

The Impact of Enterprise Risk Management on Project Success: STC in Riyadh, Saudi Arabia

Almaha Torky Aloraier
Academic ID: 241002588

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Faculty of Management - Midocean University

Supervisor
Dr.
Abdulraheem Nader

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Chapter 1: Introduction

1.1 Research Background

In the contemporary global economy, the telecommunications sector serves as the fundamental backbone of digital transformation, socio-economic development, and national resilience. Within the Kingdom of Saudi Arabia, this sector has undergone unprecedented growth and transformation, driven primarily by the strategic directives of Saudi Vision 2030. As telecommunication firms transition from traditional telecom providers to comprehensive digital ecosystem enablers, the complexity and scale of their projects have grown exponentially. This rapid transformation is characterized by massive infrastructure rollouts, such as 5G network expansion, cloud computing integration, smart city initiatives, and the exploration of next-generation technologies like 6G and low-orbit satellite communication.

However, this dynamic environment introduces a vast and intricate array of risks that directly threaten project delivery, operational integrity, and strategic alignment. Telecom organizations must navigate complex technological uncertainties including escalating cybersecurity threats, advanced malware, and system integration vulnerabilities, volatile market dynamics, shifting consumer demands (such as the transition from voice services to exponential data consumption), and stringent national and transnational regulatory frameworks. In this high-stakes ecosystem, traditional reactive approaches to project anomalies are no longer viable. Project success is increasingly dependent on the implementation of a structured, comprehensive, and proactive Enterprise Risk Management (ERM) framework. Organizations that tightly integrate governance, risk management, and compliance (GRC) mechanisms demonstrate significantly higher levels of operational efficiency and a more robust corporate reputation when navigating these complex landscapes (Aloulou & Alshohail, 2026).

The Saudi Telecommunication Company (STC), headquartered in Riyadh, stands as a premier digital pioneer and the leading telecommunications provider in the region. As a crucial enabler of Saudi Arabia's digital backbone, STC manages a large portfolio of strategic corporate, operational, and technological projects. Given its central role, STC's project delivery standards are tightly coupled with national security, public infrastructure

stability, and economic diversification goals. To safeguard its investments and ensure the continuity of mission-critical operations, STC has established structured governance mechanisms, operating under international risk standards such as ISO 31000 and ISO 22301 (Saudi Telecom Company, 2024). Investigating how risk management principles are operationalized within STC in Riyadh provides a vital empirical baseline for understanding the direct correlation between rigorous risk frameworks and project success parameters, including scope adherence, budget containment, timeline fidelity, and stakeholder trust.

1.2 Research Problem

Despite the critical importance of the telecommunications sector to Saudi Arabia's national infrastructure, projects within this domain frequently encounter substantial vulnerabilities that threaten their successful execution. The core problem revolves around the unprecedented escalation of risk complexity within digital-driven mega-projects, juxtaposed against the challenges of dynamically embedding risk-aware cultures across various organizational layers. Telecom projects in Riyadh are uniquely exposed to rapid technological obsolescence, severe supply chain disruptions, fragmented data regulations, and continuous compliance pressure from local authorities.

1.2.1 Theoretical Gaps

From an academic and theoretical perspective, existing literature frequently examines the concept of Enterprise Risk Management (ERM) as an aggregated, macro-level corporate policy focused heavily on regulatory compliance and corporate governance. However, there is a distinct shortage of empirical research investigating how these high-level structures actively translate into value creation and micro-level project operations within technology-driven firms in developing economies, particularly in the Gulf Cooperation Council (GCC) region (Aloulou & Alshohail, 2026). Furthermore, traditional project models frequently fail to apply structured multi-dimensional simulations or network analyses to evaluate concurrent project threats dynamically (Alotaibi, 2026). Most traditional project management models evaluate risk through a restricted lifecycle perspective (such as cost, time, and quality), failing to integrate multi-dimensional indicators like reputational risk, compliance alignment, and corporate resilience. This leaves a significant theoretical gap regarding how comprehensive ERM frameworks systematically alter project success rates within rapidly transforming digital ecosystems.

