

Social Customer Relation Management for Tourism in Saudi Arabia: A Case study

Fatimah Ayidh Alqahtani¹ and Tanzila Saba^{2*}

¹College of Engineering and Computer Sciences Salman bin Abdul Aziz University Alkharj KSA

²College of Computer and Information Sciences Prince Sultan University Riyadh, Saudi Arabia

*Contact author E-mail: tanzilasaba@yahoo.com

Abstract: In spite of the commitment of huge resources and the restructuring of the tourism sector by the government of the Kingdom of Saudi Arabia, the development of the sector has remained stunted with little or no growth in its contributions to the country's GDP over the past decade since the restructuring that culminated into the establishment of the Saudi Commission for Tourism and Antiquities. This has remained a subject of great concern to the government and investors in the tourism sector as even the citizens of the country has consistently preferred travelling abroad for tourism purposes rather than utilising the avalanche of tourism facilities in the country. Although, the tourism sector of the Kingdom of Saudi Arabia had received appreciable attention from empirical studies in the past, however, little research has been conducted into exploring the strained relationship between the sector and the tourism population in the country, with a view to assessing the capability of the social CRM as a new strategy and application approach that could revitalise the customer relationship management of the sector. Therefore, this study critically reviewed the degree of relevance of social CRM to the business processes of the SCTA, examined the awareness, attitude and perception of the Saudi public to tourism in the country, assessed the service delivery and customer satisfaction of the SCTA in recent years and proposed solution framework that is aimed to foster better CRM within the tourism sector of the country. The study found that inadequate awareness, alienation, poor enlightenment campaign, inadequate transparency, exorbitant pricing system, ineffective communication flow, misconception of roles and responsibilities and over centralisation of authority are the main challenges facing the growth of the sector in the country. Therefore, the study proposed a solution framework that recommends the introduction of the social CRM strategy and approach in the relationship between the commission and the members of the public which will see to the integration of the Saudi people into the designing, planning, execution and delivery of tourism services in the country. Other recommendations that are expected to evolve far reaching impacts within the tourism sector of the country were also proposed.

[Fatimah Ayidh Alqahtani and Tanzila Saba. **Social Customer Relation Management for Tourism in Saudi Arabia: A Case study.** *Life Sci J* 2014;11(2):143-160]. (ISSN:1097-8135). <http://www.lifesciencesite.com>. 21

Keywords: Tourism, SCTA, Social CRM, case study of Saudi Arabia

1. Introduction:

This section presents an exposition of the operational characteristics of the research case study. This is in order to engender a thorough understanding of the current position of the mode of operation at the Saudi Commission for Tourism and Antiquities (SCTA) and unveil the need for the procedural engineering as it pertains to the customer relationship management (CRM) as proposed by this study. The section will begin with a description of the political background of the Kingdom of Saudi Arabia; afterwards, an overview of the tourism industry in the Kingdom will be presented. The organization structure, culture and business processes of the SCTA will also be examined. In addition, a business analysis of the commission will be conducted using analytical tools like the SWOT and Porter's Five Forces. This section therefore will be able to provide the study with the justification for the choice of this commission as a case study for this research as it will expose the economic importance of the business processes of the

commission to the Kingdom of Saudi Arabia (Alqahtani and Saba, 2013; Mundher et al., 2014).

1.1 Background

The production and distribution of petroleum and its derivatives dominates the economy of the Kingdom of Saudi Arabia. The past decade has witness a rise in the sales of crude oil within the country which has generated averagely 90% of the export earnings of the country yearly. This accounts for about 35% of the annual gross domestic product (GDP) and about 75% of the budget revenue of the country (Selamat et al., 2010; Darrat, 1993). The rise in the price of oil which occurred in the 1970s was responsible for the fast economic expansion that the country witnessed which resulted into the growth in the GDP of about 10% annually for a period of 10 years (SAMA, 1998). However, according to Wilson (2004), the sharp drop in the selling price of crude oil in the 1980s reduced the growth rate of the country's GDP to an average of 1.3% per year between the year 1980 and 1998 (Chaudry, 1997; Saba et al., 2012). By the year 1999, the GDP received boost yet again when there was

appreciable rise in the price of crude oil which again made positive impact on the economy of the country.

1.1.1 The Tourism Industry in the Kingdom of Saudi Arabia

Saudi Arabia tourism sector has been witnessing rapid development in recent times with appreciable response coming from the foreign investments who are acknowledging the several huge projects that are springing up towards the development of the tourism sector (Maisel and Shoup, 2009). These investors hold the belief that the country has a strong potential of becoming the tourism hub of the world (Gulfnews, 2009). In the year 2008, the country witnessed tourism spending of an excess of 74 Billion Riyals, according to the report of the Tourism Information Research Centre. The Supreme Commission for Tourism in the country also indicated that about 12,000 major tourist spots and landmarks have been identified across the country (Bogari, 2004). Basically, the tourism industry is already very important to the Kingdom, accounting for 6% to 10% of the annual GDP and approximately 650,000 jobs within the country (Sharpley, 2002). Almost 90% of these job employees are held by guest workers that could open up a new market for Saudi national job seekers in the future. International tourism remain an experiment that may cease at any time in the country, however, the sector serves as a huge employment opportunities for the young Saudis (Bogari, 2004; Henderson, 2006).

According to the World Tourism Organisation (2003), the tourism sector in the country is considered as a vital sector in the fight against the rising rate of unemployment and for the nationalisation of the workforce. The government strategic plan to market the Kingdom to foreign investors is in order to create about 1.5-2.3million jobs by the year 2020 (Maisel and Shoup, 2009). As part of the efforts of the government to boost the tourism industry, construction works on the building of the King Sultan College for Tourist and Hotel Management commenced in 2001 with plans to have 50,000 new hotel rooms (Sharpley, 2002). The Saudi government is also the leading country in the investment in tourism among the Arab nations ahead of countries like Egypt and Jordan (Bogari, 2004). The main investors in the tourism sector like Al Hokeir, has strong belief that the sector of the economy has the potential to churn out good revenue for the country in the coming decades.

There are specific areas in the country that receives attention in respect of the establishment of resorts and large-scale accommodation and entertainment projects. The domestic destinations that are mostly favoured in the country include Abha and the Asir Mountains, the Nabatean ruins at Mada'in Salih, historic and modern city of Jiddah, the Persian

Gulf and the beach resorts on the Red Sea. On its own, Abha accounts for a revenue of about \$50 million from the tourism industry and receives about 500,000 visitors yearly, though majority of the said visitors are Saudis (World Tourism Organisation, 2003).

Bogari (2004) also asserts that there is also a growing value of disposable income as well as time that could expend on several tourist activities both at the domestic and international level, by the local or expatriates. The economic boom that arose from the oil sector has enabled Saudis to have enough to on their annual holidays away from home. While some of them prefers to go abroad for this break, about 70% of them remains in the country and spends their holiday around these areas of interest within the Kingdom. One of the other factors that give rise to the boost in the domestic tourism industry is the issue of the business travellers, who prefer to discover the country with modern infrastructure, natural beauty and traditional way of living. The main areas of domestic tourism also include the religion and cultural tourism to Makkah and Madinah with their Mosques, libraries, and historical sites (Harrigan, 2001). Henderson (2006), also stated that quite a number of cities actually have attractive centres, for instance, Dumat al-Jandal with the ancient 'Umar bin al-Khattab mosque, Hufuf with the old wall and the Ibrahim fortress, the old city centre of Riyadh with the Masmak fortress and the Murabba palace, Ha'il with the old castle in the Barzan area, the old Saudi capital Dir'iyah, and Najran with the ancient palace of the Emir and traditional living towers (Sharpley, 2002). For the visitors that crave for the beautiful natural setting, there are Abha and Baha in the Asir Mountains, Ta'if the summer retreat of the Royal Family and several Saudis, including the escarpment area and sand dunes between Riyadh and Burayda (Al-Thagafy, 1991). Activities like the diving, beaches, snorkelling and swimming are very much available around the northern part of Jiddah and south of the Al-Khubar.



Figure 1: Neolithic rock graffiti from the Empty Quarter, Saudi Arabia, Source: Maisel, 2009

Hotel facilities within the Kingdom caters for the business and pilgrimage communities as the tourism sector continues to expand the accommodation available in order to meet the growing demands (Henderson, 2006). Most of the hotels usually belongs to international chains and are under the control of foreign investors, with the highest numbers of hotels concentrating around the Abha, Khamis Mushayit, and Nimas, area of the Asir.

