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TOURISM 5.0 IN PRACTICE: NAVIGATING THE TENSIONS BETWEEN DIGITAL EFFICIENCY AND LIVED AUTHENTICITY IN THE SAUDI CONTEXT

Mohamed ABDELKADER [1*], Abu Elnasr E. SOBAIH [2*]

[1] Dar Al Uloom University, College of Business Administration, Marketing Department, Riyadh, Saudi Arabia; m.abdelkader@dau.edu.sa (M.A.)
[2] King Faisal University, College of Business Administration, Management Department, Al-Ahsa, Saudi Arabia; asobaih@kfu.edu.sa (A.E.E.S.)

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Abstract: The Tourism 5.0 paradigm is emerging as a pivotal response to the limits of a purely efficiency-oriented digitalisation, by placing people and sustainability back at the centre of innovation to create a holistic and responsible tourism ecosystem. Within the framework of Vision 2030, Saudi Arabia has adopted this orientation as a lever for economic diversification as a leading international tourism destination drawn on its cultural heritage and natural resources. However, the shift from theory to practice, in a context of very rapid transformation, raises questions about the balance between technological automation and authentic cultural experience. To address such questions and explore the tension between automation and authenticity resulted from the transition towards Tourism 5.0, a qualitative interpretive approach was undertaken. Based on 24 in-depth interviews conducted with Saudi and international experts during the TOURISE 2025 event. The reason for the interviews is to delve deeply into experts' perceptions on how artificial intelligence and data are being integrated into the tourism sector as well as addressing the potential conflict between digitalization and authenticity. The findings reveal a strong ambition to build a Saudi "smart heritage" for enhancing, not replacing, cultural experience. There is also a need for structural challenges related to the development of hybrid skills among the workforces. The skills should include mixing technological proficiency with deep cultural knowledge and hospitality expertise proficiency. The results also emphasised the inclusion of small local tourism and hospitality businesses for successful transition. Implications of these findings are then discussed and elaborated.

Keywords: tourism 5.0, artificial intelligence, lived authenticity, Saudi Arabia, sustainability

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INTRODUCTION

The global tourism industry is undergoing an unprecedented transformation, driven by accelerating technological advancements that are redefining the very structures of the global economy (Zhang & Szabó, 2024).

This transformation has been widely theorized under the umbrella of Industry 4.0, a concept that emerged in 2011 to describe the massive integration of artificial intelligence, Big Data, and the Internet of Things (IoT) into production processes (Devezas et al., 2016; Schwab, 2017). In the tourism sector, this revolution has given rise to the concept of "Tourism 4.0," centered on optimizing flows and on instant interaction between the virtual and the real worlds (Kurgun et al., 2018; Starc Peceny et al., 2019; Tricahyono et al., 2026).

However, we are now witnessing a shift towards a new level: Tourism 5.0. The previous model focused mainly on digital efficiency (Kagermann & Winter, 2018). Tourism 5.0 aims to reintroduce a socio-cultural and human dimension that was often neglected in the race toward automation (Hammad et al., 2025). Innovation in this sector can no longer be seen as a simple adoption of digital tools, but rather as a complex articulation between technological knowledge and the emotional expectations of visitors (Hjalager, 2010). Recent studies highlight the importance of integrating technological adoption with human well-being and organizational capabilities: for example, post-pandemic digital transformation in hospitality can reduce technostress and increase employee and guest well-being (Alfehaid et al., 2024), while IoT applications improve tourist satisfaction when aligned with workforce competencies (Al-Nsour et al., 2025). As some authors suggest, the challenge is no longer only how technology enhances the experience, but how it integrates human interaction and workforce competencies (OECD, 2024).

The case of Saudi Arabia offers a particularly relevant field of observation. Under the momentum of Vision 2030, the Kingdom has transformed tourism into a truly strategic economic infrastructure, going beyond leisure activities to target 150 million visitors (Ministry of Tourism, 2025). Saudi Arabia's strategy is highly ambitious and revolves around the transition from a traditional model to a human-centric 5.0 approach within global megaprojects such as NEOM and

* Corresponding author

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the Red Sea. However, as Starc Peceny et al. (2019) point out, little research has examined the actual effectiveness of these new business models when confronted with operational realities.

