

Green Business: Sustainability within Saudi Vision 2030

Dr. Divya Rana^{*1}(Assistant Professor) & Ruba Suliman Alayed² (MBA Student)

College of Administration and Finance, Department of Business Administration, Saudi Electronic University, Riyadh, Kingdom of Saudi Arabia

Email: d.rana@seu.edu.sa

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Abstract

Sustainability reflects a shared common vision of contributing towards a secure and sustainable society for humanity. In which the use of resources, the trend of technological development and institutional change and the direction of investments are all in regularity way by enhancing both current and future potential to meet human needs and aspirations. As oil and gas production and exploration continues to be a priority. Oil and gas companies over the world included Saudi Arabia are implementing policies and regulations to reinforce the sustainability of the industry. Through the Saudi Vision 2030 and the 2020 National Transformation Program, Saudi Arabia defined a goal and critical measures to the kingdom's long-term survival for sustainable development and balanced growth. After carefully considering the available literature, the paper concluded that the success of the 2030 Vision in the oil and gas sector depends on the effective involvement and empowerment of pertinent companies at all levels of the Kingdom. As well as the development of comprehensive strategies and policies mechanisms which to guide progress towards sustainability. Although the transformed plan for Saudi Vision 2030 will be a challenge to pursuit, especially from the oil and gas sector. Overall, Saudi Arabia is highly expected to contribute to improving the global sustainability provides the plant with greener projects and initiatives transpiring in the homeland over the course of the next several years.

Keywords: Sustainability, Green Business, Saudi Vision 2030, and National Transformation Program.

1. Introduction

Sustainability advocates for a common shared vision of the process towards a society that is just, safe, clean and sustainable for humanity (Vogt, 2018). Sustainability concept has found its way into several phrases across a variety of meaning and contexts that include “sustainable society”, “urban sustainability”, “sustainable development and ecological sustainability where each aspect has its own use. These sustainability contextual applications of the concept make a universal definition of it a challenge. However, it can be defined as besides positive biophysical and socioeconomic development that meets the needs of the present without affecting the natural systems upon which life depends or foreclosing the opportunities available to the next generation (Shahriar, *et al.* 2012). Although the globe has made several initiatives in many spheres of human life, the world still suffering immense challenges to sustainable development, in developing countries (Alshuwaikhat & Mohammed, 2017). The benefits of global efforts for sustainable development are apparent and visible. The sustainability activities are pursuing and coordinated at the international, national and even local levels with its challenges (Morton, *et al.* 2017). Overall, it is obvious that countries are facing a specific challenge in the pursuit of sustainable development especially at the national level (Lee, 2014). The oil and gas industry is vital to the global economy and to several national economies, including in developing and emerging countries. Similarly, to most industrial activities, the oil industry can impact the global sustainability in various areas. The greatest impact is the depletion of natural resources and the release of pollution into the environment in high concentrations. Resulted of this pollution, there is a drastic decline in the world biodiversity, ecological resources, which considered as main sources for the survival of creatures alive. Therefore, oil firms are facing environmental challenges as well as socio-economic problems (Hackett, 2006). Recently IPIECA, the global oil and gas industry association for environmental and social issues, has developed a new report called ‘Mapping the oil and gas industry to the Sustainable Development Goals’. The main goal of this report is to explore the links between the oil and gas industry and the Sustainable Development Goals, besides seeking to facilitate dialogue and a shared understanding of how the industry can most effectively support the achievement of the SDGs. Therefore, oil and gas are key pillars of the global energy system and, as such, are drivers of economic and social development (Fragouli & Jumabayev, 2015).

Rising in environmental concerns led to creating a new awareness which is driving today’s society, governments, and industries towards a better safekeeping of the planet. As a consequence, Saudi Arabia is facing many development challenges, especially in oil and gas industry, the focus of this paper, which facing important technical challenges that make it move towards more efficient, less expensive and environmentally friendly solutions (Nurunnabi, 2017). In the light of that Saudi government has adopted several efforts to transfer the country to the sustainable economic growth and development, since they have

developed the 2020 National Transformation Program (NTP) and The Saudi Vision 2030. These two strategic programs were designed to set far-reaching objectives and goals to transform the country into one that is sustainable, diverse and at the center of international trade. With the Saudi Vision, 2030 growing expectation is placed on improving sustainable development by reducing the dependence on oil and contribute to global carbon emissions reduction effort. The Saudi government had adopted transform plan in order to achieve a sustainable economy, generating green jobs, promoting environmentally friendly business and establishing socially inclusive organizations (Moshashai *et.al.*, 2018). However, the extent to which Vision systematically aligns with sustainability principles, the program's ability to apply, the timeframe of implementation, the readiness of organizations, and the strategies used are remaining unexplored, besides the role of Saudi oil and gas industry role with its consequence challenges. Therefore, this research is an attempt to investigate the extent to which both the Saudi 2030 Vision and Saudi oil and gas industry will enhance the country sustainability that leads to developing global sustainability as well. In the last decade, the risks associated with environmental issues have increased especially from oil and gas field. Due to that, several organizations have called for contributions to the preservation of the planet. As a result of that, the Saudi government has adopted The Saudi Vision 2030 which seeks to reduce dependency on oil, generating green business, and contribute to global carbon emissions reduction effort toward the sustainable economic growth and development. Therefore, this paper will assess the effects of green business on sustainability besides sustainability practices that improve firms' value. The paper will investigate the impact of the oil and gas industry on global sustainability. This paper is likely to contribute to the green bossiness literature, develop sustainability literature and Saudi Vision 2030 literature. The findings of this paper are expected to provide some practical implications for sustainable development in the oil and gas sector. Furthermore, this paper has attempted to elaborate on and clarify the concept of sustainability and the role played by the oil and gas industry in achieving sustainable development. The paper focused on analyzing the role of Saudi Vision 2030 to achieve a prosperous future and sustainable development, with strategies, policies, and enablers associated with its implementation that will be adopted for enhancing the effectiveness of sustainable development. Towards the end, the importance of sustainable economic growth with regards to the oil and gas industry will be highlighted.