1.1.2 Saudi Commission for Tourism and Antiquities (SCTA)

The commission was established in the year 2000 based on the resolve of the government boost the tourism industry in the country and increase the rate of investment in the sector. This was premised on the strategic plans of the government to develop the non-oil sector of the country in order to create veritable alternative revenue to support what is obtained from the oil sector, thereby supporting productivity and increasing investment opportunities of the country. Consequently, the Supreme Commission for Tourism (SCT) was founded by the royal decree in order to bring about development to the national tourism. The commission was given the mandate to also achieve economic diversity, ensure high growth rate of the economy and create new employment opportunities (eTurboNews, 2010).

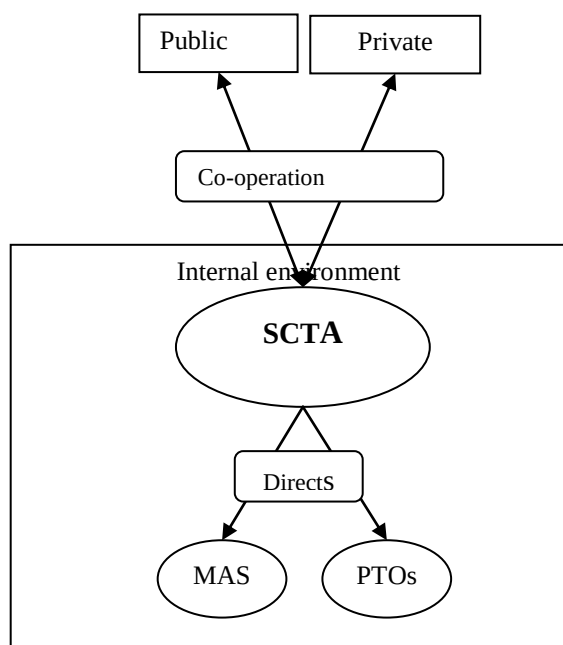


Figure 2: A diagrammatic representation of the operational mode of the SCTA
Source: Fieldwork, 2010

Figure 3 below also presents the hierarchy structure of the commission. The board of Directors of the commission are the highest decision making body

of the commission with the president and other government appointees as members of this board. Also, the board has representatives from the private and public sectors that collaborate with the commission of tourism matters.

2. SWOT Analysis of the Commission

Having made an exposition of the establishment, roles, responsibilities and strategies of the commission in addition to the organisational structure, it is pertinent to conduct a SWOT analysis in order to be able to measure the business strength and formidability of the commission in the bid to meet its business objectives. By so doing, a SWOT analysis will be used to measure the Strength, Weaknesses, Opportunities and Threats of the commission (Saba and Rehman, 2012).

Strengths: One of the major strengths of the commission is the flexibility of the management in adopting strategies that aims to cooperate and collaborate with other bodies both private and public in the interest of meeting the objectives of the government to improve the tourism industry of the Kingdom (eTurboNews, 2010). Also, its strength lies in its ability to constantly deploy research and development strategies as part of measures to assist the commission meet with best standards in tourism services. In addition, the commission's adoption of technology in its operation is far reaching and contributory to the strength and success of the commission. The commission particularly received an Oracle Award for successfully completing the sets of systems and applications that serves as the enterprise resource planning of the organisation. This system covers self-services system, financial system, human resource system and the training of its employees. The deployment of such system by the commission is aimed at bring about 'paperless' operation into its system.

Weaknesses: The present structure of the commission does not appear to be based on a structured approach. That is, it is not currently structured to be functionality-structured or industry-facing in a clear format. This result into a multiple industry points of contact within the central office and its executive arms (PTOs). As a result, there is no knowledgeable centralised point of contact that would manage interactions between the SCTA and each segment of the industry. Also, the organisation as presently constituted does not give room for the office of the Chief Operating Officer (or some other appropriately titled position) which should have been between the president and the division VPs that are responsible for the daily management of the commission. This currently appears to put a huge burden on the office of the president who has

enormous responsibility of overseeing virtually all facets of the business operations of the commission.

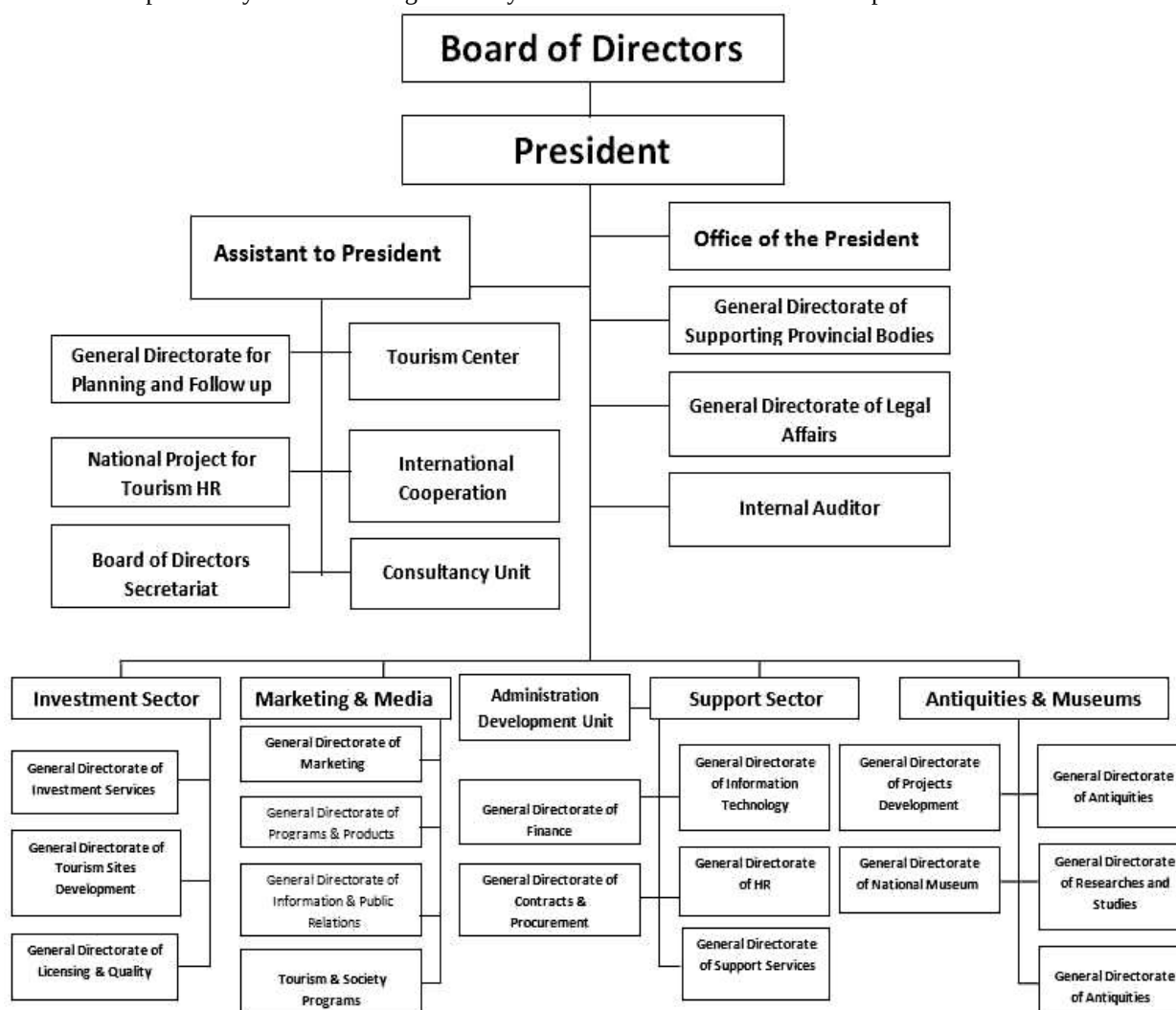


Figure 3: The organisational structure of the commission SCTA

Source: Organisation's website: (<http://www.scta.gov.sa>)

Opportunities: There are quite a number of opportunities that the commission could latch onto in its bid to realise its business objectives. The present boom in tourism in the world serves as a major opportunity for the commission if utilised. The example of how the UAE has been able to use tourism in the country to raise the revenue of the country readily serves as a motivator to the commission. Also, other countries have been able to use the tourism industry to boost the revenue and GDP of their economies (Arabian Business.Com, 2010). Therefore, the commission also can achieve this if proper execution of the strategies and plans set are done. Also, the control, monitoring and categorisation of the hotels in the country give the commission the opportunity to be able to improve the structure and services of the hotel facilities in the Kingdom (eTurboNews, 2010).

