



MIDOCEAN UNIVERSITY

Faculty of Management

Department of Project Management

The Role of Stakeholder Management in the Successful Delivery of Expo 2030 Riyadh

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Dedication

This project is dedicated to my family and to the project professionals, public servants, volunteers, suppliers, and community members whose cooperation will help Saudi Arabia welcome the world in 2030.

Abstract

Purpose: This research examines how stakeholder management can support the successful delivery of Expo 2030 Riyadh. It focuses on stakeholder identification and prioritisation, communication and transparency, engagement and participation, governance and coordination, and conflict and expectation management. **Methodology:** The study adopts a qualitative-dominant single-case design using structured document analysis. Twenty sources were purposively selected: eight official Expo, BIE, and Saudi institutional documents and twelve peer-reviewed project-management studies. A coding framework was used to identify evidence relating to stakeholder practices and project-success outcomes, supported by descriptive frequency analysis and thematic synthesis. **Findings:** The evidence consistently shows that successful delivery depends on early identification of influential and affected parties, a clear governance architecture, regular communication, continuous engagement across the project lifecycle, effective coordination of international participants and delivery partners, and explicit planning for sustainability and post-Expo legacy. Engagement and successful-delivery outcomes appeared in 95% and 100% of the reviewed documents, while communication, stakeholder identification, and governance were also strongly represented. **Originality and implications:** The study applies established stakeholder-management theory to the evolving institutional context of Expo 2030 Riyadh. It proposes an integrated stakeholder framework, practical governance actions, performance indicators, and a questionnaire for future empirical validation. Because Expo 2030 Riyadh remains in the implementation phase, the findings are evidence-based recommendations rather than a post-event evaluation.

Keywords: stakeholder management; Expo 2030 Riyadh; megaprojects; mega-events; project success; stakeholder engagement; Saudi Vision 2030.

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CHAPTER 1

INTRODUCTION



1.1 Research Background

Mega-events are temporary but highly complex programmes that bring together infrastructure, operations, diplomacy, culture, technology, tourism, security, mobility, commercial partnerships, and long-term urban development. Their success is not determined only by completing buildings on time. It also depends on whether governments, international participants, delivery organisations, residents, visitors, suppliers, volunteers, and other affected groups understand the programme, contribute effectively, and perceive the outcomes as valuable. This makes stakeholder management a central project-management capability rather than a supporting communication activity.

Expo 2030 Riyadh will take place from 1 October 2030 to 31 March 2031 under the theme “Foresight for Tomorrow.” Current official planning information describes an event of approximately six million square metres, more than 230 pavilions, 197 participating nations, and more than 42 million expected visits. The official website presents the Expo as a platform for countries, innovators, organisations, vendors, partners, volunteers, and the public to collaborate and translate ideas into action (Expo 2030 Riyadh, 2026a). The scale of the programme means that hundreds of interconnected decisions must be aligned across the site, the city, national institutions, and international participants.

The governance context has also developed. In June 2025, the BIE formally registered Expo 2030 Riyadh, enabling the implementation phase and the official invitation of international participants. The registration dossier covers operational dates, legislative and financial measures, the site master plan, participation conditions, and legacy plans (BIE, 2025a). In the same month, the Public Investment Fund announced Expo 2030 Riyadh Company as the organisation responsible for building and operating the facilities and preserving the post-event legacy. The company is expected to work with the local and global private sector in construction, cultural programming, and event management (PIF, 2025).

Stakeholder management is particularly important because different groups define success differently. Delivery organisations may emphasise schedule, budget, quality, safety, and operational readiness. International participants may prioritise clear participation conditions, pavilion delivery, diplomatic coordination, and audience reach. Residents may focus on mobility, disruption, employment, inclusion, and legacy. Vendors and partners may value transparent procurement, timely decisions, commercial opportunities, and contract certainty. Visitors and volunteers are more likely to judge the Expo through accessibility, service quality, hospitality, safety, and experience. Effective stakeholder management must therefore identify these different expectations and convert them into coordinated requirements and measurable outcomes.

1.2 Research Problem

Expo 2030 Riyadh is moving through a demanding implementation period in which governance arrangements, procurement packages, international participation, site delivery, operations planning, city interfaces, and legacy commitments must be integrated. The central research problem is that technical planning alone cannot guarantee successful delivery when the programme depends on a very large and changing stakeholder network. Weak stakeholder identification can exclude affected groups. Fragmented communication can create inconsistent expectations. Slow cross-agency decisions can affect schedules. Unresolved conflicts can increase risk and cost. Limited community engagement can reduce public support, while inadequate legacy coordination can weaken long-term value.

Although international literature demonstrates that stakeholder engagement, trust, alignment, and governance influence project outcomes, there is limited published research applying these lessons specifically to Expo 2030 Riyadh. The event has not yet taken place, and detailed internal programme data are not publicly available. A structured, evidence-based analysis is therefore needed to clarify which stakeholder-management practices are most relevant and how they can be incorporated into the delivery and legacy of the Expo.

1.2.1 Theoretical Gap

Stakeholder theory explains why organisations must consider groups that can affect or are affected by their objectives, while stakeholder-salience theory helps managers prioritise groups according to power, legitimacy, and urgency. However, these theories do not automatically provide a complete operating model for a six-month global event embedded in a multi-year urban-development programme. The gap lies in translating general stakeholder concepts into a lifecycle

framework that connects stakeholder practices to measurable delivery outcomes for Expo 2030 Riyadh.

1.2.2 Contextual and Empirical Gap

Research on mega construction projects, infrastructure, festivals, and sporting events offers relevant evidence, but each context has different governance, cultural, regulatory, and legacy conditions. Saudi Arabia's rapid transformation under Vision 2030, the role of PIF and Expo 2030 Riyadh Company, BIE requirements, and the scale of international participation create a distinctive environment. Since no completed-event performance data yet exist, the current study addresses the gap through a structured synthesis of official and academic evidence and proposes an instrument for future empirical validation.

1.3 Research Significance

1.3.1 Theoretical Significance

The study integrates stakeholder theory, stakeholder salience, project-governance research, and multidimensional project-success concepts within a single Expo 2030 Riyadh framework. It shows that stakeholder management is not one activity but a coordinated set of practices: identification, prioritisation, communication, engagement, governance, and conflict management. It also treats success as a combination of delivery efficiency, operational quality, stakeholder satisfaction, sustainability, and legacy.

1.3.2 Practical Significance

For practitioners, the research provides a stakeholder map, a power-interest framework, a proposed governance model, a set of performance indicators, and a questionnaire that can be used by Expo programme teams or future researchers. The recommendations are intended to support clearer accountability, faster issue escalation, stronger participant coordination, improved vendor and community engagement, and better continuity between event delivery and post-Expo transformation.

1.4 Research Questions

1. What role does stakeholder identification and prioritisation play in the successful delivery of Expo 2030 Riyadh?
2. How do communication and transparency influence coordination, trust, and stakeholder satisfaction?
3. How does stakeholder engagement and participation contribute to project readiness, problem solving, and public support?

4. What governance and coordination mechanisms are required to manage the Expo's multi-organisational stakeholder network?
5. What stakeholder-management challenges may threaten delivery and legacy, and how can they be reduced?

1.5 Research Objectives

1. To identify and classify the principal stakeholders of Expo 2030 Riyadh.
2. To examine the stakeholder-management practices most strongly associated with successful delivery in the reviewed evidence.
3. To analyse the importance of communication, engagement, governance, and conflict management across the Expo lifecycle.
4. To assess the likely stakeholder-related risks and success criteria for Expo 2030 Riyadh.
5. To develop practical recommendations and a questionnaire for future empirical validation.

Table 1.1: Alignment of Research Questions and Objectives

Research Question	Corresponding Objective
RQ1	Objective 1
RQ2	Objective 2
RQ3	Objective 3
RQ4	Objective 4
RQ5	Objective 5

Source: Researcher preparation.

1.6 Research Hypotheses and Propositions

Because the present study uses document analysis rather than a completed questionnaire survey, the statements below are assessed as evidence-based propositions. They are also written in hypothesis form so they can be tested statistically in future primary research.

- H1: Effective stakeholder management has a positive influence on the successful delivery of Expo 2030 Riyadh.
- H1a: Stakeholder identification and prioritisation have a positive influence on successful delivery.
- H1b: Stakeholder communication and transparency have a positive influence on successful delivery.
- H1c: Stakeholder engagement and participation have a positive influence on successful delivery.
- H1d: Stakeholder governance and coordination have a positive influence on successful delivery.
- H1e: Conflict and expectation management have a positive influence on successful delivery.

