

## **Arab Spring and Jordanian Consumers' Animosity Toward Foreign Products: What Managers Need to Know**

by

**Saeb Farhan Al Ganideh**  
*Al Zaytoonah University of Jordan, Jordan*  
**Mohammad Elahee**  
*Quinnipiac University, USA*

*The recent democratization movement across the region of Middle-East and North-Africa, popularly known as the “Arab Spring”, is likely to have far reaching consequences for business, economic and political environments of the Arab countries. Focusing on Jordan as a proxy for the Arab region and Britain for the West, this paper examines how Jordanian people view British products. Since granting independence to Jordan in 1946, Britain has maintained close diplomatic, political, and trade relationship with its former colony. Based on empirical data, this paper analyzes how different segments within the Jordanian society perceive Britain and its products. The findings indicate that Jordanians do harbor animosity toward Britain and its products, which consequently, result in their unwillingness to purchase British products. The findings further indicate that such animosity is affected by geographical location, educational level, and the extent of xenophobia that people harbor. The paper concludes with a discussion of the managerial implications of the findings in the light of the Arab Spring and makes necessary recommendations for both practitioners and researchers.*

### **1. Background**

When future historians look back and examine various events of the decade of 2010s, the ‘Arab Spring’ is likely to feature prominently in their lists. The movement for democracy, economic opportunities, greater freedom and liberty, and transparency in government that started in Tunisia in January 2011 soon spread to different Middle-Eastern and North African countries and resulted in regime changes in Tunisia, Egypt, and Libya. It also caused significant political upheavals and violence in Bahrain, Yemen, and Syria, among others. A few Arab governments such as those in Jordan, Morocco, and Saudi Arabia took some pre-emptive measures at the first sign of consternation among its people have avoided the political uncertainties that have engulfed various other Arab countries.

The recent events emanating from the Arab spring have influenced Arab people’s views towards their own countries and towards foreign allies and partners (Al Ganideh *et al.*, 2011). While it is too early to gauge the potential impact of the Arab Spring on the business and economic environments of the Arab countries, it can be surmised that the greater political openness is bound to create significant repercussions in the area of international trade and managerial practices in the Arab region. Political openness allows people to vent their pent up emotion and often leads to hostilities toward their established trading partners. For example, after the end of communism, it did not take long for the former socialist countries of Eastern and Central Europe to drastically reduce their trading relationship with the Soviet Union (and later Russia) and replace that with closer ties with the West (i.e., North America, Australia and West-European countries). It will be interesting to see how Arab countries develop (terminate) and strengthen (weaken) ties with other countries in the post-Arab Spring era. It may be mentioned here that even though the 22 Arab countries are not part of any single political entity and their relationships with each other are often mired in open confrontation and hostility, there is indeed a common thread among Arab people that has always been in place because of ethnic, historic, linguistic and religious ties among the people of the 22 Arab countries.

Stretching from the Atlantic Ocean in the west to the Arabian in the east, and from the Mediterranean Sea in the north to the Indian Ocean in the southeast, the 22 Arab countries, with a combined population of over 280 million people, represent an important region for global business (United Nations, 2008). This area is also rich in natural resources, especially in oil and natural gas. Most countries in this region are closely allied with the West in terms of their diplomatic, economic, and political ties. Despite their economic potentials, not much academic research is found on Arab countries. This paper dwells on this neglected but economically promising region and examines an important aspect of general population that have far reaching managerial consequences- consumer animosity toward foreign products.

The root of consumer animosity can be found in the literature on country-of-origin (COO). The construct "Consumer Animosity" was coined by Klein et al. (1998) in the context of Chinese consumers' attitudes toward Japanese products. Klein et al. (1998) defined consumer animosity as the "*remnants of antipathy related to previous or ongoing military, political or economic events*" (p. 90). Since the work of Klein et al. (1990), this topic has been studied by a number of researchers. It is worth noting here that most of the extant research on consumer animosity as well as COO was conducted from the view points of marketing. This paper is based on the premise that the impact of consumer animosity goes far beyond marketing and needs to be understood from the broader perspective of management so as to draw appropriate strategies to minimize the negative impact of consumer animosity.

