiential	712.76	485.801	0.000
Accessibility	Experiential	565.94	98.413	0.000
People	Experiential	600.94	164.433	0.000
Restaurants	Experiential	583.19	127.470	0.000
Handicrafts	Organic	481.79	21.500	0.000
Atmosphere	Experiential	617.80	203.343	0.000
Adventure	Experiential	608.37	189.489	0.000
Quality of services	Experiential	608.42	185.746	0.000

Source: Primary research

As is clear from Table 6.21 above, the experiential or post-visit images of Jordan were enhanced and perceived positively by tourists and showed direct relationship (Significance was **0.000** in 22 out of 23 attributes). However, seven organic image attributes showed significance associated with the Pre-visit Survey; namely, scenery, nightlife, beaches, shopping, tourist information, cleanliness and handicrafts. This implies that participation at the destination has impacted on the images perceived by tourists due to destination experience and visitation. Only one attribute, i.e. things for tourists to do did not show any statistical significance when running the Kruskal-Wallis Test.

6.10 Affective images of Jordan

Table 6.22: Jordan's affective descriptors (experiential)

Descriptors		Whole sample (316)			British (n= 221)			Swedish (n= 95)		
		Rank	Mean	Std. Deviation	Rank	Mean	Std. Deviation	Rank	Mean	Std. Deviation
Positive	Negative									
Safe	Risky	1	5.95	0.771	1	5.97	0.794	2	5.91	0.716
Friendly	Unfriendly	2	5.74	0.748	2	5.56	0.656	1	6.18	0.772
Pleasant	Unpleasant	3	5.39	1.563	3	5.19	1.595	3	5.85	1.384
Calming	Stimulating	4	5.24	1.472	4	5.09	1.549	5	5.60	1.206
Excited	Bored	5	5.24	1.513	5	5.08	1.570	4	5.60	1.308
Relaxed	Stressed	6	4.88	1.348	7	4.66	1.341	6	5.38	1.231
Surprising	Predictable	7	4.83	1.377	6	4.76	1.502	7	4.98	1.021

Source: Primary research (note: results are presented here in mean rank order rather than the order in which they appeared in the questionnaire)

Table 6.22 above documents the results of affective images of Jordan on a semantic differential scale based on seven descriptors; namely, safe-risky; friendly-unfriendly; pleasant-unpleasant; calming-stimulating; excited-bored; surprising-predictable and relaxed-stressed. All results (mean ratings) above are associated with positive descriptors; for example, safe got 5.95 and surprising got 4.83. This conforms to the results obtained from experiential images of Jordan (Table 6.13, section 6.7 above).

Table 6.23: Mann-Whitney U Test (nationality and Jordan's experiential affective images) (n= 316)

Image descriptor	Nationality	Mean ranking	Mann-Whitney U	Asymp. Sig
Friendly-unfriendly	Swedish	205.58	9942.000	0.000
Calming-stimulating	Swedish	180.66	8392.000	0.003
Pleasant-unpleasant	Swedish	187.81	7731.500	0.000
Relaxed-stressed	Swedish	195.94	6940.500	0.000
Excited-bored	Swedish	180.24	8432.000	0.004

Source: Primary research

When running the Mann-Whitney Test to know if there was a statistical relation between these descriptors and nationality, five of them showed a significant relation; namely, friendly 0.000; calming 0.003; pleasant 0.000; relaxed 0.000 and excited 0.004 (Table 6.23 above). Safety did not show a statistical significance.

Table 6.24: Kruskal-Wallis Test (religious belief and Jordan's experiential affective images) (n= 316)

Image descriptor	Religious belief	Mean ranking	Chi-Square	Asymp. Sig
Calming-stimulating	Not religious	146.45	24.703	0.000
Pleasant-unpleasant	Not religious	140.94	17.423	0.008

Source: Primary research

The Kruskal-Wallis Test was employed for the relation between these descriptors and tourists' religious belief and only two of them showed significance; namely, calming 0.000 and pleasant 0.008 (Table 6.24 above). It seems from these results that religious

respondents did not perceive Jordan's affective images positively; only two descriptors were perceived as important for non-religious tourists.

6.11 Evaluation of Jordan's image

This section discusses if Jordan's image was improved or unimproved as a result of visitation.

6.11.1 Improved evaluation of Jordan's image

Table 6.25: British and Swedish respondents' experiential evaluation performance rating of destination attributes in Jordan (means and percentage rating)

Attribute	British respondents (n= 221)			Swedish respondents (n= 95)		
	Rank of attribute	Mean rating	% rating (performed somewhat high/high/very high)	Rank of attribute	Mean rating	% rating (performed somewhat high/high/very high)
People/hospitality	1	6.40	99.1	2	6.29	96.8
Safety	2	6.34	92.3	1	6.37	91.6
Historical sites	3	6.30	95.9	3	6.14	94.7
Adventure	4	6.04	93.7	7	6.03	92.6
Religious sites	5	6.02	92.8	12	5.71	90.5
Quality of services	6	5.99	97.7	4	6.09	94.7
Atmosphere	7	5.94	90.5	6	6.07	92.6
Climate	8	5.86	91.4	5	6.07	94.7
Good value for money	9	5.78	90.5	8	6.03	92.6
Restaurants	10	5.77	84.6	14	5.41	87.4
Cost/price levels	11	5.76	95.0	9	5.82	90.5
Accommodation	12	5.61	83.7	11	5.83	83.2
Accessibility	13	5.61	85.1	19	3.82	62.1
Infrastructure	14	5.36	86.4	13	5.65	88.4
Airport facilities	15	5.31	86.0	10	5.81	93.7
Scenery	16	5.29	85.5	15	5.40	87.4
Things for tourists to do	17	4.80	76.5	17	4.77	76.8
Shopping	18	4.56	72.9	16	5.02	80.0
Nightlife	19	4.33	71.9	18	3.87	65.3
Handicrafts/souvenirs	20	3.89	69.7	20	3.68	58.9
Beaches	21	3.70	43.4	23	3.26	41.1
Tourist information	22	3.68	48.9	22	3.49	44.2
Cleanliness	23	3.36	42.1	21	3.64	48.4

Source: Primary research. Means in bold represent negative images about Jordan.

Fifteen attributes received the highest importance values (Tables 6.19 and 6.20 above)⁷⁵ as the most important attributes in the selection process by British and Swedish respondents (mean values were more than 5.50), tabulated in descending order (Tables 6.19 and 6.20 in the previous section). The ranking of Jordan's experiential performance with respect to these attributes is shown in Table 6.25 above, which expresses these figures in percentages as well as mean values tabulated in descending order.

⁷⁵ Ten of these attributes received the highest pre- and post-visitation mean values and percentage ratings.

Safety was identified the most important attribute in the destination selection process by British and Swedish respondents (Tables 6.19 and 6.20 above), though it was ranked numbers 18 and 20 in the organic survey, but numbers 2 and 1 in the experiential survey respectively. Safety received a lower pre-visitation than importance mean rating, which suggests that British and Swedish visitors were receiving information regarding security and political issues in the Middle East, including Jordan, that arise every day in the Media. The rating of this attribute improved further after visitation. There was a significant positive difference between the organic and experiential mean scores for safety (+1.78, +2.47 respectively), implying that the experiential performance surpassed the expected (organic) performance of Jordan's image amongst British and Swedish respondents. This also implies that potential British and Swedish tourists saw Jordan as unsafe during the organic survey. On the other hand, this big difference between organic and experiential performance rating assures the fact that visiting the destination had a positive influence on image change.

Fourteen other attributes exceeded the anticipated (organic) performance, as seen by visiting British visitors (Tables 6.19); namely, people, adventure, religious sites, restaurants, accessibility, climate, infrastructure, cost/price levels, accommodation, quality of services, historical sites, good value for money and airport facilities. Jordan's image was enhanced after visitation, according to Swedish respondents, with regard to atmosphere, infrastructure, quality of services, good value for money, accommodation, cost/price levels, adventure, airport facilities, restaurants, people/hospitality, historical sites, shopping and climate. The major positive differences between organic and experiential performance in Jordan's image include safety, people, atmosphere, infrastructure, quality of services, and good value for money (Tables 6.19 and 6.20 above). The overall image of Jordan enhanced after visitation for both Swedish and Swedish tourists (by 88.5%, compared to 84.4% for Britons and 86.1% compared to 77.7% for Swedes). In other words, the experiential performance of Jordan's image exceeded the perceived one. The direction of image change for each of these thirteen attributes is discussed below.

Safety received a higher importance than pre-visitation mean rating, which shows that British and Swedish travellers had relatively low expectations regarding safety and

security in Jordan because of Media reports about Middle East issues and it seems that people relied much on what is published in the Media. Actual performance of safety exceeded the expected levels because Jordan is politically stable, secure and it has not experienced real war since 1967 and the incidents of 1970/71. It is clear that people are very sensitive when dealing with safety and security as they are very important needs (Maslow 1943). This positive evaluation results although internal incidents include terrorist attacks that hit three hotels in the capital, Amman, on 9 November 2005, when sixty people were killed and more than one hundred were injured (BBC 5 November 2005). The last incident occurred on 4 September 2006 (BBC 4 September 2006) when a Jordanian citizen shot dead one Briton tourist and injured five others: two British women as well as tourists from New Zealand, the Netherlands and Australia. Additionally, other external factors have not influenced safety and security in Jordan, such as the war of Israel against Lebanon during the summer of 2006. This incident was reported extensively in the Media and many foreign tourists cancelled trips to Jordan; however, the Arab market compensated for the loss when most of them transferred their holidays to Jordan from Lebanon (MOTA 2006). Infrastructure received a higher importance evaluation than organic mean rating, which shows that British and Swedish respondents had relatively low expectations regarding the infrastructure and transportation in Jordan. Actual performance showed higher evaluation than the perceived one, although it was selected as number 11 and 20 in importance when selecting a holiday destination by both Britons and Swedes. Accessibility received higher importance evaluation than its organic mean rating by Swedish respondents and the evaluation was further unimproved after visitation. This can be understood because there are no direct flights between Sweden and Jordan and there is cost and time involved in flying via different European airports. People/hospitality received a higher experiential evaluation than its organic mean rating. British and Swedish respondents found Jordanians receptive, hospitable and friendly, although Swedish respondents evaluated this attribute less than the importance evaluation. This implies that Jordanian people were seen as receptive and welcoming to tourists, and it asserts the importance of visitation upon image change.

6.11.2 Unimproved evaluation of Jordan's image

Eight attributes received lower mean ratings and obviously did not live up to expectations by British travellers; namely, beaches (-1.51); cleanliness (-1.47); shopping (-1.08); tourist information (-0.99); nightlife (-0.87); scenery (-0.54); handicrafts/souvenirs (-0.54) and things for tourists to do (-0.32). Equally, Swedish tourists evaluated some attributes negatively in the experiential stage than in the organic; namely, beaches (-1.71); cleanliness (-0.92); nightlife (-0.81); handicrafts/souvenirs (-0.70); scenery (-0.37); tourist information (-0.36); religious sites (-0.28); things for tourists to do (-0.14) and accessibility (-0.02).

Both British and Swedish visitors perceived beaches, cleanliness and nightlife as the most negative attributes about Jordan. Religious sites received a lower experiential score than its organic mean rating by Swedish respondents, but it was rated very high (mean rating 5.71 vs. 5.99 in the experiential stage). There is no explanation for this devaluation but the importance given to this attribute by Swedish respondents in the organic stage achieved a mean of 5.61. This implies that Swedish respondents did not give religious sites that much attention in comparison to their British counterparts (i.e. 6.02 in the experiential stage). Section 6.12 below explains how the image of Jordan has been modified after visitation in terms of image change, the direction, the causes of that change, matching the expectation with reality and the level of satisfaction given by both British and Swedish visitors.

6.12 Image modification

Image modification takes place as tourists travel to the destination. This is incorporated by the findings from four questions regarding if the image changed or not, if it was a positive or negative image change, the match of expectations with reality and the level of satisfaction.

6.12.1 Image change

Respondents were asked to state if their ideas (images) about Jordan have been changed since they arrived in this last visit. The following subsections (6.9.1.1-6.9.3)

explain the degree of image change, the direction of that change and the causes for the image change.

6.12.1.1 Degree of image change

Table 6.26: Degree of image change

<i>Have your ideas about Jordan changed since you arrived?</i>	British		Swedish	
	n	%	n	%
Changed a lot	124	56.1	62	65.3
Changed slightly	48	21.7	15	15.8
Did not change	49	22.2	18	18.9
Total	221	100.0	95	100.0

Source: Primary research

More than 77% of British visitors and more than 80% of Swedish ones stated that their images of Jordan have changed slightly and a lot since they arrived in Jordan (i.e. October-November 2006, Table 6.26 above). To know in which direction that image changed, Table 6.27 below documents the results obtained from British and Swedish visitors.

6.12.1.2 Direction of image change

Table 6.27: Direction of image change

<i>Where the change mainly?</i>	British		Swedish	
	n	%	n	%
Positive	211	95.5	89	93.7
Negative	10	4.5	6	6.3
Total	221	100.0	95	100.0

Source: Primary research

More than 90% of British and Swedish respondents stated that their images of Jordan have changed in a positive direction since they arrived in the destination (Table 6.27 above). Respondents were asked for the reasons or causes that led to this positive direction of image change and the results are summarised in Table 6.28 below. These answers are very important to the Jordanian Ministry of Tourism and the Jordan Tourism Board for developing, planning, managing and promoting tourism in Jordan in the right way.

6.12.1.3 Causes of image change

Table 6.28: Causes of image change

<i>Principal reason explaining your answer</i>	British		Swedish	
	n	%	n	%
Petra	34	15.4	12	12.6
Kind People	32	14.5	12	12.6
Safe destination	30	13.6	10	10.5
Nice climate	25	11.3	9	9.5
Dead Sea	20	9.0	10	10.5
Historical legacy	14	6.3	4	4.2
Beaches	12	5.4	10	10.5
Religious heritage	10	4.5	2	2.1
Wadi Rum	9	4.1	9	9.5
Something new (new experience)	9	4.1	5	5.3
Airport facilities	6	2.7	3	3.2
Cleanliness	5	2.3	1	1.1
Local cuisine	4	1.8	2	2.1
Good accommodation	4	1.8	2	2.1
Nice nature	4	1.8	1	1.1
Good infrastructure	3	1.4	3	3.2
Total	221	100.0	95	100.0

Source: Primary research

As mentioned earlier, more than 90% of respondents said that their image of Jordan had changed positively, and less than 6% stated that their image had changed negatively. Respondents were asked to explain the reason for this change in an open-ended question. Some factors were mentioned by respondents as having had both positive and negative influences on image such as the weather and prices. Most respondents reported that the weather in Jordan was fantastic and pleasant. Although most respondents reported that Jordan was an affordable destination to visit, some of them stated that it was expensive and the prices were high. While this may seem somewhat contradictory and different from the comparison of the pre- and post-visitation scores outlined in section 6.7, Tables 6.19 and 6.20 above, it can serve to highlight those factors which are particularly in need of attention given that they are performing poorly, but are, nevertheless, capable of exerting a positive outcome for some tourists.

Of those factors whose image changed positively for British and Swedish tourists (95.5%, 93.7% respectively), the main reasons given were related to Petra (15.4%, 12.6%); local people were friendly (14.5%, 12.6%); safe destination (13.6%, 10.5%); nice climate (11.3%, 9.5%); the Dead Sea (9%, 10.5%) and historical legacy (6.3%, 4.2%). Of those who reported that their image had changed negatively (less than 6%),

the main reasons given were concerned with cleanliness (litter/dirt, accommodation facilities (insufficient), tourist information, prices (high prices) and hot weather.

6.12.2 Match of expectations

Table 6.29: Match of expectation with reality

<i>On the whole, did your visit....</i>	British		Swedish	
	n	%	n	%
Exceed your expectation	108	48.9	58	61.1
Meet your expectation	103	46.6	26	27.4
Not meet your expectation	10	4.5	11	11.6
Total	210	100.0	95	100.0

Source: Primary research

Respondents were asked to state whether their holiday in Jordan had exceeded, met or not met their expectations and the results of this question are presented in Table 6.29 above. The majority of British and Swedish respondents (95.5%, 88.5% respectively) declared that their holiday expectations had exceeded or had been met and only a small proportion (4.5%, 11.5% respectively) reported that they had not been met. Whilst it is obviously a positive outcome for the destination when expectations are exceeded, it should be remembered that this may be due to the fact that visitors' organic expectations were low at the outset, which may have deterred other potential visitors. The fact that a proportion of respondents reported that their expectations had been exceeded or not met confirms that image modification has taken place, reflecting the difference between the organic and experiential ratings outlined in section 6.8 and in Tables 6.19 and 6.20 above. Respondents to this question indicated that their expectations had been met or exceeded mainly in terms of safety, local people, religious sites, infrastructure, the weather, restful and relaxing atmosphere and cost/price levels. This may also appear slightly at odds with the discussion in subsection 6.10.2 above, which highlighted that, overall, the weather and affordability (prices in the destination) attributes, for example, were unimproved when the organic and experiential performance results were compared. Nonetheless, it is clear that the weather and affordability had a particular positive effect for some visitors and further illustrates the importance of ensuring that these attributes are preserved.

6.12.3 Level of satisfaction

Finally, respondents were asked to state whether they were satisfied or not with their holiday in Jordan. Results of the level of satisfaction are presented in Table 6.30 below. Similarly, respondents were asked to state the reasons for satisfaction (Table 6.31 below).