1.7 Research Model

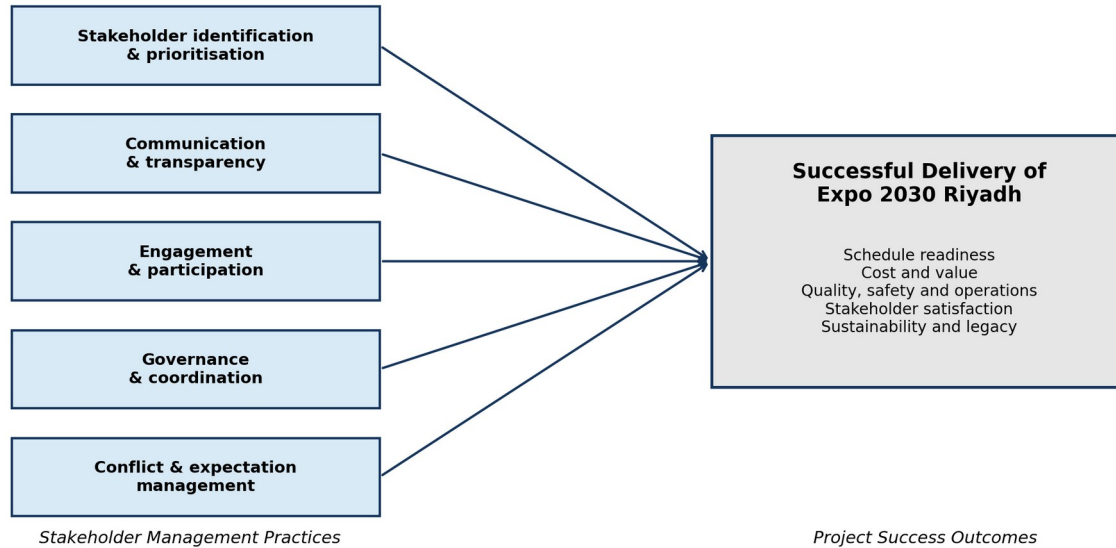


Figure 1.1: Research Model

Source: Researcher preparation.

The model treats stakeholder management as the independent construct and successful Expo delivery as the dependent construct. The five management dimensions are expected to influence schedule readiness, cost and value performance, quality and safety, stakeholder satisfaction, and sustainability and legacy. Trust, collaboration, and timely information are interpreted as mechanisms through which the relationship operates.

1.8 Scope of the Study

The study focuses on Expo 2030 Riyadh as a single case and considers the delivery lifecycle up to August 2026. It covers official governance and participation information that was publicly available at that date and relevant academic literature on megaprojects, infrastructure, construction, festivals, and project success. The study does not evaluate confidential contracts, internal schedules, budgets, or unpublished stakeholder opinions. Its conclusions are therefore strategic and managerial rather than an audit of current programme performance.

1.9 Expo 2030 Riyadh Stakeholder Ecosystem

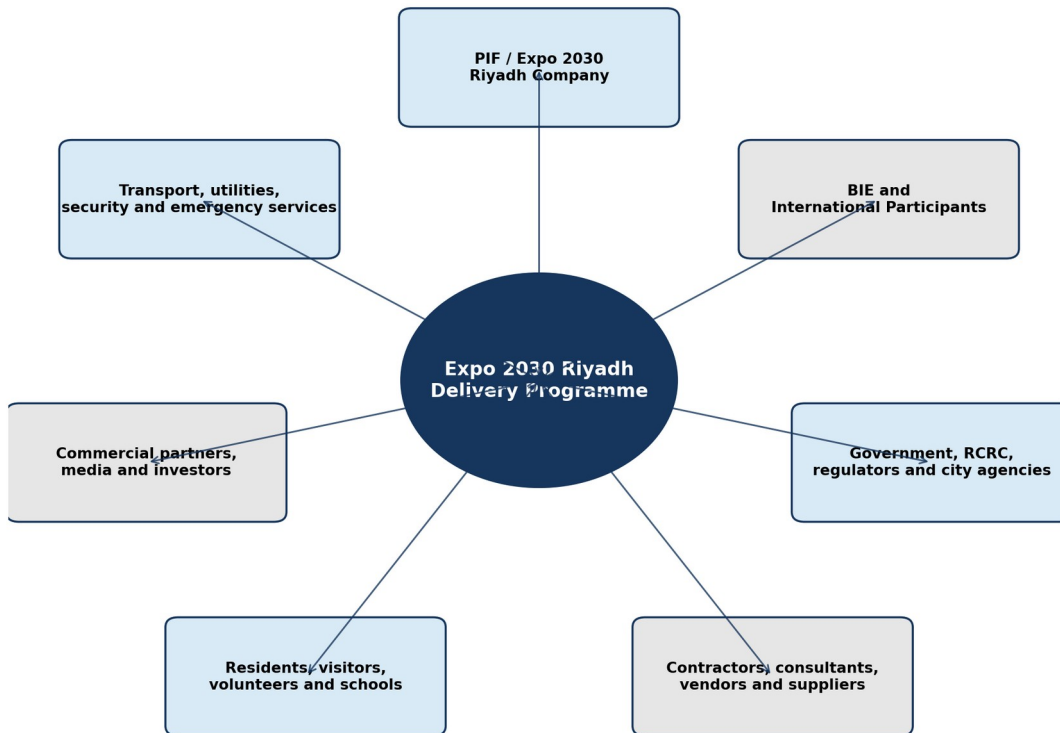


Figure 1.2: Expo 2030 Riyadh Stakeholder Ecosystem

Source: Researcher preparation.

The ecosystem includes governance bodies, the Expo delivery company, international participants, public agencies, infrastructure operators, private partners, contractors, suppliers, residents, visitors, volunteers, and legacy users. Stakeholder influence will change across design, construction, testing, event operations, and legacy transition; therefore, the stakeholder register and engagement priorities must be reviewed at each programme stage.

1.10 Project Structure

Chapter 1 establishes the research problem and framework. Chapter 2 reviews the literature. Chapter 3 explains the methodology. Chapter 4 presents and discusses the findings. Chapter 5 states the limitations, recommendations, future research directions, and final conclusion.

CHAPTER 2

LITERATURE REVIEW



2.1 Introduction

This chapter reviews the theories and empirical evidence needed to understand stakeholder management in a mega-event delivery context. It begins with stakeholder theory and stakeholder salience, then examines the principal management practices, the meaning of project success, the characteristics of megaprojects and mega-events, and the specific stakeholder landscape of Expo 2030 Riyadh.

2.2 Stakeholder Theory

Freeman (1984) defined a stakeholder as any group or individual who can affect or is affected by the achievement of organisational objectives. In project management, this definition broadens attention beyond sponsors and customers to include project teams, regulators, suppliers, communities, users, and groups affected by project impacts. The theory challenges the assumption that one decision criterion is sufficient. Instead, managers must recognise multiple legitimate interests and understand how value is created, distributed, and perceived across relationships.

For Expo 2030 Riyadh, stakeholder theory is relevant because the programme is simultaneously a national project, a regulated World Expo, an international diplomatic platform, a construction and operations programme, a commercial marketplace, a public experience, and a long-term urban legacy. No single stakeholder has complete information or complete control. Successful delivery therefore depends on negotiated alignment, clear rights and responsibilities, and mechanisms that allow issues to be raised and resolved.

2.3 Stakeholder Salience and Prioritisation

Mitchell, Agle, and Wood (1997) proposed that stakeholder salience depends on power, legitimacy, and urgency. Power refers to the ability to influence the project. Legitimacy concerns whether a claim is socially or institutionally appropriate. Urgency reflects time sensitivity and

criticality. The model is useful because project managers cannot give equal attention to every stakeholder at every moment. Priorities must change as design, construction, testing, operations, and legacy phases progress.

Aaltonen and Kujala (2010) further demonstrated that stakeholder influence strategies evolve during the project lifecycle. This means that a static stakeholder register is inadequate for Expo 2030 Riyadh. The project requires periodic reassessment of power, interest, urgency, attitude, impact, and required engagement. A stakeholder that is low priority during early design may become critical during permitting, commissioning, participant mobilisation, or event operations.

