

Using the Made to Stick Framework for Analyzing Media Appearances of Crown Prince Mohammed Bin Salman

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Abstract— This study examines televised interviews and public appearances of Crown Prince Mohammed bin Salman (MBS) in order to understand how his communication strategies effectively resonate with both domestic and international audiences. The aim of this essay is to investigate MBS' ability to articulate Vision 2030 reforms and leadership goals by utilizing compelling and memorable messages and signals.

The evaluation focuses on six core principles of communication: Simplicity, Unexpectedness, Concreteness, Credibility, Emotion, and Stories, offering insight into why his speeches and interviews tend to have such a lasting impact. The study employs thorough analysis of qualitative content by examining key public appearances, including interviews on FOX News and Discovery Channel, as well as a keynote address at the Future Investment Initiative "Davos in the Desert" (1, 2, and 4).

My findings have revealed that MBS's communication strategy is centered on simplifying complex policies, employing innovative approaches to capture attention, and sharing inspiring stories which evoke national pride and spread hope among the youth. His speeches often include a combination of statistical evidence of progress with relatable personal and national stories, making his vision more engaging for his audience. The study sheds light on how these strategies contribute to building popular support for Saudi Arabia's transformation and reinforcing its global image.

Keywords: "Crown Prince Mohammed bin Salman, Media Strategy, Made-to-Stick Framework, Vision 2030, Strategic Communication"

I. INTRODUCTION

Crown Prince Mohammed bin Salman has solidified his position as one of the most influential leaders in the Arab world. In 2024, he was named "Most Influential Arab Leader" for the third year by RT Arabic, a testament to his growing impact on both regional and international stages. The Saudi Crown Prince received 366,403 votes, accounting for 69.3% of the 530,399 votes cast in the poll conducted by "RT Arabic," (RT, 2024). This recognition exhibits the widespread public support for his policies and appreciation for his leadership style, vision, and the significant reforms he has fronted in Saudi Arabia. This recognition is not just an acknowledgment of his domestic achievements, but also of his broader and equally significant role in reshaping global perceptions of Saudi Arabia.

At the core of the Crown Prince's leadership style is a very strategic and impactful use of media and media platforms. His ability to communicate transparently and directly with diverse audiences has played a pivotal role in advancing Saudi Arabia's Vision 2030, as well as reshaping global perceptions of the Kingdom. By leveraging local and international media, including platforms such as Bloomberg, FOX News, CBS, and Discovery, as well as high-profile events such as the Future Investment Initiative ("Davos in the Desert"), the Prince has propelled a progressive image of Saudi Arabia, emphasizing openness, innovation, and

economic diversification.

A key element of his media strategy is to promote Saudi cultural identity through the use of the Arabic language in international settings. This ultimately underlines the significance of the language in preserving national heritage and culture. Simultaneously, he demonstrates linguistic versatility, as seen in his confident articulation of complex ideas expressed in the English language during interviews such as we witnessed during his Discovery Channel appearance. These efforts highlight his commitment to both fostering national pride and engaging with global audiences.

Mohammed bin Salman's emphasis on transparency and clarity further strengthens his leadership skills. Through the use of media, he effectively outlines Vision 2030's goals, shares tangible achievements, and addresses societal reforms, including women's empowerment. This approach builds trust both domestically and globally, as it enhances Saudi Arabia's credibility on the global stage, positioning the Kingdom as the leading country in innovation and modernization in the Arab world.

II. LITERATURE REVIEW

1. The study, Communication Dimensions and Media Messages in the Speeches and Interviews of Crown Prince Mohammed bin Salman (Jeshei, 2019): This study analyzes the communication strategies and media messages employed by Crown Prince Mohammed