Given the paucity of research involving consumer animosity in the Arab region, it is not surprising that there is hardly any understanding of the feelings of animosity that people in the Arab countries may harbor towards Britain and its products. This study aims to partially fill this void by examining Jordanian consumers' hostility toward Britain, if any, and also by examining how different segments within the Jordanian society perceive Britain and its products. This study also seeks to examine the influence of demographic variables such as gender, marital status, geographic location, age, educational level, and income on Jordanians' feelings of animosity towards Britain and its products. In addition, the study explores the influence that socio-psychological variables, namely, xenophobia and foreign travel have on the extent of animosity. Additionally, it examines that impact of animosity of Jordanians, if any, on their willingness to purchase British products.

Jordan and Britain have been chosen for this study for a number of reasons. Jordan has been one of the staunchest Western allies since its creation in 1946. It is one of the few Arab countries that enjoys a free trade agreement with the United States of America (USA) and have diplomatic relationship with the state of Israel. Its location right next to war-torn Iraq has made it a natural choice as a gateway to Iraq. As a result, Jordan has a lot of business ties with the West including Britain, which typically maintains close relationship with its former colonies. Jordan is also one of the first Arab countries to initiate political and economic reforms and as such did not go through the turmoil that many other Arab countries had to endure as a result of the Arab Spring. All these factors made Jordan an ideal proxy to gauge the larger Arab perception about Western products. Moreover, from a practical standpoint, the prevalent political stability makes Jordan an ideal place for collecting data for this study.

The choice of Britain as a proxy for the West has been made for two reasons. First, people of former colonies often have a love-hate relationship with their colonial rulers and as such it would be interesting to see if Jordanian people harbor any animosity toward their former rulers. Second, according to the website of the UK Dept. of Trade and investment (2011), Britain is the 10th largest partner of Jordan that exported goods worth £245 Million (US \$420 million) to Jordan in 2009. In addition, many British firms are active in the service sectors of Jordan such as energy, defense, construction, education, real estate development and furnishings, water and wastewater management, retail as well as in the fast growing information technology sector. Therefore people of Jordan are expected to be familiar with and be able to express informed opinion about Britain as well as British products. The extent of British presence in Jordanian business makes it an ideal proxy for examining Jordanian people's perception toward the West.

## 2. Jordan- Great Britain Relationship

The location of the Hashemite Kingdom of Jordan (Jordan hereinafter) at the heart of the Middle- East and at the crossroads of Asia, Africa and Europe makes it an important trading player. Present day Jordan was a British mandate for around thirty years (1919-1946) when it was part of a greater Trans-Jordan. In 1946, part of Trans-

Jordan was transformed into the “Hashemite Kingdom of Jordan” and was granted its independence. Britain had a vital role in the creation of and subsequent developments in Jordan. Consequently, Britain retained a close relationship with the Jordan. In the words of Sless (1999) “The British government was present at the creation of the principality of Transjordan during the carve-up of the Ottoman Empire which followed the First World War. Winston Churchill, who, as colonial secretary from January 1921 onwards oversaw its beginnings, was fond of referring to Transjordan with typical hubris as ‘that country I created one Sunday afternoon’” (as cited in Ashton, 2005, p.223).

The former Monarch of Jordan King Hussein was viewed by Britain as an influential power in the region, the voice of the Arab moderation, and a reliable promoter of the British arms sales in the Arab countries (Ashton, 2011). However, Britain’s pro-Israeli role in the Arab-Israeli conflicts and the participation of Britain in the recent wars in the region, especially the third Gulf war against Iraq in 2003, caused a more negative attitude to develop among Jordanians against Britain. Amidst this backdrop, Jordan and Britain agreed in 2011 to launch a strategic economic dialogue to promote trade, increase investment in both directions, and improve the development of their economic relationship reflecting their historically strong links (UK Trade & Investment Website, 2012).

