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RESEARCH ARTICLE

A FRAMEWORK OF PROJECT MANAGEMENT SUCCESS IN THE ENTRAINMENT SECTOR IN SAUDI ARABIA

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ABSTRACT

This study aims to examine the impact of project management on entertainment sector in Saudi Arabia and how project management contributed in developing of entertainment sector. in addition to being the first study specialized in the correlation between project management and entertainment sector. This study based on qualitative method which collecting the official data like statistics, surveys, and reports and any published articles related to the topic. The results were investigated shows a significant impact for project management on entertainment sector in Saudi Arabia and there is a huge development by comparing with the last decades, project management contributed in organizing and executing the projects and increase its efficiency and effectiveness in addition to mitigating the risks and reduce the costs. In general, project management is essential for managing risks, enhancing communication and collaboration, and making sure that activities are finished on schedule and within budget. In the end, this contributes to the success and expansion of Saudi Arabia's entertainment industry.

INTRODUCTION

Recently, Saudi Arabia has undergone many significant changes. The rapid pace of these changes is driven by the government's ambitious Vision 2030 strategy, which aims to make Saudi Arabia the center of the Arab and Islamic worlds, a major investment destination, and a hub connecting three continents. To achieve the goals of this vision, many Project Management Offices (PMOs) have been set up. As a result, project management has gained increasing importance in recent times. However, there is limited research on PMOs, their functions, and the value they add to organizations (Albaati & Alsulami, 2021). Before delving into specific details, it is important to have a basic understanding of concepts related to project, program, and portfolio management. This will aid in a better understanding of PM. Thus, it is worth starting with the concept of a project. According to the Project Management Institute (PMI), a project is defined as a temporary effort undertaken to create a unique product, service or result. A group of related projects with similar goals or objectives is referred to as a program. The definition of a program is a collection of related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually. The next concept is the portfolio, which is a broader term that encompasses a set of programs.

A portfolio is defined as a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives (PMI, 2017). The evolution of Project Management Offices (PMOs) began with Project Offices (POs) which were responsible for managing individual projects or programs, typically government-funded projects during the period of 1950-1990. However, as the needs in the industry evolved, so did the roles of PMOs. Today, organizations have various PMO functions and responsibilities, making it difficult to have a standard definition for PMO. For example, the fourth (PMI, 2008) & fifth (PMI, 2013) editions of the PMI PMBOK Guide include different definitions of PMO. The latter placed an emphasis on standardizing and sharing of resources, processes, tools, and approaches. The former described the function of PMO as flexible and ranging from giving support to actually directing projects. This is due to the fact that PMOs were created to address certain problems or cover particular gaps, so every organization has different requirements. A PMO is an organizational structure that standardizes project-relevant governance processes and allows the exchange of resources, techniques, tools, and methodologies, according to PMI (2017), which also notes that the PMO's duties can range from assist to direct supervision. Managing a project in project management required to consider the cost, scope, and a schedule of the project by ensure the project is a socially responsible, environmentally sound, and economically viable.

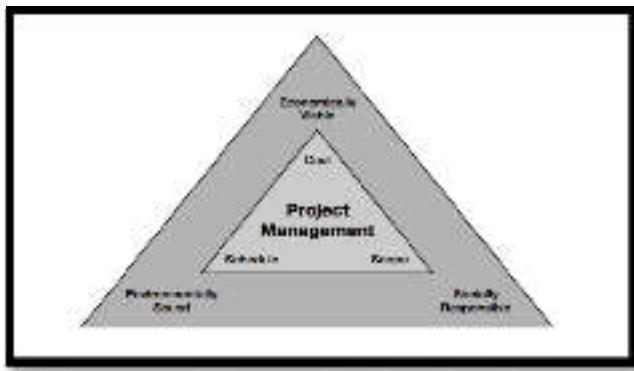


Figure 1. Source: Project Management - Second Edition, Watts, A. (2014)

According to Pinto *et al.* (2010), Project Management Office (PMO) is an area where certain functions related to project management are centralized with the goal of helping the organization achieve better results through projects. However, there is no clear consensus on the definition of PMO, and its responsibilities making it difficult to standardize PM roles. Measuring the impact of PMO is also challenging due to the variations between PMOs. In recent years, Saudi Arabia is undergoing significant changes as part of its Vision 2030 strategy, which aims to make the country a vibrant society and shift its revenue sources from oil to tourism and local spending. This includes cultural changes such as the removal of public segregation of sexes, lifting the ban on women driving, and increasing popularity of concerts and theaters (Pinto, A, 2013). The Saudi government's Vision 2030 plan has resulted in the creation of the General Commission for Audiovisual Media (GCAM) and General Entertainment Authority (GEA) and. The goal of this vision is to establish partnerships with international entertainment corporations and to increase funding for recreational services. The three main pillars of Vision 2030 are: establishing a goal-oriented country, a robust economy, and a lively community (KSA Vision 2016; KSA Vision, 2017). The vocabulary used to frame the vision is also nationalist, emphasizing the value of national pride while emphasizing the significance of Saudi Arabia's place, heritage, and culture within the Islamic world. It also emphasizes the value of both domestic and foreign culture and entertainment. 2016's KSA Vision and 2017's KSA Vision.