Threats: The complexity of the procedures with other bodies that the commission interacts with is one of the main threats to the business of the commission. There is no well-structured manual of procedure that guides the relationship of the commission. This may be counter-productive to the business activities of the commission as there might be delay or production of low quality services as a result of this lacuna. The constant inadequate resources that the commission also works with may stall the execution of a lot of the plans of the commission to build the tourism industry of the country. The SCTA is also faced with an enormous challenging task of lifting the tourism industry of the country within the highly competitive global tourism industry. It faces stiff competition from countries like UAE, Egypt and Jordan in this respect.

STRENGTHS • Deployment of sophisticated IT • Flexibility of management style • Efficiency in operational system • Good government support • Quality management and staff	WEAKNESSES • Lack of clarity in structure approach • Overburden of the responsibilities on the office of the president. • Lack of Chief Operating Officer • Limited functionalities on the official website of the commission • Limitation of resources
OPPORTUNITIES • Categorisation of hotels could lead to improvement of facilities • Growing trends in global tourism industry. • Several tourist abound in the country	THREATS • Lack of cooperation • Complexity of procedure • Inadequate resources • Competitions from other countries

Figure 4: SWOT analysis of the SCTA

Source: Fieldwork, 2010

3. Proposed Research Framework

This section presents proposed research framework in detail. The section begins with the specific designs of how the research attempted to execute the project such as purpose of the study, the philosophies guiding the research, the justification of the adopted research collection methods, presentation of the population of the study, the sample size and sampling techniques adopted, ethical considerations, data collection methods, limitation of the research as well as methods of data analysis.

3.1 Research design

The overall objective of this study is to assess the effectiveness of adopting Social CRM on the relationship between SCTA and individuals, by providing a current status of the relationship and then propose solution framework. Consequently upon the general objective of the study which intends to explore the possible adoption of the Social CRM approach by the SCTA in engendering positive relationship between the organization and the external bodies that it relates with, therefore that purpose of the study is exploratory by nature. Robson (2002) explained that exploratory research is the kind of research that is aimed at discovering a new insight into the way of doing things by a particular phenomenon. In other words, it seeks to ask questions and also intends to find new ways of viewing a situation from a different angle. Therefore, for this research, an investigation was conducted on how the SCTA can effect a systemic change in the approach with which they relate with their customers and business associates in order to foster between corporate relationships between them and resultantly bring about more positive values to the tourism sector of the Kingdom of Saudi Arabia.

Based on the objective of this study that intends to closely examine the present situation between the

commission and the clients and customers of the tourism sector in the country, the study adopted an exploratory purpose which will enable a proper understanding of the mode of relationship between the commission and the tourists within and outside the country. The solutions that will be presented at the end of this study will engender positive collaborations between the commission and customers in order to give a boost to the tourism sector of the country.

3.2 The population of Study

The population of this study was made up of the following categories of people; a cross section of the public in Saudi Arabia, a sample of the general staff of SCTA and senior staff of specific departments within the commission-SCTA. The specific departments are marketing and media, support services and investment sector.

3.2.1 Sample Size and Selection Procedure

Two hundred quantitative respondents were engaged in the study to participate by filling questionnaires for the quantitative aspect of the study. Simple random sampling methods were used to draw the participants in this case. Both the Saudi citizens and foreign residents within the city of Riyadh were involved in the study. The respondents were selected for the study at random based on their availability and willingness to participate in the research. Therefore, all the residents within the location of study has high probability of being selected for the study.

The other quantitative study was conducted amongst the general staff of the SCTA with a sample of 100 of the staff drawn. However, unlike the public where random sampling methods were used, in this case, systematic sampling technique was employed in order to be able to elicit responses from all the departments within the organisation. The first step in this case was to identify the number of departments in the organisation and allocate specific number of

questionnaire to each department. In this case, five major departments were identified; Investment sector, marketing and media, support services, administration development units and antiquities and museums. Twenty respondents were solicited from each of these departments in order for the study to be able to cover all departments of the commission. The use of the intranet mailing system was used to reach the staff through the assistance of the head of the administrative development unit of the commission. The staffs were required to fill the questionnaires online and submit their responses via the online questionnaire website facility.

For the qualitative study, the top senior officers of the SCTA were engaged in in-depth interviews that were conducted in order to provide quality information that relates to some aspect of the study. Four management staff of the commission covering two departments; marketing and media and support services was engaged, while a key informant interview

with a consultant working with the commission was also conducted. The selection of the management staff and consultant was through purposive sampling technique that identified the calibre of respondents for this type of study and solicited for their attention to be engaged in the study. The staffs that were confronted for interview were selected based on the following specific criteria; at least five years as senior management staff of the commission, administrator or manager over the two departments identified by this study as crucial for the qualitative data collection, and their willingness to participate in the research.

In total, 200 questionnaires from the public, 100 questionnaires from the workers of the commission, four in-depth interviews from the management of the commission, and One consultant on tourism were engaged in the study. Table 1 below shows a distribution of the respondents of the study and the actual responses that were obtained.

Table 1: Distribution of data collection methods and sample size

Data Collection Methods	Sample size	Actual Respondents
Saudi Public (Questionnaires)	200	107
Staff of SCTA (Questionnaires)	100	52
Management Staff of SCTA (In-Depth Interview)	2	2
Tourism Consultant (Key Informant Interview)	1	1

Source: Fieldwork, 2010

3.3 Data Collection

Social research evolves ways to collect data in order to enable them investigate information that will assist in providing important solution to a problem regarding the research (Saba and Rehman, 2012a,b). Data were collected and analyzed to generate results that will assist in finding a long lasting solution to a problem or phenomenon. The questions of the study were asked in order to find out ways that good customer relationship could be brought about in the commission and in the tourism sector of the Kingdom of Saudi Arabia. The necessary implementations of problem-solving measures were enquired from the respondents and responses were obtained. Various data collection methods as proposed by Saba and Alqahtani (2013) were used by this study to elicit responses and information for the study which are as presented below:

3.3.1 Questionnaires

Questionnaire is one of the most widely used data collection techniques within the survey strategy. Kelvin (1999) 'reserves it exclusively for questionnaire where the person answering the question actually records their own answers'. In this research, questionnaires are techniques of data collection in which the Saudi public were asked to respond to the same set of questions in a predetermined order.

Questionnaire provides an efficient way of collecting responses from a large sample to quantitative analysis. The use of the questionnaire was in order to elicit high number of responses from the public and staff of the commission which could not be put through a qualitative study due to the number of respondents solicited. The questionnaire were divided into sections that range from knowing their socio-demographic characteristics to answering questions that seek to find out their awareness level of tourism within the Kingdom of Saudi Arabia, their impression of the tourists centres in the Kingdom, their awareness of the SCTA and rating of the services of the commission among other questions (see appendix 1).

Also, the general staff of the commission SCTA were involved in the answering of questionnaires for the study. The staffs were systematically selected in order to cover all their departments for the distribution of online questionnaire through the intra-mail system of the commission. Also, questions that bother on meeting the research objectives of the study were enquired from the staff. They answered questions on the impressions about the presentation and communication channels, the current relationship that exist between the organisation and the general public and their belief about the readiness of the SCTA to engage the public in fostering better relationship that will bring about higher patronage (see appendix 2).

3.3.2 In-Depth Interviews

This is equally one of the main methods of collecting primary data in this research as salient information was obtained from high ranking officers of the SCTA using this method. The research instrument that was designed for the collection of this type of data was an In-depth Interview Guide (IIG) which was made to solicit for quality information from the respondents of the study (see appendix 3 and 4). Senior management staff of the commission who have occupied their positions for at least five years as high ranking senior staff of the commission and who are overseeing the departments of Marketing and Media and Support Services were engaged in the in-depth interview. The major information extracted from them include the disposition of the SCTA to customer relationship, the strategies that the commission intends to employ in order to draw more customers to visit the tourist centres around the country. Two of the management staff of the commission that met the criteria of this study were included in the study based on their readiness and consent to participate. Voice recording devices were used to collect these data with the knowledge and consent of those interviewed.