Jordan’s population was estimated at 6 million in 2010 with an annual growth rate of 2.2 (DOS, 2010). Jordanians annual income was estimated at nearly USD 4800 in the year 2010 (DOS, 2010). The country’s competitiveness has increased with decades of political stability. Overall, Jordan has become an attractive potential market for international marketers and foreign investors. The Government of Jordan has realized the importance of competitiveness as the driver of long-term prosperity and growth. Thus, it has set policies that make it easier for foreign investors to invest in the country. The country was ranked 64<sup>th</sup> of 153 in the latest Global Peace Index (2011) of the countries that are most at peace.

According to the "Doing Business" report of the World Bank (2012), Jordan continues to improve its business climate. It is one of the active economic reformers and is ranked 96th out of 183 countries in the ease of doing business. Jordan was also ranked the 71<sup>th</sup> of 142 countries in the Global Competitiveness report of the World Economic Forum (2011) which measures countries’ abilities to provide high levels of prosperity to their people.

### **3. Literature Review**

A review of the extant COO literature shows that researchers have developed various constructs to capture probable negative response of consumers towards foreign products such as ethnocentrism, consumer racism, market alienation, differentiation, consumer animosity, etc. (Khan, 2011). The construct “consumer animosity” is especially relevant for this paper because of the historic ties between Jordan and Britain resulting from the colonial history and the ongoing military, political and economic cooperation between the two nations.

To gain a proper understanding of the relevant literature on consumer animosity, it is important to be familiar with the notion of COO effect. COO generally refers to the image or the reputation consumers hold about a product based on where it originated or how it was sourced. Such origins may be defined in terms of manufacture, design, brand, parts, assembly and head office.

In this age of globalization, the study of COO is particularly important as the perception about COO influences the purchase decision of consumers (Ulgado, 2002). Johansson (1988) argued that even though consumers might disregard COO when it comes to consumption process in many cases, they might be forced to buy or to boycott some products due to societal pressure. Consumers tend to show greater interest in buying products from countries whose language they are familiar with as opposed to buying products originating or sourced from countries whose language they are not familiar with (Kao, 2004). Consumers are also influenced by COO in their product evaluation (Bilkey and Nes, 1982). Very often, they use COO as an information cue when they do not possess sufficient knowledge about foreign products that they intend to buy (Kaynak and Kara, 2002).

A number of studies published since 1998 have contributed to the development of the literature of consumer animosity within the wider area of COO (e.g., Klein *et al*, 1998; Nijssen and Dauglas, 2003; Ang *et al*, 2004; Ettenson and Klein, 2005; Russell and Russell, 2006; Funk *et al*, 2010; Hoffmann *et al*, 2011). While most of the early studies in consumer animosity research were conducted to measure hostility amongst consumers whose

countries suffered from the effects of the Second World War (e.g., Klein *et al*, 1998; Klein, 2002; Nijssen and Dauglas, 2003; Ang *et al*, 2004; Smith and Qianpin, 2010), more recent studies have broadened the scope of consumer animosity by focusing on a variety of topics including consumer animosity between regions within the same country (e.g., Shimp, Dunn and Klein, 2004; Hinck, 2004).

Animosity towards other nations can be the result of sharing a contiguous border or a previous military event (Klein *et al*, 1998). Nijssen and Douglas (2003) identified what they labelled as ‘war animosity’ and ‘economic animosity’ and opined that both can be found all around the world. Ang *et al*. (2004) identified two different types of animosity, viz., ‘national animosity’ and ‘personal animosity’. They posit that national animosity implies negative feelings towards a specific country due to perceptions of how well that foreign country has treated the home country, while personal animosity refers to animosity arising due to personal experience one has with a foreign country or with people from that country.