This study addresses this gap in a focused and empirically grounded way. It tackles two main shortcomings in the literature. First, although Tourism 5.0 has been conceptually developed (Zizic et al., 2022; Hammad et al., 2025), empirical evidence on how stakeholders, especially in rapidly transforming emerging economies such as Saudi Arabia, perceive and navigate this transition remains limited. Second, the Saudi context is still underexplored as a "smart heritage" setting, where advanced technologies must coexist with deeply rooted cultural identities. Using a qualitative exploratory approach grounded in Wanda Orlikowski's (2007) sociomateriality perspective, this study contributes to addressing both gaps. In this paper, "augmented tourism" refers to tourism experiences where digital technologies enhance, rather than replace, the human, cultural, and emotional dimensions of the visit. Technologies such as AI, IoT, and immersive tools act as enablers of authenticity, supporting richer experiences without substituting them.

The objective of this research is therefore to analyze the perceptions of international experts and Saudi decision-makers regarding the promises and risks of Tourism 5.0. This objective was achieved through an exploratory qualitative survey conducted during the TOURISE 2025 international summit in Riyadh. We seek to understand how the transition toward "augmented tourism" is unfolding and how it is interpreted by key actors.

First, we establish the theoretical framework distinguishing Tourism 4.0 from Tourism 5.0. Next, we present the methodology and the results obtained from the interviews. Finally, we discuss the strategic implications that may allow the Kingdom to position itself as a global reference in "smart heritage".

A review of the literature shows that Industry 4.0 has acted as a catalyst for radical transformation in the global economy (Schwab, 2017; Bai et al., 2026). Initially centered on Germany's high-tech strategy (Devezas et al., 2016), this dynamic relies on the interconnection of physical and cyber systems (Hermann et al., 2015; Kagermann & Winter, 2018). In the tourism sector, this evolution has given rise to the concept of "Tourism 4.0," which uses technologies such as the Internet of Things (IoT), Big Data, and Artificial Intelligence (AI). These tools have evolved to such an extent that they have become major drivers of value creation (Starc Peceny et al., 2019; Tricahyono et al., 2026). As Kurgun et al. (2018) point out, Web 4.0 has redefined the tourism experience by enabling instant interaction between the virtual and physical worlds. However, recent literature suggests that this race toward automation has sometimes prioritized productivity at the expense of the quality of human relationships (Hammad et al., 2025; Makiela et al., 2023; Tricahyono et al., 2026).

While Tourism 4.0 was primarily technology-oriented, Tourism 5.0 emerges as a corrective response aiming to harmonize computing power with human creativity and empathy (Hammad et al., 2025). This shift toward 5.0 reflects an evolution toward a "super-intelligent society" where innovation serves social well-being and sustainability. To analyze this transition, we draw on Orlikowski's (2007) theory based on the concept of "sociomateriality." The same author argues that the social and the material are inextricably intertwined. In the Tourism 5.0 paradigm, technology goes beyond its role as a support tool to become a partner embedded in a "constitutive entanglement" (Orlikowski, 2007), where the essence of hospitality and the precision of the algorithm are no longer separate but interact to shape the human experience.

Innovation in tourism, as defined by Hjalager (2010), is not merely the adoption of new products but also a reorganization of processes and knowledge management. In Tourism 5.0, this innovation refers to a new human-centric orientation. We observe that the tourist experience is increasingly shaped by a complex interaction between local communities and technological ecosystems. In this model, technology does not replace human interaction but acts as a facilitator, serving as a catalyst for authenticity (OECD, 2024).

The transition to Tourism 5.0 presents organizations with major challenges in terms of learning and skills development (Sobaih et al., 2025). Pasquale (2020) emphasizes that the evolution of the workforce should not lead to replacement by automation, but rather to collaboration, where robotic systems and AI enhance the value of human labor.

