Collegiate Research Journals

OPEN ACCESS

International Journal of Applied Sciences Research
Vol 1(1) pp. 001-010 June, 2021.
https://collegiatejournals.us/ajasr
Copyright © 2021 Collegiate Research Journals

A Review Manuscript

Hospitality Transformation in Saudi Arabia: Vision 2030, Human Capital, Sustainability and Service Innovation

Saad Abdullah Al-Asmari

Accepted 11th March 2021

Abstract

Saudi Arabia is undergoing a rapid transformation of its hospitality and tourism industry as part of the economic and social diversification agenda associated with Saudi Vision 2030. This manuscript examines the transformation from a hospitality-management perspective, focusing on destination growth, accommodation capacity, human-resource localization, sustainability, service innovation and the changing competitive environment. The review synthesizes recent official statistics from the General Authority for Statistics (GASTAT), Saudi Vision 2030 and the Ministry of Tourism, together with peer-reviewed research on hospitality employment, Saudization, sustainability and technology. Official statistics indicate substantial expansion: in the second quarter of 2025, Saudi Arabia had 5,326 licensed tourism hospitality facilities, up 58% from the same quarter of 2024, while tourism activities employed approximately 997,357 people. Saudi employees accounted for 24.8% of tourism employment in that quarter, illustrating both the scale of employment creation and the continuing importance of workforce localization. Tourism demand has also expanded; the Ministry of Tourism reported approximately 123 million inbound and domestic tourists and SAR 304 billion in tourism spending in 2025. At the same time, growth creates management challenges involving service quality, talent development, sustainability, cultural authenticity, technology adoption and coordination across public and private stakeholders. Recent research identifies sustainability implementation gaps and the need to integrate green innovation with organizational capabilities, while emerging work on smart hotels emphasizes the role of digital technologies in operational efficiency and environmental management. The manuscript argues that the competitiveness of Saudi hospitality will depend not only on increasing room supply and visitor numbers but also on building organizational capabilities that convert investment into consistent guest experiences, skilled local employment and measurable sustainability outcomes. A strategic framework is proposed linking destination development, human capital, service innovation, sustainability and stakeholder coordination. The article concludes with recommendations for hospitality managers, educators, policymakers and researchers.

Keywords: Saudi Arabia; hospitality management; tourism; Vision 2030; hotel industry; Saudization; human capital; sustainability; service innovation; smart hotels

1. Introduction

Saudi Arabia has entered a period of unusually rapid change in tourism and hospitality. Tourism is a central component of the country's economic diversification agenda, and investment has expanded across hotels, resorts, attractions, entertainment, infrastructure and destination development. The scale of the transformation is visible in official statistics. The Ministry of Tourism reported approximately 123 million inbound and domestic tourists in 2025, with total tourism spending of about SAR 304 billion (Ministry of Tourism, 2026). Tourism's direct contribution to GDP was reported at 4.9% in 2024, illustrating the sector's increasing economic significance (Ministry of Tourism, 2026).

Hospitality capacity has expanded alongside demand. GASTAT reported 5,326 licensed tourism hospitality facilities in the second quarter of 2025, compared with 3,371 in the same quarter of 2024—a 58% increase. Hotels represented 2,527 of the facilities and serviced apartments and other hospitality facilities represented 2,799. Hotel room occupancy was 53.2% in Q2 2025, while the average hotel stay was 4.8 nights (GASTAT, 2025). These figures suggest a rapidly expanding supply base rather than a mature, stable hotel market.

The labour dimension is equally important. Tourism activities employed approximately 997,357 people in Q2 2025, including 247,600 Saudi employees and 749,757 non-Saudi employees (GASTAT, 2025). Workforce localization, commonly referred to as Saudization, therefore remains a central hospitality-management issue. Earlier research identified difficulties in implementing localization in hotels, particularly around skills, career expectations, management practices and the industry's historical dependence on expatriate labour (Sadi & Henderson, 2005; Azhar, Duncan, & Edgar, 2018). The contemporary scale of tourism investment makes the development of a sustainable local hospitality workforce even more consequential.

Sustainability represents a third management challenge. Saudi hospitality development includes large-scale destinations in environmentally sensitive settings, creating pressure to manage energy, water, waste, biodiversity and community relations. Recent research on the Saudi hospitality and tourism sector identifies sustainability actions, their drivers and implementation barriers as important areas for managerial attention (Zaki, Alotaibi, & Raslan, 2026). Other recent work connects green innovation, sustainability and Vision 2030, emphasizing the importance of organizational and policy support (Iqbal & Aftab, 2025).