- bin Salman. It examines his use of rhetoric and language to inspire trust, engage audiences, and convey the Saudi Vision 2030 effectively. The study highlights his ability to integrate national pride and global ambitions into his speeches, positioning Saudi Arabia as a progressive nation.
2. The study, *Persuasive Speech Acts in Barack Obama's Inaugural Speeches (2009, 2013) and The Last State of the Union Address (2016)*(Altikriti, 2016):
This research examines Barack Obama's use of persuasive speech in order to both articulate his vision, and mobilize audiences. It focuses on his ability to effectively use language which balances abstract ideas with tangible goals, fostering unity and engagement across diverse groups.
 3. The study, *A Pragmatic Study of Barack Obama's Political Propaganda*(Al-Ameedi & Khudhier, 2015), This study explores the linguistic and rhetorical strategies employed by Barack Obama in his political discourse. It analyzes how pragmatic techniques were used to influence public opinion and build credibility, with a specific focus on effective communication practices within leadership.
 4. The study, *Methods of Propaganda in the Iraqi Political Discourse: A Study of the Content Analysis of the Weekly Press Conference of the Prime Minister*(Mohammed Hussein, 2021), This research investigates the use of propaganda techniques in Iraqi political discourse. Through content analysis, it explores how the Prime Minister utilized language and media to shape public perception while also maintaining official authority.
 5. The study, *The Engines of Persuasive Communication in the Egyptian Presidential Discourse Directed to the International Media: Applying to Presidential Discourse of Honorable President Abdel Fattah El-Sisi During the Years from 2014–2017*(Al-Sharbiny, 2020), examines the persuasive strategies employed by President Abdel Fattah El-Sisi in his international media addresses. It focuses on his use of rhetoric and communication tools to project a positive image of Egypt, clarify policy directions, and enhance Egypt's role in regional and global affairs. The analysis covers speeches and statements delivered between 2014 and 2017, underlining techniques such as logical arguments, emotional appeals, and credibility.
 6. The study, *Political Discourse Analysis: Analyzing Building Tasks in Trump's Speech in Saudi Arabia*, investigates the rhetorical strategies and linguistic tools utilized by former U.S. President Donald Trump during his speech in Saudi Arabia(Alenizi & AbuSa'aleek, 2022). It focuses on the "building tasks" within the speech, which are rhetorical components designed to construct specific narratives, shape relationships, and establish authority. The analysis examines how Trump's discourse aimed to strengthen U.S.-Saudi relations, address mutual interests, and promote a shared vision for regional stability and counterterrorism.
 7. The study, *Justifying War in Ukraine: An Analysis of Speeches, Excerpts, and Interviews by Vladimir Putin*(Goudimiak, 2016), examines the rhetorical and discursive strategies used by Vladimir Putin to justify the war in Ukraine. It focuses on how Putin framed his narratives to rationalize military actions, garner domestic support, and shape international perception. The analysis explores themes such as nationalism, historical revisionism, and security concerns, further highlighting the use of emotional appeals, logical arguments, and propaganda techniques to legitimize his policies and actions.
 8. The study, *A Critical Discourse Study of Hillary Clinton's 2015/2016 Presidential Campaign Discourses*(Jensen, Jakobsen, & Pichler, 2016), analyzes the rhetorical and linguistic strategies used by Hillary Clinton during her presidential campaign. It examines how Clinton framed her messages to address key political, social, and economic issues, aiming to resonate with diverse voter demographics. The study explores her use of inclusivity, gender dynamics, and policy-focused narratives, exemplifying how her discourse sought to establish credibility, connect emotionally with voters, and promote her vision for leadership.

Commentary on Previous Studies and Their Relevance

The reviewed studies mutually provide a robust foundation for understanding effective communication strategies which are repeatedly employed by global leaders. They emphasize the use of rhetorical techniques, emotional engagement, credibility, and persuasive messaging to convince audiences, shape public perceptions and convey national visions.

These insights are specifically relevant in the analysis of Crown Prince Mohammed bin Salman's media appearances, particularly when promoting and articulating Vision 2030, as well as when attempting to enhance Saudi Arabia's global image. By drawing on these studies, the current research gains comparative and theoretical perspectives on leadership communication, aiding in the evaluation of MBS's strategies in fostering trust, engagement, and nation branding (this refers to a strategy used by a country to re-brand or manage its image among global audiences)

The Made to Stick Framework:

In their seminal work 'Made to Stick', Chip and Dan Heath (Heath, 2007) present a theoretical framework comprising of six key principles which improve the effectiveness, memorability, and impact of ideas. These principles—simplicity, unexpectedness, concreteness, credibility, emotions, and stories—offer valuable insights into the art of communication and how messages can be specifically relayed and structured to effectively resonate with diverse audiences.

- **Simplicity:** Effective communication requires distilling complex ideas into their fundamental essence. This ensures clarity without sacrificing depth, allowing messages to remain both accessible and profound. This is essential in addressing a varied and global audience.
- **Unexpectedness:** Capturing and sustaining attention involves breaking conventional patterns and fostering curiosity. This approach ensures engagement by challenging preconceived perceptions and thus stimulating and maintaining interest.
- **Concreteness:** Abstract concepts become more relatable and understandable when expressed through tangible, specific language. This method ensures general comprehension and eliminates ambiguity/confusion across audiences.
- **Credibility:** Establishing trust is crucial in order for new ideas to be accepted and trusted. Messages which include self-evident truths or relatable insights empower audiences to validate and engage with the content, ultimately enhancing credibility.
- **Emotions:** Emotional resonance is a critical factor in motivating action and ensuring the long-term retention of ideas. By evoking and displaying relevant emotions, communicators can foster stronger connections with their audience and encourage relatability.

