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**Nemzetközi tudományos konferencia
a Magyar Tudomány Ünnepe alkalmából**

International Scientific Conference
on the Occasion of the Hungarian Science Festival

Sopron, 2023. november 23.

23 November 2023, Sopron

**FENNTARTHATÓSÁGI ÁTMENET:
KIHÍVÁSOK ÉS INNOVATÍV MEGOLDÁSOK**

SUSTAINABILITY TRANSITIONS: CHALLENGES AND INNOVATIVE SOLUTIONS

Szerkesztők / Editors:

OBÁDOVICS Csilla, RESPERGER Richárd, SZÉLES Zsuzsanna, TÓTH Balázs István

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Country Branding of the Hashemite Kingdom of Jordan

Mohammad Hani KHLEFAT

PhD Student in Economics and Management

University of Sopron, Alexandre Lamfalussy Faculty of Economics, István Széchenyi Economics and Management Doctoral School

Abstract:

This study discussed nation branding elements, focusing on dimensions, positioning, vision, and logo, with a special emphasis on the Hashemite Kingdom of Jordan. Utilizing qualitative methods, the research draws from various sources, including journal articles, official publications, and personal experiences. The study assesses Jordan's alignment with nation branding dimensions, its positioning efforts, and highlights examples of branding initiatives, particularly in the industrial and tourism sectors. Findings indicate Jordan's notable progress in nation branding, although the limited public awareness of the concept. The kingdom's unique approach involves collaborations with international players and a visionary partnership with high-profile institutions. Despite facing limitations in scientific research and name recognition, Jordan serves as a commendable example for similarly-situated nations. Future research avenues could include an in-depth analysis of Jordan's ongoing nation branding efforts, the contributions of industrial and tourism sectors to its brand, and considerations regarding the use of the native name. In conclusion, the study recommends the continuation of Jordan's current branding efforts, emphasizing consistency in promoting its positive image on the global stage.

Keywords: nation branding, dimensions, positioning, Jordan, Jordan Vision

JEL Code: M31

1. Introduction

Nation branding or country branding is the new way states utilize to being promoted for people to visit, trust, invest in or study in (Ahn & Wu, 2015). According to the book 'Diplomacy in a Globalizing World: Theories and Practices' it can be defined as "the application of corporate marketing concepts and techniques to countries, in the interests of enhancing their reputation in international relations" (Kerr, 2013, p. 354) as it helps nations building connections between different local actors either in the public or private sector (Pamment, 2013).

The reality is that each state has its own brand which is unique whatever similar it might look to other ones. This is the case during the ages where countries are competing to maintain their distinctiveness although the term 'nation branding' is relatively new. In order to ensure the actuality of this concept, different elements of the state should collaborate together to achieve a unified nation's image. (Giannopoulos, et al., 2011).

Nation branding focuses on promoting the national identity while preserving the authenticity of the local people which should happen ultimately without trying to hide several aspects in people's daily lives in order to do marketing only. Main focus is preserving the country's 'brand' similar to what companies do for preserving their brand.

Nation branding is becoming an important aspect when considering the country's economy, especially in the modern connected world where a state will try to make an attractive image in people's minds for investment, tourism or buying its products referring to the effect of 'country of origin' which in turn enhances its economy (Anholt, 2002). Success stories usu-

ally happen when a nation achieves adding trust and emotions to its brand where other consumers feel the need of maintaining loyalty with (Van Ham, 2008). Competition amongst states is increasing, and having a sense of attention is an important aspect for maintaining the economy in such a reality for ensuring the economic edge. This concept can be described as the ‘attention economy’. Investors, visitors and consumers are likely to deal with a known brand (i.e. country) more than an unfamiliar one (Aronczyk, 2008).