3.3.3 Key Informant Interviews

The key informant interview was also conducted to elicit quality information from an expert from the field of tourism, in order to be able to cross examine the information provided by the in-depth interviewers in the study with some expert views on the matter. A single key informant interview was held with a consultant with the commission and responses from the key informant was also transcribed and analysed in the data analysis section of the report. The key informant interview guide (KIG) was used to collect quality information from the respondent of the study (see appendix 5).

3.3.4 Written Records

This method was also used to collect secondary data beside the primary data that were collected for the study. These include a dossier analysis that deals with thorough examination of desk-based resources that the commissions were able to provide for the study. This information included; bulletin, prospectus of the commission, official gazette, archival information and white papers that proved to be very useful for the study. These written records were consulted by the researcher and information that were found to be important to this research were extracted and analysed.

3.3.5 Online Resources

Part of what the study was able to use effectively are the academic resources that are available online or

on the internet. Several internet sources were consulted for data and information that were very germane to the course of this study. Some of the data and information obtained included demographic information about the Kingdom of Saudi Arabia, some macroeconomic indices like the GDP, cogent information about tourism in the Kingdom which was obtained from the official website of SCTA and a host of others. Some of the online sources that provided literature for the study include; www.worldstats.com, <http://www.scta.gov.sa> and www.imf.org.

3.3.6 Library Based Resources

The library proved to be very important to the course of this study as it provided many relevant materials that were consulted by the study to put this research on a very sound literature and theoretical footing. The study made good use of the Lanchester Library, Coventry University to collect up to date journals on tourism and social CRM as well as other relevant materials. There were also textbooks, newsmagazines and news journals that were of equal importance to the study. Some of the materials obtained were able to provide literature on topical issues like global trends in the tourism industry, the evolution of CRM to Social CRM, the opportunities and challenges of sCRM, the theoretical framework and other topics that are very relevant to the study.

4. Public Awareness towards Tourism Industry

The growth of the tourism industry all over the world is highly dependent on the patronage of the industry by the people, be it the local visitors and patrons or the international tourists. This largely account for the growth and development of leading tourist attractions in the world which includes Dubai, Paris, Athens, Jordan, India and a host of others (Maisel and Shoup, 2009). The awareness and attractiveness of the people therefore remains very important for the success of these tourist destinations all over the world. In order to be able to measure the awareness level of the respondents of the study about the provisions of the tourism industry in the Kingdom, there were asked if they have ever patronised the local tourist centres within the country. Figure 5 below shows the responses of the respondents to the question "Have you ever visited any of the local tourist centres?" From their responses as evident in figure 5, a good majority of the respondents (93%) of the study have visited at least one of the abundant tourist destinations in the study in the past years. While only 6% of the respondent indicated that they are yet to visit any of the tourist centres in the country.

experienced domestic tourism

Figure 5: Awareness and patronage of the domestic tourism sites

Source: Fieldwork, 2010

This portends a high awareness level of the tourist attractions and resources within the country as majority of the respondents of the study are not only aware of the facilities but have also patronised the centres at one time or the other in their life time. In order to assess the travelling capacity of the respondents of the study as well as their awareness of foreign tourist destination, another question that sought to find out if they have travelled outside the country for tourism purposes were put to them and their responses is as presented in figure 6 below:

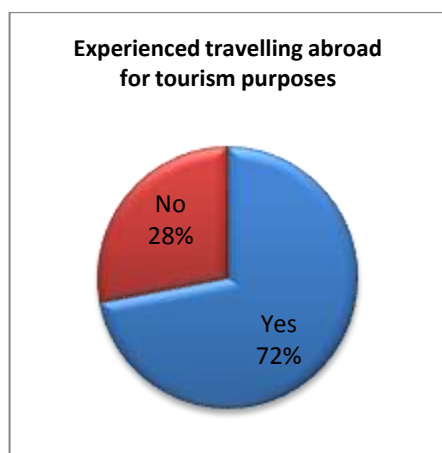


Figure 6: Responses on enquiries about travelling abroad for tourism

Source: Fieldwork, 2010

From the responses of the population of study, it is evident that majority of the respondents of the study are very aware of the tourist attractions outside the country as well. Seventy-two percent of them answered that they have been able to experience tourism abroad while only 28% of them are yet to have travelling experience for tourism purpose. This

implies that majority of the respondents of the study have not only patronized the local tourist destinations in the country, they have also been able to experience what the tourism industry outside the Kingdom has to offer. The implication of this is that they are in a very good position to compare between tourism within and tourism outside the country.

Therefore, the respondents were asked to state the main attractions that motivated them to make tourism journeys out of the country despite the availability of tourism centres within the country. Figure 7 shows the responses of the study population to the question “what are the features and attractions of travelling abroad for tourism?”

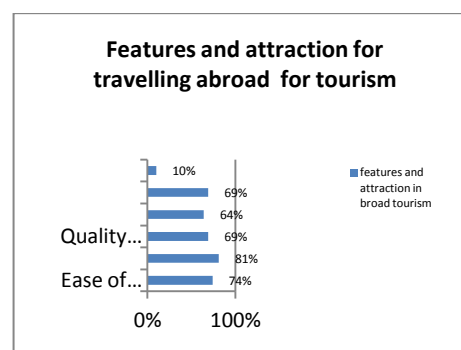


Figure 7: Features and attractions for travelling abroad for tourism.

Source: Fieldwork, 2010

There appears to be varieties of reasons that motivate people to choose the option of going abroad for the purpose of tourism. Majority of the respondents (82%) indicated that the ‘varieties of options and tourism bases’ outside the country accounts for their choice of going abroad while the ‘ease of planning and booking’ with 74% is the second major reason. Equally of remarkable reason is the ‘quality of service and good prices’ (69%) that are being offered in tourist locations abroad while those that travel abroad for ‘pleasure and value and benefits’ abroad are joint third (69%). Those that opt for abroad due to the ‘simplicity and clarity of procedures’ (64%) are also worthy of being mentioned.

In order to assess the preference of the respondents between travelling abroad or staying within the country for the purpose of tourism, this study enquired about the preferred future destinations of the respondents in respect of tourism, figure 8 illustrate their responses:

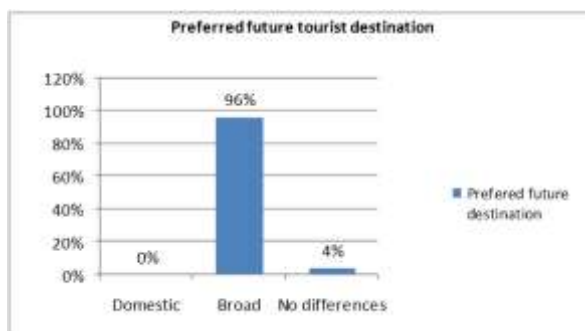


Figure 8: Responses on preferred future tourist destinations

Source: Fieldwork, 2010.

The respondents were able to clearly indicate that they would prefer to travel abroad for the purpose of tourism in the future rather than remain within the country for the same purpose. Majority of them 96%

wants to experience tourism outside the country while none of the respondents specifically indicated that he/she will prefer to visit a local tourist centre in the country. Meanwhile, 4% of the respondents indicated that they do not see any difference between tourism abroad and within the country. The result of this question implies that more of the citizens of the country are deriving more satisfaction from travelling abroad than remaining within the country.

This study therefore attempted to find out the reasons for the dissatisfaction of the public in the tourist provisions in the country that resultantly calls for their preference to go abroad for holidays. Figure 9 below shows the responses of the public to the reason behind their preference for tourism abroad as against what obtains at home.

