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Mega Projects and the Enhancement of Saudi Arabia's Soft Power An Analytical Study of the Media Content of Selected Accounts of Vision 2030 Mega Projects on the (X) Platform

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Abstract

This study aims to identify the extent to which the administrators of the mega projects stemming from Saudi Vision 2030 employ media content in enhancing the soft power of the Kingdom of Saudi Arabia. This is pursued through analyzing the official accounts of these projects on the (X) platform, in order to determine the most prominent themes they present, the objectives they emphasize, as well as monitoring the communication strategies employed in these accounts and the level of audience engagement with the produced content. The study further seeks to outline the features of soft power generated through these accounts. The study belongs to the category of descriptive survey studies, relying on content analysis as the primary tool to examine the media content published through the accounts of Vision 2030 mega projects on the (X) platform. The sample was limited to the official accounts of NEOM, the Red Sea Global (RSG), Qiddiya, and Diriyah Gate Development Authority. The most significant findings of the study revealed that the main themes addressed in these accounts centered on Saudi national occasions, the promotion of the projects themselves, and tourism, in addition to economic, social, and environmental topics. The four accounts (the sample) devoted considerable attention to the different types of influence. However, the Red Sea Global (RSG) distinctly emphasized cognitive influence, while the Diriyah Gate Development Authority adopted a balance between cognitive, affective, and behavioral influence, with a stronger tendency toward cognitive persuasion. Qiddiya sought to enhance behavioral influence, whereas the NEOM account presented a combination of cognitive and emotional appeals reinforced with behavioral elements. The study also revealed that the four accounts employed various communication strategies, with patterns of usage differing from one account to another, and that the strategy of media dissemination received the highest level of attention. Furthermore, the results demonstrated a clear diversity in addressing target audiences across the four accounts (the sample), with statistically significant differences among them. This indicates variations in the targeting and communication strategies adopted by each account.

Introduction

Experts and specialists in the fields of media and politics, along with practitioners in both domains, affirm the significance of soft power in achieving the diplomatic objectives of the state. While hard power—military and economic—was the dominant force in the past, enabling some states to secure certain gains in earlier eras by compelling others to change their positions either through inducement (the carrot) or coercion (the stick), this approach has shifted in the present day. Peoples have become more aware than ever before, prompting decision-makers to search for new methods aligned with contemporary developments (Al-Taie & Khattak, 2024). They found their answer in what has come to be termed soft power, which is based on the idea that states possess heritage, values, and political, cultural, artistic, sports-related, economic, and

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tourism outputs, among others. The term is relatively recent, coined in the late 1990s by Joseph Nye, Professor of Political Science at Harvard University, who previously served as U.S. Deputy Secretary of State and played a role in reshaping American foreign policies, including strengthening relations with European and Asian countries.

According to Nye, soft power does not rely on force in its traditional sense but instead depends on attraction rather than coercion (Khattak et al., 2014). A state can achieve the desired outcomes of its foreign policy because other states admire its values and consider it a model to be emulated, owing to its appeal and openness, or because they believe in the legitimacy of the cause that the state espouses (Al-Awad, 2016, p. 75).

The Kingdom of Saudi Arabia is not isolated from this international transformation in the concepts of power. This is evident in the slogan of Vision 2030, which states: “Saudi Arabia: the heart of the Arab and Islamic worlds, an investment powerhouse, and the hub connecting three continents”. It is noteworthy that the two types of power are combined here, with soft power prioritized over hard power through emphasis on the Kingdom’s identity and its Arab and Islamic depth. The leadership of the Kingdom recognizes that continuity, influence, and guidance will belong to the states that employ both types of power—soft and hard (Al-Ruaidi, 2020, p. 96).

Tracing the sweeping transformation currently witnessed in the Kingdom of Saudi Arabia—politically, economically, culturally, socially, and in the field of sports, both domestically and internationally—one clearly observes the extent to which the Saudi leadership employs soft power in diplomatic endeavors. This is further reflected in the objectives of Vision 2030, which has not limited itself to mobilizing its existing soft power resources—whether material (such as “oil”) or spiritual (such as the “holy places”)—but has gone beyond that to innovating, creating, and directing its soft power through non-traditional means and ideas.

Given the multitude of objectives, values, and meanings embodied in the mega projects of Vision 2030—political, economic, social, sports-related, and in terms of quality of life—the researcher found it necessary to explore the extent to which communication practitioners within these projects employ soft power tools emerging from them in support of Saudi diplomacy, particularly in the fields of smart cities, entertainment, tourism, heritage, and culture.

Research Problem:

Since its emergence in the early 1990s, the concept of soft power has enjoyed wide dissemination across a number of fields, including political communication and political media. This spread has been accompanied by successive efforts in studies, research, and scientific experiments that sought to probe the depths of this concept, identify its tools, and explore effective strategies for its utilization at the levels of peoples and international relations (Al-Thuqail, 2024, p. 93).

Tracing the writings on Saudi soft power over the past five years reveals a strong connection and direct relationship with Saudi Vision 2030. For example, the Quality of Life Program, launched in 2018 as one of the Vision Realization Programs, had a direct impact on all citizens, residents, and visitors, as well as on economic, political, and cultural fields. The official Vision 2030 website indicates that the Quality of Life program focuses on improving the quality of life of individuals and families by creating an enabling environment that supports and introduces new options that enhance the participation of citizens, residents, and visitors in cultural, entertainment, sports, and tourism activities, along with other suitable patterns. These efforts contribute to improving individual and family quality of life, generating jobs, diversifying

economic activity, and strengthening the global ranking of Saudi cities. There is no doubt that this movement constitutes a qualitative shift within Saudi society. At the same time, it represents a starting point for an attractive Saudi soft power that sparks the curiosity and interest of others, who in the past had tended to stereotype the Kingdom based on content and images produced about it by outsiders (Al-Humaidin, 2021).

In light of the above, and based on the researcher's perspective and conviction, the research problem can be defined as identifying the extent to which the mega projects emerging from Saudi Vision 2030 contribute to enhancing the soft power of the Kingdom of Saudi Arabia. This is achieved through analyzing the media content of these projects' accounts on the (X) platform, with the aim of identifying the objectives they emphasize, the key topics they address, monitoring the communication strategies employed in these accounts, and assessing the extent of audience engagement with the content produced, ultimately leading to mapping the features of soft power generated by these accounts.

Significance of the Research:

At the outset of this study, the researcher addressed the increasing importance that soft power has come to assume and its influential role in shaping state policies and enabling countries to secure various gains. From this perspective, the significance of this research lies in its aim to explore the extent to which soft power tools are employed by the administrators of the mega projects launched by the Government of the Kingdom of Saudi Arabia as one of the key objectives of Vision 2030. This is particularly important given the diversity of these projects in terms of their fields, objectives, and roles—ranging from attracting global investments, localizing industries, contributing to the enhancement of both local and global economies, ensuring energy security domestically and internationally, localizing entertainment, attracting tourists, and providing the foundations of quality of life, in addition to many other aspects that are directly linked to strengthening the reputation of the Kingdom of Saudi Arabia and highlighting the positive dimensions of Saudi diplomacy.

Accordingly, and based on the aforementioned, the significance of this research becomes clear, given the expected outcomes related to the extent of employing soft power tools by those responsible for these projects in enhancing the Kingdom's image. The researcher hopes that the distinguished experiences of these projects in utilizing soft power may be of benefit, whether in similar projects or in the academic domain to enrich the knowledge of male and female students specializing in media studies. The researcher further hopes that the results yielded by this research will be utilized to evaluate performance and prompt reconsideration by the specialists in these projects in the event that shortcomings are identified in the employment of soft power.

Research Objectives:

The research aims to analyze the media content of the official accounts of Saudi Vision 2030 mega projects on the (X) platform in relation to enhancing the soft power of the Kingdom of Saudi Arabia. This main objective branches into the following sub-objectives:

1. To identify the topics addressed in the media content of the official accounts of Saudi Vision 2030 mega projects.
2. To determine the objectives contained within the media content of the official accounts of Saudi Vision 2030 mega projects.
3. To monitor the communication strategies employed in the media content of the official

accounts of Saudi Vision 2030 mega projects.

4. To reveal the nature of audience interaction with the media content of the official accounts of Saudi Vision 2030 mega projects.
5. To define the target audiences of the media content of the official accounts of Saudi Vision 2030 mega projects.
6. To identify the language used in the media content of the official accounts of Saudi Vision 2030 mega projects.
7. To examine the nature of the media content, the mediums utilized, and to determine the content formats / media formats employed in the official accounts of Saudi Vision 2030 mega projects.

Research Questions:

1. What are the topics addressed in the media content of the official accounts on the (X) platform of Saudi Vision 2030 mega projects?
2. What are the objectives included in the media content of the official accounts on the (X) platform of Saudi Vision 2030 mega projects?
3. What communication strategies are employed in the media content of the official accounts on the (X) platform of Saudi Vision 2030 mega projects?
4. What is the nature of audience interaction with the media content of the official accounts on the (X) platform of Saudi Vision 2030 mega projects?
5. Who are the target audiences of the media content of the official accounts on the (X) platform of Saudi Vision 2030 mega projects?
6. What language is used in the media content of the official accounts on the (X) platform of Saudi Vision 2030 mega projects?
7. What is the nature of the media content, the mediums utilized, and the content formats / media formats employed in the official accounts on the (X) platform of Saudi Vision 2030 mega projects?

Theoretical Framework of the Research

First: Previous Studies

Through a review of Arab and foreign research literature related to the subject of this research, several recent studies on Saudi Arabia's soft power can be highlighted. Among them is the study of (Khojah, 2024), which focused on the features of Saudi soft power in the sports sector through social media platforms. It was (an analytical study) of the media content of the Ministry of Sports and Saudi sports clubs, and aimed to understand how Saudi Arabia employs soft power in the sports field via social media, with a focus on analyzing the media content published by the Saudi Ministry of Sports and the accounts of sports clubs on the (X) platform. This study followed the quantitative method using (content analysis) as its main tool to achieve its objectives, applied to the account of the Saudi Ministry of Sports. Quantitative analysis was employed alongside qualitative analysis in light of (the theory of meaning construction in the media), applied to the accounts of four well-known popular sports clubs (Al-Ittihad, Al-Ahli, Al-Nassr, and Al-Hilal) in order to monitor how media content was employed to support Saudi sports soft power. The

results of hypothesis testing showed a statistically significant relationship between the general frameworks of soft power and the type of sport targeted, which indicates awareness in employing media content in a way that highlights sports achievements while simultaneously reinforcing Saudi sports soft power. The results also showed a statistically significant relationship between the features of soft power linked to media content and the type of sport, which means that there is a connection between sport as an activity and the enhancement of soft power.

Another study in the field of Saudi soft power is the study of (Al-Otaibi & Saeed, 2023), which sought to identify the extent to which public relations at the Saudi Ministry of Culture employed soft power in enhancing the Kingdom's status and influence in the international community. The study relied on the descriptive method through conducting a field survey of a simple random sample of the Ministry of Culture's audience consisting of (106) individuals from different regions, using a (questionnaire) to gather public opinions on the Ministry's role in enhancing the Kingdom's position in the international community. The most prominent results were: (40%) of the sample strongly agreed that the Ministry of Culture uses soft power in its media campaigns on social media; (51%) strongly agreed that the new Media City enhances the Kingdom's international standing; and (61%) strongly agreed that Saudi Arabia's bid to host Expo (2030) enhances the Kingdom's cultural status internationally.

In the same context, the study of (Al-Hudhali & Saeed, 2022) sought to identify the most commonly used digital tools to highlight Saudi Arabia's efforts in enhancing its soft power through the Communication and New Media Center at the Ministry of Foreign Affairs. The study relied on the descriptive method, using a (questionnaire) as the data collection tool for a random sample of Saudi society consisting of (202) individuals. The results showed that respondents rated the effectiveness of public relations management in using digital tools through the Communication and New Media Center to enhance Saudi soft power as "agree", particularly in humanitarian aid, women's empowerment, and highlighting the civilizational and humanitarian values adopted by the Kingdom. The most frequently used digital tools to highlight Saudi Arabia's efforts and enhance its soft power through the Center were: (Twitter), followed by (Snapchat), then (YouTube), while the least used was (Facebook).