Introduction to Jordan

The case of Jordan is no different, international trade and collaborations are important to its economy such as FDI, exports and tourism. Jordan needs to maintain its brand especially with the lack of economic resources unlike the region (e.g. fossil fuels or water). Nations or investors who might not know about a country will result in less trade with, hence the worse the economy is expected to get. Yet, the concept of ‘nation branding’ is not mainstreamed locally in Jordan, based on the personal perception. It is worth mentioning that ‘Jordan’ brand itself is a common name and already being used by one of the most popular sport figures in the world (i.e. Michael Jordan) as his own business brand (Nike, 2023) which makes it difficult for the country standing out in the international markets and search engine results.

The industrial sector is one of the main pillars of the country’s economy as it has a high added-value, the connection with multiple sectors and the high employment rate. Different institutions divide it differently into subsectors, in the very case, the Ministry of Investment uses the categorization where the ‘electricity and water’, ‘extractive industries’ and ‘manufacturing industries’ are the main divisions of the industry. According to a report published by the same ministry in 2019, the sector constituted 25% to the local GDP in 2017 and helped employing around 250 thousand people (JIC, 2019). Various organizations and campaigns work on making sure that the reputation of the industrial sector is good locally and internationally such as ‘Made in Jordan’ and ‘Jordan Exports’, respectively (madeinjordan, 2023), (jordanexports, 2021).

The tourism sector, on the other hand, provides the economy with an approximate of 20 percent of the kingdom’s GDP (JIC, 2018) as some destinations are contributing to the nation’s image, for instance – the Dead Sea, Petra, Wadi Rum desert, the Baptism site amongst others. In 2016, international direct tourism to Jordan contributed around 4.8 billion U.S. Dollars to the GDP. This sector is providing more than fifty thousand job opportunities (JIC, 2018) which is growing annually.

Current research

This research is about to show a glimpse of a bigger thesis research about Jordan as a nation brand and how it matches with this science’s requirements of dimensions, positioning, vision, logo inter alia. Hereinafter sections are as following: dimensions of the nation branding; positioning of Jordan brand; the country’s vision from two main sources; and examples of the kingdom’s efforts in branding using local, regional or worldwide stages in addition to the use of logos; followed by discussion and bibliography.

This research uses the qualitative method by finding multiple online sources such as local and international newspapers, blogs or organizational websites, yet, trying to find the most official sources possible, such as scientific research, official sources of organizations (e.g. EU, UN, or NATO), Royal Court, Government of Jordan, etc. The online research uses word ‘Jordanian’ as possible for avoiding being messed up with other uses. The research mentions Arabic sources translated / transliterated into English including headlines, authors, content, etc.; and comparing different sources for the same content.

2. Jordan's Nation Branding Dimensions

Nation branding is a complex topic that has multiple origin theories and the way it developed and how it interacts with multiple factors that are considered when ranking countries. Hence, a model called the 'Nation Brand Hexagon' was developed by Anholt (2005) for estimating how other nations, investors or consumers perceive a particular country, and its brand image (Anholt, 2005)

Nation Brand Index (NBI) is resulted through measuring a country's exports, governance, culture, people, tourism, and immigration and investment. Hereinafter, paragraphs will mention a brief information about Jordan regarding each dimension.

Exports of Jordan

Jordan is relatively a small economy with less natural resources comparing to the region, where countries are either rich with fossil fuels and/or water availability. Jordan's Gross Domestic Product (PPP) estimated to be \$102 billion in 2019 (CIA, 2023) which, to compare, is close to the Lithuanian one but with four times the population. Exports are essential to the economy which comprise approximately one fourth of the economy (WorldBank, 2021).

Main Jordanian exported commodities include fertilizers, medicines, calcium phosphates, clothing and apparel, and phosphoric acid in 2019. Also, non-tangible items such as electricity in the amount of 98 million kWh and natural gas of 375.849 million cubic meters, however, exporting electricity or natural gas is considered marginal because their amounts are exceptionally low compared to the imported ones. Total national exports are estimated to be \$16.17 billion, and \$10.444 billion and \$13.864 billion during the years 2019, 2020 and 2021 respectively. Furthermore, main export destinations are the U.S., Saudi Arabia, India, Iraq and UAE (CIA, 2023) where the first is the highest.

