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A PROPOSED STRATIGY TO BRIDGE THE GAP BETWEEN THE EDUCATIONAL OUTPUTS OF THE PRODUCT DESIGN DEPARTMENT AND THE NEEDS OF THE LABOR MARKET ACCORDING TO THE VISION OF THE KINGDOM OF SAUDI ARABIA 2030

Deemah Nasser Alodan | Dr. Sarah Fraser & Dr. Fatima Mabrouk | 2023

Abstract

Education is an essential component of all human societies, as they develop through it (Alzu'be,2012). It is the key to cognitive, social, and economic development, and it is a way to reach an advanced economy for the modernization of societies and the growth of countries (Rury,2004). One of the main challenges facing the education system in Saudi Arabia is bridging the gap between the outputs of universities and the needs of the labor market (Alrayes, 2021). Many graduates find it difficult to find a job that matches their skills once they graduate (Iduseri et al, 2022). This study aims to identify the basic skills that the student must acquire before graduation to prepare for the labor market and propose an appropriate strategy to implement these skills to keep pace with market requirements (Al-Rashaidan & Al-Thwaini, 2021). The descriptive method was used in this study (Alrayes,2021). Information was collected from previous studies and electronic questionnaires (Reja et al.,2003). The research tool was a five-point Likert scale questionnaire followed by two open-ended questions (Boone & Boone, 2012).
The methodology is a mixed method combining quantitative and qualitative. Some answers to questions are quantitative through closed questions, and some information is qualitative through open questions (Reja et al.,2003). The sample included categories: students, graduates, faculty members, and industrial labor market officials. 103 responses were collected. Problem depth was measured after completing the questionnaire and analyzing the data. The results confirmed the agreement of the sample with a gap of 68.9%. It also turned out that most of the respondents agreed to be interested in training before graduation in specialized, soft, and general skills (Paul & Murdoch,2000). The researcher suggests creating an electronic platform that connects students with the work sector, as it trains them in skills during their studies and helps them find suitable jobs after graduation (Alam,2022). This proposed strategy is to bridge the gap between the outputs of higher education and the requirements of the local and global labor market (Ahmed et al.,2018).

Keywords: Strategy, Gap, Outputs, Product Design, Labor Market.

Literature Review

The literature review showed that there has been a gap between academic output and the labor market for a long time (AlSaud,2007), (Schomburg,2000), (Paul & Murdoch,2000), (Arnesen,2000), (Moscati & Rostan,2000), (Woodley & Brennan,2000), (Kellerman & Sagmeister,2000), (Chadha, 2006), (Teichler & Schomburg, 2007). It showed that the existence of this gap is a global issue (Al-Muftah, 2017), (Menon et al., 2018), (Lindberg, 2010), (Anastasiu et al., 2017), (Novakova, 2020). Some researchers dealt with the topic and did not find problem solutions, others discussed the problem and recommended solutions theoretically, while others applied strategies, but most of them were difficult to implement. Most of the previous studies recommended encouraging students to develop themselves while studying to meet the needs of the market to improve their career opportunities (Yusof & Jamaluddin, 2015).

Objective

- Determine the basic skills that the student must acquire before graduation to prepare for the labor market (Al-Rashaydan and Al-Thuwaini, 2021).

- Assess the level of debate among students, academic faculty, and the labor market about required skills.

- Reviewing the appropriate strategy for implementing the agreed skills to keep up with the requirements of the labor market.

Methodology

The descriptive method was used in this study (Alrayes,2021). The research tool was an electronic questionnaire with a five-point Likert scale and two open-ended questions (Boone & Boone, 2012),(Reja et al.,2003). The methodology chosen is a mixed method combining quantitative and qualitative. The questionnaire measures the needs of students for 28 skills (Paul & Murdoch,2000). After that, two open questions were asked, the first question was about the additional required skills. The second is to propose a strategy to bridge this gap (Reja et al., 2003). The sample consisted of 103 people from Product Design Department and the Industrial Labor Market. Divided into three categories: students and graduates, faculty members, and labor market officials.

Analysis and Findings

The reliability of the questionnaire was measured, and validity was shown (Boone & Boone, 2012). Consider not making a difference between the categories for lack of bias (Kabacoff, 2022). The percentage of those who agreed to the existence of the gap was 68.9%. It was found that most of

the respondents support training students before graduation in specialized skills 31%, soft skills 36%, and general skills 33% in close proportions, and they added more needed skills. Since most of them believed that it was important to find practical solutions to bridge this gap, the participants proposed several strategies to train students in the required skills (Reja et al., 2003).

Conclusions

Based on the discussion and results, the researcher recommended that future research focus on formulating an integrated strategy to build electronic platforms that support the development of students' competencies, as this methodology can easily be applied to the rest of the educational institutions (Alam,2022). A detailed study of this research was conducted to be the cornerstone of a tangible practical project that helps bridge the gap between the labor market and university outputs (Ahmed et al.,2018).

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HOW DO COPYWRITERS AND SOCIAL MEDIA MARKETERS' FREELANCERS DEVELOP THEIR ONLINE PERSONAL BRAND VIA TWITTER AND INSTAGRAM CHANNELS?

