Development and Improvement of Tourism System in Saudi Arabia

SELP 695- Integrative Project Presentation

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By: Tamim Alajlan

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Outline

- Background Information
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- System’s Requirements
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- Proposed Alternative Solutions
- Analysis of Proposed Solutions
- Architecting the System
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- Ethical Issues
- Conclusion
- Lessons Learned
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Background Information

Description

- Saudi Arabia occupies most of the Arabian Peninsula with the Red Sea and the Gulf of Aqaba to the west and the Arabian (Persian) Gulf to the east

- The Arabian Peninsula is the world’s largest peninsula

- Seven civilizations have lived in Arabian Peninsula such as Nabateans

- Saudi Arabia’s geography is diverse, with forests, islands, mountain ranges and deserts

- Saudi Arabia is the birthplace of Islam and home to Islam's two holiest shrines in Mecca and Madinah

Sources: operationworld.org/saud
saudi-archaeology.com
Background Information

Geography and Economy [B]

- **Land area:** 830,000 sq. mi (2,150,000 km²)
- **Population:** 31,015,999 (2015 est.)
- The type of government is a monarchy
- Saudi Arabia has an oil-based economy with strong government controls over major economic activities
- The new King of Saudi Arabia has a new vision of expanding the economy to reduce the dependency on oil
Background Information

Culture

- Saudi traditions are rooted in Islamic teachings and Arab customs and culture

- Customs are varied and diverse

**Dress:**

- Women wear Abayyahs and scarves in public
- Men wear Thawb, Ghoutrah or Shimaq, Egaal and Bisht

- Al-Janadriyah Festival located in Riyadh is an event that represents Saudi traditions and customs
Background Information

Weather

- Riyadh – Mecca (most parts of the country)
  - In Summer 86 F (30 C) – 131 F (55 C)
  - In Winter 32 F (Zero C) – 71 F (22 C)
    (colder in the north)

- Asseer – Baha -- Taif (mountain areas)
  - Most of the year 68 F (20 C) – 77 F (25 C)
  - In Summer 68 F (20 C) – 86 F (30 C)
  - In Winter 32 F (Zero C) – 71 F (22 C)
Background Information

Tourism [A, B]

- 15.6 million international people visited in 2015, but almost all came as pilgrims to Mecca and Madinah or on business trips

- Five million Saudis travelled around the world and spent more than $25 billion on tourism in 2015

- Very few international people visited Saudi Arabia in 2015 as tourists

- Saudi Arabia is rich in attractions and Mada'in Saleh is the greatest tourist treasure

Source: saudi-archaeology.com
Tourism

Definition of Tourism [N]

“Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure”

(United Nations World Tourism Organization, 2008)

Types of tourists can be:
➤ Domestic (residents of a given country travelling only within that country)
➤ Inbound (non-residents travelling in a given country)
➤ Outbound (residents of one country travelling in another country)
Tourism

Impacts of Tourism [J]

**Direct Impact**
- Residents’ domestic tourism spending
- International tourist spending

**Commodities**
- Accommodation
- Transportation
- Entertainment
- Attractions

**Industrials**
- Accommodation services
- Food & beverage services
- Retail Trade
- Transportation services
- Cultural, sport & recreational services

**Indirect Impact**
- Tourism sector investment spending
- Government spending on tourism-related investments
- Impact of purchases from suppliers

**Induced Impact**
- Spending of direct and indirect employees
  - Food & Beverages
  - Recreation
  - Clothing
  - Housing
  - Household goods

**Total Impact**
- Contribution to GDP
- Employment supported

Source: The World Travel & Tourism Council (WTTC)
Problem Statement

- The country's infrastructure is not supportive of a tourism system in Saudi Arabia

- The contribution of tourism to GDP is just 2.9%

- Tourism is a good potential source of income for Saudi Arabia

- Saudi Arabia doesn’t issue tourist visas, so it is one of the most difficult places to visit