The Saudi social compact has been questioned by Vision 2030, which wants to implement value added taxes and cut back on subsidies (Alhussein, 2019). As political freedoms will not be granted to the populace, the government has been promoting nationalism through a variety of media, including the entertainment industry (Alhussein, 2019). A new Saudi national image, which is crucial for developing patriotism and creating national identity, has been strategically promoted through the media, especially social media (Diwan, 2018; Chaudhary, 2016). The Crown Prince has been fostering "Saudi Pride" through visual interaction by travelling to distant locations and making direct connections with the key constituencies he is nurturing (Alhussein, 2019). To promote a sense of pride locally and in tourism abroad, events and festivals have been held at sites of national importance (Alhussein, 2019). Indeed, The General Authority for Entertainment was established in 2016 by a royal order issued by King Salman's government with the mission to "organize, promote, and guide the entertainment industry to deliver new entertainment options and specialized experiences to fulfil the demands of individuals from all walks of life throughout KSA" (General Authority for Entertainment Saudi Arabia, 2017). According to Gowreesunkar and Sotiriades (2015), the tourism market and the entertainment business have a close relationship and have a lot in common. One of the most crucial elements of the Kingdom's 2030 goal is entertainment. The General Entertainment Authority (GEA) was established in 2016 with the goal of directing and enhancing Saudi Arabia's entertainment industry. To the finest of our knowledge, this paper is the first to examine the connection between project management and the entertainment sector, in other words, what is the

impact of project management on the entertainment sector and how project management contributed to its success (Almathami, 2020).

Research Problem: The main research problem of project management success in the entertainment sector in Saudi Arabia is a complex one. The entertainment sector in Saudi Arabia is a relatively new industry, and as such, there is a lack of research and understanding of the sector. Additionally, the entertainment sector in Saudi Arabia is heavily regulated, and this can create additional challenges for project managers. It is important to understand the unique challenges that the entertainment sector in Saudi Arabia faces in order to effectively manage projects. Additionally, it is important to understand the current state of the entertainment sector in Saudi Arabia, the current project management practices in the sector, the current project management success factors in the sector, and the current project management best practices in the sector. By understanding these key areas, project managers can better understand the challenges that they face in the sector and develop effective strategies to ensure project management success.

Research Objectives: The objective of this study is to provide a comprehensive understanding of the impact of project management on the development of the entertainment sector in Saudi Arabia. To achieve this, the study will gather influential publications that have influenced this topic and provide a summary of the study progress. Additionally, the study will gather in-depth knowledge of the role of project management in the entertainment sector by depending on statistics, annual reports, and official sources. The study will then analyze the data to determine the impact of project management on the development of the entertainment sector in Saudi Arabia and provide recommendations for further research.

Research Questions

The current study tries to examine the following questions:

- What is the importance of project management?
- What is the role of project management in entertainment sector?
- What is the impact of project management on entertainment sector?

The importance of the study: Project management is essential for project execution and performance because project management has a significant role in organizing and executing efficiency for organizations and projects, along as reducing costs and improving collaboration, increasing efficiency and effectiveness as well as mitigating risks with improving communication. And regarding to our field of research the entertainment sector there is a too limited published articles have discussed the role of project management in entertainment sector, so that motivated us to fill the gap and cover this shortage.

Scope: The entertainment sector in Saudi Arabia has seen a significant growth in recent years, with the government investing heavily in the sector. This has led to an increased demand for project management professionals to ensure that projects are completed on time and within budget. Project management is a critical component of the entertainment sector, as it helps to ensure that projects are completed efficiently and effectively. The General Purpose of this study to provide a qualitative review for the impact of project management in the entertainment sector through gathering the available sources like, research peer-reviewed articles related to the topic and official statistics and reports.

METHODOLOGY

Eligibility Criteria: This study depends on the qualitative method by collecting the open sources from official reports, statistics and published articles related to the project management and the entertainment Sector.

Data Collection Approach: This study aims to explore the impact of project management on the entertainment sector in Saudi Arabia.

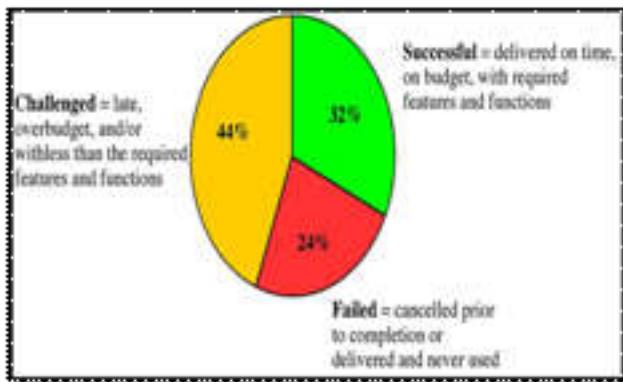


Figure 2. Source Project Management - Second Edition, Watts, A. (2014)

The research will be conducted using data from reliable sources such as the General Authority for Entertainment (GEA) reports, statistics, and the General Authority for Statistics (GASTAT). The data will be analyzed to determine the impact of project management on the entertainment sector in Saudi Arabia. The research will focus on the following areas: the number of entertainment projects in Saudi Arabia, the types of projects, the duration of the projects, the cost of the projects, the success rate of the projects, and the impact of the projects on the entertainment sector. The data will be collected from the GEA reports, statistics, and GASTAT. The data will be analyzed to determine the impact of project management on the entertainment sector in Saudi Arabia. The research will also explore the challenges faced by project managers in the entertainment sector in Saudi Arabia. The research will focus on the challenges related to the lack of resources, the lack of expertise, the lack of experience, the lack of funding, and the lack of support from the government. The research will also explore the strategies used by project managers to overcome these challenges.