Hadeel Noman Alrammah | Dr. Sarah Fraser | 2023

Abstract

The Kingdom of Saudi Arabia set a goal in 2022 to manage and motivate flexible work platforms to operate freelancing and use remote working programs (Saudi Gazette, Dec 2021). In addition, launching a freelancing licensing program created opportunities because, after the license, it became possible for skilled self-employees to establish an income source (Salloum, 2021). This research aims to help current and future freelancers in different industries in Saudi Arabia regarding how to develop their online personal brand via Twitter and Instagram.

This paper was built on a qualitative method and used online semi-structured interviews as a data collection tool. It also analyzed the research data based on the thematic approach.

The questions of this paper are:

- How do copywriters and social media marketers' freelancers develop their online personal branding using their Twitter business account channel?
- How do copywriters and social media marketers' freelancers develop their personal branding using their Instagram business account channel?
- How do copywriting and social media freelancers use Twitter and Instagram toward their business goals?

The Research sample included five copywriters and social media marketers' freelancers who provide their services for the Saudi Arabia market. These two industries were chosen because it considered the fastest-growing freelance industry in MENA (Glover, 2023). Some of the findings of this paper show that social media marketing and copywriting freelancers develop their brand through several practices that include via Twitter by publishing engaging content, interacting with the target audience, building a customer base, marketing the freelance services, building relationships with other freelancers, and participating in Twitter species tool. At the same time, these activities help them to target their new audience. In contrast, the rest of the research sample plan to use the Instagram channel to develop their personal brand only if they build visual content, enter the freelance design market, or expand their brand further.

The limitations of this research paper are:

- The need for a great deal of time searching for the appropriate sample is due to the high rate of non-response from the freelancers and the freelance platforms. ⌷SEP⌷
- Disagreements from freelancers working in copywriting and marketing via social media to conduct interviews and contribute to this research. ⌷SEP⌷
- Lack of response from freelancing platforms to reach both the social media marketing freelancers and copywriting freelancers. ⌷SEP⌷
- The need for a significant amount of time to transcribe and translate freelancers' interviews from Arabic to English. ⌷SEP⌷

Literature Review

Saudi Arabia's freelancing sector is growing, based on the Ministry of Human Resources and Social Development; the number of Saudis who own a freelance employment document has reached 631 – 518 since the launch of the licensing program in 2019s. In addition, the number of local freelance workers doubled in the first half of 2021, and the economy recovered more from the Covid- 19 pandemic (Salloum, 2021). Based on Janos (2015) research, a freelancer is a self-employed individual who works in creative technical or managerial sectors by providing their services using computers and the internet .A personal brand is defined by Jaakkola and Jonkman (2018) research as "a self-promotion of personal skills, interest, and abilities with additionally the person's character, work ethics, education, and professional image." Regarding Olotewo (2017) social media is "the promotion of organizational product, services, and brand through social media site. It is the creation of appealing content on different social media site to create awareness and gain new and existing customers' attention. It is marketing through online communities and social networks as opposed to traditional marketing channels like television, radio, and print media. Social media marketing also covers the implementation and management of organizational marketing objectives through social media platforms." Twitter is considered one of the social media channels, and it's essential for companies because it helps them communicate and interact with others and generate revenue (Semiz and Berger, 2017) (Soboleva, 2018). As Instagram is considered a social media channel, it is marketing method businesses use to reach their targeted audience and increase their brand awareness and recognition (Dev and Chopras, 2022). ⌷SEP⌷

Objective

This research aims to help current and future freelancers in different industries in Saudi Arabia regarding how to develop their online personal brand via Twitter and Instagram. ⌷SEP⌷

Methodology

This paper was built based on a qualitative method and used online semi-structured interviews as

a data collection tool and analyzed it by a thematic approach. The sample of the research was five copywriters, and social media marketers' freelancers who provide their services for the Saudi Arabia market as digital marketing is the fastest-growing freelance industry in MENA (Glover, 2023) while copywriting is the most demanded freelance skill (LinkedIn, 2022).

Analysis and Findings

Based on a thematic analysis, the research found that the sample develops their brand via Twitter by publishing engaging content, interacting with the target audience, building a customer base, marketing the freelance services, building relationships with other freelancers, and participating in the Twitter species tool. At the same time, all these practices help them to target a new audience. Also, they use the Twitter channel to reach their customers through organic content and advertisement campaigns. The research sample market their services on Twitter through content, storytelling, presenting the results of their services, and publishing customer reviews. Freelancers built the Twitter content by several different methods, such as using paid tools to keep updated on trending topics, customizing the content based on each audience segment, publishing accurate and interested content for customers, or building content based on an annual plan allocated to the objectives and optimize it based on performance and results. On the other hand, the sample measured their Twitter personal brand account success based on the account reach, comments, number of contacted customers, monthly reports, analytics tools, and engagement rate. At the same time, they measure the engagements by Twitter analytics tool, retweets, likes, tweet views, comments, and publishing the content in traffic time. Part of the research sample used Instagram as a secondary channel. In contrast, the rest of the research sample plan to use the Instagram channel to develop their personal brand only if they build visual content, enter the freelance design market, or expand their brand further.