Table 6.30: Level of satisfaction

<i>On the whole, did your visit....</i>	Whole sample		British		Swedish	
	n	%	n	%	n	%
Slightly satisfied	96	30.4	73	33.0	23	24.2
Very satisfied	200	63.3	139	62.9	61	64.2
Neither satisfied nor dissatisfied	7	2.2	2	.9	5	5.3
Slightly dissatisfied	13	4.1	7	3.2	6	6.3
Total responses	316	100.0	221	100.0	95	100.0

Source: Primary research

Table 6.31: Reasons for satisfaction

<i>Principal reason explaining your answer</i>	British		Swedish	
	n	%	n	%
Safety	37	16.7	18	18.9
Welcome people	33	14.9	23	24.2
Petra	36	16.3	16	16.8
Wadi Rum	16	7.2	2	2.1
Dead Sea	17	7.7	6	6.3
New/different experience	18	8.1	7	7.4
Amman	13	5.9	4	4.2
Baptism Site of Jesus Christ	19	8.6	8	8.4
Weather	10	4.5	3	3.2
Culture/history	14	6.3	4	4.2
Tourist guides	8	3.6	4	4.2
Total	221	100.0	95	100.0

Source: Primary research

As shown in Table 6.30 above, the majority of respondents (British and Swedish) to this question (296, 93.7%) reported that they were either very satisfied or slightly satisfied with their holiday in Jordan. Therefore, it can be said that while (20, 6.3%) of the total sample, of which 4.5% (10) of the British respondents and 6.3% (6) of their Swedish counterparts reported that their image of Jordan had changed in some negative way as a result of visitation, this did not affect overall levels of satisfaction to any great extent. This is because tourists look at the destination as a whole (amalgamation) of attributes, where some negative and some positive ones balance (some of which help to compensate for others) each other, which results in an either overall positive or negative image of that destination. However, as noted in Chapter 2, negative image modification may have serious implications in terms of intention to return to Jordan and positive hearsays (word-of-mouth recommendations). It is

important, therefore, not to let high satisfaction levels overall disguise or hide poor performance scores for attributes of Jordan as a tourism destination. The comparison of organic and experiential performance scores serves to highlight the areas where those involved in destination management and marketing in Jordan must pay particular attention to enhance and sustain the image of Jordan as a holiday destination.

6.12.4 Future tourist behaviour towards Jordan

Research showed that studying tourists' future behaviour in terms of repeat visit and intention to recommend is very important for the destination planners and marketers to know, which reflects their experience in the destination (satisfaction or dissatisfaction). Respondents to the Post-visit Survey were asked to state if they intend to recommend Jordan as a holiday destination to others and if they intend to revisit the destination in the future. The results of this question are summarised in Tables 6.23 and 6.24 below.

6.12.4.1 Intention to recommend (word-of-mouth) Jordan as a holiday destination

Respondents were asked to mention if they would recommend Jordan as a holiday destination to their relatives, friends or colleagues.

Table 6.32: Intention to recommend Jordan by respondents

<i>Would you recommend Jordan to your friends, relatives or colleagues?</i>	Whole sample		British		Swedish	
	n	%	n	%	n	%
Yes	295	93.4	211	95.5	84	88.4
No	21	6.6	10	4.5	11	11.6
Total responses	316	100.0	221	100.0	95	100.0

Source: Primary research

The majority of respondents showed great interest in recommending Jordan as a holiday destination to their relatives, friends and colleagues. This implies that these people were very satisfied with their visit to Jordan and, therefore, are willing to say positive things about Jordan and recommend people to visit the destination.

6.12.4.2 Intention to revisit Jordan

Respondents were asked to mention if they will visit Jordan again in the future; Table 6.33 below documents the results of this question.

Table 6.33: Intention to revisit Jordan by respondents

Would you consider going back to Jordan?	Whole sample		British		Swedish	
	n	%	n	%	n	%
In 4-5 years	2	0.6	19	8.6	0	0.0
After 5 years	81	25.6	53	24.0	24	25.3
No idea	200	63.3	139	62.9	64	67.4
Never	33	10.4	10	4.5	7	7.4
Total responses	319	100.0	221	100.0	95	100.0

Source: Primary research

It seems from Table 6.33 above that, although Jordan was perceived positively by visiting British and Swedish tourists, the idea of repeating the visit is not clearly understood because, as literature points out, satisfaction with a holiday destination can affect the tourists' future behaviour as regards word-of-mouth recommendation and repeat visits. From this Table, it is clear that 32.6% of British and 25.3% of Swedish respondents stated they would return; instead, they are promising that more than one-quarter of the sample have decided to return to the same destination. This implies that the destination's management should reinforce these people and give them some kind of incentive to motivate them to make new visits to the destination, which will also influence positive word-of-mouth recommendation about that destination. More than 60% of British and more than 67% of Swedish tourists had no idea if they would repeat their visit to Jordan or not. Less than 5% of British tourists and less than 8% of their Swedish counterparts have decided not to go back to Jordan. This, apparently, constitutes a threat to the image of Jordan as dissatisfied tourists will never go back to a destination following a negative experience; therefore, Jordanian tourism management and marketing should investigate this issue and redress the negative impact of it on Jordan's image.

6.13 Jordan's image and tourists' religious beliefs

Respondents were asked to state the strength of their religious belief and their commitment to practice their religion (sections 6.13.1 and 6.13.2 below).

6.13.1 Commitment to religion and religious belief

Table 6.34: Respondents' commitment to practise their religion

<i>Somewhat committed, committed, very committed</i>	British (n= 221)		Swedish (n= 95)	
	n	%	n	%
Commitment to religion (committed)	120*	54.3	30	31.6
Total responses	221	100.0	95	100.0

Source: Primary research. * Represents those who stated themselves as committed to religion.

Table 6.35: Degree religious belief of respondents

<i>Somewhat religious, religious, very religious</i>	British (n= 221)		Swedish (n= 95)	
	n	%	n	%
Religious	121*	54.8	32	33.7
Total responses	221	100.0	95	100.0

Source: Primary research. * Represents those who stated themselves as religious. The results in Tables 6.34 and 6.35 above show the extent people are committed to their religion and the degree of religious belief. It is clear that British respondents showed more religious belief than Swedish ones did. To know how these results are linked to the image of Jordan in terms of destination attributes, a cross-tabulation is of these results with Jordan's experiential image is outlined in the following sections.

6.13.2 Importance of religious belief for British and Swedish markets

The importance of religious belief in choosing a holiday destination was discussed in the previous chapter, chapter 5. The aim of this section is to explore the importance of religious belief upon British and Swedish travellers' image of Jordan and on the selection of Jordan as a holiday destination.

6.13.2.1 The relationship between destination attributes and tourists' religious belief

Table 6.36: Cross-tabulation between respondents' strength of religious belief and Jordan's attributes. Percentage in each category rating Jordan's performance highly under each attributes index numbers in parentheses

Attribute		Nonreligious (n= 145)	Neutral (n= 33)	Religious (n= 138)
Scenery	<i>Performs high</i>	13 (9)	30 (91)	110 (79.7)
Cost/price levels	<i>Performs high</i>	6 (4.1)	33 (100)	126 (91.3)
Climate	<i>Performs high</i>	4 (2.7)	32 (97)	123 (89.1)
Things for tourists	<i>Performs high</i>	35 (24.1)	29 (87.9)	106 (76.8)
Airport facilities	<i>Performs high</i>	15 (10.3)	30(100)	126 (91.3)
Historical sites	<i>Performs high</i>	7 (4.8)	32 (97)	132 (95.6)
Religious sites	<i>Performs high</i>	19 (13.1)	33 (100)	132 (95.6)
Cleanliness	<i>Performs high</i>	58 (40)	20 (60.6)	56 (40.5)
Handicrafts/souvenirs	<i>Performs high</i>	45 (31)	28 (84.8)	93 (67.3)
Adventure	<i>Performs high</i>	90 (62)	33 (100)	124 (89.9)
Quality of services	<i>Performs high</i>	3 (1.3)	33 (100)	130 (94.2)

Source: Primary research

Concerning the strength of religious belief, respondents were asked to determine their strength of religious belief on a scale of 0-6, where 0= ‘not religious at all’ and 6= ‘extremely religious’. Here, tourists were divided into three groups according to their religious belief: Group 1 includes those who said 0, 1 and 2= ‘not religious’; Group 2 includes 3 as neutral and Group 3 incorporates 4, 5 and 6 as religious (Poria *et al.* 2003). According to Table 6.35 above, 145 (45.9%) were identified as non-religious, 33 (10.4%) as neutral and 138 (43.7%) as religious.

In the organic stage of image research for Jordan, the differences were few and the research did not assure the influence of religion on people’s selection of certain attributes of the total amalgamation of the destination. In this survey, it is clear from Table 6.36 above that religious tourists are fewer than non-religious tourists in the sample (138 vs. 145); the index number showed the influence of religious association on the selection of certain attributes, which showed statistical significance Chi-Square [Kruskal-Wallis Test] in 13 image attributes associated to religious belief (Table 6.37 below).

Table 6.37: Kruskal-Wallis Test (religious belief and Jordan’s experiential images (n= 316))

Image attribute	Religious belief	Mean ranking	Chi-Square	Asymp. Sig
Scenery	Not religious	181.98	13.628	0.034
Cost/price	Neutral	193.21	18.174	0.006
Good value for money	Not religious	181.77	17.325	0.008
Climate	Neutral	207.52	16.487	0.011
Things to do	Not religious	178.03	14.469	0.025
Airport	Neutral	207.64	33.047	0.000
Historical sites	Religious	184.19	15.420	0.017
Shopping	Neutral	182.92	16.252	0.012
Accessibility	Religious	179.19	16.568	0.011
People	Not religious	179.16	18.083	0.006
Handicrafts	Neutral	189.55	13.114	0.041
Atmosphere	Religious	189.70	13.032	0.043
Quality of services	Not religious	188.76	15.952	0.014

Source: Primary research

As is clear from Table 6.37 above, most of the attributes are associated with either non-religious tourists or those neutral in their religious belief. Only three destination attributes of Jordan’s experiential images showed statistical significance associated with religious tourists; namely, historical sites, accessibility and atmosphere. It is clear that religious and non-religious travellers choose certain attributes differently. There is a significant relationship between destination attributes and tourists’ religious belief, where the figures are ≤ 0.050 . The figures presume that tourists with strong or moderate religious belief choose different attributes of a destination than others who

have less or no religious belief. This is true when referring to Table 6.36 above because the index numbers reveal that religious respondents showed more influence than non-religious people or neutrals. Those neutral in religious belief, although only 10.4% of the total sample, showed more influence than nonreligious (Table 6.36 above).

6.14 Conclusion

The organic/experiential questionnaire was employed in order to gauge the effect of visitation on the image held. This chapter reported on the experiential images of Jordan held by British and Swedish visitors to Jordan. The results are centred on three principal areas: how Jordan was actually performing in terms of certain attributes; whether perceptions are modified because of the travel experience and the role of religious belief on the formation of Jordan's image held by British and Swedish visitors.

In the previous chapter, British tourists mostly consider safety, atmosphere, climate, good value for money, people/hospitality, quality of services, cost/price levels, religious sites, scenery, beaches and infrastructure/transportation. Swedish respondents, on the other hand, gave more importance to safety, beaches, climate, cost/price levels, infrastructure/transportation, religious sites, accommodation, quality of services, good value for money and shopping. British respondents felt that Jordan would perform best with regard to historical sites, scenery, shopping, atmosphere, quality of services, people/hospitality, good value for money, climate and adventure/sports. Swedish tourists believed that Jordan would perform best in climate, historical sites, religious sites, people/hospitality, scenery, airport facilities, adventure/sports, shopping, beaches and things for tourists to do. The comparison of organic/experiential performance scores demonstrates that experience of Jordan modified the expectations held by British visitors in a positive direction for safety, people, adventure, religious sites, restaurants, cost/price levels, quality of services and atmosphere. Swedish visitors, on the other hand, experienced Jordan positively in terms of safety, atmosphere, quality of services, good value for money, accommodation, cost/price levels, adventure, restaurants and people/hospitality. British people experienced Jordan in a negative direction regarding beaches,

cleanliness, shopping, tourist information, nightlife, scenery, handicrafts/souvenirs and things for tourists to do. Swedish visitors experienced Jordan in a negative direction in terms of beaches, cleanliness, nightlife, handicrafts/souvenirs, scenery, tourist information, religious sites, things for tourists to do and accessibility. For Swedish visitors, certain attributes got nearly the same evaluation organic/experiential such as climate and shopping (positive direction) and accessibility (negative direction).

The most discrepancies found between the organic and experiential images of Jordan were in terms of safety. British and Swedish potential tourists believed that Jordan would perform low in the safety attribute, which suggests that their expectation about Jordan was unclear in different factors such as Media reports and, apparently, these people depended on what is published in the Media to form their images of a destination. On the contrary, in the experiential survey, both nationalities believed that Jordan was performing very high in terms of safety attributes, which surpassed the results of the organic survey.

The same hypothesis in Chapter 6 was employed in this chapter, i.e. *‘those with strong religious beliefs will hold different perceptions and holistic image of the destination from those with weak or no belief’*.

In chapter six, religion was seen as a more significant factor than the others but not only in terms of the importance and performance of Jordan in having good historical and religious sites to visit but also in the ratings of its beaches and even its cleanliness. The only explanation is that it is about small differences in the numbers rather than a real polarisation of views between religious and non-religious people. Religion features are therefore seen strongly here. However, when analysed against religious belief and commitment, there were no significant differences found. Even those with weak or no religion associated the country with the River Jordan, Jesus and John the Baptist, while religious people chose Jordan’s other historical sites. The only explanation might be that people visit religious sites not only for religious reasons; they may visit them for other purposes such as history and culture, etc. Therefore, religion does affect perceptions of Jordan but it is just one aspect of a person’s culture.

Even those who regard themselves as non-religious have been brought up in the culture and they know the songs and stories.

In the organic stage of image research for Jordan, the differences were few and the research did not assure the influence of religion on people's selection of certain attributes of the total amalgamation of the destination. In this survey, and as is clear from Table 6.28 above, though religious tourists were fewer than nonreligious in the sample (138 vs. 145), the index number showed the influence of religious association on the selection of certain attributes, which showed statistical significance Chi-Square [Pearson] (Table 6.29 below). The most influence of religion on the selection of destination attributes of Jordan appeared in six areas; namely, quality of services, historical sites, religious sites, cost/price levels, airport facilities and adventure. This assures the influence of visitation on image formation, where tourists chose to visit the destination based on their organic and induced images and then they share the destination and form a modified image. The results of this chapter showed that British and Swedish tourists have visited Jordan for the purpose of religion, which was listed number 3 by British respondents and number 5 by Swedish respondents. In relation to that, the most visited sites for British and Swedish tourists were religious sites, historical sites and the desert (visited by 100% of the sample). This substantiates the results obtained in Tables 6.28 and 6.29, section 6.10 above, where religious tourists chose religious and historical sites as the most important attributes of destination, which is supported by the analysis of Chi-Square Test that showed a significant relationship between religious belief and these attributes (Table 6.29).

CHAPTER SEVEN

SUMMARY AND CONCLUSIONS OF THE RESEARCH

7.1 Introduction

Tourism in Jordan has undergone spectacular development over the last ten years. However, recent trends suggest that numbers of visitors from the UK and Sweden did not reach the desired level. In the increasingly unstable and competitive tourism environment of the Middle East, the role of destination image has gained in importance. These and other factors highlight the need for research to assess the image of Jordan as a holiday destination, as expressed by potential and actual visitors from both the UK and Sweden. Reviewing the latest research on the image of Jordan as a tourism destination revealed only one image study that has focused on exploring the image of Jordan, as understood through the views of inter- and intra-regional visitors to the Jerash International Festival for Culture and Art, which is held every year between July and August (Schneider and Sönmez 1999). However, no single study has focused on Jordan, the UK or Sweden or the importance of religious beliefs on the formation of image. This thesis, therefore, attempted to redress the dearth of British/Swedish-Jordanian image literature.

The primary aim of this thesis, as identified in chapter 1, was to explore the influence of personal factors such as nationality, experience of the destination and religious belief on the formation of the image of Jordan as a tourist destination. A number of approaches were used to assess the image of Jordan: tourism literature and statistics relating to international, British, Swedish and Jordanian tourism were reviewed. The role that image plays was investigated through a review of secondary sources in chapter 2 and throughout the thesis and this also served to highlight the most appropriate method for measuring destination image (chapter 3). Finally, the image of Jordan, as perceived by the British and Swedish public, was examined through primary research in two stages, i.e. organic image or pre-visitation survey (chapter 5) and experiential image stage or post-visitation survey (chapter 6).

The resolution of the major research problem was dependent on the fulfilment of four specific research objectives. The research objectives presented in chapter 1 are revisited and the main findings and conclusions of each of these objectives are then summarised in section 7.2. A summary of organic and experiential images of Jordan are presented in subsections 7.2.3.1 and 7.2.3.2. Implications are outlined in section 7.3 and recommendations concerning the changes required to meet the challenges identified are proposed in section 7.4 under three main headings; namely: product, marketing and further research. Finally, the chapter concludes with a brief overview in section 7.5.

7.2 Research objectives revisited and summary of conclusions

The aim of this section is to present the major findings of the thesis with respect to the four objectives outlined in chapter 1. The individual sections and subsections from which the major conclusions are drawn are referred to in order to facilitate cross-referencing.

