

## Challenges and Strategic Recommendations for Digital Transformation in Saudi Arabia: A Sector Perspective

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### Abstract

Digital transformation is at the core of Saudi Arabia's Vision 2030. However, despite heavy investments and growing awareness, many organizations struggle with successful adoption. This paper identifies practical challenges encountered in different sectors—enterprises, SMEs, and startups—and offers actionable recommendations. The study blends real-world consulting experience in Saudi Arabia with global transformation frameworks and highlights cultural, operational, and technical gaps that hinder success.

**Keywords:** Digital Transformation, Saudi Arabia, Vision 2030, Data Silos, Process Automation, Organizational Culture, Change Management, Legacy Systems, SMEs, Startups.

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### I. Introduction

The Kingdom of Saudi Arabia has prioritized digitalization across all sectors through Vision 2030. However, digital transformation is not just about adopting new technology—it's about reimagining business processes, fostering collaboration, and empowering users. This paper focuses on challenges observed across sectors in the Saudi market and suggests practical strategies to overcome them.

### II. Literature Review

- Alghamdi, A. et al. (2021) highlighted resistance to digital transformation in Saudi SMEs due to cultural rigidity and cost concerns.
- Deloitte Digital Transformation Survey (2022) noted that over 70% of Saudi organizations initiated transformation without proper change management frameworks.
- McKinsey's Global Digital Index (2023) emphasized that organizations with strong cross-functional collaboration are 3x more likely to succeed in transformation.
- Alshehri, M. and Drew, S. (2020) cited lack of digital skills as a core blocker in construction and heavy industries.

### III. Methodology

This paper uses qualitative insights based on firsthand consulting engagements with over 50 organizations in Saudi Arabia. Sector-wise case studies were compiled and analyzed to identify recurring challenges and patterns. The methodology includes interviews, workshops, and system audit reviews.

### IV. Sector-Wise Challenges

#### 4.1 Enterprises

- **Challenge:** Migration from legacy ERP/CRM systems.
- **Risk:** Fear of data loss and downtime.
- **Behavioral Insight:** Top-down decisions override system design needs.

#### 4.2 SMEs

- **Challenge:** Budget constraints and resistance from habitual staff.
- **Observation:** Many SME teams equate transformation with unnecessary complication.

#### 4.3 Startups

- **Challenge:** Lack of business process clarity.
- **Pattern:** High energy but low operational maturity. They lack expertise to define scalable systems.

## V. Cross-Sectoral Challenges Identified

Challenge	Description
Misaligned transformation goals	Digitizing manual processes without optimization
Resistance to expert consultation	Internal teams assume current practice is best
Departmental data silos	Departments operate independently and fear visibility loss
Lack of process automation clarity	Automating broken workflows instead of redesigning them
“Boss is always right” culture	Appeasement overrides expert recommendations
System burdening users	Excessive focus on data input rather than automation & insight
Staff digital fear	Technological hesitation in sectors like construction
Over-customization	Customizing from Day 1 limits scalability
Vendor dependency	Lack of internal champions results in poor ownership
Compliance-driven initiatives	Transformation for audits, not efficiency
Fragmented IT decisions	Isolated tool choices with no unified roadmap

## VI. Recommendations to Overcome Challenges

Challenge	Strategic Recommendation
Legacy system migration	Use phased migration with sandbox testing and real-time validation
Staff resistance	Conduct practical workshops and success story sharing
Data silos	Implement cross-departmental dashboards and access policies
Process automation confusion	Map As-Is and To-Be processes before automation
Top-down culture	Empower cross-functional transformation committees
Input-focused usage	Shift KPIs to system output and automation outcomes
Digital skill gap	Develop tech onboarding programs, especially in legacy industries
Budget concerns in SMEs	Use modular, cloud-first tools like Zoho with minimal upfront cost
Over-customization	Begin with best practices, then iteratively customize post-launch
Compliance-only attitude	Align regulatory compliance with business value KPIs
Vendor dependency	Create internal champions with structured training and ownership

## VII. Conclusion

Saudi Arabia is making tremendous strides toward digitization. However, cultural, behavioral, and operational misalignments continue to challenge successful implementation. A people-first approach, combined with sector-aware strategies and cross-departmental collaboration, is essential to unlocking the true potential of digital transformation.

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