Conclusions

The Findings:

- Twitter is essential for freelancers' personal brands because of the high presence of their targeted customers. It is the best way to market the services in Saudi Arabia, and it's the main channel for their brand.
- Freelancers' Twitter practices to develop their personal brand and target new audiences: engaging content publishing, interacting with the target audience, building a customer base, marketing the freelance services building relationships with other freelancers Participating in Twitter species.
- Freelancers' practices to reach customers via Twitter: organic content advertisement campaigns.

- Freelancing services marketing via Twitter: content, storytelling presenting previous successful projects, and publishing customer reviews.
- Twitter content-building practices: using paid tools to keep updated on trending topics, customizing the content based on each audience segment, publishing accurate and interesting content for customers building content based on an annual plan allocated to the objectives, and optimizing it based on performance and results.
- Twitter personal brand success measurements: account reach, comments, number of contacted customers, monthly reports, and analytics tools.
- Engagement rate: which is evaluated based on the Twitter analytic tool, retweets, likes, tweet views, comments, and content publishing in traffic time.
- The research sample uses Instagram as a secondary channel as they put most of their effort into Twitter, while the other part of the sample plan to use the Instagram channel to develop their personal brand only if they will build visual content, enter the freelance design market, or expand their brand further. Recommendations for future studies
- The need for a great deal of time searching for the appropriate sample is due to the high rate of non-response from the freelancers and the freelance platforms.
- Disagreements from freelancers working in copywriting and marketing via social media to conduct interviews and contribute to this research.
- Lack of response from freelancing platforms to reach both the social media marketing freelancers and copywriting freelancers.
- The need for a significant amount of time to transcribe and translate freelancers' interviews from Arabic to English.
- Studying larger samples for a deep understanding of how social media marketing and copywriters develop their online personal brand via Twitter and Instagram.
- Studying additional social media channels like Tik Tok or Snapchat to build beneficial results for future and current freelancers.
- Building studies regarding how freelancers in different industries build their online personal brand via Saudi freelance platforms.
- Studying additional high demanded freelancing industries in Saudi Arabia rather than social media marketing and copywriting.

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ENABLERS AND BARRIERS FOR THE TRANSITION WATERFALL TO AGILE. A CASE STUDY OF DIGITAL CHANNELS IN THE SAUDI BANKING SECTOR.

Shahad Aldossari | Dr. Rhea George & Dr. Jehan Bousreeh | 2023

Abstract

In recent years, organizations in the telecom and banking sectors are continually developing their digital channels to have the best user experience journey. The competition in these sectors is very high which requires faster time-to- market deployments, more access to advanced tools, enhancing the customer journey, involving the customer in the projects, and as a result, this has led to organizations reviewing their existing project management methods and more specifically adopting the agile project management method (Al-Mehdar, 2022). Covid-19 and Vision 2030 have triggered Saudi Arabia to adopt agile in order to meet the dynamic continuous changes. Agile adoption in Saudi Arabia has reflected positively on how digital transformation is flourishing and being enabled by the agile methodology in Saudi Arabia (Altuwaijri, 2020). Moreover, the high competition between the banks in developing products and new features faster than the other has increased after the entry of STC pay and Mobily pay which is a digital wallet with a faster banking experience that is launched by telecom companies. The aim of this study is to explore the current literature on how to mitigate this transition from waterfall to agile in digital channels, and how to carry out the transition successfully, particularly with respect to the banking sector. In order to achieve this aim, we will utilize both quantitative and qualitative methods to analyze the participant's responses. The findings of the study show that the transition process is complex and not an easy step. The participant data indicated that the team in digital channels faced three main challenges while adopting agile, specifically: the bank culture and resistance to change, the involvement of customers and stakeholders in agile teams, and the level of awareness and knowledge of agile. the enablers to have a successful transition are training, strong management support, quality in testing and tools, and preparing the environment of agile. Additionally, the important success factors that can impact the agile transition such as national culture, organizational culture, training and awareness, and management support. We highly recommend banks review the agile adoption framework, conduct a proof of concept, provide training, create a dedicated agile squad for each channel, and get the needed management support to have a successful agile transition.

Literature review

Dima & Maassen (2018) investigated the motive to adopt Agile. Organizations adopt agile because the waterfall methodology lacks providing the end user with the promise due to ongoing changes. The waterfall does not accept any change, which is the prime reason for the shift to agile. Chow & Cao (2008) analyzed the success factors that will facilitate the transition and the adoption of agile by conducting a study of 109 agile professionals and coaches from Europe and America. They came up with mainly six factors that will impact the success of agile adoption: customer involvement, team environment, agile software techniques, delivery stages, team capabilities, and project management process. In another study, Yuonan & Mamedov (2020) focused on the challenges of moving to agile in Swedish banks. The challenges are mainly the lack of knowledge, lack of management support, and proper preparation for an agile environment. The agile transition is still considered to be a complex process. Not all departments are not shifting to agile which makes the complications arise more when the team tries to coordinate between other systems or departments this impacts agility negatively.

Objective

The following research objectives are formulated to show the purpose of the study:

1- Conduct an exploratory analysis on the adoption of agile in the Saudi banking sector.

2- Investigate the reasons why organizations in the banking sector in KSA have initiated the agile transformation.

3- Analyze the transition process and phases.

