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رؤية المملكة 2030 وتأثيرها على القطاع السياحي

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Abstract

Saudi Arabia's ambitious Vision 2030 objectives are to diversify the kingdom's economy, reduce dependence on oil, and improve the quality of life for its citizens and visitors. This transformative vision has a significant impact on the tourism sector, which is currently dominated by religious tourism. The kingdom's substantial investments in infrastructure, cultural heritage, and new tourism offerings will potentially lead to a surge in tourist arrivals.

The research paper aims to examine Saudi Arabia's 2030 Vision and its significant impact on the tourism industry. In this paper, we will examine the vision of Saudi Arabia 2030, and how it will diversify the economy of Saudi Arabia. As well as tackling the existing issues that the kingdom will be facing toward achieving its 2030 vision. The challenges that the kingdom of Saudi Arabia will be encountering, are in terms of the obstacles toward improving the country's overall infrastructure, attracting international companies, becoming a leading country in supply chain and logistics, investing in renewable energy, and eventually becoming a top tourist attraction country.

This paper provides a comprehensive overview of the ongoing transformation of the Saudi tourism landscape under Vision 2030 by analyzing existing research studies and official reports. Also, it highlights current and ongoing achievements as well as identifies areas needing further attention, which ultimately help in achieving sustainable and responsible tourism developments in the Kingdom of Saudi Arabia.

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Introduction

This research paper aims to examine Saudi Arabia 2030 Vision and its significant impact on the tourism industry. In this research study, we will examine the 2030 vision of Saudi Arabia and tackle the existing issues and challenges that the kingdom is facing, especially in becoming one of the top countries in the tourism industry.

The objective of this research paper:

This paper will examine the relationship between Saudi Arabia 2030 vision and its impact on the tourism industry within the kingdom.

Earlier Studies and theoretical Framework:

There are many studies that have been conducted on the potential impact of Vision 2030 on the tourism sector. These studies have found that the plan is expected to have a positive impact on the tourism sector, but they have also found several challenges that will need to be addressed to achieve the plan's goals.

One study conducted by the McKinsey Global Institute found that Saudi Arabia's Vision 2030 has a significant impact on tourism, where it could create up to one million new jobs in its tourism sector. The study also found that the plan could boost their GDP by up to \$100 billion per year (McKinsey, 2023). The study identified several factors that could contribute to the country's success, including its rich cultural heritage, its unique natural beauty, and its growing economy. On the other hand, the study also identified several challenges, which are mainly related to the development of the required infrastructure. As stated, to make Saudi Arabia a tourism destination for people around the globe, developing the country's overall infrastructure is necessary.

In addition, a study that was conducted by Al-Haddad and Al-Shammari (2022) has highlighted the successful diversification of tourism offerings beyond religious tourism. Their research included the development of cultural heritage experiences, adventure tourism activities, and wellness tourism packages, attracting a wider range of tourists and extending the tourism season. Their research identified issues regarding religious tourism being the dominant type of tourism in the kingdom and that there is a required change to expand and attract more tourists. Their research paper is presented to showcase the outstanding potential of Saudi Arabia to attract people from around the globe for tourism beyond religious tourism.

Research questions:

In this research study, we will examine and answer the following questions:

- The main question:
 - what is the impact of Saudi Arabia vision 2030 and on the tourism sector?
- Sub questions:
 - How Saudi Arabia is planning to diversify its economy?
 - What are the methods that the Kingdom will use to improve the kingdom's overall infrastructure, and the challenges that it will face along the way?
 - How will Saudi Arabia attract international companies to invest in the kingdom?
 - How will the Saudi Arabia kingdom be able to become among the world leading countries in supply chain and logistics according to 2030 vision?
 - How will Saudi Arabia manage to secure enough capital to fulfill 2030 vision?

Research Problem:

The Saudi Arabia 2030 Vision is a strategic framework that consists of many projects. It was developed by the Council of Economic and Development Affairs and chaired by Deputy Crown Prince Mohammed bin Salman in April 2016. According to the Saudi Embassy's Vision 2030, the vision is built around three primary themes: a vibrant society, a thriving economy, and an ambitious nation. The main research problem is, to what extent will the implementation of Vision 2030 transform the kingdom of Saudi Arabia into a major global tourism destination, bearing in mind the challenges and opportunities presented by economic diversification, cultural preservation, and technological advancement.

The Importance of this research paper:

The kingdom is becoming a main tourist attraction for all people around the world as it is heavily investing in building new cities, improving the country's infrastructure, and enhancing its entertainment industry. Tourism is the main service industry developing in the world. It is recognized as a critical factor in economic improvement in various countries. For that reason, tourism is a crucial factor in boosting positive economic growth. It has been demonstrated to be one of the most significant sources of income. Furthermore, due to the kingdom's Islamic heritage, Saudi Arabia is the desired destination for two billion Muslims around the world. Saudi Arabia has a rich heritage, opulent history, and a blessing of natural beauty for tourism purposes. Recognizing these factors, the kingdom of Saudi Arabia has started to focus on tourism development to help and support the overall wellbeing of the economy. This diversification strategy is to help the nation stay afloat in unpredictable economic times.

The Kingdom of Saudi Arabia is aiming to become a leading country in the supply chain and logistics services. This strategic goal will serve as a crucial turning point for the success of businesses in Saudi Arabia, as it will ensure the availability of the required goods and services to meet the demands of consumers. This will enable the kingdom to grow in various sectors steadily and firmly. The availability of resources will eradicate the shortage of the required supplies. In addition, by having an optimized supply chain and logistics network, the Kingdom of Saudi Arabia will be able to reduce the costs of materials and increase customer satisfaction while creating more jobs and improving the economy of the country.

Earlier Studies and theoretical Framework:

Several studies have been conducted on the potential impact of Vision 2030 on the tourism sector. These studies have found that the plan is expected to have a positive impact on the tourism sector, but they also identify several challenges that will need to be addressed to achieve the plan's goals.

One study conducted by the McKinsey Global Institute found that Vision 2030 could create up to one million new jobs in the tourism sector. The study also found that the plan could boost GDP by up to \$100 billion per year. The study identified several factors that could contribute to the country's success, including its rich cultural heritage, its unique natural beauty, and its growing economy. On the other hand, the earlier study has also identified several challenges that the Kingdom of Saudi Arabia needs to overcome, such as enhancing the tourism infrastructure, visa issuance, and the country's reputation for being overly conservative.

