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THE PERSUASIVE USE OF PUBLIC RELATIONS IN SAUDI ARABIA 2030 VISION

A Dissertation

Submitted to McAnulty Graduate School of Liberal Arts

Duquesne University

In partial fulfillment of the requirements for
the degree of Doctor of Philosophy

By

Talal Alqahtani

May 2023

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Talal Alqahtani

2023

THE PERSUASIVE USE OF PUBLIC RELATIONS IN SAUDI ARABIA 2030 VISION

By

Talal Alqahtani

Approved March 10, 2023

Dr. Janie Harden Fritz
Professor
Department of Communication & Rhetorical
Studies
(Committee Chair)

Dr. Erik Garrett
Associate Professor
Department of Communication &
Rhetorical Studies
(Committee Member)

Dr. Richard Thames
Associate Professor
Department of Communication & Rhetorical
Studies
(Committee Member)

Dr. Janie Harden Fritz
Chair, Department of Communication &
Rhetorical Studies

ABSTRACT

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By

Talal Alqahtani

May 2023

Dissertation Supervised by Dr. Janie Fritz

The Kingdom of Saudi Arabia is one of the nations that has recommitted to rebranding in modern times, capitalizing on public relations as persuasion techniques. The Kingdom of Saudi Arabia through their Vision 2030 endeavors towards attaining a revamped economy that will attract foreign investors, rebrand the nation and establish mutually beneficial relations between the Kingdom and its domestic and international publics. Vision 2030 was officially coined in 2016 by then then Deputy Crown Prince Mohammed bin Salman (MBS). Vision 2030 is anchored around three primary pillars: developing a vibrant society; secondly, establishing a thriving economy, and developing an ambitious nation. This paper comprises of five chapters that trace the historical beginning of the Kingdom of Saudi Arabia from the early royal Saudi family, to the contemporary rebranding attempts by Prince MBS. Chapter one titled ‘Saudi Arabia Vision 2030’ traces the historical beginnings of the Kingdom and the emergence of Vision 2030 economic plan. Chapter

Two titled 'Public Relations and Saudi Vision 2030' analyzes how implementation of Vision 2030 capitalized on public relations techniques. Chapter Three titled 'Persuasion and Public Relations' examines the concept of persuasion in context to ethos, pathos and logos, and associates with the public relations in context to the Kingdom's rebranding effort. Chapter Four titled 'Case Study on Quality-of-Life Program (Saudi Green Initiative)' examines the manners Saudi Green Initiative was capitalized as a persuasion tool. Chapter Five titled 'Conclusion and Recommendation' culminates this paper offering a summary of analysis and an informative conclusion.

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Introduction

Modern society is contemporarily influenced by the numerous rapid changes, increasing complexities, globalization, and the tendencies of social structure deconstructions. This factor has necessitated nations, organizations, and corporations to establish relationships with their stakeholders and communicate their behaviors and aims. Within such interactions, it is essential for the stakeholders to respond to queries involving their identities, what they stand for, their perceived goals, and the manners they will assume to attain such goals. Stakeholder response to such questions builds on the public perceptions, issuing the public newly established frames of reference while also improving the management's public positions within an organization (Grunig, 2013). However, organizations over time have continued to perceive public relations as a senior management function, with various organizations assuming public relations. This factor has necessitated the thriving and capitalization of public relations to draw public approval and justification of an organization's acts that consequently build on relevance and assume public support. Among the nations in the 21st century capitalizing on public relations to gain public relevance and approval is the Kingdom of Saudi Arabia through its Vision 2030 plan (Grunig, 2013).

Public relations are perceived as managing and disseminating information from an organization or an individual to the public to influence their perceptions (Seitel, 2017). Public relations over the years have grown and been adopted internally within organizations as management functions that influence the overall perceptions of the public towards the activities or products of an organization. According to the Public Relations Society of America (PRSA), public relations is the strategic communication process that builds on mutually beneficial relationships between organizations and their public (Seitel, 2017). Public relations have led to the emergence

of public relations practitioners who are communication specialists who design public relations strategies to influence the public to assume a particular perspective regarding an individual or an organization (Fitch, 2020). Public relations practitioners, also referred to as the PR people in the current century, depict the middle man between an organization and its public. Historically, there have been various public relations practitioners who have assumed vital roles in the establishment of present-time public relations (Fitch, 2020). Notably, Ivy Ledbetter Lee and Edward Bernays have played a critical role in the development of modern-day public relations (Harrison, 2004).

Public relations are "the purposeful, systematic, and continuous efforts of developing and then preserving the mutual understandings between an institution and its publics," according to Ivy Ledbetter Lee in 1914 (Zoch, 2014). PR is also described as "a strategic communication process that builds mutually beneficial partnerships between the organizations and their publics" by the Public Relations Society of America (Myers, 2020). Veri (2001) defines PR as a company or a country's ongoing efforts to establish and maintain beneficial relationships with the general public. In a given situation, the public may be internal, as in the case of effective communication between an established leadership structure or the general populace, or external, as in the case of a nation's ties with other countries (Ledingham, 2008).

Ivy Lee, an economics degree graduate from Princeton University, attempted his career lack in the legal space but dropped out after a semester enrolling in the field of Journalism, working for various organizations, including the New York Journal, New York Times, and the New York World (Zoch, 2014). Lee ventured into the public relations field in 1903, working for the Citizen Union, a political party monitoring group. In this professional capacity, Lee realized a severe communication gap and honesty between the public and the corporations (Myers, 2020). With a mutual friend George Parker, Lee initiated the third public relations firm in the US, basing the

company's ideals on interest, authenticity, and accuracy (Zoch, 2014). Accuracy ensured that the issued information by the firm was credible and honest, and authenticity ensured that the issued information by the firm was genuine and authentic (Myers, 2020). Interests ensured that the public was intrigued by the provided information capturing their attention.

To outline the mannerisms public relations required to be handled in writing, Lee published a viral statement to the media entitled the *Declaration of Principles* (Turney, 2015). This published statement incorporated various essential obligations that public relations practitioners had to both the members of the public and the media. Lee insisted on the significance of a detailed explanation of the activities undertaken by an organization to the media to improve the relationships between the media and the organizations. Notably, *The Declaration of Principles* has contributed to developing modern-day public relations. Lee's arguments majored in the professional interactions of the public relations practitioners, the fourth estate, and the members of the public in handling occurrences, as was the case in handling the fatal accident that occurred at the Pennsylvania Railroad (Turney, 2015). Lee insisted on issuing a press release stating that it reflected the accident based on the organization's perspective, shaping the public perspective (Turney, 2015). Lee further organized transportation to the accident site for interested reporters to obtain firsthand information to issue to the public and further shape their overall perceptions. Lee ensured that senior executives of the company were also available and spoke to the media, issuing sentiments crucial in shaping the public's overall perceptions regarding the accident (Turney, 2015). This move elicited numerous positive reactions from both the media and the members of the public, establishing a communication precedent that the company will follow in handling future public relations matters. Eventually, the relationship between organizations, the media, and the members of the public improved.

Edward Bernays contributed to modern-day public relations ideals (Public Relations, 2022). Upon graduation with an agricultural degree from Cornell University, Bernays attempted his career job and soon entered the field of journalism. Bernays shaped public opinion, a factor that dubbed him the "Father of Public Relations" (Public Relations, 2022). Bernays innovatively formulated communication techniques that influenced public opinion, influencing corporate public relations with the public. Bernays was among the first professionals to expound on the reduced press agency concepts and the influence of governmental policies shaping ambitious and controversial discussions that sought to influence or avert public behaviour or opinion. Bernays formulated opinion-shaping strategies capitalized on by most organizations, including businesses, industrial enterprises, civic groups, and governments domestically and internationally (Public Relations, 2022).

Bernays influenced public relations through endorsements that emerged from various opinion leaders, celebrities, professionals, and experts from given fields in elevating the perceptions that his clients intended. Moreover, Bernays expounded on the use of surveys in issuing results of experiments and polls in making a well-informed case of the client's products or positions. Notably, Bernays influenced public opinion on various societal matters inducing changes. Some matters include the acceptance of women smoking in public areas in a bid to promote the American Tobacco Company's Lucky Strike cigarettes (Seitel, 2017). Bernays emerged as a professional opinion shaper who referred to precise principles in formulating desired attitude changes. In 1971, Bernays reiterated that public relations profoundly capitalized on are crucial in validating an evidential principle in our contemporary societies, particularly in market competition for things and ideas.

The Kingdom of Saudi Arabia and Public Relations

The Kingdom of Saudi Arabia (KSA) has capitalized on public relations as a driving force of the Saudi Arabia vision 2030 (Saudi Vision 2030, 2022b). The Saudi Arabia vision 2030 is anchored on diversification, eliciting the need to open up the Kingdom's economy to external investors, embrace technology, and, most importantly, diversify the overdependence on oil as an economic driving force (Saudi Vision 2030, 2022b). The Kingdom of Saudi Arabia's executive leadership continuously issues statements supporting the relevance of the Vision 2030 plan, influencing the public's perceptions of the Kingdom. King Salman Bin Abdulaziz Al Saud reiterated, "My first objective is for our country to be a pioneering and successful global model of excellence on all fronts, and I will work with you to achieve that" (Saudi Vision 2030, 2022b). This statement is a public relation technique that seeks to communicate and influence support from then global communities while building on the relevance of the Kingdom in the contemporary world.

Vision 2030 is anchored around three primary pillars: developing a vibrant society; secondly, establishing a thriving economy, and developing an ambitious nation (Ahmed, 2022). This historic vision was formulated by the Council of Economic Development Affairs, which Deputy Crown Prince Mohammed bin Salman chairs. This vision incorporates various social and economic goals and reform strategies guaranteeing the Kingdom's long-term economic success. Economically, this vision endeavors towards a subsidy reduction, formulating a sovereign wealth fund, opening Saudi Aramco to a privatized investment through enforcing partial IPOs, and reforming various industries, particularly the defense and tourism fields (Abuhjeeleh, 2019). This vision ensures that the Kingdom of Saudi Arabia will thrive economically and socially, topping the list of global economies.

The Kingdom of Saudi Arabia envisions its citizens alongside their Islamic faith to attain a vibrant society. This aspect propagated by the vision endeavors to improve the number of Umrah visitors from the current 8 million to approximately 30 million annually, developing one of the most prominent Islamic Museum globally, doubling the current numbers of Saudi heritage sites that have been enlisted by the UNESCO in order to attract more tourists to the country (Abuhjeeleh, 2019). Furthermore, Saudi Arabia's vision 2030 endeavors to encourage the growth of entertainment and cultural opportunities within the Kingdom, championing a healthy lifestyle in order to improve the percentage of weekly exercising citizens from the current 13% to 40% and the development of Saudi cities in order to ensure that at least three of the Kingdom cities are recognized among the top a hundred ranked cities globally (Saudi Vision 2030, 2022).

To attain a thriving economy, as propagated by Vision 2030, the Kingdom of Saudi Arabia endeavors to diversify its economy and establish dynamic job opportunities for its citizens. This move will be crucial in the commitments to education, innovation, and entrepreneurship (Allmnakrah, 2020). A thriving economy will be attained through the innovative privatization of assets owned by the state establishment of a sovereign wealth fund that is financed via the partial IPO of the Saudi Aramco. The vision also endeavors to unlock various underdeveloped industries, including manufacturing, tourism, and renewable energy. It modernizes Saudi educational institutions' current curriculum and standards from childhood to higher learning levels (Allmnakrah, 2020). By 2030, Saudi will have over five internationally recognized universities and be ranked among the top 200 global universities. Moreover, in a bid to attain a thriving economy, this vision endeavors to refocus on the various small and medium-sized enterprises (SMEs) through the encouragement of financial assistance that would subsequently increase the SME's contribution to the nation's GDP from the current 20% to 35% (Amirat, 2020).

For Saudi to emerge as an ambitious nation, the Kingdom of Saudi endeavorsto focus on accountability, transparency, and the effectiveness adopted in their governing strategies (Ahmed, 2022). Sustainable success is attainable via established solid foundations. To attain these potentials, the Kingdom of Saudi Arabia endeavors to establish zero-rated tolerance to all levels of corruption and encourage transparency through the subsequent expansion of online services and the general improvement of adopted governance standards (Saudi Vision 2030, 2022b). Furthermore, the vision endeavors to establish King Salman Program for Human Capital Development to train over half a million government employees in the standard best practices and boost the non-profit sector via improved impacts and efficiency (Saudi Vision 2030, 2022b).

Through inducing public relations, the Kingdom of Saudi Arabia is set to benefit by attaining a new national brand that depicts the Kingdom as an open-diversified economy, an aspect that contrasts with the conservative oil-producing nation. This new brand will persuade the global population to assume residency within the Kingdom for economic and social prowess (Kinninmont, 2017). Since public relations is anchored on systematic design processes that organize a nation's behaviors, actions, innovations, investments, and communications designed to achieve desirable reputations, the domestic and global public will develop positive perspectives of the Vision 2030 plan and thus induce domestic and global support. Moreover, the Kingdom will consequentially encourage immigration into the country by global populations due to the thriving economy provided by the Vision 2030 plan. Public relations in context are a critical rebranding tool of Saudi Arabia as an oil-producing country whose economic viability is anchored solely on a single product, oil. The Kingdom of Saudi Arabia, from time immemorial, has been perceived as an oil-producing nation globally despite the country's previous attainments in other economic

fields, such as trade. On a global scale, the Kingdom of Saudi Arabia is an oil-producing country that is ranked among the leading global oil producers, including the US and Russia.

Vision 2030 adopts a diversification need of the economy that will pursue the global population by developing the public sectors, including the educational, recreational, infrastructural, health and tourism (Abuhjeeleh, 2019). Furthermore, the increment in non-oil exports of products persuades the international community that Saudi Arabia is diversifying their economies, necessitating global support alongside the attraction of global communities to work, live or invest in Saudi Arabia. The Vision 2030 plan is based on the ambition of diversifying the Kingdom's economy and reducing the overall dependence on crude oil. Currently, the Kingdom of Saudi Arabia has achieved great strides toward implementing this vision by expounding on public relations techniques that influence the public. The Kingdom of Saudi Arabia has opened up its economy, allowing foreign investments with the privatization of state-owned resources, and expanding on other sectors of the economy, including tourism.

However, most individuals globally still perceive the Kingdom as an oil-producing nation, or in terms of the Islamic faith owing to the location of Mecca marks the epitome of Hajj religious celebrations. This factor necessitates the implementation of formidable public relations techniques that persuade the global populations of the new Kingdom of Saudi Arabia. The Kingdom's vision 2030 bears the image or the national brand of Saudi Arabia, and therefore, public relations techniques are essential in propagating this image to the partially adamant global population. Through public relations capitalization in elevating Vision 2030, the national achievements of the Kingdom will be outlined further, expanding on the nation's image (Al-Zamil, 2020). Within the Kingdom, social media platforms, including Twitter, Facebook, Snapchat, and Instagram, are fundamental to protecting the country's image globally. Social media is a critical and fundamental

public relation technique that enhances participation and the collective analysis of a nation on both the micro, meso, and macro levels.

Public relation is crucial in driving the nation-building strategies adopted in the Kingdom of Saudi Arabia. Public Relations majors on attaining and maintaining crucial ties among individuals and organizations, and public relations in contexts form the basis whereby KSA can sell their Vision 2030 plan, which will attain a newly revamped perception of the Kingdom in addition to the current notion of leading oil producers. Public relations is fundamental in ensuring the Kingdom strategically implements the 2030 vision plan and persuades the global population to rally in support of the Kingdom.

Statement of Problem

The Kingdom of Saudi Arabia, in enforcing the vision 2030 plan, assumes various public relations techniques, including the use of press releases in the spreading of awareness to the global communities, the structured targeting of the various local television statements alongside media outlets in the spreading of the vision 2030 awareness, participation on the various community and related industry events such as the launching of megacities, and diversifying the Kingdom's economy, capitalization on social media as a powerful communication driving tool, and partnering with various social media and associated influencers in garnering appropriate attention to the vision 2030 plan. Persuasion theory has been evident in attracting global attention toward the economic and social diversification of the Saudi Arabian economy. Persuasion theory denotes a mass communication theory that majors on the messages propagated to help the intended receivers' attitude conversion.

Based on the proponents of this theory, the Kingdom of Saudi Arabia capitalized on three major communication phases, all designed to persuade the global communities and influence their

support towards the 2030 vision plan. The first phase incorporates the communication-attitude behavior, whereby the foundational basis of the provided information is that the issued information is designed to influence the behavior of the recipients (Goodman, 2019). An individual's psychological attributes serve as the message filters that induce persuasion and relevance to the issued messages. Persuasive messages in context can stimulate the required changes in the individuals' attitudes, modifying the recipients' behavior. In marketing the Vision 2030 plan, King Suleman adopted the persuasion theory as a communication tool that induced support from the domestic and global communities (Goodman, 2019). Through social media, particularly Twitter platforms, the international community was enlightened on the diversification and open natures of the New Saudi Arabia Kingdom that emphasizes trade of other non-oil-based commodities and general infrastructural development. Ideally, these online campaigns were structured to change the attitudes of global communities that perceived the Kingdom of Saudi Arabia based on oil production and religious basis, strategically disadvantaging their emergence as global economies in the world.

Secondly, Saudi Arabia adopted the persuasion formula in the second phase of persuasion communication. Whereby the marketing techniques adopted in the Vision 2030 plan, the marketing messages focused on the values, beliefs, and motives as fundamental generators of individual attitudes. The shaped attitudes then influenced the individual's behavior. This aspect is coined as a scientific conversion of behavior and is provided in the formula: Value + Beliefs+ Motives= Attitudes + Behavior. Moreover, to persuade the masses, the Kingdom of Saudi Arabia adopted four key psychological factors targeting the audiences and subsequently converting their attitudes. This four-audience psychologically identified factors incorporate the aspects of interest-attention, whereby the audience majors on obtaining information, and the message is focused on

capturing the audience's attention. The global communities' interest was captured through the privatization of the state-owned resources in the Kingdom, particularly the partial IPO funded by Aramco. This communication was mainly designed to capture the attention of international investors and change the notion of Saudi Arabia as a conservative nation (Merkelsen, 2018). This communication ideally endeavored to elicit support for the economic diversification plans propagated by Vision 2030.

Secondly, the Kingdom of Saudi Arabia applied the aspect of selective exposure in persuading the global audience to support the Vision 2030 plan. This aspect incorporates the elements of structured support in that individuals offer support to opinions or ideas that they relate to and already have. Economic diversification attracts global investors and has numerous economic and social benefits to nations adopting such strategies. The globalization of Vision 2030 plan was designed to relate to the understanding and current needs of international investors and social structures to encourage them to view the Kingdom of Saudi Arabia as another open economy. This would draw support for the plan from diverse global channels. Thirdly, selective perception, whereby audiences select the information that applies to them. As a result, the Kingdom of Saudi Arabia provided all necessary information to the global communities for selection and relation to the most appropriate messages. Lastly, the particular memorization aspect bares the opinions transmitted by an intended message that are similar to those of the receiver's message.

Moreover, the connection between the lengths and the memorization in the minds of the receiver are interrelated in that the longer a message, the more persuasive the message. Since coining the vision 2030 plan, the Kingdom of Saudi Arabia has continuously published guiding frameworks, reports, and associated literature to keep interested communities and global investors updated. This mechanism has been a crucial motivation for the Kingdom's diversification plans.

Aristotle appealed to persuasion theory by denoting the elements of ethos, pathos, and logos. The Ethos aspect is based on the establishment of self-authority and credibility through self-introduction, and the manners individuals deeply understand the challenge at hand (Aristotle, 1991). Pathos emphasizes the prospects of being as helpful as possible, while logos majors on the logical talks through the issued solutions by capitalizing on data alongside other supporting evidence in areas deemed possible. Aristotle's understanding of persuasion is evident in the persuasion of the global economies to adopt the diversified plan offered through the Vision 2030 plan (Aristotle, 1991). The Kingdom assumes the ethos aspect through the establishment of self-credibility based on the prior identification of the Kingdom as a leading global oil producer. This aspect indicates that Saudi's economy is strong and can cater to the diversification needs, eliciting the interests of the global economies.

Furthermore, strategies such as privatizing state-owned resources and funding SMEs further establish the self-identification aspect necessitating more persuasion to the global communities (Aristotle, 1991). Secondly, the Kingdom assumes the pathos aspect that emphasizes the diversification plan's global significance. This aspect builds on relevance that portrays the plan as helpful globally. This move persuades interests alongside global investments. Lastly, the element of logos focuses on the logical talks that build on data that seek to prove the relevance of practice. The Kingdom of Saudi Arabia builds on this concept by issuing the projected statistics of the expected economic growth and the overall benefits of the plan. These strategies are designed to meet the persuasive nature of the Vision 2030 plan by expounding on public relations techniques that appeal to the global audience's interests, ethos, pathos, and logos.

Research Questions

This study explores the public relations activities practiced in propagating Saudi Arabia's Vision 2030 plans. Since the official initiation of the Saudi Vision 2030 plan, Saudi Arabia's executive leadership has been at the forefront of encouraging global acceptance and inducing support from the global communities towards Vision 2030. The Kingdom of Saudi Arabia endeavors to improve its economy by diversifying it and encouraging foreign investments that lead to numerous economic and social benefits. This study examines the persuasive element of public relations techniques and how they have been used to induce international interests and overall support from the public. Specifically, this study endeavors to answer the following research questions.

1. What public relations activities does Saudi Arabia uses in its Vision 2030 plan?
2. What persuasion appeals are used in public relations activities to promote vision 2030?
3. How do public relations practitioners use their activities in Saudi Vision 2030?

Significance of the Problem

The Saudi Vision 2030 plan is an iconic idea that seeks to transform a nation that has been relied heavily on a single source (Oil). This transformation forms a crucial basis for studying modern-day public relations techniques, examining the relations of modern-day publics and the individual acts of a nation in advancing their domestic positioning in the global markets. The Kingdom of Saudi Arabia assumes numerous strategies for advancing the Vision 2030 plan. Among the adopted strategies is establishing four main economic cities of Riyadh, Prince Abdulaziz bin Musiad Economic City located in Hael, Jazan Economic City and King Abdullah Economic City (KAEC). These modern-day economic cities have encouraged the push for

economic diversification and the transition from an oil-based economy, attracting domestic and foreign investors.

Furthermore, the holy cities of Madinah and Makkah have been perceived as the religious centers for the Islamic celebrations of Eid-Al-Hajj from time immemorial. These difference in economic cities' foundations forms a crucial understanding for public relations practitioners on attaining maximum foreign investments while maintaining the conservative notion of religious cities. Understanding the establishment of economic cities and their role in diversifying the nation economically is a crucial learning point for modern-day public relations, as the adopted strategies should be customized and designed to immensely favor the needs of the propagating nation.

The Kingdom of Saudi Arabia has been capitalizing on nation branding strategies, particularly through economic cities designed to convert the conservative notion of Saudi Arabia as an oil-producing country (Al-Abdulrazak, 2018). Economic cities, for instance, Riyadh, have been developed to provide jobs alongside residential areas for the Kingdom's developing populations. Despite the challenges incurred in developing these cities within a short time, research mechanisms have been adopted to understand the complex aspects involved in giving insights to Saudi Arabia developers in overcoming these challenges (Alanssary, 2019). Since these cities are an essential aspect of the Kingdom's economic diversification, understanding the role public relations play in eliciting international attention is critical to the success of this diversification plan. Understanding public relations techniques for each utilized diversification strategy is fundamental in arising the correct response and ensuring the intended brand is attained (Al-Abdulrazak, 2018). Moreover, public relations professionals set to benefit by understanding how mega infrastructural developments can be capitalized on in shaping new perspectives of the international public.

The Kingdom distinctively applies two broad segments upon analyzing the adopted public relations techniques in implementing the Vision 2030 plan. One, the local aspect in that the communication plans challenge the residents to be open-minded and embrace the foreign populations to diversify their markets, and secondly, the international appeal that seeks to influence foreign investors into the Kingdom. To improve the prospects of Saudi Arabia's foreign investments, the Kingdom of Saudi Arabia majors in direct marketing to identify foreign investors via determined trade offices of foreign embassies, trade delegations, and capitalizing on existing business relations with multinational companies (“vision, 2030”, 2022a). This strategy adopted is similar to the rebranding model used for Dubai, owing to the similarity of most Saudi cities being developed by the EMMAR properties, which is a Dubai-based Emirati company that majors in developing mega projects in the gulf and internationally (Alsaaidi, 2020). The adopted direct marketing strategy forms a critical review point for public relations practitioners informing on modern-day public relations techniques alongside addressing expectant social challenges that may emanate from cultural differences between the foreign populations and the domestic populations each interested in the mega cities' development.

The Kingdom of Saudi Arabia has invested in public relations strategies as management and marketing tools that have subsequently realized newly established global perceptions of the Kingdom and the modern oil-producing nation. Public relations is fundamental in ensuring the Kingdom strategically implements its Vision 2030 and attain new global brands for the country (Aldossari, 2020). This aspect is fundamental in enabling public relations practitioners to understand how the new brands and the potential impacts on the intentions of the Kingdom influence the general public. The Kingdom of Saudi Arabia has established the Saudi Vision 2030 agenda, women empowerment, and economic frontiers expansions alongside the investment in

sustained tourism projects that have been at the helm of developing positive global images of the nation. Public relations practitioners are set to understand how the combination of these strategies realizes intended outcomes alongside influencing the international public. Globally, the Vision 2030 plan forms a crucial basis for understanding how nations can implement new public relations strategies in rebranding attempts, marketing and explaining the adopted governing policies (Aldossari, 2020). This project forms the basis for relating the mannerisms and public relations techniques that can be adopted in the propagation of new international imagery while influencing the public on a country's stance. This project is crucial and a handy tool for public relations practitioners who, through understanding KSA activities and implementing the vision 2030 plan, can gather sufficient knowledge to implement PR projects in their future professional endeavours.

Methodology

This study utilizes interpretive hermeneutics to analyze existing research on the concepts of public relations and persuasion of Saudi Arabia's Vision 2030 plan. This study analyzes the concept of public relations and its persuasive usage to draw global support to the Vision 2030 plan applied within the Kingdom of Saudi Arabia. Furthermore, this study analyzes the theoretical perspective of the adopted strategies within the Kingdom in drawing domestic support. This study further expounds on the relational aspect that is fundamental in drawing insights on the mannerism public relations is used in shaping the perspectives of the public both within a country and internationally. The Kingdom of Saudi Arabia is gradually implementing the Vision 2030 plan designed to alter the current notion of the country being an oil-producing and religious country and attempting to propagate other social brands. The Kingdom of Saudi Arabia attempts to attain this diversified social brand by capitalizing on public relations techniques that consequentially open up the economy to revamped ideologies, foreign investments, and the element of global

interactions. Nonetheless, Public relations techniques are championed through the media domestically and various social media platforms such as Twitter internationally, influencing the public.

Literature Review

Public Relations and Promotions

The notion of public relations has developed immensely in the past decades, primarily owing to the need for states to build on positive perceptions of their public (Ledingham, 2008). Governments have continued to utilize the various services of public relations firms and various public affairs strategies in strengthening national images globally. The Kingdom of Saudi Arabia has expounded on the use of public relations to influence the international public in the fields of tourism, politics and humanitarian factors such as women empowerment. As reiterated by Ivy Lee in 1914, the concept of public relations denotes public relations as "the purposeful, systematic, and continuous efforts of developing and then preserving the mutual understandings between an institution and its public" (Turney, 2015). PR is also described as "a strategic communication process that builds mutually beneficial partnerships between the organizations and their publics" by the Public Relations Society of America. This aspect depicts public relations as a promotional tool that builds on the intended idea to the public that culminates in a positive overall national brand. As coined by Simon Anholt, public relations gradually build up to a public brand that attributes a nation to the global arena. According to Anholt, public relation is a critical tool in branding a nation in various facets, including the cultural, political and economic aspects. In economic terms, public relation is a fundamental political marketing tool that targets the external markets that establish and fronts a given image concerning the overall identity of a nation (Anholt, 2011).

Nations internationally have strengths and values of maintaining formidable public ties with their publics that influence their responses to various acts. According to Anholt (2011), two primary distinctions exist in the current branding attempts and the conservative political frameworks influenced by public relations. This understanding has necessitated most nations to push for more public relations strategies customized to meet the country's needs by influencing the public. Nations have majored in the behavioral function of managing the overall imagery of a country by inducing public relations techniques. Businesses, governments and non-profit organizations combine their messages, ensuring the championed messages by a nation represent the elements perceived as fundamental in shaping the common purposes of the country. The Kingdom of Saudi Arabia is among the countries that have primarily focused on adopting public relations techniques in shaping the Saudi Vision 2030 agenda, empowering girls and women, and expanding various economic frontiers through investments in sustained tourism projects that culminate in the development of a positive national brand that consequentially attracts both domestic and foreign investors (Alannary, 2019). The Kingdom uses online platforms such as social media, print and broadcast media to express the unique nature of Saudi Arabia as fronted by the massive changes in social, economic, education, and women empowerment over time. In the past four years, the Saudi Arabian government, under the stewardship of Mohamed Bin Salman (MBS), has expounded on social media to domestically reach an approximately 70% of entire Saudi Arabia public below the age of thirty. This move intends to influence the public to adopt the economic diversification plan propagated by the Vision 2030 plan, promoting its ideals (Khan, 2016).

Through public relations, the Kingdom of Saudi Arabia can dismantle the previous notion of Saudi Arabia as exclusively an oil-producing nation. Through Vision 2030 ideals, MBS induced

a change in Saudi Arabia anchored on the economic diversification needs from the current oil dependence that is approximated to account for over 266 billion USD of the Kingdom's revenue. According to statistics from the International Monetary Fund (IMF), oil trade in the Kingdom accounted for over 90% of the total revenue and approximately 85% of the entire exports in 2007 (Anholt, 2011). This factor has entirely perceived the nation as an oil-producing country, encouraging the need to change this factor by inducing public relations. The idea of economic diversification perceives the Kingdom as open to change and encourages change by influencing global attention (Moshashai, 2020). The Saudi Vision 2030 has expounded on using Twitter as the leading digital marketer to consolidate an authoritative, trustworthy, and engaging public audience. These public relations move has consequentially promoted the Kingdom's economic diversification plans, distinguishing the Kingdom on the global platforms while simultaneously enabling a competitive advantage for the country.

Saudi Arabia is the largest and the most populated monarch within the Gulf Corporation Council and has consequentially remained conservative in opening up its economies to external nations. However, upon the realization that economic prosperity and growth come from global investments, the nation has gradually opened up its economy to foreign investments by adopting public relations techniques that sell a positive image of the nation to global actors. The Kingdom of Saudi Arabia has established policies to enable the nation to compete at regional and global levels. Most recently, Saudi Arabia has revised the national development process, including a mixture of specialized economic zones (SEZ) alongside large-scale urban developments perceived as economic cities. Nonetheless, the Kingdom faces massive competition from established brands such as Dubai, necessitating public relations strategies to promote the Vision 2030 plan (Khan, 2016).

Public Relations and Development in the Kingdom of Saudi Arabia

The Kingdom of Saudi Arabia has undoubtedly capitalized on public relations as a development tool, particularly in gaining global support for Vision 2030 plans. The uniqueness element of Vision 2030 is fronted by the implementation of changes in the Kingdom's fields of education, social, economic, and women empowerment matters over time. Historically, the Kingdom of Saudi Arabia has been conservative and unopened to foreign investments. This factor over time has changed with the employment of economic diversification plans that subsequently open Saudi Arabia's economy to the outside world. Ideally, Prince Mohammad Bin Salam recognized that for the Kingdom to develop its economic standards to global levels, it was fundamental that the economy is opened up and attract foreign investors. Moreover, Saudi Arabia has primarily depended on an oil-driven economy that has described the nation from time immemorial. These factors, despite favoring the nation in terms of social, economic and political aspects, also limited the nation's performance on a global scale, a factor that, in the long run, would inhibit the optimum growth and development of the Kingdom's economy to optimum global levels.

As a result, MBS instigated the Vision 2030 plan utilizing public relations as a driving tool in changing the global notions of other nations towards the Kingdom. MBS, alongside his government, expounded on the use of social media to garner support for the Vision 2030 plan from the Kingdom's populations below the age of thirty. This support is fundamental as the global economies analyze the Kingdom about soliciting public support towards the plan. This marks a critical change as public performance in governance matters in the Kingdom was historically unknown (Faudot, 2019). Moreover, through inducing public relations techniques online and physically, the Kingdom of Saudi Arabia is gradually converting from an oil-producing nation to a more adaptive trade that majors on non-oil products. The economic cities have sparked global conversations on infrastructural developments and women's empowerment. The adaptation of an

open education policy has influenced most nations to view the Kingdom differently, in contrast to the historical perspective of conservatives. The global brand of Saudi Arabia is changing from an oil-producing nation to an open market that attracts both competitive foreign and domestic investments (Faudot, 2019). The Vision 2030 plan is notably a developmental plan that adopts public relations in changing global nations' perspectives, encouraging foreign investments and developing the Kingdom's economy to global standards. This plan also endeavors to eradicate the negative perceptions connected to the Kingdom while simultaneously establishing the Kingdom as an economically and socially progressive nation. The Vision 2030 plan is notably anchored on three primary essential themes, including establishing a vibrant community, attaining a thriving economy and developing an ambitious nation, all of which capitalize on public relations as a development tool.

Moreover, social media platforms such as Twitter, Facebook, Instagram and Snapchat reach global communities and market the Kingdom as digitally developed compared to other nations (Alsaaidi, 2022). This enables foreign investors to gauge the Kingdom's business environments that inform investment needs. The utilization of social media, both on the Macro and micro levels, encourages overall individual participation and influences social and economic developments while providing global viewership that reaches the rest of the world. @SaudiVision2030 is the current Vision 2030 campaign Twitter handle that Saudi Arabia has capitalized on in developing its online public relations efforts. This vision 2030 has adopted Twitter as the lead digital marketing platform consolidating authoritative, trustworthy and captivating national brand efforts. The goal of the Kingdom's leadership is to separate the Kingdom from other nations globally and develop a competitive advantage of the Kingdom over other nations.

Theoretical and Practical Application of Public Relations and Persuasion

Public relations and persuasion work hand in hand in converting the psychological positioning of individuals on a certain subject matter (Seitel, 2017). Public relations majors on the purposeful, systematic, and continuous efforts to develop and preserve the mutual understanding between an institution and its public. However, before developing mutual understanding between nations, an element of persuasion has to occur. Persuasion theory denotes a mass communication theory that majors on the messages propagated to help the intended receivers' attitude conversion. Persuasion occurs first, and then mutual public relations needs are established to guide the interactions and ensure mutual benefits (Seitel, 2017).

Based on the proponents of persuasion theory, the Kingdom of Saudi Arabia capitalized on three major communication phases, all designed to persuade the global communities and influence their support towards the 2030 vision plan (Moshashai, 2020). The first phase incorporates the communication-attitude behaviour, whereby the foundational basis of the provided information is that the issued information is designed to influence the recipients' behavior. Persuasive messages in context can stimulate the required changes in the individuals' attitudes, modifying the recipients' behavior (Hamieh, 2022). In marketing the Vision 2030 plan, King Suleman adopted the persuasion theory as a communication tool that induced support from the domestic and global communities. Through social media, particularly Twitter platforms, the international community was enlightened on the diversification and open natures of the New Saudi Arabia Kingdom that emphasizes trade of other non-oil-based commodities and general infrastructural development (Moshashai, 2020). These persuasion techniques also adopted the aspects of ethos, logos and pathos that consequentially shaped public relations.

Secondly, Saudi Arabia adopted the persuasion formula in the second phase of persuasion communication. Whereby the marketing techniques adopted about the Vision 2030 plan, the

marketing messages focused on the values, beliefs, and motives as fundamental generators of individual's attitudes, and thirdly the particular memorization aspect that bares the opinions that have been transmitted by an intended message that are similar to those of the receiver's message. Moreover, the connection between the lengths and the memorization in the minds of the receiver are interrelated in that the longer a message, the more persuasive the message. Since coining the vision 2030 plan, the Kingdom of Saudi Arabia has continuously published guiding frameworks, reports and associated literature to keep interested communities and global investors updated. This mechanism has been a crucial motivation for the Kingdom's diversification plans.

Through inducing public relations, the Kingdom of Saudi Arabia is set to benefit by attaining a new national brand that depicts the Kingdom as an open-diversified economy, an aspect that contrasts with the conservative oil-producing nation. This new brand will persuade the global population to assume residency within the Kingdom for economic and social prowess. Since public relations is anchored on systematic design processes that organize the behavior of a nation, their actions, innovations, investments and communications designed to achieve desirable reputations, the domestic and global publics will develop positive perspectives of the Vision 2030 plan and thus induce domestic and global support (Grand, 2020). Moreover, the Kingdom will consequentially encourage immigration into the country by global populations due to the thriving economy provided by the Vision 2030 plan (Grand, 2020). Public relations in context is a critical rebranding tool of Saudi Arabia as an oil-producing country whose economic viability is anchored solely on a single product, oil. The Kingdom of Saudi Arabia, from time immemorial, has been perceived as an oil-producing nation globally despite the country's previous attainments in other economic fields, such as trade. On a global scale, the Kingdom of Saudi Arabia is an oil-producing

country that is ranked among the leading global oil producers, including the US and Russia.

Chapters

Chapter 1: Vision 2030

In 2016, the Kingdom of Saudi Arabia unleashed an economic blueprint dubbed Vision 2030. This economic blueprint is structured toward diversifying the Saudi Arabian economy and attracting foreign and domestic investments that would propel the Kingdom's economy to global levels. This Vision 2030 plan depicts an economic pathway that will guide the Kingdom's future. This plan depicts an ambitious and transformative guide that will unlock the vast potential of the Kingdom through the creation of a diversified, innovative and global nation that will benefit the current and future generations. This Vision 2030 plan is anchored on three key themes: establishing a vibrant community, building a thriving economy, and establishing an ambitious nation. This historic vision was formulated by the Council of Economic Development Affairs, which Deputy Crown Prince Mohammed bin Salman chairs. This vision incorporates various social and economic goals and reform strategies guaranteeing the Kingdom's long-term economic success. Economically, this vision endeavors towards a subsidy reduction, the formulation of a sovereign wealth fund, the opening of Saudi Aramco to a privatized investment through enforcing partial IPOs and reforming various industries, particularly the defense and tourism fields. This vision ensures that the Kingdom of Saudi Arabia will thrive economically and socially, topping the list of global economies.

