



Global
Entrepreneurship
Monitor



QATAR NATIONAL REPORT 2017



QDB

بنك قطر للتنمية
QATAR DEVELOPMENT BANK



FOREWORD

The **Global Entrepreneurship Monitor (GEM)** is the world's foremost source of information on entrepreneurial activities and metrics from around the globe. More than 100 countries participate in GEM on an annual basis. In each country, GEM looks at two elements:

- The entrepreneurial behaviors and attitudes of individuals.
- The national context and how that impacts entrepreneurship.

Qatar Development Bank (QDB), as the primary government entity responsible for promoting entrepreneurship and small and medium enterprises (SMEs) in Qatar, is proud to be the lead institution in Qatar to join the GEM Consortium and participate in the **2017 GEM Survey**.

The **2017 GEM Survey** represents the second consecutive year that Qatar has tracked rates of entrepreneurial activity; assessed the characteristics, motivations and ambitions of entrepreneurs; and explored the attitudes societies have towards entrepreneurship across world economies. The insights derived from the GEM surveys will help to develop the framework for national strategy focused on opening the economy to investments and initiatives, diversifying sources of income through new business growth, and achieving economic independence. With the recent blockade placed on Qatar by its neighbors, it is of critical importance that we instill the entrepreneurial spirit in the people of Qatar, so that we can draw on our sources of strength to grow the economy, protect our security and build the homeland.

QDB is proud to present the GEM Qatar National Report 2017. This report draws on extensive market research involving the collection of high-quality data gathered from 2,742 interviews with residents of Qatar (between the ages of 18 and 64 years) across all nation-



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alities and genders. The data was also gathered from 45 carefully chosen Qatar 'entrepreneur experts' across nine framework categories.

The results benchmark Qatar against 54 world economies completing the Adult Population Survey (APS) and National Expert Survey (NES). This allows Qatar to make reliable and international comparisons on entrepreneurship. It also allows Qatar to compare its results from the previous edition of GEM conducted in 2016.

The GEM Qatar National Report 2017 measures the complex relationship between entrepreneurship and economic growth in Qatar across several dimensions. The study provides insights into the attitudes, activities and aspirations of Qatar's entrepreneurs. The National Report is highly valuable in evaluating the entrepreneurship ecosystem in Qatar, and outlines strengths and areas of improvement for entrepreneurial development across the country. The report also examines the level of entrepreneurial activity in comparison with other countries in the region and internationally.

I would like to personally thank all those who participated in the study for their valuable contribution, and I invite readers to go through the report and learn more about entrepreneurial activity in Qatar.



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EXECUTIVE SUMMARY





The Global Entrepreneurship Monitor (GEM) research consortium tracks rates of entrepreneurship across multiple phases in 54 economies, making it the world's most authoritative comparative study of entrepreneurial activity in the general adult population. This is the second consecutive edition of GEM, which has been sponsored by Qatar Development Bank (QDB) and includes data from the State of Qatar. The GEM Qatar National Report 2017 measures entrepreneurial attitudes, activity and aspirations in Qatar. It provides a comparison to the 2016 results; the Middle East and North Africa (MENA) economies, including Egypt, Iran, Kingdom of Saudi Arabia (KSA), Lebanon, Morocco and the United Arab Emirates (UAE); and the 54 participating global economies.



This report draws on the findings from two studies:

- 1. Adult Population Survey (APS):**
results are drawn from a random, representative sample of 2,742 surveys of Qatar residents aged between 18 and 64 years.
- 2. National Expert Survey (NES):**
comprises of surveys conducted with 45 carefully chosen Qatar 'entrepreneur experts' across nine framework categories.



KEY FINDINGS: APS

THE KEY FINDINGS FROM THE 2017 APS ARE OUTLINED BELOW:

Societal Values About Entrepreneurship

Qatar's 2017 indicators for societal values about entrepreneurship are positive, despite a slight decrease from last year:

Entrepreneurship as a good career choice

71.2%
2016

65.9%
2017

currently ranks Qatar at 18th out of 52 countries.

High status to successful entrepreneurs

80.4%
2016

77.3%
2017

currently ranks Qatar at 10th out of 52 countries.

54%

of Qatar's adult population believe entrepreneurs garner substantial media attention.

Qatar's 2017 indicators for societal values about entrepreneurship are lower than MENA averages, except for the indicator for high status to successful entrepreneurs **77.3%** in comparison to **76.5%**.

Self-Perceptions About Entrepreneurship

Perceived opportunities

45.6%

of Qatar's adult population see good opportunities for starting a business in the next six months.



Perceived capabilities

41.1%

perceive they have the required skills and knowledge to start a business.



Fear of failure

41.9%

of the adult population who perceive good opportunities for starting a business also fear failure, which could prevent them from starting one.



Entrepreneurial intentions

15.7%

In 2017, close to one in five of the adult population (15.7%) expressed their intentions to start a business.



38.9%
2016

15.7%
2017

Entrepreneurial intentions in Qatar has dwindled down by about **59%** when compared with 2016 (from **38.9%** to **15.7%**).

PHASES/TYPES OF ENTREPRENEURIAL ACTIVITY

Nascent Entrepreneurship Rate

4.7%

of the adult population in Qatar have started a business that is less than four months old and are yet to pay salaries or wages.

Regionally, Qatar's nascent entrepreneurship rate of **4.7%** is higher than the UAE and Morocco, and lower for KSA, Egypt, Iran and Lebanon.

New Business Ownership Rate

2.8%

of the adult population in Qatar have established a business in the past 42 months.

3.6%
2016

2.8%
2017

New business ownership rate has dropped from **3.6%** in 2016 to **2.8%**, which is the lowest rate in MENA.

Lebanon has the highest rate at **16.0%**.

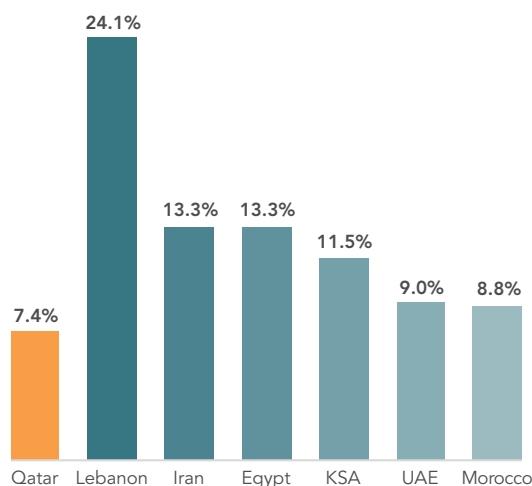
TEA

7.8%
2016

7.4%
2017

Total early-stage entrepreneurial activity or TEA (% of adults who have started or are running a business up to 3.5 years) is **7.4%** in 2017 (dropping slightly from **7.8%** in 2016).

Qatar's 2017 TEA rate of **7.4%** is substantially lower than for Lebanon (**24.1%**), Iran (**13.3%**), Egypt (**13.3%**) and KSA (11.5%); and is lower but more comparable to the UAE (**9.0%**) and Morocco (**8.8%**).



The gap in TEA between Qatar and other MENA countries is mostly due to differences in the new business ownership rate rather than the nascent entrepreneurship rate.

Entrepreneurial Employee Activity (EEA)

2.5%

Entrepreneurial employee activity or EEA (% of employees developing new goods and services for their main employer) is **2.5%** for Qatar in 2017.

Established Business and Discontinuance Rate

Established business rate (% of adults who have started or are running a business over 3.5 years): Qatar has the lowest rate of the 54 participating economies in GEM APS 2017. Its established business rate is **1.3%**, substantially lower than for other MENA countries such as Lebanon which has the highest rate at **33.2%**.

3.0%
2016

1.3%
2017

Qatar's established business rate decreased by half since last year, dropping from **3.0%** in 2016 to **1.3%** in 2017.

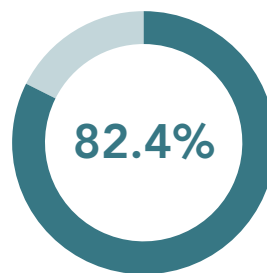
5.8%

of the adult population in Qatar discontinued a business in the past 12 months, primarily as result of unprofitable operations and difficulties in accessing finance.

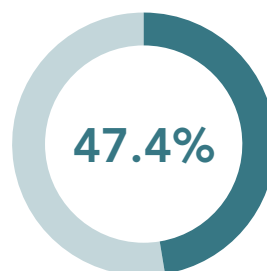
Age Distribution of TEA

Entrepreneurs aged **45–54** are the most active entrepreneurs in Qatar. The TEA rate of **45–54**-year-old people (**9.9%**) is slightly higher than other age groups.

Motivation for TEA



of TEA is opportunity-driven



of opportunity driven are improvement-driven opportunity (IDO)

In 2017, there were 3.9 as many IDO entrepreneurs as necessity-driven ones in Qatar (down from 6.0 in 2016).

Gender Distribution of TEA

In Qatar in 2017, males and females are equally likely to be involved in early-stage entrepreneurial activity, with both achieving TEA rates of **7.4%**. This finding shows a healthy level of gender parity in terms of entrepreneurial involvement.







7.4%
Male



7.4%
Female

Nationality Distribution of TEA

There is a substantial difference in the TEA rate for Qatari nationals and non-Qataris in 2017. The TEA rate for nationals is double the rate for expatriates — **13.9%** and **6.4%** respectively.

	Year		Nationality		Gender	
	2016	2017	 Qatari	 Non-Qatari	 Male	 Female
Nascent entrepreneurship rate	4.3 ⁽¹⁾	4.7 ⁽¹⁾	8.4 ⁽²⁾	4.1 ⁽²⁾	4.7 ⁽³⁾	4.6 ⁽³⁾
New business ownership rate	3.6	2.8	5.9	2.4	2.9	2.8
TEA	7.8	7.4	13.9	6.4	7.4	7.4
EEA	6.4	2.5	2.5	2.5	6.2	4.8
Established business ownership rate	3.0	1.3	2.5	1.1	1.4	0.8
Business Discontinuation Rate	14.0	5.8	6.1	4.7	4.3	4.1
Perceived opportunities	48.4	45.6	48.6	38.4	43.4	55.8
Perceived capabilities	50.6	41.1	36.8	39.5	42.1	36.9
Fear of failure	35.4	41.9	37.8	44.2	43.0	44.8
Entrepreneurial intentions	38.9	15.7	23.8	15.5	16.7	27.6
Entrepreneurship as a good career choice	71.2	65.9	72.8	60.0	62.5	80.5
High status to successful entrepreneurs	80.4	77.3	78.6	72.6	75.7	84.5
Media attention for entrepreneurship	66.7	54.0	55.7	48.2	49.5	73.6
Necessity-driven (% of TEA)	10.5	12.0	6.3	9.9	11.8	12.9
Opportunity-driven (% of TEA)	82.7	82.4	78.1	71.3	83.7	76.9

(1) Read out as: 4.3% of the adult population surveyed in 2016 were nascent entrepreneurs, which slightly increased in 2017 (4.7%).

(2) Read out as: 8.4% of Qatar Nationals surveyed in 2017 are nascent entrepreneurs, in comparison to 4.1% of non-Qataris.

(3) Read out as: 4.7% of the male population surveyed in 2017 are nascent entrepreneurs, while 4.6% of females surveyed are nascent entrepreneurs.

Motives

82.4% OPPORTUNITY **12%** NECESSITY

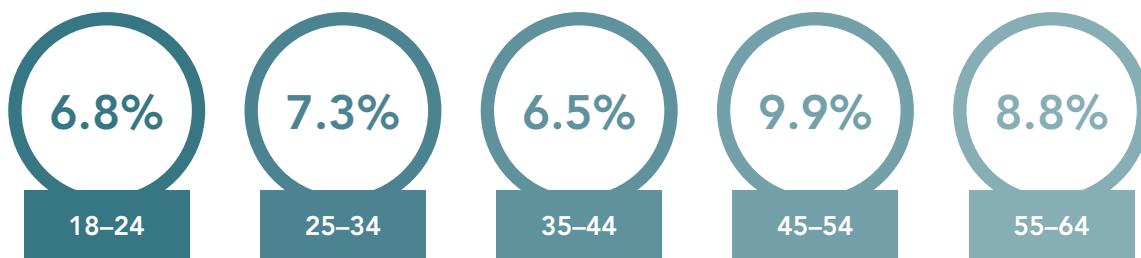


IMPROVEMENT-DRIVEN
OPPORTUNITY/NECESSITY **47.4**
as a % of TEA

Job Creation Expectations for TEA

45% of TEAs expect to create six or more jobs in 5 years; the highest job creation rate in comparison with GEM globally.

Early-Stage Entrepreneurs Age

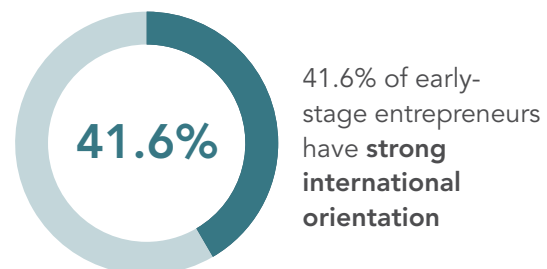


Motivational Index 2017

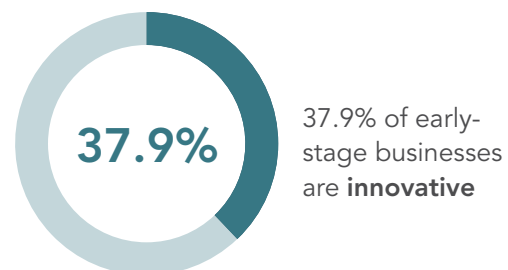
3.9
SCORE

12
RANK
OUT OF 54

International Orientation

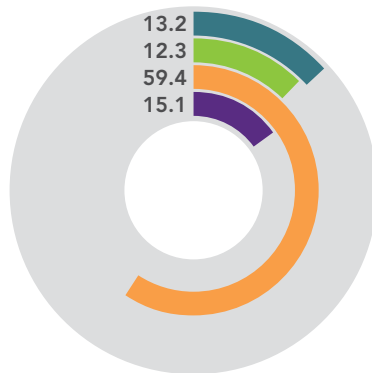


Innovation

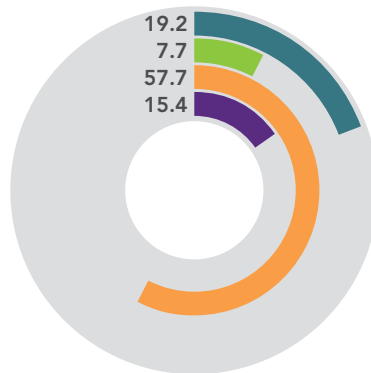


Education Level Score

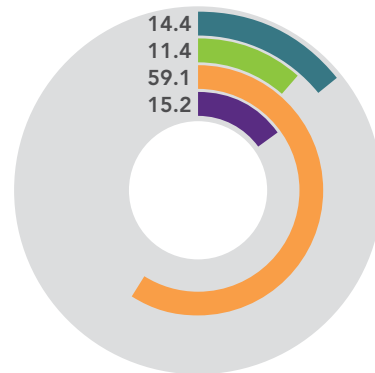
Nascent Entrepreneurship Rate



New Business Ownership Rate

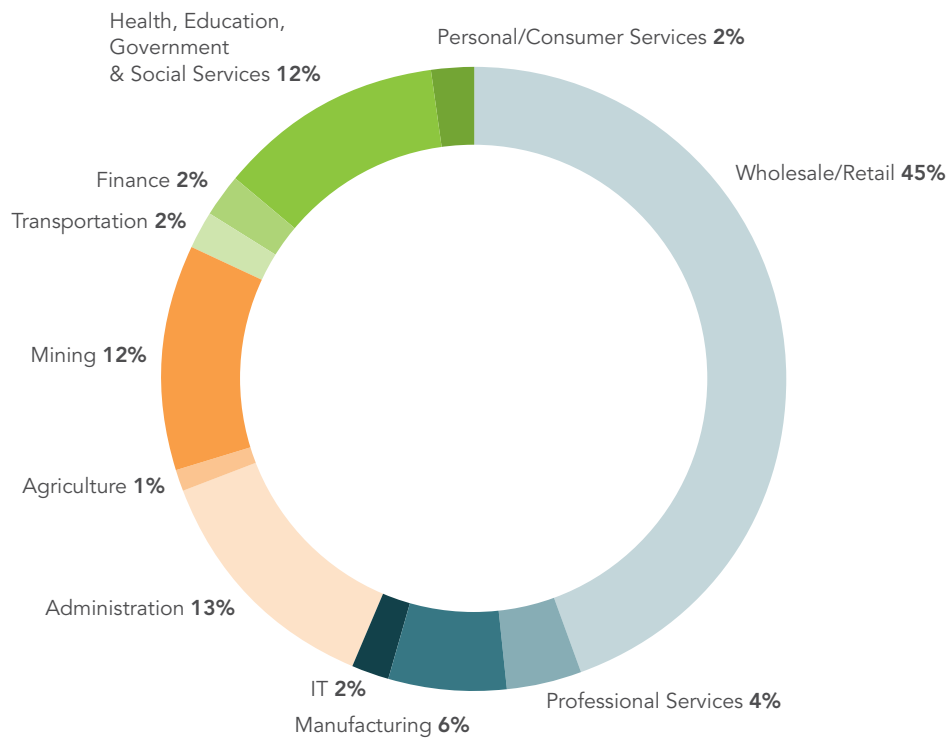


TEA

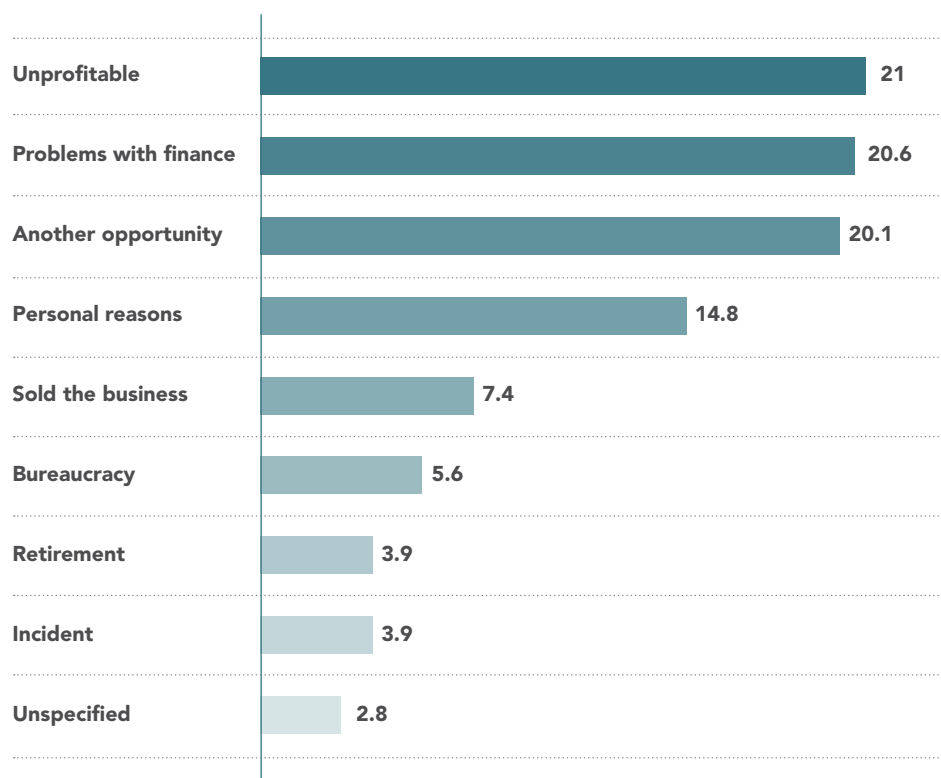


● Up to high school
 ● Community college/diploma
 ● University graduate
 ● Masters and PhD

Industry Distribution of TEA 2017



Reasons for Exit, 2017



KEY FINDINGS: NES

A TOTAL OF 45 ENTREPRENEURIAL EXPERTS WERE INTERVIEWED IN 2017 AS PART OF THE NES, AND THE KEY FINDINGS ARE OUTLINED BELOW:

Qatar's Performance on NES Framework Conditions

In 2017, Qatar performs above the MENA average on all nine framework conditions except for cultural and social norms where it is on par with the average at **4.8**.

Internal market
burdens or
entry regulation

4.3
2017

4.0
2016



Internal market
dynamics

5.2
2017

4.5
2016

Consistent with 2016, the lowest value for Qatar in 2017 is for **internal market burdens or entry regulation** at **4.3** (up slightly from **4.0** in 2016), and the highest is for **physical infrastructure** at **6.4** (slightly down from **6.6** in 2016). The value for **internal market dynamics** has experienced the largest increase of all framework conditions since 2016, rising from **4.5** up to **5.2** in 2017.

Overall, Qatar has scored highly on **government policies: support and relevance** at a value of **5.7**, which is well above the MENA and global averages of **4.3**. National experts are satisfied with the degree to which the Qatari government prioritizes support for new and growing firms in its policies.

Factors Supporting Entrepreneurship in Qatar

Two-thirds of NES experts in 2017 have mentioned **government entrepreneurship programs** as a key factor, which supports entrepreneurial activity in Qatar.

5.3

Government entrepreneurship programs in Qatar rank highly at a value of **5.3**, well above the global average of **4.3**.

1st

Qatar is also ranked first in the MENA region for **government entrepreneurship programs**.

7th out of 54

Qatar is also ranked 7th out of the 54 participating countries on **government policies: taxes, regulations and bureaucracy**. Its value of **5.1** is well above the GEM average of **3.9**.

INTRODUCTION





INTRODUCTION TO GEM

There is widespread agreement among academics and policymakers that entrepreneurs, and the new businesses they establish, play a critical role in economic prosperity. They support and promote entrepreneurship, business growth and innovation in geographic regions. The GEM contributes to this recognition with longitudinal studies and comprehensive analyses of entrepreneurial attitudes and activities across the globe.

The GEM survey was conceptualized to understand the interdependency between entrepreneurship and economic development, to:

- uncover factors that encourage or hinder entrepreneurial activity, especially those related to societal values, personal attributes, and the entrepreneurship ecosystem
- provide a platform for assessing the extent to which entrepreneurial activity influences economic growth within individual economies
- uncover policy implications for enhancing entrepreneurial capacity in an economy.

Since its inception in 1997 by scholars at Babson College and London Business School, GEM has developed into one of the world's leading research consortia concerned with improving one's understanding of the relationship between entrepreneurship and national development. In the nineteen years since its inception, GEM has measured entrepreneurship in over 100 countries, covering all geographic regions and economic levels.

Information on the methodology and conceptual framework of GEM can be found in **Chapter 7: Methodology and Definitions** of this report.

HOW GEM MEASURES ENTREPRENEURSHIP: THE DASHBOARD OF GEM INDICATORS

GEM looks at several indicators which may be viewed as a dashboard representing a comprehensive set of measures that collectively contribute toward the impact entrepreneurship has on a society and the extent society supports this activity. Key entrepreneurship indicators are defined below:

Societal Values and Perceptions



Good Career Choice

Percentage of the adult population between the ages of 18 and 64 years who believe that entrepreneurship is a good career choice.



High Status to Successful Entrepreneurs

Percentage of the adult population between the ages of 18 and 64 years who believe that high status is afforded to successful entrepreneurs.



Media Attention for Entrepreneurship

Percentage of the adult population between the ages of 18 and 64 years who believe there is a lot of positive media attention for entrepreneurship in their country.

Individual Attributes of a Potential Entrepreneur



Perceived Opportunities

Percentage of the population aged 18 to 64 years who see good opportunities to start a firm in the area where they live.



Perceived Capabilities

Percentage of the population aged 18 to 64 years who believe they have the required skills and knowledge to start a business.



Fear of Failure

Percentage of the population aged 18 to 64 years perceiving good opportunities who indicate that fear of failure would prevent them from setting up a business.



Entrepreneurial Intentions

Percentage of the population aged 18 to 64 years (individuals involved in any stage of entrepreneurial activity excluded) who are latent entrepreneurs and who intend to start a business within three years.

Entrepreneurial Activity Indicators



Total Early-stage Entrepreneurial Activity or TEA

Percentage of the adult population aged 18 to 64 years who are in the process of starting a business (a nascent entrepreneur), or are the owner-manager of a new business which is less than 42 months old. This indicator can be enriched by providing information related to motivation (opportunity versus necessity), inclusiveness (gender and age), impact (business growth in terms of expected job creation, innovation and internationalisation) and industry (sectors).



Business Discontinuation Rate

Percentage of the adult population aged 18 to 64 years (who are either a nascent entrepreneur or an owner-manager of a new business) who have, in the past 12 months, discontinued a business, either by selling, shutting down or otherwise discontinuing an owner/management relationship with the business.



Established Business Ownership Rate

Percentage of the adult population aged 18 to 64 years who are currently an owner-manager of an established business, i.e. owning and managing an operating business that has paid salaries, wages or any other payments to the owners for more than 42 months.



