The Role of Business Transformation in Achieving the Objectives of the Saudi Vision 2030 through the National Transformation Program (NTP): Strategies and Outcomes 20 Secrets of Success

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Abstract
 The present research investigates the tactical execution of digital transformation, which is the fifth aspect of the National Transformation Program (NTP), in Saudi Arabia. The researcher examines 17 initiatives, ranging from 7.1.1 to 7.1.17, using an analytical approach. Every program aims to utilize digital technology to enhance economic growth, enhance society, and accelerate the Kingdom's transition to a diversified economy based on knowledge. The paper examines how Saudi Arabia incorporates concepts of business transformation into their efforts to achieve the ambitious objectives outlined by Vision 2030. Included as well is a comprehensive strategy for effectively transforming the organization, which is based on 20 key principles of achievement that were derived from the analysis of these initiatives. This research not only sheds light on the strategic goals of Saudi Arabia's transformation programs, but also provides a valuable foundation for understanding the intricacies and challenges of implementing a statewide digital transformation on a significant level.
Key Words: *National Transformation Program (NTP) - Business Transformation (BT)- - Digital Transformation (BT)*

I.   Introduction

        This study explores the complex role of business transformation in achieving the goals outlined in Saudi Vision 2030, with a particular focus on the National Transformation Program (NTP). Saudi Arabia's ambitious vision centers around an ambitious plan to shift the kingdom towards a more diversified and sustainable economy, with the goal of reducing its reliance on oil. The NTP, with its emphasis on digital transformation encompassed by its (17) initiatives (under theme number 5), acts as a crucial means for facilitating this change. This study intends to assess the adoption of business transformation practices in Saudi Arabia's initiatives, in order to understand how the country is progressing towards becoming a technologically advanced society.

II.   Research Objectives

The key objective of this research is to dissect and understand the application of business transformation concepts within the NTP's digital transformation initiatives. Specific goals include:
1.   Analyzing how the (**17**) digital transformation initiatives contribute to the broader objectives of Saudi Vision 2030.
2.   Identifying the key strategies employed in these initiatives to facilitate business transformation.
3.   Evaluating the outcomes and impacts of these initiatives on Saudi Arabia's economic, social, and technological landscape

III.   Research Problem

        The central problem this research addresses is the challenge of effectively implementing business transformation within the context of Saudi Arabia's national ambitions, as outlined by Saudi Vision 2030. Despite the clear direction set by this visionary plan, the path to realizing these ambitious goals through digital transformation is fraught with complexities. A critical part of this research involves dissecting the strategic execution of 17 initiatives under the National Transformation Program's theme of Digital Transformation, to understand how Saudi Arabia navigates the intricate landscape of business transformation. Through this analysis, key secrets of success have been identified, which are pivotal for navigating the complexities inherent in such transformative endeavors. These include fostering a culture of innovation and continuous learning, creating flexible and adaptable regulatory frameworks, ensuring robust stakeholder engagement, and prioritizing investments in digital infrastructure. Understanding the dynamics at play within the NTP's

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initiatives offers profound insights into the broader challenges and opportunities of business transformation in the digital age, revealing how strategic planning, execution, and adaptability can collectively contribute to the successful realization of national development objectives.

IV.   Research Questions

1.   How do the (17) initiatives under the NTP's digital transformation theme Number 5 align with and support the objectives of Saudi Vision 2030?
2.   What strategies are critical for the successful implementation of these digital transformation initiatives?
3.   What are the main challenges faced in executing these initiatives, and how are they being addressed?
4.   What outcomes have been observed as a result of these initiatives, and how do they contribute to the vision of transforming Saudi Arabia?

V.   Research Methods

The methodology will adopt a qualitative approach, leveraging a comprehensive review of existing literature, reports, and studies relevant to the NTP and digital transformation. This theoretical framework will facilitate an in-depth analysis of the initiatives, strategies, challenges, and outcomes associated with the NTP's business transformation efforts.

VI.   Research Importance

 The details of business transformation in the perspective of Saudi Vision 2030 are important for several reasons. First, it offers other countries a route to follow on transformative odyssey. Second, it is the addition to the academic corpus of knowledge on the digital transformation strategies, challenges, and results. Finally, the research can provide useful lessons learnt and best practices that would be helpful to current and future policymakers, business leaders and all the stakeholders who are participating in national transformation processes.

VII.   Literature Review

7.1 The National Transformation Program (NTP)

        The National Transformation Program (NTP) is a foundation of Saudi Arabia's grand plan to reform its future, which is in line with the targets of the Saudi Vision 2030. It aims to create a solid foundation and to provide an enabling environment for entities in the public, private and non-profit sectors to participate meaningfully in the expected societal transformation. The program is multifaceted and strives to achieve the operational excellence of the government, support digital transformation, promote private sector activity, create economic partnerships, and develop social. In addition, it highlights sustainability of the most important resources, making the change achieved long-term and benefiting the future generations. (National Transformation Program, 2021-2025).

        At the heart of the NTP's strategic framework is its performance plan that is structured in seven thematic areas, each covering one of the key national vision pillars. This study focuses on the fifth theme, digital transformation, which is a critical area where the principles of business transformation are actively used. Within this context, the NTP has implemented **17** initiatives to use digital technologies in changing government operations, promoting economic growth and improving welfare. These programs are a systematic attempt to integrate digital capabilities into the state's development efforts, which in turn will facilitate an all-encompassing and lasting change consistent with the main objectives of Saudi Vision 2030. Using thorough analysis of these initiatives, this research aims to elucidate the strategic implementation of the business transformation concepts within the sphere of Saudi's digital transformation as per NTP approach.(Alshuwaikhat & Mohammed 2017).

Source: (*Annual-Ntp-Report-2021*)

7.2 The Meaning of Business Transformation

A business transformation is a fundamental change in the way an organization operates, with the purpose of achieving substantial gains in efficiency, effectiveness, and stakeholder value (Omoush et al. 2023). That is, in the Saudi Vision 2030 context, business transformation is the process of making the strategic shifts that will lead to economic diversification, innovation, and development of a knowledge-based society.(Hutabarat et al. 2021).

It is an essential part of any company, and the business transformation process is usually used due to specific challenges and problems that the business is experiencing (Waddock 2020). Typically, business transformation is linked to automation of manual and paper-based processes, to make them self-service, and provide systems for easy communication of critical information. This is so in many places, however, the opportunity for the business transformation is much broader than this and it is not only about the technology solution deployment. Operational business transformation should enable the business to fulfill its stated vision whether it is based on technological solutions or not.(Trad 2021).

7.3 The Meaning of Digital Transformation

Digital transformation is the integration of digital technology across all parts of the business, leading to radical changes in the way businesses operate and how they deliver value to their customers. (Ellström et al. 2022). This is highly debatable, but the term is commonly used to refer to the process of moving to digital technologies not only to substitute traditional system but to use technology to develop new ways of doing business. This may involve all digital concerning in every business activity or could be about the customer and their use of the product or service the business produces through the processes within the business that make the products or services, it could also be the way that business interacts with its stakeholders and other businesses in its sector (Kraus et al. 2021). It is not simply adding a new technology or performing some innovation in one step as this change is usually multi-dimensional and quite complex, where technology is a part of the whole solution. Digital transformation is more than just technical transplants, it is also about the restructuring of the organization to use the opportunities that the new technologies give, including people, structure, culture, working practices, work products and services and strategic impact of the changed environment on the delivery of value to the customer. Secondly, digital transformation should cultivate an environment that enables the employees and promotes technology driven innovation. (AlNuaimi et al. 2022).
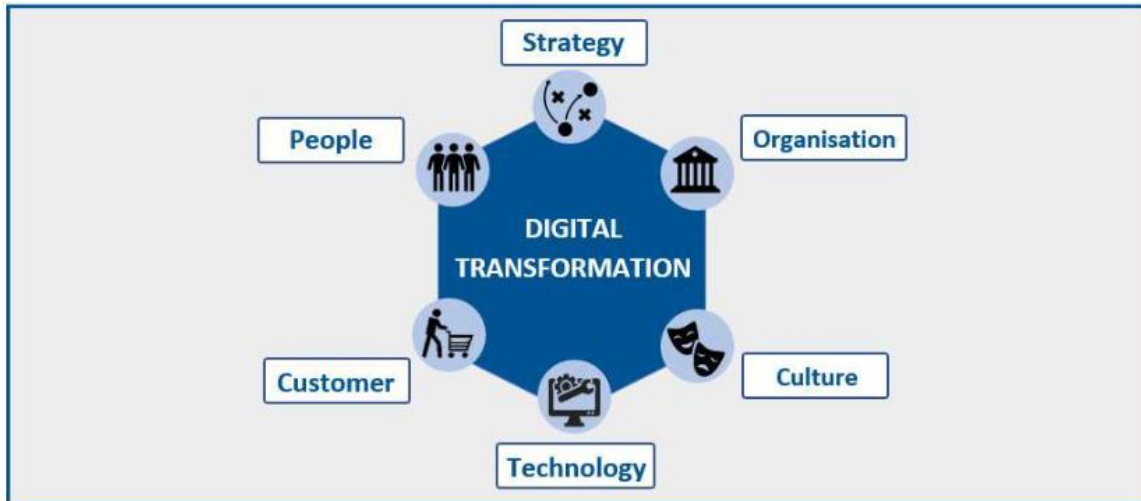
Source: Bumann, J. & Peter, M.K., 2020. Action Fields of Digital Transformation - A Review and Comparative Analysis of Digital Transformation Maturity Models and Frameworks. Available at: https://www.researchgate.net/publication/337167323