1. To review critically the literature on the formation of destination image and its importance in the holiday decision-making process.
2. To review critically the development of tourism in Jordan and the marketing of the country as a tourism destination abroad, specifically in the British and Swedish markets.
3. To accurately determine and evaluate the organic and experiential images of Jordan as a tourist destination.
4. To identify if the factors such as strength of religious belief, nationality and experience of the destination have influence upon the destination images of Jordan.

The conclusions made with respect to objective one are discussed below:

7.2.1 To review critically the literature on the formation of destination image and its importance in the holiday decision-making process

The increasingly competitive global tourism environment underscores the need for an effective destination positioning strategy. In chapter 2, destination image was shown to have a crucial role in the context of a tourist's decision-making process. Images form the basis of the evaluation or selection process and thus provide the link between motivations (push) and destination selection (pull). Images are also significant because of the way they impact on the level of satisfaction with the tourist experience, which is critical for obtaining positive social narratives in terms of word-of-mouth recommendations and intentions to revisit. This implies that image studies are a prerequisite to a successful marketing study. Image change efforts are essentially wasted if baseline data establishing the present image position is not known (Gartner 1993 1996). However, in spite of image importance, only one destination image study to date has focused specifically on Jordan, and none has analysed Jordan's image as a tourism destination in Britain and Sweden.

A comprehensive definition of destination image is critical in terms of ensuring accurate measurement. Echtner and Ritchie's model definition (1991, 1993), which comprises all the components of destination image (attribute-holistic, functional-psychological and common-unique) was employed in this study. Understanding how images are formed is critical to developing the pull potential of a destination. Gunn's theory of image formation (1972) is widely accepted and suggests that images are conceived at a number of levels; namely, organic (books, school, TV, films and the experience of family and friends), induced (marketing and promotional material) and modified-induced or experiential (personal experience of the destination). Induced images are formed or developed through four forms: paid advertising; publicity; public relations and incentives Gunn (1997, p.38).

Therefore, the key difference between organic and induced images is the control the destination area has over what is presented; whilst little can be done to influence organic image, markets can induce an image through promotion. The distinction between organic and induced images is unique to the formation of destination images.

Information for the majority of products and services is primarily commercial in nature; consequently, the role of outside influences in formulating product image is rather limited. Tourism images, on the other hand, are derived from a number of different sources, both commercial and non-commercial. It must be acknowledged, therefore, that destination images are formed from a wide variety of sources over which the tourism industry has little or no control (Ahmed 1991). Nonetheless, given that official tourist board information services are seen as the most credible source of information, Jordan's Tourism Board's promotional material was the major yardstick employed in this thesis to assess the image of Jordan portrayed internationally and specifically in Britain and Sweden.

Literature showed that the formation of destination image could be understood in terms of different approaches (Dann 1996; Baloglu and McCleary 1999a; Selby and Morgan 1996; Beerli and Martin 2004a; Gunn 1972; Gartner 1993, 1996; Stabler 1990; Jenkins 1999). According to Dann (1996), 'images of a destination can be understood in terms of their cognitive, affective and conative components). The affective component of image is related to the motives one has for destination selection, whilst the conative image component is analogous to behaviour, as it is the action (or destination selection) component. Baloglu and McCleary (1999a) developed a framework for destination image formation based on two motives: personal factors (psychological and social) and stimulus factors (information source, previous experience and distribution). Accordingly, image is affected by personal and stimulus factors, which the person possesses and perceives. Selby and Morgan (1996) reviewed some relevant theories about place image to understand the destination image-formation process. Place image theory depicts the differences in image held by a tourist that are subject to development (change/modification). This implies that a tourist can hold different images of a destination because of visitation (experiencing the destination). British and Swedish visitors to Jordan held different images of the destination before visitation and then they modified them while experiencing Jordan. Gunn's theory (1972) involves constant building and modification of images, which are conceived at a number of levels; namely, organic, induced and modified-induced. The process starts with accumulated mental image (organic), then tourists are confronted with induced image (modified initial image) by promotional tools, before the third stage, which is the decision to visit the destination. This is followed by

visiting the destination, sharing the destination, returning to their home country and, finally, the modification of their image (experiential image). The last stage affects a tourist's intention for repeat visits and word-of-mouth recommendations; if they were satisfied, then they may return to the same destination and talk positively about it and vice versa. Gartner (1993, 1996) postulates that the characteristics of the target market will affect the decision-making process; for example, family groups are most likely to use Media sources of information and older people tend to rely on recommendations of family and friends. Stabler (1990) separates the factors that influence the formation of destination image into two categories; namely, the demand factors (the tourists' side) and the supply factors (the destinations' side). Stabler's model for destination image-formation points to the existence of several factors, which may influence the process of image formation; for example, education and the Media. It is acknowledged, therefore, that destination images are formed from a wide variety of sources over which the tourism industry has little or no control. Chon (1992) explained the relationship between organic image and the experience of the tourist with the destination and his/her overall evaluation (satisfaction/dissatisfaction). A positive image and positive travel experience will result in a moderately positive evaluation of a destination, whilst negative organic image and positive experience will result in a highly positive evaluation. Actually, a match between organic and experiential images is to be considered the most desirable outcome.

The conclusions made with respect to objective three are presented in subsection 7.2.2 below.

7.2.2 To review critically the development of tourism in Jordan and the marketing of the country as a tourism destination abroad, specifically in the British and Swedish markets

Tourism development in Jordan is based on historical and religious legacy from the three monotheists' religions of Judaism, Christianity and Islam (Hazbun 2008). Moses and Aaron honoured Jordan through their holy travel from Egypt to see the Holy Land in Palestine. Jordan was the homeland for John the Baptist, where he was beheaded in the fortress of Machaerus (Makawer). Jesus Christ travelled through Jordan and was baptised on the eastern bank of the River Jordan by John the Baptist

and now the site is called the Baptism Site of Jesus Christ (*al-Maghtas* in Arabic). Western travellers did not know Jordan, as a tourist destination, until 1812 when Burckhardt rediscovered Petra. Jordan witnessed different civilisations since the time Alexander the Great, the Romans, Nabataea, the Byzantines, the Islamic Caliphate Period, Crusaders, the Ottomans, the Great Arab Revolt, the British Mandate and, lastly, the Hashemites. Tourism in Jordan since the creation of the country in 1921 and until 1967 was mainly for religious purposes, in which pilgrims used the Hijaz Railway to visit Holy sites in Mecca and Medina. Other types of tourism emerged later on, such as cultural and historical tourism to Petra and beach tourism to the Dead Sea and Aqaba in the 1980s.

Development of Jordan has passed through four main stages: developments since the making of Transjordan (1921) until 1950; developments between 1951 and 1993; developments between 1994 and 2003 and the recent developments during 2004-2009. In the first stage, during the 1920s until the mid 1930s, the country's first mission was to maintain security in all parts of the newly established country with a population of 250,000 inhabitants (DOS 2010). The infrastructure was very limited; the only railway having been built in 1903 by the Turks as a means to facilitate pilgrimage to Mecca (Daher 2007). The first hotel was built in the country (i.e. Philadelphia Hotel) in 1923 in Amman downtown, where Emir Abdullah took part of it as his office before the Raghadan Palace was built. Tourism flourished in Petra, which motivated Thomas Cook to set out a camp 'named Thomas Cook Camp' in 1921 (Shoup 1985; Daher 2007). Transjordan gained its independence from Britain in 1946 and was renamed the Hashemite Kingdom of Jordan, which gave the country stable legitimacy over its territories. However, after a short period, the war erupted in Palestine after the creation of Israel in 1948 and many Palestinians fled to Jordan and other neighbouring countries such as Syria, Lebanon and Egypt. Jordan annexed the West Bank in 1950 and the population doubled. Accordingly, tourism flourished to Jerusalem and Bethlehem and was mainly religious. In summary, during this period, Jordan was unstable, it was a newly established state, the tribes were fighting each other, the infrastructure was very poor, tourism products were not developed except for Petra and tourism was mainly religious with travel to Mecca for Muslims or to Jerusalem for both Christians and Muslims. During the second stage of tourism development in Jordan (1951-1993), an authority responsible for tourism was created

in 1953, initially based in Jerusalem before it moved to Amman in the same year, which gave the industry an established organisation and control (MOTA 2010). In the beginning of the 1960s, Jordan became more stable and enjoyed a boom in its economy. The first university in the kingdom was founded in 1962 and the first law relating to tourism was initiated in 1960 giving the Authority of Tourism more power to organise and regulate the tourism sector in the country. The second law of tourism in 1965 allocated 20% of the annual tourism revenues to the Tourism Authority for it to do its work more efficiently and effectively (Harahsheh 2002). Tourism revenues then increased, especially from Jerusalem and Bethlehem, as well as from Petra and Jerash (Aruri 1972; Mutawi 1985). New airports in Amman and Mafraq and a harbour in Aqaba were constructed. The Royal Jordanian Airline (then Alia) was established in 1963. However, the tourism boom suffered as a result of the Six-day War in 1967 between Israel and Arabs, in which the West Bank and Jerusalem were lost. Jordan's tourism sector was devastated as a very important source of income was lost and the number of tourists dramatically fell (Aruri 1972; Sharaiha and Collins 1992; Pappé 1994; Hazbun 2008; King Hussein website 2010). This was followed by the Israeli invasion of Jordan in 1968 (known as the Battle of Karamah) and the conflict of 1970, imposed by the Palestinian guerrilla organisations (*Fedayeen*) led by Yasser Arafat, was an attempt to overthrow the rule of the Hashemite Dynasty. However, King Hussein crushed them, ending their presence in Jordan in July 1971 (Dawisha 2005; Daher 2007). The 1970's events deflated the Jordanian national identity to split into two identities, Transjordanians and Palestinians (Bar 1995). The boom in the oil era of 1970s helped Jordan through aid from Arab oil countries as well as remittances from expatriate Jordanians working abroad (Daher 2007; King Hussein website 2010). During that period, the Government of Jordan, with aid from international organisations, started to restore some archaeological sites in Amman and Jerash. Therapeutic tourism began to flourish in 1964, following the development of al-Hammah's hot and mineral springs in the north near Um Qais. Tourist rest houses were built in Jerash and Sweimah on the Dead Sea in 1960s. The Dead Sea as a spot for spa tourism was developed later in 1989, whilst the Israelis developed the western side of the Dead Sea in 1958. In recognition of the importance of tourism to the Jordan economy, MOTA was established in 1988. In 1989, political reform began with the start of parliamentary elections that were stopped due to the 1967 war, which

put an end to the martial law of 1967. This reform gave birth to other economic reform in subsequent years. Following the aftermath of the Gulf War I in 1990, peace loomed on the horizon when the region went into a peace process between Arabs and Israel and then the Conference of Madrid took place on 30 October 1991. Not long after that, in October 1994, Jordan and Israel signed a peace treaty in Wadi Araba, which boosted the number of tourists flocking to Jordan in the following years. The third period of development (1994-2003) started with the signing of the peace treaty between Jordan and Israel on 26 October 1994 to end around fifty years of war and hostility between the two countries. It set and confirmed the eastern borders of Israel with Jordan and enabled the Royal Jordanian Airline to use Israeli air space when flying to Europe and America. This presented an image of Jordan as a stable, safe and developing country and reduced the costs of air travel. Excavations started in the Baptism Site in 1996 and, in 1999; the Vatican Committee decided that the site of Jesus' Baptism is on the Jordanian side of the River Jordan (MOTA 2009). Consequently, thousands of pilgrims flocked to Jordan from all over the world and, since then, Jordan has been positioned on the international tourism map as a religious destination (JTB 2010a). During this period, the Jordan Tourism Board was established in March 1998 as the sole body for marketing Jordan as a tourism destination in foreign markets (JTB 2010a). Interestingly, new types of tourism, such as; religious, therapeutic, desert and MICE, were introduced supporting the tourism product and competitiveness of Jordan as a tourism destination worldwide. This period witnessed a monarch change in Jordan due to the sudden death of the late King Hussein on 7 February 1999 after 47 years in service (Ryan 2002). King Abdullah II accessed the throne of the Hashemite Kingdom of Jordan on that date. King Abdullah II believes that the success of Jordan's economy depends on pumping more capital into the country because of safety and political stability as well as by stimulating investment laws. Jordan has received many wealthy investors, mainly from the neighbouring Arab countries, in the last 10 years. Fortunately, the majority of these investments went to the tourism and hospitality sectors, mainly in Amman, the Dead Sea, Petra and Aqaba (Jordan Investment Board, JIB 2009). However, most tourism activities (i.e. accommodations and other infrastructures) are concentrated in Amman, Petra, Aqaba and the Dead Sea; whilst other important regions such as Jerash, Ajloun and Um Qais are ignored (Kelly 1998). In summary, tourism in Jordan has been

affected by regional and international political incidents and wars such as the attacks on New York in 2001 and the invasion of Iraq 2003, which have resulted in a negative image of the region including Jordan. Tourist arrivals fell by 37% from Europe and by 41% from the American market following the September 11th incident, when air transport stopped and tourist bookings to Jordan were cancelled accordingly (MOTA 2002). The tourism sector restored its health after the peace treaty with Israel and the number of tourists doubled. In the last period (2004-2009), the Jordanian economy experienced unique growth. The foundation of economic boom laid in the 1960s, 1970s and 1980s under the exceptional leadership of the late King Hussein have been followed by the dramatic developments in the 2000s during the era of HM King Abdullah II. However, Jordan is still dependent on foreign aid due to shortages in natural resources and fresh water. Nevertheless, the country is developing in all aspects of life everywhere. The number of tourists to Jordan has increased by 32.8% in the last six years (it reached 3.79 million in 2009) with the number of tourists from the UK increasing by 64.6% in the last six years (63171 tourists in 2009). Meanwhile, Swedish tourist numbers also increased significantly during this period by 215.7% and reached 14902 tourists in 2009, even though the JTB closed its office in Sweden at the end of 2007. Tourism receipts increased by 119.7% for 2004-2009 and reached JOD2.1 billion or US\$3 billion in 2009. These developments in the tourism sector imply that Jordan has been recognised as an important tourism destination in the Middle East. Accordingly, the increase in international tourists to Jordan and tourism receipts have resulted in developments in the tourism sectors in terms of the number of direct employments, hotels, travel agents and tour operators, tourist restaurants, tourist guides and other related activities. For example, direct employment increased by 70.3% (40092 in 2009), hotels increased by 4.8% (485 hotels in 2009), travel agents/tour operators increased by 40.1% (653 travel agents/tour operators in 2009), tourist restaurants increased by 72.5% (773 restaurants in 2009) and tourist guides increased by 42.2% (855 guides in 2009). To summarise, tourism in Jordan has restored its health and become one of the most important sectors; it contributed 17.4% of the GDP, accounted for 48.3% of the export of goods and services and constitutes 80.8% of the export of services only (UNWTO 2009).

With regard to marketing Jordan as a tourism destination, Jordan's Tourism Board (JTB) was established in March 1998 as a public/private partnership and a sole body

for marketing and promoting the country in foreign markets. HM King Abdullah II launched Jordan's National Tourism Strategy in 2004 in order to achieve the following objectives by the year 2010: to increase tourism receipts to reach JOD1.3 billion by 2010; to increase tourism-supported jobs by 51,000 jobs; and to achieve taxation yield to the government of more than JOD455 million. The strategy has formulated seven main niche markets (products) that should be developed, managed, marketed and promoted worldwide. These include cultural heritage (archaeology); religious tourism; eco-tourism; health and wellness; meeting, incentives, conferences and events (MICE); adventure; and cruising. The strategy outlines four pillars as cornerstones: to strengthen tourism marketing (enhance Jordan's image); support product development and competitiveness; develop human resource objectives and provide effective institutional and regulatory framework. The marketing and promotion function of Jordan as a holiday destination was assigned to the Authority of Tourism and transferred to the Royal Jordanian in 1987 (Sharaiha and Collins 1992) until 1997, and then it became the main role of the JTB since 1998. For almost a decade now, the budget of the JTB available for promotion of Jordan as a tourism destination has been small in comparison with that enjoyed by many competitive destinations, though this situation has improved in recent years through the increased allocation of marketing funds from the Jordanian Government and the private sector (JTB 2009).

The JTB performs its marketing and promotional activities through the following references: the National Tourism Strategy 2004-2010; the Marketing Strategic Plan 2005-2007; the Annual Marketing Plans for Tourism Markets (Action Plans); the JTB's Annual Executive Action Plan 2005-2007 and through decisions and directions by the board of directors. Accordingly, the JTB has determined its strategic marketing plan objectives as follows:

1. Expanding and supporting the network of Jordan's tourism product distributors in target and potential markets;
2. Developing and enhancing the image of Jordan as a safe and distinguished destination;

3. Developing the capabilities of the Board and enhancing its manpower resources;
4. Increasing the seat capacity and frequency of flights to Jordan;
5. Creating a strong sustainable marketing coalition between the public and private sectors.

A new approach for the marketing of Jordan was advanced in 2006. The JTB launched a new brand identity designed to reinforce the image and market position of the country's tourism sector abroad (Dajani 2006). The new brand identity was created to enhance and communicate the image of Jordan as a tourism destination and to position Jordan on the global tourism map. The vision of the JTB is to increase average daily spending and average length of stay and to attract higher spending segments through development and promotion of Jordan's diverse, entertaining, authentic and creatively conceived visitor experiences. The JTB's marketing approach is based on strategies of gradual development; innovation and differentiation; incentives for local community; integration and a new model for site management.