Entrepreneurial employee activity or EEA

Percentage of the adult population aged 18 to 64 years who as employees have been involved in entrepreneurial activities such as developing or launching new goods or services, or setting up a new business unit, establishment or subsidiary.

ENTREPRENEURIAL FRAMEWORK CONDITIONS (EFC)

The quality of the EFC is based on the average value of experts' perceptions, using a Likert scale of 1 (highly insufficient) to 9 (highly sufficient), for the following Entrepreneurial Framework components:

Entrepreneurial Finance

The availability of financial resources, equity and debt for SMEs, including grants and subsidies.

Government Policy

The extent that public policies support entrepreneurship, with two components:

- support and relevance
- policies regarding taxes and bureaucracy.

Government Entrepreneurship Programs

The presence and quality of programs directly assisting SMEs at all levels of government.

Entrepreneurship Education

The extent that training in creating or managing SMEs is incorporated within the education and training system at all levels, with two components:

- entrepreneurship education at basic school (primary and secondary)
- entrepreneurship education at post-secondary levels (higher education such as vocational, college, business schools).

Research & Development (R&D) Transfer

The extent that national research and development will lead to new commercial opportunities and is available to SMEs.

Commercial and Legal Infrastructure

The presence of property rights, commercial, accounting and other legal and assessment services and institutions that support or promote SMEs.

Entry Regulation

This has two components:

- **internal market dynamics:** the level of change in markets from year to year
- **internal market burdens or entry regulations:** the extent that new firms are free to enter existing markets.

Physical Infrastructure

Ease of access to physical resources including communication, utilities, transportation, land or space at a price that does not discriminate against SMEs.

Cultural and Social Norms

The extent that social and cultural norms encourage or allow actions leading to new business methods or activities that can potentially increase personal wealth and income.



SCOPE OF REPORT

This report compares GEM measures of entrepreneurial attitudes, activity and aspirations in Qatar for 2017 and 2016, drawing on the findings from two studies:



1. Adult Population Survey (APS):

results are drawn from a random, representative sample of 2,742 telephone and face-to-face surveys with Qatar residents aged between 18 and 64 years.



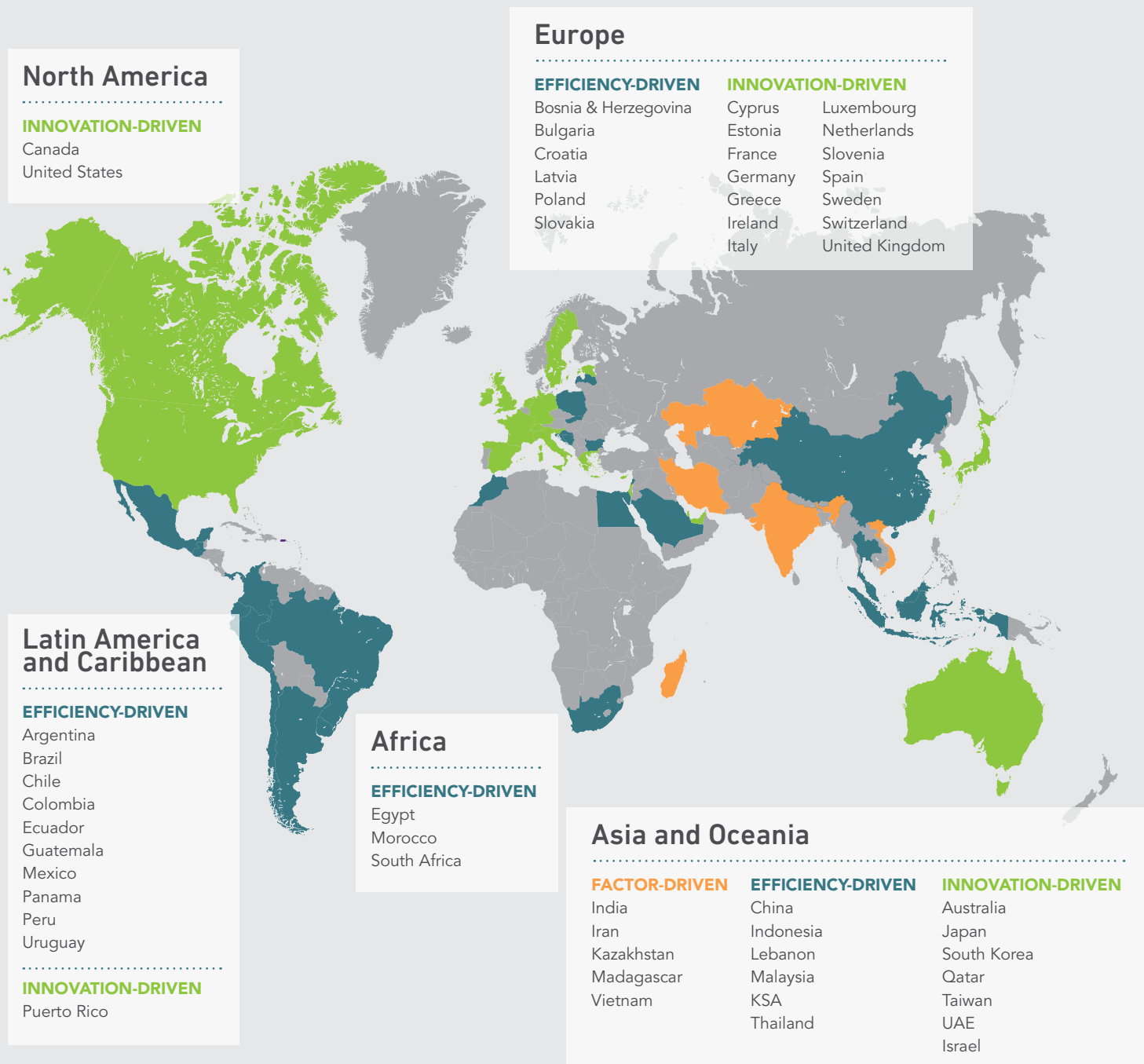
2. National Expert Survey (NES):

comprises of 45 surveys conducted with reputable entrepreneurship experts in Qatar. National experts provided feedback and data on 12 main components of the Entrepreneurial Framework conditions.

In 2017, **54** economies including Qatar participated in the GEM APS and NES. The economies that participated in the 2017 GEM edition are shown in **Figure 1** opposite, grouped according to geographic region and economic development level. Qatar's results in this report are compared with other participating countries in MENA including Egypt, Iran, KSA, Lebanon, Morocco and the UAE.

FIGURE 1

GEM Economies By Geographic Region and Economic Development Level, 2017



Source: GEM Global Entrepreneurship Monitor, Global Report 2017

CHAPTER 1

SOCIETAL ATTITUDES ABOUT ENTREPRENEURSHIP IN QATAR



Entrepreneurial attitudes and perceptions play an important part in creating an entrepreneurial culture. Societal attitudes can have an important influence on potential entrepreneurs in an economy. GEM assesses the extent to which people consider entrepreneurship to be a good career choice, whether they feel that entrepreneurs are afforded a high status, and to what extent there are positive representations of entrepreneurs in the media.



The 2017 results indicate a positive societal attitude toward entrepreneurship in Qatar. Most of Qatar’s adult population believe that entrepreneurs enjoy a high level of social status and respect (**77.3%**), and that starting a new business is a good career choice (**65.9%**). Just over half of the population consider that public media and the internet provide good coverage of successful new businesses (**54.0%**).

There is a slight decline in societal attitudes and perceptions toward entrepreneurship when compared with 2016. The largest gap is observed in the amount of media attention given towards successful entrepreneurs, with the proportion of the adult population who consider you often see stories in the public media about success businesses declining from **66.7%** in 2016 to **54.0%** in 2017.

FIGURE 2
Societal values and perceptions of entrepreneurship in Qatar, 2017

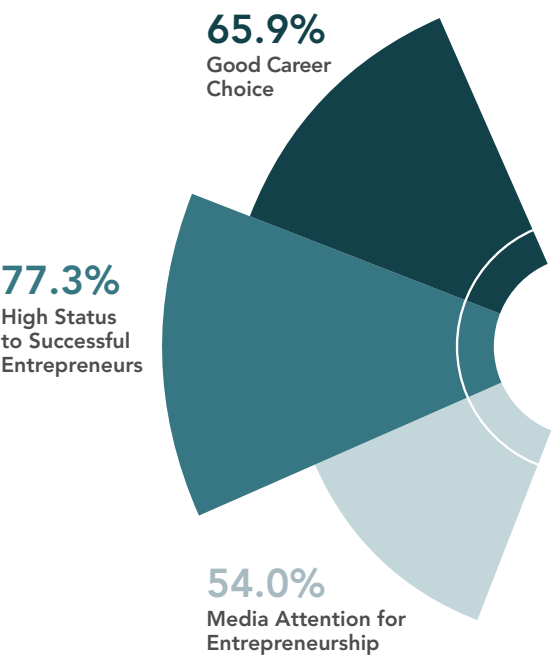


TABLE 1
Societal values about entrepreneurship in Qatar, 2016–2017

	2016		2017	
	Score	Rank/64	Score	Rank/52
Good Career Choice	71.2	18	65.9	18
High Status to Successful Entrepreneurs	80.4	11	77.3	10
Media Attention for Entrepreneurship	66.7	23	54.0	34

Source: GEM APS 2016 & 2017

1.1






SOCIETAL VALUES ABOUT ENTREPRENEURSHIP BY GENDER AND NATIONALITY

There are several differences in societal attitudes and perceptions about entrepreneurship based on gender and nationality. **Table 2** indicates adult females surveyed in the APS are more likely than male counterparts to have a positive attitude toward entrepreneurship in Qatar, with scores higher for all three indicators. Females are substantially more likely than males to believe the media promotes entrepreneurship in Qatar.

Qatari nationals surveyed in the APS also report higher scores for all three measures when compared with expatriate respondents. Around three-quarters of Qatari nationals (**72.8%**) believe entrepreneurship is a good career choice compared with **60.0%** of expatriates.



TABLE 2
Societal values about entrepreneurship in Qatar by gender and nationality, 2017

	QATAR  Score	NATIONALITY   Qatari Non-Qatari		GENDER   Male Female	
Good Career Choice	65.9 ⁽¹⁾	72.8 ⁽²⁾	60.0 ⁽²⁾	62.5 ⁽³⁾	80.5 ⁽³⁾
High Status to Successful Entrepreneurs	77.3	78.6	72.6	75.7	84.5
Media Attention for Entrepreneurship	54.0	55.7	48.2	49.5	73.6

(1) Read out as: 65.9% of the adult population surveyed in 2017 believe that starting a business in Qatar is a good career choice.

(2) Read out as: 72.8% of Qatar Nationals surveyed in 2017 believe that starting a business in Qatar is a good career choice, in comparison to 60% of non-Qataris.

(3) Read out as: 62.5% of the male population surveyed in 2017 believe that starting a business in Qatar is a good career choice, in comparison to 80.5% of the female population surveyed.










Source: GEM APS 2017

1.2 SOCIETAL VALUES ABOUT ENTREPRENEURSHIP COMPARED TO OTHER MENA COUNTRIES

Table 3 compares the societal entrepreneurship attitudes in Qatar with other MENA countries participating in GEM APS 2017. Qatar has the second lowest rating for the adult population who consider that starting a business is a good career choice, with only Iran scoring lower here. Overall, the UAE has the highest rates for societal entrepreneurship attitudes among the comparative MENA countries.



TABLE 3
Societal values about entrepreneurship in
Qatar compared to other MENA countries, 2017

	Good Career Choice 		High Status to Successful Entrepreneurs 		Media Attention for Entrepreneurship 	
	Score	Rank/52	Score	Rank/52	Score	Rank/52
	65.9	18	77.3	10	54.0	34
	75.9	7	82.0	3	68.7	17
	48.3	47	79.4	7	49.4	42
	69.7	13	69.3	27	66.9	18
	75.8	8	63.3	37	45.9	49
	82.7	3	87.8	1	84.5	1

Source: GEM APS 2017

CHAPTER 2

POTENTIAL ENTREPRENEURS IN QATAR



2.1 POTENTIAL ENTREPRENEURS IN QATAR

GEM identifies potential entrepreneurs as those who see good opportunities to start a business and believe they have the required skills and knowledge. The rate of potential entrepreneurs is based on the following attributes:

- **Perceived opportunities:** In the next six months, will there be good opportunities for starting a business in the area where you live?
- **Perceived capabilities:** Do you have the knowledge, skills and experience required to start a new business?
- **Fear of failure:** Would fear of failure prevent you from starting a business?
- **Entrepreneurial intention:** Are you, alone or with others, expecting to start a new business, including any type of self-employment, within the next three years?

As shown in **Table 4** below, Qatar's rate of perceived opportunities is **45.6%**, with almost half the adult population believing there are opportunities for starting a business. The rate of perceived capabilities is slightly lower (**41.1%**) as is fear of failure (**41.9%**). Qatar's entrepreneurial intentions rate is lower than the other self-perception indicators, at **15.7%** intending to start a business within the next three years.

TABLE 4
Rates of self-perceived entrepreneurial opportunities, capabilities, fear of failure and intentions in Qatar, 2017

	SCORE	RANK
Perceived opportunities	45.6	25/52
Perceived capabilities	41.1	43/52
Fear of failure	41.9	15/52
Entrepreneurial intentions	15.7	29/54

Source: GEM APS 2017

Table 5 shows a substantial drop in both rates of perceived opportunities and capabilities, relative to 2016. The perceived opportunities rate has decreased from **48.4%** in 2016 down to **45.6%** in 2017. This decline corresponds with the drop in positive societal attitudes toward entrepreneurship in Qatar since the previous year (**Table 1**).

The impact of the decline in perceived opportunities and capabilities is further exacerbated by an increase in the rate of fear of failure. In 2017, **41.9%** of the population who perceived opportunities to start a business in the area where they live also felt that fear of failure would prevent them from starting one (compared with a lower **35.4%** in 2016). In addition, the entrepreneurial intentions in Qatar have more than halved when compared to 2016 (from **38.9%** to **15.7%**).

TABLE 5
Ranking of self-perceived entrepreneurial opportunities, capabilities, fear of failure and intentions in Qatar, 2016–2017

	2016		2017	
	Score	Rank/64	Score	Rank
Perceived opportunities	48.4	22	45.6	25/52
Perceived capabilities	50.6	28	41.1	43/52
Fear of failure	35.4	36	41.9	15/52
Entrepreneurial intentions	38.9	10	15.7	29/54

Source: GEM APS 2016 & 2017

2.2






POTENTIAL ENTREPRENEURS BY GENDER AND NATIONALITY

Perceived capability of starting a business has a significant impact on the likelihood of transitioning from a potential to intentional entrepreneur. Those who do not believe they have the necessary skills, knowledge and experience to start a new venture are less likely to do so. GEM has found that individuals who are confident and believe they possess the necessary skills to start a business are four to six times more likely to be involved in some form of entrepreneurial activity.

Table 6 shows the self-perception of entrepreneurial opportunities, capabilities, fear of failure and intentions by gender and nationality in Qatar. The results show that while female adults have a higher rate of perceived opportunities than male counterparts, their perceived capabilities rate lower (**42.1%** for males and **36.9%** for females). When comparing the results based on nationality, the rate of perceived opportunities is higher for Qatari nationals (**48.6%**) than for expatriates (**38.4%**). Furthermore, the rate of entrepreneurial intentions for Qatari nationals is almost double that of expatriates (**23.8%** and **15.6%** respectively).

TABLE 6

Rates of self-perceived entrepreneurial opportunities, capabilities, fear of failure and intentions in Qatar by gender and nationality, 2017

	QATAR  Score	NATIONALITY  Qatari  Non-Qatari		GENDER  Male  Female	
Perceived opportunities	45.6 ⁽¹⁾	48.6 ⁽²⁾	38.4 ⁽²⁾	43.4 ⁽³⁾	55.8 ⁽³⁾
Perceived capabilities	41.1	36.8	39.5	42.1	36.9
Fair of failure	41.9	37.8	44.2	43.0	44.8
Entrepreneurial intentions	15.7	23.8	15.5	16.7	27.6

(1) Read out as: 45.6% of the adult population surveyed in 2017 believe there are opportunities to start a business in Qatar.

(2) Read out as: 48.6% of Qatar Nationals surveyed in 2017 believe there are opportunities to start a business in Qatar, in comparison to 38.4% of non-Qataris.












(3) Read out as: 43.4% of the male population surveyed in 2017 there are opportunities to start a business in Qatar, in comparison to 55.8% of the female population surveyed.

Source: GEM APS 2017

2.3 POTENTIAL ENTREPRENEURS BY MENA

Table 7 compares entrepreneurial perceptions, fear of failure and competencies in Qatar with other MENA countries participating in GEM 2017. Qatar's rate of fear of failure is above the average for the region, while its rate of perceived capabilities is below average with a global ranking of 43 out of the 52 economies participating in the APS in 2017. Qatar's rate of entrepreneurial intentions is the lowest within the MENA region, and is ranked 29th out of 54 global economies participating in the APS in 2017. Egypt and the UAE have the highest rates of entrepreneurial intentions in the MENA region.

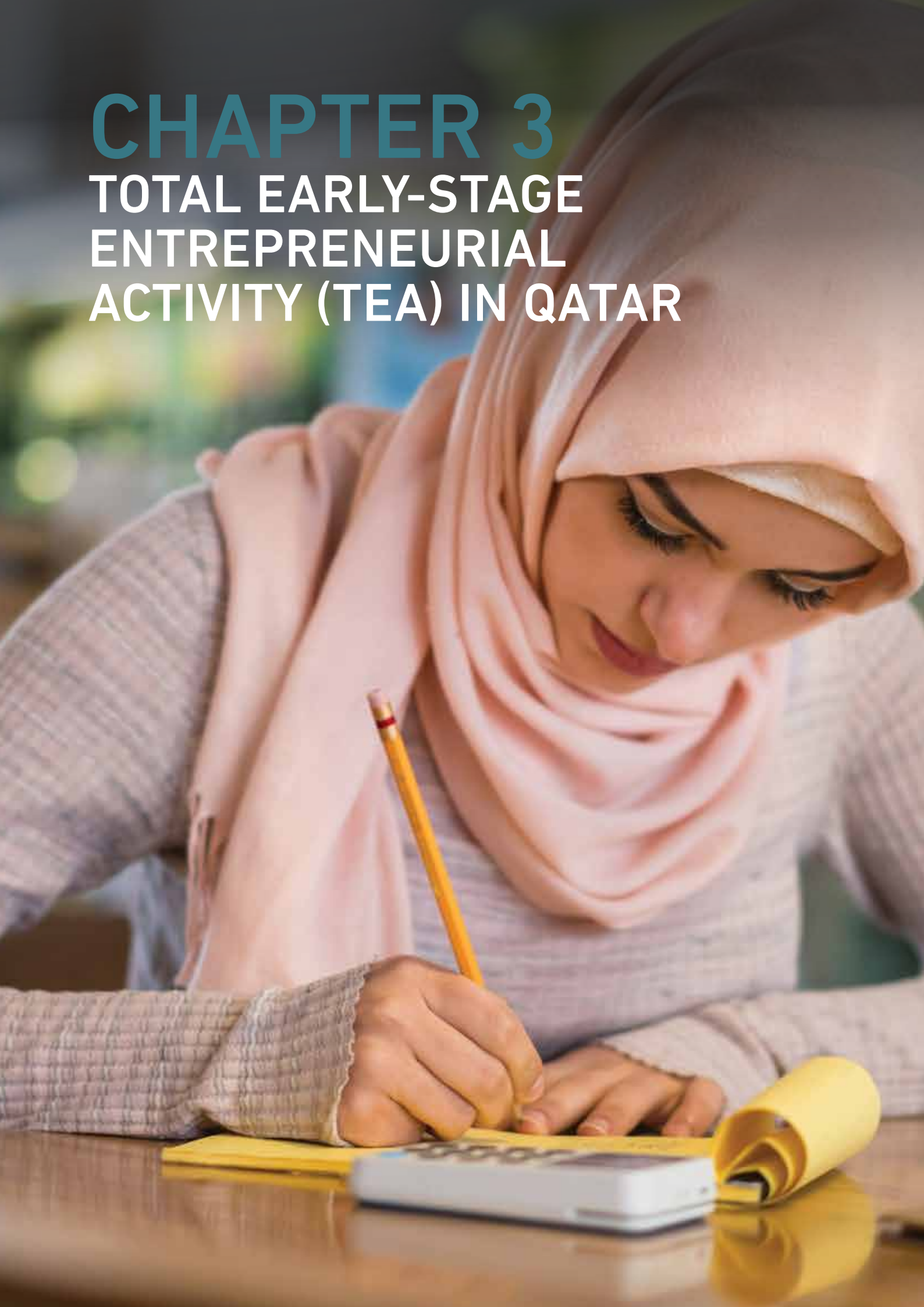
TABLE 7
Rates of self-perceived entrepreneurial opportunities, capabilities, fear of failure and intentions in Qatar compared to other MENA countries, 2017

	Perceived Opportunities 		Perceived Capabilities 		Fear of Failure 		Entrepreneurial Intentions 	
	Score	Rank/52	Score	Rank/52	Score	Rank/52	Score	Rank/54
	45.6	25	41.1	43	41.9	15	15.7	29
	43.5	29	46.6	31	30.2	41	55.5	2
	33.6	42T	53.4	17	39.9	19	38.8	10
	79.5	1T	71.8	3	34.4	30T	30.9	13
	59.2	8	74.6	1	17.0	54	32.5	12
	37.7	33	49.6	24	52.9	4	26.6	16
	35.5	37	64.8	6	61.1	1	56.3	1

T = Indicates the ranking is the same for two or more economies.
Source: GEM APS 2017

CHAPTER 3

TOTAL EARLY-STAGE ENTREPRENEURIAL ACTIVITY (TEA) IN QATAR



3.1 TEA IN QATAR

The central indicator of GEM is the **TEA** rate, which is the percentage of the adult population between the ages of 18 and 64 years who are in the process of starting a business or have already started a business which is less than 42 months old. This indicator measures individuals who are participating in either of the following two initial processes of the entrepreneurial process:

- **Nascent entrepreneurship rate:** Percentage of the adult population aged between 18 and 64 years that have started a business that is less than four months old and that has not paid salaries or wages.
- **New business ownership rate:** Percentage of the adult population aged between 18 and 64 years that have started a business that is between 4 and 42 months old and is paying salaries or wages.

Measuring these two types of entrepreneurs is important, as it provides the level of early-stage activity that will be transformed into established businesses. GEM defines **established businesses** as those that have been in operation for more than 42 months.

Figure 3 shows how Qatar ranks on the TEA Index's performance in terms of relative position for 2016 and 2017. In 2017, Qatar's overall ranking for TEA is below the median for GEM, and higher than the ranking for 2016.

FIGURE 3
Qatar's relative ranking for TEA, GEM 2016–2017

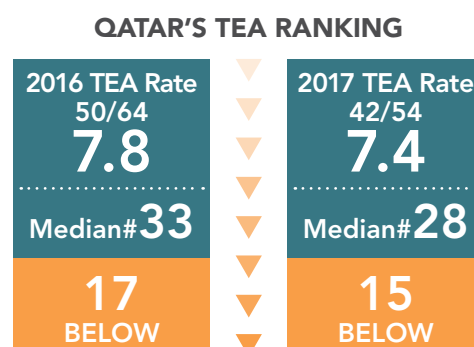


Table 8 shows the TEA rates for Qatar in 2016 and 2017. While the nascent entrepreneurs rate has slightly increased from **4.3%** in 2016 to **4.7%** in 2017, the new business ownership rate has dropped from **3.6%** in 2016 to **2.8%** in 2017. This decline has brought Qatar's TEA rate for 2017 down to **7.4%**, slightly lower than **7.8%** in 2016.