By applying these principles, communicators can convey messages which not only inform, but also inspire and engage. This research examines the application of the "Made to Stick" framework in effective media communication, focusing on how these principles can enhance the persuasiveness and sustainability of messages in public discourse, particularly through the media appearances of Crown Prince Mohammed bin Salman.

Applying the *Made to Stick* Framework to Mohammed bin Salman's Media Strategy

In order to fully understand the effectiveness of Mohammed bin Salman's media strategy, this study draws on the *Made to Stick* framework. These principles can be observed in Mohammed bin Salman's communication style, which consistently aligns with this framework:

Simplicity: Mohammed bin Salman simplifies complex topics, such as Vision 2030 into digestible messages which resonate with a varied and broad audience. His ability to articulate these ideas in straightforward terms guarantees that his vision is understandable and easy to envision.

Unexpectedness: The Crown Prince often incorporates ambitious and surprising elements into his messaging, such as the groundbreaking NEOM project. This focus on innovation captures attention and fuels interest in Saudi Arabia's transformative agenda.

Concreteness: MBS' media engagements are characterized by clear and specific messaging, which are often supported by data and tangible examples, which help audiences visualize the Kingdom's progress and future goals.

Credibility: By citing achievements and measurable progress, Mohammed bin Salman establishes trust while also strengthening the legitimacy of his vision.

Emotion: His message relaying frequently appeals to national pride and collective ambition, creating an emotional connection that inspires loyalty, a sense of patriotism and support among his audience.

Stories: Through anecdotes and narratives about Saudi Arabia's transformation, Mohammed bin Salman humanizes his leadership and conveys the broader significance of his initiatives.

Media as a Tool for International Communication

Beyond domestic engagement, Mohammed bin Salman's media strategy is also utilized as a vital tool for communication on an international scale. His appearances on global platforms and interviews with international media outlets have permitted him to position Saudi Arabia as a leading country for innovation, economic reform, and global cooperation. These efforts undoubtedly contribute to the strengthening of the Kingdom's diplomatic ties while also enhancing its reputation on the world stage.

Furthermore, his adaptation to and embrace of digital media and social platforms demonstrates an understanding of the evolving nature of global communication. By leveraging platforms such as X and Instagram to benefit his own goals, the Crown Prince has successfully engaged directly with both local and international audiences, which creates a sense of inclusivity and transparency for all.

III. OBJECTIVES OF THE STUDY

This study aims to explore Crown Prince Mohammed bin Salman's strategic use of media to shape modern and positive perceptions of Saudi Arabia, with a specific focus on his communication techniques and their alignment with successfully selling Vision 2030. The objectives include:

1. **Analyzing Strategic Communication:** Examining how Mohammed bin Salman employs effective communication principles, such as clarity, emotional resonance, and credibility, in order to deliver impactful messages in his media appearances.
2. **Assessing Media Influence:** Evaluating the role of his media engagements in shaping public perception and building trust, both within Saudi Arabia and on the international stage.
3. **Highlighting Cultural Integration:** Exploring the integration of cultural identity, including the use of the Arabic language and promotion of national pride, as a core element of his communication strategy.
4. **Measuring Narrative Effectiveness:** Examining how his storytelling and framing of Vision 2030 initiatives resonate with diverse audiences, contributing to the Kingdom's global rebranding efforts.

Contribution to Academic Literature

This research contributes to the growing field of political communication by offering a case study on how a modern Arab leader strategically uses media to achieve both personal and national objectives. By analyzing Mohammed bin Salman’s approach through an academic lens, the study provides insight into the intersection of leadership, media strategy, and nation branding.

IV. RESEARCH METHODOLOGY

The methodology for this study mainly focuses on selecting interviews and media appearances of the Crown Prince which align with his discussions of Vision 2030 and its various projects. These appearances have been specifically chosen based on their relevance to the Kingdom’s transformative initiatives, the emphasis on economic diversification, social reform, and innovation. The selected interviews include those conducted with international media outlets and platforms which highlight his strategic use of communication to promote Saudi Arabia’s vision for progress and development.

In order to maintain a focused analysis, I chose to exclude interviews and media appearances that were purely political

or concentrated on regional or international diplomacy without direct references to Vision 2030 or its key components. Similarly, interviews conducted on local Saudi television channels were omitted to ensure that the study highlights the Crown Prince’s ability to communicate Saudi Arabia’s vision to an international audience.

