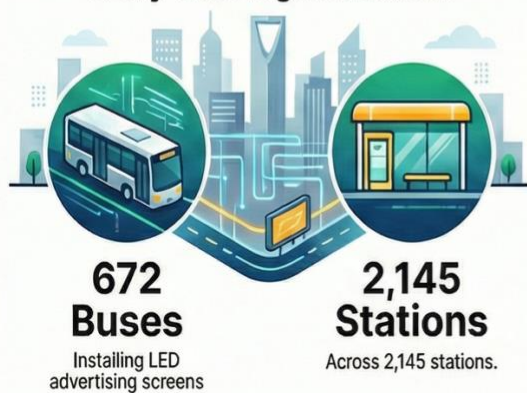


PROJECT MANAGEMENT PROCESS

Riyadh's Digital Transit Network: A 24-Month Project Blueprint

Project at a Glance

A City-Wide Digital Network



SAR 255 Million Capital Investment



SAR 255 Million

Project to be delivered over a 24-month schedule.

Key Financial Targets



The 4-Phase Rollout Plan



Phase 1: Foundation (Months 1-6)

Establishing the corporate structure, securing SAR 255M in financing, and selecting technology partners.

Phase 2: Pilot Deployment (Months 7-12)

Procuring all equipment and launching a 50-bus pilot programme to validate the system.

Phase 4: Operation & Optimisation (Months 19+)

Focusing on sustained profitability, operational efficiency, and continuous improvement.

Phase 3: Full Network Commercialisation (Months 13-18)

Deploying the network across all remaining assets and activating the commercial sales team.



Project Management Process Document

Document Version: 1.0

Date: December 29, 2025

Project Value: SAR 230-280 million

Duration: 24 Months

1. Project Overview

1.1 Project Scope

Implementation of a state-of-the-art LED digital advertising platform across 672 buses and 2,145 stations in Riyadh's public transit network.

1.2 Project Objectives

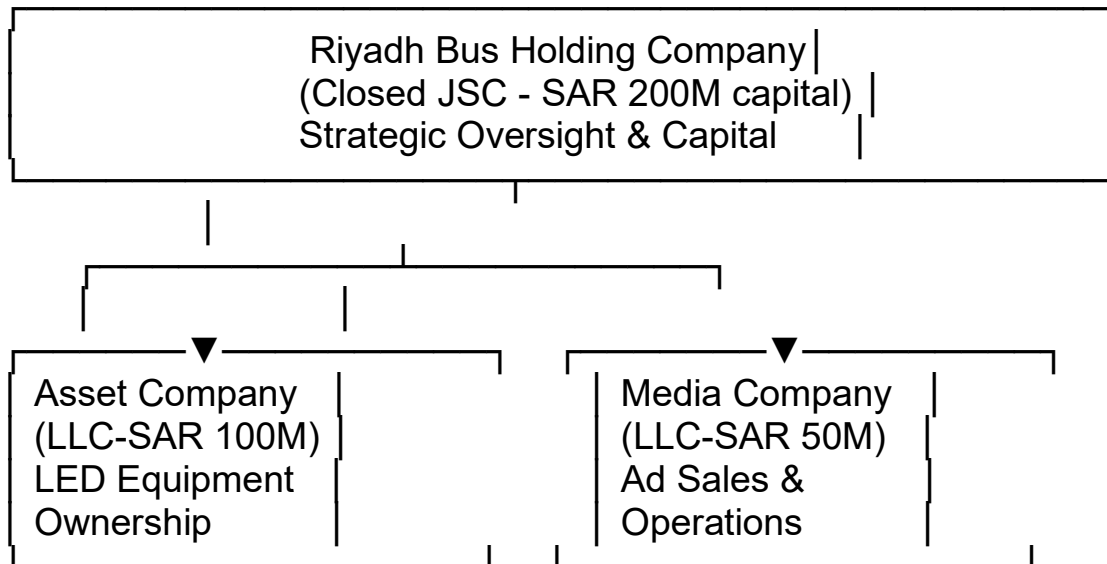
Objective	Target	Metric
Full Network Deployment	672 buses, 2,145 stations	100% coverage
Year 5 Revenue	SAR 125 million	Annual revenue
ROI Achievement	24% IRR	Financial return
Payback Period	4.1 years	Capital recovery

