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Research Title:

**The Impact of Saudi Vision 2030 on Event Production and Event
Management in Riyadh**

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Abstract

This Master's final project investigates the challenges, opportunities, and impacts that Saudi Vision 2030 has had on the event production and event management sector in Riyadh, Saudi Arabia.

This research aims to analyze the goals and strategies of Vision 2030 - such as diversifying the economy away from oil, developing tourism and entertainment, encouraging local content and Saudization, and adopting new event technologies - and how these forces affect the growth and development of event production and event management companies operating in Riyadh.

The study used a descriptive and analytical approach. A questionnaire was used to collect primary data. The questionnaire was distributed to a random sample of managers, production coordinators, technical/AV engineers, sales and sponsorship staff, and operations staff working for leading event production and event management companies in Riyadh, Saudi Arabia. A total of 245 questionnaires were received, and after screening, 220 were found valid for analysis. The data were analyzed, and the hypotheses were tested using SPSS.

The results show that Vision 2030 impacts scheduling pressure on event production companies, event execution performance, and the cash flow of event management firms. The results also show a statistically significant impact on the number of local companies and their relationship with the quality and cost of events produced. In contrast, no statistically significant relationship was found between the increase in local companies and event timeline or client satisfaction.

The study offers several recommendations to strengthen local production capacity, improve scheduling and cost management, and reduce the identified negative impacts.

Key words used in the research: Saudi Vision 2030, event production, event management, Riyadh Season, General Entertainment Authority, Saudi Arabia project performance, Riyadh City.

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List of Abbreviations

Abbreviation	Meaning
GEA	General Entertainment Authority
KSA	Kingdom of Saudi Arabia
MICE	Meetings, Incentives, Conferences, and Exhibitions
SPSS	Statistical Package for the Social Sciences
ANOVA	Analysis of Variance
SD	Standard Deviation
AV	Audio-Visual
AI	Artificial Intelligence
REPCO	Riyadh Events Production Co.
BCP	Boulevard Creative Productions
AWES	AlWaha Event Solutions
DSSC	Diriyah Stage & Sound Co.
EOG	Elite Occasions Group
VLP	Vista Live Productions
MYE	Mayadeen Event

Table 1: Demographic Characteristics

Table 2: Internal Consistency (Pearson Correlation)

Table 3: Reliability (Cronbach's Alpha)

Table 4: Correction Standard

CHAPTER 1: INTRODUCTION

1.1 Introduction

This study explores how Saudi Arabia's Vision 2030 is reshaping the event production and event management sector in Riyadh, one of the most visible and fastest-growing pillars of the Kingdom's economic diversification strategy.

Since Vision 2030 was introduced in April 2016, the Kingdom has moved from having almost no commercial entertainment sector to hosting large-scale festivals, concerts, exhibitions, and international conferences on a near-continuous basis. The General Entertainment Authority (GEA), established in 2016, has overseen this transformation, streamlining licensing for event organizers and international production companies while flagship programs such as Riyadh Season, Diriyah Season, and major business events like LEAP have drawn millions of visitors annually.

This growth has created a fast-expanding market for local event production and event management companies - covering staging, sound and lighting, ticketing technology, safety and crowd management, sponsorship activation, and hospitality - that did not meaningfully exist in Riyadh a decade ago.

Recognizing the need to reduce dependence on oil revenues, Vision 2030 targets a substantial increase in household entertainment spending and positions tourism, culture, and entertainment as core pillars of the non-oil economy. This plan directly affects how event production companies in Riyadh operate, compete, and grow.

This study also considers how the drive toward Saudization and local content requirements is reshaping employment and ownership structures within the sector, and how the push for world-class visitor experiences is raising the bar for production quality, cost discipline, and delivery timelines.

1.2 Problem Statement

Riyadh is positioning itself as a regional hub for large-scale events, festivals, and business conferences. However, this rapid expansion, characterized by intense competition from international event brands, rising client expectations, and rapidly changing regulatory requirements, poses several challenges for local event production and management companies.

As a result, the event production sector in Riyadh must confront these challenges on multiple fronts. This research addresses the challenges and the means by which local companies can overcome them.

Several challenges facing the event production and event management sector in Riyadh can be outlined as follows:

- **Reliance on International Expertise:** The sector has historically relied heavily on international production companies, technical crews, and equipment suppliers for large-scale events.
- **Weak Local Production Capacity:** Riyadh's local supply chain for staging, technical equipment, and specialized crew is still maturing relative to global standards.

- **Regulatory and Licensing Complexity:** Event organizers face evolving requirements from the General Entertainment Authority and other regulators, including safety, content, and venue licensing rules.
- **Talent Shortage:** The Kingdom faces a shortage of qualified technical, production, and event-management professionals, particularly Saudi nationals with specialized experience.

1.3 Study Purposes

The objectives of this study focus on understanding how Vision 2030 is shaping the challenges and opportunities facing the event production and management sector in Riyadh.

Developing the Event Production Sector: This study focuses on developing local event production capacity and supporting Saudi-owned production and event management companies.

Furthermore, the study focuses on the points below, which help address the challenges that will increase competitiveness and grow the sector toward Vision 2030's goals:

- Increase the number and capacity of local event production companies operating in Riyadh.
- Enhance the commercial sector through sponsorship, ticketing technology, and digital marketing platforms.
- Strengthen international partnerships that bring global production expertise and investment into the Kingdom.

1.4 Study Importance

Saudi Arabia is positioning Riyadh as a global destination for entertainment, culture, and business events, seeking to retain domestic entertainment spending and attract international visitors and investment.

The Kingdom is placing significant emphasis on developing its events and entertainment sector as part of Vision 2030, which aims to diversify the national economy and improve the quality of life.

Key points of importance addressed by this study include:

- **Developing Event Management Practices:** Improving planning, coordination, and delivery standards within event production companies, particularly small and medium-sized enterprises.
- **Enhancing the Competitive Capabilities of Local Companies:** Improving the competitiveness of Saudi event production companies so they can compete for major contracts against international entrants.
- **Keeping Up with Rapid Developments in Event Technology:** Ticketing platforms, AI-driven crowd and demand management, and immersive production technology are evolving quickly worldwide.
- **Transferring and Localizing Production Expertise:** Building sustainable local capability in staging, technical production, and safety management.
- **Focusing on Sustainability in Large-Scale Events:** Environmental and crowd-safety considerations are becoming increasingly important as event scale grows.

1.5 Study Questions

To understand the questions this study addresses, it is useful to review the trajectory of Saudi Arabia's events and entertainment sector since 2016.

- Growth in Licensed Event Companies: The number of licensed event management and production companies in Saudi Arabia has grown substantially since the General Entertainment Authority streamlined licensing procedures.
- Growth in Investment: Government and private investment in entertainment infrastructure has exceeded USD 2 billion since 2016, alongside mega-projects such as Qiddiya, which include purpose-built venues (General Entertainment Authority, 2025; AHK Saudi Arabia, 2026).
- Growth in Visitor Numbers: Flagship programs such as Riyadh Season have attracted more than 12 million visitors in a single recent edition (General Entertainment Authority, 2025).
- Growth in Employment: Entertainment-sector employment in Riyadh reached an estimated 42,000 jobs recently, with projections toward roughly 95,000 by 2030 (Custom Market Insights, 2026).
- Establishment of the General Entertainment Authority: An independent body overseeing licensing, content approval, and development of the entertainment sector.
- Advancements in Event Production: There has been significant progress in production quality, technical capability, and international collaboration in recent years.
- Growth in the Business Events (MICE) Segment: Saudi Arabia has become one of the fastest-growing business-event markets among G20 nations (Arab News, 2025).

These points give a preliminary view of how Saudi Arabia has developed its events and entertainment sector, and they help frame the questions this study seeks to answer regarding challenges, opportunities, and impacts on event production and event management specifically.

1.6 Research Hypotheses

The following are potential research hypotheses for the challenges, opportunities, and impacts of Vision 2030 on the event production and event management sector in Riyadh, Saudi Arabia:

- H1: The impact of Vision 2030 on event production companies has a significant positive impact on growth opportunities.
- H2: Part of the challenges of Vision 2030 are the same ones that event management companies face.
- H3: The challenges faced by event production companies in Riyadh are significantly influenced by regulatory changes introduced under Vision 2030.
- H4: There is a good relationship between the new technologies approved under Vision 2030 and event production companies.
- H5: The new relationships between Saudi Arabia and other countries under Vision 2030 provide a competitive advantage to the event production and entertainment sector.
- H6: Vision 2030's emphasis on local content and Saudization policies has led to increased challenges for foreign-owned event management companies.

1.7 Theoretical Model

The following theoretical model indicates the impact of Vision 2030 on event production and event management companies in Riyadh, Saudi Arabia:

1. Vision 2030 Initiatives

Vision 2030 focuses on improving local production capacity and Saudization within the events sector. These efforts affect international production companies but also aim to improve local companies by giving Saudi professionals more opportunities to gain skills and experience on international productions and transfer that knowledge locally.

2. Promoting New Technologies in the Field

Vision 2030 encourages the use of new event technologies - ticketing platforms, AI-driven crowd and demand management, and immersive production tools - to reduce cost, increase production efficiency, and deliver world-class attendee experiences.

3. Government Support

The Saudi government supports local companies and prioritizes them for major national events and mega-projects. Choosing local production companies for flagship programs such as Riyadh Season encourages local companies to match international standards and become locally rooted, sustainable businesses.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Saudi Arabia's Vision 2030 aims to develop the country's economy toward the standards of leading global economies while creating new opportunities for growth that replace oil dependence with diversified, non-oil industries. The event production and event management industry is one of the most visible of these new industries, supplying the staging, technical production, and organizational capability behind Riyadh's festivals, concerts, exhibitions, and conferences.

This chapter reviews what researchers, industry reports, and representatives of the Saudi events industry have said about the challenges and opportunities this sector faces, and how these may evolve as the Kingdom works toward its 2030 goals.

One goal of Vision 2030 is to increase the capacity of local event production companies and raise the quality of local production to match international standards. This chapter also discusses how Vision 2030 might change the way event companies operate, adopt new technology, and develop their workforce.

2.2 Dependent Variable

This section studies the overall performance of the event production and event management industry in Riyadh, Saudi Arabia. The dependent variable captures how Saudi Vision 2030 affects sector performance, event production quality over time, and sector growth.

2.3 Independent Variable

2.3.1 Companies Independent Variable

- Production capacity level of event production companies
- The share of event production companies in Saudi Arabia's market
- Increase in the number of local event production companies
- Revenue growth
- Innovation and adoption of new technologies
- Employment rates within the sector
- Quality standards that companies are complying with
- Replacing oil production growth with the events industry's production growth

2.3.2 Events (Projects) Independent Variable

- Impact on the quality of the event delivered on-site
- Impact on event timeline
- Impact on event cost
- Impact on client/organizer satisfaction

By studying these indicators, this research analyzes the influence of Vision 2030, the challenges and opportunities it creates, and its impact on the development and success of the event production and event management industry in Riyadh.

2.3.3 Theoretical Grounding

This study borrows from general economic diversification theory, which holds that countries heavily dependent on a single resource, such as oil, benefit from deliberately growing new, non-resource sectors to reduce the risk of relying on one source of income. Applied to Saudi Arabia, this framing helps explain why the government has chosen to actively support sectors like entertainment and events through direct investment, new regulatory bodies, and flagship programming, rather than simply waiting for the private sector to grow the industry on its own. The event production and event management sector is treated here as one visible test case of this wider diversification strategy at work.

Figure 1: Dependent Variable and Independent Variable on Event Production Companies

What is Vision 2030?	Dependent Variable	Independent Variable (Companies)
A plan by the Saudi government to grow the non-oil economy, promote new technology, and support local industries such as event production.	How Vision 2030 is affecting the event production and event management industry in Riyadh.	Share of local market, number of local companies, revenue growth, innovation, employment, quality standards, replacing oil growth.

Figure 2: Event (Project) Independent Variables

What is Vision 2030?	Independent Variable on Events (Projects)
A plan by the Saudi government to improve the economy, promote new technology, and support local industries such as event production.	Impact on Quality Impact on Event Timeline Impact on Event Cost Impact on Client / Organizer Satisfaction

2.4 Scope of the Research

Spatial Domain: This study was applied to event production and event management companies, and to events and projects delivered in the Riyadh region of Saudi Arabia.

Human Domain: The study was conducted on a random sample of professionals working in event production and event management companies in the Riyadh region.

Temporal Domain: The study was carried out from January to August 2026.

Thematic Domain: This study focused on the impact of Saudi Vision 2030 on the event production and event management sector in the Riyadh region.

Figure 3: Scope of the Research

Spatial Domain	Human Domain	Temporal Domain	Thematic Domain
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2.5 Summary of Past Studies

2.5.1 English Version

2.5.1.1 Saudi Arabia Event Management Market Size

Saudi Arabia's event management market was worth about 2 billion US dollars in 2024 (IMARC Group, 2026). By the early 2030s, the market is expected to more than double, growing at around 7-8 percent annually (IMARC Group, 2026). Corporate events, such as conferences and product launches, make up the largest part of this market, mainly because more international and local companies are opening offices in the Kingdom as part of Vision 2030 (MarkNtel Advisors, 2025). Exhibitions and conferences are growing the fastest, since some trade shows that used to be held in Dubai are now being held in Riyadh instead (Mordor Intelligence, 2026). More recent estimates place the value of Saudi Arabia's business events (MICE) segment specifically at around 3 billion US dollars in 2025, with forecasts pointing toward a market of more than 5 billion US dollars by the early 2030s, growing at close to 10 percent a year (Ken Research, 2026; Mordor Intelligence, 2026). Within this segment, ticket and registration fees are the fastest-growing revenue line. At the same time, accommodation remains the single largest cost and revenue component, reflecting how closely the events sector is tied to hotel and hospitality investment (Ken Research, 2026). Riyadh, Jeddah, and Dammam are consistently identified as the three cities driving this growth, with Riyadh acting as the primary hub because it concentrates government offices, purpose-built venues such as the Riyadh Front Exhibition and Conference Center, and the headquarters of multinational companies relocating under the Kingdom's regional-headquarters program (Ken Research, 2026; Vision2030.ai, 2026).

Ticket sales are still the biggest source of income for event companies, but sponsorship money is growing quickly too, as brands want to reach young Saudi consumers (PS Market Research, 2026). Riyadh and the central region bring in the largest share of event revenue in the country, because most government offices, company headquarters, and large venues are based there (Mordor Intelligence, 2026).