This approach ensures that the analysis remains aligned with its central objective: to understand how Mohammed bin Salman uses media to convey the goals and achievements of Vision 2030 to both domestic and global audiences. By focusing on media engagements that emphasize transparency, innovation, and future-oriented narratives, the study seeks to uncover the communicative strategies that make his messages impactful and resonate with diverse stakeholders.

The study will consist of a qualitative content analysis approach in order to examine the Crown Prince’s speeches and media interviews from recent years. The analysis will apply the Made to Stick principles to these media materials, exploring his use of simplicity and storytelling, and how he leverages credibility to ensure his messages remain compelling and memorable. Table (1) show the place of interview and date, and Table (2) show analysis of the Interviews using SUCCES Frame.

Table 1. Place of interview and date

	Place of interview	Date
1	FOX news	2023 September
2	Discovery	2023 July
3	Future investment Initiative "Davos in the Desert" (1)	2017October
4	Future investment Initiative "Davos in the Desert" (2)	2018 October
5	Future investment Initiative "Davos in the Desert" (4)	2021 January

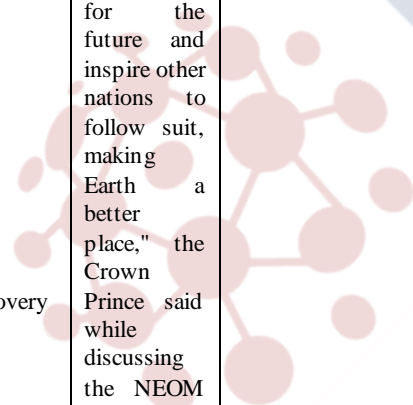
Table 2. Analysis of the Interviews using SUCCES Frame

	SUCCES Frame					
	Simplicity	Unexpectedness	Concreteness	Credibility	Emotion	Stories
FOX news	"The only constant in politics is change itself. Therefore, you always adapt your policies to serve your objectives as a nation." "If 'sportswashing' will add 1% to the gross national	"Today, we believe that the laws are far from what we need and what suits us as Saudis. We are not proud of all our laws in the Kingdom." "It is unfortunate but true, and it is something I do not like. In the Kingdom, we are doing our utmost to change this. We have already enacted several	"Logistics are crucial if you want to manufacture in your country, and if you want to transport goods, it is essential to have efficient logistics plans that enable you to work with many countries and regions to ensure goods are delivered on time. For example, this	"In 2022, we were the fastest-growing economy among the G20 nations. Also, this year, if you look at the contribution of the non-oil sector to GDP, you will find that we are the second-fastest-growing country in the G20. It’s a healthy competition between us and India, and it’s a good rivalry. If you look back at the late 1970s, Saudi Arabia’s GDP was larger than South Korea’s. Today, South Korea is ranked 10th or 11th globally, while in 2016, we ranked 20th, which is frankly embarrassing. In 1980, we were ranked 12th in terms of GDP, and	"It is not about what I have personally done, but rather about what we have all achieved together as a nation. I am merely an individual within a collective group. If people do not believe in the vision and actively	"When the Saudi team defeated Argentina, I was with my family, my brothers, their wives, and their children, watching the match. Honestly, all we hoped for was to get through the match without being humiliated,