Literature review

Project Management Concept: The main objective of implementing a project management framework is to enhance organizational value (Dalcher, 2012). By using such a framework, organizations can benefit from better utilization of human resources and improved performance, resulting in greater project success. This success is measured by its short-term performance and medium and long-term achievement of desired outcomes (Jugdev *et al.*, 2001; Müller and Jugdev, 2012). The worth of the project can be assessed in terms of its ability to fulfill customer requirements, align project deliverables with the organization's strategy and provide a return on investment (Thomas and Mullaly, 2008). Nevertheless, in traditional project management, deviation from the project scope, going over budget and surpassing scheduled time are not considered acceptable (Atkinson, 1999). Therefore, achieving project objectives is regarded as project management success (Zwikael and Smyrk, 2012) or internal project performance (Golini *et al.*, 2015). However, from a business standpoint, the ultimate measure of project success is the ability of its output to yield the expected return on investment (Camilieri, 2011; Arto and Wikström, 2005). Therefore, project investment success is used to describe the ability to generate a return on investment from the project (Zwikael and Smyrk, 2012). For instance, The Standish Group, a pioneer in project and value performance analysis with offices in Boston, issued the executive summary of their 2009 CHAOS Report, which measures project rate of failure across a wide range of businesses and industries.(Thomas and Mullaly, 2008). This figure describing the process of project management of the project's completion, cause a lot of projects doesn't meet their objectives. According to Jim Johnson, the chairman of the Standish Group, the success rates of projects have significantly decreased this year. He states that only 32% of projects are being successfully completed on time, within budget, and with all required features and functions. 44% of projects are facing challenges, such as being delivered late, exceeding budget, or having less features and functions than required.

And 24% of projects are failing, either being cancelled before completion or being delivered and never utilized. And these ratio from failure comes from investing a billion of dollars on a failed and untested project (Watts, 2014).

Furthermore, research has shown that while project management maturity has an impact on project management success in terms of customer satisfaction, it has no bearing on the achievement of project investments (Beissan et al. and Carvalho, 2015). Additionally, it has been discovered that project management effectiveness is significantly correlated with project investment achievements (Mir and Pinnington, 2014). Nevertheless, the results may be unsatisfactory when PM techniques are used for transformational change, such as establishing a new IT system to overhaul work processes (Ram *et al.*, 2013). In order to effectively manage the project and its stakeholders, it is advised that change management practices be merged with PM practices (Hornstein, 2015). This can be done by coordinating both hard and soft management strategies (Shi, 2011).

Overview of Project Management impact on the entertainment sector in Saudi Arabia



Biography about Turky Al-Sheikh: Turky Al-Sheikh is a chairman of the General Authority for Entertainment has appointed by prince Mohamed Bin Salman in December 2018. Al-Sheikh, worked in many governmental sectors like, interior ministry, the office of the Defense Minister and the Emirates of Riyadh and the Crown Prince, and was assigned to the royal court in 2015 and later in 2017 (Wikipedia). Turky was able to establish the General Entertainment Authority (GEA) in a short period of three years, by developing an entertainment sector from the ground up. The GEA has ambitious plans for building cinemas, organizing concerts, constructing theme parks, water parks, street festivals, an opera house, and an entire "entertainment city." Turky's GEA has been highly productive and as of March 2019, it had organized over 6,000 event days (compared to 67 in its first year) for 27 million attendees. Turky has hosted a variety of events, including concerts, a Comic-Con event, and the country's first monster truck rally. In 2018, the kingdom reintroduced cinema screenings, featuring popular movies such as "The Emoji Movie" and "Black Panther," after decades without movie theaters (Saudi Vision 2030, 2020).

Economic impact: The growth of the entertainment sector in Saudi Arabia, as a result of the establishment of the General Entertainment Authority (GEA) in 2016, has led to the creation of new job opportunities and the development of new industries such as theme park and event management. This is expected to contribute to the overall economic growth of the country. The GEA, led by its first and current chair Turki Al-Sheikh, has demonstrated a strong interest in developing the film industry and organizing activities and events that draw international celebrities as well as audiences from across the kingdom. These efforts are part of the country's Vision 2030 to divert Saudi Arabia's GDP away from the oil sector and offer job and