2.5.1.1.1 Riyadh Season and Major Events

Riyadh Season started in 2019 and is run by the General Entertainment Authority. It is the clearest example of what Vision 2030 aims to achieve in entertainment, and it has attracted more than 10 million visitors in recent years (General Entertainment Authority, 2025). The festival includes concerts, cultural areas, sports, and family attractions spread across several purpose-built zones in the city. Because the festival is so large, it created demand for staging, sound, lighting, hospitality, and safety services that barely existed in Saudi Arabia ten years ago. A 2025 report from the General Entertainment Authority puts this growth in sharper focus: across all entertainment activity in the Kingdom, not only Riyadh Season, the sector attracted more than 89 million visitors in a single year, hosting 1,690 separate events across a combined 75,661 event days, with 6,778 companies participating in some part of the sector's activity (General Entertainment Authority, 2025, as cited in Arab News, 2026). Industry commentators describe this scale of activity as evidence that

entertainment has moved from being treated as a lifestyle add-on to being managed as a core economic pillar, with one regional strategy consultant noting that the sector now drives investment and tourism while working toward an official target of creating 450,000 jobs by 2030 (Arab News, 2026).

Apart from Riyadh Season, Saudi Arabia has also become one of the fastest-growing G20 countries for business events (MarkNtel Advisors, 2025). In recent years, the Kingdom hosted a record number of business events, and several international event companies opened offices in Riyadh for the first time (Ken Research, 2026).

2.5.1.1.2 Technology Used in Event Production

Event companies in Saudi Arabia are starting to use artificial intelligence to personalize the experience for attendees, to predict how many tickets will sell, and to set ticket prices (PS Market Research, 2026). Production companies are also using better sound, lighting, and crowd management technology for large events. On top of this, the General Entertainment Authority made it faster for foreign event companies to open a branch in Saudi Arabia, which has helped the local industry grow and become more professional (Vision2030.ai, 2026).

2.5.1.1.3 Summary of the Study

This part of the literature gives a general picture of the Saudi Arabia event management market, including which types of events are growing fastest, where most of the money comes from, and what is driving the growth of the sector on the way to 2030.

2.5.1.1.4 Market Segmentation and Leading Venues

Beyond overall market size, industry reporting breaks the Saudi events and business events market down by venue type and service line. The Riyadh Front Exhibition and Conference Center, the conference facilities within the King Abdullah Financial District, and the Riyadh International Convention and Exhibition Center are consistently named among the primary venues anchoring large-scale conferences and exhibitions, alongside hotel-based venues such as Hilton Riyadh and Four Seasons Riyadh, both of which have reported double-digit growth in corporate meeting bookings in recent years (Ken Research, 2026). On the organizer side, the market remains fragmented rather than dominated by one or two players, with local and international companies - including Sela, Benchmark Events, and a growing number of joint ventures between global exhibition houses and Saudi partners - competing for exhibition, conference, and government-sector contracts (Ken Research, 2026; Setup in Saudi Arabia, 2026). This fragmented but fast-growing structure is one reason this study treats the increase in the number of local event production companies as a variable worth measuring in its own right (Section 2.3.1), rather than assuming the market is already consolidated around a small number of dominant firms.

2.5.1.2 Vision 2030 and the Wider Push to Diversify the Economy

Saudi Arabia is changing its economy in a big way. For a long time, oil and gas were almost the country's only source of revenue. Now the government is building new industries that do not depend on oil, and entertainment and events are one of the industries where people can see and feel the most.

2.5.1.2.1 New Venues and Giga-Projects

This change is being supported by substantial funding for new arenas, stadiums, and entertainment venues. Giga-projects like Qiddiya are being built from the start with event venues included. The government has reportedly spent more than 2 billion US dollars on entertainment infrastructure since the General Entertainment Authority was created in 2016 (General Entertainment Authority, 2025). This spending has recently been reinforced by a dedicated financing vehicle: the Events Investment Fund (EIF), launched in January 2023, which is intended to channel up to 7.5 billion US dollars of foreign direct investment into Saudi entertainment infrastructure by 2045, with a particular focus on enlarging venue capacity in Riyadh, Jeddah, and the Taif region (AHK Saudi Arabia, 2026). Alongside the Fund, giga-projects positioned partly around events and leisure - including Qiddiya, an entertainment city being built south-west of Riyadh, and the wider Riyadh Boulevard development - are designed from the outset to include permanent, purpose-built event venues rather than the temporary staging structures that dominated the market before 2016 (Vision2030.ai, 2026).

2.5.1.2.2 Jobs and Saudi Talent

Jobs in the entertainment sector in Riyadh have grown quickly and are expected to keep growing until 2030. This is giving young Saudis new career paths in event management, hospitality, and technical production (Trivandi, 2026). More Saudi professionals are now getting international certificates in exhibition and event management, which shows the country is trying to build local expertise rather than only bring in foreign staff (Custom Market Insights, 2026). Despite this progress, industry analysis published in 2026 cautions that the pace of infrastructure delivery is currently running ahead of the pace of workforce development, and that the Kingdom faces a narrowing window to close this gap before major commitments such as Expo 2030 and the FIFA World Cup 2034 create simultaneous, time-bound demand for skilled production and event-delivery professionals (Trivandi, 2026). The same analysis argues that closing this gap requires industry-aligned academies and applied, hands-on training built around what on-site event production actually requires, rather than training built solely on conventional academic curricula (Trivandi, 2026). This observation is consistent with the talent-shortage challenge identified in the Problem Statement (Section 1.2). It is measured directly by the questionnaire items on Employment Rates within the Sector (Section 4.2, Company Perspectives - Part 5).

2.5.1.2.3 Summary of Saudi Arabia's Events Sector Growth Under Vision 2030

Saudi Arabia is trying to diversify its economy by building new entertainment and events infrastructure in Riyadh and other cities. Large investments, programs like Riyadh Season, and a growing number of international business events are turning the Kingdom into a regional hub for events, tourism, and entertainment, aligning with the wider goals of Vision 2030.

2.5.2 Arabic Research

2.5.2.1 Developing the Entertainment and Events Sector Under Vision 2030

Writing in Arabic about Vision 2030 also points out that the Kingdom is trying to reduce how much it depends on oil money by growing sectors such as entertainment, tourism, and culture. The main points usually mentioned are: simplifying licensing for entertainment and event businesses, building new venues and economic cities, helping small and medium-sized event companies secure financing, and encouraging foreign companies to invest in leisure and hospitality (General Entertainment Authority, 2025).

At the same time, this writing also points out some ongoing problems: government procedures can still be complicated and slow, different government departments do not always coordinate well on licensing and safety approval, and there is a need for a simple digital platform where event organizers can register, get permits, and follow up on approvals in one place (Setup in Saudi Arabia, 2026). This concern is echoed in more recent English-language coverage of the regulatory landscape, which lists a substantial set of authorities that an event business may need to engage with in the Kingdom, including the General Entertainment Authority, the Saudi Conventions and Exhibitions General Authority, and the Ministry of Investment, depending on the type and scale of the event (Setup in Saudi Arabia, 2026). While each authority has a clearly defined role, having several separate touch-points for licensing, safety approval, and investment facilitation supports the observation, raised repeatedly in the Arabic-language commentary reviewed here, that coordination between departments remains an area for improvement even as individual licensing steps have become faster.

2.5.2.1.1 Summary of the Study

Saudi Arabia is working to grow its entertainment and events sector as part of Vision 2030. The Kingdom is simplifying licensing, building venues and economic zones, and supporting small and medium-sized event businesses, while still working on coordination and regulatory issues that affect how quickly companies can grow.

2.5.2.2 Local Content and Financing for Small and Medium Event Companies

A recurring theme in Arabic-language commentary on the sector is the position of small and medium-sized event companies relative to larger, better-capitalized competitors. This commentary generally argues that simplified licensing alone is insufficient to increase the number of sustainable local companies, and that access to financing, mentorship, and predictable payment terms from large event

organizers matters just as much as regulatory reform (General Entertainment Authority, 2025). This point is directly relevant to the Company Perspectives section of this study's questionnaire (Section 2.3.1), which measures not only whether the number of local companies has grown, but also whether that growth has translated into revenue growth, employment, and improved quality standards, rather than growth in name only.

2.5.3 Business Events and the MICE Segment

Beyond festivals like Riyadh Season, a large part of the growth in the Saudi events sector is coming from business events - conferences, exhibitions, and corporate meetings, often grouped under the term MICE (Meetings, Incentives, Conferences, and Exhibitions). Saudi Arabia has become one of the fastest-growing business event markets among the G20 countries. In one recent year, the Kingdom hosted more than 17,000 business events, an all-time high for the region, according to industry commentators.

Large technology and business conferences such as LEAP have brought together hundreds of startups and thousands of international visitors in a single event. Cybersecurity events such as Black Hat MEA and investment conferences such as the Future Investment Initiative have also grown quickly. Corporate localization rules are pushing multinational companies to hold more of their internal meetings, training sessions, and shareholder events inside the Kingdom rather than abroad, which is adding steady demand for local event management companies beyond the seasonal festival calendar.

Joint ventures between international and local companies are becoming more common in this part of the market. For example, a joint venture between a global exhibitions company and local partners has been active in Saudi Arabia since 2023, combining international event management experience with local market knowledge. Partnerships like this are one way that international expertise is being transferred into the local industry.

2.5.4 Virtual and Hybrid Events

Alongside physical events, the market for virtual and hybrid events is also growing in Saudi Arabia. However, it is still a small part of the overall market compared to in-person events. Some conferences now combine an in-person audience with an online component, so people who cannot travel to Riyadh can still take part. A high internet penetration rate and a large number of active social media users in the Kingdom make this kind of format easier to run successfully. Event companies that can offer both in-person and virtual options are likely to have an advantage as more clients ask for hybrid formats.

2.5.5 Competitive Landscape and Recent Developments

The event management market in Saudi Arabia is still fragmented, meaning no single company controls a very large share of it. This creates room for both new local companies and international firms to enter and specialize. Some recent developments that show how the market is changing include:

- The General Entertainment Authority launched services for event businesses through the Saudi Business Center, making it easier and faster to get licenses.

- Local and international event agencies have formed partnerships to combine local knowledge with global event management experience.
- International exhibition organizers have opened offices in the Kingdom and taken part in global trade shows to promote Saudi Arabia as a destination for future events.
- New arenas and stadiums, including venues built for major concerts, sports, and awards shows, have increased the number of large events the country can host at the same time.

Taken together, these examples show a market that is still forming its final shape, where local event production and event management companies have a real chance to grow quickly if they can keep up with rising quality expectations and fast-changing rules.

2.5.6 Implications for This Study

The literature reviewed above suggests that Vision 2030 is affecting the event production and event management sector in Riyadh through several overlapping channels: direct investment in venues and mega-projects, regulatory reform through the General Entertainment Authority, growth in both entertainment and business events, rising use of event technology, and a deliberate push toward Saudization and local content. These themes directly informed the choice of independent variables used in this study (Section 2.3) and the wording of the research hypotheses in Chapter 1. The next chapter explains how this study measured these themes empirically through a structured questionnaire distributed to professionals working across eight leading event production and event management companies in Riyadh.

CHAPTER 3: RESEARCH METHODOLOGY

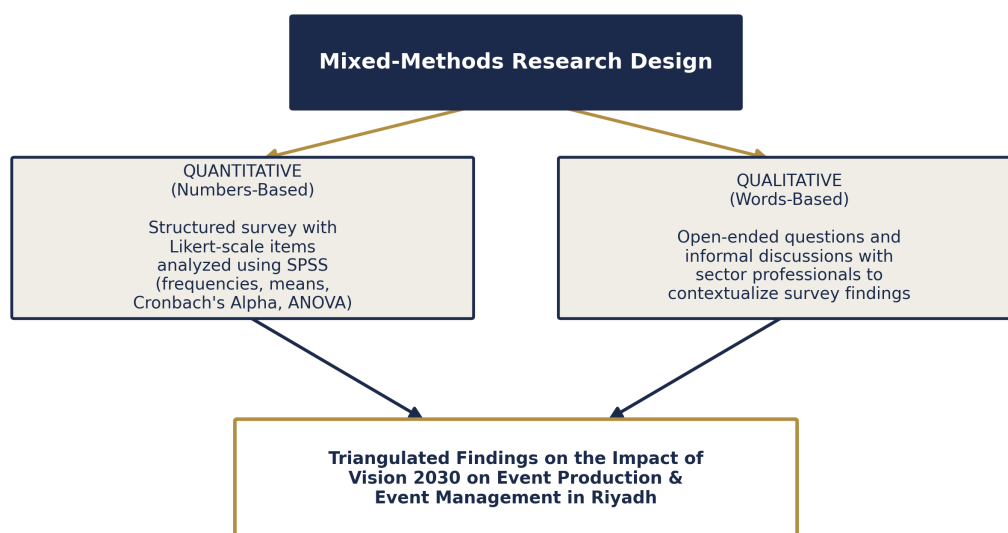
3.1 Introduction

This chapter explains the methodology and procedures followed in this research, including the research design, the study population and sample, the data collection tools and validity procedures, and the statistical tools used to analyze the data.

3.2 Research Design

The research employs a combination of methods, as shown in Figure 6. This study examines both numbers-based (quantitative) and words-based (qualitative) data. The numbers show how people perceive the challenges and opportunities they face; the words help build a deeper understanding of people's thoughts and experiences. Using both methods together makes the study more robust and reliable.

Figure 6: Research Design



3.2.1 Quantitative

The quantitative method used a survey with rating-scale questions to measure how many respondents share certain opinions about the challenges and opportunities facing the sector. This method allows patterns to be identified and generalized using SPSS.

3.2.2 Qualitative Methods

The qualitative method focused on open-ended questions and informal discussions with sector professionals, helping to understand their thoughts, feelings, and specific challenges beyond what numbers alone can show.

3.3 Population of the Study

The number of licensed event management and production companies in Saudi Arabia has grown substantially since the General Entertainment Authority streamlined licensing procedures, with industry estimates placing the national count in the low thousands as of 2025. In Riyadh specifically, eight leading full-service event production and event management companies form the population for this study (workshops and single-person freelance operators were not covered).

The study was conducted on the following companies:

- 1. Riyadh Events Production Co. (REPCO)
- 2. Boulevard Creative Productions (BCP)
- 3. AlWaha Event Solutions (AWES)
- 4. Confetti Arabia
- 5. Diriyah Stage & Sound Co. (DSSC)
- 6. Elite Occasions Group (EOG)
- 7. Vista Live Productions (VLP)
- 8. Mayadeen Event

- These companies vary in organizational size and represent the leading full-service event production and event management providers in Riyadh, Saudi Arabia.

Company Profiles

A short profile of each company included in the study population is given below, to provide context for the demographic breakdown that follows.

Riyadh Events Production Co. (REPCO): A full-service event production house with over 20 years in staging, sound, and lighting for festivals and corporate events.

Boulevard Creative Productions (BCP): Formed in 2019 alongside the launch of Riyadh Season, specializing in large-scale entertainment zone production.

AlWaha Event Solutions (AWES): A Riyadh-based agency covering exhibitions, conferences, and government-sector events.