In a study addressing Saudi soft power in humanitarian and relief work, the study of (Asiri, 2021) examined the use of digital public relations in supporting Saudi Arabia's soft power, through (an analytical study) of the King Salman Humanitarian Aid and Relief Center's account on (Twitter). The research aimed to identify the extent to which the Kingdom employs soft power through digital content. It adopted the descriptive method and (content analysis) of a systematic random sample of (143) tweets from the Center's account in (2020). Among the most important findings: the digital content published by the Center's account was an extension of the Kingdom's humanitarian efforts, acknowledged by officials as part of Saudi soft power. Analysis of the tweets revealed that the topic of (health) was the most frequently addressed, the use of (images) was the most common method of presentation, (hashtags) were the main method of interaction, and (views) were the leading form of audience engagement.

A distinguished Saudi study in this field is that of (Katib, 2020), in which the researcher sought to monitor and analyze the most prominent national symbols capable of supporting and consolidating Saudi Arabia's image abroad, with the aim of forming an effective strategy based on a clear vision to present the image that the Kingdom wishes to project. A field survey was conducted with a sample of (182) Saudi elites from different regions, whose professions and ranks varied between minister, senior official, Shura Council member, undersecretary, diplomat

(ambassador, minister plenipotentiary), military officer (general, brigadier), university professor, and media professional (editor-in-chief, deputy editor, journalist). Among the most important results: the “cultural openness” symbol ranked ninth at (51%); the “artistic creativity” symbol as soft power showed a weak link at (30%); the “cultural creativity” symbol was important at (39%); and the “attractive tourist destination” symbol scored (45%). The study recommended that (social media platforms) present a major opportunity to more effectively address topics that serve Saudi soft power in modern and diverse ways, in order to communicate Saudi Arabia’s global message in serving and aiding humanity.

As for the semiological analysis of soft power strategies used by other countries, the study of (Thabet, 2023) aimed to analyze the (semiology) of soft power strategies in building the brand identity of the United Arab Emirates through official digital platforms. The study adopted the quantitative method and (structural semiological analysis). The main strategies identified as tools of digital diplomacy included: developing a unified identity across all areas of humanitarian, economic, tourism, scientific, and cultural diplomacy; marketing the UAE as a gateway to the Arab region; promoting networks of activities, infrastructure, and smart services; quality of life; security stability; unified national identity; and social cohesion. The results identified several traits of the UAE’s brand identity, including being open, digital, modern, people-oriented, culturally diverse, united, and competitive.

Russia was also a prominent subject of study in the field of soft power. The study of (Crilley, Kazakov, & Willis, 2022) conducted a systematic analysis of the media coverage of the (2018 FIFA World Cup) hosted by Russia, produced by (RT), and the audience responses it generated. The study analyzed more than (700) articles published by RT, in addition to research on (social media) and discussion groups. The findings highlighted that the large gap between how Russian state media presented itself and how it was perceived abroad was partially bridged. The coverage of the tournament provided an unusually positive image of Russia, which attracted global audiences and shifted negative perceptions of Russian media as propaganda tools.

Another relevant study is that of (Hilal, 2021), which investigated the tools and effectiveness of soft power in Russia’s new policy, particularly in the Arab region. It focused on the role of soft power in Russia’s Middle East policy, starting from the hypothesis that Russia has sought to downplay the use of military hard power in its interventions, while employing soft power tools in parallel to achieve its goals. The study found several obstacles to the effectiveness of Russian soft power tools in the Middle East and Arab countries. However, Russia achieved some successes, such as attracting joint investments in the energy and arms industries and restoring a positive image among Arab youth.

In relation to U.S. soft power, the study of (Al-Azzawi, 2022) examined the validity of the U.S. soft power theory by answering questions related to the concept of soft power, its conditions, its applications, and U.S. foreign policy’s position toward it. The results indicated that U.S. soft power allows the United States to achieve all its foreign policy objectives, particularly as most other states often seek to follow it or emulate it as a model, out of admiration for its values, without the necessity of coercion or inducement.

Similarly, the study of (Mohammed, 2018) sought to understand how U.S. public relations employed soft power by analyzing (Twitter) posts of the U.S. Department of State. The study adopted the survey method and concluded that the U.S. system projected attractiveness through the importance, strength, and clarity of its foreign policy, the robustness of its diplomatic relations, its positive role in addressing global crises, its efforts to offer alternatives to violence

and extremism, and its portrayal as a developed state with distinctive culture and advanced institutions. The study also highlighted U.S. commitments to supporting vulnerable groups and minorities, championing women worldwide, assisting migrants and refugees, and promoting values of justice, tolerance, and equality.

Soft power studies have not been limited to the U.S., Russia, or the Middle East, but have also included Far Eastern countries. The study of (Al-Shaoush, 2022) aimed to analyze China's (openness policy) as a form of soft power. Traditionally, Chinese foreign policy was characterized by caution, prudence, and non-interference, focusing mainly on securing economic interests and maintaining non-confrontational relations, especially with the United States. However, according to this study, China has pursued a more open policy, employing soft power. The results indicated that China succeeded in employing its foreign policy through soft power to achieve its goals, despite the existence of several obstacles to fully implementing this policy.

Commentary on Previous Studies:

1. A review of previous studies specialized in Saudi soft power reveals a tangible qualitative movement in this research field. However, a closer look at their objectives shows that Saudi research has primarily focused on employing soft power in specific areas—particularly cultural, sports, and humanitarian—while neglecting the aspect of soft power within the mega projects launched by Saudi Vision 2030.

2. The communication strategies employed in the domain of Saudi soft power, along with the tools and formats used within these strategies, are still in need of further research and scientific studies dedicated to this aspect.

3. The current research differs from previous studies in that it focuses on analyzing the official accounts of mega projects launched by Saudi Vision 2030. Its purpose is to identify the extent to which the media content of these accounts highlights the Kingdom's soft power and to monitor the communication strategies employed therein.

4. The researcher asserts that this research differs from the previously reviewed studies in that it will be comprehensive of various domains associated with soft power. The analysis sample includes mega projects related to smart cities, entertainment, tourism, heritage, and culture, whereas other studies were noted to focus on specific domains without the breadth that this research aims to achieve.

5. The current research has benefited from previous studies in several aspects, most importantly: the precise definition of the research topic and problem, the identification of theoretical and methodological frameworks, the expansion of the domains included in the research population, and the contribution to the discussion of the results of the field study.

Second: Soft Power

Joseph Nye is regarded—as affirmed by Ivan Bakalov—“the main reference point” for the concept in scientific literature. Nye not only coined the term but is also considered the most prolific writer on it, having authored numerous books and studies that theorized about the concept, beginning with his 1992 book “Bound to Lead: The Changing Nature of American Power”, as well as his article published in the same year under the title “Soft Power” in *Foreign Policy* (Bakalov, 2019:3).

Nye defines soft power as the ability to achieve what you want through attraction rather than

coercion or payment. It arises from the appeal of a country's culture, political ideals, and policies. Michel Foucault defined it as indirect coercion and compulsion, and as an intellectual and value-based debate aimed at influencing public opinion inside and outside the state. Frank Fetter, on the other hand, argued that soft power refers to achieving international objectives through persuasion and cooperation rather than armed force or economic sanctions and other forms of coercion. In his view, it is the ability to influence and attract concerned parties toward the path that serves the state's interests and entity by employing material and moral resources, away from coercion and threats. For him, it is the capacity for hidden containment and gentle attraction whereby others willingly do what the dominant power desires, without the need for hard power (Madi, 2024, p. 90).

Lee Geun (2011) notes that, through Nye's works and those of subsequent researchers, the concept of soft power can be divided into five categories (Al-Awad, 2016, p. 78):

1. Soft power through presenting a positive image of the country, which makes it appear attractive to the world. Public diplomacy activities fall under this category, as they emphasize the country's external image and are used to communicate with other societies, opening dialogue to increase familiarity, understanding, and cultural and intellectual exchange.
2. Soft power to win over other states and form alliances. This type of soft power focuses primarily on joint action with other countries in order to gain support and build alliances.
3. Soft power to persuade others to adopt what you want. This form emphasizes changing others' orientations by reshaping their thinking and, consequently, their behavior in ways that serve your interests.
4. Soft power to maintain unity within society and preserve coalitions and alliances. This category emphasizes the importance of soft power in sustaining political or economic entities within a state, or alliances with other countries, as seen in fostering citizens' loyalty and national spirit.
5. Soft power based on the popularity of political leadership and popular support for the government. This form depends on creating national heroes and focusing on the distinguished performance of political leaders in conferences or international meetings to raise their domestic popularity and encourage national unity.

Nye (2005, p. 35) identified three main resources of soft power for any state, summarized as follows (Pallaver, 2011):

1- **Culture:** A set of values and practices that create meaning for society. A distinction is often made between high culture, which concerns elites (such as literature, art, and education), and popular culture, which entertains the masses. When a country's culture embodies universal values and its policies promote shared values and interests, it generates greater attractiveness and thus greater soft power, and vice versa. Some researchers have limited soft power to popular culture, such as historian Ferguson, who described soft power as non-traditional forces like cultural and commercial goods. This, however, is an imprecise description as it neglects the critical element of context. Any resource of power depends on the context in which it is used; for example, a military tank is ineffective in swamps. Similarly, the cultural resource of soft power depends on the societal context of its use. Certain American products, for instance, are unpopular in some Islamic countries. Hence, we cannot reduce cultural resources to popular culture alone, nor ignore the societal context in which they operate.

2- **Domestic Values and Policies:** Government policies at home and abroad are sources of soft power that must align with globally accepted values. They greatly influence the strengthening or undermining of soft power. For example, U.S. policy on racial segregation in the 1950s weakened its soft power in Africa, while its stance on capital punishment and weak gun control laws undermined its soft power in Europe. Policy changes can therefore alter how other states perceive a country, either enhancing or diminishing its soft power.

3- **Foreign Policy:** When perceived as legitimate and moral, foreign policy has a significant impact on soft power. A state that appears arrogant, hypocritical, or indifferent undermines its own soft power. For example, the sharp decline in U.S. popularity following the 2003 war on Iraq made it widely unpopular internationally.

Third: The Theory of Meaning-Making in the Media

The current research adopts the Theory of Meaning-Making in the Media, which is based on the fundamental idea that the media does not simply reflect reality but rather participates in constructing it through the way information and events are presented. This theory, which emerged in the 1970s and was influenced by constructivist ideas, emphasizes that media messages are not merely neutral reflections of facts but are instead complex processes of representing and reconstructing reality (Mekawy & El-Sayed, 1998, p. 34).

Within the context of this theory, the media is regarded as a cognitive encoding mechanism that processes reality and reproduces it through various linguistic and dramatic techniques, whereby events are transformed into linguistic and mental representations that evoke interaction between the individual, culture, and society. These representations involve the use of linguistic patterns and mental constructs that align with the cognitive and contextual determinants of both the sender and the receiver. All of the above can be summarized by stating that the function of the media is to make meaning through the process of framing and shaping events (Abdullah, 2014).

Accordingly, the Theory of Meaning-Making in the Media is a theory concerned with studying how the media shapes meaning and the message it seeks to convey to the audience. As previously mentioned, this theory is grounded in the idea that the media does not transmit reality in a neutral and objective manner but instead selects, organizes, and portrays events and issues in ways that reflect its perspective, stance, and objectives. Thus, the media influences the interpretation and evaluation of the information received by the audience (Mekawy & El-Sayed, 1998, p. 35).

According to this theory, meaning-making in the media is influenced by several factors, as follows:

- **Context:** The environment in which media communication occurs, including time, place, circumstances, and the target audience.
- **Frames:** The concepts, ideas, and values used by the media to organize and simplify information, and to determine what is important or unimportant, acceptable or unacceptable.
- **Encoding:** The process of using linguistic, visual, or auditory symbols to encode meaning and the intended message to the audience.

Decoding: The process of using cognitive and cultural abilities to decode the meaning and message received by the audience through the employed symbols.

