



Establishing Entrepreneurial Theory and Risk Strategies

The MENA Region

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Pre session reading:

1. Read the following example of an Entrepreneur: Trenbeth, Linda and David Hassan, eds. *Managing Sport Business: An Introduction*. New York. Routledge. 2012: 309-31.
2. Read and make notes on the following Journal article: Drucker, Peter. "Entrepreneurial Strategies." *California Management Review* 27. No: 2 (1985): 9-25.

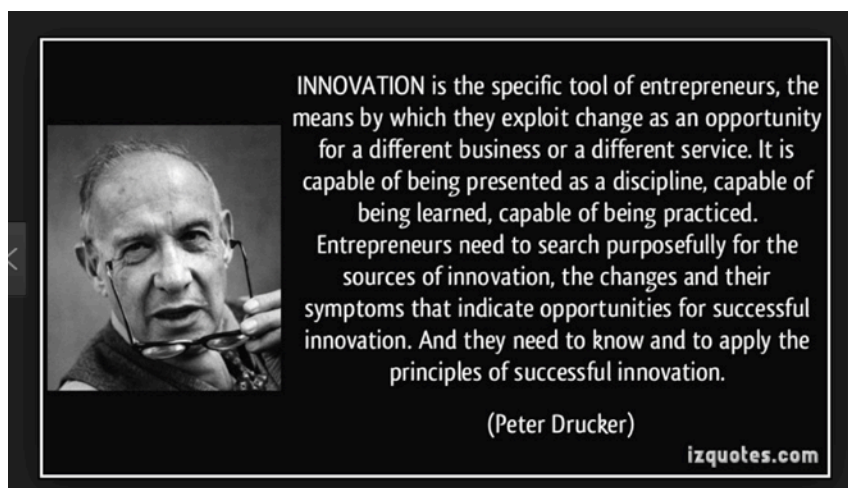
ABSTRACT

According to Drucker, large businesses of today can only survive if they embrace rapid change, creativity and innovation. A fundamental part of this mindset is the application of Entrepreneurial competence, which is endorsed by Lussier, Corman and Kimball. Lussier, Corman and Kimball argue that innovation can only come about after creativity has first been identified. In the Major Event Management (MEM) context, this focus on creativity is the ability to originate new and better ways of doing things which may be best represented by exciting new initiatives that are designed to set the event experience apart from others. Examples may be the use of creative technology e.g., superfast RFID (Radio Frequency Identification) readers and wristbands to aid with event registrations and an event app that helps with parking and orientation-see www.noodlelive.com for other ideas. (Students should also see: qanect.com)

After the recent success of the 2022, FIFA World Cup bid by Qatar, there is a newly found confidence in hosting major events in the MENA region (IAAF Diamond League, the Annual Doha Cultural festival and the Qatar Masters Golf Tournament). This case study will critically explore the appetite within the MENA region to produce fresh, new and innovative ways to improve the previous MEM experiences for the fans, event attendees and significantly the businesses. This includes the work of Johnson, Whittington and Scholes

(2012:209) who link corporate entrepreneurship to radical changes in their businesses approach to solving problems. The focus of this case study will support and develop the teaching materials which are designed to enhance the learning experience of the MEM Diploma students – ‘Enterprise and Entrepreneurship in MEM’ module.

Delegates/readers will reflect on the external business environment and entrepreneurial issues that may have an impact on the Major Events Industry while also looking to resolve those issues via a greater understanding of Entrepreneurship theory. This case study will also use the MENA region as a context of the study for existing practice.



Research Objectives:

1. Theoretical background in connection to the MENA region
 - Real-world
 - Problem/Issue/Challenges (the wider context)
2. Indefitiying Entrepreneurial thinking
 - Culture
 - What is understood by enterprise and entrepreneurial behaviour?
 - What are the challenges of entrepreneurial behaviour
 - How do you promote innovation
3. Entrepreneurial strategies-each of the following relate to one of Drucker's 4
Entrepreneurial Strategies-which does your business connect to the most?
4. Planning (Business, scenario, Project, Sustainability, Competitive Advantage, Deliberate
'v' Emergent strategy)
5. The common thread of Risk

THEORETICAL BACKGROUND IN CONNECTION TO THE MENA REGION

Drucker refers to entrepreneurship as business activity and highlights the importance of Innovation.¹ Students exploring this work will need to apply Drucker's² Four Entrepreneurial Strategies; 1. 'Being fustest with the mostest 2. Hitting them were they ain't; 3. Finding and occupying a specialist ecological niche and; 4. Changing the economic characteristics of a product, a market or Industry. For the purposes of this case study, only the first 2 will be reviewed in detail, and 3 and 4 can be reviewed as an independent learning activity. This case study will systematically review relevant entrepreneurial theories and practices and apply them to the current evidence of creative and innovative thinking in the MENA region. The case study will locate appropriate businesses from within the MENA region to support this position e.g., ICT-Information Communication and Technology in Qatar, (ict.com.qa).