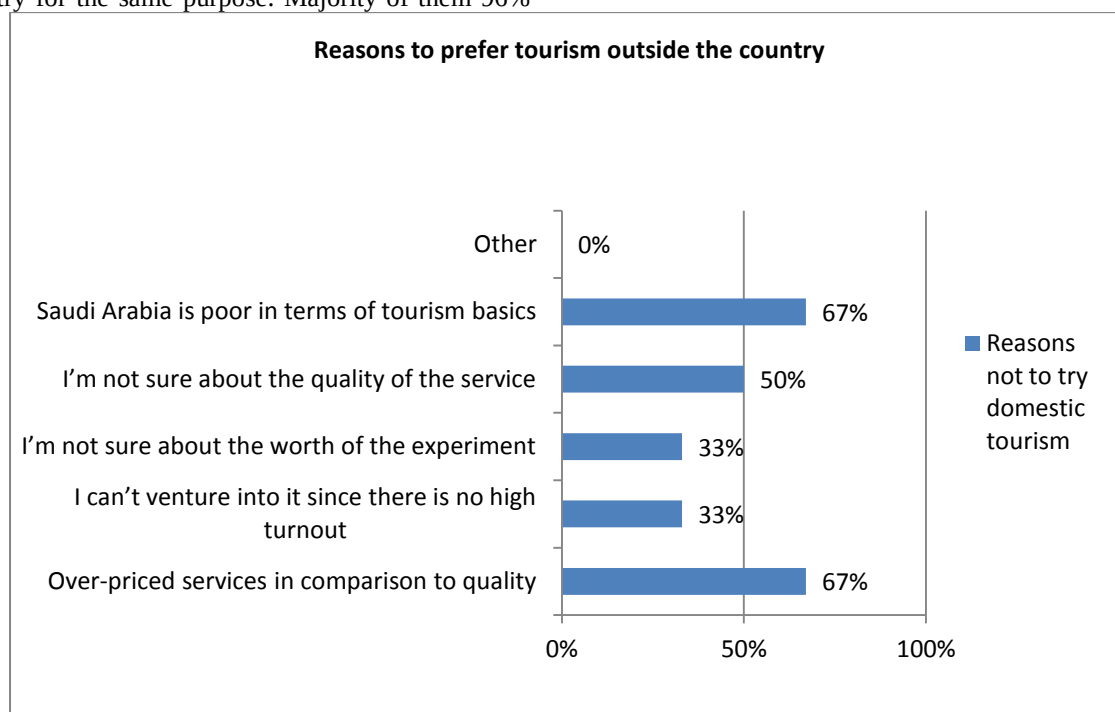


Figure 9: Reasons for preference for tourism outside the country

Source: Fieldwork, 2010.

Two main reasons featured prominently among the options selected by the respondents as they are even tied in terms of the value of responses 67% each. These reasons are 'Saudi Arabia is poor in terms of tourism basics' and 'over-priced services in comparison to quality'. Both of these reasons are the main factors that influenced the decision of the respondents of the study to prefer what tourism has to offer outside the country. Other reasons that are worthy of mention include 'I'm not sure about the quality of service' with 50%; 'I'm not sure about the

worth of the experience' with 33% and 'I can't venture into it since there is no high turnout' with 33%. Consequently, the respondents of the study resolved that the tourism industry of the country is less attractive mainly due to the inadequate facilities within the tourist sites and the poor service that are rendered.

The varying questions that have been examined in this section in order to meet the objectives reveals that though the awareness level of the tourism industry of the country is relatively high, however there is a

huge gap in terms of the readiness of the tourists within the country to continue to patronise the tourist facilities within the country. The preference for tourism abroad is mainly due to the superiority in services and facilities rendered as against what obtains within the country.

5. Conclusion

Based on the major findings that the study was able to evolve after the conduct of the field survey and consultation of secondary data which included library and desk-based resources, the study has come to the following conclusions: The awareness of the Saudi public about the roles and responsibilities of the SCTA is very low despite the high awareness of the people about the existence of the commission. The public mainly know about the commission and the fact that it is meant to answer to some needs in tourism, however they are not very clear on the actual functions of the commission. The lack of intimate relationship between the Saudi public and the commission has therefore widened the gap between the touring public in the Kingdom and the tourist sites within the country. As a result, more people are willing to travel abroad for tourism purposes rather than visit the several tourism sites within the country for their holiday trips. This therefore underlies the huge problem confronting the commission as people are willing to spend more by travelling abroad rather than stay within the country for their holiday.

The study also concludes that the Saudi public indeed holds tourism in high esteem and willing to patronise the tourism sites that they perceive to be able to meet their demands and requirement irrespective of the location of the sites whether within or outside the country. This fact was found from the number of respondents that have travelled out of the country for the sake of tourism in which the variety of options available to them was the main attraction to them. This makes them to prefer to travel out of the country for their holiday and for tourist purposes as they do not have adequate information of the tourist attractions within the Kingdom. The reluctance of the public to make use of the tourist facilities within the country was borne out of the access cost of these sites which they consider as being more than the actual value of what these facilities have to offer.

It is also concluded by the study that the commission has done very little to enlighten the public about the channels of communications available for the public to contact the commission and relate their experience, enquiries or complains to the commission. This has greatly reduced the popularity of the commission before the public as they perceive the commission as operating a non-transparent administration of tourism system in the country. In

addition to the low awareness about the existing channels of communication, the study also concluded that the commission has indeed not being responsive enough to the needs and requirements of the very enlightened and exposed Saudi tourists that are quite aware of what the tourism industry outside the country. The website of the commission as well as other communication channels are found by the study to be inadequate to withstand the present rigor of global CRM that has positively tilted towards the revolution of social CRM.

The study concludes from the responses of the Saudi public that the modeling of the tourism system of the country after that of the developed countries and countries with developed tourism will be the best measure that would bring about positive changes to the tourism sector of the country. Most importantly, the public asserted that they are willing to join forces with the commission to ensure the genuine and sustainable growth of the tourism sector of the country if the SCTA is willing to incorporate them into the corporate ecosystem of the organisation. If this is done, this study concludes that the members of the public will be able to provide innovative ideas that will assist the commission. However, for this to happen the commission needs to enhance its system architecture to incorporate effective internet technologies which embraces social CRM and its functionalities.

The study also conclude that the staff of the commission are full with optimisms that the commission can indeed evolve effective utilisation of the tourism resources within the country in order to bring about good earning to the country and reasonable contributions to the GDP of the Kingdom. However, they opined that attention should be paid to the redefinitions of the roles and responsibilities of the commission in order to erase the high misconception that pervades particularly on the expectations of the public which was outside the coverage area of the commission. In this light, the management staff of the commission conceded to the fact that there is high misconceptions about the roles that the commission and informed the study about the proposed decentralisation of the administration of the commission and the empowerment of the regional PTCs in order for closer and more effective administration of tourism within the country. This follows the proposed arrangement by the commission to improve on the level of collaboration with the private sectors on tourism.

Based on the aforementioned conclusions, the study proposed solutions that would entail an adoption of a framework that will see to the incorporation of the social CRM. This solution was arrived at after the identification of the problems facing the commission

and the conclusions reached about the capability of the sCRM to bring about solutions to the problems. Culture change and operational modifications were recommended as part of the pre-requisites of deploying the social CRM platform. Other recommendations will be as discussed in the next section of the report.

6. Recommendations

The main purpose of this dissertation is to conduct an assessment of the effectiveness of the adoption of social CRM within the tourism industry of the Kingdom of Saudi Arabia. This is with a view to identify possible shortcomings of the services rendered by the SCTA to the Saudi tourism public in order to bring about positive recommendations and solutions which will be capable to evolve changes in the industry. This is as a result of the need to align the tourism industry of the Kingdom with best practices in tourism and hospitality in the world, considering the prospects that the industry has for the enhancement of the economy of the Kingdom. Consequently, the study hereby suggest the following steps to be taken by the commission in order to gain back the confidence and patronage of the Saudi public and attract the foreign tourist.

(a) First and foremost, the government of the Kingdom in conjunction with the commission, municipalities and the private investors within the country should meet and rework the framework for the structure, administrations, operations, roles and responsibilities of tourism authorities in the country. This is in order to engender clear definition of roles and responsibilities of the different organs that are working together to ensure the growth of tourism within the country.

(b) Second, in evolving a new structure of tourism administration in the country as suggested above, the solution framework proposed in this study should be considered in line with the deployment of the social CRM infrastructure into the management of the customer service of the commission as well as that of the PTCs and other regional and private organisations that are to be involved with tourism within the country. As proposed, this will engender closer ties between these bodies and the Saudi tourist public which will build stronger loyalties of the public to the tourism service and facilities of the country.

© Third, after these two measures have been put in place, massive enlightenment of the public on the roles and responsibilities of the administrative authorities for tourism in the country should follow. This will avoid problems of underutilisation of the facilities created by the government and the commission due to the ignorance of the people of the provision of such facilities. It will also enable the

public to know the appropriate channel to use and refer to when in need of some specific requirements and allay the frustration that normally follows inability to get attention for specific enquiries.

(d) Fourth, there need to be culture change within the coordination of tourism within the country in order for it to conform to the manner of practice around the world and as demanded by the operationalisation of the social CRM. This is one of the challenges of deploying the social CRM that the commission and other authorities must strive to meet. The mode of doing things within the present dispensation as dictated by the sCRM must be adhered to.