This research will consist of carefully analyzing the literature available regarding Sustainability within Saudi Vision 2030. Scholarly journal articles, peer-reviewed, and other reliable data from governmental sources scrutinized to help determine the major concerns. A number of secondary data were obtained to analyze the main position of Saudi Arabian understanding of sustainability and carbon management practices. Secondary data shed light on Saudi Arabian efforts and preparations to implement the Saudi Vision 2030 toward a sustainable economy and prosperous future. Furthermore, this research used a qualitative research strategy in the sense that there no numeric data or quantitative data produced. The secondary data support by analyzing relevant literature on Saudi sustainability and oil and gas roles in this field with their degree of awareness to support the argument. Throughout the literature, several scholars have discussed the same issues among different countries, besides the appropriate way to conduct research based on the several variables. Accordingly, this research complements the mainstream deductive theory testing approach by generating the challenges that are facing the development and implantation of Saudi 2030 Vision and its impact on sustainability based on empirical evidence that can be tested by future deductive research.

2. Understanding Sustainability

The following terms, which are frequently used throughout this study, are defined as follows:

Sustainability: Caradonna (2016) defined Sustainability as an avoidance of the depletion of natural resources in order to maintain an ecological balance for the next generation.

Sustainable Development Goals (SDGs): known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity (Webster *et al.*, 2014).

Millennium Development Goals (MDGs): Are eight international development goals for the year 2015 that had been established following the Millennium Summit of the United Nations in 2000, following the adoption of the United Nations Millennium Declaration.

A Sustainable Business: is an organization that participates in environmentally friendly or green activities to ensure that all processes, products, and manufacturing activities address current environmental concerns while maintaining a profit (Maskay, 2006).

National Transformation Program 2020 (NTP): The National Transformation Plan 2020 knows as an economic activity that made by of Saudi Arabia government in order to assist in achieving the Saudi Vision 2030 (Khan, 2018).

Saudi Vision 2030: Cowan (2018) defined the Saudi Vision 2030 as is a strategic plan put in place by the government of Saudi Arabia, in order to diversify the country economy, reduce the dependence on oil, and improve several service sectors such as education, health, infrastructure, recreation, and tourism.

Prior literature has discussed the link between green businesses and sustainability. Gevrenova (2015) believed that in this century, the environment and its related issues have become a major and vital matter that impact several aspects of human life, which in turn has led to the emergence concept of the green business. Brocke, *et al.*, 2012 described a green business as a business that pursuit and evaluated to be environmentally friendly. These pursuits may contain the utilize of natural or organic products, economical use of resources, tighter protections against emissions, designing organizations and processes in an efficient way and environmentally responsible in their activity's logistics and supplies. Green business is the focus in adopting

policies, practices, and principles that amend the customer's life quality and protect resources, enhancing material recyclability, reducing toxic dispersion and using renewable energy resources, all are considered as eco-efficient practices while having a green business. Subsequently, Bathmanathan & Hironaka (2016) added that these issues that associated with environmental protection have become one of the primary priorities in developing countries. Thence, due to the need to find ecological and environmentally-friendly products the firms have been forced to focus more on environmental issues in their businesses. The environmental issues have affected consumer's way of thinking; especially regarding the products, they are buying. They argued that these days, there is a great interest to protect the environment around the world since the behavior of consumers is moving towards green and environmentally-friendly products. Resulted from that, the green market of bossiness has created a competitive advantage between responsible and non-responsible firms, in a way that has strained them to concentrate more on producing clean products which are no harm for the environment.