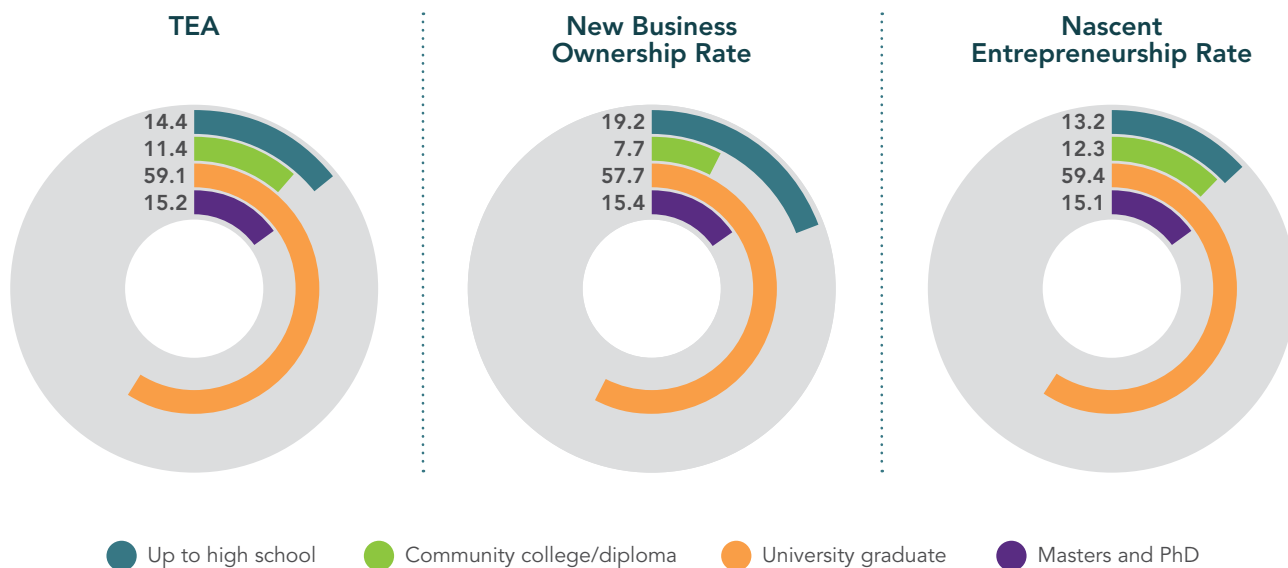
TABLE 8
Qatar's TEA rates, 2016–2017

	2016		2017	
	Score	Rank/64	Score	Rank/54
Nascent entrepreneurship rate	4.3	44T	4.7	33T
New business ownership rate	3.6	43	2.8	42
TEA rate	7.8	49	7.4	42

T = Indicates the ranking is the same for two or more economies.
Source: GEM APS 2016 & 2017

Figure 4 shows early-stage entrepreneurs in Qatar by education level, highlighting that most of TEA is carried out by university graduates (59.1%).






FIGURE 4
Qatar's TEA rates by education level, 2017



Source: GEM APS 2017

Table 9 presents TEA prevalence rates in Qatar in 2017 by gender and nationality. There are no differences in these rates between genders — TEA at 7.4% for both males and females. The TEA rate for Qatari nationals is double the rate for expatriates — 13.9% and 6.4% respectively.

TABLE 9
Qatar's TEA rates by gender and nationality, 2017

	QATAR	NATIONALITY		GENDER	
					
	Score	Qatari	Non-Qatari	Male	Female
Nascent Entrepreneurship Rate	4.7 ⁽¹⁾	8.4 ⁽²⁾	4.1 ⁽²⁾	4.7 ⁽³⁾	4.6 ⁽³⁾
New Business Ownership Rate	2.8	5.9	2.4	2.9	2.8
TEA	7.4	13.9	6.4	7.4	7.4

(1) Read out as: 4.7% of the adult population surveyed in 2017 are nascent entrepreneurs.

(2) Read out as: 8.4% of Qatar Nationals surveyed in 2017 are nascent entrepreneurs, in comparison to 4.1% of non-Qataris.

(3) Read out as: 4.7% of the male population surveyed in 2017 are nascent entrepreneurs, while 4.6% of females surveyed are nascent entrepreneurs.

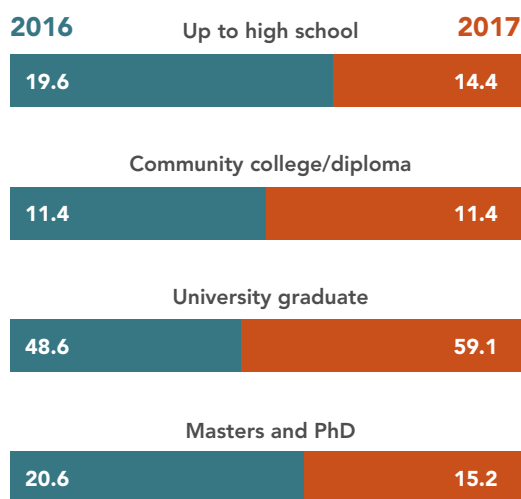
Source: GEM APS 2017

3.2 TEA RATES BY EDUCATION AND AGE

GEM research shows a strong correlation between perceived capabilities (skills) and TEA, reinforcing that all forms of education (formal, informal and non-formal) are important in developing entrepreneurial competences.

Figure 5 shows that around three-quarters of early-stage entrepreneurs in Qatar in 2017 have a university diploma or postgraduate qualification. The rate of these entrepreneurs with university level education has increased since 2016.

FIGURE 5
Qatar's TEA rates by education level, 2016–2017

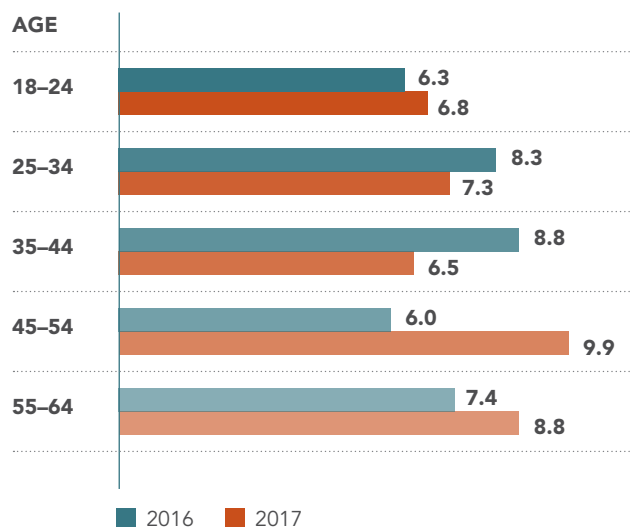


Source: GEM APS 2016 & 2017

The influence of age on entrepreneurial activity is relatively consistent throughout GEM. Past GEM reports have indicated that TEA rates are relatively low in the 18-to-24-year-old segment, with the highest prevalence among those aged 25 to 34 and 35 to 44 years.

Figure 6 below depicts Qatar's TEA involvement, segmented according to age. Most notable is the lower TEA rate for the 35-to-44-year-olds in comparison to other age groups, which is normally the age when activity is at its highest on a global scale. Furthermore, the sharpest increase in TEA activity in Qatar in 2017 is from 25-44-year-olds to the older generation of 55-to-64-year-olds. The 2017 survey found that **8.8%** of this segment are involved in TEA, an age where they tend to be more established in their careers, have higher incomes, better work benefits, and possess a great sense of professional and financial stability and success. This older age group is also more likely to have reduced financial obligations, such as high mortgages and young families, meaning they are more likely to have the flexibility to explore an entrepreneurial opportunity. In the 35-to-44 age group, there has been a **2.3%** decrease in TEA involvement, falling from **8.8%** in 2016 to **6.5%** in 2017.

FIGURE 6
Involvement in TEA in Qatar by age, 2016–2017










3.3

TEA COMPARED TO OTHER MENA COUNTRIES

Table 10 shows the TEA prevalence rates and rankings of Qatar compared to other MENA countries participating in GEM APS 2017. Among the MENA economies that participated in GEM APS 2017, Lebanon is ranked highest for TEA. The APS results show that Qatar is ranked below the median for all TEA rates.

TABLE 10
TEA rates and rankings of Qatar compared to other MENA countries

	NASCENT ENTREPRENEURSHIP RATE		NEW BUSINESS OWNERSHIP RATE		TEA RATE	
	Score	Rank/52	Score	Rank/52	Score	Rank/52
	4.7	33T	2.8	42	7.4	42
	6.5	25	7.0	11	13.3	19T
	6.8	22	6.9	12T	13.3	19T
	4.8	32	6.9	12T	11.5	25
	8.6	17	16.0	3	24.1	4
	4.2	38	4.6	26T	8.8	37
	4.0	39T	5.1	22T	9.0	33

T – Indicates that the ranking is the same for two or more economies.
Source: GEM APS 2017



3.4

OPPORTUNITY VERSUS NECESSITY BY MOTIVATED ENTREPRENEURIAL ACTIVITY

A primary objective of GEM is to explore the level and type of entrepreneurial activity, and to link these to job creation and economic growth. GEM further dissects TEA and delves into the motivations behind starting a new venture in terms of whether it is opportunity- or necessity-driven. The relative prevalence of opportunity-motivated versus necessity-motivated entrepreneurial activity provides insights into the quality of TEA in a country.

- **Opportunity-driven TEA:** This is defined as entrepreneurial activity driven in part or entirely by opportunity, rather than by lack of alternative employment options. This includes taking advantage of a business opportunity or having a job but seeking a better opportunity.
- **Necessity-driven TEA:** This is defined as the percentage of those involved in TEA that claim to be driven by necessity (having no better choice for work) as opposed to opportunity.

GEM has shown that the business success rate is higher for those entities started by opportunity-driven entrepreneurs rather than those initiated by necessity-driven entrepreneurs. In developing countries, the level of necessity-driven entrepreneurship tends to be higher. In comparison to other MENA economies, opportunity-driven entrepreneurship is highest in Qatar, with **82.4%** of entrepreneurs citing this motive.

Table 11 below shows that the rate for opportunity-driven motivations has experienced a slight decline, dropping from **82.7%** in 2016 to **82.4%** in 2017. While there are fewer entrepreneurs engaged in TEA activity in 2017 compared with 2016, these individuals generally continue to pursue an entrepreneurial pathway out of opportunity rather than necessity.

Among entrepreneurs with opportunity-driven motives, some seek to take advantage of a business opportunity to either gain greater independence, or to increase or maintain their personal income. GEM defines these individuals as Improvement-driven opportunity (IDO) entrepreneurs. To assess the relative prevalence of IDO entrepreneurs versus those motivated by necessity, GEM created the Motivational Index. **Table 11** also shows that in 2017 there are **3.9** times as many opportunity-driven entrepreneurs in Qatar as necessity-driven ones.

TABLE 11
Motivation for TEA in Qatar, 2016–2017

	2016		2017	
	Score	Rank/64	Score	Rank/54
Necessity-driven (% of TEA)	10.5	60	12.0	47
Opportunity-driven (% of TEA)	82.7	14T	82.4	8
IDO (% of TEA)	62.8	12	47.4	32
Motivational Index	6.0	6	3.9	12








T – Indicates that the ranking is the same for two or more economies.
Source: GEM APS 2016 & 2017

3.5

OPPORTUNITY VERSUS NECESSITY COMPARED TO OTHER MENA COUNTRIES

Table 12 shows that **82.4%** of early-stage entrepreneurs in Qatar in 2017 are opportunity-driven, which is the highest rate across the MENA countries. Furthermore, Qatar is ranked 8th out of the 54 participating economies in GEM APS 2017 for opportunity-driven early-stage entrepreneurs.

TABLE 12
Motivation for TEA in Qatar compared to other MENA countries, 2017

	NECESSITY-DRIVEN (% OF TEA)		OPPORTUNITY-DRIVEN (% OF TEA)		IDO (% of TEA)	
	Score	Rank/54	Score	Rank/54	Score	Rank/54
	12.0	47	82.4	8	47.4	32
	42.7	1	53.5	53	27.1	54
	32.5	8	65.5	47	37.3	42
	38.0	5	61.4	49T	41.5	40
	29.9	12	68.9	41	47.6	30
	22.3	22	77.3	24T	35.4	46
	16.5	38	79.7	14	55.6	18

T – Indicates that the ranking is the same for two or more economies.
Source: GEM APS 2017



3.6

ESTABLISHED BUSINESS OWNERSHIP AND DISCONTINUANCE RATES

Information on the level of established business is important, as it provides some indication of the sustainability of entrepreneurship in an economy. These businesses have moved beyond the nascent and new business phases and contribute to a country's economy through the ongoing introduction of new products and processes and a more stable base of employment. The GEM survey is a point-in-time snapshot of entrepreneurial and business activity around the world. It provides a means through which the level of mature business activity relative to start-up activity can be examined. Information on the rate of business discontinuance is another indicator of the sustainability of entrepreneurship in an economy.

Table 13 shows that Qatar's established business ownership rate decreased by half since last year, dropping from **3.0%** in 2016 to **1.3%** in 2017. Qatar is also ranked lowest out of the 54 participating countries on the established business ownership rate. **Table 13** also shows that the business discontinuance rate has decreased from **14.0%** in 2016 to **5.8%** in 2017.

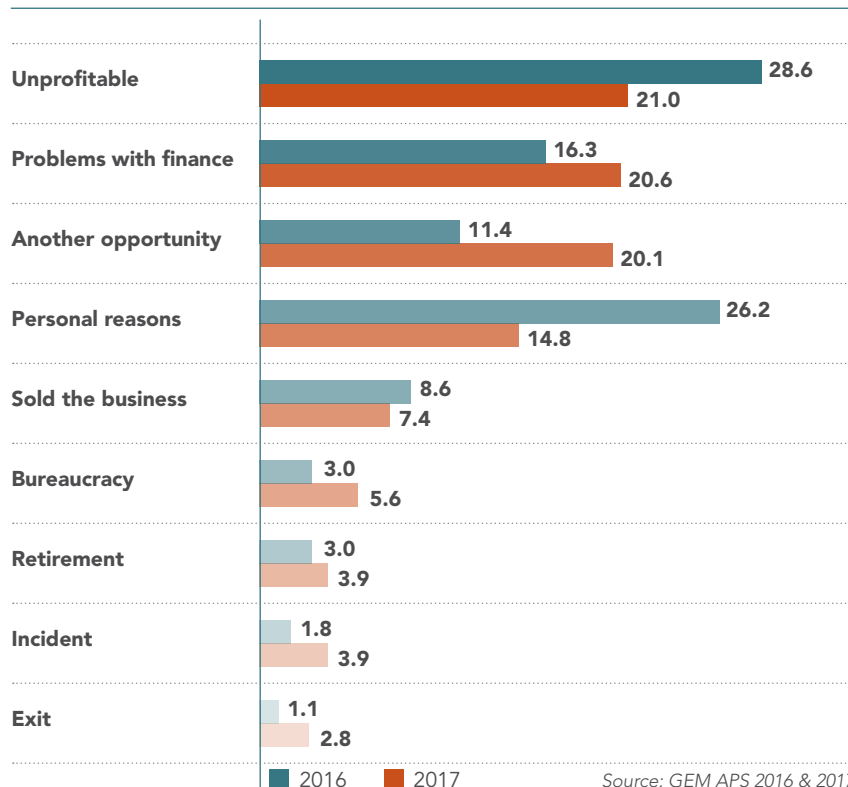
TABLE 13
Established business ownership and business discontinuance rates and rankings among adult population, 2016–2017

	QATAR 2016		QATAR 2017		MENA 2017	GLOBAL 2017
	Score	Rank/64	Score	Rank/54	Score	Score
Established business ownership rate	3.0	58	1.3	54	10.0	8.78
Business discontinuance rate	14.0	10	5.8	17	7.4	5.2

Source: GEM APS 2016 & 2017

There are several reasons for business discontinuance or exit in Qatar, which **Figure 7** summarizes. One in five of these businesses discontinued in 2017 due to not being profitable, while the proportion that discontinued due to difficulties accessing finance has increased from **16.3%** in 2016 to **20.6%** in 2017. Around three in ten Qatar business exits in 2017 were for positive reasons which included: another job or business opportunity (**20.1%**); sold the business (**7.4%**); and retirement (**3.9%**).

FIGURE 7
Reasons for business exit in Qatar, 2016–2017



Source: GEM APS 2016 & 2017

Table 14 shows the distribution of TEA and established business activity in Qatar according to industry sector. The extractive sector is based on natural resources and includes agriculture, forestry, fishing and mining. The transformative sector involves manufacturing of goods, construction, transportation, communication, utilities and wholesale distribution. The business services sector entails finance, insurance and real estate. The consumer sector includes retail, motor vehicles, lodging and restaurants, personal services, health, education, and social and recreational services.

In 2017, most TEA in Qatar (**47.4%**) is in the consumer-oriented sector, which slightly increased from **43.5%** in the previous year. More than a quarter of TEA is in the transformative sector (**30.4%**), while **20.7%** is in the business services sector. In 2017, most of the established businesses are within the consumer services sector which has significantly increased from **34.8%** in 2016 to **48.7%** in 2017.

TABLE 14
TEA and established business activity
in Qatar by industry sector, 2016–2017

	TEA SCORE		ESTABLISHED BUSINESS ACTIVITY SCORE	
	2016	2017	2016	2017
Extractive (agriculture, fishing, forestry and mining)	1.0	1.5	0.0	0.0
Transformative (construction, manufacturing, transportation, communication, utilities and wholesale)	26.5	30.4	41.9	36.3
Business services (finance, insurance, real estate, all business services)	29.0	20.7	23.3	15.0
Consumer services (retail, motor vehicles, lodging, restaurants, personal services, health, education and social services, recreational services)	43.5	47.4	34.8	48.7

Source: GEM APS 2016 & 2017



3.7

INNOVATION AND INTERNATIONALIZATION

Innovation is a key component of entrepreneurship, and highly innovative entrepreneurs tend to establish the most successful businesses. Innovation goes beyond just creating novel products and services and may not only change industries but can also bring a deep societal change. GEM measures innovation in businesses by looking at two main variables with respect to the entrepreneur's products or service offerings: the degree of newness they represent to customers; and the extent that competitors do not offer the same products or services.

Table 15 indicates that innovation levels have increased in Qatar since 2016. In 2017, most entrepreneurs in Qatar (**63.5%**) report that their product is new to all or some customers. Half (**52.2%**) are highly differentiated from their competitors (i.e. report that no businesses offer the same product or service), and more than a third (**37.9%**) sell products or services that are new to all or some customers with few/no businesses offering the same product (compared to **22.8%** in 2016).

TABLE 15
Innovation levels among early-stage entrepreneurs in Qatar, 2016–2017

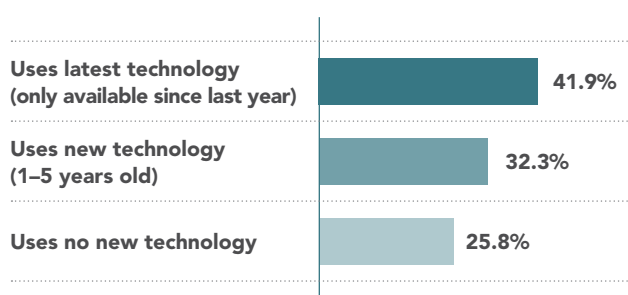
	SCORE 2016	SCORE 2017
Product is new to all/some customers	49.2	63.5
Few/no business offers the same product	31.7	52.2
Innovation — service/product new AND only few/no business competitors	22.8	37.9

Source: GEM APS 2016 & 2017

Innovation in entrepreneurial businesses can also be assessed by determining their use of new technologies. For businesses to become competitive, develop relationships with customers and suppliers, and have easier access to business-related information, it is important they have access to technology as well as the capacity to effectively use it.

Figure 8 depicts the degree that Qatari businesses incorporate new technology into their products and services. Forty-two per cent of Qatar's entrepreneurs use the very latest technology, while some **25.8%** have a low technology orientation (i.e. use no new technology).

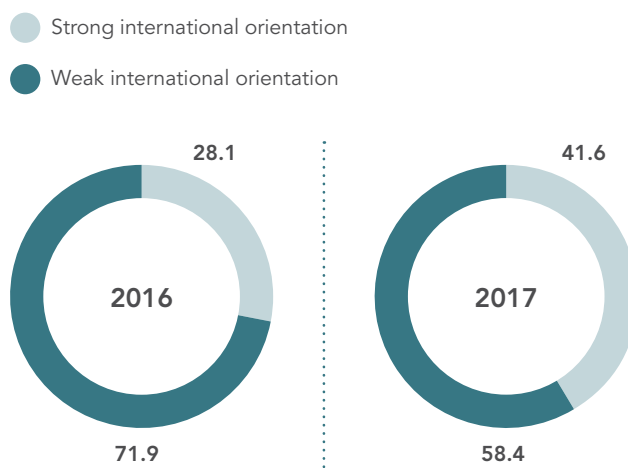
FIGURE 8
Use of technology by TEA businesses in Qatar, 2017



Source: GEM APS 2017

Figure 9 next indicates that Qatar's entrepreneurs display moderate levels of strong international orientation, with four in ten reporting that **25%** or more of their revenue is from international sales. This proportion has risen from **28.1%** in 2016 to **41.6%** in 2017.

FIGURE 9
Percentage of TEA with 25%+ international sales in Qatar, 2016–2017



Source: GEM APS 2016 & 2017

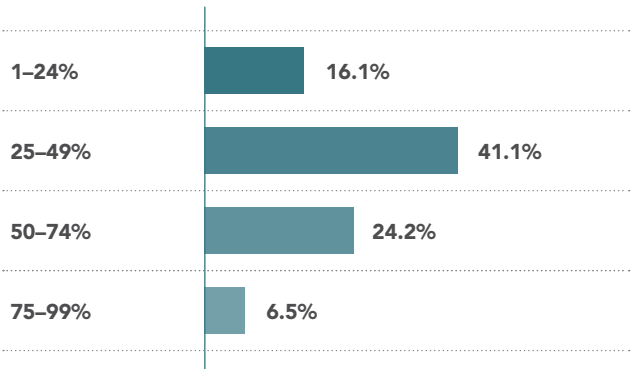
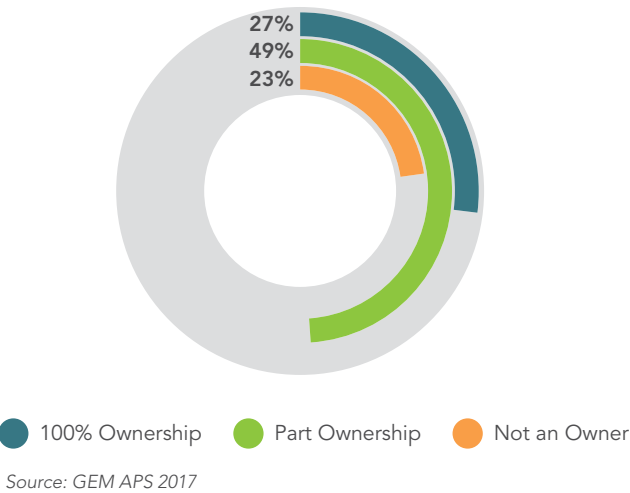
3.8 PROFILE OF BUSINESSES IN QATAR

3.8.1 BUSINESS OWNERSHIP PROFILE

Business owners (including nascent entrepreneurs, new and established business owners) in the 2017 APS were asked whether they personally own all, part or none of the business. **Figure 10** shows the break-

down of ownership of businesses in Qatar. Most business owners in Qatar own between **25–49%** of their business (**41.1%**), while close to a quarter (**24.2%**) own **50–74%**.

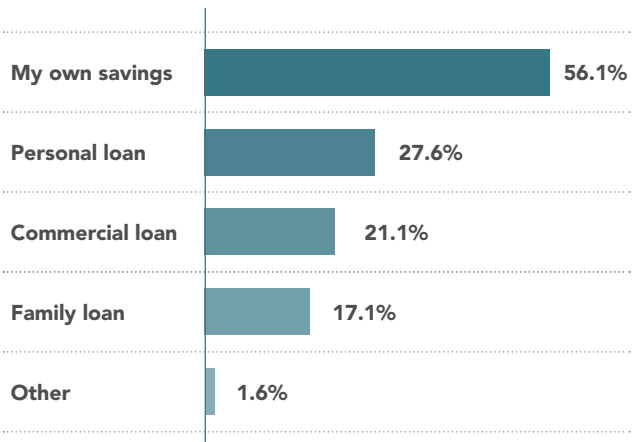
FIGURE 10
Ownership of businesses in Qatar, 2017



3.8.2 FINANCING OF BUSINESSES

Figure 11 shows the breakdown of how business owners in Qatar finance their businesses. Just over half of them use their own personal savings to finance their business (mentioned by **56.1%**). Around two-thirds instead use personal, commercial or family loans, with the majority taking out a personal loan (**27.6%**).