Chapter 2: Public Relations and Vision 2030

The Kingdom of Saudi Arabia (KSA) has capitalized on public relations as a driving force of the Saudi Arabia vision 2030. The Saudi Arabia vision 2030 is anchored on diversification, eliciting the need to open up the Kingdom's economy to external investors, embracing technology and, most importantly, diversifying the overdependence on oil as an economic driving force. The

Kingdom of Saudi Arabia's executive leadership continuously issues statements supporting the relevance of the Vision 2030 plan, influencing the public's perceptions of the Kingdom. King Salman Bin Abdulaziz Al Saud reiterated, "My first objective is for our country to be a pioneering and successful global model of excellence on all fronts. I will work with you to achieve that." This statement is a public relation technique that seeks to communicate and influence support from then global communities while building on the relevance of the Kingdom in the contemporary world. The Kingdom of Saudi Arabia envisions its citizens alongside their Islamic faith to attain a vibrant society. This aspect propagated by the vision, endeavors to improve the number of Umrah visitors from the current 8 million to approximately 30 million annually, developing one of the largest Islamic Museum globally, doubling the current numbers of Saudi heritage sites that have been enlisted by the UNESCO in order to attract more tourists to the country ("History & Heritage," 2022). Furthermore, Saudi Arabia's vision 2030 endeavors to encourage the growth of entertainment and cultural opportunities within the Kingdom, championing a healthy lifestyle in order to improve the percentage of weekly exercising citizens from the current 13% to 40% and the development of Saudi cities in order to ensure that at least three of the Kingdom cities are recognized among the top a hundred ranked cities globally.

Chapter 3: Persuasion and Public Relations

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communication phases, all designed to persuade the global communities and influence their support towards the 2030 vision plan. The first phase incorporates the communication-attitude behavior, whereby the foundational basis of the provided information is that the issued information is designed to influence the recipients' behavior. An individual's psychological attributes serve as the message filters that induce persuasion and relevance to the issued messages (Zoch, 2014). Persuasive messages in context can stimulate the required changes in the individuals' attitudes, modifying the recipients' behavior. In marketing the Vision 2030 plan, King Suleman adopted the persuasion theory as a communication tool that induced support from the domestic and global communities. Through social media, particularly Twitter platforms, the international community was enlightened on the diversification and open natures of the New Saudi Arabia Kingdom that emphasizes trade of other non-oil-based commodities and general infrastructural development. Ideally, these online campaigns were structured to change the attitudes of global communities that perceived the Kingdom of Saudi Arabia based on oil production and religious basis, strategically disadvantaging their emergence as global economies in the world.

Chapter 4: Case Study on Quality of Life-Program: (Saudi Green Initiative)

The Royal Highness, the Crown Prince, on October 23, 2021 announced the initial wave of over 60 projects and programs designed to propagate the Saudi Green Initiative of establishing a green economy (Bell, 2022). This announcement represented an over 700 billion SAR investment in attaining a green economy (Bell, 2022). The Saudi Green Initiative majors on improving the reliance of Saudi Arabia on clean, renewable energy, offsetting carbon gas emissions and protecting the general environment through Saudi Arabia's Vision 2030 economic blueprints (Rashid, 2019). The Saudi Green Initiative endeavors to improve the overall quality of life and protect future generations by focusing on environmentally friendly practices. The Kingdom of Saudi Arabia, a leading energy producer, is committed to the positive global fight against

increasing climate change (“Saudi Green Initiative,” 2022). From the 2016 launch of the Vision 2030 economic blueprint, the Kingdom of Saudi Arabia has made considerable progress in addressing environmental changes. The Saudi Green Initiative oversees the Kingdom's endeavors to address climatic changes, improve the overall quality of lives experienced by Saudi Arabians, and improve the interactions between the public and private sectors designed to scale up climate actions (Saudi Vision 2030, 2022b). In October of 2021, the Saudi Green Initiative unveiled its progress report on environmental protection, whereby the Kingdom committed to planting over 600 million trees and protecting over 30% of the Kingdom's land and sea from climatic changes and establishing the largest green hydrogen plant globally (Saudi Vision 2030, 2022b). The Kingdom's energy minister, Prince Abdulaziz bin Salman, discussed the nation's green energy updates during the COP27 climate conference in Sharm el-Sheikh in Egypt.

Chapter 5: Conclusion and Recommendation

Public relations have emerged as a fundamental persuasion tool and a key driver of the Vision 2030 economic diversity plan for the Kingdom of Saudi Arabia. Through public relations, the global population are attracted to invest, visit, work and live within the Kingdom, impacting the Kingdom in economic and social terms. The Kingdom as dependent solely on an oil-driven economy and affiliated with laws that was tight on outside investors, so, strategically disadvantaged the Kingdom driving away potential foreign investors and encouraged economic redundancy. So, the persuasive use of public relations strategies is inevitable in managing the public. The Kingdom of Saudi Arabia has established the Saudi Vision 2030 agenda, women empowerment, and economic frontiers expansions alongside the investment in sustained tourism projects that have been at the helm of developing positive global images of the nation. Through the construction of global economic cities, including Riyadh and KAEC, the international economic view of the Kingdom has been revolutionized immensely, drawing international

investments designed to elevate the Kingdom's global economic position. Globally, the Vision 2030 plan forms a crucial basis for understanding how nations can implement new public relations strategies in rebranding attempts, marketing and explaining the adopted governing policies (Aldossari, 2020). This project forms the basis for relating the mannerisms and public relations techniques that can be adopted in the propagation of new international imagery while influencing the public on a country's stance.

The persuasive usage of public relations globally is evident through the Vision 2030 plan, which mandates future researchers to examine how public relations strategies can be adopted to sustain a diversified economy attained by the plan within the Kingdom. Moreover, future researchers need to examine how public relations can balance the Kingdom's culture, and foreign culture caused by foreign investments.

Chapter One: Saudi Arabia Vision 2030

Saudi Arabia's History and the Geographical Positioning

Saudi Arabia's history is traceable back to the Arab Peninsula civilizations, which have assumed a critical mandate in the emergence of Islam, which has dominated the global monotheistic religions and was coined as an ancient trade center (Al-Jazairi, 1971). Based on the available EKSA publications, Saudi Arabia's history is believed to have begun with the formal movement of Shaik Muhammad bin Abdul Wahhab to the territory of Muhammad bin Saud forming the first Saudi State (About Saudi Arabia, 2022) Since the 1932 official formation of the Kingdom, the transformations have been astonishing, with the Kingdom revolutionizing from a desert country to a modernized nation that seeks to diversify its economy, attract millions of foreign investors, and subsequently, change the overall global perceptions of the government as an Islamic- oil-producing nation. Pre-Islamic Arabia, the region which contemporarily harbors Saudi Arabia, served as the origin of various early civilizations alongside cultures (Al-Jazairi, 1971). Saudi Arabia's prehistory indicates instances of early human activities globally. Islam is the second most dominant religion globally, originating from the establishment of the Kingdom. Back in the seventh Century, Prophet Muhammad unified the Arabian Peninsula populations, establishing a civilization structured around Islamic religious teachings. After Muhammad died in 632, prophet Muhammad's believers massively improved the Muslim territorial dominance to regions passed the Arabian world, capturing large and unexpected areas, beginning at the Iberian Peninsula based the West to South and Central Asia decades ((Al-Jazairi, 1971). Arabian dynasties in present-day Saudi Arabia formed the Fatimid 909- 1171, Abbasid 750-1517, Umayyad 661-750, and Rashidun 632-661, caliphates, alongside other Asian, African, and Europe dynasties distributed across the globe (About Saudi Arabia, 2022).

The KSA began in 1932 by King Abdulaziz- who in the West is referred to as Ibn Saud (About Saudi Arabia, 2022). Abdulaziz united four warring regions into a unified nation after continuous conflicts initiated in 1902 after the historic recapture of Riyadh- the origins of the House of Saud. Since then, Saudi Arabia has emerged as an entire monarch, whereby political resolutions are arrived at after consultations with the King and the Council of Ministers. The Saudi Culture assumes the Wahhabi religious teachings, a religious movement within Sunni Islam that governs the Kingdom, despite the powers of religious establishments being eroded significantly over time. Nonetheless, the KSA identifies as an independent Arab Islamic nation whereby Islam is the formal religion, Arabic is the formal language, Riyadh is the capital city, and the holy book of the Quran is the constitution (About Saudi Arabia, 2022). Over the decades, the Kingdom has transitioned into a sophisticated nation that competes internationally with other established economies, including the United States. The history of Saudi Arabia assumes a chronological occurrence from the Arab Peninsula period to the emergence of the ancient trade center, the birth of Islam, the Islamic empire, the first Saudi State, the Second Saudi State, and the Modern KSA.

The Arab Peninsula Period: denotes concrete evidence of human activities between 15000 and 20000 years ago. Cohorts of hunters and gatherers occupied this area, hunting wild animals and living on wild plants as a survival mechanism. In the past 15000 years, with the progressive melting of the European Ice cap, the conditions in the Peninsula worsened with severe desertification and drying of green resources. The massive lands initially covered with grasslands paved the way to deserts and scrublands. This factor led to the vanishing of wild animals, with others migrating to better areas while some are dying from severe conditions. Rivers also dried up, leaving behind dried river beds, also known as *Wadis*, currently located within the Peninsula

(About Saudi Arabia, 2022). These climatic changes necessitated the migration of individuals towards the oases and the lush mountain valleys. Since these individuals could no longer depend on hunting and gathering as their survival mechanism, they subsequently opted for other survival mechanisms, opting into agricultural practices initially based in Mesopotamia and within the Nile River. Gradually, agricultural practices spread throughout the Middle East, an approach embraced even in contemporary times. This development in agriculture paved the way for other economic methods, including pottery, that necessitated farmers to store their foods better (“vision, 2030”, 2022a).

Moreover, the domestication of animals, including sheep, horses, goats, and camels, emerged, a factor that led to abandoning of hunting and gathering practices. This agricultural advancement necessitated intensive food farming, encouraging permanent settlements that paved the way for civilizations with language, political systems, art, architecture, and writing practices emerging and being held, dear. With the increased foods produced, and animals domesticated, trade was enabled, with individuals trading their excess in exchange for what they did not have. As a result, an ancient trade center was established (Bowen, 2014).

An Ancient Trade Center: This trade center was geographically positioned amid the two major civilization bases, Mesopotamia, and the Nile River Valley, with the Arabian Peninsula being at the center of these worlds (Bowen, 2014). Trade was significant in the growth areas, with the Caravan trade routes being established as commercial connectivity, which enabled life within the sparse regions of the Peninsula. The Peninsula citizens found a complex system of trade networks that were designed to transport the agricultural products that were highly sought within Mesopotamia, the Mediterranean basin, and the Nile Valley (Bowen, 2014). These products primarily incorporated almonds from Taif dates from the numerous oases and aromatics,

including myrrh and frankincense from the Tehama plain (About Saudi Arabia, 2022). Spices emerged as essential items of trade, transported from India via the Arabian sea and eventually shipped through the caravans. These caravans crossed present-day Yemen and Oman, cutting through the great trading routes in the province of Asir via Madinah and Makkah, ultimately to the destination in urban areas in the West and North (Bowen, 2014). The Arabian Peninsula populations were unaffected by the political factors within Mesopotamia, the Eastern Mediterranean, and the Nile Valley induced by Egypt, Persia, Greece, Babylon, and Rome, as their products were mainly in demand. Moreover, the great desert expanses of the Peninsula naturally formed a protective barrier that safeguarded the Peninsula from attacks by its powerful neighbors (Hoyland, 2015).

The Birth of Islam: Back in 610, Muhammad, a citizen of Makkah-a thriving trade city, received a message from Allah- Arabic for God, via Angel Gabriel. This revelation induced Muhammed to universally proclaim God's oneness, a factor that led to the following of the prophet Muhammad (Hoyland, 2015). In 622, upon the disclosure of assassination plots against prophet Muhammad, Muhammad and his followers fled towards Yathrib, which afterwards was renamed Madinat Al-Nabi, translated as the City of the Prophet (About Saudi Arabia, 2022). Currently, this city within the Kingdom city is referred to as Madinah. This Hijrah, or the migration, contemporarily describes the initiation of the Islamic calendar. In the preceding years, various conflicts occurred involving prophet Muhammad's Islamic followers alongside the Pagans of Makkah (Hoyland, 2015). The city of Madinah in 628 was primarily based under Muslim control, with prophet Muhammad successfully unifying conflicting tribes necessitating his movement alongside his followers back to the town of Makkah without any bloodshed instance (About Saudi Arabia, 2022).

The Islamic Empire: A Century ago, upon the establishment of Islam, the Islamic empire subsequently spread from Spain to some areas of China alongside India. Despite the political turmoil movement from the Arabian Peninsula, trade within these areas flourished. Furthermore, large pilgrim numbers also initiated regular visits to the Peninsula, while others settled within the holy two cities of Madinah and Makkah. Such pilgrims necessitated the transfer of cultures and ideas among the Peninsula individuals and other Arabic and Muslim edifications. Moreover, these interactions led to the establishment of Arabic as the international language for education, marking a unique cultural development within the Arabian Peninsula (About Saudi Arabia, 2022). During the Golden Age, the Arabic language and the Muslim world emerged as the center for scientific advances. Islamic intellectuals realized significant advancements in numerous areas, such as medicine, philosophy, literature, and arts. Most of these findings and methodologies advanced by Muslim intellects serve as foundations for the modern sciences. The Islamic Empire continued to thrive up to the seventeenth Century, whereby it split up into reduced Islamic Kingdoms. Nonetheless, the Arabian Peninsula was slowly isolated, despite Madinah and Makkah remaining the religious core of the Islam nation that has persisted in attracting millions of pilgrimages from all over the world in contemporary times (Wynbrandt, 2010).

The First Saudi State: During the onset of the Eighteenth Century, an Islam reformer and scholar known as Shaik Muhammad bin Abdul Wahhab initiated discussions around the reembarment of the initial Islam forms. Initially, Abdul Wahhab faced persecution from other scholars who perceived Wahhab's ideologies as a significant danger to the established authoritative base. As a result, Wahhab sought refuge in a town called Diriyah under Muhammad bin Saud's leadership. Muhammad bin Abdul Wahhab and Muhammad bin Saud formed an

agreement structured around restoring pure Islamic teachings to the Muslim communities. In this agreement, the initial Saudi State was created in 1727, which continued to prosper on the spiritual stewardship of Muhammad bin Abdul Wahhab, commonly referred to as Shaikh (About Saudi Arabia, 2022). The Saudi State governed the whole of the Central Plateau. At the onset of the nineteenth Century, the first Saudi State rule extended over most of the Arabian Peninsula, incorporating Madinah and Makkah (Niblock, 2014). However, the success and popularity of the Al-Saud rulers consequently induced the suspicions of the Ottoman Empire, the supreme power in North Africa and the Middle East. As a result, the Ottomans, back in 1818, dispatched a substantial military force on an expedition armed with modernized artilleries to Arabia's Western regions. The ottoman armies conquered Diriyah, which had developed among the progressive Peninsula cities. The Ottoman forces destroyed the city, levelling Diriyah to the ground using modernized field guns, and permanently made the city uninhabitable by ruining the plant covers and destroying the well (Niblock, 2014).

The Second Saudi State: The Al-Saud family recaptured the political control of Central Arabia in 1824, then, with Turki bin Abdullah Al-Saud- the Saudi leader, transferred the capital city to Riyadh, which was located over twenty miles from the initial capital in Diriyah, establishing the second Saudi State. In the eleven years regime, Turki successfully recovered most of the land parcels captured by the Ottomans. Further in his expansion quest, Turki ensured that his people were positively impacted by the applied rights while personally guaranteeing the well-being of his citizens. Through the stewardship of Turki alongside Faisal- Turki's son, the Second Saudi state saw a long duration of success, in particular through peace and prosperity, with trade and agricultural practices remarkably flourishing (Fatta, 2013). However, this period of prosperity was shuttered with a renewed Ottoman expedition in 1865. The Ottomans endeavored to expand

their Middle Eastern empire towards the Arabian Peninsula, inducing conflicts with the Saudis. Ottoman forces conquered some Saudi State parts at the time under the leadership of Faisal's son- Abdulrahman. Yielding support from the Ottomans, the Al-Rashid family based in Hail emphasized overthrowing the Saudi state and assuming power. However, in 1891, Abdulrahman bin Faisal Al-Saud faced a large and more advanced military and was forced to give up the fight, seeking refuge in the Nomadic tribes in the expansive Eastern Arabia desert commonly referred to as the Rub' Al- Khali or the Empty Quarter. Afterwards, Abdulrahman and the family moved toward Kuwait. All this while, Abdulrahman's young son Abdulaziz gradually emerged as a fierce warrior and a natural leader advancing the Cause of Islam (Niblock, 2014).

The Modern KSA: The establishment of the modern KSA is based on the works of the young Abdulaziz, son of Abdulrahman bin Faisal Al-Saud. Abdulaziz was determined to regain control of Riyadh, which was captured by the Al-Rashid family, and favored by the Ottomans' army. Upon taking over Riyadh, the Al-Rashid family established a garrison and governor there, factors that motivated Abdulaziz to seek to recapture. In 1902, Abdulaziz, who was in the company of forty loyal followers, launched a daring night attack in Riyadh with an agenda of retaking the city garrison. This staged night brazen attack is historically referred to as the Masmak Fortress, which marked the foundational basis of the modern state of Saudi Arabia. After capturing Riyadh and declaring Riyadh the capital city, Abdulaziz conquered and captured all the Hijaz, incorporating Makkah in 1924 and Madinah in 1925 (Al-Sowayel, 1990). In the conquering endeavor, Abdulaziz unified the conflicting tribes to establish a single nation. In 1932, the captured Saudi state has officially renamed the Kingdom of Saudi Arabia (KSA). This Islamic country adopted Arabic as the national language, alongside the Holy book of the Quran as the nation's constitution (Al-Sowayel, 1990).

The Geographical Positioning of KSA

Contemporarily, the KSA is a nation located in Western Asia and utilizes the most significant portion of the Arabian Peninsula. This factor establishes the KSA as the fifth-largest nation in Asia and the second-largest nation in the Arab community. Moreover, the KSA is the largest in the Middle East and Western Asia. The Red Sea borders the Kingdom on the West, and the North with Kuwait, Iraq, and Jordan. On the east, the Kingdom is bordered by Qatar, the United Arab Emirates, and the Persian Gulf. Oman borders the Kingdom on the Southeast, while Yemen borders the Kingdom to the South. The KSA is separated from Egypt by the Gulf of Aqaba. The Kingdom controls two coastlines along the Persian Gulf and the Red Sea, with the nation's terrain incorporating arid desert, steppes, mountains, and lowlands. The capital city is also the largest and is located in Riyadh. The Kingdom harbors Medina and Mecca, the holiest Islamic cities. Previously, Saudi Arabia inhabited four historic regions, including Eastern Arabia, Najid, Hejaz, and South Arabia.

King Abdulaziz (1932-1953)

King Abdulaziz, also known as Ibn Saud, was the son of Abdulrahman bin Faisal and Sara bint Ahmed Al Sudairi born in Riyadh in 1875 (Al-Kahtani, 2004). In 1890, while young Abdulaziz was fifteen, his family was exiled from Riyadh, their residence, to Kuwait, by the Ottoman armies. However, in 1902, King Abdulaziz recaptured the Kingdom, initiating a thirty years conquest that subsequently established King Faizal as the overall leader of North and Central Arabia (Al-Kahtani, 2004). In 1922, the King consolidated his authority in Nejd, and in 1925, he captured Hejaz (Al-Kahtani, 2004). King Abdulaziz, in 1932, extended his control in establishing the KSA. King Abdulaziz, in 1938, further guided the discovery of petroleum in the Kingdom, initiating the large-scale production of oil after the seizure of the second world war in

1945. King Abdulaziz fathered over 45 sons who later ruled the Kingdom to the present times (Al-Kahtani, 2004).

King Abdulaziz was a remarkable leader remembered for the heroic leadership of the Masmak Fortress that formed the foundations of the modern-day KSA in 1902 (Al-Kahtani, 2004). The legendary King Abdulaziz is formidably attributed with coining the imagination alongside the vision that propelled KSA to modernization. During King Abdulaziz's reign, the KSA initiated the construction of the nation's infrastructure, which gradually set the government on the trajectory of modernization. King Abdulaziz majored in constructing roads connecting the country to Riyadh's capital center. This network of roads was essential in the development of trade and the overall connection of the people that facilitated the internal opening of the nation, boosting economic and social activities in the Kingdom (About Saudi Arabia, 2022). Furthermore, King Abdulaziz is credited with developing the nation's basic communication systems that encouraged communal interactions within the Kingdom, unifying the nations through improved interactions (About Saudi Arabia, 2022).

These basic communication systems improved the nations' interactions internally and gradually liberalized the conservative culture of the KSA in accommodating foreign cultures. The communication systems adopted internally allowed the selling of the Kingdom's culture, necessitating external analysis on an Islamic cultural basis. With the realization of oil within KSA, the established basic communication system during King Abdulaziz's regime was significant in sharing internal information to the global scene, building on the overall global perceptions of the Kingdom (Al-Kahtani, 2004). This factor consequentially led to the coining of the Kingdom as an oil-producing nation whose economy heavily relied on oil and oil products. As a result, the country adopted this communication system in rebranding the nation and

diversifying the economy of the Kingdom from merely an oil-producing economy (About Saudi Arabia, 2022). These communication systems have, over the years, revolutionized to incorporate online platforms such as Twitter in rebranding efforts, consequently changing the country's international image that was initially perceived on an oil production basis (Alsaaidi, 2020). Through these basic communication systems established by King Abdulaziz, internal communication was encouraged, fostering unity among the people that induced social and economic development (Alsaaidi, 2020). A diversified image of the Kingdom was advocated externally, gradually transitioning the nation from an oil-producing conservative country.

Moreover, King Abdulaziz introduced modern technology within the Kingdom that has continued to develop and influence the lives of the citizens of the Kingdom. This new technology encouraged selling a diversified image of the Kingdom globally, attracting millions of foreign investments within the country and formulating diplomatic ties with other nations (Alansary & Hausawi, 2019). Contemporarily, these technological innovations served as precedents to modernizations such as modern technology cities, including the King Abdulaziz Economic City (KAEC), which is anchored on the initial technology introduced by King Abdulaziz's regime (Wybrandt, 2010). Moreover, these new technologies rebrand the nation from the conservative idea of an oil-producing nation. Through Twitter, the Kingdom empowers the young population empowering women and girls and encouraging intrinsic developments that gradually build on a new image of the Kingdom (Alsaaidi, 2020). The modernized technology enjoyed within the KSA, and primarily forms a strategic pillar of the KSA, was foundationally laid by King Abdulaziz's regime.

In addition, King Abdulaziz's regime improved education in the Kingdom, encouraging internal enlightenment of the citizens of the Kingdom. Notably, the plans for the construction of

King Abdulaziz University (KAU) were initiated during King Abdulaziz's reign, and in 1967, the project materialized (King Abdulaziz University, 2022). Ideally, KAU was established to spread higher education needs within the Western Area of Saudi Arabia (King Abdulaziz University, 2022). This dream has been realized through the government's commitment and the persistent efforts of the loyal citizens of the Kingdom. Since the establishment of KAU, numerous developments in terms of quantity and quality have been established; up until this learning, the institution was distinguished based on student numbers, the numbers of theoretic and scientific areas of study, and the exclusivity of various specialized areas of studies incorporating unique courses such as Mineralization, Geology Nuclear Engineering, Metrology, Aviation, and Sea sciences (King Abdulaziz University, 2022). King Abdulaziz's regime pioneered the modern education pillar that continues to influence the modern Kingdom of Saudi Arabia.

Despite King Abdulaziz never travelling beyond the Arabic world, the King was sophisticated in state leadership, a factor that formed the diplomatic basis of the nation in contemporary times (Al Arabiya English, 2019). The foreign diplomats and leaders who met with King Abdulaziz reiterated being impressed by the King's honesty and integrity levels. In particular, King Abdulaziz is historically remembered for his diplomatic charisma that favored engagement in candid and frank discussions. King Abdulaziz is also recognized for delivering entered promises, whether issued to a global leader or a simple nomad citizen. These qualities naturally enhanced the international stature of King Abdulaziz as a responsible and reliable leader who was dedicated to the needs of peace and justice.

King Abdulaziz's reign endeavored to improve the people's lives while shaping the vision for the future anchored on modernization which promises to improve people's lives (Al Arabiya English, 2019). King Abdulaziz's modernization vision has gradually endeavored towards

bettering the people's lives and improving the kingdom's competitive abilities. Contemporarily, the noble leadership practices set forth by King Abdulaziz meet the commitments to the people (Al Arabiya English, 2019). Ideally, the guiding leadership principles currently applied in the Kingdom by King Salman are anchored on the personal qualities of King Abdulaziz.

King Saud (1953-1964)

King Saud was the eldest son of King Abdulaziz, and he accepted the throne to lead the KSA in 1953 upon the death of his father. King Saud continued the legacy set by his father in modernizing the Kingdom, which improved the Kingdom's economic and social development. Notably, King Saud created the Council of Ministers tasked with leading the ministries of commerce, education, and health (Fatta, 2013). The most notable success of King Saud was the progression of education. During King Saud's regime, numerous learning institutions were established within the Kingdom, including the first-ever institution of higher learning- the King Saud University, which was developed in 1957 (Fatta, 2013).

Furthermore, King Saud also set his marks internationally when in 1957, the King visited the United States, making history as the first Saudi Monarch to visit the US. This factor builds on diplomacy necessitating the development of bilateral relations that encourage opening up the economies of the Kingdom to foreign investors (Niblock, 2014). King Saud, in 1962, instigated the International Islamic Conference that, over the years, revolutionized to be known as the Muslim World League, whose headquarters are based in Makkah (Fatta, 2013). On the precedent of his father, King Saud continued to care for the Saudi population and Islamic foreigners on pilgrims travelling to the holy sites of Makkah. The King ensured that these travellers were comfortable and expanded the prophet Muhammed's mosques alongside the Al-Masjid Al-Haram mosque- the Greater Mosque of Makkah (Fatta, 2013). This move cemented the

Kingdom's global perception as a religious destination, attracting millions of pilgrims from other Arab worlds, necessitating interactions and sharing of ideas, and consequentially opening up the Kingdom to the world.

Internally, the pilgrims' travelers opened up the Kingdom domestically, particularly to other Arab nations, including Oman, Bahrain, and Kuwait, that travelled to Makkah for religious nourishment (Niblock, 2014). This move encouraged the interactions of individuals within the Arab world and furthered the need for expansion beyond the Arab world. Ideally, King Saud's advancement of the religious mosques and availing security and comfort to travelling groups of Pilgrims opened up the Kingdom partially to the Arab world (Fatta, 2013). Moreover, this internal opening of the Kingdom to the Arab world by King Saud coined the notion of the Kingdom as a religious destination (Al Arabiya English, 2019). This factor has transcended over time to incorporate religious tourism. Contemporarily, the city of Makkah is a renowned holy city that attracts millions of Islamic faith believers for the sacred celebrations of Hajj (Al Arabiya English, 2019). This factor advanced the economic development of the nation in numerous aspects, including one, placing the Kingdom on the global maps as a religious destination, serving as a precedent for exploration of other tourism avenues, and secondly, advancing personal experience of the Kingdom and sharing the resources and hospitality of the Kingdom attracting millions of Islamic pilgrims to settle within the Kingdom advancing the populations, and attracting other foreigners on a global scale (Al Arabiya English, 2019).

In the contemporary world, for any project to succeed, whether domestically or internationally, peace is paramount. Among the critical achievements of King Saud is sponsoring the International Islamic Conference that, over the years, revolutionized to be known as the Muslim World League (MWL), whose headquarters are based in Makkah. The MWL was

formulated based on the resolutions instigated during the General Islamic Conference meeting in Makkah in May 1962 ((Al-Jazairi, 1971). The purpose of MWL was to advance Islam cultures, alongside the generally religious values propagated within the Sunnah and Quran, while simultaneously spreading the message of peace and harmony that has continued to strengthen the Islamic faith and the overall resolution to unity globally. Furthermore, the MWL assumes the mandate of tackling extremist religious ideologies through the promotion and clarification of facts through social and digital media, organized international conferences, education, and conservative educational teachings (Al Arabiya English, 2019). King Saud adopted peace, harmony, and general unity as significant domestically and internationally in diplomacy and building mutual ties. King Saud advanced the culture of peace within the Kingdom through the activities of MWL, encouraging the Kingdom to develop domestically (Fattaa, 2013). The peace enjoyed in the Kingdom bears historical beginnings from King Abdulaziz's reign, a move that has continued to impact the Kingdom in contemporary times leading to the opening up of the Kingdom's economy alongside diversification.

Moreover, the MWL continues to defend the rights of Muslim minorities who continue to be haunted by discrimination alongside distinct oppression forms both covertly and overtly. According to the Washington Times, the MWL seeks to embrace Islamic values entirely, simultaneously downplaying the ideological divides and incorporating the controversial Shiite and Sunni arguments ((Al-Jazairi, 1971). This factor encourages peace and prosperity under unity, which induces domestic and international growth. Moreover, the MWL endeavors to protect and preserve the rights of all individuals, including women and minorities, despite being outside Islam ((Al-Jazairi, 1971). This aspect is significant as it diversifies the conservative notion of the Kingdom on a religious basis, which entirely seeks to attract foreign investments

from Arabic and Islamic-based nations (Fattaa, 2013). These reiterations by the MWL propagated by King Saud enabled the transitioning of the conservative notion of the Kingdom, gradually leading to the external opening of the Kingdom to the foreign worlds, in the process guaranteeing the protection of vital human rights for all minorities and women despite their Islamic affiliations.

In addition, the MWL, through its website, emphasizes civilization rapprochement via constructive engagement in dialogues. Dr Al-issa, in 2018 reiterated the need for Muslims and non-Muslims to have significant civilization rapprochement that seeks to promote and share common interests and values anchored on love, understanding, and cooperation (Niblock, 2014). This organization advances peaceful and harmonious interactions between Islam and other religions, such as Christianity and Judaism (Al-issa, 2018). This unified culture is based on the civilization rapprochement concept propagated by King Saud, which seeks to attract Muslims and non-Muslims to live, work and invest in the Kingdom. King Saud's works endeavored to unify both Muslims and non-Muslims, emphasizing respect and promoting human rights that encourage harmonious interactions between Muslims and non-Muslims within the KSA (Al-issa, 2018).

King Faisal 1964-1975

King Faisal bin Abdulaziz is remembered as a great visionary innovator who greatly respected the Kingdom's tradition. King Faisal is historically credited with the initiation of the first-ever series of economic and social development plans that immensely transformed the infrastructure of the Kingdom, particularly the industrial sectors, which in turn set the Kingdom on a path of massive transformations and rapid growth (Fatta, 2013). Ideally, King Faisal's regime majored in the infrastructural developments of industries that improved the Kingdom's

economic performance (Wynbrandt, 2010). Through the endeavors of King Faisal, the Kingdom's conservative industries were developed, sparking social and economic growth. Notably, for an economic diversification and expansion program to succeed, formidable resources need to be established within the host nation to cater to the economic needs of the target foreigners while, in the process upholding the domestic populations' financial needs. This factor was established by King Faisal during his regime, initiating a series of economic and social developments that purposefully revolutionized the Kingdom's infrastructure (Fatta, 2013).

During King Faisal's regime, conservative Saudi Industries developed immensely, inducing domestic growth (Al-Sowayel, 1990). These industries depended on oil and expanded enormously through the visionary leadership under King Faisal's guidance. King Faisal's visionary leadership necessitated implementing infrastructures accommodating domestic and international investors. King Faisal positioned the Kingdom on a path for rapid growth that advanced through time, improving its competitive abilities of the Kingdom (Al-Sowayel, 1990).

Moreover, King Faisal is historically remembered for establishing the first-ever public school, particularly for girls. This fact was a dynamic change from the conservative nature of the KSA. King Faisal's moves to spearhead women and girls' education within the Kingdom necessitated the women empowerment programs championed contemporarily (the Shifting Tides, 2022).

In the foreign policy field, King Faisal depicted a firm commitment to the needs of the Islamic nation. King Faisal was critical in the 1971 development of Jeddah of the Organization of the Islamic Conference (OIC) (Al-Sowayel, 1990). This group incorporated over fifty-six Islamic state nations that endeavored to promote Islamic cooperation and unity. This unity encouraged the internal infrastructural development of the Kingdom. King Faisal, during the

1960s and 1970s wrangles that notably incorporated two Arab-Israeli wars and the 1973 oil crises, the King championed peace, stability, and moderation that has transcended to modern times (the Shifting Tides, 2022).

King Khalid (1975-1982)

King Khalid bin Abdulaziz was the successor of King Faisal in 1975 (King Khaled, 2022). King Khalid is mainly remembered for sparking growth and emphasizing development. Notably, King Khalid's regime was attributed with explosive growth and development of the nation's physical infrastructure marking a period of immense wealth and prosperity for the KSA. King Khalid was born in 1913 in Riyadh and brought up under the keen guidance of his father, King Abdulaziz Al Saud (Al-Madkhli, 2007). King Khalid was brought up on religious teachings that shaped his perceptions, morals, and actions, greatly influencing his manners of leadership upon gaining power in 1975 (Al-Madkhli, 2007). King Khalid is remembered for taking part in and leading military troops during the reign of his father-King, Abdulaziz Al Saud, particularly during the Taif Treaty (King Khaled, 2022). King Khalid was also the advisor to Prince Faisal when Prince Faisal was the Vicegerent of Hijaz. King Khalid later assumed the responsibilities of the Governorate of Makkah Al Mukarramah on behalf of the then King Faisal. King Khalid also accompanied King Faisal in most diplomatic missions away. In 1934, King Khalid chaired the Kingdom's delegation talks with Yemen during the Taif conference that ended with the signing of the Taif treaty between the Kingdom and Yemen 1934 (Al-Madkhli, 2007). King Khalid officially declared assistant to his brother King Faisal in 1939 during the London Conference on the Palestinian Cause (Al-Madkhli, 2007).

King Khalid, 1964, was declared the Crown Prince and the First Deputy Premier, a position he held up until 1975 when he assumed the leadership mantle as the King of Saudi

Arabia (King Khaled, 2022). King Khalid cheered the Council of Ministers that had the Kingdom's entire executive and organizational powers. King Khalid's leadership style was very similar to his predecessor King Faisal Ibn Abdulaziz Al Saud, in terms of policy that mainly majored on the protection of the state, conforming to the Islamic culture and religious teachings, and also adhering to the United Nations alongside the charters of the Arab League (King Khaled, 2022). King Khalid's regime was attributed to massive successes that increased the nation's wealth (Al-Madkhli, 2007). Among the critical economic progressions and comprehensive developments include the construction of King Faisal University in Dammam and Ummul Qura, the establishment of the Grain Silos alongside the numerous Flour Mills, the majoring on the large-scale production of wheat, such that the production levels exceeded the consumption, the establishment of the Ministry of Electricity and Industry structured towards upgrading the Kingdom's industries. The armies experienced rapid developments, and the national guard and healthcare in general (“Vision 2030 and the Transformation of Healthcare,” 2022).

King Khalid paid close attention to the Palestinian Cause and mainly supported the solidarity of Islam, a factor that earned him the King Faisal International Prize for Service to Islam. Later in 1981, a year before his death, King Khalid sponsored the Fifth Islamic Conference that primarily focused on advancing the Islamic faith within the Kingdom and the teachings of peace, unity, and harmony (Al-Madkhli, 2007). Within the international scene, King Khalid 1981 was renowned for championing the Gulf Cooperation Council (GCC) formation. This organization enhances security cooperation alongside promoting economic development for the six member states, including Oman, Qatar, the United Arab Emirates, Saudi Arabia, Bahrain, and Kuwait (Al-Madkhli, 2007). The international actions of King Khalid encouraged the strengthening of the Kingdom's bilateral relations. Through the GCC, the economic and social

development of these member states exposed the Kingdom to a taste of external influence, necessitating the formulation of an internal program that would attract millions of foreign investors to come to live, work, and invest within the Kingdom, in the process economically benefiting the Kingdom (King Khaled, 2022).

King Khalid's regime favored the construction of current institutions of higher learning, particularly universities, including the King Faisal University in Dammam and Ummul Qura (Woodward, 2022). These institutions of higher learning gradually encouraged the development of the Kingdom's education agenda, set to enlighten the Kingdom's population (Woodward, 2022). Moreover, the infrastructural development recorded during the King Khalid regime stimulated economic growth, necessitating foreign investment attractions that would be categorical in advancing the Kingdom's competitive abilities on the international levels (Woodward, 2022). These infrastructural developments entered by King Khalid necessitated fundamental resources that were significant for attracting foreign investments (Woodward, 2022).

Moreover, during King Khalid's reign, the food security of the Kingdom was extensively high, with the production of wheat surpassing the consumption abilities of the Kingdom, necessitating indulgence in trade and other commercial activities. Scholars argue that Saudi Arabia wastes 200 and 500 kilograms of food per capita (HASSAN, 2021). This understanding is instrumental in eradicating food wastage and innovatively finding solutions to food shortages. The KSA contains arid lands that have scarce water resources that limit mass-scale agricultural production; therefore, innovative efforts have been implemented to encourage food security, including instances of scaling up the food production process, bettering food safety, reducing the wastage of food, reducing the costs of food, addressing the issue of poverty, and promotion of

healthy dietary practices (Hassan, 2021). King Khalid's reign was instrumental in shaping food security precedents that gradually led to the emergence of food security strategies in contemporary times (Al-Madkhli, 2007).

King Fahd 1982-2005

King Fahd bin Abdulaziz led the KSA in 1982 after the death of his predecessor King Khalid (King Fahd, 2012). King Fahd formerly adopted the title of the Custodian of the Two Holy Mosques in the Kingdom. Like his predecessors, King Fahd continued the massive socioeconomic developments that gradually established the Kingdom as a prominent political and economic actor within the Arab world and globally. To some extent, these economic developments spurred the kingdom to attract foreign investments to strategically position the Kingdom as a competitive actor in the modern world. King Fahd's regime was critical in the diversification attempts by the Kingdom in a bid to encourage private investments and enterprises (King Fahd, 2012). Notably, from 1938 after the discovery of oil, the KSA's thriving predominantly depended on oil, a factor that, despite numerous financial benefits, served as a significant risk as other economic sectors were gradually negated (About Saudi Arabia, 2022). This risk of overdependence on oil necessitated King Fahd to diversify the economy and progressively stimulate the development of the private sector (Hoyland, 2015). In the same spirit, King Fahd restructured the Kingdom's government and subsequently approved the first-ever national municipal elections in the history of the Kingdom, which occurred in 2005.