1.3 Key Stakeholders

Stakeholder	Role	Responsibility
SAPTCO (80%)	Primary Owner	Strategic oversight, capital
RATP Development (20%)	JV Partner	Operational expertise
Public Transportation Company	Operator	Fleet & route management
Al Arabia	Advertising Partner	Revenue generation
Technology Vendors	Suppliers	LED equipment, CMS systems
GAMR	Regulator	Content compliance

2. Project Governance Structure

2.1 Corporate Structure



2.2 Project Organization

Role	Responsibility	Reports To
Project Sponsor	Strategic decisions, budget approval	Board
Project Director	Overall delivery, stakeholder management	Sponsor
Technical Lead	Equipment deployment, system integration	Director
Commercial Lead	Sales operations, advertiser relations	Director
Finance Lead	Budget control, financial reporting	Director
Compliance Lead	Regulatory adherence, content approval	Director

3. Project Phases & Work Breakdown Structure

Phase 1: Foundation & Corporate Setup (Months 1-6)

3.1.1 Corporate Formation

WBS	Task	Duration	Deliverable
1.1.1	Legal entity establishment (3 companies)	8 weeks	Registration certificates
1.1.2	Shareholder agreements	4 weeks	Signed agreements
1.1.3	Board/governance setup	4 weeks	Governance charter
1.1.4	Bank account establishment	2 weeks	Operating accounts
1.1.5	Regulatory filings (SAGIA, MoC)	6 weeks	Compliance certificates

3.1.2 Financial Structuring

WBS	Task	Duration	Deliverable
1.2.1	Equity investment (SAR 100M)	4 weeks	Capital injection
1.2.2	Murabaha financing (SAR 125M)	8 weeks	Facility agreement
1.2.3	Equipment leasing (SAR 30M)	6 weeks	Lease contracts
1.2.4	Insurance procurement	4 weeks	Coverage policies

3.1.3 Technology Partner Selection

WBS	Task	Duration	Deliverable
1.3.1	RFP development & release	3 weeks	RFP document
1.3.2	Vendor evaluation (Planar, Leyard, etc.)	6 weeks	Evaluation matrix
1.3.3	Technical demonstrations	4 weeks	Demo reports
1.3.4	Contract negotiation	4 weeks	Signed contracts
1.3.5	Warranty & SLA finalization	2 weeks	Service agreements

3.1.4 Pilot Planning

WBS	Task	Duration	Deliverable
1.4.1	Route selection (50 buses, 10 stations)	3 weeks	Pilot route map
1.4.2	Technical specifications finalization	4 weeks	Technical specs
1.4.3	Installation procedures development	3 weeks	Installation manual
1.4.4	Testing protocols establishment	2 weeks	Test plan

Phase 1 Milestone: Corporate structure complete, financing secured, vendors selected

Phase 2: Procurement & Pilot Deployment (Months 7-12)

3.2.1 Equipment Procurement

WBS	Task	Duration	Deliverable
2.1.1	Exterior LED displays (1,344 side + 672 rear)	12 weeks	Equipment delivered
2.1.2	Interior displays (2,688 units)	10 weeks	Equipment delivered
2.1.3	Station kiosks (500 premium + 1,645 standard)	14 weeks	Equipment delivered
2.1.4	CMS hardware & software	8 weeks	Systems ready
2.1.5	Network infrastructure (5G/LTE)	10 weeks	Connectivity established

3.2.2 Pilot Installation

WBS	Task	Duration	Deliverable
2.2.1	Bus interior installation (50 buses)	6 weeks	Interior displays live
2.2.2	Bus exterior installation (50 buses)	6 weeks	Exterior displays live
2.2.3	Station installation (10 stations)	4 weeks	Station displays live
2.2.4	CMS integration & testing	4 weeks	System operational
2.2.5	Pilot validation & issue resolution	4 weeks	Pilot acceptance

3.2.3 Full Rollout Planning

WBS	Task	Duration	Deliverable
2.3.1	Wave 1 planning (155 buses)	2 weeks	Wave 1 schedule
2.3.2	Wave 2 planning (155 buses)	2 weeks	Wave 2 schedule
2.3.3	Wave 3 planning (155 buses)	2 weeks	Wave 3 schedule
2.3.4	Wave 4 planning (157 buses + stations)	2 weeks	Wave 4 schedule

3.2.4 Commercial Preparation

WBS	Task	Duration	Deliverable
2.4.1	Sales team recruitment (12-15 FTE)	8 weeks	Team onboarded
2.4.2	Sales training program	4 weeks	Trained team
2.4.3	Rate card development	3 weeks	Pricing structure
2.4.4	Media kit creation	3 weeks	Marketing materials
2.4.5	Advertiser engagement initiation	6 weeks	Pipeline development