Digitalization is another dimension of transformation. Hotels are increasingly able to use smart-room technologies, data analytics, automated service processes and energy-management systems. Recent research specifically examining Saudi hotels argues that smart technologies can support both operational efficiency and environmental objectives (Zaidi, Jaffari, & Shakur, 2026).

Against this background, the purpose of this manuscript is to examine the transformation of Saudi hospitality through five interconnected management dimensions: market and destination growth; human capital and Saudization; sustainability; service and digital innovation; and stakeholder coordination. The article asks: How can hospitality organizations convert rapid tourism investment into sustainable service quality, competitive advantage and inclusive human-capital development?

2. Conceptual Framework

2.1 Destination development and hospitality competitiveness

Hospitality competitiveness is embedded within destination competitiveness. Hotels do not operate independently of airports, attractions, transport, cultural resources, public safety, events, destination marketing and government regulation. A destination can therefore increase accommodation capacity without automatically

creating a stronger guest experience. Competitiveness depends on how these components interact to create value for visitors (Ritchie & Crouch, 2003).

Saudi Arabia's current development model makes destination integration particularly important because hospitality investment is occurring alongside major destination projects. The Vision 2030 framework identifies tourism investment and destination development as mechanisms of diversification, while the 2025 annual report emphasizes expanding hospitality capacity and infrastructure (Vision 2030, 2026).

2.2 Human capital and service quality

Hospitality is a labour-intensive service industry in which employee behaviour directly affects guest perceptions. Human-capital theory suggests that education, training and experience enhance productive capabilities, while service-management research emphasizes employee engagement, organizational support and service recovery. In Saudi Arabia, these issues intersect with localization policy. The question is not simply how many Saudi nationals are employed but whether organizations create career pathways, supervisory development and professional identities that make hospitality an attractive long-term occupation.

Earlier studies found that Saudi hotels faced challenges in implementing Saudization, partly because hospitality jobs historically depended on expatriate labour and because some positions were perceived differently by local and foreign workers (Sadi & Henderson, 2005; Azhar et al., 2018). The rapid expansion of the sector makes this a strategic human-resource-management issue rather than merely a compliance requirement.

2.3 Sustainability as a strategic capability

Sustainability in hospitality encompasses environmental efficiency, social responsibility and long-term economic viability. Green practices can reduce resource consumption and operating costs, but they also require investment, employee participation, monitoring and guest engagement. In Saudi Arabia, sustainability has additional importance because major tourism developments intersect with fragile ecosystems and ambitious national environmental objectives.

Recent Saudi-focused research indicates that sustainability actions are influenced by policy direction, market incentives and knowledge collaboration, while barriers include implementation capability and coordination (Zaki et al., 2026). This supports a capability-oriented interpretation: sustainability becomes durable when it is embedded in routines, performance indicators, procurement and employee competencies rather than treated as an isolated marketing initiative.

2.4 Technology and smart hospitality

Smart hospitality integrates digital technologies into reservations, customer relationship management, room operations, energy systems, security and service delivery. Technology can reduce operating costs and improve personalization, but adoption also creates challenges related to staff skills, investment, interoperability, privacy and guest acceptance. Recent research on Saudi hotels links smart technologies to sustainability and operational efficiency, suggesting that technology should be evaluated not simply by novelty but by its contribution to measurable organizational outcomes (Zaidi et al., 2026).

3. Methodology

This article uses an integrative narrative-review design. Evidence was drawn from official Saudi government publications, Saudi Vision 2030 reports, GASTAT tourism statistics, and peer-reviewed academic studies addressing hospitality, tourism, Saudization, sustainability and digital transformation. Recent official statistics were prioritized for market indicators, while peer-reviewed literature was used to interpret managerial mechanisms and organizational challenges.

The article is not a systematic review and does not report original surveys, interviews or hotel performance data. Quantitative indicators are presented as descriptive evidence. Where official statistics refer to tourism activities or licensed facilities rather than hotels alone, the distinction is maintained. This is important because hospitality statistics can otherwise be incorrectly generalized to the entire tourism economy.