Governance of Jordan

Governance according to the World Bank can be defined as the "rule of the rulers, typically within a given set of rules. One might conclude that governance is the process – by which authority is conferred on rulers, by which they make the rules, and by which those rules are enforced and modified" (WorldBank, 2002) or as defined by the local Jordanian guide of governance as a package of institutional framework, policies, main processes and support for the government that it implements with the aim of coming up with results and outputs that have an impact on society in order to promote the public good (MoPSD, 2017).

Jordan is promoting good governance practices locally and it is being promoted internationally during the process as there are numerous international cooperation agencies which work with the government on developing different fields, for instance, OECD is one of the organizations which acknowledges the regional and international contexts that Jordan undergoes, and the efforts being taken locally for improving the public sector. Some of the main focus areas that the country is working on include the increased participation of Jordanian nationals and local community in the decision making process and its development, and the improved equal distribution of economic returns and participation amongst citizens (OECD, 2023).

Culture of Jordan

Culture can be defined as "the way of life, especially the general customs and beliefs, of a particular group of people at a particular time" or "the attitudes, behaviour, opinions, etc. of a particular group of people within society" (Cambridge Dictionary, 2023a) and in the case of country branding, culture is essential yet not intensively studied (Ahn & Wu, 2015).

Jordanians and Jordanian culture are part of the Arabian and Muslim cultures which to some extent share a lot of aspects with countries of these backgrounds, however, Jordan stands

is known for its generosity, interpersonal relations, the positive mix of nomad (tribal) life and city life (Ministry of Culture, 2021). The Ministry of Culture presents itself as responsible of deepening knowledge, maintaining, and promoting the Arab and Muslim cultures which can noticed the least with it restricting its communication to the Arabic language (GoJ, 2023) where other numerous institutions, organizations and companies in Jordan use English language widely in e-mail letters for instance. One of the main duties that the ministry is holding itself responsible for, is establishing the cultural bridge with the outside world while preserving the local one. Other efforts include the support being provided for writers, artists, and thinkers. In addition to encouraging local and artistic theater and the participation in regional and international exhibitions and conferences (GoJ, 2023) for maintaining the connections with other cultures and feeling the uniqueness of the local one.

People of Jordan

Jordanian people and the community in general can be considered as a family-tight culture where sons, daughters, siblings, uncles, nieces, nephews, etc. are close to each other, their spouses, parents, grandparents and to some extent to further relations. People tend to visit each other during local feasts discussing everyday, personal and professional life matters. Majority of people are Arabs and Muslims and there are minority Christians, faiths and ethnicities (MFA, 2023). People prioritize education where it can be noticeable with a relatively high number of university students and graduated professionals especially in the fields of engineering or medicine.

Tourism in Jordan

The United Nations World Tourism Organization defines tourism as a “social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes.” (UNWTO, 2023).

Tourism in Jordan is unique because of the different civilizations settled in from the stone age to the Persian, Greek, Roman, Byzantine to the late Islamic periods for more than one million years. Evidence of these cultures can be found in people’s current civilization but also in statues, mosaics, agriculture, churches, mosques, theaters, castles, amongst many others. Examples of kingdoms headquartered on the Jordanian land include the Moabites, Ammonites and Nabateans. Since the importance of the country’s geographical location between major empires, the land witnessed crucial historical battles such as Yarmouk and Mutah battles (MOTA, 2023).

Immigration to Jordan

According to Cambridge Dictionary, the immigration can be described as “the process by which people come in to a foreign country to live there, or the number of people coming in” (Cambridge Dictionary, 2023b). Over the years, the immigration has had numerous advantages for nations in developing the local cultures, economic and societal aspects which can be noticed in multiple economies that are considered developed ones (Parry, 2022) such as the United States’.

Main immigration flows to Jordan happened in the form of refugees who are fleeing from wars or conflicts which made the country today to be considered as the second largest proportion of refugees in the world compared to the number of citizens, with one in three of Jordan's population being a refugee (Kittaneh, 2021). Modern immigration started with people coming from the Caucasus region since the Russian Empire (Almadenah News, 2010), then Palestinians, Iraqis, Libyans and Syrians amongst others.