4- What challenges did organizations encounter and how did the banks mitigate these challenges?

5- Identify the success factors in the process and finally explore the lessons learned.

6- Address the influential factors of agile adoption.

Methodology

This study is explorative in nature and adopts the semi-structured approach to interviews which will have closed- ended and open-ended questions. The close-ended questions will help us use the existing enablers, barriers, and influential factors in the literature and to know if they are similar in the Saudi Arabia context. The open-ended questions will help to expand the discussion and to know more about the topic since there are no existing studies on it in Saudi Arabia. The tool utilized to analyze quantitative data was Excel, and the qualitative data the used tool was

NVivo.

Conclusions

The findings indicate that the transition from waterfall to agile in the digital channels is not easy, as confirmed by the participants and the literature that it requires commitment from the top management and the agile squads to shift the mindset of all employees. There are a number of challenges that impact the agile transition such as organizational and national culture, lack of management support, and lack of awareness and training. We identified the enablers that impact the agile transition such as providing a dedicated agile team, increasing awareness and knowledge, and providing the needed tools that will provide a successful transition. The research was done concerning the identification of the enablers and barriers of the agile transition in digital channels in the Saudi banking sector. Also, by identifying the factors that influence the agile transition, we were able to modify the agile adoption framework to fit the Saudi context.

UNDERSTANDING THE FEMALE PERCEPTION OF DOMESTIC TOURSIM IN SAUDI ARABIA 2022 – 2023

Sultanah Aljohani | Dr. Sarah Fraser & Dr. Hela Borgi | 2023

Abstract

The study explores the female perceptive on domestic tourism in the year 2022 – 2023. The aim is to understand the challenges and drivers for the female segment in the tourism industry as the country is investing in the growth of both domestic and international tourism. The female perceptive is often overlooked yet females' makeup a decent portion of any country's consumer economy and the increase of women employment in the country will drive more females into leisure activities. There is a plethora of research is available on international tourism alongside a shortage of research that lacks female focus. This study also aims of is to enrich the current literature available on the subject.

A quantitative design was implemented with a survey that was distributed online and data was analysed using statistical analysis by SPSS tool to extract numerical findings, direct correlations and comparisons e.g., the average and the median, calculated and used for correlations. The majority of female participants indicated they travel domestically with family and value accessibility and comfort of amenities alongside personal safety when travelling as well as enjoy going out to restaurants/cafes or visit the natural attractions during their travels.

As Saudi Vision 2030 is on its midway mark, the inclusion of all perceptive of society is in demand and this study's findings is significant for tourist agencies, the Saudi tourist attractions and seasons, tourism resorts/hotels, the Saudi tourism authorities and the tourism industry in Saudi Arabia. It suggests various recommendations for the future to understand and enhance the female tourist experience in Saudi Arabia.

Keywords: Domestic tourism, female tourists, female travellers, Saudi Arabia, women and tourism, female tourists perception, female tourists drivers, female tourists challenges.

Literature Review

Domestic tourism's contribution to economic growth is highly important and domestic tourism in Saudi Arabia have had a resurgence since the introduction of Saudi Vision 2030 (Basendwah and Rahman, 2021). The country is fixated on developing its tourism industry to diversify its economy away from oil. The country's tourism industry is also a potential source of employment for women,

which will enhance the experience of female travellers. Women and travelling have been a recent development in the world with women employment rates increasing. Nowadays women are mostly the planners of vacations (Yang et al., 2019). Moreover, women venture abroad for outdoor activities and travel, yet many countries do not adequately protect female tourists (Ghai and Chowdhri, 2022). For this reason, some countries offer travel opportunities just for women. Women can travel independently and safely with the help of women-only tour companies (Abou-Shouk et al., 2021). Lastly, the affect of the COVID-19 pandemic on domestic tourism was server but in 2021 Saudi Arabia witnessed unprecedented growth which demonstrate a strong recovery from the COVID-19 pandemic (Ministry of Tourism, 2021).

Objective

The study purpose is to analyse Saudi female citizens perceptions of domestic tourism and its development, regarding its offerings and management. The data gathered led to the following objectives representing the research's purpose:

1. To investigate the current situation of domestic tourism in Saudi Arabia.

2. To analyse female perceptions among local tourists, regarding domestic tourism in Saudi Arabia.

3. To understand the drivers and challenges that concern local female tourists.

Methodology

An online survey was distributed randomly on various social media platforms to reveal factors that influenced decisions in choosing Saudi Arabia for holidays and weekends by analysing the data using quantitative design methodology to quantify relationships and collect, process and present the quantitative findings. Eventually gathering insights from 103 respondents and analysed with the utilisation of the Statistical Package for Social Sciences (SPSS) statistical tool to guarantee the best research outcomes.

Analysis and Findings

The significance of social media platforms in promoting and attracting tourism to a certain location is very evident in the findings. Female participants also mentioned the importance of the internet in planning trips and booking accommodations. Moreover, the participants strongly acknowledged that a desired place for a tourist destination includes offering a great guest experience. The participants also mentioned that the main challenges faced are the lack of options for accommodations and the cleanliness and availability of facilities.