(e) Fifth, responsiveness should be paramount to the needs and enquiries of the customers under the present dispensation as that is one of the main requirements of successful deployment of social CRM. The use of 'feedback' and 'contact us' channels should be made more effective in order to raise the confidence level of the Saudi public and evolve pleasant experience which will invariably make them present the customer service of tourism within the country in positive light. This will boost the use of 'word of mouth' and other benefits that come from good customer service to promote the tourism sector of the country and attract both foreign investors and tourists.

(f) Sixth, collaborations with more private sectors should be encouraged by the tourism authorities in the country in order to welcome the contributions of other business concerns to the industry. This can prove highly valuable considering that the private sectors played major roles in developing the tourism of countries where the sector had witnessed massive growth in recent times. Since the private investors have been able to bring about positive presence in the hospitality industry, more of such businesses are needed in order to encourage competitions that would bring down the prices of services rendered.

(g) Seventh, it is suggested to the government of the country to further invest more money and efforts into the tourism sector of the country. This sector has the prospect of contributing huge foreign exchange for the country only if it properly harnessed. Therefore, the government should set in motion effective strategies that would help the country to be able to harness the abundant tourist resources that are scattered around the country.

Apart from the policy recommendations that this study has been able to bring about which have been aforementioned, there are also academic implications for the study which will assist in opening up new research prospects that could be looked into in the future in order to engender stronger understanding of

the roles of social CRM in the modern global business processes. Other recommendations for future studies include:

(i) Research attention should be paid to study the income contributions of the tourism sector in the Kingdom within the pre-social CRM deployment in order to comparative compare the contribution of the social CRM in evolving higher patronage of the tourism sector.

(ii) An assessment of the adoption of social CRM to other sectors of the Saudi economy should also be looked into empirically. This is in order to evolve positive interactions between the public, customers and consumers and the business organisations within the Saudi economy. This will engender greater and more efficient economy.

(iii) Academic attention can also be paid to investigate the correlations between the growth in the internet penetration in the Kingdom of Saudi, the growth in social CRM and service needs and expectations of the Saudi public. This is in order to bring about an understanding of how the internet have been influencing the taste and standards of the Saudi public. This study will be able to inform business organisations in the Kingdom on how to evolve strategies that would strive to meet the demands of the public.

In conclusion, this study have brought about far reaching recommendations that emanated from the study conducted to assess the adoption of social CRM into the tourism sector of the Kingdom of Saudi Arabia. Also, a solution framework to the identified problems and challenges of the SCTA in respect of customer service and administration has also been presented. These measures are done in order to offer positive contributions to the development of tourism within the country. Therefore, if these measures suggested by the study are adequately considered by both the government and the commission, better ways of administering tourism in the country will be formulated which will open up the market of tourism in the country to foreign investors.

References

1. Al Rasheed, M. (2002) A History of Saudi Arabia. Cambridge University Press, UK.
2. Al-Jafary, A. (2009) Communications development in Saudi Arabia, Keynote Speech. Telecommunications and Media Forum, International Institute of Communications. Manama, Bahrain. May 5-6, 2009.
3. Al-Thagafy, S. (1991) "Tourism Patterns and Behaviour in Saudi Arabia with Special Reference to the Emirate of Makkah al-Mukarramah Province: A Geographical Study", PhD dissertation, University of Southampton.
4. Arabian Business.Com (2010) 'Saudi domestic tourists set to spend \$3.5bn this summer' July 5, 2010
5. Avlonitis, G. and Panagopoulos, N., (2005) "Antecedents and consequences of CRM technology acceptance in the sales force," *Industrial Marketing Management Journal*, 34 (2) 355-368.
6. Barsh, J., Capozzi, M. And Davidson, J. (2007) "Leadership and Innovation" *The McKinsey Quarterly*, October, 2007.
7. Berger, P., Eechambabi, N., George, M., Lehmann, D., Rizley, R., Venkatesan, R., "From customer lifetime value to shareholder value: Theory, empirical evidence, and issues for future research, *Journal of Service Research*, 9 (2) 156-167.
8. Bogari, N. (2004) "Motivation for Domestic Tourism: A Case Study of the Kingdom of Saudi Arabia," in *Consumer Psychology of Tourism, Hospitality, and leisure*, edited by Areh G. Woodside. Oxford, UK: CABI Publishing.
9. British Telecommunications (2008) "Integrating the customers into the corporate ecosystem", *Bulletin*, September, 2008.
10. Brown, G. (2008) Social Media 100 Success Secrets: Social media, Web 2.0 User-Generated contents and Virtual Communities-100 most asked mass collaboration questions. Lulu.com.
11. Buchanan, L. (2010) "Architecture and characteristics: A business framework for CRM and Social CRM", Available online http://3.bp.blogspot.com/_GXbA0WP5pB4/S6h2makH69I/AAAAAAAAADKE/7wmKKmCliH4/s1600-h/Social+CRM+Business+Framework1.JPG
12. Chaudry, K. (1997). *The Price of Wealth: Economies and Institutions in the Middle East*. Cornell University Press, Ithaca, NY.
13. Christianus, D., (2002) *management of Customer Satisfaction and Customer Loyalty: How to Increase the Profit and Value of the Enterprise*, Expert Publishers, Renningen-Malmsheim.
14. CIA, (2010) Saudi Arabia Economy 2010. Available online at: http://www.theodora.com/wfbcurrent/saudi_arabia/saudi_arabia_economy.html Retrieved on: 29 July, 2010.
15. Comscore, (2010) Social Networking Ranks as Fastest-Growing Mobile Content Category. Available at: http://www.comscore.com/Press_Events/Press_Releases/2010/6/Social_Networking_Ranks_as

- [Fastest-Growing Mobile Content Category](#)
Accessed on 10 August, 2010.
16. CRM (UK) LTD (2002) "The definition and meaning of Customer Relationship Management". Available at: <http://marketingteacher.com/lesson-store/lesson-crm.html>. Accessed on August 12, 2010.
 17. Darrat, A. (1993) "The Money Demand Relationship in Saudi Arabia: An Empirical Investigation", *Journal of Economic Studies*, 11 (3) 43 – 50.
 18. Davenport, T. and Smith, D. (1999). *Managing knowledge in professional service firms. Knowledge Directions: The Journal of the Institute for Knowledge Management*. Spring 1999.
 19. Davies, J., Adam S., Michael D., Moaz, M., Johan J, Gareht H., Radcliffe, J. and Alvarez, G. (2008). *How to Prioritize CRM Technology Investments in Different Economic Climates*. February; Gartner Research.
 20. Elderman Trust Barometer, (2010) *An annual Global opinion leaders Study*. Available online at: <http://www.edelman.com/trust/2010/>. Accessed on 18 July, 2010.
 21. ETN (eTurboNews) (2010) 'Saudi Commission for Tourism and Antiquities approves classification of accommodation sector in Makkah Al-Mukharamah' August 18, 2010.
 22. Evans, D. (2008) *Social Media Marketing, An Hour a Day*. Wiley Publishing Inc. Indianapolis, USA.
 23. Field, M., Keller, L. (1998) *Project Management*. 1st edn. Thomson Learning
 24. Galgera, L., Luna, D., Mendez, P. (2006) "Predictive segmentation in action: Using CHAID to segment loyalty cardholders, *International Journal of Market Research*, 48 (4) 459-479.
 25. Greenberg, P. (2010) *CRM at the Speed of Light: Social CRM Strategies, Tools, and Techniques for Engaging Your Customers*. Fourth Edition. McGraw Hill.
 26. Gulf News (2009) 'Saudi Arabia: The New tourism hub of the world' gulfnews.com.
 27. Gunter, B. And Helm, S. (2006) *Customer Value: Fundamentals-Innovative concepts-Practical Implementation*, Gabler, Wiesbaden.
 28. Gvenetadze, K. (2007) *Non-Oil Sector support Saudi Growth*. IMF Survey Magazine. Available online at: <http://www.imf.org/external/pubs/ft/survey/so/2007/car1114a.htm>
 29. Harrigan, P. (2001) "New Doors to the Kingdom," *Saudi Aramco World* 52, no 2 2-17.
 30. Henderson, J. (2006) "Tourism in Dubai: Overcoming Barriers to Destination Development", *International Journal of Tourism Research* 8 (2) 87-99.
 31. Jaffe, J. (2010) *Flip the Funnel: How to use the existing customers to gain new ones*. John Wiley & Sons.
 32. Johany, A., Berne, M. and Mixon, J. (2006) *The Economy of Saudi Arabia*. Croom Helm Ltd, Australia.
 33. Kaplan, A. and Haenlein, M., (2010). "Users of the world, unite! The challenges and opportunities of social media", *Business Horizons*, 53, (1) 59-68.
 34. Lichtenstein, S., Williamson, K. and Sturt, C. (2006) "Understanding consumer adoption of internet banking: an interpretive study in the Australian banking context", *Journal of Electronic Commerce Research*, 7 (2) 50-66.
 35. Maisel, S. and Shoup, J. (2009) *Saudi Arabia and the Gulf Arab States today: A-J*. Greenwood Publishing Group.
 36. Maisel, S. and Shoup, J. (2009) *Saudi Arabia and the Gulf Arab States today: A-J*. Greenwood Publishing Group.
 37. Maoz, M., Jacobs, J. and Davies, J. (2009) *Predicts 2010: Customer Service meets Social CRM*. Gartner RAS Core Research Note. Thompson.
 38. Mundher, M. Muhamad, D. Rehman, A. Saba, T. Kausar, F. (2014) *Digital watermarking for images security using discrete slantlet transform*, *Applied Mathematics and Information Sciences*, vol. 8 (6), 2823-2830.
 39. Morrison, A. (2009) *Going beyond the idea: Delivering successful corporate innovation*. Grist Limited, London.
 40. Muller-Stewens, G., Lechner, C., "Strategic Management: How Strategic Initiatives lead to Change, Schaffer-Poeschel, Stuttgart.
 41. Oakes, G. (2005) "What does a successful CRM Strategy look like?" *Graham Oakes Limited*. 22 July 2005.
 42. Qualman, E. (2009) *Socialnomics: How social media transform the way we live and do business*. John Wiley and Sons.
 43. Raab, G., Ajami, R., Gargeya, V. and Goddard G. (2008) *Customer Relationship Management: A Global Perspective*. Gower Applied Business Research.
 44. Ramaseshan, B., Bejou, D., Jain, S., Mason, C., Pancras, J. (2006) "Issues and Perspectives in global customer relationship management", *Journal of Service Research*, 9 (2) 195-207.
 45. Remenyi, D., Williams, B., Money, A. And Swartz, E. (1998) *Doing Research in Business*