This election was a paradigm shift from the conservative nature of the Kingdom, whose King made economic and political decisions in consultations with the Council of Ministers. The municipal elections developed a sense of democratism that boosted economic diversification attempts (Bowen, 2014). Through the democratic notion of the Kingdom, foreign investments

could be tapped, and the global idea of the conservative nature of the Kingdom be gradually changed. Among the critical accomplishments of King Fahd was the initiation of a series of projects designed to expand the facilities of the Kingdom, structured towards accommodating millions of pilgrims who arrived in the country annually (King Fahd, 2012). These achievements incorporated the expansion of two major holy cities: the evolution of the Holy Mosque in Makkah and the subsequent growth of the Prophet's Mosque in Madinah alongside other infrastructural developments such as airports (About Saudi Arabia, 2022). These infrastructural developments were instrumental in economic development. The expansions of the two holiest cities and the construction of world-class mosques attracted millions of foreign pilgrims from all over the world, seeing the Kingdom, and developing interests in related matters such as living, working, or investing.

Moreover, the infrastructural developments also attracted millions of tourists in the Kingdom interested in seeing the religious establishments. This move naturally marketed the Kingdom globally as a spiritual destination, inducing the desire to visit the Kingdom by both Muslim and non-Muslim parties (Hassan, 2022).

In the international field, King Fahd actively worked to resolve the regional and global crises that affected the King, building a formidable global image for the Kingdom. Notably, King Fahd was at the forefront of championing peace in various situations, including the Arab-Palestinian conflict, the Invasion of Iraq in Kuwait, the Civil war of Lebanon, and the looming conflicts in Kosovo, Afghanistan, Kashmir, Somalia, Chechnya, and Bosnia-Herzegovina (Hassan, 2022). This move by King Fahd presented a formidable image globally, anchored on peace, a factor that gradually convinced the global population to perceive the Kingdom as a mediator in times of crisis in the Arab World. In 1981, when King Fahd was the Crown Prince,

he issued an eight-point plan designed to resolve the Arab-Israel conflict and give the Palestinians an independent state. The proposed eight-point plan was perceived as the initial attempt to find a just and lasting settlement that identified with both the needs of the Arabs and Israel. Consequently, these suggestions were holistically adopted in 1982 at the Arab League summit in Fez, Morocco (King Fahd, 2012).

Furthermore, King Fahd dedicated a considerable amount of time and resources to diplomacy to resolve the civil war in Lebanon. King Fahd personally, in 1989, hosted the Lebanese members of parliament in Taif in a bid to end the Civil war. This meeting culminated in the signing of a national reconciliation accord in Taif that ended the fighting, opening a leeway for national reconstruction with assistance from the Kingdom and other Arabic nations. This act of mediation sourced accreditation from numerous countries globally, perceiving the Kingdom on favorable terms (Bowen, 2014). In 1990, Iraq launched an invasion of Kuwait, leading to an international crisis in which King Fahd intervened (Bowen, 2014). Notably, King Fahd played a significant role in organizing an international coalition tasked with driving out the Iraqi forces from Kuwait. King Fahd also majored in humanitarian issues, as the Kingdom availed emergency humanitarian services to various nations such as Afghanistan, Bosnia, and Somalia. Moreover, countries recovering from natural disasters such as earthquakes, such as Turkey in 1999 and Iran in 2003, received numerous humanitarian assistance from the King Fahd administration (Bowen, 2014). These international interventions were crucial for reshaping the Kingdom's overall perception.

King Abdullah (2005-2015)

King Abdullah assumed the leadership of the KSA in 2015 upon the death of King Fahd. King Abdulla was born in 1924 in Riyadh and received his early education at royal court

establishments (Abu-Humeid, 2018). King Abdullah drew influences from his father, Abdulaziz; he developed a profound respect for religion, history, and Arab heritage. King Abdullah was also identified as the Custodian of the two holy mosques. He spent most of his young years living with the nomadic tribes, teaching the young King Abdullah the significance of simplicity, bravery, generosity, and honor (Abu- Humeid, 2018). These interactions with the Nomadic tribes instilled the young King Abdullah's intrinsic need to assist in his people's development. As the crown prince to the throne, King Abdullah travelled widely in the Kingdom, initiating numerous development projects (Abu-Humeid, 2018). In 2015, the then Crown Prince Abdullah closely examined the election process of the nation's municipal councils.

The prince internationally majored in diplomacy and, in 1976, visited the United States to meet with the then president Gerald Ford (Abu-Humeid, 2018). Since this first visit, the prince, currently a King, has made various visits to the US, and most recently, in 2010, he visited President Barack Obama in the White House (Abu-Humeid, 2018). These diplomatic visits sought to capitalize on bilateral relations while simultaneously attracting global investors within the Kingdom. King Abdullah's international diplomacy reflected the leadership mandate of Saudi Arabia in defending Arab and Islamic matters globally (Abu-Humeid, 2018). These international relations are also significant in realizing world peace, security, and stability. In particular, King Abdullah's championing of peace within the Middle East, and the fate of the Palestinians was a primary concern. This factor led to the perception of the KSA on a peace basis, impacting the global communities. In return, the positive perceptions of the Kingdom induced tourists to visit the Kingdom, large numbers of pilgrims, and foreign investors. Notably, King Abdullah proposed a comprehensive peace deal between the Arabs and Israelis presented in 2002 at the

Beirut Arab Summit (Abu-Humeid, 2018). These proposals were adopted by the League of Arab States and are contemporarily referred to as the Arab Peace Initiative.

Through championing peace, unity, and stability in the Kingdom and generally in the Arab world, King Abdullah particularly vocally condemned terrorism. In 2005, during the International Counterterrorism Conference in Riyadh, King Abdullah particularly called for international cooperation in the fight against terrorism (Abu-Humeid, 2018). The fight against terrorism expressly contradicted misleading Islamic teachings that harmed millions and killed innocent lives. This move cemented the KSA, an Islamic nation, against acts of terrorism (Abu-Humeid, 2018). Internationally, a renewed perception of the Kingdom was formulated, with individuals perceiving the Kingdom as ideal as it stood against terrorism, propagated peace, and fostered unity in the Arabic world. King Abdullah's primary emphasis on security, peace, harmony, and cohesion of the people elevated the global perceptions of the Kingdom and attracted millions of individuals to the Kingdom. This security and peace basis enabled a change in perception that attracted foreign investments, as the KSA was peaceful and advocated for peace (Abu-Humeid, 2018). King Abdullah's primary contribution to developing the Kingdom was anchored on strengthening the diplomatic ties between the Kingdom and other global nations, supporting peace, unity, and stability.

King Salman 2015- To Date

King Salman is also identified as the Custodian of the Two Holy Mosques like the past two predecessors. In 2015, King Salman accepted to ascend to the throne following the death of King Abdullah. King Salman was the identified Crown Prince of the KSA and doubled as the Deputy Prime Minister in 2012; he was appointed following the death of the designated Crown Prince, Nayef bin Abdulaziz (Niblock, 2014). King Salman also served in the military,

championing peace and stability, as was the case of his predecessor King Abdullah. Since 1956, Prince Salman has chaired numerous humanitarian committees and services that have issued relief assistance from natural and artificial disasters. Due to their countless humanitarian services, King Salman has been given various decorations and medals, including awards from the United Nations, Philippines, Yemen, and King Abdulaziz First Class Medal. King Salman has received numerous academic awards and honorary degrees, including the prince Salman academic award and an honorary doctorate from the Islamic University of Madinah (Niblock, 2014). In an official visit to the US in 2012, King Salman met with various US officials led by President Barack Obama (Wybrandt, 2010). He discussed bilateral diplomacy between the KSA and the US (Niblock, 2014).

King Salman is credited with initiating and propagating the Saudi Arabia Vision 2030 project that seeks to present the Kingdom's vision for the future (Wybrandt, 2010). According to King Salman, Vision 2030 serves as the economic blueprint that expresses the term goals and the notations that reflect the Kingdom's overall representation of the future (Wybrandt, 2010).

Crown Prince Salman and the Vision 2030

Prince Mohammed bin Salman Al Saud was born in 1985 and is prominently known by the initials of his name MBS. Prince Mohammed has served as the crown prince and prime minister of the Kingdom of Saudi Arabia. Prince Mohammed is also equal as the steward of the Council of Economic and Development Affairs and the chairperson of the Council of Political and Security Affairs (Hoyland, 2015). Prince Mohammed served as the nation's minister of defense between 2015 and 2020 and is the seventh son of King Salman (Hoyland, 2015). Prince Mohammed is the eldest of six children of King Salman bin Abdulaziz. Upon graduating from King Saud University with a law degree, Prince Mohammed served as a legal advisor to his

father. Prince Mohammed was appointed as the defense minister and later the crown prince to the throne (Hoyland, 2015).

The Vision 2030 plan was established by the Council of Economic and Development Affairs that is stewarded by the then Deputy Crown Prince- Mohammed bin Salman, the current King of the KSA. Crown Prince Mohammed bin Salman initially rolled this vision on April 2016, April 25, when the Council of Ministers assigned the Council of Economic and Development Affairs the mandates of monitoring and identifying various mechanisms for implementing and regulating the Vision plans (Saudi Vision 2030, 2022). This plan incorporates different goals alongside other reform strategies for the Kingdom's long-term economic and social success. This plan endeavors towards the overall reduction in subsidies, the establishment of a sovereign wealth fund, the public opening of Saudi Aramco to privatized investments via instigating a partial IPO, and inducing several reforms in various industries such as defense and tourism (Saudi Vision 2030, 2022).

This factor enables the widespread exploitation of the economy that encourages the growth of all sectors while simultaneously negating the conservative practices that have historically limited the Kingdom from external investments and the overreliance on an oil-driven economy. The Saudi Vision 2030 is anchored on three key themes: establishing a vibrant society, building a thriving economy, and establishing an ambitious nation (Saudi Vision 2030, 2022). Vision 2030 is a strategic intervention that seeks to diversify the kingdom economically and socially. The Saudi Vision 2030 serves as a strategic economic framework designed to reduce the Kingdom's overdependence on oil, diversifying the economy while simultaneously developing public sectors such as education, health, tourism, recreation, and infrastructure (Saudi Vision 2030, 2022). The primary focus is reinforcing investment and various economic

activities, improving the non- oil global trade, and advocating a secularized and softer global imagery of the Kingdom. This plan incorporates improving the governmental and military allocations and the production of military artillery (Saudi Vision 2030)—King Salman's Vision 2030 plan endeavors to privatize the Kingdom's economic structure.

The Kingdom of Saudi Arabia Vision 2030 Plan

The Vision 2030 plan is a strategic vision that guides the economy of the nation by diversifying the Kingdom's overdependence on oil, advocating for transition in the nation's social amenities program such as education, healthcare, and food security, caring for the environment through the Saudi Green Initiative, and attracting foreigners to come and live, work and invest within the Kingdom (Rashid, 2019). The Saudi Vision 2030 is anchored on three key themes: establishing a vibrant society, building a thriving economy, and establishing an ambitious nation. The Kingdom of Saudi Arabia unveiled the Vision 2030 economic plan in 2016. This financial strategy is designed to diversify the Saudi economy and draw domestic and international capital to raise the country's GDP to international standards. The Kingdom's future economic trajectory is depicted in the Vision 2030 plan. This plan outlines an ambitious and transformative strategy that will unleash the Kingdom's boundless potential by building a diverse, forward-thinking country that will benefit both present and future generations. The three pillars of the Vision 2030 plan are creating a thriving community, a booming economy, and an aspirational country. The Council of Economic Development Affairs developed this historical perspective.

To attain a vibrant society, the KSA endeavors to focus on the needs of its citizens while upholding the Islamic faith. This goal will occur via instigating a series of commitments, such as increasing Umrah visitors from 8 million to 30 million yearly (Saudi Vision 2030, 2022). Secondly, creating the largest Islamic Museum globally and doubling the heritage sites within

the Kingdom registered by UNESCO (“History & Heritage,” 2022). Thirdly, promoting the overall development of entertainment and cultural opportunities currently available within the Kingdom. These will serve as tourist attraction sites that will continue to market the Vision 2030 plan to the global communities. Fourth, promoting a healthy lifestyle to encourage an overall increment in the number of exercising citizens from the current 13% to a target of 40%, and lastly, developing the Saudi cities so that at least three are identified among the hundred ranked cities globally (“Vision 2030 and the Transformation of Healthcare,” 2022).

Vision 2030 Education Agenda

Among the crucial agendas of the Vision 2030 plan is the advancement of education services and modern programs within the Kingdom that seeks to enlighten the citizens of the Kingdom. Vision 2030 focuses on educational needs in the Kingdom. Based on the perceptions of Woodward, 2022, the KSA embarked on the unprecedented reform agenda that is universally accredited as the Vision 2030 plan, which strategically focuses on creating a diverse, dynamic, and sustainable economy that collectively meets the 21st-century demands. In attaining these reform agendas, the KSA majors on realizing an advanced knowledge-based labor market built on high-skill populations that centrally position education on the Vision 2030 plan. In particular, the KSA, in 2022, under the stewardship of King Salman, allocated over 37.5 billion Euros to the advancement of education. This amount is more than any other sector allocation. Contemporarily, the Kingdom possesses the largest student population in the GCC area, estimated at around seven million, which contrasts with the reduced private K-12 enrollments compared to the neighboring nations (Woodward, 2022).

Nonetheless, the Kingdom's education market value is projected to increase from four billion USD recorded in 2017 to approximately 15 billion USD by 2030 owing to the Kingdom's growing population, increasing enrollment within private institutions, and the gradual increase in

tuition fees within the Kingdom (Woodward, 2022). The Kingdom offers government-induced incentives that sponsor oversea schooling that support the transition process to higher private and quality education. The National Center for Privatization endeavors to improve privatized enrollment by 25% as of 2030, encouraging more school enrollment (Woodward, 2022). This current progression in education is based on King Abdulaziz's initial plan of advancing education within the Kingdom that would elevate the Kingdom to its current position (Woodward, 2022).

Vision 2030 Women Empowerment Agenda

KSA also necessitated the women empowerment programs championed by the Vision 2030 plan (the Shifting Tides, 2022). Contemporarily, the Vision 2030 program strategically empowers girls and women within the Kingdom to acquire education and reduce extensive male dependence through encouraging economic development. Women and girls' empowerment are at the core of the Vision 2030 plan, which is structured toward increasing the participation of women in the job market from the current 22% to over 30% (the Shifting Tides, 2022). From the establishment of the women empowerment agenda in the Vision 2030 plan in 2016, comprehensive developments have been initiated across the Kingdom, with an idea of empowering women, alongside remodeling the nation on a social, economic, and cultural basis that realize the KSA as a more inclusive nation (the Shifting Tides, 2022). Various guiding regulations have been formulated and applied in 2018 that have enabled women's empowerment by establishing the strategic Vision 2030 plan (the Shifting Tides, 2022). These changes cater to women's absolute economic and social empowerment within the Kingdom.

The first rule incorporates providing safety to women through enacting the anti-harassment law passed in 2018. This legislation subsequently introduced severe punishments and penalties, incorporating imprisonment of up to a maximum of five years alongside heavy fines on the convicted individuals (About Saudi Arabia, 2022). This regulation sought to protect

women from physical and sexual harassment instances that may discourage them from assuming various economic positions, thus derailing the empowerment agenda. Secondly, women were provided with the right to drive. On June 24, 2018, women in the KSA, for the first time, could drive on the roads, thanks to this legislation. Since then, an estimated 2.5 million female drivers have assumed careers on the roads, which have, in turn, improved the annual sales of cars within the Kingdom by 9% (Saudi Vision 2030, 2022). This move economically empowered women to be self-reliant and also be competitive enough. Thirdly, women have availed of the freedom of travelling. In August 2019, women within the KSA beyond the age of 21 could apply for passports and travel the world freely without needing a male guardian's authorization. This move allows women to be socially self-reliable and assume the fate of their lives on their basis. Forth, women within the KSA were granted the right to live alone in June of 2021 (the Shifting Tides, 2022). This rule enabled the Kingdom's women to live independently without requiring a male guardian's approval. Fifth, women were granted the right to serve in the Kingdom's military. In February 2018, the KSA availed women of the right to function within the security service industries for the interior ministry, the criminal investigations departments, pilgrimage security, and the criminal investigations departments (the Shifting Tides, 2022). More advancements were enabled in October of 2019 after the KSA allowed women to serve within the military and assume leadership ranks such as corporal, sergeant, and private (the Shifting Tides, 2022).

Sixth, the KSA enabled access to sports, a milestone in women's empowerment within the Kingdom. This legislation allows women to practice various sports, including both outdoor and indoor games such as football, golf, horse riding, walking, and cycling (Saudi Vision 2030, 2022). In 2018, the KSA enabled families for the first time to access the sports stadium, a landmark legislation that previously opened such venues for men only, currently allowing both

children and women. Seventh, the KSA enacted equality at the workplace legislation that continued to establish an equal wage for all genders, averting discrimination based on wages, working hours, and occupation for all genders (Saudi Vision 2030, 2022). This legislation further enabled women to include and practice various commercial functions without needing permission s from male guardians.

These numerous legislative changes have enabled women to join the active labor force of the Kingdom, particularly after the Ministry of Human Resources and Social Development (MHRDS) introduced several incentives targeting creating more jobs for women. Some of these programs include the *Qurrah*, *Tamheer*, and *Wussol* incentive programs designed to reform the labor markets and empower more women. The *Wussol* programs cater to 80% of the transportation costs by working women, *Tamheer* avails the on-job training for women, and *Qurrah* benefits child support for female employees (the Shifting Tides, 2022). Contemporarily, the KSA has over a million employed Saudi women within the private sector, accounting for an estimated 50% of the entire Saudi labor force. The works of King Faisal rolled down these empowerment programs implemented in the Vision 2030 plan through the empowerment programs that specifically targeted girls' education.

Saudi Arabia's Vision 2030 Establishing Thriving Economy Agenda

Moreover, to establish a thriving economy, the KSA endeavors to diversify the economy and create new job opportunities for the citizens of the Kingdom. This will be attained via commitments to entrepreneurship, education, and innovation, incorporating the diversification of the country's economy via the continuous privatization of the state-owned resources, including the establishment of a sovereign wealth fund that will be funded by the partial IPO of the Saudi Aramco (Saudi Vision 2030, 2022). This move will tap into the development of industries such as tourism, renewable energy, and manufacturing, modernizing the standards and curriculum of

the Kingdom's educational institutions right from childhood to higher learning (Saudi Vision 2030, 2022). The KSA projects by 2030 to possess at least five universities of the top 200 universities globally, with an increased focus on Small and medium-sized enterprises (SMEs) through inducing financial assistance. Lastly, the kingdom endeavors to improve the overall contributions of SMEs' GDP from 20% to 35% by 2030 (Saudi Vision 2030, 2022).

The Vision 2030 plan serves as the initial step towards attaining the KSA's economic aspirations while simultaneously revolutionizing the population's lives. These qualities guide the Vision 2030 plan, which promises to better the lives of all native Saudis alongside foreigners. This plan gradually endeavors towards meeting these promises while simultaneously delivering to the people, similar to how King Abdulaziz met his commitments to the people. Ideally, the guiding principles implementing Vision 2030 are anchored on the personal qualities of King Abdulaziz; all the seven Kings of the KSA collectively participated in the establishment of the contemporary Vision 2030 plan (Saudi Vision 2030, 2022). With a specific focus on infrastructural development, the economy of the Kingdom gradually developed to instigate the need to better the lives of all Saudis while simultaneously attracting foreign investors to better the competitive advantage of the Kingdom in modern times.

Vision 2030 Environment Agenda

On October 23, 2021, His Royal Highness, the Crown Prince, unveiled the first wave of more than 60 projects and initiatives to advance the Saudi Green Initiative of developing a green economy (Bell, 2022). With this declaration, nearly 700 billion SAR were invested in creating a green economy. Through Saudi Arabia's Vision 2030 economic blueprints, the Saudi Green Initiative focuses on increasing the country's reliance on clean, renewable energy, offsetting carbon emissions, and safeguarding the environment (Rashid, 2019). The Saudi Green Initiative focuses on ecologically friendly activities to enhance the quality of life and save future

generations. Leading energy producer Kingdom of Saudi Arabia is dedicated to the booming global fight opposed to accelerating climate change (“Saudi Green Initiative,” 2022). The Kingdom of Saudi Arabia has made significant strides in tackling environmental changes since the 2016 Vision 2030 economic framework was unveiled. The Saudi Green Initiative is in charge of leading the country's efforts to combat climate change, enhance the general standard of living for Saudi Arabians, and enhance linkages between the public and private sectors to scale up climate action (Bell, 2022). The Saudi Green Initiative, which pledged to plant more than 600 million trees, safeguard more than 30% of the country's land and sea against climatic changes, and build the world's largest green hydrogen plant, released its status report on environmental protection in October of 2021. (Saudi Vision 2030, 2022). Prince Abdulaziz bin Salman, the Kingdom's energy minister, spoke at the COP27 climate summit in Sharm el-Sheikh, Egypt, about the country's advancements in green energy (Bell, 2022).

Vision 2030 Financial Sector development Program

The development of the financial sector program endeavors to establish an efficient and diversified financial sector structured around supporting the improvement of the Kingdom's economy. Moreover, this Program endeavors to diversify the kingdom's sources of income, stimulate investments, finances and a culture of savings. Ideally, this Program endeavors to attain these ambitions by elevating institutions in the financial sectors alongside the development of financial markets within the kingdom to emerge as developed capital markets without risking the financial sector's stability (“Financial sector,” 2022). The development of the financial sector mainly focuses on various sub- sectors such as investments, banking, insurance, debt markets and banking. The development of the financial sector was officially initiated in 2017 with the idea of enabling financial institutions, supporting the development of the private sector, developing enhanced capital markets and boosting the Kingdom's financial planning. In the prior

stages upon launching the financial development, this Program attained remarkable success upon the successful enlistment of the Saudi Stock Exchange- *Tadawul* on the international indices such as *FTSR* and *MSCI*, which played a significant role in the first-ever public shares offerings by the Saudi Aramco in 2019 (“Financial sector,” 2022). This Program also improved support in the financial technology fields for various startups (Alannary & Hausawi, 2019). It pioneered many positive changes, including the transitions to a cashless society and the initiation of the instant payment systems that superseded the set goals within less than a year (“Financial sector,” 2022).

In the subsequent stages of the Kingdom's financial development, the program endeavors to strengthen the financial institutions that will empower the private sector by improving the financial planning capabilities and enabling SMEs to finance shares in banks (“Financial sector,” 2022). This Program also endeavors to develop a thriving and sustainable insurance sector within the kingdom that will improve the non-cash transaction shares from 36% recorded in 2019 to over 70% by 2025 (“Financial sector,” 2022). To encourage general financial stability within the Kingdom's financial sector, this Program conforms to the set international standards incorporating the requirement of the International Organization of Security Commissions and Bank for International Settlements.

Vision 2030 Fiscal Sustainability Program

This Program was initially initiated as the Fiscal Balance Program in 2016 (“Fiscal Sustainability Program,” 2022). This Program is a medium-term fiscal planning strategy designed to maintain the public finances and attain a balanced budget. Since the launching of this Program, it has been pivotal in the rolling of financial tools and systems instrumental in influencing positive interactions among financial variables and transforming the financial and economic sectors in attaining critical structural changes that synchronize with the needs of the

transformation phases (“Fiscal Sustainability Program,” 2022). This Program was also critical in strengthening the financial disciplines and improving public finances via the creation of various entities, including the National Debt Management Center, the Non Oil Revenue Development Center, and the Government Expenditure and Projects Efficiency Authority (“Fiscal Sustainability Program,” 2022).

This Program has attained numerous goals in context to the national systems associated with public finance while enabling the regulation of GDP deficit ratios from the 15.8% recorded in 2015 to below 4.5% recorded in 2019, in the process strengthening the Kingdom's capabilities of handling external shock (“Fiscal Sustainability Program,” 2022). Numerous structural reforms were induced to prepare the budget for the Kingdom, alongside improving the budget implementation qualities. The average yearly variance of the actual performance on the entire expenditure reduced from an average estimation of 16% between 2014 and 2016 to a 4% average in the 2017-2019 program implementation (“Fiscal Sustainability Program,” 2022). Revenue from non-oil products has also improved with the public finances being prepared to attain a sustainable stage by emphasizing the attainable, improving the financial planning qualities, and bettering the directions of the Program to favor the projected fiscal sustainability period (“Fiscal Sustainability Program,” 2022).

In connection with these attainments, this Program assumes the attained variables in formulating priorities and implementing strategies for the subsequent stages. Currently, these program majors in the development of public policies that support the attainment of the Vision 2030 plan, in the process adopting efficiency and positivity and ensuring that the induced public policies comply with the improvement of a balance of payments, the GDP growth, and the formulation of job opportunities for the Kingdom's citizens. This Fiscal Sustainability program

ensures that the past efforts of attaining desirable goals through the completion of work initiatives by the Fiscal Balance Program are complemented while simultaneously ensuring the adopted fiscal policies that are numerical budget determinants, are applied, and attain the set medium to long-term goals on the fiscal policy (“Fiscal Sustainability Program,” 2022).

Vision 2030 Health Sector Transformation

This Program endeavors to restructure the health sector within the Kingdom to be an effective, comprehensive, and modernized health system anchored on societal and individual health needs, including those of the visitors, residents, and citizens. This Program is anchored on the principles of value-based care that necessitates transparency alongside financial sustainability in promoting public health and preventing diseases. This Program further focuses on the application of new care models that are associated with disease prevention (“Health Sector,” 2022). This healthcare transformation vision also majors on improving the accessibility to health services via the expansion of e- health services provision, inducing digital solutions on health care matters, ensuring optimal coverage of patients, inducing equitable and comprehensive geographical distributions, and the overall improvement of the health services quality (“Health Sector,” 2022). This program majors on the satisfaction levels of the beneficiaries through the implementation and focus on quality evidence- based international practice standards, inducing and enabling an integrated health care system that covers all the Kingdom regions, that activates the meaningful service procurement that enhances societal awareness on safety and traffic.

The Health Sector Transformation Program further majors on coordinating and harmonizing the workability and interactions of all healthcare entities, the VRPs, and associate government actors in aligning and connecting with the strategic national focus of the transformation process. This Program was initiated for the Kingdom's Vision 2030 dream that ensures a sustained improvement of the healthcare services that focuses on the vital sectors

(“Health Sector,” 2022). This Program drew precedents from the accomplishments of the National Transformation Program that formulated strategic targets and upgraded the health industry to handle the looming health challenges by improving efficiency, quality and protection levels against these health risks. Perceived as a core strategic dimension of the National Transformation Program, attempts were formulated to develop the health sector by addressing the COVID- 19 pandemic. VRPs have also assumed a critical mandate in the Kingdom's handling of health-related matters in formulating strategic innovations that were significant in managing the pandemic.

In the previous phase, the health industry, through the health advancement program, has attained numerous accomplishments, including the advancement of the efficiency and quality of health services, alongside facilitating the accessibility to these health services via majoring in the digitization of the health sector and initiating affordable medical packages that improve service coverage within the Kingdom's regions (“Health Sector,” 2022).

Vision 2030 The Housing Program

The housing program was established to enable housing solutions that encouraged Saudi families to own and benefit from various suitable housing deals anchored on their financial capabilities and personalized needs. This Program also endeavors to improve the current housing conditions benefiting the current and future generations though availing guaranteed and suitable financing options (“Housing Program,” 2022). This Program simultaneously encourages the increment of housing unit supplies at affordable prices over reduced amounts of time, implementing programs that are focused on securing housing units for the disadvantaged individuals within the Kingdom and improving the regulatory and legislative environs for the housing sectors in the process maximizing the impacts on the sector, and the general economic trajectory of the Kingdom's economy (“Housing Program,” 2022).

This housing program was initiated in 2018 to establish a vibrant environment for the Kingdom's families and society in general (“Housing Program,” 2022). Since its inception, this Program has majored in establishing new standards structured around the development of the Kingdom's housing sector to encourage the citizens to acquire various housing deals. This factor encourages the overall percentage increment of Saudi families that currently own houses. In the past stages, this Program has attained remarkable success, facilitating immediate entitlement procedures for the Kingdom's citizens in real estate (“Housing Program,” 2022). This factor contrasted with the initial fifteen years waiting periods, which consequentially doubled the supply and demand movement of the Program. This Program also offered better housing options, leading to increased house ownership rates from the recorded 47% in 2017 to over 60% in 2020 (“Housing Program,” 2022). These achievements were attained by meeting the Kingdom's housing demands that boosted accessibility to sufficient real estate via inducing e-platforms such as the *Sakani* platform (“Housing Program,” 2022). This Program has also stimulated supply within the housing sector by capitalizing on effective partnerships within the private sector, which the housing constructors and the real-estate developers represent (“Housing Program,” 2022).

Additionally, this Program established the National Housing Company alongside the *Etmam* centre, which encouraged the development journey by inducing comprehensive digital platforms (“Housing Program,” 2022). The Developmental Housing Program was also formulated to fill the supply gaps for underprivileged families, working in partnership with various non-profit sectors to establish and rehabilitate over 350 residential community associations (“Housing Program,” 2022). This Program also worked on developing and improving regulations alongside the legislative and regulatory activities by introducing the

General Authority for Real Estate as the central authority for real estate actors. This Program further introduced the lease documentation platform- *Ejar Plattform*, tasked with regulating the rental real estate sector within the Kingdom owing to the significance of preserving the contractor's rights (“Housing Program,” 2022). In the coming stages, this Program targets improving the overall number of Saudi families currently owning houses to over 70% by 2030 (“Housing Program,” 2022). This dream will be attained by targeting the underprivileged societal segment, availing these services, and boosting the sector's attractiveness to private investments to support the sustainability of the sector.

Vision 2030 National Industrial Development and Logistics (NDLP) Program

This Program is one of the Vision 2030 realization programs that updated the delivery plan between 2021 and 2025, which was approved by the National Industrial Development and Logistic Program (CEDA), progressing to new success horizons in the achievement of sustainable growth via empowered citizens, an empowered private sector, and enhanced initiatives execution abilities (“National Industrial Development,” 2022). This Program endeavors to transform the kingdom into a global industrial powerhouse and an international logistic hub by maximizing the mining values and the energy sectors to realize the ultimate potential of local content while attaining the fourth industrial revolution. NDLP primarily majors on the Kingdom's economic diversification towards attaining sustainable growth through fostering globally attractive investment environments within the mining, industry, logistic, and energy sectors. NIDLDP focuses on strengthening enablers who are critical in shaping the participation of private sectors and impacting the various economic sectors within the Kingdom (“National Industrial Development,” 2022). These critical enablers include financial development, laws and regulations reform, and financial enablement.

The NDLP, via the execution entities, has remarkably enabled the development of the needed infrastructures for various program sectors that are manifested as one crucial factor important in the enhancement of the Kingdom's competitive abilities, alongside the attraction of foreign investors boosting the economic performance of the Kingdom on global scenes (“National Industrial Development,” 2022). This Program further focuses on optimal resource utilization, leveraging competitive abilities that are crucial critical drivers of the economic transformations and attraction of investors. As a result, numerous regulatory reforms have been induced to align with the Vision 2030 objectives that encourage adoption to a rapidly changing economic landscape (“National Industrial Development,” 2022). NDLP has continued to pursue an integrative approach with the relevant entities in developing the logistic sectors and facilitating access to the local and global markets, attracting investments within the NDLP sectors (“National Industrial Development,” 2022).

Vision 2030 National Transformation Program

This Program endeavors to develop the required infrastructure and establish an environment that enables the private, non-profit, and public sectors to attain Vision 2030. This Program will be attained through inducing digital transformations, attaining governmental operational excellence, supporting the private sectors, encouraging economic partnerships, and promoting social developments while ensuring that vital resources are sustained. This Program was introduced in 2016 to attain operational excellence for the government and establish the required infrastructures that subsequently boost the economic enablers and improve living standards via the eight strategic themes (“National Transformation Program,” 2022). These themes include the transformation of the healthcare sector, sustaining the vital resources, improving safety and the living standards of the Kingdom citizens, social empowerment, and development of the non-profit sectors, attaining the operational excellence of the Kingdom's

government, improving the attractiveness and accessibility of the labor market, developing tourism alongside the national heritage centers, and empowering the private sector (“National Transformation Program,” 2022).

The first phase of implementing this Program was between 2016 and 2020, whereby the Program contributed to numerous accomplishments including, improvement of the regulatory framework and the services issued to citizens, such as the transforming healthcare services, judicial services, enhancement of the urban landscape, development of the Kingdom's infrastructures including constructions of seawaters, desalination plants, and the associated networks (“National Transformation Program,” 2022). This Program has attained remarkable success in the improvement of the ease of conducting business, expansion of the digital transformations alongside the technical solutions that regulate the labor markets, empower girls and women, and improve the participation of girls and women in the workforce, encouraging the non-profit industries and also furthering the tourism sectors (“National Transformation Program,” 2022).

The second phase of this Program is set to run between 2021 and 2025, whereby the Program is projected to continue in the development of necessary infrastructures, encouraging social development, ensuring that vital resources are sustained, attaining more excellence in governmental operations, encouraging the digital transformation, and improving the labor market attractiveness to establish an accommodating environment for both the private and public sectors that support the attainment of the Vision 2030 plan (“National Transformation Program,” 2022). This plan also endeavors towards delivering the strategic objectives that were formally reserved for the Strategic Partnership Program (SPP) and the National Companies Promotion Program

(NCPP) in the development of the private sectors and supporting economic partnerships (“National Transformation Program,” 2022).

Vision 2030 Pilgrim Experience Program

The mandate of the Pilgrim Experience Program is to avail opportunities for the most significant number of possible Muslims to experience Umrah and Hajj to the fullest. This Program endeavors to enhance the experience of Muslim pilgrims identifying the Kingdom as the core of the Islamic religion. This Program attains this experience through the preparations of the Two Holy Mosques, encouraging the universal message of Islam, preparing the cultural sites and tourists, and ensuring that the best services are provided to Muslims before, during and after their pilgrim visits to Medina Munawara, and Makkah holy sites (“Pilgrim Experience Program,” 2022). This mandate also incorporates the reflection of the Kingdom's civilized and honorable image in bettering the Two Holy Mosques alongside the pilgrims. This Program was officially incepted in 2019 as an honor extension in serving the Two Holy Mosques in the Kingdom by the Kings (“Pilgrim Experience Program,” 2022).

This Program ideally aims towards facilitating the hosting of the Two Holy Mosques pilgrims, and issuing them with the best possible services, in the process enriching the religious and cultural experiences of the Pilgrims. In a bid to attain exquisite spiritual experiences for the Umrah and Hajj pilgrims, this Program anchored the intervention strategies on seven key contact points beginning with the point before arrival, arrival and departures, transportation to the holy sites, visitation of the Two Holy Mosques alongside the Holy Sites, performances of the safety and health rituals, and eventually culminating the two critical points of the Kingdom's discovery and hospitality industries (“Pilgrim Experience Program,” 2022). In the past stages, this Program attained numerous achievements in association with the related sector entities. Notably, this Program induced the making of e-visas for the Umrah and Hajj pilgrims from all nations

extending the Umrah season. Moreover, numerous technical achievements were introduced, including launching various initiatives, including the *Smart Hajj, Pilgrimage without a bag*, and *Eyab*. This Program further induced comprehensive health insurance for pilgrims visiting the Kingdom's holy sites (“Pilgrim Experience Program,” 2022).

In the subsequent phases, this Program towards providing transformative spiritual experiences for various pilgrims through simplifying and facilitating the procedures adopted for the hosting of pilgrims and the preparation of the Islamic historical sites in a manner that promotes the cultural and religious activities of the Umrah and Hajj pilgrims, alongside attaining an integration of all parties to improve on the issued services via the sixteen priority paths (“Pilgrim Experience Program,” 2022). This Program assumes these paths to enable over thirty million pilgrims to experience a transformative experience in faith.

Vision 2030 Privatization Program

The privatization program seeks to enhance the private sector's mandate in issuing services alongside availing government assets. This factor improves the quality of issued services. It contributes to cost reduction, encouraging economic development and embracing diversity, enhancing the Kingdom's competitive abilities in facing regional and international competitions. This Program also endeavors to attract direct foreign investments and improve the balance of payments. This Program was officially incepted in 2018, seeking to identify the various government services and assets that can be privatized, developing the Kingdom's privatization systems and the associated mechanisms. This Program further defines the private and public sector partnership frameworks that subsequently enhance the quality and efficiency abilities of the public services that support the economic development plans.

In the past stages, this Program succeeded in developing the general frameworks adopted in the privatization system by enacting the Privatization Law and formulating the National

Center for Privatization. This center major on regulating the adopted system procedures and enhancing private sector participation fairly and transparently. This center further ensures the integrity of the adopted procedures guiding contracts, thus providing captivating regulated environments that encourage the private sector to thrive through long- and short-term investments (“Privatization Program,” 2022). This Program played a significant role in activating the private sector supervisory committees.

In the subsequent phases, the program endeavors towards establishing private economic enablers that continue to intensify the accommodation of private industries in the provision of services, value maximization retrieved from government assets, and improving the efficiency of spending (“Privatization Program,” 2022). These sector privatization strategies will be articulated primarily in sixteen sectors, including; transportation, education, health, and municipal affairs. These factors will encourage the government effort to focus on regulatory and legislative matters.

Vision 2030 Quality of Life Program

The Quality-of-Life Programs majors on improving the family and individual quality of life through the creation of required environments in the development and supporting livable and lifestyle options within the Kingdom (“Quality of Life”, 2022). These choices will encourage the participation of the visitors, residents, and citizens in tourism, sports, entertainment, urban, and cultural activities that continue to nature a better quality of life (Abuhjeeleh, 2019). These diverse options pose distinct economic and social effects that create jobs and diversify the nation's economic activities, consequently elevating the Kingdom's cities' ranking and attaining global status (“Quality of Life”, 2022). This Program was incepted in 2018 to expand numerous sectors' horizons that directly affect the citizens in entertainment, sports and culture. Ideally, this Program majored in the diversification of entertainment opportunities, notably the inauguration

of the first-ever cinema within the Kingdom and the organization of numerous international sporting events, including the Dakar Rally (“Quality of Life”, 2022).