Conclusions

The lack of prior research on this topic and Saudi Arabia's fast developments allows for more research to be had on domestic tourism in the region for both genders. Moving forward this research offers several recommendations including to encourage female participation in the industry by addressing the female experience. In addition to advance women employment in the sector. Moreover, the industry and companies should focus on incorporating entertainment activities and ease of access as part of the city's tourism. As well as to utilise social media in promoting domestic tourism.

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THE FACTORS BEHIND PURCHASING INTENTIONS OF BAKERY PRODUCTS BY CONSUMERS: A CASE STUDY OF ALMARAI SAUDI ARABIA

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Abstract

This report comprehensively analyzes consumer behavior in the bakery product market. The core aim is to establish the barriers and motivators of consumer behavior regarding bakery products. To achieve this objective, the study used an online survey questionnaire research instrument to examine 208 respondents and obtain insights into their opinions about the bakery industry. ANOVA analysis was done to identify the correlation between the variables. In addition, XLSTAT and MS tool software were used for data analysis to determine the factors influencing consumer behavior for bakery products.

The study's findings disclose that taste, flavor, nutritional value, freshness, and location are the primary motivators for consumers to purchase bakery products. In contrast, price, brand, and packaging are the primary barriers to purchasing bakery products. The other critical finding was consumers' preference for vanilla and chocolate being the most popular flavors. New bakery products, especially those with flavors connected to the consumer's childhood and healthier ingredients, were also preferred by consumers.

Based on the study's key findings, recommendations on taste, flavor, health, quality, and affordability are made. Overall, the study offers valuable insights into consumer behavior and preferences in the bakery product market. These findings can inform Almarai on creating market strategies and designing their products to meet consumer needs.

Research Key Words: Baked goods / Consumer behavior / Product characteristics / Barriers / Motivators / Almarai

Literature review

We have identified multiple studies to consider as primary factors for this research, such as consumer behavior, factors influencing consumers buying decisions, and the global landscape. "Consumer behavior is the study of explaining to the consumer why, what, when, and how to buy a product or a brand" (Kumar, John, and Smith, 2014, as cited in Qazzafi, 2019, page 130). It is crucial for bakery manufacturers to understand consumers' buying behavior to improve their

products' quality and marketing strategies.

The consumer preference characteristics of bakery products include taste, freshness, packaging, long shelf life, flavor, and appearance. These characteristics may also serve as references during the selection of foods (Lyon et al., 2002).

Further, the factors influencing the buyer's decision are product characteristics, price, quality, brand name, and location. Consumers are deferring in describing what the criteria of a product are that make it of high quality. Moreover, freshness, richness, and attractive packages can be considered criteria to evaluate the quality of baked goods (Busken, 2023). As part of our study, we have compared these factors to the global landscape in countries such as Germany, Japan, and the USA.

Objective

- To determine the motivators and barriers of the consumers' purchases of bakery products.
- To study consumers' preferred product and flavor options. [SEP]
- Explore current and future consumer demands to develop a new bakery product. [SEP]

Methodology

This study utilized an online survey to gather data on bakery products' purchasing habits, preferences, and attitudes of consumers in Saudi Arabia. We selected participants from different regions of Saudi Arabia using random sampling, and we collected 208 responses. And it was distributed through social media targeted different ages, genders, and socioeconomic status to represent the diversity in the country's population. [SEP]Participants were given the option to participate anonymously, and the survey took approximately 3-5 minutes to complete. The survey was structured and included both open-ended and closed-ended questions. And we analyzed the data using descriptive statistics and ANOVA analysis.[SEP]

Analysis and findings

The study found that the key motivators for consumers are location, taste and flavor. Location is an essential factor by 82%. Taste is crucial by 66%. Flavor is another key motivator as the top picked flavors were chocolate, cheese and vanilla. [SEP]

As for the barriers many consumers consider packaging, price and freshness to be key barriers. Packaging has a significant influence on their purchasing decisions. Price is a crucial barrier by 42%, as consumers preferred competitors due to lower prices. As for freshness, 70% of consumers preferred competitors due to the freshness of their products.

As for the consumer's demand: current demand is for bread, cake and croissants. Future demand

is for cake, chocolate and croissants.

Conclusions

The study investigated factors influencing consumers' purchasing intentions toward Almarai. Researchers identified crucial factors such as product characteristics, price, brand, quality, and location. The study found that consumers prioritize freshness, taste, flavor, location, and nutritional value when purchasing bakery products. Bread, cake, and croissants are the most popular bakery products. As for flavors, chocolate, cheese, and vanilla are the preferred flavors. The study also identified potential current and future demands, including bread, cake, and croissants.

Moreover, we suggested these recommendations for Almarai, which included offering competitive prices, improving packaging design, creating health-conscious options, improving freshness, and emphasizing taste.

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INVESTIGATING PASSENGER SHOPPING BEHAVIOUR AT TERMINAL 5 (DOMESTIC TERMINAL) AT KING KHALED INTENTIONAL AIRPORT IN RIYADH, SAUDI ARABIA

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Abstract

The tourism industry in Saudi Arabia is undergoing a significant transformation in line with the Saudi government's Vision 2030. There are several initiatives to support the growth of the tourism industry, such as improving the visitor and passenger experience at Saudi airports. This study aims to investigate passengers' shopping behaviour and perceptions towards airport duty-paid outlets at King Khalid International Airport at Terminal 5 (domestic terminal) in Riyadh, Saudi Arabia. For this quantitative research, a questionnaire was distributed to all passengers at Terminal 5 of King Khalid International Airport.