FIGURE 11
Financing of businesses in Qatar, 2017

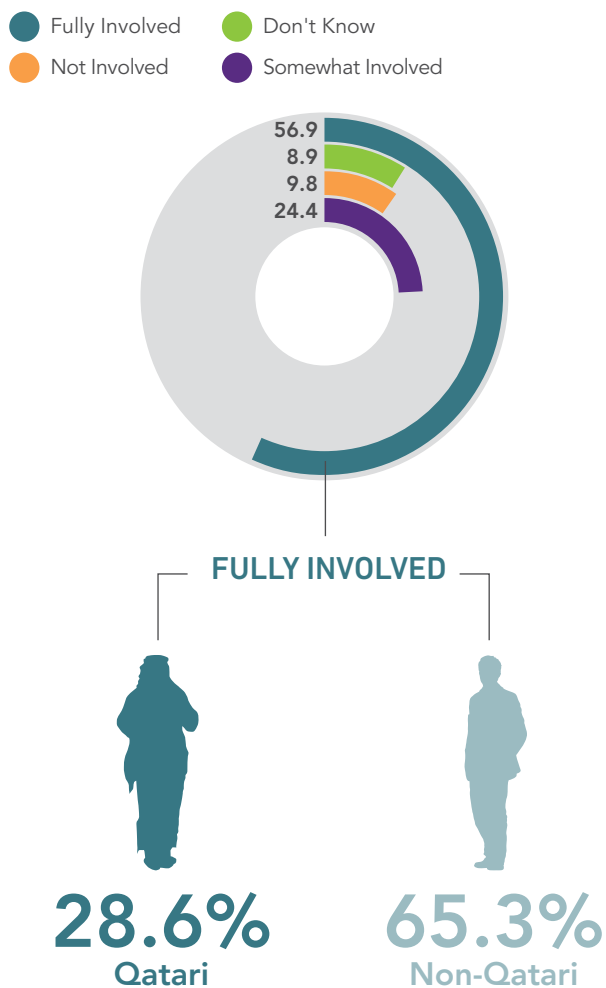


Source: GEM APS 2017

3.8.3 LEVEL OF INVOLVEMENT IN SETTING UP THE BUSINESS

New business owners and nascent entrepreneurs surveyed in the APS 2017 were asked to assess their level of involvement in the day-to-day activities of setting up their business. **Figure 12** shows that just over half of them (**56.9%**) were fully involved in the establishment of the business. Furthermore, non-Qatari business owners are twice as likely as Qatari business owners to be fully involved in setting up their business (**28.6%** Qataris and **65.3%** non-Qataris). Around a quarter of them (**24.4%**) were somewhat involved in the establishment activities, while **9.8%** did not have any involvement.

FIGURE 12
Level of involvement in establishment
of business in Qatar, 2017



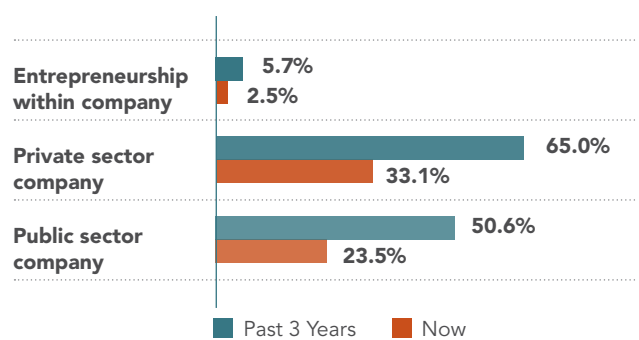
Source: GEM APS 2017



3.9 ENTREPRENEURIAL EMPLOYEE ACTIVITY (EEA)

GEM considers that EEA accounts for a substantial portion of entrepreneurial activity within innovative-driven economies. EEA is defined as employees who develop new activities for their main employer, such as launching new goods or services, or setting up a new business unit, establishment or subsidiary. The EEA rate for Qatar in 2017 is **2.5%**, with most of these employed in full-time positions in the private sector. **Figure 13** presents the entrepreneurial activity among employees in Qatar for 2017.

FIGURE 13
Employees involved in
entrepreneurial activity within
their company in Qatar, 2017



Source: GEM APS 2017



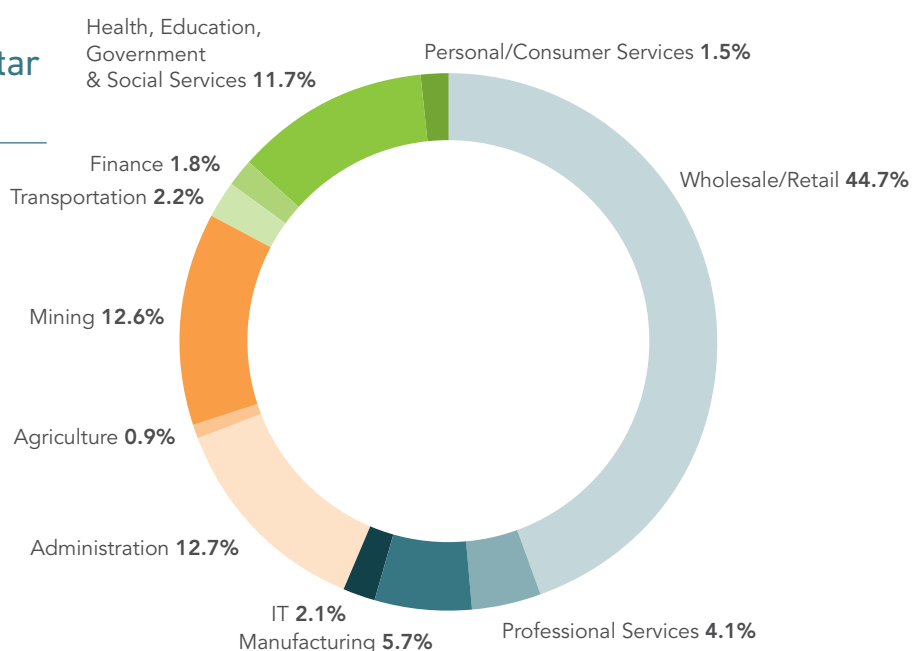
3.10 ENTREPRENEURSHIP IMPACT

GEM recognizes that entrepreneurs impact society in different ways. Key to economic development and growth are the mix of industries, job creation, level of innovation and international competitiveness. This section focuses on these factors in relation to Qatar's entrepreneurs.

Figure 14 shows a more detailed distribution of TEA in Qatar in 2017 according to industry sector. Close to half of these entrepreneurs are active in the

wholesale/retail sector, while only 4.1% are involved in professional services and 5.7% in manufacturing. Entrepreneurs tend to identify more opportunities within the trading sector as it requires a relatively small capital compared with other sectors like manufacturing, agriculture and mining. In addition, wholesale/retail require a less technical background than sectors like health, education, government and social services or IT, making it an easier industry to enter as an entrepreneur.

FIGURE 14
Distribution of TEA in Qatar
by industry sector, 2017



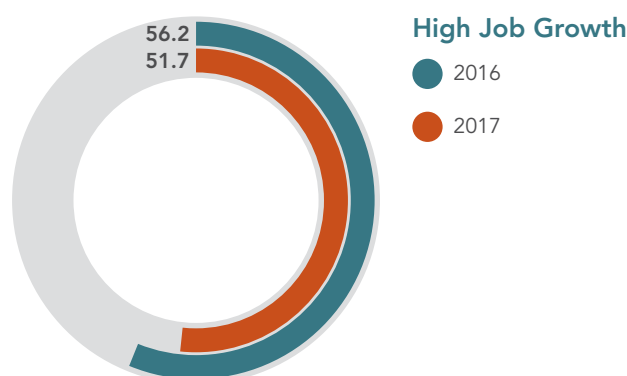
Source: GEM APS 2017

3.10.1 JOB CREATION AND GROWTH

GEM measures job-creation forecasts by asking early-stage entrepreneurs how many employees (excluding partners and owners) they currently employ, and how many they expect to employ over the next five years. The difference between current and expected employees indicates growth expectations.

Figure 15 shows the job growth expectations for early-stage entrepreneurs in Qatar over the next five years. These expectations are an indication of a business's expansion plans, as well as the entrepreneur's ambitions for their business. In 2017, over half of the early-stage entrepreneurs expect their business to experience high growth and create more than five job positions in the future. However, Job growth expectations have slightly decreased since 2016 from 56.2% in 2016 to 51.7% in 2017.

FIGURE 15
Job growth expectations for early-stage
entrepreneurs in Qatar, 2016–2017



Source: GEM APS 2016 & 2017

CHAPTER 4

QATAR'S BUSINESS ENVIRONMENT



Annually, each economy participating in the GEM cycle surveys key experts or informants as part of the NES. The NES focuses on the environmental features that are expected to have a significant impact on the entrepreneurial sector, which are captured in the nine EFCs. These EFCs have been outlined in Chapter 7 under 'How GEM Measures Entrepreneurship'. The NES questionnaire is standardized for all countries and has been designed to capture informed judgments of national experts in each country, who are specially selected based on their reputation and experience. These experts are asked to express their views about the most important conditions and whether they foster or constrain entrepreneurial activity and development in their country.

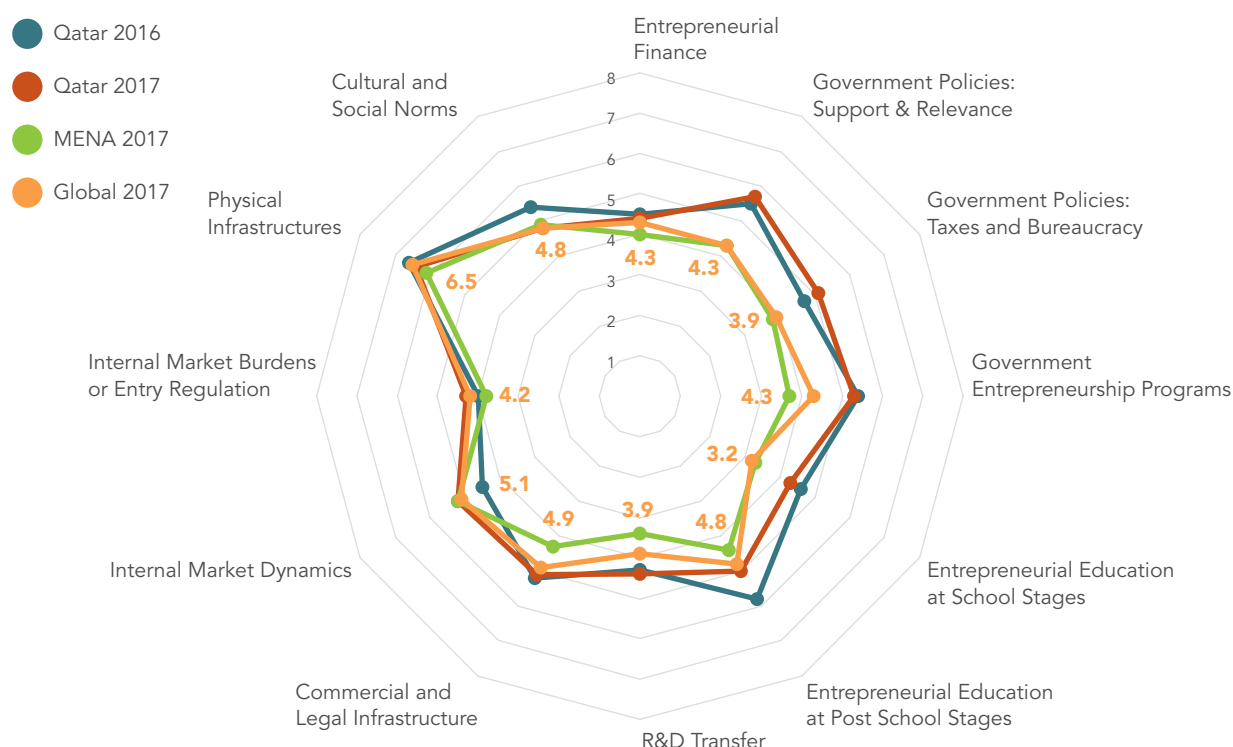
When all the data is collected, the files are harmonized centrally by the GEM Data Team, which includes an internal quality audit and the calculation of site variables that summarize each block of questions designed to measure certain aspects of the EFCs.

The NES provides insights into the ways in which the EFCs shape Qatar's entrepreneurial ecosystem. In Qatar, 45 experts were interviewed using both a semi-structured and structured questionnaire. The closed questionnaire consisted of several statements relating to aspects of the nine EFCs, and the responses were measured using a Likert scale of 1 (highly insufficient) to 9 (highly sufficient). The data obtained from these respondents was analyzed to determine the score for each category of questions.

Figure 16 shows the score for each of the nine EFCs for Qatar and compares these national results with other MENA countries participating in the 2017 NES. In Qatar, none of the EFCs have been scored lower than 4.3, indicating an overall sufficiency.

FIGURE 16
EFC scores in Qatar, 2016–2017

Expert Ratings of the National EFCs



(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016–2017

4.1 ENTREPRENEURIAL ACTIVITY IN QATAR

The experts that participated in the NES 2017 were asked to identify and comment on:

- three most important factors constraining entrepreneurial activity in Qatar
- three most important factors fostering entrepreneurial activity in Qatar
- three recommendations to improve the context for entrepreneurial activity in Qatar

The responses provided by the experts to each of these three questions are outlined in the following sections.

4.1.1 FACTORS CONSTRAINING ENTREPRENEURIAL ACTIVITY IN QATAR

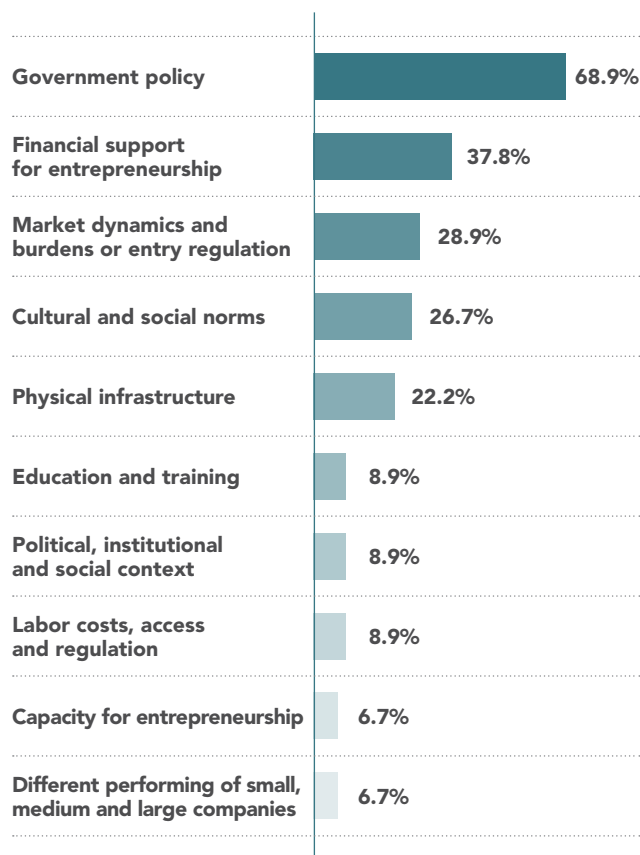
There is consensus among experts that government policy is the main factor constraining entrepreneurial activity in Qatar. Over two-thirds of experts in the 2017 NES (**68.9%**) mention: lack of public policy on entrepreneurship; bureaucratic processes; government regulations; and complicated licensing and business registration processes as key constraints. Several of the experts specifically referred to the requirement of office space for trade license agreements and employee visa restrictions as government policy factors that constrain entrepreneurial activity.

Over a third of experts (**37.8%**) also mentioned difficulties in accessing financial support as a key factor constraining entrepreneurship in Qatar. Experts specifically mentioned difficulties faced by entrepreneurs in accessing 'cheap' finance; the lack of angel investors to fund new ventures; and limited access to formal equity funds as key financial constraints.

Market dynamics and entry regulations has also been identified as a key factor constraining entrepreneurship in Qatar by over a quarter of experts (**28.9%**). The size of the Qatar market, challenges associated with market entry of new products and services, and the lack of market competitiveness were all mentioned as key constraints.

Figure 17 provides an overview of the key constraints limiting entrepreneurial activity in Qatar as cited by the experts.

FIGURE 17
Key factors constraining
entrepreneurship in Qatar, 2017



Source: GEM NES 2017

4.1.2 FACTORS FOSTERING ENTREPRENEURIAL ACTIVITY IN QATAR

Two-thirds of the experts (**66.7%**) mentioned government programs as a key factor that fosters entrepreneurial activity in Qatar. Many specifically mentioned the AL-DHAMEEN Program,¹ which is an indirect loan facility established by QDB to guarantee commercial bank loans to private sector companies. It assists companies with limited credit history and lack of collateral to obtain access to funds for establishment or growth of their business.

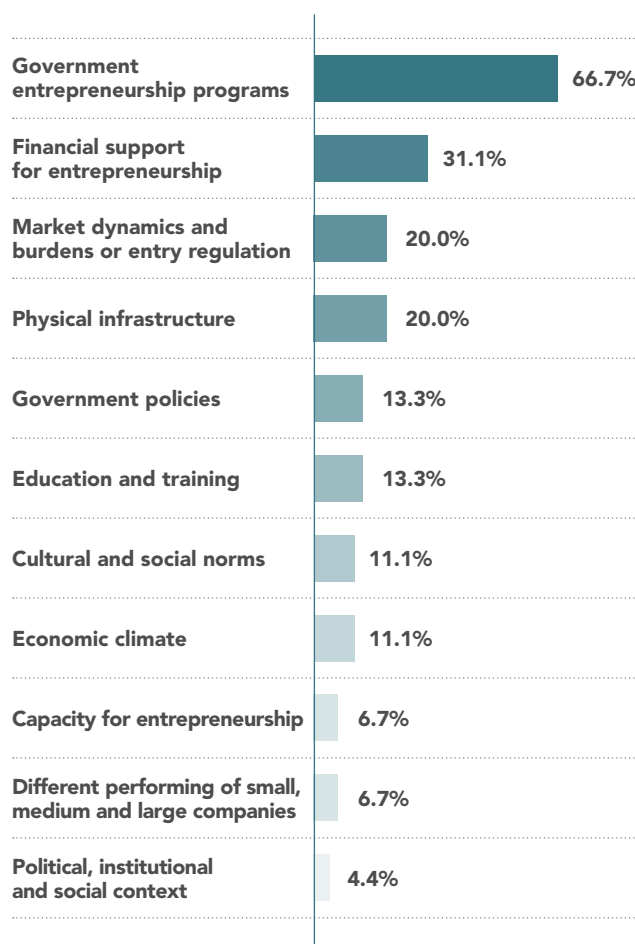
Under the government programs category, experts also refer to institutions such as Bedaya Center, Silatech, Nama and INJAZ, which are focused towards encouraging and inspiring the youth of Qatar to become entrepreneurs. These institutions provide support, education and mentorship programs primarily to young Qatari nationals.

Several of the experts also referred to the availability of accelerators and incubators which provide extensive support programs to assist entrepreneurs in establishing their new business venture or grow an existing business.

About one third of the experts (**31.1%**) also mentioned financial support as a key factor that fosters entrepreneurial activity in Qatar. However, there is a difference in opinion among these experts, as a slightly higher proportion noted challenges associated with accessing financial support for entrepreneurs as a key constraint in Qatar. Experts who viewed financial support as a factor that fosters entrepreneurial activity specifically mentioned: easy access to finance; QDB programs such as AL-DHAMEEN; the availability of various debt financing offers at subsidized costs; and access to family money and connections.

Figure 18 provides an overview of the key factors fostering entrepreneurial activity in Qatar.

FIGURE 18
Key factors fostering entrepreneurship
in Qatar, 2017



Source: GEM NES 2017

1. <http://www.qdb.qa/English/Startups/Financing/Pages/AccessFinance.aspx>

4.1.3

IMPROVING THE CONTEXT FOR ENTREPRENEURIAL ACTIVITY IN QATAR

The experts were also asked to put forward recommendations to improve the context for entrepreneurial activity in Qatar. Given government policy is identified by experts as a key constraint of entrepreneurial activity in Qatar, it is not surprising that most of the recommendations are associated with this aspect of the entrepreneurial ecosystem. A relatively high **68.9%** of experts have recommended changes to government policy. A summary of their recommendations relating to **government policies** in Qatar is outlined below:

- Provide clearer public policies and business legislation and make them available in multiple languages.
- Review policies and regulations so they enhance private sector activities and make 'doing business' in Qatar easier. This includes a review of business registration processes, transaction costs, bankruptcy laws, ownership restrictions and self-employment legislation.
- Review the legislation of web-based activity companies in Qatar and consider removing the requirement for office space.
- Streamline the licensing and registration of business activities in Qatar through a coordinated approach which involves the collaboration of multiple stakeholders and a single window for obtaining all permits and approvals.
- Advance government laws and policies for protecting new entrants from established businesses in the market.
- Create more economic free zones, which will help foster entrepreneurship and SME growth.
- Exempt start-ups from 'heavy' punishment due to business discontinuance resulting from bankruptcy.
- Provide more online portals to register and administer businesses.
- Improve communication on government incentive schemes with entrepreneurs.

Over one-third of the experts (**37.8%**) also recommend improvements to financial support for entrepreneurs. A summary of recommendations relating to entrepreneurial finances presented by the experts is outlined below:

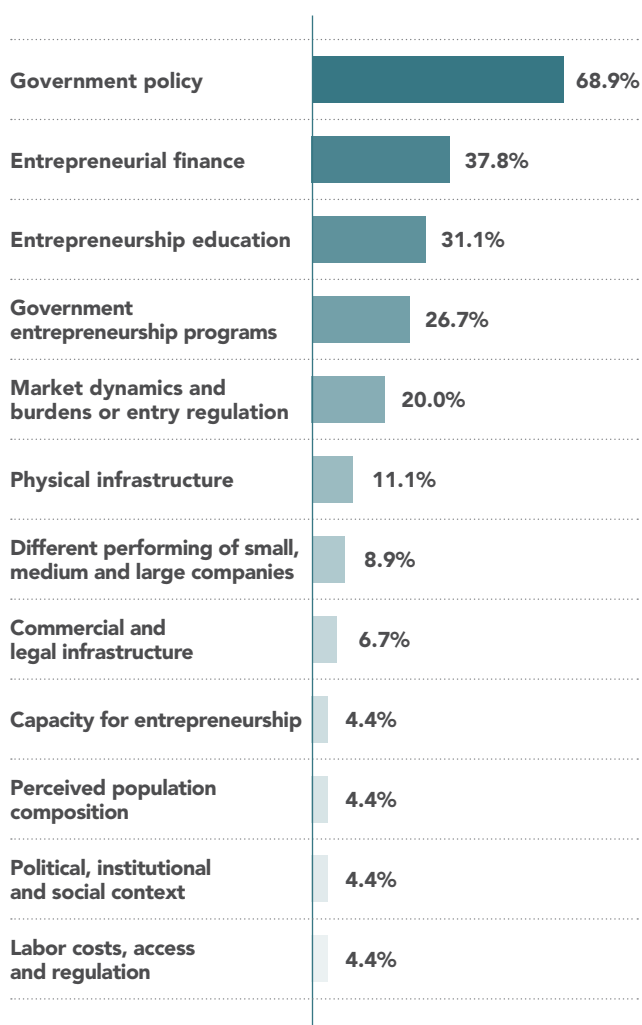
- Eliminate personal guarantees for commercial loans.
- Encourage Commitment from large companies to award a proportion of their annual purchases to products and services supplied by SMEs.
- Activate 'angel investors' and family business investment roles.
- Enable expats to have access to business funding.
- Encourage crowd-funding.
- Reform access to the finance and banking system.
- Provide a pension fund to support full-time entrepreneurs.
- Develop lean loan strategies.

Furthermore, close to a third of the experts (**31.1%**) have suggested improvements to education and training for entrepreneurs. Several experts thought that a national entrepreneurship education curriculum should be developed, introduced at the grass-roots level for elementary and secondary schools. A summary of their recommendations in relation to entrepreneur education is outlined below:

- Reinforce the role of entrepreneurship education.
- Place further emphasis on fostering an entrepreneurial culture from an early age by introducing entrepreneurial concepts at elementary and secondary education levels.
- Introduce educational and promotional programs in middle and high school on entrepreneurship and marketing.
- Develop an official entrepreneurship curriculum in schools that is taught in an innovative and attractive way.
- Introduce more educational programs on entrepreneurship.

Lastly, over a quarter of these NES experts (**26.7%**) also recommend the provision of more government entrepreneurship programs, with specific reference to the expansion of incubation centers such as Qatar Business Incubation Center (QBIC) and Qatar Science and Technology Park (QSTP).

FIGURE 19
Recommendations to improve the context for entrepreneurial activity in Qatar, 2017



Source: GEM NES 2017



4.2 NES FRAMEWORK

4.2.1 ENTREPRENEURIAL FINANCE

Even though entrepreneurial finance received a relatively low rating by the experts (4.4), it is still substantially higher than MENA (4.0) and global scores (4.3). This score remains consistent with the 2016 results. Access to finance is a key challenge faced by entrepreneurs in all countries, so it is not surprising that Qatar's national experts rank entrepreneurial finance as the lowest of the nine EFCs.

Despite the challenges faced by entrepreneurs in accessing finance, **Table 16** indicates the experts' positive outlook on the availability of entrepreneurial

finance in the form of debt funding and government subsidies available for new and growing firms (5.7 and 5.6 respectively). In contrast and consistent with 2016 ratings, experts have scored private lenders' funding (crowd-funding) available for new and growing firms low at 3.4. Furthermore, availability of venture capitalist funding, professional business angels funding, and funding through initial public offerings (IPOs) for new and growing firms have all rated below 4.0 from Qatar's experts. All of these scores have either remained the same or declined since 2016.