Based on the above, it can be concluded that the Theory of Meaning-Making in the Media highlights the role of the media as a creator of realities rather than a mere transmitter of events.

It also underscores the role of the audience as an active partner in the communication process rather than a passive recipient. This theory, therefore, helps us understand the nature of the influences exerted by the media on society as well as the nature of the interactions generated by society with the media.

Accordingly, it can be said that the link between the Theory of Meaning-Making in the Media and soft power lies in the fact that both employ messages, images, and symbols to encode and decode meaning in order to influence the emotions, attitudes, and behaviors of audiences. For instance, when the Kingdom of Saudi Arabia employs media content through the official accounts of Vision 2030 projects on social media platforms to build an image of itself as a pioneering and advanced state with capabilities in diverse fields such as sports, culture, tourism, and entertainment, it is utilizing the Theory of Meaning-Making in the Media to showcase aspects of its soft power in these domains.

In light of this, the present research adopts this theory to identify and understand the extent to which media content in the official accounts of Vision 2030 mega projects is employed in enhancing the soft power of the Kingdom of Saudi Arabia.

Type of Research and Methodology:

The current research belongs to descriptive studies, which aim to describe the phenomenon as it exists in its natural circumstances—namely, the use of official accounts of Vision 2030 mega projects on the (X) platform in employing media content to enhance the soft power of the Kingdom of Saudi Arabia. As for the research methodology, this research adopted the survey method, which seeks to record, analyze, and interpret the phenomenon in its present state after collecting comprehensive data through a set of organized procedures that define the type of data, its sources, and the methods of obtaining it.

Data Collection Tool:

The research relied on (content analysis) as the main tool for studying the media content published in the accounts of the mega projects of Saudi Vision 2030 on the (X) platform. Content analysis is a scientific research tool that focuses on studying the explicit and overt content of media materials in terms of form and content, and it helps determine how the medium deals with the content. The tool was divided into three axes; the first dimension analyzes the formal characteristics of tweets (accounts under study, sequence, date, type, communication patterns, the nature of content treatment), while the second dimension is concerned with analyzing content categories (domain, main and secondary communication strategies, type of communication influence, target audience categories), and finally, the third dimension focuses on interactivity characteristics (likes, retweets, replies, quote retweets).

Validity and Reliability Tests:

The validity of the content analysis form was tested through validity and reliability checks, as follows:

- 1- **Validity** Test: meaning face validity, i.e., the validity and accuracy of the scale used in measuring the theoretical variable or the concept intended to be measured. To verify the validity of the scale used in the research, the data collection tool (content analysis form) was presented to a group of evaluators and experts in the fields of media, sociology, and modern technologies.
- 2- **Reliability** Test: reliability in analysis means that the form gives the same or similar

results if applied to certain material at different times, or by different researchers (Barakat, 2011, p. 275). To verify reliability, the researcher conducted an analysis with the participation of two specialized colleagues, as the categories were explained to them and they were trained on them, and provided with a list of category definitions. Reliability was then applied to a selected sample of (46) tweets out of a total of (426) tweets, i.e., (10%) of the total research sample. Reliability was calculated according to the following steps:

- Number of reliability cases = $3C2 = (3 \times 2) / 2 = 3$ cases.
- If we denote the coders by the symbols (A, B, C), the reliability cases are as follows: (AB, AC, BC).

Accordingly, the reliability cases are as follows:

- Reliability AB = $(\text{Number of agreed categories} \times 2) / (\text{Total categories}) = (426 \times 2) / 1245 = 0.900$.
- Reliability AC = $(\text{Number of agreed categories} \times 2) / (\text{Total categories}) = (426 \times 2) / 1245 = 0.920$.
- Reliability BC = $(\text{Number of agreed categories} \times 2) / (\text{Total categories}) = (426 \times 2) / 1245 = 0.940$.

$$\text{Median} = (1+N)/2 = (1+3)/2 = 2$$

By arranging the previous values in ascending or descending order to calculate the median, the values become: (0.900, 0.920, 0.940).

$$\therefore \text{Median} = 0.920.$$

\therefore Mean = $(0.940 + 0.920 + 0.900) / 3 = 0.920$, which is a high percentage indicating the clarity of the measurement tool and its validity for application

Research Population:

The research population consists of the official accounts of the mega projects emerging from Saudi Vision 2030 on the (X) platform.

Research Sample:

Given the importance of Saudi Vision 2030, both domestically and internationally, and the significant political, economic, social, intellectual, and cultural weight it has provided the Kingdom of Saudi Arabia—reflecting the comprehensive scope of the Vision across various sectors—the Vision has resulted in a large number of mega projects. Due to the diversity, multiplicity, and expansion of these projects, the researcher sought to ensure that the research sample would be as representative as possible of the mega projects stemming from the Vision (economic, tourism, entertainment, and heritage). The following provides details on the accounts of these projects:

First: NEOM Account:

“NEOM” is an ambitious Saudi project launched by Crown Prince Mohammed bin Salman in 2017. It aims to establish a futuristic urban area in the northwest of the Kingdom of Saudi Arabia on the Red Sea coast. The project covers an area of approximately 26,500 square kilometers and constitutes a pivotal part of Vision 2030’s efforts to diversify the economy away from oil. Media

coverage of NEOM has highlighted its development not only as a center of economic activity but also as a model for technological innovation and environmental sustainability in the Middle East, thereby encouraging both domestic and foreign investment in these ambitious initiatives. The NEOM account on the (X) platform has around (1.1 million) followers.

Second: Qiddiya Account:

Qiddiya is positioned as the capital of entertainment, sports, and the arts, while Diriyah is designated as a global cultural and heritage hub. These projects contribute to enhancing the Kingdom's attractiveness to investments and drive a sustainable and prosperous economy that consolidates its leadership on the international stage. Qiddiya is a major project under Vision 2030, aiming to transform an area southwest of Riyadh into a global destination for entertainment, sports, and culture. It covers an area of 376 square kilometers and includes theme parks, sports facilities, art centers, and a racing track, making it a vibrant hub for diverse activities. Qiddiya seeks to support the national economy by creating new job opportunities, promoting tourism, and providing an inspiring environment for youth and the local community. The Qiddiya account has about (299.2 thousand) followers.

Third: Diriyah Gate Account:

The Diriyah Gate account is the official digital portal of the Diriyah Gate Development Authority, which oversees the development of the historic Diriyah area in the Kingdom of Saudi Arabia. The account provides comprehensive information about the project, including the master plan, the latest updates, and cultural and tourism events. It also offers electronic services for citizens and investors, such as appointment booking, application submissions, and following up on compensation and expropriation procedures. The account is part of the Kingdom's efforts to achieve Vision 2030 objectives by transforming Diriyah into a global destination that combines history, culture, and sustainable development. The account has about (146.9 thousand) followers.

Fourth: Red Sea Global (RSG) Account:

The Saudi Red Sea Global (RSG) was established in 2021 as a governmental entity with the aim of regulating and developing coastal tourism in the Red Sea, as well as enhancing integration among relevant stakeholders. The Authority is responsible for issuing licenses and supervising maritime activities, with a focus on sustainability and marine environmental protection. Its mission is to achieve a balance between economic development and the preservation of natural resources in line with Vision 2030. The account has about (65.8 thousand) followers.

Time Frame of the Research:

The researcher defined the time frame of the research as the period from November 2024 to February 2025. The selection of this period was based on several considerations, the most important of which are:

1. This period coincides with the winter season in the Kingdom of Saudi Arabia, during which activities and events are abundant, in contrast to the summer season when activities are fewer and most entities tend to postpone their events until winter.
2. The period overlaps with the Riyadh Season, which means an increase in events that contribute to activating the accounts of (Diriyah and Qiddiya), both of which are represented in

3. The researcher was keen to set the time frame at four months, with half of the period falling in 2024 and the other half in 2025. This provides the research with an important temporal dimension, especially since budgets are announced at the beginning of the year, which generates enthusiasm among these entities and results in diverse activities that require media coverage.

Findings of the Analytical Research:

Dimension One: The Topics Addressed in the Media Content of the Official Accounts on the (X) Platform of Saudi Vision 2030 Mega Projects

Topic (Domain) of Tweet	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%		
National Occasions	21	11.2	14	17.7	7	8.3	16	12.3	58	12.1
Marketing	16	8.5	8	10.1	11	13.1	22	16.7	57	11.9
Sports	17	9	10	12.7	8	9.5	20	15.4	55	11.4
Tourism	19	10.1	9	11.4	8	9.4	11	8.5	47	9.8
Economic	15	8	5	6.3	7	8.3	13	10	40	8.3
Social	24	12.8	5	6.3	7	8.3	3	2.3	39	8.1
Environmental	9	4.8	8	10.1	9	10.7	13	10	39	8.1
Political	12	6.4	6	7.6	9	10.7	8	6.2	35	7.3
Energy	18	9.6	6	7.6	5	6	5	3.8	34	7.1
Administrative	14	7.4	3	3.8	6	7.1	10	7.7	33	6.9
Industrial	16	8.5	3	3.8	4	4.8	8	6.2	31	6.4
Legal	7	3.7	2	2.5	3	3.6	1	0.8	13	2.7
Total (N)	188	100	79	100	84	100	130	100	481	100
Chi-Square = 39.603										
Degrees of Freedom = 33										
Significance Level = 0.199 → Not significant										

Table (1)

Nature of the topics emphasized in the tweets of the four digital platforms

The data in Table (1) indicates that the four accounts (research sample) addressed a variety of topics in their tweets, enabling an understanding of the functional communication differences between the accounts in line with each project's objectives. Foremost among these was the prominence of **national occasions**, which accounted for (12.1%). The Qiddiya account ranked first with (17.7%), reflecting its active role in public celebrations and events, followed by the NEOM account (12.3%), then Diriyah Gate (11.2%), and finally Red Sea Global (RSG) (8.3%). This suggests that all accounts seek to enhance their public presence through national occasions, albeit to varying degrees.

Marketing topics came second with (11.9%). NEOM was particularly distinguished in this domain (16.7%), indicating a strong marketing strategy aimed at building its global image. Red Sea Global (RSG) followed (13.1%), reflecting its focus on luxury tourism promotion, while

both Qiddiya (10.1%) and Diriyah Gate (8.5%) demonstrated more balanced orientations without heavily emphasizing marketing discourse.

Sports topics ranked third with (11.4%). NEOM again led the sample with (15.4%), followed by Qiddiya (12.7%), reflecting their mandate to host major sporting events. Red Sea Global (RSG) (9.5%) and Diriyah Gate (9.0%) showed lower proportions.

Tourism ranked fourth (9.8%). Both Diriyah Gate (10.1%) and Qiddiya (11.4%) registered high percentages, followed by Red Sea Global (RSG) (9.4%), consistent with the tourism focus of these projects. NEOM scored (8.5%), reflecting a more balanced coverage of tourism within its broader integrated system.

Economic, social, and environmental topics came next, with close proportions (8.3%, 8.1%, 8.1%). NEOM emphasized **economic** issues relatively more (10%), followed by Red Sea Global (RSG) (8.3%), Diriyah Gate (8%), and Qiddiya (6.3%). In general, NEOM and Red Sea Global (RSG) showed stronger emphasis on economic development and investment compared to Qiddiya, which focused more on non-economic dimensions such as entertainment and sports.

In the **social** domain, Diriyah Gate led with (12.8%), underscoring its heritage and community-oriented character, while NEOM had the lowest share (2.3%), likely reflecting its futuristic and technological identity, somewhat detached from direct community discourse. Qiddiya (6.3%) and Red Sea Global (RSG) (8.3%) showed intermediate levels.

Regarding **environmental** topics, Red Sea Global (RSG) (10.7%), Qiddiya (10.1%), and NEOM (10%) recorded similar percentages, reflecting a shared commitment to environmental sustainability, while Diriyah Gate was lower (4.8%), suggesting that environmental issues are not a primary communication priority.