Theoretical premises of the study:

- 1) **Economic Diversification Theory:** It suggests that reducing reliance on a single sector, such as oil, can promote economic stability and growth (UNFCC, December 9, 2023). Saudi Arabia's 2030 Vision aims to diversify the economy by developing non-oil sectors, including tourism.
- 2) **Economic Growth Theory:** Proposes that economic growth leads to increased income levels, consumption, and demand for goods and services, including tourism (CFI Team, October 17, 2023). Saudi Arabia's Vision aims to boost economic growth, potentially increasing tourism demand.
- 3) **Sustainable Tourism Theory** emphasizes balancing tourism development with environmental protection, social well-being, and economic viability (Adillon, 11 January 2019). Saudi Arabia's Vision seeks to promote sustainable tourism practices that minimize negative impacts and maximize long-term benefits.
- 4) **The tourism multiplier effect** implies that tourism spending generates additional revenue in various sectors, such as transportation, accommodation, and hospitality (Adillon, 11 January 2019). Saudi Arabia's Vision aims to increase tourism spending, multiplying economic benefits across the country.
- 5) **Cultural Heritage and Identity:** Emphasizes the importance of cultural heritage in shaping national identity and promoting cultural tourism (Adillon, 11 January 2019). Saudi Arabia's Vision seeks to leverage its rich cultural heritage to attract tourists interested in its history, traditions, and arts.

Research limit:

The research limitations in this research paper are in several sections. For instance, on the survey level, it is limited to one city. The goal is to reach out to surveyors who are physically in the chosen area, which is Riyadh, the capital city of Saudi Arabia. Riyadh city is a top visitor attraction due to the magnificent recent developments, such as Riyadh Boulevard. Therefore, conducting the survey and limiting it to the Riyadh area will be challenging, but it will provide the accurate survey output that is desired. The survey will contain multiple-choice, rating scale, matrix, ranking, and demographic questions.

Other limitations:

- Designated city, which is Riyadh.
- Sample is restricted to “Riyadh tourists.”
- Time constraints, as the survey will be available only for 10 Days.
- Reaching the target number of tourist survivors within 10 Days.
- Survey only for English and Arabic speakers.

Research Methodology:

The research methodology for this research paper is a mixed method of using both quantitative and qualitative data. The quantitative data are collected from secondary sources such as government reports, industrial publications, and academic research. For the qualitative data, it is collected from primary sources, which are by surveying tourists and citizens in the Riyadh area.

Research Hypotheses:

The research hypothesis is intended to examine and evaluate the positive impact of Saudi Arabia's Vision 2030's comprehensive economic transformation approach on the tourism industry. Saudi Arabia's Vision 2030 is expected to have a transformative impact on the tourism sector by attracting more international visitors, diversifying the country's tourism offerings, and stimulating economic growth.

Literature Review:

Saudi Arabia Vision 2030 is a comprehensive plan with a specific goal, which is to transform the nation into a global leader in various sectors, including tourism. The vision outlines a series of ambitious goals and initiatives to develop the tourism industry, with the goal of making it a major contributor to the country's economy. This literature review aims to examine the potential impact of the Kingdom of Saudi Arabia Vision 2030 on the tourism sector while drawing insights from academic research and reports.

Key Findings:

- Tourism is considered a pillar of economic growth. Saudi Vision 2030 recognizes tourism as a major driver of economic growth, aiming to increase the sector's contribution to the GDP to 5% by 2030. This translates to attracting over one hundred million visitors per year and creating over 500,000 direct and indirect jobs.
- New Destinations Development, which is what the Saudi 2030 Vision emphasizes, involves developing new tourism destinations beyond the traditional hubs of religious and

historical sites. This includes creating mega-projects such as the Red Sea Project and NEOM, which aim to attract luxury tourism and make Saudi Arabia a premier leisure destination.

- Infrastructure development will be used by generously investing in infrastructure development, which will include transportation, accommodation, and entertainment facilities to enhance the overall visitor experience.
- The vision laid emphasis on the preservation and promotion of Saudi Arabia's rich cultural heritage and natural beauty. This includes initiatives to display the kingdom's historical sites, archaeological wonders, and landscapes to attract cultural and adventure tourists.

Challenges and Opportunities:

Regardless of the potential benefits, the realization of Vision 2030 tourism objectives will not come without challenges, which will include the following:

1. Perception and public image: Saudi Arabia will need to effectively address perceptions and stereotypes correlated to its social and cultural norms to attract a wider range of tourists.
2. Skills Development and Human Capital: The tourism industry needs skilled staff to provide a high-quality service to visitors.
3. Accessibility: There is a high need to enhance and develop the transportation infrastructure and connectivity to facilitate access to various tourist destinations.

Potential Impact on the Tourism Sector:

The realization of Saudi Arabia's Vision 2030 is expected to have a substantial positive impact on the tourism sector. The vision's focus is on diversification, infrastructure development, and cultural promotion, which are expected to attract larger numbers of tourists and lead to an increase in revenue generation. The tourism sector is also expected to play an essential role in job creation and economic growth.

Introduction of Saudi Arabia:

Saudi Arabia is a country that is in the westernmost part of southwestern Asia. The kingdom is bordered by the Arabian Gulf, United Arab Emirates, and Qatar in the east; the Red Sea in the west; Kuwait, Iraq, and Jordan in the north; and Yemen and Oman in the south. The Kingdom of Saudi Arabia occupies about four-fifths of the Arab Peninsula, with a total area of around two million square kilometers (General Information about the Kingdom of Saudi Arabia, General Authority for Statistics). Saudi Arabia has significant importance in the Islamic world because it holds a rich Islamic heritage and two holy mosques. Historical Islamic heritage is displayed in ancient museums and in cultural heritage sites to enable visitors to experience the ancient times and their rich heritage. In addition, Saudi Arabia has wonderful beaches, which can be an ideal destination for visitors who enjoy spending their leisure time at such relaxing sites. Saudi Arabia is a land of ancient civilizations, vast deserts, and modern metropolises, which makes it a captivating destination in the heart of the Middle East. Saudi Arabia's rich history, diverse culture, and stunning natural beauty make the country a fascinating place to explore.



Saudi customs, hospitality, and dressing style are passed down from one generation to the next and adapted in the modern world by young Saudis. The Arabian people are enriched by many civilizations due to many factors, such as the common merchants who usually come from countries like Egypt and as far as India (The Embassy of Saudi Arabia, November 20, 2023). These encounters have enriched the Saudi culture as they allowed its people to not only express their customs, hospitality, and culture with people from around the world but also learn from those visitors and



exchange information, including cultural values and traditions. Saudi Arabia is a land of ancient civilizations, vast deserts, and modern metropolises. It is considered one of the most captivating destinations in the heart of the Middle East. It has a rich history, diverse culture, and stunning natural beauty, all of which make the country a

fascinating place to explore.

In addition, the kingdom is a land of cultural diversity, with traditions and customs that reflect its rich history. From the hospitality of the Bedouin people to the vibrant arts and crafts scene, the Kingdom offers a glimpse into the heart of Arabian culture Bedouin, Saudi Arabia.

Bedouin Saudi Arabia

Saudi Arabia, which is the birthplace of Islam, has the two holiest cities, which are the centers of attraction for all Muslims around the world. During the Hajj season, millions of Muslim



pilgrims from around the world come to Makkah to perform Hajj (Arab News, July 7, 2022). In addition, Al-Madina city, which holds the prophetic holy mosque known as Masjid al-Nabawi, is the second-holiest mosque in Islam. For that, many people from around the globe travel to these two holy places

in Saudi Arabia and get to know and experience the Saudi culture. The kingdom of Saudi Arabia is a destination for religious tourism, which welcomes millions of Muslim pilgrims annually to the holy cities of Mecca and Medina (Arab News, July 7, 2022). The holy sites of the Prophet's Mosque in Medina and the Grand Mosque in Mecca, housing the Kaaba, hold enormous spiritual importance for Muslims around the world.