- Lack of tourism results in lost job opportunities

- Cultural changes are needed to promote tourism
System's Requirements

- The system shall increase tourism infrastructures by 30% in 2020 [A, B, G]

  - The subsystem of building hotels and resorts shall increase the number of hotels and resorts from 446,600 to 580,580 in 2020
    - Hotels and resorts shall have employees that speak many languages
    - Hotels and resorts shall offer children’s attractions and accommodations

  - The subsystem of museums shall increase the number of public and private museums from 155 to 244 museums, and shall create two museums: one about Islamic History and another about Pre-Islamic History by 2020
    - Islamic museum shall be in Jeddah city
    - Pre-Islamic museum shall be in Al-Ula city where most of past civilizations lived

  - The subsystem of attractions shall increase the number of attractions sites suitable to visit from 75 to 155 sites

  - The subsystem of entertainment venues shall build at least three entertainment venues around the country in 2020, and each entertainment venue shall have a children’s section
System’s Requirements

- The system shall increase tourism infrastructures by 30% in 2020 [A, B, G]

- The subsystem of heritage districts shall increase the number of architectural heritage districts from 10 to 28 and, shall create and rebuild at least one architectural heritage district in all 13 regions, and then use them as resort by 2020

- The subsystem of tourism service facilities shall increase the number of tourism service facilities such as tourist information offices, parks, restrooms, and gas stations from 57,279 to 74,463 in 2020

- The subsystem of a public transportation shall take visitors to the major attractions
System’s Requirements

- The system shall develop policies and procedures for tourism by 2018
  - The government shall issue tourist visas for all allowed countries by 2017
  - The government shall issue driver licenses for women

- The system shall increase the number of festivals and events by 70% from 300 to 510 in 2020 [A]

- The system shall increase the number of direct jobs in tourism from 830,000 to 1.2 million jobs by 2020 [A, G]

- The government shall insure safety at all tourism destinations by increasing the Saudi Arabian National Guard (MNG)
Stakeholders

- Saudi Commission for Tourism & National Heritage (SCTNH)
- Council of Ministers (CM)
- Consultative Assembly of Saudi Arabia (The Shura Council)
- Ministry of Finance (MF)
- Saudi Arabian General Investment Authority (SAGIA)
Stakeholders

- Saudi Vision 2030 (SV 2030)
- Ministry of Interior (MI)
- Ministry of Foreign Affairs (MFA)
- Ministry of Transport (MT)
- Ministry of National Guard (MNG)
- Travel Agencies (TA)
- Tourists (T)
Proposed Alternative Solutions

Alternative 1 – Minimal Change

Make improvements in the current tourism system

- Improve the current system of visa procedures for visitors
- Create new jobs and travel agencies to assist tourists
- Open Cinema Theaters
- Ensure the safety of travelers
- Train guides for current attractions
- Teach tourist hospitality and hotel management at colleges
Proposed Alternative Solutions

Alternative 2 – Culture and Religion (Modest Tourism)

Establishment and development of a modest tourism based on progressive teachings and not just fundamentalist Islam

- The existence of Mecca and Madinah (competitive advantage)
- Serves the moderate majority in Saudi Arabia
- Serves many moderate Muslims around the world looking for tourism that doesn’t promote alcohol and obscenity
- No one is offering this kind of tourism
Proposed Alternative Solutions

Alternative 3 – Invested in Tourism

Create a company owned by the government to lead the infrastructure of tourism and encourage the private sector to invest in tourism

- Build museums
- Hotels and resorts
- Entertainment venues
- Public transportation
- Tourist information offices
- Promote tourism to Saudi Arabia in other countries
### Measures of Effectiveness

<table>
<thead>
<tr>
<th>Options / Alternatives</th>
<th>Improving the Current System – Minimal Change</th>
<th>Culture and Religion (Modest Tourism)</th>
<th>Invested in Tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Service</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Better Infrastructure</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Attractions</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Cultural Change</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>Easily Applied</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
</tr>
</tbody>
</table>
The new company will spend at least $10 billion to improve the infrastructure for tourism in Saudi Arabia by building new hotels and resorts, museums, and entertainment venues.