This section will briefly explore the concepts and constructs of the enterprising individual and entrepreneurs and consider how traits, attributes, and behaviours can be cultivated inside and outside organisations. This includes commercial/public and voluntary organisations within a local, regional and national context.

Activity 1:

1. Read the following example of an Entrepreneur: Trenberth, Linda, and David Hassan. *Managing Sport Business-An Introduction*. New York. Routledge. 2012.
2. Read and make notes on the following Journal article: Drucker, Peter. "Entrepreneurial Strategies". *California Management Review* 27, No: 2 (1985): 9-25.

1. Tim Hannagan, *Management Concepts And Practices*, 5th ed., Gosport (Prentice Hall, 2008).

2. Peter F. Drucker, *Innovation and Entrepreneurship* (HarperBusiness, 2006): 193-234.

3. Alternatively, watch the film Moneyball and answer the following questions:

1.1 What were the problems that the CEO was trying to fix?

1.2 How did he succeed?

1.3 What key skills can you identify as being important to the entrepreneur? Why are these skills important for Events Managers?

1.4 Look at the following definitions and explain which one you can associate with the most and explain why:

A. Drucker refers to entrepreneurship as '*Business activity and also highlights the importance of Innovation*' (Drucker, 1998 in Hannagan, 2008).

B. '*Entrepreneurship refers to the act of an entrepreneur who undertakes risk and innovation for the purpose of economic benefit in business transactions*' (Byers, Slack and Parent 2012:60)

C. '*Enterprise encapsulates the essence of good organisational leadership and decision making. It is traditionally discussed in the context of new ventures and commercial business but it is much more general than that, embracing innovations in existing sport and leisure organisations and in the public and voluntary sectors*' (Taylor, 2011:563).

Connecting to Drucker's work, relevant literature will focus on business/strategic planning when hosting major events i.e.; Scenario Planning,³ Competitive Advantage (Hannagan, 2008)⁴ and Deliberate and Emergent approaches, Mintzberg.⁵ Key skills allow

3. Paul Joyce, *Strategic Management In The Public Sector*, London (McGraw-Hill Education, 1999).

4. Hannagan, *Management*.

experienced managers to perform well when faced with each of these key themes, but what are those key skills and why are they relevant? Peter Drucker's quote on page 2 may help you with this, as will Activity 2 below:

Activity 2:

1. Make a list of entrepreneurial skills
2. Identify examples of where these skills/characteristics may be used in your day-to-day role
3. Are these skills encouraged-if not why?
4. If these skills are encouraged then how is this achieved?

a. Real-world engagement:

In order to better understand the relevance of this work, specific 'real-world' best practices will be reviewed, analysed and applied. These practices will help students to plan events, which they are currently working on or better plan after reviewing previous events. This will enable the students to apply the entrepreneurial way of thinking to assist in the future strategic planning of Major Events in the MENA region.

This case study will utilise a number of high profile events and venues to provide world-wide best practices, these may inspire new events in the MENA region, for example

The work of the Digital Incubation centre in Qatar dic.motc.gov.qa⁶ will be explored and linked to the work of [ictQatar ICT.com.qa](http://www.ict.com.qa),⁷ which was established in 2004, to accelerate the transformation of Qatar into an information-based society. This case study will look for

5. Henry Mintzberg and James Waters, "Of Strategies, Deliberate And Emergent," in *The Strategy Reader*, Susan Seagal-Horn ed., Oxford (Blackwell, 1998).

6. "Digital Incubation Center," 2018, <https://dic.motc.gov.qa/>.

7. "ICT Homepage," Information & Communication Technology (website), W.L.L., 2018, <http://www.ict.com.qa/>.

ways to better use entrepreneurial approaches and to build the MEM industry in specific innovative ways.

The Qatar Business Incubation centre qbic.qa⁸ is a good example of a generic understanding of what entrepreneurship is all about; it's '*programmes are designed to empower entrepreneurs to start and grow companies by developing, incubating, investing and connecting*'. However, entrepreneurship is not just about starting a new business for example, entrepreneurs are important when working within a business.

The 'real-world' best practice of developing in-stadium experiences to enhance consumer participation and entertain fans away from the field is becoming more and more relevant e.g. Tottenham hotspurs are using their NFL partnership to revolutionise their club.⁹ Could this approach be used in the MENA region for specific Major Events.

Another 'best practice' example would be the way the new San Francisco 49ers are turning down-time in matches into screen-time for fans to utilise their 4G Wi-Fi to re-watch key moments and interact with advanced replay systems which are designed to provide much increased fan engagement when the game is not in 'live' or 'real-time' operation.¹⁰

'Real-world' examples of case studies and other relevant reports will demonstrate intrapreneurship and entrepreneurship are thriving and are used in a deliberate way to enhance Business and Events across the MENA region. This case study will also provide students with vocational material which may be used in order to increase their understanding

8. "Incubation - Qatar Business Incubation Center," Qatar Business Incubation Center (website), 2018, <http://www.qbic.qa/en/incubation/>.