4. Market Expansion and Hospitality Capacity

Saudi Arabia's hospitality sector is expanding rapidly in both scale and diversity. GASTAT reported 5,326 licensed tourism hospitality facilities in Q2 2025, including 2,527 hotels and 2,799 serviced apartments and other hospitality facilities (GASTAT, 2025). This represents a 58% increase in total licensed facilities compared with Q2 2024. The increase indicates substantial investment and market entry, but it also creates competitive pressure on operators to differentiate through service, location, experience and operational efficiency.

Occupancy data provide a more nuanced picture. Hotel occupancy was 53.2% in Q2 2025, down from 55.4% in Q2 2024, even as the number of licensed facilities increased. The average daily hotel room rate was approximately SAR 643, down from SAR 669 a year earlier, while average hotel stay declined from 5.2 to 4.8 nights (GASTAT, 2025). These changes should not be interpreted as evidence of weakening demand by themselves because supply expansion, seasonality, destination mix and changes in visitor composition can all affect occupancy and average rates.

For managers, the implication is that growth in visitor numbers does not eliminate the need for revenue management. Hotels must manage capacity, pricing, length of stay, channel mix and customer segmentation simultaneously. The emergence of leisure, cultural, business, religious and event-related travel creates opportunities for differentiated positioning rather than a uniform mass-market strategy.

Table 1. Selected Saudi tourism and hospitality indicators. Source: GASTAT (2025).

Indicator	Q2 2024	Q2 2025	Management implication
Licensed tourism hospitality facilities	3,371	5,326	Rapid capacity expansion increases competition and the need for differentiation.
Hotels	1,696	2,527	Large expansion in hotel supply.
Serviced apartments/other facilities	1,675	2,799	Alternative accommodation is expanding rapidly.
Hotel room occupancy	55.4%	53.2%	Capacity growth requires careful demand and revenue management.
Average hotel daily room rate	SAR 669	SAR 643	Pricing strategy must respond to expanding supply and market segmentation.
Average hotel stay	5.2 nights	4.8 nights	Operators can target longer stays through experience and package design.
Tourism employment	959,175	997,357	Large workforce growth creates training and localization needs.

5. Vision 2030 and the Transformation of Hospitality

Saudi Vision 2030 provides the overarching institutional context for hospitality transformation. Tourism development is linked to economic diversification, destination development, employment creation and investment. The 2025 Vision 2030 Annual Report describes accelerating tourism investment, expanding hospitality capacity and improving destinations' ability to receive visitors (Vision 2030, 2026).

From a hospitality-management perspective, Vision 2030 changes the competitive environment in at least four ways. First, it increases investment and market entry. Second, it changes the scale and diversity of demand. Third, it increases expectations regarding international service standards. Fourth, it places hospitality organizations within broader national objectives involving employment, sustainability and cultural development.

The strategic challenge is therefore alignment. Individual hotels must align operational goals with destination strategies, workforce policies and sustainability expectations. Hotels that treat Vision 2030 only as an external policy environment may miss opportunities to integrate national transformation into product design, workforce development and innovation.

6. Human Resources and Saudization

Human-resource development is arguably the most important organizational challenge created by hospitality expansion. GASTAT reported 997,357 employees in tourism activities in Q2 2025, of whom 247,600 were Saudi nationals and 749,757 were non-Saudi nationals (GASTAT, 2025). Saudi employees therefore represented 24.8% of tourism employment in that quarter. These figures demonstrate that expatriate labour remains a substantial part of the tourism workforce while localization is progressing within a rapidly growing labour market.

Saudization has a long history in the hospitality sector. Sadi and Henderson (2005) found that hospitality's dependence on expatriate workers created difficulties for localization, including differences in wage expectations, occupational preferences and technical experience. Azhar et al. (2018) similarly identified implementation challenges in four- and five-star hotels and emphasized the need for organizational conditions that make localization effective.

The managerial issue today is broader than numerical localization. Hotels require employees who can progress from entry-level positions to supervisory and managerial roles. This requires structured career pathways, leadership development, competency-based training, mentoring and recognition. Localization can become more sustainable when Saudi employees see hospitality as a profession rather than only as an employment category.

At the same time, the continued role of international employees means that workforce management must support multicultural teams. International staff bring language capabilities, international service experience and specialized expertise. The management objective is therefore not simply substitution but effective knowledge transfer, team integration and capability development.

Table 2. Human-resource priorities for Saudi hospitality. Synthesis based on GASTAT (2025), Sadi and Henderson (2005), and Azhar et al. (2018).