We carried out statistical analyses such as descriptive analysis, ANOVA, and Ordered Logistic Regression analysis to identify the factors that affect passengers' shopping behaviour and satisfaction levels at duty-paid shops. The questionnaire received 382 responses, and after using an ordered logistic regression model, we estimated two models. One model identified the factors that affect passenger purchase behaviour, while the other model estimated the factors that lead to passenger satisfaction. The results showed that impulse buying, value for money, price satisfaction, and overall satisfaction significantly impact purchasing behaviour. However, the second model revealed a negative relationship between passenger income and overall satisfaction, indicating that higher-income passengers reported lower satisfaction levels. We also found that memberships in loyalty card programs, price satisfaction, and product range satisfaction are significant drivers of overall satisfaction among passengers. Notably, the significant coefficient for age indicates that as passengers' age increases, they are more likely to make purchases at the terminal.

Moreover, the descriptive analysis highlights that business travellers (40.3%) and visitors/vacationers (31.9%) represent the two most prominent passenger segments, and retailers should cater to their specific needs. Quick-buy kiosks (47.12%), products at various price ranges, and promotions and loyalty programs (28.5%) may incentivize passengers to shop at the terminal. However, most passengers expressed dissatisfaction with prices (53.14%), indicating a need for a

pricing strategy review or competitive promotional strategies and maybe even create awareness of Terminal 5 being a duty-paid domestic terminal. In addition to these questionnaire results, passengers expressed their desire for healthier food options and souvenirs at Terminal 5.

Literature review
- The literature review on passenger behaviour highlighted the factors that significantly impact the global airport retail market, such as understanding the passengers' shopping behaviour. The key players of retail aviation, such as ARI, have expanded internationally by offering innovative products and services and catering to the passengers' wants and needs. Additionally, the study emphasizes the importance of understanding the passengers' behaviour and tailoring the market to exceed higher expectations.
- Husket's (2002) research has revealed the various levels of customer satisfaction and loyalty, which serves as a foundation for high levels of customer lifetime value, such as mere loyalty (repeat purchase), commitment (willingness to refer others to a product or service), apostle-like behaviour (willingness to convince others to use a product or service), and ownership (willingness to recommend product or service improvements).
- A 2019 research study by Abdelhady, Fawzy, and Fayed (2019) identified the four P's, or product, pricing, promotion, and place, that make up the marketing mix and how they attract passengers in the aviation sector and airport retail outlets.
- According to Keskinen (2021), two of the most popular shopping alternatives in airport retail establishments are duty-paid and duty-free shopping. This study shows the direct influence of duty-free shopping availability in airport retail establishments on passengers' purchasing habits and level of satisfaction.
- While many researchers have studied passenger shopping behaviour and perceptions at airports, there is a need for more research on airport retail shopping behaviour in the GCC region, particularly concerning duty- paid outlets in Saudi Arabia.

Objective
- To conduct exploratory research on factors that impact the passengers' shopping behaviour.
- To analyse passengers' profiles, including demographic information which could impact their shopping behaviour.
- To identify passengers' product preferences and price ranges.
- To explore passenger satisfaction levels with the airport duty-paid outlets at Terminal 5.

Methodology
- For this research, a conceptual framework was adopted to identify and categories the key factors that may influence passenger shopping behaviour at airports. The framework was

developed through a comprehensive review of relevant literature and previous studies in the field. The conceptual framework was structured by Geuens, Vantomme, and Brengman (2004), as they divided the conceptual framework into four main categories: demographic characteristics, travel-related factors, shopping motivations and patterns, as well as satisfaction levels of passengers with the duty-paid shops. Based on the framework, the questionnaire was structured to cover all four categories and include a range of factors that can affect the purchasing behaviour of passengers.

- A quantitative research approach was employed by distributing a questionnaire to all who have travelled through Terminal 5 (domestic) of King Khalid International Airport. The respondents were randomly selected, including both genders, aged 18 and above, and passengers who have made purchases at the airport outlet shops and those who have not, to determine the reasons for their decision.

- The data were analysed using parametric methods such as descriptive analysis, ANOVA, and we conducted an Ordered Logistic Regression analysis to identify the factors affecting passengers' shopping behaviour and satisfaction levels at duty-paid airport shopping outlets.

- The study aims to provide valuable insights to use in improving the shopping experience for customers and develop effective marketing strategies that cater to their needs and expectations.

Analysis and Findings

- The questionnaire results received 382 responses.
- The Age variable significantly affects purchase behaviour (p=0.0235) with a 95% confidence interval.
- Passenger income significantly affects satisfaction levels (p=0.0169) with a 95% confidence interval.
- Regression analysis reveals a positive association between impulse buying, value for money, price satisfaction, and overall satisfaction with purchase behaviour, with p-values less than 0.05.
- Loyalty card membership, price satisfaction, and product range satisfaction are positively associated with overall satisfaction for passengers (p=0.001).
- Income has a negative correlation with overall satisfaction, suggesting that higher-income passengers are more likely to report lower satisfaction levels.
- Business travellers (40.3%) and visitors/vacationers (31.9%) are the two largest passenger segments, and retailers should cater to their specific needs.
- Increasing promotions and loyalty programs (28.5%) can incentivize passengers to shop more at Terminal 5.