1.2.2 Practical Gaps

Practically, the operational environment of STC in Riyadh reveals critical execution challenges. The transition from legacy telecommunication models to intensive data and cloud infrastructure has amplified exposure to highly advanced cybersecurity threats, such as distributed denial-of-service (DDoS) botnets and ransomware targeting upstream supply chains. Third-party vendor integration and continuous compliance mandates from the Communications, Space and Technology Commission (CST) exert immense delivery pressure on infrastructure projects. In addition, large-scale engineering and infrastructure endeavors across the Kingdom frequently face severe project risk variables and scheduling overruns due to complex geopolitical and contextual environmental factors (Alotaibi, 2026; Altuwaim & Saiba, 2026). When these technical, legal, and operational risks materialize without standard proactive mitigation, they lead to significant operational consequences: prolonged network downtime, substantial financial penalties, erosion of Average Revenue Per User (ARPU), and compromised strategic assets.

Consequently, this study explores a fundamental question:

Main Research Question: What is the impact of Enterprise Risk Management frameworks on achieving project success within the Saudi Telecommunication Company in Riyadh, Saudi Arabia?

1.3 Research Significance

1.3.1 At the Theoretical Level

This study contributes to the academic domain by offering an empirically validated model that connects corporate risk governance directly to operational project delivery metrics. By bridging the gap between generalized enterprise risk theories and specialized project execution parameters within the Middle Eastern telecom context, this research expands the understanding of modern risk-value paths. It establishes an empirical baseline for researchers studying organizational agility, critical digital infrastructure resilience, and governance maturity in emerging digital markets (Aloulou & Alshohail, 2026; Altuwaim & Saiba, 2026).

1.3.2 At the Practical Level

On a practical level, this research provides project managers, chief risk officers, and corporate executives at STC and across the broader telecom market with actionable, strategic insights. By identifying the explicit operational links between unified risk registers, automated transaction monitoring, continuous business impact analyses (BIA), and project containment rates, the study provides a practical framework to minimize cost overruns and delays. Furthermore, ensuring project success at STC directly reinforces national critical infrastructure protection (Saudi Telecom Company, 2024). Consequently, optimizing project execution standards within the telecom ecosystem directly supports the secure realization of Saudi Vision 2030 digital transformational goals.

1.4 Research Questions

Based on the research background, the identified research problem, and the theoretical and practical gaps, this study aims to examine the impact of Enterprise Risk Management (ERM) on project success at Saudi Telecom Company (STC) in Riyadh, Saudi Arabia. Enterprise Risk Management has become an essential management approach that enables organizations to identify, assess, respond to, and monitor risks systematically, thereby improving organizational performance and increasing the likelihood of project success. Previous studies have emphasized that effective Enterprise Risk Management contributes to better governance, informed decision-making, and successful project implementation (Alshurideh et al., 2022; Aldehayyat & Anchor, 2010).

Accordingly, this study seeks to answer the following research questions:

Main Research Question

RQ1: What is the impact of Enterprise Risk Management on project success at Saudi Telecom Company (STC) in Riyadh, Saudi Arabia?

Sub-Research Questions

RQ1.1: What is the impact of risk identification on project success at STC?

RQ1.2: What is the impact of risk assessment on project success at STC?

RQ1.3: What is the impact of risk response on project success at STC?

RQ1.4: What is the impact of risk monitoring on project success at STC?

1.5 Research Objectives

The primary objective of this study is to investigate the impact of Enterprise Risk Management (ERM) on project success at Saudi Telecom Company (STC) in Riyadh, Saudi Arabia. Effective Enterprise Risk Management enables organizations to anticipate uncertainties, improve resource allocation, support strategic decision-making, and enhance project performance. Previous studies have shown that integrating Enterprise Risk Management into organizational processes positively contributes to achieving project objectives and improving organizational performance (Alshurideh et al., 2022).

To achieve the main objective of the study, the following objectives have been formulated:

Main Objective

RO1: To examine the impact of Enterprise Risk Management on project success at Saudi Telecom Company (STC).

Specific Objectives

RO1.1: To examine the impact of risk identification on project success at STC.

RO1.2: To assess the impact of risk assessment on project success at STC.

RO1.3: To evaluate the impact of risk response on project success at STC.

RO1.4: To examine the impact of risk monitoring on project success at STC.