TABLE 16
Average expert ratings for
entrepreneurial finance in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
Equity funding available for new and growing firms	5.1	4.7	4.5	4.5
Debt funding available for new and growing firms	5.4	5.7	4.4	4.6
Government subsidies available for new and growing firms	5.9	5.6	4.2	4.7
Funding available from informal investors (family, friends and colleagues) who are private individuals (other than founders) for new and growing firms	5.6	5.3	5.0	5.0
Professional business angels funding available for new and growing firms	4.1	3.7	3.9	4.4
Venture capitalist funding available for new and growing firms	3.6	3.6	4.0	4.3
Funding available through initial public offerings (IPOs) for new and growing firms	4.1	3.8	3.1	3.4
Private lenders' funding (crowd-funding) available for new and growing firms	3.4	3.4	3.3	4.2

(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016 & 2017

4.2.2

GOVERNMENT POLICY

The national experts scored Qatar's concrete policies, including prioritization and support higher than government bureaucracy and taxes, with average scores of 5.7 and 5.1 respectively. Government policy continues to perform well out of the nine EFCs and is ranked equal second highest. Only physical infrastructure is ranked higher at a mean average of 6.4.

Table 17 shows that the national experts are generally satisfied with the degree to which government (at both national and local government level) prioritizes support for new and growing firms in its policies.

However, the experts believe that inefficient government bureaucracy remains one of the major obstacles to entrepreneurial activity and business growth in the country. They gave a score below 4.0 for the time required to obtain permits and licenses (3.3), as well as the ease of coping with government bureaucracy and regulations (3.8), highlighting the difficulties associated with starting up and managing a business in Qatar. Government policies (e.g. public procurement) favouring new firms also continued to receive low ratings by the experts, at 4.4 in 2016 and 2017.

TABLE 17

Average expert ratings for government policy for entrepreneurship in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
Government policies (e.g. public procurement) consistently favor new firms	4.4	4.4	3.3	3.6
The support for new and growing firms is a high priority for policy at the national government level	6.4	6.2	4.8	4.7
The support for new and growing firms is a high priority for policy at the local government level	5.9	6.1	4.7	4.5
New firms can get most of the required permits and licenses in about a week	2.7	3.3	2.8	3.4
The amount of taxes is NOT a burden for new and growing firms	6.8	7.2	4.7	4.0
Taxes and other government regulations are applied to new and growing firms in a predictable and consistent way	5.6	5.9	4.1	4.4
Coping with government bureaucracy, regulations and licensing requirements is not unduly difficult for new and growing firm	3.8	3.8	3.4	3.7

(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016 & 2017

4.2.3

GOVERNMENT ENTREPRENEURSHIP PROGRAMS

Table 18 shows that the national experts are particularly satisfied with government entrepreneurship programs, science parks and business incubators providing effective support for new and growing firms is ranked highest by experts with a score of 6.2 in 2017, an increase from 6.0 in 2016. Also ranked highly by the experts is the adequate number of programs for new and growing businesses — average value of 5.8 in 2016 and 2017.

The lowest ranked score by the experts is with regard to almost anyone who needs help from a government program for a new or growing business finding what they need. Consistent with last year, this attribute has received the lowest average mean rating of 4.5.

TABLE 18
Average expert ratings for government entrepreneurship programs in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
A wide range of government assistance for new and growing firms can be obtained through contact with a single agency	4.9	5.1	3.3	3.8
Science parks and business incubators provide effective support for new and growing firms	6.0	6.2	4.6	5.2
There is an adequate number of government programs for new and growing businesses	5.8	5.8	4.0	4.7
The people working for government agencies are competent and effective in supporting new and growing firms	5.0	5.2	3.5	4.4
Almost anyone who needs help from a government program for a new or growing business can find what they need	4.9	4.5	3.3	3.9
Government programs aimed at supporting new and growing firms are effective	5.4	5.0	3.7	4.2

(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016 & 2017

4.2.4

ENTREPRENEURSHIP EDUCATION

Table 19 shows that the national experts convey moderate satisfaction regarding the level of entrepreneurial education in Qatar. All six attributes are higher than the MENA and global average scores. The highest ratings are in relation to the provision of business management and tertiary educators (colleges and universities) providing good and adequate preparation for starting up and growing new firms (5.3 and 5.1 respectively). However, while these ed-

ucation attributes are ranked the highest by Qatar's experts, both scores have declined since 2016.

The lowest ranked score by Qatar's experts is in relation to primary and secondary education providing adequate attention to entrepreneurship and new firm creation. Consistent with last year, this attribute has received the lowest average mean rating of 4.1, down from 4.3 in 2016.

TABLE 19

Average expert ratings for entrepreneurship education in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
Teaching in primary and secondary education encourages creativity, self-sufficiency and personal initiative	4.8	4.7	3.5	3.5
Teaching in primary and secondary education provides adequate instruction in market economic principles	4.6	4.3	3.3	3.2
Teaching in primary and secondary education provides adequate attention to entrepreneurship and new firm creation	4.3	4.1	3.2	3.0
Colleges and universities provide good and adequate preparation for starting up and growing new firms	5.8	5.1	4.3	4.4
The level of business and management education provide good and adequate preparation for starting up and growing new firms	5.9	5.3	4.7	5.0
The vocational, professional and continuing education systems provide good and adequate preparation for starting up and growing new firms	5.4	4.9	4.4	4.8

(weighted average: 1 = highly insufficient, 9 = highly sufficient)

Source: GEM NES 2016 & 2017

4.2.5 R&D TRANSFER

Qatar's experts rank R&D transfer in equal seventh place out of the nine EFCs. The overall average score is 4.4, which has slightly increased from 4.3 in 2016. Despite this relatively low ranking, all attributes received a scores were higher than MENA and global scores.

Table 20 shows the national experts have relatively low satisfaction regarding the level of R&D transfer for entrepreneurship in Qatar, with all attributes except one falling below 5.0. The only exception is the science and technology base efficiently supporting the creation of world-class new-technology-based ventures, with a

score of 5.1. Qatar boasts the QSTP, which is a technology-focused incubation program that aims to foster local tech entrepreneurship and aims to accelerate the establishment and growth of promising tech start-ups through quick incorporation, collaborative co-working space, business facilitation, and support services that include access to a network of mentors, funding programs, training, and prototyping facilities.²

The lowest ranked attribute by Qatar's experts is that new and growing firms have just as much access to new research and technology as large and established ones, which scored 4.1, down from 4.3 in 2016.

TABLE 20
Average expert ratings for R&D transfer
for entrepreneurship in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
New technology, science and other knowledge are efficiently transferred from universities and public research centers to new and growing firms	4.2	4.5	3.5	3.9
New and growing firms have just as much access to new research and technology as large, established firms	4.3	4.1	3.3	3.6
New and growing firms can afford the latest technology	4.4	4.2	3.4	3.5
There are adequate government subsidies for new and growing firms to acquire new technology	4.3	4.7	3.2	3.7
The science and technology base efficiently support the creation of world-class new-technology-based ventures in at least one area	5.2	5.1	4.0	4.8
There is good support available for engineers and scientists to have their ideas commercialized through new and growing firms	4.7	4.9	3.4	4.0

(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016 & 2017

2. <https://qstp.org.qa/news-events/>

4.2.6

COMMERCIAL AND LEGAL INFRASTRUCTURE

Qatar's experts rank commercial and legal infrastructure in fourth place out of the nine EFCs, with a score of 5.1 that has slightly decreased from 5.2 in 2016.

Table 21 shows that these national experts have moderate satisfaction regarding the level of commercial and legal infrastructure for entrepreneurship in Qatar. Consistent with last year, they have

given the highest rating to the ease that new and growing firms can access good banking services such as check accounts, foreign exchange transactions and letters of credit (score of 5.9).

Also consistent with last year, the lowest ranked attribute is that new and growing firms can afford the cost of using subcontractors, suppliers and consultants, at 4.4 which is stable since 2016.

TABLE 21
Average expert ratings for commercial and legal infrastructure for entrepreneurship in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
There are enough subcontractors, suppliers and consultants to support new and growing firms	5.6	5.4	4.7	5.5
New and growing firms can afford the cost of using subcontractors, suppliers and consultants	4.4	4.4	3.5	3.9
It is easy for new and growing firms to get good subcontractors, suppliers and consultants	4.8	4.7	4.0	4.5
It is easy for new and growing firms to get good, professional legal and accounting services	5.4	5.5	4.8	5.3
It is easy for new and growing firms to get good banking services (checking accounts, foreign exchange transactions, letters of credit, and the like)	6.0	5.9	4.6	5.4

(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016 & 2017

4.2.7

INTERNAL MARKET DYNAMICS

Qatar's experts rank internal market dynamics and burdens or regulations in equal fifth place out of the nine EFCs. The overall score for internal market dynamics is 5.2, which increased from 4.5 in 2016; and for internal market burdens or entry regulations is 4.3, which is a slight increase from 4.0 in 2016.

Table 22 shows that the national experts have relatively low satisfaction regarding the overall level of market dynamics for entrepreneurship in Qatar,

with all attributes except one falling below 5.0. The only exception is in relation to markets for consumer goods and services changing dramatically from year to year (score of 5.1).

Consistent with last year, the lowest ranking by Qatar's experts is that new and growing firms can enter markets without being unfairly blocked by established firms, even though this was slightly up from 4.0 in 2016 to 4.2.

TABLE 22

Average expert ratings for internal market dynamics and burdens or entry regulations for entrepreneurship in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
The markets for consumer goods and services change dramatically from year to year	4.6	5.1	5.3	5.2
The markets for business-to-business goods and services change dramatically from year to year	4.4	5.3	5.0	5.0
New and growing firms can easily enter new markets	4.3	4.3	4.1	4.4
New and growing firms can afford the cost of market entry	4.1	4.3	3.9	4.0
New and growing firms can enter markets without being unfairly blocked by established firms	4.0	4.2	3.7	4.1
The anti-trust legislation is effective and well enforced	4.4	4.4	3.5	4.3

(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016 & 2017

4.2.8

PHYSICAL INFRASTRUCTURE

Consistent with 2016 NES results, Qatar's experts have ranked physical infrastructure highest out of the nine EFCs. The overall score is 6.4, which is only a marginal decline from 6.6 in 2016.

Table 23 shows that the national experts are satisfied regarding the level of physical infrastructure for entrepreneurship in Qatar. Consistent with last year, Qatar's experts have given the highest ratings to a new or growing firm getting good access to communications and affording the cost of basic utilities (both scored at 6.6).

TABLE 23
Average expert ratings for physical infrastructure for entrepreneurship in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
The physical infrastructure (roads, utilities, communications, water disposal) provides good support for new and growing firms	6.0	6.4	5.8	5.7
It is not too expensive for a new or growing firm to get good access to communications (phone, internet, etc.)	6.3	6.5	6.2	6.5
A new or growing firm can get good access to communications (telephone, internet, etc.) in about a week	6.9	6.6	6.5	6.8
New and growing firms can afford the cost of basic utilities (gas, water, electricity, sewage)	6.7	6.6	6.2	6.5
New or growing firms can get good access to utilities (gas, water, electricity, sewer) in about a month	6.8	6.5	5.8	6.6

(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016 & 2017

4.2.9

CULTURAL AND SOCIAL NORMS

Qatar's experts rank cultural and social norms in fifth place out of the nine EFCs. The overall score of 4.8 is a substantial decline from 5.4 in 2016.

Table 24 shows that the national experts have moderate satisfaction regarding the level of cultural and social norms for entrepreneurship in Qatar. Consistent with last year, the highest rating is for the national culture being highly supportive of individual success achieved through own personal efforts. Yet while this attribute is ranked highest at 5.6, the rating has declined substantially from 6.1 in 2016.

TABLE 24
Average expert ratings for cultural and social norms for entrepreneurship in Qatar, 2017

	QATAR		MENA	GLOBAL
	2016	2017	2017	2017
The national culture is highly supportive of individual success achieved through own personal efforts	6.1	5.6	5.4	5.3
The national culture emphasizes self-sufficiency, autonomy and personal initiative	5.4	4.9	5.0	5.0
The national culture encourages entrepreneurial risk-taking	4.9	4.4	4.3	4.3
The national culture encourages creativity and innovativeness	5.1	4.8	4.8	4.9
The national culture emphasizes the responsibility that the individual (rather than the collective) has in managing his or her own life	5.1	4.5	4.4	4.8

(weighted average: 1 = highly insufficient, 9 = highly sufficient)
Source: GEM NES 2016 & 2017



CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS



An important focus of the NES is not only to identify key strengths and weaknesses in the entrepreneurial environment, but to also obtain practical recommendations that can be used to inform policy decisions and stimulate entrepreneurial activity. The recommendations in this chapter consider the trends in entrepreneurial activity in Qatar, as well as the key recommendations identified by the national experts in 2017. They are aimed at addressing the challenges of fostering an entrepreneurship culture in Qatar. In addition to informing policy decisions, these recommendations are intended to encourage all stakeholders in entrepreneurship development in Qatar to examine their operating models, systems, practices, standards and relationships to achieve greater collaboration.

5.1 GOVERNMENT POLICIES RELATING TO REGULATORY ENVIRONMENT

Government policies and regulations play a crucial role in creating an enabling business environment; one that is conducive to starting and sustaining a new business. Over two-thirds of Qatar's experts in the 2017 NES have mentioned the following as key constraints on entrepreneurial ventures: lack of public policy on entrepreneurship; bureaucratic processes; government regulations; and complicated licensing and business registration processes. These act as an impediment to the transition from intentional to active entrepreneur, as well as to the sustainability of the SME sector. Furthermore, 32% of intentional entrepreneurs surveyed in the 2017 Qatar APS said that the large number of regulatory requirements either stopped or delayed them from starting a business. Reducing the bureaucracy and red tape is therefore critical to make it quicker and easier to start a new business.

The 'Own Your Factory in Qatar' government initiative, as part of the Single Window system, is an example of where the economy has benefited from streamlining government permits and licenses. This initiative provides facilities for industrial investments in Qatar and assures all approvals and industrial and environmental licenses within 72 hours of application. It provides investors with several incentives including: issuance of business licenses and land facilities within 72 hours; instant visas for employees; and ready infrastructure for water, electricity and road facilities. Other investor privileges include: the provision of means to promote exports from local industries; guarantees to the investor such as exemption from income tax for 10 years; customs exemptions for raw materials; the provision of 10% support for the national product and government products; in addition to the financing facilities provided through QDB. Within a short period of launching this initiative, more than 9,300 applicants from fifty countries around the globe registered for 250 investment opportunities.



The 'Own Your Factory in Qatar' initiative covers eight main sectors: metal; food; medical; paper; chemicals; equipment and vehicles; electrical; and rubber and plastic.³ The following recommendations are presented based on the APS and NES findings, to enhance entrepreneurship through such government policies:

- **Review policies and regulations so they enhance private sector activities and make doing business in Qatar easier:** This includes a review of business registration processes, transaction costs for establishing a business, bankruptcy laws for start-ups and SMEs, ownership restrictions whereby a Qatari national must have 51% share of the business, and self-employment legislation. Qatar experts also mentioned in the NES, the need to review the procedures specifically in relation to web-based businesses in Qatar to make the process easier. The most critical aspect requiring attention for the licensing of online businesses is the trade license requirement for a commercial premise.⁴
- **Raise awareness of the legal requirements for establishing a business in Qatar:** Forty per cent of the adult population surveyed in the APS feel understanding of the legal requirements in Qatar would be most valuable for those starting or thinking about starting a business. The results indicate that if there is a better understanding of how to navigate the regulatory environment in Qatar among the general population, more will consider starting a business. Awareness of the legal requirements for establishing a business could be increased via targeted communication campaigns, training programs, and by providing clearer public policies and business legislation in multiple languages. Knowledge gaps tend to arise from a lack of awareness among SMEs of the opportunities for doing business with the Qatari government, and many lacks the technical knowhow to prepare competitive bids; while public procurement officials may lack awareness of the benefits and for including SMEs in public procurement proceedings.
- **Consider expanding initiatives under Single Window system:** Qatar's experts rate the time required to obtain permits and licenses in a week as low, with a score of 3.3 in 2017. Such findings indicate an opportunity to streamline the application process to ensure the start-up of new businesses is not delayed due to the time taken to obtain relevant regulatory documents. Given the success of the 'Own Your Factory in Qatar' initiative, there is an opportunity to introduce similar government initiatives across other industry sectors. A critical success factor of such initiatives is generating awareness of them among entrepreneurs.
- **Streamline licensing and registration of business activities in Qatar via a coordinated approach involving multiple stakeholders:** Initiatives such as 'Own Your Factory in Qatar' have benefited from a coordinated approach with government and semi-government entities. Such an approach can also involve the introduction of more online portals to register and administer businesses. There is also an opportunity for entrepreneurship organizations such as QDB, Silatech, Bedaya and NAMA to collaborate and agree on providing a coordinated approach to support the nation's entrepreneurs, so that each entity is focused on a set of service offerings and target audience/s.
- **Introduce policies that allow entrepreneurs to take time off work to establish a business while maintaining secure employment:** Policies that enable entrepreneurs to spend time away from their jobs to focus on idea generation and launching and growing the business will be beneficial to the Qatari economy.
- **Make industry data publicly available to help entrepreneurs gain an understanding of the sector they are considering entering:** This could include information on competitor profiles, market share distribution, growth forecasts and opportunities. This will help increase competition in the sector, which will encourage organizations and businesses to be innovative.

3. 'Single Window Attracts 9,394 Factories', August 7, 2017: [online]: <http://portal.www.gov.qa/wps/portal/media-center/news/news-details/singlewindowattracts9394factories>

4. <http://www.doingbusiness.org/data/exploreeconomies/qatar/starting-a-business>

5.2 ACCESS TO FINANCIAL SUPPORT

Entrepreneurs at all stages of the entrepreneurial pipeline, in general, find it challenging to obtain funding, especially those intending to start a business and those in the early stages (nascent and new firms). In many cases, early-stage entrepreneurs do not have the required credit history and/or have not been able to secure the collateral demanded by the financial institutions. Most financial institutions are reluctant to lend to small, young firms due to their perceived riskiness.

While traditional bank finance is commonly used by small businesses, it often poses challenges to newer, innovative and fast-growing companies, with a higher risk-return profile.⁵ In the APS, A high 61.8% of intentional entrepreneurs in Qatar in 2017 suggest that not having enough money to invest is a major barrier that has either stopped or delayed them from starting their own business. A similar proportion of these intentional entrepreneurs (63.5%) mentioned that the main help they need to start a business is access to financial

support. According to the State of SMEs in Qatar 2016 report, there are limited external financing options for starting a business in Qatar.⁶ The report also found that 62% of surveyed SMEs had used their personal funds for starting their business operations.⁷ An additional 25% of them sourced money from friends for business establishment. In the 2017 APS, difficulties accessing finance is also the main reason given by Qatar's entrepreneurs for business discontinuance — more than one in five exited their businesses for this reason. Furthermore, over one-third of Qatar's GEM experts identify finance access as a significant constraint for entrepreneurs. Such results indicate that many entrepreneurs face significant constraints in accessing finance at the seedling stage of entrepreneurship, which has an impact on TEA. As bank financing will continue to be crucial for the SME sector in Qatar, it is necessary to broaden the range of lending instruments available to SMEs and entrepreneurs, to enable them to continue to play their role in investment, growth, innovation and employment.



5. OECD 2015: New approaches to SME and entrepreneurship financing: Broadening the range of instruments: 2015: [online]: <https://www.oecd.org/cfe/smes/New-Approaches-SME-full-report.pdf>

6. QDB 2016: The state of small and medium enterprises (SMEs) in Qatar 2016: [online] http://www.qdb.qa/English/About/Documents/The%20State%20of%20SMEs%20in%20Qatar-2016_EN-Web%20-%20P.pdf

7. QDB 2016: The state of small and medium enterprises (SMEs) in Qatar 2016: Nationwide survey of a sample of 378 SMEs in Qatar

Based on the APS and NES findings, recommendations for broadening the finance options for entrepreneurs in Qatar include:

- **Establish syndicates to facilitate the process of matching entrepreneurs with business angels:**

Business angels play a critical role in financing seedling, start-up and early-stage enterprises, especially innovative businesses with high growth potential. In general, fewer venture capitalists are investing at the early stage of a start-up and the equity funding gap between angel investment and venture capital has grown dramatically.⁸ Angel investors in Qatar have sought to fill this gap by investing with their cohorts via groups and syndicates, increasing the total deal size for SMEs seeking early-stage financing. In NES 2017, Qatar's national experts rate funding available for new and growing firms through business angels as low (3.7 mean score), indicating an opportunity for Qatar to develop support structures to facilitate such investment. In the business angel market, policies and programs should aim to improve the information flows and networking opportunities between financiers and entrepreneurs by facilitating their direct interaction, with different degrees of public engagement, from awareness campaigns to brokerage and match-making.

- **Develop alternative funding solutions for start-ups and SMEs:** A feasibility study into the establishment of alternative funding solutions such as a crowd-funding platform and investment framework for Qatar should be considered. In NES 2017, Qatar's experts rate funding available for new and growing firms via private lenders (crowd-funding) as low (3.4 score), indicating the need to develop support structures that facilitate alternative forms of investment. Crowd-funding is the practise of funding a project or venture by raising monetary contributions from a large number of people.⁹ The

investors/donors are typically ordinary citizens with no specific financial background, and crowd-funding platforms are enablers for those wishing to see that their money goes into well-defined entrepreneurial projects.

An example of a successful crowd-funding platform in the Middle East is Zoomaal, which supports innovative projects in this region. This website is used to fund projects for event organizers, creatives, scientists, engineers, web and mobile developers, product designers, video producers, and community activists.¹⁰ However, there are currently no crowd-funding platforms designed specifically for the Qatari market. This is despite the fact that donations, lending or equity investments and crowd-funding has proved to be a reliable and scalable solution to fund projects, starting from early seedling financing to the funding of growth stage companies.

In its *JOBS Act*, USA's Obama administration validated the benefit of crowd-funding as a tool to develop employment and created a *Crowdfund Act* where investments up to USD\$2,000 by retail investors for a total consideration below USD\$1 million could proceed without the burden associated with a standard IPO.¹¹ Closer to Qatar, in 2013 Silatech sponsored a seminar on crowd-funding in Cairo with the objective of unlocking innovative new sources of investment capital for Egyptian entrepreneurs.¹² There is an opportunity for leading entrepreneurship organizations such as Silatech and QDB to hold similar seminars in Qatar as a means of initiating the concept of crowd-funding in this country. Although regulators will need to be vigilant to ease the development of this financing channel, while addressing any concerns about transparency and protection of investors.

8. OECD, Financing high-growth firms: The role of angel investors, December 2011: [online]: <http://www.oecd.org/sti/financinghigh-growthfirms/theroleofangelinvestors.htm>

9. <https://en.wikipedia.org/wiki/Crowdfunding>

10. <https://www.zoomaal.com/help/how>

11. <http://finpart.org/download/eng/How-Crowdfunding-can-help-bridging-the%20funding-gap-for-SMEs-in-Europe.pdf>

12. <http://www.qatarisbooming.com/article/silatech-supports-crowdfunding-entrepreneurship-egypt>



Based on the APS and NES findings, Other potential funding solutions for Qatar's SMEs and start-ups include:

- **Start-up enterprise development schemes** whereby start-ups can apply for seed equity financing when they are in their early stages. Every riyal raised by a start-up from third-party investors could be matched by Qatar's government contributions up to a maximum limit. These investors contribute a minimum amount and the government and investors will take equity stakes in the company in proportion to their investments. QDB is currently managing a new seed funding product called 'ITHMAR', which is aimed at creating self-sustainable businesses capable of growing with a focus on innovative, sustainable and scalable ideas.
- **Market growth programs** designed to support early-stage, Qatar-based companies that have the potential to become global competitive enterprises. Companies that have successfully completed their product development with early customer traction would be able to apply for equity financing for earnest overseas market expansion activities via the program.
- **Local enterprise technical assistance scheme** which would provide subsidies on the cost of hiring a consultant to implement quality management and IT systems (e.g. upgrading computer systems or ISO projects).
- **Patent application funds** which would be designed to encourage investors to patent innovations and commercialize their inventions. The scheme would offer help on covering some of the costs of filing patent applications, such as professional fees.
- **SME equity programs** like QDB's ISTITHMAR program which provides capital to SMEs actively owned and managed by Qatari nationals across industries. Investors are given the opportunity to sell a certain percentage of equity stake in the business to partner with QDB at an agreed valuation. Once the business grows to a self-sustainable level, the owner(s) could buy back the shares from QDB.
- **Increase understanding about alternative financing options among start-ups and SMEs** to particularly increase knowledge on individual financial products available. The focus would also extend to supporting SMEs in developing a long-term strategic approach to business financing, so they understand how different products can serve their financing needs at specific stages of the lifecycle.