Klein *et al*, (1998) concluded that animosity towards a current or former enemy influences willingness to buy products sourced from that country. Thus, companies should take into consideration the levels of consumer animosity towards a specific country while conducting marketing mix activities (Klein, 2002). Klein (2002) further argued that information regarding segments of consumers within a particular country that express more animosity than others can help international marketing managers to conduct a more effective marketing mix (Klein, 2002).

The influence of recent wars, such as those in Yugoslavia in 1992-98 and in the Persian Gulf in 1990-1991 and 2003 has been the subject matter of a number of studies (e.g., Kesic *et al*, 2005; Al Ganideh 2008). We also find papers that examined the Asian crisis and its influence on feelings of animosity of East Asian consumers toward Japanese and the US products (e.g., Ang *et al*, 2004; Leong *et al*, 2008). France's nuclear testing in the South Pacific and its influence on Australian consumers’ attitudes towards France and its products also caught the attention of various researchers (e.g., Ettenson and Klein, 2005; Little *et al*, 2009). Deep rooted conflicts such as the Arab-Israeli conflict and the Turkish-Greek dispute and their influences on feelings of animosity for consumers from these regions were also addressed by a number of researchers (e.g., Nakos and Hajidimitriou, 2007; Al Ganideh, 2008; Rose *et al*, 2010).

An important addition to the consumer animosity literature was made when Shoham *et al*. (2006) studied animosity based on religious identities. Shoham *et al*. (2006) examined consumer animosity of Israeli Jewish consumers towards Arab minority products. Riefler & Diamantopoulos (2007) also looked at the religious aspect of animosity by examining Austrian consumers’ perceptions toward Turkey.

The key findings of a few selected studies on consumer animosity are provided in Table 1.

**Table 1 A Summary of Previous Work on Consumer Animosity**

Study	Sample (defender)	Aggressor country	Conflict/event type	Year
Klein <i>et al</i> (1998)	Chinese consumers/ Nanjing city	Japan	World War II/ the Nanjing Massacre	1937
Shin (2001)	Korean consumers	Japan	World War II	1937-1945
Klein (2002)	American consumers	Japan	The Attack on Pearl Harbor, Hawaii,	1941
Nijssen and Dauglas (2003)	Dutch consumers	Germany	The Invasion of the Netherlanders	1940
Ang <i>et al</i> (2004)	Indonesian and Korean consumers	Japan	World War II	1937-1945
Ang <i>et al</i> (2004)	Korea, Indonesia, Thailand, Malaysia, and Singapore	Japan/U.S.A	Asian economic crisis	1997
Ettenson and Klein (2005)	Australian consumers	France	France's nuclear testing in the South	1996

			Pacific	
Kesic <i>et al</i> (2005)	Croatian consumers	Serbia	The Yugoslav Wars	1991-1995
Nakos and Hajidimitriou (2007)	Greek Consumers	Turkey	The historical Greek and Turkish ethnic dispute	1400-now
Al Ganideh (2008)	Arab Educated Jordanian consumers	U.S.A	U.S-Iraq Wars & Arab-Israeli conflict	1991-2003 & 1948-now
Leong <i>et al</i> (2008)	Indonesia, Malaysia, Singapore, South Korea, and Thailand consumers	Japan/U.S.A	Asian economic crisis	1997
Bahaee and Pisani (2009)	Iranian consumers	U.S.A	The hostage crisis	1979-now
Ishii (2009)	Chinese consumers	U.S.A	Anti-Americanism in China (television commercials of U.S companies)	2000-NOW
Little <i>et al</i> (2009)	Vietnamese consumers	U.S.A	The Vietnam war	1955-1975
Rose <i>et al</i> (2010)	Arab and Jewish Israeli consumers	Britain	The British Mandate for Palestine	1920-1948
Smith and Qianpin (2010)	Chinese consumers	Japan	World War II	1937-1945

#### 4. Methodology

Data for this study was collected from Jordanian consumers during the spring and the summer of 2011 over a 14 week period. A total of 137 usable responses were collected from Jordanian consumers from Amman, the capital of Jordan and from the northern city of Irbid. These two cities were chosen so as to ensure the participation of respondents from both northern and central regions of Jordan. It may be mentioned here that the southern region of Jordan is sparsely populated and mostly inhabited by nomadic people known as ‘Bedouins’. As such, no effort was made to gather data from southern region.