1.6 Research Hypotheses

The hypotheses of this study are developed based on the research objectives and previous empirical studies that examined the relationship between Enterprise Risk Management and organizational performance. Existing literature indicates that organizations implementing effective Enterprise Risk Management practices are more likely to improve project outcomes by reducing uncertainty, strengthening governance, and enhancing decision-making processes (Alshurideh et al., 2022; Aldehayyat & Anchor, 2010).

Main Hypothesis

H1: Enterprise Risk Management has a statistically significant positive impact on project success at Saudi Telecom Company (STC).

Sub-Hypotheses

H1a: Risk identification has a statistically significant positive impact on project success at STC.

H1b: Risk assessment has a statistically significant positive impact on project success at STC.

H1c: Risk response has a statistically significant positive impact on project success at STC.

H1d: Risk monitoring has a statistically significant positive impact on project success at STC.

The proposed hypotheses assume that organizations adopting comprehensive Enterprise Risk Management practices are better equipped to identify and manage project risks, resulting in improved project performance, efficient resource utilization, and successful project delivery (Alshurideh et al., 2022).

1.7 Research Model

The conceptual framework of this study is developed based on the relationship between Enterprise Risk Management (ERM) and Project Success. Enterprise Risk Management represents the independent variable, while Project Success represents the dependent variable. Based on previous literature, Enterprise Risk Management consists of four key dimensions: Risk Identification, Risk Assessment, Risk Response, and Risk Monitoring. These dimensions are expected to contribute positively to project success by improving decision-making, reducing uncertainty, enhancing organizational resilience, and supporting the achievement of project objectives (Alshurideh et al., 2022).

The proposed research model assumes that the effective implementation of Enterprise Risk Management practices improves project performance through the systematic identification, assessment, response, and continuous monitoring of risks. Organizations that adopt comprehensive Enterprise Risk Management practices are expected to achieve higher levels of project success than those that rely on traditional risk management approaches (Alshurideh et al., 2022; Aldehayyat & Anchor, 2010).

The conceptual framework of the study is illustrated in Figure 1.1.

Independent Variable (IV)

Enterprise Risk Management (ERM)

- Risk Identification
- Risk Assessment
- Risk Response
- Risk Monitoring

↓

Dependent Variable (DV)

Project Success

Figure 1.1 Proposed Research Model

1.8 Overview of Saudi Telecom Company (STC)

Saudi Telecom Company (STC) is the leading telecommunications and digital solutions provider in the Kingdom of Saudi Arabia. The company offers a wide range of services, including mobile communications, fixed-line services, broadband internet, cloud computing, cybersecurity, digital infrastructure, and information technology solutions. Through continuous investment in innovation and digital transformation initiatives, STC plays a significant role in supporting Saudi Arabia's Vision 2030 and strengthening the country's digital economy. Operating in a highly competitive and technology-driven environment exposes STC to various strategic, operational, financial, technological, and cybersecurity risks. Consequently, implementing an effective Enterprise Risk Management framework has become essential to ensure business continuity, improve organizational resilience, support strategic decision-making, and enhance project performance. Previous studies have emphasized that organizations implementing structured Enterprise Risk Management practices are better able to reduce uncertainty and improve organizational performance (Alshurideh et al., 2022).

STC has been selected as the empirical setting for this study because it manages numerous strategic projects across different business sectors and continuously adopts governance and risk management practices to achieve its strategic objectives. The company's commitment to innovation, digital transformation, and effective project management makes it an appropriate organization for investigating the relationship between Enterprise Risk Management and project success (Aldehayyat & Anchor, 2010). The target respondents for this study will include employees working in project management, enterprise risk management, operations, and other related administrative departments at STC in Riyadh. These employees possess the practical knowledge and experience required to evaluate the implementation of Enterprise Risk Management practices and their contribution to successful project delivery. Therefore, STC provides an appropriate environment for conducting the empirical investigation proposed in this research.

1.9 Research Methodology

This section describes the research methodology adopted to achieve the objectives of the study. It explains the research design, research population, sampling technique, research instrument, data collection procedures, data analysis methods, and ethical considerations. The selected methodology is appropriate for examining the impact of Enterprise Risk Management (ERM) on project success at Saudi Telecom Company (STC) in Riyadh, Saudi Arabia.