The average spending of tourists for one person per day will be estimated to be between $800 -- $1000 [A].

The breakeven point is 4.5 years within its first full year of operation.
## Analysis of Alternatives

### Cost and Benefit Analysis

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Total Cost</th>
<th>Benefit</th>
<th>Total Benefit</th>
</tr>
</thead>
</table>
| **Hotel and Resorts** | 300,000 per a room for 5 stars 4,000 = $1.2 billion  
200,000 per a room for 4 stars 10,000= 2 billion  
70,000 per a room for 3 stars 30,000 = 2.1 billion | $5.3 billion | 4,000*$200= $800,000 daily  
10,000*$120= $1,200,000 daily  
30,000*$80= $2,400,000 daily | $4.4 million per day assuming 250 days per year  
$1.1 billion per year |
| **Two Museums** | $200 for one square ft  
$100 million for 500,000 square ft each one | $200 million | $10 for one ticket Islamic museum  
$10*2M= $20 million per year | $21 million per year |
## Analysis of Alternatives

### Cost and Benefit Analysis

<table>
<thead>
<tr>
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<th>Cost</th>
<th>Total Cost</th>
<th>Benefit</th>
<th>Total Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Three Entertainment venues</strong>&lt;br&gt;(Disneyland, Six Flags &amp; Universal Studio)</td>
<td>$270 million per one Disneyland in Saudi Arabia</td>
<td>$1.6 billion</td>
<td>$95-119 for one ticket&lt;br&gt;$100*4= $400 million per year</td>
<td>$1.2 billion in first full year of operation</td>
</tr>
<tr>
<td></td>
<td>$700 million per one Six Flags in Saudi Arabia</td>
<td></td>
<td>$109 for one ticket&lt;br&gt;$100*4= $400 million per year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$620 million per one Universal Studio in Saudi Arabia</td>
<td></td>
<td>$95-115 for one ticket&lt;br&gt;$100*4= $400 million per year</td>
<td></td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td></td>
<td>2.9 billion</td>
<td>No benefits</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>10 billion</td>
<td></td>
<td>$2.321 billion annually</td>
</tr>
</tbody>
</table>
Analysis of Alternatives

Cost and Benefit Analysis

- Impacts of Tourism [K]

1. Economic
2. Environmental
3. Socio-Cultural

<table>
<thead>
<tr>
<th>Impacts of Tourism</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
</table>
| Economic           | - Balance of Payments (BOP)  
                   | - Employment  
                   | - Income  
                   | - Investment & Development  | - Leakages  
                   | - Inflation  | - Tourism Dependency |
| Environmental      | - Enhancement of environment  
                   | - Environment awareness  
                   | - Environmental protection  | - Depletion of natural resources  
                   | - Pollution  | |
| Socio-Cultural     | - Education and training  
                   | - Enhanced quality of life  
                   | - The welfare of society  
                   | - Socio-cultural awareness and peace  | - Commodification  
                   | - Crime  | - Displacement |
Architecting the System