Phase 2 Milestone: Pilot operational, validation complete, full rollout ready

Phase 3: Commercialization & Network Expansion (Months 13-18)

3.3.1 Full Network Deployment

WBS	Task	Duration	Deliverable
3.1.1	Wave 1 installation (155 buses)	6 weeks	Wave 1 complete
3.1.2	Wave 2 installation (155 buses)	6 weeks	Wave 2 complete
3.1.3	Wave 3 installation (155 buses)	6 weeks	Wave 3 complete
3.1.4	Wave 4 installation (157 buses)	6 weeks	Wave 4 complete
3.1.5	Station network completion (2,135 remaining)	12 weeks	All stations live

3.3.2 Commercial Operations Launch

WBS	Task	Duration	Deliverable
3.2.1	Sales organization full activation	4 weeks	Full sales capacity
3.2.2	Advertising contract execution	Ongoing	Signed contracts
3.2.3	Campaign delivery management	Ongoing	Live campaigns
3.2.4	Advertiser reporting systems	4 weeks	Reporting platform

3.3.3 Revenue Management

WBS	Task	Duration	Deliverable
3.3.1	Dynamic pricing implementation	6 weeks	Pricing engine
3.3.2	Inventory optimization	4 weeks	Yield management
3.3.3	Real-time analytics deployment	4 weeks	Analytics dashboard

3.3.4 Strategic Partnerships

WBS	Task	Duration	Deliverable
3.4.1	Station naming rights negotiations	8 weeks	Naming agreements
3.4.2	Route sponsorship development	6 weeks	Sponsorship contracts
3.4.3	Government entity partnerships	8 weeks	PSA agreements

Phase 3 Milestone: Full network operational, commercial revenue stream established

Phase 4: Full-Scale Operation & Optimization (Month 19+)

3.4.1 Operations Optimization

WBS	Task	Frequency	Deliverable
4.1.1	Maintenance procedure optimization	Quarterly	Updated SOPs
4.1.2	Equipment performance monitoring	Continuous	Performance reports
4.1.3	Downtime reduction initiatives	Monthly	Uptime metrics
4.1.4	Content workflow automation	Quarterly	Process improvements

3.4.2 Revenue Optimization

WBS	Task	Frequency	Deliverable
4.2.1	Yield management refinement	Monthly	Revenue optimization
4.2.2	Advertiser retention programs	Quarterly	Retention metrics
4.2.3	New product development	Quarterly	New offerings
4.2.4	Market expansion opportunities	Semi-annual	Growth initiatives

3.4.3 Technology Refresh Program

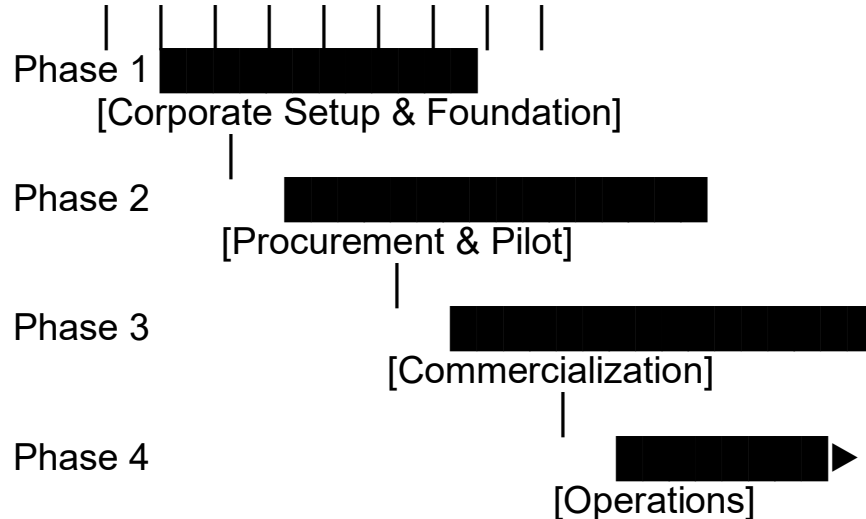
WBS	Task	Timing	Deliverable
4.3.1	Technology refresh reserve (SAR 5M/year)	Year 5+	Reserve fund
4.3.2	Equipment upgrade planning	Annual	Upgrade roadmap
4.3.3	Component replacement execution	As needed	Updated equipment