Political and **energy** topics ranked seventh and eighth with (7.3%) and (7.1%) respectively. Red Sea Global (RSG) (10.7%) and Qiddiya (7.6%) emphasized political topics more than Diriyah Gate (6.4%) and NEOM (6.2%), possibly due to their linkage with global tourism and environmental policies, or efforts to enhance their international political presence. On energy, Diriyah Gate came first (9.6%), followed by Qiddiya (7.6%) and Red Sea Global (RSG) (6%). NEOM scored the lowest (3.8%), despite its association with future energy technologies—likely because the project remains under development, and its leadership may not yet consider energy a suitable focus.

Administrative topics ranked ninth (6.9%). NEOM led slightly (7.7%), reflecting its organizational structure and promotion of advanced governance models, followed by Diriyah Gate (7.4%), Red Sea Global (RSG) (7.1%), and Qiddiya (3.8%), perhaps indicating that Qiddiya does not prioritize administrative matters for marketing purposes.

Industrial topics ranked tenth (6.4%). Diriyah Gate emphasized industrial issues the most (8.5%), followed by NEOM (6.2%). Qiddiya (3.8%) and Red Sea Global (RSG) (4.8%) showed less emphasis, suggesting that Diriyah highlights infrastructure and industrial facilities supporting the project, while NEOM partially emphasizes future-oriented industrial technologies. Qiddiya and Red Sea Global (RSG) demonstrate weaker industrial focus, likely due to their non-industrial identities.

Finally, **legal** topics ranked eleventh, where all accounts devoted limited attention, ranging from (3.7%) for Diriyah Gate to (0.8%) for NEOM. This indicates that legal issues are not a major component of the communication strategies of these projects.

Overall, the results of analyzing the nature of the topics highlighted in the four accounts (sample) indicate a clear diversity in the covered topics. However, this diversity does not reach statistical significance according to the Chi-Square test, which recorded 39.603 with 33 degrees of freedom and a significance level of 0.199. This means that the differences between the accounts in tweet domains are not statistically significant. It suggests that the apparent variations in topical priorities do not reflect substantive or systematic differences among the accounts.

From the perspective of the Theory of Meaning-Making, and after comparing the four accounts, it can be concluded that they all share a general framework in presenting their media content by emphasizing marketing, tourism, and national occasions. These commonalities reflect a general orientation toward promoting the projects and enhancing their public and media presence. Nevertheless, the relative differences in other topics highlight how each project reflects its distinct message and identity through its tweets, whether economic, environmental, sports-related, or social.

Here, soft power emerges as an effective tool in building the national image and strengthening international influence. This is consistent with the findings of Khojah (2024) and Al-Otaibi & Saeed (2023), which underscored the importance of employing digital media content and social media in enhancing a country's cultural and sports presence. This aligns with the current research findings, which demonstrate how these platforms are utilized to achieve soft power objectives through diverse topical coverage that showcases the Saudi government's comprehensive developmental efforts.

Here, soft power emerges as an effective tool in building the national image of states and enhancing their international influence, as highlighted by Khojah (2024) and Al-Otaibi & Saeed (2023), who confirmed the importance of employing digital media content and social media in strengthening the country's position at the cultural and sports levels. This is consistent with the findings of the current research, which emphasized how these platforms are utilized to achieve soft power objectives. The analysis revealed a diverse use of topics and domains aimed at showcasing the efforts of the Saudi government in achieving comprehensive developmental progress, and demonstrated a multifaceted employment of soft power that extended beyond the cultural domain to include sports, politics, economy, tourism, and heritage.

In the same context, the studies of Thabet (2023) and Hilal (2021) show how soft power can be employed within the political and cultural frameworks of states to advance foreign policy objectives. This corresponds with the present research results regarding the role of digital media in supporting the state's international strategy, as clearly reflected in Red Sea Global (RSG) account and the Diriyah Gate account, which prominently featured the Kingdom's Foundation Day celebrations—a symbolic occasion underscoring Saudi Arabia's leadership regionally and globally. Moreover, the findings of the current research are consistent with the emphasis found in Thabet (2023) and Kateb (2020) on the importance of building national identity and state branding through digital content, revealing that developing such content in line with soft power strategies enhances the country's image and expands its capacity for cultural and political influence. The four accounts indeed diversified the hashtags accompanying their tweets to reinforce this objective.

on Platform (X) of the Saudi Vision 2030 Megaprojects

Type of Communicative Influence	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%	N	%
Cognitive	123	36.2	56	35.9	62	64.6	92	35.9	333	39.3
Affective	105	30.9	48	30.8	12	12.5	88	34.4	253	29.8
Behavioral	112	32.9	52	33.3	22	22.9	76	29.7	262	30.9
Total (N)	340	100	156	100	96	100	256	100	848	100
Chi-Square = 32.137 Degrees of Freedom = 6 Significance Level = 0.000 → Significant Contingency Coefficient = 0.191 → Significant										

Table (2)

The Type of Communicative Influence Reflected in the Tweets of the Four Digital Platforms

The results presented in Table (2), concerning the type of communicative influence that emerged in the tweets of the four accounts (Diriyah Gate Development Authority, Qiddiya, Red Sea Global (RSG), and NEOM), indicate that there are statistically significant differences in the distribution of influences among the accounts, as evidenced by the Chi-Square value (32.137) at a degree of freedom (6) and a significance level (0.000). This means that each account adopted a distinctive pattern of communicative influence consistent with the media message of the entity and the nature of its target audience. **Cognitive** influence is the most prominent and most common among the three types, representing (39.3%) of the total influences across all platforms combined. It was particularly evident in the Red Sea Global account, which recorded the highest percentage of cognitive influence (64.6%). This indicates its reliance on providing information and data related to the project, such as site details, sustainable technologies, and investment advantages, with the aim of raising public awareness and enhancing their understanding of the project's components. The Diriyah Gate Development Authority, Qiddiya, and NEOM also demonstrated relatively similar percentages of cognitive influence (36.2%, 35.9%, and 35.9%, respectively), reflecting their reliance on informational discourse, though less intensively than Red Sea Global (RSG). In the case of NEOM, cognitive influence is integrated with innovative and technological discourse, while in Diriyah it is manifested through narratives of heritage, historical, and cultural information, and in Qiddiya it appears in explaining its various events and activities.

Behavioral influence ranks second with an overall percentage of (30.9%). It was clearly evident in the Qiddiya account with a percentage of (33.3%), followed by the Diriyah Gate Development Authority with (32.9%), and NEOM with (29.7%). This reflects the orientation of these platforms toward exerting an actual influence on audience behavior, such as inviting them to visit sites, participate in events, or engage with specific campaigns. As for Red Sea Global (RSG), it recorded a lower percentage of (22.9%), indicating that its focus is more on cognitive and informational construction rather than direct behavioral calls.

Affective influence ranked third with an overall percentage of (29.8%). It appeared more clearly in the NEOM account with (34.4%), the Diriyah Gate Development Authority with (30.9%), and

Qiddiya with (30.8%). These figures reflect the reliance of these projects on evoking feelings of belonging and national pride, and on creating a state of emotional interaction through the use of attractive images and evocative language. In Diriyah, affective influence may stem from the historical value of the place; in Qiddiya, it is linked to the excitement of entertainment activities; while NEOM seeks to evoke admiration for the future and ambitious technologies. Red Sea Global (RSG), however, recorded the lowest affective percentage (12.5%), which indicates that its communication strategy focuses more on rationality and knowledge than on stirring emotions.

Based on the above, it is clear that each account adopted a specific pattern of communicative influence that aligns with the identity and message of the entity it represents. This finding is consistent with the study of Crilley, Kazakov, and Willis (2022), which indicated that the coverage of the World Cup had both cognitive and affective influences by changing the negative perception of Russian media, and with the study of Hilal (2021), which found that the new Russian policy was able to achieve certain behavioral influences, such as attracting joint investments in the energy and arms industries.

Dimension Three: Communication Strategies Used in the Media Content of the Official Accounts on Platform (X) for the Major Projects of Saudi Vision 2030

First: The Prominent Communication Strategies in Each of the Four Digital Platforms

Main Communication Strategies	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%	N	%
Media	51	27.9	32	39.0	23	26.4	50	42.7	156	33.3
Persuasion	59	32.2	18	22.0	20	23.0	22	18.8	119	25.4
Consensus-Building	34	18.6	20	24.4	22	25.3	23	19.7	99	21.1
Dialogue	39	21.3	12	14.6	22	25.3	22	18.8	95	20.3
Total	183	100	82	100	87	100	117	100	469	100
Chi-Square: 17.157 — Degrees of Freedom: 9 — Significance Level: 0.046 (Significant) — Contingency Coefficient: 0.188 (Significant)										

Table (3)

The Nature of the Main Communication Strategies Prominent in Each of the Four Digital Platforms

The data in Table (3) indicate that the four accounts (Diriyah Gate Development Authority, Qiddiya, Red Sea Global (RSG), and NEOM) employed diverse communication strategies, with noticeable variations in the patterns of use from one account to another. This variation is statistically significant according to the Chi-Square test (17.157) at a significance level of (0.046) and a significant contingency coefficient (0.188). The **media** strategy ranked first among the strategies used, with an overall percentage of (33.3%), reflecting a general emphasis on conveying information and news directly. This strategy was particularly prominent in the NEOM account, which led the sample with (42.7%), followed by the Qiddiya account with (39.0%). This suggests that both accounts rely heavily on providing comprehensive media coverage of their projects, including news on development, technologies, and events, in order to enhance

public awareness of project updates. The Diriyah Gate Development Authority employed this strategy at a rate of (27.9%), while Red Sea Global (RSG) recorded the lowest proportion (26.4%).

The **persuasion** strategy ranked second overall, with a total of (25.4%). It was most evident in the Diriyah Gate Development Authority account with (32.2%), reflecting a focus on reinforcing the symbolic image of Diriyah as a cultural, heritage, and national project through persuasive language that emphasizes values of belonging and history. In contrast, this strategy was less present in the NEOM account (18.8%) and the Qiddiya account (22.0%), indicating that these platforms lean more toward media or interactive content rather than direct persuasion. Red Sea Global (RSG) maintained an intermediate percentage (23.0%), which may be explained in the context of promoting the project as a sustainable tourist destination that requires establishing a positive mental image among its audience.

Consensus-building came in third, with an overall percentage of (21.1%). It appeared relatively balanced in the Red Sea Global (RSG) (25.3%) and Qiddiya (24.4%) accounts, which implies that their communication focused on creating societal consensus around the project's goals and benefits, for example, by presenting multiple viewpoints or highlighting support from partners and the local community. In contrast, this strategy was somewhat less evident in the Diriyah Gate Development Authority (18.6%) and NEOM (19.7%) accounts.

The **dialogic strategy** ranked fourth, with the lowest overall usage rate among the four strategies (20.3%). It appeared relatively more prominently in the Red Sea Global (RSG) account (25.3%) and the Diriyah Gate Development Authority account (21.3%), indicating a tendency to engage the public in discussions, present their opinions, or even open channels for interaction through tweets. The Qiddiya account recorded the lowest usage of this strategy (14.6%), while NEOM's usage stood at (18.8%), indicating a limited level of direct interaction despite its strong media presence.

Based on these findings, the researcher concludes that it is important to invest in content published via social media platforms to create positive dialogue with international audiences. This conclusion aligns with the recommendations of studies such as Thabit (2023) and Hilal (2021), which emphasized the development of digital content to make it more engaging and interactive, particularly on Twitter, in order to enhance the state's image and influence global public opinion.

When comparing these communicative orientations, it becomes clear that differences exist in the nature of content and messaging, despite the similarity in the use of the same communication tools. While "Diriyah Gate" emphasizes the past and cultural heritage, "NEOM" focuses on the future and innovation through ambitious messages in its tweets, such as: "NEOM: where innovation meets nature, shaping a sustainable future." This reflects a persuasive strategy built on inspiring hope and futuristic vision, alongside the use of dialogue to build a dynamic community of individuals interested in technology and sustainability. In conclusion, the tweets of both "Diriyah Gate" and "NEOM" demonstrate that communication strategies are no longer traditional tools, but rather essential components for constructing integrated national narratives. The first establishes the roots of belonging and connects the present to the past, while the second drives toward the future with concepts of creativity and sustainability. This complementarity strengthens Saudi identity by combining the depth of history with the ambition of Vision 2030, creating meaning and value for the audience.