9. Tony Connelly, "How Tottenham Hotspur Are Using Their NFL Partnership To Revolutionise The Club," *The Drum*, 2018, <https://www.thedrum.com/news/2017/02/03/how-tottenham-hotspur-are-using-their-nfl-partnership-revolutionise-the-club>.

10. Tim Bjarin, "Meet Levi's Stadium, The Most High-Tech Sports Venue Yet," *Time*, 2018, <http://time.com/3136272/levis-stadium-tech/>.

of the many different ways which enterprise theory may be garnered in order to further improve business strategy.

Thinking point:

This work will provide an authentic real-world case study of the application of enterprise theory in a connected way to ‘live’ businesses in Qatar and across the world. The issue of risk will also need to be reviewed as ‘risk and returns’ need to be considered simultaneously according to White, (2004: 519-520).¹¹

TP 1. What is the risk of a business continually searching for entrepreneurial actions and new ways to run their businesses or events?

In thinking about the above use the following words may help to enhance your understanding: financial stability, lost revenue, failed strategy, reduced profits

Here’s a suggestion on how to manage this risk:

‘That the Enterprise will expose itself to risks which can destroy or seriously weaken it. This damage can result from a failure to either assess properly the risk environment or control the enterprise’s exposure by appropriate strategies of avoidance, management and mitigation’.

White (2004:495)¹²

Businesses call this... ‘*reducing liability*’. Read Burns (2008:290-295)¹³ ‘*Innovation and Risk*’ and especially review his ‘Twilight Zone’ concept.

11. Colin M. White, *Strategic Management*, Basingstoke, Hampshire (Palgrave Macmillan, 2004).

12. Ibid.

13. Paul Burns, *Corporate Entrepreneurship: Building The Entrepreneurial Organisation*, 2nd ed., Basingstoke (Palgrave Macmillan, 2008).

b. Problem/Issue/Challenges (the wider context)

The problem is that enterprise is not something which is clear and evident in many of today's businesses and it isn't the first thing that springs to mind when events are being designed and managed either. To this end, entrepreneurship may often be referred to as the hidden value within business.¹⁴ Entrepreneurship is something that is not clearly visible and therefore it is also referred to in a learning process context and Williams¹⁵ even goes as far as suggesting that Governments around the world need to be more supportive of entrepreneurship methods. The assistance required can come in many different shapes and sizes and in Qatar ICT do this by 'capitalizing on its business and technology knowledge, ICT effectively contributes to the local IT evolution and development that the State of Qatar is witnessing' ICT.com.qa.¹⁶

To summarise Webb et al.,¹⁷ suggests that the entrepreneurial process is the main thrust behind economic activities yet very little is known about the theory of entrepreneurship and the way in which it supports business. This case study will explore key entrepreneurial theories and look to parallel these theories to modern day thinking in the field of business- especially focusing on major events.

Indeed, if Drucker¹⁸ is right to suggest that, '*Entrepreneurial Management requires practices and policies outside and inside of the Market place,*' then young entrepreneurs of

14. Luis L. Martins, Violina P. Rindova and Bruce E. Greenbaum, "Unlocking The Hidden Value Of Concepts: A Cognitive Approach To Business Model Innovation," *Strategic Entrepreneurship Journal* 9, No: 1 (2015): 99-117, doi:10.1002/sej.1191.

15. Colin C. Williams, "Entrepreneurs Operating In The Informal Economy: Necessity Or Opportunity Driven?," *Journal Of Small Business & Entrepreneurship* 20, No: 3 (2007): 309-319, doi:10.1080/08276331.2007.10593402.

16. ICT.

17. Justin W. Webb et al., "You Say Illegal, I Say Legitimate: Entrepreneurship In The Informal Economy," *Academy Of Management Review* 34, No: 3 (2009): 492-510, doi:10.5465/amr.2009.40632826.

18. Drucker, *Innovation and Entrepreneurship*.

today need to better understand how they can be motivated by entrepreneurship in order to drive business and major events forward. Although this case study will demonstrate what entrepreneurship really means and it can help to provide a greater understanding about the theory, it is the opportunity within businesses where enterprise really thrives.

IDENTIFYING ENTREPRENEURIAL THINKING

Context

In a growing market of competition each event needs to be a success and there are growing pressures on how businesses can adapt and overcome problems which may threaten their events in the future. This context looks at the world of enterprise and how businesses can use entrepreneurial ideas to bridge that gap from the way which they have always worked to inspiring a future proof event which changes to meet the needs and demands of the new customer. These strategies introduce the professional to thinking about the 'real-world' and making strategic connections between theory and practice.

This focus will have the relevant focus of MENA region events and from businesses who provide, run and cater for events in this region i.e., the Khalifa International stadium, the Digital Incubation centre, ICT Qatar, and The Qatar Business Incubation centre. These businesses can be compared with key westernised events, such as those that take place at 'Tottenham Hotspurs' and the 'San Francisco 49ers' new stadia.

a. Culture

The culture within business is to fix problems in the same traditional ways as they have in the past. i.e., to brain storm resolutions to problems, to seek the advice of the senior executives or heads of department, to meet and talk through the problems and look at how these have been fixed in the past but the new culture emerging from strategic thinkers is to be

creative and come up with new ways of meeting a problem to demonstrate a resolution not thought of before and this is typically done by ‘thinking outside of the box’.