3. Positioning of Jordan Brand

Brand positioning is one of the main aspects related to branding which aims to find the brand's uniqueness without being rival to other brands (Papp-Váry, 2013). To answer the case of Jordan, the following positioning aspects will be elaborated.

Characteristic architecture and unique sites throughout history

Architecture in Jordan can date back to the Paleolithic period in addition to other cultures of Edom, Moab, and Ammon, in addition to the Nabataean Kingdom, Roman Empire, Umayyad dynasty and the Ottoman Empire. Recent history includes Transjordan, the Hashemite Kingdom and the Palestine war (Irvine, 2023).

Notable architecture styles can be noticed in the castles, temples or mosques (al-Assad, 2012). Evident examples include The Treasury of Petra, Jordan's Parliament Building, Le Royal Hotel, and Feynan Eco Lodge. Examples of the vernacular architecture in Jordan include the Jordan Valley house, the desert house and the Villages of the Transjordan Highlands (Baglioni, 2014). Furthermore, examples of UNESCO World Heritage Sites include Um er-Rasas, Wadi Rum Protected Area, Bethany Beyond Jordan, and Quseir Amra (DoA, 2023).

Natural Environment, Climate and Geographical Location

The kingdom has a unique natural environment that can be described as semi-arid that includes mountains, desert plateaus and valleys in addition to multiple reserved natural wildlife areas (UNEP, 2022). This covers over the country's area of 89,342 km² which is close to area of Hungary. Major feature of Jordan is the Mediterranean climate especially to the western part of the country where it can be described as cold and wet in winter and hot and dry in summer where these two seasons make of majority of the year. Further to the east or south the surface becomes more desert which makes of majority of the country's area (kinghussein, 2023).

To explain one of the main natural environment features of Jordan (i.e. the Jordan Valley) its main parts are the Jordan River, Dead Sea, Wadi Araba and leading to Jordan's only seashore (i.e. Aqaba). Jordan Valley is part of the Great Rift Valley which extends to Africa starting from Turkiye, Considering the country's location in Western Asia, its neighboring countries are Saudi Arabia, Iraq, Syria, Israel and Palestine which share some similarities with Jordan. Another major natural feature is the Mountain Heights Plateau which extends on the western part of the country (kinghussein, 2023).

Jordanian People, Figures, and Celebrities

Jordanian people, as mentioned previously, compromise mostly of Arab ethnicity and Muslim religion with different minorities. People tend to prioritize family relations and education. There are many Jordanian figures who participated in shaping the country and promoting its image inside and outside. The list includes the royal family, such as king Abdullah I, King Hussein and the current King Abdullah II; and politicians like Wasfi Al Tal, Abdelsalam Al-Majali and Abdul Latif Arabiyat; writers and poets like Haider Mahmoud and Mustafa Wahbi; physicians and scientists like Tareq Suheimat and Lubna Tahtamouni; athletes such as Amer Deeb and Ahmad Abughaush; and artists and celebrities such as Omar Al-Abdallat, Nabil Sawalha and Adham Nabulsi.

National Cuisine and Beverages

Jordanian cuisine is part of the Middle Eastern cuisine, particularly, the Levantine one. According to Tayyem et al. (2014) Jordanian cuisine is "based on bread and is rich in rice dishes along with seasoned mixed stews, stuffed vegetables, and baked and grilled combined dishes

in addition to a variety of sweets and beverages” (Tayyem, et al., 2014). As part of Arab hospitality, being generous to the guest is important, usually hosts will provide big portions of food and they will insist on the guest eating more (Bawadi, et al., 2012).

Different items are considered essential in the local cuisine including hummus, falafel, cooked yogurt, labaneh, , khobaizeh (mauve) especially in Spring, lentil soup in Winter, and red meat especially during sacrifice feast (Eidul Adha). Fruits and sweets such as dates, fig, kanafeh, baklava, qatayef (especially in Ramadan).