The leadership should not only sponsor a change initiative but they should be dedicated to it and lead the change process. (McCarthy et al. 2022). It will also ensure that everyone comes together to work for any emerging challenges as a team, but also motivate the growth of organization and bring more clients and improved quality in the products. Due to the fact that technology products are moving faster than long-established business processes and strategies, the way of leveraging the operational value of the changes that result from those products becomes an important thing in successful digital transformation. Simultaneously, digital transformation can stimulate both employees and managers to strive for continuous business improvement. It gives momentum to business improvement initiatives and forces the organization to change as technology changes. Customer-centric is one of the features of a successful digital transformation – activity should revolve around understanding the customer's needs and expectation and alignment of products and services which suits their needs. The changing global economy forces organizations to rearrange work processes and operations to be able to produce more efficient and effective outputs. Results from development, efficiencies as well as customer and relationship satisfaction and the production of quality products are good measures. (McCarthy et al. 2022)

7.4 Key Components of Digital Transformation

- **Technology Integration:** Incorporating advanced digital technologies (e.g., AI, IoT, cloud computing) into the business ecosystem to enhance operational efficiency and create new value propositions. (Mapingire et al. 2022).

- **Process Optimization:** Re-engineering business processes to leverage digital technologies, thereby improving agility, productivity, and service delivery.

- **Cultural Change:** Fostering a digital culture that embraces change, encourages innovation, and supports risk-taking. (Mapingire et al. 2022).

- **Customer Experience Enhancement:** Utilizing digital channels and tools to offer personalized and seamless customer experiences.(Kuzu 2020).

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7.5 Strategies for Successful Digital Transformation

A successful digital transformation aims at a holistic approach that embraces not only the adoption of technology but also the cultural, operational, and strategic aspects of change. Below are detailed strategies that organizations can employ to ensure the success of their digital transformation efforts:(Novianto 2023).

Source: https://www.comm100.com/blog/digital-transformation-in-customer-service-part3/

7.5.1 Aligning with Business Goals

• **Strategic Alignment**: Many organizations do not manage to align their digital transformation objectives with the business goals and strategy. Such alignment ensures that digital initiatives lead the organization towards its long-term vision and priorities. (Martinsuo and Anttila 2022).

• **Measurable Objectives** (**MO**): Define unambiguous, assessable digital transformation objectives to monitor advancement and show the gain that has been achieved.(Kenny 2012).

7.5.2 Leadership and Governance

• **Executive Sponsorship:** Obtain a firm commitment and proactive cooperation from senior management. Transformation initiatives can necessitate extensive modifications and obtaining the support and commitment of leadership is essential for effectively implementing organizational change.(Kapologwe et al. 2023).

• **Governance Structures:** Having mechanisms that will supervise the deployment of digital technologies as well as ensuring that the business objectives are met, there is good decision making, and proper allocation of resources. (Kapologwe et al. 2023).

7.5.3 Cultivating a Digital Culture

• **Promoting Innovation**: Establish a setting that promotes experimentation and supports the development of new ideas. Encourage and aid teams in engaging in strategic and informed risk-taking, while allowing them to derive valuable lessons from any failures that may occur.(Kavanaugh 2019).

• **Enhance digital literacy**: Allocate resources towards training and development initiatives aimed at cultivating digital competencies throughout the business, guaranteeing that all employees possess the necessary abilities to actively participate in transformation projects. (Kavanaugh 2019).

7.5.4 Customer-Centric Approach

• **Understanding Customer Demands**: Utilize digital tools and data insights to acquire more profound understanding of customer behaviors and preferences. Customizing experiences to align with client expectations is crucial for increasing engagement and building loyalty.(Frank 2021).

• **Personalization**: Utilize digital technology to generate tailored consumer experiences. Personalized connections can greatly enhance contentment and drive value. (Frank 2021). (Guerra et al. 2023).

7.5.5 Technology and Data Infrastructure

• **Upgrading IT Infrastructure**: Make investments to promote scalability, responsiveness, as well as integration abilities by enhancing legacy systems and infrastructure.(Ratner and Plotnikof 2022)

• **Utilize data-driven decision making**: Establish a powerful data analytics ability to enhance decision-making, discover valuable insights, and recognize creative opportunities.

7.5.6 Agile and Flexible Operations

• **Utilize effective Agile approaches** in project management and product development to improve responsiveness and flexibility.(Junker et al. 2022).

• **Process Automation**: involves the identification and automation of redundant tasks in order to enhance productivity and enable employees to concentrate on more valuable tasks. (Junker et al. 2022).

7.5.7 Partnership and Ecosystem

• **Establishing Collaborations**: Establish partnerships with technology providers, startups, and universities to gain access to creative technologies, expertise, and creative ideas.(Bjärstig et al. 2014).

• **Engage in active participation within digital ecosystems** to benefit from collaborative innovation, shared materials, and commercial opportunities. (Bjärstig et al. 2014).

7.5.8 Cybersecurity and Risk Management

- **Strengthening Security Measures**: Give priority to cybersecurity and data privacy as a way to safeguard organizational and consumer data from potential attacks.(Eaton et al. 2019).
- **Risk Management**: Create an exhaustive risk management approach that comprises frequent evaluations, methods for responding to incidents, and continuous monitoring. (Eaton et al. 2019).

7.6 Strategies for Successful Business Transformation
Successful business transformation encompasses comprehensive changes across various aspects of an organization as below: (Argenti et al., 2021).

7.6.1 Clear Vision and Leadership

- **Establishing a proper and clear Vision**: Clearly and persuasively communicate a vision for the change that is in line with the organization's long-term objectives. This vision should act as a guiding principle for every effort aimed at transformation.(Nandasinghe, 2020).
- **Firm Commitment from Leadership**: Transformational projects require a leadership team that is devoted to the change and fully engaged in it. Leaders should display their dedication by proactive engagement and concise communication.

7.6.2 Strategic Alignment

- **Synchronizing Transformation with Business Strategy**: Identify a clear link between these objectives of the transformation and the strategic objectives of your company. Such relations ascertain that the turning around initiative filters throughout the business system and it becomes a part of it in both a good and bad way. (Argenti et al., 2021).
- **Strategic Planning**: Concoct a well-illustrated strategic scheme that incorporates the transformation goals, highly-defining tasks, time periods and success indicators.(Avison et al. 2004).

7.6.3 Organizational Culture Change

- **Developing a Change-Ready Culture**: Encourage surrounds where new ideas, uniqueness and lifelong learning are valued. To do all that, one must create and nurture an environment that is motivating for the taking of calculated risks, facilitating adaptation and openness stance towards change, and providing a helping hand to workers all over the company.(Hartl 2019).
- **Employee Engagement and Communication**: Encourage employee involvement into change process by organizing communication around whole levels of the organization in every stage of changer process to be brief, constant and open. To increase the effectiveness of transformation it is necessary to involve employees themselves as it will allow you to get a support and prevent negative reaction. (Hartl 2019). (Guerra et al. 2023).