training opportunities for Saudis, as well as contribute to the overall economic development of the country (Altohami, 2022). One example of how the entertainment and tourism industries intersect in Saudi Arabia is through the festivals and events sector. The country's tourism industry has been on the rise, and between 2005 and 2016, the Saudi Commission for Tourism and National Heritage (SCTH) organized around 730 events and festivals that drew in more than 28 million international tourists and 85 million local visitors. (SCTH, 2017). The entertainment and festival sector in KSA have been a key driver of economic growth, generating over SR8 billion (USD2 billion) and creating more than 86,000 temporary jobs, with 70% of these positions filled by young people, according to the Saudi Commission for Tourism and National Heritage (SCTH, 2017). Despite the significant potential for job creation in the entertainment tourism industry, KSA has historically had low participation rates for women in this sector, with only 1.5% of tourism employment positions held by women in 2008, as reported by Baum (2013). This is in contrast to other Gulf countries, such as Oman, where Omani women made up 25.6% of the tourism workforce in 2016, as reported by Räisänen (2018). Over the next ten years, the GEA aims to invest \$64 billion in entertainment infrastructure, as it stated in a previous year's announcement. Over the course of the next 10 years, it is anticipated that this investment will boost the GDP by \$133 billion (SAR 500 billion) and generate more than 210,000 new employment (Saudi Vision 2030, 2020). One of the key initiatives of this investment is the Qiddiya Project, a large multifunctional cultural and entertainment zone covering a 340-square-kilometer area southwest of Riyadh. The project includes plans for theme parks, shopping malls, sports centers, facilities for cultural events such as music festivals and conventions, and up to 11,000 vacation homes. The goal of this project is to create an appealing domestic destination for Saudi nationals and to reduce the amount of money spent on foreign travel. It is projected to generate 57,000 jobs by 2030 (Crown Center for Middle East Studies, 2019).

Social and Cultural impact: The expansion of the entertainment sector in Saudi Arabia has led to an increase in the number and diversity of cultural and artistic events, providing citizens with more opportunities to experience new forms of entertainment and culture. Additionally, it has been boosting the tourism industry in Saudi Arabia. For instance, Construction on the Qiddiya project, a recreational, athletic and cultural development located 40 km southwest of Riyadh, began in late April. The 334 sq km site aims to include six different clusters of entertainment, such as a theme park, sports stadiums, motor racing tracks, snow sports facilities, and water, vacation homes as well as venues for cultural events. The completion of the first phase is planned for 2022 and by 2030, it is projected to create 57,000 jobs and add 17 billion SAR (€3.8bn) to the GDP. By 2030, the Qiddiya project hopes to draw 17 million tourists for entertainment, 12 million for shopping, including 2 million for accommodations. For reference, the top three amusement parks in the world in terms of attendance in 2016 were Tokyo Disneyland in Japan with 16.5 million people, Disneyland in California with 17.9 million, and Magic Kingdom at Disney World in Florida with 20.4 million (Flanders Investment & Trade, 2018). Despite the significance of the entertainment and tourism industry in Saudi Arabia in terms of both economy and culture, and its capacity to provide ample employment opportunities, in 2008, the country ranked lowest globally in terms of women's involvement in tourism-related jobs, including the entertainment sector (Baum, 2013). This is in contrast to Oman, where Omani women made up 25.6% of the workforce in the tourism industry in 2016 (Räisänen, 2018). To align with the objectives of Saudi Vision 2030, it is crucial to enhance the empowerment and participation of women in the country's event and festival sector (Saudi Arabia Vision, 2030, 2016). The most successful projects have a balance between the three key factors: scope, cost, and time. However, this balance can be challenging to maintain as projects are prone to change. For instance, if the scope of a project increases, it may lead to a disproportionate increase in cost and time. On the other hand, if the budget for a project decreases, it may result in less work being done, but it may take longer to complete. So, as project

manager have to balance the needs of the constraints against the needs of the stakeholders according to this triangle figure (3) (Watts, 2014).



Figure 3. A schematic of the triple constraint triangle

Saudi			Non-Saudi		
Male	Female	Total	Male	Female	Total
63.33	65.06	64.18	38.99	55.42	43.63

Source: Bulletin of Household Culture and Entertainment Survey 2018

In addition to the ratio of attendances among the variance of ages is too close

Age Groups	Visiting cultural and entertainment places at residence %
15-19 years	61.88
20-24 years	58.60
25-29 years	57.44
30-34 years	55.62
40-44 years	53.10
45-49 years	53.30
50-54 years	53.42
55-59 years	54.88
60-64 Years	55.78
65 Years or more	47.48

Source: Bulletin of Household Culture and Entertainment Survey 2018

Indeed, The Vision 2030 plan states a goal of increasing the percentage of household income spent on cultural and entertainment activities from 2.9% to 6%. However, it does not specify what types of entertainment will be allowed, as traditional Wahhabism prohibits many forms of entertainment such as cinema and music. The plan aims to create over 450 registered amateur clubs by 2020 through the national Daem program, to expand cultural and entertainment options in the Kingdom and improve the quality of these activities. This goal is notable in a historically closed country like Saudi Arabia (Courtney Freer, 2017). In another major social development, The Vision also aims to boost the hospitality industry in Saudi Arabia by attracting 1.5 million tourists by 2020 and increasing revenue generated from tourism to 18% in the next 14 years. However, the cost for obtaining a single-entry visa has risen to around £500, with the exception of those attending Hajj or Umrah for the first time and GCC nationals. The social impact of allowing non-religious tourists into the country would be significant. However, it has been stated that tourists will only be allowed in accordance with the values and beliefs of the Kingdom. It is not clear how the country will screen potential tourists or immigrants based on these criteria, and it is likely that tourism will mainly be restricted to other Gulf nationals or religious tourism. In January, King Salman approved a significant increase in Hajj quotas for both Saudis and foreigners (Courtney Freer, 2017). According to the General Authority of Statistics by 2018, the Percentage of key cultural and entertainment indicators of individuals 15 years and above by gender and nationality kingdom wide for the visiting cultural and entertainment places at residence