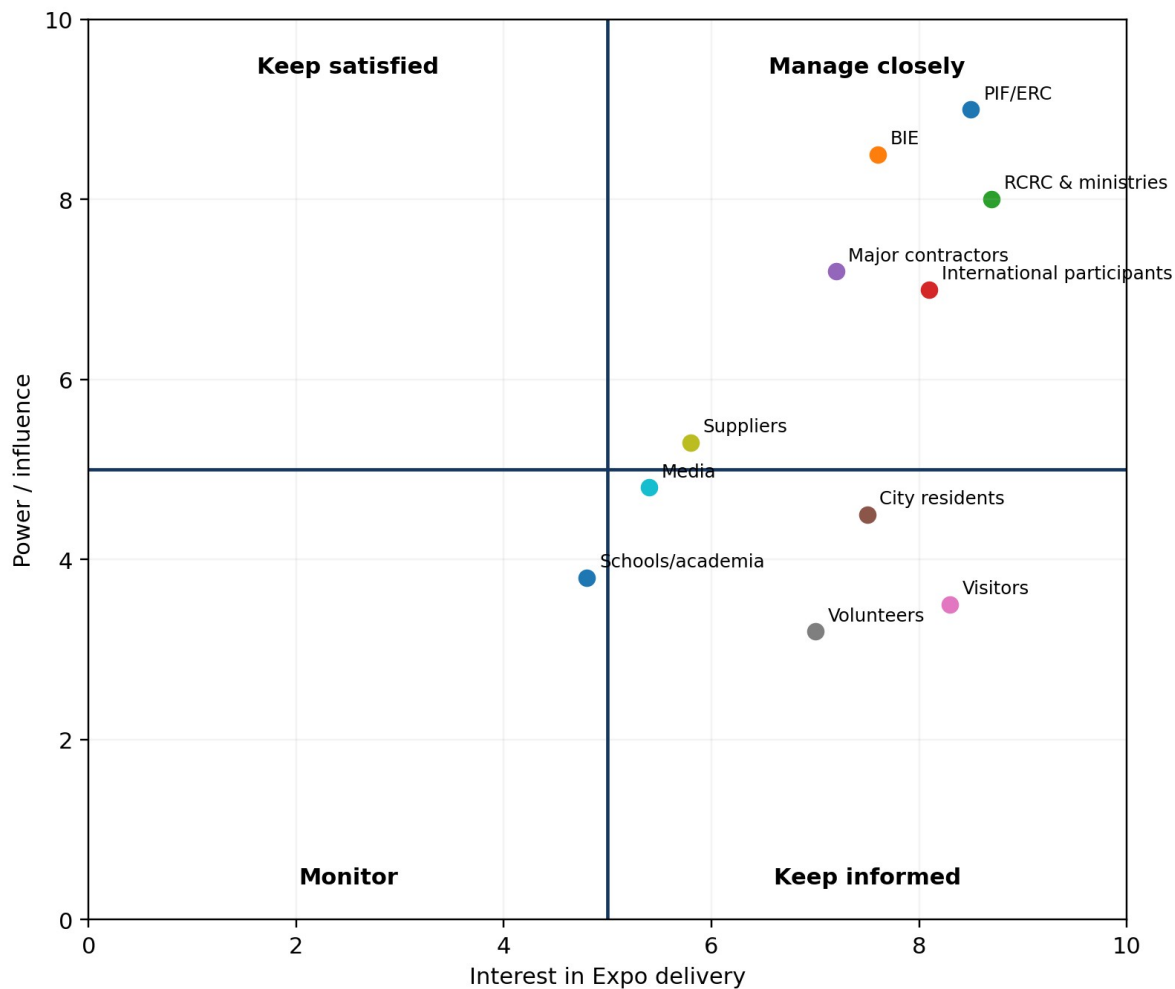


Figure 2.1: Illustrative Power-Interest Matrix for Expo 2030 Riyadh

Source: Researcher preparation.

2.4 Stakeholder Management Practices

2.4.1 Identification and Analysis

Stakeholder identification involves recognising organisations and groups that can influence or experience the project. Analysis then assesses their interests, influence, expectations, relationships, potential contributions, and possible opposition. Yang et al. (2011) found that construction stakeholder management requires systematic identification, assessment, communication, and relationship management. Mok, Shen, and Yang (2015) concluded that megaproject research repeatedly emphasises interests and influences, management processes, analysis methods, and engagement.

For Expo 2030 Riyadh, identification must extend beyond direct contractual parties. It should include participating nations, BIE committees, ministries, RCRC and city agencies, airport and mobility organisations, utility and telecommunications providers, police and emergency services, environmental and cultural bodies, neighbourhoods, schools, volunteers, visitors with accessibility requirements, media, commercial partners, and future legacy users.

2.4.2 Communication and Transparency

Communication transforms stakeholder analysis into coordinated action. It includes regular reports, clear decisions, common terminology, feedback channels, meeting structures, issue logs, and tailored messages. Communication quality affects trust, perceived fairness, risk awareness, and the speed of problem solving. De Oliveira and Rabechini (2019) found that stakeholder-management practices positively influence trust in project environments, confirming that relationship quality is not separate from project performance.

BIE procedures demonstrate the institutional importance of communication. During implementation, organisers report progress to BIE committees, maintain regular contact with member states, hold International Participants Meetings, and work through a steering committee representing participating countries (BIE, 2026). These mechanisms reduce uncertainty and provide structured routes for coordination and escalation.

2.4.3 Engagement and Participation

Engagement goes beyond distributing information. It allows stakeholders to contribute to decisions, requirements, design, monitoring, and problem solving. Heravi, Coffey, and Trigunarsyah (2015) found that stakeholder involvement during planning requires stronger and more systematic

participation. Ebekoziem, Aigbavboa, and Ramotshela (2023) reported that engagement can improve collaboration, inclusive decision making, sustainability, and integrated delivery, while weak organisational and governmental practices can restrict participation.

Expo 2030 Riyadh's official participation material identifies vendors, international participants, volunteers, schools, partners, and the public as active contributors. This approach supports capability development and ownership, but effective participation requires role clarity, realistic expectations, accessible channels, timely responses, and evidence that feedback influences decisions.

2.4.4 Governance and Coordination

Governance defines who has authority, who is accountable, how decisions are made, and how organisations coordinate. Mega-events often involve multiple sponsors, delivery entities, regulators, and operational partners. Without a clear governance architecture, stakeholder forums can become discussion platforms without decision rights, while decision bodies may lack sufficient stakeholder information.

The creation of Expo 2030 Riyadh Company provides a central delivery organisation, while the BIE establishes international regulations and reporting expectations. PIF, RCRC, ministries, and other Saudi institutions remain important interfaces. Research on Saudi public construction projects highlights the role of enterprise-level PMO structures and alignment mechanisms in improving consistency, coordination, and early-stage decision making (Alghaseb et al., 2024; Bin Mahmoud et al., 2024).

2.4.5 Conflict and Expectation Management

Stakeholders frequently have competing objectives. A contractor may prefer design stability, while participants request changes. Residents may support the event but oppose disruption. Commercial partners may seek visibility that must be balanced with theme integrity and visitor experience. Conflict management requires early issue identification, agreed escalation routes, documented decisions, negotiation capability, and transparent change control.

Expectation management is equally important because stakeholder satisfaction is influenced by the gap between expected and experienced outcomes. Unclear promises can create reputational risk even when technical delivery is strong. Consistent messages, defined service levels, realistic timelines, and formal acceptance criteria help reduce this gap.

2.5 Project Success in Megaprojects and Mega-events

Traditional project success was often measured through time, cost, and quality. Contemporary research recognises a broader set of criteria, including stakeholder satisfaction, strategic benefits, organisational learning, social value, sustainability, and long-term legacy. Davis (2014, 2017) showed that stakeholder groups evaluate success differently. This is particularly important in a World Expo because the programme must satisfy both immediate event requirements and long-term national and urban objectives.

Flyvbjerg (2014) warned that megaprojects commonly experience cost and schedule difficulties because of complexity, optimism, and governance challenges. Stakeholder management cannot eliminate all uncertainty, but it can improve information quality, alignment, accountability, and early detection of risks. For Expo 2030 Riyadh, success should therefore be assessed through a balanced scorecard covering delivery readiness, financial value, participant readiness, safety, visitor experience, public support, sustainability, and legacy transition.

2.6 Stakeholder Landscape of Expo 2030 Riyadh

Official information shows that Expo 2030 Riyadh will operate within a formal international and national governance environment. The BIE regulates World Expos and requires a registration dossier, progress reporting, participation contracts, International Participants Meetings, and steering arrangements. Expo 2030 Riyadh Company is responsible for building and operating the facilities and preserving the legacy. The programme will partner with local and international private-sector organisations across construction, cultural programming, technology, logistics, and event management (BIE, 2025a; PIF, 2025).

The site and event also interact with the broader city. Transport, airport access, utilities, security, emergency response, hospitality, tourism, communications, and digital infrastructure require coordinated readiness. The official participation platform describes vendors as critical to construction, infrastructure, technology, logistics, and services; international participants as contributors to pavilions and global collaboration; and volunteers as representatives who shape the visitor experience (Expo 2030 Riyadh, 2026c).

2.7 Selected Previous Studies

Table 2.1: Summary of Selected Previous Studies

Study	Method	Context	Main Finding	Relevance to Expo 2030
Mitchell et al. (1997)	Conceptual	Stakeholder salience	Power, legitimacy, and urgency determine managerial attention.	Use dynamic prioritisation rather than a static list.
Aaltonen & Kujala (2010)	Case study	Global project lifecycle	Stakeholder influence strategies change across project phases.	Reassess stakeholders at each Expo stage.
Yang et al. (2011)	Mixed empirical	Construction projects	Systematic identification, assessment, communication, and relationships are central practices.	Use an integrated stakeholder process.
Davis (2014)	Literature/thematic	Project success	Different stakeholder groups perceive success differently.	Define success by stakeholder group.
Mok et al. (2015)	Review	Mega construction projects	Interests, influence, analysis, and engagement dominate the field.	Use network and relationship perspectives.
Heravi et al. (2015)	Empirical	Building planning	Stakeholder involvement is uneven and needs stronger planning-stage participation.	Engage delivery and external parties early.
Davis (2017)	Survey	Multiple project stakeholders	Success perceptions include benefits, accountability, and time/cost/quality.	Use a multidimensional success scorecard.
Oppong et al. (2017)	Review	Construction stakeholder performance	Performance requires objectives, success factors, and indicators.	Create measurable stakeholder KPIs.
de Oliveira & Rabechini (2019)	Quantitative	Project professionals	Stakeholder management positively influences trust.	Treat trust as a delivery mechanism.
Ebekozien et al. (2023)	Qualitative	Construction engagement	Engagement improves collaboration and integrated delivery but faces organisational barriers.	Provide accessible, meaningful participation.
Bin Mahmoud et al. (2024)	Saudi empirical	Infrastructure alignment	Early alignment supports project success and corrective action.	Create alignment reviews in early stages.
Dolan et al. (2025)	Review/practice	Large infrastructure	Engagement quality affects legitimacy, risk, and delivery.	Integrate engagement with governance and risk.