Human-resource issue	Management challenge	Potential organizational response
Localization	Increasing Saudi participation while maintaining service capability.	Career pathways, mentoring, training and succession planning.
Skills	Rapid growth creates demand for service	Competency-based training and

	and supervisory skills.	partnerships with hospitality schools.
Knowledge transfer	International staff retain important technical and managerial experience.	Structured mentoring and documented knowledge-transfer systems.
Retention	Hospitality work can involve irregular hours and demanding service conditions.	Career progression, recognition, scheduling and employee-wellbeing practices.
Multicultural teams	Different languages, expectations and service norms.	Cross-cultural leadership and inclusive team-management practices.

7. Sustainability and Green Hospitality

The physical scale of Saudi tourism development creates substantial sustainability responsibilities. Hotels consume energy and water, generate food and packaging waste, and influence local transportation and land-use patterns. Sustainable hospitality therefore requires operational systems capable of measuring and reducing resource use while maintaining guest comfort.

Recent Saudi research indicates that sustainability actions are being shaped by policy, market incentives and knowledge collaboration, but that implementation maturity varies across organizations (Zaki et al., 2026). Research by Iqbal and Aftab (2025), based on 499 respondents in Saudi hospitality and tourism, also highlights the relationship among green innovation, sustainability and Vision 2030.

Managers should avoid treating sustainability solely as a branding exercise. Effective green hospitality requires measurable indicators such as energy per occupied room, water consumption per guest night, food-waste volume, recycling rates and procurement from local or certified suppliers. These indicators can then be integrated into operational reviews and employee incentives.

Saudi hospitality also has an opportunity to develop destination-specific sustainability practices. Desert environments, coastal ecosystems and heritage areas require different approaches to water use, biodiversity, construction and visitor management. Sustainability strategies should therefore be geographically sensitive rather than based on a single standardized hotel model.

8. Smart Hospitality and Service Innovation

Digital technologies can transform hotel operations from reservations through post-stay engagement. Smart-room controls can optimize energy consumption; mobile check-in can reduce waiting time; customer relationship management can personalize offers; predictive analytics can improve maintenance; and integrated property-management systems can improve operational coordination.

Recent research specifically focused on Saudi Arabia argues that smart technologies can integrate environmental objectives with operational efficiency and long-term competitiveness (Zaidi et al., 2026). This is particularly relevant to large-scale Saudi developments because new properties can incorporate digital infrastructure during design rather than retrofit older systems.

Technology, however, should complement rather than eliminate hospitality. Guests often value human interaction, cultural authenticity and problem resolution. Managers therefore need to determine which interactions should be automated and which should remain employee-led. The strongest model may be “high-tech and high-touch”: technology handles routine transactions and information while employees focus on empathy, recovery, personalization and complex guest needs.

Table 3. Smart hospitality opportunities and management considerations. Source: synthesis of hospitality technology literature and Saudi-focused research (Zaidi et al., 2026).

Technology	Hospitality application	Potential benefit	Management risk
Smart-room systems	Automated lighting, cooling and room controls	Energy efficiency and personalization	High capital cost; interoperability.
Mobile check-in/out	Digital arrival and departure	Reduced waiting and labour-intensive transactions	Digital exclusion or guest resistance.
Data analytics	Demand forecasting and customer segmentation	Revenue optimization and personalization	Privacy and data-governance concerns.
AI-enabled service tools	Chat, recommendations and workflow support	Faster responses and staff productivity	Loss of human touch or inaccurate responses.
IoT maintenance	Equipment monitoring	Predictive maintenance and reduced downtime	Cybersecurity and technical complexity.

9. Service Quality, Culture and Guest Experience

Rapid internationalization creates a service-quality challenge: Saudi hotels increasingly serve diverse domestic and international markets with different expectations concerning privacy, food, family services, language, religious practices and leisure activities. Standardization can support reliability, but excessive standardization may weaken cultural distinctiveness.

Hospitality management in Saudi Arabia therefore requires cultural intelligence. Managers must develop service protocols that meet international expectations while remaining compatible with Saudi social and cultural contexts. This is particularly relevant to luxury hospitality, heritage tourism and religious tourism, where the guest experience is strongly influenced by place and culture.

Cultural authenticity can also become a strategic resource. Local cuisine, architecture, crafts, storytelling and community participation can differentiate Saudi destinations. However, authenticity should involve communities rather than treating culture merely as a commercial product. Recent qualitative research on Vision 2030's hospitality transformation identifies cultural authenticity and stakeholder coordination as important implementation concerns (Aljohra, 2025).