Mecca and Medina, Saudi Arabia



Nowadays, Saudi Arabia is a renovating nation that aims to balance its rich heritage with a dynamic and forward-thinking approach. Saudi Arabia is evolving in terms of modernity, with bustling cities like Riyadh and Jeddah, which are illustrating a magnificent architectural marvel, world-class museums, and thriving arts and entertainment scenes. The kingdom's towers are a soaring skyscraper piercing the skyline, which symbolizes the country's ambition and modernity. As KSA is navigating the path of modernization, it is striking a balance between preserving its cultural identity and embracing the advancement of the 21st century while working and contributing to fulfilling the country's 2030 vision goals.



Saudi Arabia's 2030 Vision is a transformational roadmap for a prosperous future that aims to place the kingdom among the leading countries in many areas. In the year 2016, Crown Prince Mohammed bin Salman unveiled the ambitious Vision 2030, which is a comprehensive national development approach aimed at transforming the Kingdom into a global leader in innovation, sustainability, and economic prosperity (The Embassy of Saudi Arabia, 2 December 2023). The proposed transformative roadmap outlines an outstanding vision for the future, encompassing diverse sectors ranging from energy and infrastructure up to the tourism industry. At the center of the 2030 vision lies the recognition of Saudi Arabia's unexploited potential. Since the kingdom has vast natural resources, a strategic geographic location, and a dynamic youth population, it is ready to play a paramount

role in shaping the global landscape. In short, the vision 2030 serves as a catalyst for change, aiming to diversify the economy, empower its citizens, and foster a vibrant society that embraces innovation and progress. Saudi Arabia is evolving and moving forward by diversifying its economy while embracing the need to change and grow, which will lead to a brighter and more prosperous future. The journey ahead is undoubtedly filled with obstacles and opportunities, but with a firm commitment and collective effort, Saudi Arabia is poised to accomplish its transformative vision and become an inspiration for progress and success in the region and beyond.

Saudi Arabia Economic Reform

In 2020, the government of Saudi Arabia continued its ambitious plans for socio-economic reform. This included the creation of the \$23 billion Riyadh metro, to reduce the country's reliance on oil and generate more job opportunities for its growing and youthful population (Nadeen Ebrahim and Dalya Al Masri, 21 February 2023). Economic cities and special economic zones are being developed, with a futuristic city called NEOM being built in northwest Saudi Arabia. An \$800 billion project to double the size of the capital city, Riyadh, is also underway, with the goal of transforming it into a thriving economic, social, and cultural hub for the region (Nadeen Ebrahim and Dalya Al Masri, 21 February 2023). The government intends to attract multinational companies to establish their regional headquarters in Saudi Arabia and will prioritize awarding contracts to companies that meet this criterion. In addition, foreign investment is being sought to drive economic growth, bring in expertise and technology, and expand non-oil exports. The Saudi Arabian government has identified several large-scale projects, including Qiddiya, King Abdullah Financial District, Red Sea Project, Amaala, and NEOM, as potential areas for foreign investment. In 2016, the government approved full foreign ownership of retail and wholesale businesses, but the accompanying restrictions have deterred some potential investors (Nadeen Ebrahim and Dalya

Al Masri, 21 February 2023). In March 2021, the Crown Prince announced the Shareek program, which aims to encourage local investment by providing companies with loans, grants, and co-investment opportunities (Asharq Al Awsat, 2 March 2023). Furthermore, the Saudi Industrial Development Fund offers loans to support the establishment of new factories and the expansion, modernization, and upgrading of existing manufacturing facilities.

Understanding Saudi Arabia 2030 Vision and its Pillars

Vision 2030 is a comprehensive long-term plan proposed and initiated by Crown Prince Mohammed Bin Salman Bin Abdulaziz Al Saud of the Kingdom of Saudi Arabia in 2016. The Crown Prince expressed his vision as “MY FIRST OBJECTIVE IS FOR OUR COUNTRY TO BE A PIONEERING AND SUCCESSFUL GLOBAL MODEL OF EXCELLENCE, ON ALL FRONTS, AND I WILL WORK WITH YOU TO ACHIEVE THAT” in the title page of the Vision 2030 document (Kingdom of Saudi Arabia, 2016). The document reveals several ambitious aims and goals, along with some details regarding implementation. More details were provided in a more recent report (Kingdom of Saudi Arabia, 2016). The vision for development has three pillars: a vibrant society, a thriving economy, and an ambitious nation. A vibrant society will have strong roots, fulfilling lives, and strong foundations. The thriving economy will provide rewarding opportunities, invest for the long term, be open to business, and leverage the unique position of Saudi Arabia. It will be an effectively governed, responsibly enabled, and ambitious nation. According to Stefanie Hausheer Ali, there are ninety-six strategic objectives and thirteen programs to achieve the vision goals. The 13 programs are: the quality-of-life program, financial sector development program, housing program, national industrial development and logistics program, strategic partnership program, fiscal balanced program, hajj and umrah program, national transformation program, human capital development program, public investment fund program,

national character enrichment program, and privatization program (Kingdom of Saudi Arabia, 2016).

Tourism Ambition Plan

Saudi Arabia has revealed its tourist ambitions. In accordance with the 2030 vision, the plan is to increase the tourist industry's contribution to the domestic economy by more than ten percent, which will create one million new work opportunities. By 2030, the country aims for one hundred million annual visitors. The Ministry of Tourism unveiled ten new initiatives on December 25, 2022, to keep up with Saudi Arabia's revival, while new laws are being implemented to enhance the tourism sector (Zamani-Farahani and Henderson, 2010).

The policies that were published comprised sector legislation as well as requirements for quality control and monitoring of services. These rules are encouraging moves towards a flourishing tourist future. The new guidelines guarantee that the tourist industry keeps up with Saudi Arabia's rebirth and match the ministry's efforts to meet the aims of the Saudi tourism development strategy. The legislation also addressed tourism hospitality facilities, travel and tourism services, tourist guides, tourism hospitality facility management, tourism consultation, and private tourist hospitality. Tourism will assist Saudi Arabia in a variety of ways. It can, for example, stimulate the economy by producing new employment for Saudis around the nation while also enhancing service quality and infrastructure and assisting in the establishment of a more efficient public transit system (Zamani-Farahani and Henderson, 2010). Another advantage is that it will help Saudis reconnect with their roots and boost national pride; moreover, it will offer the Kingdom a more open and tolerant image across the world. Promoting tourism would also aid in diversifying the economy away from the oil-based economy, which is already regarded as

diminishing owing to the drop in oil prices and the need for achieving economic sustainability. This is clear since Vision 2030 expresses support for such a sustainable sector. Encourage stakeholders in the tourism sector to collaborate and arrange sessions where local, national, and international stakeholders may join to explore how the business can develop by exchanging knowledge on benefits and disadvantages accumulated throughout time.