Source: Researcher preparation.

2.8 Hypothesis Development

2.8.1 Overall Stakeholder Management and Successful Delivery

The literature consistently links systematic stakeholder practices with trust, alignment, risk reduction, satisfaction, and project performance. In a programme with many independent organisations and international participants, the combined quality of identification, communication, engagement, governance, and conflict management is expected to influence delivery success. This supports H1.

2.8.2 Identification and Prioritisation

Early identification reduces the risk that important requirements or affected groups are discovered too late. Dynamic prioritisation ensures that management attention reflects changing power, legitimacy, urgency, and project phase. These mechanisms support H1a.

2.8.3 Communication and Transparency

Clear, timely, and consistent communication reduces uncertainty and helps stakeholders coordinate decisions. It also supports trust and manages reputational expectations. These mechanisms support H1b.

2.8.4 Engagement and Participation

Meaningful involvement improves information quality, acceptance, collaboration, and ownership. It is particularly relevant to international participants, vendors, volunteers, residents, and operational agencies. These mechanisms support H1c.

2.8.5 Governance and Coordination

Clear decision rights, integrated planning, escalation routes, and cross-agency coordination reduce delay and duplication. They also connect international Expo regulations with national and city delivery structures. These mechanisms support H1d.

2.8.6 Conflict and Expectation Management

Formal issue resolution, negotiation, change control, and realistic expectations reduce disputes, rework, dissatisfaction, and reputational risk. These mechanisms support H1e.

2.9 Conclusion

The literature indicates that successful megaproject and mega-event delivery requires a dynamic stakeholder system rather than occasional consultation. Stakeholder identification, communication, engagement, governance, and conflict management are interdependent. Project success must also be judged through stakeholder benefits and legacy, not only through time and cost. These conclusions guide the methodology and coding framework used in the next chapter.

CHAPTER 3

RESEARCH METHODOLOGY



3.1 Introduction

This chapter explains the methodology used to answer the research questions and assess the propositions. Because Expo 2030 Riyadh is still in implementation and no primary survey responses were available, the research uses a structured secondary-data case study. The design combines descriptive content frequencies with qualitative thematic interpretation.

3.2 Operational Definitions of Research Variables

Table 3.1: Operational Definitions

Variable / Dimension	Operational Definition
Stakeholder identification and prioritisation	Systematic recognition, classification, and ranking of parties according to influence, interest, legitimacy, urgency, impact, and lifecycle stage.
Communication and transparency	Timely, accurate, consistent, accessible, and two-way exchange of project information, decisions, requirements, and progress.
Engagement and participation	Meaningful involvement of stakeholders in consultation, planning, design, decision support, delivery, feedback, monitoring, and experience creation.
Governance and coordination	Structures that define authority, accountability, decision rights, interfaces, reporting, escalation, and integration across organisations.
Conflict and expectation management	Processes for identifying disagreements, negotiating trade-offs, controlling changes, resolving issues, and aligning promises with feasible outcomes.
Successful delivery	Achievement of schedule readiness, cost and value objectives, quality, safety, operational performance, stakeholder satisfaction, sustainability, and post-event legacy.

Source: Researcher preparation.

3.3 Research Design (Research Onion)

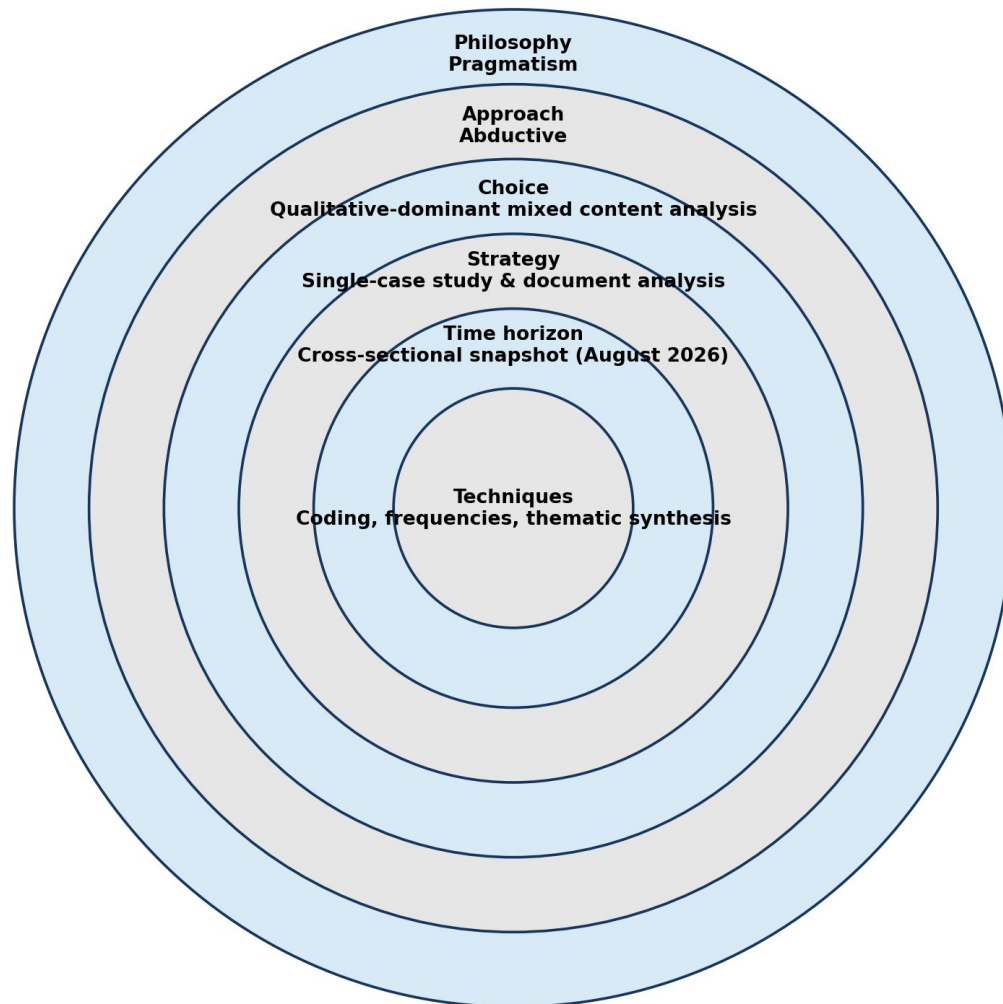


Figure 3.1: Research Onion

Source: Researcher preparation.

3.3.1 Research Philosophy

A pragmatic philosophy was adopted because the research problem requires both structured comparison and contextual interpretation. The study is concerned with which stakeholder practices are useful for delivery, not with defending a single philosophical view of reality.

3.3.2 Research Approach

The approach is abductive. Existing stakeholder theories provide initial concepts, while the Expo-specific official evidence is used to refine and apply those concepts. The analysis therefore moves between theory and case evidence.

3.3.3 Methodological Choice and Strategy

The methodological choice is a qualitative-dominant mixed content analysis. A single-case study strategy is used because Expo 2030 Riyadh is a bounded programme with a distinctive governance and delivery environment. Frequency counts describe how often themes appear, while thematic synthesis explains their meaning and practical implications.

3.3.4 Time Horizon

The study uses a cross-sectional evidence snapshot based on sources available up to 5 August 2026. It does not claim to predict all future changes in the Expo programme.

3.4 Research Population and Sample

3.4.1 Research Population

The research population consists of official documents relating to Expo 2030 Riyadh and World Expo organisation, together with peer-reviewed project-management literature addressing stakeholder management, megaprojects, infrastructure, construction, mega-events, and project success.

3.4.2 Sampling Method and Sample Size

Purposive sampling was used to select sources that directly addressed the research variables. Twenty documents were included: eight official sources and twelve academic sources. This size was sufficient for a focused undergraduate case study and allowed triangulation between institutional requirements and research evidence. The sample is not intended to represent every publication on stakeholder management.

Table 3.2: Document Selection Criteria

Category	Criterion
Inclusion	Official Expo 2030 Riyadh, BIE, PIF, RCRC, or Vision 2030 material relevant to delivery, participation, governance, or legacy.
Inclusion	Peer-reviewed research on stakeholder management, stakeholder engagement, project success, megaprojects, infrastructure, construction, or mega-events.
Inclusion	English-language material with sufficient content to code at least one research theme.
Exclusion	News commentary without primary institutional information or academic review.
Exclusion	Sources focused only on technical design with no stakeholder or success relevance.
Exclusion	Duplicate versions of the same official announcement or research article.