The MENA region focus on Major Event Management, is evidence of the region increasing its global prowess to host a wealth of international celebrations including the 2022 FIFA World Cup, IAAF Diamond League, the Annual Doha Cultural festival and the Qatar Masters Golf Tournament. These events are themselves evidence of a growing and thriving mindset to corporate entrepreneurship and they demonstrate a type of entrepreneurial behaviour which is clear for other tendering nations to see. There is a growing cultural importance assigned to these developments which seek to evidence innovation and entrepreneurship promotion. Indeed, far from an obscure focus on entrepreneurship, these are ‘in-vogue’ regional and national policy trends which have a measurable influence on international policy, leisure and tourism. Ennis¹⁹ explains that this is also a deliberate and common domestic economic policy within the MENA region-something Ennis calls economic ‘*diversification*’. These new strategies are aligned to general business principles and move the focus forward from the traditional networking promotions of the past where private networking in the MENA region was a natural occurrence of the culture of a male driven society.²⁰

Tlaiss²¹ makes some additional cultural observations, which are an important context that should be noted. Tlaiss suggests that the barriers to entrepreneurship are reported by women, which is a consequence of a strong masculine cultural value in the UAE. This work considers

19. Crystal A. Ennis, “Between Trend And Necessity: Top-Down Entrepreneurship Promotion In Oman And Qatar,” *The Muslim World* 105, No: 1 (2014): 116-138, doi:10.1111/muwo.12083.

20. Hadia FakhriEldin, Hazbo Skoko and Maryam Cheraghi, “The Effect Of National Culture On Entrepreneurs' Networks: A Comparison Of The MENA Region And Denmark,” *International Journal Of Business And Globalisation* 11, No: 4 (2013): 353, doi:10.1504/ijbg.2013.056873.

21. Hayfaa A. Tlaiss, “Women’S Entrepreneurship, Barriers And Culture: Insights From The United Arab Emirates,” *The Journal Of Entrepreneurship* 23, No: 2 (2014): 289-320, doi:10.1177/0971355714535307.

that entrepreneurship is often considered a masculine role and is supported by the exploration of strong gender roles.²² However, there is strong evidence to note the rise of the female entrepreneurship within the MENA region recently, especially in terms of the increase in small businesses; ‘The percentage of female labour participation for the Middle East and North Africa (MENA) increased 47 per cent between 1960 and 2000’²³ and training targeting University graduates are also on the increase.

Interestingly, there appears to be new opportunities which support a growing number of entrepreneurs including women and gaining support from central organisations such as Chambers of Commerce, Industry Enterprise funds and other supporting agencies that focus on business start-ups, finance funds and legal counselling etc. These include the Digital Incubation centre in Qatar, ictQatar and the Qatar Chamber of Commerce, Qatarchamber.com.²⁴

Activity 3:

Identify examples of funding from within the MENA region which may help with different forms of entrepreneurial funding highlighted above

b. What are the challenges of entrepreneurial behaviour?

Have you ever been presented with a problem and wondered how to overcome it. Have you ever tried to present a new way of solving a problem to your line manager? What about working to improve a part of the business or event that no-one else has managed to do? If you

22. Geert Hofstede and Robert R. McCrae, “Personality And Culture Revisited: Linking Traits And Dimensions Of Culture,” *Cross-Cultural Research* 38, No: 1 (2004): 52-88, doi:10.1177/1069397103259443.

23. Beverly Dawn Metcalfe, “Women, Management And Globalization In The Middle East,” *Journal Of Business Ethics* 83, No: 1 (2008): 85-100, doi:10.1007/s10551-007-9654-3.

24. “Qatar Chamber,” (website), 2018, <https://qatarchamber.com/>.

have then you are working in an entrepreneurial way! Your behaviour in these circumstances are trying to find new creative ways to fix a problem. These may be ingrained behaviours because this is how you have always worked or there may be new ways of working to gain success, either way you are working in an entrepreneurial way and if this thought process leads to actions within key business strategies and 'blue chip' companies then this is Corporate Entrepreneurship. However, to do this right, Corporate Entrepreneurship refers to the way radical change in the organisation's business is driven principally by the organisations own capabilities and not necessarily the workers within it²⁵...does this happen in your work place?

At a lower level you may be increasing volunteer numbers for a local event in a school or raising awareness of an event to increase monies and funding for a small business these ways of activating income via entrepreneurship is called social entrepreneurship as they are focused on the use of the public or social groups.

c. What are the challenges of entrepreneurial behaviour in your business?