2.1 Green Market

Wilburn *et al.*, 2015, suggested that the green marketing concept was evolved in 1960, when the united states and Europe have realized the environmental burden, besides other agencies as environmental protection agencies (EPA) the need to become becoming green and clean. The ecological pressure was also realized by the business firms led toy starting greening their business, therefore, the development goes on and till 1990 when it took an appropriate, shape. A new aspect has appeared to study which is focused on the market tends toward sustainability and environment-friendly in services and products called "Green". Griffin & Sun, 2013 argued that one of the most reasons behind this appearing is rising in serious issues that affect human life and the environment. That would lead to a lack of resources, a spread of pollution, global warming and other related issues with its harmful effects and consequences. Therefore, governments, organizations, firms, and consumer have considered this issue as a serious one that needed to have an action. What is more, growing the consumer awareness of the environmental issue has played an important role in changing the form of products and services. Resulted of that some new concepts emerged in the management sector, such as the green market, waste management, and green supply chain management which work as a guarantee a clean and green environment. Lin, *et al.*, 2013 declared that in today's market the emergence of a new market that called the green market was entailed as resulted of several factors such as changes in consumer behavior towards buying green or environmentally-friendly products, consumer awareness of the environment well as consumers' perceptions of green products. All these Factors force firms to address environmental issues in their activities in order to meet the needs of their customers, protect consumers' rights, and commit to their social responsibility. These days 'Greenmarket' can be considered as a growing economic opportunity for green products, green design, green supply chain, and green production. It would bring many opportunities in a variety of fields, especially for entrepreneurs to empower and motivate green entrepreneurship.

2.2 The Importance of Green Marketing

One of the main roles of green marketing is dealing with the scarcity of resources issue when they meet the customers' needs, by providing them with other alternatives which are not considered as harmful or contaminate to the environment. Therefore, it is significant to any organization to discover several alternatives that correspond with the company's goals, as well as meet the needs of both individuals and industry (Mctaggart *et al.*, 1992).

Azzone & Manzini, 1994 claimed that these days organizations have a major role in our society in terms of their duties and consequently. They have become more important to their active participation and believe they should have a moral commitment in their policies and practices in order to have a positive impact on the environment. In the light of that, these organizations that use green marketing policies and approaches are having a competitive advantage among other organization that has not engaged in responsible practices, while this actual trend arises from better satisfy customers' needs. Resulted from Ottman, 2011 added that recently, organizations have started focusing on developing the product and the process of aligning it with sustainability. That would include the process of producing; distributing, storage and all these processes must have the lowest impact on the environment. Besides the conservation of all the resources engaged in every step of the process, which resources are required during the product lifetime and the other practices used are ethical. On the other hand Sarkar, 2012 argued that the increase in pollution and the damages from global warming would be the best example of human destruction which is destructive to the environment. Therefore, social responsibility has been assuming an important element in today's society. These organizations that adopt a green marketing strategy, is expected to have a great opportunity to access enormous economic potential with green consumers a and growing market. Beside loyal customers who play an important role in organizing successful and growing, green organizations have the benefit of being attractive to a specific employee. Who is more productive, more efficient and dedicated comparing with another organization that is disrespectful to the environment, which could have a real difficulty in finding new employees on the labor market. Eventually, the technology has been affected every aspect of our lives positively and negatively, and it's often linked technology with nature. In this regard, it was essential to improve services and products that have little harm to the atmosphere. Therefore, there are some other benefits related of a being green business, such as the advances in technology that lead to developing the global sustainability by utilizing of recycled goods and use of new forms of goods (Saxena & Khandewal, 2010).

2.3. Sustainable Development

Sustainable development has been defined as development progress which meets the needs of the present without jeopardizing the needs of future generations. It is a result from economic growth with human development, in a level which society is seeking for a continuous development beyond economic one. The awareness of sustainable development (SD) has risen since 1983 when the General Assembly of the United Nations (UN) formed an independent commission on the development and the environment. Global Agenda was prepared for change proposing strategies in order to achieve environmental and sustainable economic development (Conard, 2013). Lotfi, *et al.*, 2018 argued that sustainable development is an important element focus on keeping and sustaining limited and non-renewable resources and plan to preserve them for the next generations. Therefore, sustainable development is an approach that provides societies a desirable future in terms of living conditions and the use of resources, that could meet the human needs without harming the beauty, safety, integrity and stability of life vital systems. Sustainable development means seeking to achieve economic and social development by maintaining and improving the quality of life of human and beings who use the capacity of ecosystems, without exploiting the natural resources. Therefore, environmental protection is one goal of the sustainable development which provides several conditions and solution to social, structural, and economic mortal patterns of development to avoid common issues such as the degradation of biological systems, the destruction of natural resources, pollution, the excessive population increase, climate change and the deterioration of the quality of life both in the present and future. Overall, any process of using resources, technology development, directing investments and institutional changes that are compatible with the needs of the present besides future can be called Sustainable development. Cramer & Karabell (2010) also claimed that in the business' world, especially in this twenty-first century, in order to survive and thrive, financial aspects can't be used for as an accurate measure for the success of financial aspects, sustainability measures should be incorporated as a measurable part of their performance. Firms have to ensure they have sustainable components to achieve competitive advantage among others or they might face suffocation and die a natural death. Furthermore, incorporating sustainability into branding would gain firms a competitive advantage. It can promote a firm's ability to attract customers who are concerned about the environment. Overall, integrating green practices, attributes and initiatives would highly improve the firm's reputation and perception of customer that is linked to environmental commitments and concern.