Saudi Arabia expects to host more than one hundred million visitors every year by 2030. For that purpose, it has launched several projects, including the implementation of an e-visa system for people in 49 countries, the opening of UNESCO World Heritage sites, the development of resorts along the Red Sea coast, and the introduction of a cruise line (Subhajt Sen, Piotr Migoń, Ali Almusabeh, Mohamed Omar Abouelresh, 6 October 2023).

The Ministry of Tourism declared in 2020 the new Tourism Development Fund, which will invest up to \$4 billion in supporting the tourism industry (Sharq Iqbal, Saudi Arabia Country Commercial Guide, 2022-07-06). Saudi Arabia is focusing on tourist investment since it is a lucrative industry. The tourism industry is one of the most rapidly expanding around the globe, serving as a bridge for cultural understanding between Saudi Arabia and the rest of the world while also providing financial possibilities for both domestic and foreign companies.

The Impact of 2030 Vision on Tourism Sector

By the year 2030, Saudi Arabia expects to have developed into a newly industrializing, high-income nation that offers all its residents and visitors a high standard of living. This is the kingdom's long-term goal, which is stated in the 2030 vision statement. Considering this, the prime goal is "a globally competitive and prosperous nation with a high quality of life by the year 2030"

(Havrlant, Darandary, March 2022). and tourism infrastructure is one that will help the Kingdom achieve its 2030 goals.

Tourism plays a vital role in the economic growth of many countries, contributing to the development of related services and infrastructure. Subsequently, the development of tourism affects the development and prosperity of the national economy, as international tourists spend a considerable sum of money in the destination countries, which increases residents' incomes, creates jobs, and improves living standards. Tourism development has become an important goal for most governments, especially in developing countries.

Tourism understanding is required to achieve success. Tourism is considered one of the few viable economic opportunities in many developed countries. For developing countries, tourism is a significant contributor or a major source of income. Tourism is not a single tangible product, as it comprises a range of tangible and non-tangible products. According to UN officials, tourism is a “cultural and economic phenomenon that entails the movement of people to countries or places outside their usual environment for personal, business, or professional purposes” (UNWTO, 5 December 2023).

The Saudi Arabian government's initiatives focus on infrastructure development to attract international tourists. For that, by the year 2030, the kingdom of Saudi Arabia will have undeniably strong overall infrastructure, which includes the hotel and restaurant industry and recreation facilities, which play a vital role in attracting international tourists.

Resort Destinations

The Red Sea Project aspires to be a world-class tourism destination. A resort with gorgeous beaches, recreational and entertainment services, a marine life reserve, and dormant volcanoes and mountains. The first phase is scheduled to be finished in 2023, and it will include the construction of sixteen hotels, an airport, yacht marinas, and other recreational amenities (Manal Al Motairi, January 25, 2023). The project is in a special economic zone with its own legal and regulatory structure, strategic location, and shortened visa procedures to guarantee the destination is enticing to visitors all year, with a million predicted by 2035. Amaala, often known as the Middle East's Riviera, is an anticipated grand project that is designed to revolutionize sustainable development and has been formed as a separate corporation. "We are not just increasing our presence to assist Saudi Arabians in developing tremendous business possibilities worth hundreds of billions of royals'; we also aim to create new global development standards and motivate the sector to do better', Red Sea Global (RSG) CEO John Pagano stated (Manal Al Motairi, January 25, 2023).

AMAALA Mega Project:

The Public Investment Fund (PIF) giga-project, which will be located along the Red Sea in northwest Saudi Arabia, will provide a lively and progressive destination for relaxation, happiness, and the celebration of the region's rich cultural heritage. AMAALA will be the hub of the Middle Eastern Riviera, spanning 3,800 square kilometers, and is intended to become a top hospitality destination on the world map (Manal Al Motairi, January 25, 2023). The project will include fourteen of the world's most prestigious hotel brands, over eight hundred residential villas, apartments, and estate houses, two hundred high-end fashion enterprises, an arts academy, a diverse array of galleries, ateliers, and artisan workshops, signature dining experiences, world-

class marinas, yacht clubs, and athletic arenas (Manal Al Motairi, January 25, 2023). AMAALA will also have a "mirage-inspired" airport built by Foster + Partners, a UK-based architecture and design firm. AMAALA will combine wellness with artistic and social activities. programs designed to take guests on a holistic path of self-transformation. The project is located within the Prince Mohammed bin Salman Natural Reserve, a pristine, unspoiled section of the Red Sea. The reserve's natural beauty and riches will be safeguarded. While delivering an outstanding venue for visitors. The formation of AMAALA as a separate firm is a step forward. This is a key step towards realizing this huge ambition. It will function autonomously with its own board of directors, allowing it to effectively implement its strategy and plans. The project's emphasis is on long-term development. The preservation of the natural environment demonstrates the kingdom's commitment to meeting the United Nations' Sustainable Development Goals.

Saudi Arabia as a Leading Country in Supply Chain and Logistics

Saudi Arabia is embarking on an ambitious journey to establish itself as a global leader in the supply chain and logistics. Driven by the visionary Saudi Vision 2030, the Kingdom of Saudi Arabia is implementing transformative strategies to revolutionize its supply chain infrastructure, enhance its logistical capabilities, and position itself as a strategic hub for global trade and commerce. The country's strategic location, its commitment to infrastructure development, and its focus on innovation and human capital development are all key ingredients in its recipe for placing the Kingdom of Saudi Arabia among the leading countries in supply chain and logistics.

Saudi Arabia strategic location:

Saudi Arabia's strategic location is a major asset that must be efficiently utilized to achieve its 2030 Vision goals in the supply chain and logistics sector. The Kingdom is aiming to become a global leader in supply chain and logistics, which will be achieved by leveraging its strategic position at the crossroads of three continents: Asia, Africa, and Europe. This key location makes the kingdom a perfect hub for connecting East and West (Arab News, November 25, 2023). For that, the KSA government is investing heavily in infrastructure development to further enhance its connectivity.



Seaports & Airports Developments:

Saudi Arabia is investing in expanding and upgrading its seaports and airports. This includes King Abdullah Port, which is expected to become one of the largest ports in the world. These investments will increase the Kingdom's ability to oversee cargo and further strengthen its position as a major shipping hub. Saudi Arabia is also investing in its airports, with plans to build new airports and expand existing ones. This will increase the Kingdom's ability to manage air cargo and passenger traffic, making it even more attractive for businesses and travelers.