While Entrepreneurship is traditionally associated with a particular form of business activity small business growth or the creation of an actual business, enterprising behaviour is a much wider concept. The problem is, being entrepreneurial is not always something people talk about, it's not something which is discussed in board meetings or management meetings, by department heads or in action planning. This is because being entrepreneurial is more of a mind-set, it's a way you chose to address a problem, something you find exciting and motivated by, a way you like to work and it's made up of a skill set that allows you to be successful.

Thinking point:

25. Gerry Johnson, Kevan Scholes, Richard Whittington, *Exploring Corporate Strategy*, 8th ed. (FT Prentice Hall, 2008), <https://documentcloud.adobe.com/link/track?uri=urn%3Aaaid%3Aascds%3AUS%3A5be25cae-50e8-44a2-815c-b373b8b9922b>.

TP 2. According to Lussier, Corman and Kimball (2015:68)

Creativity is the ability to originate new and better ways of doing things

Innovation is the implementation of creative ideas

The 5-step creative process

1. Investigation
2. Incubation
3. Illumination
4. Evaluation
5. Innovation

Do you recognise this process and how do you promote innovation in your business?

Entrepreneurial strategies

Here, the focus is on 2 of Drucker's 4 Entrepreneurial Strategies-which does your business connect to the most?

This section will enable students to consider their own roles as enterprising individuals within organisations (Intrapreneurship) as well as managing their own event enterprises.

The Intrapreneurship and Entrepreneurship debate will be reviewed with an increasing importance on the ability of a business to work towards what Michael Porter, describes as 'creating shared value' – a new strategic way of encapsulating the CSR focus in a more holistic and innovative way.²⁶

26. Michael Porter and Michael R. Kramer, "Creating Shared Value," *Harvard Business Review* 89, No: 12 (2011): 62-77.

Porter identifies the need for business to work continually in a way which shares value across the business and in communities. Not just as a means to an end i.e. to develop shared value on specific programmes-usually connected to funding. Porter looks to business concepts of the future embedding this type of behaviour as a norm across everything they do and having a shared value purpose in the businesses key aims. Porter even suggests that problems in society can be solved by the use of CSV (Creating Shared Value).²⁷

Thinking Point

TP 3. Do the businesses you work for promote creativity, innovation and entrepreneurship within their normal working hours?

Are employees provided with Intrapreneurial opportunities to ‘think outside-the-box’?

In your events can you think of examples where you have worked in an intrapreneurial way on behalf of your client, consultant or business?

According to Byers, Slack and Parent (2012:61)²⁸ A Strategic Entrepreneur has a ‘*an entrepreneurial mindset, culture and leadership that supported the search for entrepreneurial opportunity*’.

Can you explain why this is so important in business and events?

Read: Drucker, Peter. "Entrepreneurial Strategies". *California Management Review* 27, no. 2 (1985): 9-25.²⁹

27. Ibid.

28. Terri Byers, Milena Parent and Trevor Slack, *Key Concepts In Sport Management*, London (Sage, 2012).

29. Peter Drucker, "Entrepreneurial Strategies," *California Management Review* 27, No: 2 (1985): 9-25.

Intrapreneurs operate within the operational environment of businesses and therefore don't have the overall liabilities which entrepreneurs do. Entrepreneurs tend to focus on running their own businesses although individuals are said to have entrepreneurial tendencies, skills or traits.

Here are the 2 Entrepreneurial Strategies of focus:

- a. 'Being fustest with the mostest'
- b. Hitting them were they ain't

This case study will systematically review these two examples of entrepreneurial strategy and practice, applying them to the current evidence of creative and innovative thinking in the MENA region.

a. 'Being fustest with the mostest':

This is an entrepreneurial strategy which aims at leadership and is linked to high risk. A key focus of this strategy is to create a new industry or market where dominance is the driver of success.

To be successful, these entrepreneurs need to push the boundaries of normal understanding and behaviours in order to find a new type of demand. These innovations are often electronic e.g., the creation of the 'Apple computer' led to a new 'Apple industry' which hadn't been done before. Indeed, previous companies had computers but not with the robust and unique operating systems which Apple produced. Further, Apple then launched a new generation of mobile phones and then followed these quickly with other mobile devices, such as the iPad – all of which found new markets, thereafter launching an industry that is now worth an incredible \$1 Trillion in August 2018.

How can you, as a major Event Manager do something similar? How can your nation be at the cutting edge of a new enterprise by thinking and using a strategy like this? Here are some

examples within the MEM Industry which may in the future be innovative enough to launch a new market/industry:

1. Electronic registration bands
2. New apps to increase the users event experience...can you expand on what the event user would want from a new kind of app? E.g. directions, car parking, discount packages for merchandise etc.
3. Access to Podcast interviews with athletes and celebrities prior to the event i.e. an increased personal touch is a key user experience demand
4. A new form of app/card to compliment the new transport industry in Qatar
5. What about a new legacy from the 2022, FIFA World Cup?