This transformation is not limited to the acquisition of technical skills but also involves a deep cultural shift within organizations (Crnjac Zizic et al., 2022; Jamwal et al., 2021). However, despite this necessity, Starc Peceny et al. (2019) note a persistent lack of research on the development of effective business models capable of reconciling advanced technologies with operational sustainability. The accelerated adoption of new technologies in the post-pandemic period (Mordor Intelligence, 2026) has made this gap even more critical.

As part of Vision 2030, Saudi Arabia is not only integrating Industry 4.0 technologies but also aspires to define the standards of Tourism 5.0. Massive investments in ultra-connected megaprojects (NEOM, Red Sea Global) raise questions about the ability to maintain authentic hospitality while striving for world-class performance (Ministry of Tourism, 2026). Drawing on the work of Orlikowski (2007) and Leonardi et al. (2012), we suggest that the success of Saudi projects lies not only in technological innovation but also in the emergence of a distinct socio-material practice. In this context, cutting-edge infrastructure (the technological subsystem) and cultural identity (the social subsystem) are no longer simply juxtaposed. They are recursively organized so that each digital advance enriches human connections and social roles. This fusion introduces a new form of tourism experience where technology serves national heritage and local hospitality. This theoretical framework allows us to raise our research problem: how is Saudi Arabia negotiating this shift toward Tourism 5.0 in order to transform tourism into a sustainable economic infrastructure while preserving workers' agency and cultural authenticity?

METHODS

Research plan and context

This research adopts a qualitative and exploratory approach in order to capture the complexity of perceptions surrounding Tourism 5.0 in the Saudi context. Qualitative inquiry is particularly relevant when the objective is to

understand meanings, representations, and strategic interpretations formulated by actors involved in major transformations (Creswell, 2013). Rather than testing predefined hypotheses, the study seeks to explore expert discourses and sense-making processes related to augmented hospitality.

The research design is grounded in an interpretivist perspective, assuming that reality is socially constructed through interaction and experience. In this sense, Tourism 5.0 is approached not only as a technological shift but also as a symbolic and organizational transformation affecting professional practices, identities, and values within the tourism ecosystem. The summary of the research design framework is presented in Figure 1.

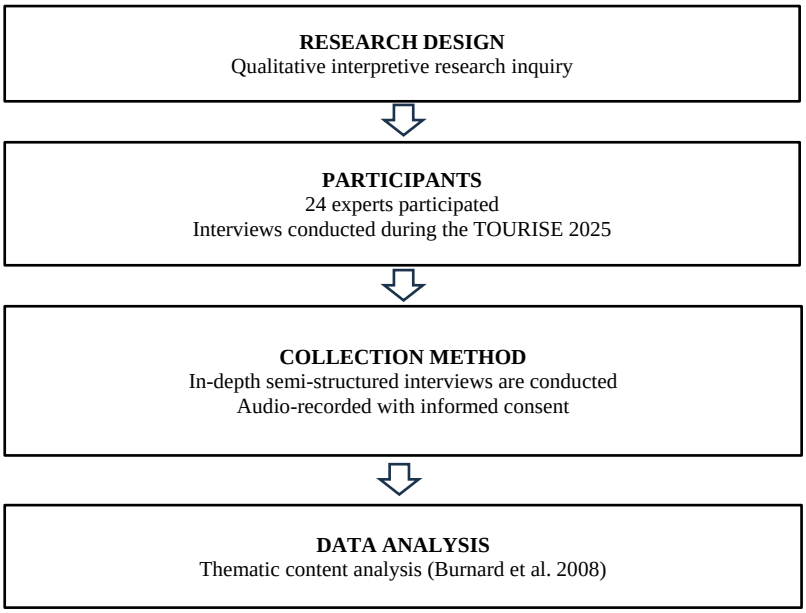


Figure 1. The research design framework

Sample and participants

The study relies on a purposive sampling strategy with maximum variation, aiming to capture heterogeneous viewpoints across the Saudi tourism ecosystem. A total of 24 experts were interviewed during the TOURISE 2025 international summit held in Riyadh from 11 to 13 November 2025. Participants included policymakers, destination managers, technology providers, academics, and consultants directly involved in tourism development projects in Saudi Arabia. Table 1 presents the profile of the participants.