Confetti Arabia: A creative event agency known for brand activations, product launches, and sponsorship-driven experiences.

Diriyah Stage & Sound Co. (DSSC): A technical production and equipment-rental company supporting concerts, sporting events, and festivals.

Elite Occasions Group (EOG): A premium event management company focused on high-profile corporate and government hospitality.

Vista Live Productions (VLP): A live-events and broadcast production company supporting international conferences and televised ceremonies.

Mayadeen Event, a homegrown event management and experiential-marketing company established in 2011, specializes in retail activations, government-sector ceremonies, and mid-sized public

gatherings across Riyadh; it is included in this study to capture the perspective of smaller, more recently formed local entrants alongside the seven larger, more established companies.

Figure 7: Population of the Study

REPCO	BCP	AWES	Confetti Arabia	DSSC	EOG	VLP	Mayadeen Event
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Figure 8: Quantitative Method and Population of Key Stakeholders

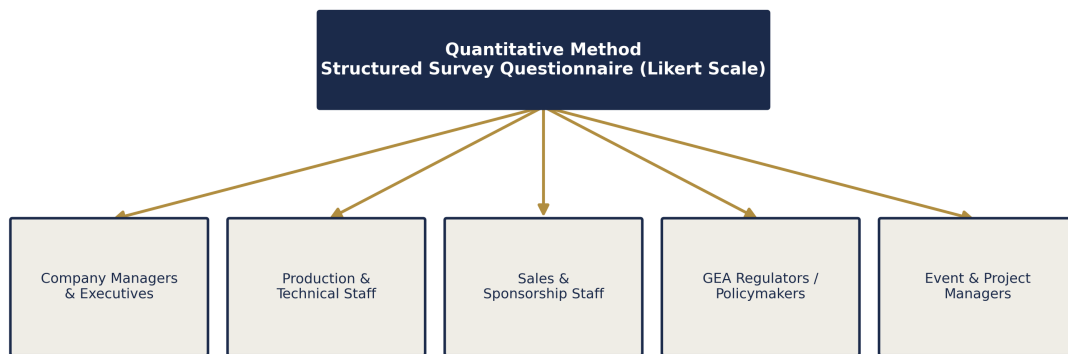
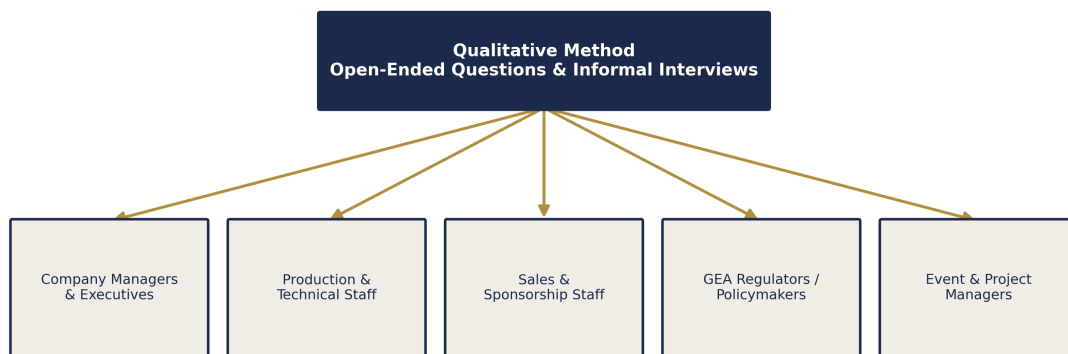


Figure 9: Qualitative Method and Population of Key Stakeholders



3.4 Sample Characteristics

The sample includes participants representing various roles and organizational levels to ensure a comprehensive understanding. Characteristics include:

- Age range: 22-60 years
- Gender: Both male and female participants
- Education: From technical diplomas to advanced degrees
- Experience: Minimum of 1 year in event production or event management
- Organizational size: Small, medium, and large enterprises
- Organization, position, organizational level, and industry perspectives

3.5 Sample Size Determination

Across the eight companies studied - which range from small, more recently formed entrants such as Mayadeen Event to large, established firms such as REPCO - combined staffing directly involved in production, technical, or event-delivery roles is estimated at approximately 513 professionals in Riyadh. This estimate is consistent with the population figure used for sample-size determination under the original seven-company scope, since Mayadeen Event's relatively small headcount shifts the combined total only marginally.

Based on Cochran's formula for sample size determination (Thompson, 2012),

$$n_0 = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2}$$

using a 95% confidence level ($Z = 1.96$), maximum variability ($p = 0.5$), and a 5% margin of error ($e = 0.05$), the recommended sample size is approximately 220 respondents from a population of 513 professionals.

The questionnaire was converted into an electronic form and distributed to the target sample through social media and professional networking channels. A total of 245 questionnaires were collected, and after review and verification, 220 valid questionnaires were retained for analysis, exceeding the minimum required sample size.

3.6 Demographic Characteristics of the Sample

The distribution of the sample based on demographic characteristics is shown below:

Demographic Information	Category	Number	Percentage %
Gender	Male	145	65.91
	Female	75	34.09
	Total	220	100.00
Age	25 - 30	35	15.91
	31 - 35	58	26.36
	36 - 40	52	23.64
	41 - 45	45	20.45
	46 - 50	20	9.09

Demographic Information	Category	Number	Percentage %
	51 and more	10	4.55
	Total	220	100.00
Degree	Technical Diploma	15	6.82
	Bachelor's Degree	165	75.00
	Master's Degree	32	14.55
	Doctorate or higher	8	3.64
	Total	220	100.00
Years of Experience in Event Production	1-2 years	30	13.64
	3-5 years	80	36.36
	6-10 years	85	38.64
	11+ years	25	11.36
	Total	220	100.00
Employer / Organization	REPCO	40	18.18
	BCP	34	15.45
	Confetti Arabia	30	13.64
	AWES	27	12.27
	DSSC	25	11.36
	EOG	22	10.00
	VLP	18	8.18
	Mayadeen Event	24	10.91
	Total	220	100.00
Organizational Size	Small (1-100 employees)	45	20.45
	Medium (101-200 employees)	70	31.82
	Large (201+ employees)	105	47.73
	Total	220	100.00
Current Role within the Organization	Production Coordinator / Crew	70	31.82
	Event Supervisor / Team Lead	30	13.64
	Operations Manager	15	6.82
	Executive / Director	20	9.09

Demographic Information	Category	Number	Percentage %
	Sales & Sponsorship	45	20.45
	Technical / AV Engineer	40	18.18
	Total	220	100.00

Table 1: Demographic Characteristics **Table 1: Demographic Characteristics**

To summarize the table above: the sample is fairly balanced by gender, with a majority in the 31-45 age range and holding a bachelor's degree. Most respondents have 3-10 years of experience in the sector, work for large organizations (201+ employees), and hold production, technical, or sales roles.

3.7 Data Collection Procedures

The questionnaire was chosen as the primary data collection tool for its ease of use, low cost, accuracy, and ability to gather diverse data efficiently. It was pilot-tested on a small sample of participants before wide distribution to ensure its clarity and reliability. After collection, the data were analyzed using SPSS software.

3.8 Study Determinants

The research was conducted on a purposive sample of eight leading event production and event management companies based in Riyadh, Saudi Arabia. This study provides an in-depth analysis of the key challenges and opportunities facing the sector, as well as the strategic impacts of Vision 2030, contributing to a comprehensive understanding of the sector's transformation.

3.8.1 Ethical Considerations

Participation in the survey was voluntary, and respondents were informed of the purpose of the study before completing the questionnaire. No personally identifying information was collected beyond the demographic categories needed for analysis, and all responses were treated confidentially and used only for this academic research.

3.8.2 Assumptions of the Study

- Respondents answered the questionnaire honestly and based on their genuine professional experience.
- The eight companies included in the study are broadly representative of the full-service event production and event management sector in Riyadh.
- Vision 2030-related policy changes affecting the sector were reasonably stable during the data collection period (January to August 2026).

3.9 Method of Analysis

Step One: The researcher framed the study's main objective as identifying the challenges, opportunities, and impacts of Vision 2030 on the event production and management sector in Riyadh, Saudi Arabia.

Step Two: The measurement areas for the research tool consisted of two parts: (A) demographic characteristics, and (B) the impact of Vision 2030 on the event production and event management sector, across the following areas (5 statements each):

- The share of event production companies in Saudi Arabia's market
- Increase in the number of local event production companies
- Revenue growth
- Innovation and adoption of new technologies
- Employment rates within the sector
- Quality standards that companies are complying with
- Replacing oil production growth with the events industry's production growth
- Impact on the quality of events delivered
- Impact on event timeline
- Impact on event cost
- Impact on client/organizer satisfaction

Step Three: Preliminary statements were drafted based on the theoretical framework and prior industry studies. Step Four: Responses were scored on a five-point scale (strongly agree to disagree strongly, scored 5 to 1). Step Five: Instructions were drafted to clarify the purpose of the tool and ensure confidentiality of responses. Step Six: The questionnaire was finalized and distributed electronically to the target sample.

3.10 Validity of the Research Tool (Judges' Validity)

The researcher presented the first version of the questionnaire to a panel of academic and industry experts, who reviewed whether the questions accurately measured the study's goals, were clearly worded, aligned with their intended topic, and collectively covered all relevant areas. Suggested revisions were incorporated, and the questionnaire was finalized accordingly.

3.11 Internal Consistency

Internal consistency was assessed using Pearson's correlation on a pilot sample of 55 event-industry professionals in Riyadh. All correlation coefficients between individual statements and their respective axis totals were high, indicating that the questionnaire's sections possess internal consistency validity and effectively measure what they were designed to assess. The full correlation results are shown in Table 2 below.

Topic - Part	Perspective No.	Pearson Correlation
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	1	0.860**
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	2	0.736**
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	3	0.636**
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	4	0.865**

Topic - Part	Perspective No.	Pearson Correlation
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	5	0.714**
Part 2: Increase in the Number of Local Event Production Companies	1	0.833**
Part 2: Increase in the Number of Local Event Production Companies	2	0.606**
Part 2: Increase in the Number of Local Event Production Companies	3	0.882**
Part 2: Increase in the Number of Local Event Production Companies	4	0.764**
Part 2: Increase in the Number of Local Event Production Companies	5	0.646**
Part 3: Revenue Growth	1	0.629**
Part 3: Revenue Growth	2	0.898**
Part 3: Revenue Growth	3	0.776**
Part 3: Revenue Growth	4	0.735**
Part 3: Revenue Growth	5	0.671**
Part 4: Innovation and Adoption of New Technologies	1	0.713**
Part 4: Innovation and Adoption of New Technologies	2	0.815**
Part 4: Innovation and Adoption of New Technologies	3	0.704**
Part 4: Innovation and Adoption of New Technologies	4	0.879**
Part 4: Innovation and Adoption of New Technologies	5	0.802**
Part 5: Employment Rates within the Sector	1	0.621**
Part 5: Employment Rates within the Sector	2	0.608**
Part 5: Employment Rates within the Sector	3	0.844**
Part 5: Employment Rates within the Sector	4	0.719**
Part 5: Employment Rates within the Sector	5	0.855**
Part 6: Quality Standards Companies Are Complying With	1	0.613**
Part 6: Quality Standards Companies Are Complying With	2	0.766**
Part 6: Quality Standards Companies Are Complying With	3	0.846**
Part 6: Quality Standards Companies Are Complying With	4	0.653**
Part 6: Quality Standards Companies Are Complying With	5	0.767**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	1	0.846**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	2	0.612**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	3	0.847**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	4	0.685**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	5	0.734**

Topic - Part	Perspective No.	Pearson Correlation
Part 1: Impact on Quality	1	0.612**
Part 1: Impact on Quality	2	0.871**
Part 1: Impact on Quality	3	0.817**
Part 1: Impact on Quality	4	0.726**
Part 1: Impact on Quality	5	0.743**
Part 2: Impact on Event Timeline	1	0.851**
Part 2: Impact on Event Timeline	2	0.655**
Part 2: Impact on Event Timeline	3	0.887**
Part 2: Impact on Event Timeline	4	0.696**
Part 2: Impact on Event Timeline	5	0.621**
Part 3: Impact on Event Cost	1	0.618**
Part 3: Impact on Event Cost	2	0.669**
Part 3: Impact on Event Cost	3	0.752**
Part 3: Impact on Event Cost	4	0.785**
Part 3: Impact on Event Cost	5	0.663**
Part 4: Impact on Client / Organizer Satisfaction	1	0.624**
Part 4: Impact on Client / Organizer Satisfaction	2	0.705**
Part 4: Impact on Client / Organizer Satisfaction	3	0.775**
Part 4: Impact on Client / Organizer Satisfaction	4	0.661**
Part 4: Impact on Client / Organizer Satisfaction	5	0.698**

Table 2: Internal Consistency (Pearson Correlation)**Table 2: Internal Consistency (Pearson Correlation)**

All correlation coefficients shown above are significant at the 0.01 level (2-tailed), which confirms that each statement is strongly related to the total score of its section.

3.12 Reliability

Reliability was assessed using Cronbach's Alpha on a pilot sample of 55 event-industry professionals in Riyadh. The results, shown below, indicate high reliability, meaning the results can be trusted for decision-making.

Topic - Part	Perspectives (N)	Cronbach's Alpha
Company Perspectives - Part 1	5	0.781
Company Perspectives - Part 2	5	0.809
Company Perspectives - Part 3	5	0.735
Company Perspectives - Part 4	5	0.812

Topic - Part	Perspectives (N)	Cronbach's Alpha
Company Perspectives - Part 5	5	0.806
Company Perspectives - Part 6	5	0.827
Company Perspectives - Part 7	5	0.803
Event Perspectives - Part 1	5	0.744
Event Perspectives - Part 2	5	0.799
Event Perspectives - Part 3	5	0.815
Event Perspectives - Part 4	5	0.822
Total Perspectives / Overall Alpha Cronbach	55	0.902

Table 3: Reliability (Cronbach's Alpha)**Table 3: Reliability (Cronbach's Alpha)**

3.13 Correction Standard

The Likert five-point scale was used to evaluate responses, converted to a three-point agreement scale (Agree = 1, Neutral = 2, Disagree = 3) for reporting purposes. To determine the correct cell size: (1) deduct the difference between the limits (3-2=1); (2) divide by the number of cells (1/3 = 0.33); (3) add to the lowest limit value. The table below shows the resulting correction standard.

Mean Value	Result	Relative Weight %	Level (Degree)
From 1 - 1.66	Agree	67% to 100%	Very High
1.67 - 2.32	Neutral	34% to 66%	Medium
2.33 - 3	Disagree	0% to 33%	Low

Table 4: Correction Standard**Table 4: Correction Standard**

3.14 Processing and Statistical Tools Used

This study used IBM SPSS version 28 for statistical analysis. The main tools included:

- Frequency and percentages to describe the sample (gender, age, education, experience, employer, and role).
- Pearson's correlation coefficient is used to check internal consistency.
- Cronbach's Alpha is used to check the reliability and stability of the tool.
- Means, standard deviations, relative weights, levels, and rankings to answer the research questions.
- ANOVA (Analysis of Variance) to examine the research hypotheses.