1.9.1 Research Design

This study adopts a quantitative research approach using a descriptive research design to examine the relationship between Enterprise Risk Management (ERM) and project success. The quantitative approach enables the researcher to collect numerical data through a structured questionnaire and analyze the collected data statistically to test the proposed hypotheses. This approach is widely used in business and management research because it provides objective and reliable findings (Creswell & Creswell, 2023).

1.9.2 Research Population

The target population of this study consists of employees working at Saudi Telecom Company (STC) in Riyadh, Saudi Arabia. The study focuses on employees involved in project management, enterprise risk management, operations, and other related administrative departments. These employees are expected to possess sufficient knowledge and practical experience regarding Enterprise Risk Management practices and project implementation, enabling them to provide reliable information for achieving the objectives of this study.

1.9.3 Sampling Technique

This study employs a convenience sampling technique, which is one of the most commonly used non-probability sampling methods in organizational research.

Participants will be selected based on their accessibility and willingness to participate in the study. This sampling technique is considered appropriate because it facilitates access to employees who have practical experience in project management and Enterprise Risk Management within STC (Saunders et al., 2023).

1.9.4 Research Instrument

Primary data will be collected using a structured questionnaire. The questionnaire is divided into two sections. The first section collects respondents' demographic information, including gender, age, educational qualification, years of experience, and department. The second section measures the study variables using statements adopted and adapted from previous studies on Enterprise Risk Management and project success (Alshurideh et al., 2022).

1.9.5 Data Collection Procedures

The questionnaire will be distributed electronically to employees at Saudi Telecom Company (STC). Participation will be voluntary, and respondents will be informed about the purpose of the study before completing the questionnaire. Sufficient time will be provided for participants to complete the survey, and all collected responses will be used exclusively for academic research purposes (Saunders et al., 2023).

1.9.6 Data Analysis

The collected data will be analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, including frequencies, percentages, means, and standard deviations, will be used to summarize respondents' demographic characteristics and responses. Inferential statistical analyses, including Pearson Correlation Analysis and Multiple Linear Regression Analysis, will be conducted to examine the relationship between Enterprise Risk Management and Project Success and to test the proposed hypotheses. A significance level of 0.05 will be used to determine the statistical significance of the proposed hypotheses (Creswell & Creswell, 2023; Saunders et al., 2023).

1.9.7 Ethical Considerations

Participation in this study will be entirely voluntary. Participants will be informed about the purpose of the study before completing the questionnaire and will have the right to withdraw at any time without any negative consequences. No personal identifying information will be collected, and all responses will remain anonymous and confidential. The collected data will be stored securely and used solely for academic purposes in accordance with accepted research ethics (Saunders et al., 2023).

1.10 Suggested Structure of the Study

The proposed study is organized into five chapters. Each chapter addresses a specific aspect of the research and contributes to achieving the research objectives.

Chapter One: Introduction

This chapter introduces the research background, research problem, theoretical and practical research gaps, research significance, research questions, research objectives, research hypotheses, research model, overview of the selected organization, research methodology, and the overall structure of the study.

Chapter Two: Literature Review

This chapter reviews the relevant literature related to Enterprise Risk Management (ERM) and Project Success. It discusses the theoretical foundations, previous empirical studies, conceptual framework, and research gap supporting the current study. The chapter also examines the relationships between the independent and dependent variables based on previous research findings.

Chapter Three: Research Methodology

This chapter explains the research philosophy, research approach, research design, target population, sampling technique, sample size, research instrument, validity and reliability procedures, data collection methods, ethical considerations, and data analysis techniques used to achieve the objectives of the study.

Chapter Four: Data Analysis and Results

This chapter presents the analysis of the collected data using the Statistical Package for the Social Sciences (SPSS). It includes respondents' demographic characteristics, descriptive statistics, reliability analysis, validity analysis, correlation analysis, regression analysis, hypothesis testing, and interpretation of the research findings.

Chapter Five: Conclusion and Recommendations

This chapter summarizes the major findings of the study, discusses the theoretical and practical implications of the results, presents the limitations of the study, and provides recommendations for practitioners and future researchers.