Second: Details of the Prominent Main Communication Strategies in the Four Accounts (The Sample)

First: The Media Strategy

Media Functions	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%	N	%
Providing the public with information	31	60.8	18	56.3	13	56.5	30	60	92	59
Shaping public opinion on an issue	10	19.6	8	25	5	21.7	10	20	33	21.2
Assisting the public in decision-making	10	19.6	6	18.8	5	21.7	10	20	31	19.9
Total	51	100	32	100	23	100	50	100	156	100
Chi-Square: 0.480 — Degrees of Freedom: 6 — Significance Level: 0.998 (Not Significant)										

Table (4)

The Media Strategy in the Four Digital Platforms

The data presented in Table (4) detail the media strategy in the four accounts (The sample). It is evident that these accounts follow a largely similar approach in how they implement the media strategy, as confirmed by the absence of statistically significant differences between the accounts according to the Chi-Square test (0.480) at a significance level of (0.998). At the forefront came **providing the public with information**, which is the most prominent media function across all accounts, accounting for (59%) of the total media strategy practices, with close percentages among the four accounts. The Diriyah Gate Development Authority recorded the highest percentage (60.8%), followed by NEOM (60%), Red Sea Global (RSG) (56.5%), and finally Qiddiya (56.3%). This trend reflects that the majority of media efforts are directed towards delivering accurate and clear information to the public regarding the projects.

In second place came **shaping public opinion on an issue**, which represents about (21.2%) of the overall media efforts in the four accounts, with slight variations in the proportions of use among them. Qiddiya stood out as the account most reliant on this function (25%), followed by Red Sea Global (RSG) (21.7%), then the Diriyah Gate Development Authority (19.6%), and finally NEOM (20%). This indicates that some platforms aim, more than others, to influence public attitudes and guide opinions toward issues related to the projects, such as the importance of sustainable development, environmental issues, or the social and economic impacts of the projects.

In third place came assisting the **public in decision-making**, which represents the least proportion compared to the previous two functions, accounting for around (19.9%) of the uses of the media strategy. In this regard, the percentages across the accounts are relatively close: The Diriyah Gate Development Authority (19.6%), Red Sea Global (RSG) (21.7%), NEOM (20%),

and Qiddiya (18.8%). This reflects that some of the media content seeks to provide the public with supportive information in making certain decisions, such as visiting a tourist project, participating in an event, or supporting investment or community participation decisions. However, this function is not considered the most important compared to the other two media functions.

Second: The Persuasion Strategy

Persuasion		Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
		N	%	N	%	N	%	N	%	N	%
Knowledge	Reinforcement	16	27.1	3	16.7	4	20	6	27.3	29	24.4
	Modification	10	16.9	2	11.1	3	15	3	13.6	18	15.1
	Change	7	11.9	2	11.1	2	10	2	9.1	13	10.9
Attitudes	Reinforcement	8	13.6	3	16.7	2	10	2	9.1	15	12.6
	Modification	3	5.1	1	5.6	1	5	1	4.5	6	5
	Change	2	3.4	1	5.6	1	5	1	4.5	5	4.2
Behavior	Reinforcement	9	15.3	3	16.7	5	25	4	18.2	21	17.6
	Modification	2	3.4	2	11.1	1	5	1	4.5	6	5
	Change	2	3.4	1	5.6	1	5	2	9.1	6	5
Total		59	100	18	100	20	100	22	100	119	100
Chi-Square: 5.676 — Degrees of Freedom: 24 — Significance Level: 1.000 (Not Significant) — Contingency Coefficient: 0.213 (Significant)											

Table (5)

The Persuasion Strategy in the Four Digital Platforms

Table (5) presents the details of the persuasion strategy employed by the four accounts. The data indicate that the accounts adopt a relatively similar approach in applying various persuasion techniques across the domains of knowledge, attitudes, and behavior. This similarity is underscored by the absence of statistically significant differences between the platforms (Chi-Square = 5.676, Significance Level = 1.000).

In the first place came **knowledge**, with the reinforcement of knowledge forming the largest share. This was most evident in the Diriyah Gate Development Authority (27.1%) and NEOM (27.3%) accounts, while Qiddiya (16.7%) and Red Sea Global (RSG) (20%) recorded lower but comparable percentages. This was followed by knowledge modification, with percentages ranging between approximately (11%–17%). Knowledge change recorded the lowest levels at

about (11%). This reflects that the accounts primarily focus on reinforcing the information and concepts already held by the audience, such as clarifying the advantages and importance of the projects, and seeking to strengthen public trust in the information, while knowledge modification and change are less emphasized.

In the domain of **attitudes**, reinforcement emerged as the most frequently used practice, accounting for (13.6%) in the Diriyah Gate Development Authority and (16.7%) in Qiddiya, with slightly lower percentages in the other accounts. Attitude modification and change were much less frequent, ranging between (4.5% and 5.6%). This suggests that the accounts focus on reinforcing existing positive attitudes toward the projects, such as enhancing feelings of pride or community support, with limited attempts to modify or change negative or neutral attitudes.

As for persuasion in the domain of **behavior**, reinforcement again stood out, particularly in Red Sea Global (RSG) (25%), followed by NEOM (18.2%), Qiddiya (16.7%), and the Diriyah Gate Development Authority (15.3%). This indicates an emphasis on encouraging positive audience practices such as attending events, adopting sustainable behaviors, or participating in initiatives aligned with the projects' goals. By contrast, behavior modification and change were less common, with percentages ranging between (3.4% and 11.1%). This shows that stimulating behavioral change is not a primary objective, but rather reinforcing and sustaining existing positive behaviors is the main focus.

Third: The Consensus-Building Strategy

Consensus-Building	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%	N	%
Attempted communication	14	41.2	8	40	10	45.5	9	39.1	41	41.4
Consideration of interests	20	58.8	12	60	12	54.5	14	60.9	58	58.6
Total	34	100	20	100	22	100	23	100	99	100

Chi-Square: 0.215 — Degrees of Freedom: 3 — Significance Level: 0.975 (Not Significant)

Table (6)

The Consensus-Building Strategy in the Four Digital Platforms

The data presented in the above table concerning the consensus-building strategy in the four accounts (Diriyah Gate Development Authority, Qiddiya, Red Sea Global (RSG), and NEOM) show a clear consistency in the nature of using this strategy across the accounts, with no statistically significant differences between them (Chi-Square = 0.215, Significance Level = 0.975).

Consideration of audience interests ranked first, with usage rates ranging from (54.5%) in the Red Sea Global (RSG) account to (60.9%) in the NEOM account, while the Diriyah Gate Development Authority recorded (58.8%) and Qiddiya (60%). These high percentages reflect the efforts of the account administrators (The sample) to take into account the interests and needs

of the audience when formulating messages and planning activities, thereby increasing the likelihood of fostering positive societal consensus around initiatives and projects.

In second place came the strategy of **attempted communication**, where the results indicate that the proportion of attempts to communicate with the audience through the accounts (The sample) ranged between (39.1% and 45.5%). Red Sea Global (RSG) ranked first at (45.5%), followed by the Diriyah Gate Development Authority at (41.2%), Qiddiya at (40%), and finally NEOM at (39.1%). This indicates that these accounts place moderate importance on practicing effective communication with the public, by opening channels for dialogue and listening to their views, in order to enhance participation and build consensus on various issues and projects.

It can be observed that each account adopts a balanced approach between attempting effective communication and considering the interests of the audience, with a stronger inclination toward addressing interests to ensure deeper and broader consensus with the public. Although there are slight variations in the proportions of communication and interest consideration, the differences are neither substantive nor statistically significant, which indicates that the accounts adopt a largely unified vision in employing the consensus-building strategy.

Fourth: The Dialogic Strategy

Dialogue Components	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%	N	%
Identifying audience opinions	3	7.7	3	25	6	27.3	3	13.6	15	15.8
Audience participation in content	5	12.8	2	16.7	2	9.1	3	13.6	12	12.6
Audience participation in policymaking	3	7.7	0	0	2	9.1	2	9.1	7	7.4
Audience participation in details	28	71.8	7	58.3	12	54.5	14	63.6	61	64.2
Total	39	100	12	100	22	100	22	100	95	100
Chi-Square: 6.360 — Degrees of Freedom: 9 — Significance Level: 0.703 (Not Significant)										

Table (7)

The Dialogic Strategy in the Four Digital Platforms

Table (7) presents the detailed results of the dialogic strategy in the four accounts (The sample), and it reveals a relatively similar pattern in the manner of its application, as there are no statistically significant differences among the platforms (Chi-Square = 6.360, Significance Level = 0.703).

At the forefront came **audience participation in details** as the most prominent component of the dialogic strategy, with the highest proportion among all dimensions (64.2%). Percentages varied across the four accounts: Diriyah Gate Development Authority (71.8%), NEOM (63.6%),

Qiddiya (58.3%), and Red Sea Global (RSG) (54.5%). This indicates that the four accounts focus heavily on involving the audience in the practical details of projects or initiatives, such as providing detailed information, clarifying procedures, and responding to audience inquiries, which strengthens communication transparency and reinforces the bond between these accounts and their respective publics.

In second place came **identifying audience opinions**, representing (15.8%) of the total mechanisms of the dialogic strategy. Red Sea Global (RSG) registered the highest proportion (27.3%), followed by Qiddiya (25%), NEOM (13.6%), and finally Diriyah Gate Development Authority (7.7%). This demonstrates that some accounts, such as Red Sea Global and Qiddiya, attach greater importance to gathering public opinions directly as a preliminary step in fostering open dialogue.

The third position was occupied by **audience participation in content**, at (12.6%). Percentages ranged from (9.1%) in Red Sea Global (RSG) to (16.7%) in Qiddiya, with NEOM recording (13.6%) and Diriyah Gate Development Authority (12.8%). This shows that participation in content creation is considered a relatively advanced step in the dialogue process.

Finally, **audience participation in policymaking** came last, with (7.4%). Both Red Sea Global (RSG) and NEOM recorded (9.1%), while Qiddiya did not register any instance in this area, and the Diriyah Gate Development Authority recorded (7.7%). These low percentages indicate the limited role of audience participation in actual decision-making or policymaking through these accounts, reflecting a greater emphasis on interactive communication rather than a full transition toward political or policy involvement.

It can be observed that all accounts primarily adopt audience participation in details as the cornerstone of dialogue, while the domains of identifying opinions and audience participation in content hold medium importance, and policymaking remains the least utilized. There are no substantial or statistically significant differences among the accounts in the distribution of these proportions, indicating a relatively unified approach to employing the dialogic strategy. In terms of relative focus, the Diriyah Gate Development Authority appears most committed to involving the audience in details, whereas Red Sea Global (RSG) and Qiddiya place greater emphasis on collecting audience opinions. This reflects a slight variation in priorities, but within the framework of an overall unified dialogic approach.

Dimension Four: The Nature of Interaction with the Media Content of the Official Accounts on the (X) Platform in the Major Projects of Saudi Vision 2030

Interactivity		Minimum	Maximum
NEOM	Likes	23	1100
	Retweets	11	649
	Views	14000	1800000
	Replies	1	26
Qiddiya	Likes	15	2900
	Retweets	5	13000
	Views	10	11000000
	Replies	1	9
Diriyah	Likes	7	2700

	Retweets	6	635
	Views	5300	5600000
	Replies	2	56
Red Sea Global (RSG)	Likes	4	226
	Retweets	3	83
	Views	2100	43000
	Replies	1	17

Table (8)

Interactive Characteristics Highlighted in the Digital Platforms

The data relating to the interactive characteristics across the four accounts (The sample) show clear differences that reflect the nature of each account and the extent of audience engagement with the published content. In terms of the **like** count, the Qiddiya account comes first, recording the highest maximum of 2,900 likes, which indicates a highly active and engaged audience with its tweets. This is followed by the Diriyah account, which achieved 2,700 likes, then the NEOM account, which gained 1,100 likes, and finally the Red Sea Global (RSG) account, which recorded the lowest figure of only 226 likes. This disparity demonstrates the differences in audience size and engagement levels across the four accounts (The sample) and reflects the attractiveness of the content and the extent of its resonance with audiences.