10. Stakeholder Coordination and Destination Governance

Hospitality outcomes depend on coordination among ministries, municipalities, destination-management organizations, developers, hotel operators, transport providers, cultural institutions, local communities and educational institutions. The rapid expansion of the Saudi tourism system increases the importance of this coordination because hotels can be operationally successful while destination-level bottlenecks remain in transport, attractions, workforce supply or infrastructure.

Stakeholder coordination is particularly important for giga-projects and emerging destinations. Development timelines may differ among infrastructure providers, attractions and accommodation operators. Managers therefore need mechanisms for information sharing, joint marketing, workforce planning and crisis response. Recent research on Saudi hospitality transformation identifies stakeholder coordination as a continuing challenge alongside sustainability implementation and cultural authenticity (Aljohra, 2025).

11. Discussion

The evidence suggests that Saudi hospitality is moving from a relatively established domestic and religious-tourism market toward a more diversified, internationally oriented destination system. This creates opportunities but also changes the basis of competition. Capacity alone is unlikely to determine long-term performance because supply is expanding rapidly across the country.

The first strategic implication is that human capital must grow at least as quickly as physical capacity. A hotel room can be constructed relatively quickly; a skilled hospitality supervisor requires education, experience and organizational development. If workforce capability lags behind hotel expansion, service inconsistency may become a constraint on destination competitiveness.

The second implication is that sustainability should be embedded at the design stage. New Saudi hospitality developments have an opportunity to integrate energy management, water efficiency, waste systems and smart technology from the beginning. This is potentially more effective than retrofitting sustainability practices after construction.

The third implication is that localization should be treated as capability development. The objective should not be framed only as replacing expatriate labour. International employees can contribute valuable expertise while Saudi employees develop managerial and professional careers. Knowledge transfer, succession planning and hospitality education can connect these two workforce groups.

The fourth implication concerns technology. Smart hospitality can improve efficiency, but guest experience remains fundamentally relational. Managers should therefore allocate technology to routine processes while investing employee time in interactions where empathy, cultural understanding and service recovery create value.

Finally, destination development requires institutional coordination. The hospitality sector cannot achieve the objectives of tourism transformation through hotel-level action alone. Destination governance must connect investment, infrastructure, workforce development, cultural resources and environmental management.

Table 4. Proposed strategic framework for Saudi hospitality management.

Strategic pillar	Core challenge	Management priority	Key performance indicators
Market growth	Rapid supply expansion	Segmentation, revenue management and experience design	Occupancy, ADR, RevPAR, length of stay, repeat visits
Human capital	Localization and skills shortages	Career pathways, training and knowledge transfer	Saudi employment, retention, promotion, training hours
Sustainability	Resource use and environmental pressure	Measure and reduce energy, water and waste	Energy/room, water/guest night, waste diversion
Innovation	Digital adoption and service redesign	High-tech/high-touch service architecture	Digital adoption, service time, guest satisfaction
Culture	Internationalization and authenticity	Local content and culturally intelligent service	Guest experience, local procurement, cultural programming
Governance	Fragmented stakeholder action	Destination-level coordination	Joint initiatives, infrastructure readiness, stakeholder satisfaction

12. Implications for Hospitality Education and Management

Hospitality education in Saudi Arabia should evolve alongside industry expansion. Curricula need to combine hotel operations with revenue management, digital hospitality, sustainability, cultural intelligence, entrepreneurship and human-resource management. Work-integrated learning is particularly important because students need exposure to the operational realities of hotels, resorts, attractions and destination organizations.

Managers also require continuous professional development. Training should not be limited to frontline service skills. Middle managers require competencies in data interpretation, employee development, sustainability reporting, crisis management and cross-cultural leadership. Senior managers require capabilities in strategic planning, stakeholder coordination and transformation management.

Universities and hospitality organizations can strengthen the talent pipeline through internships, apprenticeships, joint training centres, applied research and executive education. Such partnerships can also help employers communicate realistic career pathways to prospective Saudi employees.

13. Recommendations

1. Develop hospitality career pathways for Saudi nationals. Localization should be supported through structured progression from entry-level roles to supervisory and managerial positions.

2. Expand work-integrated hospitality education. Universities and hotel companies should strengthen internships, apprenticeships and industry-based learning.