Jordan's Tourism Board's promotional plans and the National Tourism Strategy have identified Jordan's image mixture in terms of safety, culture, hospitality and religion. The most frequently projected images of Jordan by the JTB include religion, culture, people and Petra, representing 63.8% of the total images. MOTA, JTB and the tourism strategy state that one of the major objectives is to promote Jordan as a safe destination. Regrettably, content analysis of the JTB's and private sector's brochures showed that safety is not prioritised and is reflected in a small percentage (7.2% and 6.6% respectively). The literature showed that safety is one of the major concerns of tourists when choosing a holiday destination. British and Swedish tourists are more concerned about safety and security when thinking of Jordan as a potential holiday destination (JTB 2010b). In chapter five, British and Swedish potential tourists perceived Jordan as a risky destination (27% and 31.6% respectively). In chapter 4, one of the major challenges to promoting Jordan abroad is to reduce the risk factor associated with Jordan's image. It is argued then that the JTB and the private sector should work together to increase awareness about Jordan through different

means such as FAM trips for journalists and tour operators and to increase the budget for marketing and promotion to reach more target tourists. In summary, during the 1960s, 1970s and 1980s, the Jordanian economy experienced a boom in growth. Jordan possesses exceptional potential for the development of world-class visitor experiences, based upon its rich mix of ancient and modern history, archaeology, religious heritage, traditional culture, and natural wonders. In recent years, Jordan has undergone considerable economic growth and modernisation, which has compromised the continuing promotion of Jordan on this basis. Consequently, Jordan's image as a tourism destination was based on very broad and intangible concepts such as safety, hospitality, rich history and archaeology, as well as religious and holy sites. Jordan's Tourism Board endeavours through its marketing tools and activities to assure its commitment and vision to achieve sustainable development of tourism in Jordan. The role of JTB is not exclusive to the demand side of tourism, but it also affects the supply side.

The conclusions made with respect to this objective are presented in subsection 7.2.3 below.

7.2.3 To accurately determine and evaluate the organic and experiential images of Jordan as a tourist destination

Echtner and Ritchie's study (1993) indicates that a relationship exists between the system of measurement used and the ability to capture certain aspects of destination image. They concluded that a combination of qualitative and quantitative methods is most appropriate in order to assess all the components of destination image. Qualitative and quantitative methods were employed throughout the research process for this thesis in developing the attributes used in the questionnaire (literature review and content analysis) and within the questionnaire itself (rating scales and open-ended questions). The set of scales measured the common, attribute-based components of destination image along both functional and psychological dimensions, whilst the open-ended questions captured the holistic components of Jordan's destination image along both functional and psychological dimensions, as well as the presence of distinctive or unique features. The information provided by the rating of attributes and the open-ended questions was used to assess the image of Jordan as a tourism destination that exists in Britain and Sweden and the importance of religion as a

constituent of that image. The use of such a longitudinal instrument allowed the researcher to gauge the effect of visitation on destination image by measuring the image pre- and post-visitation, which is referred here as organic and experiential images.

7.2.3.1 Organic images of Jordan

The results from the pre-visitation (organic image) questionnaire were outlined in Chapter 5. In brief, British respondents consider safety, atmosphere, climate, good value for money, people/hospitality, and quality of services, cost/price levels, religious sites, scenery, beaches and infrastructure/transportation. Swedish respondents, on the other hand, attach more importance to safety, beaches, climate, cost/price levels, infrastructure/transportation, religious sites, accommodation, quality of services, and good value for money and shopping. Personal and social narratives in terms of positive word-of-mouth recommendations have a substantial impact upon consumer decisions to buy a certain product or to visit a certain destination (El-Omari 1991; Gartner 1993, 1996; Gunn 1997). The results of this thesis confirm what those scholars asserted; respondents were asked to mention the sources of Jordan's organic images and revealed that over 25% of the sample identified word-of-mouth recommendations (social narratives) from family and friends followed by the Internet (21.7%) and the Media (16.7%). Subsection 5.7.1.1 in chapter 5 gives more details about the sources of organic images of Jordan. El-Omari (1991, p.35) considers word-of-mouth recommendations as decisive to influencing consumers to buy cars in Jordan as a high-risk product. Gunn (1997, p.37) proposes that social narratives as a source of information about the organic images of a destination influence greatly potential tourists being impressed by a destination. Gartner (1993, 1996) emphasises the importance of unsolicited information from friends and family as a source of organic images about a destination, especially for the senior segment. It is argued that buying a holiday is a risky decision due to different factors, among others, safety, accommodation, accessibility, prices and quality of services (as potential tourists cannot try or experience the destination before travel).

British potential tourists expected that Jordan would perform best regarding history and culture, scenery, shopping, atmosphere, quality of services, people/hospitality,

good value for money, religious sites, climate and adventure/sports. Swedish respondents believed that Jordan would perform best in terms of climate, history, religious sites, people/hospitality, scenery, airport facilities, adventure/sports, shopping, beaches and things for tourists to do. This is consistent with the conclusions made in chapters 5 and 6 that the key elements of Jordan's appeal as a tourism destination, are safety, people/hospitality, history, culture, religion, and faith. However, a number of attributes received lower organic performance means rather than importance ratings; notably, safety, atmosphere, infrastructure, handicrafts, tourist information, cost/price levels, and accessibility. This suggests that some respondents perceived Jordan as being an unsafe, expensive and inaccessible destination. The divergence between both sets of scores is worrying insofar as it may have deterred other potential British and Swedish visitors from ever choosing to visit Jordan. The fact that certain attributes received lower organic than importance ratings raises serious questions regarding why people choose to visit Jordan, and suggests that the key facets of Jordan's appeal as a destination are not as influential as those involved in image management might think. Nonetheless, it is important to remember that a tourism destination is an amalgam of different attributes, and some variables obviously compensate for those with relative poor organic performance scores given that people still come to Jordan. For example, in this instance, it could be argued that factors such as hospitality, Petra and the legacy of King Hussein help to compensate for accessibility, tourist information and infrastructure.

The more complete and accurate the measure of image, the more useful it will be for positioning and promotional strategies. If a destination is found to be difficult to categorise or is not easily differentiated from other similar destinations, its likelihood of being considered and chosen in the travel decision process is reduced. Figures 5.2-5.5 (section 5.8, chapter 5), are used to conceptualise Jordan's image and clearly highlight the need for research which combines qualitative and quantitative methods. For example, although religion, history, hospitality and scenery were all mentioned in the scale question, different aspects of these were explained by the open-ended questions such as religious sites (Baptism Site), hospitality, nature/scenery, which emphasises their importance in terms of Jordan's destination image. In addition, the Royal Family (King Hussein, King Abdullah II) featured strongly amongst the more holistic images of Jordan despite the fact that these had not even appeared in the

attribute-based components of destination image. Moreover, more than 20% of respondents could not associate Jordan with any image attribute and more than 50% of them were unable to list any unique tourist attraction in Jordan, which indicates an inability to conceptualise Jordan as a tourism destination. Thus, whilst the rating scales (quantitative) were used to provide a broader base of image formation, the open-ended questions (qualitative) served to elaborate on certain aspects of the destination. This is in contrast to the majority of image studies, which have relied on one method only (usually quantitative), and it supports Echtner and Ritchie's (1993) conclusion that the system of measurement affects the ability to capture certain elements of destination image.

7.2.3.2 *Experiential images of Jordan*

The comparison of organic and experiential performance mean ratings demonstrates that experience of Jordan modified the images held by British and Swedish in a positive direction for 14 attributes and in a negative direction for nine others (Tables 6.13 and 6.14). The negative re-evaluations include those attributes that might be thought to differentiate Jordan from its competitors, whilst the positive re-evaluations are mainly in terms of generic destination attributes. The attributes receiving high organic or expected performance mean ratings can be assumed to have compensated for those receiving relatively poor organic performance ratings given that visitors still choose to come to Jordan. Thus, if these compensating factors did not perform well in reality, there may be serious consequences in terms of repeat visits and word-of-mouth recommendations. British and Swedish visitors to Jordan reported that climate lived up to expectations but other factors (such as beaches, cleanliness, nightlife, shopping, tourist information, scenery and handicrafts) received negative experiential evaluations. It is clear, therefore, that the core elements of Jordan's international appeal as a tourism destination are under threat. This problem is intensified by the fact that those attributes were unimproved even further after visitation.

The religious attribute was particularly focused upon because it was identified in chapter 2 as a major future growth arena, capable of responding to the need for more sustainable forms of tourism in Jordan. The role of religious belief in terms of Jordan's destination image was recognised as being significant in chapters 5 and 6 of

this thesis, and was confirmed by high importance and experiential ratings received by the attribute. However, the organic performance rating was lower than the importance of this attribute, whilst the experiential performance was higher than both the importance and the organic ratings. This indicates that Jordan performed better than expected with respect to religious sites. This is understandable given that religious heritage is affected by the legacy of Jordan as part of the Holy Land and due to it being endowed with major religious sites associated with the three monotheist religions; namely, Judaism, Christianity and Islam. These sites include the Baptism Site of Jesus Christ, Mount Nebo, many Islamic shrines and other prophets' tombs. The evaluation of the religious attribute (sites) is of particular concern given that religious tourism represents a potential growth sector in the increasingly competitive tourism industry. Furthermore, it may be seen as an important factor for differentiation between Jordan and other competing destination, as Jordan has unique religious sites such as the Baptism Site and Mount Nebo (Jordan's Tourism Strategy 2004-2010).

Regarding the potential of British and Swedish tourism market to Jordan, even though the majority of respondents declared they were either satisfied or very satisfied with their holiday in Jordan, just over 7% of British and over 5% of Swedish respondents stated that their image had changed in a negative way following visitation. This underlines the importance of ensuring that high satisfaction levels (95.9% for British respondents and 93.7% for Swedish ones) do not mask poor performance of individual aspects of the destination, as these may have negative effects with respect to repeat visits and word-of-mouth recommendations. The comparison of organic/experiential scores allowed the researcher to identify those areas where experience did not always live up to expectations. Respondents were asked a question regarding encouraging or discouraging factors for Jordan as a destination. These responses served to substantiate the findings from the rating of attributes to provide a more holistic analysis of Jordan's strengths and weaknesses (for example, beaches, tourist information and cleanliness respectively). This further highlights the importance of using both organic/experiential instruments and qualitative/quantitative methods. Without the baseline data provided by the organic image questionnaire, it is impossible to evaluate how a destination is actually performing. Moreover, overall high satisfaction levels can mask individual areas where experience does not

correspond with expected performance; the open-ended questions help to illustrate specific areas in need of attention by destination managers. This confirms that surveys, which fail to measure the visitor's organic expectations or do not employ a combination of research methods, do not always provide a complete picture of a country's tourism image and this may lead to those involved in destination management believing that it is performing better than is the case.

In summary, Jordan is still capitalising on the traditional types of tourism products such as the historical or archaeological assets, although the country enjoys different and diversified offerings. These include religious, therapeutic, eco and MICE tourisms that are not affected highly with seasonality in the tourism demand and can generate more income revenues to the economy. Although tourism contributes more than 17% of the GDP, more than 44% to the export of goods and more than 80% to the export of services (UNWTO 2009), its priority as an important sector of Jordan's economy is not realised. The issue with Jordan's image is safety and security, which most tourists raise concerns over when choosing a holiday destination. British and Swedish potential tourists are concerned a lot about safety when thinking about Jordan as a potential destination to visit (JTB 2010b). Therefore, it should be possible for MOTA and JTB to capitalise on certain aspects of Jordan's image in terms of safety, religious heritage, spa tourism eco and MICE, and they should be highlighted within marketing campaigns. The fear factor of perceiving Jordan as a risky destination could be reduced through different means such as Jordan being branded as a safe destination utilising Jordanian embassies abroad as well as Media channels. In addition, FAM trips to Jordan could be utilised to counteract the negative Media exposures (tour operators, journalists as well as political and religious leaders), international travel fairs and exhibitions could hold promotions and Jordan could be identified and distinguished from the Middle East.

7.2.4 To identify if the factors such as strength of religious belief, nationality and experience of the destination have influence upon the destination images of Jordan

In chapter 2, it was established that religious beliefs could play a role in raising the profile of tourism destinations, and help stimulate latent and new demand.

Additionally, in chapters 5 and 6, attributes associated with religion and religious sites were shown to feature strongly amongst the images of Jordan projected internationally. The literature suggests that an individual's image of a destination will be influenced by their beliefs, attitudes and values. These are in part derived from the cultural traditions and narratives learnt from their upbringing and social environment (Gunn 1997). Research was undertaken to measure potential tourists' perceptions of the attributes of Jordan and their holistic images of the destination, using a framework derived from Echtner and Ritchie. Respondents were also asked to state the strength of their religious belief and their commitment to the practice of their religion. As a control element, they were also asked about their commitment to other cultural factors – their monarchy, their national football team, their parliament and the European Union. These religious factors did not; however, seem to influence the images of Jordan chosen in unprompted open questions. While religious sites and associations are important elements of Jordan as a tourist destination, the results suggest that they work as facets of a broader historical and cultural image, which appeals to believers and non-believers alike. The Kruskal-Wallis Test was employed to know if there is a relation between the strength of religious belief and the common and holistic images of Jordan. The test showed there is a statistical significance amongst 10 common attributes of Jordan's organic image; namely, climate, nightlife, infrastructure/transportation, religious sites, shopping, tourist information, cleanliness, accessibility, atmosphere and quality of services. All the above attributes showed a significance value of ≤ 0.05 . The results obtained in chapter five show that those without religious beliefs were less likely to have a high opinion of Jordan as a tourist destination than those with some degree of belief hold. Therefore, this appears to confirm the hypothesis that *'a tourist with a strong religious belief will have different perceptions of a destination from those tourists with no strong religious belief has for the same destination'*.

It is important for the research to distinguish between nominal Christians for whom the stories are 'unarticulated and vague cultural narratives' and committed believers for whom the stories are central to their view of the world. Religion is not only beliefs but also stories, cultural narratives and scripts. Where a secular Western tourist may see Jordan in terms of its shared recent history (Lawrence, King Hussein and his British wife) or as part of the troubled Middle East or as the site of ancient wonders

like Petra, and see a visit as a cultural experience of discovery. A committed Christian may see it as the setting for the stories of Lot, Moses, John the Baptist and Jesus. The trip to Jordan is still marketed to Christians as a pilgrimage. The results also show that there is an influence from religious belief and practice on how Jordan is perceived by this sample of potential British and Swedish tourists. Those who admitted higher levels of belief and practice were more likely to rate Jordan highly as a tourist destination across a range of attributes, including historical sites, religious sites, beaches, scenery and natural beauty, nightlife, tourist information, accommodation, and cleanliness. Religious belief appears to be a more significant factor than the other cultural allegiances used as a control. However, this influence does not necessarily show itself in the holistic images or unique attributes that the respondents spontaneously associated with Jordan. The religious sites were well known to non-religious people, and many religious believers chose Petra, Lawrence of Arabia or the desert rather than religious sites or images. This is not particularly surprising, as religion is just one aspect of a person's culture, knowledge and interests, particularly in secular Western society. Even those who do not consider themselves religious have nevertheless been brought up in a Christian culture where the River Jordan is frequently mentioned in stories and songs. With regard to experience with Jordan as a destination and the influence of that upon Jordan's image, the results of the Kruskal-Wallis Test of visitors/non-visitors did not show any statistical differences except for climate (significance 0.007). One explanation might refer to the small number of tourists who had visited Jordan before (only 12.3%). Nationality shows a strong significant difference amongst British and Swedish respondents in 18 image attributes except for scenery, airport facilities, accommodation, handicrafts/souvenirs and adventure. The last five attributes showed significance of more than 0.05.

7.3 Implications of research findings for Jordan's images in the UK and Sweden

The images of Jordan currently portrayed in British and Swedish markets are safety, hospitality, Petra, the Royal Family, history and culture and religion and faith. Jordan has changed dramatically in the last ten years, since the creation of the Jordan Tourism Board in 1998 as a sole marketing and promotion body of Jordan in foreign markets. Potential British and Swedish tourists still perceive Jordan as a risky

destination due to Media heavy exposure on the issue of the Middle East. The primary research of this thesis showed that Jordan's image has suffered from negative attributes such as poor beaches, poor cleanliness, poor tourist information, accessibility (mainly for Swedish tourists) and imitated handicrafts and souvenirs. Additionally, the industry is challenged by labour shortages and, even though the tourism strategy expected the tourism sector to offer more than 90,000 jobs by 2010; this will not be possible, as the total number jobs just exceeded 40,000 in 2009 (MOTA 2010).

The primary research carried out in the context of this thesis confirms that traditional images continue to attract visitors. The comparison of organic/experiential performance scores demonstrates that experience of Jordan modified the expectations held by British visitors in a positive direction for safety, people, adventure, religious sites, restaurants, cost/price levels, quality of services and atmosphere. Swedish visitors, on the other hand, experienced Jordan positively in terms of safety, atmosphere, quality of services, good value for money, accommodation, cost/price levels, adventure, restaurants and people/hospitality. British people experienced Jordan in a negative direction regarding beaches, cleanliness, shopping, tourist information, nightlife, scenery, handicrafts/souvenirs and things for tourists to do. Swedish visitors experienced Jordan in a negative direction in terms of beaches, cleanliness, nightlife, handicrafts/souvenirs, scenery, tourist information, religious sites, things for tourists to do and accessibility. For Swedish visitors, certain attributes got nearly the same evaluation of organic/experiential such as climate and shopping (positive direction) and accessibility (negative direction).