Furthermore, this Program actively majored in the establishment of various music festivals and cultural museums, investing in the development of Saudi's human capital in these creative spaces, in the process launching various programs and academies, including the Mahd Sports Academy and the Talent Development Program (“Quality of Life”, 2022). This Program also majors in the development of the tourism sector within the Kingdom alongside elevating the Kingdom's competitive abilities as a tourist destination center internationally, attaining tangible accomplishments. The Kingdom has launched a tourist Visa scheme, improved the number of UNESCO-registered sites as World Heritage sites, and localized the leadership profession within the hospitality sector (“Quality of Life”, 2022). This Program has also enabled the betterment mechanisms for the private sector, automating the licensing process that facilitates investments alongside the establishment of development funds, including The Nomow Cultural Fund (“Quality of Life”, 2022).

Lastly, in a bid to emerge as an ambitious nation, the KSA majors on transparency, accountability, and effectiveness in the induced governing strategies. Sustainable success can be realized primarily through generating solid foundations (“Quality of Life”, 2022). In a bid to discover such potential, the KSA endeavors towards establishing zero tolerance to corruption on all levels, encouraging transparency through the expansion of online services alongside the improvement of governance standards, establishing the King Salman Program for Human Capital Development designed to train over half a million government employees in the best conducts, while simultaneously bolstering the non-profits sectors increasing their efficiencies alongside impacts.

Chapter Two: Public Relations and Saudi Vision 2030

Introduction: Background of Public Relations

The numerous quick changes, growing complexity, globalization, and inclinations toward social structure disintegration currently influence modern civilization. This aspect has forced countries, organizations, and businesses to interact with their stakeholders and explain their actions and goals. In these encounters, it is critical that the parties involved respond to questions about who they are, what they believe in, what they hope to achieve, and how they plan to do it. Stakeholder responses to these types of inquiries improve management's public positions within an organization while also building on public views and providing the public with freshly established frames of reference (Grunig, 2013). The ideal definition of public relations, according to Edward Bernays, who is also regarded as the "father of public relations," is the engineering of public consent (Hiebert, 1996). Despite the fact that many different organizations now handle public relations, organizations have persisted in doing so over time. This element has made it necessary for public relations to flourish and capitalize in order to gain public acceptance and justification for an organization's actions, which then build on relevance and assume public support (Moriarty, 1994). The Kingdom of Saudi Arabia's Vision 2030 plan is one of the countries in the twenty-first century utilizing public relations to obtain public relevance and acceptability (Grunig, 2013).

In order to change the public's perception, public relation is said to involve controlling and distributing information from a company or a person to the general public (Moriarty, 1994). Over time, public relations has developed and been accepted internally by corporations as a management role that affects how the general public views the operations or goods of an organization. The Public Relations Society of America (PRSA) defines public relations as the

strategic communication process that develops relationships between organizations and their public that are mutually beneficial (Seitel, 2017). As a result of public relations, communication specialists known as public relations practitioners have emerged. They create public relations tactics with the goal of persuading the public to adopt a specific viewpoint about a person or an organization (Fitch, 2020). Practitioners of public relations, also referred to as the PR practitioners of the twenty first century, are the intermediaries between an organization and its audience. Throughout history, a number of public relations professionals have played crucial roles in the development of modern public relations (Fitch, 2020). Ivy Ledbetter Lee and Edward Bernays, in particular, have made significant contributions to the growth of contemporary public relations (Harrison, 2004).

According to Ivy Ledbetter Lee in 1914, public relations are "the planned, methodical, and continual efforts of building and then keeping the mutual understandings between an organization and its publics" (Zoch, 2014). According to the Public Relations Society of America, PR is also "a strategic communication process that establishes mutually advantageous partnerships between the organizations and their publics" (Myers, 2020). According to Veri (2001), public relations (PR) refers to an organization's or a nation's continual efforts to build and sustain positive relationships with the broader public. The public may be internal, as in the case of successful communication between an established leadership structure and the general populous, or external, as in the case of a nation's relations with other countries, in a particular situation (Ledingham, 2008).

Ivy Lee, a Princeton University economics graduate who tried his luck in the legal area but gave up after a semester, switched to journalism and worked for a variety of publications, including the New York Journal, New York Times, and the New York World (Zoch, 2014). In

1903, Lee entered the profession of public relations by working for the Citizen Union, a watchdog organization for political parties. In this function, Lee observed a serious gulf in transparency and communication between the general public and corporations (Myers, 2020). Lee founded the third PR company in the US with a friend of theirs, George Parker, and based the firm's principles on relevance, veracity, and truth (Zoch, 2014). Accuracy assured the firm's released information was accurate. Accuracy ensured that the information the company released was reliable and truthful, and authenticity assured that the information the company released was real and legitimate (Myers, 2020). Interests made sure that the information supplied fascinated the people and caught their attention.

In order to set forth the writing etiquette for public relations, Lee released a widely circulated statement to the media known as the Declaration of Principles (Turney, 2015). This public declaration included a number of fundamental duties that public relations professionals have to the general public and the media. In order to strengthen the linkages between the media and the organizations, Lee insisted on the importance of a thorough explanation of the actions made by a company to the media. The Declaration of Principles has made an important contribution to the growth of contemporary public relations. As was the case in handling the tragic tragedy that occurred, Lee's arguments focused on the professional contacts of public relations practitioners, the fourth estate, and the general public in handling happenings at the Pennsylvania Railroad (Turney, 2015). Lee insisted on issuing a press release that detailed the incident from the organization's perspective and aimed to influence the public's perception (Turney, 2015). In order to provide firsthand information to the public and further mold their impressions, Lee also arranged transportation to the accident scene for interested reporters. Lee made sure that the company's senior officials were available to the media and provided

statements that were important in influencing how the general public saw the accident (Turney, 2015). This action received a lot of favorable feedback from the public and the media, setting a precedent for communication that the business would use to handle future public relations issues. In time, the connection between businesses, the media, and the general public became better.

The principles of modern public relations were influenced by Edward Bernays. After graduating from Cornell University with a degree in agriculture, Bernays tried his first career position before going into journalism. Bernays influenced public opinion, earning him the moniker "Father of Public Relations" (Hiebert, 1996). Innovative communication strategies developed by Bernays altered public opinion and company public relations with the general public. Bernays was one of the first experts to elaborate on the notions of reduced press agency and the impact of governmental policies on ambitious and contentious conversations that aimed to influence or avoid public behavior or opinion. Most organizations, including businesses, industrial enterprises, civic groups, and governments domestically and abroad, have adopted Bernays' opinion-shaping techniques (Arnett, 2015).

By using endorsements from different thought leaders, celebrities, professionals, and subject-matter experts to boost the perceptions that his clients wanted, Bernays affected public relations. Additionally, Bernays elaborated on the use of polls and surveys to make a persuasive argument for the client's goods or positions. Notably, Bernays affected societal transformation through influencing public opinion on many issues. One issue is the acceptance of women smoking in public places in an effort to market Lucky Strike cigarettes from the American Tobacco Company (Seitel, 2017). Bernays came to be known as a skilled opinion-former who used specific concepts to formulate desired attitude modifications. Bernays emphasized in 1971

that public relations that have been effectively capitalized on are essential to establishing an evidential principle in the market competition for goods and ideas in contemporary societies.

Tools of Public Relations

Public relation as a strategy for communal persuasion, adopts various tools, particularly owing to the practice being an umbrella of concepts. The practice of public relations is definable by the organizational mandate, and the tool adopted is primarily based on the intended effects. The practice of public relations assumes various functions in various cases alone, while in some instances in combined forms, these functions also serve as the tools for public relations, and include, community relations, corporate communications, customer relations, employee relations, financial relations, government relations, media relations, public affairs, and strategic communications (Michaelson & Stacks, 2017). These tools are strategically applied to persuade the recipients in shaping a similar point of view as the source. Ideally, these tools are customized to meet the intended effects by the user, and may vary in degree and severity of application. In contemporary societies, these tools have been utilized in building mutual relations, and sustaining current relations between an organization and its publics. In turn, such relations determine various scopes of an organization including the profitability aspect. Nations have also capitalized on these tools with the Kingdom of Saudi Arabia manipulating social media avenues particularly Twitter in fronting its vision 2030 to the global communities.

Press Conferences as a Tool for Public Relation

Press conferences are utilized in the communication of crucial information such as launching of campaigns, connecting with organizations and companies and involving various participations of journalists and the representatives of organizations and companies. These events avail opportunities for journalists and industries to interact sharing information of organizations

and campaigns. Conferences ensure that journalists are equipped with the necessary information to air to the public in the process influencing the perceptions of domestic and international populations. The Kingdom of Saudi Arabia has organized various conferences in propelling the Vision 2030 agenda that in turn continues to influence the kingdom's publicity on global scales. Notably, the kingdom organized the "Rising for Industry sustainability and efficiencies" (RISE) conference organized in Riyadh. This conference majored on fostering a collective understanding of the concept "ICT sustainability through strategic collaborations with the STC Group, China Mobile International, Space and Technology Commission (CSTC) of Saudi Arabia and over 193-member state and private sectors organized UN premier ICT agencies. In addition, the kingdom partnered with Telecommunication Union (ITU) and the SAMENA Telecommunication council in organizing the RISE conference at Fairmont Riyadh in 2023. This conference served as publicity platforms for the Kingdom fronting a technologically sustainable image to the global populations. The Kingdom as a result is perceived as a technologically sustainable nation, and can rise to new challenges and induce progress on the digital applications, business platforms and operating model services such as satellite and terrestrial services providers.

Entertainment as a Tool for Public Relation

The kingdom adopts various leisure activities such as camel, horse racing and falconry. Within the kingdom, sports adventures and recreation activities form a crucial part of typical life to the Saudi Arabians. These sports are incorporated in various renown festivals of the kingdom such as the Heritage Festival and the annual Jenadriyah National Culture ("Sport & Recreation Activities," n.d.). Recently the kingdom organized F1 rally in Riyadh bringing together global F1 stars and fans. The direct consequence of this is the perception of the kingdom as a sport destination and attracting millions of individuals globally. Camel racing forms an essential part of Saudi sporting, camels from all over the nation are brought together in the sporting ground for

racing (“Sport & Recreation Activities,” n.d.). This racing serves more than a sporting event and induces honor. Winning camels are estimated to be thousands and induce a sense of pride to both the owners and trainer. Therefore, rivalry and competition among the camels’ owners is very intense. The Kingdom organizes Camel races at the King Fahd international stadium attracting millions of global spectators. As a result, the Kingdom is perceived as a sports destination and a cultural nation that attract millions of individuals globally.

Community Relations as a Tool for Public Relations

Organizations globally need to ensure positive relations with the community members that are mutually beneficial to all parties. This factor is critical, as marketing and manufacturing attempts initiated by organizations are directly affected by the good relations organizations have with their communities (Michaelson & Stacks, 2017). Public relations adopt community strategies in the persuasion of the publics, who happen to be community members. Through community relations, organizations initiate various corporate social responsibilities (CSR) that positively impact the community, and simultaneously change the perceptions of the community towards an organization, in turn building on mutually beneficial relations between the community and the organization (Moriarty, 1994). Most organizations encourage their employees to assume communal responsibilities through activities such as taking part in community organizations, sponsoring of community activities and events by the locally established cooperations, engaging in blood donation drives, and spearheading educational activities. Ideally, organizations engage in these activities in a bid to build on revamped communal relationships that forms the basis of establishing formidable brand images within the localized communities and the stakeholders in general (Brunzel, 2015). Through community relations, organizations are capable of leaving their footprints within the community through sponsoring of social projects that impact the daily lives of the community members. The direct

effect of this tool is the psychological persuasion of the publics in formulating new perceptions of the organization, rebranding of the organization, and establishment of mutually beneficial relations between an organization and its publics.

Corporate Communications as a Tool for Public Relations

Organizational official communication on various matters massively influences their social positions, and the manners their publics perceive them. Organizational handling of happenings such as scandals within the organization, and externally with the community members influence the overall perceptions towards the organization, and affect the social standings of these organizations (Michaelson & Stacks, 2017). A tool utilized in communication within organizations with their publics, is the corporate communication strategy that is issued via press and video news releases. The video news release is the video equal to a press release, that is deliberately prepared for the public consumption aired by the television stations. These typical video news releases are aired for an estimated ninety seconds, and are adopted in the explanation of an organizational position on various matters that affect the public and are connected to the organization. Corporate communication massively influences the overall reputation of an organization, and can influence potential business from the stakeholders. Therefore, it is fundamental that organizations solicit strategic communication practices in the explanation of their views on various matters that affect their publics to avoid a tainted reputation that negatively affects their operations. Notably, Ivy Lee capitalized in corporate communications in handling the railroad accident, sharing information through the video release to the public, a move that ensured the public was informed, influencing the notion of credibility of the organization, in turn affecting their typical business operations.

Customer Relations as a Tool for Public Relations

All organizations depend on customers or clienteles to remain afloat in their typical business operations. Therefore, it is fundamental that organizations employ professional care in the handling of their clients' businesses, and emergent situations. Among the adopted customer relations strategies is the use of informercials in the airing of a business activities that provide information on what clients can expect from the business, and use of press release in handling emergent issues that affect the publics and are connected to the organization. Press releases serve as the foundations of publicity programs that majors on resolving issues that affect the clients of a business negatively affected, while also replacing the tainting story that is currently propagated to the publics (Michaelson & Stacks, 2017). Organizations adopt press releases in summarizing the information concerning a product or service in a manner that will capture the attention of the media, replace the tainting narrative, and build on formidable customer relations with the publics (Ackermann, 2021). Customer relations also influences the customization of marketing information used in advertisements to target a specific audience thus shaping on formidable mutually beneficial relationships (Michaelson & Stacks, 2017). Through a strong customer relation, organizations are capable of formulating mutually beneficial relationships that continue to influence the business operations and form the basis of handling emergent issues that affect an organization and its publics.

Employee Relations as a Tool for Public Relations

All organizations require employees for the successful execution of business operations. Employees of organizations serve as extremely fundamental internal publics who are the bridges between an organization and its publics. The corporate public relations professionals in most cases utilize great amounts of time in developing various internal employee communication programs that incorporate annually published newsletters, internet postings, and various

informational bulletin boards. These strategies are utilized to avail effective communication internally between the senior organizational management and the employees building on positive interactional relationships that in turn affect the motivation levels of employees that directly impact the manners employees handle transactions on behalf of the organization. In the service organizations, employee relations are fundamental in the supporting of brand communication efforts (Brunzel, 2015). Moreover, the manner organizations handle employees influence the overall external public perceptions of the organization. Most organizations have established internal programs structured towards the betterment of employees. Such programs include in-house training, internal promotions services, incentives, and team-building activities. These activities are designed to induce a sense of togetherness that unifies the employees' abilities to the intended goals. Through formidable employee relations, organizations are capable of establishing strong internal relations that are mutually beneficial, and influence the external public through improved customer services from motivated employees.

Financial Relations as a Tool for Public Relations

Organizations globally deal with finances, and some organizations have particularly majored on the financial world such as banks. This means that such organizations have to uphold strict professional conducts that influence their relations with their public. These financial relations in turn may break or build a business operation. Various brand marketing organizations are held publicly, with the financial relations being a critical aspect of public relations activities. A downward trend in the earnings of an organization immensely contribute to a reduction in the prices of stock inducing the exiting of the senior executives, and a tainted public perception. The financial relations professionals are responsible for the sustenance of mutually beneficial relations with various investment communities such as stock-brokers, industrial analyzers, and journalists who specialize on financial reporting. This professional relationship is critical in

influencing the publics to invest or transact with a given organization. The financial relations of organizations are critical in building public relations among the involved stakeholders. In delicate financial markets such as stock exchange, the financial performance of a company in terms of the unit share prices, and overall performance overtime influence the decisions of the public to invest in a given company (Ackermann, 2021). Formidable financial performance by an organization builds on better financial relations between an organization and its publics.

Government Relations as a Tool for Public Relations

Public relations in government establishes on formidable relationships between the organization and governments. Organizations operate in regulated environments by governments, where each party bares responsibilities that they are expected to fulfill in mutually beneficial ways (Butterick, 2011). Organizations are expected by governments to remit taxes, conform with the set regulations including accessing and renewing license, adopting safe standards of practices, treat employees effectively and encourage intrinsic development of employees. Governments on the other hand are expected to provide working business environments through formulation of favorable policies. The upholding of each end's expectations natural builds on mutually beneficial relations, and establishes government relations as a tool for public relations (Butterick, 2011). Legislations determined by governments have adverse effects on organizations, whereby, these organizations are expected to uphold the provided legislations. Public relations professionals induce and sustain a balance between organizations and the government that influence typical business operations (Michaelson & Stacks, 2017). These professionals develop strategies, map various stakeholders that influence various government decisions that consequentially impact businesses, research on various policy and position papers that provide insights on appropriate government-organization relations, prepare various businesses for the governmental appearances, and also monitor emergent issues

(Butterick, 2011). The relationship between government and businesses is symbiotic, that utilizes public relations in maintaining an operational balance based on mutual needs.

Media Relations as a Tool for Public Relations

The relationship between organizations and the media is fundamental in the establishment of public relations. The media propagates various information to the public concerning an organization influencing the perceptions of the public towards a given organization. Organizations adopt fact sheets that comprises of written press releases that can be utilized without editing. This fact means that the relevant information is incorporated, with instances of crucial information that may not necessarily fit within the press release. Therefore, a fact sheet is significant in such a context, including detailed information concerning various products, features, and origins (Michaelson & Stacks, 2017). The media further traces various press releases statement from various organizations through the use of press kits. These press kits combine various press releases, fact sheets and the used visuals concerning a given case in identifying a trend, or influencing the publics on a certain way. The media prepares comprehensive folders that are utilized in gaining the attention of the publics, and organizing the provide materials in constructing a particular perception in regards to a given organization. The media plays a significant role in influencing the publics points of view in regards to a particular matter, and in the process influences the overall public perceptions towards a given organization. Organizations also utilize these media sources in communicating with their publica on given issues influencing their publics.

Public Affairs as a Tool for Public Relations

Public affairs serve as another tool of public relations that enables organization to effectively directly handle the external environments including the media, lobbyists groups, legislators, and governments. Through public affairs, organizations are capable of matching the

external requirements that collectively affect the business operations, while simultaneously handle external emergent issues that may affect the typical operations of a business. Public affairs professionals tend to work towards conflict resolution, and attempt to negotiate on behalf of their organizations in the resolving of various emergent issues. Ideally, through public affairs, organization are capable of establishing cordial relationships with their publics that are mutually beneficial and structured around realizing common goals. There exist numerous activities that public relations specialists are engaged in including, the advocacy, consultation and advising their organizations on various emergent issues that may affect the smooth flow of operations, secondly, monitor various political information and trends that may affect the organizational smooth flow, thirdly, lobbying support for the organization, and lastly, research and provide necessary information to the organization's stakeholders. Organizations tend to utilize public affairs in the discussion of legislation procedures and effects of policies on the typical business operations. Organizations through public affairs tend to unleash publications that target and influence various sections of the populations. Organizational publications such as brochures, annual reports, magazines, and articles are published in relation to public affairs, designed to establish mutual points of view with their publics on various matters.

Strategic Communication as a Tool for Public Relations

Communication is the process of sharing meaning, that in some instance can be strategic in nature. Strategic communication is a critical public relation tool that specifically majors on what an organization needs to communicate, to a specified audience in a bid of establishing mutually beneficial relations, or even persuasion on a given point of view. Public relations professionals adopt media messaging strategies that complement the adopted organizational marketing and communication strategies enforced (Butterick, 2011). In context, this aspect is referred to as the strategic communication plan that encourages public relation managers to

ensure that the media coverage and the adopted publicity campaigns within the organization promote the overall organizational wellbeing, and the strategic mission of an organization. In the achievement of this, public relations managers need to be involved in all the adopted communication channels of an organization. Contemporarily, organizations adopt strategic communication practices through annual sponsored events that are structured towards drawing attention on various products and services offered, alongside their organization's point of view on given social issues that in turn build mutual beneficial relations with the publics.

Organizations also strategically communicate through organization of specialized events such as seminars, conferences, exhibitions, anniversaries, and contests. These organizations target the like-minded publics that complement the strategic points of views by organizations. Strategic communication is fundamental in the eradication of ambiguity particularly on controversial topics that may serve as ethical criticism towards an organization. This communication ensures that the adopted stance by an organization is formerly known, in the process building on mutually beneficial relations with the publics.

The Kingdom of Saudi Arabia and Public Relations

Public relations have been used effectively by the Kingdom of Saudi Arabia (KSA) as a driving force behind the Saudi Arabia vision 2030. (Saudi Vision 2030, 2022). The Saudi Arabian vision 2030 is based on diversification, which highlights the need to open up the Kingdom's economy to foreign investors, adopt technology, and, most significantly, diversify away from an excessive reliance on oil as a source of economic power (Saudi Vision 2030, 2022). The executive leadership of the Kingdom of Saudi Arabia frequently releases remarks endorsing the value of the Vision 2030 plan, affecting how the public views the Kingdom. "My first goal is for our kingdom to be a pioneering and successful global model of excellence on all

fronts, and I will work with you to achieve this," said King Salman Bin Abdulaziz Al Saud (Saudi Vision 2030, 2022). This claim is an attempt to gain support from then-global groups through public relations while highlighting the Kingdom's relevance in the modern world.

Three main elements make up Vision 2030: creating a healthy economy, creating a thriving community, and creating an ambitious nation (Ahmed, 2022). The Council of Economic Development Affairs, which is led by Deputy Crown Prince Mohammed bin Salman, developed this historic vision. This vision includes a number of social and economic objectives as well as reform initiatives that will ensure the Kingdom's long-term economic success. Economically, this vision aims to reduce subsidies, create a sovereign wealth fund, force partial initial public offerings (IPOs) of Saudi Aramco, and overhaul a number of businesses, particularly the defense and tourism sectors (Abuhjeeleh, 2019). The Kingdom of Saudi Arabia will prosper economically and socially under this vision, dominating the list of world economies.

The Kingdom of Saudi Arabia hopes that its people would advance a flourishing society alongside their Islamic faith. This aspect of the vision aims to double the number of Saudi heritage sites that have been included on UNESCO's World Cultural and Natural Heritage List in order to draw more tourists to the country. It also develops one of the most prominent Islamic Museums in the world and aims to increase the number of Umrah pilgrims from the current eight million to about thirty million annually (Abuhjeeleh, 2019). Additionally, Saudi Arabia's Vision 2030 aims to promote the expansion of entertainment and cultural opportunities within the Kingdom, promote a healthy lifestyle to increase the number of citizens who exercise on a weekly basis from the current thirteen percent to over forty percent, and develop Saudi cities to support economic growth, making sure that three or more Kingdom cities are listed among the top a hundred cities in the world (Saudi Vision 2030, 2022).

As outlined in Vision 2030, the Kingdom of Saudi Arabia strives to diversify its economy and create exciting work opportunities for its inhabitants in order to achieve a healthy economy. This decision will be significant in the pledges to entrepreneurship, innovation, and education (Allmnakrah, 2020). A thriving economy will be realized by the innovative privatization of assets controlled by the state formation of a sovereign wealth fund that is financed via the partial IPO of the Saudi Armco. The vision also aims to unlock many neglected businesses, including manufacturing, tourism, and renewable energy. It updates the present curricula and benchmarks in Saudi educational institutions from early childhood to higher learning levels (Allmnakrah, 2020). Saudi Arabia will have more than five universities that are ranked among the top two hundred globally by 2030. Furthermore, this vision aims to shift attention back to the numerous small and medium-sized businesses (SMEs) by encouraging financial aid, which would then boost the SME's contribution to the country's GDP from the present twenty percent to thirty five percent (Amirat, 2020).

The Kingdom of Saudi Arabia strives to concentrate on accountability, openness, and the efficacy used in their governing tactics in order for Saudi to emerge as an ambitious nation (Ahmed, 2022). Achieving sustainable success requires laying down strong foundations. By further expanding online services and generally raising the bar for accepted governance norms, the Kingdom of Saudi Arabia aims to ensure zero tolerance for all forms of corruption and promote transparency (Saudi Vision 2030, 2022). The vision also aims to develop the King Salman Program for Human Capital Development to train more than 500,000 public servants in industry best practices and advance the non-profit sector through increased effectiveness and impact (Saudi Vision 2030, 2022).

The Kingdom of Saudi Arabia will gain from public relations by developing a new national brand that contrasts the conservative oil-producing country with the Kingdom's open, diverse economy (Brunzel, 2015). The world's people will be persuaded by this new brand to move to the Kingdom because of its strength on the economic and social fronts (Kinninmont, 2017). Public relations, which organizes a country's behaviors, actions, innovations, investments, and communications to achieve desired reputations, is based on systematic design processes. As a result, the public at home and abroad will form favorable opinions of the Vision 2030 plan, which will lead to domestic and international support. Furthermore, the Kingdom will attract immigration from around the world as a result of the prosperous economy it provides. In this scenario, public relations is a crucial rebranding tool for Saudi Arabia as an oil-producing nation whose economic survival is dependent only on one single good, oil (Brunzel, 2015). Despite the Kingdom of Saudi Arabia's past successes in other economic spheres, like trade, the country has always been viewed as an oil-producing country by the world. The Kingdom of Saudi Arabia is one of the top oil-producing nations on a worldwide scale, along with the United States and Russia.

In order to meet the needs of the global population, Vision 2030 embraces a strategy of economic diversification that involves growing the public sectors, such as those involved in education, recreation, infrastructure, health, and tourism (Abuhjeeleh, 2019). Additionally, the rise in non-oil exports of goods convinces the world community that Saudi Arabia is diversifying its economies, calling for international assistance in addition to luring international communities to work, live, or invest in Saudi Arabia. The goal of the Kingdom's Vision 2030 strategy is to diversify its economy and lessen its total reliance on crude oil. The Kingdom of Saudi Arabia is now making considerable progress toward realizing this ambition by focusing on public relations

strategies that have an impact on the public. The economy of the Kingdom of Saudi Arabia has been liberalized to welcome global investment together with the development of other economic sectors, such as tourism, and the privatization of state-owned resources.

The majority of people still view the Kingdom as an oil-producing country or as a center of Islam because Mecca is the site of the most important Hajj religious rituals. This requires the use of strong public relations strategies to convince people around the world of the new Saudi Arabian Kingdom. Public relations strategies are crucial in promoting Saudi Arabia's national brand to the world's partially receptive population because the Kingdom's 2030 goal wears that brand. The Kingdom's national accomplishments will be highlighted in more detail through public relations efforts to advance Vision 2030, enhancing the perception of the country (Al-Zamil, 2020). The Kingdom relies heavily on social media sites like Twitter, Facebook, Snapchat, and Instagram that are essential to preserving the nation's reputation abroad. Social media is a crucial and basic public relations strategy that improves involvement and the overall macro and micro analyses of a nation.

The Kingdom of Saudi Arabia's policies for establishing its nation depend heavily on public relations. In contexts, public relations serve as the foundation for selling the Kingdom of Saudi Arabia's Vision 2030 plan, which will achieve a newly updated perception of the Kingdom in addition to the current notion that it is one of the world's top oil producers. Public relations focuses on achieving and maintaining crucial ties among individuals and organizations. Public relations is fundamental in ensuring the Kingdom strategically implements the 2030 vision plan and persuades the global population to rally in support of the Kingdom. One nation that has made a significant investment in rebranding is the Kingdom of Saudi Arabia (Volcic, 2011). The adoption of Saudi Arabia's Vision 2030 strategy, the advancement of women rights, the opening

of new economic frontiers, and financial investments in long-term tourism, establishing the Saudi Vision 2030 program, empowering women, expanding the country's economic horizons, and investing in long-term tourism projects have all been cited as key factors in portraying the country's favorable image abroad (Volcic, 2011). The quick adoption of changes, particularly in the areas of education, social, economic, and women's empowerment over the previous four years, exemplifies Saudi Arabia's singularity. During this time, Mohammad Bin Salam (MBS) and his administration have remarkably used social media to connect with an estimated seventy percent of Saudi Arabia's population that is under the age of thirty influencing their position on the Vision 2030 agenda.

These characteristics of excessive dependence ultimately result in enormous inefficiencies, an increase in the number of welfare systems with government subsidies, and an increase in the unemployment rate among Saudi Arabian people (Škuflić, 2018). The emergence of new industries and the use of digitally induced movements in public engagements are how the subsequent developments in this area are achieved. The recalibrating of Saudi Arabia as an open society founded on Islamic religious principles has depended heavily on nation branding. The nation's attitudes toward the people's liberties and fundamental freedoms are among the factors contributing to the bad impressions of Saudi Arabia in the international community (Shoaib, 2015). The transformation of the unfavorable view and subsequent portrayal of Saudi Arabia as a positive model is a key component of Vision 2030. Due to the strong emphasis on religious, cultural, and conservative norms and traditions, the Kingdom has gained reputation as a fascinating place to visit. Massive international travel to Saudi Arabia as a result of tourism activities has promoted this new branding perception.

The Kingdom of Saudi Arabia's 2030 vision agenda is a notable example of a developmental agenda that intends to remove unfavorable perceptions of the country and establish the Kingdom as a globally advanced economic and social system. Three key themes serve as the foundation for the vision 2030 strategy: a thriving community, a prosperous economy, and an aspirational country. The newly enacted reforms to loosen limits on women's rights achieved multiple prong outcomes in one big step.

Twitter has been used by the Saudi Vision 2030 to bolster the credibility, authority, and engagement of the country's branding initiatives. States have resorted to brand tactics to set themselves apart on international arenas and to gain an advantage over rival nations. The Gulf Corporation Council's largest member is Saudi Arabia, followed by the densely populated kingdom. Saudi Arabia has, however, fallen behind in opening up its economy to other nations. With the recognition that prosperity and expansion will be gained through adapting to the global surroundings, Saudi Arabia has launched policies geared to enable the Kingdom to compete at both the global and the regional levels. Saudi Arabia has recently redefined the procedures for national developments that combine large-scale urban development's known as economic cities with projects featuring a combination of specialized economic zones (SEZ). Despite its efforts and expanding economy, Dubai and other well-known companies present fierce competition for Saudi Arabia (Anholt, 2011).

How the Kingdom of Saudi Arabia Adopts Public Relations Techniques

The Kingdom of Saudi Arabia, in enforcing the vision 2030 plan, assumes various public relations techniques, including the use of press releases in the spreading of awareness to the global communities, the structured targeting of the various local television statements alongside media outlets in the spreading of the vision 2030 awareness, participation on the various

community and related industry events such as the launching of megacities, and diversifying the Kingdom's economy, capitalization on social media as a powerful communication driving tool, and partnering with various social media and associated influencers in garnering appropriate attention to the vision 2030 plan. Persuasion theory has been evident in attracting global attention toward the economic and social diversification of the Saudi Arabian economy. Persuasion theory denotes a mass communication theory that majors on the messages propagated to help the intended receivers' attitude conversion.

Based on the proponents of this theory, the Kingdom of Saudi Arabia capitalized on three major communication phases, all designed to persuade the global communities and influence their support towards the 2030 vision plan. The first phase incorporates the communication-attitude behavior, whereby the foundational basis of the provided information is that the issued information is designed to influence the behaviors of the recipients (Goodman, 2019). An individual's psychological attributes serve as the message filters that induce persuasion and relevance to the issued messages. Persuasive messages in context can stimulate the required changes in the individuals' attitudes, modifying the recipients' behaviors. In marketing the Vision 2030 plan, King Suleman adopted the persuasion theory as a communication tool that induced support from the domestic and global communities (Goodman, 2019). Through social media, particularly Twitter platforms, the international community was enlightened on the diversification and open natures of the New Saudi Arabia Kingdom that emphasizes trade of other non-oil-based commodities and general infrastructural development. Ideally, these online campaigns were structured to change the attitudes of global communities that perceived the Kingdom of Saudi Arabia based on oil production and religious basis, strategically disadvantaging their emergence as global economies in the world.

Secondly, Saudi Arabia adopted the persuasion formula in the second phase of persuasion communication. Whereby the marketing techniques adopted in the Vision 2030 plan, the marketing messages focused on the values, beliefs, and motives as fundamental generators of individual attitudes. The shaped attitudes then influenced the individual's behaviors. This aspect is coined as a scientific conversion of behaviors and is provided in the formula: Value + Beliefs+ Motives= Attitudes + Behavior. Moreover, to persuade the masses, the Kingdom of Saudi Arabia adopted four key psychological factors targeting the audiences and subsequently converting their attitudes. This four-audience psychologically identified factors incorporate the aspects of interest-attention, whereby the audience majors on obtaining information, and the message is focused on capturing the audience's attention. The global communities' interest was captured through the privatization of the state-owned resources in the Kingdom, particularly the partial IPO funded by Aramco. This communication was mainly designed to capture the attention of international investors and change the notion of Saudi Arabia as a conservative nation (Merkelsen, 2018). This communication ideally endeavored to elicit support for the economic diversification plans propagated by Vision 2030.

Secondly, the Kingdom of Saudi Arabia applied the aspect of selective exposure in persuading the global audience to support the Vision 2030 plan. This aspect incorporates the elements of structured support in that individuals offer support to opinions or ideas that they relate to and already have. Economic diversification attracts global investors and has numerous economic and social benefits to nations adopting such strategies. The globalization of Vision 2030 plan was designed to relate to the understanding and current needs of international investors and social structures to encourage them to view the Kingdom of Saudi Arabia as another open economy. This would draw support for the plan from diverse global channels.

Thirdly, selective perception, whereby audiences select the information that applies to them. As a result, the Kingdom of Saudi Arabia provided all necessary information to the global communities for selection and relation to the most appropriate messages. Lastly, the particular memorization aspect bares the opinions transmitted by an intended message that are similar to those of the receiver's message.

Moreover, the connection between the lengths and the memorization in the minds of the receiver are interrelated in that the longer a message, the more persuasive the message. Since coining the vision 2030 plan, the Kingdom of Saudi Arabia has continuously published guiding frameworks, reports, and associated literature to keep interested communities and global investors updated. This mechanism has been a crucial motivation for the Kingdom's diversification plans.

Aristotle appealed to persuasion theory by denoting the elements of ethos, pathos, and logos. The Ethos aspect is based on the establishment of self-authority and credibility through self-introduction, and the manners individuals deeply understand the challenge at hand (Aristotle, 1991). Pathos emphasizes the prospects of being as helpful as possible, while logos majors on the logical talks through the issued solutions by capitalizing on data alongside other supporting evidence in areas deemed possible. Aristotle's understanding of persuasion is evident in the persuasion of the global economies to adopt the diversified plan offered through the Vision 2030 plan (Aristotle, 1991). The Kingdom assumes the ethos aspect through the establishment of self-credibility based on the prior identification of the Kingdom as a leading global oil producer. This aspect indicates that Saudi's economy is strong and can cater to the diversification needs, eliciting the interests of the global economies.

Furthermore, strategies such as privatizing state-owned resources and funding SMEs further establish the self-identification aspect necessitating more persuasion to the global communities (Aristotle, 1991). Secondly, the Kingdom assumes the pathos aspect that emphasizes the diversification plan's global significance. This aspect builds on relevance that portrays the plan as helpful globally. This move persuades interests alongside global investments. Lastly, the element of logos focuses on the logical talks that build on data that seek to prove the relevance of practice. The Kingdom of Saudi Arabia builds on this concept by issuing the projected statistics of the expected economic growth and the overall benefits of the plan. These strategies are designed to meet the persuasive nature of the Vision 2030 plan by expounding on public relations techniques that appeal to the global audience's interests, ethos, pathos, and logos.

Community Relations and Vision 2030

The Kingdom has primarily invested in community relations practices that have gradually changed the image of the kingdom. The establishment of the Saudi Vision 2030 idea, expansion of various economic frontiers, empowerment of women, and investment in sustainable tourism are in the process of denoting the nation positively on a global scale (Volcic, 2011). The Kingdom has rapidly increased the changes in social, economic, education, and women empowerment over the past four years. Within this duration, Mohammad Bin Salman has utilized social media to reach over seventy percent of the population in Saudi Arabia below the age of thirty (Alsaaidi, 2020). Through the initiation of wide-range endeavors, the Kingdom is gradually opening up the economy to other sectors, as opposed to the earlier dependence on oil which accounts for an estimated eighty five percent of the entire revenue produced in the Kingdom (Alsaaidi, 2020).

Mohamed Bin Salman's endeavors in encouraging a diversified and multidimensional revolution in Saudi Arabia and changing of nation's pillars signify a high risk. However, the Kingdom has focused on the marketing strategies, particularly over the social media, in the differentiation of Vision 2030 as a point of change in the Kingdom's economic, social, and political spheres. The bottom-line idea is the subsequent reduction of the Kingdom's dependence on oil.

Formidably, the Kingdom adopts community relations through women empowerment programs championed by the Vision 2030 plan (Faurot, 2019). Contemporarily, the Vision 2030 program strategically empowers girls and women within the Kingdom to acquire education and reduce extensive male dependence through encouraging economic development. Women and girls' empowerment are at the core of the Vision 2030 plan, which is structured toward increasing the participation of women in the job market from the current twenty two percent to over thirty percent (Faurot, 2019). From the establishment of the women empowerment agenda in the Vision 2030 plan in 2016, comprehensive developments have been initiated across the Kingdom, with an idea of empowering women, alongside remodeling the nation on a social, economic, and cultural basis that realize the KSA as a more inclusive nation (Faurot, 2019). Various guiding regulations have been formulated and applied in 2018 that have enabled women's empowerment by establishing the strategic Vision 2030 plan (Faurot, 2019). These changes cater to women's absolute economic and social empowerment within the Kingdom, encouraging a revamped perception between the Kingdom and its international and domestic publics.

Corporate Communications and Vision 2030

The Kingdom of Saudi Arabia capitalizes on corporate communications as tools of public relations in fostering better connections with the publics (Shoaib, 2015). Notably, the Kingdom

capitalizes on social media particularly Twitter in advancing the vision, organizing conferences and summits where deliberations of the Vision 2030 are discussed. The Kingdom of Saudi Arabia (KSA) has capitalized on public relations as a driving force of the Saudi Arabia vision 2030 (Shoab, 2015). The Saudi Arabia vision 2030 is anchored on diversification, eliciting the need to open up the Kingdom's economy to external investors, embrace technology, and, most importantly, diversify the overdependence on oil as an economic driving force (Saudi Vision 2030, 2022). The Kingdom of Saudi Arabia's executive leadership continuously issues statements supporting the relevance of the Vision 2030 plan, influencing the public's perceptions of the Kingdom. King Salman Bin Abdulaziz Al Saud reiterated, "My first objective is for our country to be a pioneering and successful global model of excellence on all fronts, and I will work with you to achieve that" (Saudi Vision 2030, 2022). This statement is a public relation technique that seeks to communicate and influence support from then global communities while building on the relevance of the Kingdom in the contemporary world. Through these statements by the King Saalman, the publics are continuously updated on the relevance of the Vision 2030 and the essence of attaining a better life for the citizens of the Kingdom. Such statements are significant for tracking the implementation of Vision 2030 on different degrees. Furthermore, the Kingdom issues corporate communications via interviews. Notably, Prince Saalman in an interview 60 Minutes in 60 Seconds outlined those social achievements of the Vision 2030 particularly in the empowerment of women. According to MBS, the Kingdom had attained remarkable levels of social empowerment with women assuming jobs formerly reserved for men, and earning close to equal payment. Furthermore, organized conferences and initiatives such as the Saudi Green Initiatives, and the Middle East Green Initiative. Ideally, this corporate communication is design to establish a new connection with the Saudi citizens, and continuously

updated them on the achievements of the Vision 2030 building on sustained mutually beneficial relations.