3. Embed sustainability into hotel operations. Properties should establish measurable resource-efficiency targets and integrate environmental performance into management dashboards.

4. Adopt technology selectively and strategically. Managers should evaluate smart technologies according to guest value, operational efficiency, environmental benefit, cybersecurity and return on investment.

5. Strengthen multicultural workforce management. Hotels should use mentoring, cross-cultural training and knowledge-transfer mechanisms to integrate Saudi and international employees.

6. Develop destination-level workforce planning. Public and private stakeholders should forecast hospitality labour demand alongside hotel and destination investment.

7. Protect cultural authenticity. Tourism products should incorporate local culture and community participation while avoiding superficial commercialization.

8. Improve hospitality research. Future studies should collect longitudinal hotel-level data on productivity, service quality, employee retention, localization, sustainability and guest satisfaction.

14. Limitations

This manuscript is a narrative review and does not report original fieldwork, surveys or interviews. Official statistics cover different components of the tourism economy and should not be treated as equivalent measures of hotel performance. The workforce figures, for example, refer to tourism activities rather than only hotels. In addition, some recent academic evidence is still emerging because Saudi hospitality is undergoing rapid transformation. Future research should use longitudinal and comparative hotel-level datasets to test the relationships proposed in this conceptual review.

15. Conclusion

Saudi Arabia's hospitality industry is experiencing rapid expansion as tourism becomes an increasingly important component of economic diversification. Official evidence shows major growth in tourism demand, hospitality facilities and employment, while academic research identifies corresponding challenges in localization, sustainability, cultural authenticity, technology and stakeholder coordination.

The central management challenge is therefore not simply how to build more hotels or attract more visitors. It is how to convert investment and visitor growth into durable organizational capabilities. Human capital, sustainability, digital innovation, cultural intelligence and destination coordination must develop alongside physical capacity. A hospitality system that combines these capabilities can better manage the complexity created by rapid market expansion.

For Saudi hospitality managers, the emerging competitive environment requires a shift from capacity-oriented thinking toward capability-oriented management. The hotels and destinations that can consistently deliver high-quality experiences, develop local talent, use technology intelligently and demonstrate measurable sustainability performance will be better positioned to operate within the Kingdom's evolving tourism ecosystem. Future research should examine these relationships empirically across Saudi cities, destinations, hotel categories and workforce groups.

References

Aljohra, T. (2025). Exploring the impact of Vision 2030 on Saudi Arabia's hospitality and tourism industry. Saudi Digital Library.

Azhar, A., Duncan, P., & Edgar, D. (2018). The implementation of Saudization in the hotel industry. Journal of Human Resources in Hospitality & Tourism, 17(2), 222–246. https://doi.org/10.1080/15332845.2017.1406271

GASTAT (General Authority for Statistics). (2025). Tourism Establishments Statistics: Q2 2025. Kingdom of Saudi Arabia.

Iqbal, T., & Aftab, F. (2025). Green innovation and sustainability in Saudi hospitality and tourism industry: The mediating role of Vision 2030. Uncertain Supply Chain Management, 13(1), 11–22. https://doi.org/10.5267/j.uscm.2024.7.020

Ministry of Tourism, Kingdom of Saudi Arabia. (2026). Annual Statistical Report 2025. Ministry of Tourism.

Ritchie, J. R. B., & Crouch, G. I. (2003). The Competitive Destination: A Sustainable Tourism Perspective. CABI.

Sadi, M. A., & Henderson, J. C. (2005). Local versus foreign workers in the hospitality and tourism industry: A Saudi Arabian perspective. Cornell Hotel and Restaurant Administration Quarterly, 46(2), 247–257. https://doi.org/10.1177/0010880404273889

Vision 2030. (2026). Vision 2030 Annual Report 2025. Kingdom of Saudi Arabia.

Zaidi, M. Z., Jaffari, A. A., & Shakur, M. B. M. A. (2026). Smart sustainability: Integrating technology into hotel practices in Saudi Arabia under Vision 2030. Management & Sustainability: An Arab Review. https://doi.org/10.1108/MSAR-06-2025-0228

Zaki, K., Alotaibi, R., & Raslan, A. (2026). From desert lands to green avenues: Understanding sustainability actions in the Saudi Arabian tourism and hospitality sector through expert perspectives. Sustainability, 18(6), 2982. https://doi.org/10.3390/su18062982