7.6.4 Operational Excellence and Process Optimization

• **Process Optimization**: Identify and eliminate discrepancies in existing processes by reorganizing and simplifying them. Implementing lean methodologies helps improve operational efficiency.(Keitemoge and Narh 2020).

• **Leveraging Technology**: Adopt and integrate contemporary technology to enhance operational capabilities, enhance customer experiences, and foster innovation. (Keitemoge and Narh 2020).

7.6.5 Talent Management and Skill Development

- **Assemble an Ideal Team**: Ensure that the organization staffs a group with an appropriate level of expertise and knowledge to guarantee the success of the transformation. This may take place by means of recruiting new staffers whose set of abilities meets the requirements, providing additional training to existing employees, or re-organizing the staff structure.(Guerra et al. 2023).
- **Ongoing Learning and Development**: Allocate a part of resources to training and development courses which concentrate on upgrading employees accordingly to the reconstructed company's needs. Developing educational surroundings stands for maintaining the viability of transformation. (Guerra et al. 2023).

7.6.6 Customer-Centric Approach

- **Prioritizing client actual needs**: Ensure that the transformation plan revolves around meeting the requirements and preferences of the client. This involves comprehending consumer requirements, inclinations, and actions, and harmonizing products, services, and encounters to fulfill those requirements.(Jena, 2023).
- **Value supply Innovation**: Consistently innovate and adjust the organization's value offer to remain relevant and competitive in the market place. (Jena, 2023).

7.6.7 Effective Change Management

• **Employ a structured change management approach**: Apply systematic change management methodologies to plan, execute and manage transformation. This is the management of the human side of change so as to reduce resistance and ensure a smooth transition.(Phillips and Klein 2023).

• **Measurement and Adjustment**: Quantify measures for evaluation of the transformation and apply feedback loops to any changes needed. The sustained monitoring and adaptability are requirement in achieving change objectives.

7.6.8 Financial Management and Sustainability

Designing Sufficient Financial Support Through the creation of an all-encompassing plan that focuses on the financial outcome of the change process, such as filling in the deficiencies met by technology transition, new knowledge and infrastructural resources.(García-Benau et al. 2021). It is important to look into a financial model that harmonizes with subject of transformation as well as with the strategy of the organization. This also has to be viable and attractive through the years to come. Organizations can deftly steer the delicate route of corporate transformation by consolidating these strategies which would in turn help them to fortify and capitalize from growing chances of developing and venturing into new endeavors. Enabling the successful company transformation means that a comprehensive approach is to be based on the optimal blend of the human and technological change concepts.(Mawudor 2021) &(García-Benau et al. 2021).

7.7 Challenges and Risks in Digital Transformation

• **Legacy Systems and Infrastructure** deal with the process of enhancing or amalgamating those systems that were built long time ago and have become non-friendly to the advance and modern technologies.(Hess et al. 2016)

• **Beyond the well-known resistance to change** there is the gravity that skeptic behavior tends to create towards the fresh ways of thinking which is usually an organizational inertia to shifting ways.

• **Cybersecurity and Data Privacy**: Providing the security of digital channel through the defense of the sensitive data. (Hess et al. 2016).

• **Talent Acquisition and Retention**: Effective workforce management, which includes hiring, and retaining skilled staff that play key roles in driving digital transformation in organizations. (Guerra et al. 2023).

7.7 Application of Business Transformation Concept in NTP -Key Initiatives

7.7.1 Initiative One: Stimulate Investment in Deploying Fiber Optic Networks in Urban Areas

Saudi Arabia gave proof of its eminent operational talent and ability to provide strategic vision through its first attempt to attract investment in the realization of the fiber optic network implementation in urban areas. Apart from the inconvenience and lack of affordability for operators to set up such infrastructures, the Kingdom remedied this by acting as a kind of support system aimed at mobilizing the resources of the organization and the funds. Besides the fact that the funding of the funding ensured the affordability of the project for the operators with the goal of 96% completion rate, it promoted the service of 96% broadband internet to 60% of residences in urban areas.

Saudi Arabia specifically tried to increase the efficiency of the scheme by focusing on its most influencing factor which is the cities that many people live in. One of the main reasons for this is because here the need is higher. Thus, the mass of people became able to get at the internet not only faster but easier too. It is aligned with the country's digital economy strategy by showing how thoughtful investments into the future with all the right kinds of support will achieve all the set goals, will spur up the economy by creating more infrastructure and will provide an enabling environment for the adoption of digital technologies. (MCIT Annual Report, 2021).
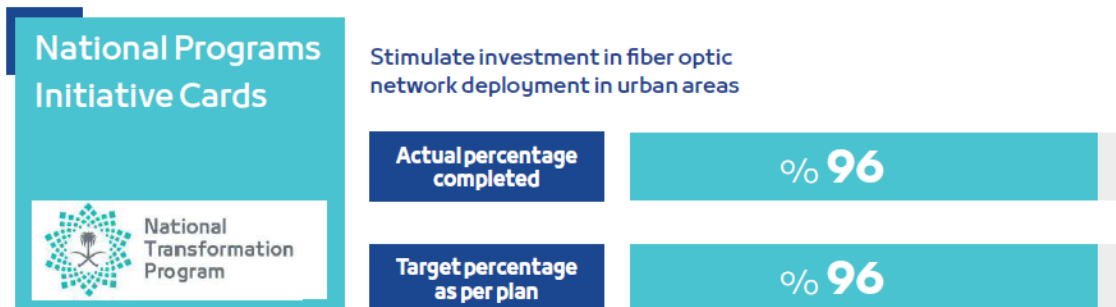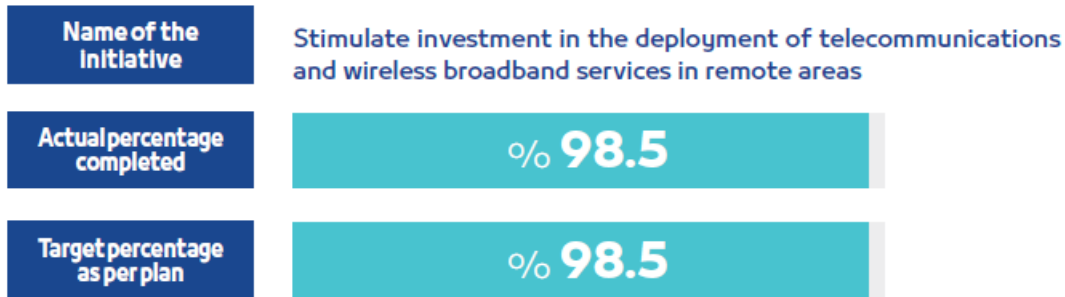

Source: (MCIT Annual Report, 2021).

Through this initiative, Saudi Arabia masterfully turned infrastructural challenges into opportunities for digital empowerment, setting a global benchmark for intelligent, strategic intervention in the digital age.

7.7.2 Initiative Two: Stimulate Investment in Deploying Fiber Optic Networks in Urban Areas

The second initiative of Saudi Arabia's strategic plan focuses on fostering the growth of the telecommunications and information technology industry by creating favorable conditions. The innovations are consistently updated to align with rapidly evolving technology. Additionally, advanced organizational change principles are utilized to drive technical progress and promote economic diversification. The kingdom has achieved significant advancements in its IT and telecoms industry, with an average completion rate of 86.5%, which is quite near to its target of 87.5%. (MCIT Annual Report, 2021).