Regarding the retweet count, Qiddiya again stands out with record numbers reaching a maximum of 13,000 retweets, a figure that reflects a wide dissemination of content and its ability to reach broader audiences through sharing. It is followed by NEOM with a maximum of 649 retweets, then Diriyah with 635 retweets, and finally Red Sea Global (RSG) with the lowest level at 83 retweets. These variations confirm that the Qiddiya account enjoys strong engagement in terms of content sharing and promotion, while Red Sea Global achieves relatively limited spread.

As for the number of **views**, Qiddiya also leads with a massive range of views between 10 million and 11 million, reflecting the extensive reach of its tweets to very large audiences. It is followed by Diriyah, which recorded up to 5.6 million views, then NEOM with a range between 14,000 and 1.8 million views, and lastly Red Sea Global (RSG) with the lowest range of between 2,100 and 43,000 views only. This significant disparity in views illustrates the varying levels of prominence and influence of each account in the digital communication space.

With respect to **replies**, Diriyah recorded the highest maximum number at 56 replies, which indicates increased and direct interaction from audiences through discussions or responses to content. NEOM comes next with 26 replies, followed by Red Sea Global (RSG) with 17 replies, and finally Qiddiya, which recorded the lowest level at only 9 replies. This may be explained by the historical and heritage nature of the content in the Diriyah account, which sparks audience curiosity and motivates them to engage in dialogue and intellectual discussions.

Dimension Five: The Target Audiences of the Media Content of the Official Accounts on the (X) Platform in the Major Projects of Saudi Vision 2030

Target Audience Categories	Diriyah Gate Development Authority	Qiddiya	Red Sea Global (RSG)	NEOM	Total
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	N	%	N	%	N	%	N	%	N	%
Investors and Businessmen	21	12.1	8	11.4	31	41.3	40	37.4	100	23.5
Tourists	52	29.9	12	17.1	12	16	12	11.2	88	20.7
Local Residents	31	17.8	12	17.1	5	6.7	10	9.3	58	13.6
Decision-Makers and Officials	21	12.1	5	7.1	11	14.7	10	9.3	47	11
General Public	49	28.2	33	47.1	16	21.3	35	32.7	133	31.2
Total	174	100	70	100	75	100	107	100	426	100
Chi-Square = 63.895 Degrees of Freedom = 12 Significance Level = 0.000 Significant Contingency Coefficient = 0.361 Significant										

Table (9)

Categories of Target Audiences Addressed by Tweets on the Four Digital Platforms

The data presented in Table (9) reveal the nature of the audience categories targeted by the tweets published in the four accounts (The sample). It is clear that there is diversity in addressing different audience segments, with statistically significant differences between the accounts, which indicates variation in the targeting and communication strategies adopted by each account.

At the forefront is the **general public**, where the accounts show a clear tendency to target the general audience across all segments, accounting for (31.2%) of the total targeted categories. The Qiddiya account recorded the highest percentage among the accounts at (47.1%), followed by NEOM (32.7%), then the Diriyah Gate Development Authority (28.2%), while the Red Sea Global (RSG) account targeted this category to a lesser degree (21.3%). This demonstrates that Qiddiya and NEOM focus more heavily on broad-based communication with the wider public.

The **investors and businessmen** category came in second among the audiences targeted by the four accounts (The sample). However, a noticeable variation was observed in the degree of targeting by these accounts. Red Sea Global (RSG) ranked first with a very high percentage of (41.3%), followed closely by NEOM at (37.4%), reflecting a strong focus on persuading business leaders to invest in these mega projects. In contrast, both the Diriyah Gate Development Authority and Qiddiya showed less interest in this category, at (12.1%) and (11.4%) respectively.

The **tourists** category received clear attention from the four accounts (The sample), ranking third among the targeted categories, with a share of (20.7%). The Diriyah Gate Development Authority ranked first with (29.9%), followed by Qiddiya with (17.1%). In contrast, Red Sea Global (RSG) accounted for (16%), while NEOM had the lowest share at (11.2%). This indicates that Diriyah focuses more heavily on attracting tourists as a key component of its strategy.

The **local residents in the project's surrounding region** ranked fourth among the categories targeted by the four accounts (The sample), accounting for (13.6%). The Diriyah Gate Development Authority led with (17.8%), followed by Qiddiya with (17.1%). In contrast, Red Sea Global (RSG) and NEOM recorded much lower percentages at (6.7%) and (9.3%) respectively.

The **decision-makers and officials** category ranked fifth, with a medium-to-low share among the targeted categories. Red Sea Global (RSG) topped the accounts (The sample) with (14.7%), followed by the Diriyah Gate Development Authority at (12.1%). Qiddiya and NEOM recorded (7.1%) and (9.3%) respectively, indicating that some accounts focus more on engaging with this category to enhance official support for their projects.

Overall, each account differs in defining its target audience according to the nature of its projects and objectives. Red Sea Global (RSG) and NEOM lean toward focusing on investors and businessmen as a fundamental base for growth and development, while the Diriyah Gate Development Authority strikes a balance between tourists, local residents, and a broad general public. In contrast, Qiddiya shows a clear emphasis on engaging with the general public across multiple categories, with relatively less attention to investors and tourists.

These differences indicate that each account adopts a tailored communication strategy that aligns with the specificities of its project and the audience it seeks to reach and influence. This diversity reflects a variety of objectives and communication priorities among the accounts and also indicates a deliberate variation in the context through which meaning is constructed via their media content.

Dimension Six: The Language Used in the Media Content of the Official Accounts on the (X) Platform in the Major Projects of Saudi Vision 2030

Language		Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
		N	%	N	%			N	%	N	%
English		-	-	-	-	75	100	-	-	75	17.6
Arabic	Classical Arabic	157	90.3	58	82.8	-	-	92	86	307	72.1
	A Mix of Colloquial and Classical Arabic	17	9.7	12	17.2	-	-	15	14	44	10.3
	Total	174	100	70	100	75	100	107	100	426	100

Table (10)

The Language Used in Tweets Across the Digital Platforms

The table above highlights the type of language employed by the four accounts (The sample). It is evident that there are variations in language usage, aligned with the nature of each account and the characteristics of its target audience. In the accounts of the Diriyah Gate Development Authority, Qiddiya, and NEOM, there is a clear reliance on Classical Arabic, as tweets in this form accounted for (90.3%) in the Diriyah Gate Development Authority account, (82.8%) in Qiddiya, and (86%) in NEOM.

In addition to this primary reliance on Classical Arabic, these accounts also employed a **mixture of colloquial and Classical Arabic**, but to a lesser extent: (9.7%) in the Diriyah Gate Development Authority, (17.2%) in Qiddiya, and (14%) in NEOM. This mixture can be

interpreted as an attempt by some accounts to bring the language closer to the audience in a more lively and relatable manner, thereby enhancing local appeal and informality—particularly in tweets aiming to foster more interactive and casual engagement.

By contrast, the Red Sea Global (RSG) account reveals a fundamental difference in language choice, relying exclusively on **English** (100%). This decision reflects the international orientation and objectives of the project, with a clear focus on addressing a global audience. The exclusive use of English ensures effective communication with investors and tourists from diverse backgrounds, thereby aligning with the project's global positioning.

When comparing the four accounts, it becomes apparent that each demonstrates a clear linguistic orientation tailored to its project's identity and target audience. While the Diriyah Gate Development Authority, Qiddiya, and NEOM emphasize reinforcing Arabic identity through the predominant use of Classical Arabic with some colloquial integration, the Red Sea Global (RSG) account employs English as its primary communication tool to broaden its international reach.

Dimension Seven: The Nature of Media Content in Terms of Density, Type, Information Characteristics, and Stylistic Patterns in the Official Accounts on the (X) Platform of the Major Projects of Saudi Vision 2030

First: Density of Tweet Publishing

Study Months	Tweet Date	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total		
		N	%	N	%	N	%	N	%	N	%	
November 2024	Week 1 (1–7)	0	0.0	5	26.3	4	25.0	1	6	44.4	25	25
	Week 2 (8–14)	3	10.3	5	26.3	6	37.5	1	2	33.3	26	26
	Week 3 (15–22)	10	34.5	5	26.3	3	18.8	4	11.1	22	22	
	Week 4 (23–end)	16	55.2	4	21.1	3	18.8	4	11.1	27	27	
	Total	29	100	19	100	16	100	36	100	100	100	
December 2024	Week 1 (1–7)	20	25.0	5	15.6	1	2	37.5	2	8.3	39	23.2
	Week 2 (8–14)	32	40.0	15	46.9	8	25.0	1	2	50.0	67	39.9

	Week 3 (15–22)	16	20.0	7	21.9	6	18.8	6	25.0	35	20.8
	Week 4 (23–end)	12	15.0	5	15.6	6	18.8	4	16.7	27	16.1
	Total	80	100.0	3 2	100	3 2	100	2 4	100	16 8	100
January 2025	Week 1 (1–7)	4	40.0	0	0.0	2	18.2	0	0.0	6	13.6
	Week 2 (8–14)	3	30.0	1	33.3	3	27.3	0	0.0	7	15.9
	Week 3 (15–22)	0	0.0	1	33.3	3	27.3	8	40.0	12	27.3
	Week 4 (23–end)	3	30.0	1	33.3	3	27.3	1 2	60.0	19	43.2
	Total	10	100.0	3	100.0	1 1	100.0	2 0	100.0	44	100.0
February 2025	Week 1 (1–7)	4	7.3	2	12.5	6	37.5	0	0.0	12	10.5
	Week 2 (8–14)	2	3.6	3	18.8	2	12.5%	1 3	48.1	20	17.5
	Week 3 (15–22)	35	63.6	9	56.3	3	18.8	9	33.3	56	49.1
	Week 4 (23–end)	14	25.5	2	12.5	5	31.3	5	18.5	26	22.8
	Total	55	100	1 6	100	1 6	100	2 7	100	11 4	100
Grand Total		174		70		75		107		426	

Table (11)

Density of Tweet Publishing Across the Digital Platforms

The data regarding the **density** of tweet publishing across the four accounts (The sample) reveal a clear variation in the volume and pattern of posting during the study period, which spanned from November 2024 to February 2025. Overall, the Diriyah Gate Development Authority account was the most active in terms of publishing tweets, with a total of 174 tweets, reflecting an intensive and structured communication plan compared with the other accounts. NEOM followed with 107 tweets, though its posting was concentrated in certain weeks. By contrast, both the Red Sea Global (RSG) and Qiddiya accounts were relatively less active, publishing 75 and 70 tweets respectively, with more evenly distributed posting across the weeks.

Looking into the monthly and weekly **distribution**, NEOM's account showed a noticeable concentration of activity in early November 2024, with (44.4%) of its tweets published in the first week before declining in subsequent weeks. In contrast, the Diriyah Gate Development Authority displayed a clear upward trajectory in November, culminating in a peak in the fourth week, which accounted for (55.2%) of its monthly tweets, indicating a deliberate focus on the latter part of the month. Both Qiddiya and Red Sea Global (RSG) maintained a more balanced distribution of tweets, with a slight emphasis during the first and second weeks of November.

During December 2024, the Diriyah Gate Development Authority's activity further intensified, particularly in the second week, which recorded the highest concentration of tweets (40%), reflecting a communication peak with the public. Similarly, Qiddiya also peaked in the second week (46.9%), while Red Sea Global (RSG) maintained steady activity with emphasis at the beginning of the month. NEOM's output declined slightly but was concentrated in the second week (50%).

In January 2025, there was an overall decline in tweeting activity across all accounts, with none exceeding 20 tweets in the month. NEOM was the most active relative to the others, focusing its efforts in the latter weeks of the month, while the Diriyah Gate Development Authority maintained a balanced distribution. Qiddiya registered the lowest activity in this month.

In February 2025, the Diriyah Gate Development Authority resumed high posting activity, particularly in the third week, which accounted for (63.6%) of its monthly tweets. NEOM also showed a strong presence, concentrating its tweets in the second and third weeks. Both Qiddiya and Red Sea Global (RSG) sustained moderate and consistent levels of activity across the month.