2.4 The Impact of Sustainable Practices on the Marketplace

Singh (2010) stated that for ages sustainability was considered as a cost component which can be used to save some money on electricity and water bills. However, thereafter sustainability actually has proven successful in improving profitability by reducing total costs and enabling increased sales in many fields. Several studies have been conducted on the financial outcomes of sustainable business practices showed that sustainability can pay off and drive revenues and profits. Hynes *et al.*, 2014 assumed that organizations should integrate the sustainability into their business operations, focusing into organizational changes, and applying those into each aspect of their organizational culture and structure, sustainable organizations will be able to drive not just revenue but create more value. Therefore, the organization needs to take a more pragmatic approach and stop considering sustainability as an additional cost.

2.4.1 Improve Financial and Investment Opportunity

Plinke and Knorzer (2014) added it has been recognized by investment analysts and Financial, that these organizations which developed sustainability plans with respect to energy efficiency and reduction of environmental impact as a significant evaluative criterion. The study conducted on six industries which considered as leaders in environmental, social, and governance policies, found that these companies have outperformed 72 percent of the companies outperforming their peers since August 2005.

Weber (2014) added that studies showed that forward-thinking organization, that driven by a sustainability program; it is highly expected to have a much lower risk in term of financial insurance, and liability risk. In the light of that, these companies have a light opportunity on cost savings and financial opportunities. Since it would be attractive to customers, insurers and the financial world. Also, will lead to increased access to capital, reduced underwriting costs.

2.4.2 Increased Productivity and Reduced Costs

By applying more sustainable business practices, efficiency in operations will increase as well, with better utilize and protection of resources, operations will be streamlined, and costs will decrease. Heerwagen (2000) divided the benefits of sustainable business into four categories of organizational performance. Sustainable business process results include process innovation and increased creativity and work process efficiency. Besides increasing of the overall productivity, grow of the resale value of a property, and reduced absenteeism. Furthermore, stakeholder relations are developed through public image, community outreach, and education, increased marketability, and capacity to work with community stakeholders. Finally, human resource benefits contain employee's personal productivity, quality of work life, reduced turnover, wellbeing, and being attractive to recruit high-quality workers.

2.4.3 Enhanced Brand and Increased Competitive Advantage

Doyle (1990) claimed that several previous studies showed that there is organization' sustainable practices, consumer green perceptions and preferences, and the equity of any brand are strongly interrelated. Where Sustainability practices would bring stronger meaning to the image of the brand, consequently deeper emotional bonds, and differentiation. Subsequently, Satisfied consumers are More attraction and loyalty to those these organizations and its products which fulfill the consumer needs, expectations, and desires. Williams (1992) added that sustainability could enhance the competitive advantage and public recognition by reducing various expected risks. Since green corporate perception, eco-label, and green product value play an important role in influencing the purchase decision for consumers who are may expect to pay higher prices for green brands. Therefore, a sustainable brand is an important driver of brand equity. A recent study conducted by Lee and Park (2016) found that sustainable and meaningful brands names could outperform more than competitors by estimated 120 percent. 75 percent of brand owner believes that sustainability has strengthened or alleviated their brand.

2.4.4 Increase Organization Reputation

Sustainable practices play an important role in Employee retention and recruitment. Low & Lamb (2000) assumed that the employees obviously prefer to work in an organization that is doing the right thing and being responsible for the environment, proactive with social programs and corporate environments. It is playing a significant role in building a good relationship with government agencies. Since sustainable practices, means having a clean, lean, green operation which leads to fewer inspections, fewer fines, hassles, and society complaints. All these factors can play as indirect marketing that would help the bossiness to elevate its position as an industry and market leader, as well as contributing to the business standing with officials and the community. There is a crossover impact between the reputation and sustainability, a business that considered as sustainable responsible is expected to gain a good reputation and several benefits from greater support and trust from its intermediaries, especially its customers (Kim, 2001; 2000). The sustainability's effect is enhanced through promoting the organization benefits through personal selling, advertising, and public relations and increased use of social media. Where the reputation can be measured through, use of corporate assets, ability to attract customers, keep talented employees, developer, quality of management and products, value as a long-term investment, financial soundness; innovativeness; and community and environmental responsibility (Kotler & Keller, 2012).

2.4.5 Minimize Carbon Risk and Improve Energy Efficiency

Sustainable businesses have been working dramatically to enhance reducing greenhouse gas emissions such as Co2 that contribute to global warming. Dye and Yang (2015) discussed that as part of their efforts, sustainable businesses are working hard to be less dependent on fossil fuel resources as oil and gas. Furthermore, these businesses, have discovered other natural source to produce energy supply such as renewable energy from wind power and solar. Technology, tools and smart grids integrated properly in order to monitor and manage the variable energy supplied by renewables.

Furthermore, as it is widely known that failure to respond and plan for environmental regulations, besides energy efficiency as an important business risk to mitigate are two of business risks key. Therefore, it is expected that corporations around the world will be forced to reduce 25 percent of carbon emissions by 2020 double the percent to reach 80 percent by 2050. Resulted of that the availability and costs of energy will be affected, which are expected to double within the next 10 years (McCullough & Melton, 2017).