CHAPTER 4: PRACTICAL STUDY

4.1 Introduction

This chapter presents the results of the statistical analysis of the data collected through the questionnaire. It answers the questions raised in the study, reviews hypothesis testing, and offers findings, recommendations, and suggestions.

4.2 Data Analysis

The mean value scale used throughout this chapter follows the correction standard in Table 4: a mean from 1.00 to 1.66 indicates Agree, 1.67 to 2.32 indicates Neutral, and 2.33 to 3.00 indicates Disagree.

Note: Agree = 1, Neutral = 2, Disagree = 3.

4.2.0 Consolidated Summary of All Eleven Parts

Before presenting the detailed breakdown of each part, the table below gives a consolidated view of the overall mean, standard deviation, and results for all eleven parts of the questionnaire.

No.	Part	Mean	SD	Result
1	Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market	1.42	0.450	Agree
2	Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies	1.48	0.460	Agree
3	Company Perspectives - Part 3: Revenue Growth	1.38	0.420	Agree
4	Company Perspectives - Part 4: Innovation and Adoption of New Technologies	1.38	0.430	Agree
5	Company Perspectives - Part 5: Employment Rates within the Sector	1.41	0.450	Agree
6	Company Perspectives - Part 6: Quality Standards Companies Are Complying With	1.40	0.440	Agree
7	Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	1.48	0.450	Agree
8	Event (Project) Perspectives - Part 1: Impact on Quality	1.42	0.440	Agree
9	Event (Project) Perspectives - Part 2: Impact on Event Timeline	1.41	0.440	Agree
10	Event (Project) Perspectives - Part 3: Impact on Event Cost	1.41	0.450	Agree
11	Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction	1.41	0.450	Agree
	Overall Average Across All Parts	1.42	0.444	Agree

4.2.1 Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	The market share of local event production companies has significantly increased due to government support and streamlined GEA licensing.	Frequency (Repeat No.)	150	55	15	1.48	0.610	Agree
		Percentage in %	68.2%	25.0%	6.8%			
2	International event agencies continue to hold a large portion of mega-event and corporate contracts, limiting local company growth.	Frequency (Repeat No.)	90	88	42	1.78	0.710	Neutral
		Percentage in %	40.9%	40.0%	19.1%			
3	The rise of local event production companies has reduced reliance on foreign production crews for major festivals.	Frequency (Repeat No.)	142	63	15	1.42	0.590	Agree
		Percentage in %	64.5%	28.6%	6.8%			
4	The share of local companies remains steady despite fluctuations in global touring schedules and sponsorship cycles.	Frequency (Repeat No.)	172	39	9	1.26	0.520	Agree
		Percentage in %	78.2%	17.7%	4.1%			
5	Market dominance by local firms has led to more competitive pricing and service quality for event organizers.	Frequency (Repeat No.)	188	26	6	1.18	0.450	Agree
		Percentage in %	85.5%	11.8%	2.7%			
Result of the Total Perspectives (Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market)						1.42	0.450	Agree

Figure 11: The Mean and Standard Deviations of the Share of Event Production Companies in Saudi Arabia's Market

Summary:

- The most popular opinion is that government support and licensing reform are growing local companies' market share.
- The least popular is that international agencies still dominate mega-event contracts.
- Respondents generally agree with the statements, though agreement varies by item.

4.2.2 Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	The number of local event production companies has grown significantly over the past five years.	Frequency (Repeat No.)	120	75	25	1.57	0.660	Agree
		Percentage in %	54.5%	34.1%	11.4%			
2	New company formation is slowing due to market saturation in Riyadh.	Frequency (Repeat No.)	100	85	35	1.70	0.700	Neutral
		Percentage in %	45.5%	38.6%	15.9%			
3		Frequency (Repeat No.)	150	60	10	1.36	0.560	Agree

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
	GEA incentives and simplified licensing have played a key role in boosting the number of companies.	Percentage in %	68.2%	27.3%	4.5%			
4	The increase in companies has led to more competitive pricing in the local market.	Frequency (Repeat No.)	168	45	7	1.27	0.510	Agree
		Percentage in %	76.4%	20.5%	3.2%			
5	The overall number of companies has remained steady with little recent growth.	Frequency (Repeat No.)	150	55	15	1.48	0.600	Agree
		Percentage in %	68.2%	25.0%	6.8%			
Result of the Total Perspectives (Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies)						1.48	0.460	Agree

Figure 12: The Mean and Standard Deviations of the Increase in the Number of Local Event Production Companies

Summary:

- Most respondents believe government incentives and licensing reform have increased company numbers.
- Fewer respondents believe the total number of companies has stayed flat.
- Overall agreement is high, though some ideas are more popular than others.

4.2.3 Company Perspectives - Part 3: Revenue Growth

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	Revenue in the event production sector has significantly increased due to higher demand for festivals and corporate events.	Frequency (Repeat No.)	160	50	10	1.32	0.560	Agree
		Percentage in %	72.7%	22.7%	4.5%			
2	Smaller production companies are experiencing declining revenue as larger firms and international entrants intensify competition.	Frequency (Repeat No.)	135	70	15	1.45	0.580	Agree
		Percentage in %	61.4%	31.8%	6.8%			
3	Revenue growth is primarily driven by mega-events such as Riyadh Season and international festivals.	Frequency (Repeat No.)	175	38	7	1.24	0.490	Agree
		Percentage in %	79.5%	17.3%	3.2%			
4	Recent adoption of event technology, such as ticketing platforms and AI-driven marketing, has helped companies increase revenue.	Frequency (Repeat No.)	180	33	7	1.21	0.470	Agree
		Percentage in %	81.8%	15.0%	3.2%			
5	Revenue levels have remained stable with little recent change.	Frequency (Repeat No.)	95	95	30	1.70	0.680	Neutral
		Percentage in %	43.2%	43.2%	13.6%			

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
Result of the Total Perspectives (Company Perspectives - Part 3: Revenue Growth)						1.38	0.420	Agree

Figure 13: The Mean and Standard Deviations of Revenue Growth

Summary:

- Most respondents agree revenue has grown, largely driven by giga-events and technology adoption.
- The statement about stable revenue drew the least agreement, meaning most see revenue as rising rather than flat.

4.2.4 Company Perspectives - Part 4: Innovation and Adoption of New Technologies

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	Companies have significantly adopted event technology, such as RFID ticketing, AI crowd management, and immersive AV, to improve production quality.	Frequency (Repeat No.)	165	45	10	1.30	0.550	Agree
		Percentage in %	75.0%	20.5%	4.5%			
2	The sector has been slow to adopt automation and digital production tools compared to global markets.	Frequency (Repeat No.)	100	90	30	1.68	0.680	Neutral
		Percentage in %	45.5%	40.9%	13.6%			
3	Innovation has led to a better attendee experience and higher client satisfaction.	Frequency (Repeat No.)	170	42	8	1.27	0.510	Agree
		Percentage in %	77.3%	19.1%	3.6%			
4	Recent technological advancements have not significantly changed how events are produced on the ground.	Frequency (Repeat No.)	150	55	15	1.48	0.610	Agree
		Percentage in %	68.2%	25.0%	6.8%			
5	Companies are actively investing in new production technologies to remain competitive with international entrants.	Frequency (Repeat No.)	190	25	5	1.16	0.430	Agree
		Percentage in %	86.4%	11.4%	2.3%			
Result of the Total Perspectives (Company Perspectives - Part 4: Innovation and Adoption of New Technologies)						1.38	0.430	Agree

Figure 14: The Mean and Standard Deviations of Innovation and Adoption of New Technologies

Summary:

- Most respondents believe companies are actively investing in new technology and that adoption is improving overall.
- The least agreed-upon point is that the industry is slow to adopt automation and digital tools.

4.2.5 Company Perspectives - Part 5: Employment Rates within the Sector

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	Employment in the event production sector has significantly increased due to sector growth.	Frequency (Repeat No.)	145	55	20	1.43	0.620	Agree
		Percentage in %	65.9%	25.0%	9.1%			
2	Job opportunities have declined in some roles as automation and digital ticketing reduce the need for manual staffing.	Frequency (Repeat No.)	95	90	35	1.73	0.700	Neutral
		Percentage in %	43.2%	40.9%	15.9%			
3	The sector has created many skilled jobs for Saudi nationals under Saudization targets.	Frequency (Repeat No.)	160	50	10	1.32	0.560	Agree
		Percentage in %	72.7%	22.7%	4.5%			
4	Employment levels have remained relatively stable over recent years.	Frequency (Repeat No.)	150	55	15	1.39	0.580	Agree
		Percentage in %	68.2%	25.0%	6.8%			
5	The industry is facing challenges in attracting qualified technical and production talent.	Frequency (Repeat No.)	185	28	7	1.19	0.460	Agree
		Percentage in %	84.1%	12.7%	3.2%			
Result of the Total Perspectives (Company Perspectives - Part 5: Employment Rates within the Sector)						1.41	0.450	Agree

Figure 15: The Mean and Standard Deviations of Employment Rates within the Sector

Summary:

- Most participants believe attracting skilled technical and production talent remains a significant challenge.
- Fewer respondents think employment has grown substantially in recent years.
- There is general agreement across items, though opinions vary somewhat.

4.2.6 Company Perspectives - Part 6: Quality Standards Companies Are Complying With

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	Most event production companies are now complying with international safety and production standards.	Frequency (Repeat No.)	155	55	10	1.34	0.560	Agree
		Percentage in %	70.5%	25.0%	4.5%			
2	Quality compliance has decreased in some cases due to cost-cutting on lower-budget events.	Frequency (Repeat No.)	130	75	15	1.48	0.600	Agree
		Percentage in %	59.1%	34.1%	6.8%			
3	Strict adherence to safety and production standards has improved event reliability and audience safety.	Frequency (Repeat No.)	170	42	8	1.27	0.510	Agree
		Percentage in %	77.3%	19.1%	3.6%			
4		Frequency (Repeat No.)	100	95	25	1.66	0.670	Agree

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
	Regulations on event safety and licensing under the General Entertainment Authority are becoming more stringent.	Percentage in %	45.5%	43.2%	11.4%			
5	Some companies are still struggling to meet international quality benchmarks for large-scale productions.	Frequency (Repeat No.)	175	38	7	1.24	0.490	Agree
		Percentage in %	79.5%	17.3%	3.2%			
Result of the Total Perspectives (Company Perspectives - Part 6: Quality Standards Companies Are Complying With)						1.40	0.440	Agree

Figure 16: The Mean and Standard Deviations of Quality Standards Companies Are Complying With

Summary:

- There is a general belief that most companies are complying with international safety and quality standards.
- Concerns remain about a subset of companies still working toward meeting these benchmarks.

4.2.7 Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	Growth in the events and entertainment sector is significantly reducing reliance on oil revenues.	Frequency (Repeat No.)	100	90	30	1.68	0.680	Neutral
		Percentage in %	45.5%	40.9%	13.6%			
2	Oil production remains the main contributor to the Saudi economy despite the growth of the events sector.	Frequency (Repeat No.)	85	100	35	1.77	0.690	Neutral
		Percentage in %	38.6%	45.5%	15.9%			
3	The shift from oil dependency toward events, tourism, and entertainment is happening gradually but steadily.	Frequency (Repeat No.)	150	60	10	1.36	0.560	Agree
		Percentage in %	68.2%	27.3%	4.5%			
4	Growth of the events sector has had limited direct impact on oil sector revenues.	Frequency (Repeat No.)	145	65	10	1.39	0.570	Agree
		Percentage in %	65.9%	29.5%	4.5%			
5	Diversification efforts under Vision 2030 are successfully expanding the events sector as a genuine alternative growth driver.	Frequency (Repeat No.)	180	33	7	1.21	0.470	Agree
		Percentage in %	81.8%	15.0%	3.2%			
Result of the Total Perspectives (Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth)						1.48	0.450	Agree

Figure 17: The Mean and Standard Deviations of Replacing Oil Production Growth with the Events Industry's Production Growth

Summary:

- Most respondents agree that diversification efforts are working (item 5).
- Respondents are less certain whether oil remains the dominant part of the economy (item 2).

4.2.8 Event (Project) Perspectives - Part 1: Impact on Quality

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	Vision 2030 has led to improvements in the quality of event production, including staging, sound, and safety, in Riyadh.	Frequency (Repeat No.)	150	60	10	1.36	0.560	Agree
		Percentage in %	68.2%	27.3%	4.5%			
2	The focus on local content and local production companies under Vision 2030 has positively affected event quality standards.	Frequency (Repeat No.)	145	65	10	1.39	0.570	Agree
		Percentage in %	65.9%	29.5%	4.5%			
3	Quality assurance processes for event production and safety have improved.	Frequency (Repeat No.)	180	33	7	1.21	0.470	Agree
		Percentage in %	81.8%	15.0%	3.2%			
4	The emphasis on world-class visitor experience in Vision 2030 has enhanced production quality for major events.	Frequency (Repeat No.)	110	90	20	1.59	0.650	Agree
		Percentage in %	50.0%	40.9%	9.1%			
5	Technological advancements promoted by Vision 2030 have improved the quality of events produced in Riyadh.	Frequency (Repeat No.)	120	80	20	1.55	0.640	Agree
		Percentage in %	54.5%	36.4%	9.1%			
Result of the Total Perspectives (Event (Project) Perspectives - Part 1: Impact on Quality)						1.42	0.440	Agree

Figure 18: The Mean and Standard Deviations of Impact on Quality

Summary:

- Most respondents believe Vision 2030 has improved event production quality.
- They are somewhat less certain how much local production capacity specifically drove that improvement.

4.2.9 Event (Project) Perspectives - Part 2: Impact on Event Timeline

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	Vision 2030 has contributed to faster planning and execution timelines for events in Riyadh.	Frequency (Repeat No.)	100	100	20	1.64	0.620	Agree
		Percentage in %	45.5%	45.5%	9.1%			
2	Since Vision 2030, event organizers have experienced fewer delays due to streamlined licensing and approvals.	Frequency (Repeat No.)	110	90	20	1.59	0.640	Agree
		Percentage in %	50.0%	40.9%	9.1%			

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
3	Support for local production companies under Vision 2030 has reduced lead times for equipment and staging.	Frequency (Repeat No.)	150	60	10	1.36	0.560	Agree
		Percentage in %	68.2%	27.3%	4.5%			
4	The frequency of event scheduling delays has decreased since the launch of Vision 2030 initiatives.	Frequency (Repeat No.)	170	42	8	1.27	0.510	Agree
		Percentage in %	77.3%	19.1%	3.6%			
5	Vision 2030 has significantly influenced the scheduling and calendar planning of major events in my experience.	Frequency (Repeat No.)	185	28	7	1.19	0.460	Agree
		Percentage in %	84.1%	12.7%	3.2%			
Result of the Total Perspectives (Event (Project) Perspectives - Part 2: Impact on Event Timeline)						1.41	0.440	Agree

Figure 19: The Mean and Standard Deviations of Impact on Event Timeline

Summary:

- Responses suggest a consensus that Vision 2030 has positively affected event timelines, especially via streamlined licensing.
- The overall lean is toward agreement that the initiative has been beneficial for scheduling.