5.3 SOCIAL AND CULTURAL NORMS

The lack of entrepreneurial culture in many countries is often viewed as a critical barrier to entrepreneurship. Without entrepreneurs, there will not be any start-ups. Changing culture is difficult and requires a long-term effort. The APS results confirm that an entrepreneurship spirit is lacking among the general population of Qatar, which generally has an aversion to participating in risk-orientated ventures. There has been a decline in positive societal attitudes toward entrepreneurship in Qatar since 2016, which has been further exacerbated by an increase in fear of failure.

GEM specialists agree that a society's negative posture with respect to creativity, innovation and change can significantly reduce the number of people engaged in starting new firms. They also believe that a culture that rewards risk-taking is more inclined to support higher levels of entrepreneurial activity, and that a willingness to accept failure is often associated with greater levels of risk-taking.¹³ Removing impediments to entrepreneurship is a key challenge for the

Qatar Government and private sector if the nation is to grow its competitiveness and diversify its economy. Initiatives need to be taken by the government to stimulate risk-taking and strengthen the inherent cultural values that stimulate the entrepreneurial spirit. Qatar can also focus on helping facilitate the transition of potential entrepreneurs into intentional entrepreneurs. This can be achieved by improving the societal image of entrepreneurship in Qatar. For example, the national movement to support Qatar's economy through campaigns such as 'Support Qatari Products' and 'Made in Qatar' will help foster a positive perception of entrepreneurship. The need also exists for building a class of entrepreneurs that will take the national economy to greater heights. While this must primarily be done by the private sector, the Qatar Government must ensure that a climate for innovation, creativity and risk-taking exists. This can be achieved by raising awareness among the public of the importance of entrepreneurship, as well as the profile of 'indigenous' entrepreneurs.



13. Balbir B. Bhasin, Sacred Heart University 2007, Fostering entrepreneurship: Developing a risk-taking culture in Singapore, *New England Journal of Entrepreneurship*, Article 6: [online]: <http://digitalcommons.sacredheart.edu/cgi/viewcontent.cgi?article=1119&context=nej>

Recommendations for stimulating an entrepreneurial spirit in Qatar based on the 2017 APS and NES findings are as follows:

- There is a need to promote Qatari entrepreneurs (male and female) via the media such as local television shows, newspaper columns and/or online publications, so they can be role models to inspire and influence the younger generation to consider entrepreneurship as a positive career choice. From the early-stage entrepreneurs' perspective, every part of the journey can incorporate successes, from first investor to first recruitment. Furthermore, what other entrepreneurs have learnt through their journey can be passed onto others, to encourage them to become entrepreneurs. Promoting both the successes and failures of entrepreneurs will help to change the mindset of the community and address the fear of failure that is prevalent in Qatari society.
- Innovation should be encouraged via the establishment of a creative community in Qatar that provides opportunities for its residents to utilize their talents and deploy their energy for community benefit. Innovation can also lead to a more connected community where arts, culture, business and technology converge to empower and engage entrepreneurs. This could be achieved through crowd-funding initiatives such as Zoomaal, where citizens could invest in supporting such creative initiatives.
- There is an opportunity to expand entrepreneurship programs and initiatives to embrace all Qatari citizens, nationals and expatriates. Just under half of Qatari respondents surveyed in the APS feel there are good opportunities for starting a business in the next six months in the area where they live (mentioned by 47.3%). This compares to a much lower 38% of expatriate respondents. Although the 2017 APS results also show that expatriates are actively involved in establishing businesses in Qatar. Six in ten surveyed business owners said a non-Qatari was involved in setting up the business. Expatriates are also more likely than Qatari nationals to be fully involved in the day-to-day activities of setting up a business (28.6% Qatari national versus 65.3% expats). By stimulating entrepreneurial intentions across the country and focusing on the broader population, there will be a higher level of new business growth. Furthermore, expatriate entrepreneurs residing in Qatar should be reviewed on an individual basis in terms of the feasibility of their business idea with support provided accordingly.
- To help foster a culture of entrepreneurship at the grassroots level, Qatari organizations need to develop positive behaviours by implementing an internal culture of customer-oriented employees. This is particularly important among the already existing organizations that help SMEs and entrepreneurs such as QBIC and QSTP. By providing a high level of customer service and helping streamline processes, the journey to starting a business will be made easier.
- To enhance the entrepreneurial spirit and culture, communication material can be developed by entrepreneurial support networks and government organizations to showcase the benefits of entrepreneurship. Utilizing traditional channels such as television to create TV shows that encourage the participation of entrepreneurs and investors can increase the awareness levels of the overall population. In addition, constantly promoting entrepreneurship including sections of newspapers and magazines to entrepreneurs and investors could also stimulate entrepreneurial activity in Qatar.

5.4

TRAINING AND EDUCATION

In Qatar, the support structures to assist early-stage entrepreneurs in achieving sustainability within a short timeframe need to be more effective. There is currently very low awareness among the population about programs available to support entrepreneurs. Ninety per cent of the adult population surveyed in the 2017 APS could not spontaneously name any such support or training programs. This finding also suggests low awareness among the general public about where to access help to start a business.

An initial starting point for potential entrepreneurs needs to be communicated so it is clear where to access help should they intend to start a business. This could be a national entrepreneurial center available to all entrepreneurs, which is designed to promote a pro-business environment, to champion industry development, to enhance enterprise capabilities, and to market access and opportunities. Services provided

could include standards and research, patent information, market information, business planning tools, and a technical library. Over one-quarter of intentional entrepreneurs in Qatar in APS 2017 cited the inability to access professional advice to help validate their idea as a major barrier to starting their own business. This center could help to remove such barriers.

Mentorship networks are also needed to provide entrepreneurs with access to experienced professionals that can inspire, mentor and coach them through the start-up journey. Such networks can be particularly beneficial to young entrepreneurs that often have limited experience and personal networks to draw on. It is important to provide mentorship programs where the mentors have practical personal experience of running a business. It is also essential that all entrepreneurial trainers and consultants are well trained and/or experienced in the specific area of expertise they offer.

Other recommendations for entrepreneurship training and education, based on the APS and NES findings, include:

- More collaboration among the education institutions including Qatar University and universities within Education City, and between the government sectors to encourage entrepreneurship. Entrepreneurship experts could provide local insight on the components of entrepreneurship that should be taught through programs, workshops and training sessions. The programs and training material should be developed according to the local context.
- Entrepreneurship concepts should first be taught at pre-school levels through animation and stories, as this will introduce important concepts to them to understand entrepreneurship from a young age. Simple concepts such as setting up a lemonade stand to raise money for a special cause could be taught through such children's stories.




















































































































































































CHAPTER 6

COMPARATIVE INTERNATIONAL DATA



TABLE 25
Societal values of entrepreneurship, GEM 2017

		Good career choice		High status to successful entrepreneurs		Media attention for entrepreneurship	
		% of adults	Rank/52	% of adults	Rank/52	% of adults	Rank/52
AFRICA	Egypt	 75.9	7	 82.0	3	 68.7	17
	Madagascar	 83.6	2	 77.8	9	 53.3	35
	Morocco	 75.8	8	 63.3	37	 45.9	49
	South Africa	 69.4	14	 74.9	14	 72.7	13T
	AVERAGE	 76.2		 74.5		 60.1	
ASIA & OCEANIA	Australia	 53.9	39	 68.9	28	 74.0	11
	China	 66.4	16	 74.6	16	 71.0	16
	India	 53.0	43T	 56.2	45	 44.8	50
	Indonesia	 70.0	12	 81.0	5	 83.8	3
	Iran	 48.3	47	 79.4	7	 49.4	42
	Israel	 65.2	20	 86.1	2	 55.3	30
	Japan	 24.3	51	 52.0	48	 56.2	29
	Kazakhstan	 59.7	31	 80.1	6	 49.1	43
	Korea	 47.2	49	 68.6	29	 60.5	23
	Lebanon	 -	-	 -	-	 -	-
	Malaysia	 77.1	6	 69.9	26	 83.2	4
	Qatar	 65.9	18	 77.3	10	 54.0	34
	Saudi Arabia	 69.7	13	 69.3	27	 66.9	18
	Taiwan	 71.1	11	 60.1	42	 81.3	5
	Thailand	 74.7	9	 74.5	17	 84.3	2
	United Arab Emirates	 82.7	3	 87.8	1	 84.5	1
	Vietnam	 62.1	27	 74.8	15	 81.1	7
	AVERAGE	 61.9		 72.5		 67.5	
LATIN AMERICA & CARIBBEAN	Argentina	 60.4	29	 47.4	52	 47.3	47
	Brazil	 -	-	 -	-	 -	-
	Chile	 73.8	10	 62.9	38T	 62.0	21
	Colombia	 68.4	15	 75.3	13	 52.1	37
	Ecuador	 60.6	28	 60.7	41	 71.5	15
	Guatemala	 91.9	1	 73.4	20T	 55.1	31
	Mexico	 50.7	46	 52.3	46T	 57.9	28
	Panama	 60.2	30	 67.5	32T	 52.6	36
	Peru	 64.7	21	 62.9	38T	 74.3	10
	Puerto Rico	 22.6	52	 52.3	46T	 81.2	6
	Uruguay	 54.9	36	 51.9	49	 54.3	33
	AVERAGE	 60.8		 60.7		 60.8	
EUROPE	Bosnia & Herzegovina	 62.7	25	 65.6	35	 26.4	52
	Bulgaria	 54.3	37	 68.0	30	 47.6	46
	Croatia	 62.2	26	 47.7	51	 48.1	45
	Cyprus	 66.2	17	 61.5	40	 50.5	39T
	Estonia	 54.2	38	 64.7	36	 61.0	22
	France	 59.1	32	 74.2	18	 47.0	48
	Germany	 51.3	45	 77.9	8	 49.5	41
	Greece	 63.4	23	 66.5	34	 43.4	51
	Ireland	 53.2	42	 81.9	4	 72.9	12
	Italy	 64.2	22	 73.2	22T	 54.9	32
	Latvia	 57.5	33	 58.5	44	 58.2	27
	Luxembourg	 43.0	50	 70.0	25	 48.7	44
	Netherlands	 81.0	4	 67.5	32T	 63.2	20
	Poland	 79.3	5	 67.7	31	 50.5	39T
	Slovakia	 47.6	48	 60.0	43	 59.0	24T
	Slovenia	 55.1	35	 73.4	20T	 72.7	13T
	Spain	 53.8	40	 47.9	50	 50.9	38
	Sweden	 53.6	41	 70.5	24	 64.7	19
	Switzerland	 53.0	43T	 73.2	22T	 59.0	24T
	United Kingdom	 55.6	34	 75.6	11	 58.5	26
	AVERAGE	 58.5		 67.3		 54.3	
NORTH AMERICA	Canada	 65.6	19	 74.0	19	 76.5	8
	United States	 63.1	24	 75.5	12	 74.5	9
	AVERAGE	 64.3		 74.7		 75.5	

T – indicates that the ranking is the same for two or more economies.

TABLE 26
Self-perceived entrepreneurial opportunities,
capabilities, fear of failure and intentions, GEM 2017

		Perceived opportunities		Perceived capabilities		Fear of failure		Entrepreneurial intentions					
		% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54				
AFRICA	Egypt	<div></div>	43.5	29	<div></div>	46.6	31	<div></div>	30.2	41	<div></div>	55.5	2
	Madagascar	<div></div>	24.4	50	<div></div>	55.4	15	<div></div>	42.0	14	<div></div>	39.8	9
	Morocco	<div></div>	37.7	33	<div></div>	49.6	24	<div></div>	52.9	4	<div></div>	26.6	16
	South Africa	<div></div>	43.2	30	<div></div>	39.9	45	<div></div>	31.3	38	<div></div>	11.7	39
	AVERAGE	<div></div>	37.2		<div></div>	47.9		<div></div>	39.1		<div></div>	33.4	
ASIA & OCEANIA	Australia	<div></div>	51.4	15	<div></div>	49.3	25	<div></div>	41.4	17	<div></div>	13.2	36T
	China	<div></div>	35.2	39	<div></div>	27.2	52	<div></div>	41.5	16	<div></div>	15.3	30T
	India	<div></div>	44.9	27	<div></div>	42.1	41T	<div></div>	39.6	21	<div></div>	10.3	42T
	Indonesia	<div></div>	47.7	21	<div></div>	57.3	12	<div></div>	46.7	9	<div></div>	28.1	14
	Iran	<div></div>	33.6	42T	<div></div>	53.4	17	<div></div>	39.9	19	<div></div>	38.8	10
	Israel	<div></div>	58.3	9	<div></div>	44.1	37	<div></div>	48.0	7	<div></div>	26.4	17
	Japan	<div></div>	7.4	54	<div></div>	10.8	54	<div></div>	41.2	18	<div></div>	3.7	54
	Kazakhstan	<div></div>	50.4	18	<div></div>	64.7	7	<div></div>	18.4	53	<div></div>	46.2	6
	Korea	<div></div>	35.3	38	<div></div>	45.7	34	<div></div>	32.2	35	<div></div>	22.8	20
	Lebanon	<div></div>	59.2	8	<div></div>	74.6	1	<div></div>	17.0	54	<div></div>	32.5	12
	Malaysia	<div></div>	45.1	26	<div></div>	46.1	33	<div></div>	45.0	11	<div></div>	17.6	24T
	Qatar	<div></div>	45.6	25	<div></div>	41.1	43	<div></div>	41.9	15	<div></div>	15.7	29
	Saudi Arabia	<div></div>	79.5	1T	<div></div>	71.8	3	<div></div>	34.4	30T	<div></div>	30.9	13
	Taiwan	<div></div>	26.6	48	<div></div>	25.9	53	<div></div>	39.2	22T	<div></div>	25.7	18
	Thailand	<div></div>	49.1	19	<div></div>	48.9	27	<div></div>	52.7	5	<div></div>	37.4	11
	United Arab Emirates	<div></div>	35.5	37	<div></div>	64.8	6	<div></div>	61.1	1	<div></div>	56.3	1
	Vietnam	<div></div>	46.4	23T	<div></div>	53.0	19	<div></div>	46.6	10	<div></div>	25.0	19
	AVERAGE	<div></div>	44.2		<div></div>	48.3		<div></div>	40.4		<div></div>	26.2	
LATIN AMERICA & CARIBBEAN	Argentina	<div></div>	29.7	45	<div></div>	43.1	39	<div></div>	37.8	26	<div></div>	13.4	35
	Brazil	<div></div>	46.4	23T	<div></div>	55.9	13	<div></div>	39.8	20	<div></div>	15.3	30T
	Chile	<div></div>	55.5	11	<div></div>	61.8	9	<div></div>	29.4	44	<div></div>	45.8	7
	Colombia	<div></div>	52.4	14	<div></div>	68.5	4	<div></div>	26.1	50	<div></div>	52.5	3
	Ecuador	<div></div>	51.2	16	<div></div>	74.1	2	<div></div>	27.1	48	<div></div>	48.2	4
	Guatemala	<div></div>	53.3	13	<div></div>	64.5	8	<div></div>	32.4	34	<div></div>	46.5	5
	Mexico	<div></div>	36.4	35	<div></div>	50.1	22	<div></div>	28.4	46	<div></div>	13.2	36T
	Panama	<div></div>	48.9	20	<div></div>	57.6	10	<div></div>	24.0	51	<div></div>	20.8	21
	Peru	<div></div>	55.8	10	<div></div>	67.6	5	<div></div>	30.7	40	<div></div>	43.2	8
	Puerto Rico	<div></div>	28.0	47	<div></div>	46.7	30	<div></div>	28.6	45	<div></div>	18.3	22
	Uruguay	<div></div>	36.9	34	<div></div>	57.5	11	<div></div>	31.0	39	<div></div>	27.4	15
	AVERAGE	<div></div>	44.9		<div></div>	58.8		<div></div>	30.5		<div></div>	31.3	
EUROPE	Bosnia & Herzegovina	<div></div>	13.4	53	<div></div>	35.5	49	<div></div>	27.2	47	<div></div>	4.6	53
	Bulgaria	<div></div>	19.5	51	<div></div>	38.4	46	<div></div>	20.9	52	<div></div>	5.0	52
	Croatia	<div></div>	33.6	42T	<div></div>	50.8	21	<div></div>	26.6	49	<div></div>	17.5	26
	Cyprus	<div></div>	51.0	17	<div></div>	46.4	32	<div></div>	55.9	2	<div></div>	16.7	28
	Estonia	<div></div>	61.0	6	<div></div>	49.7	23	<div></div>	31.8	36T	<div></div>	18.1	23
	France	<div></div>	34.1	41	<div></div>	36.3	48	<div></div>	39.1	25	<div></div>	17.6	24T
	Germany	<div></div>	42.0	32	<div></div>	37.5	47	<div></div>	36.3	28	<div></div>	7.2	49
	Greece	<div></div>	13.7	52	<div></div>	43.4	38	<div></div>	55.5	3	<div></div>	7.1	50
	Ireland	<div></div>	44.5	28	<div></div>	42.2	40	<div></div>	39.2	22T	<div></div>	11.9	38
	Italy	<div></div>	28.8	46	<div></div>	30.4	51	<div></div>	49.4	6	<div></div>	10.3	42T
	Latvia	<div></div>	36.3	36	<div></div>	49.0	26	<div></div>	42.3	13	<div></div>	17.3	27
	Luxembourg	<div></div>	54.8	12	<div></div>	40.9	44	<div></div>	47.0	8	<div></div>	11.0	40
	Netherlands	<div></div>	64.1	4	<div></div>	44.6	36	<div></div>	29.7	42	<div></div>	8.1	46T
	Poland	<div></div>	68.8	3	<div></div>	52.4	20	<div></div>	34.4	30T	<div></div>	9.7	44
	Slovakia	<div></div>	25.8	49	<div></div>	48.5	28	<div></div>	32.8	33	<div></div>	9.0	45
	Slovenia	<div></div>	34.6	40	<div></div>	53.3	18	<div></div>	31.8	36T	<div></div>	14.2	33
	Spain	<div></div>	31.9	44	<div></div>	44.8	35	<div></div>	39.2	22T	<div></div>	5.6	51
	Sweden	<div></div>	79.5	1T	<div></div>	34.5	50	<div></div>	36.7	27	<div></div>	8.1	46T
	Switzerland	<div></div>	47.2	22	<div></div>	42.1	41T	<div></div>	29.5	43	<div></div>	10.5	41
	United Kingdom	<div></div>	43.0	31	<div></div>	48.2	29	<div></div>	35.9	29	<div></div>	7.3	48
	AVERAGE	<div></div>	41.9		<div></div>	43.4		<div></div>	37.0		<div></div>	10.8	
	NORTH AMERICA	Canada	<div></div>	60.2	7	<div></div>	55.6	14	<div></div>	43.8	12	<div></div>	14.1
United States		<div></div>	63.6	5	<div></div>	54.3	16	<div></div>	33.4	32	<div></div>	14.5	32
AVERAGE		<div></div>	61.9		<div></div>	55.0		<div></div>	38.6		<div></div>	14.3	

TABLE 27
Types of entrepreneurial activity, GEM 2017

		Nascent entrepreneurs		New business owners		TEA		EEA		Established business owners		Business discontinuation	
		% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54
AFRICA	Egypt	6.5	25	7.0	11	13.3	19T	2.2	29	5.7	38	10.2	1
	Madagascar	10.9	8	11.2	6	21.8	7	0.6	45T	29.4	2	6.7	10
	Morocco	4.2	38	4.6	26T	8.8	37	0.5	48T	10.4	14T	4.5	23
	South Africa	7.5	21	3.8	33T	11.0	27	0.5	48T	2.2	50	6.0	15T
	AVERAGE	7.3		6.6		13.7		0.9		11.9		6.9	
ASIA & OCEANIA	Australia	6.4	26	5.9	20	12.2	23	7.8	7	9.0	19	3.8	32
	China	3.7	42	6.4	17T	9.9	29T	1.4	35T	6.8	27T	2.8	40T
	India	4.9	31	4.6	26T	9.3	31	0.2	53T	6.2	34T	3.2	36T
	Indonesia	3.6	43T	3.9	31T	7.5	41	1.8	31T	10.4	14T	4.8	21T
	Iran	6.8	22	6.9	12T	13.3	19T	1.2	40	10.6	12	6.6	11T
	Israel	8.4	18	5.1	22T	12.8	22	8.6	2	3.3	46T	4.8	21T
	Japan	3.2	47	1.6	51	4.7	50	2.8	23	6.3	33	1.5	51
	Kazakhstan	8.0	20	3.8	33T	11.3	26	4.1	19	2.4	49	7.5	7
	Korea	6.2	27	6.9	12T	13.0	21	1.9	30	11.4	10T	2.7	42T
	Lebanon	8.6	17	16.0	3	24.1	4	1.4	35T	33.2	1	6.6	11T
	Malaysia	15.4	3	6.6	15	21.6	8T	1.4	35T	3.8	44	8.3	6
	Qatar	4.7	33T	2.8	42	7.4	42	2.5	26	1.3	54	5.8	17
	Saudi Arabia	4.8	32	6.9	12T	11.5	25	2.4	27T	3.2	48	8.8	4T
	Taiwan	3.6	43T	5.0	25	8.6	38	8.1	4	12.1	9	4.0	29T
	Thailand	10.6	11T	12.1	4	21.6	8T	4.5	16T	15.2	6	9.2	2T
	United Arab Emirates	4.0	39T	5.1	22T	9.0	33	1.7	34	5.6	39	9.2	2T
	Vietnam	2.5	51T	20.8	1	23.3	6	0.6	45T	24.7	3	4.2	26T
	AVERAGE	6.2		7.1		13.0		3.1		9.7		5.5	
LATIN AMERICA & CARIBBEAN	Argentina	3.9	41	2.1	46T	6.0	47	0.6	45T	6.7	29T	3.0	39
	Brazil	4.4	36T	16.3	2	20.3	10	0.7	44	16.5	4	5.3	18
	Chile	14.7	4	9.7	8	23.8	5	4.5	16T	9.9	17	7.1	8
	Colombia	10.8	9	8.1	9T	18.7	13	1.8	31T	8.7	21	6.5	13
	Ecuador	21.2	1	9.8	7	29.6	1	0.5	48T	15.4	5	8.8	4T
	Guatemala	13.8	5	11.7	5	24.8	2	1.3	39	12.3	8	6.0	15T
	Mexico	10.6	11T	3.6	37	14.1	17	1.0	41	1.4	52T	3.5	33
	Panama	10.1	13	6.4	17T	16.2	14	0.2	53T	4.7	40	2.7	42T
	Peru	18.7	2	6.5	16	24.6	3	0.9	42T	7.4	25	6.2	14
	Puerto Rico	9.5	14	1.4	52T	10.6	28	2.6	24T	1.6	51	2.7	42T
	Uruguay	10.7	10	4.3	29	14.7	15	3.5	21	6.4	32	5.0	20
	AVERAGE	11.7		7.3		18.5		1.6		8.3		5.2	
EUROPE	Bosnia & Herzegovina	2.5	51T	1.4	52T	4.0	52	0.5	48T	1.4	52T	1.3	52T
	Bulgaria	1.8	54	2.0	48T	3.7	54	0.5	48T	6.5	31	1.3	52T
	Croatia	6.1	28	2.9	41	8.9	34T	4.8	14T	4.4	41T	4.0	29T
	Cyprus	3.6	43T	3.8	33T	7.3	43T	1.8	31T	8.9	20	4.3	25
	Estonia	13.4	6	6.2	19	19.4	11	9.1	1	11.4	10T	4.4	24
	France	2.9	48	1.1	54	3.9	53	3.9	20	3.6	45	3.3	34T
	Germany	3.4	46	2.0	48T	5.3	48	5.7	12	6.1	36	1.6	50
	Greece	2.3	53	2.6	43T	4.8	49	0.9	42T	12.4	7	5.1	19
	Ireland	5.8	29	3.3	39	8.9	34T	5.5	13	4.4	41T	3.3	34T
	Italy	2.7	50	1.7	50	4.3	51	2.4	27T	6.0	37	2.1	48
	Latvia	9.4	15T	5.1	22T	14.2	16	4.4	18	7.7	24	4.2	26T
	Luxembourg	6.7	23T	2.6	43T	9.1	32	8.0	5T	3.3	46T	3.2	36T
	Netherlands	4.7	33T	5.4	21	9.9	29T	7.6	8T	8.6	22	3.1	38
	Poland	6.7	23T	2.2	45	8.9	34T	3.2	22	9.8	18	2.8	40T
	Slovakia	8.2	19	3.8	33T	11.8	24	2.6	24T	10.0	16	4.2	26T
	Slovenia	4.0	39T	3.0	40	6.9	45	6.0	11	6.8	27T	2.3	47
	Spain	2.8	49	3.5	38	6.2	46	1.4	35T	7.1	26	1.9	49
	Sweden	5.3	30	2.1	46T	7.3	43T	6.2	10	4.2	43	2.5	46
	Switzerland	4.7	33T	3.9	31T	8.5	39	4.8	14T	10.5	13	1.1	54
	United Kingdom	4.4	36T	4.2	30	8.4	40	8.0	5T	6.7	29T	2.6	45
	AVERAGE	5.1		3.1		8.1		4.4		7.0		2.9	
NORTH AMERICA	Canada	11.3	7	8.1	9T	18.8	12	8.2	3	6.2	34T	6.9	9
	United States	9.4	15T	4.6	26T	13.6	18	7.6	8T	7.8	23	4.0	29T
	AVERAGE	10.3		6.3		16.2		7.9		7.0		5.5	

T – indicates that the ranking is the same for two or more economies.