Source: Researcher preparation.

3.5 Data Collection Method

Official sources were collected from the Expo 2030 Riyadh website, the Bureau International des Expositions, the Public Investment Fund, and Saudi Vision 2030. Academic sources were identified through journal and publisher databases and selected according to relevance and credibility. For each source, the researcher recorded the title, year, source type, context, method, principal finding, and evidence relating to the coding themes.

3.6 Types and Sources of Data

The study uses secondary qualitative data, including official descriptions, governance procedures, participation arrangements, institutional announcements, and academic findings. The binary coding matrix converts the presence or absence of explicit themes into descriptive quantitative data. No personal or confidential data were collected.

3.7 Research Instrument: Coding Framework

Table 3.3: Coding Framework

Code	Coding Question
Identification	Does the source explicitly discuss identifying, mapping, classifying, or prioritising stakeholders?
Communication	Does it discuss information exchange, reporting, transparency, meetings, messaging, or feedback?
Engagement	Does it discuss consultation, participation, collaboration, involvement, co-creation, or stakeholder voice?
Governance	Does it discuss authority, accountability, decision structures, coordination, interfaces, committees, or PMO arrangements?
Conflict	Does it discuss competing interests, disputes, expectation gaps, negotiation, issue resolution, or opposition?
Risk	Does it connect stakeholder practices to risk, uncertainty, change, delay, cost, or corrective action?
Legacy	Does it discuss sustainability, post-event use, long-term benefits, social value, or legacy governance?
Success	Does it discuss project performance, readiness, benefits, satisfaction, quality, time, cost, or successful outcomes?

Source: Researcher preparation.

A value of 1 was assigned when a theme was explicitly present and 0 when it was not explicit. The coding assessed emphasis, not the quality of the source or the actual performance of Expo 2030 Riyadh. The complete coding matrix is included in Appendix A.

3.8 Validity and Trustworthiness

- Construct validity was supported by definitions derived from established stakeholder and project-success literature.
- Source triangulation compared official institutional material with peer-reviewed academic research.
- An audit trail was maintained through the document list, coding questions, and binary matrix.

- Negative evidence was retained: a source was coded 0 when a theme was not explicit rather than inferred.
- Contextual accuracy was improved by using current official sources for dates, organisational roles, and participation arrangements.
- Transferability is supported through detailed explanation of the Expo context, while the limitations of generalisation are stated clearly.

Cronbach's alpha, factor analysis, and regression were not appropriate because the study did not use a multi-item respondent questionnaire. The proposed questionnaire in Appendix C is intended for future primary research and was not used to generate the findings in Chapter 4.

3.9 Data Analysis Procedures

1. Read and summarise each selected source.
2. Apply the eight-theme codebook to each document.
3. Calculate document counts and percentages for each theme.
4. Compare official and academic evidence.
5. Group coded excerpts into higher-level themes.
6. Assess each research proposition according to evidence convergence.
7. Interpret the findings in relation to Expo 2030 Riyadh and previous studies.
8. Develop practical recommendations and future research instruments.

3.10 Ethical Considerations

The study uses publicly available institutional and academic sources and does not involve human participants. Sources are cited to acknowledge intellectual ownership. The analysis avoids presenting projections as guaranteed outcomes and distinguishes current official plans from completed performance. The coding matrix is transparent so that readers can understand how conclusions were reached.

3.11 Methodological Limitations

Document analysis cannot capture confidential programme information, internal disagreements, or the lived experience of stakeholders. Public institutional sources may emphasise planned benefits and positive narratives. Academic literature from other countries may not fully represent Saudi cultural and regulatory conditions. The single-researcher coding process also prevents calculation of inter-rater reliability. These limitations are addressed through transparent coding, source triangulation, and cautious interpretation.

3.12 Conclusion

The methodology provides an honest and reproducible way to examine the topic before the event occurs and without fabricating survey results. The next chapter presents the profile of the sources, descriptive theme coverage, thematic findings, proposition assessment, and discussion.

CHAPTER 4

ANALYSIS AND FINDINGS DISCUSSION



4.1 Introduction

This chapter presents the results of the structured document analysis. It first describes the sample, then reports theme frequencies, explains the major findings, assesses the research propositions, and connects the results to previous literature. The findings describe the strength and consistency of available evidence; they do not measure current stakeholder satisfaction or confirm actual delivery performance.

4.2 Document Sample Profile

Table 4.1: Profile of the Document Sample

Source Type	Number	Percentage
Official institutional sources	8	40.0%
Peer-reviewed academic sources	12	60.0%
Total	20	100.0%

Source: Researcher coding sample (N = 20 documents).

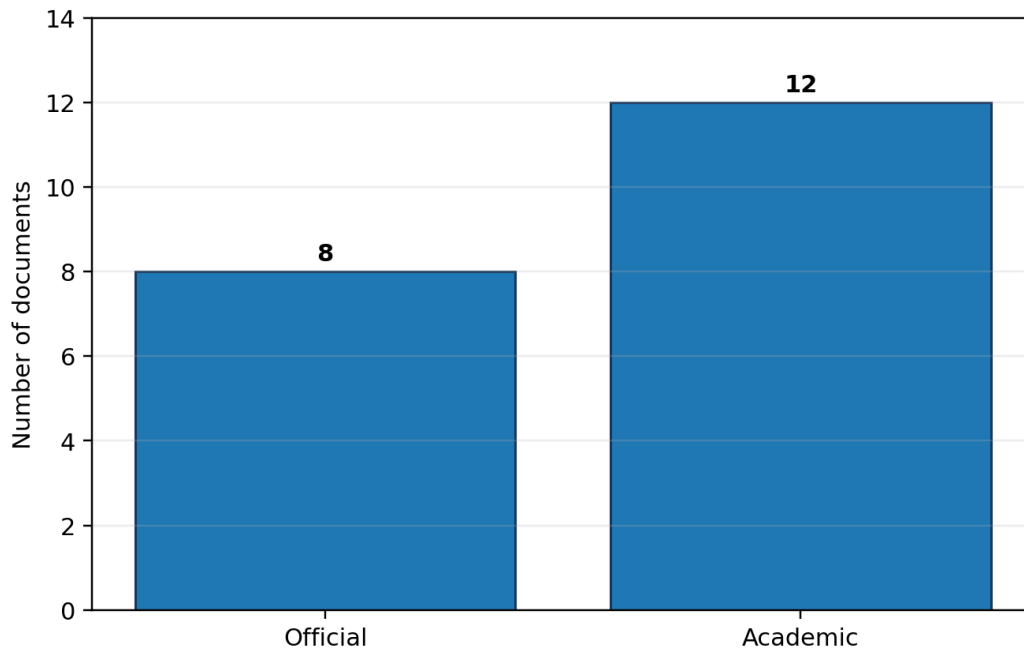


Figure 4.1: Profile of Reviewed Sources

Source: Researcher analysis.

The official group included the Expo website, BIE registration and implementation guidance, a BIE technical-visit update, and PIF information on the creation of Expo 2030 Riyadh Company. The academic group included conceptual, review, qualitative, quantitative, and case-study research published between 2010 and 2025. This combination provides both contextual accuracy and theoretical depth.

4.3 Coding Validity and Trustworthiness

The coding framework was derived directly from the research model. Each theme had a specific question and required explicit evidence. Official and academic sources were coded independently before being compared. The strong agreement of different source types on communication, engagement, governance, and success supports evidence convergence. Nevertheless, the findings remain interpretive because the study used one coder and did not calculate inter-rater reliability.

4.4 Descriptive Content Findings

Table 4.2: Theme Coverage in the Reviewed Sources

Theme	Documents	Coverage	Interpretation
Identification	18	90.0%	Very high
Communication	18	90.0%	Very high

Theme	Documents	Coverage	Interpretation
Engagement	19	95.0%	Very high
Governance	15	75.0%	High
Conflict	12	60.0%	Moderate
Risk	14	70.0%	High
Legacy	10	50.0%	Moderate
Success	20	100.0%	Universal

Source: Researcher coding of 20 documents.