Table 1. Sample characteristics and participant profile

Participant	Gender	Age range	Main role	Category organization	Nationality
P1	M	45-54	Senior official	Authorities Public	Saudi
P2	F	35-44	Administrative framework	Authorities Public	Saudi
P3	M	55-64	Administrator regional	Authorities Public	Saudi
P4	M	45-54	Executive Director	Strategic Projects	Saudi
P5	M	35-44	General manager	Private - Hospitality	International
P6	F	25-34	Digital Specialist	Strategic Projects	Saudi
P7	M	50-59	Responsible strategy	Authorities Public	Saudi
P8	M	40-49	Business owner	Private - SMEs	Saudi
P9	F	35-44	Expert consultant	Independent expert	International
P10	M	55-64	Researcher academic	Independent expert	International
P11	M	45-54	Tech solutions provider	Partner technology	International
P12	F	40-49	Responsible operations	Private - Hospitality	International
P13	M	35-44	Responsible development	Private - Services	Saudi
P14	M	50-59	Manager	Private - Hospitality	International
P15	F	25-34	Digital Specialist	Partner technology	Saudi
P16	M	45-54	Senior Advisor	Independent expert	International
P17	M	40-49	Executive Director	Strategic Projects	Saudi
P18	F	35-44	Responsible operations	Private - Hospitality	International
P19	M	55-64	Consultant	Independent expert	Saudi
P20	M	30-39	Developer platform	Partner technology	International
P21	F	40-49	Director	Authorities Public	Saudi
P22	M	35-44	Responsible operations	Strategic Projects	Saudi
P23	F	45-54	Business owner	Private - SMEs	Saudi
P24	M	50-59	Manager	Private - Hospitality	International

This sampling logic does not seek statistical representativeness but rather analytical richness and conceptual diversity (Patton, 2015). The selection of respondents was guided by their level of responsibility, professional experience, and direct exposure to Tourism 5.0 initiatives. Such a strategy allows the identification of convergent and divergent narratives regarding digital transformation and hospitality practices.

Data collection and analysis

Semi-structured interviews were conducted face-to-face during the TOURISE 2025 summit in Riyadh. This method was selected to balance flexibility and consistency: open-ended questions encouraged rich, spontaneous responses while maintaining a shared thematic focus across participants. Each interview lasted 35–60 minutes, was audio-recorded with informed consent, and transcribed verbatim.

The interviews were structured around three central themes: perceptions of tourism 5.0, adoption challenges, and future visions (see Appendix 1). We used open-ended questions to encourage spontaneous responses from the interviewees. Thematic content analysis followed the eight-step procedure of Burnard et al. (2008): familiarization, open coding, category development, refinement, comparative analysis, thematic synthesis, peer validation, and interpretation

This procedure involved two independent coders who cross-checked emerging categories to ensure analytical rigor, with any disagreements resolved through discussion until consensus was reached. The analysis was further guided by the qualitative framework of Miles et al. (2014), supporting an iterative process of data reduction, display, and conclusion drawing. -Sociomateriality (Orlikowski, 2007) and sustainability transition theory served as interpretive lenses throughout. From an ethical standpoint, informed consent was obtained from all participants prior to recording. Confidentiality was ensured through the use of participant codes (P1–P24) in lieu of names.

RESULTS

The results of the thematic analysis of the 24 interviews will be presented for each of the three main themes. For each theme, the results of the sub-themes will be presented.

Perception of Tourism 5.0: Merging Algorithm and Human Dimension

The first observation that emerges is the perception of the actors on the need to move beyond the narrow framework of digital 4.0 towards an approach much more focused on emotion and ethics. Interviewees commented about enhanced hospitality and the use of technology to serve humanity. Among comments:

"5.0 is the perfect tool for personalisation without dehumanising. AI prepares us to work with data to offer tailor-made solutions, but ultimately, it's emotion and interaction that count." (P5)

"We must digitise the useless and humanise the necessary. Technology facilitates a rapid response, but real interaction remains the key factor". (P12)

"The real challenge is much more ethical than technical. We are working on an ecosystem where AI acts as a leading assistant for authentic and sustainable hospitality." (P1)