The respondents were chosen by means of mall-interception. A systematic random sampling method was employed for selecting the samples. During the data collection period, every 4<sup>th</sup> person at the entrance of a shopping complex was approached by one of the researchers and requested to take part in the survey. The survey was completely anonymous and participation in this study was voluntary. To ensure candid responses, the respondents were assured of complete anonymity and were further informed that their responses will be reported *only* in summary form and nobody would ever know their individual responses.

##### 4.1 Instrument

Jordanian subjects’ animosity was measured using four items which were adapted from Klein *et al.*, (1998) (Table 3). Jordanian subjects’ willingness to purchase British products were measured utilizing three modified statements from Klein *et al.*, (1998), originally adapted from Darling and Arnold (1988) and Darling and Wood (1990). To measure Jordanian people’s willingness to undertake foreign travel, two items were borrowed from Douglas and Nijssen (2002) and from Nijssen and Douglas (2004). Three items used to measure xenophobia of the respondents were taken from Nurmi (1998) and Ziebertz and Tuin (2008). Both measures have exceeded the recommended minimum acceptable level of reliability for Cronbach’s alpha for a descriptive study. The questionnaire also included demographic questions concerning the gender, marital status, geographic location, age, educational level and income of the respondents.

## 4.2 Sample Characteristics

A total of 137 usable responses were collected for this study. Of the 137 respondents, 98 were men and 39 were women. 102 subjects were single while 35 subjects were married at time of data collection. 102 of the subjects were from Amman while the remaining 35 subjects were from Irbid. The characteristics of the subjects are summarized in Table 2 below.

**Table 2 Sample Profile**

Variable	Group	Percentage (%)
Gender	Male	71.5
	Female	28.5
Marital Status	Single	74.5
	Married	24.8
Geographical Location	Amman (Central part of Jordan)	74.5
	Irbid (Northern part of Jordan)	24.1
Age	18-25	61.3
	26-36	27.0
	37-47	9.5
	Over 48	1.5
Educational level		
	High school or less	23.4
	B.A	68.6
	M.A	5.8
	PhD	1.5
Income		
	0-299	8.0
	300-600	39.4
	601-900	19.7
	+1000	32.8

## 5. Analysis and Discussion

Table 3 presents the descriptive statistics and frequency results of Jordanians' consumer animosity towards Britain and its products. As reported in Table 3, about 40 per cent of Jordanians do not hold negative feelings against Britain. Approximately, one-third of the respondents expressed hostility against Britain and indicated that they feel angry towards Britain. More than 40 per cent of the subjects indicated that they would never forgive Britain for its role in colonizing their country. Moreover, around 30 per cent respondents reported that they would feel guilty if they bought British products and consequently, they do not like the idea of owning British products. In addition, 42.3 per cent of Jordanians indicated that they would never buy a British product.

**Table 3: Jordanians’ Consumer Animosity Toward Britain and its Products  
(Descriptive and frequency results)**

	Item	M	A	N	D
	I dislike Britain	2.95	32.4%	27.7%	39.4%
	I dislike British Products	2.70	23.3%	28.5%	46.7%
	I feel angry towards Britain	2.97	32.1%	26.3%	39.4%
	I will never forgive Britain for what happened for our country as a result of colonizing Jordan	3.25	43.0%	26.3%	29.2%
	I would feel guilty if I bought British products	2.84	29.2%	25.5%	43.8%
	I do not like the idea of owning British products	2.81	29.2%	24.8%	44.8%
	I will never buy a British product	3.21	42.3%	21.9%	34.3%