The results obtained from the rating of attributers were verified by a number of open-ended questions contained in the questionnaire, which explored the reasons for image modification. This confirms that the traditional images projected by the brochures of Jordan's Tourism Board, which focused on safety, people, history and religion (JTB 2009). Therefore, this will influence repeat visits and word-of-mouth recommendations. British and Swedish visitors stated that the main causes of image change referred to eight causes; namely, Petra, safety, people, the Dead Sea, history and culture, the desert of Wadi Rum, airport facilities, religion and faith and new knowledge of the country.

Recent developments of the tourism sector in Jordan have had a positive effect on some aspects of the destination; for example, in terms of increasing the variety of accommodation establishments and restaurants as well as better infrastructure. Respondents were asked to mention the factors that would encourage them to visit Jordan again as well as those that would discourage them from visiting the destination again (repeat visits). The major factors that would encourage British and Swedish visitors to return to Jordan in the future include safety; people/hospitality; Petra; to see more of Jordan; the desert of Wadi Rum; history and culture; airport facilities; Baptism Site (religion and faith), cost/price levels; the Dead Sea; accessibility (mainly for Britons); healthcare; climate; Aqaba and scenery/nature. On the other hand, the factors discouraging repeat visits were the world is big/other similar destinations; poor beaches; few things for tourists to do; low standards of cleanliness; poor tourist information; poor accessibility (mainly for Swedes); poor signage system; poor infrastructure/public transport; cost/price levels; people and safety. Some attributes were seen as both encouraging and discouraging; for example, poor accessibility, expensive/costly, unfriendly people and feeling unsafe. These attributes were mentioned as discouraging factors by less than 5% of respondents and are not counted as serious images about Jordan; for example, accessibility was seen as negative for Swedish respondents because there were no direct flights to Jordan from Sweden. People and safety were mentioned by less than 1% of respondents.

Recommendations concerning the steps required in order to meet the challenges and harvest the opportunities embodied in the findings of this thesis are proposed in the next section 7.4.

7.4 Recommendations

In the light of conclusions and implications outlined in this chapter (sections 7.2 and 7.3 above), the current section presents a number of recommendations under the main headings of product, marketing and further research. There is a need for significant image modification to ensure that the image projected is an accurate portrayal of what Jordan, as a tourism destination has to offer. If a disparity exists between organic image and the reality (experiential) i.e. between expectations and experience, there are two alternative ways in which to close the gap: the product may be modified to be

more representative of the image, or marketing attempts can be made to change the image to fit the product.

7.4.1 Product

This subsection outlines a number of issues, which must be addressed in order to ensure that the image of Jordan is compatible or consistent with what the destination has to offer. Jordan enjoys beautiful landscapes that vary between desert, the Jordan Valley, the highlands of Ajloun and as-Salt, as well as the Gulf of Aqaba on the Red Sea. This is in addition to many historical and religious sites spread throughout the country. Consequently, Jordan enjoys different types of climate and then different seasons for tourism; for example, Aqaba, the Dead Sea and the Baptism Site are said to be winter destinations because they enjoy a moderate climate, recreation/sport, and therapeutic properties as well as religious tourisms. Ajlun and al-Salt highlands, on the other hand, are best known for eco and summer vacation holidays.

Jordan as a tourism destination is projected as a safe, hospitable and religious destination, which is what Jordan's Tourism Board's brochures say and was confirmed with the findings of this research in terms of the experiential image survey. Moreover, Petra, the Baptism Site and the Dead Sea were also listed amongst the more unique aspects of Jordan as a tourism destination, which are thought to differentiate Jordan from competitors (Figures 5.2 and 5.4). However, certain aspects of the Jordanian tourism product were seen as negative and, therefore, will influence the future of this product as well as repeat visits and word-of-mouth recommendations. These include poor beaches, low standards of cleanliness, limited shopping possibilities, poor tourist information, poor nightlife possibilities, unattractive scenery and inaccessibility (mainly for Swedish visitors). As a result, if the destination management in Jordan does nothing, it will become increasingly difficult to meet expectations with respect to these aspects in the future that were seen as negative about Jordan (they received lower evaluation of experiential scores over organic ones). A number of possible actions suggested to deal with these negative aspects of Jordan image are discussed below.

Regarding beaches, Jordan has limited beach areas on the Red Sea and the Dead Sea; good beaches are reserved for four and 5-star hotels. Work is ongoing to move the old

harbour in Aqaba to the south edge on the border with Saudi Arabia and then there would be a very big area left for development for tourism purposes, including increasing the beach line (Aqaba Free Economic Zone 2009). Another issue with beaches is to make them live up to expectations in terms of cleanliness and shower and toilet facilities. On the Dead Sea (as a therapeutic destination), heavy accommodation and spa facilities are being established over the last ten years. The problem with the Dead Sea is the area that is fit for development is limited to the north edge of the sea (the sea is some 76 km in length). The southern part is dedicated for the Potash industry; besides, the basin is very shallow due to heavy evaporation rates. The suggested solution, which is costly, is to link the Dead Sea with the Red Sea via a canal to offset the degradation of the sea due to shortage of inflow water and high evaporation rates (Harahsheh 2002). Another issue is there is no natural beach on the Dead Sea except for the small Amman Tourism Beach south of the hotels' area. Work should be done as soon as possible to create a real beach line by levelling the area and laying down beach sand as well as providing more showers and toilets and tourist services, such as cafés and food and beverage shops.

With respect to cleanliness, all Jordanian locals should be made aware of the value of the environment and their responsibility for protecting and cleaning the areas specified for tourism purposes, as well as the nature and countryside, which tourists love to see and experience. Not all tourist attractions were provided with garbage bins and they lack signs or cautions that urge people to take care of their rubbish and not to throw garbage on the beaches, for example. In the countryside, some areas were full of black plastic bags, where tourists are deceived by these bags as seen as the Black Iris, the national flower of Jordan. In destinations with which the researcher is very familiar, such as Bournemouth in England, the Bournemouth Beach is full of garbage bins and everywhere signs and cautions pinpoint keeping the beach tidy and clean. In addition, staffs are employed to clean the beach (it is hoped that Jordan will copy experiences from other destinations). Shopping facilities are limited to Amman, the capital of Jordan; other areas such as the Dead Sea and Aqaba, lack such malls. Visitors to the Dead Sea for therapeutic purposes feel unhappy and bored because the area lacks shopping malls, entertainment and other activities and things for tourists to do. They have to go to Amman (28 kilometres away) to do shopping and other activities (Harahsheh 2002; JTB 2005). Tourist information inside and outside Jordan

is still poor and tourists complained about this problem everywhere in the country and when looking to visit Jordan.

Until quite recently, the Jordanian tourism product was relatively limited to traditional types of tourisms such as the historical heritage of archaeology from past civilisations (Petra, Jerash and Um Qais), therapeutic tourism (the Dead Sea and various hot spas and mineral springs) as well as limited beach tourism in the Gulf of Aqaba. Consequently, Jordan's image as a tourism destination was based on tangible and intangible assets (history and culture, health and wellness and friendly people). The development of religious tourism is particularly attractive in terms of the Jordanian tourism product. Religion is strongly associated with Jordan's destination image in Britain and Sweden, and featured amongst the responses to both the scale and open-ended questions. Jordan hosts two main important Christian or Biblical religious sites recognised worldwide, i.e. the Baptism Site of Jesus Christ in Bethany beyond the River Jordan and Mount Nebo, as well as the Mosaic Map of Madaba. This is in addition to many Islamic shrines throughout the country as well as tombs for many prophets. The development of religious tourism dates back to the 1920s and 1930s in Mount Nebo and lately, in 1996, to the Baptism Site (Haddad *et al.* 2009) after Jordan had signed a peace treaty with Israel in 1994, where the area was protected as a military zone and was full of mines. Other types of tourism product are now appearing including ecotourism in natural reserves and the highlands as well as in the desert; MICE tourism is becoming popular in Jordan especially in Amman, the Dead Sea, Petra and, potentially, in Aqaba; adventure and sport tourism and Wadi Rum.

7.4.2 Marketing of Jordan as a tourist destination

The key strengths of Jordan as a tourism destination are clearly Petra, safety, history and religion. These elements should continue therefore to receive most attention in destination advertising campaigns. In the light of aggressive, emerging competition, it is essential that Jordan's appealing factors be promoted to their fullest advantage. According to Gartner (1993, 1996), induced advertising (and then induced images) must be focused and be long term not seasonal. This highlights the need for continuous assessment of product development in Jordan so that marketing efforts accurately reflect the real image of Jordan.

While there are no figures for the amount of money allocated for marketing; the JTB's budget is composed of 80% from the government and 20% from the private sector; it was estimated to be US\$17 million in 2004, US\$36 million in 2008, US\$41 million in 2009 and expected to be US\$ 46.5 in 2010 (JTB 2009). However, in 2006, the JTB assigned US\$1.3 million for the British market and US\$231,000 for the whole Scandinavian market (including Sweden, Denmark, Norway and Finland), while the real expense for marketing in the UK market was US\$952,000 and US\$175,000 for the Scandinavian market (JTB 2007a). All marketing and promotional efforts are the main concern of the JTB through its regional and international representative offices abroad. Attention should be centred on how this marketing fund is spent, i.e., on which image formation agents. The findings of this thesis and other studies have shown that word-of-mouth recommendations are the most important source of information for both British and Swedish visitors to Jordan. It is important, therefore, to maximise this relatively cost-effective and efficient method of targeting potential tourists; for example, by using the Internet as an effective tool to target previous visitors in order to encourage them to return, or to pass holiday information on to family and friends.

As noted earlier, British and Swedish travellers consider safety, climate, cost/price levels, atmosphere, beaches, religious sites, good value for money, quality of service and infrastructure as important factors when choosing a holiday destination. Furthermore, they expected that Jordan would perform best as regards history and culture, scenery, religion and faith, climate and people. Consequently, any marketing strategy should focus on those attributes, which are most important to specific market groups. Therefore, these attributes should be the focus of future marketing campaigns by the JTB. More than 50% of British and Swedish respondents to the organic image survey were unable to indicate any unique tourist attraction or associate anything with Jordan, which implies that they had difficulty conceptualising Jordan as a destination. Efforts must, therefore, be made to highlight those aspects, which are thought to be unique to Jordan, such as Petra, the Baptism Site, the Dead Sea, Greco-Roman cities such as Amman, Jerash and Madaba, and the desert of Wadi Rum (Figures 5.3 and 5.5). Furthermore, since those attributes, are thought to represent Jordan's unique selling points and are quite tangible, there is a need to expand the product base, especially after Petra won the second place as one of the New Seven Wonders of the

World in 2007. In this context, the area of religious tourism represents significant opportunities for those involved in destination management. Religious sites are imagined largely in terms of Christianity and Islam and, as noted earlier, Jordan possesses many religious sites including the Baptism Site of Jesus Christ, Mount Nebo and Islamic shrines. However, Jordan embraces other religious amnesties and attractions of religious value such as tombs of Lot, Aaron, Noah, Hood, and Shuaib the place where John the Baptist was beheaded, which could be marketed to greater effect.

The traditional images of Jordan, as explained above, are, undoubtedly, appealing and still living up to expectations. Therefore, intensifying and expanding the Jordanian tourism product is advisable. Jordan, as noted in chapters 4, is being promoted as a ‘boutique’ destination, i.e. a mixture of different products with no specialisation in one market segment. The key segments are history and culture, religion and faith, health and wellness, eco and nature and MICE tourism, where they are being promoted as such since the year 2003.

British and Swedish respondents were asked to state what factors would encourage them to return to Jordan, and more than one-quarter of them mentioned they will return after five years, more than 63% did not have any idea and just over 10% had decided not to return. Those who will return mentioned the major factors that would encourage them as including safety, people/hospitality, Petra, climate, desert of Wadi Rum, historical sites, religious sites (mainly the Baptism Site) and to see more about Jordan. On the other hand, the discouraging factors include other destinations being worth more (the world is big); poor beaches; few things for tourists to do; low standards of cleanliness; poor tourist information and inaccessibility (mainly for Swedish tourists). Thus, efforts must be made to reinforce the positive factors and minimise the discouraging ones. The discouraging factors seemed to be of high importance to British and Swedish visitors and, therefore, destination managers should work with all concerned bodies to redress the negative images about Jordan. Beaches should be created to match up to expectations, cleanliness should guaranteed, tourist information should be available in all sites and be of high accuracy and content, and there should be more for tourists to enjoy. Furthermore, direct flights between Sweden and Jordan, including the charters, should operate as soon as possible to serve

the Swedish market and, in turn, to reduce the costs for tourists and boost demand. These actions, if taken into consideration, will offset the negative aspects of the Jordanian tourism product and enhance the overall image of the destination. After Petra won second place as a New Seven Wonder of the World, the number of tourists flocking to Jordan increased rapidly and reached 3.79 million with a slight increase of 1.6% in 2009 over 2008. However, tourism receipts decreased by 1.1% in the same year (MOTA 2010).

7.4.3 Further research

The aim of this subsection is to highlight areas for further research. Suggestions are made in relation to Jordan's destination image in Britain and Sweden, but these may have applications in the context of other source markets. Effective image change depends on the assessment of tourism images held at present (Gartner 1993, 1996). It is recommended that organic and experiential image research, which combines qualitative and quantitative methods be conducted in all source countries. These include the Arab market that contributes around 70% of tourist arrivals to Jordan, and then major markets such as France, Spain, Germany, Italy and the United States.

The images of visitors will obviously differ from those of non-visitors. It is recommended, therefore, that future destination image research should focus on both market segments. This would provide information concerning the types of negative images received, which deter people from visiting, or indicate if marketing efforts are failing to reach potential customers. Simultaneously, it may also prove insightful to investigate the information sources of visitors, as opposed to non-visitors. The results of such research would allow destination promoters of Jordan to further segment the target market, so that future marketing attempts are not wasted. Finally, it is recommended that destination image research for certain regions of Jordan be conducted to develop distinct regional or city marketing initiatives, such as Amman, Aqaba, Petra, the Dead Sea and Jerash.

One of the biggest obstacles to developing and managing religious tourism is the lack of information about the market segment. The lack of attention paid to the motivations and needs of religious tourists has weakened the efforts of developing religious tourism in Jordan and delayed developments until the late 1990s. This was

when the Baptism Site was discovered and witnessed with the visit by Pope John Paul II in 2000 and, most recently, the last Papal visit made by Pope Benedict XVI in May 2009. The Baptism Site is being managed under the patronage of the Royal Family. The total number of visitors to the Baptism Site was over 150,000 in 2008 (MOTA 2009) and, therefore, it is recommended that further research be carried out on this market segment.

It is also recommended that a solely qualitative research on destination image be undertaken since most research in this regard was done using quantitative methodology. A part of this thesis was the influence of religious belief on the formation of destination image; it is recommended, therefore, that research regarding religion influence on visitation selection (selection of a destination) be undertaken. This thesis was conducted and examined the images of Jordan as expressed by the demand side (i.e. tourists); it is worth conducting a research on the supply side (destination) and how the Jordan Tourism Board projects images in foreign markets.

From the marketing point of view, the results of this thesis reveal a strong awareness of Jordan's destination brand. There is also a favourable attitude towards the brand 'Jordan' and most respondents showed good comprehension of the brand's attributes and values. It is encouraging that less than 80% could give a specific image of the country and less than 50% could name one of its unique attractions. Perceptions of Jordan are more positive in Britain than in Sweden, due to the closer historical links; however, in both countries, a large majority of respondents rated Jordan highly in all the attributes in the survey. While religious belief and associations are important elements of Jordan as a tourist destination, the results suggest that they work as facets of a broader historical and cultural image, which appeals to believers and non-believers alike. It is therefore better to promote the destination in those terms rather than specifically as a pilgrimage destination.

7.5 Conclusion

Jordan's image as a tourism destination has based on very broad and intangible concepts such as safety, hospitality, rich history and archaeology as well as religious and holy sites. However, Jordan has changed dramatically during the last decade and

a number of new types of tourism have emerged including MICE⁷⁶, eco and nature, health and wellness and adventure, which are being promoted since 2003.

Primary research was designed to enable the comparison of organic (pre-visit) and experiential (post-visit) of British and Swedish visitors to Jordan. This revealed significant negative image modification for a number of Jordan's destination attributes, which may have serious consequences in terms of repeat visits and word-of-mouth recommendations. The literature review and primary research identified religious tourism as a major future growth area.

This thesis contributes to the literature regarding Jordan's tourism destination image. In addition, the thesis contributes to knowledge, through purely new research regarding the influence of religious belief and commitment to religion upon the formation of destination image. Moreover, the findings of this thesis have raised the issues regarding methodologies for destination image research, highlighting the benefits of combining qualitative and quantitative methods as well as using organic and experiential instruments to capture all the components of destination image. In addition, the researcher has contributed by this thesis to destination image research from 1997-2010 by reviewing destination image measurement and the attributes most frequently measured by researchers.

In order to avoid a decrease in Jordan's share of British and Swedish tourists (or other source markets), product and image marketing adjustments as well as further research are recommended.

⁷⁶ 'MICE' refers to Meetings, Incentives, Conferences and Exhibitions.

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APPENDICES

Appendix 1: Organic Image Questionnaire

Hello, my name is Salem Harahsheh and I am a doctoral researcher at the School of Services Management of Bournemouth University. The purpose of this survey is to measure the influence of tourists' perceptions and attitudes towards destination image and selection. As I am interested in your views, I have developed a short questionnaire, which I would like you to complete.



The questionnaire is simple to complete, as it only requires you express your opinion. The results of this research will be combined to examine the different perceptions (images) of tourists when thinking of Jordan as a tourist destination. I can assure you that all responses will be completely confidential and the results published will be anonymous. It will only take a few minutes but it will make an enormous contribution to my doctoral research.