Regarding main beverages, hot drinks such as tea – black tea in specific – with mint and sugar (Anon., 2022), sahlab, Arabic coffee (sadah) and Turkish coffee are the most common types of coffee in Jordan, and cold drinks such as tamer hindi (prepared out of Tamarindus indica dried pulp), sous (using Glycyrrhiza glabra) and kharoub (from carob beans) (Bawadi, et al., 2012).

Wine or other alcoholic beverages and nightlife

Jordan is one of the least countries of alcohol consumption per capita (WorldBank, 2019) because of the majority Muslims. In regard to local alcoholic production, ‘Arak’ is a regionally traditional drink which is produced in the kingdom as well (Salloum, 2018). Regarding nightlife, people tend to stay awake late at authentic cafes in the capital (Amman) or different cities and towns around the country. Amman especially has multiple places for DJs, live music and bars that are recommended for tourists (Tourist Jordan, 2023).

Sports in Jordan

Main sports in Jordan are team sports such as football (soccer), handball, basketball and volleyball. In addition, there are popular individual sports such as swimming, boxing and taekwondo. The country also played a key role in hosting games such as the West Asian Games, the Islamic Games and Pan-Arab Games. Furthermore, Jordanian athletes usually participate in regional and international competitions which helps integrating the country and its people with other cultures and promotes its image (Bickerton, 2023).

Scientific achievements

In Jordan there are at least twenty three scientific journals which are part of Jordanian public universities (SRF, 2020) not to mention others of private universities or research centers. Nevertheless, there are reports about fraud journals in the country which offer publishing research publically with easier requirements which lead to mentioning the country amongst one of the highest twenty countries worldwide of researches published in predatory journals (Al-Saih, 2021).

Design

Design in Jordan is gaining in popularity either in fashion, graphical and architectural or traditional items’ design. Amman Design Week (ADW) is one of the main events where designers present their ideas (Aouf, 2017). Hereinafter, notable designers or design centers will be mentioned.

Fashion design, which until recently, only had a few known names such as Zuhair Murad or Elie Saab but Nadia Dajani, Laith Maalouf, Tania Haddad (ABUSIEF, 2019), or Zeina Dabbas are making the rise amongst the younger generation. The fashion design is appreciated even by the royal family by the examples of Queen Rania or Queen Noor which are looked up to by many women locally and internationally (ARNAUT, 2019).

Other major divisions of design in Jordan, the architectural and graphical designs were mentioned previously through the historical and local buildings in brief. Notable names in the field include Yasmeen Sabri, Riyad and Hashem Joucka from the Middle East Architecture

Network (MEAN) (Aouf, 2017), Suleiman AlHadidi, Sahel Al Hiyari, Ammar Khammash (Divisare, 2023), and Kutleh (SINGULART, 2023). Furthermore, the design of traditional items which can notably be seen in centers or projects such as Jordan River Designs (Jordan River Designs, 2023) or project “Departures” (Dean, 2022).

4. Vision of Jordan

Overall vision of Jordan is formed through two main sources; one through a vision formed by the government titled as ‘Jordan 2025’ and other one which started as an initiative by the Royal Court titled as ‘Economic Modernisation Vision Unleashing potential to build the future’ both have in common being built including Jordanian community with its components of government, private sector, civil society and individuals.

Jordan 2025

This vision, on the one hand, has been built through extensive consultations with the Jordanian community through different channels led by the Prime Minister involving a steering committee involved the government, the private sector, political parties and civil society through public calls in the newspapers for participations and through the government’s online platforms for technical and sectoral aspects. Outputs of different meetings include strengths, weaknesses, opportunities and threats to the country’s society and economy. This resulted in compiling plans after feedback of previously-made eighty plans (GoJ, 2022). This vision has the application period of (2015-2025) which aims at having an integrated framework that governs the social and economic policies by providing opportunities for all. Main pillars of this vision are (i) Active citizens with a sense of belonging; (ii) Safe and stable society; (iii) Dynamic and globally competitive private sector; and (iv) Efficient and effective government (ANDP-ESCWA, 2015). These goals can be achieved through upgrading the infrastructure, enhancing education and healthcare, and better involvement of private sector and civil society (RHC, 2023).