"5.0 is about building our own 'Smart Heritage', adapting modern technology to our cultural heritage to enhance human capital." (P7)

Interviewees also commented on the visitor experience. They argued that tourism planners and decision makers should rethink the visitor experience in the era of Tourism 5.0. Among the comments:

"The tourism of tomorrow will be interactive, personalized, and emotional. We're no longer just selling a place, but an experience before, during, and after the trip." (P6)

"Thanks to big data, we know the visitor before their arrival, which allows us to make their stay unique from the very first second." (P17)

"I don't want AI to surpass human interaction. That's the very reason we travel—to discover other cultures." (p. 10)

Challenges of the transition to Tourism 5.0

Despite the clarity of the strategic vision for the tourism sector, operational implementation reveals several challenges, especially in terms of project management and skills development. Interviewees commented about smart infrastructure and tourist flow management to ensure sustainable optimization of flows. Among Comments:

"*Reaching 150 million visitors isn't just about building hotels. It requires smart infrastructure capable of managing visitor flows using data." (P4)*

"The challenge is no longer the capacity to accommodate, but the digital capacity: intelligent transport, automated check-in, predictive management." (P22)

"Without taking into account new technological tools, achieving the 2030 objectives becomes difficult." (P11)

"We need to improve the entire process, from the airline to the travel agency, to make the experience much smoother" (P14)

One of the interesting issues that raised as a key challenge for the transition to Tourism 5.0 is the human capital and hybrid skills in the era of tourism 5.0. Among comments:

"One of our biggest challenges is human resources. Industry 5.0 requires individuals who understand both the local culture and cutting-edge digital tools." (P16)

"The sector has no shortage of staff, but rather of hybrid profiles capable of collaborating with AI while remaining excellent hosts." (P9)

"We train our young people to be prepared for technological challenges, because they are the driving force behind this integration." (P21)

"With 70% of the population under 35, we have a goldmine for adopting these technologies more easily." (P19)

Vision and Perspectives: Saudi Arabia Seen as a Global Model

The Kingdom is not limited to being perceived as a mere user, but as one of the future architects of global tourism standards. Hence, interviewees commented about sustainability of tourism towards sustainable tourism innovation in Saudi Arabia. Among their comments:

"Tourism 5.0 makes it possible to reduce the environmental footprint through virtual reality while aiming for carbon neutrality by 2060." (P3)

"NEOM is a global laboratory. What we are developing here in terms of smart mobility will serve as an international benchmark." (P17)

"We are no longer copying the West. We are building an ecosystem capable of producing solutions that can be marketed internationally." (P20)

"Sustainability is no longer a slogan; it is a factor integrated into every stage of development." (P13)

They also commented about governance and public-private synergy. They argued that success is perceived as a coordinated collective effort. They argued:

"The role of the public sector is to prepare legislative ground; the role of the private sector is to transform this vision into concrete experiences." (P1)

"Tourism is a multiplier of peace and dialogue when official channels are under severe strain." (P10)

"We follow a decentralized model to promote each region in a diverse and authentic way." (P7)

"The partnerships signed at TOURISE show that the private sector is ready to meet the challenge of Industry 5.0." (P24)

All these analyses were conducted with great rigor to highlight the perceptions, challenges, and perspectives of key players in Tourism 5.0 in Saudi Arabia. This allows us to identify the technological and human levers that can guide the transition towards innovative, sustainable, and experience-driven tourism.

DISCUSSION

In recent years, the tourism landscape has undergone rapid evolution marked by the emergence of Tourism 5.0. This represents a fundamental paradigm shift in the way the travel industry operates. This exploratory study aimed to investigate in depth the perceptions of stakeholders and professionals in the Saudi Arabian sector regarding this transition. The results of our research align with the findings of Buhalis et al. (2024). They emphasize that the adoption of technologies depends not only on their technical performance, but also on the perceived value of the learning and the satisfaction they provide. While Tourism 4.0 adoption depends on usefulness and ease of use, organizational adoption frameworks suggest that technological, organizational, and environmental factors play critical roles (Al-Amin et al., 2024). We note that the Saudi context introduces an additional dimension based on the socio-material entanglement between technologies, actors, and practices (Orlikowski, 2007), which aligns with the new dynamics of Tourism 5.0.