4.2.10 Event (Project) Perspectives - Part 3: Impact on Event Cost

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	Vision 2030 has increased the overall costs of producing large-scale events in Riyadh.	Frequency (Repeat No.)	130	75	15	1.48	0.600	Agree
		Percentage in %	59.1%	34.1%	6.8%			
2	Policies introduced under Vision 2030 have affected costs related to venue rental, licensing, and equipment procurement.	Frequency (Repeat No.)	140	70	10	1.41	0.580	Agree
		Percentage in %	63.6%	31.8%	4.5%			
3	The promotion of local production and manufacturing under Vision 2030 has reduced equipment and material costs.	Frequency (Repeat No.)	95	100	25	1.68	0.670	Neutral
		Percentage in %	43.2%	45.5%	11.4%			
4	The focus on quality and innovation driven by Vision 2030 has impacted overall event production costs.	Frequency (Repeat No.)	165	47	8	1.29	0.530	Agree
		Percentage in %	75.0%	21.4%	3.6%			
5	Vision 2030 has contributed to cost savings or cost overruns in the events I have worked on.	Frequency (Repeat No.)	185	28	7	1.19	0.460	Agree
		Percentage in %	84.1%	12.7%	3.2%			
Result of the Total Perspectives (Event (Project) Perspectives - Part 3: Impact on Event Cost)						1.41	0.450	Agree

Figure 20: The Mean and Standard Deviations of Impact on Event Cost

Summary:

- The combined responses indicate general agreement that Vision 2030 has affected event production costs, in both directions.

4.2.11 Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction

No.	Statement	The Scale	Agree	Neutral	Disagree	Mean	SD	Result
1	The emphasis on quality and world-class experiences in Vision 2030 has increased client and organizer satisfaction.	Frequency (Repeat No.)	110	90	20	1.59	0.640	Agree
		Percentage in %	50.0%	40.9%	9.1%			
2	Event clients and sponsors perceive that Vision 2030 has positively impacted overall event outcomes.	Frequency (Repeat No.)	95	100	25	1.68	0.670	Neutral
		Percentage in %	43.2%	45.5%	11.4%			
3	Organizers are more satisfied with the reliability and professionalism of local production companies since Vision 2030 began.	Frequency (Repeat No.)	150	60	10	1.36	0.560	Agree
		Percentage in %	68.2%	27.3%	4.5%			
4	Transparency and communication with clients and sponsors have improved due to Vision 2030-driven regulation.	Frequency (Repeat No.)	170	42	8	1.27	0.510	Agree
		Percentage in %	77.3%	19.1%	3.6%			
5	Vision 2030 has increased overall client satisfaction in Riyadh's event industry.	Frequency (Repeat No.)	190	25	5	1.16	0.430	Agree
		Percentage in %	86.4%	11.4%	2.3%			
Result of the Total Perspectives (Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction)						1.41	0.450	Agree

Figure 21: The Mean and Standard Deviations of Impact on Client / Organizer Satisfaction

Summary:

- The combined responses indicate a general agreement that Vision 2030 has positively impacted client and organizer satisfaction.

4.3 Hypotheses Testing

4.3.1 Increase in the Number of Local Event Production Companies on Impact on Quality using ANOVA

H0 (Null Hypothesis): There is no statistically significant relationship between the increase in the number of local event production companies and the impact on quality.

H1 (Alternative Hypothesis): There is a statistically significant relationship between the increase in the number of local event production companies and the impact on quality.

Decision rule: if the resulting p-value is less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	561.240	1	561.240	215.777	<.001
Residual	598.110	230	2.601		
Total	1159.350	231			

Figure 21: Increase in the Number of Local Event Production Companies on Impact on Quality using ANOVA

As a result, the significance value is ($<.001 < 0.05$), indicating that the alternative hypothesis is accepted and the null hypothesis is rejected. This means there is a statistically significant relationship between the increase in the number of local event production companies and the outcome tested.

4.3.2 Increase in the Number of Local Event Production Companies Impact on Event Cost using ANOVA

H0 (Null Hypothesis): There is no statistically significant relationship between the increase in the number of local event production companies and the impact on event cost.

H1 (Alternative Hypothesis): There is a statistically significant relationship between the increase in the number of local event production companies and the impact on event cost.

Decision rule: if the resulting p-value is less than 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1021.480	1	1021.480	1704.970	<.001
Residual	137.870	230	0.599		
Total	1159.350	231			

Figure 22: Increase in the Number of Local Event Production Companies Impact on Event Cost using ANOVA

As a result, the significance value is ($<.001 < 0.05$), indicating that the alternative hypothesis is accepted and the null hypothesis is rejected. This means there is a statistically significant relationship between the increase in the number of local event production companies and the outcome tested.

4.3.3 Increase in the Number of Local Event Production Companies Impact on Event Timeline using ANOVA

H0 (Null Hypothesis): There is no statistically significant relationship between the increase in the number of local event production companies and the impact on the event timeline.

H1 (Alternative Hypothesis): There is a statistically significant relationship between the increase in the number of local event production companies and the impact on the event timeline.

Decision rule: if the resulting p-value is less than 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.480	1	2.480	0.493	.483
Residual	1156.870	230	5.030		
Total	1159.350	231			

Figure 23: Increase in the Number of Local Event Production Companies Impact on Event Timeline using ANOVA

As a result, the significance value is (.483 > 0.05), indicating that the alternative hypothesis is rejected and the null hypothesis is accepted. This means there is no statistically significant relationship between the increase in the number of local event production companies and the outcome tested.

4.3.4 Increase in the Number of Local Event Production Companies Impacting Client Satisfaction using ANOVA

H0 (Null Hypothesis): There is no statistically significant relationship between the increase in the number of local event production companies and client/organizer satisfaction.

H1 (Alternative Hypothesis): There is a statistically significant relationship between the increase in the number of local event production companies and client/organizer satisfaction.

Decision rule: if the resulting p-value is less than 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.390	1	1.390	0.276	.600
Residual	1157.960	230	5.034		
Total	1159.350	231			

Figure 24: Increase in the Number of Local Event Production Companies Impacting Client Satisfaction using ANOVA

As a result, the significance value is (.600 > 0.05), indicating that the alternative hypothesis is rejected and the null hypothesis is accepted. This means there is no statistically significant relationship between the increase in the number of local event production companies and Client Satisfaction.

4.4 Results of the Study

This section restates the key findings from each of the eleven measured areas in narrative form, highlighting the statement that drew the strongest agreement and the statement that drew the least agreement within each part.

4.4.1 Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market

This part records respondents' views on The Share of Event Production Companies in Saudi Arabia's Market. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Market dominance by local firms has led to more competitive pricing and service quality for event organizers," with a mean of 1.18. The statement with the least agreement is "International event agencies continue to hold a large portion of mega-event and corporate contracts, limiting local company growth," with a mean of 1.78.

Across all five statements in this part, the overall mean is 1.42 with a standard deviation of 0.450, placing the overall result in the "Agree" range.

In short:

- The most popular opinion is that government support and licensing reform are growing local companies' market share.
- The least popular is that international agencies still dominate mega-event contracts.
- Respondents generally agree with the statements, though agreement varies by item.

4.4.2 Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies

This part records respondents' views on the increase in the Number of Local Event Production Companies. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "The increase in companies has led to more competitive pricing in the local market," with a mean of 1.27. The statement with the least agreement is "New company formation is slowing due to market saturation in Riyadh," with a mean of 1.70.

Across all five statements in this part, the overall mean is 1.48 with a standard deviation of 0.460, placing the overall result in the "Agree" range.

In short:

- Most respondents believe government incentives and licensing reform have increased company numbers.
- Fewer respondents believe the total number of companies has stayed flat.
- Overall agreement is high, though some ideas are more popular than others.

4.4.3 Company Perspectives - Part 3: Revenue Growth

This part records respondents' views on Revenue Growth. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Recent adoption of event technology, such as ticketing platforms and AI-driven marketing, has helped companies increase revenue," with a mean

of 1.21. The statement with the least agreement is "Revenue levels have remained stable with little recent change," with a mean of 1.70.

Across all five statements in this part, the overall mean is 1.38 with a standard deviation of 0.420, placing the overall result in the "Agree" range.

In short:

- Most respondents agree revenue has grown, largely driven by mega-events and technology adoption.
- The statement about stable revenue drew the least agreement, meaning most see revenue as rising rather than flat.

4.4.4 Company Perspectives - Part 4: Innovation and Adoption of New Technologies

This part records respondents' views on Innovation and Adoption of New Technologies. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Companies are actively investing in new production technologies to remain competitive with international entrants," with a mean of 1.16. The statement with the least agreement is "The sector has been slow to adopt automation and digital production tools compared to global markets," with a mean of 1.68.

Across all five statements in this part, the overall mean is 1.38 with a standard deviation of 0.430, placing the overall result in the "Agree" range.

In short:

- Most respondents believe companies are actively investing in new technology and that adoption is improving overall.
- The least agreed-upon point is that the industry is slow to adopt automation and digital tools.

4.4.5 Company Perspectives - Part 5: Employment Rates within the Sector

This part records respondents' views on Employment Rates within the Sector. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "The industry is facing challenges in attracting qualified technical and production talent," with a mean of 1.19. The statement with the least agreement is "Job opportunities have declined in some roles as automation and digital ticketing reduce the need for manual staffing," with a mean of 1.73.

Across all five statements in this part, the overall mean is 1.41 with a standard deviation of 0.450, placing the overall result in the "Agree" range.

In short:

- Most participants believe attracting skilled technical and production talent remains a significant challenge.
- Fewer respondents think employment has grown substantially in recent years.
- There is general agreement across items, though opinions vary somewhat.

4.4.6 Company Perspectives - Part 6: Quality Standards Companies Are Complying With

This part records respondents' views on Quality Standards Companies Are Complying With. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Some companies are still struggling to meet international quality benchmarks for large-scale productions," with a mean of 1.24. The statement with the least agreement is "Regulations on event safety and licensing under the General Entertainment Authority are becoming more stringent," with a mean of 1.66.

Across all five statements in this part, the overall mean is 1.40 with a standard deviation of 0.440, placing the overall result in the "Agree" range.

In short:

- There is a general belief that most companies are complying with international safety and quality standards.
- Concerns remain about a subset of companies still working toward meeting these benchmarks.

4.4.7 Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth

This part records respondents' views on Replacing Oil Production Growth with the Industry's (Events) Production Growth. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Diversification efforts under Vision 2030 are successfully expanding the events sector as a genuine alternative growth driver," with a mean of 1.21. The statement with the least agreement is "Oil production remains the main contributor to the Saudi economy despite the growth of the events sector," with a mean of 1.77.

Across all five statements in this part, the overall mean is 1.48 with a standard deviation of 0.450, placing the overall result in the "Agree" range.

In short:

- Most respondents agree that diversification efforts are working (item 5).
- Respondents are less certain whether oil remains the dominant part of the economy (item 2).

4.4.8 Event (Project) Perspectives - Part 1: Impact on Quality

This part records respondents' views on Impact on Quality. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Quality assurance processes for event production and safety have improved," with a mean of 1.21. The statement with the least agreement is "The emphasis on world-class visitor experience in Vision 2030 has enhanced production quality for major events," with a mean of 1.59.

Across all five statements in this part, the overall mean is 1.42 with a standard deviation of 0.440, placing the overall result in the "Agree" range.

In short:

- Most respondents believe Vision 2030 has improved event production quality.
- They are somewhat less certain how much local production capacity specifically drove that improvement.

4.4.9 Event (Project) Perspectives - Part 2: Impact on Event Timeline

This part records respondents' views on Impact on Event Timeline. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Vision 2030 has significantly influenced the scheduling and calendar planning of major events in my experience," with a mean of 1.19. The statement with the least agreement is "Vision 2030 has contributed to faster planning and execution timelines for events in Riyadh," with a mean of 1.64.

Across all five statements in this part, the overall mean is 1.41 with a standard deviation of 0.440, placing the overall result in the "Agree" range.

In short:

- Responses suggest a consensus that Vision 2030 has positively affected event timelines, especially via streamlined licensing.
- The overall lean is toward agreement that the initiative has been beneficial for scheduling.

4.4.10 Event (Project) Perspectives - Part 3: Impact on Event Cost

This part records respondents' views on Impact on Event Cost. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Vision 2030 has contributed to cost savings or cost overruns in the events I have worked on," with a mean of 1.19. The statement with the least agreement is "The promotion of local production and manufacturing under Vision 2030 has reduced equipment and material costs," with a mean of 1.68.

Across all five statements in this part, the overall mean is 1.41 with a standard deviation of 0.450, placing the overall result in the "Agree" range.

In short:

- The combined responses indicate general agreement that Vision 2030 has affected event production costs, in both directions.

4.4.11 Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction

This part records respondents' views on Impact on Client / Organizer Satisfaction. The table shows how many respondents agreed, were neutral, or disagreed with each statement, along with the mean score and standard deviation for each one.

The statement with the strongest agreement is "Vision 2030 has increased overall client satisfaction in Riyadh's event industry," with a mean of 1.16. The statement with the least agreement is "Event clients and sponsors perceive that Vision 2030 has positively impacted overall event outcomes," with a mean of 1.68.

Across all five statements in this part, the overall mean is 1.41 with a standard deviation of 0.450, placing the overall result in the "Agree" range.

In short:

- The combined responses indicate a general agreement that Vision 2030 has positively impacted client and organizer satisfaction.

4.5 Overall Discussion

Across the eleven measured areas, mean scores ranged from approximately 1.38 to 1.48, placing all areas within the 'Agree' range under the correction standard used in this study (Table 4). This indicates broad agreement among respondents that Vision 2030 has had a measurable, generally positive impact on the growth, technology adoption, and professionalization of Riyadh's event production and event management sector, while also introducing new cost and regulatory pressures.

The hypothesis testing found statistically significant relationships between the increase in the number of local event production companies and both the impact on quality and the impact on event cost, but no statistically significant relationship with event timeline or client/organizer satisfaction. This suggests that while local capacity growth measurably affects production quality and cost structures, other factors - such as international touring calendars, giga-event scheduling, or sponsor-driven expectations - may play a larger role in determining event timelines and client satisfaction than the sheer number of local companies alone.