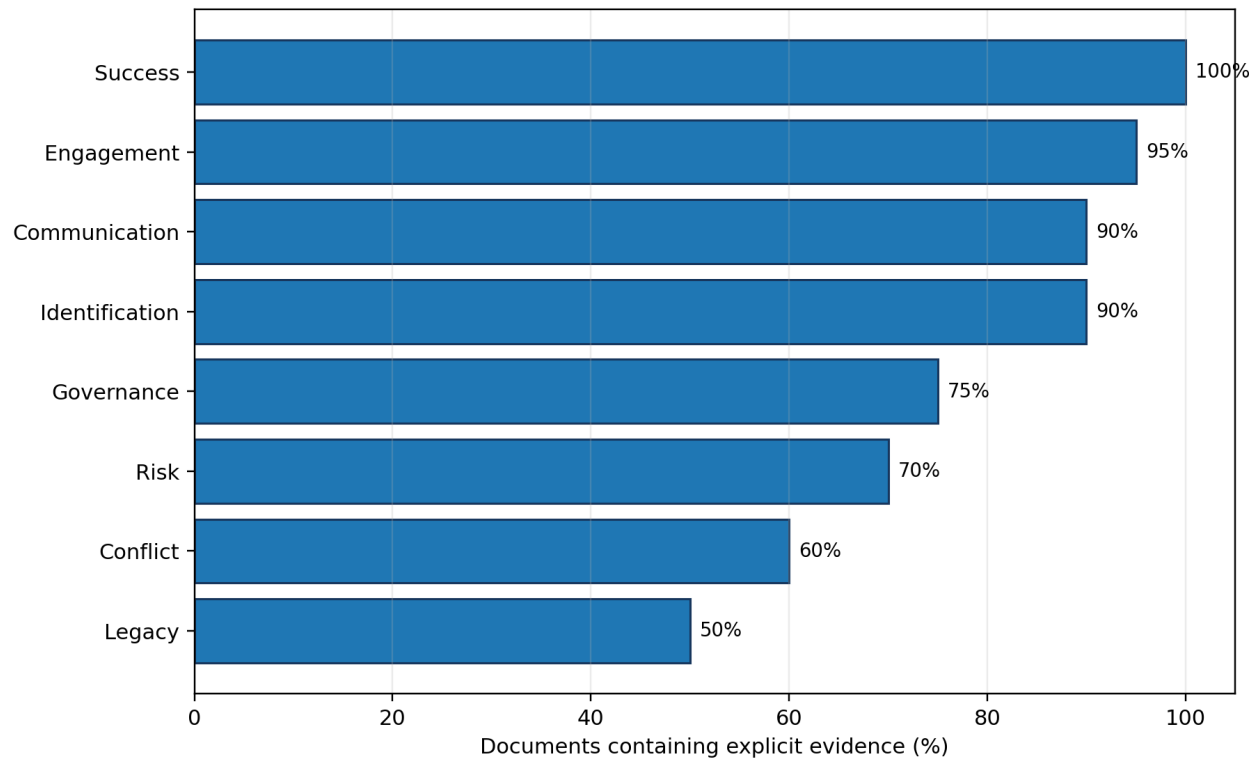


Figure 4.2: Theme Coverage Across the Document Sample

Source: Researcher analysis.

Successful-delivery outcomes appeared in every document, confirming that stakeholder practices are normally discussed in relation to performance, benefits, satisfaction, or readiness. Engagement was present in 95% of sources, while identification and communication each appeared in 90%. Governance and risk were also prominent. Conflict and legacy had lower coverage, indicating that these issues may receive less explicit attention even though they are critical to a complex event with long-term post-use commitments.

4.5 Thematic Findings

4.5.1 Early and Dynamic Stakeholder Identification

The first major finding is that stakeholder identification must begin early and continue throughout the lifecycle. The BIE's Expo process evaluates government, local authority, citizen, business, and participant support before registration, then expands stakeholder coordination during implementation. Academic studies similarly show that stakeholders and influence strategies change across project phases. For Expo 2030 Riyadh, a single stakeholder register created at programme initiation would become outdated. The register should be refreshed at defined stage gates and whenever major contracts, participants, operational partners, or legacy users enter the programme.

The evidence also supports differentiated prioritisation. PIF, Expo 2030 Riyadh Company, BIE, RCRC, ministries, and international participants have high power and high interest. Contractors, major suppliers, and city-operating agencies can become highly urgent as deadlines approach. Residents, visitors, volunteers, schools, and accessibility groups may have less formal power but high legitimacy and a direct influence on reputation and experience. Salience-based prioritisation therefore requires both authority and social impact to be considered.

4.5.2 Governance Clarity and Cross-Agency Coordination

The second finding is that governance is the backbone of stakeholder management. The establishment of Expo 2030 Riyadh Company creates a central delivery entity, while BIE registration establishes international obligations and reporting structures. However, successful delivery still depends on interfaces with RCRC, ministries, transport organisations, utilities, security services, participants, contractors, and private partners. Governance should therefore distinguish decision-making bodies from consultation forums, define delegated authority, and specify escalation times.

BIE procedures provide a useful coordination model through regular reporting, International Participants Meetings, participation contracts, and a steering committee of participant representatives. Similar structures can be extended to vendors, city operations, community issues, and legacy planning. Saudi project research also supports enterprise-level PMO and early alignment mechanisms, suggesting that Expo governance should include an integrated programme controls and stakeholder office rather than treating stakeholder engagement as a separate public-relations function.

4.5.3 Communication as a Control Mechanism

Communication was one of the most frequently coded themes. The evidence shows that communication is both relational and operational. It supports trust, but it also controls requirements, decisions, changes, and interfaces. For a programme involving international participants, communication must be consistent across languages, time zones, technical standards, diplomatic channels, and contractual relationships. A central source of approved information is necessary to reduce conflicting messages.

Effective communication should be segmented. Senior governance bodies need concise decision information. International participants need technical guides, milestone calendars, and rapid clarification. Contractors and suppliers need controlled requirements and change notices. Residents need advance information about mobility, disruption, opportunities, and benefits. Volunteers need role-specific training and operational updates. Visitors need accessible, real-time information before and during the event. The communication plan should therefore link audience, purpose, owner, channel, frequency, response time, and feedback method.

4.5.4 Meaningful Engagement and Co-Creation

Engagement had the highest coverage among the stakeholder-management themes. Official material invites participation from countries, businesses, vendors, volunteers, schools, and the public, while academic research links involvement with better information, collaboration, and acceptance. The finding is that engagement is most valuable when it occurs before decisions become irreversible. Early participant and operator involvement can reduce rework, while community and accessibility engagement can improve design and experience.

Engagement quality should not be measured only by the number of meetings. Useful indicators include the percentage of stakeholder issues resolved by the agreed date, the proportion of feedback receiving a documented response, decision turnaround time, participant readiness, satisfaction with information quality, repeat issues, and the percentage of high-impact stakeholders with current engagement plans.

4.5.5 Conflict, Expectations, and Change

Conflict was less frequently explicit than communication or engagement, but the literature indicates that it becomes critical in complex projects. Expo 2030 Riyadh may experience conflicts between design ambition and budget, permanent and temporary requirements, commercial visibility

and visitor experience, participant requests and standardisation, construction access and city mobility, or event delivery and long-term legacy. The programme should maintain an integrated issue and dispute system that records ownership, impact, escalation level, target date, decision, and lessons learned.

Expectation management is especially important because the Expo has a highly visible international profile. Publicly announced targets create legitimate expectations but may be interpreted as commitments. Communication should clearly distinguish confirmed arrangements, planning assumptions, targets, and opportunities. Changes should be explained consistently, and affected stakeholders should be informed before public release whenever practical.

4.5.6 Sustainability and Legacy as Stakeholder Commitments

Legacy appeared less often than general success but was strongly represented in official Expo and PIF sources. The planned transformation of the site into a global village means that legacy is not a separate post-event activity. It affects design decisions, permanent pavilions, infrastructure, commercial partnerships, housing, cultural spaces, and future operations. Stakeholders responsible for the post-Expo city should therefore participate during design and construction, not only after the event closes.

A legacy stakeholder plan should define future owners, operators, residents, investors, cultural institutions, businesses, and maintenance organisations. Success measures should include asset utilisation, transition readiness, environmental performance, long-term jobs and investment, community value, and the transfer of knowledge and systems from the event organisation to the legacy operator.

4.5.7 Multidimensional Success and Stakeholder Satisfaction

All reviewed documents linked stakeholder considerations to some form of success. The finding supports a multidimensional framework. Expo 2030 Riyadh can be technically ready but still underperform if participants, visitors, residents, or partners are dissatisfied. Conversely, high satisfaction cannot compensate for unsafe operations or uncontrolled cost. A balanced model should combine schedule, cost, quality, safety, participant readiness, visitor experience, public confidence, commercial value, sustainability, and legacy.

4.6 Assessment of Research Propositions

Table 4.3: Assessment of Research Propositions

Proposition	Statement	Evidence	Decision
H1	Overall stakeholder management positively influences successful delivery.	Strong convergence across official and academic sources.	Supported conceptually
H1a	Identification and prioritisation positively influence successful delivery.	Explicit in 90% of sources; supported by salience and lifecycle research.	Supported
H1b	Communication and transparency positively influence successful delivery.	Explicit in 90% of sources; linked to trust, coordination, and reporting.	Supported
H1c	Engagement and participation positively influence successful delivery.	Explicit in 95% of sources; linked to collaboration, readiness, and acceptance.	Supported
H1d	Governance and coordination positively influence successful delivery.	Strong evidence from BIE procedures, ERC structure, PMO, and megaproject studies.	Supported
H1e	Conflict and expectation management positively influence successful delivery.	Moderate direct coverage but strong theoretical and practical logic.	Provisionally supported

Source: Researcher synthesis. Decisions are conceptual, not statistical hypothesis tests.