In extending Wanda Orlikowski's (2007) sociomateriality perspective, the case of Saudi Arabia highlights a culturally embedded form of constitutive entanglement. While Orlikowski's original framework was developed in organizational contexts, the findings suggest that the intertwining of the material and the social operates here at the destination level, where national heritage acts as an active force shaping how digital infrastructures are designed, justified, and experienced. Participants no longer perceive technology as an external tool, but as an integral component of hospitality, thereby extending the sociomaterial lens into the tourism domain in a concrete and context-sensitive way. Contrary to widespread concerns in the literature about dehumanization and technological stress (Oktadiana & Pearce, 2020), our interviewed experts perceive Tourism 5.0 not as an end in itself, but as a pathway beyond Industry 4.0 toward a holistic value ecosystem, where human interaction is enhanced and maintains its rightful place within the system.

Our results also reveal that the economic dimension of Tourism 5.0 in Saudi Arabia surpasses that of traditional models. Compared to other contexts and destinations that use data and new technologies as a competitive advantage, the Saudi model stands out for its commitment to using these technologies as a lever for socio-cultural transformation across the entire nation. The identification of technologies such as virtual reality (Zhong et al., 2021) and IoT connectivity (Suanpang & Pothipassa, 2024) is not solely aimed at increasing productivity but also represents a commitment to creating a "Smart Heritage" that enables immersive, personalized, and sustainable experiences. This finding aligns with the work of Zhang et al. (2022), who view digital technologies as a means to offer intelligent experiences that allow for deep interaction with the country's local history. Similarly, Schuemie et al. (2001) and Çizel & Ajanovic (2018) confirm that VR and AR technologies offer increased sensory immersion.

Moreover, recent studies emphasize that integrating technology with organizational and human factors can mitigate technostress and enhance both employee and tourist well-being (Alfehaid et al., 2024), while IoT adoption improves tourist satisfaction when aligned with workforce capabilities (Al-Nsour et al., 2025). Furthermore, our results align with the concerns of Starc Peceny et al. (2019) regarding the need to develop sustainable and environmentally friendly business models. Our findings show that the experts interviewed advocate for a more environmentally responsible and technology-informed tourism sector. In this sense, Tourism 5.0 in Saudi Arabia aligns with the human-centric and value-driven paradigm shift described by Crnjac Zizic et al. (2022), which emphasizes balanced technological integration that enhances human well-being while mitigating risks such as digital stress and cognitive overload.

Beyond the empirical observations presented above, this study also invites a more reflective understanding of Tourism 5.0. Rather than viewing it as a simple stage following Tourism 4.0, the findings suggest that it represents a gradual and sometimes delicate adjustment between technological progress and the long-standing culture of hospitality in Saudi Arabia. During the interviews, several participants returned to this idea in different ways: technology was often described not as a goal in itself, but as something that should remain discreet, almost invisible, in order to protect the emotional quality of the visitor's experience. In this sense, Tourism 5.0 appears less as a technological rupture and more as an ongoing negotiation between digital infrastructures, organizational routines, and cultural identity.

Drawing on Orlikowski's notion of socio-materiality, we may interpret this transition as a process in which tools, practices, and values slowly become intertwined at the scale of the destination. The idea of "smart heritage" emerging from the Saudi context illustrates this movement: modern systems are introduced, yet they are expected to reinforce, rather than replace, the human and cultural foundations of hospitality.

This research contributes to the growing body of literature on Tourism 5.0 by approaching it from the perspective of Orlikowski's (2007) socio-materiality theory. According to this theory, technology and human interaction should no longer be considered separately, but rather as two essential components that co-constitute the tourist experience. In a context of rapid growth, such as that defined by Saudi Arabia's Vision 2030, this perspective allows for a better understanding of how the integration of new technologies transforms both professional practices and the tourist experience. It opens new avenues for exploring how artificial intelligence shapes the identity and skills of tourism sector stakeholders.