	<p>income, I will continue doing it. "I don't care what they say. If I achieve a 1% increase in GDP, and we are targeting an additional 1.5% increase—all it whatever you like, we will do it to achieve that 1.5%." I would tell them that the greatest success story of the 21st century is Saudi Arabia. This is the story of the century. Do you want to miss it or not? The choice is yours."</p>	<p>laws and amended dozens of others. The list includes more than a thousand provisions, but in the Council of Ministers, we only have 150 lawyers. I try to prioritize these changes day by day ". "However, we are not satisfied with the current state and feel ashamed because of it. The judicial system must follow the laws, and I cannot dictate to judges to act in a certain way and ignore the law, as this goes against the principle of the rule of law ". "Do we have bad laws? Yes. Are we working to change them? Yes."</p>	<p>project will reduce the time it takes for goods to travel from India to Europe by 3 to 6 days, saving both time and money. This makes the process safer and more efficient, so why wouldn't we do it? This isn't just about transporting goods via railways and ports but also about networks, energy grids, data cables, and other infrastructure that will benefit Europe, the Middle East, India, and most of these regions. Green energy will also be produced in the Middle East and exported to Europe and India. Therefore, this is a significant matter for us, for Europe, and for India."</p>	<p>by 2016, we had dropped to 20th. We believe that if Saudi Arabia had maintained its position from that time, we would now be among the top seven economies globally. I am working to put Saudi Arabia back on track. When you want to diversify the economy, you have to work across all sectors—mining, infrastructure, manufacturing, transportation, logistics, and the entire list. Part of that includes the tourism sector. To promote tourism, you need to develop cultural, entertainment, and sports sectors because you must create a full calendar of events. For instance, tourism used to contribute 3% to Saudi GDP, but today it contributes 7%. Sports contributed 0.4%, and now it is at 1.5%. This translates into more economic growth, jobs, and a complete calendar of entertainment events. Regarding tourism, we are currently ranked first in the Middle East, whereas six years ago, we were not even in the top ten. In 2022, we ranked 10th globally for international visits, which is an outstanding achievement. Our goal is to reach over 100 million visits, potentially 150 million. Last year, we reached 40 million visits from both domestic and international sources, and it seems that we are well on our way to achieving our goal."</p>	<p>participate, then of course, it will not succeed. First, people need to believe, and everyone must push forward together to reach this level of progress in the Kingdom. It seems that we are in a very good position—we are the fastest-growing country in the world. We also have the most ambitious projects across all sectors. As a result, we are the fastest in every sector globally."</p>	<p>but we were pleasantly surprised."</p>
<p>Future investment Initiative (1)</p>	<p>"The global region of NEOM will be a hub for 'dreamers,' a place for those who want to create something new in this world. There is no room for traditional investments here."</p>	<p>"We will not waste 30 years of our lives dealing with any extremist"</p>	<p>"NEOM, in brief, is like the difference between old phones and smartphones."</p>	<p>"NEOM will focus on nine specialized investment sectors targeting the future of human civilization: the future of energy and water, the future of mobility, the future of biotech, the future of food, the future of technological and digital sciences, the future of advanced manufacturing, the future of media and media production, the future of entertainment, and the future of living, which serves as the cornerstone for the other sectors. The aim is to stimulate economic growth and diversification, enable manufacturing processes,</p>	<p>"All the elements for the project's success are in place to create something great and new, and the most important element is the desire and will of the Saudi people."</p>	<p>"The Saudi people possess many principles and foundations, stemming from their life in the desert—ingenuity that enabled them to adapt to desert living, and immense determination that drives</p>

				<p>innovate, and drive local industry at a global level.</p> <p>The Saudi Crown Prince stated, 'All of this will create job opportunities and contribute to increasing the Kingdom's gross domestic product (GDP). The NEOM project will attract private investments, as well as government investments and partnerships. NEOM will be supported by more than \$500 billion over the coming years from Saudi Arabia, the Public Investment Fund (PIF), and both local and international investors.'</p> <p>NEOM offers nearly unimaginable opportunities, including substantial domestic demand, as well as an estimated \$100 billion in outbound demand, and a targeted investment capacity of \$500 billion.</p> <p>'It is the best area in the Middle East for wind energy exploitation, with sufficient sunlight to generate any amount of solar power, and about 200,000 barrels per day of oil production alongside abundant gas resources.'</p> <p>'Ten percent of global trade passes near the site via the Red Sea, in addition to breathtaking natural features, including valleys, coral reefs, islands, and mountains covered with snow in winter and offering a mild climate in summer—up to 10 degrees cooler than the surrounding areas of the new project's geographic location.'</p>		<p>them to achieve their goals."</p>
<p>Future investment Initiative (2)</p>	<p>"I ask everyone not to believe me—look at the language of numbers. They speak for themselves."</p>	<p>"My next battle is to ensure that the Kingdom ranks among the world's leading nations."</p> <p>"The development of the Middle East is my personal battle and the battle of all Saudis."</p> <p>"The new Europe is the Middle East. Saudi</p>	<p>"The determination of Saudis is like Mount Tuwaiq; it will not be broken unless it is leveled to the ground."</p>	<p>"We have achieved a leap in economic growth rates, which have been revised upwards four to five times this year due to successive achievements in terms of the budget, projects, employment, and public spending."</p> <p>"The numbers speak to the reforms we have implemented." The Kingdom will continue reforms and infrastructure spending, with the economy expected to grow by 2.5% this year.</p> <p>He added, "We also see that the</p>	<p>"I live among a mighty and great people who do not know the meaning of the impossible. I am one among 20 million people. I am nothing without them, and I am the least and</p>	<p>"I believe there are exceptional projects in the Middle East. If we look at the Middle East since the establishment of the United Nations, its situation has always been challenging, and the countries that</p>