In sum, these findings reflect distinct posting strategies among the four accounts. The Diriyah Gate Development Authority demonstrated consistent and intensive activity with clear peaks in the middle and end of months, while NEOM adopted a more variable approach with targeted bursts of communication. The Red Sea Global (RSG) and Qiddiya accounts appeared more balanced and less dense in their posting, pointing to differences in communication priorities and digital strategies. Furthermore, December and February emerged as the most active months, whereas January was the least active. The heightened activity in December can be attributed to the annual announcement of the state budget, which typically ushers in renewed momentum and the launch of developmental projects.

Second: Type of Tweets

Type of Tweet	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%	N	%

Original Tweet	160	91.9	66	94.3	71	94.6	100	93.4	397	93.2
Retweet	14	8.1	4	5.7	4	5.4	7	6.7	29	6.8
Total	174	100	70	100	75	100	107	100	426	100

Table (12)

Types of Tweets Across the Digital Platforms

The data in the above table regarding the types of tweets across the four accounts reveal that the overwhelming majority of the published content consists of original tweets. This highlights a clear emphasis on producing unique and direct content by each account. The Diriyah Gate Development Authority demonstrates a notably high percentage, with (91.9%) of its tweets categorized as “original tweets.” Similarly, Qiddiya shows a comparable percentage of (94.3%), Red Sea Global (RSG) posts (94.6%), and NEOM records (93.4%).

As for retweets, they constitute a relatively low proportion across all accounts, ranging from (5.4%) in the case of Red Sea Global (RSG), to (6.7%) in the case of NEOM, (8.1%) for the Diriyah Gate Development Authority, and (5.7%) for Qiddiya. This low percentage indicates that the accounts prefer to present their own exclusive content rather than relying on repetition or external sources.

In comparing the four accounts, it is evident that the overall trend is highly consistent regarding the type of content being published, with a unified focus on original content that reflects the identity and mission of each account. These results also confirm that the four accounts primarily invest in creating authentic and direct content through their platforms, thereby reinforcing their role in building a strong digital identity and establishing an effective presence in the online sphere.

Third: The Technical Format of the Tweet

Technical Format of the Tweet	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%	N	%
Text only	3	1.7	17	24.3	4	5.3	3	2.8	27	6.3
Image only	8	4.6	6	8.6	2	2.7	9	8.4	25	5.9
Video only	8	4.6	2	2.9	3	4	7	6.5	20	4.7
Text + Image	80	46	22	31.4	28	37.3	38	35.5	168	39.4
Text + Video	36	20.7	18	25.7	29	38.7	34	31.8	117	27.5
Text + Infographic	34	19.5	3	4.3	7	9.3	11	10.3	55	12.9
Text + Link	5	2.9	2	2.9	2	2.7	5	4.7	14	3.3
Total	174	100	70	100	75	100	107	100	426	100
Chi-Square (χ^2): 71.630 Degrees of Freedom: 18 Significance Level: 0.000 (Significant) Contingency Coefficient: 0.379 (Significant)										

Table (13)

The data presented in the above table regarding the technical format of tweets across the four accounts (**sample of the study**) reflect a diversity in the use of formats, with notable variations in their application. At the forefront comes the predominance of the “Text + Image” format across all accounts, recording the highest percentage in the Diriyah Gate Development Authority (46%), followed by Red Sea Global (RSG) (37.3%), NEOM (35.5%), and finally Qiddiya (31.4%). This indicates a strong reliance on this format, given its ease of visual comprehension and effectiveness in delivering messages in an attractive and swift manner, while also reflecting a general preference for combining text with images to generate a stronger impact on the audience.

In second place comes the “**Text + Video**” format, with an overall percentage of (27.5%). Its use was most prominent in Red Sea Global (RSG) and NEOM, with (38.7%) and (31.8%), respectively. This points to a deliberate tendency by these two accounts to employ video as an interactive medium that enhances promotional messages and showcases the mega-projects in a vivid and compelling way. Qiddiya also utilized this format at (25.7%), while Diriyah Gate Development Authority recorded a lower percentage at (20.7%). Overall, the deployment of videos allows for storytelling and the dynamic presentation of large-scale projects, thereby increasing persuasion and engagement, as audiences are generally more inclined to share videos than static texts. Furthermore, videos effectively highlight on-the-ground progress, natural landscapes, and modern technologies, particularly in the case of Red Sea Global (RSG) and NEOM, underscoring an awareness of video as a persuasive and demonstrative communication tool.

The “**Text + Infographic**” format came third, with an overall usage of (12.9%). It was particularly prominent in the Diriyah Gate Development Authority account (19.5%), the highest among all four accounts, signifying its reliance on simplified informational graphics. NEOM followed with (10.3%), Red Sea Global (RSG) with (9.3%), while Qiddiya recorded the lowest use at (4.3%).

The fourth tier consisted of **Text only, Image only, and Video only** formats. Interestingly, tweets restricted to a single medium (text alone, video alone, or image alone) recorded very low percentages across all accounts, ranging between (4.7%) and (6.3%) of the total. This illustrates a general orientation towards multi-modal tweets that combine different elements to achieve stronger influence and greater audience appeal.

Finally, the “**Text + Link**” format came last, being minimally employed across all accounts. The highest proportion was (4.7%) in NEOM, which indicates that directing followers to external sources outside of Platform (X) is not a primary focus for these accounts, as the content is mostly constructed within the tweet itself.

The statistical results derived from the Chi-Square test ($\chi^2 = 71.630$, $p < .001$) indicate significant differences among the four accounts (sample of the study) in their use of technical tweet formats. This suggests that the variation is not random but reflects deliberate and strategic choices made by each account, tailored to its specific communication objectives and target audiences, rather than a uniform or arbitrary practice.

Nevertheless, the contingency coefficient value (0.379) points to a moderate degree of convergence among the accounts in their use of such formats. This implies the existence of shared practices and general tendencies, particularly in the heavy reliance on the “Text + Image”

format as the preferred option for all accounts. However, this convergence does not negate the fact that each account maintains its own unique imprint in selecting tweet formats that enhance promotional messages more effectively while taking into account the different natures of the projects and their respective content.

Fourth: The Nature of Information Provided

Nature of Information	Diriyah Gate Development Authority		Qiddiya		Red Sea Global (RSG)		NEOM		Total	
	N	%	N	%	N	%	N	%	N	%
News	51	29.3	32	45.7	23	30.7	50	46.7	156	36.6
Opinion	36	20.7	10	14.3	12	16	11	10.3	69	16.2
Statement	10	5.7	8	11.4	8	10.7	12	11.2	38	8.9
Statistics	22	12.6	8	11.4	10	13.3	12	11.2	52	12.2
Advertising Campaigns	52	29.9	12	17.1	22	29.3	22	20.6	108	25.4
Opinion Poll	3	1.7	0	0	0	0	0	0	3	0.7
Total	174	100	70	100	75	100	107	100	426	100
كفا: 25.098 درجة الحرية: 15 مستوى المعنوية: 0.049 دال معامل التوافق: 0.217 دال										

Table (14)

The Nature of Information Provided on the Four Digital Platforms

The data presented in the above table concerning the nature of information provided across the four accounts (sample of the study) reveal notable variations, highlighting different emphases on news, opinions, official statements, statistics, and advertising campaigns. This distribution offers valuable insight into the broader communicative strategies of these national projects.

At the forefront comes **news** as a dominant mode of institutional communication. News tops the list of most frequently used content across accounts, with particularly high proportions in NEOM (46.7%) and Qiddiya (45.7%), reflecting heavy reliance on news-based content to communicate updates and project developments to the public. Similarly, Diriyah Gate Development Authority (29.3%) and Red Sea Global (RSG) (30.7%) also highlight news, albeit at comparatively lower levels, indicating a general orientation toward direct reporting that fosters transparency and constructs a positive image of ongoing work and accomplishments.

Advertising campaigns ranked second overall. Both Diriyah Gate Development Authority (29.9%) and Red Sea Global (RSG) (29.3%) relied heavily on this format, underscoring a promotional and marketing-oriented communication style. In contrast, Qiddiya (17.1%) and NEOM (20.6%) exhibited lower percentages, suggesting that these accounts prioritize news and informational content over overt promotional campaigns, thereby reflecting divergent priorities in communication strategies.

Opinions constituted the third-ranked category, though their prevalence varied significantly. Diriyah Gate Development Authority recorded the highest proportion (20.7%), followed by Red Sea Global (RSG) (16.0%), Qiddiya (14.3%), and NEOM with the lowest share (10.3%). This indicates that certain accounts lean toward providing analytical or directive content that reflects orientations and stances.

Official statements appeared with relatively balanced proportions across all accounts, ranging between (5.7%–11.4%), confirming their secondary role compared to other types of information. Such statements are often reserved for formal announcements or specific occasions.

Statistics represented an additional supportive information source, recording moderate and consistent usage across accounts, ranging between (11.2% and 13.3%). This demonstrates their role in reinforcing credibility and providing evidence-based support for project communications.

Notably, opinion polls were almost entirely absent across all four accounts, with the exception of Diriyah Gate Development Authority, which employed them at a minimal rate (1.7%). This near absence points to a weakness in leveraging interactive tools designed to capture public opinion, suggesting an area that could be enhanced in the future to increase community engagement and build trust.

The results of the Chi-Square test ($\chi^2 = 25.098$, $p = 0.049$) confirm the presence of statistically significant differences among the accounts in the types of information they provide. This means each account follows a distinct pattern in its choice of information categories. Although the contingency coefficient (0.217) reflects a relatively weak level of convergence, it still indicates the existence of limited commonalities, particularly in the reliance on news and statistics, which together form a fundamental informational framework that strengthens credibility and transparency. This limited convergence implies that, while general communication principles remain present across all accounts, their execution varies significantly.

Discussion of Results

- The study revealed that the four accounts (The sample) addressed several topics, most notably: The Kingdom's national occasions, the marketing of the projects themselves, and tourism, in addition to economic, social, and environmental issues.

Although there were no statistically significant differences between the results related to the nature of the topics, a reading of the data reveals general but varied orientations in the way topics were addressed by the accounts (The sample). For example, it is observed that the Diriyah Gate Development Authority shows relative interest in social domains, national occasions, energy, and tourism, which reflects a strategy aimed at strengthening the social, cultural, and heritage dimensions of the project, linking it to national identity, alongside promoting the tourism component. As for the Qiddiya account, it focuses on sports and national occasions, which reflects the recreational and sports nature of the project and reinforces Qiddiya's image as a destination for sports and cultural events. In contrast, the Red Sea Global (RSG) account tends to highlight tourism, marketing, politics, and environmental issues, which is a natural orientation reflecting the project's nature as a luxury tourism destination concerned with environmental aspects and the preservation of biodiversity, in addition to promoting tourism and marketing initiatives associated with the project. As for NEOM, its account is characterized by relative diversity in topics, with a clear focus on marketing, sports, environmental, and economic aspects, which aligns with the project's multi-dimensional vision aimed at building a futuristic smart city that embraces innovation and sustainability. This diversity reflects a communication strategy that seeks to cover various economic, social, and technological aspects in order to build a comprehensive image of the project.

- As the most important objective for communication practitioners, the study revealed that the four accounts (The sample) attach great importance to the different types of influence. Upon careful examination of the results reached by the study, it becomes evident that Red Sea Global

(RSG) clearly focuses on cognitive influence, which enhances its image as an environmentally and tourism-oriented sustainable project that delivers professional informational content. Meanwhile, the Diriyah Gate Development Authority relied on maintaining balance between cognitive, affective, and behavioral influence, with a greater inclination toward cognitive persuasion, grounded in the project's heritage and cultural dimension. As for Qiddiya, the account administrators also tend to maintain balance, but they seek to reinforce both behavioral and cognitive influence in order to attract the public to participate in its sports and entertainment events. Finally, the results concerning the NEOM account indicate that its managers are keen to present a combination of cognitive and affective influence reinforced by behavioral elements, and their strategy appears to be directed toward building awareness and fostering engagement with the project's ambitious futuristic vision.