This effort focuses on the strategic creation of a national information technology plan in partnership with the private sector. It points out the fact that the mission specifies the set of goals that can be achieved and the most critical necessities which should be addressed in order to attempt the industry expansion. The Saudi Kingdom's preparedness for fostering indigenous IT into the regional content and being aggressive about innovations such as the upcoming technologies represents the kingdom's ability to make a solid and self-reliant innovation ecosystem. The Kingdom has committed to annually contribute 1% towards the growth of the technology sector in the country and to implement local methods. This step, no doubt, will not only cause the ICT industry to go up by 1% but also allow the Kingdom to gain a reputation as a regional centre for innovative technology. (MCIT Annual Report , 2021)

In addition to this, the approach by which global organizations address the issues posed by large multinational corporations, and the cooperation with international investment firms, represents a beneficial strategy for the country to use existing global expertise and investment. Saudi Arabia strives to build strong digital economy by creating complete ecosystem that assembled technology zones, Initiative, and develop the local talents and industries. This strategy of ours will certainly foster our strategic ambition of growing up the share of the sector in the GDP by means of local talent and content. It shows how Digital Kingdom is able to combine management transformation initiatives with the sometime-tricky world of global tech business, creating a basis for a holistic digitalization and economy transformation model. (MCIT Annual Report, 2021)

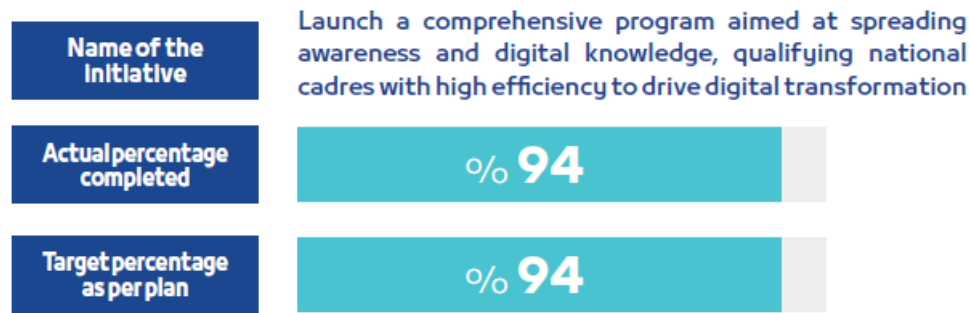| Name of the Initiative	Stimulate investment in the deployment of telecommunications and wireless broadband services in remote areas
Actual percentage completed	% 98.5
Target percentage as per plan	% 98.5

Source: (MCIT Annual Report, 2021).

In essence, this initiative stands as a testament to Saudi Arabia's intelligent navigation of business transformation, leveraging strategic partnerships, local content enhancement, and technological innovation to fortify its position in the global digital economy.

7.7.3 Initiative Three: Launch a Comprehensive Program to Spread Digital Awareness, Digital Knowledge, and Build National Human Capital to Drive Digital Transformation

Saudi Arabia steps up its strategic implementation of the third initiative the main goal of which aims to build a framework encompassing digital knowledge and capability development in the country. This confirms the Kingdom's determination to boost digital transformation through education and training. This program very much is a success. It has reached its difficult goal with a completion percentage of 94%, it shows the strength and efficiency of business ideas transformation. It makes a case for human capital development as the base upon which digital expansion can be built. (MCIT Annual Report, 2021)

The purpose of this initiative is to narrow down a great gap between the availability and the requirement of ICT – based skills set by organizing different programs, like educating youth and scholarships, in one hand, and creating ICT culture among the population of the Kingdom on the other hand. To build supportive mechanism for employees, skills need to be comprehensive that the Saudi workforce will play a role in realizing the digital economy in the long term and helping the Kingdom's digital transformation goals to materialize.

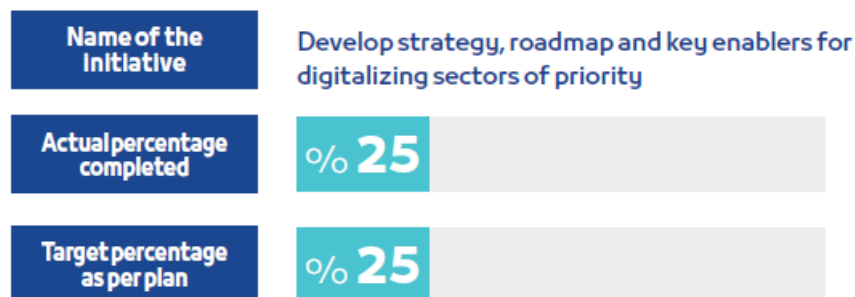|	
Name of the Initiative	Launch a comprehensive program aimed at spreading awareness and digital knowledge, qualifying national cadres with high efficiency to drive digital transformation
Actual percentage completed	% 94
Target percentage as per plan	% 94

Source: (MCIT Annual Report, 2021).

Through providing trainings on job skills and the carrying out of campaign on digital literacy, Saudi Arabia are actually putting the essentials needed by citizens to gain intellectual skills, competence and technology literacy at their disposal. This initiative states that a knowledgeable mindset to the workforce's role in business transformation process can be traced. This is because technological improvements are currently the main reason for changes in the business world. Without a doubt, this decision is a significant and influential action taken by The Kingdom. It aims to enhance the nation's talent development by fostering an environment that already supports new ideas, creativity, and technological skills. This will help The Kingdom maintain its position as one of the world's leading digital transformation leaders.

7.7.4 Initiative Four: Develop the Strategy, Road Map, and Basic Enablers for the Digitization of High Priority Sectors

Saudi Arabia demonstrates strategic foresight by implementing a comprehensive framework to digitize important sectors, effectively capturing the core of corporate transition in the age of technology. This effort has successfully achieved an achievement rate of 25%, which is in line with the targeted target. It is an important milestone towards incorporating digital technology into major industries, and it sets the groundwork for a substantial impact on the nation's digital economy. The Kingdom of Saudi Arabia assures a supervised and structured approach to sectoral digitization by developing customized digital growth schemes and roadmaps. This embodies an ambitious approach in maintaining a strong digital environment. (MCIT Annual Report, 2021) &(*National Transformation Program* [no date]).

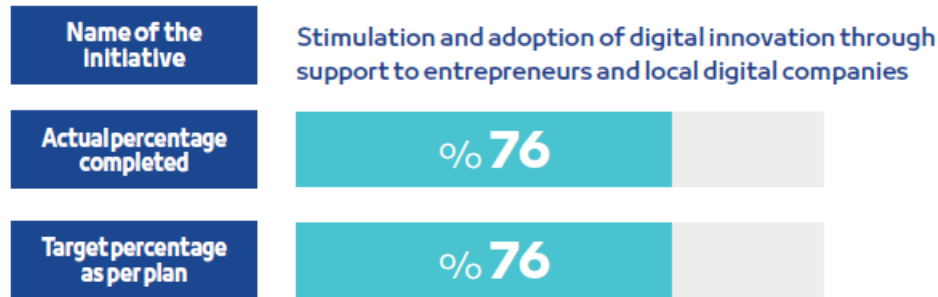|	
Name of the Initiative	Develop strategy, roadmap and key enablers for digitalizing sectors of priority
Actual percentage completed	% 25
Target percentage as per plan	% 25

Source: (MCIT Annual Report, 2021).

By meticulously orchestrating the digitization of its high-priority sectors, Saudi Arabia ingeniously crafts a blueprint for a future where technology and strategic vision converge, setting a global standard for digital transformation excellence.

7.7.5 Initiative Five: Stimulate and Adopt Digital Innovation by Supporting Entrepreneurs and Domestic Digital Companies

The kingdom's fifth initiative aims to promote entrepreneurship and domestic digital enterprises, with the goal of utilizing technology effectively and driving the economy towards digital innovation. This initiative seeks to create a supportive ecosystem for digital innovation. Through 76% of the goal, it aimed at, this initiative has demonstrated the government administration's real commitment to digital sector development via the provision of complete support schemes. (MCIT Annual Report, 2021)

To achieve this, this program will be focused towards building a digital innovation ecosystem by equipping the ecosystem with the crucial support components which include prospecting of the targeted market, skills, data, technology, markets, and finance easier. With the emphasis directed towards the students, entrepreneurs, researchers, and the start-ups focusing on digital technologies, Saudi Arabia is actively promoting the development of technology entrepreneurship and attracting more people to work in knowledge-based occupations. (MCIT Annual Report, 2021) &(*National Transformation Program* [no date]).

The initiative has a profound impact when it comes to reaching a strategic goal of building a digital innovative culture. Besides accelerating the digital ideas and solutions, as well as building digital business models, a service of that kind can also act like an incubator for startups. Such an approach lays out a foundation for a local environment of tech-incubation in which the young entrepreneurs and local digital startups are likely to succeed.