		<p>Arabia, in the next five years, will be different. If we succeed in the coming years, more countries will join us. The next pivotal moment in the world over the next 30 years will happen here. This is the Saudis' battle, this is my battle, and I do not want to leave this life without seeing the Middle East at the forefront of the world's leading nations. And this will absolutely happen, one hundred percent."</p>		<p>proportion of capital and operational expenditures is increasing, while the proportion of spending on salaries is decreasing. Three years ago, salaries accounted for 50% of the budget, and we expect this percentage to drop to 45% next year while maintaining increased employment. This has been a challenge—reducing spending while doubling employment."</p> <p>He expressed his belief that "unemployment figures in Saudi Arabia will begin to improve starting next year, reaching 7% by 2030."</p> <p>Regarding the Public Investment Fund (PIF), Crown Prince Mohammed bin Salman stated, "Three years ago, it was valued at \$150 billion. This year, it has reached \$300 billion, and we expect it to approach \$400 billion by the end of the year. This was a goal we planned to achieve by 2020 but is being realized at the start of 2019. By 2020, we may reach \$500 or \$600 billion, aiming for \$2 trillion by 2030."</p> <p>The Crown Prince also highlighted Saudi Arabia's advancement to 39th place out of 140 countries on the Global Competitiveness Index issued by the World Economic Forum.</p>	<p>weakest example among them. They are the ones who inspire me and drive me forward".</p>	<p>performed well primarily relied on natural resources, especially oil, particularly in the Gulf states," said the Crown Prince. He added, "But then, in the 1990s, a man came and showed us a model that convinced all of us in the Middle East that we could achieve more—Sheikh Mohammed bin Rashid."</p>
<p>Future investment Initiative (4)</p>	<p>"Riyadh is a tremendous opportunity to create significant economic growth in Saudi Arabia, to foster industry, to boost tourism, and to drive substantial progress. Therefore, we place great importance on Riyadh and view it as a major</p>	<p>"We aim for Riyadh to become one of the top ten economic cities in the world. Today, it ranks 40th among the largest city economies globally. Our target for Riyadh is to grow its population from 7.5 million to between 15 and 20 million by 2030".</p>		<p>"Since cities account for 85% of the world's economy, real development starts in cities—whether in industry, innovation, education, services, tourism, or other sectors," he added. "Undoubtedly, global economies are not built on nations but on cities."</p> <p>He pointed out that "today, Riyadh accounts for approximately 50% of Saudi Arabia's non-oil economy. The cost of creating jobs in Riyadh is 30% lower than in other cities across the Kingdom, and the cost of developing infrastructure and real estate in Riyadh is 29% lower compared to other cities. Riyadh's infrastructure is exceptional due to what King Salman accomplished over more than 55 years of managing and</p>		<p>"We cannot be leaders in services without having a high demand from a population of 15 to 20 million," he said, referring to experiences in many cities worldwide, such as "the exceptional services in Tokyo, New York, or London, which are due to the high population that generates</p>

	<p>focus because it is one of the pillars of economic growth in Saudi Arabia,' he added. 'All the characteristics that Riyadh possesses provide the means to generate jobs, economic growth, investments, and opportunities. That is why we give Riyadh such careful consideration'.</p>			<p>planning for the city ". "Riyadh aims to further enhance its infrastructure, improve its legislation, and elevate its quality of life, whether in education or the environment," he noted. He highlighted Riyadh's ambitious environmental projects, such as a central park three times the size of New York's Central Park. He continued, "This is not the only initiative; there will also be hundreds of parks built across Riyadh. Additionally, the 'Green Riyadh' program aims to plant millions of trees in the city, which will reduce temperatures by 1 to 4 degrees Celsius and mitigate dust levels. There are also large nature reserves around Riyadh to improve the environmental conditions of the city and the Riyadh region, along with other environmental projects across the Kingdom that will be announced later".</p>	<p>strong demand for sectors like healthcare, education, and all other services." He added, "Demand creates exceptional supply," which is why the focus is primarily on Riyadh to generate this strong demand.</p>
<p>Discovery</p>	<p>"Saudi Arabia aims to build a new civilization for the future and inspire other nations to follow suit, making Earth a better place," the Crown Prince said while discussing the NEOM project and The Line city. Regarding the inhabitants of NEOM, who will come from various parts of the world, he</p>		<p>"Since we have an empty space and aim to create a place for 10 million people, we thought about starting from scratch. We discussed many ideas, including: Why not build a circular city and connect it with movement systems, vehicles, and trains, constructing it in phases until it accommodates 10 million people?" He added, "After brainstorming and working with a team, we held a</p>	<p>The young Crown Prince explained the motivations and reasons for establishing a new city during the interview, saying: "Saudi Arabia's population will increase from 33 million currently to between 50 and 55 million by 2030. This means that by 2030, we will reach the full capacity of Saudi Arabia's infrastructure. This presents us with a significant challenge: the need to build a new city." The Crown Prince also expressed confidence in the Kingdom's ability to accomplish its massive projects and silence skeptics and critics. He stated: "Many say that the projects happening in Saudi Arabia are impossible or overly ambitious. They will continue to say so, and we will continue to prove them wrong".</p>	<p>Crown Prince Mohammed bin Salman expressed his confidence that NEOM would inspire its residents to feel excited about going to work and enjoying their day, as entertainment facilities will be located near workplaces. He cited the example of Miami, Florida, saying: "When you step out of your office in Miami, you feel as if you're on vacation. You</p>