Chapter 2: Literature Review

2.1 Introduction

Enterprise Risk Management (ERM) has become an essential management practice for organizations operating in dynamic and competitive environments. Organizations increasingly recognize that effective risk management contributes not only to minimizing potential threats but also to improving decision-making, enhancing operational efficiency, and supporting the successful achievement of strategic objectives. As projects become more complex, integrating Enterprise Risk Management into project management processes has become critical for ensuring project success.

The telecommunications sector is characterized by rapid technological advancements, intense market competition, regulatory changes, and significant investment in infrastructure projects. These factors expose organizations such as Saudi Telecom Company (STC) to various strategic, financial, operational, and technological risks. Consequently, implementing an effective Enterprise Risk Management framework enables organizations to identify potential risks, assess their impact, develop appropriate response strategies, and continuously monitor emerging risks to improve project outcomes (Alshurideh et al., 2022).

Project success is no longer evaluated solely by completing projects within the planned time, cost, and scope. Modern project management also considers customer satisfaction, stakeholder expectations, organizational benefits, and long-term sustainability as essential indicators of project success. Therefore, organizations are increasingly integrating Enterprise Risk Management practices into project management to improve overall project performance and organizational competitiveness.

This chapter reviews the relevant literature related to Enterprise Risk Management and project success. It discusses the theoretical concepts, dimensions, and importance

of Enterprise Risk Management, examines the concept of project success, reviews previous empirical studies investigating the relationship between the two variables, identifies the existing research gap, and concludes with a summary of the chapter.

2.2 Enterprise Risk Management (ERM)

Enterprise Risk Management (ERM) is a comprehensive and systematic approach that enables organizations to identify, assess, respond to, and monitor risks that may affect the achievement of organizational objectives (International Organization for Standardization [ISO], 2018; Alshurideh et al., 2022). Unlike traditional risk management, which addresses risks separately within different departments, ERM integrates risk management across the entire organization, allowing management to make informed decisions while balancing risks and opportunities. This integrated approach enhances organizational resilience, improves governance, and supports long-term strategic success.

The increasing complexity of today's business environment has made Enterprise Risk Management an essential practice for organizations operating in highly competitive industries such as telecommunications. Rapid technological changes, cybersecurity threats, regulatory requirements, market competition, and large-scale projects expose organizations to various strategic and operational risks. Therefore, implementing an effective ERM framework helps organizations anticipate potential threats before they occur and reduce their negative impact on organizational performance.

According to Alshurideh et al. (2022), Enterprise Risk Management is built upon several interconnected processes that enable organizations to manage uncertainty effectively while improving project performance and organizational sustainability. These processes include risk identification, risk assessment, risk response, and risk monitoring.

2.2.1 Risk Identification

Risk identification is the first stage of Enterprise Risk Management. It involves recognizing potential events that may negatively affect organizational objectives or project performance. Organizations identify risks from both internal and external environments through brainstorming sessions, historical project data, expert judgment, interviews, and risk checklists. Early identification enables project managers to prepare appropriate mitigation strategies before risks materialize (Alshurideh et al., 2022).

2.2.2 Risk Assessment

After risks have been identified, organizations evaluate their likelihood of occurrence and the magnitude of their potential impact. Risk assessment helps managers prioritize risks according to their significance and allocate organizational resources efficiently. Various qualitative and quantitative techniques are used to assess risks, allowing organizations to focus on critical risks that could significantly affect project objectives.

2.2.3 Risk Response

Risk response refers to the development and implementation of strategies to manage identified risks. Common response strategies include avoiding the risk, reducing its probability or impact, transferring the risk to another party, or accepting the risk when its impact is considered manageable. Selecting the appropriate response strategy enables organizations to minimize uncertainty while improving project outcomes.

2.2.4 Risk Monitoring

Risk monitoring is a continuous process throughout the project lifecycle.

Organizations regularly review identified risks, monitor changes in the internal and external environment, evaluate the effectiveness of implemented response strategies, and identify emerging risks. Continuous monitoring ensures that risk management remains effective and supports informed decision-making during project execution.

Overall, Enterprise Risk Management provides organizations with a structured framework for managing uncertainty while enhancing organizational performance and increasing the likelihood of project success. Effective implementation of ERM enables organizations such as Saudi Telecom Company (STC) to improve decision-making, strengthen governance, optimize resource utilization, and successfully achieve strategic and project objectives (Alshurideh et al., 2022).