- The majority of passengers (53.14%) expressed dissatisfaction with prices, indicating a need for a pricing strategy review or competitive promotional strategies.
- Conducting market research to identify high-demand products and stocking them at Terminal 5, such as healthy products and souvenirs, can improve the range of items available.
- Offering loyalty programs or promotions for repeat customers, such as applying for a membership and loyalty programmers at KKIA Terminal 5 retail outlet, can increase satisfaction levels and encourage repeat purchases.

Conclusions

In conclusion, this study uniquely contributes to the existing literature on airport shopping behaviour and passengers' perceptions towards duty-paid shops at Terminal 5 in Riyadh, Saudi Arabia, where there is a notable lack of research. The findings of this study suggest the need for further investigation into the shopping behaviour of passengers in airports located in the (GCC) region, with a specific focus on the behaviour of passengers in duty-paid outlets in Saudi Arabia. Future research could explore the highlighted areas for improvement, such as the impact of promotional offers, store layout, and product diversity. This study will help airport retailers and operators better understand how to influence passengers' shopping behaviour, develop effective strategies, and improve the overall shopping experience for passengers.

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FACTORS THAT INFLUENCE PASSENGER'S WILLINGNESS TO PARTICIPATE IN AIRPORT SUSTAINABILITY INITIATIVES IN SAUDI ARABIA

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Abstract

A significant part of global economic growth is attributed to the civil aviation sector. Moreover, the civil aviation sector is one of the largest emitters of greenhouse gases. This study attempts to identify the factors contributing to the willingness of passengers in Saudi Arabia to participate in airport sustainability initiatives. Previous research has examined many sustainability initiatives in the aviation sector, but existing literature mainly focuses on greenhouse gas reductions and water conservation practices. As a result, we conduct a study to explore the factors influencing the passenger's willingness to participate in airport sustainability initiatives in Saudi Arabia. The research method used in this study is quantitative, and the data collection approach is based on primary data generated from the passengers that travel through Saudi Arabia airports. The tool for data collection was a questionnaire distributed online to 331 participants.

Our findings suggest a special relationship between the concern about sustainability and others' perceptions of the participant, feeling of guilt, the awareness of airport sustainability measures and airports' obligation to implement airport sustainability measures and peer pressure. We also found a relationship between the willingness to pay and the following factors: awareness of airport sustainability measures in Saudi Arabia, the practicality of implementing the airport sustainability measures, and concern about sustainability. In addition, the key stakeholders in the aviation sector are urged to join efforts to raise awareness about sustainability issues in the aviation sector, especially at airports. This could be done by assigning change agents, installing interactive screens and intensive sustainability marketing campaigns.

Keywords: Aviation, sustainability, Theory of planned behaviour, Willingness to pay, passenger's behaviour.

Literature Review

The existing literature on civil aviation sector sustainability studies has been targeting sustainability measures and initiatives in airports in addition to passengers' willingness to contribute towards sustainability,

After an extensive literature review, we have found that studies mainly focus on two sustainability initiatives: greenhouse gas reductions and water conservation practices.

Despite their significant importance, there is a gap in existing literature, with very little research done on the willingness of passengers to participate in airports' sustainability initiatives. More and above, no study has been published on airports or aviation sector sustainability in Saudi Arabia.

Objective

The research aims to investigate the factors influencing the passengers' willingness to participate in airports' sustainability initiatives in Saudi Arabia.

The research aims to answer the following research question:

- What factors contribute to the willingness of passengers in Saudi Arabia to participate in airport sustainability initiatives?

Methodology

- This study applied the theory of planned behaviour (TPB) to explain and predict pro-environmental behaviour. Pro-environmental behaviour is any action that directly or indirectly participates in environmental preservation and sustainability.
- The research method used in this study is quantitative, and the data collection approach is based on primary data generated from the passengers that travel through Saudi Arabia airports. The tool for data collection was a questionnaire distributed online to 331 participants.

Analysis and Findings

- The survey analysis indicates that concern about sustainability is driven by people's perceptions about them, guilt, awareness of sustainability and related initiatives, moral obligation, and peer pressure.
- Participants are more concerned about sustainability because of social pressure, which reflects subjective norms as per the TPB, including whether an individual is motivated to follow others' views.
- A person's sense of moral obligation plays a vital role in determining their intentions and may reduce the impact of their perceived behavioural control.

Conclusions

- Researchers and experts in sustainability should participate in further research into passengers' sustainable behaviour in Saudi Arabia airports, and key stakeholders should collaborate to implement sustainability initiatives at KSA airports.
- DAAI is urged to raise awareness among its staff about sustainability initiatives at Saudi Arabia airports to benefit the community and the environment.
- DAAI should introduce initiatives to increase passengers' awareness of airport sustainability practices and nudge the passenger towards adopting these practices through interactive screens and intensive marketing campaigns.