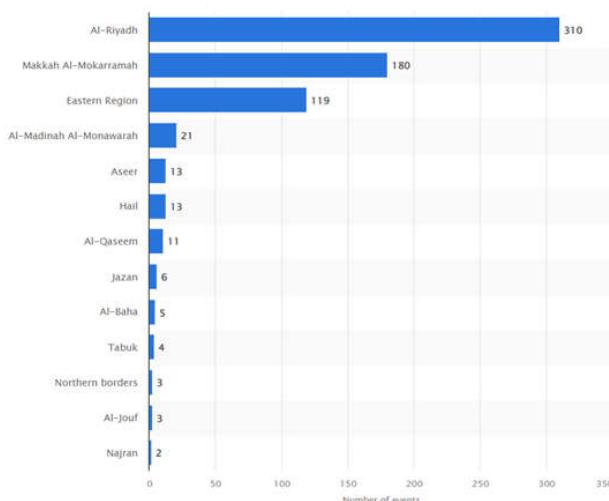


Figure 4. Source: Statista Website, available at:

<https://www.statista.com/statistics/1317806/saudi-arabia-total-number-of-entertainment-events-by-region/#statisticContainer>

International impact: As the entertainment sector in Saudi Arabia continues to grow, it has been attracting more international attention, with many major international events such as concerts and festivals being held in the country. This has contributed to the development of new relationships and business opportunities between Saudi Arabia and other countries. In order to expand the private sector, draw in foreign investment, and increase non-oil revenue, the Saudi government views privatization, whether it be by public-private partnerships or the sale and leasing of state-owned assets. The government unveiled the Privatization Vision Realization Program in April 2018, with the goal of creating 12,000 employment and \$10 billion in non-oil revenues by 2020. Some privatization seems to have a clear economic impact, if not goal. Lifting social and workplace barriers for women may improve the labor force and foster a more welcoming environment for tourists, which is seen as a new area for development. Encouraging sporting events, movies, concerts, and other forms of entertainment may also open up new markets for the Saudi audience (Saudi Vision 2030, 2020).

According to this, The Qiddiya project is a key component of Saudi Arabia's Vision 2030, specifically the "da'im" Culture and entertainment Program. The program aims to enhance the quality and variety of entertainment and cultural options available to citizens. To that end, the government has created two new agencies: The General Entertainment Authority (GEA) and the General Culture Authority (GCA) (GCA). The promotion of all forms of art & culture as well as the preservation of the Kingdom's cultural legacy are under the purview of the GCA. The Saudi government is likewise looking for private funding for entertainment projects like movie theatres and amusement parks. The GEA has said that \$64 billion will be invested in entertainment facilities & relevant projects among 2018 and 2028. The 35-year prohibition on movie theatres was abolished in December 2017. Crown Prince Mohammed bin Salman has demonstrated his support for the entertainment sector by redirecting funds from the interior ministry's regional development budget to the GEA (Crown Center for Middle East Studies, 2019). Recently, according to GEA, Al-Riyadh season succeed to attract a huge number of visits which reached to 11 million visitors from 125 countries including million visitors outside Saudi Arabia most of them from Russia, Canada, France, British and America (Arab News, 2023). Under the slogan "Beyond Imagination", this year's sports season offers a mix of diverse entertainment options that visitors from around the world are targeting, through international events and shows. The season will host the largest anime exhibition and the largest WWE event in the Middle East, in addition to the Guinness record for the largest drone show in the world. During November, 7 diverse entertainment areas will be opened within the season, which are represented in the area of The Grove, Sky Sports, Little League, Village Time, Zuwar Sports, Fantasy Fest, and Polyfard World. November events also include a musical concert, Black Hat event,

and Rosh Festival for games. The events of the sports season have witnessed exceptional attendance since its launch, as was the case in the Saudi anime exhibition recently held in the face of Riyadh, and the horror of the Polyfard area in Riyadh City, and a number of continuous events since the launch of the season, which is the most prominent entertainment event in the region. The 2022 sports season is characterized by its entertainment areas, which reach 15 areas, some of them sustainable and continuous after the end of the season events, such as the 'Polyfard Riyadh City, and Via Riyadh" areas, which are considered the most luxurious areas (SPA, 2022).

Benefits of project management on entertainment sector in Saudi Arabia

Organizing and executing efficiently: In Saudi Arabia, project management has played a critical role in organizing and executing major events, such as concerts and festivals. These events often involve a wide range of tasks that must be coordinated and completed on a strict timeline, such as booking performers, coordinating logistics, and managing ticket sales. By using project management techniques, event organizers can ensure that all tasks are completed on time and within budget, while also maintaining a high level of quality (Flanders Investment & Trade, 2018). Project management techniques can be used to plan and organize all aspects of an event, from scheduling and logistics, to safety and security, ticket sales, and marketing.

