

13 Přílohy

Příloha č. 1: Export z ukázky kódovací knihy z analytického nástroje atlas.ti:

Přístupné z:

https://docs.google.com/spreadsheets/d/1CwsezcRbP_sd_H09TV7mp5_WTx9RoUCz/edit?usp=sharing&oid=116595496842474661677&rtpof=true&sd=true



Příloha č. 2: Informované souhlasy s rozhovorem:

Přístupné z:

https://drive.google.com/drive/folders/14J_KCLgXCBWRPOEahXh-RMADbsFBvY41?usp=sharing



Příloha č. 3: Ukázka přepisu části rozhovoru

Přepisy rozhovorů v plné délce jsou v archivu autorky k dispozici na vyžádání.

00:34:06 Interviewer

Hmm yeah, so so. So you think that these reforms and changes even for example the women driving reform? Do you think that the purpose is not even just for the sole change, but also the for the branding and communication purpose?

00:34:21 Robert Mogielnicki

Oh yeah, I mean so well. Women driving was a real flashpoint on, of course. The the issue has not been completely resolved because you had a number of of of women I guess you could call. I'm gonna try. I'm grasping for the right word here. Not protesters, but I mean very vocal critics of of the kind of old Saudi approach to to to women driving. They campaigned against this actually kind of broke the broke the rules, so to speak, broke the laws and and and drove in violation of the laws and some of them were were arrested and some are still dealing with the legal implications of that. The government tried to, I think, co-ops, those those voices and get in front of them and then say, OK, well, women are now allowed to drive. Yeah, it was totally. I think the main there was certainly an economic component to that and that's what people who want to avoid the the political controversy of of this issue we'll say like, Oh well, this makes economic sense you know, allow women to drive their more women entering the workforce. Female participation rate is going up like women need to drive to work. This gives him the freedom that economic well being to do that this you know they can drive like Uber, they can drive taxis for women. This creates a lot of jobs. I mean, there is some of that, but I think it's the second. That's the secondary issue and you know the types of jobs that this is going to create are not necessarily the quality of jobs that Saudi government really wants for its you know, female citizenry. It's not the top tier jobs, they're they're after. For them. I think really, this yeah, if I had to pinpoint it, this comes down to an attempt to to improve their public image. And this is this is just such an easy way really for them to to make significant gains like ohh yeah, half your population can't drive because of a rather arcane rule in every almost I mean, and I say every but almost every other kind of predominantly Muslim country. This is not the case. Why are we still doing this? And you know, we we, we have a lot to gain by this and we don't really have anything to gain in potentially a lot to lose by continuing this.

So I think there was a I don't know exactly the the decision making process of course, I wasn't part of that, but to me it seems it was a very clear calculation of cost benefit calculation, and this was a almost a low hanging fruit of social reforms that could easily say look at the change you know overnight you've got millions of people in the country who cannot drive. Same thing with, you know, with the same thing with reversing a ban on on public cinemas. This is the easiest one of the easiest things to do. You're talking about a country that is, you know, big consumers of, but they watch movies all the time at home or in private cinemas: Reverse the cinema ban and all of a sudden you know this is this is something new and exciting for your citizens to do. And this is a good way to attract international business. And this is a great, you know, a great way to to promote yourself now through I mean just. I'm sure you've looked at all of the different movie festivals film festivals that are taking place now in the Kingdom. All the a lot of Saudi films that are are coming out increasingly. So it's it kind of had a these things have, especially the film industry certainly have a multiplier effect and they were really low hanging fruit. They're really easy to do. I think for the Saudi government, so it was almost a no brainer in terms of what it would in terms of the improvement it would make for the for the public image, I think you know on on in, in in a somewhat unsophisticated sense, because the people who are closely following these things aren't so concerned about. You know. Now they're movie theaters in Saudi Arabia. They say to make real progress, there are more complicated issues about minorities in Saudi Arabia. About, you know, some of the legal implications about how women are still treated and that kind of stuff. Those are the thorny or harder issues, like not the low hanging fruit like driving and and cinemas and yeah you know outdoor concerts, that kind of stuff.

00:38:46 Interviewer

Yeah, perfect, thank you. So now would you be able to somehow summarize your opinion on the whole nation branding effort of the of the Kingdom? Since the introduction of the Vision.

00:38:59 Robert Mogielnicki

Sorry, the nation branding what?

00:39:03 Interviewer

Effort of the effort of the yeah yeah.

00:39:08 Robert Mogielnicki

Yeah. My take is that Saudi Arabia is not willing to be considered as just another Middle Eastern country or just another Gulf country that they want to be considered as distinctively important and significant as Saudi Arabia and there are a couple of ways that they've tried to do this. They have they've produced this like made in Saudi Arabia. So they're maybe you've looked at but, but essentially they have this campaign to highlight and promote Saudi companies and Saudi exports. These are like this is Saudi coffee. It's not Arabic coffee or Turkish coffee or Middle Eastern coffee. We make Saudi coffee and we're willing to export it as such. I think the country's sovereign wealth fund even launched. You might want to look into this the the Public Investment Fund launched a Saudi coffee company which is a company just dedicated to promoting Saudi coffee. It's it's a small thing. Maybe you know semantics, but it's really to me indicative of this idea that they're not willing. I think they're not willing to to to feel constrained by they're not willing to deal with regional constraints. They want to promote themselves as a global players that can engage directly with the biggest economies in the world. The biggest you know political players. The biggest social influencers directly and not through a regional lens as just another you know another Middle Eastern or another Gulf country. Saudi coffee is a good example of that. They're kind of made in Saudi campaign is is is a good one as well.