Customer Relations and Vision 2030

The Kingdom distinctively applies two broad segments upon analyzing the adopted customer relations techniques in implementing the Vision 2030 plan. One, the local aspect in that the communication plans challenge the residents to be open-minded and embrace the foreign populations to diversify their markets, and secondly, the international appeal that seeks to influence foreign investors into the Kingdom. To improve the prospects of Saudi Arabia's foreign investments, the Kingdom of Saudi Arabia majors in direct marketing to identify foreign investors via determined trade offices of foreign embassies, trade delegations, and capitalizing on existing business relations with multinational companies. The Kingdom of Saudi Arabia has invested in customer relations strategies as management and marketing tools that have subsequently realized newly established global perceptions of the Kingdom and the modern oil-producing nation. Customer relations is fundamental in ensuring the Kingdom strategically implements its Vision 2030 and attain new global brands for the country (Aldossari, 2020). This aspect is fundamental in enabling public relations practitioners to understand how the new brands and the potential impacts on the intentions of the Kingdom influence the general public.

The Kingdom of Saudi Arabia has established the Saudi Vision 2030 agenda, women empowerment, and economic frontiers expansions alongside the investment in sustained tourism projects that have been at the helm of developing positive global images of the nation. Public relations practitioners are set to understand how the combination of these strategies realizes intended outcomes alongside influencing the international public. Globally, the Vision 2030 plan forms a crucial basis for understanding how nations can implement new customer relations

strategies in fostering new global images, marketing and explaining the adopted governing policies (Aldossari, 2020). This tool forms the basis for relating the manner public relations techniques can be adopted in the propagation of new international imagery while influencing the public on a country's stance.

Employee Relations and Vision 2030

The Kingdom of Saudi Arabia has adopted the strategy of employee relations in the implementation of the vision 2030 particularly through the women empowerment program. This tool is structured around easing the restrictions of women employees from performing various functions, and assuming various positions that are conservatively reserved for men. The Kingdom has notably induced social reforms that currently allow women to drive, assuming positions such as drivers for hire in commercial places. The direct consequence of this move is coining a revamped perception by the public, and gradual distortion of the prior conservative perception of the Kingdom. The Kingdom in bettering their relations with women employees has introduced various reforms that induces social and economic transformation anchored on the Vision 2030.

In addition, the Kingdom of Saudi Arabia has instigated plans within the ministry of labor that ensures over 250000 new graduates are absorbed within the KSA's job markets. Ideally, KSA perceives that the creation of new employment opportunities as an economic and a social imperative. Moreover, KSA adopts vision 2030 in reducing the current unemployment rate of 11.6% to below 7% by overhauling the Kingdom's education system and increasing the participation rate of women in job markets from the current 22% to over 30%. The Kingdom further targets improved remittance by foreign workers with strategies of improving spendings within the Kingdom by its resident populations from the current 2.9% to over 6% (Khoja, 2016). This transformative plan saw a creation of over 450000 new jobs as of 2020 (Khoja, 2016).

Through the development of the local workforce, tasks would spread across various government authorities such as the National Labor Gateway (TAQAT) that majors on the development of sector councils that examine various knowledge and skills for distinct socio-economic sectors (Khoja, 2016). This council ensure that vocational training and entrepreneurship requirements are upheld. In addition, KSA endeavors to promote apprenticeship via the establishment of centralized databases from students from which the private sectors and large companies can refer to in sourcing for labor. These goals targeted the increment of foreign direct investments from the current 3.8% to over 5.7% alongside the GDP contribution of private sectors from 40% to 65% (Khoja, 2016). These actions help market the economic viability of the Kingdom internationally, creating an economically thrived kingdom that favors domestic and foreign investments (Khoja, 2016). As a result, the Kingdom can induce bilateral trade relations and sharing of skills globally.

Financial Relations and Vision 2030

The Kingdom adopts financial relations as a tool of public relations anchored on the economic development pillar. The development of the financial sector program endeavors to establish an efficient and diversified financial sector structured around supporting the improvement of the Kingdom's economy. Moreover, this Program endeavors to diversify the kingdom's sources of income, stimulate investments, finances and a culture of savings. Ideally, this Program endeavors to attain these ambitions by elevating institutions in the financial sectors alongside the development of financial markets within the kingdom to emerge as developed capital markets without risking the financial sector's stability (Torrise, 2009). The development of the financial sector mainly focuses on various sub- sectors such as investments, banking, insurance, debt markets and banking. The development of the financial sector was officially initiated in 2017 with the idea of enabling financial institutions, supporting the development of

the private sector, developing enhanced capital markets and boosting the Kingdom's financial planning. In the prior stages upon launching the financial development, this Program attained remarkable success upon the successful enlistment of the Saudi Stock Exchange- *Tadawul* on the international indices such as *FTSR* and *MSCI*, which played a significant role in the first-ever public shares offerings by the Saudi Aramco in 2019 (Saudi Vision 2030, 2022). This Program also improved support in the financial technology fields for various startups. It pioneered many positive changes, including the transitions to a cashless society and the initiation of the instant payment systems that superseded the set goals within less than a year (Saudi Vision 2030, 2022).

In the subsequent stages of the Kingdom's financial development, the program endeavors to strengthen the financial institutions that will empower the private sector by improving the financial planning capabilities and enabling SMEs to finance shares in banks (Saudi Vision 2030, 2022). This Program also endeavors to develop a thriving and sustainable insurance sector within the kingdom that will improve the non-cash transaction shares from thirty six percent recorded in 2019 to over seventy percent by 2025 (Tor. To encourage general financial stability within the Kingdom's financial sector, this Program conforms to the set international standards incorporating the requirement of the International Organization of Security Commissions and Bank for International Settlements (Torrise, 2009).

Government Relations and Vision 2030

The Kingdom's government relations tool is anchored on the privatization of previously state owned resources, that influence the perceptions of the public, the kingdom being perceived as opened up economically. The privatization program seeks to enhance the private sector's mandate in issuing services alongside availing government assets. This factor improves the quality of issued services. It contributes to cost reduction, encouraging economic development and embracing diversity, enhancing the Kingdom's competitive abilities in facing regional and

international competitions (Saudi Vision 2030, 2022). This Program also endeavors to attract direct foreign investments and improve the balance of payments. This Program was officially incepted in 2018, seeking to identify the various government services and assets that can be privatized, developing the Kingdom's privatization systems and the associated mechanisms. This Program further defines the private and public sector partnership frameworks that subsequently enhance the quality and efficiency abilities of the public services that support the economic development plans.

In the past stages, this Program succeeded in developing the general frameworks adopted in the privatization system by enacting the Privatization Law and formulating the National Center for Privatization. This center major on regulating the adopted system procedures and enhancing private sector participation fairly and transparently. This center further ensures the integrity of the adopted procedures guiding contracts, thus providing captivating regulated environments that encourage the private sector to thrive through long- and short-term investments (Alsaaidi, 2020). This Program played a significant role in activating the private sector supervisory committees.

In the subsequent phases, the program endeavors towards establishing private economic enablers that continue to intensify the accommodation of private industries in the provision of services, value maximization retrieved from government assets, and improving the efficiency of spending (Saudi Vision 2030, 2022). These sector privatization strategies will be articulated primarily in sixteen sectors, including; transportation, education, health, and municipal affairs. These factors will encourage the government effort to focus on regulatory and legislative matters.

Media Relations and Vision 2030

The Kingdom of Saudi Arabia has capitalized on the digital and social media in advancing the Vision 2030 and establishing mutually beneficial relationships with their publics. The Saudi Vision 2030 has utilized Twitter as the core digital marketer in consolidating a trustworthy, authoritative, and engagement of the national branding efforts. Nations have turned to brand strategies to distinguish their countries on the global stages, alongside issuing a competitive edge over their competing nations. Saudi Arabia forms the largest, alongside the highly populated monarchy within the Gulf Corporation Council. However, Saudi Arabia has consequently lagged in availing the nation's economy to the outside countries. With the realization that prosperity and growth would be attained by adapting to the global environments, Saudi Arabia has initiated policies designed to enable the country to compete at both the global and the regional levels. In the recent past, Saudi Arabia has redefined the processes of national developments, incorporating a mix of the specialized economic zones (SEZ) alongside projects incorporating the large-scale urban developments termed the economic cities. Despite Saudi Arabia's efforts and globalizing economy, the Kingdom faces stiff competition from well-established brands, including Dubai (Anholt, 2011).

The utilization of social media platforms within the Kingdom, including Twitter, Facebook, Instagram, and Snapchat, brands the Kingdom as digital compared to others (Alsaaidi, 2020). This aspect reiterates that the utilization of social media on both the macro and micro levels enhance the overall participation, alongside the nation's collective notion, and also provides a platform that reaches numerous viewers across the globe (Alsaaidi, 2020). @SaudiVision2030 denotes the Vision 2030 campaign Twitter handle that the Kingdom has been championing in the online rebranding efforts (Alsaaidi, 2020). The Vision 2030 endeavors have utilized Twitter as the primary digital marketing platform that consolidates an authoritative,

trustworthy, and engaging national brand effort. The objective of the Kingdom's leadership is to differentiate the Kingdom from other nations on a global stage and subsequently position the Kingdom on a competitive advantage over other nations (Alsaaidi, 2020).

Public Affairs and Vision 2030

The Kingdom of Saudi Arabia adopts the public affairs tool particularly in the Quality-of-Life Program of the Vision 2030 plan. The Quality-of-Life Programs majors on improving the family and individual quality of life through the creation of required environments in the development and supporting livable and lifestyle options within the Kingdom (Saudi Vision 2030, 2022). These choices will encourage the participation of the visitors, residents, and citizens in tourism, sports, entertainment, urban, and cultural activities that continue to nature a better quality of life (Abuhjeeleh, 2019). These diverse options pose distinct economic and social effects that create jobs and diversify the nation's economic activities, consequently elevating the Kingdom's cities' ranking and attaining global status (Saudi Vision 2030, 2022). This Program was incepted in 2018 to expand numerous sectors' horizons that directly affect the citizens in entertainment, sports and culture. Ideally, this Program majored in the diversification of entertainment opportunities, notably the inauguration of the first-ever cinema within the Kingdom and the organization of numerous international sporting events, including the Dakar Rally (Saudi Vision 2030, 2022).

Furthermore, this Program actively majored in the establishment of various music festivals and cultural museums, investing in the development of Saudi's human capital in these creative spaces, in the process launching various programs and academies, including the Mahd Sports Academy and the Talent Development Program (Saudi Vision 2030, 2022). This Program also majors in the development of the tourism sector within the Kingdom alongside elevating the Kingdom's competitive abilities as a tourist destination center internationally, attaining tangible

accomplishments. The Kingdom has launched a tourist Visa scheme, improved the number of UNESCO-registered sites as World Heritage sites, and localized the leadership profession within the hospitality sector (Saudi Vision 2030, 2022). This Program has also enabled the betterment mechanisms for the private sector, automating the licensing process that facilitates investments alongside the establishment of development funds, including The Nomow Cultural Fund (Abuhjeeleh, 2019).

Lastly, in a bid to emerge as an ambitious nation, the KSA majors on transparency, accountability, and effectiveness in the induced governing strategies. Sustainable success can be realized primarily through generating solid foundations. In a bid to discover such potential, the KSA endeavors towards establishing zero tolerance to corruption on all levels, encouraging transparency through the expansion of online services alongside the improvement of governance standards, establishing the King Salman Program for Human Capital Development designed to train over half a million government employees in the best conducts, while simultaneously bolstering the non-profits sectors increasing their efficiencies alongside impacts.

Strategic Communication and Vision 2030

The KSA has invested on public relations techniques both as marketing, and management tools that subsequently realize a new global perception of the KSA, additional to the current oil-producing nation (Torrison, 2009). Strategic communication is significant in ensuring that both KSA strategically implements their vision 2030 to realize a new national brand for the country (Dutta, 2014). The Kingdom of Saudi Arabia is one of the countries heavily invested in rebranding. Establishing the Saudi vision 2030 agenda, women empowerment, economic frontiers expansion, and investment in sustained tourism projects have been termed to be at the forefront of projecting the nation with a positive image internationally. The uniqueness of Saudi Arabia is depicted by the rapid implementation of the changes, particularly in the education,

social, economic, and women empowerment matters within the past four years (Bah, 2018). Within this duration, Mohammad Bin Salamn (MBS) and his government have formidably utilized social media to reach an estimated seventy percent of Saudi Arabia's population below thirty. Despite these cultural and religious-affiliated endeavors, KSA has remained an oil-producing nation (TOHME, 2019). This aspect informs the need for strategic communication intervention in the branding of Saudi Arabia (Ahmed, 2022).

The vision 2030 agenda of the KSA is notably a developmental agenda that aims to eradicate the negative perceptions associated with the Kingdom, alongside the establishment of the Kingdom as an economically and socially progressive country internationally. Notably, the vision 2030 plan is anchored on three essential themes: a vibrant community, an economy that is thriving, and finally, an ambitious nation (Ahmed, 2022). The Kingdom adopts strategic messages posted on various mediums including quotes from the Prince Mohammed Salman. Notably, the Prince Mohammed bin Salman in an interview with the New York Times quoted that the vision 2030 was in line with the Islamic teachings, and that critics should stop writing that the Kingdom of Saudi Arabia is reinterpreting Islam, and focus on their restoration of Islam to its origins, with the biggest tools being the prophet's daily life practices in Saudi Arabia prior to 1979. This strategic communication ensures that the Vision 2030 agenda remains on target, and is complemented by the Islamic religious beliefs thus soliciting domestic and international support (Combs, 2023).

Chapter Three: Persuasion and Public Relations

The Concept of Persuasion

The art of persuasion has been utilized to influence logic, emotions, and perceptions toward a given goal since time immemorial. Through persuasions, nations can rebrand and formulate mutually beneficial relationships with other countries that form the basis of bilateral relations. Common English defines persuasion as the process whereby an individual or an entity attempts to influence other individuals or groups of individuals to change their perspectives, behaviors, or beliefs (Arnett, 2015). A persuasion is a unique form of coercion whereby the recipients of the information have a choice of accepting or rejecting it. The sustained art of effective persuasion has grown over time, incorporating both speaking and writing persuasion (Aristotle, 1991). In particular, manipulating figures of speech alongside other distinct composition techniques has induced the concept of Rhetoric (Grassi, 2001). Rhetoric majors on the exploitive manipulation of individuals through influencing their identity, emotions, and logic- Ethos, Pathos, and Logos. Historical rhetoricians held that language formed a crucial function in the persuasion process (Arnett, 2015). These rhetoricians insisted on the need to develop Copia in various spheres of art. Copia incorporates a massive and ready supply of language in distinct situations. Early rhetoricians insisted on this art of persuasion, as they believed that training their students on particular rhetorical skills equipped them with individually persuasive and communicative possibilities evidential in the language (Aristotle, 1991). Early rhetoricians believed in the power of language as a tool for manipulative persuasion and concise communication critical for building relations among people and society (Coombs, 2023). Persuasive speech formed the basis of social cohesions and, thus, manipulated the need for advancements.

The close relationship between rhetoric and persuasion has always aroused curiosity and attention. Individuals are wary of influence due to negative experiences when being the target of another person's persuasive tactics (Hutton, 1999). For instance, perceive a situation an individual was aware that a politician, a professor, a salesperson under duress, a religious zealot in an airport, a solicitor on the phone, a friend, or a relative was attempting to influence them (Al-Otaibi, 2020). It is possible that such individuals rejected the attempts to be persuaded and might have even felt irritated. However, the individuals might have also thought that the appeal was luring them in and that they were being convinced. The convinced party would assume that the individual convincing them was using rhetoric has some reason to be suspicious of rhetoric and those who use it (Aristotle,1991). Therefore, most individuals have grown to have a healthy mistrust of persuasion and probably a commensurate doubt of rhetoric viewed as a persuasion strategy. At the same time, individuals frequently attempt to persuade others (Arnett, 2015). A particular understanding and talent for persuasion are necessary for vocations. According to economist Deirdre McCloskey, the role of influence in the economy "has grown startlingly crucial." Based on the analysis of Census Bureau data leads to the "startling" conclusion that "more than twenty-eight million out of a hundred and fifteen million persons in civilian employment-one-quarter of the U.S. labor force may be heavily involved in persuasion in their economic life." Based on McCloskey's opinion, "Economics is re-discovering the value of language as economics realize the necessity of persuasion in the exchange of commodities and services

Therefore, it is evident that rhetorical analysis, in its strictest sense, is focused on persuasion techniques. Since individuals are most thoroughly convinced when they believe something has been proved, persuasion is unquestionably a demonstration. Enthymemes, the

orator's demonstrations, are typically persuasive techniques (Aristotle, 1991). The enthymeme is a type of syllogism. The business of dialectic, whether of debate as a whole or one of its branches, is the consideration of syllogisms of all kinds without a difference (Grassi, 2001). Therefore, it is evident that the person who is most qualified when they have learned more about the enthymeme's subject matter and how it differs from the syllogism of rigorous logic, they will be best able to grasp how and from what components a syllogism is constructed (Arnett, 2015).

Individuals have an excellent inherent instinct for what is true and typically come to the truth. Therefore, a person who makes an accurate guess at the fact will likely do the same for probability. It has already been established that typical rhetoric writers ignore non-essentials, which is why they tend to lean more toward the forensic branch of oratory (Farrell, 1993). Since things that are true and naturally have the propensity to outweigh their opposites, rhetoric is critical because if a judge's rulings are not what they should be, the loss must be attributable to this to the speakers themselves. They must take responsibility for that (Arnett, 2015).

Additionally, before some audiences, not even the most complete information will make it simple for what individuals say to inspire conviction. Since knowledge-based argument entails instruction, there are some persons who one cannot instruct. Furthermore, individuals need to be able to use influence, just as rigid logic may be used, on opposing sides of a topic, not so that individuals can use it both ways since it is unethical to persuade individuals to believe what is untrue, but rather so that they can use it to advance their goals, and that they can perceive the facts. If another person makes an unfair argument, they can refute them (Farrell, 1993).

Dialectics and rhetoric are the only arts that reach opposing conclusions (Grassi, 2001). These two forms of art impartially arrive at opposing results. The underlying facts, however, do not support the opposing viewpoints as well. Authentic and superior things are usually simpler to

demonstrate and more straightforward to believe. The idea that a person should be ashamed of not being able to defend themselves with their limbs but not being able to protect themselves with speech and reason is absurd (Grassi, 2001). A human can be recognized more by their reasoning discourse than by their limbs. Suppose it is argued that an individual who abuses their power of speech could cause significant harm. In that case, it is a charge that can be leveled against all virtue-exempt virtues and the most practical virtues like strength, health, riches, and generalship (Farrell, 1993).

An individual can deliver the most significant benefits and harm by employing them correctly. Therefore, it is evident that rhetoric is not restricted to a particular distinct class of subjects but is as general as dialectic. It is also apparent that rhetoric is valuable. Additionally, its purpose is to find ways to come as close to such achievement as the circumstances of each specific instance permit, not only to be successful in persuading. It mimics all other arts in this way. For instance, the goal of medicine should not just be to make a person well and get them as far along the path to health as possible. Even those who will never be able to enjoy good health should receive excellent care (Schiappa & Hamm, 1994).

Furthermore, it is evident that, just as the debate has the job of separating actual from apparent syllogisms, the same art does the job of separating natural from seeming ways of persuasion, which causes an individual's moral goal, not their faculties, to define them as a "sophist." However, in rhetoric, the term "rhetorician" can refer to either the speaker's technical proficiency or moral motivation (Schiappa & Hamm, 1994). An individual is a "sophist" in the debate because of a particular moral aim but a "dialectician" regarding his faculty rather than their moral purpose.

The Concept of Rhetoric

Rhetoric is the skill of observing the available techniques of persuasion in any particular situation. This has nothing to do with other creative forms, such as medicine about what is healthy and sick, geometry about the characteristics of magnitudes, math about numbers, and the other arts and sciences that instructors persuade about their subject matter (Aristotle,1991). Rhetoric is perceived as the ability to observe the techniques of persuasion on nearly every topic presented, which is why individuals assert that, in its technical character, it is not focused on any particular or clearly defined class of issues (Aristotle,1991). Some persuasive techniques are purely rhetorical, while others contrast. The latter refers to information present from the beginning but not provided by the speaker, such as witnesses, testimony obtained through torture, and written contracts (Arneson, 2007). The former refers to those that we can create by manipulating rhetorical principles. The first sort only needs to be used; the second must be completed—three types of spoken word persuasive techniques (Aristotle,1991). The first type depends on the speaker's personality; the second on getting the listener in the right mindset; and the third on the proof, or seeming proof, offered by the speaker's words. The speaker's personal qualities work to persuade the audience when the address is spoken in a way that makes the listeners believe the speaker is credible. In general, no matter the subject, and especially when complete assurance is impossible and opinions are disputed, individuals believe decent men more wholeheartedly and readily than others (Aristotle,1991). Like the different types of persuasion, this should be accomplished through the speaker's words, not by what listeners may think about them beforehand (Schiappa & Hamm, 1994). The speaker's goodness does not, as some authors claim in their works on rhetoric, have no bearing on their ability to persuade. One may argue that the speaker's character is one of their most potent persuasive tools. The close

relationship between rhetoric and persuasion has always aroused curiosity and attention.

Individuals are wary of influence due to negative experiences when being the target of another person's persuasive tactics (Hutton, 1999).

Second, persuasion may occur through their feelings when the speech stirs the hearers. When people are happy and pleasant, their judgments differ from when they are hurt and hostile. Contemporary rhetorical writers focus on creating these effects (Grassi, 2001). Thirdly, persuasion is accomplished through the speech after individuals have demonstrated a truth or an apparent truth using persuasive arguments appropriate to the situation. Therefore, there are these three methods of persuasion. The individual who will lead them must possess logical reasoning skills, an understanding of individual character and goodness in all of its unique manifestations, define and characterize the emotions, be aware of their origins and triggers, and comprehend their meaning. Thus, rhetoric seems to be a branch of dialectic and ethical studies (Van, 2019). Rhetoric often perceives political science and its professors as political specialists since ethical studies can legitimately be referred to as political. This is sometimes due to a lack of knowledge and other times to other individual flaws. Both rhetoric and dialectic are tools for presenting arguments; neither is the scientific study of any particular subject. This aspect adequately describes their extent and association (Aristotle,1991).

Aristotle's Persuasion Concept

Aristotle's Rhetoric is "the oldest authoritative examination of persuasive discourse and argumentation strategies" that are still relevant to contemporary practice (Aristotle,1991). This helps trial lawyers present their cases best and speak up for their clients. The three components of Aristotle's rhetoric are Ethos-perceived persuasiveness, pathos-emotional appeal, and logos-logical appeal. Schiappa and Hamm argue on the significance of categorizing and using the term "rhetoric" according to the five techniques based on classical and modern research; individuals

may be able to determine the origin of the relationship between rhetoric and persuasion (Schiappa & Hamm, 1994). According to the five techniques, rhetoric is categorized as an instance of speech-making or oratory, as a persuasive technique, as a tactical function of language that rhetoricity, as a curriculum or program in education that instills the art or skill of the creator, and as a communication theory for people (Arneson, 2007).

This suggests that the study of rhetoric served as the foundation for the study of persuasion. The first people to stress the value of oration, rhetoric, influence, and communication for the egalitarian arrangement and proper operation of deliberative democracy among and within the Greek city-states were the ancient Greeks, that is, the *polis* (Aristotle, 1991). Due to its ability to encourage the free exchange of ideas and counterarguments in the political sphere, which would ensure the arrival of a just and equitable solution, the power of persuasion was seen as crucial to the welfare of all citizens living in a democracy (Grassi, 2001). Due to democracy's ability to promote free discussion of opposing viewpoints in the political sphere, which would ensure that a political consensus was reached through persuasion and individual freedom rather than through coercion and the civil strife that consumed *Hellas*- according to Hannah Arendt, "To be political, to live in a polis, meant that everything was decided through words and persuasion and not through force," democracy is the preferred system of government for all citizens (Van, 2019).

The sophisticated language discriminations with a specific aim to influence the political decision-making process, such as Cicero's dialogue's primary definition of rhetoric, "*Dicere ad persuadere accommodare*," or "Speech designed to persuade," brought about the framing of the most beneficial option for society's welfare (Aristotle, 1991). To that end, Aristotle may have been the first to see rhetoric as a communication skill that was ethically neutral and could be

applied positively or negatively. Plato, on the other hand, argued in his work *Gorgias* that using rhetoric in public gatherings was immoral and that it often led to "conviction without knowing," which is a conviction based solely on persuasion and *Doxa*, or opinion; that rhetoric lacks a rational principle or *logos*, and as a result, does not qualify as a *techne*- a systematic discipline based on science or knowledge also *episteme* (Valentini, 2019). More forcefully, rhetoric is criticized as a cruel sort of flattery called *kolakeja*, a morally repugnant, self-serving pandering (Aristotle,1991). It is categorically categorized as phony activities and caters to the public's tastes (Hallahan, 1999).

Contrary to Plato's criticisms of rhetoric, Aristotle asserts in his seminal work *On Rhetoric* that rhetoric and persuasion a separate subunit of his work that deserves to be recognized as a discipline based on science or knowledge- *techne* because: "Ordinary people use both dialectic and rhetoric, to discuss statements and to defend themselves, either at random or through practice" (Peiritsch, 2016). This demonstrates that the topic "may be dealt with methodically, for it is conceivable to investigate why some speakers succeed through practice and others spontaneously; and such an inquiry is the purpose of an art." Aristotle also described rhetoric as a "counterpart-antistrophe to the dialectic that is formal logical discussions" and as "the skill of observing the available techniques of persuasion in each specific instance" (Aristotle,1991). Aristotle thought that knowledge and wisdom could only be achieved via logic and reason and that the primary purpose of persuasion was to convey one's point of view. In this sense, Aristotle recognized three methods of influence, which he detailed in the second chapter of *On Rhetoric* (Aristotle,1991). According to Aristotle, these methods are based on three facets, the integrity and soundness of the arguments being made, secondly, the degree to which the speaker can engender in the audience a sense of trustworthiness, and lastly, the degree to which

the speaker can arouse the audience the emotions necessary to accept the ideas put forward and act by them (Aristotle,1991).

Today's rhetoricians employ words even though these phrases have taken on considerably broader definitions; these names were coined initially by Aristotle to refer to these three methods of persuasion- "Logical argument is referred to as logos; character projection of the speaker is referred to as ethos; and arousing the audience's emotions is referred to as pathos." Aristotle's ultimate goal was to provide political leaders with the tools to understand, assess, and act on the populace's arguments and viewpoints. Individuals always dispute due to different perspectives on the world, which Aristotle was well aware of. Additionally, language is the primary mechanism by which people express their perceptions. Since each person represents their perception of how the world around them works, there was no way to determine who had the group's most insightful and valuable opinion (Arneson, 2007). "We need never deny the presence of strife, enmity, and faction as a characteristic motive of rhetorical expression," wrote Kenneth Burke (Aristotle,1991). They developed rhetoric; as a result, to aid in achieving community consensus (Coombs, 2023). Therefore, every use of language was made to identify the techniques of persuasion that would support the rhetor's point of view, alter the way the audience thought and behaved, or reinforce their already-held ideas. The ancient rhetoricians felt that language was an effective tool for persuasion that their pupils grow copiously in all areas of their craft. Copia refers to a plentiful and quick supply of words in any circumstance (Aristotle,1991). These practices were essential to the ancient rhetorical teachers as they knew that teaching their students various rhetorical techniques would prepare them for the vast array of communicative and persuasive possibilities that language offers.

The contrast of dialect is rhetoric. Both are equally concerned with topics more or less within the realm of individual knowledge in general and do not fall under any specific scientific discipline. Because individuals strive to debate ideas and uphold them, to defend themselves and criticize others, they employ both to a greater or lesser level. Ordinary people either do this randomly or after practicing and becoming a habit. Since both options are viable, the topic can be approached methodically. For instance, it is possible to ask why some speakers succeed via practice while others succeed more naturally, and everyone will immediately concur that this is the purpose of art.

Aristotle's Ethos Concept

Establishing the authority to talk to an audience on a given issue is the first step in developing Ethos. It is the verbal equivalent of the diplomas that are displayed throughout the professor's office. Additionally, individuals must establish rapport after demonstrating their expertise in the field. When everything is taken away, Ethos is all about trust.

The audience must understand -or think, which in rhetoric means that a speaker is credible, has a legitimate point of view, and speaks in good faith (Aristotle,1991). Individuals need their audience to think of them as "A pretty straight kind of person," to use the well-known phrase (Aristotle,1991).

Therefore, if individuals working in politics seeking to be a judge or attorney when discussing legal reform are essential, they induce Ethos. Still, it's much better if they are members of the same community as their audience (Coombs, 2023). Even if two speakers have comparable credentials, the audience will choose the more relatable speaker. An individual may occasionally even witness a reverse ethos appeal—a criticism of an opponent that casts doubt on their qualifications and dependability and alienates the audience. It's vital to define Ethos early

on to prevent suspicion, to make it harder for adversaries to succeed, and offer a speaker's logos something to hang on to. Ethos, often known as the appeal to ethics, persuades an audience of an individual's reputation or morals (Arneson, 2007). An audience must accept the speaker before they can convince them to believe anything they have to say. They won't influence people unless they believe in them, regardless of their actions, including making flyers, presentations, job applications, and teaching workshops (Aristotle, 1991). There are several ways to build trust when it comes to communication. It is up to the speaker to recognize how to react in each circumstance and adjust as necessary (Naas, 1990). Making yourself appear sincere, paying attention to the movements and dress, choosing an appropriate language and vocabulary based on the audience and the topic, the digital presence, and designing details, functionality, and content can all help promote Ethos (Naas, 1990). However, Ethos reputations can be challenging to develop and maintain; they can be destroyed in a matter of minutes despite often taking years to establish (Naas, 1990).

Aristotle's Logos Concept

If Ethos is the foundation of an argument, logos is the force that propels the discussion forward. It is the substance of the ideas, the way one-point leads to another as if to demonstrate that the conclusion an individual is aiming for is not only the right one but also so necessary and reasonable as to be, in individual cases, the only one (Farrell, 1993). An individual's goal is to make their arguments seem so evident and persuasive that the audience cannot think of a counterargument. According to Aristotle, the best way to employ logos is to nudge the listeners toward the argument's conclusion shortly before the considerable disclosure (Aristotle, 1991). They will take pride in having the intelligence to figure it out, making the reveal all the more satisfying. Using logic and reason to persuade an audience is known as logos or the appeal to

sense. Compelling arguments support claims or opinions using examples from others, surveys, and other evidence. To prove their case, a speaker must use facts, logical reasoning, recorded proof, historical information, and literal analogies-logos (Nietzsche, 2001). Speakers need to have facts, stories, and information that "matter" to their audience and that they will deliver them in a way that makes sense before using logos to convince their audiences (Aristotle,1991). To persuade someone effectively, an individual must use all Ethos, logos, and pathos as the three bases of persuasion (Nietzsche, 2001). Use Ethos at the outset to establish credibility and let their readers or listeners connect with them. Make arguments and develop their points using logic or logos. Pathos, or emotional appeal, should come last since people will behave based on their feelings, which is ultimately what they want them to do. The syllogism, which is misused frequently, is another logos trick (Harlow, 1977).

The syllogism is a technique for integrating two premises and logically deriving a new conclusion. A famous example frequently is this: "All men are mortal" (Aristotle,1991). Individual Socrates is. Socrates is a mortal as a result (Nietzsche, 2001). The speaker must be careful when using syllogisms since they can be misleading. They can be a powerful strategy for getting the audience to reach particular conclusions since they are logically fallacious conclusions. Aristotle also favored using "commonplaces," or audience-shared, accepted premises (Aristotle,1991). They formulated the most robust defenses. 'Commonplaces'-the Greek word for 'place'- are related to these primary issues. Any argument must begin with a set of premises, and such beliefs are frequently taken for granted in rhetoric. A commonplace is a piece of tribal wisdom that is widely accepted (Nietzsche, 2001). The intersection of Ethos and logos can be seen in the use of commonplaces. Commonplaces are culturally unique, but they can have such a strong hold on individuals that we mistake them for universal truths. They are the appeal

to in digested form as "common sense" (Aristotle,1991). Appealing to stereotypes that are foreign to the audience will not help. When feasible, the intelligent persuader gets at one or two commonalities they already know they share with their audience. Speakers' use of clichés is also an excellent opportunity to add pathos, as manipulation of these accepted ideas can arouse strong feelings.

Aristotle's Pathos Concept

Pathos, often known as the appeal to emotions, describes the attempt to persuade the audience by appealing to their emotions. If the audience can relate to a speaker, they will be more open to their arguments (Farrell, 1993). Since pathos is a Greek term that can refer to both "suffering" and "experience," it can be used in several contexts -to elicit both positive and negative emotions. It would help if individuals evoked emotion in their audience to move them to action while using pathos to persuade them (Peiritsch, 2016). People can act out of any feeling, including happiness, compassion, nostalgia, hatred, and others, even on a "little scale. "Simple, expressive language, an emotional tone of voice -oral or written, pauses, and emotionally charged metaphors or anecdotes can help advance pathos (Aristotle,1991).

However, most people are aware when we are attempting to appeal to their emotions. Therefore, speakers need to proceed with caution and responsibility. Typically, pathos is most effective at the start and end (Jefkins, 1983). Emotion is a good tool for these objectives since individuals initially want to grab readers' attention and leave them with conviction at the conclusion. It will be even more convincing if they add solid emotion to their logical case; it is possible that when they hear the word "pathos," they are picturing something dramatic and depressing because of how pathos is contemporarily used (Jefkins, 1983). Pathos, however, is more complex than that; it can also be humor, love, patriotism, or any other emotional reaction.

Knowing the audience is significant. Individuals might not receive the response their desire from the bee allergy support group if they attempt to arouse feelings of rage or anguish over their contribution to the honeybee's demise. Even confessing a mistake might be a pathos-invoking move (Peiritsch, 2016).

This figure, known as *paromologia* in Greek, allows individuals to pretend to accept a portion of their opponent's claim. It converts what is frequently a necessity into an advantage since it makes them appear sincere and meticulous, dampens their opponent's enthusiasm, and enables them to change the focus of their argument—finally working in their favor (Aristotle,1991). It is the judo fighter's equivalent of a tactical retreat or using their opponent's momentum against them. The ancients referred to something as *aposiopesis* as another instrument individuals could utilize with pathos. *Aposiopesis* can evoke sadness when a speaker abruptly stops speaking as though at a loss for words (Aristotle,1991). Even when something seems purely cosmetic, like a run of alliteration or a deliberately twisted sentence, it helps the listener enjoy the speech by making it easier to remember. Both an end and a means exist in delight. Not to mention laughter and joy (Farrell, 1993). A well-received joke can help appeal to the audience's pathos while establishing a connection with them-Ethos. The mark can accomplish more than enliven a dull audience; it may be an effective rhetorical device. It engages in the pathos appeal by making the audience laugh. Still, it participates in the ethos appeal since laughing is predicated on widely held beliefs. In "Wit and Humor in Roman Rhetoric," Edwin Rabbie contends that "jokes typically presuppose a large degree of shared knowledge." (Aristotle,1991). In the end, there is a connection between the three persuasion techniques. Visualizing them as three overlapping circles instead of a straight line is beneficial. Individuals

will succeed if they can include Ethos, logos, and pathos in their work and connect them to their audience's worldview (Nietzsche, 2001).

The Kingdom of Saudi Arabia and Ethos Identity

Saudi Arabia's ambitious Vision 2030 program was launched five years ago. In several areas, including women's empowerment, tolerance, international relations, tourism, and cultural events, among many others, the Kingdom has already started to make a dramatic transformation (Alyahya et al., 2022). According to a report from the King Faisal Center for Research and Islamic Studies (KFCRIS), Saudi Arabia has achieved these objectives. Some of the Kingdom's most significant accomplishments between April 2015 and April 2021 were highlighted in the report titled *"Vision 2030 and Reform in Saudi Arabia: Faces and Figures."* The three primary goals of Saudi Vision 2030 were establishing a prosperous economy, a vibrant society, and living in an ambitious nation (KSA, 2022). The report added that the government had implemented reforms and policies at the societal and economic levels.

Empowering Women

The research said that while lifting the prohibition on women driving in 2018 was a significant victory for the Kingdom in women's empowerment, the reform did not end there. Additionally, Saudi Arabia has loosened its guardianship regulations and improved the status of women in society by giving them greater freedom and increasing their access to jobs (Decock, 2013). According to the research, Saudi Arabia has significantly improved women's legal rights globally through reforms relating to sexual harassment, retirement rights, and women's movement both inside and outside the Kingdom (Nietzsche, 2001). According to a Brookings Institute analysis of Saudi Arabia's female labor force, "the share of Saudi women in the work market rose by an astonishing 64 percent in just two years" (Topal, 2019). Vision 2030 has been

crucial in achieving this. This factor motivates the global communities through ethos manipulation (Farrell, 1993).

According to the KFCRIS research, guardianship regulations in Saudi Arabia have been loosened, allowing Saudi women to travel abroad on their own, apply for passports, register births, marriages, and divorces, and receive medical care without a guardian's consent (McCormack, 2014). In addition, Saudi women now have the social freedom to start their enterprises and go to sporting events, musical performances, and other entertainment-related events that were not previously possible for them before Saudi Vision 2030 (Decock, 2013). This program also significantly increased the number of women in the workforce, particularly in senior roles. Individual industries hired women for the first time as part of Vision 2030. The Saudi Arabian Army, Navy, Royal Air Force, Strategic Missile Forces, and Armed Forces Medical Services now accept women as members. This empowerment persuades the global communities and induces collaboration on shared ideologies (Coombs, 2023).