Phase 4 Milestone: Sustained profitability, continuous improvement

4. Project Schedule Summary

4.1 Master Timeline

Month: 1 3 6 9 12 15 18 21 24+



4.2 Key Milestones

Milestone	Target Date	Success Criteria
M1: Corporate Structure Complete	Month 4	All 3 entities registered
M2: Financing Secured	Month 6	SAR 255M committed
M3: Technology Partners Selected	Month 6	Contracts signed
M4: Pilot Operational	Month 10	50 buses live
M5: Pilot Validated	Month 12	KPIs met
M6: 50% Network Deployed	Month 15	336 buses live
M7: Full Network Operational	Month 18	672 buses, 2,145 stations
M8: Revenue Target Y1	Month 12	SAR 25M achieved
M9: Break-even Achieved	Month 48	Cumulative positive cash

5. Resource Management

5.1 Human Resources Plan

Phase	Role Category	Headcount	Key Skills
Phase 1	Project Management	8	PM certification, legal, finance
Phase 1	Technical	5	LED systems, CMS, networking
Phase 2	Installation Teams	25	Electrical, vehicle modification
Phase 2	Sales Team	15	DOOH advertising, client relations
Phase 3	Operations	20	Content management, maintenance
Phase 3	Support	12	Technical support, customer service
Phase 4	Steady State	55	Full operations team

5.2 Capital Resource Allocation

Category	Budget (SAR M)	Timing
Exterior Bus Displays	100.0	Y1-Y2
Interior Bus Displays	40.0	Y1-Y2
Station Infrastructure	85.0	Y1-Y2
Content Management Systems	25.0	Y1-Y2
Contingency	5.0	Reserve
Total	255.0	

6. Risk Management

6.1 Risk Register

ID	Risk	Probability	Impact	Mitigation Strategy	Owner
R1	Technology obsolescence	Medium (30%)	High	SAR 5M annual refresh reserve; modular design	Technical Lead
R2	Regulatory compliance issues	Low (15%)	High	Dedicated compliance team; GAMR engagement	Compliance Lead
R3	Market demand shortfall	Medium (25%)	High	Al Arabia guaranteed contract (SAR 563.2M); diversified advertisers	Commercial Lead
R4	Cybersecurity breach	Low (10%)	Critical	Network segmentation; encryption; cyber insurance	Technical Lead
R5	Installation delays	Medium (35%)	Medium	Wave deployment approach; buffer schedules	Technical Lead
R6	Equipment failure	Medium (20%)	Medium	10% spare inventory; 5-year warranties	Technical Lead
R7	Key personnel turnover	Medium (25%)	Medium	Competitive compensation; succession planning	HR Lead
R8	Financing disruption	Low (10%)	High	Multiple funding sources; Islamic finance options	Finance Lead

6.2 Risk Response Matrix

Impact	Probability	Low	Medium	High
Critical		Monitor	Active Mitigation	Crisis Plan
High		Monitor	Active Mitigation	Active Mitigation
Medium		Accept	Monitor	Active Mitigation

7. Quality Management

7.1 Quality Standards

Area	Standard	Acceptance Criteria
LED Displays	IP65 rating, 5,000+ nits brightness	Pass environmental testing
Content Delivery	99.5% uptime	Monthly SLA reporting
Installation	Safety compliance, no bus damage	QC inspection sign-off
Advertising Content	GAMR compliant	Pre-broadcast approval

7.2 Quality Control Gates

Gate	Phase	Requirements
G1	Vendor Selection	Technical demo pass, reference verification
G2	Equipment Receipt	Factory acceptance testing
G3	Pilot Completion	All 50 buses operational, <5% defect rate
G4	Wave Completion	Wave acceptance checklist signed
G5	Go-Live	Full system integration test pass

8. Communication Management

8.1 Communication Matrix

Stakeholder	Information	Frequency	Format	Owner
Board	Strategic progress, financials	Monthly	Executive report	Director
SAPTCO/RATP	Project status, risks	Bi-weekly	Status meeting	Director
Technology Vendors	Technical issues, schedules	Weekly	Project call	Technical Lead
Al Arabia	Commercial progress	Bi-weekly	Partnership review	Commercial Lead
Project Team	Tasks, issues, updates	Daily	Stand-up meeting	PM
Regulatory Bodies	Compliance status	As required	Formal submission	Compliance Lead