The propositions are supported by convergence rather than inferential statistics. H1e receives a provisional decision because conflict was less explicit in the reviewed official sources, although academic evidence and the complexity of the programme indicate that issue and expectation management are necessary.

4.7 Discussion with Previous Literature

The findings are consistent with Mitchell et al. (1997), who emphasised power, legitimacy, and urgency, and with Aaltonen and Kujala (2010), who showed that stakeholder influence changes across the lifecycle. The need for a dynamic stakeholder register and stage-based prioritisation directly follows from these studies.

The emphasis on integrated practices agrees with Yang et al. (2011) and Mok et al. (2015), who identified stakeholder analysis, engagement, interests, influence, and process as central megaproject themes. The Expo case extends these ideas by showing how international regulatory structures, diplomatic participation, commercial partnerships, volunteers, and legacy users must be connected.

The finding that success is multidimensional supports Davis (2014, 2017). Different stakeholders will evaluate the Expo through different criteria. A participant may judge the event by pavilion readiness and audience engagement, while a resident may judge it by mobility, disruption, jobs, and legacy. The recommendation for a stakeholder-balanced scorecard therefore follows directly from the literature.

The role of communication and trust is consistent with de Oliveira and Rabechini (2019), while the recommendation for early involvement agrees with Heravi et al. (2015). The Saudi infrastructure studies also support formal alignment and PMO-based coordination. Together, the evidence indicates that stakeholder management should be embedded in programme controls, risk, governance, and benefits management rather than assigned only to communications teams.

4.8 Practical Implications for Expo 2030 Riyadh

- Establish a central stakeholder-management and integration function within the programme governance system.
- Maintain one controlled stakeholder register linked to risks, requirements, interfaces, decisions, and benefits.
- Use stage-based salience reviews to update priorities during design, construction, testing, operations, and legacy transition.
- Create separate but connected governance forums for decisions, international participants, city operations, vendors, community issues, and legacy.
- Measure engagement quality through resolution, response, readiness, and satisfaction indicators, not meeting counts alone.
- Integrate issue escalation, change control, communication, and expectation management.
- Include legacy owners and operators in current design and delivery decisions.

4.9 Conclusion

The document analysis provides strong evidence that stakeholder management is a critical condition for Expo 2030 Riyadh's successful delivery. The most consistent themes were engagement, communication, identification, governance, and multidimensional success. The analysis also highlights the need for stronger explicit attention to conflict and legacy governance. The next chapter presents limitations, recommendations, future research, and the final conclusion.

CHAPTER 5

RESEARCH LIMITATIONS, RECOMMENDATIONS AND CONCLUSION



5.1 Introduction

This chapter acknowledges the limitations of the research, converts the findings into practical recommendations, identifies opportunities for future study, and presents the final conclusion. Recognising limitations is important because Expo 2030 Riyadh remains in implementation and the study relies on publicly available secondary evidence.

5.2 Research Limitations

No primary stakeholder survey: The study does not measure the current views of Expo employees, international participants, contractors, residents, volunteers, or visitors. The proposed questionnaire was not administered.

Pre-event timing: The Expo has not yet taken place, so actual delivery, operational, satisfaction, and legacy outcomes cannot be evaluated.

Public-information boundary: Confidential schedules, budgets, contracts, risks, decision logs, and internal governance documents were not available.

Positive institutional framing: Official sources appropriately communicate plans and opportunities and may not describe all challenges or disagreements.

Single-case scope: Findings are tailored to Expo 2030 Riyadh and should not be generalised automatically to all Saudi projects or international mega-events.

Single-researcher coding: The study did not use a second coder, so inter-rater reliability could not be calculated.

Evolving programme context: Roles, targets, participation arrangements, and communication structures may change before 2030.

Literature transfer: Some academic evidence comes from construction, infrastructure, and events in other countries and may not fully reflect Saudi conditions.

These limitations reduce the ability to make causal or statistical claims but do not remove the value of the study. The research provides a transparent synthesis, identifies management priorities, and creates tools for future empirical testing.

5.3 Recommendations

5.3.1 Establish an Integrated Stakeholder Governance Architecture

Expo 2030 Riyadh Company should maintain a documented stakeholder-governance architecture showing decision bodies, advisory groups, participant forums, delivery interfaces, escalation routes, and legacy governance. Each forum should have a purpose, membership, authority level, meeting cycle, inputs, outputs, and response standard. Decision-making bodies should remain small enough to act, while consultation forums should provide broad intelligence and legitimacy.

5.3.2 Maintain a Dynamic Stakeholder Register

The programme should use one controlled register that records stakeholder category, representative, power, interest, legitimacy, urgency, attitude, issues, expectations, commitments, preferred channels, owner, engagement level, and next action. The register should link to risk, requirements, interfaces, contracts, benefits, and communications systems. Reviews should occur at least quarterly and at major stage gates.

5.3.3 Create Lifecycle Engagement Plans

Every high-impact stakeholder group should have an engagement plan that changes across design, construction, commissioning, operations, and legacy. The plan should define desired outcomes and the level of engagement: inform, consult, involve, collaborate, or empower. Engagement should begin before key decisions and should include feedback closure so stakeholders know how their input was considered.

5.3.4 Strengthen International Participant Coordination

The programme should build on BIE requirements by maintaining a participant portal, milestone calendar, technical help desk, issue-resolution process, country-specific relationship managers, and regular International Participants Meetings. Performance indicators should include

response time, pavilion design approval, utility-interface readiness, construction progress, operational testing, and participant satisfaction.

5.3.5 Integrate Vendors and the Supply Chain

Vendor engagement should provide transparent procurement pipelines, standard interface requirements, supplier-development support, local-content opportunities, consistent onboarding, and early warning of changes. Major suppliers should participate in coordinated planning and risk reviews. Commercial partners should have clear boundaries protecting visitor experience, theme integrity, data privacy, and long-term value.

5.3.6 Develop Community, Volunteer, and Accessibility Engagement

Residents should receive timely information on traffic, access, construction impacts, employment, local-business opportunities, and legacy benefits. Volunteer programmes should include structured recruitment, training, role clarity, welfare, recognition, and feedback. Accessibility groups should be engaged in design reviews, digital services, transport planning, wayfinding, emergency procedures, and visitor testing.

5.3.7 Use a Digital Stakeholder Platform

A secure digital platform should provide approved information, stakeholder profiles, meeting actions, issues, commitments, surveys, dashboards, and escalation alerts. The platform should support controlled access, multiple languages, audit trails, and integration with programme controls. A public-facing layer can provide consistent updates and feedback channels, while confidential modules support delivery partners and participants.

5.3.8 Implement Formal Issue, Conflict, and Expectation Management

The programme should define issue categories, severity levels, owners, escalation times, decision rights, and closure evidence. A negotiation and dispute-prevention team should support complex interfaces before conflicts become contractual claims or public controversies. Public statements should distinguish confirmed decisions, targets, assumptions, and future opportunities.

5.3.9 Protect Sustainability and Legacy Through Governance

Legacy owners and operators should be represented in current governance. Design changes should be assessed for event value and post-event value. A transition plan should cover asset

ownership, operations, maintenance, commercial agreements, housing, public spaces, environmental targets, data, workforce knowledge, and continuing participant relationships.

5.3.10 Measure Stakeholder Performance

A stakeholder scorecard should include leading and lagging indicators. Leading indicators include engagement-plan coverage, response time, unresolved high-priority issues, decision age, requirements stability, participant readiness, and training completion. Lagging indicators include disputes, rework, stakeholder satisfaction, public sentiment, visitor complaints, vendor performance, operational incidents, benefit realisation, and legacy readiness.

Table 5.1: Recommended Stakeholder Governance Actions

Area	Action	Expected Benefit	Owner	Timing
Governance	Approve stakeholder governance map and RACI.	Clear accountability and faster decisions.	ERC / Programme Board	Immediate and quarterly review
Register	Deploy integrated stakeholder register.	Current priorities and fewer missed interfaces.	Stakeholder Integration Office	Immediate; continuous
Participants	Operate participant portal, help desk, IPMs, and readiness dashboard.	Coordinated pavilion and operational delivery.	International Participation Team	2026-2031
City interfaces	Create integrated city-operations readiness forum.	Aligned mobility, utilities, safety, and emergency planning.	ERC and city agencies	Monthly, increasing before event
Community	Publish community engagement and impact plan.	Trust, local opportunity, and disruption management.	Community Relations	Before major construction and operations changes
Vendors	Create supplier engagement and interface programme.	Improved quality, local content, and schedule certainty.	Procurement and Commercial	Throughout delivery
Issues	Use one issue, commitment, and escalation system.	Faster resolution and auditable decisions.	Programme Controls	Immediate
Legacy	Establish legacy transition board.	Design continuity and post-Expo readiness.	ERC / Legacy Operator	Early and continuous
Performance	Report stakeholder KPIs to governance bodies.	Evidence-based corrective action.	Stakeholder Integration Office	Monthly

Source: Researcher preparation.