M= mean A= agree, N=neither agree nor disagree and D =disagree

Table 4 shows the results of linear regression on age, gender, marital status, geographic location, income, educational level, foreign travel, and xenophobia as independent variables and consumer animosity as a dependent variable. The findings, as reported in Table 4, show that around 14 per cent of the variance in Jordanian consumers’ animosity towards Britain was explained collectively by demographic variables, foreign travel, and xenophobia. The addition of foreign travel and xenophobia to the model resulted in a 5.7 per cent increase in the coefficient of multiple determinants. The results show that geographic location has the strongest influence on Jordanians’ animosity towards Britain ( $\beta = -0.339$ ) which implies that Jordanians from outside the capital express higher animosity towards Britain and its products. Xenophobia has the second strongest influence on Jordanians’ consumer animosity against Britain and its products ( $\beta = 0.274$ ). The analysis of the impact of xenophobia on Jordanians’ animosity toward Britain and its products shows that Jordanians with high xenophobia harbour more negative feelings towards Britain than their counterparts with lower level of xenophobia. The third strongest independent variable that influences Jordanian people’s animosity towards Britain is educational level ( $\beta = 0.184$ ). Surprisingly, more educated Jordanians expressed significantly higher animosity towards Britain and its products than those with a lower level of education.

**Table 4 Regression on Jordanians’ Consumer Animosity Toward Britain**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Significant
		B	Std. Error	Beta		
2	(Constant)	12.192	2.572		4.740	0.000***
	Age	-0.553	0.664	-0.088	-0.833	0.407
	Gender	-0.810	0.921	-0.077	-0.879	0.381
	Marital status	1.809	1.142	0.179	1.584	0.116
	Geographical location	-3.517	1.009	-0.339	-3.486	0.001**
	Income	-0.687	0.420	-0.147	-1.637	0.104
	Educational level	1.309	0.639	0.184	2.048	0.043**
	Foreign travel	-0.260	0.222	-0.108	-1.171	0.244
	Xenophobia	0.345	0.121	0.274	2.846	0.005**

Model 1(age, gender, marital status, geographical location, income, educational level)

R Square=0.136 (Model statistics: F=3.160, Significant=0.007)

Model 2(age, gender, marital status, geographical location, income, educational level, foreign travel, xenophobia)

R Square=0.193 (Model statistics: F=3.518, Significant=0.001)

\*\*\*, \*\*, \* refer to 0.000, 0.05 and 0.100 significant levels

The regression analysis as reported in Table 5 shows that feelings of animosity that Jordanians do harbor against Britain and its products have significantly resulted in their unwillingness to purchase British products ( $F=180.208$ , Sig. 0.000,  $\beta=0.760$ ).

**Table 5 Regression on Unwillingness to Purchase Britain Products**

Variable	R <sup>2</sup>	$\Delta R^2$
Consumer Animosity	0.760	0.574

Model statistics  $F=180.208$ , (sig=0.000) ( $\beta=0.760$ )

## 6. Managerial Implications

The findings of this study have significant implications for managers. As stated earlier in the paper, Jordan has had close ties with Britain since its independence. The legacy of British rule can be found in various institutions of the country such as courts, legislative structures, armed forces, civil societies, media and the press, just to name a few. Many of the Jordanian elites are educated in Britain. In fact King Abdullah, the Monarch of Jordan, was educated in Britain. Despite such historic ties, the level of animosity expressed by the subjects underscore the need for British firms, as well as the British government, to take actions to improve the perception about Britain in Jordan. Assuming that Jordan represents a microcosm of the greater Arab world, such actions will be needed throughout the Arab region.