8.2 Reporting Structure

Report	Audience	Frequency	Content
Weekly Status	Project Team	Weekly	Task progress, issues, next week
Monthly Dashboard	Sponsors	Monthly	KPIs, budget, schedule, risks
Quarterly Review	Board	Quarterly	Strategic progress, financials
Phase Gate Report	All Stakeholders	Per phase	Phase completion, lessons learned

9. Financial Management

9.1 Budget Control

Category	Year 1	Year 2	Total
Capital Expenditure	SAR 153M	SAR 102M	SAR 255M
Operating Expenses	SAR 37.9M	SAR 58.1M	SAR 96M
Contingency (2%)	SAR 3M	SAR 2M	SAR 5M

9.2 Financial KPIs

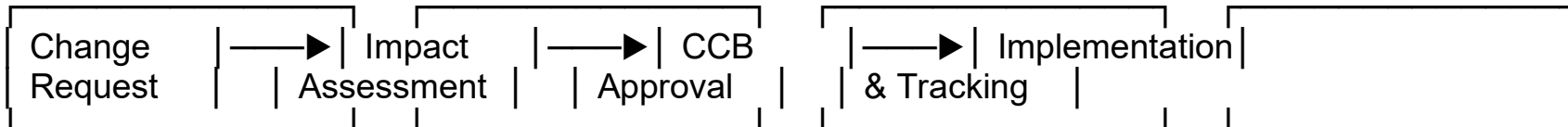
KPI	Target Y1	Target Y2	Target Y5
Revenue	SAR 25M	SAR 58M	SAR 125M
EBITDA Margin	-17%	38%	54%
Utilization Rate	27%	52%	86%
DSO (Days Sales Outstanding)	<90 days	<90 days	<90 days

9.3 Earned Value Management

Metric	Formula	Target
Schedule Performance Index (SPI)	EV / PV	≥ 0.95
Cost Performance Index (CPI)	EV / AC	≥ 0.95
Variance at Completion (VAC)	BAC - EAC	≥ 0

10. Change Management

10.1 Change Control Process



10.2 Change Authority Matrix

Change Type	Value/Impact	Approval Authority
Minor Technical	<SAR 100K	Technical Lead
Moderate	SAR 100K - 1M	Project Director
Major	SAR 1M - 5M	Project Sponsor
Strategic	>SAR 5M	Board

11. Procurement Management

11.1 Procurement Schedule

Package	Method	Start	Award
LED Display Equipment	Competitive RFP	Month 1	Month 4
CMS Platform	Competitive RFP	Month 2	Month 5
Installation Services	Prequalified tender	Month 4	Month 6
Network Connectivity	Direct negotiation	Month 3	Month 5
Insurance Coverage	Broker-led	Month 2	Month 4

11.2 Vendor Performance Management

KPI	Target	Measurement
On-time delivery	95%	Delivery tracking
Quality acceptance	98%	QC inspection
Issue resolution	<48 hours	Support tickets
Contract compliance	100%	Audit reviews

12. Project Closure

12.1 Phase Closure Checklist

- ☐ All deliverables accepted
- ☐ Documentation complete
- ☐ Lessons learned captured
- ☐ Resources released/transitioned
- ☐ Financial reconciliation complete
- ☐ Stakeholder sign-off obtained

12.2 Success Criteria

Criterion	Measure	Target
Scope	Network coverage	100% (672 buses, 2,145 stations)
Schedule	Project completion	Within 24 months
Budget	Total cost	Within SAR 280M cap
Quality	System uptime	≥99.5%
ROI	Internal Rate of Return	≥24%

Appendices

Appendix A: RACI Matrix

Activity	Project Director	Technical Lead	Commercial Lead	Finance Lead
Corporate Setup	A	C	C	R
Vendor Selection	A	R	C	C
Equipment Procurement	A	R	I	C
Installation	A	R	I	C
Sales Operations	A	C	R	C
Financial Reporting	A	I	I	R

R=Responsible, A=Accountable, C=Consulted, I=Informed

Appendix B: Key Contacts

Role	Department	Responsibility
Project Sponsor	Holding Company	Strategic decisions
Project Director	PMO	Delivery oversight
Technical Lead	Asset Company	Equipment & systems
Commercial Lead	Media Company	Revenue operations
Finance Lead	Holding Company	Financial management

Appendix C: Document Control

Document End *This Project Management Process document provides the framework for successful delivery of the Riyadh Bus Digital Advertising Network. All timelines, budgets, and resource allocations are subject to refinement during detailed planning.*