	<p>addressed the question of its identity and form by saying: "When we put all the pieces of the puzzle together, we won't know the exact outcome. That will depend on the creativity of NEOM's residents, who will come from all over the world. I promise you it will be something new and innovative. But what exactly it will be? That is unknown. We'll see for ourselves."</p>		<p>competition among the world's top designers. All of them presented city concepts based on existing methods but with improved solutions, except for one designer who proposed this idea and said: Let's turn it from a circle into a line." The Crown Prince explained that this was the point where the idea started—transforming the city from a circle into a line, giving rise to "The Line." He elaborated, "We continued studying it, and when we initially presented The Line, its width was about 2 kilometers. My issue was that the infrastructure concept was good, but when you dive into it at a 2-kilometer width, you wouldn't feel its full potential. So, I asked the team: What if we took that space and doubled it along the entire length of the line? Would that work, or would it be too massive"?</p>		<p>immediately find yourself surrounded by entertainment, culture, sports, and shops. This is why every day in NEOM will make you excited to go to work and enjoy life. We are competing with Miami in this regard".</p>
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V. ANALYSIS OF THE INTERVIEWS

1. Visionary Messaging and Nation Branding :

In several interviews, the Crown Prince reveals bold and transformative projects such as NEOM, The Line, and Riyadh's evolution into a global economic hub. These statements align with the "Made to Stick" principles, which are as follows:

- *Simplicity:*

Clear goals such as placing Riyadh at one of the top 10 global economic cities for achieving specific GDP growth targets make the vision of the project accessible and aimful. The language is straightforward yet intellectual, which ensures that the message resonates with diverse audiences.

- *Unexpectedness:*

Projects such as "The Line" challenge conventional urban planning norms, thus capturing global attention with its innovative and ambitious goals. For instance, moving from a circular to a linear city is not only counterintuitive, but also sparks curiosity.

- *Concreteness:*

Measurable outcomes, such as reducing Riyadh's temperatures by 1–4°C or achieving tourism growth from 3% to 7% of GDP, offer tangible evidence of progress and feasibility. This strengthens the credibility of the proposed transformations.

2. Communication of Economic Diversification:

A recurring theme throughout the interviews is Saudi Arabia attempting to shift from oil dependency to a diversified economy through investments in tourism, logistics, renewable energy, and advanced technologies.

- *Economic Realignment:*

By positioning Saudi Arabia as a regional and global hub for innovation and modernity, the Crown Prince has repeatedly reinforced the narrative of transformation. Statements about tourism's contribution to GDP and goals of reaching 100–150 million annual visits also show progress and aspiration.

- *Credibility and Tangibility:*

References to the Public Investment Fund's (PIF) growth, from \$150 billion to an estimated \$2 trillion by 2030, offer clear data to back the ambitious economic vision. These details inspire confidence in both domestic and international stakeholders.

- *Emotion and Pride:*

Statements such as "We are the fastest-growing country in the world" invoke a sense of national pride, while his acknowledgment of the Saudi people's determination further strengthens emotional resonance.

3. Use of Cultural and Environmental Narratives :

The Crown Prince integrates cultural and environmental-friendly themes into his messaging, particularly in relation to "Green Riyadh", environmental reserves, and sustainability projects.

- *Alignment with Global Trends:*

Emphasizing sustainability efforts as well as renewable energy projects, including the exportation of green energy to Europe and India, positions Saudi Arabia as a leader in addressing global environmental challenges.

- *Strategic Communication:*

Programs such as "Green Riyadh" and the planting of millions of trees are presented with both practical and emotional appeal. By quantifying their impact (reducing dust, lowering temperatures), the messaging aligns with both concreteness and credibility.

- *Nation Branding:*

By transforming Riyadh into a more livable, green city, the Crown Prince has ultimately strengthened the Kingdom's image as forward-thinking and progressive, contributing to its global repositioning.

4. Personal Leadership Style:

The Crown Prince's remarks reflect a leadership style which merges humility with confidence, as demonstrated by statements such as, "I am nothing without the Saudi people." This humanizes his role as leader while reinforcing collective ambition and patriotism.