AN EXPLORATORY REVIEW OF NATIONAL STRATEGIES IN AI: A SYSTEMATIC REVIEW

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Dr. Rhea George & Dr. Ahlam Almusharraf | Industry: SDAIA | 2023

Abstract

Artificial intelligence refers to creating machines that can perform tasks that typically require human-like intelligence. It is reported that AI could add up to 14% to the global GDP by the year 2030, which roughly translates to US $15.7 trillion (PwC, 2017). Since 2017, countries have started to publish national strategies and initiatives to become leaders in AI. This research aims to conduct a cross-country review of AI national strategies for each of the top 4 countries (the USA, China, the UK, and Canada, according to the Tortoise AI index) and compare them to Saudi Arabia's existing national strategy to identify areas that need more focus and investment and thus provide suggestions for Saudi Arabia to become a global leader in AI. A systematic search was conducted in each of the five countries looking for national-level documents related to artificial intelligence in the OECD repository for artificial intelligence maintained by the Organisation for Economic Co-operation and Development. The document's inclusion criteria were as follows: be on a national level; be connected to artificial intelligence; and be the most recent version. To construct the coding scheme required for descriptive analysis, NVIVO is used. Text search queries were used with words taken from the literature review carried out on the literature review section to identify the sections of national strategies relevant to the key themes. The results indicate that the United States, China, and Canada concentrated on talent development and research and development; the United Kingdom on talent development and government strategy; and Saudi Arabia on establishing a commercial relationship with investors and government strategy. The research concluded that Saudi Arabia should invest more in talent development and creation by fostering international cooperation in science, technology, and innovation and by promoting research and innovation.

Literature Review

Artificial Intelligence refers to creating machines that can perform tasks that typically require human-like intelligence. It is reported that AI could add up to 14% to the global GDP by the year 2030, which roughly translates to US $15.7 trillion (PwC, 2017). The Organization for Economic Cooperation and Development (OECD) has identified a list of twenty different applications for

artificial intelligence (AI), such as agriculture, medicine, and finance.

Since 2017, countries have started to publish national strategies and initiatives to become a leader in AI. Canada was the first country to publish a national strategy in 2017.

Objective

This research aims to conduct a cross-country review of national AI strategies for each of the top 4 countries by global AI index using the content analysis method and to provide a comparative analysis with Saudi Arabia's national strategy. The fundamental incentive of building an AI policy for governments should be to identify ways to increase their population's standard of life and well-being. The research objective is to investigate the AI strategies in the top 4 countries (USA, China, UK, and Canada according to the Tortoise AI index) to identify the key success matrices of the world's best counties in AI and compare them to the Saudi AI national strategies by performing a qualitative analysis. to bridge the gap between Saudi Arabia and the top countries with respect to the following key pillars: Implementation, Innovation, and Investment.

Methodology

Method: A systematic search was conducted in each of the five countries. looking for national–level documents related to artificial intelligence in OECD which stands for the Organization for Economic The repository for artificial intelligence maintained by the Organization for Economic Co-operation and Development was searched in order to locate all national-level policy documents connected to AI Strategy. The document's inclusion criteria were as follows: a national level, be connected to artificial intelligence, and be the most recent version. To construct the coding scheme required for descriptive analysis, NVIVO is utilized. Text search queries were used with words taken from the literature review carried out on the literature review section to identify the sections of national strategies relevant to the key themes.

Analysis and Findings

In general, the top countries were concentrating their efforts on three primary areas:

- **The development of talent** (either through the establishment of educational programmes and institutes or through the provision of incentives and initiatives).

- **Innovation and research and development.**

- **Investment** through joint efforts between the public and private sectors.

Saudi Arabia:

Currently: The goals of Saudi Arabia are more focused on the **immediate needs** of the

country and its citizens. (For example, goals include developing a policy and regulatory framework of world-class calibre to foster data-driven businesses and training the workforce). However, there are no specific details of investments made or planned in these areas. The key pillar discussed has been the commercialization of AI. ⌞SEP⌟

- No clearly defined mention of stakeholders in implementing or advancing AI in the country specifically concerning contributions from the private sector, academia or non-profit organization. ⌞SEP⌟
- The most talked about sector in the KSA National AI strategy is education, however, we were not able to identify any significant contributions made by universities to the Saudi National AI strategy. Saudi Arabia has been successful in providing an operating environment/ ease of partnership channel between the public and private sectors thanks to a variety of partnerships between government entities and private companies, the country has not yet achieved the requirement to focus on the development of talent and research to enable such partnerships. ⌞SEP⌟
- We were only able to identify a limited number of government-sponsored initiatives and programs whose primary objective is to improve the level of AI expertise among Saudi citizens. ⌞SEP⌟
- Clear lack of a local talent pool that could enable advancements in AI in the country. ⌞SEP⌟
- Lacks an implementation and benefits realization management system. ⌞SEP⌟
- No periodic review of investments made and how the funds were utilized. ⌞SEP⌟
- No mention of ethics and transparency. ⌞SEP⌟

Conclusions

The research concluded that Saudi Arabia should invest more in talent development and creation by fostering international cooperation on Science, Technology, and Innovation and by promoting research and innovation ⌞SEP⌟

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