By using project management, event organizers can ensure that all tasks are completed on time and within budget, and that all aspects of the event run smoothly. This can help to increase the chances of the event being a success and attracting a large audience (Flanders Investment & Trade, 2018). The next schedule represents the amount of entertainment activates in each region with the number of attendances. According to The General Entertainment Authority (GEA) reported in 2019 that it had organized 9,700 events and attracted more than 35 million visitors to the Kingdom. The GEA also announced plans to invest over \$ 1 billion annually in the entertainment sector, and the opening of more than 5,000 entertainment facilities by 2030. We can notice obviously that the Al-Riyadh region had the most entertainment events happening in Saudi Arabia, with a total of 310 events. The overall number of entertainment events in the country that year was 690. And in 2020, the number of entertainment events in the Kingdom of Saudi Arabia has been increased by 57% when compared to 2019, which had been considered a record year. The country's music industry also recorded a 70% increase in digital streaming, and a 30% increase in ticket sales. (Saleh, 2022).

Creating new entertainment venues and infrastructure: Project management has helped in the coordination of construction of new venues, theme parks and other types of entertainment infrastructure in the country, to support the growth of the entertainment sector. For instance, on May 3, 2018, the government unveiled a plan to spend 130 billion SAR (€ 30 billion) on leisure and culture and by 2020 with the goal of building a real cultural neighborhood where people can enjoy movies and theatre. This progression has manifested in other massive projects, including three other enormous entertainment centers, an aquatic facility, and Sixteen entertainment complexes (Courtney Freer, 2017). All of these initiatives are part of a plan to make Dammam, Riyadh, and Jeddah among the top 100 metropolitan areas in the world for life quality.

The program's objectives are to

- Promote sporting activities in society;
- Attain in numerous sports on a regional and international level;
- Promote and diversify entertainment options to fulfil the requirements of the population;
- Increase the Saudi contribution to both the culture and arts (Courtney Freer, 2017).

The Quality of Life programme also aims to expand the volume of out-of-home entertainment locations from 154 to 260 by 2020 and the amount of retail space per person available in shopping malls from

0.15 to 0.19 sqm. Additionally, the government intends to invest 12 billion euros (or 50.9 billion SAR) in this cultural revolution, with the remaining investments to be made by private investors and international partners (Courtney Freer, 2017). In addition, the Public Investment Fund is anticipated to provide funding for numerous projects under the Vision 2030, and as a result of the 3 largest projects in its portfolio's scale-unprecedented size, it has designated them as "giga projects." The largest is the NEOM Project, which calls for the development of an economic city along the Red Sea coast of the Kingdom's territory, close to the Gulf of Aqaba. It will have sizable residential sections, commercial space, and industrial buildings. It is intended to use cutting-edge urban planning, automation, and sustainable technologies. Once constructed, it will be connected to Egypt through a bridge and to associated projects in Egypt and Jordan that are located close by. The futuristic city of NEOM, which is expected to cost \$500 billion, is the centerpiece of Vision 2030 and its most expensive element (NEOM Website). Moreover, the Red Sea Project, the second "giga project," is properly named and is likewise situated on the Red Sea shore. This expansive tourist destination is situated on a region of around 34,000 square kilometers that is focused on the Al-Hawra Archipelago. It is located around 500 kilometers north of Jeddah, the commercial center of the Kingdom. The NEOM and Red Sea projects, if they are carried out effectively, will change Saudi Arabia's Red Sea coastline and promote a substantial influx of people and economic activity (Crown Center for Middle East Studies, 2019).

Increasing efficiency and effectiveness: Project management has helped in streamlining the development and production process of entertainment products and services, increasing efficiency and effectiveness of the entertainment industry in Saudi Arabia. (Watts, 2014). The vision includes pledges from the public, corporate, and nonprofit sectors to accomplish strategic purposes, aims, outcome-oriented indicators, and objectives across a number of categories. As a result, the Crown Prince of Saudi Arabia's Council for Development and Economic Affairs has created a few organizations to support the evaluation and monitoring of the Vision programmers and assure the prompt completion of initiatives and projects to accomplish sustainable activities (Courtney Freer, 2017).

These bodies include

- The National Center for Measuring Performance,
- Delivery Unit
- The Council of Development and Economic Affairs' Office of Project Management.

To act as its investment and operational arm in this field, Saudi Arabia established the Development and Investment Entertainment Company (DIEC) with an initial capitalization of 10 billion SAR. For that reason, Saudi Arabia established the Development and Investment Entertainment Company (DIEC) with an initial capitalization of 10 billion SAR to act as its investment and operational arm in this industry. In light of this, the primary goal of DIEC is to encourage investment in a range of entertainment-related industries, in addition to luring in foreign strategic partners and developing local talent and technological prowess. Its objectives include:

- Enhancing residents' and citizens' quality of life;
- Fulfilling people's expectations and requirements for amusement,
- Encouraging business investment,
- Offering SMEs in the entertainment industry additional opportunities.

As part of its strategy to localize expertise and knowledge in the entertainment industry, DIEC will also concentrate on developing and running significant entertainment theme parks in the Kingdom's major regions, as well as family and specialized entertainment centers and entertainment villages that will offer the most cutting-edge offerings, technologies, as well as entertainment experiences. By 2020, DIEC is expected to generate 1 billion SAR in direct GDP contributions and 1,000 new direct jobs with its allocated budget of 10 billion SAR.