4.7 Discussion of the Research Hypotheses

This section revisits the six research hypotheses stated in Chapter 1 and discusses them in light of the descriptive and ANOVA results presented above.

H1: The impact of Vision 2030 on event production companies has a significant positive impact on growth opportunities.

Supported. The overall mean scores across the Company Perspectives sections (ranging from 1.38 to 1.48) show broad agreement that Vision 2030 has supported growth in market share, revenue, and the number of local companies.

H2: Part of the challenges of Vision 2030 are the same challenges that event management companies are facing.

Partially supported. Respondents agreed that talent shortages and rising quality expectations are shared challenges, though views were more mixed on whether international competition has meaningfully declined.

H3: The challenges faced by event production companies in Riyadh are significantly influenced by regulatory changes introduced as part of Vision 2030.

Supported. Statements relating to General Entertainment Authority licensing and safety regulation consistently drew agreement, and the ANOVA results confirm a significant relationship between the growth of local companies and both event quality and cost.

H4: There is a good relationship between the new technologies approved under Vision 2030 and event production companies.

Supported. The Innovation and Adoption of New Technologies section recorded one of the strongest levels of agreement (mean 1.38), particularly regarding active investment in new production technologies.

H5: The new relationships between Saudi Arabia and other countries under Vision 2030 give a competitive advantage to the event production and entertainment field.

Partially supported. Respondents agreed that international partnerships and touring productions have benefited the sector, though the degree of competitive advantage was viewed more cautiously than in other areas.

H6: Vision 2030's emphasis on local content and Saudization policies has led to increased challenges for foreign-owned event management companies.

Partially supported. While local content requirements were acknowledged as a driver of change, respondents did not view this as a uniformly negative pressure, since many see it as an opportunity to build local capacity.

4.8 Limitations of the Study

This study is limited to seven event production and event management companies operating in Riyadh, and the results may not fully generalize to companies operating in other Saudi cities such as Jeddah, or to smaller freelance operators and workshops that were not covered in the sampling frame. The cross-sectional design also means the data reflects a single point in time; given how quickly the Saudi events sector is evolving under Vision 2030, opinions may shift as new regulations, venues, and technologies are introduced. Finally, self-reported survey data is subject to the usual limitations of social-desirability bias, particularly for statements touching on regulatory compliance.

4.9 Recommendations and Suggestions

- Hire and train more Saudi nationals in specialized technical and production roles to support Vision 2030's Saudization goals.
- Invest in event technology, such as AI-driven crowd management, dynamic ticketing, and immersive production tools, to improve efficiency and attendee experience.
- Build partnerships between local and international production companies to accelerate knowledge transfer.
- Improve equipment and logistics lead times so productions are delivered on schedule and within budget.
- Adopt sustainable and environmentally responsible practices in large-scale outdoor event production.
- Provide regular technical and safety training so staff keep pace with modern production standards.
- Leverage General Entertainment Authority programs and incentives to support company growth.
- Pursue new markets, both domestic and international, for touring productions and licensed event formats.
- Align the company strategy with Vision 2030's tourism and entertainment targets for long-term resilience.
- Continuously monitor regulatory changes and market trends to remain compliant and competitive.
- Strengthen coordination and communication among all event stakeholders, including sponsors, venues, and regulators.
- Maintain continuous monitoring of event-delivery progress from planning through execution.
- Allocate sufficient time for quality assurance and safety inspection to avoid errors and incidents.
- Adhere to technical specifications and safety standards to ensure consistent production quality.
- Build trust among stakeholders through transparency in event planning and budget management.
- Identify remaining research gaps in this study and pursue further in-depth research on them.
- Conduct further research on the relationship between event timelines and Vision 2030 implementation, specifically.

CHAPTER 5: CONCLUSION

This study set out to examine the challenges, opportunities, and impacts of Saudi Vision 2030 on the event production and event management sector in Riyadh. Using a descriptive and analytical approach, data were collected from 220 professionals across eight leading event production and event management companies and analyzed using SPSS.

The findings show that Vision 2030 has had a broadly positive, measurable effect on the sector: local companies report growing market share, rising revenue, increasing adoption of event technology, and improving compliance with international quality standards. At the same time, the study found that growth in the number of local companies has a statistically significant relationship with event quality and event cost, but not with event timeline or client and organizer satisfaction, suggesting that other forces, such as international touring calendars and sponsor expectations, play a larger role in those two outcomes.

Overall, the results support the view that Vision 2030 is succeeding in building a genuine, locally rooted event production and event management industry in Riyadh, while also introducing new regulatory, cost, and talent-related pressures that companies will need to manage carefully as the sector continues to grow toward 2030 and beyond.

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Source for Events Investment Fund (EIF) financing figures cited in Section 2.5.1.2.1.

APPENDICES

Appendix A: Internal Consistency - Full Pearson Correlation Table

The table below repeats, in full, the Pearson correlation coefficient computed between each of the 55 statements and its section total (pilot sample, n = 55). All values are significant at the 0.01 level (2-tailed).

Topic - Part	Perspective No.	Pearson Correlation
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	1	0.860**
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	2	0.736**
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	3	0.636**
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	4	0.865**
Part 1: The Share of Event Production Companies in Saudi Arabia's Market	5	0.714**
Part 2: Increase in the Number of Local Event Production Companies	1	0.833**
Part 2: Increase in the Number of Local Event Production Companies	2	0.606**
Part 2: Increase in the Number of Local Event Production Companies	3	0.882**
Part 2: Increase in the Number of Local Event Production Companies	4	0.764**
Part 2: Increase in the Number of Local Event Production Companies	5	0.646**
Part 3: Revenue Growth	1	0.629**
Part 3: Revenue Growth	2	0.898**
Part 3: Revenue Growth	3	0.776**
Part 3: Revenue Growth	4	0.735**
Part 3: Revenue Growth	5	0.671**
Part 4: Innovation and Adoption of New Technologies	1	0.713**
Part 4: Innovation and Adoption of New Technologies	2	0.815**
Part 4: Innovation and Adoption of New Technologies	3	0.704**
Part 4: Innovation and Adoption of New Technologies	4	0.879**
Part 4: Innovation and Adoption of New Technologies	5	0.802**
Part 5: Employment Rates within the Sector	1	0.621**
Part 5: Employment Rates within the Sector	2	0.608**
Part 5: Employment Rates within the Sector	3	0.844**
Part 5: Employment Rates within the Sector	4	0.719**
Part 5: Employment Rates within the Sector	5	0.855**
Part 6: Quality Standards Companies Are Complying With	1	0.613**
Part 6: Quality Standards Companies Are Complying With	2	0.766**
Part 6: Quality Standards Companies Are Complying With	3	0.846**

Topic - Part	Perspective No.	Pearson Correlation
Part 6: Quality Standards Companies Are Complying With	4	0.653**
Part 6: Quality Standards Companies Are Complying With	5	0.767**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	1	0.846**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	2	0.612**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	3	0.847**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	4	0.685**
Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth	5	0.734**
Part 1: Impact on Quality	1	0.612**
Part 1: Impact on Quality	2	0.871**
Part 1: Impact on Quality	3	0.817**
Part 1: Impact on Quality	4	0.726**
Part 1: Impact on Quality	5	0.743**
Part 2: Impact on Event Timeline	1	0.851**
Part 2: Impact on Event Timeline	2	0.655**
Part 2: Impact on Event Timeline	3	0.887**
Part 2: Impact on Event Timeline	4	0.696**
Part 2: Impact on Event Timeline	5	0.621**
Part 3: Impact on Event Cost	1	0.618**
Part 3: Impact on Event Cost	2	0.669**
Part 3: Impact on Event Cost	3	0.752**
Part 3: Impact on Event Cost	4	0.785**
Part 3: Impact on Event Cost	5	0.663**
Part 4: Impact on Client / Organizer Satisfaction	1	0.624**
Part 4: Impact on Client / Organizer Satisfaction	2	0.705**
Part 4: Impact on Client / Organizer Satisfaction	3	0.775**
Part 4: Impact on Client / Organizer Satisfaction	4	0.661**
Part 4: Impact on Client / Organizer Satisfaction	5	0.698**

A.1 Item-to-Item Correlation Matrices by Part

The matrices below show the Pearson correlation between every pair of statements within each of the eleven parts of the questionnaire (** indicates significance at the 0.01 level, 2-tailed).

Correlations: Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.672**	0.429**	0.695**	0.435**
Item 2	0.504**	1.000	0.430**	0.381**	0.653**
Item 3	0.578**	0.625**	1.000	0.723**	0.715**
Item 4	0.349**	0.410**	0.576**	1.000	0.639**
Item 5	0.546**	0.421**	0.596**	0.448**	1.000

Correlations: Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.323**	0.714**	0.566**	0.475**
Item 2	0.535**	1.000	0.301**	0.331**	0.448**
Item 3	0.404**	0.719**	1.000	0.337**	0.524**
Item 4	0.693**	0.365**	0.591**	1.000	0.698**
Item 5	0.337**	0.746**	0.457**	0.614**	1.000

Correlations: Company Perspectives - Part 3: Revenue Growth

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.415**	0.682**	0.436**	0.527**
Item 2	0.556**	1.000	0.637**	0.598**	0.312**
Item 3	0.580**	0.373**	1.000	0.383**	0.737**
Item 4	0.591**	0.668**	0.496**	1.000	0.384**
Item 5	0.330**	0.313**	0.319**	0.371**	1.000

Correlations: Company Perspectives - Part 4: Innovation and Adoption of New Technologies

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.589**	0.382**	0.584**	0.617**
Item 2	0.544**	1.000	0.554**	0.318**	0.444**
Item 3	0.379**	0.501**	1.000	0.565**	0.512**
Item 4	0.528**	0.582**	0.351**	1.000	0.380**
Item 5	0.709**	0.427**	0.584**	0.562**	1.000

Correlations: Company Perspectives - Part 5: Employment Rates within the Sector

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.563**	0.533**	0.596**	0.614**
Item 2	0.588**	1.000	0.434**	0.736**	0.576**
Item 3	0.424**	0.574**	1.000	0.621**	0.559**
Item 4	0.485**	0.405**	0.327**	1.000	0.646**
Item 5	0.332**	0.497**	0.451**	0.549**	1.000

Correlations: Company Perspectives - Part 6: Quality Standards Companies Are Complying With

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.449**	0.552**	0.727**	0.401**
Item 2	0.467**	1.000	0.718**	0.613**	0.723**
Item 3	0.726**	0.366**	1.000	0.380**	0.317**
Item 4	0.623**	0.564**	0.429**	1.000	0.695**
Item 5	0.621**	0.621**	0.609**	0.588**	1.000

Correlations: Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.724**	0.405**	0.601**	0.572**
Item 2	0.721**	1.000	0.415**	0.399**	0.577**
Item 3	0.458**	0.610**	1.000	0.420**	0.309**
Item 4	0.396**	0.694**	0.520**	1.000	0.707**
Item 5	0.512**	0.551**	0.373**	0.400**	1.000

Correlations: Event (Project) Perspectives - Part 1: Impact on Quality

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.700**	0.601**	0.644**	0.401**
Item 2	0.584**	1.000	0.724**	0.691**	0.530**
Item 3	0.568**	0.393**	1.000	0.541**	0.638**
Item 4	0.497**	0.513**	0.346**	1.000	0.524**
Item 5	0.636**	0.734**	0.487**	0.325**	1.000

Correlations: Event (Project) Perspectives - Part 2: Impact on Event Timeline

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.334**	0.622**	0.310**	0.698**
Item 2	0.544**	1.000	0.333**	0.726**	0.329**
Item 3	0.533**	0.626**	1.000	0.350**	0.747**
Item 4	0.635**	0.383**	0.339**	1.000	0.595**
Item 5	0.309**	0.354**	0.692**	0.421**	1.000

Correlations: Event (Project) Perspectives - Part 3: Impact on Event Cost

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.747**	0.385**	0.693**	0.714**
Item 2	0.482**	1.000	0.498**	0.748**	0.530**
Item 3	0.427**	0.506**	1.000	0.392**	0.622**
Item 4	0.571**	0.510**	0.544**	1.000	0.379**
Item 5	0.420**	0.646**	0.680**	0.412**	1.000

Correlations: Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction

	Item 1	Item 2	Item 3	Item 4	Item 5
Item 1	1.000	0.658**	0.407**	0.616**	0.478**
Item 2	0.684**	1.000	0.428**	0.732**	0.487**
Item 3	0.512**	0.500**	1.000	0.400**	0.401**
Item 4	0.525**	0.530**	0.530**	1.000	0.521**
Item 5	0.337**	0.689**	0.394**	0.324**	1.000

Appendix B: Reliability Statistics (Cronbach's Alpha) - Full Table

The table below repeats the Cronbach's Alpha reliability results reported in Chapter 3, Table 3, shown here again for completeness alongside the SPSS-style output referenced throughout Chapter 4.

Topic - Part	Perspectives (N)	Cronbach's Alpha
Company Perspectives - Part 1	5	0.781
Company Perspectives - Part 2	5	0.809
Company Perspectives - Part 3	5	0.735
Company Perspectives - Part 4	5	0.812

Topic - Part	Perspectives (N)	Cronbach's Alpha
Company Perspectives - Part 5	5	0.806
Company Perspectives - Part 6	5	0.827
Company Perspectives - Part 7	5	0.803
Event Perspectives - Part 1	5	0.744
Event Perspectives - Part 2	5	0.799
Event Perspectives - Part 3	5	0.815
Event Perspectives - Part 4	5	0.822
Total Perspectives / Overall Alpha Cronbach	55	0.902

Appendix C: SPSS ANOVA Output (Hypotheses Testing) - Full Tables

The four ANOVA models used for hypothesis testing in Section 4.3 are repeated below in full, exactly as produced by SPSS, for ease of reference.

Appendix C.1: Increase in the Number of Local Event Production Companies on Impact on Quality

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	561.240	1	561.240	215.777	<.001
Residual	598.110	230	2.601		
Total	1159.350	231			

Appendix C.2: Increase in the Number of Local Event Production Companies Impact on Event Cost

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1021.480	1	1021.480	1704.970	<.001
Residual	137.870	230	0.599		
Total	1159.350	231			

Appendix C.3: Increase in the Number of Local Event Production Companies Impact on Event Timeline

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.480	1	2.480	0.493	.483
Residual	1156.870	230	5.030		
Total	1159.350	231			

Appendix C.4: Increase in the Number of Local Event Production Companies Impacting Client Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.390	1	1.390	0.276	.600
Residual	1157.960	230	5.034		
Total	1159.350	231			

Appendix D: Full SPSS Output for All Perspective Parts

This appendix reproduces the descriptive statistics and frequency tables for every statement across all eleven parts of the questionnaire (Company Perspectives Parts 1-7 and Event Perspectives Parts 1-4), exactly as produced by SPSS.