High-Level Operational Concept Graphic (OV-1)
Architecting the System

Operational Node Connectivity Description (OV-2)
## Architecting the System

### Operational Information Exchange Matrix (OV-3)

<table>
<thead>
<tr>
<th>Node Number</th>
<th>Source</th>
<th>Destination</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>Saudi Vision 2030</td>
<td>Council of Ministers (CM)</td>
<td>Strategic government should be compatible with Saudi Vision 2030</td>
</tr>
<tr>
<td>002</td>
<td>Council of Ministers (CM)</td>
<td>The Shura Council</td>
<td>CM sends to Shura to study the changes of policies and procedures</td>
</tr>
<tr>
<td>003</td>
<td>The Shura Council</td>
<td>Council of Ministers (CM)</td>
<td>Shura sends back the result of study</td>
</tr>
<tr>
<td>004</td>
<td>Council of Ministers (CM)</td>
<td>Ministry of Foreign Affairs (MFA)</td>
<td>CM sends to MFA to start issue tourists visas</td>
</tr>
<tr>
<td>005</td>
<td>Council of Ministers (CM)</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>CM sends to SCTNH to let CM knows that what tourism system needs to improve and develop</td>
</tr>
<tr>
<td>006</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Council of Ministers (CM)</td>
<td>SCTNH sends back to CM what tourism system needs to improve and develop</td>
</tr>
<tr>
<td>007</td>
<td>Council of Ministers (CM)</td>
<td>Ministry of Finance (MF)</td>
<td>CM sends to MF to provide the money for the company</td>
</tr>
<tr>
<td>008</td>
<td>Council of Ministers (CM)</td>
<td>Saudi Arabian General Investment Authority (SAGIA)</td>
<td>CM sends to SAGIA to create the company</td>
</tr>
<tr>
<td>009</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Ministry of Finance (MF)</td>
<td>SCTNH sends to MF the amount of money that needs for the tourism system</td>
</tr>
<tr>
<td>010</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Ministry of Transport (MT)</td>
<td>SCTNH sends to MT the information about areas that needs to have roads, rest areas, and public transportation</td>
</tr>
</tbody>
</table>
## Architecting the System

### Operational Information Exchange Matrix (OV-3)

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</thead>
<tbody>
<tr>
<td>011</td>
<td>Ministry of Transport (MT)</td>
<td>Ministry of Finance (MF)</td>
<td>MT sends to MF the cost of improving roads, rest area, and public transportation</td>
</tr>
<tr>
<td>012</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Saudi Arabian General Investment Authority (SAGIA)</td>
<td>SCTNH sends to SAGIA what the company should do for the tourism system</td>
</tr>
<tr>
<td>013</td>
<td>Saudi Arabian General Investment Authority (SAGIA)</td>
<td>Ministry of Finance (MF)</td>
<td>SAGIA sends to MF the amount of money that needs to create the company</td>
</tr>
<tr>
<td>014</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Ministry of Foreign Affairs (MFA)</td>
<td>SCTNH sends the information about the limit number of international tourists</td>
</tr>
<tr>
<td>015</td>
<td>Ministry of Foreign Affairs (MFA)</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>MFA sends the number of international tourists who apply for tourist visas</td>
</tr>
<tr>
<td>016</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Travel Agencies (TA)</td>
<td>SCTNH sends information about the tourism and any update for tourism in Saudi Arabia</td>
</tr>
<tr>
<td>017</td>
<td>Travel Agencies (TA)</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>TA sends the number of international tourists who interest to come to Saudi Arabia</td>
</tr>
<tr>
<td>018</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Tourists (T)</td>
<td>SCTNH sends information and any update for tourism in Saudi Arabia</td>
</tr>
<tr>
<td>019</td>
<td>Tourists (T)</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Tourists sends to (SCTNH) when they’re looking for specific information about tourism in Saudi Arabia</td>
</tr>
</tbody>
</table>
## Architecting the System