Every year, more than 50 million visitors are anticipated to use DIEC. The Saudi government does this in an effort to limit foreign expenditure on entertainment (Courtney Freer, 2017). Saudi Arabia is currently adopting project management to organize and boost efficiency with the largest massive projects under the reform programme, including NEOM, the Red Sea luxury tourism development, and the Qiddiya Entertainment City west of Riyadh. The Qiddiya Project, a vast multipurpose cultural and recreation complex that spans 340 square kilometers southwest of Riyadh, is the third "giga project" in Vision 2030. Theme parks, commercial centers, sports facilities, venues for cultural events including music festivals and conventions, as well as up to 11,000 holiday homes are all planned for this expansive area (Crown Center for Middle East Studies, 2019).

Reducing costs and improving collaboration: Project management has been used to optimize the use of resources and to reduce costs in the entertainment sector, as well as improving collaboration and communication between different teams in the sector (Watts, 2014). That means that the spending reductions outlined in the 2016 budget were valid for the duration of 2016 and into 2017. The Saudi government cut ministerial salaries, housing and car deductions for members of the Shura Council, overtime pay, and paid vacation days for all workers in the first few months following the introduction of Vision 2030. In addition to implementing a "supportive monetary strategy" and injecting roughly \$5.3 billion into Saudi banks at the same time that the government curtailed spending, the Saudi Arabian Monetary Authority did so with the goal of assisting the struggling private sector as it adjusted to a drastic reduction in government spending on projects and contracts (Crown Center for Middle East Studies, 2019). One of the key ways that project management can help to reduce costs in the entertainment sector is by optimizing the use of resources. Project management techniques can be used to identify areas where resources are being wasted or used inefficiently, and to develop strategies for addressing these issues. This can help to reduce costs and improve the overall efficiency of the entertainment industry. Another way that project management can help to reduce costs in the entertainment sector is by improving collaboration and communication between different teams and stakeholders. Project management can be used to establish clear lines of communication and to ensure that all teams and stakeholders are working together effectively. This can help to reduce the need for duplicated effort and to minimize errors and delays, which can ultimately lead to cost savings (Saudi Vision 2030, 2020). Indeed, Long-term economic planning predated the release of Vision 2030. The Saudi Arabian government has described its long-term economic development strategy in a series of 5 years economic plans since 1970, when a rapid rise in the cost of crude oil resulted in a rise in the Kingdom's oil income and fiscal resources. From 1970 to 2014, Saudi Arabia implemented nine successive development plans, all of which had as a goal to lessen the country's reliance on income from oil exports.

This goal was mostly attained by concentrating on government-led initiatives to support the economy's non-oil sectors (Crown Center for Middle East Studies, 2019). Thus, the overwhelming success of these economic strategies was one of the primary drivers behind Vision 2030. They were effective in creating a new infrastructure and sophisticated industrial facilities, but they were less successful in generating a sizable quantity of non-oil fiscal revenue as well as lessening the nation's reliance on oil. In 2014, the Kingdom's reliance on crude oil exports as its primary source of fiscal income remained strong, and several non-oil economic activities were reliant on government spending, which was mostly supported by oil profits. As a result, even Saudi Arabia's non-oil sectors are still somewhat dependent on the money received from oil exports (Crown Center for Middle East Studies, 2019). Project management can also be used to set clear goals and objectives, and to develop detailed project plans that outline the steps that need to be taken to achieve these goals. This can help to ensure that all teams and stakeholders are working towards the same objectives, which can help to improve collaboration and reduce the potential for confusion and delays. Additionally, project management can be used to track progress and to monitor

performance in order to identify any issues or problems that arise. This can help to ensure that any problems are addressed in a timely manner, which can help to minimize delays and costs (Watts, 2014).

Mitigating risks and improving communication: Project management has been used to effectively manage and mitigate risks and improve communication in the entertainment sector in Saudi Arabia. By identifying potential issues early on and implementing risk management plans, project management can help to minimize the impact of any problems that arise, ensuring smooth operations. Additionally, by improving collaboration and communication between teams and stakeholders, project management helps to avoid confusion and misunderstandings that can lead to delays and issues. Clear goals and objectives, as well as detailed project plans, are also established by project management to ensure that everyone is working towards the same target, which can minimize the risk of delays. Project management also allows for monitoring and tracking progress, which enables the timely identification and resolution of any issues that may arise, further reducing risk (Alharthi, *et al.*, 2018). In addition to risk management, project management also plays a key role in improving communication in the entertainment sector in Saudi Arabia. By establishing clear lines of communication and regular updates, project management ensures that all teams and stakeholders are well-informed and on the same page. This can help to minimize confusion and misunderstandings, as well as ensure that any issues or concerns are addressed in a timely manner (Flanders Investment & Trade, 2018).

Project management can also be used to foster collaboration and teamwork among different teams and stakeholders. By assigning clear roles and responsibilities, and by providing regular updates and progress reports, project management can help to ensure that everyone is working together effectively towards the same goals. This can help to improve the overall efficiency and effectiveness of the entertainment industry (Monshi & Scott, 2018). Furthermore, project management can be used to ensure that all tasks are completed on time and within budget. By breaking down large projects into smaller, more manageable tasks, and by providing regular updates and progress reports, project management can help to ensure that everything stays on schedule and within budget. This can help to minimize delays and costs, and to ensure that the final product meets the expectations of the customers (Chalaby, 2018). In summary, project management plays a critical role in managing risks and improving communication in the entertainment sector in Saudi Arabia. By identifying potential issues early on, fostering collaboration and teamwork, and ensuring that all tasks are completed on time and within budget, project management can help to ensure that entertainment projects are completed successfully and to a high standard of quality (Alharthi, *et al.*, 2018).