Economic Modernisation Vision Unleashing potential to build the future

On the other hand, this vision covers the application period of (2022-2033) and has the slogan of “A Better Future” by focusing on two main development pillars; the Economic Growth Pillar through implementing the country’s full potential, and the Quality of Life Pillar which focuses on upgrading the living standards of all Jordanians (jordanvision, 2022).

5. Example of Jordan’s Efforts in Branding

Jordan is maintaining efforts in branding the country through local, regional and international platforms that involves different aspects such as security, economy, or education. Furthermore, the country is developing logos that can represent the country in a way that can provide the feeling as being there physically.

Jordan-NATO partnership

Jordan is an important player in the region and to some extent globally. Jordan has good relations with the NATO, on a recent visit of the king to NATO headquarters, the organization’s Secretary General pointed out that the country is “a very close and important partner of NATO” as the country participated through its military in regions such as the Balkans, Afghanistan, and Libya, furthermore the participation in the organization’s Response Force (NATO, 2021). Through the country’s presence with the international forces and the participation in these high level meetings, people get to know that the country is a peaceful area in a tensioned region and it always been a generous host of refugees – for instance, the latest refugees wave from Syria

which was counted as 650 thousand people at least (local sources accounts for 1 million) and by hosting the refugees, the country received the emotional and other types of support from regional powers but also from international ones such as the deeper collaboration with NATO (Ryan, 2018). In these examples the country's military is providing an image that its troops are just as friendly yet strong against extremism which might not be the imagination that people might have from the international media about the region or the religion, moreover, it received the international military and emotional support which was noticeable in the regional media providers.

Jordan-EU partnership

Another partnership that is promoting the country's image is the relationship with the European Union as the country is collaborating in different projects for a long time, but a firm Association Agreement started in 2002 as the country is considered a stability moderator and promoter of the inter-faith tolerance in a region that is perceived globally otherwise. The EU has an office in the country that coordinates different projects (EEAS, 2021). This promotes the union's image to the locals, as well, as being close to the people, which results in a win-win relationship for the two parties.

Jordan plays a vital role that is appreciated by the EU hence the commitment of boosting the country's social and economic development and stability. The EU ensured the basis of rule of law, good governance, social cohesion, human rights, environmental protection and macroeconomic and business development. One of the main examples of the economic support is the Relaxed Rules of Origin initiative which gave Jordan an easier entrance to the EU's market for export. Moreover, considering the geographical proximity of Jordan to the EU, and for easing the exchange and support of experiences, education (e.g. Erasmus+) or refugees (e.g. Syrians or Palestinians), the country is part of the EU Neighbourhood to the South where different projects were implemented in fields like administration, migration, culture, standardization, transport or water (DG NEAR, 2023). Another example of Jordan's essential position to the EU's Mediterranean neighborhood is the co-presidency position it had on a regional forum as part of a union called 'Union for the Mediterranean (UfM)' which held in 2022 in Barcelona, Spain (EU Neighbours South, 2022).

Other important roles

In addition to Jordan being a strong partner to two examples of the strongest partnership organizations worldwide. The country plays a significant role in being chair or leader in regional or international unions, cooperation programs or organizations, in addition to being a host to international conferences. Examples of Jordan being a global leader include (1) the Arab Organization for the Blind (Petra, 2014); and (2) the Executive Council of the Arab Civil Aviation Organization (Petra, 2021). Furthermore, on the international level such as (1) International Olive Council (Petra, 2022); (2) Islamic World Educational, Scientific and Cultural Organization ICESCO (Alghad, 2021), (Al-Dostor, 2021) ; (3) International Labour Conference (ILO, 2013); (4) UN Security Council (Petra, 2015); and (5) hosting the World Economic Forum on the Middle East and North Africa (WEF, 2019).