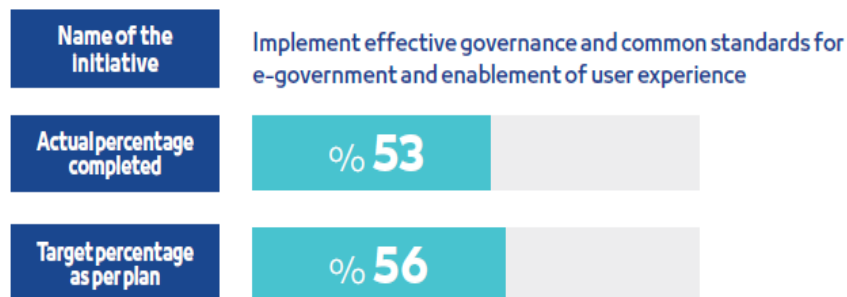| Name of the initiative	Stimulation and adoption of digital innovation through support to entrepreneurs and local digital companies
Actual percentage completed	% 76
Target percentage as per plan	% 76

Source: (MCIT Annual Report, 2021).

Through the provision of an all-encompassing support framework, Saudi Arabia is successfully facilitating the transformation of innovative concepts into profitable digital enterprises. This endeavor exemplifies a shrewd implementation of principles governing business transformation, acknowledging the pivotal significance of digital innovation in stimulating economic expansion, fostering economic diversification, and ensuring a competitive stance in the international arena. By undertaking these initiatives, the Kingdom is not solely allocating resources towards technological advancements, but also in nurturing its populace and their capacity for creativity, thus establishing the groundwork for an enduring and prosperous digital age.

7.7.6 Initiative Six: Apply Effective Governance and Common Standards for E-government and Enabling the Improvement of User Experience

Saudi's Sixth initiative is a government program that seeks to establish an effective management framework and a standardized set of criteria for e-governance. Thus, this initiative becomes a strategic business transformational element of the public sector. In realization that the digital transformation effort of the organization fell slightly behind the targeted completion rate of 53%, compared to a target of 56%, this initiative exemplifies a concerted effort to improve the efficiency and satisfaction of government services. (MCIT Annual Report, 2021)

Name of the initiative	Implement effective governance and common standards for e-government and enablement of user experience
Actual percentage completed	% 53
Target percentage as per plan	% 56

Source: (MCIT Annual Report, 2021).

Initiative's areas of responsibilities include operational plans development and setting of standards for the industry, standards of national enterprise architecture and IT fundamentals for Government agencies (or Government). Through calling on such measures, the Saudi Arabia Kingdom is working on the reference of a single and well-function government platform which welcomes the engagement from citizens and businesses on a single platform. This plan is an innovative approach that is a crucial component of the government's

Digitization plan. Its main goals are to improve the quality and accessibility of services and increase the government's digital maturity. (MCIT Annual Report, 2021)

Our campaign will include a Government Electronic Services Observatory System 2.0 which is a leading system designed for performing system analysis, monitoring, performance assessment and generating customer's satisfaction levels of government services. This upgraded system will soon surpass the limitations of its previous version consequently improving the effectiveness of e-services. Through that, it will considerably be useful for the digital transformation of government activities.

The initiative will join hands with the government agencies with the intention of improving the position of the UN E-Government Development Index in Saudi Arabia due to the fact that such measure will elevate the maturity level of digital transformation in Saudi Arabia. Further, the entire government agencies will be affected and the level of digital transformation of the nation will rise. (MCIT Annual Report, 2021) &(National Transformation Program, 2021-2025).

The outcomes of this program consist of various deliverables extending from beneficiary satisfaction survey and the strategy for the third operational plan to national standards for digital government and policies for electronic governance. Saudi Arabia approaches the public sector's transformation from a principled standpoint, not only by applying the business transformation principles, but by establishing such commitments as national standards for digital government and making electronic governance a priority. These methods not only enhance service delivery efficiency and customer satisfaction for e-government services, but they also establish a global digital standard for government operations.

> *Saudi Arabia skillfully advances its e-government transformation, setting a global standard for digital governance through strategic standardization and innovation.*

7.7.7 Initiative Seven: Stimulate the Expansion of Telecommunications Services by Allocating Frequency Spectrum and Streamlining the Process for Obtaining Permits

The seventh initiative of Saudi Arabia on strengthening telecommunication services by providing frequency spectrum and making license process more efficient is a business transformation problem in the telecom sector. Through this initiative, the Kingdom will be stepping into a digital transformation and people in all layers of society will get access to fixed-broadband and mobile services everywhere. (MCIT Annual Report, 2021)

The project aims to give special consideration to the provision of spectrum frequencies to broadband telecommunication networks for military, security, and civilians by directly addressing the ever-rising demand for credible and efficient communication systems. Such a move will not only guarantee that these vital services have the required bandwidth to operate efficiently, but it also contains a signal that the Kingdom is serious about the security of the state and the public. (MCIT Annual Report, 2021)

The method of the initiative that analyzes national spectrum allocation framework as part of strategic planning highlights how Saudi Arabia perceives its planning concerns. The choice of 5G network enhances the foundation of an evolving telecommunications network which can evolve with the rapid growth of technology or increase in data demands.

Moreover, the creation of setting joint ventures of the Ministry of Municipality and Rural Affairs and Communication and IT service providers for enabling the initiative of fast internet service delivery is good enough proof of the government`s innovative way of business transformation. Through encouraging information sharing not only between public but also private the sector, the kingdom will aim to proceed in this field based on contractions and exchange of information in TV, address their subscribers and reinforce their credibility among the audience.

By adopting this direction Saudization of technology actually fastens the digital transformation process and also takes Saudi Arabia one step forward towards its goals stipulated in Vision 2030. The nation has developed effective communication infrastructure by high-performing service delivery. This is laying down the important foundation to a digital society, this approach that brings dynamism is a forerunner vision in the business transformation in the telecommunications sector.

7.7.8 Initiative Eight: Launch of Shared Smart Systems and Applications for Government Transactions

Saudi Arabia's Eighth Initiative, which is aimed at the implementation of joining smart systems and applications for government transactions, is successfully implementing the business transformation concept via the public sector digitization with positive implications for the citizens. The success of this initiative in achieving its target of 58% implementation is the reflection of the government of the Kingdom's goal of a smart governance. (MCIT Annual Report, 2021) &(National Transformation Program, 2021-2025).
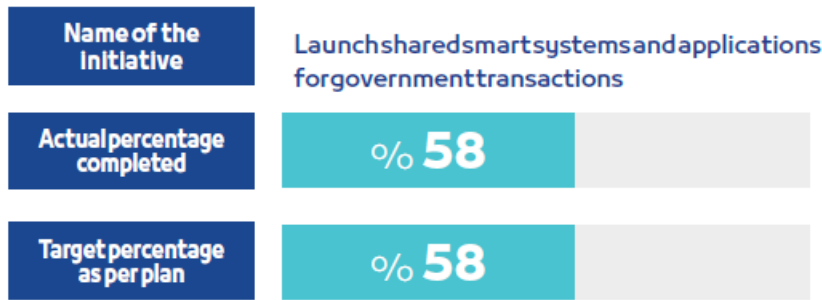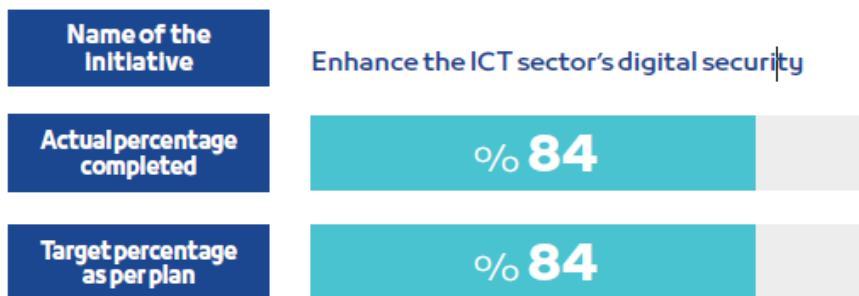
Source: (MCIT Annual Report, 2021).

The key of this strategy is considering the crucial part played by boosting up the number of citizens taking part in government services and enhancing the supply of information for those peoples. Through these parameters, it aims to improve Saudi Arabia 's positions in key global indicators related to the E-government platform and digital participation, such as the Digital Participation Sub-index of the United Nations EGDI, e-Participation Index (EPI), and the Open Data Barometer (ODB). For this purpose, common frameworks, online assets, and shared services are employed as a connecting means for the acting regulatory bodies and, as a result, the productivity of collaboration between different governmental bodies is enhanced.