### Operational Information Exchange Matrix (OV-3)

<table>
<thead>
<tr>
<th>Node Number</th>
<th>Source</th>
<th>Destination</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>020</td>
<td>Travel Agencies (TA)</td>
<td>Tourists (T)</td>
<td>TA promoting for tourism and sending information about tourism in Saudi Arabia to both domestic and international tourists</td>
</tr>
<tr>
<td>021</td>
<td>Tourists (T)</td>
<td>Travel Agencies (TA)</td>
<td>Tourists sends to TA asking for help</td>
</tr>
<tr>
<td>022</td>
<td>Tourists (T)</td>
<td>Ministry of Foreign Affairs (MFA)</td>
<td>International tourists apply for tourist visas to MFA to enter Saudi Arabia</td>
</tr>
<tr>
<td>023</td>
<td>Ministry of Foreign Affairs (MFA)</td>
<td>Tourists (T)</td>
<td>MFA sends the tourists visas if accepted</td>
</tr>
<tr>
<td>024</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Ministry of Interior (MI)</td>
<td>SCTNH sends information to MI about the expected number of tourists to ensure the safety</td>
</tr>
<tr>
<td>025</td>
<td>Saudi Commission for Tourism &amp; National Heritage (SCTNH)</td>
<td>Ministry of National Guard (MNG)</td>
<td>SCTNH sends information to MNG about the expected number of tourists to ensure the safety</td>
</tr>
<tr>
<td>026</td>
<td>Ministry of Interior (MI)</td>
<td>Ministry of National Guard (MNG)</td>
<td>MI sends to MNG the locations that needs more protection</td>
</tr>
<tr>
<td>027</td>
<td>Ministry of National Guard (MNG)</td>
<td>Ministry of Interior (MI)</td>
<td>MNG sends to MI the information about the accidents and crimes</td>
</tr>
</tbody>
</table>
System Thinking

System of Systems

Tourism in Saudi Arabia

- Hotels & Resorts
- Museums
- Attractions
- Entertainment Venues
- Promoting Tourism
- Architectural Heritage districts
- Tourism Service Facilities
- Public transportation
- Festival & Events
- Tourist Visas
- Jobs
- Safety

2020
&
Saudi Vision 2030

2 Million Tourists – 2020
&
10 Million Tourists – 2030
(Domestic & International)
System Thinking

Conceptual Structure

**SYSTEM** *(Make improvements in the current tourism system and invested in tourism by Saudi government and private sector)*

**SUBSYSTEMS:**
- Government Policies & Procedures
- Tourism Infrastructure
- Private Sector
- Employment
- Tourists
- Safety

**STAKEHOLDERS:**
- Council of Ministers (CM)
- The Shura Council
- (SCTNH) (SAGIA) (MFA) (MF) (MI) (MT) (MNG)
- Saudi Vision 2030
- Tourists
- Travel Agencies (TA)

**SUBSYSTEMS:**
- Safety
  - Stakeholders:
    - (MI)
    - (MNG)
    - Tourists

- Private Sector
  - Stakeholders:
    - Saudi Company
    - International Company
    - Travel Agencies Company

- Employment
  - Stakeholders:
    - (SCTNH)
    - (SAGIA)
    - Travel Agencies (TA)

- Tourism Infrastructure

**SUBSYSTEM:**
- Tourism Infrastructure
  - Stakeholders:
    - (SCTNH)
    - (SAGIA)
    - Travel Agencies (TA)
## Risk Management

### Risk Identification and Assessment

<table>
<thead>
<tr>
<th>Risk Factor</th>
<th>Description of Risk</th>
<th>Likelihood</th>
<th>Consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Women are not Allowed to Drive</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Resistance from Fundamentalists</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Wars in Countries that Surround Saudi Arabia</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Lack of Government and Private Funding</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Insufficient Publicity for Tourism</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Risk Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost</td>
<td>5</td>
</tr>
<tr>
<td>Likely</td>
<td>4</td>
</tr>
<tr>
<td>Moderate</td>
<td>3</td>
</tr>
<tr>
<td>Unlikely</td>
<td>2</td>
</tr>
<tr>
<td>Rare</td>
<td>1</td>
</tr>
</tbody>
</table>

Consequence:
1. Insignificant
2. Minor
3. Moderate
4. Major
5. Catastrophic
1. Women are not Allowed to Drive

- **Risk:** Women will not drive a car by herself
- **Result:** Women may not come
- **Action:**
  - Allowing women to drive
  - Providing each women a driver
2. Resistance from Fundamentalists

- **Risk:** Fundamentalists will try to forbid changing policies and practices
- **Result:** The country will not be able to improve the current system
- **Action:** Enforcing by royal decision
3. Wars in Countries that Surround Saudi Arabia