The National Transportation and Logistics Strategy (NTLS) by Crown Prince Mohammed Bin Salman, which was presented on the 29th of July 2021, is a plan that was launched to invest and

enhance the supply chain and logistic sector in the kingdom of Saudi Arabia. The National Transport and Logistics Strategy (NTLS) will be investing around US\$133 billion toward enhancing KSA's multi modal freight transport and logistics faculties (Stuart Todd, AJOT Oct 24, 2023). For example, in the maritime sector, large scale projects are in the pipeline to improve existing ports and terminals to introduce new trade routes, which will quadruple the country's annual container throughput to 40 million TEU by 2030 (Stuart Todd, AJOT Oct 24, 2023). In addition, Saudi Arabia will be expanding and improving its railway network, connecting Red Sea and Arabian Gulf ports, while doubling the air cargo capacity.

According to Stuart Todd, Transport and Logistics Services Minister Saleh bin Nasser Al-Jasser noted that KSA is targeting one hundred of the biggest global companies to build logistical centers for them in this zone (Stuart Todd, AJOT, October 24, 2023). Such investment and involvement by giant companies will contribute generously to booming the supply chain and logistics sectors in KSA.

Roads Development:

Saudi Arabia's road network development is a vital aspect of its ambitious 2030 vision. A modern, efficient, and interconnected road network is essential for facilitating trade, connecting industries, and supporting the growth of various sectors in the Kingdom of Saudi Arabia, which include tourism, manufacturing, and logistics. For that, Saudi Arabia is investing in building new highways and expressways to connect major cities and industrial zones. These investments will improve the efficiency of the movement of goods within the country and to neighboring regions.

The National Transportation and Logistics Strategy (NTLS) has outlined a comprehensive plan to transform the road networks in the kingdom. This will include upgrading the national

highway network, constructing new roads in strategic locations, and improving road safety standards. Furthermore, the National Industrial Development and Logistic Program (NIDLP) is aiming to develop logistic hubs connected by modern road networks to facilitate the movement of goods across the country. For instance, one project for road development is the Saudi Land Bridge (Arab News, March 23, 2022), which will be a major mega infrastructure project that aims to connect the kingdom's eastern and western regions and facilitate trade and economic development for an estimated overall cost of twenty-six billion dollars.

Furthermore, the NIDLP aims to develop world-class logistics facilities and infrastructure. According to Al Taasis (November 28, 2023), the infrastructure projects that are being implemented under the NIDLP include the development of King Abdullah Economic City (KAEC), which is a special economic zone with state-of-the-art logistics facilities. In addition, the Saudi government is also making investments in smaller-scale initiatives, such as developing digital platforms to improve the efficiency of supply chain operations, investing in research and development to create new logistics technologies, and promoting the adoption of sustainable practices in the supply chain.

The adaptation of new practices and the upgrading of the road network will contribute to achieving the Saudi 2030 vision while having a significant positive impact on the tourism sector, as they will enable people to move and navigate through cities in the most efficient way possible.

Innovation and Sustainability in Supply chain:

Saudi Arabia is committed to utilizing its innovation and sustainability in supply chain and logistics in its 2030 Vision. The Kingdom is investing heavily in developing modern technologies and adopting sustainable practices to improve the efficiency and environmental impact of its

supply chain. The utilization of blockchain, artificial intelligence (AI), robotics, and sustainability are the methods that the kingdom will adopt in its development (Jamie McKane, February 10, 2022). For instance, Saudi Arabia is exploring the use of blockchain technology to improve the transparency and traceability of its supply chain. This will help to reduce problems such as fraud and counterfeiting. While the utilization of artificial intelligence (AI) will help to develop predictive models that can optimize logistics operations and reduce costs, for example, AI can be used to predict demand for goods and optimize shipping routes. Moreover, robotics will be utilized in warehouses and distribution centers to automate tasks such as picking, packing, and shipping, which will help to improve efficiency and reduce labor costs (Jamie McKane, February 10, 2022). For the utilization of sustainability, it will be in the form of reducing emissions, as the kingdom of Saudi Arabia is committed to minimizing its greenhouse gas emissions from its supply chain, as the kingdom is investing in renewable energy sources and developing innovative technologies to improve energy efficiency. In addition to that, this will lead to minimizing waste by adopting new packaging solutions and promoting recycling to protect the environment. Such practices, which are a part of the 2030 vision, will play a significant role not only in improving the supply chain and logistics sector but also have a positive impact on the tourism sector. The adaptation of greenhouses, which includes minimizing waste, will make tourists enjoy a healthier time and encourage them to visit Saudi Arabia.

Human Capital Development:

Saudi Arabia recognizes the crucial role of human capital development in achieving its 2030 Vision goals for the supply chain and logistics sector. The Kingdom is committed to investing in education and training programs to equip Saudi nationals with the skills and expertise required to excel in this dynamic and increasingly technology-driven field. For that, the kingdom is focusing

on developing a skilled workforce that can effectively manage and operate sophisticated supply chain and logistics operations. This includes fostering a deep understanding of global supply chain strategies, proficiency in advanced technologies, and the ability to adapt to evolving industry trends. For example, the Saudi government is expanding access to specialized education programs in supply chain management, logistics engineering, and related fields. Collaborations between universities, technical institutes, and industry partners are creating tailored curriculum and training programs that align with industry demands and prepare graduates for real-world challenges (OECD, 2020). These initiatives aim to bridge the gap between existing skills and the demands of an increasingly digital and complex supply chain environment.

A New Era of Supply Chain Excellence:

Saudi Arabia's ambitious journey towards supply chain and logistics leadership is not merely an economic endeavor; it is a transformative vision that will redefine the Kingdom's global role and shape the future of trade and commerce. By harnessing its strategic assets, embracing technological advancements, and investing in human capital, Saudi Arabia is poised to emerge as a global leader in this dynamic and critical sector, propelling itself towards a prosperous and sustainable future.

Saudi Arabia infrastructure:

The foundation of tourism development is enhancing the tourism infrastructure. Numerous services are included in the tourism infrastructure since they are essential to meeting tourist demand in terms of having good-quality facilities and locations. This will illustrate the link between the amount of tourist development attained and the infrastructure that is now and, in the

future, will be in place. For that, a significant investment in infrastructure modernization is essential to the growth of the tourism industry and how it will develop in the future.

Saudi Arabia's Vision 2030 is an ambitious plan to transform the country's infrastructure in many areas, which will boost the tourism sector. The vision outlines several initiatives to improve the quality of life for Saudis and make the country more attractive for tourists.

The infrastructure development program under Vision 2030 includes several projects, such as the construction of new roads, railways, and airports. The aim is to create a more efficient and modern transportation network that will support economic growth and improve connectivity within the country. One of the most important infrastructure projects is the development of the King Abdullah Financial District (KAFD) in Riyadh (Welcome Saudi Arabia, November 29, 2023). The KAFD will be a major hub for business and finance and is expected to attract leading global companies.

Furthermore, the healthcare sector is a key focus of Vision 2030 for infrastructure development to serve local citizens and tourists. The government is investing in the construction of new hospitals and clinics. The purpose is to improve the quality of healthcare services and make them more accessible to all the residents of the kingdom. One of the main goals of the healthcare sector transformation program is to increase the number of primary care centers in the country. This will make it easier for people to get the required treatment. The government is also working to promote healthy lifestyles to minimize chronic diseases such as obesity. This includes measures such as increasing access to healthy food and promoting physical activities.