This initiative covers the entire population of this Kingdom be it Government to Citizen (G2C) or Government to Government (G2G) services and thus pivotal that it transforms how government services are utilized by citizens. This initiative contemplates the use of common smart systems and applications in which case it aims to subsidize the processes, mitigate redundancies and offer a more embracing and user-friendly platform for dealing with government services.

> *The anticipated effect of this initiative is considerable. Implementing digital solutions not only enhances the availability and quality of government services, but also enhances beneficiary engagement and access to information, hence promoting transparency, inclusivity, and efficiency in government operations. Saudi Arabia is using an innovative method of digital governance to improve service delivery and promote digital engagement among its citizens and government agencies. This demonstrates a strategic application of business transformation principles in the public sector.*

7.7.9 Initiative Nine: Enhance Digital Security in the Telecommunications and Information Technology Sector

The digital transformation of the Saudi telecommunications and information technology (ICT) industry through the country's ninth initiative is a showcase of the practical implementation of the business transformation theory to combat the digital era's vital challenges. By hitting an 84 % completion rate which is the exact initial target, the safe cyber initiative has shown the Kingdom's determination to establish the digital foundation on which the Kingdom's robust Vision 2030 rests. (MCIT Annual Report, 2021) &(National Transformation Program, 2021-2025).

Source: (MCIT Annual Report, 2021).

To underline the fact that the ICT sector is the main innovation propeller and the driving force behind the rapid digital economy, Saudi Arabia has made improving the digital security a necessary. The initiative targets the different phases of the digital economy, inclusively, in order to build a trusted and secure environment that protects all service providers, consumers and local and foreign investors.

This complex method of digital security implies improving the levels of risk management, business continuity, and digital security. Within ICT sector these measures should be applied. This initiative aims to craft guidelines, policies, rules, and reference models which are fit for purposes and have all aspects of digital security that can be identified, classified, and prioritized by their severity and continuity plans are developed for each identified risk. Therefore, it is important to introduce those strategic measures that require the sector to cooperate, defines the PRM terminology, and increase industry consistency in risk mitigation.

On the one hand, the project successfully develops the existing level of business continuity maturity as well as strengthens the digital security standards which ultimately puts all of Kingdom's ICT infrastructure on a secure and more well-guarded base. On the other hand, the launch of this initiative brings more confidence and trust to digital economy of the Kingdom This raises the confidence level of both the investors and the private sector to provide the sector with more stability and a pillar for the macro-economy.

In essence, Saudi Arabia showcases a tactical implementation of business transformation principles, with a specific emphasis on strengthening the foundation of its digital economy. This decision not only addresses the current security requirements, but also strategically places the Kingdom in a position to accomplish its Vision 2030 objectives, establishing it as a frontrunner in the worldwide digital economy.

7.7.10 Initiative Ten: Develop and Activate Comprehensive and Open Government Platforms

Saudi Arabia' s Tenth Initiative concentrates on development and casting of comprehensive and transparent government platforms implying a strategic tendency of government services transformation to the world of business. This project seeks to rebuild a delivery channel from traditional services to a more sophisticated e-government, which is user-driven. The government tries to solve the bases behind the low usages of the government e-services, the Kingdom will give opportunity to a more technologically inclusive society. (MCIT Annual Report, 2021) & (National Transformation Program, 2021-2025).

The initiative that we focus on is multi-faceted since it is aiming to enhance the e-services usage among the population through the development of platforms, models and programs. These utilities have particularly been formulated to tackle the accessibility issues that may prevent people from carrying out e-services with the government. This has advanced the government-public relationship to a culture of digital exchange. This proposal revolves around the promotion of the comprehensive e-government concept which is the core of the program, with an intention of realizing a more unified, easy to use and safe online service experience for all the users.

More so, the cross linking of government services and the improvement of customer experience via a smooth service delivery mode for citizens is an indication of understanding the need for digital transformation in public services. It means a change of direction towards the adoption of a more effective system with transparency and accessibility, where services are not only available online but are also easy to use and meet the different requirements of the people in the Kingdom.

By bringing the ideas of commercial transformation to the public sector, Saudi Arabia is hoping to boost efficiency, strengthen trust in government institutions, and enhance service delivery through the use of technology. The Kingdom's dedication to digital innovation, improving citizen involvement, and reaching the lofty goals of Vision 2030 is evident in its emphasis on building open and comprehensive government platforms. In addition to improving living conditions for locals, this strategic initiative establishes Saudi Arabia as a world leader in digital governance.

7.7.11 Initiative Eleven: Launch of Government Cloud and Improving Government Integration

The eleventh effort from Saudi Arabia is another actualization of business transformation by inserting Government Cloud into the public sector and working to improve government integration. The initiative of which 53% were completed vs a target of 56% confirms the Kingdom's intention to keep its government services and infrastructure innovative, user-friendly and efficient. (MCIT Annual Report, 2021) & (National Transformation Program, 2021-2025).
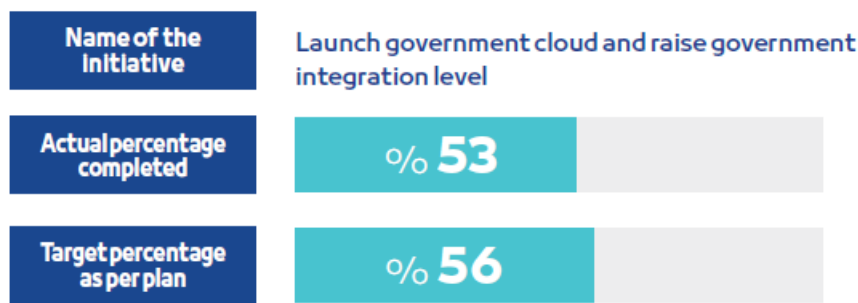
Source: (MCIT Annual Report, 2021).

The initiative's focuses on an ambitious plan to raise digital government services and data exchange platforms to a high degree of integration. The transition to cloud infrastructure is mainly effectuated through the utilization of both governmental and commercial clouds by government agencies, this improvement not only modernizes the infrastructure but also enhances a more agile, scalable, and cost-effective data management approach and services delivery. The next step is to improve the number and diversity of service providers through routing and automation to the services provided by the Government Service Bus (GSB).

The strategic approach aims to reach all levels of government agencies. And definitely, it would help in the total integration of services, making them almost seamless and user-friendly for citizens and residents. Hence, these will undoubtedly bring about remarkable outcomes to the UN index and realize strategic dimensions of e-government which is expected in Saudi Arabia.

> *This effort is directly connected to the strategic goal of establishing an e-government platform that is more efficient, integrated, and responsive. This is accomplished by concentrating on the use of cloud computing and the integration of services. It is a demonstration of Saudi Arabia's strategic use of business transformation initiatives, which not only lead to an improvement in the delivery and integration of government services, but also lead to an increase in savings and efficiency within the public sector. Through the implementation of such projects, the Kingdom is well on its way to accomplishing the objectives of Vision 2030, which include establishing a standard for the creativity and modernization of digital government.*

7.7.12 Initiative Twelfth: Stimulate Investment in the Deployment of Telecommunications and Wireless Broadband Services in Rural Areas

The twelfth initiative aims to boost financial investments in the development of communications and wireless broadband infrastructure in rural areas. This will help bridge the existing shortfall and enhance national connection. (MCIT Annual Report, 2021) & (National Transformation Program, 2021-2025).

This strategy aims to establish high-speed wireless broadband networks that will reach 70 percent of rural households, ensuring that even the most remote areas of the kingdom may benefit from the effects of the digital economy.
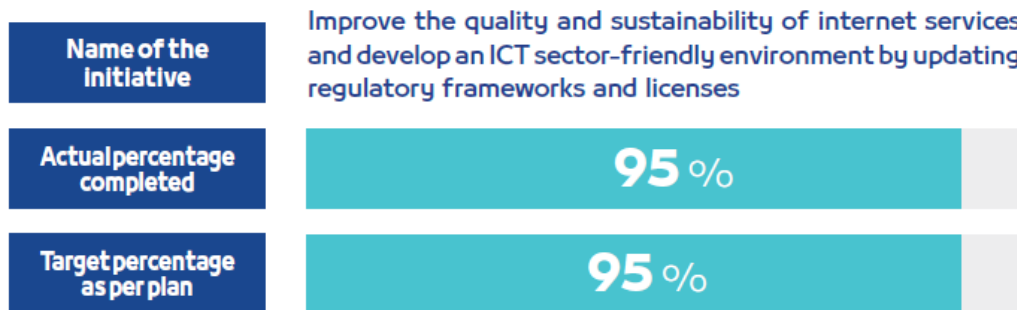
The program aims to rectify this disparity by providing financial and legal support to individuals who are prepared to invest in digital infrastructure, particularly in distant regions that frequently have a digital gap. Therefore, the project aims to address the existing need for internet connectivity and ultimately facilitate economic growth and social advancement in the region.