3. Sustainability in Saudi Arabia

Alshuwaikhat & Aina, 2005 claimed that the oil and gas industry in Saudi Arabia is coupled with the need to maximize the efficient use of Saudi Arabian natural resources. They argued that, although the Saudi government has made several efforts towards global sustainability and protecting the environment by enacting a number of policies and rules, as well as joining several of global agreement and conventions over the past few years. However, due to the lack of consideration paid to sustainable in the oil sector during the previous years has resulted in undesirable consumption rates of recourses and energy during the Hydrocarbon exploration phases of projects. Furthermore, they suggested that Saudi oil and gas firms should focus on the sustainability issue harder, in order to avoid the lack of awareness, regulation, policies, information, and leadership with regard to the implementation of sustainable development. Depledge, 2008 has criticized the Saudi Arabian is not serious in any global treaty mandating GHG emissions reduction because the Saudi government believes GHG emissions reduction will lead to lower demand for petroleum, which will thus lead to lost revenue for oil exporting countries. Furthermore, is added that Saudi Arabia is one of the tops per capita carbon dioxide (CO₂) producing countries. Although Saudi is representing only 0.4 percent of the world's population, they produced an average of 13.6 tons of CO₂ per person, accounting for about 1.1 percent of global emissions in 2009 only. Eid *et al.*, 2016 argued that the expected reasons for Saudi Arabian emissions growing are prospering, population growth, and lack of coherent carbon management rules and policies. However, Albanawi, 2015 proved that in the recent decade, Saudi Arabia has made several contributions in order to catch up with the rest of the developed countries in terms of environmental and sustainability awareness. In the recent past, most of the world countries spent their time pondering issues such as soil pollution, global warming, and over-exploitation of resources, and a myriad of other environmental concerns, where the Saudi government appears to be primarily focused on expanding the country capital in a globalized economy. However, in 2015, the huge legitimate change has begun which encouraged Saudi Arabia in its quest to develop a greener and more

sustainable economic infrastructure. This new emphasis on environmental concerns which has caused some interest in achieving a sustainable economy, reduce dependence on oil, promoting environmentally friendly business, and establishing socially inclusive organizations.

3.1 Sustainability of Saudi Arabia in the Oil and Gas Sector

Over the last decade, the government of Saudi Arabia has given significant concentration to conserve the environment, protect the natural resources and biodiversity besides providing a better quality of life. Aldagheiri, 2011 stated that it has participated strongly in global sustainable development, by initiation of a several of policies, reports, and regulations through relevant agencies that are playing an important role in achieving sustainability principles in the Kingdom. Such as the Ministry of Petroleum and Mineral Resources (MoPMR) which seek to Manage and sustain mineral and oil industries. The oil production is considered as a core of the Kingdom's policy and energy law. Resulted of Al-Tamimi (2017) stated that oil spills are one of the most serious issues that threatening both the Red Sea and the Arabian Gulf. Since the Gulf area has experienced oil spills several times over the past 20 years. However, The Saudi government is aiming to promote its sustainable and natural resources in an environmentally friendly manner. They tried to balance the country's dependence on oil and gas exports for its economic growth. They have been using cutting-edge technologies, which have a significant impact in reducing oil exploration and extraction have on the environment. Saudi Aramco is the national oil company of Saudi Arabia and one of the world's most valuable company. Belloumi & Alshehry (2015) claimed that Aramco is one of the founding members of regional and global organizations that concerned with oil activities which provide oil spill response services globally. Aramco work internally and internationally has proven operational oil spills, stoppage of industrial waste discharge to sea and stopping tanker discharges. Furthermore, Aramco is also a member of the International Petroleum Industry Environmental Conservation Association, that has a common objective concern to inform the group members of environmental developments and support communications between the firms and organizations and oil industry on environmental issues. Aramco's Environmental Conservation Policy Undertake to not create immoderate risks to the environment and its operations should be done out with concern for the protection of the air, land, and water. Alshammari & Sarathy (2017) added in the last Decade, the company has improved an array of engineering standards and operational requirements with some of performance guidelines to implement the company policy, which include environmental assessments, emission standards, noise- control regulations, landfill standards, bioremediation, air quality and water recycling procedures, sanitary codes and hazardous material disposal rules, and oil spill contingency plans.

3.2 Saudi Efforts toward Sustainability (Saudi Vision 2030)

Saudi Vision 2030 was adopted as a methodology and roadmap to guide the country towards a successful future in all development fields, based on three props a vibrant society, a thriving economy, and an ambitious nation and shares the same timeframe and ultimate goals with the Sustainable Development Goals SDGs. Furthermore, the SDGs are integrated into particular and delicate programs and other plans that are being realized by the Saudi government in copartnership with the several sectors including the private sector, and non-government organizations to fulfill the 2030 Agenda for Sustainable Development (Alghamdi, 2017).

Alshuwaikhat & Mohammed (2017) argued that Saudi is expected to face several challenges in applying Sustainable Development Goals, especially in the oil and gas sector. In terms of, diversify the economy, reduce depends on oil and find other recourses, improve the efficacy of government services, increase the participation of women in the labor market, and other forefront priorities which the governments. Consequently, the National Transformation Program 2020 has been launched crossways 24 governmental organizations, that associated with the development and economic sectors, in order to build the institutional capabilities and capacity needed to achieve "Saudi Arabia's Vision 2030" aspirant goals. In light of that, several organizations, ministries, and government entities have taken a reforming process in order to align their policies and role to the requirements of this phase.