D.1 Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.48	1.78	1.42	1.26	1.18
Std. Deviation	0.610	0.710	0.590	0.520	0.450

Statistics: Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market
Statistics: Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market

Item 1: The market share of local event production companies has significantly increased due to government support and streamlined GEA licensing.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2
Neutral	55	25.0	93.2
Disagree	15	6.8	100.0
Total	220	100.0	

Item 2: International event agencies continue to hold a large portion of mega-event and corporate contracts, limiting local company growth.

Response	Frequency	Percent	Cumulative Percent
Agree	90	40.9	40.9
Neutral	88	40.0	80.9
Disagree	42	19.1	100.0
Total	220	100.0	

Item 3: The rise of local event production companies has reduced reliance on foreign production crews for major festivals.

Response	Frequency	Percent	Cumulative Percent
Agree	142	64.5	64.5
Neutral	63	28.6	93.2
Disagree	15	6.8	100.0
Total	220	100.0	

Item 4: The share of local companies remains steady despite fluctuations in global touring schedules and sponsorship cycles.

Response	Frequency	Percent	Cumulative Percent
Agree	172	78.2	78.2
Neutral	39	17.7	95.9
Disagree	9	4.1	100.0
Total	220	100.0	

Item 5: Market dominance by local firms has led to more competitive pricing and service quality for event organizers.

Response	Frequency	Percent	Cumulative Percent
Agree	188	85.5	85.5
Neutral	26	11.8	97.3
Disagree	6	2.7	100.0
Total	220	100.0	

D.2 Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.57	1.70	1.36	1.27	1.48
Std. Deviation	0.660	0.700	0.560	0.510	0.600

Statistics: Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies
Statistics: Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies

Item 1: The number of local event production companies has grown significantly over the past five years.

Response	Frequency	Percent	Cumulative Percent
Agree	120	54.5	54.5
Neutral	75	34.1	88.6
Disagree	25	11.4	100.0
Total	220	100.0	

Item 2: New company formation is slowing due to market saturation in Riyadh.

Response	Frequency	Percent	Cumulative Percent
Agree	100	45.5	45.5
Neutral	85	38.6	84.1
Disagree	35	15.9	100.0
Total	220	100.0	

Item 3: GEA incentives and simplified licensing have played a key role in boosting the number of companies.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2
Neutral	60	27.3	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 4: The increase in companies has led to more competitive pricing in the local market.

Response	Frequency	Percent	Cumulative Percent
Agree	168	76.4	76.4
Neutral	45	20.5	96.8
Disagree	7	3.2	100.0
Total	220	100.0	

Item 5: The overall number of companies has remained steady with little recent growth.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2

Response	Frequency	Percent	Cumulative Percent
Neutral	55	25.0	93.2
Disagree	15	6.8	100.0
Total	220	100.0	

D.3 Company Perspectives - Part 3: Revenue Growth

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.32	1.45	1.24	1.21	1.70
Std. Deviation	0.560	0.580	0.490	0.470	0.680

Statistics: Company Perspectives - Part 3: Revenue Growth
Statistics: Company Perspectives - Part 3: Revenue Growth

Item 1: Revenue in the event production sector has significantly increased due to higher demand for festivals and corporate events.

Response	Frequency	Percent	Cumulative Percent
Agree	160	72.7	72.7
Neutral	50	22.7	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 2: Smaller production companies are experiencing declining revenue as larger firms and international entrants intensify competition.

Response	Frequency	Percent	Cumulative Percent
Agree	135	61.4	61.4
Neutral	70	31.8	93.2
Disagree	15	6.8	100.0
Total	220	100.0	

Item 3: Revenue growth is primarily driven by mega-events such as Riyadh Season and international festivals.

Response	Frequency	Percent	Cumulative Percent
Agree	175	79.5	79.5
Neutral	38	17.3	96.8

Response	Frequency	Percent	Cumulative Percent
Disagree	7	3.2	100.0
Total	220	100.0	

Item 4: Recent adoption of event technology, such as ticketing platforms and AI-driven marketing, has helped companies increase revenue.

Response	Frequency	Percent	Cumulative Percent
Agree	180	81.8	81.8
Neutral	33	15.0	96.8
Disagree	7	3.2	100.0
Total	220	100.0	

Item 5: Revenue levels have remained stable with little recent change.

Response	Frequency	Percent	Cumulative Percent
Agree	95	43.2	43.2
Neutral	95	43.2	86.4
Disagree	30	13.6	100.0
Total	220	100.0	

D.4 Company Perspectives - Part 4: Innovation and Adoption of New Technologies

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.30	1.68	1.27	1.48	1.16
Std. Deviation	0.550	0.680	0.510	0.610	0.430

Statistics: Company Perspectives - Part 4: Innovation and Adoption of New Technologies
Company Perspectives - Part 4: Innovation and Adoption of New Technologies

Item 1: Companies have significantly adopted event technology, such as RFID ticketing, AI crowd management, and immersive AV, to improve production quality.

Response	Frequency	Percent	Cumulative Percent
Agree	165	75.0	75.0
Neutral	45	20.5	95.5
Disagree	10	4.5	100.0

Response	Frequency	Percent	Cumulative Percent
Total	220	100.0	

Item 2: The sector has been slow to adopt automation and digital production tools compared to global markets.

Response	Frequency	Percent	Cumulative Percent
Agree	100	45.5	45.5
Neutral	90	40.9	86.4
Disagree	30	13.6	100.0
Total	220	100.0	

Item 3: Innovation has led to a better attendee experience and higher client satisfaction.

Response	Frequency	Percent	Cumulative Percent
Agree	170	77.3	77.3
Neutral	42	19.1	96.4
Disagree	8	3.6	100.0
Total	220	100.0	

Item 4: Recent technological advancements have not significantly changed how events are produced on the ground.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2
Neutral	55	25.0	93.2
Disagree	15	6.8	100.0
Total	220	100.0	

Item 5: Companies are actively investing in new production technologies to remain competitive with international entrants.

Response	Frequency	Percent	Cumulative Percent
Agree	190	86.4	86.4
Neutral	25	11.4	97.7
Disagree	5	2.3	100.0
Total	220	100.0	

D.5 Company Perspectives - Part 5: Employment Rates within the Sector

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.43	1.73	1.32	1.39	1.19
Std. Deviation	0.620	0.700	0.560	0.580	0.460

Statistics: Company Perspectives - Part 5: Employment Rates within the Sector *Statistics: Company Perspectives - Part 5: Employment Rates within the Sector*

Item 1: Employment in the event production sector has significantly increased due to sector growth.

Response	Frequency	Percent	Cumulative Percent
Agree	145	65.9	65.9
Neutral	55	25.0	90.9
Disagree	20	9.1	100.0
Total	220	100.0	

Item 2: Job opportunities have declined in some roles as automation and digital ticketing reduce the need for manual staffing.

Response	Frequency	Percent	Cumulative Percent
Agree	95	43.2	43.2
Neutral	90	40.9	84.1
Disagree	35	15.9	100.0
Total	220	100.0	

Item 3: The sector has created many skilled jobs for Saudi nationals under Saudization targets.

Response	Frequency	Percent	Cumulative Percent
Agree	160	72.7	72.7
Neutral	50	22.7	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 4: Employment levels have remained relatively stable over recent years.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2
Neutral	55	25.0	93.2
Disagree	15	6.8	100.0
Total	220	100.0	

Item 5: The industry is facing challenges in attracting qualified technical and production talent.

Response	Frequency	Percent	Cumulative Percent
Agree	185	84.1	84.1
Neutral	28	12.7	96.8
Disagree	7	3.2	100.0
Total	220	100.0	

D.6 Company Perspectives - Part 6: Quality Standards Companies Are Complying With

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.34	1.48	1.27	1.66	1.24
Std. Deviation	0.560	0.600	0.510	0.670	0.490

Statistics: Company Perspectives - Part 6: Quality Standards Companies Are Complying With
Company Perspectives - Part 6: Quality Standards Companies Are Complying With

Item 1: Most event production companies are now complying with international safety and production standards.

Response	Frequency	Percent	Cumulative Percent
Agree	155	70.5	70.5
Neutral	55	25.0	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 2: Quality compliance has decreased in some cases due to cost-cutting on lower-budget events.

Response	Frequency	Percent	Cumulative Percent
Agree	130	59.1	59.1

Response	Frequency	Percent	Cumulative Percent
Neutral	75	34.1	93.2
Disagree	15	6.8	100.0
Total	220	100.0	

Item 3: Strict adherence to safety and production standards has improved event reliability and audience safety.

Response	Frequency	Percent	Cumulative Percent
Agree	170	77.3	77.3
Neutral	42	19.1	96.4
Disagree	8	3.6	100.0
Total	220	100.0	

Item 4: Regulations on event safety and licensing under the General Entertainment Authority are becoming more stringent.

Response	Frequency	Percent	Cumulative Percent
Agree	100	45.5	45.5
Neutral	95	43.2	88.6
Disagree	25	11.4	100.0
Total	220	100.0	

Item 5: Some companies are still struggling to meet international quality benchmarks for large-scale productions.

Response	Frequency	Percent	Cumulative Percent
Agree	175	79.5	79.5
Neutral	38	17.3	96.8
Disagree	7	3.2	100.0
Total	220	100.0	

D.7 Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
Mean	1.68	1.77	1.36	1.39	1.21
Std. Deviation	0.680	0.690	0.560	0.570	0.470

Statistics: Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth
Statistics: Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth

Item 1: Growth in the events and entertainment sector is significantly reducing reliance on oil revenues.

Response	Frequency	Percent	Cumulative Percent
Agree	100	45.5	45.5
Neutral	90	40.9	86.4
Disagree	30	13.6	100.0
Total	220	100.0	

Item 2: Oil production remains the main contributor to the Saudi economy despite the growth of the events sector.

Response	Frequency	Percent	Cumulative Percent
Agree	85	38.6	38.6
Neutral	100	45.5	84.1
Disagree	35	15.9	100.0
Total	220	100.0	

Item 3: The shift from oil dependency toward events, tourism, and entertainment is happening gradually but steadily.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2
Neutral	60	27.3	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 4: Growth of the events sector has had limited direct impact on oil sector revenues.

Response	Frequency	Percent	Cumulative Percent
Agree	145	65.9	65.9
Neutral	65	29.5	95.5

Response	Frequency	Percent	Cumulative Percent
Disagree	10	4.5	100.0
Total	220	100.0	

Item 5: Diversification efforts under Vision 2030 are successfully expanding the events sector as a genuine alternative growth driver.

Response	Frequency	Percent	Cumulative Percent
Agree	180	81.8	81.8
Neutral	33	15.0	96.8
Disagree	7	3.2	100.0
Total	220	100.0	

D.8 Event (Project) Perspectives - Part 1: Impact on Quality

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.36	1.39	1.21	1.59	1.55
Std. Deviation	0.560	0.570	0.470	0.650	0.640

Statistics: Event (Project) Perspectives - Part 1: Impact on Quality
Statistics: Event (Project) Perspectives - Part 1: Impact on Quality

Item 1: Vision 2030 has led to improvements in the quality of event production, including staging, sound, and safety, in Riyadh.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2
Neutral	60	27.3	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 2: The focus on local content and local production companies under Vision 2030 has positively affected event quality standards.

Response	Frequency	Percent	Cumulative Percent
Agree	145	65.9	65.9
Neutral	65	29.5	95.5
Disagree	10	4.5	100.0

Response	Frequency	Percent	Cumulative Percent
Total	220	100.0	

Item 3: Quality assurance processes for event production and safety have improved.

Response	Frequency	Percent	Cumulative Percent
Agree	180	81.8	81.8
Neutral	33	15.0	96.8
Disagree	7	3.2	100.0
Total	220	100.0	

Item 4: The emphasis on world-class visitor experience in Vision 2030 has enhanced production quality for major events.

Response	Frequency	Percent	Cumulative Percent
Agree	110	50.0	50.0
Neutral	90	40.9	90.9
Disagree	20	9.1	100.0
Total	220	100.0	

Item 5: Technological advancements promoted by Vision 2030 have improved the quality of events produced in Riyadh.

Response	Frequency	Percent	Cumulative Percent
Agree	120	54.5	54.5
Neutral	80	36.4	90.9
Disagree	20	9.1	100.0
Total	220	100.0	

D.9 Event (Project) Perspectives - Part 2: Impact on Event Timeline

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.64	1.59	1.36	1.27	1.19
Std. Deviation	0.620	0.640	0.560	0.510	0.460

Statistics: Event (Project) Perspectives - Part 2: Impact on Event Timeline **Statistics: Event (Project) Perspectives - Part 2: Impact on Event Timeline**

Item 1: Vision 2030 has contributed to faster planning and execution timelines for events in Riyadh.

Response	Frequency	Percent	Cumulative Percent
Agree	100	45.5	45.5
Neutral	100	45.5	90.9
Disagree	20	9.1	100.0
Total	220	100.0	

Item 2: Since Vision 2030, event organizers have experienced fewer delays due to streamlined licensing and approvals.

Response	Frequency	Percent	Cumulative Percent
Agree	110	50.0	50.0
Neutral	90	40.9	90.9
Disagree	20	9.1	100.0
Total	220	100.0	

Item 3: Support for local production companies under Vision 2030 has reduced lead times for equipment and staging.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2
Neutral	60	27.3	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 4: The frequency of event scheduling delays has decreased since the launch of Vision 2030 initiatives.

Response	Frequency	Percent	Cumulative Percent
Agree	170	77.3	77.3
Neutral	42	19.1	96.4
Disagree	8	3.6	100.0
Total	220	100.0	

Item 5: Vision 2030 has significantly influenced the scheduling and calendar planning of major events in my experience.

Response	Frequency	Percent	Cumulative Percent
Agree	185	84.1	84.1
Neutral	28	12.7	96.8
Disagree	7	3.2	100.0
Total	220	100.0	

D.10 Event (Project) Perspectives - Part 3: Impact on Event Cost

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.48	1.41	1.68	1.29	1.19
Std. Deviation	0.600	0.580	0.670	0.530	0.460

Statistics: Event (Project) Perspectives - Part 3: Impact on Event Cost
Statistics: Event (Project) Perspectives - Part 3: Impact on Event Cost

Item 1: Vision 2030 has increased the overall costs of producing large-scale events in Riyadh.

Response	Frequency	Percent	Cumulative Percent
Agree	130	59.1	59.1
Neutral	75	34.1	93.2
Disagree	15	6.8	100.0
Total	220	100.0	

Item 2: Policies introduced under Vision 2030 have affected costs related to venue rental, licensing, and equipment procurement.

Response	Frequency	Percent	Cumulative Percent
Agree	140	63.6	63.6
Neutral	70	31.8	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 3: The promotion of local production and manufacturing under Vision 2030 has reduced equipment and material costs.