Thank you very much in advance for helping with this valuable research project

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SECTION ONE: PREVIOUS HOLIDAY CHARACTERISTICS
 In this section, we are asking you to provide details about your general patterns of previous holidays

1. How many long holidays (4 or more nights away from home) have you had over the last 3 years?

Please write the number, including any 0 (zero), in the box). **If Zero, Go to Q 6 below.**

2. How many of these long holidays have been in the UK and how many abroad?

(Write the number, including any 0 (zero), in the appropriate box). In the UK
Abroad

3. In the last 3 years, how many long holidays have you taken in

(Write the number, including any 0 (zero), in the appropriate box). America
Australia/Far East
Eastern Mediterranean
Western Mediterranean
Other (Specify).....

4. On your long leisure holiday trip in the last 3 years, what has been the composition of the group in which you have most frequently travelled?

Please (✓) the appropriate group composition. Please select one reply.

Group composition

1 Alone

2 With members of the household

3 With friends

4 With relations

5 Other (Specify)

5. On your long leisure holiday trip in the last 3 years, what has been the size of the group in which you have most frequently travelled?

Please (✓) the appropriate group size. (Only One answer!)

Group Size

1 1

2 2

3 3

4 4

5 5

6 6 or more

SECTION TWO: TRAVEL CHOICE FACTORS
 In this section, we would like to know the important factors that influence your decision in choosing holiday destinations.

6. Please rate each of the following attributes according to the importance they hold for you in choosing a holiday destination (Please circle the appropriate number):

Scenery	Not at all important	<table border="1" style="border-collapse: collapse; width: 100%; text-align: center;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	5	6	7	Very important
1	2	3	4	5	6	7				
Cost/price levels	Not at all important	<table border="1" style="border-collapse: collapse; width: 100%; text-align: center;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	5	6	7	Very important
1	2	3	4	5	6	7				
Good value for money	Not at all important	<table border="1" style="border-collapse: collapse; width: 100%; text-align: center;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	5	6	7	Very important
1	2	3	4	5	6	7				
Climate	Not at all important	<table border="1" style="border-collapse: collapse; width: 100%; text-align: center;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	5	6	7	Very important
1	2	3	4	5	6	7				
Things for tourists to do	Not at all important	<table border="1" style="border-collapse: collapse; width: 100%; text-align: center;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	5	6	7	Very important
1	2	3	4	5	6	7				
Nightlife	Not at all important	<table border="1" style="border-collapse: collapse; width: 100%; text-align: center;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> </table>	1	2	3	4	5	6	7	Very important
1	2	3	4	5	6	7				

Infrastructure/transportation	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Airport facilities	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Historical sites	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Religious sites	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Beaches	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Shopping	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Accommodation	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Restaurants/cuisine	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Cleanliness	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Handicrafts/souvenirs	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Tourist information	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Accessibility	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
People/hospitality	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Safety	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Atmosphere	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Adventure/sports	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>
Quality of services	<i>Not at all important</i>	1	2	3	4	5	6	7	<i>Very important</i>

SECTION THREE: PERCEIVED IMAGE OF JORDAN

In this section, we would like to know how you expect Jordan to be as a holiday destination.

It is not necessary for you to have visited Jordan in order to respond to this question!

7. Thinking of Jordan as a tourist destination, please state if you agree or not with the following statements.

Scenery	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Cost/price levels	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Good value for money	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Climate	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Things for tourists to do	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Nightlife	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Infrastructure/transportation	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Airport facilities	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Historical sites	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Religious sites	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Beaches	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Shopping	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Accommodation	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Restaurants/cuisine	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Cleanliness	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Handicrafts/souvenirs	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Tourist information	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Accessibility	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
People/hospitality	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Safety	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Atmosphere	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Adventure/sports	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Quality of services	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>

SECTION FOUR: HOLISTIC IMAGES OF JORDAN

In this section, we would like to explore with you the images you have already about one of the Eastern Mediterranean countries (i.e. The Hashemite Kingdom of Jordan)

8. Please write a word or statement that comes to your mind about Jordan and its source:

Word/statement	Source (e.g. Media, visiting similar destinations, been there, friends, etc.)
.....

9. Describe the atmosphere or mood that you would feel/expect to experience while visiting Jordan?
.....

10. Please write one unique or distinctive tourist attraction in Jordan you already know of:
.....

SECTION FIVE: KNOWLEDGE ABOUT JORDAN AND TRAVEL BEHAVIOUR

In this section, we are interested to explore how well-known Jordan is as an actual or potential tourist destination, we are interested in both leisure and business travel.

11. How many times, if at all, have you visited Jordan?

- 1 None → Go to Q 14 below 2 One visit 3 Two visits 4 Three visits or more

12. Was (were) the visit (s) for leisure or business?

- 1 Leisure 2 Business 3 Both

13. Would you consider going back to Jordan → After you answer this question, please go to Q 16 below.

- 1 Next year 2 In 2-3 years 3 In 4-5 years
4 After 5 years

14. Do you intend to visit Jordan?

- 1 Yes 2 No 3 Don't know

15. What would be the main reason that would motivate a visit to Jordan?
.....

16. What would be the main reason that would deter you from visiting Jordan?
.....

17. If you were to travel to Jordan on a holiday, would you prefer to travel independently or with a package tour?

- 1 Independently 2 With a Package Tour Please provide a brief explanation:

18. What would be the main purpose for you to visit Jordan?

- 1 Leisure/recreation 2 Health 3 Meeting/Congress/Exhibition
4 Study 5 Business 6 Visiting Friends/Relatives
7 Sport 8 Religion 9 Seeing archaeological attractions
10 Experiencing wildlife 11 Adventure/personal challenge 12 Other (specify).....

19. Please indicate where would you go to find necessary information about Jordan

- 1 Newspapers 2 Tele Text 3 Travel Agents/Tour Operators 4 Friends/Relatives
5 Internet 6 Brochures 7 Guide Books 8 Exhibitions
9 Jordan Tourism Board publicity 10 Other (specify)

20. Which places in Jordan would you like to visit or have visited before? Tick as many as applies

- 1 Baptism Site of Jesus Christ
- 4 Petra (The Rose Red City)
- 7 Amman (*Philadelphia*)
- 9 Wadi Rum (Lawrence of Arabia Footsteps)
- 11 Medieval/Crusader Castles (e.g. Ajlun, Kerak and Showbak)
- 13 Wildlife Reserves (e.g. Dana, Azraq, Wadi Mujib)
- 2 Madaba/Mount Nebo
- 5 The Dead Sea
- 8 Jerash (*Gerasa*)
- 10 Aqaba/The Red Sea
- 12 Desert Castles (e.g. Qasr Amra, Qasr al-Kharrana)
- 14 Other (specify).....
- 3 Islamic Shrines
- 6 Ma'in Health Spa

21. Has anyone ever recommend you to visit Jordan?

- 1 Yes 2 No What was the basis of the recommendation?

SECTION SIX: RELIGIOUS BELIEFS AND DESTINATION IMAGE

In this section we are interested to explore how religious impacts upon destination image and destination selection, taking into consideration the image of Jordan as a potential holiday destination.

22. What is your attitude towards Jordan as a holiday destination?

Very Negative attitude

1	2	3	4	5	6	7
---	---	---	---	---	---	---

 Very positive attitude

23. How committed are you to the following Cultural Factors?

The Monarchy	<i>Not at all committed</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				
Your National football team	<i>Not at all committed</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				
The practice of your religion	<i>Not at all committed</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				
The European Union	<i>Not at all committed</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				
The Parliament	<i>Not at all committed</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				

24. What is your attitude towards the following religions:

Christianity	<i>Very negative attitude</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				
Islam	<i>Very negative attitude</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				
Judaism	<i>Very negative attitude</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				
Hinduism	<i>Very negative attitude</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				
Buddhism	<i>Very negative attitude</i>	<table border="1" style="display: inline-table; border-collapse: collapse;"><tr><td style="width: 20px; height: 20px; text-align: center;">1</td><td style="width: 20px; height: 20px; text-align: center;">2</td><td style="width: 20px; height: 20px; text-align: center;">3</td><td style="width: 20px; height: 20px; text-align: center;">4</td><td style="width: 20px; height: 20px; text-align: center;">5</td><td style="width: 20px; height: 20px; text-align: center;">6</td><td style="width: 20px; height: 20px; text-align: center;">7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				

25. How strong is your religious belief?

Not religious at all

0	1	2	3	4	5	6
---	---	---	---	---	---	---

Extremely religious

26. What is your religion?

27. Have you ever travelled to any destination where religion was the main purpose?

- 1 Yes. Please write the name of the place and in which country? 2 No

28. If you are interested in visiting religious sites in Jordan, please tick as many as apply.

- 1 Cave of the Seven Sleepers in Amman
- 3 Mount Nebo (Moses Tomb) in Madaba
- 5 Lot Cave on The Dead Sea (*Lot Sea*)
- 2 Baptism Site of Jesus Christ in Bethany on The River Jordan
- 4 Islamic Shrines in the Jordan Valley and Mu'atah
- 6 The Site where John The Baptist was Beheaded in Makawer

SECTION SEVEN: RESPONDENT PROFILE

To help us to identify whether different types of people have different perspectives of, and perceptions of, the areas you have answered questions on, please could you provide some information about yourself. All answers will be treated in strict confidence.

29. Are you

- 1 Female 2 Male

30. Are you

- 1 Single 2 Married/with a partner 3 Widowed

31. How old are you?

- 1 18-30 2 31-40 3 41-50 4 51-60
5 61+

32. When did you complete your formal education?

- 1 Left school at 17 years of age or younger 2 Left school at 18 years of age
3 Completed 2/3 Year College Diploma 4 Completed 3/4 Year University First Degree
5 Masters / Doctorate Degree 6 Still studying

33. What is your Occupation? *Please choose only one.*

- 1 Higher Management/ Professional 2 Middle/Junior Management 3 Self Employed/Own Business
4 Student 5 Skilled Manual Worker 6 Semi-skilled/Unskilled Worker
7 Retired 8 Unemployed

34. How much is the monthly household income before tax in British Pounds?

- 1 Less than 1000 2 1000 - 19999 3 2000 - 29999 4 3000 - 3999
5 4000 - 4999 6 5000 or more

Thank you very much for your valuable time to complete this Questionnaire. Should you have any questions at a later date, please feel free to contact me at: sharahsheh@bournemouth.ac.uk

Appendix 2: Experiential Image Questionnaire

Hello, my name is Salem Harahsheh and I am a doctoral researcher at the School of Services Management of Bournemouth University. The purpose of this survey is to measure the influence of tourists' perceptions and attitudes towards destination image and selection. As I am interested in your views, I have developed a short questionnaire, which I would like you to complete.



The questionnaire is simple to complete, as it only requires you to express your opinion. The results of this research will be combined to examine the different perceptions (images) of tourists when thinking of Jordan as a tourist destination. I can assure you that all responses will be completely confidential and the results published will be anonymous. It will only take a few minutes but it will make an enormous contribution to my doctoral research.

Thank you very much in advance for helping with this valuable research project

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SECTION ONE: KNOWLEDGE ABOUT THE HASHEMITE KINGDOM OF JORDAN

In this section we are interested to explore how well known Jordan is as an actual or potential tourist destination, we are interested in both leisure and business travel.

1. How many times, previously, have you visited Jordan?

- 1 None → **Go to Q 3** 2 One visit 3 Two visits 4 3 visits or more

2. Was (were) the visit (s) for leisure or business?

- 1 Leisure 2 Business 3 Both

3. What were the influences in your selection of Jordan as a holiday destination? (Tick as many as apply)

- 1 Advices from Travel Agents/ Tour Operators 2 Recommendations from family/friends/colleagues 3 Internet
 4 Media reports (TV, radio, newspapers, etc) 5 Jordan Tourism Board publicity/brochures
 6 Books/tourist guide books 7 Other (Specify)

4. What was the purpose(s) for your current visit to Jordan? (Tick as many as apply)

- 1 Leisure/recreation/holidays 2 Health 3 Meeting/Congress/Exhibition
 4 Study 5 Business 6 Visiting family/friends
 7 Sport 8 Religion 9 Seeing archaeological attractions
 10 Experiencing Wildlife 11 Other, (specify)

5. Did you travel alone or with other people this visit to Jordan?

- 1 Alone 2 With family 3 As part of a couple 4 With friends
 5 Other (Specify)

SECTION TWO: EVALUATION OF THE IMAGE OF JORDAN

In this section we would like to explore with you the images you have about one of the Eastern Mediterranean (i.e. the Hashemite Kingdom of Jordan)

6. Now, after you have visited Jordan, please state if you agree or not with the following statements.

Scenery	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Cost/price levels	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Good value for money	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Climate	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Things for tourists to do	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Nightlife	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Infrastructure/transportation	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Airport facilities	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Historical sites	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Religious sites	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Beaches	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Shopping	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Accommodation	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Restaurants/cuisine	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Cleanliness	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Handicrafts/souvenirs	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				
Tourist information	<i>Performs very low</i>	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Performs very high</i>
1	2	3	4	5	6	7				

Accessibility	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
People/hospitality	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Safety	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Atmosphere	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Adventure/sports	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>
Quality of services	<i>Performs very low</i>	1	2	3	4	5	6	7	<i>Performs very high</i>

7. You perceive Jordan to be ...

- 1 An Islamic country 2 A Christian country 3 A Secular country 3 No idea

SECTION THREE: YOUR HOLIDAY EXPERIENCE IN JORDAN

In this section, we want you to explain you experience in Jordan as a holiday destination. This covers (dis)satisfaction, expectations, intention of return, etc.

8. On the whole, did your visit.....

- 1 Exceed your expectations 2 Meet your expectation
 3 Not meet your expectations **Principal reason explaining your answer:**

9. In general, were you satisfied with your holiday in Jordan?

1 <input type="checkbox"/> Very satisfied	2 <input type="checkbox"/> Slightly satisfied	3 <input type="checkbox"/> Neither satisfied nor dissatisfied	4 <input type="checkbox"/> Slightly dissatisfied	5 <input type="checkbox"/> Very dissatisfied
---	---	---	--	--

10. Principal reason explaining your answer:

11. How do you describe the atmosphere or mood that you have experienced while visiting Jordan?

<i>Unfriendly</i>	1	2	3	4	5	6	7	<i>Friendly</i>
<i>Scary</i>	1	2	3	4	5	6	7	<i>Safe</i>
<i>Surprising</i>	1	2	3	4	5	6	7	<i>Predictable</i>
<i>Not stimulating</i>	1	2	3	4	5	6	7	<i>Stimulating</i>
<i>Unpleasant</i>	1	2	3	4	5	6	7	<i>Pleasant</i>
<i>Stressed</i>	1	2	3	4	5	6	7	<i>Relaxed</i>
<i>Bored</i>	1	2	3	4	5	6	7	<i>Excited</i>

12. Would you consider going back to Jordan

- 1 Next year 2 In 2-3 years 3 In 4-5 years
 4 After 5 years 5 No idea 5 Never

13. What is the main factor that would encourage you to return back to Jordan?

14. What is the main factor that would discourage you from returning back to Jordan?

15. Have your ideas about Jordan changed since you arrived?

- 1 Yes, changed a lot 2 Yes, changed slightly 3 No, did not change

16. If 'Yes', were the changes mainly

- 1 Positive 2 Negative

17. What caused this change?

18. During your visit to Jordan, did you visit? (*Tick as many as apply*)

- 1 Religious sites (e.g. Jesus Baptism site, Mount Nebo,)
- 2 Health spas (e.g. Dead Sea, Ma'in)
- 3 Historical cities (e.g. Amman, Petra, Jerash)
- 4 Desert (e.g. Wadi Rum)
- 5 Medieval/Crusaders Castles (e.g. Ajlun, Kerak)
- 6 Wildlife Reserves (e.g. Dana, Azraq, Wadi Mujib)
- 7 Sea Resorts (e.g. Gulf of Aqaba/The Red Sea)
- 8 Desert Castles (e.g. Qasr Amra, Qasr al-Kharranah)
- 9 Other, (Specify)

19. How many nights do you intend to spend (or have spent) during this holiday in Jordan? :

SECTION FOUR: RELIGIOUS BELIEFS

To help us to identify whether different types of people have different perspectives of, and perceptions of, the areas you have answered questions on, please could you provide some information about yourself. All answers will be treated in the strict confidence.

20. How committed are you to the following Cultural Factors?

The Monarchy	<i>Not committed at all</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				
Your National football team	<i>Not committed at all</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				
The practice of your religion	<i>Not committed at all</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				
The European Union	<i>Not committed at all</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				
The Parliament	<i>Not committed at all</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very committed</i>
1	2	3	4	5	6	7				

21. What is your attitude towards the following religions:

Christianity	<i>Very negative attitude</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				
Islam	<i>Very negative attitude</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				
Judaism	<i>Very negative attitude</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				
Hinduism	<i>Very negative attitude</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				
Buddhism	<i>Very negative attitude</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Very positive attitude</i>
1	2	3	4	5	6	7				

22. How strong is your religious belief?

<i>Not religious at all</i>	<table border="1" style="display: inline-table;"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr></table>	1	2	3	4	5	6	7	<i>Extremely religious</i>
1	2	3	4	5	6	7			

23. What is your religion?

24. Have you ever travelled to any destination where religion was the main purpose?

- 1 Yes, where?
- 2 No

SECTION FIVE: RESPONDENT PROFILE

To help us to identify whether different types of people have different perspectives of, and perceptions of, the areas you have answered questions on, please could you provide some information about yourself. All answers will be treated in the strict confidence.