- *Building Trust:*

Personal anecdotes, such as watching the Saudi team's historic win against Argentina or his reflections on global inspiration from leaders such as Sheikh Mohammed bin Rashid, display a sense of relatability and emotional engagement.

- *Emphasizing Collective Effort:*

Statements about the resilience and creativity of the Saudi people underlines the importance of public participation in achieving Vision 2030. This approach aligns with participatory leadership, which fosters unity and shared responsibility.

5. Strategic Use of Language and Multilingual Communication.

During his interview with Discovery Channel, the Crown Prince's fluency and confidence when speaking the English language highlighted his ability to communicate effectively with global audiences, enhancing international trust and collaboration. Moreover, his use of Arabic in other necessary settings reinforces cultural identity, relatability and national pride.

- Adaptability in Messaging:

By tailoring his language according to audience, he ensures that his messages are not only understood but also resonate deeply. This approach demonstrates flexibility and a strategic understanding of diverse communication contexts.

VI. DISCUSSION: ALIGNMENT WITH RESEARCH OBJECTIVES
1. Media Communication Strategies:

The Crown Prince's use of linguistics and body language during his interviews showcases his mastery in delivering clear, impactful messages. His ability to blend ambition with relatability through the Made to Stick principles—particularly simplicity, unexpectedness, and emotion—aligns closely with the research focus in question.

2. Enhancing Global Perception:

By positioning Saudi Arabia as a leader in innovation, sustainability, and economic diversification, the Crown Prince has effectively modified and altered global perceptions of the Kingdom. His messages contribute to building a modern, forward-thinking national identity.

3. Nation Branding and Leadership:

The strategic emphasis on Saudi Arabia's unique strengths, such as NEOM and cultural initiatives, aligns with the broader objective of enhancing the Kingdom's global standing. His leadership approach, marked by humility and inclusivity, serves as a model for engaging diverse audiences.

VII. CONCLUSION

This study has explored the strategic communication methods employed by Crown Prince Mohammed bin Salman, particularly through his media appearances, within the framework of Saudi Arabia's Vision 2030. By applying the *Made to Stick* framework—simplicity, unexpectedness, concreteness, credibility, emotions, and stories—the analysis reveals how these principles contribute to the success and resonance of his messages. The Crown Prince's ability to articulate ambitious yet relatable visions, supported by tangible evidence and emotional appeals, emphasizes his effectiveness as a successful communicator and leader.

Through his strategic use of media, the Crown Prince has successfully reshaped both domestic and international perceptions of Saudi Arabia, ultimately positioning the Kingdom as a global leader in innovation, sustainability, and economic diversification. His emphasis on humility and collective effort reflects a participatory leadership style which inspires trust and collective engagement. Furthermore, the integration of cultural and environmental themes demonstrates his commitment to aligning Saudi Arabia's progress with global trends.

The findings highlight the transformative role of effective communication in nation branding and leadership, showing how strategic messaging has such a big impact on driving social and economic progress. These insights offer valuable lessons for leaders and policymakers seeking to navigate the complexities of modern governance and global engagement.

VIII. RECOMMENDATIONS
1. Leverage Media for Global Engagement:

The Kingdom should continue to use international media platforms to communicate its vision and progress. By aligning messaging with globally recognized principles, Saudi Arabia can further solidify its position as a leading country in innovation and sustainability.

2. Enhance Cultural Representation:

The Crown Prince's emphasis on using Arabic in media appearances reflects a commitment to cultural identity. Future communication strategies should continue to highlight Saudi heritage alongside modern advancements in order to foster a balanced narrative.

3. Focus on Data-Driven Credibility:

Maintaining a focus on measurable achievements, such as GDP growth or environmental impact metrics, will strengthen the credibility of Saudi Arabia's initiatives and counter any skepticism.

4. Incorporate Broader Stakeholder Perspectives:

Engaging diverse stakeholders, including the private sector and global partners, within media narratives can ultimately enhance the inclusivity and relatability of the Kingdom's vision.

5. Invest in Communication Training:

Leadership communication training programs should be established to ensure that key policymakers and representatives can deliver consistent, impactful messages that align with the principles identified in this study.

6. Expand Research on Communication Impact:

Further studies should evaluate the long-term impact of Saudi Arabia's media strategies on public opinion, both domestically and internationally. This will provide deeper insights into the effectiveness of its nation-branding efforts.

By adopting these recommendations, Saudi Arabia can successfully build on its communication successes, ensuring that its ambitious Vision 2030 continues to inspire confidence and drive progress on the global stage.

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