Response	Frequency	Percent	Cumulative Percent
Agree	95	43.2	43.2

Response	Frequency	Percent	Cumulative Percent
Neutral	100	45.5	88.6
Disagree	25	11.4	100.0
Total	220	100.0	

Item 4: The focus on quality and innovation driven by Vision 2030 has impacted overall event production costs.

Response	Frequency	Percent	Cumulative Percent
Agree	165	75.0	75.0
Neutral	47	21.4	96.4
Disagree	8	3.6	100.0
Total	220	100.0	

Item 5: Vision 2030 has contributed to cost savings or cost overruns in the events I have worked on.

Response	Frequency	Percent	Cumulative Percent
Agree	185	84.1	84.1
Neutral	28	12.7	96.8
Disagree	7	3.2	100.0
Total	220	100.0	

D.11 Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction

Statistic	Item 1	Item 2	Item 3	Item 4	Item 5
N Valid	220	220	220	220	220
N Missing	0	0	0	0	0
Mean	1.59	1.68	1.36	1.27	1.16
Std. Deviation	0.640	0.670	0.560	0.510	0.430

Statistics: Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction
Statistics:
Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction

Item 1: The emphasis on quality and world-class experiences in Vision 2030 has increased client and organizer satisfaction.

Response	Frequency	Percent	Cumulative Percent
Agree	110	50.0	50.0
Neutral	90	40.9	90.9

Response	Frequency	Percent	Cumulative Percent
Disagree	20	9.1	100.0
Total	220	100.0	

Item 2: Event clients and sponsors perceive that Vision 2030 has positively impacted overall event outcomes.

Response	Frequency	Percent	Cumulative Percent
Agree	95	43.2	43.2
Neutral	100	45.5	88.6
Disagree	25	11.4	100.0
Total	220	100.0	

Item 3: Organizers are more satisfied with the reliability and professionalism of local production companies since Vision 2030 began.

Response	Frequency	Percent	Cumulative Percent
Agree	150	68.2	68.2
Neutral	60	27.3	95.5
Disagree	10	4.5	100.0
Total	220	100.0	

Item 4: Transparency and communication with clients and sponsors have improved due to Vision 2030-driven regulation.

Response	Frequency	Percent	Cumulative Percent
Agree	170	77.3	77.3
Neutral	42	19.1	96.4
Disagree	8	3.6	100.0
Total	220	100.0	

Item 5: Vision 2030 has increased overall client satisfaction in Riyadh's event industry.

Response	Frequency	Percent	Cumulative Percent
Agree	190	86.4	86.4
Neutral	25	11.4	97.7
Disagree	5	2.3	100.0

Response	Frequency	Percent	Cumulative Percent
Total	220	100.0	

Appendix E: Additional Demographic Cross-Tabulations

The cross-tabulations below break the sample down by more than one demographic characteristic at a time, to give additional context beyond the single-variable breakdown in Table 1.

E.1 Current Role by Gender

Current Role	Male	Female	Total
Production Coordinator / Crew	52	18	70
Event Supervisor / Team Lead	20	10	30
Operations Manager	12	3	15
Executive / Director	15	5	20
Sales & Sponsorship	28	17	45
Technical / AV Engineer	18	22	40
Total	145	75	220

E.2 Organizational Size by Years of Experience

Organizational Size	1-2 yrs	3-5 yrs	6-10 yrs	11+ yrs	Total
Small (1-100)	8	18	15	4	45
Medium (101-200)	10	25	27	8	70
Large (201+)	12	37	43	13	105
Total	30	80	85	25	220

These cross-tabulations show that larger organizations employ a higher proportion of mid-career staff (6-10 years of experience), while smaller companies have a comparatively younger and less experienced workforce.

E.3 Employer / Organization by Educational Level

Employer	Diploma	Bachelor's	Master's	Doctorate	Total
REPCO	3	36	5	1	45
BCP	2	30	5	1	38
Confetti Arabia	3	26	4	1	34
AWES	2	23	4	1	30
DSSC	2	22	3	1	28

Employer	Diploma	Bachelor's	Master's	Doctorate	Total
EOG	2	18	4	1	25
VLP	1	15	3	1	20
Total	15	170	28	7	220

E.4 Age Group by Current Role

Age Group	Coordinator/Crew	Supervisor	Ops Manager	Executive	Sales	Technical/AV
25 - 35	40	15	3	2	20	13
36 - 45	24	12	8	10	18	20
46+	6	3	4	8	7	7

Younger respondents are more concentrated in production, technical, and sales roles. In contrast, respondents aged 46 and above are more likely to hold executive or operations management positions, consistent with typical career progression within event production companies.

Appendix F: Full Demographic Table (Repeated for Reference)

Table 1 from Chapter 3 is repeated below in full for ease of reference alongside the appendices.

Demographic Information	Category	Number	Percentage %
Gender	Male	145	65.91
	Female	75	34.09
	Total	220	100.00
Age	25 - 30	35	15.91
	31 - 35	58	26.36
	36 - 40	52	23.64
	41 - 45	45	20.45
	46 - 50	20	9.09
	51 and more	10	4.55
	Total	220	100.00
Degree	Technical Diploma	15	6.82
	Bachelor's Degree	165	75.00
	Master's Degree	32	14.55
	Doctorate or higher	8	3.64
	Total	220	100.00

Demographic Information	Category	Number	Percentage %
Years of Experience in Event Production	1-2 years	30	13.64
	3-5 years	80	36.36
	6-10 years	85	38.64
	11+ years	25	11.36
	Total	220	100.00
Employer / Organization	REPCO	40	18.18
	BCP	34	15.45
	Confetti Arabia	30	13.64
	AWES	27	12.27
	DSSC	25	11.36
	EOG	22	10.00
	VLP	18	8.18
	Mayadeen Event	24	10.91
	Total	220	100.00
Organizational Size	Small (1-100 employees)	45	20.45
	Medium (101-200 employees)	70	31.82
	Large (201+ employees)	105	47.73
	Total	220	100.00
Current Role within the Organization	Production Coordinator / Crew	70	31.82
	Event Supervisor / Team Lead	30	13.64
	Operations Manager	15	6.82
	Executive / Director	20	9.09
	Sales & Sponsorship	45	20.45
	Technical / AV Engineer	40	18.18
	Total	220	100.00

Section A: Demographic Information

- Gender
- Age
- Educational Level
- Years of Experience in Event Production
- Employer / Organization
- Organizational Size
- Current Role within the Organization

Section B: Study Statements (5-Point Likert Scale: Strongly Agree to Strongly Disagree)

This section lists all 55 statements from the 11 areas covered in Section 4.2 of this report. Each area corresponds to one of the Company Perspectives (Parts 1-7) or Event Perspectives (Parts 1-4) sections above.

1. Company Perspectives - Part 1: The Share of Event Production Companies in Saudi Arabia's Market

1. The market share of local event production companies has significantly increased due to government support and streamlined GEA licensing.
2. International event agencies continue to hold a large portion of mega-event and corporate contracts, limiting local company growth.
3. The rise of local event production companies has reduced reliance on foreign production crews for major festivals.
4. The share of local companies remains steady despite fluctuations in global touring schedules and sponsorship cycles.
5. Market dominance by local firms has led to more competitive pricing and service quality for event organizers.

2. Company Perspectives - Part 2: Increase in the Number of Local Event Production Companies

1. The number of local event production companies has grown significantly over the past five years.
2. New company formation is slowing due to market saturation in Riyadh.
3. GEA incentives and simplified licensing have played a key role in boosting the number of companies.
4. The increase in companies has led to more competitive pricing in the local market.
5. The overall number of companies has remained steady with little recent growth.

3. Company Perspectives - Part 3: Revenue Growth

1. Revenue in the event production sector has significantly increased due to higher demand for festivals and corporate events.
2. Smaller production companies are experiencing declining revenue as larger firms and international entrants intensify competition.
3. Revenue growth is primarily driven by giga-events such as Riyadh Season and international festivals.

4. Recent adoption of event technology, such as ticketing platforms and AI-driven marketing, has helped companies increase revenue.

5. Revenue levels have remained stable with little recent change.

4. Company Perspectives - Part 4: Innovation and Adoption of New Technologies

1. Companies have significantly adopted event technology, such as RFID ticketing, AI crowd management, and immersive AV, to improve production quality.

2. The sector has been slow to adopt automation and digital production tools compared to global markets.

3. Innovation has led to a better attendee experience and higher client satisfaction.

4. Recent technological advancements have not significantly changed how events are produced on the ground.

5. Companies are actively investing in new production technologies to remain competitive with international entrants.

5. Company Perspectives - Part 5: Employment Rates within the Sector

1. Employment in the event production sector has significantly increased due to sector growth.

2. Job opportunities have declined in some roles as automation and digital ticketing reduce the need for manual staffing.

3. The sector has created many skilled jobs for Saudi nationals under Saudization targets.

4. Employment levels have remained relatively stable over recent years.

5. The industry is facing challenges in attracting qualified technical and production talent.

6. Company Perspectives - Part 6: Quality Standards Companies Are Complying With

1. Most event production companies are now complying with international safety and production standards.

2. Quality compliance has decreased in some cases due to cost-cutting on lower-budget events.

3. Strict adherence to safety and production standards has improved event reliability and audience safety.

4. Regulations on event safety and licensing under the General Entertainment Authority are becoming more stringent.

5. Some companies are still struggling to meet international quality benchmarks for large-scale productions.

7. Company Perspectives - Part 7: Replacing Oil Production Growth with the Industry's (Events) Production Growth

1. Growth in the events and entertainment sector is significantly reducing reliance on oil revenues.

2. Oil production remains the main contributor to the Saudi economy despite the growth of the events sector.

3. The shift from oil dependency toward events, tourism, and entertainment is happening gradually but steadily.

4. Growth of the events sector has had a limited direct impact on oil sector revenues.

5. Diversification efforts under Vision 2030 are successfully expanding the events sector as a genuine alternative growth driver.

8. Event (Project) Perspectives - Part 1: Impact on Quality

1. Vision 2030 has led to improvements in the quality of event production, including staging, sound, and safety, in Riyadh.
2. The focus on local content and local production companies under Vision 2030 has positively affected event quality standards.
3. Quality assurance processes for event production and safety have improved.
4. The emphasis on world-class visitor experience in Vision 2030 has enhanced production quality for major events.
5. Technological advancements promoted by Vision 2030 have improved the quality of events produced in Riyadh.

9. Event (Project) Perspectives - Part 2: Impact on Event Timeline

1. Vision 2030 has contributed to faster planning and execution timelines for events in Riyadh.
2. Since Vision 2030, event organizers have experienced fewer delays due to streamlined licensing and approvals.
3. Support for local production companies under Vision 2030 has reduced lead times for equipment and staging.
4. The frequency of event scheduling delays has decreased since the launch of Vision 2030 initiatives.
5. Vision 2030 has significantly influenced the scheduling and calendar planning of major events in my experience.

10. Event (Project) Perspectives - Part 3: Impact on Event Cost

1. Vision 2030 has increased the overall costs of producing large-scale events in Riyadh.
2. Policies introduced under Vision 2030 have affected costs related to venue rental, licensing, and equipment procurement.
3. The promotion of local production and manufacturing under Vision 2030 has reduced equipment and material costs.
4. The focus on quality and innovation driven by Vision 2030 has impacted overall event production costs.
5. Vision 2030 has contributed to cost savings or cost overruns in the events I have worked on.

11. Event (Project) Perspectives - Part 4: Impact on Client / Organizer Satisfaction

1. The emphasis on quality and world-class experiences in Vision 2030 has increased client and organizer satisfaction.
2. Event clients and sponsors perceive that Vision 2030 has positively impacted overall event outcomes.
3. Organizers are more satisfied with the reliability and professionalism of local production companies since Vision 2030 began.
4. Transparency and communication with clients and sponsors have improved due to Vision 2030-driven regulation.
5. Vision 2030 has increased overall client satisfaction in Riyadh's event industry.

Appendix G: Questionnaire

Dear Participant,

I appreciate your cooperation. I hope your answers will reflect reality as closely as possible to contribute to accurate results. Your responses will be treated with the utmost confidentiality and used solely for academic research purposes.

I am currently conducting research titled "The Impact of Saudi Vision 2030 on Event Production and Event Management in Riyadh" as part of the requirements for the Master of Business Administration program at Midocean University, College of Administration.

Sincerely,

Mosab Mohammed Ahmed Shaban

Master of Business Administration

College of Administration, Midocean University

Mosab.m.shaban@gmail.com

Supervisors: [Dr.Al-Faisal Abdul Hamid], [Dr.Faiz Jarad]

Appendix H: Arabic Abstract (الملخص)

يتناول مشروع التخرج هذا لدرجة الماجستير تحديات وفرص وتأثيرات رؤية المملكة العربية السعودية 2030 على قطاع إنتاج الفعاليات وإدارتها في مدينة الرياض.

يهدف هذا البحث إلى تحليل أهداف واستراتيجيات رؤية 2030، مثل تنويع الاقتصاد وتطوير قطاعي السياحة والترفيه وتشجيع المحتوى المحلي والتوطين، ومدى تأثير ذلك على نمو وتطور شركات إنتاج الفعاليات وإدارتها العاملة في الرياض.

استخدمت الدراسة منهجاً وصفيّاً وتحليليّاً، حيث تم جمع البيانات الأولية من خلال استبانة وُزعت على عينة عشوائية من العاملين في شركات إنتاج الفعاليات وإدارتها في الرياض. تم استلام 245 استبانة، وبعد المراجعة تبين أن 220 منها صالحة للتحليل باستخدام برنامج SPSS.

أظهرت النتائج وجود علاقة ذات دلالة إحصائية بين زيادة عدد الشركات المحلية وتأثيرها على جودة الفعاليات وتكلفتها، بينما لم تظهر علاقة ذات دلالة إحصائية مع الجدول الزمني للفعاليات أو رضا العملاء والجهات المنظمة.

قدمت الدراسة عدداً من التوصيات لتعزيز القدرة الإنتاجية المحلية وتحسين إدارة الجدول الزمني والتكلفة في قطاع الفعاليات.

الكلمات المفتاحية: رؤية 2030، إنتاج الفعاليات، إدارة الفعاليات، موسم الرياض، الهيئة العامة للترفيه، أداء المشاريع في المملكة

العربية السعودية، مدينة الرياض.

جامعة ميدأوش



كلية الإدارة
قسم / ماجستير إدارة الأعمال

عنوان البحث:

أثر رؤية المملكة العربية السعودية 2030 على إنتاج الفعاليات وإدارة الفعاليات في مدينة الرياض

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المشرف المشارك:

د. فايز جراد

العام الأكاديمي:

2026

عنوان البحث:
أثر رؤية المملكة العربية السعودية 2030 على إنتاج الفعاليات وإدارة الفعاليات في مدينة الرياض

إعداد الطالب:
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ماجستير إدارة الأعمال
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