Unique Logos

The kingdom also created unique logos which were (and are) being used locally and internationally which provide an image of the country and can provide feeling such as Figure 1 of 'Visit Jordan' website which promotes tourism and culture amongst different other local aspects. From this logo it can be seen, for instance, the country's natural environment of water and desert, wildlife, birds, cleanliness, monuments, mosaic, country's star, history inter alia.



Figure 1: Homepage of Jordan Tourism Board official website
Source: visitjordan (2023)

Figure 2 shows the country's coat of arms which can provide a representation of the country's ruling system (i.e. monarchy), Islamic history, Arab Revolt, Jordan's bird, language, colors amongst others.



Figure 2: Coat of Arms of Jordan
Source: RHC (2023)

6. Discussion

This section will discuss outputs of the study including its summary, limitations, practical implications, future research, recommendations, and conclusion.

Summary

This paper is part of a bigger research project of studying the country's brand on the local, regional and international levels. For the time being, the research tried to give a sneak peek about nation branding, its requirements, dimensions, positioning, vision and logo. The case of Jordan was studied in regards to the dimensions of the nation branding, the country's positioning aspects; the kingdom's vision with its two main sources; examples of Jordan's efforts in branding from the international presences to logos; summary; and bibliography.

The mentioned information showed that the country is working hard matching as many aspects as possible of the country branding, in which is appreciated at a personal level, since the kingdom's limited resources and lots of regional depressing factors that might have led other nations

to give up, yet it continues promoting itself, working with regional and international organizations, and hosting international events knowing the international perception of the region. It is worth mentioning that nation (country) branding is relatively not a mainstream concept locally from a personal point of view.

Limitations

The study faced multiple limitations on the personal and refractory factors. Personal factors, on the one hand, such as the intensive research needed on each aspect that this small paper cannot fully cover. Other limitations, on the other hand, such as the limited number of scientific research articles on multiple aspects but news or blogs; and the name 'Jordan' being mixed up with the player's name (i.e. Michael Jordan) and his brand or with different scientific authors, news reporters, or bloggers.

Practical implications, future research and recommendations

This study showed that even for a small country with limited resources and in a difficult regional situation, it can survive and collaborate with big players on the regional and international levels especially in aspects such as the tourism, industrial sector and exports¹¹, diplomacy, cultural coexistence, or fighting against negative stereotypes. It is expected in future research on the personal level, through the PhD thesis and future related conferences, papers or courses, to include measuring the country's performance against branding dimensions and positioning aspects; elaborated industrial sector, exports and tourism sector in branding; further use of scientific sources; studying the country's name against other international uses and studying using the native name instead; the country's scholarly achievements; start-up, tech and employment sectors; diplomatic relations; comparing Jordan with other nation(s); providing deeper insights from the country's vision and mission; further logos and figures; psychological and behavioral factors of Jordanian individuals, businesses and organizations; how to utilize the Search Engine Optimization (SEO) in improving the country's position in search engines worldwide. These mentioned potential future research ideas might have been done already by other parties (or expected to be so) but doing more branding research about Jordan in general is highly recommended as the state's high potential and the efforts being done already.

Conclusion

This paper presented a glimpse of how research about branding of Jordan can be done. Jordan has already come a long way in its progress towards readiness for competing on the international level, yet continuity and consistency are needed. Involving citizens in building the country's brand is recommended, similar to the case of Estonia as in (Papp-Váry, 2018), which can match that of Jordan's vision. Plentiful aspects can be tackled, studied and improved on the personal and national levels for further positioning the kingdom's brand.

Disclosure

The author declares no conflicts of interest that could influence the research findings or bias its interpretation. No external funding was received for this study, and the research was conducted solely for academic purposes. All data sources used in this research are publicly available or appropriately cited. The author adheres to the ethical standards and guidelines of academic research. The author is committed to transparency and is willing to provide additional information upon request. Data availability: All data and sources used in this study are accessible, and references are provided for verification.

¹¹ (studied but was not mentioned here)

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