00:41:06 Robert Mogielnicki

You know that. Oh, and there was one other point I wanted to mention. That is, is also I think part of the strategy behind Neom the the the Big Mega City that they're creating. I've listened to quite a few comments and and and pitches by the the head of NEOM and the way that he explains Saudi Arabia is very much and what Saudi Arabia's government is doing with these big projects like NEOM. He explains it, as you know, Saudi Arabia is at the center of the world, so it's this idea that they're trying to reposition Saudi Arabia again, not just as part of the Middle East, but really at the center of the world between East and West.

00:41:51 Robert Mogielnicki

And that that this is a country where the most exciting things are happening. They want to redefine everything, so tourism is being redefined. Sports is being redefined. Entertainment is being redefined. They want to create their own frameworks for ESG investing. They want to redefine, you know, they want to be at the cutting edge of of of of the energy sector by pioneering hydrogen. They want to everything is experimental. Everything is cutting edge. Everything is essentially putting this idea that they, the Saudis, want to put themselves in in in their own class. They want to be ahead of the game. They want to be somewhat distinct and different from from others. Obviously, in a positive light, I think that is the way that the Saudis view themselves.

00:42:43 Robert Mogielnicki

And that's fine. I think that's that's...that's an ambitious, but it's it's good to be ambitious. It's easier to be ambitious when you stand to make hundreds of billions of dollars in profits this year. You know, from from oil prices, I think it's a lot harder to have that approach and to stick to it when oil prices are much lower and and you're dealing with economic recessions and austerity, but they're not at the moment. So so times are good and they're really pushing ahead in in in that manner.

00:43:14 Interviewer

Yeah, so you think that they've been successful so far in their approach.

00:43:20 Robert Mogielnicki

I would say that they've been successful with the with the less ambitious parts of their strategy, like I said, the low hanging fruit of economic reform, which when I say low, hanging fruit and least ambitious. It's not to. I'm not trying to take away credit where credit is due. It's good that more women are part of the labor force and labor force participation is increasing. It's good that we make you know more women can drive. Now. It's good that there are cultural, more cultural and artistic exhibitions, cultural entertainment options, artistic exhibitions foreign you know more ways to express some for people to express themselves in society and to participate in that expression. All of that stuff is is is very very good. But some you know, I

think the more ambitious side of things redefining tourism the the absolutely have not done that. They absolutely have not done that. They haven't redefined tourism at all, and I don't think I'm not sure that they will. Redefining and creating their own ESG frameworks. I don't know how successful they will be with that. I mean, you've got finance hubs from London to to other parts of the world that have been, you know, hubs for finance, for you know hundreds of years there are big financial institutions working on this. They have so you know they are just. They have so much of a head start, Umm?

00:45:04 Robert Mogielnicki

So yeah, I think you know becoming a technology hub again. Becoming a you know, a leading climate change, you know a a leading pioneer for for climate change solutions and as a as a major oil and gas producer. I think all of those really ambitious aspirations that they have are they have not have not yet made a lot of progress on, and that's because they're they're super ambitious. Some of them are super ambitious and some of them, I think are somewhat contradictory as well. But it has made substantial progress on the ground with the kind of nuts and bolts of economic and social reform, and I think that's really. That's where they should be commended, and that's where people, and that's the type of stuff they should be emphasizing a little bit more, but but it's not, it's it doesn't? You know, it's not as flashy, it's not as it's. It's not as buzzworthy as some of the other stuff.

00:46:06 Interviewer

But do you think that the vision 2030 had some major impact on the nation branding?

00:46:14 Robert Mogielnicki

Oh yeah, yeah, I think that vision. Yeah, vision 2030 has been you know, for all, for, for, for any there there's there are plenty of areas to criticize, and you'll find a lot of criticism out there. But there's a 2030 has been pretty sticky in terms of it. It's one of the strategies that was created. There was a serious adherence at all levels of government and a serious alignment across all levels of government to support this initiative. And that trickled down to different the different segments of society into the business community into different social circles.

00:46:55 Robert Mogielnicki

So vision 2030. I mean, you could criticize certain components that you could criticize the strategy, but it has been a very influential mechanism for a road map for transforming country and you know it's it's not a a done deal. It's not a finished transformation, it's it's the country's evolving. It's it's a kind of I think, a continual transformation, but I would say that Vision 2030 has been very effective enacting many of the changes that the that the government wanted to wanted to enact. I would say that and you know, quite honestly, Vision 2030 is not as ambitious as a lot of all of these kind of the very ambitious projects that have popped up the way that the projects and the project officials talk about themselves about themselves and the projects. And you have, you know, the CEO of Neom saying one thing, that's fine, but I mean Vision 2030 is a bit more realistic and what it can accomplish. It has its ambitious, sure, but I mean it's not out of this planet ambitious. It kind of attempts to make to make gains on in digitization and non cash transactions and female participation in the labor force. And I just got like very defined KPI's and targets and objectives. So and I think that's a that's a good thing. More of that and maybe a little bit less of become sensational super ambitious comments by some of the kind of officials or project managers would probably be in in the long run better for Saudi Arabia. But yeah, my I I I do. I am much more optimistic about Vision 2030 and on the much much less critical about Vision 2030. I think it's been for lack of a better words, qualified success.