Activity 4:

If your business is looking to be involved in the 2022 FIFA World Cup, how could they do this in a way which meets the demands of Drucker's (1985)³⁰ 'Being fustest with the mostest' strategy? Can you design a demand that launches a new market?

b. 'Hitting them were they ain't':

This strategy is unusual as it has 2 parts to it:

b.1. Creative Imitation:

Creative imitation is a very common strategy according to Drucker... 'it should make sense straight away...does it?'

This strategy waits for some invention or new creation to be launched and then it is imitated in a way which better understands the initiative, it's markets and it's users. Creative

30. Ibid.

Imitation quickly gains market dominance over its rivals because these entrepreneurs understand the ideas behind the original concept.

In preparation for the 2022, FIFA World Cup, the Khalifa International Stadium had a number of issues to resolve i.e., how to build the stadium while allowing spectators and players to keep cool and how to keep the pitch in the best possible condition? While other countries had built brand new stadiums in the past and many had received coveted awards for their designs and structures, none had had these same issues to resolve. However, by the launch of the Khalifa International Stadium in May 2017 not only had it resolved these issues, but it had managed to develop a new stadium roof membrane which allowed for more shade to the stands and pitch, while also letting enough sunlight through to the turf for natural growth.³¹ This meets with the parameters of Drucker's creative Imitation strategy as this new design demonstrates that the innovators behind this development understood the concept and demands of the requirement of a new stadium better than the many designers that had a need for this before.

In comparable markets to the Khalifa International stadium, both the Tottenham Hotspurs and San Francisco 49ers have plans to or have already created innovative ways to enhance the users experience inside the stadium. For the English Premier League Club, building a new stadium means they can look at ways to entertain and connect fans while they are away from the pitch side.³² The use of specific Wi-Fi hubs under the seats and interactive replay facilities allow the supporters of the NFL franchise to re-watch different camera angles from

31. "Khalifa International Stadium," Supreme Committee For Delivery And Legacy (website), 2018, <https://sc.qa/en/stadiums/khalifa-international-stadium>.

32. Connelly, "How Tottenham Hotspur."

various live feeds around the stadium in a dynamic new way for the average supporter to be entertained in the same way as they may be while watching the game at home.³³

b.2 Entrepreneurial Judo:

Entrepreneurial Judo aims at securing a market which exists already but is not exploited fully or where a poor service is provided, e.g., a Loyalty Scheme linked to on-line sales. This could be related to a new way to market World Cup tickets at each of the 2022 FIFA World Cup venues for example. Here the organizing committee would need to exploit the current football fans market in a new, different and entrepreneurial way. One example of this would be similar to how the organising committee has tested travel networks and facilities with the ‘worker World Cup’ tournament.³⁴

Moreover, there may be other opportunities to market the World Cup in Qatar to new or different types of audiences such as unique leisure and tourism opportunities. A viable business plan to open up Qatar to different types of people other than football fans may be possible i.e., families looking to explore Qatar for the first time.³⁵

The key would be to provide a valuable service which has not been seen at other World Cups recently. This would allow the organising committee to establish themselves in order to increase their Market Share. It may be useful to link this to specific targets such as more supporters than any other World Cup as the target of ‘total dominance’ is one of the key drivers for this concept.

The above examples also meet with the leadership expectations of this strategy which works best in a fast paced changing environment. Drucker believes this to be the least risky

33. Bjarin, “Meet Levi's Stadium.”

34. James Montague, “A Respite Of Soccer For Qatar’S Laborers,” *New York Times*, 2018, <https://www.nytimes.com/2016/04/24/sports/soccer/world-cup-qatar-laborers-workers-cup.html>.

35. Martin Rogers, “Qatar is the World Cup every fan should attend,” *USA Today*, 2018, <https://eu.usatoday.com/story/sports/columnist/martin-rogers/2018/07/13/world-cup-2018-qatar-soccer-tournament/781888002/>.

of his entrepreneurial strategies and the most likely to succeed. However, this strategy always runs the risk of other businesses or nations taking the market back with their own entrepreneurial versions of a similar enterprise, hence the name Judo. The market may go back and forth between entrepreneurial businesses as each in turn develops additional innovations. This is because other businesses continually develop a series of bad habits which leave an opportunity for 'entrepreneurial Judo' to thrive.

There are 5 common bad habits that lead to Entrepreneurial Judo:

1. NIH (Not Invented Here)
2. 'Creaming' ...only looking at the largest of markets
3. Belief in 'Quality' ...related to customer experience and cost (linked to below)
4. 'Premium Price' = threat and dangerous vulnerability...Lower prices =sustained markets
5. Satisfying multi users as the market grows...Maximizing rather than optimizing!

Activity 5:

Spending time to review any part of the Moscow FIFA World Cup 2018, identify a specific opportunity which the Qatar organising committee may enhance further as a genuine example of Entrepreneurial Judo.

Planning (Business, Scenario, Competitive Advantage, Emergent 'v' Deliberate)

Planning is a crucial part of any entrepreneur's skill set and it comes in many different forms all of which affect a business or event in a different way and can be used as and when the time is right.