5.4 Recommendations for Future Research

- Administer the questionnaire in Appendix C to Expo programme employees, contractors, consultants, vendors, public agencies, and relevant project professionals.
- Compare perceptions across stakeholder groups rather than treating all respondents as one population.
- Use longitudinal surveys at design, construction, testing, event, and legacy stages.
- Conduct interviews with international participants, residents, volunteers, and accessibility groups.
- Apply structural equation modelling to test the direct and mediated effects of stakeholder practices on project success.

- Examine trust, collaboration, digital engagement, and organisational culture as mediators or moderators.
- Conduct a post-Expo study comparing planned outcomes with actual delivery, visitor experience, stakeholder satisfaction, and legacy performance.
- Compare Expo 2030 Riyadh with Expo 2020 Dubai, Expo 2025 Osaka Kansai, and other international mega-events while accounting for context.

5.5 Final Conclusion

Expo 2030 Riyadh is one of Saudi Arabia's most visible and complex future programmes. Its successful delivery will require much more than technical construction and event planning. It depends on the ability to align a global network of institutions, participants, delivery partners, city agencies, businesses, communities, volunteers, and future legacy users.

The structured evidence review found strong and consistent support for five stakeholder-management practices: dynamic identification and prioritisation, clear communication, meaningful engagement, governance and coordination, and conflict and expectation management. These practices influence success by improving information quality, trust, alignment, decision speed, risk awareness, readiness, acceptance, and long-term value. The findings also show that project success must be measured through stakeholder satisfaction, sustainability, and legacy in addition to time, cost, quality, and safety.

The most important practical conclusion is that stakeholder management should be embedded in programme governance and controls. A central stakeholder integration function, connected registers, lifecycle engagement plans, participant and city coordination, digital platforms, formal escalation, and stakeholder-focused performance indicators can help convert diverse interests into coordinated delivery. Since the event remains in implementation, future primary research should test the proposed model and track stakeholder perceptions through 2030 and beyond.

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APPENDICES



Appendix A: Document Coding Matrix

Table A.1: Coding Matrix

Code	Document	Type	ID	COM	ENG	GOV	CON	RISK	LEG	SUCCESS
O1	Expo 2030 Riyadh official homepage	Official	No	Yes	Yes	No	No	No	Yes	Yes
O2	Expo 2030 Riyadh: About the Expo and site	Official	No	Yes	Yes	No	No	No	Yes	Yes
O3	Expo 2030 Riyadh participation opportunities	Official	Yes	Yes	Yes	No	No	No	No	Yes
O4	Expo 2030 Riyadh commercial partnerships	Official	Yes	Yes	Yes	Yes	No	No	Yes	Yes
O5	BIE registration of Expo 2030 Riyadh	Official	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
O6	BIE: How an Expo is organised	Official	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
O7	BIE technical visit to Riyadh	Official	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
O8	PIF launch of Expo 2030 Riyadh Company	Official	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
A1	Aaltonen & Kujala: stakeholder influence across project lifecycle	Academic	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
A2	Yang et al.: stakeholder management in construction	Academic	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
A3	Davis: stakeholder perceptions of project success	Academic	Yes	No	No	No	Yes	No	No	Yes
A4	Mok et al.: stakeholder management in megaprojects	Academic	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
A5	Heravi et al.: stakeholder involvement in project planning	Academic	Yes	Yes	Yes	Yes	No	Yes	No	Yes
A6	Davis: empirical study of stakeholder perceptions of success	Academic	Yes	No	Yes	No	Yes	No	No	Yes
A7	Oppong et al.: stakeholder management performance attributes	Academic	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
A8	de Oliveira & Rabechini: stakeholder management and trust	Academic	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
A9	Ebekozien et al.: stakeholder engagement in construction	Academic	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
A10	Bin Mahmoud et al.: alignment in Saudi infrastructure projects	Academic	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
A11	Alghaseb et al.: PMO models for Saudi public construction	Academic	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
A12	Dolan et al.: stakeholder engagement in large infrastructure	Academic	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Source: Researcher coding. ID = identification; COM = communication; ENG = engagement; GOV = governance; CON = conflict; LEG = legacy.

Appendix B: Proposed Questionnaire for Future Empirical Validation

The following questionnaire is proposed for future data collection. It was not administered and did not generate the findings in Chapter 4. Respondents should indicate their agreement using a five-point scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Table B.1: Proposed Questionnaire Items

No.	Dimension	Statement
1	Stakeholder Identification and Prioritisation	The project identifies all groups that can affect or be affected by delivery.
2	Stakeholder Identification and Prioritisation	Stakeholders are classified according to their influence and interest.
3	Stakeholder Identification and Prioritisation	Stakeholder priorities are reviewed when project conditions change.
4	Stakeholder Identification and Prioritisation	Community and end-user groups are considered in addition to contractual stakeholders.
5	Stakeholder Identification and Prioritisation	High-priority stakeholders have assigned relationship owners.
6	Communication and Transparency	Stakeholders receive accurate information at the appropriate time.
7	Communication and Transparency	Project decisions are communicated consistently across organisations.
8	Communication and Transparency	Stakeholders know where to obtain approved project information.
9	Communication and Transparency	Communication channels allow stakeholders to ask questions and provide feedback.
10	Communication and Transparency	Changes affecting stakeholders are explained clearly and promptly.
11	Engagement and Participation	Important stakeholders are involved before major decisions are finalised.
12	Engagement and Participation	Stakeholder feedback is documented and receives a response.
13	Engagement and Participation	International participants and delivery partners are involved in coordinated planning.
14	Engagement and Participation	Community and accessibility needs are considered in project decisions.
15	Engagement and Participation	Engagement activities improve collaboration and problem solving.
16	Governance and Coordination	Decision rights and responsibilities are clearly defined.
17	Governance and Coordination	Cross-agency interfaces are managed through formal coordination structures.
18	Governance and Coordination	Stakeholder issues have clear escalation routes and response times.
19	Governance and Coordination	Governance forums use reliable information to make timely decisions.
20	Governance and Coordination	Legacy owners and operators participate in current delivery decisions.
21	Conflict and Expectation Management	Potential conflicts are identified before they become serious disputes.
22	Conflict and Expectation Management	The project uses fair and transparent methods to resolve stakeholder issues.
23	Conflict and Expectation Management	Stakeholder expectations are compared with approved scope and commitments.
24	Conflict and Expectation Management	Changes and trade-offs are negotiated with affected stakeholders.
25	Conflict and Expectation Management	Lessons from stakeholder issues are captured and applied.
26	Successful Project Delivery	The project is progressing toward the required schedule readiness.
27	Successful Project Delivery	Stakeholder management supports cost control and value creation.
28	Successful Project Delivery	Stakeholder coordination supports quality and safety.
29	Successful Project Delivery	International participants and operational partners are becoming ready on time.
30	Successful Project Delivery	Stakeholders are satisfied with the quality of communication and engagement.
31	Successful Project Delivery	The project is protecting sustainability and post-event legacy objectives.

Source: Researcher preparation based on the literature review.

Appendix C: Proposed Stakeholder Register Template

Table C.1: Stakeholder Register Fields

Field	Description
Stakeholder / organisation	Name of group, entity, or representative.
Category	Governance, participant, delivery partner, city agency, community, visitor, volunteer, partner, legacy user, or other.
Power / influence	Low, medium, high, with reason.
Interest / impact	Low, medium, high, with reason.
Legitimacy and urgency	Nature and time sensitivity of the stakeholder claim.
Current attitude	Supportive, neutral, uncertain, resistant, or mixed.
Key expectations	Benefits, requirements, concerns, and commitments.
Risks and opportunities	Potential positive and negative effects.
Engagement objective	What the programme needs to achieve with the stakeholder.
Engagement level	Inform, consult, involve, collaborate, or empower.
Owner	Accountable relationship owner.
Channel and frequency	Meetings, portal, reports, workshops, surveys, media, and timing.
Open issues / commitments	Linked issue IDs, actions, due dates, and decision status.
Next review	Date or programme stage for reassessment.

Source: Researcher preparation.

Appendix D: Recommended Stakeholder Performance Indicators

Table D.1: Stakeholder KPI Framework

Indicator	Definition
Stakeholder coverage	Percentage of high-impact stakeholders with current profiles and engagement plans.
Response time	Average time to acknowledge and resolve stakeholder enquiries and issues.
Decision age	Number of high-impact decisions exceeding the agreed decision time.
Issue closure	Percentage of stakeholder issues closed by target date.
Repeat issues	Number of repeated issues indicating ineffective root-cause resolution.
Participant readiness	Percentage of participant milestones achieved on time.
Engagement effectiveness	Stakeholder rating of information quality, voice, responsiveness, and trust.
Community confidence	Public sentiment and satisfaction regarding impacts, opportunities, and legacy.
Vendor interface performance	Supplier readiness, change response, quality, and schedule performance.
Legacy readiness	Percentage of legacy transition actions completed and accepted.

Source: Researcher preparation.