25. Country of origin?

- 1 United Kingdom
- 2 Sweden

26. Gender?

- 1 Female
- 2 Male

27. Marital Status?

- 1 Single
- 2 Married/with a partner
- 3 Widowed

28. Age?

- 1 18-30
- 2 31-40
- 3 41-50
- 4 51-60
- 5 61+

29. When did you complete your formal education?

- 1 Left school at 17 years of age or younger
2 Left school at 18 years of age
3 Completed 2/3 Year College Diploma
4 Completed 3/4 Year University First Degree
5 Masters / Doctorate Degree
6 Still studying

30. Occupation? Please select only one....

- 1 Higher Management/ Professional
2 Middle/Junior Management
3 Self Employed/Own Business
4 Student
5 Skilled Manual Worker
6 Semi-skilled/Unskilled Worker
7 Retired
8 Unemployed

31. Annual household income before tax in British Pounds?

- 1 Less than 1000
2 1000 - 1999
3 2000 - 2999
4 3000 - 3999
5 4000 - 4999
6 5000 or more

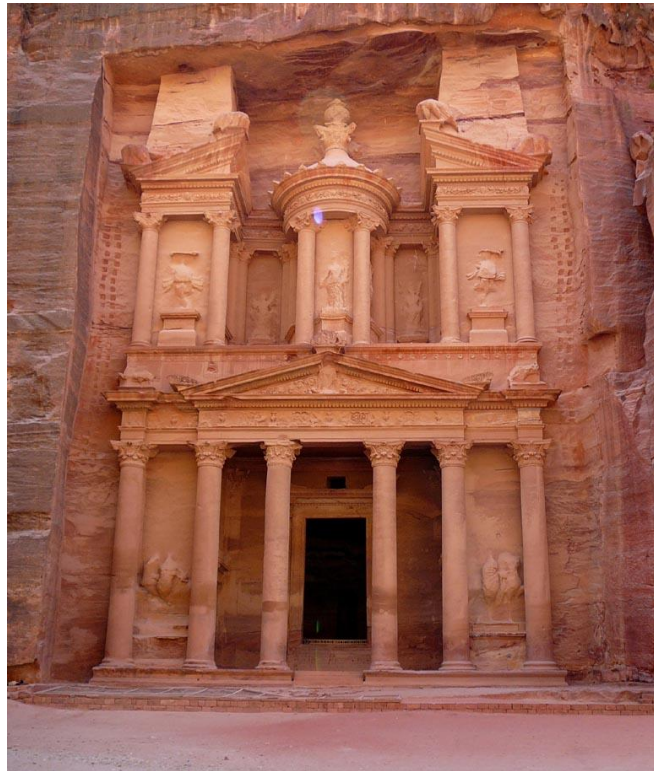
Thank you very much for your valuable time to complete this Questionnaire. Should you have any questions at a later date, please feel free to contact me at: sharahsheh@bournemouth.ac.uk

Appendix 3: Tourism Products in Jordan

4.1 History and culture

Jordan is a rich country in its heritage and culture inherited from past civilisations such as the Greeks, the Arab Nabataeans, Romans and Arab Muslims. A history and culture segment is one of the main tourism products in Jordan and is why most tourists visit Jordan. The main historical and archaeological sites in Jordan include Petra; Jerash (Gerasa); Amman (Philadelphia); Madaba; Um Qais (Gadara); Ajloun; Kerak and desert castles. Below is a discussion about major historical sites in Jordan.

4.1.1 *The Red Rose City of Petra*



Picture 4.3: The Treasury of Petra (JTB 2009).

Petra has been a world heritage site since 1985 (UNESCO, 2009). It was the capital of the Nabataea's, which lasted between 400 BC until 106 AD; the kingdom has extended its borders from the coast of Ashkelon in Palestine as far as the desert in the west and the Levant in the east. Petra has grabbed control of trade routes between the civilizations of these regions and their inhabitants. Nabataeans had power over the commercial convoys loaded with spices from the south of the Arabian Peninsula and

silk from the Gaza Strip and Damascus, and henna from Ashkelon and glass pictures and Sidon, the Pearl of the Arabian Gulf. The end of the Nabataean State was when the Romans blocked the trade routes and prevented the Nabataeans from accessing the water sources by 105, in which they had control over Nabataea's Kingdom. In the 4th Century, Petra became a Christian city and the people who converted to Christianity built many churches paved with splendid mosaic, but its people abandoned the site when an earthquake in 746-748 destroyed it.

In the 19th Century, the European orientalists started their discoveries of the Arab World as travellers and, to accomplish their missions, they concealed themselves with Arabic costumes so that the local community accepted them. Petra was rediscovered in 1812 by the Swiss orientalist, Johann Ludwig Burckhardt, who learned Arabic and studied Islam in Syria. He came to Petra and introduced himself as a Muslim from India, declaring his aim to provide a sacrifice to the Prophet Aaron (brother of Moses) in the top of Petra. In 1828, he wrote a book called 'the journeys in Syria and the Holy Land', which contained pictures of Petra. One of the most famous lithographic pictures of Petra was painted by a Scottish painter and traveller David Roberts (1796-1864) during his visit to Petra and Wadi Mousa in 1839, where he painted more than twenty-plate lithographic printings that gave the fame to Petra worldwide (JTB 2009).

Petra, the Red Rose City that is carved in rock is situated in the southern area of Jordan, 230 Km from Amman. The site, besides being the first and the main attraction in Jordan appealing the largest number of international tourists, is one of the New Seven Wonders of the World elected in 2007. The number of tourists visiting Petra in 2007 was 581 thousand local and international tourists. These tourists provide the Jordanian GDP with significant income, as the entrance fee is JOD21, which is relatively the highest in the country, indicating the importance of this site in generating income.

The village of Wadi Musa is small but well managed with fair infra and super structure. It contains 25 classified hotels between one and five stars; these hotels provide many services, facilities and activities such as local and international cuisines, traditional night music, gym and health spas, bars and overlooking terraces and handicrafts shops. The site has a big parking area and a modest visitor centre

providing services such as guided tours with multilingual tour guides, horse rides and chariots for the aged and handicapped tourists. Petra has been a place where Nobel Prize Laureates have their annual meeting under a Royal patronage of King Abdullah II. Petra and the late King Hussein are Jordan's most cited images by tourists.

4.1.2 Wadi Rum (The Moon Valley)

Wadi Rum or The Moon Valley in the southern Jordanian Desert is located between Petra and Aqaba and is 320 km southwest of Amman. The valley is a natural reserve, guarding species of plants and animal such as the Ibex. Wadi Rum is a world proposed heritage site by UNESCO since 2006 (UNESCO 2009).

Its history goes back to the Edomite and Nabataean eras where it was one of the main trade routes between the Nabataean kingdom and the gulf area. Wadi Rum includes tens of ancient graffiti's and inscriptions considered as a testimony to the passage of great earliest civilisations. Moreover, it was the battlefield during the Arab Revolt in 1916 and Lawrence of Arabia, a British officer, witnessed the Arab victory in this region when they defeated the Turks, and where he was inspired in the title of his book, 'Seven Pillars of Wisdom', from a mountain in Wadi Rum (Picture 4.2 below).

Wadi Rum's Visitor Centre is a stylish and modern building overlooking the Seven Pillars of Wisdom, Lawrence of Arabia's book title. This centre provides the best and highest standards of services such as information about the sites, brochures, maps, displays and show rooms, interpretation halls, restaurants and handicrafts shops, conferences facilities, museum and guided tours (walking, hiking, trekking and camping), camel caravans and 4x4 jeep tours. According to MOTA (2008), more than 100,000 tourists visited the area in 2007. While there are seven camps that can accommodate 1148 tourists per night, some of these camps are eco designed for special eco tourists who aim at admiring the beauty of nature without destroying and maintaining the sustainability of sites. Wadi Rum is a desert of magnificent coloured mountains in red, yellow and orange. Its ecosystem contains rare plants and wild flowers. It comprises approximately 120 bird species such as the Griffon Vulture, the Fan-Tailed Raven, Bonelli's Eagle, and Hume's Tawny Owl, the Grey Wolf, Blandford's Fox, the Sand Cat, and Ibex (RSCN 2009).



Picture 4.4: Wadi Rum Fascinating Desert (JTB 2009)

4.1.3 Umm Qais (Gadara)

‘Gadara’, one of the Greek Roman Decapolis, was the crossroad of many civilisations due to its strategic location between Syria, the northern area of Jordan and Amman, which was known as Philadelphia in that era. The site is situated 90 km to the north west of the Jordanian capital Amman. The site overlooks the whole northern area of Jordan as well as the occupied Golan Heights and the lake of Tiberias in Israel where Jesus presented the miracle of swine (Matthew 8:28-34)⁷⁷. Gadara is a world heritage proposed site by UNESCO since 2001 (UNESCO 2009). Gadara is one of the most visited sites in Jordan, the number of tourists in 2007 was 87,000 (MOTA 2008). The number can be doubled as the entrance fee is cheap at JOD3 per tourist and the site can be developed in order to attract more tourists to the area.

⁷⁷ The demons asked to be expelled into a group of swine ‘Some distance from them a large herd of pigs was feeding. The demons begged Jesus, "If you drive us out, send us into the herd of pigs'. He said to them, "Go!" So they came out and went into the pigs, and the whole herd rushed down the steep bank into the lake and died in the water’ (Bible Gateway: <http://www.biblegateway.com/passage/?search=Matthew%208:28-34>).



4.5: Gadara/Um Qais (JTB 2009)

The site still needs more restoration; the services provided are very low as there is only one small restaurant and toilets inside it, a small but interesting museum, no interpretation or good signage, and no local guides. Even though the site has the best parking areas amongst the historical Jordanian site, it still lacks souvenir shops, cafés and restaurants. Therefore, the visit is usually short as the site is ruined and there is no place for tourists to take time to enjoy the magical view of the Jordan valley.

The abandoned village inside the site could be transformed into an impressive hotel of a unique style, with more facilities and activities, which might extend the tourist length of stay to admire the beauty of the area and the sunset on the Galilee Mountains. The site has a spiritual environment not so far from Transfiguration Mountain in Nazareth in Palestine from the other side of Jordan River.

4.1.4 **Jerash (Gerasa)**

Gerasa, the Roman city, is an important site of the Decapolis located 48 km to the north of Amman. A German explorer, Ulrich Jasper Seetzen, discovered the site in 1806. The Romans chose the site of Jerash for its moderate weather, availability of water springs, the iron mines and the quarries, so everything was suitable to build the city in this location. Jerash is a UNESCO proposed world heritage site since 2001 (UNESCO 2009).



Picture 4.6: Greco-Roman City of Jerash (JTB 2009)

The site was located on the main trade route between Bosra in Syria and Amman in Jordan and it is considered a model of the Roman cities that have been built worldwide within the Roman Empire.

The site includes all the main monuments such as the Oval Plaza, the colonnaded streets such as the *Cardo maxiumus* and *Decumanus*, the north and south theatres, roman baths, roman junctions, temples and fountains, triumph gate and the northern and southern gates. The site has a small poor museum with broken signage so most tourists do not visit this site either because they do not know there is a museum or because they do not have enough time.

Jerash is the second most visited site in Jordan after Petra, and 228 thousand tourists visited the site in 2007. The site is clean and well managed but the visitor location is concealed and far from the main entrance, even so, it holds a superb model of the site and provides brochures and multilingual tour guides.

As one of the most attractive roman sites, it appeals to tourists year round, even in the hot season of summer, due to the Jerash festival reviving the site and drawing the attention of thousands of visitors from the Arab and Western countries. Furthermore, the main site Hippodrome (the horse racing track) is reused today to demonstrate the ancient roman chariots shows.

The site of Jerash has a simple traditional market `souk`, a post office, restaurants, mini markets selling beverages and about 37 souvenir shops selling imported traditional items from China and India.

4.1.5 Ajloun

Ajloun, the castle of Saladin, is located 90 km to the north west of Amman. The castle was built by one of Saladins leaders, Osama bin Monketh, in 1184, the only castle built by the Ayyubbid on the summit of Bani Awf Mountain at an altitude of 1127 metres above sea level. The castle overlooks the Jordan Valley and it has a strategic position controlling the iron mines and the trade as well as the pilgrimages routes to Jerusalem, which were controlled by the crusaders.

Ajloun is the smallest governorate today in Jordan attracting 122 thousand visitors in 2007. The site related to Jerash is located in a warm valley where the tourists move from warm weather and moderate temperatures to breezy, cool areas in Ajloun with a splendid view of the mountains of Jordan and Palestine.

The site was restored recently and a small, modest museum was established in one of the castle halls, keeping the local identity of the site. The site still needs services, even though a small visitor centre is established, it lacks brochures and guides. The site contains a spacious parking area but it is not adequately built since the way up to the main entrance is high and tourists are obliged to climb the stairs, even though they are generally elderly.



Picture 4.7: Ajloun Castle of Saladin (JTB 2009)

4.1.6 Aqaba

Aqaba is the only Jordanian sea outlet, located 320 Km to the south of Amman; it is located in a strategic point having borders with Egypt, Saudi Arabia and Israel, and it takes tourists not more than half an hour to get to the borders of any of these countries. Aqaba is a distinguished tourism destination on the Red Sea, famous for its coloured coral beaches and rifts. It is considered a winter residence as the weather is moderately warm in winter but hot and wet in summer.

The history of Aqaba moved from the Old Testament where it is supposed to be the ancient port of Solomon, to a big tourism destination attracting tourists from all over the world. Aqaba is an attractive destination due to its weather, warm water, corals, rifts and the possibility to practise water games all year round. Furthermore, Aqaba has so many activities to attract tourists such as the glass boats tours, scuba diving and snorkelling.

The Aqaba Special Economic Zone Authority (ASEZA) manages the city and its free zone. ASEZA launched in 2002 the 'ASEZA Visa, a free visa to Aqaba on condition of leaving within one month. The infra and super structures are distinguished and of high standards. An international airport is located to the west, twenty minutes from the city centre and two highways connect the city with Amman. The city shares borders with all the surrounding countries and crossing the Jordanian borders is not

difficult so tourists may come to spend the day and then go back to their original destinations. The city has a variety of hotels, such as the Intercontinental, Mövenpick and many five stars hotels are under construction, as well as an assortment of local and international restaurants, bars, discos, excellent public transport working twenty four seven, vibrant night life and beaches. Despite the fact that the public beaches are not clean at all and private beaches are very expensive, they still attract thousands of tourists, who come to admire the beauty of the area.



Picture 4.8: Gulf of Aqaba (JTB 2009)

4.1.7 Amman

Amman, the Jordanian capital, has about two million inhabitants and is a white city being built of white stone. The history of Amman goes back to the prehistoric era where the most ancient statues in the world were discovered in Ain Ghazal, a Neolithic site located to the east of Amman, where the first settlement and the production of pottery appeared around 5000 BC. Ain Ghazal statues date back to 7000 and 9000 BC and some of these statues are making a tour in the world to market Jordan's history.



Picture 4.9: Ain Ghazal Neolithic statues in Amman (JTB 2009)

The city became the capital of the Ammonite kingdom in the Iron Age and its name was mentioned several times in the Old Testament as ‘Rabat Ammon’. It became Philadelphia in the Greek Roman period, one of the Decapolis and main cities located on the trade routes in the Levant. The citadel of Amman is still a witness of the civilisations that have passed in this region from the pre historic era to the Greek Romans, to Byzantines, Islam and Crusaders.

Amman became the capital of Jordan after independence in 1946 and it moved from being a small village in the forties to become a big modern European-style city in 2009. However, Amman still guards its local identity for being the nest of many civilisations from the panoramic view from the citadel, the downtown can be admired with its Roman theatres and fountains and the rest of the colonnaded street to the covered traditional souks and the most interesting gold market.

The citadel, which is the most important archaeological site in Amman as well as the most visited, still lacks a visitor centre, toilets, parking areas, brochures and maps but it guards a small, very rich museum narrating the history of Jordan from the prehistoric times until the Ottoman period. Despite its richness due to its small dimensions, guides cannot give explanations and there are insufficient interpretation facilities inside it.

Amman, this modern old city, has contrasts in colours, style, dimensions and architecture between the eastern poor areas and the western wealthy regions. The city has all the services and facilities tourists may look for from the Amman international airport to the land transport, including public transports, as buses as well as taxis are available until midnight. It has high quality infrastructure and superstructure, including the telecommunications, hotels, restaurants, bars, discos, cinemas, parks, gardens, souvenir shops, tour agents, guides, and rental car agencies.

The city is a gateway and the starting point of the tour attracting regional and international tourists; however, Amman occupies number five amongst the tourism sites visited in Jordan after Petra, Jerash, Mount Nebo and Madaba. This implies more efforts from both the public and private sector to extend the tourists' length of stay in the capital, as it is seen as a new modern city that has high competition with Damascus in Syria and Cairo in Egypt.



Picture 4.10: Amman a Vibrant City (JTB 2009)

4.2 Religion and faith

Jordan is endowed and honoured as part of the Holy Land. The country witnessed the birth of the three monotheist religions, Judaism, Christianity and Islam. Jordan inherited this religious heritage and people from all over the world are flocking to Jordan to experience the spiritual and holy trip in the Baptism Site on River Jordan; Mount Nebo in Madaba; John's Beheading Castle; Lots Cave on the Dead Sea;

Aaron's Tomb in Petra and other Islamic religious shrines spread all over Jordan. Below is a concise discussion of some important religious sites in the country.