- Management: An Introduction to Process and Method. London: Sage.
46. Robson, C. (2002) Real World Research. Second Edition. Oxford: Blackwell.
 47. Saba T, Al-Zaharani S, Rehman A. (2012) Expert system for offline clinical guidelines and treatment Life Sci Journal 2012;vol. 9(4):2639-2658.
 48. Saba, T. and Rehman, A. (2012a). Machine Learning and Script Recognition, Lambert Academic publisher, pp:30-35.
 49. Saba, T. and Alqahtani, F.A. (2013) Semantic analysis based forms information retrieval and classification, 3 D Research, vol. 4(4), DOI: 10.1007/3DRes.03(2013)4.
 50. Selamat, A. Phetchanchai, C. Saba, T. Rehman, A. (2010). Index financial time series based on zigzag-perceptually important points, Journal of Computer Science, vol. 6(12), 1389-1395, doi: 10.3844/jcssp.2010.1389.1395.
 51. Sanchez, A. (2006) The difference between qualitative and quantitative research. E-Articles, Available online at: <http://e-articles.info/e/a/title> Retrieved on: 20 April, 2010.
 52. Saunders, M., (2007). Research methods for business students, 4th ed., Financial Times Hall, London.
 53. Saunders, M., Lewis, P. and Thornhill, A. (2009) Research Methods for Business Students. Fifth Edition. Pearson Education Limited, England.
 54. Sharpley, R. (2002) "The Challenges of Economic Diversification through Tourism: The Case of Abu Dhabi," International Journal of Tourism Research 4 (3) 221-235.
 55. Singer, J. (2009). The Role and Regulations for Technology in Social Work Practice and E-Therapy: Social Work 2.0. In A. R. Roberts (Ed). New York, U.S.A.: Oxford University Press.
 56. Solomon, G. and Schrum, L. (2007) Web 2.0: New tools, New schools. International Society for Technology in Education. Washington, USA.
 57. The Daily Travel News (2010) "Saudi Commission for Tourism and Antiquities urges collaboration with accredited tourist guides" August 19, 2010.
 58. The Nielsen Company, (2009) Global advertising: Consumer Trust Real Friends and Virtual Strangers the most. Available on: <http://blog.nielsen.com/nielsenwire/consumer/global-advertising-consumers-trust-real-friends-and-virtual-strangers-the-most/>. Accessed on 22 July, 2010.
 59. Wang, R. and Owyang, J. (2010) Social CRM: The New Rules of Relationship Management. White Paper Altimeter, March 5, 2010.
 60. Weber, L. (2009) Marketing on the Social Web. Second edition. John Wiley & Sons.
 61. Weinberg, T. (2009) The New Community Rules: Marketing on the Social Web. O'Reilly Media Inc.
 62. Wilson, R. (2004) Economic Development in Saudi Arabia. Routledge Curzon, Oxon.
 63. World Tourism Organisation, (2003) Outbound Tourism from Saudi Arabia. Madrid: World Tourism Organisation.
 64. Saba, T. and Rehman, A. (2012b). Effects of Artificially Intelligent Tools on Pattern Recognition, International Journal of Machine Learning and Cybernetics, vol. 4(2), pp. 155-162. DOI: 10.1007/s13042-012-0082-z.
 65. Alqahtani, F.A. and Saba, T. (2013). Impact of Social Networks on Customer Relation Management (CRM) in Prospectus of Business Environment, Journal of American Sciences, vol. 9(7), pp480-486.

APPENDIX 1

Public Questionnaire

Dear Participant,

This is a research questionnaire meant for your personal evaluation of the tourism industry of Saudi Arabia and Saudi Commission for Tourism and Antiquities (SCTA) in a bid to develop the services and the relationship with public. Please spend approximately five minutes to complete this questionnaire, the information you provide will be treated under high confidentiality and for academic purpose only.

1. Gender
 - a. Male
 - b. Female
2. Age range
 - a. 15-25
 - b. 26-35
 - c. 36 and more
3. Locality
 - a. Riyadh
 - b. Mecca
 - c. alMadinah
 - d. al Qassim
 - e. Asser
 - f. alJof
 - g. Tabuk
 - h. Al hadod alshamalyiah
 - i. Ash shsarqiah
 - j. Al baha
 - k. Haiel
 - l. Jazan

- m. Najran
4. How much priority do you classify the importance to improve the local tourism industry in Saudi?
 - a. Very important
 - b. Important
 - c. Don't know
 - d. Not important
 - e. Not important at all
 5. Are you aware of the Saudi Commission for Tourism and Antiques?
 - a. Yes
 - b. No
 6. Saudi commission for tourism and antiques and the ministry of higher education are offering a studying scholarship in order to have well-educated, specialist in tourism industry from Saudi, do you know about it?
 - a. Yes
 - b. No
 7. SCTA has signed cooperation agreements with many local and government banks In order to facilitate the processes and encourage the Saudi citizen to work and invest in the tourism industry by small and medium projects, have you heard about it?
 - a. Yes
 - b. No, please go to q. 9
 8. Due to your experience in the provided service, rate the quality of the service in terms of:

	Excellent	Good	Poor
Professionalism in the evaluation and suggested plans to manage the project			
Quick response			
Smoothness and clarity of procedures			

Other notes:

	Excellent	Good	Poor
Quick response			
Usefulness to support decision			
Clarity and accuracy of provided information			
Availability to provide a feedback and set requirements in case if there are no suitable options			
Availability in all media channels (internet, telephone, information centres, etc)			

Other notes:

15. The reason that you didn't use this service is:
 - a. I didn't know about this service

9. What is/are your reasons for not applying for this service?
 - a. I didn't know about it, besides I don't care since I have no ideas or qualifications.
 - b. I didn't know, and I will try to get benefit of it
 - c. I know, but I don't have any projects to share
 - d. I know, but I'm not sure about the provided sectors/institutions entity in terms of professionalism
 - e. Other: _____
10. Many of job opportunities related to the tourism activities are available within some seasons, have you tried one?
 - a. Yes
 - b. No, please go to q. 12
11. Rate your experience with this jobs in terms of:

	Excellent	Good	Poor
Enjoyment			
Gaining Valuable skills			
Tangible and intangible incentives			

Other notes:

12. The reason that you have no experience with this jobs is:
 - a. I didn't know about it,
 - b. I didn't know about it, and surely I'm looking forward to it
 - c. I know, but I don't need it
 - d. I know, the offered options are not suitable for me
 - e. Other: _____
13. SCTA provides services about the available activities in many locations, have you tried to use this service to manage your journey program?
 - a. Yes,
 - b. No, please go to Q. 15
14. Rate the quality of this service in terms of:

- b. I don't need it, the information I need are already known

- c. I don't believe in the importance of the activities and their related information
 d. Other: _____
16. SCTA provides a service to handle the complaints, have you tried this?
- a. Yes
 b. No, please go to Q. 18
17. Rate the quality of this service in terms of:

	Excellent	Good	Poor
Quick answer			
The response			
Transparency of work flow			
Seriousness of resulted decision and penalties			
execution of resulted decision and penalties			

- Other notes:
18. The reasons of trying to complain through the company service of SCTA because:
 a. I didn't know about this service
 b. I have seen other people complain about the same problems in many places (internet, social life) and I didn't see any evidence of response from SCTA to solve these problems
 c. I don't trust the results.
 d. Other: _____
19. Have you travelled abroad for a tourism purpose?
 a. Yes,
 b. No, please go to q. 25
20. What are the features and attraction in broad tourism?
 a. Ease of planning and booking
 b. Variety of options and
 c. Quality service and good prices
 d. Clarity and simplicity of procedures
 e. Pleasure plus values/benefits
 f. Other: _____
21. How do you plan your trip?
 a. By using the internet as a main channel of information and booking process
- b. Using ready travel packages and programs provided by travel agenises
 c. Other: _____
22. Have you tried the local tourism?
 a. Yes
 b. No, please go to q. 23
23. After experiencing tourism at home and abroad, which one do you prefer?
 a. Local
 b. Abroad
 c. Actually there are no differences
24. Reasons behind not trying to conduct a local tourism are:
 a. Over price services in comparison to the quality
 b. I can't put my money in this venture since I can't see general move to it
 c. I'm not sure about the worth of the experiment
 d. I'm not sure about the quality of the services
 e. Saudi Arabia is weak in terms of tourism basics
 f. Other: _____

tourism industry relies on many basics, throughout your local tourist experiment, rate the following:	Excellent	Good	Poor
Diversity of natural locations			
Diversity of historical locations			
Diversity of activities in order to satisfy the needs of individuals			
occurrence of the activities the whole year and its suitability to the seasons			
Individuals' awareness towards the tourism industry			
Hygiene			
Safety			
Excellence and uniqueness of the activities within different the regions			
Credibility and the quality of service within a good price			
Ease of planning and booking			
Availability of flexible processes to provide feedback, complaints and enquires			
Accessibility to information and locations			
Readiness of the amenities			

Other notes:

25. Based on your point of view, what are the suitable methods to accelerate the improvement of local tourism industry?
 - a. Listening to citizens firstly in order to get a clear view of their needs and requirements
 - b. Adopt the strategies of developed countries in tourism industry
 - c. the current activities of SCTA are good, it just the results need some time to show up
 - d. rise and spread the awareness of the importance of local tourism industry, and include the tourism science in school courses
 - e. encourage the foreign investment in order to raise the standards of competitors
 - f. other: _____
26. In case if SCTA provide a chance for citizens to engage and provide feedback and proposals to improve the services and tourism industry, would you participate?
 - a. yes
 - b. No, thank you, please submit the form.
27. What are the channels you would prefer to participate with SCTA through?
 - a. internet
 - b. toll free phone
 - c. visiting SCTA offices
 - d. other: _____
28. What are the most important features that should be provided within the communication channels?
 - a. transparency in all processes
 - b. quick responses
 - c. reasonable strategies in decision making process
 - d. Permanent presence and availability of all common forms of communication channels
2. To what extent do you agree/disagree that the tourism centres should encourage citizens to participate with their opinions and views to develop the industry?
 - a. Very important
 - b. Important
 - c. I don't know
 - d. Not important
 - e. Not important at all
3. from your experience with your social life and reading newspapers, to what extent do you agree/disagree about the clarity of the role of SCTA among the public:
 - a. the roles are clear
 - b. the main roles are clear, but there are some features that need more clarification
 - c. the roles are not clear, there are always misunderstandings
4. Do you think that the current communication channels between SCTA and citizens (include: information centres, SCTA website, toll free telephone. etc) are enough to get a clear view of citizens needs and requirements and deal with them? please explain in details
5. Recently, beside the official website, many organisations tend to participate in social networking websites (SNW) such as face book, YouTube, etc. SCTA represents there in "Saudi tourism" as a page in facebook: <http://www.facebook.com/sauditourism?ref=search#!/sauditourism?ref=ts> and YouTube channel: <http://www.youtube.com/user/sauditourism> besides the official website which is: <http://www.sauditourism.com.sa/>. Due to this information:
Rate Saudi tourism website in terms of

APPENDIX 2

STAFF QUESTIONNIRE

Dear SCTA Staff,

This questionnaire is designed to collect your personal evaluation of the current and expected future status of SCTA as regards to its relationship with public. Please spend approximately five minutes to complete this questionnaire, the information you provide will be treated highly confidential and for academic purpose only.

1. Rate the website of SCTA in terms of:

	Excellent	Good	Poor
Content quality			
Presentation			
Available functions			
Participation method (send and receive)			

	Excellent	Good	Poor
Content quality			
Presentation			
Available functions			
Participation method (send and receive)			

- a. To what extent do you think that 'Saudi tourism' and its activity lead to misunderstand of the role of SCTA and its responsibilities? (if your answer is more than 50%, please explain what are the reasons behind this in your opinion)
- b. What is your opinion about being participating in SNW as for the organisations?
- c. base on the current contribution of 'Saudi tourism' in SNW, and on your opinion:
 - i. What are the objectives of being in the SNW?

- ii. Rate the Success level? based on the number of visits for example
- iii. What is the responsibility of the respondents in these pages? and how to contribute with them?
- iv. future success expectation?
- v. who is responsible to manage participation strategies?(for example: PR department, or the regional tourism centres)
6. SCTA is looking forward to apply decentralization strategy as the main of its work strategy, that may include a total change in the management hierarchy or adopting new strategies in the management level, to what extend do you agree/disagree that citizens role should be considered as engaging them in decision making process?
7. If you against that citizen role should be considered in the main business processes, please provide internal and external factors that explain your point of view.

APPENDIX 3

Interview with the IT director: 16-August

1. What is the role of IT department in SCTA?
2. Is IT department responsible of managing the websites of the SCTA and 'Saudi tourism'?
3. There are some banners and information which shouldn't be on SCTA's website, because they relates to 'Saudi tourism' website, this causes some misunderstanding about the main roles of each one of them, why would the SCTA make something like that?
4. As the staff of the IT are suppose to be professionals in technology and how to use them, don't they have the right to judge, rate and recommend the best way to present the work, especially these website represent the SCTA as one entity?
5. What do you think about the usage of technology in the SCTA?
6. Are there any constraints on using modern solutions such as cloud computing within the commission?

APPENDIX 4

Interview with the Marketing and media Director:

1. What is the communication channels used to collaborate with the public?
2. Do you think that all these communication tools are able to get a 360 degree view of the public needs and requirements?
3. How about social networking website, I've noticed that the SCTA page on face book is presented in poor condition besides it has only eight followers and in English, can you explain that please?
4. The commission provides many services and facilities in addition we can notice all the prizes had been given, why people are still complaining?
5. How does the SCTA engage the public in its products?
6. It has been noticed that the work environment in the SCTA has designed to guarantee the transparency within the commission, why doesn't the SCTA show that for public as Google do for example?

APPENDIX 5

Key-informant interview

Interview with the Head of Consultancy Unit: 15-August-2010

1. Public satisfaction about SCTA is still beneath the expectation, although SCTA plays a vital role in Saudi, is the commission still active?
2. The decentralization strategy has been mentioned on the website of SCTA, can you please provide some details about it?
3. Can you please provide some explanation about 'Tamkeen Program' and the excepted time to launch it?
4. Is there any direct participation role of the citizen in the new structure, if yes, then how?
5. What is the citizens' role in the tourism industry?
6. Does SCTA believe in the role of the citizen in accelerating developmental process?
7. Is there a specific strategy to deal with complaints?
8. The three pillars of customer relationship management are technology, business process and people, based on your opinion; do you think that they are strong in the SCTA?

1/15/2014