2.3 Project Success

Project success is one of the most important indicators used to evaluate organizational performance and the effectiveness of project management practices. Traditionally, project success was measured by the ability to complete projects within the planned scope, budget, and schedule, commonly known as the "Iron Triangle." However, recent studies argue that project success extends beyond these traditional measures to include stakeholder satisfaction, customer value, organizational benefits, quality, sustainability, and the achievement of strategic objectives (PMI, 2021).

In today's highly competitive business environment, organizations increasingly recognize that successful projects contribute to organizational growth, innovation, and competitive advantage. Therefore, project managers are expected not only to deliver projects on time and within budget but also to ensure that project outcomes create value for customers and support long-term organizational goals.

According to the Project Management Institute (PMI, 2021), project success should be evaluated from multiple perspectives, including project efficiency, customer satisfaction, business success, and preparation for future opportunities. These dimensions provide a more comprehensive understanding of project performance and encourage organizations to focus on both short-term and long-term outcomes.

Several factors influence project success. Effective leadership, efficient communication, stakeholder engagement, proper resource allocation, organizational support, and risk management practices have consistently been identified as critical success factors. Among these factors, Enterprise Risk Management has received increasing attention because it enables organizations to proactively identify uncertainties, reduce project disruptions, and improve decision-making throughout the project life cycle (Alshurideh et al., 2022).

For organizations operating in the telecommunications industry, such as Saudi Telecom Company (STC), project success is particularly important due to the complexity of digital transformation initiatives, infrastructure development, technological innovation, and large-scale investment projects. Managing these projects successfully requires organizations to establish comprehensive risk management practices that minimize uncertainties while maximizing project performance and organizational value.

Project success is commonly measured using several performance indicators, including:

- Completion of the project within the planned schedule.
- Completion of the project within the approved budget.
- Achievement of project scope and quality requirements.
- Customer and stakeholder satisfaction.
- Achievement of organizational and strategic objectives.

These indicators provide a comprehensive assessment of project performance and are widely adopted in project management research and professional practice (PMI, 2021).

2.4 Relationship Between Enterprise Risk Management and Project Success

The relationship between Enterprise Risk Management (ERM) and project success has received increasing attention in recent years as organizations seek to improve project performance while operating in uncertain business environments. Modern organizations recognize that risk management is no longer limited to preventing project failure; instead, it serves as a strategic management tool that enhances decision-making, improves resource allocation, and increases the likelihood of achieving project objectives.

Enterprise Risk Management contributes to project success by providing a structured process for identifying, assessing, responding to, and continuously monitoring project risks throughout the project life cycle. By proactively managing uncertainties, organizations are able to reduce unexpected disruptions, control project costs, maintain project schedules, and improve the quality of project deliverables. Consequently, projects managed under effective ERM frameworks are more likely to achieve both operational and strategic objectives (Alshurideh et al., 2022).

Several empirical studies have reported a positive relationship between Enterprise Risk Management implementation and organizational performance. Organizations that integrate ERM into their strategic planning and project management practices demonstrate greater operational efficiency, stronger governance, improved decision-making, and higher project success rates. Effective risk management also enhances stakeholder confidence by ensuring that potential threats are identified and addressed before they significantly affect project outcomes.

In the telecommunications sector, projects often involve advanced technologies, large financial investments, regulatory compliance, cybersecurity challenges, and rapidly changing customer expectations. These characteristics increase the level of uncertainty associated with project implementation. Therefore, organizations such as Saudi Telecom Company (STC) require comprehensive Enterprise Risk Management practices to successfully manage these uncertainties and achieve sustainable project performance.

The four dimensions of Enterprise Risk Management—risk identification, risk assessment, risk response, and risk monitoring—are expected to contribute positively to project success. Risk identification enables organizations to recognize potential threats at an early stage, while risk assessment helps prioritize risks according to their likelihood and impact. Risk response ensures that appropriate mitigation strategies are implemented, whereas continuous risk monitoring allows organizations to evaluate the effectiveness of these strategies and respond to emerging risks throughout the project life cycle. Together, these practices enhance project performance and increase the probability of achieving project objectives.