While other nations may acknowledge this reality and prioritize their urban centers as catalysts for progress, the distinctive aspect of this administration lies in its emphasis on rural areas. This approach reflects a comprehensive perspective on national development, acknowledging the pivotal notion that genuine transformation extends beyond metropolitan areas and extends to the core of rural communities. This endeavor would be a robust business arrangement that demonstrates the practical application of digital technology to enhance economic opportunities, improve access to services, and enhance the overall quality of life for individuals residing in rural areas.

> *Saudi Arabia is not only increasing its presence in the digital realm but also ensuring that the benefits of its digital transformation are dispersed fairly. This strategic decision highlights the Kingdom's dedication to promoting comprehensive economic development and its aspiration to establish a unified, technologically advanced society in line with its Vision 2030 objectives.*

7.7.13 Initiative Thirteenth: Improve Internet Service Quality and Sustainability and Develop an Attractive Environment for the Telecommunications Sector via the Modernization of Licensing and Regulatory Frameworks

Launch of the thirteenth strategic initiative for the enhancement of Internet service quality, as well as development of the regulatory framework of the telecommunications governance through the introduction of modernization of licensing and regulatory framework, to create the attractive ecosystem for the telecommunication sectors 'development, shows the dynamic utilization of the business transformation method for the implementation within the digital realm by the Kingdom of Saudi Arabia. The initiative had a low level of failure as only 5% of its targets went unachieved. It becomes an example of "whole-of-government approach" that helps in improving the digital infrastructure and regulations in the world of digital economy. (MCIT Annual Report, 2021) & (National Transformation Program, 2021-2025).

Name of the initiative	Improve the quality and sustainability of internet services and develop an ICT sector-friendly environment by updating regulatory frameworks and licenses
Actual percentage completed	95 %
Target percentage as per plan	95 %

Source: (MCIT Annual Report, 2021).

The primary aim will be on boosting the local internet traffic by pushing the use of neutral internet exchanges which are anticipated to play a significant role in enhancing internet service delivery countrywide. The existence of internet experience quality metrics and gear shows how industry players are forward thinking and taking internet quality seriously, to the benefit of all. However, the research enables the country to improve the infrastructure reliability and also offers the highest quality of hosting at the national level, thereby helping it create an ecosystem favorable for the digital economy in the country.

On the regulatory side of things, the activity includes a detailed examination of existing limitation of sharing to assess their appropriateness in line with the market developments and also suggests the introduction of a new quality of broadband services' regulations. This creates the condition that the regulatory environment explores the positive trends and negative consequences of technological progress and market needs, which, in turn, is a crucial factor for the competitiveness and attractiveness of investment sector.

The target here are the regulators and lawmakers that control telecoms and web service, transit networks for online content and end-users of internet services. This initiative commends a conducive environment in which digital services can diversify, global internet content investments can increase, connect citizens to neutral infrastructures and subsequently, to live data for quality assurance.

As a result of key deliverables that encompass the Kingdom's countrywide frequency spectrum strategy and the road-map for the respective plan of allocation of spectrum frequencies to 5G network, the plan is designed not only to improve the present quality of internet service but also to make the memory ready for any future technological advancements.

> *This strategic initiative exemplifies Saudi Arabia's commitment to leveraging business transformation concepts to build a digital infrastructure that supports the Kingdom's ambitious Vision 2030 goals, ensuring its position as a leading digital economy.*

7.7.14 Initiative Fourteen: Rationalize Government Information Technology Expenditure and Avoid Redundant Spending

Saudi Arabia's fourteenth initiative aims to optimize government information technology expenditures and prevent inefficient expenditures. This initiative demonstrates a purposeful implementation of business transformation principles to improve the efficiency and effectiveness of e-government services. With an achieved completion rate of 56% compared to a desired target of 61%, this initiative demonstrates the Kingdom's strategic endeavor to enhance its digital governance framework and maximize the benefits obtained from IT investments. (MCIT Annual Report, 2021) & (National Transformation Program, 2021-2025).
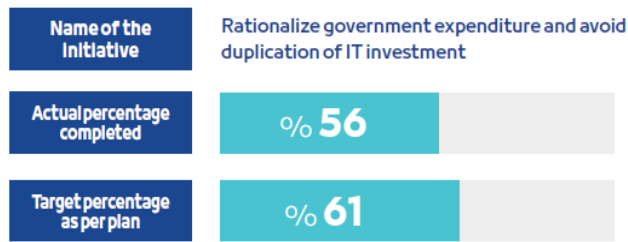
Source: (MCIT Annual Report, 2021).

The initiative involves a set of technical tactics designed to enhance the cost-effectiveness of e-government activities. These activities encompass the establishment and harmonization of IT standards, centralization of IT resources, improvement of procurement effectiveness, and the implementation of coordinated and strategic procurement methods via framework agreements with private sector firms. These approaches not only make government IT operations more efficient but also promote a more cooperative and uniform attitude among various government organizations.

One important outcome of this endeavor is the development of a plan to utilize government technology resources in a coordinated manner. This includes creating a cohesive technical framework for the IT system that will be used by all government organizations. The objective of this strategy is to simplify the process of creating an electronic market platform for strategic procurement, as well as establishing a code bank that provides standardized software solutions. By implementing this approach, the project effectively minimizes redundancy and inefficiency in government expenditures on information technology.

In addition, the program aims to build comprehensive national plans for the implementation of open-source software, cloud computing, and common government IT assets. Its objective is to deploy technical solutions that will support the national enterprise architecture, improving the integration of IT systems and infrastructures. This will result in reduced national expenses and increased quality and efficiency of electronic services.

In the last stage, the company establishes framework agreements with software, IT licensing, and office technology hardware providers. This ensures that the company may obtain competitive pricing and benefits, demonstrating a proactive commitment to managing costs. These agreements are specifically created to measure and calculate the amount of money saved and directly enhance the effectiveness of electronic government services.

> *Saudi Arabia demonstrates its advanced comprehension of business transformation through this initiative, by effectively utilizing it to enhance the efficiency of government IT expenditure. This method not only guarantees the long-term viability and flexible expansion of e-government services but also conforms to the Kingdom's Vision 2030 objectives of establishing a more effective, open, and citizen-focused government.*

7.7.15 Initiative Fifteen: Deploy Broadband in Critical Areas
The Saudi Arabian initiative to expand broadband access to key areas is a strategic business transformation process. Its objective is to construct crucial digital infrastructure in order to eliminate the lack of internet connectivity in underdeveloped areas. The execution of this strategy aims to cater to and promote economic development, expand the level of living, and expedite the rapid adoption of digital services across the entire Kingdom. The project achieves the goal of creating a strong wireless infrastructure that supports the Kingdom's leadership in innovation, foreign investment, and the global digital economy by constructing smart city platforms that match with the Vision 2030 plan. Thus, while the targeted approach effectively reduced the digital divide, it also laid the foundation for advancements in technology and sustainability. The broadband initiative program aims to turn Saudi Arabia into a knowledge-based society by making digital accessibility a universal concept in education, health care, and government services. It serves not only as a means but also as a catalyst for this transformation. Enhanced and expanded hyperconnectivity in critical industries guarantees universal digital engagement and participation, irrespective of geographical location. The reduction of these inequities and the development of social inclusion led to a later minimization of digital gaps. Therefore, this initiative emphasizes the government's commitment to providing a top-notch infrastructure that facilitates easy access to digital services. This, in turn, allows businesses to grow quickly and enables the general public to conveniently access essential services.