The element of women empowerment within the Kingdom employs two forms of persuasion that are, Ethos and Pathos. Through women's empowerment, the Kingdom persuades the international communities by inducing a sense of authority based on Ethos. This factor encourages a change of perception that Saudi Arabia an empowered nation that embraces women's rights, gender equality, and gender balance. The immediate result is the adaptation of Ethos to persuade other countries into mutually beneficial relations. The Kingdom can persuade foreign communities through ethos to enter mutually beneficial relations. The Kingdom's move to empower women influences a change of perception that induces platforms for collaboration in shared ideologies such as Women's Development programs and gender equality conferences. Women's empowerment by the Kingdom also influences the emotions of the global

communities, inducing a change of perception that encourages public relations. By appealing to foreign communities' emotions through women's empowerment, the Kingdom is perceived differently, encouraging the formulation of mutually beneficial relations between the Kingdom and its public. Due to women's empowerment, millions of foreign investors and tourists have been convinced to visit, work and live in the Kingdom. The emotional element through women empowerment has induced a globally revamped perception of the Kingdom, thus enabling a solid platform for establishing bilateral relations with global communities and their domestic publics.

Tolerance and Religion

Islam's two holiest mosques are in Saudi Arabia, and the nation has long inspired Muslims worldwide (Alyahya et al., 2022). According to the KFCRIS study, the Kingdom has continued to work under Vision 2030 to eradicate extremist beliefs and transform into a moderate Islam nation that accepts all other world religions. In an interview with the U.K. media- *The Independent*, Crown Prince Mohammed Bin Saalman reiterated in 2018, "To advance moderate Islam, we must cooperate. Because we need to establish stability, we want to combat terrorism and extremism in the Middle East" (Alyahya et al., 2022).

The element of religious tolerance has pursued global communities through pathos and ethos. The efforts against terrorism have produced global recognition of the Kingdom as a worldwide pioneer of international security. This aspect has encouraged the Kingdom to formulate bilateral relations with nations globally that fight against extremism and denounce the association of Islam with radical teachings that promote terror. This aspect has led to a change in global perceptions internationally that view the Kingdom positively. As a result, the Kingdom can establish mutually beneficial relations with its public both domestically and globally on security matters and overall development. In addition, enabling religious tolerance has

capitalized on pathos in the global persuasion of the Kingdom's public. The Kingdom has induced supportive emotions globally towards its religious tolerance and fighting against terror. Terrorism being a despicable action that leads to massive loss of lives, individuals worldwide have opposing perceptions against terror. The open support against extremism by the Kingdom thus induced an emotional appeal to its public, encouraging the formation of mutually beneficial relations. As a result, the Kingdom is capable of sponsoring Religious Pilgrimages to the Holy Mosques and, in the process, encouraging other religious groups to tour the nation, spearheading the Pilgrimage and Tourism agenda of the Kingdom. The Kingdom capitalizes on pathos to champion diplomacy, and global peace, thus encouraging formidable public relations internationally.

Sports, Culture, and Entertainment

According to the KFCRIS research, Saudi Arabia has a very young population, with more than sixty-five percent of its citizens under thirty. One of the main goals of Vision 2030 is to open up the Kingdom to foreign tourists, businesses, and investors. The development of Saudi Arabia's tourism industry has become a significant pillar, and individual successes have been established in this field (Aldegether, 2020). The declaration that the Kingdom would start issuing tourist visas in 2019 was noteworthy. The Kingdom now grants visitors from forty-nine nations visas for travel, athletic events, and concerts (Aldegether, 2020). Saudi Arabia issued more than four hundred thousand tourist permits between September 2019 and February 2020. The government is actively investing in new infrastructure as part of its plan to overhaul the nation's tourism offering. Government officials are also investing in new projects to revitalize the tourism industry and update the nation's offerings (Aldegether, 2020). Mega-projects like the fifty-island Red Sea Project and music events with numerous international celebrities fall under this

category. These sporting events serve as ethos identities that better the Kingdom's global position.

The Asian Games, the second-largest multi-sport event after the Olympics, will be held in 2034. The article highlighted that while some events had to be postponed because of the COVID-19 pandemic, these events will still go on as scheduled later. Saudi Arabia has achieved significant improvements in entertainment and culture, elevating the field to the top of the international agenda while holding the G20 presidency the previous year (McCormack, 2014). The nation has also started to grow its film industry and held numerous art and cultural events. The Kingdom was represented at the Cannes Film Festival in 2016 and 2018, and since then, they have screened their films, committed to spending more in the industry, and offered to reimburse 35 percent of production costs to those who shot films there.

The aspect of sports, culture, and Entertainment persuades the global communities by influencing their ethos, pathos, and logos. The Kingdom hosting international sporting events, such as the planned Asian Games, marks a paradigm shift from the conservatively known Kingdom. This aspect encourages collaborative strategies, thus establishing the authority of the Kingdom as an equal sporting destination. This aspect positions the Kingdom on the global maps and considerations in hosting international sporting competitions such as the Olympics and the FIFA World Cup. The Kingdom further induces pathos in persuading its public through sports and culture. This aspect ensures that the Kingdom is identified as a cultural destination globally, thus encouraging tourists to visit annual cultural events. Global communities are further persuaded into bilateral agreements that guide the Kingdom's and international nations' relations. The pathos element in context forms the basis for public relations. The fact that the Kingdom has the resources and technical muscles to host international sporting and cultural events induces

pathos in establishing mutually beneficial relations between the Kingdom and its public. In realizing the Kingdom's technical and resource capabilities, nations globally generate mutually helpful ties encouraging bilateral agreements and global collaborations.

Vision 2030 Employment

According to recent research, Saudi Arabia experienced a fourteen percent gain in new jobs during the third quarter of 2022, thanks to expansion in industries including manufacturing, sales, marketing, and investment. According to the Cooper Fitch GCC Employment Index study, activity in Gulf states increased during the third quarter of this year due to the region's newly available investment prospects and the FIFA World Cup in Qatar. With an eleven percent increase in software development jobs and a seven percent rise in cybersecurity, the technology sector saw a solid uptick in creating new jobs (McCormack, 2014). According to the research, "new initiatives greenlit as part of Saudi Vision 2030" contributed significantly to the rapid increase in demand for expertise in cloud, digital, and cyber technology areas (Alannary & Hausawi, 2019).

The introduction of digital banks and new government agencies sparked significant migration among C-level professionals. Still, experienced consultants with the skills needed to complete projects have remained in high demand. Additionally, the survey discovered that Saudis with experience in corporate communications, marketing, and technical sales are "especially sought after"(Coombs, 2023). In addition, the industrial sector of the Kingdom has been expanding quickly, and numerous businesses have already developed plans to satisfy their talent needs by 2023. Saudi Arabia earned the highest growth rate in job creation among GCC nations, followed by Qatar at seven percent, due to an increase in activity in the three countries,

with events like the FIFA World Cup (McCormack, 2014). These events are a critical paradigm shift and persuade the global population towards investing and living in the Kingdom.

Through its Vision 2030 Employment agenda, the Kingdom persuades the global communities by manipulating ethos, pathos, and logos. The Kingdom capitalizes on ethos through international projects that induce hundreds of jobs annually, encouraging foreign populations to visit the Kingdom in search of greener pastures. The Kingdom of Saudi Arabia contemporarily is an employment destination that hosts hundreds of immigrants working on infrastructural projects. Through ethos, the Kingdom has established itself as an employment destination that hosts immigrant populations from around the world, encouraging bilateral relations with the Kingdom. Moreover, the Kingdom capitalizes on pathos as an employment destination, encouraging global populations to visit, work and invest in the Kingdom. The Kingdom's economic development sparks emotional excitement for global populations to see the Kingdom in search of jobs and economic prosperity. This factor has encouraged the signing of bilateral relations on labor exchange between the Kingdom and other nations, encouraging mutually beneficial ties. The Kingdom's Gross Domestic Product has been growing exponentially, and initiating global projects projected to boost the country economically. This fact has encouraged immigration into the Kingdom, thus building on formidable relations between the Kingdom and its public internally and internationally. This aspect has encouraged bettering diplomatic ties between the Kingdom and its people, promoting improved public relations.

Ethos and Prince Mohammed's Personality

Crown Prince Mohammed, bin Saalman of Saudi Arabia, conducted a nationwide television interview. The ambitious Vision 2030 plan of Saudi Arabia was discussed during the

Crown Prince's appearance on the *Liwan Al Mudaifer Show*. The strategy, which aims to change the Kingdom and prepare it for the post-hydrocarbon era, has been in effect for five years (McCormack, 2014). In the interview, Crown Prince Mohammed bin Saalman stated that the Kingdom has no plans to enact an income tax and that raising the value-added tax to 15% in July was only temporary (McCormack, 2014). He added that negotiations were underway for selling one percent of Saudi Aramco, the nation's state-run oil business, to a major international energy firm. The ability of Prince Saalman to embrace global investment and appear publicly serves as an ethos means of persuasion.

The Crown Prince stated last month that the Kingdom would spend more over the next ten years than it has over the previous three hundred years as part of a new initiative to promote public-private sector collaborations. The Crown Prince stated that the Kingdom's energy behemoth Aramco would head investments in the private sector to the tune of five trillion Riyals- over one point three Trillion USD by 2030 during the unveiling of the Shareek initiative. The introduction of "THE LINE," a new 170-kilometer ring of densely populated areas without any roads or cars, was also announced by the Crown Prince in January (McCormack, 2014). NEOM, first introduced in 2017, is positioned to develop into a high-tech, next-generation metropolis and a central international hub for trade and innovation in Kingdom trade and artistic expression (McCormack, 2014). One of Saudi Arabia's mega-projects is the city; others include the Red Sea Development Project and Qiddiya, both of which aim to expand the country's tourism industry, which is a critical component of Vision 2030. The prince's embracement of development is a vital tool of persuasion that employs ethos. This aspect spills to the rest of the Kingdom, encouraging foreign investments and mutually beneficial relations (Hiebert 1966).

Prince Mohammed is credited as the Kingdom's Vision 2030 bearer and is synonymous with initiating the Vision that seeks to better the Kingdom's economic position and quality of life by 2030. Prince Mohammed, despite beginning this plan, is the leader of the vision and has committed to realizing the vision needs. This aspect, combined with the individual personalities of Prince Mohammed, induces the pathos element in the persuasion of global communities. Prince Mohammed employees' diplomatic ties in the marketing of Vision 2030 internationally. A charismatic Prince Mohammed appears in international interviews speaking on the significance of the project and the overall intention of the project to the citizens of the Kingdom. This aspect influences the emotions of the global population in visiting, working, and investing in the Kingdom.

Moreover, Prince Mohammed's inviting personality encourages the public, domestically and internationally, to invest, work and live within the Kingdom. The inviting nature of Prince Mohammed has urged the Kingdom to capitalize on diplomatic ties with other nations that promote the growth of the Kingdom socially and economically. The King's personality has encouraged the vision development, thus being the image of the project. This aspect influences the public's emotions, promoting the formulation of bilateral relations anchored on public relations.

Key accomplishments by Prince Mohammed

The Saudi Council of Economic and Development Affairs recently reviewed what had been accomplished by the Kingdom's Vision 2030 five years after its launch, which during the five years focused on establishing an enabling infrastructure, building institutional and legislative structures, setting public policies, and enabling initiatives, while announcing that the focus in its next phase will be on advancing achievement, further enhancing the Vision. The council looked

at the accomplishments meant to improve quality (Topal, 2019). Following up on implementation, expanding achievement, and improving citizen and private sector participation will be the main goals of the project's upcoming phase. The council went over accomplishments to improve the standard of living for Saudi Arabian citizens, including steps taken to elevate the Kingdom as a top travel destination. In addition to lowering the annual rate of road accident deaths to 13.5 deaths per a hundred thousand people from twenty-eight point eight deaths per a hundred thousand people, achievements included facilitating access to emergency health services within four hours at a rate of more than eighty-seven percent compared to thirty-seven percent before the launch of the Vision and increasing weekly sports participation to nineteen percent in 2020 from thirteen percent currently (Topal, 2019).

In the housing sector, the percentage of homeowners in the Kingdom rose from forty-seven percent to sixty percent in just five years. Initiatives to create a setting that fosters entrepreneurial potential and widens the economic base were also examined. The Public Investment Fund's assets doubled to roughly one point five trillion Riyals in 2020 from 570 billion Riyals in 2015, which was one of the accomplishments. The rate of foreign investment flows into the Kingdom has increased to 17.625 billion Riyals, up 331 percent from 5.321 billion Riyals before the announcement of Saudi Vision 2030, while the rate of foreign investment flows out of the Kingdom has declined by fifty-eight percent since 2015. Additionally, as part of these measures, projects like NEOM, Qiddiya, the Red Sea projects, and others were launched that benefit society by creating jobs and luring foreign investment. These achievements by the prince are a prominent tool of persuasion to the global communities that encourage mutually beneficial relations (Hiebert 1966).

Since the 2016 formal declaration and initiation of Vision 2030, the Kingdom has pioneered global-scale infrastructural developments, including modern, advanced cities such as the King Abdullah Economic Cities (KAEC) and the NEOM project. This Vision has also seen remarkable social growth from the conservative practices within the Kingdom. These developments pioneered by King Saalman have capitalized on the pathos and logos element in persuading global populations and establishing bilateral relations. The economic development attained by the Kingdom of Saudi Arabia in 2016 has inspired immigrants from around the world to settle within the country and contribute to its economic and social development. This fact has had numerous benefits, including fostering collaboration between the Kingdom and its public. The Kingdom invests intensely in social institutions such as world-class universities, encouraging global scholars' enrollment, thus bettering the bilateral relations between the Kingdom and their countries of origin. These achievements of Vision 2030 have also induced the logical aspect in persuading the global population to establish bilateral public relations with the Kingdom that foster collaborative development. The Kingdom's economic growth is another logical fact that motivates the internal and external public to better their relations with the Kingdom.

The Kingdom of Saudi Arabia and Pathos Identity

The Saudi Crown Prince introduces AIUla's 'A Journey Through Time' design philosophy. Mohammed bin Salman, the Crown Prince of Saudi Arabia, introduced the concept. The "Journey Through Time" project was introduced by Saudi Arabia's Crown Prince Mohammed bin Saalman to revitalize and rehabilitate the central archaeological area in AIUla responsibly and sustainably within a unique cultural and natural environment. AIUla is a significant step in the program to develop AIUla and make it a top global destination for arts, heritage, culture, and nature to fulfill the objectives of the Kingdom's Vision 2030. AIUla is

located in the northwest of the Kingdom. Bringing to life the enormous Living Museum in the world, HRH, the first architectural and spatial design for #AlUla is unveiled by the Crown Prince. According to the Saudi Press Agency, the "Journey Through Time" project has three primary phases, with the first phase expected to be finished by the end of 2023. According to SPA, the "Journey Through Time" program is a component of a comprehensive development plan for AlUla that the Royal Commission oversees for AlUla Governorate. By the time the development strategy is finished in 2035, it hopes to have created 38,000 new jobs and added hundred and twenty billion riyals to the Kingdom's gross domestic product. By investing in the legacy, cultural, environmental, and geological richness, the "Journey Through Time" plan, according to SPA, gives a unique historical map of the civilizations that settled in the numerous oases of AlUla during more than 7000 years of history. Five centers, starting from the old town center to the south through the Dadan Oasis Center, will be constructed through the scheme inspired by the nature and tradition of AlUla, stretching twenty kilometers from the heart of AlUla, at inspiring and crucial stops along the "Journey through Time" route. The ancient northern city of Hajar, the Nabatean oasis, and the oasis of Jabal Ikma.

Since this spatial design of various cultural centers and facilities has been adopted to give visitors a distinctive experience to explore the region's ancient history, each of these centers is a cultural landmark and uniquely reflects the nature and terrain unique to this geographical region. With more than 5000 additional rooms for lodging and living, these centers will house fifteen new cultural facilities, including museums, galleries, and attractions. Each center will provide a unique selection of lodging and hospitality alternatives that provide a variety of choices. Hotels, eco-resorts, opulent lodges, and farms are built out of the valleys of the mountains.

The Kingdoms Institute, a global center for studies of civilizations that lived on the northwestern Arabian Peninsula for more than seven thousand years of history, including the ancient Arab kingdoms of Dadan, Lahyan, and Nabateans in the ancient city of Hajar, is perhaps one of the most well-known initiatives of the "Journey through Time" plan (McCormack, 2014). One of the places on the UNESCO World Heritage List is. King Saalman and the Crown Prince of Saudi Arabia gave the charity seven point nine million USD. The Saudi Press Agency (SPA) stated that King Saalman bin Abdulaziz of Saudi Arabia and Crown Prince Mohammed bin Saalman had contributed a combined seven point nine million USD -(SR30 million) to charity through the country's Ehsan Platform. According to SPA, King Saalman gave five point three million USD-(SR20 million) for charity and nonprofit projects, while the Crown Prince gave two point six million USD-(SR10 million). To encourage citizens to engage in charitable work, Saudi Arabia began the National Campaign for Charitable Activities on its national Platform for Charitable Work (Ehsan). The Saudi Data and Artificial Intelligence Authority created the platform (SDAIA). The campaign, which will last the entire month of Ramadan, aims to "introduce the role of the Ehsan in promoting the values of charitable work for community members, by encouraging donation, activating (SDAIA's) integrative role with various government agencies and sectors, and empowering the nonprofit sector and expanding its impact within the society," according to SPA. King Saalman and Crown Prince Mohammed were thanked by Dr. Abdullah bin Sharaf bin Jamaan al-Ghamdi, the chairman of the Saudi Data and Artificial Intelligence Authority (SDAIA), for their contributions and support of the Ehsan Platform (McCormack, 2014).

Muslims abstain from food and liquids from dawn to dusk during the holy month of Ramadan. Muslims are urged to give to charities and assist the less fortunate during this time.

Saudi Arabia starts a national charity effort using the "Ehsan" platform. According to the state news agency SPA, Saudi Arabia unveiled its national Platform for Charitable Work (Ehsan). This platform was created by the Saudi Data and Artificial Intelligence Authority (SDAIA) (McCormack, 2014). According to SPA, the campaign, which will last the entire month of Ramadan, aims to "introduce the role of the Ehsan in promoting the values of charitable work for community members, by encouraging donation, activating the integrative role of (SDAIA) with various government agencies and sectors, and empowering the nonprofit sector and expanding its impact within the society." Saudi Arabia begins a nationwide campaign for humanitarian endeavors on the "Ehsan" platform. According to the Saudi Data and Artificial Intelligence Authority (SDAIA), Saudi Arabia started the National Campaign for Charitable Activities on its national Platform for Charitable Work (Ehsan). As stated by SPA, the campaign, which will last the entire month of Ramadan, aims to "introduce the role of the Ehsan in promoting the values of charitable work for community members, by encouraging donation, activating the integrative role of (SDAIA) with various government agencies and sectors, and empowering the nonprofit sector and expanding its impact within the society."

Additionally, it will "encourage commercial sector social responsibility and help improve the credibility and transparency of humanitarian development activity." "Ehsan aims to enhance social responsibility, establish and raise the efficiency of development work, upgrade the values of national belonging and humanitarian work for individuals and institutions alike, and support national services, programs, and platforms concerned with donating throughout the Kingdom," said Dr. Abdullah bin Sharaf Al-Ghamdi, president of SDAIA. The National Platform for Charitable Work (Ehsan) was introduced in March by the Saudi Data and Artificial Intelligence Authority (SDAIA) as part of its initiatives to encourage charitable contributions in the Kingdom

of Saudi Arabia. This strategy works as a pathos element that seeks to capture the emotions of the domestic and international communities to establish mutual relations with the Kingdom.

The Ehsan initiative builds on a globally identifiable image of the Kingdom, which induces a pathos effect on the global communities encouraging bilateral relations with equal-minded nations. Through the Ehsan initiatives, the Kingdom embraces a culture of humanitarianism and encourages domestic companies to adopt cooperate social responsibilities. This factor ensures that humanitarian aid is availed to the poor, bridging the social gap between the rich and the poor. This strategy encourages revamped emotions among global nations that lead to public relations. The Kingdom can induce public relations anchored on a humanitarian basis with other countries that promote mutually beneficial relations.

Furthermore, the holy season of Ramadhan sees millions of Muslim believers unite in prayers and sharing. Through the Ehsan initiative, this holy season will see millions of Muslim believers worldwide connect and donate to the Ehsan initiative that contributes to the poor, encouraging mutual relations between the Kingdom and the Muslim public within the Kingdom and internationally. Through this humanitarian project, the Kingdom induces pathos in building mutual relations with global humanitarian organizations. These relations are significant during emergencies and ensure a dignified life for the citizens of the Kingdom. The pathos aspect in humanitarian initiatives is inevitable. It encourages the Kingdom to build on bilateral relations with equal-minded nations that transcend beyond humanitarian aid to mutual collaborations in trade and labor exchange.

The Kingdom of Saudi Arabia and Logos Identity

According to a Coursera analysis from 2022, Saudi Arabia is one of the top ten countries in the world for business skills. According to the most recent Global Skills Report from US-based massive open online course provider Coursera, Saudi Arabia is in the top ten countries in

the world for the general business skills of its workforce. The Global Skills Report gathers information from over a hundred countries and a hundred million students who used Coursera to learn a new skill in the previous year (Alghamdi & Alghamdi, 2020). The report notes that although the Kingdom has moved up one spot in the global rankings for overall business skill proficiency from eleventh to tenth, there is still room for improvement, mainly if the Kingdom is to meet the digital transformation objectives. Students in the Kingdom showed a ninety-one percent business proficiency competency in skills, with expertise in human resources, strategy, and operations (Alghamdi & Alghamdi, 2020). The research encourages the workforce policy-makers of the nation to develop ways to capitalize on this edge and broaden into new business specialties, including finance, business analytics, and digital marketing, the most in-demand professions.

The report ranks business, technology, and data science as three of the most in-demand skill areas driving employment in the digital economy, with rankings of seventy-five percent or above as cutting-edge, fifty-five percent to seventy-five percent as competitive, twenty-five percent to fifty percent as emerging, and twenty-five percent or below as lagging. The survey estimates that there are 682,000 Coursera users in Saudi Arabia, with a median age of thirty-five and nearly one-third female. More than half, fifty-eight percent, use mobile devices to continue their education (Alghamdi & Alghamdi, 2020). Human resources, ninety-seven percent, and accounting, ninety-three percent, were the subjects where Saudi students demonstrated the highest levels of advanced competency, followed by sales, eighty-nine percent, leadership and management, eighty-eight percent, and communication (eighty-four percent) (Malik & Nagesha, 2021). Saudi Arabia, however, is ranked eighty-eighth in the world for data science proficiency and sixty-second for technical skill proficiency.

Moreover, although learners have competitive cutting-edge technology abilities in operating systems seventy-six percent and software engineering ninety-six percent, as well as security engineering eighty-seven percent and computer networking -seventy-six percent, sixty-two percent, their expertise falls into the growing area for databases forty-four percent and mobile development forty percent. Still, it is underperforming in computer programming, cloud computing, and web development -twenty-one percent (Malik & Nagesha, 2021). The Kingdom's students demonstrated developing skills in mathematics 38 percent but were viewed as having gaps in machine learning- nineteen percent, data analytics sixteen percent, and data management twelve percent (Malik & Nagesha, 2021). The World Economic Forum reported that Saudi Arabia was among the top ten countries for digital literacy. According to Coursera's Global Skills Report 2022, as the Kingdom transitions to a more sustainable economy, leaders across industry, workforce development, and higher education should reinforce its workforce strengths.

The Kingdom's economic and ambitious development has led to the posting of remarkable numbers that project the economic developments posted. These factual statistics capitalize on the logos aspect and are designed to persuade the global communities of the financial capabilities of the Kingdom. Based on The Global Skills Report, the Kingdom of Saudi Arabia has enormous economic viability suppose it taps into the complete digital transformation of the Kingdom. This aspect induces a logical persuasiveness on the capabilities of the Kingdom, encouraging foreign investors to tap this opportunity and generate development in this area. Furthermore, the Kingdom develops digital-based programs, conferences, and initiatives to promote bilateral development. These conferences capitalize on public relations in the invitations and realizing of agreements. Published statistics on current Vision 2030 projects induce logical

persuasiveness that enables potential investors to invest and work within the Kingdom. The published employment statistics have enabled immigrants worldwide. World-class universities such as King Abdullah University have encouraged scholarly immigration into the Kingdom owing to the large number of courses offered to lead to mutual relations between the involved nations. Logical persuasiveness has been evident in publishing quarterly and annual reports on the progression of Vision 2030 projects. This aspect has encouraged the formation of public relations between nations whose citizens migrate to the Kingdom for investments and studies, among other activities.

Two Tendencies Worldwide

Saudi Arabia has begun an ambitious journey toward digital transformation, with a particular focus on boosting the capabilities of its young workers, according to Anthony Tattersall, vice president for EMEA at Coursera, with an emphasis on developing the human and digital skills necessary for a competitive workplace. According to statistics, employees and students require accelerated training pathways to get them ready for digital employment now and in the future, which will help us achieve our nation's development goals, Tattersall continued. Coursera is one of the most extensive data sets for finding and analyzing skill trends, with over a hundred million students, seven thousand plus institutions, and more than five thousand courses from two hundred and fifty of the world's top universities and industry educators. This logical information serves as a means of persuading international communities to invest in the Kingdom and establishing mutually beneficial relations.

The aspect of education serves as a critical, logical tool of persuasiveness that the Kingdom capitalizes on in encouraging global populations to migrate and work, live and study in the Kingdom. The Kingdom endeavors to develop a rich pool of digital and competitive

workforce that propels its global position. In this realization, the Kingdom invests heavily in education by constructing world-class universities and research institutions that publish information periodically, inducing a sense of development and encouraging their global counterparts to join these institutions. Furthermore, these institutions offer a wide range of competitive courses in the current markets, facilitating international students to join these institutions. Through these strategies, the Kingdom can formulate bilateral relations with the countries of origin of the foreign members within the Kingdom, thus encouraging formidable public relations. The Kingdom also publishes progressive reports on various stages of the Vision 2030 Education agenda, enticing governments globally into signing education memorandums that see sponsored students from foreign nations visit the Kingdom and enroll in multiple programs. This factor leads to formidable relations between the Kingdom and other countries. Through logical persuasion, the Kingdom can entice like-minded nations and individuals into migrating to the Kingdom, developing a rich pool of professionals and bettering the bilateral relations with foreign countries.

The Green Saudi Initiative

Saudi Crown Prince Mohammed bin Saalman unveiled innovative, doable, and forward-thinking plans in his speech at the Green Middle East Summit's closing ceremony in Riyadh, drawing support from Arab and non-Arab Middle Eastern leaders. The Summit was distinguished by a significant level of international participation, with numerous presidents, heads of state, and decision-makers from around the world in attendance. “We, in the Middle East, are fully aware that there is a problem and that there is enormous potential for our countries, so we are hosting a summit today with clear goals for our countries, and we will work earnestly to achieve them” the Crown Prince stated in his speech at the significant event. “We

find groups, entities, and states investing in projects of devastation, turmoil, and drought in every sense in the Middle East, while the Kingdom is driving this vibrant project powered by renewable human energy.” This reiteration appeals to the audience's ethos, pathos, and logos, which leads to the persuasion of establishing mutually beneficial relations.

The Green Saudi Initiative, backed up by king Salman's desire for a hydrated and greener Saudi, capitalizes on ethos and logos elements of persuasion. King Saalman, in the conclusive speech, articulates the capabilities of the Kingdom and her neighbors in advancing a greener initiative despite desert. The King’s speech induces ethos as an emotional appeal to the population of the Kingdom and its neighbors to embrace technology and sound environmental practices that ensure their viability. This aspect encourages formidable public relations between the Kingdom and its regional members that build on mutual relations. The Kingdom’s leadership embracement of green initiatives alongside other environmental practices, such as dependence on renewable energy, emotionally appeals to environmental enthusiasts globally in perceiving the Kingdom as an environmental champion and induces collaborative endeavors between the Kingdom and global environmental organizations. In addition, the logical breakdown of ecological data by King Saalman in his speech reiterates the potential and significance of the Saudi Green initiative logically pursuing the Kingdom’s regional neighbors into embracing environmental protective strategies in the process, building on mutually beneficial relations. The Kingdom’s embracement of environmental protective strategies induces an ethos and logical persuasiveness that encourages mutually beneficial relations between the Kingdom, its neighbors, and global populations.

Saudi Real Estate Markets

According to real estate consulting firm Knight Frank, Saudi Arabia's real estate industry grew exponentially, with residential mortgages increasing tenfold in H1 2021 compared to its similar financial period in 2016 (Alola, 2021). This year, the Kingdom observes its ninety-first National Day and the fifth anniversary of the transformation initiative known as Vision 2030. Head of Middle East Research at Knight Frank, Faisal Durrani, said, "The momentum infused into the national property market is best demonstrated in the fact that at over 150000, the number of residential mortgages issued in H1 2021 is more than 10-times the level observed in H1 2016 (Alola, 2021)." It is evident that the government is fulfilling its promise to increase everyone's access to high-quality housing and is doing it elegantly. The organization has been monitoring construction and infrastructure projects totaling nearly \$1 trillion, which was revealed as part of the Kingdom's National Transformation Plan (Alola, 2021). This sum represents only a third of the three-point two trillion USD in expected spending. Eight mega-projects and new supercities are now included in this (Khan, 2016).

The pandemic had a noticeable impact on headline rents in the national office markets. Still, in Riyadh, prices for the best offices have returned to pre-pandemic levels, and demand is increasing quickly. As demand outstrips supply in places, the industrial markets are also growing at an unprecedented rate, he added. According to data revealing that the first quarter of 2021 saw the highest-ever number of new foreign company investment permits being given, efforts by the Saudi government to transform the economic landscape of the Kingdom have been generating a dramatic upturn in commercial activity. According to Harmen de Jong, Partner, Real Estate Strategy and Consulting at Knight Frank Saudi Arabia, the demand for real estate advisory services has increased to pre-pandemic levels this year, exceeding pre-pandemic levels recorded in 2018 and 2019. "Public-private partnerships with significant government-led projects are

attracting more interest from private sector real estate developers. This critical trend will help Vision 2030 become a reality (Alola, 2021).

The Saudi Real Estate performance is another essential logical, persuasive strategy that the Kingdom capitalizes on in building a mutual relationship between the Kingdom and its public. Through posting remarkable performance, the Kingdom attracts foreign investors in the housing industries, building mutually beneficial relationships with these investors. The Kingdom is renowned for inducing global-scale construction projects, such as techno-cities, that attract foreign investors who come to live and work in the Kingdom. The Kingdom posts remarkable statistical performances that induce logical persuasion that eventually encourage investments within the Kingdom. The Kingdom further logically capitalizes on Public-private partnerships with significant government-led projects that attract more interest from private-sector real estate developers. Despite the draw, investors are encouraged by the high returns in the Kingdom's housing industries in high demand. Combined with the enticing statistical performances, this factor motivates foreign and domestic investments within the Kingdom that encourage mutually beneficial relations. Real Estate analysts based in the Kingdom come from diverse nations, and through a collaborative approach, they are capable of dwelling and investing within the country; this attraction is facilitated by the Kingdom's ability to logically persuade investors within the housing industries by publishing remarkable performance that attracts these investors. As a result, the Kingdom can formulate mutually beneficial relations between itself and its public internally and globally through collaborative encounters.

Saudi Arabia as a Pioneer in Arab Scholarly Endeavor

An essential step in advancing Saudi efforts to advance scientific research, development, and innovation in various fields is the Saudi Council of Ministers' approval of establishing an

authority to develop research, development, and innovation. This decision is in keeping with the Kingdom's long-term Vision 2030, which calls for the Kingdom to go up from its 2015 position of 25th in the Global Competitiveness Index to among the top ten nations by 2030 (Fawkes, 2007). The ability to innovate is closely related to scientific research, development, and improvement of the Global Competitiveness Index. Another objective for creating this body is to have at least 5 Saudi universities listed among the top 200 institutions in the world by 2030, which calls for Saudi universities to do high-quality research. Saudi Arabia is capable and qualified to lead the Arab world in scientific research and innovation, especially given the country's abundance of research institutions like the King Abdulaziz City for Science and Technology, King Faisal Specialist Hospital and Center for Research, KAPSARC, KAUST, and others (Fawkes, 2007). The Kingdom's Ministry of Education will play a significant part in fostering innovation and scientific research especially given that the Ministry is directly responsible for promoting scientific research and innovation in various fields through the institutions it oversees to encourage the national economy and stay up with contemporary trends and advances (Rajab, 2019). This calls for shifting from a traditional teaching approach to a research approach that depends on the search for information and the analysis of learning outcomes and outputs, as well as providing universities and their research centers with the necessary financial resources and practical research tools, including technical and scientific human resources. The Ministry of Education can make a difference by encouraging a culture of research and innovation through the Agency for Research and Innovation, its research and development division (Rajab, 2019). Research and invention are practiced by university staff and research institutions and by students, producers, and inventors (Rajab, 2019).

The scientific research chairs in universities and research institutes also play a significant part in fostering innovation and research in the Kingdom, including the development of scientific expertise and the ability of those with innovative scientific ideas to turn those ideas into groundbreaking projects that promote sustainable development through economic growth (Harriott, 2000). To foster scientific research and innovation and translate usable scientific research into commercial initiatives feasible for growth, development, and investment, a relationship between the new authority, Saudi universities, research institutions, and the business sector is essential. "Mawhiba" by King Abdulaziz and His Companions Foundation for Giftedness and Creativity is performed (Khan, 2016). The King Abdulaziz and His Companions Foundation for Giftedness and Creativity, or "Mawhiba," is equally important in identifying and supporting gifted and creative individuals in the priority scientific growth domains. Mawhiba aims to assist Saudi Arabia in creating a national system for talent and creativity to fulfill the objectives of Vision 2030 (Khan, 2016). Providing creative and inventive students with scholarships for international study will encourage the advancement of innovation and scientific research in the Kingdom (Harriott, 2000). Overall, Saudi Arabia possesses the necessary resources to lead scientific research in the Arab region, including human talent, advanced research institutes, financial capacity, and supportive private sector institutions.

The Kingdom's importance in scientific research is further supported by the 33588 research articles published by public universities in 2020, a hundred and twenty increase. According to the Web of Science database, Saudi Arabia has led international efforts in university publications of coronavirus research, coming first in the Arab world, 14th overall, and twelfth among G-20 nations. 2020 saw the registration and granting of hundred and forty-three patents to students and faculty from Saudi institutions on a national and international level

(Harriott, 2000). The Kingdom rose to the seventh spot in the world's entrepreneurship rankings. The clinical trial phase of a coronavirus vaccine was initiated by a research team from Imam Abdulrahman bin Faisal University that was supported by the institutional funding program at the Ministry of Education. This study was released in a prestigious international journal.

The Kingdom of Saudi Arabia's emergence as a scholarly destination has both a logical and ethos persuasive effect. The Kingdom's investment in education as a long-term plan that will guide the Kingdom to the future induces emotional responses in the global population. Education being a cherished tool of enlightenment globally, individuals have grown emotionally attached to academics, and thus the emotional effect by the Kingdom in propagating the construction of global class universities. The Kingdom's pioneering cutting-edge research in universities based locally is emotionally impacting the global populations attracting foreign student enrollment in diverse programs. Through these attractions and registration, the Kingdom establishes mutually beneficial relations between the students and their nations of origin. The Kingdom contemporarily implements various scholarly airlift programs that bring international students from their countries of origin to the Kingdom for educational purposes. This factor leads to the establishment of mutually beneficial relations between the Kingdom and its public internally and internationally. The Kingdom's advancement in education enables the publication of research studies and scientific findings consumed globally. This factor leads to the emergence of academic and scientific communities that interact and share scientific information. Through these communities, the government can form mutually beneficial relations that collectively affect the involved nations. Notably, during the COVID pandemic, the Kingdom's research institutes were utilized to find the solution leading to close interactions between the Kingdom's government and

other governments. This factor strengthened the public relations between the Kingdom and other nations globally.

The Logic Competitive Edge of Neom Luxury Islands Sindalah

With its year-round luxury amenities, NEOM's new luxury island Sindalah is poised to challenge famous tourist destinations like Monaco and Athens. According to Executive Director of NEOM's Hotel Development division, Chris Newman, the new luxury tourist destination, with its first visitors anticipated in early 2024, will be home to a dynamic, world-class marina and yacht club, positioning itself as a new addition to the international yachting season. According to Newman, "Sindalah symbolizes NEOM's first tangible presentation and a pivotal milestone for NEOM and Saudi Arabia's tourism industry." "Sindalah provides tourists with an accessible, vibrant destination all year long. The island is a fresh addition to the group because it has a top-notch marina and yacht club. The island, he continued, is "well-located for European boat owners and accessible via the Suez Canal from numerous popular yachting locations, including Athens, Porto Cervo, and Monaco. Sindalah is conveniently accessible to al-Wajh and Jeddah for yacht owners and enthusiasts, and it typically has temperatures that are 10 degrees cooler than those seen elsewhere in the GCC (Marsh, 2001). Two thousand different marine species can be found on Sindalah Island, which serves as a main entrance to the Red Sea. Management of these species is "unique to the Red Sea and cannot be found anywhere else in the world," the scientist said. The island's seagrass patches and vibrant coral reefs are home to a wide and breathtaking variety of marine life, positioning it to be the ideal vacation spot for those who enjoy the ocean. "From June to September, we will provide visitors with a variety of beach and leisure activities that are family-friendly."

Sindalah is one of a set of islands that will be constructed by NEOM and has an area of 840,000 square meters. The initiative, which will boost the Kingdom's already booming tourism industry, was unveiled by Saudi Arabia's Crown Prince and Prime Minister. The potential to show how we can live in peace with nature and protect our planet for future generations while at the same time achieving enormous strides in the areas of technology and urban planning was what Newman said he was most looking forward to about this new luxury resort. It is fantastic to work with some of the world's most talented and diverse minds, trying to do things that have never been done before. NEOM is a region being designed from scratch by dreamers and doers. It does so at a time when the world needs new ideas and fresh approaches to address the significant challenges that lie ahead. There are several different lodging alternatives available to visitors on the island. NEOM intends to construct 333 luxury serviced apartments and 88 villas, totaling 413 ultra-premium rooms. World-class architects, including LUCA DINI Design and Architecture, are responsible for Sindalah's magnificent aesthetics, which are at the vanguard of contemporary architectural design. The plan will undoubtedly finish off the natural landscape while looking ahead.