The government of Saudi Arabia has assured its Vision 2030 in line with the goals of sustainable development with other related programs. Since Saudi has worked on two different ways to implement the Sustainable Development Goals of the Vision. The first track is creating governance to follow up the implementation of the plan. However, the second method is concentrating on improving the Kingdom plans and combining them into sustainable development goals. He added that the Kingdom's Vision and its programs a piece of good evidence that the country is a commitment to achieve the goals of sustainable development internally and to complete it in international cooperation with their partners. In light of that, the kingdom has already launched 13 programs, included National Transformation Program 2020, the Project Management Program and other programs, the Government Restructuring Program. Eventually, Alshuwaikhat & Mohammed (2017) stated that Saudi Arabia is considered one of the countries with the highest consumption of oil, and leader in fossil fuel production. Therefore, Saudi currently is playing an important role in the international discussions of greenhouse gas emission, ecological footprint and international co-operation for environment and development sustainability. With Saudi Vision 2030, several strategies are made in the Vision and the national transformation program, which focuses on the country's goal to diversify the economy, reduce dependence on oil, plans to discover other renewable energy sources such as wind and solar power. This is implied from Saudi

commitment achieve to mitigation up to 130 million tons of carbon dioxide equivalent avoided by 2030 annually through contributions to economic diversification and adaptation.

4. Discussion

4.1 Understanding Level of Sustainability Practices and Methodologies

The first and research objective investigated the level of understanding of sustainability practices and methodologies among Saudi oil and gas organizations in Saudi Arabia. Where the second is the role of these organizations in terms of sustainability and green business. A number of conclusions and meaningful findings that can be drawn from the results presented above finding showed the degree of satisfaction regard sustainability policies and rules in Saudi Arabia organizations has increased compared with previous years. Most respondents revealed that executives and top management mostly apply several sustainability policies and rules in organizations that they work in. In regard to Al-Yami & Price (2006) stated that the Saudi Government has enacted and approved a number of regulations and joined a number of global conventions relating to sustainable development. The Saudi government has made important efforts towards the sustainability and protecting the environment by creating several numbers of policies and regulations to be adopted by oil and gas organizations. What is more, for, over the past few years, Saudi has participated in a different of global conventions. This included climatic research and reports have been produced; meteorological, general environmental regulations and its rules for implementation. The implementation of sustainable development is handled by collaboration between a number of ministries and organizations in the public and private sector. Finally, the Saudi government in celebrating with oil and gas organization has also signed a different international environmental protection convention. On the other hand, the results indicate that the Saudi organizations need to improve the rewards sustainability-related activities since this part has the lowest score in the questionnaire. Which indicates a lack of positive reinforcement by oil and gas organizations in Saudi Arabia? It's obvious that sustainability-related activities are not always rewarded by higher management, despite the fact these policies are officially supported by the government. Alshuwaikhat & Aina (2005) argued that it is clear that the lack of rewards related activities for sustainability within the Saudi Arabian oil and gas industry would appear to be a problem across the country. Moreover, a number of organizations in the kingdom of Saudi Arabia have a long way to go, before they can effectively implement the whole sustainable principles. The previous result of this study indicates that the most important issues of sustainability were energy and resource conservation as well as land use regulation and urban planning policies which are justified by that fact that energy and resource are of increased concern in Saudi Arabia.

Furthermore, the finding clarified that Saudi oil and gas organizations review their operations impacts on sustainability regularly. Ghoniem *et al.*, 2018 found that in 1954 the Combustion Institute was founded, in order to promote and disseminate research into combustion engineering and science. It serves as the main organization for 30 local sections around the whole world. Saudi Arabia is a part of them since 2010 with about than 140 members. The Saudi Arabian Section has grown in size and stature, the main role is to coordinate meetings and workshops on various aspects of combustion. Recently, these meetings have attracted significant participation from high-profile international researchers. This reflects strongly on the standard of research undertaken in the Kingdom. He added that participants are expected to grow in both local and international. The Saudi section research is closely aligned with the Kingdom's Vision 2030 and the National Transportation Strategy, which seeks to reduce domestic dependence on oil while creating smart and sustainable cities throughout the Kingdom.

Another important implication of the findings is that most of the managers nowadays in Saudi oil and gas organization understand the carbon and sustainability issues. This understanding of the carbon and sustainability issues had dramatically increased in its level comparable with the previous study conducted by Hashmi, *et al.*, 2014. They argue that Saudi managers, especially in oil and gas organization need to be educated about environmental challenges related to their neutral of work. They also need guidance in formulating strategies to lower their corporations' carbon emissions and move toward a path of sustainability. They added that Saudi organizations should organize educational seminars and courses for their managers. Without bringing all managers to the same level of awareness, low-carbon strategies cannot be implemented. Resulted of the current status of managers in understanding the carbon and sustainability issues, a lot of employees who work in these oil and gas organizations are willing to "consider a career in low-carbon industries if they are offered a comparable salary."