Here is a brief break down of each of the planning examples in this section. It may be useful to think about an event that you are currently planning or have planned recently to review which of these would be most useful to you or your business:

Business Planning when hosting major events:

Business Plans are used for many different purposes. Essentially it may be considered that they fall into one of the following categories:

1. A formal expression of the planning process
2. A request for funding
3. A framework for approval
4. A tool for operational business management

Noting the above the following nine steps to successful planning can be used:

1. Break the project into the smallest possible component activities
2. Identify linkages and critical paths
3. Order the activities, scheduling critical and higher risk ones scheduled as early as possible
4. Set measurable targets for each activity-deal with at least once a week
5. Assign responsibilities
6. Set up a mechanism for tracking and reporting on each target
7. Establish a culture that encourages problem reporting a.s.a.p.
8. Execute the plan
9. Act immediately if a target is missed

(Stutley, 2007:17)³⁶

*.Scenario Planning:*³⁷

‘*Good scenario planning will prevent Crisis management* ‘(Trenbeth and Hassan, 2011:401)³⁸

Activity 6

What would happen if:

1. Qatar won the FIFA World Cup in 2022
2. Qatar could chose the next Olympic demonstration sport?

Create a brainstorm or mind map of possible scenarios:

1. Ensure you have good and bad scenario’s
2. Provide an action plan to reduce the liability of these scenarios...can you find bad scenarios?
3. Share your ideas with a friend

According to Joyce,³⁹ Scenario planning is about the following:

- What could conceivably happen in the future?
- opportunities and problems
- Consider potential outcomes of known trends and possible events

36. Richard Stutely, *The Definitive Business Plan*, Hampshire (Pearson Education UK, 2007).

37. Joyce, *Strategic Management*.

38. David Hassan and Linda Trenberth, *Managing Sport Business*, London (Routledge, 2011).

39. Joyce, *Strategic Management*.

- A small number of unpredictable, environmental variables generates a range of scenarios
- May require revision of strategic goals
- What to do: Performance Management, avoidance action or solution?

Top tip: In terms of your event planning, Identify uncertainty, look for ‘failure opportunities’ and reduce the risk. This is often best done by mapping specific scenarios that you consider as being likely. Map three worse case scenarios and then identify the risk measures for each as this will help you to make the least risky option.

Competitive Advantage:

“A competitive advantage arises when a company receives a return on investment that is greater than the norm for its competitors for a period long enough to alter the relative standing of the company among its rivals”⁴⁰

This enhances the reputation of the company as will technological advances and social change however, this product or service must be durable. ICT Qatar provides local business solutions to enhance business and in turn this can help to create a competitive environment for that business or event. Indeed, ICTs Mission Statement states they will: *‘keep offering and supporting our customers with reliable technologies and solutions to help them stay at the competitive edge of their business’*. How might your next event capitalize on this experience?

Activity 7

If as White⁴¹ suggests, Competitive Advantage requires an ability to be sensitive to the market and a willingness to embrace innovation which reduces cost or increases quality and

40. Hannagan, *Management*.

41. White, *Strategic*.

better value then, how might Qatar capitalize on their FIFA World Cup 2022 experiences and how might they prevent their stadiums from having little or no future value?

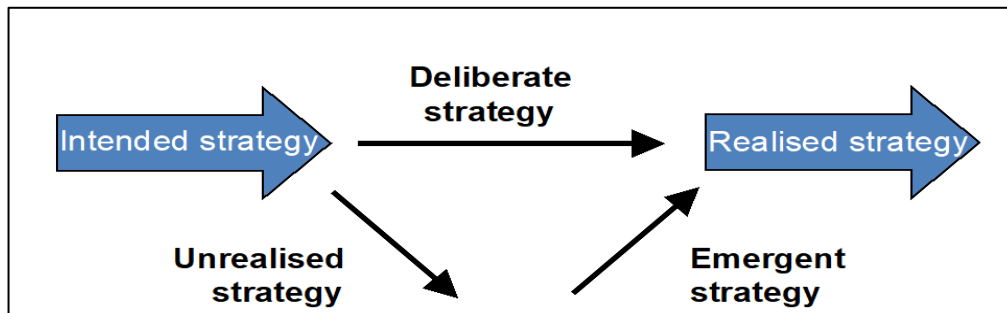
Deliberate and Emergent approaches:

This is a crucial approach connected to Enterprise theory and provides for an understanding of how fundamental thinking can change. Every event and every business will put in place strategies to achieve success. This is usually in the form of a Business Strategy, Event Plan or Briefing document, but the common thread is that a manager/leader within the organisation has given thought to how best to achieve a given objective.