The amenities that Sindalah intends to provide its tourists go hand in hand with its position as the upcoming must-visit luxury resort. The island aims to join the world's sailing community in addition to its opulent hotels, residences, and beach club. It will have a marina with 86 berths for yachts up to 50 and 75 meters, serviced offshore buoys for superyachts up to 180 meters, and a yacht club. According to Newman, "the yacht club and marina are designed to raise the bar for experience and service for owners and operators of luxury vessels." He said that NEOM Bay Airport and the NEOM mainland would both have boat access to the island. He added that Sindalah can be readily reached by sailboat from the Mediterranean via the Suez

Canal, allowing "year-round access for travelers and the ideal site for winter anchoring," and that the island will be "accessible from NEOM Bay Airport and the NEOM mainland by boat, ferry, and aircraft" (Khan, 2016). Along with these options, the island, which is expected to have 38 businesses, will provide visitors with upscale dining and shopping opportunities (Khan, 2016).

The global class NEOM project has a pathos effect on the worldwide population that induces the intrinsic need to visit the kingdom. The NEOM project is set to be a competitive world-class tourism and hospitality hub that will compete with globally established destinations such as Monaco in Italy and Athens in Greece. The NEOM project, global class tourism and hospitality hub, emotionally affects tourists who seek to visit this place upon completion. The attraction of tourists globally induces the need for the Kingdom to collaborate with other nations in marketing NEOM alongside other tourist attraction destinations within the Kingdom. This factor encourages the formulation of bilateral relations between the Kingdom and other countries.

Furthermore, the meticulous details concerning the NEOM project induce a logical persuasion that encourages visiting the Kingdom. The NEOM project plans to construct numerous five-star hotels. The hotels in Neom, Saudi Arabia, will have opulent designs and state-of-the-art furnishings. Since there are a lot of robotic dinosaurs, it should be possible to get a lot of taxis with automatic drivers that will make moving about easier for everyone around the city. This aspect has a logical and ethos effect that encourages domestic and international communities to visit the Kingdom, leading to mutually beneficial relations.

NEOM and the 2030 Saudi Vision

Saudi Vision 2030, a revolutionary plan for economic and social reforms unveiled and started by the Crown Prince in 2016, continues to see significant reforms in the Kingdom. The

Vision has given importance to the resurgence of Saudi Arabia's tourism industry, which the leadership has prioritized (Ackerman & Ackerman, 2021). According to Newman, NEOM's Hotel Development business has made a significant economic and social contribution to this area. By 2030, NEOM hopes to welcome up to five million tourists, and the tourism industry is predicted to be the region's largest employer, employing one-third of all workers (Marsh, 2001). "NEOM Hotel Development will be a catalyst for the growth of NEOM as an economic engine, fueling the diversification aims of Saudi Vision 2030," according to Newman, through its contribution to creating a top-notch tourism sector (Frag, 2009). He continued by saying that NEOM may be a significant engine for the Saudi economy. It is being developed as a prototype for how humanity might adapt, flourish, and get past issues like unbridled urbanization, climate change, and environmental degradation (Frag, 2009).

NEOM is a big, audacious fantasy of a New Future, an engine for human advancement representing the next wave of corporate innovation, livability, and sustainability. One of the projects of the Public Investment Fund is NEOM (Ackerman & Ackerman, 2021). NEOM, a living laboratory where entrepreneurship and innovation will set the course for this New Future, was constructed on the Red Sea in northwest Saudi Arabia. It will serve as a destination and a home for those who have big dreams and wish to contribute to creating a new framework for prosperous and ecological living (Levine, 2003). NEOM is a way of thinking, not just a location. It is being made, built, and independently run without the outdated economic and environmental infrastructure that other nations must contend with. In keeping with Saudi Vision 2030, the NEOM project seeks to deliver excellent livability, booming economies, and conservation that is reinvented. The objectives of that project are among the things that people care about the most, given the significance of the Neom Candles City, which has garnered a significant amount of

attention not only in the Kingdom of Saudi Arabia but in all countries across the world. One of the biggest and most ambitious investment projects, the Neom Candles City, has several objectives that we will cover in this post (Levine, 2003). According to the 2030 vision of the Kingdom, the NEOM project aims to diversify the Saudi economy. Neom Candles City is a thriving tourism destination in the Kingdom of Saudi Arabia's eastern region.

The NEOM project's goals, located in the east of the Kingdom of Saudi Arabia, are thought to be among the most significant investment projects in the country. The project's objective is to work on building a new metropolis with a variety of exciting features. His Highness and Highness King Muhammad bin Saalman, the Crown Prince, planned this project in 2017. This initiative, whose name stands for bravery, growth, and rejuvenation, is in line with the objectives of the Kingdom's Vision 2030 (Khashan, 2017). The word NEO and the letter M, the first letter of the Arabic word for "future," both refer to the Greek word for "new," suggesting a new future (Fawkes, 2007). The NEOM project is situated northwest of the Kingdom of Saudi Arabia, close to Tabuk on the Red Sea coast (Khashan, 2017). Neom is approximately how far away from Tabuk to answer your query. The distance between Neom and Tabuk is roughly 243 kilometers, is the response. Due to its location on the Red Sea coast and close to the city of Tabuk, Neom will have weather that is moderately impacted by the Red Sea climate. Wintertime temperatures in Neom are 10 degrees colder than those in the nearby areas (Khashan, 2017).

Achieving the Kingdom's Vision 2030 is one of the numerous long-term objectives of the Saudi Arabian NEOM initiative. Some of the NEOM project's most significant objectives include the following: The NEOM project seeks to advance the social and economic advancement of Saudi Arabia. More possibilities and a higher standard of life will also be available to individuals who work on the NEOM project, which will be advantageous for the

Kingdom of Saudi Arabia in all spheres, including development and the economy. Attracting a million people to live and work in the new metropolis is one of the objectives of the NEOM project. Most personnel with in-depth industry knowledge were collected to complete this enormous project (Levine, 2003). They knew the NEOM project would offer a place for all Saudi Arabian citizens, locals, or foreigners.

Working to safeguard the environment and utilize natural resources and historical sites is one of the objectives of the NEOM project. Using technology, such as automation and robotics, to speed up the implementation of all challenging tasks for a single person to complete alone is one of the objectives of the NEOM project—offering work opportunities to all people, including engineers and doctors, in various areas and eliminating numerous rules, such as those about taxes and customs (Farag, 2009). The NEOM project intends to expand Saudi Arabia's tourism industry and draw more visitors to offer an opulent lifestyle. Additionally, it attempts to advance domestic tourism in the Kingdom, one of the critical goals of the project. The project is making a lot of efforts to draw in and capitalize on video games because Neom Candles City will be one of the first intelligent cities with video game displays. It ensures that Saudi Arabia fully utilizes renewable energy sources rather than relying solely on its "black gold" or oil (Levine, 2003). Where additional revenue sources will be used by the Kingdom of Saudi Arabia, making the Kingdom of Saudi Arabia a tourism destination, putting it on every traveler's must-see list, and competing with other tourist hotspots worldwide is one of the NEOM project's objectives. The NEOM project plans to construct numerous five-star hotels (Ackerman & Ackerman, 2021). The hotels in Neom Saudi Arabia will be exquisitely designed and furnished with modernized technologies. It ensured that Saudi Arabia fully utilizes renewable energy sources rather than relying solely on its "black gold" or oil. Where the Kingdom of Saudi Arabia will use additional

revenue sources. Making the Kingdom of Saudi Arabia a tourism destination, putting it on every traveler's must-see list, and competing with other tourist hotspots worldwide are among the NEOM project's objectives (Ackerman & Ackerman, 2021). The NEOM project plans to construct numerous five-star hotels. The hotels in Neom, Saudi Arabia, will have opulent designs and state-of-the-art furnishings. Since there are a lot of robotic dinosaurs, it should be possible to get a lot of taxis with automatic drivers that will make moving about easier for everyone around the city.

NEOM is a big, audacious fantasy of a New Future, an engine for human advancement representing the next wave of corporate innovation, livability, and sustainability. One of the projects of the Public Investment Fund is NEOM. The NEOM project contributes immensely to the Vision 2030 Tourism Agenda by introducing world-class tourism and hospitality. This aspect has a logos and pathos effect that encourage the formulation of mutually beneficial relations between the Kingdom and its public. The NEOM project is perceived as the standard of hospitality that emotionally appeals to millions of populations globally who seek to travel to the Kingdom to experience exquisite tourism and hospitality. This emotional motivation influences nations globally to enter into mutually beneficial agreements that seek to promote their holiday destinations globally. Upon completion, the NEOM project will position the Kingdom of Saudi Arabia as a tourism destination, putting it on every traveler's must-see list, and competing with other tourist hotspots worldwide is one of the NEOM project's objectives. The NEOM project plans to construct numerous five-star hotels (Ackerman & Ackerman, 2021). The hotels in Neom Saudi Arabia will be exquisitely designed and furnished with modernized technologies. These aspects portray ethos and logos as persuasive elements that will ensure attraction to the NEOM, thus encouraging mutually beneficial relations between the Kingdom and other nations.

NEOM Job Creation

One of the goals of the NEOM project, as we stated in the previous sentence, is to offer numerous employment possibilities to a wide range of individuals. Another goal is to provide multiple housing complexes for workers and their families. In addition to improving the economic standing of the Kingdom of Saudi Arabia, ensure all employees have access to a comfortable working environment. The NEOM project replaces all Education Authority employees who work in the project's connected schools with hologram models to foster innovation and growth throughout the Kingdom of Saudi Arabia.

Engineers, physicians, business executives, and others now have career options because of the NEOM initiative (Frag, 2009). There will be employment opportunities while the project is being built. The Line Project, which will generate 380,000 jobs, is the most significant of the various initiatives that make up the NEOM initiative (Frag, 2009). By 2030, the GDP of the Line project will reach 180 billion Saudi riyals. To improve the economic status of the NEOM project, thirteen percent of all trade will go through the Red Sea.

Globally, folks are interested in knowing when that project will be finished. Therefore, project management indicated that the project's first phase would be delivered in 2017, and the Crown Prince of the Kingdom of Saudi Arabia, "Mohammed bin Saalman," proclaimed the project's start date in 2017. The 2030 A.D. completion and implementation of the Kingdom of Saudi Arabia's goal and the initial investment. Unquestionably, the city will be announced utilizing the most effective cutting-edge technological techniques. The town of Tabuk, which spans over 460 kilometers along the Red Sea coast and is located northwest of the Kingdom of Saudi Arabia, is where you can find Neom Candles City (Frag, 2009). The project also includes some land that is situated on Jordanian and Egyptian territory. These cutting-edge technologies

seek to better the Kingdom by attracting foreign investment and persuading nations globally to live and work in the Kingdom.

The NEOM project, upon completion, seeks to create thousands of employment opportunities within the tourism and hospitality sector. This aspect will attract laborers internationally in the Kingdom seeking employment. This aspect embraces the ethos element that establishes the Kingdom as an employment destination enabling mutually beneficial relations. The NEOM project has a pathos effect that emotionally attracts tourists and workers to the project. The foreign communities' information on workers and tourists will encourage mutual relations internally and globally between the kingdom and other nations. The Kingdom of Saudi Arabia capitalizes on pathos and ethos in persuading the global populations to visit the Kingdom as tourists and workers. Through such interactions, the Kingdom is capable of establishing mutual public relations between the individual foreigners, and their nations of origin. This factor public relations between the kingdom and other nations. The NEOM project contributes immensely to the Vision 2030 Tourism Agenda by introducing world-class tourism and hospitality. This aspect has a logos and pathos effect that encourage the formulation of mutually beneficial relations between the Kingdom and its public.

Chapter Four: Case Study on Quality of Life- Program- Saudi Green Initiative

The Vision 2030 program spearheaded by King Saalman is an ambitious and innovative program that endeavors towards the complete revolution of life in the Kingdom. Ideally, the Kingdom projects a thriving economy that improves the livability within the Saudi Kingdom. Among the twelve remarkable agendas, the Vision encourages improving the quality of life within the Kingdom. The Quality-of-Life Program seeks to enhance the quality of life for both individuals and families in Saudi Arabia by fostering the conditions required for developing new living and lifestyle options. These possibilities will increase the participation of locals, visitors, and citizens in leisure, urban, sporting, and other related activities that improve their quality of life. By generating jobs, diversifying economic activity, and ultimately elevating Saudi cities' rankings among the world's most livable cities, such a wide range of possibilities will have their own economic and social effects (Alwakid, 2020). The Program was established in 2018 to broaden the perspectives of numerous industries, including sports, culture, and entertainment, that directly impact citizens. It tried to broaden available entertainment options, launching the first movie theater in Saudi Arabia and organizing numerous significant events, such as the "Dakar Rally" organized by Saudi Arabia. The Program also actively participated in the foundation of several cultural museums and music festivals ("Saudi Green Initiative: From Policy to Action," 2022). The Program has also made investments in enhancing the Kingdom's human capital in various fields by establishing several academies and programs, including the Mahd Sports Academy and the Talent Development Program.

The Program also emphasizes expanding the Kingdom's tourism industry and improving the Kingdom's status as a top travel destination worldwide, resulting in concrete successes. This entails localizing leadership roles in the hospitality industry, introducing the tourist visa program,

and expanding the number of places added to the UNESCO World Heritage List. To encourage investment and the creation of development funds like The Nomow Cultural Fund, the Program also creates enabling mechanisms for the private sector and streamlines the licensing process (Elfeel, 2022). The Program will keep working to strengthen the industries of culture, history, sports, entertainment, and tourism in the upcoming phase. The Program supports the sustainability and success of the hobby sector as a vital tool in raising the quality of life while also creating rules and club licensing (“Saudi Green Initiative: From Policy to Action,” 2022). The Program has recently received excellent municipal service initiatives that focus on improving city services, humanizing cities, and beautifying urban landscapes. These programs will assist in concentrating efforts on all facets of quality of life and ensuring good living standards for the Kingdom's citizens and visitors.

With a firm confidence in the private sector's crucial role, the Program will also seek to create the necessary policies and rules to make it easier for the private sector to invest in the areas mentioned above, assuring their ongoing growth and sustainability. Living ability and quality of life are the two main axes on which the Quality-of-Life Program concentrates its efforts and projects. For each of these axes, program management offers answers and recommendations.

Saudi society has undergone significant social and cultural changes due to continuous, extensive reforms, which have improved people's quality of life and created an atmosphere that balances the necessities of daily living with the luxuries (Elfeel, 2022). Thanks to the Quality-of-Life Program of the Kingdom's Vision 2030 has had a positive impact on the quality of life in terms of the increase in life expectancy, the decline in crime rates, the improvement of prosperity with the growth of per capita income, and eventually, the rise in happiness. Saudi Arabia now

leads the Arab world in the 2021 Global Happiness Index thanks mainly to the initiative. The debut of the Vision marks the sixth year of alterations in culture, entertainment, and sports that approximate a radical transformation. With its broad and varied domains, the Quality-of-Life initiative has achieved incredible things, most notably a favorable impact on Saudi Arabian citizens' and expatriates' daily lives (Albanawi, 2020).

Establishing the necessary conditions for people and residents to participate in cultural, recreational, and sporting activities actively has improved the quality of life by fostering increased economic activity and establishing numerous professional options. Living ability and quality of life are the two critical axes on which the Quality-of-Life program focuses its initiatives and programs. For each of these axes, program management offers answers and recommendations (“Saudi Green Initiative: From Policy to Action,” 2022). A community's quality of life is determined by a combination of elements known as livability, including the built and natural surroundings, economic prosperity, social stability and equity, educational opportunity, culture, entertainment, and recreation (Elfeel, 2022).

The Program's emphasis on livability is on the necessities of life, such as housing, public transit, infrastructure, and health care (Elfeel, 2022). With the enforcement of many traffic laws and the imposition of sanctions against the offenders, initiatives to enhance roads and traffic systems to decrease traffic accidents have resulted in a reduced fatality rate in a record amount of time. During the first quarter of this year, the "Sakani" program's housing alternatives and solutions benefited over seventy thousand Saudi households, of which nearly fifty thousand families have already moved into their new homes (“Saudi Green Initiative: From Policy to Action,” 2022). Regarding the environment, the Crown Prince unveiled the "Green Saudi" program, which intends to plant ten billion trees in the Kingdom, increase the percentage of

protected areas to more than thirty percent of its total size, and reduce overall carbon emissions by four percent (Elfeel, 2022).

With the Council of Ministers' consent in February 2020, the Ministry of Culture established up to eleven authorities to support the cultural industry (Alwakid, 2020). By establishing specialized institutes, the agencies strive to diversify and enhance Saudi competence in various artistic fields, including the arts, theater, music, cooking, cinema, heritage, and antiquities. Through specialized initiatives like the Fashion Incubator Program and the work of the Music Authority in uncovering musical talents, the Ministry of Culture is also attempting to attract talents and push them to create and develop, striving to support and empower young people in diverse sectors (“Saudi Green Initiative: From Policy to Action,” 2022). Although the Quality-of-Life initiative has extended plans until 2030, it has already achieved some outstanding accomplishments. International security indicators revealed that Saudi Arabia had the highest Organized Crime Control Index score among G20 members.

One of the Saudi Vision 2030 Realization Plan programs is the Quality-of-Life Program (QOLP). It was introduced in the middle of 2018 with the strategic goal of enhancing "livability" and "lifestyle" for people, families, and communities. This goal is accomplished through modernizing cities and promoting and expanding more options that encourage involvement in leisure, entertainment, athletics, and other activities. These initiatives seek to improve general well-being while generating more jobs, diversifying the economy, and elevating Saudi cities' standing as some of the greatest in the world classification (Hameed, 2022).

Infrastructure and transportation; housing, urban design, and environment; health care; economic and educational opportunities; security and sociopolitical environment; are all essential services that makeup livability. The group of options known as a lifestyle supports social

interaction and enjoyment of life; alongside sports, recreation, heritage, culture, and the arts, as well as entertainment and social interaction. Numerous indicators that relate directly and indirectly to the broad idea of the quality of life have been established and measured by the Program (Alwakid, 2020). Although the Program currently does not involve activities in Saudi Arabia's health sector, those projects indirectly impact that sector by presenting options and promoting a generally healthy lifestyle. The third Level Goals for the Quality-of-Life Program under Vision 2030 include; preserving and promoting the Islamic, Arab, and national heritage of the Kingdom, increasing societal participation in sports, achieving excellence in a variety of sports both locally and globally, improving the standard of services offered in Saudi city centers, improving city planning in Saudi Arabia, preventing drug usage in society, creating and expanding entertainment options to fulfill the requirements of the populace, boost Saudi Arabia's involvement in the arts and culture, the expansion of the tourism industry, and improving the living circumstances of expatriates (Alwakid, 2020).

Life-Quality as a Concept

The World Health Organization defines the quality of life as "a person's view of their place in life about their objectives, aspirations, standards, and concerns in the context of the culture and value systems in which they live." The concept has a wide range of applications and is cross-cutting. The QOLP divides its work into two categories—lifestyle and livability—to aid in shaping its view of it. This primary classification was established after thoroughly examining the essential worldwide indicators that measure several facets of life quality. The Economist Intelligence Unit's Global Livability Index was one of the indices considered and incorporated; The Quality-of-Life Index by Mercer, The Quality-of-Life Survey from Monocle Magazine, The World Happiness Report by the U.N., Better Life Index by OECD, The AARP Livability Index

and The Quality-of-Life Program's aspirations (“Saudi Green Initiative: From Policy to Action,” 2022).

The Quality-of-Life Program aims to elevate Saudi Arabia's standard of living. To position at least three Saudi cities among the top hundred cities in the world by 2030, it works with the essential stakeholders to enable the transformational projects required in parallel with the ongoing government agenda. Depending on their focus and area of responsibility, all government sectors are working at varied intensities to raise the standard of living in the Kingdom. Some sectors immediately fall under the QOLP, and others do not directly fall under the Program's scope but whose strategic indicators are measured by the QOLP regularly. Some of the QOLP's KPIs include the number of Saudi cities that rank among the top a hundred most livable cities in the world; the number of eateries and coffee shops; the proportion of shopping malls' area; the number of green spaces per capita; the number of hobby clubs; the proportion of people who participate in sports; and the number of sporting venues (Albanawi, 2020). It is recognized that all government initiatives that fall outside the existing purview of the QOLP positively contribute to raising the standard of living in the nation as a whole. Even though they are not a part of the QOLP, projects like King Salman Park, Green Riyadh, the Red Sea Development Project, and Amaala will improve the quality of life within the Kingdom.

Strategic Elements of the Program for Quality of Life

To date, the Program's nine strategic pillars have helped it realize its lofty objectives, including one, developing cities: which focuses on Saudi city infrastructure to support healthy lives and offers citizens a variety of options for transit, parks, public spaces, two, providing services of the highest caliber in the fields of economics, education, health, and security, three, changing behavior: By offering options and motivation, this strategy seeks to reinforce beneficial action, four, developing amenities through collaborations with the public and private sectors, this

pillar strives to enhance and expand the usage of supporting infrastructure, such as stadiums, squares, public areas, and parks, five, offering alternatives: This is one of the Program's most important strategic pillars, and it connects all the others in some way. By fostering talent, broadening the selection of entertainment, culture, recreational, and tourism possibilities, and enhancing the quality of services in line with local and worldwide best practices, the goals of generating alternatives are to enable any area related to good lifestyles, six promoting participation: The Quality of Life Program aims to encourage locals and visitors to take part in various activities connected to the quality of life sectors through this pillar to promote healthy lives, seven, creating the required rules and regulations, this pillar entails creating the necessary laws and regulations to raise living standards in the Kingdom of Saudi Arabia, eight, financial sustainability. The creation of administrative and economic models that allow the private sector to contribute to the growth of the various quality-of-life industries and ensure the sustainability of financial projects without depending on government spending is one of the Program's strategic pillars, nine, effective communication to help improve the quality of life in the Kingdom; the Program seeks to establish effective communication channels with all relevant parties, whether they are from government organizations, the corporate sector, or the non-profit sector (Combs, 2023).

Quality of Life Program Successes

Here are some of the QOL Program's most recent accomplishments in light of its primary goal of offering additional options within Saudi Arabia. Establishment of a popular tourist site for numerous international events in the Kingdom. Tourists from forty-nine countries can now apply for an electronic tourist visa using a portal in less than thirty minutes, according to a program introduced by QOLP. Until March 2020, more than forty thousand visas have already

been issued. Secondly, to strengthen the tourist industry in the Kingdom by luring investments and providing funding to tourism businesses, the Program established the Tourism Development Fund with a capital of fifteen billion riyals (Hameed, 2022). With more than two hundred million Saudi riyals, the project has sponsored more than sixty-seven tourism-related projects. As of March 2021, more than fifty thousand employees had received training thanks to the Program's numerous initiatives to improve the human capital skills in the industry. Thirdly, the Kingdom staged countless international events for the first time in Saudi Arabia over the previous five years (Alwakid, 2020). The Dakar International Rally, Formula E, Formula 1, the Italian Super Cup, the Spanish Super Cup, and others are among the events made possible by the initiative, which also launched more than two thousand volunteer, sporting events, and cultural endeavors (Alwakid, 2020). Forth, since the first theater opened in 2018, QOL has opened a total of fifty - five others in various parts of the Kingdom.

Fifth, the Program has made significant progress in the cultural field, including creating eleven artistic commissions linked to the Ministry of Culture to advance the area throughout the Kingdom. A competition for cultural prizes was also introduced as part of the Program, along with attempts to encourage young people in the Kingdom to work in this crucial industry and programs to sponsor talent. To support the many cultural sectors, increase the Kingdom's international presence, and strengthen the role of the economic sector, it is essential to promote cultural content and production. Sixth, over sixteen thousand investment options are currently available through the "Forsa" portal for municipal investments. Seventh, there are now a thousand urban heritage sites listed in the National Cultural Heritage, six of which are on the World Heritage List (UNESCO); eighth, more than thirty-seven million square meters are devoted to parks and other open areas. Ninth, starting the Fakher "Pride" paralympic sports

program tenth, the Royal Institute of Traditional Arts was founded; and lastly, starting up the Fund for Cultural Development (Albanawi, 2020).

The sector of Quality-of-Life Programs and Hobbies

Establishing the Hobbies Sector in the Kingdom was one of the Program's significant successes. The development of this new sector involved several initiatives, such as The construction of a legal framework, licensing of hobby clubs, digital enablement, content creation, and awareness campaigns promoting the benefits of engaging in a hobby on an individual or group level, all favorably impact the quality of life. With the support of eleven government entities, the Hobby Clubs Association (Hawi) and its rules were established to form and enable hobby clubs supervised by the Quality-of-Life Program Center. The administrative body "Hawi" oversees the formation and registration of hobby groups for Kingdom citizens and residents. Its fundamental objective is establishing local communities and a nationwide network centered on interests. The organization works on introducing these clubs to experiences and global best practices and highlighting their significance. The initiative introduced the electronic portal "Hawi to empower the hobbies sector digitally.

"Hawi" Association seeks to provide operational and financial assistance to foster an environment that promotes hobby clubs (Alwakid, 2020). Additionally, creating facilities to create a vibrant society, promoting community collaborations with local, regional, and worldwide organizations, and increasing awareness of the value of practicing and developing hobbies to foster creative thinking and community building in addition to hosting workshops, talks, and seminars on hobbies both inside and outside the Saudi Arabian Kingdom and exchanging knowledge with regional and global organizations (Alwakid, 2020). The "Hawi" platform offers a variety of services to the general public, including the creation of hobby clubs,

membership registration, management of hobby club members and their activities, application of support requests, renting incubators and facilities, running training programs, and clarifying the laws surrounding the industry (Alwakid, 2020).

The Saudi Green Initiative

The Kingdom of Saudi Arabia has moved decisively toward a more sustainable future with the 2016 unveiling of Vision 2030. SGI, officially launched in 2021, combines environmental protection, energy transition, and sustainability initiatives with the main goals of reducing emissions, boosting the use of clean energy in the Kingdom, and combating climate change. A long-term, sustainable climate action strategy is being implemented under the direction of SGI. SGI's work is guided by three overarching goals: reducing emissions, reforestation, and protecting land and water (Hameed, 2022). Seventy-seven initiatives have been activated since the start of SGI in 2021, and more advancements will be made in years two and beyond. Economic development, energy security, and climate action must all be prioritized equitably (Albanawi, 2020). The Saudi and Middle Eastern Green Initiatives, combine environmental preservation, energy transition, and cutting-edge sustainability programs to achieve a green future. To help meet the three aims outlined in the Saudi Green Initiative and bring about long-lasting beneficial change, Saudi Arabia has activated seventy-seven activities. The programs cover everything from biodiversity preservation and afforestation to emissions reduction and creating new protected areas. Saudi Arabia is putting action and investment behind the nation's commitment to sustainable development under SGI, delivering on its objectives to build a greener future for everybody (Albanawi, 2020). The Green Saudi Project, emission reduction, and land and marine protection are the three main goals that should be prioritized for implementing the Saudi green initiative program.

The Saudi Green Initiative works to cut emissions and prepare for a net-zero future by 2060 through a multi-dimensional approach to emissions reduction. By 2030, the Kingdom has promised to generate fifty percent of its energy from renewable sources. Beyond changing the household energy mix, SGI is leading several significant projects that will lower emissions. These include creating a carbon capture and storage program, increasing energy efficiency, and investing in new energy sources (Hameed, 2022). Together, these programs will aid Saudi Arabia in achieving its environmental objectives and securing a sustainable future. The comprehensive Circular Carbon Economic National Program is one of several activities taken as part of the emission reduction to reduce, reuse, recycle, and eliminate carbon dioxide emissions.

The second endeavor to be the world's top producer and exporter of clean hydrogen is the second action, which entails developing a brand-new sustainable energy source. Thirdly, the Kingdom should invest in renewable energy by switching to a more sustainable energy mix that includes fifty percent renewable energy. Fourthly, improving Saudi Arabia's Energy Efficiency Program (SEEP), and lastly, reforming waste management in Riyadh through implementing a large-scale transformation project. Across Saudi Arabia, ambitious programs are being launched to address the effects of climate change and build a cleaner, greener future for all (Elfeel, 2022). Among them include putting in place extensive programs for energy efficiency, investing a lot in pure hydrogen and renewable energy sources, and creating cutting-edge carbon capture technologies. The Kingdom also intends to carry out the Saudi Green Initiative through the Greening Saudi Project, which aims to plant over ten billion trees around the country. Improve vegetation cover and assist in the fight against desertification through carefully planned forestation initiatives throughout the Kingdom. Forty million hectares of damaged land might be restored in Saudi Arabia by planting ten billion trees. This comprehensive social effort will help

to enhance air quality, lessen sandstorms, and many other essential ecological functions (Elfeel, 2022). The ten billion tree aim is being implemented comprehensively to ensure sustainability. More than six hundred million trees and bushes are planned to be planted by 2030 due to several years of tree-planting projects. This would safeguard the environment and give Saudi Arabian citizens and residents new employment and business prospects (Elfeel, 2022).

Protecting Saudi Arabia's priceless natural ecosystems is part of protecting land and sea targets and assuring the preservation of the Kingdom's different and unique landscapes and natural resources for future generations. Saudi Arabia has pledged to safeguard thirty percent of its terrestrial and marine land under the Saudi Green Initiative by 2030. This ambitious goal will make sure that plenty of animals and unspoiled landscapes continue to define the natural ecosystem in the Kingdom, working in conjunction with globally renowned biodiversity protection groups like the IUCN (Ghanem, 2022). With twenty-five, million USD devoted to the preservation, the Kingdom's varied flora and animals are protected through land and water protection. More than sixty-six thousand square kilometers of land and water are currently covered, and more than one thousand two-hundred animals have been returned to the wild in 2022 (Ghanem, 2022).

Additionally, this aircraft works to create a marine protected area with a "No-take" policy covering more than six thousand six hundred square kilometers in the Red Sea. This plan is carried out through five action plans, the first establishing detailed programs to evaluate and track the effectiveness and impact of protected areas (Ghanem, 2022). The second action plan supports critical ecosystems by establishing categories and types of terrestrial and marine protected areas to safeguard vulnerable species and vital ecosystems. Thirdly, working with

professionals to create and carry out area master plans through consultation with stakeholders connected to protected areas (Ghanem, 2022).

Fourth, on-the-ground and high-tech solutions for defining the borders of terrestrial and marine protected areas using field research, aerial photography, and remote sensing methods. Finally, job creation by securing funding for hiring and training staff to ensure proper management of protected areas. Saudi Arabia will gradually develop new protected areas. Numerous projects being carried out by governmental bodies, non-governmental groups, and businesses are presently striving toward this objective (Ghanem, 2022). Deserts, forests, mountains, and coastal regions are just a few different types of terrain covered by the protected zones. A major energy producer, the Kingdom of Saudi Arabia is dedicated to advancing the battle against climate change through a comprehensive strategy. The Saudi Green Initiative initiated a comprehensive and ambitious attempt to stop environmental deterioration and climate change through regenerative growth, conservation, and sustainable practices. It is intended to cooperate with the adaptable future of people and industry coexisting with nature and to coordinate with sustainable initiatives of Vision 2030. Despite being ranked as the ninth greatest emitter of carbon dioxide from fossil fuels by the EU JRC 2020, Saudi Arabia remains one of the country's most vulnerable to climate change. Less than two percent of the nation's land is arable; thus, problems like desertification, air pollution, and water scarcity will persist (Hameed, 2022). With the launch of this new project, there will be active participation in research, the sharing of best practices, and technological business development in the direction of sustainability and green energy. Public-private collaborations on national and international levels will support this project (Hameed, 2022).

The Saudi Green Initiative will invest in more public transit by building railroads and other low-carbon solutions to offset emissions. The effort aims to use clean hydrocarbon technology to reduce carbon dioxide emissions in the area by sixty percent and eliminate MTCO₂ emissions, according to the International Energy Agency (IEA) (Saudi Green Initiatives, 2022)). The Kingdom intends to plant ten billion trees across the country and hopes to achieve net zero by 2060, ten years before China and Russia. In a rewilding effort that will reintroduce and nurture the gazelle, oryx, and Arabian leopard, the Kingdom will also increase protected areas by thirty percent. For instance, less than 200 Arabian leopards live in the wild. The International Union for Conservation of Nature classifies them as "critically endangered" in the wild (Saudi Green Initiatives, 2022). A young female Arabian leopard was born in September 2021, making significant progress in protecting the endangered species. Reema bint Bandar Al-Saud, the ambassador of Saudi Arabia to the U.S. and the creator of Catmosphere, has as one of her goals the preservation of the leopard. In February 2022, Catmosphere and the Royal Commission of AlUla signed a memorandum of agreement to work together to protect the leopard (Hameed, 2022). The heritage of the Kingdom depends on wildlife, including the Arabian leopard, so conserving the environment also conserves the heritage. The two's harmonious relationship demonstrates the Saudi people's sense of patriotism and the breadth of the initiative's significance.

The objectives of Vision 2030 are listed below the Saudi Green Initiative. The Kingdom has already started constructing future cities that will be entirely powered by renewable energy, such as The Line in NEOM, by the goals (Hameed, 2022). The Kingdom has poured billions of dollars into infrastructure, technology, and sustainability projects. The Saudi Green Initiative is a practical initiative that, by design, makes itself accountable for the fact that conservation

initiatives and future cities cannot succeed without discernible change. The initiative's influence goes beyond Saudi Arabia. It may motivate the Arab League nations to invest in clean hydrocarbon technology and mitigate the effects of fossil fuel use (Hameed, 2022). The US-Saudi alliance is strengthened by Saudi Arabia's involvement in the fight against climate change, particularly during President Biden's administration. To assist in tackling the climate catastrophe, the Saudi Green Initiative will develop creative solutions. Additionally, the Program will eventually provide the private sector with a sizable investment opportunity and high-caliber employment prospects. The Program will also strengthen international collaborations by promoting knowledge-sharing and best practices that will benefit the Kingdom and the entire world.

The Middle East Green Initiative (MGI)

The Middle East Green Initiative, which aims to promote climate action in the area and with international partners, is part of the Green Saudi Initiative. In October 2021, John Kerry, President Biden's special presidential climate envoy, visited Saudi Arabia to participate in the Middle East Climate Dialogue. The Middle East Green Initiative Summit is an initiative that intends to forge an agreement between the nations in the area and pool resources to safeguard the standard air, land, and seas. According to Kerry, the Saudi Green Effort is "a crucial step" toward the kind of "initiative we need worldwide—planting trees, starting to move toward other types of innovative solutions that reduce the level of emissions, to deal with garbage more effectively.

Saudi Arabia is leading a regional initiative called the Middle East Green Initiative (MGI) to lessen the effects of climate change in the area and work together to achieve global climate targets (Saudi Green Initiatives, 2022). MGI can have a more significant impact by fostering regional collaboration and building the facilities required to cut emissions and safeguard the environment. MGI has the potential to significantly influence the worldwide fight

against climate change while also opening up a wide range of economic options for the area. HRH, the Crown Prince, declared in November 2022 that Saudi Arabia would create and house a specific MGI Secretariat and allot two point five billion USD to support MGI projects and governance to hasten the implementation of measures to accomplish the MGI goals (Saudi Green Initiatives, 2022). The Middle East will have a greener future thanks to the MGI, as they absorb carbon dioxide to help lessen the effects of climate change. Trees help improve air quality, reduce soil erosion, and provide habitat for wildlife. Two- hundred million hectares of damaged land might be restored in the Middle East by planting fifty billion trees. Five percent of trees- ten billion, the first forty billion will be produced within Saudi Arabia's boundaries. The remaining sixty billion will be spread out over the following decades.

By hitting this goal, rural communities' resilience will be boosted, and new job possibilities will be created. The trees will provide numerous other advantages, such as soil stabilization, protection from floods and dust storms, and a reduction in CO₂ emissions of up to two-point-five percent of global levels (Saudi Green Initiatives, 2022). To properly carry out this historic tree-planting initiative, Saudi Arabia is developing a variety of regional centers and programs that will be crucial in supplying the information and experience required. This infrastructure will also support investment, boost cooperation in essential fields, and improve information sharing, paving the way for a better future for humanity on a global scale. This Program is carried out through five action plans, one of which focuses on promoting regional cooperation and was approved by founding members nations at a ministerial summit in Riyadh in October 2022. At the MGI Summit in Sharm El Sheikh in 2022, chiefs of state publicly adopted this framework for government.

Monitoring Mena's exposure to climate change is the second. The Regional Center for Climate Change Studies will support knowledge exchange and supply information to encourage the development of new solutions. Third, increase local rainfall. A regional cloud seeding initiative will boost precipitation, enhance air quality, and improve vegetation growth. Fourth, storm effect reduction through early warnings. An early warning system will make proactive and preventative measures possible, minimizing the effects of adverse weather conditions. Finally, work together to safeguard marine biodiversity. The regional center for sustainable fishing will guarantee the survival of marine life while preserving livelihoods. For the region and the entire world, the Middle East and Africa must play a significant role in the fight against climate change. The Middle East Green Initiative's objectives motivate nations to take more steps toward a future free of carbon, impacting the entire world. This Middle East project carries out the agenda by focusing on two objectives: reducing emissions and enhancing the regional climate.

The emission reduction goal aims to promote cooperation for climate change. Reducing emissions requires a sustainable future, protecting our environment, and reaching net zero targets. Saudi Arabia hopes to unite regional stakeholders through the Middle East Green Initiative (MGI) to reduce more than sixty percent of emissions from regional hydrocarbon production. The nationally determined contributions (NDCs) from each country in the region are included in the MGI aims to cut emissions by six hundred and seventy million tons of CO₂ emission. When the goal was set in 2021, this accounted for ten percent of worldwide donations. To do this, MGI will support collaboration at the highest levels of government, allowing businesses and civil society to participate in the green economy, scale up carbon capture, and promote innovation and growth in renewable energy sources.

Through the organization of MGI summits, the kingdoms achieve a stimulating regional environment. A first-of-its-kind regional alliance is the MGI. MGI, launched in 2021 and driven by Saudi Arabia, is an example of the Kingdom's commitment to being at the forefront of global sustainability initiatives. MGI offers a comprehensive and well-defined roadmap for regional climate action, enabling a coordinated and tailored response to the unique ways in which countries in the region are being impacted by climate change. The MGI Summit, which brings together leaders from the MENA region and beyond, is a first-of-its-kind regional conversation on climate change. On October 25, 2021, His Royal Highness the Crown Prince convened the inaugural MGI Summit in Riyadh. The leaders at this occasion decided to cooperate in combating climate change in the area (Saudi Green Initiatives, 2022). Along with COP27, the MGI Summit brought together leaders in Sharm El Sheikh in 2022. To ensure that the climate solutions required in the region were still taken into consideration on a global level, Saudi Arabia, a G20 economy, did its share.