Saudi Arabia is aiming to become a major player in the global sports industry. The government is investing in the development of sports facilities and infrastructure as well as supporting the development of athletes, according to Jonathan Reardon (January 2017). The aim is to create a more competitive and successful sports sector that can attract international events and competitions. One of the key initiatives in the sports sector is the establishment of the General Sports Authority. The GSA is responsible for developing and implementing sports policies and programs.

The infrastructure development in the form of improving the healthcare and sports initiatives under Vision 2030 will have a positive impact on the country's economy and society. Therefore, this will lead to an improvement in the quality of life of residents in the kingdom and, at the same time, make the country more attractive to tourists, including sport-loving tourists.

Challenges in Vision 2030

Competition:

Saudi Arabia faces several challenges in developing its infrastructure to meet the ambitious goals of its 2030 vision. Some of the challenges are in the form of competition from neighboring countries in terms of the infrastructure offered related to tourism activities. The kingdom continues to witness fierce competition from other GCC states such as Oman, Bahrain, Qatar, and the UAE (Daher, 2007). These countries have already succeeded in establishing their reputation on the international tourism stage. The government recognizes that it will take time to witness an impact on non-religious tourism sector activities (Daher, 2007). As such, KSA has in place a long-term strategy to monitor the programs launched. This is due to the timelines it will take to adapt to the

regulations and the implementation of the mega projects put in place to attract international tourists.

For instance, the UAE serves as a strong competitor for Saudi Arabia in the tourism industry. The UAE continues to be one of the favorite places for international visitors in the Middle East due to its relaxed laws and fabulous and modern structures. KSA Vision 2030 is like the one adopted in other Gulf nations like Qatar's National Vision 2020, Oman's Vision 2020, Abu Dhabi's Vision 2030, and Iran 2025 (Vision 2030, 2018). Saudi Arabia's Vision 2030 seems to follow the UAE political and economic models of governance, since KSA nationals and authorities admire the UAE model that has promised political and economic stability.

Capital Securing:

The implementation of the 2030 Vision has a significant capital requirement, which is challenging to acquire. The government has estimated that it will need to secure and invest roughly \$3.2 trillion over the next 15 years (Arab News, 13 December 2021). The kingdom of Saudi Arabia will try to secure the required funding from a variety of sources, including government revenues, private investment, and foreign direct investment. In 2017, the kingdom launched the National Transformation Plan, which outlines a series of reforms aimed at diversifying the economy and generating non-oil revenue (Arab News, December 13, 2021). The plan includes measures such as privatizing state-owned assets, introducing new taxes, and reducing subsidies. The government is tapping into private investment from both domestic and foreign sources. It has created several investment methods, such as the Public Investment Fund (PIF), to attract capital. The PIF is a sovereign wealth fund with the objective of investing in strategic sectors of the economy. The

government is also seeking foreign direct investment (FDI) to support the implementation of the 2030 Vision (Arab News, 13 December 2021).

The capital requirement for the 2030 Vision is significant, but the government is confident that it can secure the necessary and required funding. The success of the 2030 Vision will depend on the government's ability to attract private investment and FDI, as well as its ability to implement the reforms outlined in the National Transformation Plan.

However, there are specific capital issues that the government will need to address. For instance, the government needs to develop a long-term financing strategy that is sustainable and affordable. This will include identifying the most cost-effective sources of financing while ensuring that the debt and its interest do not become too high.

Overall, the government is addressing these capital issues effectively, which will lead to achieving the 2030 Vision, transforming Saudi Arabia into a more diversified and prosperous country, and making the economy more sustainable.

Workforce Challenges:

The workforce issue is a significant challenge in achieving the ambitious goals of Saudi Arabia's Vision 2030. The rapidly growing economy and diversification efforts are creating a rise in demand for capable labor, while the current workforce lacks the necessary ability and qualifications (Michael Herh, July 12, 2022). To overcome these challenges, the Saudi government has implemented a multi-pronged strategy that focuses on education, training, and employment initiatives.

Saudi Arabia has been dealing with pre-existing issues because of its reliance on foreign workers, including problems with its human resources. The NEOM initiative aims to establish a knowledge-based economy, but to realize this goal, its partners are relying on foreign workers and local talents. Insufficient resources are linked to technology risks as well as contract-related issues, the gravity of which is equivalent to that of human resource hazards. The risk may be lessened by educating staff members, managing teams, and modeling transformative leadership.

The Saudi government is developing its education system and adapting modern technologies to improve its workforce. The government is investing heavily in upgrading the education system to produce graduates with the skills and knowledge required by the modern workforce. This includes revamping curricula, introducing new teaching methodologies, and strengthening partnerships with industry. For example, The kingdom is expanding in terms of education and training (VET) programs to provide practical skills training for in-demand occupations (Francis Patalong, August 2016). This is particularly important for addressing the needs of the growing manufacturing and hospitality sectors.

In addition, the Saudi government is promoting female labor force participation to strengthen its workforce. The government is vigorously encouraging women to join the workforce by eliminating barriers to employment and providing support for female entrepreneurs. This includes initiatives such as expanding childcare options and promoting flexible work arrangements.

Consequently, the government's workforce strategy faces several challenges in achieving its 2030 vision. Some of these challenges include closing the skills gap and overcoming cultural perceptions. Bridging the skills gap is done by addressing the skills mismatch between the

workforce and the demands of the labor market, which will require considerable time and investment. Changing cultural perceptions by encouraging women to participate in the workforce and promoting vocational education may require changing cultural attitudes and perceptions.

Therefore, despite these challenges, the Saudi government is committed to overcoming labor issues and building a skilled and qualified workforce that will support the kingdom's ambitious economic diversification and development aims.

Research Literature Review

Survey Validation:

To ensure the validity of the survey, testing, approved survey guidelines, and consultation with experts were conducted. For example, the survey went through pilot testing, where it was evaluated on a small sample to show any issues with clarity, flow, and response options. In addition, the survey was presented to potential respondents to assess whether the questions seemed relevant, clear, and proper for the target audience. Furthermore, the survey was presented to experts in the tourism field to ensure that the questions accurately measured the intended concepts. In all, this has led to revising a couple of questions and adapting the survey based on the feedback received. Adding up:

1. The questions are aligned with the research goals.
2. Ensured the use of simple and unambiguous language so surveyors could feel comfortable.
3. For response format, use of choose appropriate and simple formats was used.