For example, a young entrepreneur may need help and support to write a business plan for their new 'star-up' business. In this case they may turn to the Digital Incubation Center (DIC) in Qatar which: *'was created to boost ICT innovation in Qatar, particularly among young people at the critical early stages of starting or growing a technology-related business'*. The problem is that this original plan forecasts how things may go in the years to come and these predictions are just that-predictions, there is no hard and fast measure that can guarantee success. None the less funding agencies and banks etc like to see these 'due-diligence' measures have taken place so they can test the credibility of the start-ups intended actions. These actions are planned and deliberate as they provide direction and support to achieve specific aims and measures. However, if these predictions fall short and do not happen then what will the young entrepreneur do then? The answer is that at any point of their 'intended strategy' their 'deliberate actions' may succeed and end with a 'realised' strategy or they may fail. At this point and rather than thinking of their intended strategy as a

failure they can adapt that strategy, edit it and change key processes so that some form of success is still achieved-this would be called an emergent strategy and it's outlined below.⁴²

Mintzberg and Waters (1998:20) also refers to this as being a continuum from 'pure deliberate to pure emergent'. How can your events be planned from a 'pure emergent' perspective?



The common thread of Risk

Dealing with Risk is a major problem for any business looking to enhance their finances, generate improved business and/or grow in line with key competitors or to meet a profit threshold. In fact, Entrepreneurs always think in terms of reducing the liability of risk and how they can do that. This is the same for Event managers who frequently have tight margins to make a profit since their focus is always on creating an enjoyable and innovative event.

One way Businesses and Events do this is by Managing their risk in the following ways (White (2004:519-520))⁴³:

1. Risk and Returns to be considered simultaneously
2. Do not use the main functions of the business as opportunities to maximize revenue...never put the entire business at risk just elements of it
3. Independent audit committees...consult

42. Mintzberg and Waters, "Of Strategies, Deliberate And Emergent."

43. White, *Strategic*.

4. Monitor the changing environment carefully
5. Continually evaluate all sources of information

Burns⁴⁴ supports this view with the following suggestions:

- CEOs/Managing Directors and Event Managers need to identify risk and quantify it in order to make it acceptable...this is called reduced/shared liability
- Managing risk improves decision making but it must be discussed and debated by key decision makers and where appropriate the stakeholders themselves.
- Some risks may be more likely than others and some may have more serious ramifications than others...therefore quantify your liability before moving forward with your entrepreneurial ideas.

Activity 8

Rank the following according to your experiences in the Major Event Management Industry:

Managing the project and identifying Risk

1. Incorporate risk management in all business planning
2. Identify potential risks
3. Quantify risks
4. Break even analysis
5. Marginal analysis
6. Capacity planning
7. Inventory control
8. Use the what if analysis....
9. Review alternative scenarios-What does this mean?

44. Burns, *Corporate Entrepreneurship*.

10. Develop worst-case forecast planning

11. Monitor and react

(Stutley, 2007:2240)⁴⁵

Work with a friend to discuss why you have ranked these as you have.

CONCLUSION

Entrepreneurial behaviour can create additional increases in income, large savings and clear business advantage when planning business models and events etc. However, enterprise is much more than a skill set which can be used to enhance a business model, it's a mind-set not a strategy, a common practice not a fall-back position and a way of life not an emergency protocol.

This way of life needs to be embedded in every business, every event and every thinking practice within an organisation as only then will benefits be common place. Managers need to provide time to think entrepreneurially and staff need to find time to be creative as this in-turn will lead to innovation. Take a look at how Google was transformed by harnessing the 'spirit of entrepreneurialism'.⁴⁶

Risk plays an integral part in any entrepreneurial behaviour and the key to dealing with this is to 'transfer' it (Burns, 2008:190). Burns identifies methods of passing on risk to other partners and thus reducing any liability for yourself.

Top tip: Find the risk and deal with it

45. Stutley, *The Definitive Business Plan*.

46. Glenn Llopis, "How Google Refined The Entrepreneurial Spirit By Applying Strategic Focus To Invent A New Industry," *Forbes*, 2018, <https://www.forbes.com/sites/glennllopis/2011/02/14/how-google-refined-the-entrepreneurial-spirit-by-applying-strategic-focus-to-invent-a-new-industry/>.

Teaching notes:

There are a series of reading opportunities, activities and thinking points embedded into this case study and it is recommended that students complete these tasks in turn, as and when they are scheduled. This teaching strategy will allow the students to better understand the complex theories and relate this thinking to their own Events practices as well as those support structures in the MENA region.

Each of these tasks are self explanatory and suggestions and guidance for these tasks are also embedded in the above case study.

Glossary:

Enterprise encapsulates the essence of good organisational leadership and decision making. It is traditionally discussed in the context of new ventures and commercial business but it is much more general than that, embracing innovations in existing sport and leisure organisations and in the public and voluntary sectors (Taylor, 2011:563).

Drucker refers to **entrepreneurship** as Business activity and also highlights the importance of Innovation (Drucker, 1998 in Hannagan, 2008).

Entrepreneurship refers to the act of an entrepreneur who undertakes risk and innovation for the purpose of economic benefit in business transactions (Byers, Slack and Parent 2012:60)

Corporate Entrepreneurship refers to radical change in the organisation's business, driven principally by the organisations own capabilities (Johnson, Whittington and Scholes, 2012:209).

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