Saudi Arabia started the Middle East Green Initiative to encourage the region to take more climate action. Through the MGI Summit, which is hosted yearly by His Royal Highness Mohammed bin Salman, Crown Prince and Prime Minister of Saudi Arabia, the Kingdom directs coordinated regional action at the highest levels. In conjunction with COP27, the second MGI Summit brought together leaders in Sharm El Sheikh in November 2022 (Saudi Green Initiatives, 2022). MGI has presented a comprehensive and ambitious plan for local climate action. MGI will implement the largest reforestation initiative in history and significantly contribute toward meeting the Paris Agreement's carbon reduction commitments. The MGI's enterprises will have a tremendous environmental impact and promote economic diversification, employment growth, and private-sector investment. The MGI region includes some of the hottest and driest nations,

where rising temperatures and extreme weather are already signs of climate change. This unique collection of conditions demands a focused, locally driven approach to combating climate change. As a G20 economy and significant donor to climate action, Saudi Arabia is doing its part to ensure that the Middle East and North Africa receive the climate solutions they need.

Relevance of the Middle East Initiative and the Saudi Green Initiative

Saudi Arabia started the Middle East Green Initiative to encourage the region to take more climate action. Through the MGI Summit, which is hosted yearly by His Royal Highness Mohammed bin Salman, Crown Prince and Prime Minister of Saudi Arabia, the Kingdom directs coordinated regional action at the highest levels. Saudi Arabia is leading a regional initiative called the Middle East Green Initiative (MGI) to lessen the effects of climate change in the area and work together to achieve global climate targets. MGI can significantly impact the worldwide fight against climate change by fostering regional cooperation and building the infrastructure necessary to decrease emissions and safeguard the environment while opening up a wide range of economic prospects for the region. HRH, the Crown Prince, declared in November 2022 that Saudi Arabia would create and house a specific MGI Secretariat and allot two point five billion USD to support MGI projects and governance to hasten the implementation of measures to accomplish the MGI goals. The Middle East Green Initiative, started by the crown prince last year, aims to cut carbon emissions from the production of regional hydrocarbons by more than sixty percent.

Additionally, it seeks to repair two hundred million hectares of degraded land across the Middle East by planting fifty billion trees. The Program will result in a 2.5% reduction in world carbon emissions. The initiative, which the crown prince stated aims to support through coordinated regional action, "seeks to remove more than six-hundred and seventy million tons of

carbon dioxide equivalent, which is the amount of nationally determined contributions of all countries of the region, and represents ten percent of global contributions at the time the initiative was announced," from the atmosphere. The crown prince announced in Sharm El-Sheikh, Egypt, as world leaders gathered for the COP27 climate change conference that the Public Investment Fund, the Kingdom's sovereign wealth fund, will also aim for net-zero carbon emissions by 2050. By 2030, Saudi Arabia wants to generate fifty percent of its renewable energy. By 2035, the crown prince claimed, forty-four million tons of carbon emissions would be eliminated. Saudi Arabia's Crown Prince Mohammed bin Salman announced that his country would host the Middle East's green initiative's headquarters and invest two point five billion USD in the Program over the next ten years (Saudi Green Initiatives, 2022).

SGI, officially launched in 2021, combines environmental protection, energy transition, and sustainability initiatives with the main goals of reducing emissions, boosting the use of clean energy in the Kingdom, and combating climate change. By Vision 2030, the Saudi Green Initiative aims to increase Saudi Arabia's reliance on clean energy while reducing emissions and safeguarding the environment. It seeks to raise standards of living and protect the next generations. Saudi Arabia, a significant energy producer worldwide, is dedicated to positively contributing to climate change. Although Saudi Arabia has made great strides in tackling its environmental concerns since the introduction of Vision 2030, much more needs to be done. The Saudi Green Initiative coordinates Saudi Arabia's efforts to address climate change. It promotes collaboration between the governmental and corporate sectors and the entire population to scale up climate action quickly.

Saudi Green Initiative as Public Relations Tool

The Saudi Green Initiative is a strategic public relations instrument that has strengthened the Kingdom's ties to its domestic and global audiences. This effort has used the media to

promote its environmental agenda domestically and abroad, including print, broadcast, and internet platforms. In its blueprint, the Kingdom states that by 2030, it will be one of the world's top producers and exporters of clean energy, with deficient levels of carbon emissions, the Kingdom being a desert with merely two percent of arable land, the Saudi Green Initiative persuades the audience to perceive the Kingdom differently in context to environmental protection. . Saudi Arabia's two point five billion USD pledge to the Middle East green initiative, led by the Crown Prince, is an effort to foster unity among the Kingdom's citizens on environmental issues (“SGI Target”, 2022). In Egypt's Sharm El Sheikh, Mohammed bin Salman, the Crown Prince of Saudi Arabia, said that over the next ten years, the Kingdom would invest two point five billion USD in a Middle Eastern green program and serve as its headquarters. The crown prince introduced the Middle East Green Initiative last year to lower regional carbon emissions. Aiming to provide fifteen percent of the ten point four billion USD needed for the fund's renewable energy projects, Saudi Arabia had stated that it intended to do so. The Kingdom's Public Investment Fund will aim towards net-zero emissions by 2050, according to MBS, the crown prince. The Middle East Green Initiative seeks to cut regional hydrocarbon production's carbon emissions by more than sixty percent.

Additionally, it intends to restore an area equal to 200 million hectares of forest across the Middle East by planting fifty billion trees. The Program will contribute to a two-point-five percent decrease in world carbon emissions. This strategic action creates a need for cooperation between the Kingdom and its citizens in preserving the environment, resulting in developing relationships that are advantageous to both parties.

Additionally, the Kingdom has expanded its environmental revolution program to include the Middle East Green initiative, which has strengthened the Kingdom's strategic position

internationally. The crown prince of Saudi Arabia inaugurated the Middle East Green Initiative on Monday to raise thirty-nine billion riyals-ten point four billion USD for a clean energy project and investment fund to lower regional carbon emissions. The world's largest oil exporter, the Kingdom, promised to provide fifteen percent of the total, according to Crown Prince Mohammed bin Salman. According to Crown Prince Mohammed bin Salman, the top oil exporting nation, he would provide fifteen percent of the money and collaborate with other countries and development funds to finance and carry out the projects. It would seek to build an investment fund for carbon circular economy solutions in the area and a program to offer clean energy solutions to help feed more than seven hundred and fifty million people worldwide, he said, as part of the Kingdom's leading position in establishing energy markets. When the Middle East Green Initiative's goals were unveiled in March, the prince stated that they sought to reverse desertification in one of the world's most water-stressed regions by planting trees and reducing carbon emissions in the region's hydrocarbon industry by sixty percent. For the Middle East Green Initiative, no investment sum was given. Saudi Arabia has stated that by 2030, investments in its own Saudi Green Initiative program will total more than seven hundred billion riyals- one hundred and ninety million USD. John Kerry, the climate envoy for U.S. President Joe Biden, and other heads of state and governments attended the event, which took place before COP26, the United Nations conference in Glasgow where participants hope to reach more profound global emission reduction agreements to combat global warming. For governments to meet their emission objectives, Kerry said the private sector must step up. He noted that carbon emissions are "about science," not politics or ideology.

By 2060, Saudi Arabia will have "net zero" emissions, according to Prince Mohammed. Bahrain, a fellow Gulf state, has made a similar commitment. By 2050, the United Arab

Emirates has promised to do this. Burning fossil fuels is the primary source of emissions, and when a nation achieves net zero emissions, it emits no more greenhouse gases than it can absorb or capture. According to Prince Mohammed, Saudi Arabia would endeavor to develop a regional hub for climate change, a regional early storm warning center, a regional cloud seeding program, and a regional carbon capture and storage facility. At a time when there are increasing calls for a move away from fossil fuels, wealthy Gulf OPEC countries like Saudi Arabia and the UAE are investing in clean and renewable energy while simultaneously highlighting the enduring significance of hydrocarbons for global energy security (“SGI Target”, 2022). Gulf governments, whose economies still rely significantly on oil income, have increased their attention to food security in a region primarily dependent on imports. With the help of these environmentally friendly programs, the monarchy has forged strong, mutually beneficial ties with its domestic and foreign public.

Additionally, the summits that the Kingdoms have organized to discuss environmental issues are yet another public relations tactic that encourages the Kingdom to build relationships with its public that will benefit both parties. Saudi Arabia started the Middle East Green Initiative to promote the region to take more climate action. Through the MGI Summit, which is yearly hosted by His Royal Highness Mohammed bin Salman, Crown Prince and Prime Minister of Saudi Arabia, the Kingdom is directing coordinated regional action at the highest levels-world leaders get together to deploy mena-focused climate action. On October 25, 2021, in Riyadh, HRH Mohammed bin Salman, Crown Prince, and Prime Minister, convened the inaugural Middle East Green Initiative (MGI) Summit. Leaders from twenty-eight countries that attended the meeting, which was a first for the area, agreed to cooperate in the fight against climate change. Leaders from the region and beyond gathered once more in November 2022 to reaffirm

their dedication to the MGI targets and strengthen the first climate alliance in the area (“SGI Target”, 2022). These meetings produced the first-ever regional coalition, which improved the Kingdom's standing abroad. The MGI Summit brought together leaders in Sharm El Sheikh in conjunction with COP27 for its second iteration. The Summit pushed regional issues into the global spotlight to advance ideas that ensure no one is left behind in the transition to a greener economy. This effort has improved the lives of millions of people both domestically and abroad, leaving no one behind and fostering relationships that benefit both parties.

The Kingdom’s Saudi Green Initiative has established the Kingdom as a figure of authority by inducing the ethos element within the Middle East region. This program has persuaded nations regionally and internationally to sign collaborative agreements that formed the Middle East Green Initiative. Moreover, the commitment of two point five million USD by the King Saalman further induced ethos establishing the Kingdom’s stewardship in environmental protection (“SGI Target”, 2022). As a result, the Kingdom has entered into mutually beneficial agreements with like-minded nation’s leading to formidable public relations. Through consistent speeches issued by King Saalman and focusing on the net zero emission, the Kingdom induces pathos among its publics in establishing mutually beneficial relations. The focus by Saudi Arabia to have "net zero" emissions, according to Prince Mohammed by 2060, induced emotions among Middle East nations, encouraging Bahrain, a fellow Gulf state, to make a similar commitment, and by 2050, the United Arab Emirates has promised to do this (“SGI Target”, 2022). This aspect induces a sense of mutually beneficial relations between the Kingdom, and its regional neighbors. The statistics behind the Saudi Green Initiative as a blueprint and progress report induces a logical sense that persuades nations into mutual agreements with the publics. These progress reports have logically cemented the Kingdom as a pioneer in environmental protection

encouraging mutually beneficial relations. The Saudi Green Initiative achievements, and overall plan has formidably established the Kingdom as an environmental leader, mandating mutual relations within the region and globally (“SGI Target”, 2022).

Saudi Green Initiative Implementation of Aristotle Persuasion Concept

The Saudi Green initiative convinced millions of people and nations worldwide to adopt environmentally friendly development practices. This reality has compelled nations to form accords based on the environment and encouraged foreign immigration within the Kingdom. The world-class initiatives have ideally influenced the Ethos of their audiences by establishing themselves as experts in environmentally friendly practices, influenced the pathos element of people's desires for a better, eco-friendly environment, and influenced logic by posting impressive progress numbers and committing millions of dollars in a predetermined period to foresee the project implementation. One of the scariest problems the human race is facing today is related to its ability to survive on Earth. Human actions have ruined the only inhabited planet discovered while looking for new moons and planetoids (Earth). From species extinction to climate change to global warming, all of these tragedies are caused by human activity. According to a recent U.N. report (United Nations intergovernmental report 2021), the current climate crisis is human-generated, which can be inferred from several pieces of evidence gathered through observations, process comprehension, paleoclimate, and international and local climate simulations.

Consequently, efforts are required to address these environmental challenges on all fronts. The world is approaching the tipping point beyond which climate change may become irreversible, Kofi Annan emphasized. We risk depriving current and future generations of the right to a healthy, sustainable planet. All human-related phenomena must be reassessed and evaluated, including waste creation, carbon emissions, population growth, and resource

depletion. Given the seriousness of the situation, it is undeniable that numerous countries and organizations are dedicated to solving it. Governments at the national level must contribute. In this context, the Middle East Green Initiative and the Saudi Green Initiative both significantly contribute to the region's efforts to combat climate change, safeguard the environment, preserve flora and wildlife, and improve air quality.

The Saudi Government has presented its comprehensive SGI program in response to King Salman's proclamation, "To become a global leader in constructing a greener world" for a better future. The Saudi Vision 2030 (Saudi Vision 2030), which aspires to improve the economic, social, and environmental systems of the Saudi Kingdom, is consistent with this plan. This project emphasizes goals that will support a locally and globally sustainable future. The Saudi Regime has put forth this project to "move to the next level by uniting all sustainability activities in the Kingdom to boost dependence on clean energy, balance the impact of fossil fuels, and combat climate change (Chaaben, 2022)" It is an urgent response from a nation that is already ranked among the top oil producers in the world. As a result, it can serve as an example for other countries. It should be highlighted that a plan like this impacts the environment locally and globally. Therefore, according to a U.N. representative (United Nations environment program), it may be helpful in ecological correction worldwide. Reuters released a news item titled "Saudi Arabia sided with the club of climate crusaders" (Chaaben, 2022).

According to Sez nec and Mosis (2021), the Gulf States, including Saudi Arabia, may encounter difficulties putting these plans into action because the necessary administrative work exceeds what was anticipated in SGI. On the other hand, several media also criticize the SGI, calling it a mere greenwashing gimmick by a state that supplies oil. On its official website, the SGI presents itself as a successful approach to addressing environmental issues. Furthermore, the

primary components of this effort are listed on the official website as follows: reduction of carbon emissions, preservation of the oceans, defense of species, avoidance of desertification, and more remarkable recycling (Chaaben, 2022). The strategy calls for combining forces with the international community to combat climate catastrophe by employing governmental and non-governmental resources. As a result, the U.N. 2030 agenda for the sustainability program's commitment area for the SGI is the environmental sustainability aim (Chaaben, 2022). This Program has encouraged nations and millions of people worldwide to view the Kingdom in a new light, promote reciprocity, and firmly establish the Kingdom as a model of environmental protection. The idea that the Kingdom is one of the world's top oil producers gives hope and inspires nations to apply similar measures as the Kingdom of Saudi Arabia.

Saudi Green Initiative and Pathos

The attempt to persuade the audience by appealing to their emotions is called pathos, also known as the appeal to emotions. The audience will be more receptive to a speaker's points if they can connect with them (Farrell, 1993). The Greek word pathos, which means "suffering" and "experience," can be employed in various circumstances to evoke both excellent and negative emotions. To motivate their audience to take action and persuade them, people need to arouse emotion in them (Peiritsch, 2016). Even on a "small scale," people can act on every emotion, including joy, sympathy, nostalgia, anger, and others. Simple, emotive language, an emotional voice tone -oral or written, pauses, and metaphors or similes that are emotionally charged. The Saudi Green Project has benefited from the pathos aspect by releasing persuasive speeches from King Saalman that highlight the importance of the initiative and reiterating how the Program's significant accomplishments relate to the overarching environmental goals of other

countries. This feature has influenced the general public, which has encouraged them to join forces with the Kingdom.

Moreover, pathos discourses have been examined from a variety of angles through the media all across the world. Based on their study of print media and social media reports, summits conducted by the project have identified climate-related crises such as global warming, fauna extinction, deforestation, and smog. Explorations like this have portrayed environmental problems and moved people to take action. According to Taher and Hajjar (2014), environmental protests have been emphasized and centralized. As a result, it is vital to view such environmental issues as being crucial, which is why the Saudi Government has focused on them.

The Kingdom has also used a variety of media discourse to advance how ecological concerns are communicated. Without a doubt, the media discourse contributes significantly to the emphasis or underemphasis of a specific perspective by providing enough coverage (Grundmann & Krishnamurthy 2010). Along with increasing public awareness, the Kingdom has a robust global voice in favor of environmental causes. Understanding what is being done to protect the environment from climatic annihilation has been easier, thanks to the Kingdom. SGI is a brilliant use of innovation by Saudi Arabia that allows the nation to employ its resources for its improvement and the world's benefit (Chaaben, 2022). As a result, the Kingdom's use of pathos has significantly contributed to promoting this fantastic green agenda (Chaaben, 2022).

The Kingdom has also used media stories to its advantage, collaborating with the Saudi Green Initiative and playing on the emotions of the populace. These pathos elements are demonstrable through examination of media discourse in general and newspaper articles in particular for representations of the SGI, examination of keywords associated with the SGI, examination of collocational usage of keywords based on thematic trends, and analysis of how

keywords - linguistic choices - in the chosen media present Saudi Green Initiative objectives.

The impressive results of the projects have also functioned as emotional influencers, encouraging a populace view of the Kingdom.

Saudi Arabia started the Middle East Green Initiative to encourage the region to take more climate action. Through the MGI Summit, which is hosted yearly by His Royal Highness Mohammed bin Salman, Crown Prince and Prime Minister of Saudi Arabia, the Kingdom directs coordinated regional action at the highest levels. SGI, officially launched in 2021, combines environmental protection, energy transition, and sustainability initiatives with the main goals of reducing emissions, boosting the use of clean energy in the Kingdom, and combating climate change. A long-term, sustainable climate action strategy is being implemented under the direction of SGI. SGI's work is guided by three overarching goals: reducing emissions, reforestation, and protecting land and water. Seventy-seven initiatives have been activated since the start of SGI in 2021, and more advancements will be made in years to come. By hitting this goal, rural communities' resilience will be boosted, and new job possibilities will be created. The trees will provide numerous other advantages, such as soil stabilization, protection from floods and dust storms, and a reduction in CO₂ emissions of up to two-point five percent of global levels. To properly carry out this historic tree-planting initiative, Saudi Arabia is developing a variety of regional centers and programs that will be crucial in supplying the information and experience required. Additionally, this infrastructure will aid in luring investors and strengthening collaboration critical in improving knowledge exchange, which will benefit humanity on a global scale. The SGI initiative capitalizes on the pathos that persuades individuals and nations to sign agreements and work together towards environmental sustainability programs.

Saudi Green Initiative and Ethos

The first stage in creating Ethos is establishing the authority to speak to an audience about a specific problem. It is akin to the diplomas shown throughout the professor's office in said form. Additionally, after showcasing their subject-matter competence, people need to build rapport. When all is gone, Ethos is based just on faith. The listener must comprehend, which in rhetoric refers to the speaker's credibility, legitimacy of position, and good trust in speaking (Aristotle,1991). People want their listeners to perceive them as "A very straight kind of person" (Aristotle,1991). The Kingdom has capitalized on Ethos by emerging as a global leader in pioneering environmental sustainability programs. The Kingdom established authority as an environmentally- sensitive nation, thus inspiring change and agreements internationally to advance environmental protection. International environmental and climate challenges and their effects on growth and economic prosperity gave rise to the idea of a "green economy." The green economy concept within the Kingdom has evolved into a tool for achieving sustainable development and luring foreign investment due to its potential to integrate the environmental, economic, and social components of sustainable development. In the green economy, information technology that reduces carbon dioxide emissions through energy efficiency and waste management in the agricultural, industrial, and healthcare sectors to draw in foreign investment, increase growth rates, and promote both economic and social development, the green economy is being used as one of the long-term development strategies. The Kingdom's authority as an environmental-friendly nation has persuaded nations globally to agreements structured around reducing carbon footprints and a green economy.

The green economy aims to optimize commercial and competitive benefits, growth, environmental protection, and public health to achieve long-term development. The importance of the green economy and its effects on the evolution of tourism in the Matrouh Governorate

were discussed in (Chaaben, 2022). Through the interplay between the economy, society, and environment, it was discovered that the green economy played a significant part in achieving sustainable development to preserve it and satisfy current and future tourism demands. The Kingdom and the organizations involved thus collaborate with the tourist and environmental sectors to join convening world leaders to deliver *mena*-focused climate action to build a general vision for the Matrouh Governorate. On October 25, 2021, in Riyadh, Mohammed bin Salman, Crown Prince, and Prime Minister, convened the inaugural Middle East Green Initiative (MGI) Summit. Leaders from twenty-eight countries attended the first meeting for the area and agreed to cooperate in the fight against climate change. Leaders from the region and beyond gathered once more in November 2022 to reaffirm their dedication to the MGI targets and strengthen the first climate alliance in the area. These meetings produced the first-ever regional coalition, which improved the Kingdom's standing abroad.

The MGI Summit brought together leaders in Sharm El Sheikh in conjunction with COP27 for its second iteration. The Summit helped spur solutions by bringing the region's concerns into the global spotlight. This effort has improved the lives of millions of people both domestically and abroad, leaving no one behind and fostering relationships that benefit both parties. A significant energy producer, the Kingdom of Saudi Arabia is dedicated to advancing the battle against climate change through a comprehensive strategy. The Saudi Green Initiative initiated a comprehensive and ambitious attempt to stop environmental deterioration and climate change through regenerative growth, conservation, and sustainable practices. It is intended to cooperate with the adaptable future of people and industry coexisting with nature and to coordinate with sustainable initiatives of Vision 2030, further reinforcing their global authority as an eco-friendly nation. Despite being ranked as the ninth greatest emitter of carbon dioxide

from fossil fuels by the EU JRC 2020, Saudi Arabia remains one of the country's most vulnerable to climate change. Air pollution, desertification, and given that fewer than two percent of its land is arable, the nation may continue to experience problems with water scarcity. However, with the help of this new effort, there has been active participation in research, the sharing of best practices, and the advancement of business in technology related to sustainability and green energy. Public-private collaborations on national and international levels have supported this project encouraging sustainable environmental practices.

Saudi Green Initiative and Logos

If an argument's Ethos serves as its cornerstone, the conversation will advance thanks to logos. It is the content of the ideas, the manner that one notion flows into the next as if to prove that the conclusion that one is striving for is not only the correct one but also so necessary and logical as to be, in some situations, the only one (Farrell, 1993). The objective of a speaker is to make their points so clear and convincing that the listener cannot come up with a counterpoint. Aristotle believed that the unique approach to using logos was to guide the audience toward the conclusion of the argument just before the significant revelation (Aristotle, 1991). They will be pleased that they were able to figure it out and be proud of their intelligence. Logos, also known as the appeal to sense, is a method of persuasion that uses logic and reason. Strong arguments back up claims or viewpoints with examples from others, statistics, and other data. Speakers must support their claims with facts, logical arguments, recorded evidence, historical data, and literal parallels and logos (Nietzsche, 2001). Before employing logos to persuade their audiences, speakers must have facts, stories, and information that "matter" to their audience and that they will communicate in a manner that makes sense (Aristotle, 1991). To persuade someone successfully, one must employ all three persuasive principles—Ethos, logos, and pathos—(Nietzsche, 2001). The Kingdom has capitalized on logic to convince the global population of

eco-friendly practices and the Saudi Green Project. By posting statistical blueprints that serve as a comprehensive guide and publishing progress reports, the Kingdom logically persuades other nations to collaborate in environmentally-friendly practices.

The Crown Prince declared in November 2022 that Saudi Arabia would create and house a specific MGI Secretariat and allot U.S. two point five billion to support MGI projects and governance to hasten the implementation of measures to accomplish the MGI goals. The Middle East Green Initiative, started by the crown prince in 2022, aims to cut carbon emissions from the production of regional hydrocarbons by more than sixty percent. Additionally, it seeks to plant fifty billion trees while repairing two hundred million hectares of degraded land across the Middle East. The Program will result in a two-point-five percent reduction in world carbon emissions. The initiative, which the crown prince stated aims to support through coordinated regional action, "seeks to remove more than six hundred and seventy million tons of carbon dioxide equivalent, which is the amount of nationally determined contributions of all countries of the region, and represents ten percent of global contributions at the time the initiative was announced," from the atmosphere. Saudi Arabia is leading a regional initiative called the Middle East Green Initiative (MGI) to lessen the effects of climate change in the region and work together to fulfill the global climate. This aspect is a precise instance of logical persuasion that forms the basis of public relations and signing equally beneficial agreements.

Chapter Five: Conclusion and Recommendation

Conclusion

The Kingdom of Saudi Arabia has implemented several changes that have altered its reputation worldwide, created new relationships with its citizens, and drawn millions of foreign investors to the country to work, live, and invest. The Kingdom of Saudi Arabia has effectively rebranded itself through public relations strategies and persuasive models based on pathos, logos, and ethos, securing its status as a top travel destination in the developed world. Currently, the Kingdom annually draws millions of foreign researchers, pilgrim tourists, and investors, giving the Kingdom a fresh viewpoint. The King Saalman-initiated Vision 2030 has impressively provided a blueprint for realizing the Kingdom's goals that will affect life as we know it there. Public relations and persuasion strategies have been crucial in the Kingdom's rebranding and disproving earlier conservative accusations that it is solely an oil-producing nation. "The planned, methodical, and constant efforts of building and then keeping the mutual understandings between an organization and its publics," according to Ivy Led-Better Lee's definition from 1914. In other words, public relations is "a strategic communication process that creates partnerships between the organizations and their publics that are mutually advantageous." Public relations is significant in ensuring the publics and the Kingdom are in cohort for mutually beneficial relations. The Kingdom's Vision 2030 has thus rebranded the overall perception of the Kingdom globally encouraging collaborations on mutually beneficial spaces such as economic development, and environmental protection. The Kingdom's executive leadership guided by MBS have propagated public relations techniques resulting to changed perception globally towards the Kingdom.

Public relations, media relations, financial relations, government relations, consumer relations, employee relations, community relations, and corporate communications were among the public relations methods that were heavily used in implementing the twelve initiatives under Vision 2030 (Coombs, 2023). With these strategies, the Kingdom could communicate with its domestic and international public, persuading them to support the plan. Through the quality-of-life initiative, the Saudi Green Initiative (SGI), and the Middle East Green Initiatives, the Kingdom has successfully established its Ethos-authority on a global scale as a significant actor in the environmental domain (MGI). With the primary objectives of lowering emissions, promoting the use of renewable energy in the Kingdom, and battling climate change, SGI, formally started in 2021, includes environmental protection, energy transition, and sustainability efforts. SGI is overseeing the implementation of a long-term, sustainable climate action plan. Reducing emissions, replanting, and safeguarding land and water are SGI's three primary objectives (Hameed, 2022). Since the start of SGI in 2021, 77 initiatives have been launched, and additional developments will be made in years two and beyond. Prioritizing climate change, energy security, and economic growth must all be done relatively (Albanawi, 2020).

The Saudi and Middle Eastern Green Initiatives, combine environmental protection, energy transition, and cutting-edge sustainability programs to establish a green future. Saudi Arabia has started seventy-seven actions to help achieve the three goals listed in the Saudi Green Initiative and bring about long-lasting positive change. The initiatives range from preserving biodiversity and planting trees to cutting emissions and establishing new protected areas. Saudi Arabia is implementing SGI and investing in the country's commitment to sustainable development, achieving its goals to create a greener future for everybody (Albanawi, 2020).

The three primary objectives that should be prioritized for implementing the Saudi green initiative program are the Green Saudi Project, emission reduction, and land and marine protection.

Additionally, via speeches and interviews that underline the relevance of Vision 2030, the executive leadership of the Kingdom, led by King Saalman, has won over the hearts and minds of millions of the Kingdom's citizens. A second factor contributing to the pathos element of the public's drawing support and reaffirmation is that Vision 2030 focuses on three main areas that aim to create a vibrant economy and enhance the overall quality of life. The design ethos of AlUla, "A Journey Through Time," was presented by the Saudi Crown Prince. Saudi Arabia's Crown Prince Mohammed bin Salman first proposed the idea. Saudi Arabia's Crown Prince Mohammed bin Saalman launched the "Journey Through Time" initiative to ethically and sustainably rejuvenate and rehabilitate the central archaeological region in AlUla within a unique cultural and natural environment. To achieve the goals of the Kingdom's Vision 2030, AlUla is a crucial step in the initiative to develop AlUla and make it a top global destination for arts, heritage, culture, and nature. AlUla is situated in the Kingdom's northwest. The Crown Prince unveiled the initial architectural and spatial concept for #AlUla, bringing to life the largest Living Museum in the world. Saudi Arabia's Prince Mohammed bin Salman had a national television interview.

The ambitious Saudi Arabian Vision 2030 plan was covered during the Crown Prince's visit to the Liwan Al Mudaifer Show. The five-year-old strategy intends to transform the Kingdom and prepare it for the post-hydrocarbon age (McCormack, 2014). In the interview, Crown Prince Mohammed bin Saalman said that the Kingdom had no plans to introduce an income tax and that the July increase in the value-added tax to fifteen per cent was merely a

temporary measure (McCormack, 2014). He further stated that talks were ongoing to sell one per cent of Saudi Aramco, the country's state-run oil company, to a significant global energy company. A pathos technique for persuasion is the capacity of Prince Saalman to accept international investment and make public appearances. As part of a new strategy to encourage public-private sector collaborations, the Kingdom would spend more over the following ten years than it has during the preceding three hundred. At the launch of the Shareek program, the Crown Prince announced that the Kingdom's energy giant Aramco would lead investments in the private sector totaling five trillion Riyals—more than one point three trillion USD—by 2030. In January, the Crown Prince also declared the creation of "THE LINE," a new 170-kilometre ring of highly populated communities devoid of any highways or automobiles (McCormack, 2014). Since its debut in 2017, NEOM has been positioned to become a high-tech, next-generation metropolis and a central global hub for trade and innovation in the Kingdom.

Furthermore, the Kingdom has released a logical argument that has successfully persuaded the domestic and foreign public through public reports on project development and cutting-edge technologies. The public has naturally been motivated to support Vision 2030 by the Kingdom's articulation of the projected forecasts achieved by 2030 and continuous dissemination of statistics progress updates. One of the top ten nations in the world for business expertise is Saudi Arabia. Saudi Arabia is among the top ten countries in the world for its workforce's general business abilities, according to Coursera, a US-based massive open online course provider. Information from more than a hundred nations and one hundred million pupils is gathered for the Global Skills Report. The Kingdom's ambitious economic growth has resulted in the publication of astounding data that forecast the economic trends reported. These factual

figures take advantage of the logos element and are intended to convince the international population of the Kingdom's financial prowess.

According to The Global Skills Report, the Kingdom of Saudi Arabia has tremendous economic potential if it fully embraces digital transformation. This factor creates a logical persuasiveness on the Kingdom's potential, encouraging international investors to seize this chance and spur development in this region. The Kingdom also creates digital-based initiatives, seminars, and programs to encourage bilateral growth. These conferences make good use of public relations in their invitations and agreement realization. Published data on ongoing Vision 2030 initiatives encourages logical persuasion that encourages prospective investors to invest and find employment within the Kingdom. Worldwide immigration has been made possible by the employment statistics published. A vast number of courses given by top colleges like King Abdullah University, which promote mutual links between the concerned countries, have spurred academic immigration into the Kingdom. Publishing quarterly and annual reports on the development of Vision 2030 projects has demonstrated logical persuasiveness. This feature has promoted the development of public relations between nations whose citizens relocate to the Kingdom for, among other things, investments and education.

The majority of the Kingdom's investments have gone toward community relations strategies that have progressively altered the Kingdom's reputation. Adopting the Saudi Vision 2030 concept, opening new economic frontiers, empowering women, and investing in sustainable tourism are all working to improve the country's reputation worldwide (Volcic, 2011). Over the past four years, the Kingdom has significantly accelerated improvements in social, economic, educational, and women's empowerment. Mohammad Bin Salman has used social media at this time to communicate with more than 70% of Saudi Arabia's population under

the age of thirty (Alsaaidi, 2020). As opposed to the prior dependency on oil, which is thought to account for eighty-five per cent of all money generated in the Kingdom, the Kingdom is gradually opening up the economy to other sectors through the launch of diverse ventures (Alsaaidi, 2020). The efforts of Mohammed Bin Salman to change the nation's pillars and promote a diverse and multifaceted revolution in Saudi Arabia carry great danger. To differentiate Vision 2030 as a catalyst for change in the Kingdom's political, social, and economic domains, the Kingdom has instead concentrated on marketing efforts, especially on social media. The main goal is to lessen the Kingdom's reliance on oil eventually.

Amazingly, the Kingdom promotes interpersonal relationships through initiatives to empower women supported by the Vision 2030 plan (Faurot, 2019). The Vision 2030 program actively encourages economic development to enable women and girls in the Kingdom to pursue education and lessen their disproportionate reliance on men. Empowering women and girls is central to the Vision 2030 strategy. It is designed to raise women's employment involvement from 22% to more than 31% (Faurot, 2019). Comprehensive projects have been launched throughout the Kingdom since the inclusion of the women's empowerment agenda in the Vision 2030 plan in 2016 to empower women and transform the country on a social, economic, and cultural level to make the KSA a more inclusive society (Faurot, 2019). By constructing the strategic Vision 2030 plan, specific guiding regulations that have enabled women's empowerment have been developed and put into practice in 2018. (Faurot, 2019).

These adjustments support women's complete economic and social empowerment within the Kingdom and promote a new understanding between the Kingdom and its domestic and worldwide audiences. Public relations have been used effectively by the Kingdom of Saudi Arabia (KSA) as a driving force behind the Saudi Arabia vision 2030. (Saudi Vision 2030,

2022). The Saudi Arabian vision 2030 is based on diversification, which highlights the need to open up the Kingdom's economy to foreign investors, adopt technology, and, most significantly, diversify away from excessive reliance on oil as a source of economic power (Saudi Vision 2030, 2022b). The executive leadership of the Kingdom of Saudi Arabia frequently releases remarks endorsing the value of the Vision 2030 plan, affecting how the public views the Kingdom. "My first goal is for our kingdom to be a pioneering and successful global model of excellence on all fronts, and I will work with you to achieve this," said King Salman Bin Abdulaziz Al Saud. This claim attempts to gain support from then-global groups through public relations while highlighting the Kingdom's relevance in the modern world.

Three main elements make up Vision 2030: creating a healthy economy, creating a thriving community, and creating an ambitious nation (Ahmed, 2022). The Council of Economic Development Affairs, led by Deputy Crown Prince Mohammed bin Salman, developed this historical vision. This vision includes several social and economic objectives and reform initiatives to ensure the Kingdom's long-term economic success. Economically, this vision aims to reduce subsidies, create a sovereign wealth fund, force partial initial public offerings (IPOs) of Saudi Aramco, and restructure various sectors, particularly the defense and tourism sectors. The Kingdom of Saudi Arabia will prosper economically and socially under this vision, dominating the list of world economies.

The Kingdom of Saudi Arabia hopes its people will advance a flourishing society alongside their Islamic faith. This part of the vision aims to double the number of Saudi heritage sites included on the UNESCO World Heritage List to draw more tourists to the nation. It also aims to increase the number of Umrah pilgrims from the current 8 million to over 30 million annually (Abuhjeeleh, 2019). Additionally, Saudi Arabia's vision 2030 aims to promote the

expansion of entertainment and cultural opportunities within the Kingdom, promote a healthy lifestyle to raise the weekly exercise rate of citizens from the current 13% to 40%, and develop Saudi cities to ensure that at least three of the Kingdom's cities are recognized among the top 100 cities worldwide (Saudi Vision 2030, 2022).

The Kingdom of Saudi Arabia strives to diversify its economy and create exciting job possibilities for its inhabitants to achieve a thriving economy, as promoted by Vision 2030. This decision will be significant in the pledges to entrepreneurship, innovation, and education (Allmnakrah, 2020). Innovative asset privatization will result in a prosperous economy. A thriving economy will be attained through the creative privatization of state-owned assets and the creation of a sovereign wealth fund financed by the partial initial public offering of the Saudi Armco. Additionally, the vision aims to improve several undeveloped sectors, such as manufacturing, tourism, and renewable energy. It updates Saudi educational institutions' current curricula and benchmarks from early childhood to higher learning levels (Allmnakrah, 2020). Saudi Arabia will have more than five universities that are listed in the top 200 in the world by 2030.

Additionally, to create a thriving economy, this vision seeks to refocus on the numerous small and medium-sized firms (SMEs) by encouraging financial assistance that would subsequently improve the SMEs' contribution to the country's GDP from the SME's perspective (Amirat, 2020). The Kingdom of Saudi Arabia strives to concentrate on accountability, openness, and efficacy used in its governing tactics for Saudi to emerge as an ambitious nation (Ahmed, 2022). Achieving sustainable success requires laying down strong foundations. The Kingdom of Saudi Arabia strives to achieve these potentials by establishing a zero-tolerance policy for all forms of corruption, promoting transparency through the following growth of online services,

and generally enhancing the established governance standards (Saudi Vision 2030, 2022). Additionally, the vision aims to develop the King Salman Program for Human Capital Development to train more than 500,000 public servants in industry best practices and advance the non-profit sector through increased effectiveness and impact (Saudi Vision 2030, 2022).

Recommendation

Public relations have become a crucial component of the Kingdom of Saudi Arabia's Vision 2030 strategy for economic diversity and a fundamental instrument for persuasion. Through public relations, the world's population is lured to the Kingdom to make investments, travel, work, and live there, impacting the Kingdom's economy and social structure. The Kingdom is strategically disadvantaged since its economy is exclusively dependent on oil and is governed by strict rules against outside investors, discouraging possible foreign investment and promoting economic redundancy. Therefore, managing the public requires the persuasive use of public relations methods. Along with funding long-term tourism initiatives, the Kingdom of Saudi Arabia has formed the Saudi Vision 2030 program, expanded economic frontiers, and empowered women. The Kingdom's perspective on international economics has undergone a significant transformation due to the development of global economic cities like Riyadh and KAEC, which have attracted foreign investments to strengthen the Kingdom's position in the international economy. Globally, the Vision 2030 plan is a critical foundation for comprehending how nations might employ new public relations tactics to advertise, market, and explain the enacted governing policies (Aldossari, 2020).

This project is the foundation for discussing the mannerisms and public relations strategies that may be used to spread new global imagery while swaying the public's opinion of a nation's position. The Vision 2030 plan, which requires future scholars to look at how public relations methods might be employed to preserve a diverse economy established by the plan

inside the Kingdom, is evidence of the persuasive use of public relations globally. Future studies should also look at how public relations might balance the culture of the Kingdom with foreign cultures brought forth by foreign investors. The Kingdom has established itself as a global destination for international communities through the Vision 2030 initiative, necessitating research into how social and economic balance may be preserved to prevent conflicts of interest between locals and foreigners. Future studies must also look at how public relations and persuasion strategies can be used to achieve a social balance that protects Saudi Arabia's indigenous Islamic culture and identity while opening the country's economy to global investment. Finally, scholars must investigate how public relations might manage the unprecedented repercussions of allowing foreign investment in the economy in social, political, and economic situations.

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