One of the most significant findings is the high score (4.22) of the questionnaire, "strongly believe that "all large corporations should have a well-defined carbon management policy/strategy". Saudi oil and gas organization need for more focused policies and strategy in order to avoid the poor sustainability record due to the lack of sustainability roles. One study conducted by Khandekar (2017) found that Saudi Arabia established the Green Saudi Company for Carbon Services in 2017. The mission of this organization is to develop and manage carbon emission reduction programs and sustainable development mechanism projects. Represents a step forward for Saudi Arabia in its efforts to reduce emissions and control pollution. Therefore, Saudi oil and gas organizations should be helped to proceed the policies through the company and to achieve goals embedded in the Kingdom Vision 2030 Plan and the National Transformation Program (NTP) 2020.

4.2. The Implementation of Saudi Vision 2030

The implementation of Saudi Vision 2030 carried by oil and gas organizations toward a sustainable economy and prosperous future. Thus, one of the main findings of the model indicates that most Saudi oil and gas organization has already started adopting different strategies that assist in implementing Vision 2030. Alshuwaikhat & Mohammed (2017) stated that since it wisely knowing that the oil is the backbone of the Saudi economy, recently the country has another plan by effective the ambition side of the of the human resources and the effort of the younger generation. Through the Saudi Vision 2030, the Saudi attempt to aspire for a thriving, strong and stable economy that provides limitless opportunities for everyone. What is more, by also empowers the government and private sector, drives perfect employment for the citizens, improved chance for partnerships and secure long-term prosperity for everyone. They added the strategic Saudi 2030 Vision is divided into three main sections: a vibrant society, a thriving economy, and an ambitious nation, where each one of these objective areas is divided into several objects. Through these pillars, Saudi Arabia is aiming to be an international powerhouse for investment and aspires to capitalize on its investment capabilities to stimulate diversify profits and economic growth.

One of the most positive findings that the Vision will lead to desired goals and prosperous future and sustainable economy within the planned time frame. Similarly, findings from Alshuwaikhat & Mohammed (2017) found that Saudi Vision will increase the female participation in the workforce till reach 30% besides, lowering the rate of unemployment till the average of 7%. They added that Saudi Vision will raise the position of the country from 26 to 10 in the Social Capital Index, the sustainable highly efficient production systems for plants will be developed, the quality of life will be enhanced by providing cities with public facilities and infrastructure of high quality and efficiency. The Vision is expected to also create different work opportunities in the small and medium organization. What is more, the foreign direct investment may also growth from 3.8% till international level that around 6% of GDP. From the oil and gas perspective, private field contribution will raise till reach 65% of GDP to raise the share of non-oil exports in non-oil GDP from 16% to 50% that would move Saudi from the current position as the 19th largest economy in the world into the top 15. Furthermore, the Vision 2030 is also expected to rise the localization of oil and gas sectors from until it reaches 75% and increasing in non-oil government income from SAR 163 billion to SAR 1 Trillion.

The last result of this part indicated that most the Saudi Vision will success in contributing the plant with greener projects and initiatives. Arslan & Aydin (2018) stated that one of the most significant emphases of the first pillar of Saudi Vision 2030 is the moral responsibility to optimize the use of resources and promote the sustainable consumption of renewable resources. This social sustainability index depends on three points: efficient use of renewable resources, renewable energy consumption, and waste recycling. For an instant, to improve the livability of Saudi cities and create a green environment, the country focuses on a healthy local urban environment by developing efficient municipal waste management systems. They have outlined different parameters to measure, including the percentage reduction in the incidences of disease and food poisoning, the percentage of waste recycled and treated, population satisfaction index with the pest-free environment, cleanliness of cities and food safety. What is more, the Royal Commission for the cities of Jubail and Yanbu also undertakes to safeguard the environment and natural resources over a reduction in recyclable industrial waste.

4.3. The Impact of Saudi Vision 2030 in Oil and Gas Sector

The third research objective studied the impact of the Saudi Vision on sustainability in the oil and gas sector. One of the most interesting findings for this part is its high scores that which are all over (4). The results are impressive for the oil and gas sectors. The first findings found that the Vision will contribute to improving the global sustainability, especially in the oil and gas sector, and it will also be contributing to global carbon emissions reduction effort. Al-Judaibi (2017) added that Saudi Arabia is the country a global leader in fossil fuel production and export and one of the countries with the highest consumption of oil, placing 11th on the global ranking. The Saudi Vision first plan in 2015 was aimed to reduce its annual emissions from business as usual by up to 130 million tons of Carbon dioxide equivalent by 2030. Under this plan, Saudi Arabia is also aiming to deploy about 10 gigawatts of renewables by the end of 2020 and diversify the economy away from hydrocarbons. It could be implied from the country's goal to diversify the economy, reduce dependence on oil and plans to explore other renewable energy sources such as solar and wind that, it is pro-greenhouse gases reduction. The Saudi commitment to achieves is strong, the country plans to mitigation up to 130 million tons of carbon dioxide equivalent avoided by 2030 annually through contributions to economic diversification and adaptation.