Regarding the development of hybrid professional profiles, it is essential that organizations invest in employee training. This involves not only mastering digital tools but also developing the ability to use artificial intelligence to enhance emotional intelligence and customer service. A greater emphasis should be placed on hybrid profiles that combine both technical and interpersonal skills, which is crucial for Tourism 5.0.

With regard to the inclusion of SMEs through data, it is advisable to establish open data sharing platforms to bridge the gap between mega-projects and small local operators. These platforms will serve small businesses, enabling them to benefit from the customer insights generated by large-scale infrastructure. In this way, all tourism stakeholders, regardless of size, can take advantage of technological innovation.

To successfully transition to Tourism 5.0, decision-makers should consider a charter for "augmented hospitality." This charter would ensure that automation respects human rights and people's privacy. It would also help prevent the dehumanization of the experience, a risk frequently cited in technology research.

We recommend that the use of immersive technologies be geared towards preservation and learning, and not simply as innovative tools. Each visit should be presented as an educational and sustainable opportunity. This will enhance the value of heritage while offering an enriching tourist experience.

CONCLUSION

The objective of this research was to explore how Tourism 5.0 is perceived and implemented in Saudi Arabia. More specifically, we focused on the shift from a purely technical digitization based on Industry 4.0 to a 5.0 model centered on integrating human interaction and sustainability. To this end, we conducted an exploratory qualitative study with 24 experts at the TOURISE 2025 summit to understand how the Kingdom perceives and responds to this complex transition.

Study's findings highlight three main aspects. First, Tourism 5.0 is perceived as a rather complex socio-material interaction in which technology does not replace authentic Saudi hospitality but rather co- constitutes it to offer a much deeper and more personalized experience (Orlikowski, 2007). Second, our results show that the widespread adoption of AI, Big Data, and IoT in megaprojects faces significant structural challenges, including the need to train new hybrid professionals capable of combining local culture and its benefits with mastery of new digital technologies.

Finally, our results reveal that Saudi Arabia is no longer simply consuming ready-made solutions but aims to become a model for "Smart Heritage" and technological sustainability.

The insights from this study are highly relevant to Saudi tourism, which is undergoing a massive transition and aims to become one of the world's top destinations. The shift towards Tourism 5.0 entails tourism with strong emotional value, capable of transforming each visit into a genuine learning experience and cultural connection. However, success in this new Tourism 5.0 transition requires decision-makers to maintain a balance between the efficiency of big data algorithms and the wisdom and distinctive nature of human service. This also depends on the commitment and engagement of all stakeholders (local businesses, both large and small) to guarantee success and sustainability.

The exploratory design and purposive sample of 24 participants in this study limit the generalizability of the findings to the broader sector. In addition, the summit setting may have introduced a positivity bias in participants' responses. Future research should employ quantitative approaches with larger, representative samples to validate these findings and assess the impact of Tourism 5.0 technologies on stakeholder performance. Longitudinal studies would also be valuable to track the evolution of sociomaterial infrastructures in large-scale initiatives such as NEOM and The Red Sea Project.

Appendix 1: Semi-Structured Interview Guide

THEME 1: Current situation and strategic positioning

- How do you define the concept of Tourism 5.0 in the current context of Saudi Arabia?
- What role does technological innovation play in the objectives of vision 2030 for the sector?
- How would you describe the desired balance between the use of advanced technologies and traditional Saudi hospitality?

- In what way do you think the perception of the Kingdom as a tourist destination has evolved in recent years?

THEME 2: Analysis of challenges and barriers to adoption

- What are the main technical or structural obstacles you encounter in deploying smart solutions?
- How do you assess the alignment between current workforce skills and the requirements of digital transformation?
- What are the challenges associated with integrating SMEs and local players into the giga-project ecosystem?
- What are the major issues concerning environmental sustainability and ethics in the use of data?

THEME 3: Vision and Development Prospects

- How do you see the evolution of the visitor experience by 2030 thanks to new technologies?
- What role can Saudi Arabia play in the creation and export of tourism technology solutions on a global scale?
- How do you envision the division of roles between the public and private sectors to manage this transition?
- What do you think are the next priority steps to consolidate the Saudi model as an international benchmark?

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