Developing new digital entertainment platforms: In the entertainment sector in Saudi Arabia, project management has been leveraged to develop new digital platforms and services in Saudi Arabia, like streaming platforms, social media apps and mobile games. This includes utilizing project management techniques to coordinate the work of various teams, such as developers, designers, and marketers, to ensure that the final product meets the needs of customers and performs well in a competitive market. Project management also helps in identifying new trends and technologies in the digital entertainment industry and incorporating them into the development process. Furthermore, project management helps in ensuring that these new digital platforms are launched on schedule and within budget, and also meets all the regulations and standards like data privacy and security, which helps in ensuring the platform's long-term success (Madani, 2022). In line with Saudi Vision 2030's directives to spread joy, improve the life quality, and promote a strong national economy in the KSA, the General Entertainment Authority (GEA) has adopted digital transformation as a main strategic and comprehensive undertaking. The GEA's goals are to increase the competitiveness and attractiveness of the Saudi entertainment sector and placement it at the frontline of regional and international entertainment industries (GEA press release 1, 2021).

The Entertainment Portal, one of the most well-known national digital initiatives with a path record of accomplishment and relevance, is considered as a symbol of the industry's digital transformation endeavors. GEA has worked extensively to create its digital infrastructure with the aim of enhancing the Saudi entertainment market through effective entertainment services that cater to investors and easily facilitate licensing processes for entertainment activities (GEA press release 1, 2021). In addition, GEA created its Entertainment Portal to serve as a complete digital platform that simplifies the process of applying for licenses, permits, and accreditation for various activities and niche entertainment offers. Additionally, it connects GEA's services with those of other pertinent government authorities and strengthens its function as a developer & regulator of the Saudi entertainment sector (Alharthi, *et al.*, 2018).

Another way that project management can help to develop new digital entertainment platforms is by identifying new trends and technologies in the digital entertainment industry and incorporating them into the development process. Project management can be used to conduct market research and to identify new opportunities for growth and expansion in the digital entertainment industry (Madani, 2022). Regarding to this, Markus Golder, CEO of "Integral", a company specialized in developing and innovating digital entertainment products in Saudi Arabia, has emphasized that as the growth continues in the Middle East and North Africa region, and it becomes a vital platform for innovation, the digital entertainment sector stands out as a major sector, especially as the impact of the current "Covid-19" pandemic has made digital entertainment an essential option for millions of viewers, especially in terms of social entertainment (Independent in Arabic, 2021). Due to its demographic structure, which is dominated by the youth (more than 28% of its population is between the ages of 15 and 29), the region represents a solid foundation for innovation and expansion in the digital entertainment sector. The VoD market is expected to grow to more than 29.6 million subscribers and sales of 2.97 billion dollars by 2025, according to a research report by Data Reportal (Independent in Arabic, 2021). In fact, Saudi Arabia's market is the fastest-growing digital sector in the region, witnessing a significant advancement in internet usage, which reached 95.7% in 2021, which will lead to the growth of OTT platforms and the increase in subscription revenue for video on demand services (SVOD) and other digital entertainment services (Independent in Arabic, 2021). For instance,

The General Entertainment Authority (GEA) started up the Tarfeeh Portal, which has distinguished itself between more over 800 digital projects after being selected by the National Committee for Digital Transformation, alongside a number of national digital projects, to create and organize the entertainment sector as well as support its infrastructure. Since its debut, the Tarfeeh Portal has made it possible for investors and businesses in the entertainment industry to submit for accreditation certificates and get licenses for entertainment activities and events (GEA press release 2, 2021). In addition, the Tarfeeh Portal project is also a component of GEA's initiatives to promote the Kingdom's digital transformation by automating all processes, services, and internal operations to augment the processes for licensees and permits.

Throughout its four main services—permits for entertainment events, licenses for entertainment activities, enrollment services for cafés and restaurants, and facilities for service providers—the portal further simplifies business operations as well as procedures for shareholders and those interested in providing entertainment services (GEA press release 2, 2021). Regarding to a total of 398 licenses for live performances in restaurants and cafés were issued by GEA in 2020 via the Tarfeeh Portal, along with 117 permits for entertainment events and 219 licenses for managing venues for such events. The web has also made it possible for 188 investors to purchase rights for the management and development of artists and performers. Furthermore, more than 410 restaurants and coffee shops registered on the web to request permits for live performances (GEA press release 2, 2021).

CONCLUSION

In Summary, Project management has been used to impact the entertainment sector in Saudi Arabia in multiple ways. This includes organizing and executing successful events, creating new entertainment venues and infrastructure, increasing efficiency and effectiveness, reducing costs and improving collaboration, mitigating risks and improving communication, developing new digital entertainment platforms, and improving overall operations and processes. Project management techniques such as risk management, communication, collaboration, and goal setting are used to ensure that all tasks are completed on time and within budget, and that the final product meets the needs of customers and performs well in the highly competitive entertainment market. Overall, project management plays a critical role in managing risks, improving communication and collaboration, and ensuring that tasks are completed on time and within budget. This ultimately helps to ensure the success and growth of the entertainment sector in Saudi Arabia.

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