4.2.1 Bethany (Jesus Baptism Site)

Bethany is Jordan's foremost Christian religious site located 50 km to the west of Amman. It was recognised officially by the Vatican as the original baptism site for Jesus Christ in 1997 and the Vatican identified it officially as the unique site of baptism for Jesus Christ in 1999 (MOTA 2008). The Baptism Site Commission is managing the site and it is patronised by a royal committee headed by HRH Prince Ghazi Bin Mohammad. <http://www.baptismsite.com/>. Bethany was put on a tentative list as a world heritage site since 2001 (UNESCO 2009).

Pope John Paul II visited the site in 2000 to confirm the authenticity of the site in Jordan and the current Pope Benedict XVI visited the site in May 2009, which identifies the divinity and religious importance of the site for Christians worldwide. The site is considered today as a protected nature reserve and it attracted 93 thousand tourists in 2007.

The site was located on the main pilgrimage route between Madaba and Mont Nebo in the east and Jerusalem the Holy city in the west, the site being a passage for all the pilgrims aiming for Jerusalem. It is a holy site and was mentioned in the bible as where John the Baptist lived and where Jesus Christ was baptised by John the Baptist (John 1:28 and 10:40). The site contains many Byzantine churches with the rest of mosaic pavements, baptism fonts, monks' caves and a water channel system in order to pump water from the river and springs to the baptism fonts, which were used for group baptisms.

The site is being managed by the Baptism Site Commission which provides some services such as the tour guides, brochures and shuttle buses to transport the tourists from the visitor centre to the site on the Jordan River. The site has a spacious parking area and sixteen retail shops, of which only three are rented, two restaurants and signage for a museum that does not exist. The site still lacks good signage and interpretations, beverage shops and shaded rest areas.



Picture 4.11: The Baptism Site beyond Jordan on the Map of Madaba (JTB 2009)

4.2.2 *Mount Nebo (Moses Mausoleum)*

The village is situated 33 km to the southwest of Amman. The site is the presumed place of Moses' Tomb, according to the Old Testament chapter 32, 'the Death of Moses' From Mount Nebo Prophet Moses overlooked the Promise Land Palestine 'the land which yields yogurt and honey'. Moses could not continue to the Promised Land with the Hebrews as he was punished by God, he had no confidence in God's words when he asked him to hit the stone once in order to get water for the thirsty people; instead, Moses hit the rock twice and, as a result, he was punished. He arrived at Mount Nebo, admired Palestine and then died in the region. He was 120 years old but still looked young and, until today, no one has ever have seen or found his tomb (Old Testament: 32).

The site has a strategic location at 800 metres high overlooking Palestine, Jordan Valley, Dead Sea, Jericho and the borders of the Moabite kingdom established in the Iron Age, in this region.

Mount Nebo was a connection point for the pilgrims coming from Madaba in the east and going to the Baptism site in the west. Today, it is one of the most important pilgrimage sites recognised by the Catholic bishops of the Middle East and about 200 thousand tourists visited it in 2007.

The site has been the land of religious Christians who built their churches in the area with splendid mosaics, made by the professional mosaic craftsmen of Madaba. The church of Mount Nebo is under construction today as the Franciscans have managed the site since 1935 and who bought the site and the land in 1993. The site contains today a small attractive museum, big parking area and toilets.



Picture 4.12: Mount Nebo (JTB 2009)

4.2.3 ***Madaba (Medeba)***

The city of Madaba is known as Medeba in the Old Testament and is attached to the history of Moses and the Exodus. The city is located 33 km to the south of Amman. Madaba, in the Byzantine period, was an important pilgrimage site, guarding until today the most beautiful mosaic tableau in the Middle East, which goes back to the 6th and 7th centuries'. Madaba was the centre of mosaic, where professional mosaic craftsmen produced hundreds of tableau; the most significant of which is the unique Map of the Middle East located in the Orthodox Church of St George. The Map goes back to the 6th century; it is a pilgrimage map indicating the most important pilgrim religious sites in the Middle East, including Jordan with the Jordan River and the baptism site, hot spring of Ma'in and the Dead Sea. Palestine, which includes the name of the twelve Jews tribes, Jerusalem - the holy city, Jericho - the city of palms, Bethlehem – Jesus' nativity place and Nabulus. Egypt was also included with many cities such as Gaza, Memphis, and the Sinai Mountain where Moses received the Ten

Commandments from God, Alexandria and the Nile. Other damaged parts are from Syria and Lebanon.



Picture 4.13: Map of the Holy Land (JTB 2009)

The site is very well managed by the Greek Orthodox Church in Madaba; they provide parking areas, brochures and post cards, and numerous explanation rooms with the Map printed on very big boards to avoid the crowding tourist groups from waiting too long, as the site was visited by 164 thousand tourists in 2007.

Madaba Visitor Centre was established in 2001, in cooperation between MOTA, the American Centre for Oriental Research with support by the United States Agency for International Development (USAID), and L'institut Francais d'Archeology du Proche-Orient (IFAPO). It is dissimilar to others built in a distinguished style similar to the old traditional Ottoman houses and it provides information, brochures, and local guides, parking areas, toilets and souvenir shops.

4.3 Health and wellness

This market segment is increasingly developed and the demand has high potential. Jordan possesses good therapeutic resources, including the world's largest, saltiest, lowest spa, the Dead Sea, as well as other important thermal and mineral springs such as Ma'in, al-Shouna and al-Himma (Harahsheh 2002; JTB 2009). The following discussions present the major therapeutic sites in Jordan.

4.3.1 The Dead Sea

The Dead Sea, the lowest point on earth at 416 metres below sea level, is located in the Jordan Valley indicating the borders between Jordan, Palestine and Israel. The main road to the region is newly built and the area is proper and generally clean.

The site is 55 km from Amman. It is a blocked salted lake, 76 km long and about 16 km wide in its largest area. The Dead Sea's history goes back to biblical times when it was mentioned as the place of the destruction of Sodom and Gomorrah.

The site is surrounded by important religious, spiritual sites such as the Baptism Site to the north on the Jordan River, Mount Nebo, the presumed tomb of Prophet Moses to the east and the Prophet Lot's Cave to the southern area of the Dead Sea after the destruction of Sodom and Gomorra. The site attracted more than 150,000 tourists in 2008 (MOTA 2009).



Picture 4.14: Dead Sea Kempinski (JTB 2009)

The region has four hotels classified 4 and five stars and providing high quality service, which includes international restaurants, health spas, swimming pools, bars and coffee shops, souvenir shops and spacious gardens and parking areas. Other classified hotels and resorts are under construction such as the Radisson SAS and *Wahet al Nakheel* Resort (Palm Oasis). The region attracted the World Economic Forum ‘Davos Conference’, which was held many times in the King Hussein Bin Talal Convention Centre, an attractive and important conferential point in the Middle East, which can accommodate 3000 people. The centre opened its doors for new MICE tourism and local, regional and international events. The services provided outside the hotel zone is very limited, as there are no public beaches at all, nor restaurants or nightlife. The area, in order to accommodate future international events, needs more hotels and an airport.

4.3.2 Zarqa Ma’in

The hot spring of Ma’in is located 260 metres below sea level in a wonderful desert mountainous region. Ma’in is 30 minutes to the west of Amman; it guards the hot springs, which are very rich with minerals and salt and have therapeutic features.

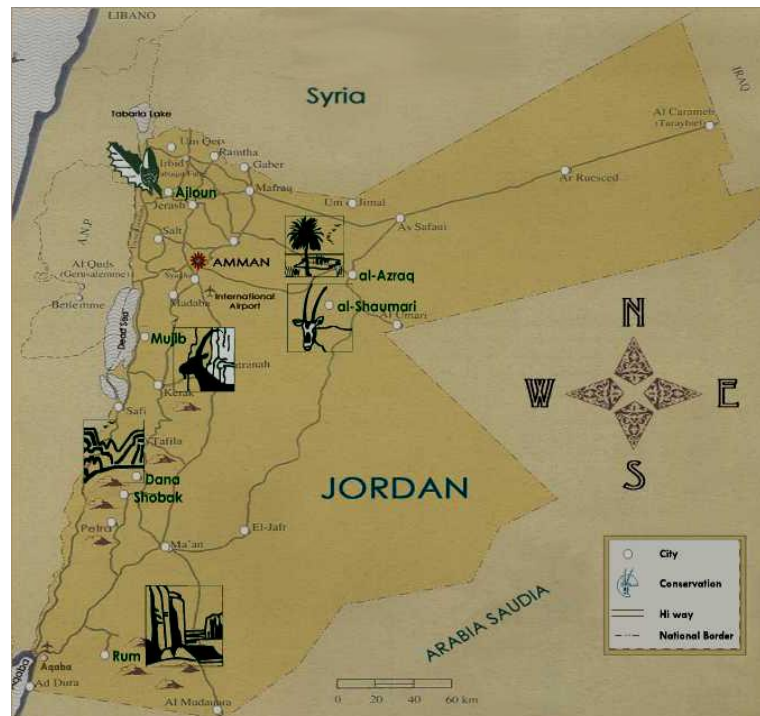


Picture 4.15: Ma’in Hot Springs and Spa (JTB 2009)

The Dead Sea is very close to a hot mineral spring of Ma'in, which is popular for its healing powers; it is located 264 metres below sea level. There are more than 109 hot and cold springs in the valley of Ma'in and the hot water is 36 degrees Celsius, which gives its thermal power along with the minerals mixed as a healing effect for many body ailments (Harahsheh 2002; JTB 2009). The site has only one four-star spa hotel offering spa services, such as hydrojet baths and showers, underwater massage, mud facials, electrotherapy and cosmetology treatments (JTB 2009; Harahsheh 2002).

4.4 Eco and nature

This market segment is promising in Jordan and it is being developed dramatically to receive more tourists. Map 4.14 below depicts the wildlife Jordan (nature reserves). Jordan has currently seven nature reserves in Ajloun, Azraq, Shoumari, Mujib Dana, Wadi Rum Protected Area and Aqaba Protected Area (RSCN 2009; JTB 2009).



Map 4.3: The Nature Reserves of Jordan, Source: <http://www.jordanjubilee.com/maps/mapRSCN2.jpg>

The following discussion explains some important nature reserves working as nature-based, eco or nature-based tourism products.

4.4.1 Dana Biosphere Reserves

The reserve was founded in 1993, covering an area of 308 square kilometres, and is a UNESCO proposed site since 2007. It contains high mountains more than 1000 metres high and drops down to below sea level. It has a diverse mixture of extraordinary fauna and flora. The reserve accommodates 600 types of plants, 37 sorts of mammals and 190 kinds of birds.

The reserve is managed today as a visitor centre, which provides many services such as local tour guides, brochures, and maps. A local community-based project was established to support the local Jordanian women; the small village of Dana has a small rest house, and two fascinating camp sites at Rummana and Feynan. The site has a splendid panoramic view; it contains stony mountains covered with evergreen forests, flat areas and sand dunes. Other facilities include a Nature Shop selling organic products from Dana Village. Accommodations include Feynan Wilderness Lodge, Rummana Campsite and Dana Guest House. The site is attracting a special type of tourists and about 35 thousand tourists spend nights at Dana reserve (JTB 2004).



Picture 4.16: Dana Biosphere Reserve (JTB 2009)

4.4.2 Azraq Wetland Reserve

The reserve is a proposed world heritage site since 2007; it is one of the splendid wetland reserves situated in the eastern Jordanian desert and the Royal Society for the Conservation of Nature manages the reserve. The reserve was a real oasis where its pool was filled with water coming from Syria Mountains; the pools were surrounded with sediment and mud. The reserve includes swamps, old pools and mud land. The reserve also accommodates several varieties of birds, as it is considered a station for the migrant birds between Asia and Africa. Moreover, the reserve attracts seasonal birds and it is a suitable place for bird watching.



Picture 4.17: Azraq Wetland Reserve (JTB 2009)

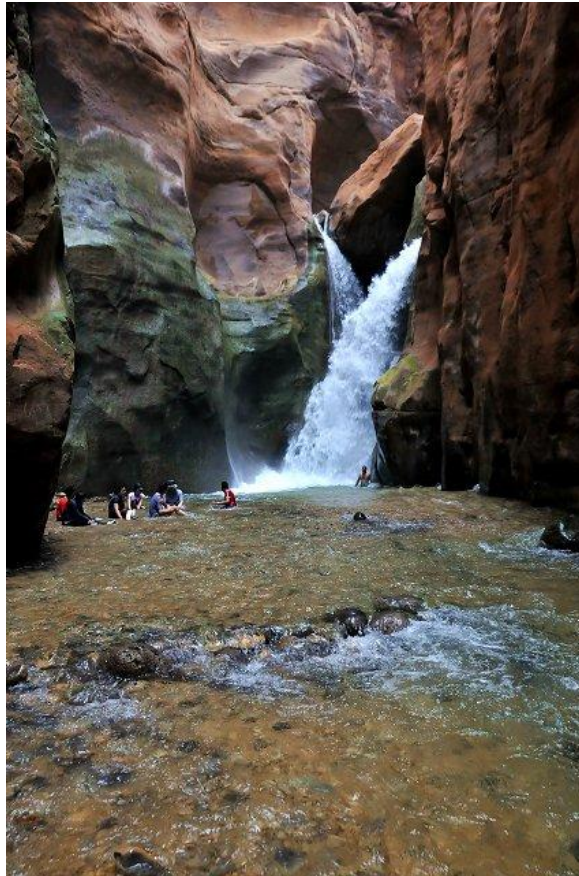
4.4.3 Ajloun Highland Nature Reserve

Ajloun Nature Reserve is located in the northern Jordan highlands of Ajloun in the hills of Eshtafaina and was established in 1988 by the RSCN. The reserve consists of woodlands of oak, pistachio, pine, carob and wild strawberry trees. In 1988, captive breeding herds of roe deer were introduced into the reserve. The RSCN developed the reserve and recently has set up two hiking trails and a camping area (JTB 2009; RSCN 2009). Ajloun is Jordan's foremost forestry land and is famous for its mild climate in summer and snow in winter. The diversity of woodland was nearly protected in past

days from cutting the trees for the Hijaz Railways during the Turks era, due its distance from the railway, but it was attacked by overgrazing and overexploitation.

4.4.4 Wadi Mujib Nature Reserve

Wadi Mujib is a UNESCO proposed world heritage site since 2007. It is one of the most beautiful reserves and it has magnificent scenery; it is the lowest reserve on earth, situated in the valley of Mujib with a river and waterfalls that goes into the Dead Sea at 410 metres below sea level. The reserve has different geographical areas, which go from 900 metres above sea level in some places before dropping down to the level of the Dead Sea. This variation makes the reserves enjoy a distinguished biodiversity with more than 300 species of plant life and many kinds of birds.



Picture 4.18: Wadi Mujib Reserve (JTB 2009)

4.4.5 Gulf of Aqaba Protected Area

The Gulf of Aqaba is one of the world's famous marine wildlife locations; it has the world's best northernmost coral reef ecosystem with red corals seldom found

elsewhere (JTB 2009; RSCN 2009). Aqaba has many advantages, including water temperature generally at about 23° Celsius. This part of the Red Sea generally has no violent storms and the gentle water movement is the reason for corals growing there. The moderate level of salt in the water make it a preferable place for hundreds of soft and hard corals, crustaceans, mammals, crabs, shrimps and lobsters.



Picture 4.19: Aqaba Marine Reserve (JTB 2009)

The city of Aqaba is a unique Jordanian marine city and harbour; it is located in a beautiful mountainous coloured area, has 27 kilometres of Red Sea beaches and overlooks Egypt, Saudi Arabia and Israel. The city is well managed by the ASEZA and it is relatively clean and well organised, as it is a Special Economic Zone that has its own rules and policies to improve the city infrastructure and protect its environment.



Picture 4.20: Aqaba's corals (JTB 2009)

4.4.6 Conferences and events (MICE)

MICE tourism, which stands for meetings, incentives, conferences and events, is one of the new types of tourism in Jordan. Jordan is considered one of the entrepreneurial countries in MICE tourism; the country has emphasized on its importance in the JNTS Jordanian National tourism Strategy 2004-2010, which identified new types of tourism in order to minimise seasonality.

MICE tourism, as a new segment, is attracting the Jordanian market and human resources formed from the private and public sector. Today, it is easy to find many specialized corporations, hotels, and companies interested in it. It is a partnership between many parts represented by MOTA. JTB provides JOD200 thousand to support conferences and another JOD200 thousand to encourage international events to be held in Jordan.

Conferences centres are available and provided with developed equipments such as new translation technologies, big screens, and sight and sound systems. The following provide conference facilities: the King Hussein Bin Talal Convention Centre in the Dead Sea, which provided job opportunities for the local community; the Royal Cultural Palace in Amman; the Conference Centre in the Le Meriden, Le Royal Hotel, and the Hyatt Hotel. These partners organise the whole process of local, regional and international Conferences such as the World Economic Forum (Picture

4.22 below), which was held four times at the Dead Sea, the Summit of the League of Arab States, the World Conference for the Protection of Natural Resources, the World Conference for Peace through Tourism and the Annual Conference for French tour operators. The only statistics available about MICE tourism is dated to 1998/1999 from Jordan's Department of Statistics (DOS), which indicate that 61 thousand people visited Jordan on business trips and 7500 who participated in conferences or workshops.



Picture 4.21: King Abdullah II addresses the World Economic Forum, Dead Sea 2009 (King Hussein Bin Talal Convention Centre 2010).