Based on the reviewed literature, Enterprise Risk Management is considered an important organizational capability that supports project success by improving strategic planning, enhancing operational resilience, reducing uncertainty, and promoting informed decision-making. Consequently, this study proposes that effective implementation of Enterprise Risk Management positively influences project success at Saudi Telecom Company (STC).

2.5 Previous Studies

Author(s)	Objective	Methodology	Key Findings
Alshurideh et al. (2022)	To develop a comprehensive Enterprise Risk Management model for telecommunications organizations.	Quantitative research using statistical analysis.	The study found that risk identification, risk assessment, risk response, and risk monitoring positively influence organizational performance and support successful project implementation.
Aldehayyat and Anchor (2010)	To examine strategic planning practices within the telecommunications sector.	Survey research.	Organizations that integrate strategic planning with effective risk management achieve better organizational performance and decision-making.
Alotaibi (2026)	To investigate risk network analysis and simulation in	Quantitative research using risk network	The findings indicate that systematic risk analysis improves

	engineering projects in Saudi Arabia.	analysis and simulation.	project planning, reduces uncertainty, and enhances project performance.
Aloulou and Alshohail (2026)	To examine how governance, risk management, and compliance improve operational efficiency in Saudi technology-driven firms.	Quantitative research.	The study concluded that effective governance and Enterprise Risk Management significantly improve operational efficiency and organizational reputation.
Altuwaim and Saiba (2026)	To analyze construction project risks in Saudi Arabia.	Case study and risk analysis.	The study emphasized that early risk identification and assessment enhance project performance and reduce the likelihood of project failure.

Discussion of Previous Studies

The reviewed studies consistently demonstrate that Enterprise Risk Management plays a vital role in improving organizational and project performance. The findings indicate that effective risk identification, assessment, response, and monitoring contribute to better decision-making, enhanced governance, improved operational efficiency, and increased project success. Furthermore, studies conducted in Saudi Arabia emphasize the growing importance of Enterprise Risk Management in managing uncertainty within technology and construction projects. Despite these contributions, limited empirical research has specifically examined the impact of Enterprise Risk Management on project success in the Saudi telecommunications sector, particularly within Saudi Telecom Company (STC). Therefore, the current study seeks to address this research gap.

2.6 Research Gap

Although previous studies have extensively examined Enterprise Risk Management (ERM) and its influence on organizational performance, several research gaps remain. First, many studies have focused on the relationship between ERM and overall organizational performance rather than specifically investigating its impact on project success. As a result, there is limited empirical evidence explaining how individual ERM dimensions contribute to successful project delivery.

Second, most existing studies have been conducted in developed countries or across multiple industries, while relatively few have examined the telecommunications sector in Saudi Arabia. The telecommunications industry has unique characteristics, including rapid technological innovation, digital transformation initiatives, cybersecurity risks, regulatory requirements, and large-scale infrastructure projects, which require specialized risk management practices.

Third, previous research has often examined Enterprise Risk Management as a single construct without analyzing the individual effects of its key dimensions risk identification, risk assessment, risk response, and risk monitoring—on project success. Understanding the contribution of each dimension may provide organizations with more practical guidance for improving project performance.

Accordingly, the current study seeks to address these gaps by investigating the impact of the four dimensions of Enterprise Risk Management on project success at Saudi Telecom Company (STC). The findings are expected to contribute to both the academic literature and managerial practice by providing empirical evidence from the Saudi telecommunications sector.

2.7 Chapter Summary

This chapter reviewed the theoretical and empirical literature related to Enterprise Risk Management (ERM) and project success. It examined the key dimensions of ERM, including risk identification, risk assessment, risk response, and risk monitoring, and discussed their importance in supporting effective organizational and project management. The chapter also explored the concept of project success and the relationship between ERM and project success. Previous studies were reviewed to identify the main findings and trends in the existing literature, with particular attention to studies related to telecommunications and the Saudi context. Finally, the research gap was identified, highlighting the limited empirical evidence on the relationship between ERM and project success within the Saudi telecommunications sector. This chapter concludes the literature review by highlighting the theoretical and empirical foundations of the study and identifying the research gap that the current study aims to address.

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