TABLE 28
Entrepreneurial motivation for
early-stage entrepreneurs, GEM 2017

		TEA		Necessity-driven		Opportunity-driven		IDO		Motivational Index	
		% of adults	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54	Score	Rank/54
AFRICA	Egypt	13.3	19T	42.7	1	53.5	53	27.1	54	0.6	54
	Madagascar	21.8	7	21.6	24	77.7	20	46.5	35	2.2	30
	Morocco	8.8	37	22.3	22	77.3	24T	35.4	46	1.6	38T
	South Africa	11.0	27	24.9	19	75.1	32	36.4	45	1.5	42
	AVERAGE	13.7		27.9		70.9		36.3		1.5	
ASIA & OCEANIA	Australia	12.2	23	16.8	36	82.2	9T	63.0	9	3.7	13T
	China	9.9	29T	32.4	9	66.0	46	32.5	50	1.0	51
	India	9.3	31	38.6	4	39.1	54	28.9	52	0.7	53
	Indonesia	7.5	41	24.8	20	74.3	33	42.6	38	1.7	36T
	Iran	13.3	19T	29.9	12	68.9	41	47.6	30	1.6	38T
	Israel	12.8	22	16.4	39	75.9	29	33.1	49	2.0	33
	Japan	4.7	50	15.6	41	79.6	15	52.2	24	3.4	16T
	Kazakhstan	11.3	26	17.8	34	69.5	40	31.8	51	1.8	34T
	Korea	13.0	21	22.0	23	76.1	28	64.2	8	2.9	22
	Lebanon	24.1	4	38.0	5	61.4	49T	41.5	40	1.1	48T
	Malaysia	21.6	8T	7.0	54	89.3	2	64.4	7	9.2	2
	Qatar	7.4	42	12.0	47	82.4	8	47.4	32	3.9	12
	Saudi Arabia	11.5	25	32.5	8	65.5	47	37.3	42	1.1	48T
	Taiwan	8.6	38	15.4	42	84.6	5	56.4	17	3.7	13T
	Thailand	21.6	8T	8.8	51	86.8	3	69.4	4	7.9	3
	United Arab Emirates	9.0	33	16.5	38	79.7	14	55.6	18	3.4	16T
	Vietnam	23.3	6	15.9	40	84.2	6	72.9	2	4.6	9
	AVERAGE	13.0		21.2		74.4		49.5		3.2	
LATIN AMERICA & CARIBBEAN	Argentina	6.0	47	21.4	26	77.5	22	52.8	22	2.5	24T
	Brazil	20.3	10	39.9	3	59.4	51	46.4	36	1.2	45T
	Chile	23.8	5	25.7	17	73.1	35T	59.7	15	2.3	28T
	Colombia	18.7	13	20.1	30	77.4	23	59.4	16	3.0	20T
	Ecuador	29.6	1	42.3	2	57.3	52	36.7	44	0.9	52
	Guatemala	24.8	2	32.1	10	67.4	44	52.3	23	1.6	38T
	Mexico	14.1	17	25.5	18	72.9	37	54.7	20	2.1	31T
	Panama	16.2	14	19.8	31	79.3	16	62.6	10	3.2	18
	Peru	24.6	3	16.7	37	80.2	11T	62.3	11	3.7	13T
	Puerto Rico	10.6	28	31.7	11	67.1	45	42.3	39	1.3	44
	Uruguay	14.7	15	21.5	25	77.3	24T	49.0	27	2.3	28T
	AVERAGE	18.5		27.0		71.7		52.6		2.2	
EUROPE	Bosnia & Herzegovina	4.0	52	28.3	14T	68.7	42	33.4	48	1.2	45T
	Bulgaria	3.7	54	26.9	16	73.1	35T	28.5	53	1.1	48T
	Croatia	8.9	34T	34.7	7	63.2	48	41.2	41	1.2	45T
	Cyprus	7.3	43T	28.9	13	70.4	39	46.7	34	1.6	38T
	Estonia	19.4	11	18.6	33	75.7	30	50.9	26	2.7	23
	France	3.9	53	20.6	28	77.6	21	61.5	12	3.0	20T
	Germany	5.3	48	11.1	48	79.0	18	59.9	14	5.4	7
	Greece	4.8	49	20.2	29	79.8	13	37.0	43	1.8	34T
	Ireland	8.9	34T	20.9	27	76.5	27	52.1	25	2.5	24T
	Italy	4.3	51	14.0	43	75.2	31	35.2	47	2.5	24T
	Latvia	14.2	16	22.7	21	72.0	38	46.9	33	2.1	31T
	Luxembourg	9.1	32	13.6	45T	80.2	11T	55.3	19	4.1	11
	Netherlands	9.9	29T	7.2	53	83.8	7	72.6	3	10.0	1
	Poland	8.9	34T	9.0	50	90.2	1	67.6	5T	7.5	4
	Slovakia	11.8	24	34.8	6	61.4	49T	47.5	31	1.4	43
	Slovenia	6.9	45	19.6	32	74.0	34	48.4	28	2.5	24T
	Spain	6.2	46	28.3	14T	68.5	43	48.2	29	1.7	36T
	Sweden	7.3	43T	7.5	52	76.8	26	44.8	37	5.9	6
	Switzerland	8.5	39	13.9	44	78.7	19	67.6	5T	4.9	8
	United Kingdom	8.4	40	13.6	45T	82.2	9T	60.8	13	4.5	10
	AVERAGE	8.1		19.7		75.4		50.3		3.4	
NORTH AMERICA	Canada	18.8	12	17.1	35	79.1	17	53.6	21	3.1	19
	United States	13.6	18	10.6	49	86.2	4	76.3	1	7.2	5
	AVERAGE	16.2		13.8		82.6		64.9		5.2	

T – indicates that the ranking is the same for two or more economies.

TABLE 29

Job creation expectations for early-stage entrepreneurs, GEM 2017

		0 jobs in five years		1 to 5 jobs in five years		6+ jobs in five years				
		% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54			
AFRICA	Egypt	<div><div></div></div>	52.5	22	<div><div></div></div>	23.8	49	<div><div></div></div>	23.7	20
	Madagascar	<div><div></div></div>	64.1	6	<div><div></div></div>	34.7	24T	<div><div></div></div>	1.1	54
	Morocco	<div><div></div></div>	53.2	18T	<div><div></div></div>	36.0	22	<div><div></div></div>	10.8	38T
	South Africa	<div><div></div></div>	20.7	53	<div><div></div></div>	47.3	8	<div><div></div></div>	32.0	7
	AVERAGE	<div><div></div></div>	48.0		<div><div></div></div>	35.5		<div><div></div></div>	17.0	
ASIA & OCEANIA	Australia	<div><div></div></div>	35.3	38T	<div><div></div></div>	36.5	20T	<div><div></div></div>	28.2	12
	China	<div><div></div></div>	53.0	20T	<div><div></div></div>	22.7	51	<div><div></div></div>	24.3	19
	India	<div><div></div></div>	63.5	7T	<div><div></div></div>	27.0	41T	<div><div></div></div>	9.5	42
	Indonesia	<div><div></div></div>	65.8	5	<div><div></div></div>	30.6	35	<div><div></div></div>	3.6	51
	Iran	<div><div></div></div>	34.6	41	<div><div></div></div>	30.4	36T	<div><div></div></div>	35.0	5
	Israel	<div><div></div></div>	60.1	9	<div><div></div></div>	31.2	33	<div><div></div></div>	8.7	45
	Japan	<div><div></div></div>	47.1	26	<div><div></div></div>	24.5	47	<div><div></div></div>	28.4	11
	Kazakhstan	<div><div></div></div>	67.6	3	<div><div></div></div>	7.0	54	<div><div></div></div>	25.4	18
	Korea	<div><div></div></div>	53.3	17	<div><div></div></div>	37.0	19	<div><div></div></div>	9.7	41
	Lebanon	<div><div></div></div>	55.8	13	<div><div></div></div>	40.1	14	<div><div></div></div>	4.1	50
	Malaysia	<div><div></div></div>	31.8	44	<div><div></div></div>	55.0	3	<div><div></div></div>	13.2	36
	Qatar	<div><div></div></div>	37.6	35	<div><div></div></div>	17.3	53	<div><div></div></div>	45.0	1
	Saudi Arabia	<div><div></div></div>	45.5	29	<div><div></div></div>	34.7	24T	<div><div></div></div>	19.8	29
	Taiwan	<div><div></div></div>	30.1	46	<div><div></div></div>	26.9	43	<div><div></div></div>	43	2
	Thailand	<div><div></div></div>	36.4	37	<div><div></div></div>	34.1	26	<div><div></div></div>	29.6	10
	United Arab Emirates	<div><div></div></div>	54.2	15	<div><div></div></div>	19.2	52	<div><div></div></div>	26.6	17
	Vietnam	<div><div></div></div>	59.9	10	<div><div></div></div>	31.1	34	<div><div></div></div>	9.1	44
	AVERAGE	<div><div></div></div>	49.0		<div><div></div></div>	29.7		<div><div></div></div>	21.0	
LATIN AMERICA & CARIBBEAN	Argentina	<div><div></div></div>	42.6	31	<div><div></div></div>	44.7	10	<div><div></div></div>	12.7	37
	Brazil	<div><div></div></div>	74.1	1	<div><div></div></div>	22.8	50	<div><div></div></div>	3.1	52
	Chile	<div><div></div></div>	22.3	52	<div><div></div></div>	47.9	7	<div><div></div></div>	29.8	9
	Colombia	<div><div></div></div>	19.9	54	<div><div></div></div>	42.5	12	<div><div></div></div>	37.7	4
	Ecuador	<div><div></div></div>	35.3	38T	<div><div></div></div>	58.1	2	<div><div></div></div>	6.6	48
	Guatemala	<div><div></div></div>	27.5	49T	<div><div></div></div>	50.3	5	<div><div></div></div>	22.2	24
	Mexico	<div><div></div></div>	27.5	49T	<div><div></div></div>	61.8	1	<div><div></div></div>	10.8	38T
	Panama	<div><div></div></div>	40.4	33	<div><div></div></div>	41.6	13	<div><div></div></div>	17.9	32
	Peru	<div><div></div></div>	28.1	48	<div><div></div></div>	52.8	4	<div><div></div></div>	19.1	30
	Puerto Rico	<div><div></div></div>	27.1	51	<div><div></div></div>	50.0	6	<div><div></div></div>	22.9	22T
	Uruguay	<div><div></div></div>	36.8	36	<div><div></div></div>	42.6	11	<div><div></div></div>	20.6	27
	AVERAGE	<div><div></div></div>	35.0		<div><div></div></div>	46.8		<div><div></div></div>	18.0	
EUROPE	Bosnia & Herzegovina	<div><div></div></div>	72.1	2	<div><div></div></div>	26.2	45	<div><div></div></div>	1.7	53
	Bulgaria	<div><div></div></div>	63.5	7T	<div><div></div></div>	27.1	40	<div><div></div></div>	9.4	43
	Croatia	<div><div></div></div>	37.8	34	<div><div></div></div>	31.8	31	<div><div></div></div>	30.4	8
	Cyprus	<div><div></div></div>	46.6	28	<div><div></div></div>	45.4	9	<div><div></div></div>	8.0	47
	Estonia	<div><div></div></div>	34.1	42	<div><div></div></div>	38.7	16	<div><div></div></div>	27.2	15
	France	<div><div></div></div>	35.0	40	<div><div></div></div>	37.1	18	<div><div></div></div>	27.9	13
	Germany	<div><div></div></div>	48.1	25	<div><div></div></div>	30.0	38	<div><div></div></div>	22.0	25
	Greece	<div><div></div></div>	53.5	16	<div><div></div></div>	36.5	20T	<div><div></div></div>	9.9	40
	Ireland	<div><div></div></div>	42.7	30	<div><div></div></div>	30.4	36T	<div><div></div></div>	26.9	16
	Italy	<div><div></div></div>	54.6	14	<div><div></div></div>	31.5	32	<div><div></div></div>	14.0	35
	Latvia	<div><div></div></div>	32.5	43	<div><div></div></div>	40.0	15	<div><div></div></div>	27.5	14
	Luxembourg	<div><div></div></div>	49.4	24	<div><div></div></div>	32.1	29T	<div><div></div></div>	18.4	31
	Netherlands	<div><div></div></div>	50.5	23	<div><div></div></div>	33.9	27	<div><div></div></div>	15.6	33
	Poland	<div><div></div></div>	59.3	11	<div><div></div></div>	25.8	46	<div><div></div></div>	14.9	34
	Slovakia	<div><div></div></div>	53.0	20T	<div><div></div></div>	24.2	48	<div><div></div></div>	22.9	22T
	Slovenia	<div><div></div></div>	41.1	32	<div><div></div></div>	37.8	17	<div><div></div></div>	21.1	26
	Spain	<div><div></div></div>	58.0	12	<div><div></div></div>	33.4	28	<div><div></div></div>	8.6	46
	Sweden	<div><div></div></div>	66.7	4	<div><div></div></div>	27.0	41T	<div><div></div></div>	6.3	49
	Switzerland	<div><div></div></div>	31.5	45	<div><div></div></div>	35.3	23	<div><div></div></div>	33.2	6
	United Kingdom	<div><div></div></div>	46.9	27	<div><div></div></div>	29.7	39	<div><div></div></div>	23.4	21
	AVERAGE	<div><div></div></div>	48.8		<div><div></div></div>	32.7		<div><div></div></div>	18.5	
NORTH AMERICA	Canada	<div><div></div></div>	53.2	18T	<div><div></div></div>	26.5	44	<div><div></div></div>	20.3	28
	United States	<div><div></div></div>	29.3	47	<div><div></div></div>	32.1	29T	<div><div></div></div>	38.6	3
	AVERAGE	<div><div></div></div>	41.2		<div><div></div></div>	29.3		<div><div></div></div>	29.5	

T – indicates that the ranking is the same for two or more economies.

TABLE 30
Innovation level for early-stage
entrepreneurs, GEM 2017

		Innovation		(product is new to all or some customers, and few or no businesses offer the same product)
		% of TEA	Rank/54	
AFRICA	Egypt	25.3	30	
	Madagascar	20.9	38	
	Morocco	18.7	41T	
	South Africa	29.7	13	
	AVERAGE	23.6		
ASIA & OCEANIA	Australia	28.5	19	
	China	25.5	29	
	India	25.6	28	
	Indonesia	11.6	52	
	Iran	16.2	45	
	Israel	26.7	24	
	Japan	24.7	34	
	Kazakhstan	23.5	36	
	Korea	26.3	26	
	Lebanon	46.9	4	
	Malaysia	29.3	15T	
	Qatar	37.9	8	
	Saudi Arabia	27.6	22	
	Taiwan	20.2	39	
	Thailand	29.3	15T	
	United Arab Emirates	18.7	41T	
	Vietnam	13.9	48T	
	AVERAGE	25.4		
LATIN AMERICA & CARIBBEAN	Argentina	14.0	47	
	Brazil	13.9	48T	
	Chile	54.0	2	
	Colombia	14.9	46	
	Ecuador	16.5	44	
	Guatemala	29.5	14	
	Mexico	31.7	11	
	Panama	8.5	54	
	Peru	17.8	43	
	Puerto Rico	25.2	31	
	Uruguay	26.2	27	
	AVERAGE	22.9		
EUROPE	Bosnia & Herzegovina	10.9	53	
	Bulgaria	13.4	50	
	Croatia	19.9	40	
	Cyprus	40.9	7	
	Estonia	30.2	12	
	France	48.6	3	
	Germany	23.7	35	
	Greece	26.4	25	
	Ireland	42.7	6	
	Italy	28.2	21	
	Latvia	28.4	20	
	Luxembourg	57.1	1	
	Netherlands	22.5	37	
	Poland	12.1	51	
	Slovakia	29.2	17	
	Slovenia	34.2	10	
	Spain	25.0	32	
	Sweden	29.1	18	
	Switzerland	24.9	33	
	United Kingdom	27.1	23	
	AVERAGE	28.7		
NORTH AMERICA	Canada	43.2	5	
	United States	35.9	9	
	AVERAGE	39.6		

T – indicates that the ranking is the same for two or more economies.

TABLE 31
Gender distribution of early-stage entrepreneurs,
opportunity and necessity TEA, GEM 2017

		Male TEA		Female TEA		Male TEA opportunity		Female TEA opportunity		Male TEA necessity		Female TEA necessity	
		% of males	Rank/54	% of females	Rank/54	% of males	Rank/54	% of females	Rank/54	% of males	Rank/54	% of females	Rank/54
AFRICA	Egypt	18.8	14	7.5	33	58.6	53	40.5	53	37.6	2	56.1	1
	Madagascar	23.0	8T	20.6	6	72.2	40	83.8	6	26.4	12	16.1	40
	Morocco	12.9	27	4.7	46	76.7	33	78.9	15	23.3	18	19.8	31
	South Africa	13.0	26	9.0	28	82.0	13	65.7	37	18.0	31	34.3	14
	AVERAGE	16.9		10.5		72.4		67.2		26.3		31.6	
ASIA & OCEANIA	Australia	15.3	22	9.2	26T	84.6	9	78.1	17	15.4	39	19.2	34
	China	10.5	36T	9.2	26T	63.3	51	69.2	34	34.7	4	29.7	19
	India	10.3	38	8.2	31	49.7	54	25.1	54	34.9	3	43.4	7
	Indonesia	8.8	43T	6.1	39	81.2	14	64.1	40	18.2	30	34.4	13
	Iran	16.1	20	10.5	21	68.4	47	69.7	33	31.3	7	27.7	21
	Israel	14.8	23	10.7	19T	76.0	34	75.7	23	17.8	32T	14.4	44
	Japan	6.5	48T	2.8	51	79.0	24	80.8	11	15.7	38	15.2	41
	Kazakhstan	11.4	33	11.3	15T	68.2	48	70.7	30	20.8	22	15.1	42
	Korea	15.5	21	10.3	22T	74.8	37	78.3	16	24.6	16	17.8	37
	Lebanon	28.8	1	19.8	9	68.7	46	51.5	51	30.9	8	47.5	3
	Malaysia	23.0	8T	20.1	7	88.6	2	90.2	2	6.3	53	7.9	52
	Qatar	7.4	45	7.4	34	83.7	10T	76.9	20	11.8	46	12.9	46
	Saudi Arabia	12.4	28	10.3	22T	71.7	41	56.5	46	26.7	11	40.9	8
	Taiwan	11.0	35	6.2	37T	85.9	6	82.4	7	14.1	41	17.6	39
	Thailand	23.3	7	20.0	8	87.8	3	85.6	4	6.7	52	11.1	48
	United Arab Emirates	9.3	40T	8.3	29T	79.9	20	79.2	13	17.8	32T	13.4	45
	Vietnam	21.7	11	24.8	2	86.9	4	81.8	9	13.1	42	18.2	36
	AVERAGE	14.5		11.5		76.4		71.5		20.0		22.7	
LATIN AMERICA & CARIBBEAN	Argentina	6.5	48T	5.4	44	79.5	21	75.1	26T	18.4	29	24.9	22
	Brazil	19.9	12	20.7	5	65.8	50	53.4	48	33.7	5	45.8	5
	Chile	28.0	3	19.6	10	78.3	26	65.5	38	20.7	23T	32.9	17
	Colombia	19.2	13	18.2	11	79.4	22	75.5	25	19.8	26	20.3	30
	Ecuador	28.7	2	30.6	1	61.8	52	53.1	49	37.9	1	46.5	4
	Guatemala	27.9	4	21.8	4	69.6	45	64.9	39	30.4	9	34.1	15
	Mexico	17.4	17T	11.2	17	74.6	38	70.5	31	22.9	19	29.2	20
	Panama	18.1	16	14.2	14	80.7	17	77.5	19	17.6	34T	22.5	25
	Peru	26.3	5	22.9	3	83.4	12	76.6	22	12.4	43	21.6	27
	Puerto Rico	13.2	25	8.3	29T	70.0	44	63.0	41	28.9	10	35.6	11
	Uruguay	18.4	15	11.3	15T	79.3	23	74.3	28	20.7	23T	22.6	24
	AVERAGE	20.3		16.7		74.8		68.1		23.9		20.6	
EUROPE	Bosnia & Herzegovina	5.2	53	2.7	52	77.8	28	51.9	50	19.0	27	45.5	6
	Bulgaria	4.4	54	3.0	50	75.1	36	70.2	32	24.9	14T	29.8	18
	Croatia	11.5	31T	6.4	35T	71.1	42	49.1	52	26.0	13	50.0	2
	Cyprus	8.9	42	5.8	40T	77.5	30	59.5	44T	21.3	21	40.5	9
	Estonia	24.5	6	14.4	13	76.8	32	73.9	29	17.0	36	21.3	28
	France	5.5	52	2.4	53T	85.8	7	59.5	44T	14.2	40	34.8	12
	Germany	6.6	47	3.9	48T	80.3	18	76.8	21	11.7	47	9.9	49
	Greece	5.7	51	3.9	48T	78.1	27	82.3	8	21.9	20	17.7	38
	Ireland	11.7	29	6.2	37T	75.7	35	78.0	18	20.3	25	22.0	26
	Italy	6.2	50	2.4	53T	80.2	19	62.2	42	11.9	45	19.3	32T
	Latvia	17.4	17T	11.0	18	70.1	43	75.1	26T	24.9	14T	19.3	32T
	Luxembourg	11.6	30	6.4	35T	80.8	16	79.1	14	10.8	48	18.8	35
	Netherlands	10.5	36T	9.4	25	86.3	5	81.0	10	3.0	54	11.9	47
	Poland	10.0	39	7.7	32	89.8	1	90.7	1	9.5	50	8.3	51
	Slovakia	13.8	24	9.8	24	66.2	49	54.6	47	31.7	6	39.2	10
	Slovenia	9.3	40T	4.3	47	77.1	31	67.0	36	17.6	34T	24.2	23
	Spain	6.8	46	5.6	43	73.8	39	62.1	43	23.9	17	33.6	16
	Sweden	8.8	43T	5.7	42	77.6	29	75.6	24	7.6	51	7.5	53
	Switzerland	11.1	34	5.8	40T	83.7	10T	69.0	35	10.4	49	20.7	29
	United Kingdom	11.5	31T	5.3	45	81.0	15	84.7	5	16.8	37	6.6	54
	AVERAGE	10.0		6.1		78.3		70.1		17.2		24.0	
NORTH AMERICA	Canada	22.6	10	15.0	12	78.8	25	79.6	12	18.7	28	14.7	43
	United States	16.7	19	10.7	19T	85.0	8	88.0	3	12.0	44	8.4	50
	AVERAGE	19.6		12.8		81.9		83.8		15.3		11.6	

T – indicates that the ranking is the same for two or more economies.