- An important aspect revealed by this study lies in the types of communication strategies employed by the four accounts (The sample) when publishing their tweets. The results indicate that these accounts adopt a variety of communication strategies, with differences in usage patterns from one account to another. The media strategy received the greatest emphasis, which suggests that the managers of these accounts place high priority on providing their audiences with information and news. The persuasion strategy came in second place, followed by the consensus-building strategy, while the dialogic strategy ranked last among the strategies employed.

When comparing the detailed results for each account, it becomes clear that every account adopts a distinct communicative composition that aligns with the nature of the project it represents and the audiences it targets. The NEOM account relies primarily on the media strategy, while making limited use of persuasion and dialogue strategies. This may be explained by the fact that the account administrators are keen on covering news of innovations and technological ambitions and do not consider it necessary at this stage to employ persuasion or dialogue extensively.

Similarly, it is noted that the Qiddiya account employs the media strategy but places greater emphasis on the consensus-building strategy compared to others. In contrast, Red Sea Global (RSG) distinguished itself by presenting a relatively balanced model between media, consensus-building, and dialogue, which aligns with its objectives of highlighting a sustainable tourism project that requires community acceptance. As for the Diriyah Gate Development Authority, the account administrators, within their efforts to link the project with values of heritage and history, have tended to employ the persuasion strategy, which is the most suitable strategy for achieving this goal, while also maintaining a noticeable balance in their use of the other strategies.

As becomes evident from the above analysis, the variation in the deployment of strategies across the four accounts (The sample) reflects the diversity of communicative roles of each project. It also confirms that these accounts have not been content with mere information dissemination / reportage, but rather have sought to employ multiple strategies to influence, engage, and strengthen/enhance the public image among both local and international audiences.

- With regard to the detailed analysis of communication strategies, the findings of the study revealed that the media strategy in the four accounts (The sample) is characterized by stability and similarity in its focus on the three basic media functions: providing the audience with information, shaping public opinion, and assisting the audience in decision-making, with a clear emphasis on information provision, which accounted for (60%). As for the persuasion strategy across the four accounts, it was primarily based on reinforcing knowledge, attitudes,

and positive behaviors among the audience, with fewer attempts to modify or change these elements. This indicates that these accounts concentrate on building trust and fostering positive engagement by repeating messages and strengthening existing convictions, rather than attempting to bring about radical changes in attitudes or behaviors.

According to the results of the analysis, the consensus-building strategy in the four accounts is based on two complementary foundations: effective communication with the audience and consideration of their interests, with greater emphasis placed on ensuring that the messages and initiatives are aligned with the needs and aspirations of the audience. The researcher contends that this unified and systematic approach across the accounts enhances the prospects of achieving strong community consensus, supports the development projects undertaken by these entities, and contributes to building sustainable positive relationships with the public. These results also confirm that the dialogic strategy in the four accounts relies on fostering open communication with the audience by engaging them in details and clarifications, with moderate efforts to collect their opinions and involve them in the content. This approach reflects the managers' commitment to enhancing transparency and interaction, as well as creating opportunities to expand audience participation in decision-making stages more deeply, in order to achieve more effective and inclusive community dialogue.

- The analytical results of the study regarding the interactive characteristics of the four accounts revealed that the Qiddiya account enjoys the highest rates of interaction in terms of likes (2,900), retweets (13,000), and views (ranging between 10 and 11 million), which reflects wide-ranging influence and significant outreach. By contrast, the Diriyah Gate Authority account demonstrates strong interaction in terms of likes (2,700) and replies (56). The interaction level of the NEOM account was found to be moderate, while the Red Sea Global (RSG) account recorded the lowest levels across all studied features, indicating the need for this account to enhance its digital strategies in order to increase engagement with its audience.

What is particularly noteworthy is the Qiddiya account's ability to attract broad audience interest, which supports Qiddiya's objectives in building a strong national identity that is simultaneously athletic, entertainment-oriented, and developmental. Furthermore, the digital interactions on the Diriyah account reflect a solid presence that can reinforce national identity and highlight the rich historical heritage of this historic city.

- The results of the study revealed a clear diversity in addressing the target audiences by the four accounts (The sample), with statistically significant differences between the accounts, indicating variations in the targeting and communication strategies adopted by each account. At the forefront was the general public category, accounting for (31.2%) of the total target groups across the four accounts, followed by investors and businesspeople with a proportion of (23.5%), then tourists with (20.7%), followed by local residents in the project's surrounding region, and finally, decision-makers.

The findings also highlighted a clear disparity in audience targeting among the four accounts; investors received the highest share of attention from the Red Sea Global (RSG) and NEOM accounts, while the Diriyah Gate Development Authority account focused primarily on tourists and local residents. In contrast, the Qiddiya account was geared toward the general public. These differences reflect the multiplicity of objectives and messages pursued by each account, which in turn makes the communication strategies finely tailored to meet the requirements of the specific audience and the distinctive characteristics of each project.

- The comparative results between the four accounts revealed a clear orientation in language use based on the nature of each account and its target audience. The accounts of the Diriyah Gate Development Authority, Qiddiya, and NEOM tend to reinforce the Arabic identity by employing Modern Standard Arabic with some integration of colloquial expressions, whereas the Red Sea Global (RSG) account relies entirely on English in order to expand its international outreach.
- The data related to the frequency of tweet publication across the four accounts (The sample) showed a clear variation in both volume and posting patterns during the study period, which extended from November 2024 to February 2025. The Diriyah Gate Development Authority account was the most active, with (174) tweets published, followed by the NEOM account with (107) tweets, focusing on particular weeks. Meanwhile, both the Red Sea Global (RSG) and Qiddiya accounts recorded relatively lower activity, with (75) and (70) tweets respectively, along with noticeable differences in weekly posting distribution.
- The findings concerning the type of tweets published across the four accounts revealed that the overwhelming majority of the content consisted of original tweets. This was most evident in the Diriyah Gate Development Authority account with (91.9%), followed by the Qiddiya account with (94.3%), the Red Sea Global (RSG) account with (94.6%), and the NEOM account with (93.4%).
- This strong emphasis on original tweets indicates the accounts' keenness to provide content that reflects their own identity and objectives directly, rather than relying heavily on reposting content. Such an approach enhances the accounts' ability to establish a distinctive digital presence that attracts the audience more effectively, contributes to strengthening direct engagement with followers, and affirms their role in building a strong digital identity for the Vision 2030 mega-projects.
- The content formats / media formats employed by the four accounts (The sample) were diverse. The study revealed that the format (text + image) ranked first and accounted for the largest share of the formats used in tweets, with a percentage of (39.4%). In second place came the use of the (text + video) format with a percentage of (27.5%), which was particularly prominent in the accounts of Red Sea Global (RSG) and NEOM, at (38.7%) and (31.8%) respectively. The infographic format came third with a share of (12.9%), with the Diriyah Gate Development Authority account being the highest user of this format at (19.5%). In fourth place was the use of plain text, video-only, or image-only tweets.

It was observed that the number of tweets relying solely on text, video, or images remained relatively low across the four accounts, ranging between (4.7% and 6.3%) in total. This reflects an overall tendency toward multimedia tweets in order to achieve stronger impact and greater audience engagement. In fifth place came the (text + link) format, which represented a limited and peripheral use / limited role across all accounts, with its highest rate not exceeding (4.7%) in the NEOM account.

In light of the variations identified through statistical results, the four accounts displayed different orientations in employing media formats. Some preferred combining texts with visual media such as images or videos, while others tended to use more informational elements such as infographics or external links. This diversity clearly reflects that each account operates within its own distinct digital identity and seeks, through it, to achieve a greater impact aligned with the nature of the project it represents—whether in terms of the targeted audience or the type of

- The results revealed the nature of the informational content presented by the four accounts. The study showed that news ranked first, accounting for (36.6%) of the content, indicating an overall tendency to provide direct coverage that enhances transparency and builds a positive image of the progress and achievements of these projects. Advertising campaigns came second with a percentage of (25.4%), while opinions ranked third with a share of (16.2%).

The statistical differences highlighted by the study in this aspect indicate that each of the four accounts adopts a preference for specific types of content. For example, the Diriyah Gate Development Authority tends to present promotional content through advertising campaigns, whereas Qiddiya and NEOM focus more heavily on news content. This reflects a divergence in communication priorities and in the way each entity seeks to build its public image. Moreover, this statistical outcome points to a certain degree of media maturity for each entity, as the diversity of content types suggests an institutional awareness of the target audience and the intended messages, rather than reliance on a single traditional pattern. The balanced use of opinions and official statements in some accounts strengthens interaction and adds a dimension of interpretation and guidance, while a stronger reliance on advertising campaigns reflects an effort to enhance visual identity and brand recognition.

Recommendations:

Based on the findings of the study, and after discussing and reflecting on their dimensions, the researcher has formulated a set of recommendations deemed important for leveraging the outcomes of these projects to serve the Kingdom of Saudi Arabia's soft power.

These recommendations can be divided into two categories: the first targets the communication aspect of these projects, while the second is directed to decision-makers within these projects and other relevant entities outside them.

First: Recommendations directed to those responsible for communication in the projects under study:

- Despite the importance and magnitude of these projects, the overall results of the study suggest the absence of clear communication strategies to guide those in charge of communication work. Therefore, the researcher recommends the necessity of developing communication strategies that stem from the goals and objectives of these projects, ensuring their alignment with Saudi Vision 2030, and their adoption of the concept of soft power in all its dimensions.

- The study results revealed diversity in the formats used by the studied accounts in presenting their content; however, both the form and substance of the content remain below expectations, which necessitates reconsidering the messages conveyed and the formats employed to deliver them.

- In line with the previous recommendation, the researcher emphasizes the importance of strengthening the communication and media departments in these projects with qualified and distinctive professionals who are capable of shaping a positive public image of these projects and delivering attractive media content through which the projects can be promoted as a form of soft power that enhances Saudi diplomacy both locally and globally.

- Although the (X) platform is important and plays a role in enhancing interaction and

enabling the use of opinion polls, this feature is absent in the accounts studied. Therefore, the researcher recommends employing these project accounts and similar ones to engage with audiences and utilize them in conducting opinion polls.

- As the Kingdom prepares to host two major global events—Expo 2030 and the FIFA World Cup 2034—this requires tremendous efforts from the leadership of these projects to employ their accounts on communication platforms in an optimal way to serve the Kingdom’s soft power. This means adopting suitable communication strategies and creating distinguished content that reflects the true essence of these projects and their anticipated outcomes.
- Based on the content analysis of the tweets included in the studied accounts, the researcher recommends the development of media content published by these accounts to make it more interactive, with a focus on cultural and political messages that enhance the image of the state.
- To achieve the previous recommendation, the researcher sees the necessity of enrolling staff working in the departments responsible for producing and managing digital content on the official platforms of these projects in training programs, as well as organizing meetings and workshops that would enhance their skills in message formulation and communication strategy building.
- Considering that these projects are classified as global initiatives targeting diverse audiences, some of whom do not speak Arabic, it is essential to publish varied content in multiple languages on social media platforms to attract a broader international audience.

Second: Recommendations directed to decision-makers in these projects and other relevant entities outside them:

- Considering that these projects are classified as mega projects (MEGA PROJECTS) and given their economic and political significance, the researcher recommends coordination at the highest level between their senior leadership and the top leadership of the concerned ministries—such as Foreign Affairs, Interior, Media, Tourism, Education, and others—in order to unify communication messages that would contribute to producing content capable of enhancing the Kingdom’s soft power.
- Since these projects are global in scope, and given the importance of diplomatic efforts in promoting them internationally, the researcher recommends raising the level of coordination between the leadership of these projects and Saudi diplomatic missions, especially in countries interested in investing in the Kingdom such as China, Russia, the United States, and several European and African nations.
- Work on building effective communication channels with followers through social media platforms, and encourage participation and dialogue to foster a sense of belonging and trust.
- The study recommends establishing regular mechanisms for monitoring and analyzing audience interaction with published tweets and messages, in order to assess the extent of their impact in strengthening soft power, and to adjust strategies based on the results.
- The statistical differences revealed by the study reflect variations in content strategies, target audience size, and the nature of the projects, which makes it essential for each account to capitalize on its strengths while working to improve weaker areas in order to enhance its digital

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