The results of this study shed new light on the Vision high expectation in diversifying the Kingdom economy, by reducing dependence on oil and discover other resources. Saudi Arabia has announced a new strategy for its economy that aims at diversifying away from hydrocarbons, these various initiatives are contributing to countries' fulfillment of their commitments to Saudi Vision 2030 to ensure access to affordable, reliable, sustainable and modern energy for all. Ramady (2017) added that in its Vision 2030, which was endorsed by the Saudi cabinet on 25 April, the Government has indicated that it will reduce dependence on oil revenue – a move that is also expected to decrease the country's contribution to climate change. Among the package of reforms are plans to cut consumer fuel subsidies, sell approximately 5% of Saudi Aramco shares, create a US\$2 trillion sovereign wealth fund and increase non-oil revenues. Even though the Kingdom of Saudi Arabia has an impressive natural potential for solar and wind power. The local energy consumption is expected to increase by 2030; Therefore, Saudi is planning to use a competitive renewable energy sector at present. To build up this field, Saudi makes the first target that

generates about 9.5 gigawatts of renewable energy. Furthermore, a major amount of the renewable energy value chain of the Saudi economy is planning to be completely localized, which include research and development, besides manufacturing.

Last findings showed that the Vision is highly expected for success in increasing the kingdom non-oil revenue and exports; it also succeeded in attracting the investor and create thousands of direct and indirect jobs for Saudis in oil and gas. Salameh (2016) found in his study that the Vision 2030 is significant importance for Saudi toward the regain better control over its economic and financial destiny. The Vision 2030 has designed an ambitious economic restructuring plan that focuses on three different major areas. First, the plan aims to boost the generation of non-oil revenues, by increasing tariffs and fees on public services, then gradually expanding the tax base such as the introduction of a value-added tax. Further, gaining more income from a growing number of visitors to the kingdom. Second, the country wants to reduce spending by rationalizing the country's massive public investment program and lowering subsidies. Finally, the kingdom aims to increase current investment income and diversify its national wealth. For an instant, the plan would raise funds via the IPO of a small part (up to 5%) of Saudi-Aramco, the giant oil conglomerate, and invest the proceeds in a broader range of assets around the world.

The present study aimed to evaluate the level of understanding of sustainability practices and methodologies in Saudi Arabia, and what the role of Saudi oil and gas organizations in terms of sustainability and green business. Ended by evaluation of the readiness and the impact of implementing the Saudi Vision 2030 toward a sustainable economy. Overall, based on paper findings it can be concluded that the kingdom of Saudi Arabia will succeed in achieving the Saudi Vision 2030, that will improve the country's sustainability and contributing in providing the world with greener business and initiatives especially in oil and gas sector.

5. Summary and Conclusion

This study has established sustainability issues within Saudi Vision 2030 and explored the most important factors behind its implementation, from an oil and gas perspective. Furthermore, the paper has identified the level of understanding of sustainability practices and methodologies among Saudi oil and gas organization in Saudi Arabia, it has assessed the role of these organizations in terms of sustainability and green business. Furthermore, the paper has identified the implementation of Saudi Vision 2030 toward a sustainable economy and a prosperous future and discovers its impact in improving Saudi sustainability and its contributions on the oil and gas sector. On the basis of the findings of the study and related literature, it is obvious that the level of awareness regards the sustainability practices and its methodologies have increased among Saudi oil and gas organizations. Moreover, the result of this study indicated that some the Saudi organizations need to improve the rewards their sustainability-related activities, so they can effectively implement sustainable principles. Furthermore, the paper had found a great increase in the understanding level regarding the carbon and sustainability issues of the managers who hold management positions these organizations comparing to previous years. There is a strong positive recommendation that all large corporations, especially in the oil and gas field, should have a well- defined sustainability management policy and strategy. This positive recommendation to change showed an unbridled desire for being a worker in a career in the more sustainable industry. The result of this study has found a bright result related to the implementation of Saudi Vision 2030, Most of the organizations on oil and gas field has already started adopting strategies that would assist in the implementation of the Vision. The paper also indicated that these organizations believe positively that the Vision will be implemented successfully within the planned time frame, and the Vision led to a prosperous future and sustainable economy. With believing the Vision will success in contributing the plant with greener projects and initiatives. That the most important issues of sustainability issues in Saudi were linked to the oil and gas industry. Therefore, the Saudi Vision will contribute to improving the global sustainability and in global carbon emissions reduction effort. With strong success in diversifying the Kingdom economy, by reducing dependence on oil and discover other resources that led to increasing the kingdom non-oil revenue and exports. Finally, the result of this study indicates that the Saudi 2030 Vision will attract investment and create thousands of direct and indirect jobs in several sectors especially in the oil and gas industries. Over the past few years, the Saudi government has made significant efforts towards sustainability in different fields by introducing a number of policies and regulations and participating in a number of global conventions. Recently, the Saudi government has announced about the Saudi Vision 2030 toward a sustainable economy and a prosperous future. The paper has expected a great success in achieving the vision in oil and gas sector by increasing the efforts and activation the participation of individuals, organizations, agencies, ministries, authorities, the governmental and private sector.

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