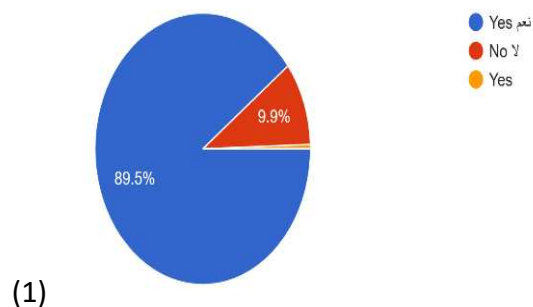
Survey Data:

The Kingdom Vision 2030 is a comprehensive plan to diversify the Saudi economy while placing a significant emphasis on the development of the tourism sector. To assess the impact of this magnificent vision on tourism, the survey was conducted in a Pacific area, which is Riyadh, and targeted tourists in the city. The survey's goal is to gather insights into their perceptions, experiences, and expectations and to assess the recommendations regarding areas and methods for improving tourism in Riyadh.

The below table illustrates the number of the participants, their gender, nationality as well as if they are Riyadh residents or are currently visiting Riyadh.

Number of Participants	Gender Male	Gender Female	Saudi Nationals	Non Saudis	Riyadh's Residents	Riyadh's Tourists
191	123	68	169	22	45	146

The main goal of 2030 vision is to diversify the Saudi economy, do you think the direction that the kingdom is heading toward by generating income from other sources...
 على النقط فكرة جيدة؟ وعدم الاعتماد من مصادر أخرى...
 191 responses

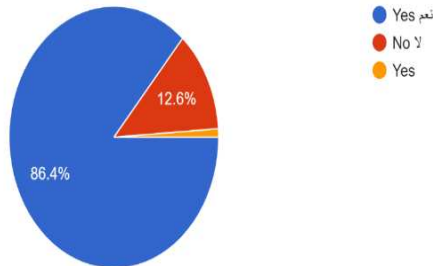


In the survey, reference paragraph (1), 191 participants took part, in which 86% of them believe that Saudi Arabia Vision 2030 will diversify the Saudi economy.

In addition, most of the participants are knowledgeable about the Saudi Arabia 2030 vision

هل لديك معرفة؟
Are you familiar with Saudi Arabian Vision 2030 and its objectives?
وأهدافها؟ عن رؤية المملكة العربية السعودية 2030
191 responses

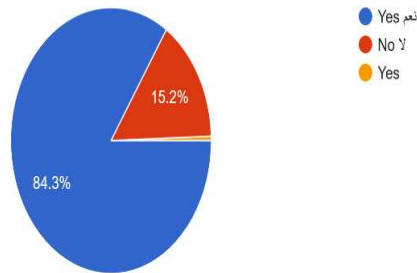
(2)



and its aims, according to graph (2), where 86.4 percent answered that they are aware of the vision and its objectives, and merely 12.6% are not familiar with it.

هل تعتقد أن رؤية 2030
Do you believe that 2030 vision will have a positive impact on the tourism sector?
سيكون لها تأثير إيجابي على قطاع السياحة؟
2030
191 responses

(3)



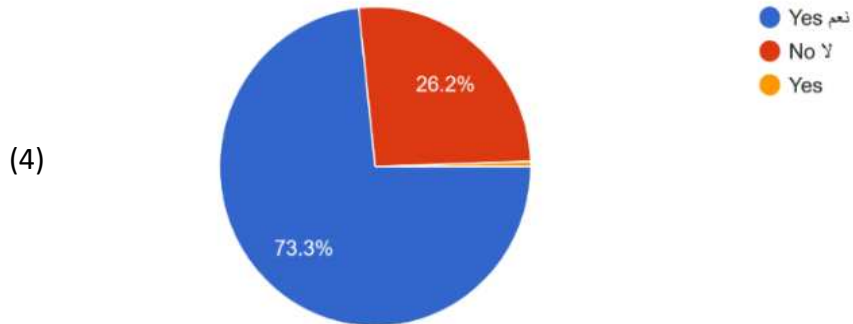
The survey revealed a growing awareness and appreciation for tourism in Riyadh. According to graph (3), the majority (84%) of respondents expressed positive sentiments about the potential impact of the 2030 vision on improving the tourism industry. The

surveyors also acknowledged the positive impact of tourism on the country's economy, recognizing the creation of employment opportunities and the enhancement of Riyadh's global image. On that note, an intriguing question to measure the surveyor's approval (graph #4) of the idea of using international celebrities to promote tourism in Saudi Arabia and specifically in Riyadh was placed. This proposal, as shown in this graph, is widely accepted; slightly over 73%

have agreed to this idea.

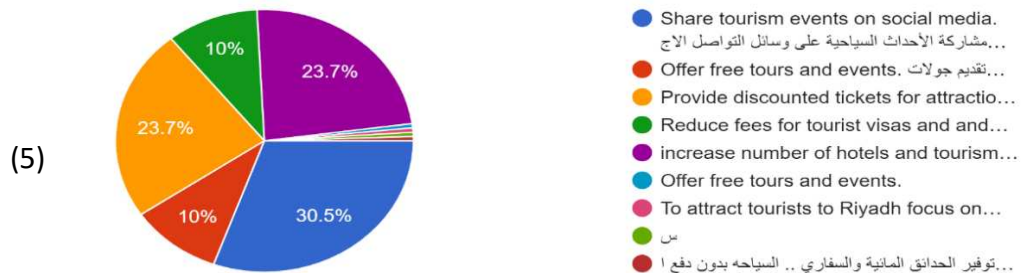
For capturing the world attention and attracting people from around the globe, do you think it is a good idea to invite celebrities from different countries to... من أجل جذب اهتمام العالم وجذب الناس من جميع أنحاء العالم

191 responses



What from the below option in your opinion will be the most important to develop the tourism in Saudi Arabia ? ماهو الخيار الاول برأيك لتطوير السياحة في السعودية ؟

190 responses

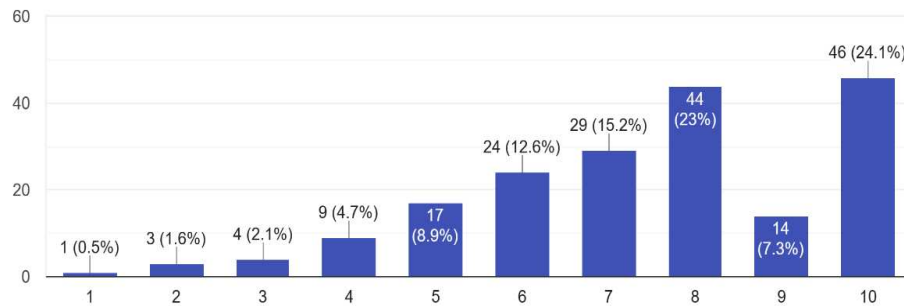


On the other hand, graph number 5 shows that 30.5% of the people believe that sharing tourism events on social media will be beneficial to developing tourism in Saudi Arabia, and 23.7% of them said increasing the number of hotels and tourism projects is a suitable option. Though the same number of participants (23.7%) believe that supplying discounted tickets for attractions is equally suitable, while merely 10% of the people prefer reducing fees on tourist visas, the same percentage leans toward free tours and events.