- **Risk:** Some countries surrounding Saudi Arabia have been at war for many years
- **Result:** That will may cause some terrorist attacks
- **Action:** Intensifying security cracking down at the border and insuring safety at museums, tourist attractions and hotels by increasing security staff
4. Lack of Government and Private Funding

- **Risk:** Government and private sector will not provide enough money for the tourism infrastructure
- **Result:** Government and private sector will not invest in the tourism in Saudi Arabia denying sufficient attractions
- **Action:** Increasing government awareness of the tourism income in Saudi Arabia
5. **Insufficient Publicity for Tourism**

- **Risk:** Lack of promotion and publicity for tourism in Saudi Arabia
- **Result:** The tourists will not know about tourism in Saudi Arabia; therefore they will not come
- **Action:**
  - Making a big announcement such as issuing tourist or visitor visas and allowing women to drive as a promotion for tourism in Saudi Arabia
  - Using the pilgrimage time to promote tourism in Saudi Arabia
  - Promoting tourism to Saudi Arabia by using media and social media
Verification and Validation

- The verification and validation process enables the overall success of the system by ensuring that important requirements are constantly being met and that the system is able to deliver what is being asked of it by the stakeholders

- Verification: Are we building the system right?
- Validation: Are we building the right system?
## Verification and Validation

<table>
<thead>
<tr>
<th>Verification Requirements</th>
<th>Inspection</th>
<th>Demonstration</th>
<th>Test</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>The system shall increase tourism infrastructures by 30% in 2020</td>
<td>The percentage of increase in the tourism infrastructures must be 7.5% annually to finish them in time</td>
<td>The tourism infrastructures will be measured annually to ensure the progress</td>
<td>The tourism infrastructures will be tested annually to ensure the progress</td>
<td></td>
</tr>
<tr>
<td>The system shall develop policies and procedures for tourism by 2018</td>
<td></td>
<td>The policies and procedures are accessible by Ministry of Foreign Affairs (MFA)</td>
<td></td>
<td>The policies and procedures must change and should not affect normal procedures</td>
</tr>
<tr>
<td>The system shall increase the number of festivals and events by 70% from 300 to 510 in 2020</td>
<td></td>
<td>The number of festivals and events will be measured annually to ensure the progress</td>
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<tr>
<td>The system shall increase the number of direct jobs in tourism from 830,000 to 1.2 million jobs by 2020</td>
<td></td>
<td>Measure and compare number of direct jobs for one year before and after the system is launched</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The government shall insure safety at all tourism destinations by increasing the Saudi Arabian National Guard</td>
<td></td>
<td>Measure and compare number of accidents for one year before and after the system is launched</td>
<td>The safety will be tested annually to ensure the safety of tourists</td>
<td></td>
</tr>
</tbody>
</table>

38
Ethical Issues

- Treat people equally without regard to religion and gender

- Treatment of men and women should be equal and compatible with Islamic teachings, and not just with Arabic culture

- Policies should not conflict between Islamic Shariah (laws) and Arabic culture

- Foreign travelers should feel accepted and safe at all times
Conclusion

- This project is doable in Saudi Arabia because the country is abundant with oil income which permits us to do alternative projects

- The tourism system requires participation from governmental entities, private business, educational institutions, and citizens

- The tourism system will improve the quality of life in Saudi Arabia and the country’s infrastructures because of improvements made in many subsystems

- Tourism is the best way to introduce the country to people from all around the world
Conclusion

- The most important impact of tourism is to get out of the control of the fundamentalists in the country and also create more openness and fairness that will come with this change
  - Increase the level of tolerance
  - Decrease fundamentalism
  - Breaking stereotyping
  - Promote moderate Islamic teachings in action:
    - Tolerance
    - Honesty
    - Modesty
    - Kindness
    - Fairness
Lessons Learned

- Requirements are one of the most important phases in any engineering project

- All stakeholders in a complex system must work together

- It is important to take advantage of all resources to increase the country’s income

- A small thing may cause a big problem such as tourist visas
THANK YOU FOR LISTENING
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