The recent wave of globalization and technological advancements have significantly altered the structure and nature of international trade and commerce. Service sector is playing an increasingly important role in global trade and commerce. As the British economy has moved away from manufacturing to service, it is likely that Britain would push for greater export of its service to Jordan and other Arab countries. Selling service requires more human interaction and presence on the ground than what may be needed for export of manufactured goods. If Jordanian people continue harboring animosity toward Britain, it will pose serious challenges to British firms to market their services. Such animosity will also create challenges in the area of human resource management.

The findings that Jordanian consumers who live outside the capital Amman express higher animosity towards Britain and its products should be taken seriously into consideration by British marketers who are willing to market their products in the small kingdom. British exporters should try to reach out and market Britain and British goods to people living outside Amman in a positive light. Greater cultural and educational exchange may reduce negative perception of Britain among the educated Jordanians. British firms doing business in Jordan should also explore if greater civic engagement and philanthropic activities create a more favorable perception about Britain among the Jordanians. The findings show that 40% of Jordanians harbor no negative feelings toward Britain and its products. The British government and British business firms should try to increase this number and win the hearts and minds of the remaining 60% population.

On the other end of the spectrum, as Jordan is trying to rejuvenate its economy by attaching greater importance to exports, as evidenced by free trade deals with Egypt, Israel, and the USA, it needs to expand its export base to Britain as well as other Western countries. The current trade balance between Jordan and England is heavily skewed towards import- £245 Million of import from Britain versus £10 million of exports to Britain (UK Dept. of Trade & Investment, 2012). In order to redress such imbalance, Jordan needs to develop closer ties with British business firms who may buy more from Jordan. Minimization of consumer animosity toward Britain will be needed in order to forge closer ties with British firms.

Similar to any psychological construct, consumer animosity is neither created overnight, nor can it be neutralized overnight. Any effort to minimize Jordanian consumers' hostility toward Britain and British products would require careful planning and execution over a long period of time. During the interim period, managers in both countries dealing with each other will need to pay attention to sensitive cultural and national issues.

If history is any guide, then it can be argued that despite animosities toward British product, Jordanians will continue doing business with the British. During the crusades, European Christians and Arab Muslims were fighting each other on the one hand, and yet conducting business on the other hand. Managers in both countries will also have to learn to live with animosity and come up with strategies that will ensure greater managerial efficiencies despite hostilities that may be shown by consumers.

## **7. Conclusion**

Similar to any research endeavor, this study also suffers from certain limitations. These limitations however provide food for thoughts for future research. The influence of socio-psychological factors such as patriotism, nationalism, and internationalism were beyond the scope of the current study. Future researchers should investigate the influence of such socio-psychological variables. One limitation of this study is that the subjects were chosen only from two cities. For ensuring greater generalizability of the findings, future researchers should broaden the geographic scope of the study and collect data from other regions of Jordan. The sample should be larger and should also include bedouin Jordanians (i.e., nomadic people who are always on the move) who live in the south of the country. An interesting issue for further research could be the extent of animosity of Jordanians toward British products in the business-to-business sector. Examining feelings of animosity towards Britain and its products in the Gulf Cooperation Council countries, viz., Saudi Arabia, Qatar, Bahrain, Kuwait, Oman, and the United Arab Emirates are also important. Future researchers should also examine Jordanian consumers' animosity, if any, towards the products of other Western countries. Finally, future researchers should also examine consumers' perception about Arab products in Britain and other Western countries.

As noted earlier, most published work on consumer animosity has been conducted from the viewpoints of marketing. While this study attempted to understand the impact of Jordanian consumers' animosity toward British products for the management, it could not go deep enough to examine the issue from a strategic management perspective. Future researchers should also examine the impact of consumer animosity from a strategic as well as cross-cultural management perspective and recommend solutions to overcome the negative impact of this challenge/constraint.

While much work lie ahead, this study is offered as a prelude to further research to deepen our understanding of the Arab consumers' psyche towards Western products. The more we understand this complex phenomenon, the better marketing and strategic corporate decisions we can expect from business managers and policy makers.

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