In addition, the survey measures the satisfaction level about the current tourism states in the Riyadh Area. The below graph (6) shows that (24.2%) of the people are very satisfied about the current state of tourism in Riyadh, and (22.6%) of the people are satisfied about the current

Please rate from 1-10 the level of your satisfaction regarding the current state of tourism in KSA-Riyadh? (1) means Lowest satisfaction score (...٩ (10) أقصى درجة رضى حيث ان (1) أقل درجة رضى)

191 responses



(6)

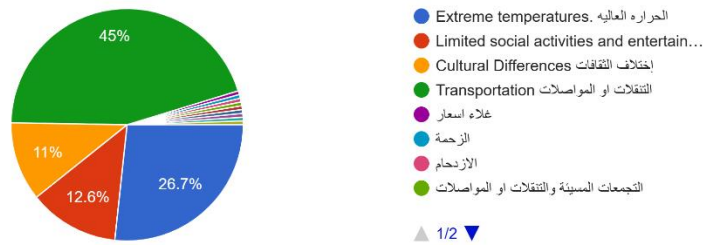
state of tourism in the city, while (8.9%) of the people felt neutral about this statement, and (0.5% to 4.7%) are dissatisfied and very dissatisfied.

Areas for improving the Tourism in Riyadh:

The survey holds questions to identify the most required areas for improvement, assess proposals, and collect suggestions from surveyors. Based on the conducted survey, there are a couple identified as areas that need improvement in Riyadh to make the city more attractive for tourists. For instance, surveyors expressed concerns about the adequacy of tourism infrastructure, particularly in terms of transportation. As illustrated in the below graphs, a high percentage of the surveyors have chosen that the transportation system in Riyadh needs to be improved and that it is their main concern while spending their leisure time in Riyadh.

What is the most thing you dislike about tourism in Riyadh ? مالم الذي لا يعجبك في موضوع السياحة في الرياض ؟
191 responses

(7)



According to graph (7), transportation is the aspect that people dislike the most about tourism in Riyadh, which accounts for

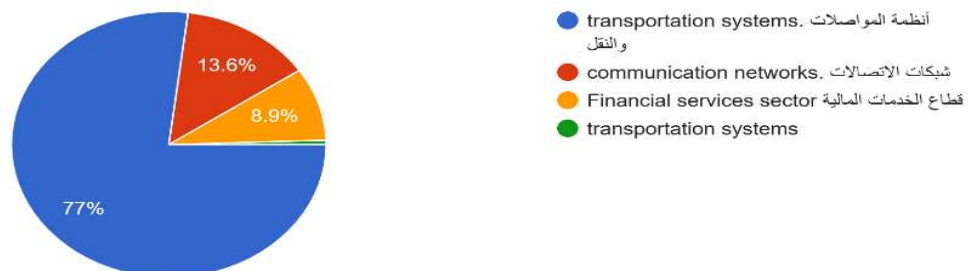
45% of the participants. 26.8% of the participants picked extreme temperatures as what they disliked about tourism in Riyadh. Another group (12.6%) said limited social activities and entertainment options are what they dislike about tourism in Riyadh, while 11.1 percent of the people believe that cultural differences are the thing that they dislike about tourism in Riyadh.

Furthermore, most of the surveyors (77%) believe that transportation systems are the most needed improvement in Riyadh, while 13.7% of them believe that communication networks are the most needed improvement in the city (refer to graph 8). Finally, 8.9% of the subjects believe that the financial services sector is the most improved sector in Riyadh.

Which aspect of infrastructure in Saudi-Riyadh do you believe needs the most improvement? ما هي أبرز جوانب البنية التحتية التي تعتقد انها بحاجة الى التطوير في مدينة الرياض ؟

(8)

ponses



Summary:

The survey conducted among Riyadh residents and tourists supplies valuable insights into the impact of Saudi Arabia's Vision 2030 on tourism. The findings highlight positive developments and areas for improvement, suggesting that Riyadh is well-positioned to become a leading tourist destination. With continued efforts to enhance the tourism infrastructure, promote the city's unique offerings, and provide an exceptional tourist experience, Riyadh can achieve its full potential as a tourism hub within the Vision 2030 framework. However, there is a need to emphasize the importance of improving the transportation infrastructure and bring awareness to it because it is the most recommended aspect to improve tourism in Riyadh city. According to the survey findings, Riyadh infrastructure development is the most recommended and requested area that needs improvement. While, in terms of promotion and bringing awareness to tourism in Saudi Arabia, the participants agreed with the survey suggestion of using international celebrities to promote and attract tourists to come and visit the kingdom and Riyadh City.

Link to the survey:

<https://docs.google.com/forms/d/e/1FAIpQLSdkiJiKMKs4pxQKBGBtBSEc42MFFWY9nkQjQZfnSEAQyS2HdQ/viewform>

Conclusion

Vision 2030 is transforming Saudi Arabia into a more diversified, prosperous, and sustainable country. The ambitious goals of the 2030 vision require significant effort and investment, especially in improving the country's tourism infrastructure, but the benefits are undoubtedly immense. By successfully implementing Vision 2030, the kingdom will create a brighter future for its citizens and set up itself as a leading tourism destination in the region and beyond.

This research paper has explored the potential impact of Vision 2030 on the tourism sector and its various aspects, including economic diversification, cultural preservation, and the overall infrastructure development needed in the Kingdom of Saudi Arabia.

Key findings suggest:

- Vision 2030 has the potential to radically boost tourism growth, contribute to economic diversification, and job creation.
- Investments in infrastructure development are fundamentally necessary to improve accessibility and enhance the visitor experience.
- Technological advancements will offer innovative solutions for infrastructure management and visitor engagement.
- Addressing social and environmental concerns is necessary for ensuring sustainable and responsible tourism development.

However, the potential for positive impact is substantial while significant challenges remain. These include:

- Attracting foreign investment and encouraging private sector participation.
- Effectively addressing social and cultural concerns related to tourism development.
- Balancing economic benefits with environmental sustainability.
- Further Visa simplification and streamlining, especially for leisure travelers.
- Developing a skillful workforce to meet visitors' requirements.

Recommendations:

To maximize the positive impact of Vision 2030 on tourism, the researchers recommend the following:

- Utilize international celebrities from around the globe to attract diverse visitor segments.
- Simplify visa procedures and regulations to ease tourism access.
- Promote responsible tourism practices and prioritize environmental sustainability.
- Invest in technology and innovation to enhance the visitor experience.
- Prioritize infrastructure development: including the current concerns that were concluded in the survey (transportation infrastructure) to maximum the level of visitors' satisfaction.
- Continuously check and evaluate tourism development progress and adapt strategies as needed.
- Continuous pushing for educating and developing skillful workforce to effectively manage visitors' requirements.

Therefore, by addressing these challenges and executing these recommendations, the kingdom of Saudi Arabia can use Vision 2030 to successfully transform itself into a major global tourism destination. This transformation can contribute to economic diversification, cultural exchange, and improved quality of life for its citizens. The future of tourism in Saudi Arabia is bright, and its success requires continuous evaluation, adaptation, and collaboration to ensure this transformation is sustainable, inclusive, and beneficial for the kingdom and its citizens.

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