> *Saudi Arabia's strategic investments in digital infrastructure are not only meeting current needs but also preparing the society and economy for future demands in a digitally driven world. This represents a significant advancement towards achieving the country's comprehensive vision for a prosperous and connected society.*

7.7.16 Initiative sixteen: Expand and Raise Broadband Quality in the Kingdom Region

The implementation of Initiative Sixteen in Saudi Arabia aims to enhance digital connection by expanding and improving the quality of broadband services across the Kingdom. This initiative exemplifies the application of business transformation methodologies to meet national development goals. The initiative is designed to significantly improve the quality of broadband by incentivizing investments and creating a dedicated infrastructure fund for the development of digital infrastructure. The ambitious goals of delivering internet speeds of at least 100 Mbps to 85% of homes and data speeds of at least 20 Mbps to 95% of households demonstrate a strong dedication to not only enhancing, but substantially raising the quality of digital life for its residents. (MCIT Annual Report, 2021) & (National Transformation Program, 2021-2025).

The initiative's primary focus on the establishment of a strong and reliable digital infrastructure directly helps to various crucial aspects of business transformation:

1. **Economic Development**: Enhanced broadband speeds and superior quality are crucial for promoting economic expansion, facilitating streamlined company operations, and enticing international investment by positioning the Kingdom as a technologically sophisticated area.

2. **Improved Quality of Life**: The availability of high-speed internet is essential for individuals and communities in the Kingdom to access educational resources, healthcare services, and entertainment, resulting in a significant enhancement in their overall quality of life.

3- **The initiative aims to bolster Saudi Arabia's position as a global leader** in digital innovation by establishing the required infrastructure for developing technologies and digital services. This will ultimately enhance the country's competitiveness on the international stage.

4. **The initiative strives to achieve digital inclusivity** by providing high-speed internet connection to a large number of households. This guarantees that all citizens have access to the advantages of the digital economy, thereby narrowing the digital divide and boosting inclusion.

5. **Sustainability**: Creating an infrastructure fund for digital growth presents a long-term and viable method of financing and prioritizing digital infrastructure projects. This guarantees that the digital ecosystem of the Kingdom may persistently expand and adapt to future requirements.

> *The initiative represents an innovative strategy for transforming businesses through applying digital infrastructure as a key component for national progress. This showcases Saudi Arabia's dedication to establishing a society that is prepared for the future and includes everyone digitally, enabling it to succeed in the ever-changing global digital economy. Saudi Arabia is improving its digital landscape and promoting sustainable prosperity, innovation, and a better quality of life for its population through transformative projects. These efforts are in line with the goals and aspirations of Vision 2030.*

7.7.17 Initiative Seventeen: Telecommunication and IT System Legislation and Policies

As per Initiative Seventeen telecommunications and IT systems regulation is to be improved and strengthened within the Kingdom of Saudi Arabia as well. This initiative should be highly valued as it assumes Saudi Arabia will provide a robust regulatory framework that will guarantee positive technological progress and stable digital infrastructure. Through re-introducing and introducing new telecommunication and IT system legislation and policies in Saudi Arabia the authorities will be able to solve an actual and potential problems related to a digital ecosystem assuring that it would be favorable for non-stop innovation, data protection and building partner trust. (MCIT Annual Report, 2021) & (National Transformation Program, 2021-2025).

Enactment of new laws and remodeling of the existing polices is put in place for the purpose of creating transparency, competition, and more investment in the telecommunication and other IT sectors. These regulatory reforms are imperative for the process of adjustment of these sophisticated fields, dealing with the issue of cybersecurity and the way our digital infrastructure lined up with international standards and industry.

Moreover, this move is principal for the growth of digital economy by presenting clear relentless guidelines applicable to all operators and service providers. It will e fluent the way for domestic and international companies in the Kingdom that seek to enter the digital market, which is rapidly growing. This way, it not only allows to have economy to grow but also facilitates that regulator has environments adapted to dynamic nature of digital technologies, which at the same time gives respect to all stakeholders in the telecommunication and IT ecosystem.

Saudi Arabia's Initiative Seventeen illustrates an enthusiastic and strategic approach to corporate transformation, acknowledging the significance of a modernized legal framework as a foundation for a flourishing digital society. This project demonstrates the Kingdom's intention to establish itself as a frontrunner in the digital era. It aims to ensure that its laws and policies are capable of supporting the lofty objectives of Vision 2030, promoting creativity, and gaining a competitive advantage in the global digital economy.

1- 20 Secrets of Success (Initiatives Outcomes)

Drawing from Saudi Arabia's strategic approach to business transformation through its various initiatives, here are 20 Secrets of Success that encapsulate key lessons and principles that can be applied to similar transformation efforts:

1. **Visionary Leadership**: Lay out a prevailing, concrete vision that is used across all the transformation processes as evidenced in Saudi Vision 2030.

2. **Strategic Planning**: Prepare comprehensive strategies and technological maps for each one of the initiatives, by virtue of which their coherence with overall goals would be made possible.(Bryson et al. 2018).

3. **Stakeholder Engagement**: Involve all the related stakeholders, including local and federal government institutions, private sector partners, and the public to provide for a wide base of support and participation.

4. **Regulatory Innovation**: Revise and reengineer legal systems to allow innovations and emergence of new technology fields and industries.(Grandis et al. 2023).

5. **Investment in Infrastructure**: places priority on investments in the underlying digital and physical infrastructure that will support future economic growth and innovation.(Carlo et al. 2023).

6. **Digital Literacy and Skills**: Nurture a lifelong learning and professional development mindset that will equip employees with the necessary skills for digital future.

7. **Public-Private Partnerships**: We must work on partnerships between public and private sectors for increasing progress rate and sharing expertise working together.

8. **Emphasis on Cybersecurity**: Put a special focus on digital security in order to ensure the trust of digital payment services and transactions.(Slapničar et al. 2022)

9. **Focus on Sustainability**: Guarantee that the impact of the transformation has a positive contribution to sustainable development goals.

10. **Innovation Ecosystems**: Build structures that promote creativity, the likes of technology parks, incubators, and accelerators among others.

11. **Broadband Accessibility**: Enlarge high-speed internet's range to be an underpinning of economic development and social inclusion.

12. **E-Government Services**: Digitize of government services for improved efficiency, transparency and citizen participation.

13. **Data-Driven Decision Making**: Apply data analytics in a way that will guide policies and improve services provisions.

14. **Agile Implementation**: Adopting agile methodologies are the way of running projects quick and flexible turning them into interactive processes.

15. **Quality and Excellence**: Suit high service quality standards and constantly performing quality audits.

16. I**nclusivity**: Having everyone involved in transformation efforts and not just a selected few gives the entire society and the underserved and rural communities the chance to gain benefits.

17. **International Collaboration**: Partner with international organizations with the view of learning from other best ways practiced across the world.

18. **Technology Adoption**: Evolve with the fast-paced changes in technology so as to stay competitive and innovative.

19. **Cultural Adaptation**: Create a workplace that allows for a new culture where change, innovation, and digital transformation is embraced.

20. **Monitoring and Evaluation**: Regularly tracking the progress and evaluating the outcome of such initiatives will enable us to identify needed adjustments and modifications.

The Secrets of Success, drawing inspiration from Saudi Arabia's business transformation approach, emphasize the significance of strategic vision, engagement with stakeholders, adaptation to regulations, and investment in both people and technological resources. By adopting these concepts, enterprises and nations may effectively traverse the intricacies of transformation in the digital world.

VIII. Conclusion

An in-depth examination of Saudi Arabia's 17 initiatives within the Digital Transformation topic of the National Transformation Program demonstrates a sophisticated strategy for transforming businesses, which is crucial for achieving the objectives outlined in Vision 2030. The report examines how the Kingdom implements business transformation principles outlined in initiative 7.1.1 through 7.1.17. It sheds light on the strategic, operational, and technological foundations that together support the nation's ambitious digital transformation ambition. The researcher has identified 20 Secrets of Success that encompass the crucial methods and practices for implementing successful corporate transformation. These include visionary leadership, stakeholder involvement, innovation, and sustainability, among other important variables.

This conclusion highlights the importance of having a well-organized and strategic plan while dealing with the intricacies of digital transformation on a national scale. Saudi Arabia's systematic approach in implementing business transformation principles across its digital projects sets an example for other countries and businesses aiming to pursue similar transformative endeavors. The Kingdom's journey, characterized by meticulous strategizing, implementation, and ongoing education, provides valuable perspectives on attaining a sustainable and prosperous future through digital transformation. This research not only adds to the scholarly discussion on corporate transformation but also offers practical advice for policymakers, business executives, and strategists seeking to utilize digital innovation for holistic national progress.

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