TABLE 32
TEA by age, GEM 2017

		TEA 18–24 years		TEA 25–34 years		TEA 35–44 years		TEA 45–54 years		TEA 55–64 years	
		% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54	% of adults	Rank/54
AFRICA	Egypt	13.2	19	18.3	17	12.2	30	10.5	24	6.3	29
	Madagascar	17.5	12	19.6	14T	26.2	6	18.5	9	39.0	1
	Morocco	4.5	43	11.9	30	11.2	37	10.1	26	6.1	30
	South Africa	8.8	28	14.5	25	13.5	25	7.5	38	7.0	25T
	AVERAGE	11.0		16.1		15.8		11.6		14.6	
ASIA & OCEANIA	Australia	7.6	31T	13.9	26T	16.5	20	11.9	22	9.3	16T
	China	10.7	23T	11.5	32	12.5	28T	7.9	34T	6.8	27
	India	9.2	27	8.5	41T	11.5	35T	7.9	34T	9.1	18
	Indonesia	4.4	44	10.7	35	9.5	40	5.9	44T	5.0	32T
	Iran	13.4	18	16.5	20	14.9	22	9.2	31	4.4	38
	Israel	7.5	33	14.8	24	14.5	24	13.5	19	12.5	11T
	Japan	3.9	45T	4.3	54	6.4	50	4.0	50	4.2	40
	Kazakhstan	15.0	15	9.3	40	13.4	26	10.0	27	9.3	16T
	Korea	3.3	49T	12.8	28	14.7	23	15.8	13	14.2	8
	Lebanon	23.6	3	28.9	6	24.5	7	22.9	5	16.1	5
	Malaysia	20.4	7	27.1	8	22.2	9	21.2	6	9.5	15
	Qatar	6.8	34T	7.3	47	6.5	47T	9.9	28	8.8	19
	Saudi Arabia	4.8	42	10.0	39	17.3	15T	15.6	14	4.3	39
	Taiwan	8.7	29	13.9	26T	12.1	31	4.6	48	3.4	44T
	Thailand	14.1	16	25.5	10	27.9	3	20.8	7	15.6	6
	United Arab Emirates	5.0	39T	8.4	43	11.7	33	10.2	25	6.7	28
	Vietnam	22.0	5	32.3	2	19.9	12	19.7	8	15.3	7
	AVERAGE	10.6		15.0		15.0		12.4		9.1	
LATIN AMERICA & CARIBBEAN	Argentina	5.0	39T	5.9	50	6.5	47T	8.6	33	3.5	42T
	Brazil	20.3	8	30.5	3	19.2	13	15.1	15	10.3	14
	Chile	13.6	17	29.2	5	29.1	2	25.4	2T	17.1	3
	Colombia	20.2	9	20.5	12	20.7	11	17.9	10	11.9	13
	Ecuador	22.9	4	35.4	1	32.2	1	30.5	1	23.0	2
	Guatemala	24.1	2	27.0	9	26.8	5	25.4	2T	13.4	9
	Mexico	10.1	25	16.0	22	18.2	14	14.7	16	8.0	22
	Panama	15.7	14	19.9	13	17.1	18	13.3	21	12.5	11T
	Peru	21.2	6	28.0	7	27.2	4	25.4	2T	16.7	4
	Puerto Rico	9.9	26	16.1	21	12.5	28T	9.7	29	4.6	36
	Uruguay	18.7	11	18.0	18	17.2	17	11.0	23	7.0	25T
	AVERAGE	16.5		22.4		20.6		17.9		11.6	
EUROPE	Bosnia & Herzegovina	5.5	38	6.6	48	4.9	53	1.8	54	1.5	54
	Bulgaria	3.3	49T	4.5	53	5.2	52	2.8	52	2.5	49T
	Croatia	10.7	23T	12.7	29	11.5	35T	7.1	40	3.4	44T
	Cyprus	3.1	51	10.5	36	11.6	34	6.2	43	3.5	42T
	Estonia	24.6	1	25.3	11	23.5	8	16.1	12	8.7	20
	France	1.6	53T	5.0	52	4.4	54	3.9	51	4.0	41
	Germany	3.4	48	7.7	46	6.5	47T	5.0	46T	3.4	44T
	Greece	5.7	37	6.2	49	7.6	46	2.0	53	1.7	53
	Ireland	6.6	36	10.4	37T	10.3	39	7.7	37	7.7	23
	Italy	3.9	45T	5.8	51	5.3	51	4.4	49	1.8	52
	Latvia	19.7	10	19.6	14T	17.3	15T	13.4	20	2.6	48
	Luxembourg	11.7	20	11.0	33	10.5	38	7.4	39	4.9	35
	Netherlands	11.2	22	15.0	23	12.7	27	6.5	42	5.4	31
	Poland	3.7	47	18.7	16	9.2	41	6.7	41	2.5	49T
	Slovakia	1.6	53T	8.5	41T	16.7	19	14.5	17	13.1	10
	Slovenia	7.6	31T	10.9	34	9.1	42	5.0	46T	2.3	51
	Spain	4.9	41	8.3	44	7.8	45	5.9	44T	3.0	47
	Sweden	7.9	30	8.2	45	7.9	44	7.8	36	4.5	37
	Switzerland	3.0	52	10.4	37T	11.9	32	9.3	30	5.0	32T
	United Kingdom	6.8	34T	11.6	31	8.6	43	9.0	32	5.0	32T
	AVERAGE	7.3		10.9		10.1		7.1		4.3	
NORTH AMERICA	Canada	17.2	13	29.5	4	21.5	10	17.5	11	8.1	21
	United States	11.4	21	17.4	19	16.4	21	14.1	18	7.6	24
	AVERAGE	14.3		23.4		18.9		15.8		7.8	

T – indicates that the ranking is the same for two or more economies.

TABLE 33
Industry distribution of TEA, GEM 2017

		Agriculture		Mining		Manufacturing		Transportation		Wholesale/retail		ICT	
		% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54
AFRICA	Egypt	12.0	7	2.1	45	13.1	5T	4.3	7T	54.3	16	0.4	50T
	Madagascar	30.1	1	1.5	50T	10.0	15T	0.8	47T	48.3	23	0.8	48
	Morocco	4.1	23T	3.7	32	17.0	1	3.4	17	58.9	13	0.0	54
	South Africa	4.1	23T	6.9	14	7.3	33T	3.3	18T	52.5	20	2.6	30T
	AVERAGE	12.6		3.6		11.8		3.0		53.5		1.0	
ASIA & OCEANIA	Australia	1.6	36	10.7	4T	5.5	42T	4.0	11T	26.7	41	6.4	16
	China	1.1	41T	2.2	42T	5.5	42T	1.9	35	69.2	4	3.5	23T
	India	15.0	5T	3.3	34	5.1	46	2.8	27	53.2	18	0.4	50T
	Indonesia	1.2	38T	2.8	37	12.3	9	0.5	51	69.6	3	1.0	46
	Iran	4.3	22	4.0	28	14.1	2	2.4	31	37.6	32	7.3	13T
	Israel	0.6	49T	0.5	54	8.7	25	0.9	45T	27.9	36	11.1	2
	Japan	7.3	11	5.1	19T	3.0	52	5.6	3	22.9	45	7.8	10T
	Kazakhstan	5.8	17	3.6	33	5.7	40T	1.2	42	41.4	31	2.0	36T
	Korea	1.2	38T	2.7	38T	8.3	26	3.1	22	63.1	10	3.5	23T
	Lebanon	2.1	32	1.7	48T	9.7	17T	2.9	26	60.2	11	1.2	43T
	Malaysia	1.9	33T	3.8	31	3.2	51	1.5	38T	78.4	1	0.4	50T
	Qatar	0.9	44T	12.6	2T	5.7	40T	2.2	33	44.7	28	2.1	34T
	Saudi Arabia	0.7	48	3.9	29T	10.5	12T	0.7	49	59.7	12	0.7	49
	Taiwan	3.2	30T	2.2	42T	10.7	11	0.6	50	52.7	19	1.6	41T
	Thailand	10.3	9	4.5	25	4.0	49	1.7	36T	63.9	8	1.2	43T
	United Arab Emirates	0.5	51T	6.2	17	7.3	33T	1.5	38T	44.8	27	4.7	20
	Vietnam	0.8	47	1.5	50T	2.7	54	2.3	32	76.1	2	1.9	38
	AVERAGE	3.4		4.2		7.2		2.1		52.5		3.3	
LATIN AMERICA & CARIBBEAN	Argentina	0.5	51T	1.1	52T	8.9	23	2.1	34	46.4	24	7.5	12
	Brazil	1.0	43	10.2	6	12.6	7	3.5	13T	49.3	22	0.2	53
	Chile	5.1	19	5.1	19T	13.1	5T	3.5	13T	43.4	29	2.7	28T
	Colombia	1.1	41T	2.9	36	10.0	15T	4.3	7T	55.8	15	3.1	25
	Ecuador	7.1	12	1.7	48T	9.2	20	2.7	28T	64.8	7	1.7	40
	Guatemala	0.9	44T	2.0	46T	9.0	21T	3.2	21	67.7	6	2.0	36T
	Mexico	1.8	35	2.2	42T	7.5	32	1.1	43	68.7	5	2.5	32
	Panama	0.9	44T	2.5	40	9.0	21T	6.2	2	53.7	17	1.6	41T
	Peru	6.1	14	2.4	41	5.9	38	4.9	6	63.2	9	2.7	28T
	Puerto Rico	0.0	53T	2.7	38T	6.8	35	1.5	38T	57.5	14	1.2	43T
	Uruguay	4.1	23T	7.4	11T	6.7	36	4.2	9	41.8	30	5.2	19
	AVERAGE	2.6		3.7		9.0		3.4		55.7		2.8	
EUROPE	Bosnia & Herzegovina	20.0	3	12.6	2T	13.2	4	0.4	52	23.4	44	3.6	22
	Bulgaria	15.0	5T	4.2	27	9.7	17T	4.0	11T	45.1	26	4.1	21
	Croatia	20.6	2	6.8	15	11.3	10	2.6	30	25.1	42	5.4	18
	Cyprus	0.0	53T	7.4	11T	2.9	53	0.0	53T	45.4	25	2.4	33
	Estonia	5.9	15T	7.5	9T	13.6	3	3.0	23T	22.1	47	5.7	17
	France	7.0	13	4.9	24	5.3	45	5.5	4	21.1	48T	6.7	15
	Germany	3.2	30T	5.1	19T	4.6	48	1.7	36T	26.8	40	8.0	8
	Greece	4.0	26	1.1	52T	3.9	50	0.0	53T	50.8	21	2.1	34T
	Ireland	4.9	20	7.1	13	7.7	31	3.0	23T	28.3	35	8.2	6
	Italy	17.3	4	3.0	35	10.5	12T	1.5	38T	27.8	37	0.9	47
	Latvia	11.5	8	8.5	7	12.5	8	2.7	28T	23.7	43	2.6	30T
	Luxembourg	1.2	38T	6.6	16	7.8	30	0.9	45T	27.6	38	7.8	10T
	Netherlands	5.3	18	7.5	9T	5.0	47	4.1	10	13.2	53	11.8	1
	Poland	1.3	37	10.7	4T	7.9	29	7.3	1	33.6	33	3.0	26
	Slovakia	1.9	33T	7.9	8	8.8	24	3.3	18T	27.4	39	2.8	27
	Slovenia	5.9	15T	5.0	22T	10.3	14	5.0	5	19.5	50	8.1	7
	Spain	3.5	29	2.0	46T	9.3	19	3.0	23T	32.1	34	7.3	13T
	Sweden	9.7	10	4.3	26	8.1	27	3.3	18T	11.5	54	8.7	5
	Switzerland	3.5	27T	5.0	22T	8.0	28	0.8	47T	17.0	52	1.8	39
	United Kingdom	0.6	49T	14.4	1	5.4	44	3.5	13T	17.6	51	9.6	3
	AVERAGE	7.1		6.6		8.3		2.8		27.0		5.5	
NORTH AMERICA	Canada	3.7	27T	3.9	29T	5.8	39	1.0	44	22.2	46	7.9	9
	United States	4.8	21	5.9	18	6.5	37	3.5	13T	21.1	48T	9.0	4
	AVERAGE	4.2		4.9		6.2		2.2		21.6		8.5	

T – indicates that the ranking is the same for two or more economies.

TABLE 33
Industry distribution of TEA, GEM 2017 (continuation)

		Finance		Professional services		Administrative services		Health, education, government and social services		Personal/consumer services	
		% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54	% of TEA	Rank/54
AFRICA	Egypt	1.8	30T	0.6	51	1.5	44T	8.1	48	1.9	32T
	Madagascar	0.0	51T	0.0	53T	0.0	53T	4.0	54	4.4	13
	Morocco	0.9	42T	1.2	48T	0.7	50	9.6	39T	0.5	49T
	South Africa	3.9	16T	1.0	50	2.9	33T	10.9	37	4.6	12
	AVERAGE	1.6		0.7		1.3		8.1		2.8	
ASIA & OCEANIA	Australia	6.3	7	13.0	11	8.4	7	13.0	32	4.3	14T
	China	3.6	20	0.3	52	0.6	51	11.3	35	0.8	44T
	India	1.1	38T	0.0	53T	0.4	52	18.7	12	0.0	52T
	Indonesia	0.0	51T	2.7	36	3.3	30T	6.6	51	0.0	52T
	Iran	3.0	23	6.5	26	1.9	39T	15.6	23	3.3	22
	Israel	2.0	27T	16.3	5	3.8	25	22.9	5	5.2	9
	Japan	14.4	1	6.3	27T	6.5	12T	21.1	6	0.0	52T
	Kazakhstan	0.6	46T	3.5	35	5.5	20	27.7	2	2.9	25
	Korea	4.2	14	1.2	48T	1.9	39T	9.3	44	1.6	35T
	Lebanon	1.0	41	2.5	38	2.9	33T	12.7	33	3.1	24
	Malaysia	0.7	44T	1.3	47	2.1	37	6.5	52T	0.2	51
	Qatar	1.8	30T	4.1	31T	12.7	2	11.7	34	1.5	37T
	Saudi Arabia	1.5	33T	2.3	40T	1.8	41	15.8	22	2.3	29
	Taiwan	3.8	18T	7.6	21	6.4	14T	9.6	39T	1.6	35T
	Thailand	1.5	33T	1.5	44T	2.3	36	8.3	47	0.7	46T
	United Arab Emirates	5.5	13	4.1	31T	9.4	6	15.3	24	0.5	46T
	Vietnam	1.7	32	1.6	43	1.4	46	8.8	45	1.1	43
	AVERAGE	3.1		4.4		4.2		13.8		1.7	
LATIN AMERICA & CARIBBEAN	Argentina	1.1	38T	9.0	18	3.3	30T	14.0	27	6.0	4T
	Brazil	1.3	37	2.3	40T	1.5	44T	17.6	15	0.5	49T
	Chile	2.1	26	8.3	19	5.1	21T	9.4	42T	2.2	30
	Colombia	2.0	27T	3.7	34	1.7	42T	13.5	31	1.9	32T
	Ecuador	0.7	44T	1.5	44T	0.9	48	7.2	50	2.4	28
	Guatemala	1.1	38T	2.4	39	2.4	35	7.7	49	1.5	37T
	Mexico	0.3	48T	2.6	37	1.0	47	10.3	38	2.0	31
	Panama	0.6	46T	1.9	42	3.4	29	18.9	11	1.2	42
	Peru	0.1	50	1.5	44T	0.8	49	6.5	52T	5.8	6T
	Puerto Rico	2.4	24	4.2	30	5.1	21T	15.0	25	3.6	19T
	Uruguay	0.9	42T	7.3	22	4.6	23	13.6	30	4.1	16
	AVERAGE	1.1		4.1		2.7		12.2		2.9	
EUROPE	Bosnia & Herzegovina	0.0	51T	7.7	20	3.5	27T	13.8	28T	1.8	34
	Bulgaria	0.0	51T	6.9	23T	0.0	53T	9.6	39T	1.3	41
	Croatia	0.3	48T	3.8	33	12.9	1	8.7	46	2.5	27
	Cyprus	1.4	35T	9.6	17	6.1	17	18.2	13	6.6	3
	Estonia	5.9	8	10.0	15	6.5	12T	13.8	28T	6.0	4T
	France	5.6	10T	6.3	27T	9.8	5	20.4	9	7.4	2
	Germany	6.5	6	12.6	13	2.0	38	25.9	3T	3.6	19T
	Greece	3.1	21T	6.2	29	5.9	18	17.5	16	5.4	8
	Ireland	1.4	35T	13.7	10	3.5	27T	17.3	17	4.8	11
	Italy	1.9	29	19.8	3	7.3	9T	9.4	42T	0.7	46T
	Latvia	3.1	21T	9.9	16	6.4	14T	16.3	21	2.7	26
	Luxembourg	6.7	5	14.5	8	6.4	14T	16.8	19	3.8	17
	Netherlands	2.3	25	14.0	9	7.8	8	25.9	3T	3.2	23
	Poland	5.6	10T	6.9	23T	1.7	42T	21.0	7	0.8	44T
	Slovakia	7.4	4	14.9	7	3.7	26	20.5	8	1.4	40
	Slovenia	4.1	15	15.2	6	10.7	3	11.2	36	4.9	10
	Spain	3.9	16T	12.8	12	3.0	32	19.5	10	3.7	18
	Sweden	3.8	18T	20.2	1	4.4	24	17.1	18	8.8	1
	Switzerland	9.2	3	6.8	25	10.3	4	33.8	1	3.6	19T
	United Kingdom	5.6	10T	19.7	4	7.3	9T	14.9	26	1.5	37T
	AVERAGE	3.9		11.6		6.0		17.6		3.7	
NORTH AMERICA	Canada	5.8	9	20.0	2	7.3	9T	16.5	20	5.8	6T
	United States	9.3	2	12.3	14	5.6	19	17.8	14	4.3	14T
	AVERAGE	7.6		16.1		6.4		17.1		5.1	

T – indicates that the ranking is the same for two or more economies.

TABLE 34
National Entrepreneurial Framework Conditions, GEM 2017

		Entrepreneurial finance	Government policy: support and relevance	Government policy: taxes & bureaucracy	Government entrepreneurship programs	Entrepreneurship education at school stage	Entrepreneurship education at post-school stage	R&D transfer	Commercial and legal infrastructure	Internal market dynamics	Internal market burdens or entry regulation	Physical infrastructure	Cultural and social norms
AFRICA	Egypt	4.1	4.2	3.0	3.3	1.8	3.4	2.9	4.0	5.8	4.1	6.1	4.0
	Madagascar	4.2	4.0	3.2	3.2	2.8	4.2	2.8	4.5	5.3	3.1	5.2	4.4
	Morocco	3.3	3.5	3.8	3.4	2.0	3.8	2.6	4.8	4.0	3.1	6.6	3.5
	South Africa	3.1	3.6	3.9	3.2	2.1	5.1	3.3	4.6	4.5	3.6	4.4	3.8
	AVERAGE	3.7	3.8	3.5	3.3	2.1	4.1	2.9	4.5	4.9	3.5	5.6	3.9
ASIA & OCEANIA	Australia	4.3	3.8	4.0	4.4	3.0	3.8	3.6	5.0	5.2	4.5	6.0	4.8
	China	5.5	4.7	4.3	4.7	3.2	5.1	4.3	4.4	7.1	4.4	7.2	5.3
	India	5.1	5.4	3.5	4.6	3.7	4.8	4.5	4.9	6.1	4.2	7.0	4.7
	Indonesia	6.2	6.3	5.6	5.7	5.1	6.2	5.2	5.7	6.9	5.5	6.6	5.9
	Iran	2.9	3.7	2.0	2.1	3.1	3.8	2.6	1.9	4.6	2.1	6.0	4.2
	Israel	5.5	3.1	2.5	3.8	2.9	4.5	4.2	5.5	4.4	3.7	6.9	7.2
	Japan	4.8	4.4	3.7	4.2	2.7	4.3	4.7	4.3	7.1	4.6	7.5	3.7
	Kazakhstan	4.6	5.2	4.2	4.3	2.9	3.6	3.1	5.2	4.6	4.2	6.1	4.7
	Korea	4.6	2.9	3.1	2.9	4.8	6.1	3.9	5.2	5.5	4.1	4.5	5.2
	Lebanon	5.8	4.5	4.2	4.4	3.5	4.6	4.0	5.0	6.3	4.9	6.9	5.3
	Malaysia	4.4	5.7	5.1	5.3	4.3	5.0	4.4	5.1	5.2	4.3	6.4	4.8
	Qatar	3.9	3.9	3.6	3.8	2.1	3.5	2.9	3.2	5.5	3.8	5.7	5.0
	Saudi Arabia	4.0	5.8	4.5	4.9	2.9	3.9	3.9	3.9	7.1	3.4	6.7	5.0
	Taiwan	4.6	4.0	4.9	4.9	3.9	4.8	4.4	4.7	6.1	4.6	7.2	5.6
	Thailand	5.0	4.5	4.1	3.8	3.3	4.6	3.8	4.6	6.9	4.1	6.5	5.3
	United Arab Emirates	4.9	6.3	5.9	5.3	5.0	5.5	4.8	5.7	5.5	5.4	7.5	6.9
	Vietnam	3.8	5.0	4.0	3.4	2.9	4.3	3.7	4.7	6.9	4.6	7.1	6.1
	AVERAGE	4.7	4.7	4.1	4.3	3.5	4.6	4.0	4.7	6.0	4.3	6.6	5.3
LATIN AMERICA & CARIBBEAN	Argentina	3.4	6.3	3.0	5.3	2.6	5.3	4.3	4.7	5.4	3.9	5.5	5.2
	Brazil	4.3	3.0	2.3	3.2	2.3	4.1	3.0	4.3	6.0	3.7	5.2	3.7
	Chile	3.6	4.1	4.6	5.2	2.5	4.5	3.4	4.2	4.1	3.9	7.1	5.0
	Colombia	3.6	3.8	3.2	4.4	3.6	5.6	3.7	4.7	4.5	4.2	6.2	5.7
	Ecuador	3.2	3.5	2.9	3.6	3.6	6.0	3.5	5.1	4.6	3.9	7.0	5.0
	Guatemala	2.6	2.4	3.3	2.9	2.4	5.2	2.9	4.8	2.9	3.8	6.4	5.1
	Mexico	4.3	5.2	3.9	5.3	2.6	5.9	4.3	5.0	4.7	4.0	6.6	4.9
	Panama	3.1	3.3	4.6	4.4	2.5	4.4	3.5	4.7	4.1	4.3	6.8	4.7
	Peru	3.6	4.4	3.5	4.6	3.7	5.2	3.5	4.3	4.2	4.5	5.8	5.5
	Puerto Rico	3.5	3.8	1.8	3.0	2.1	4.8	2.9	4.6	4.9	3.3	5.0	4.2
	Uruguay	3.5	3.1	4.5	5.3	2.1	5.6	4.3	5.1	2.9	3.8	6.6	3.2
	AVERAGE	3.5	3.9	3.4	4.3	2.7	5.1	3.6	4.7	4.4	3.9	6.2	4.7
EUROPE	Bosnia & Herzegovina	3.9	3.5	3.2	4.3	3.6	4.7	3.6	5.9	5.1	4.2	6.5	4.1
	Bulgaria	4.4	3.0	4.8	3.7	3.0	4.2	3.4	5.1	4.9	4.2	7.1	4.4
	Croatia	4.0	3.3	2.1	3.6	2.4	3.7	3.3	4.7	5.8	3.2	5.9	3.0
	Cyprus	3.3	4.1	4.9	3.4	3.1	4.5	4.0	5.1	4.2	4.1	6.6	4.1
	Estonia	5.4	4.9	5.1	5.5	5.0	5.6	4.7	6.0	4.2	5.9	7.6	6.5
	France	4.6	5.6	5.0	5.4	3.0	5.4	4.9	5.2	4.5	4.1	7.2	4.3
	Germany	4.7	4.4	4.1	5.6	2.6	4.2	4.3	5.8	4.6	4.5	6.6	4.3
	Greece	3.2	3.3	2.4	3.2	2.8	4.3	4.0	4.7	4.8	3.9	6.0	4.2
	Ireland	4.5	4.4	4.6	5.7	3.2	4.4	4.4	5.1	4.3	4.6	5.5	5.0
	Italy	3.7	4.1	3.1	4.0	2.8	4.6	4.4	4.5	5.2	4.5	5.4	3.9
	Latvia	5.0	4.6	3.6	4.7	4.3	5.0	4.0	5.8	4.6	4.4	6.9	5.2
	Luxembourg	4.1	5.0	5.6	5.7	3.2	5.0	5.2	5.7	3.5	5.2	6.9	4.2
	Netherlands	6.0	5.4	5.8	6.0	5.6	6.2	5.3	6.2	5.5	6.1	7.8	6.7
	Poland	5.1	4.5	3.0	4.0	2.3	4.4	3.4	4.9	6.6	4.4	7.0	4.4
	Slovakia	4.8	3.1	2.7	3.3	3.3	4.7	3.1	5.2	4.7	3.9	6.8	3.3
	Slovenia	4.5	4.2	3.0	4.4	3.4	4.7	4.3	5.0	5.3	4.3	6.7	3.8
	Spain	4.1	3.7	2.9	4.9	3.0	4.7	3.7	4.8	4.0	3.7	5.9	3.8
	Sweden	4.7	3.6	3.4	4.4	4.1	4.3	4.2	4.8	5.1	4.3	7.3	5.0
	Switzerland	5.2	4.9	5.7	5.5	3.7	6.3	5.7	5.5	4.7	4.8	7.4	5.4
	United Kingdom	4.5	4.3	4.6	4.4	3.3	4.5	4.4	5.0	4.4	4.5	5.9	5.4
	AVERAGE	4.5	4.2	4.0	4.6	3.4	4.8	4.2	5.2	4.8	4.4	6.7	4.5
NORTH AMERICA	Canada	5.0	3.8	4.1	4.3	3.3	4.8	3.8	5.1	4.6	3.8	6.4	6.7
	United States	5.2	5.2	5.0	5.4	4.0	5.2	4.8	6.1	4.3	5.0	7.0	6.0
	AVERAGE	5.1	4.5	4.5	4.8	3.7	5.0	4.3	5.6	4.4	4.4	6.7	6.3
GEM AVERAGE		4.3	4.3	3.9	4.3	3.2	4.8	3.9	4.9	5.1	4.2	6.5	4.8

(weighted average: 1 = highly insufficient, 9 = highly sufficient)

CHAPTER 7

METHODOLOGY AND DEFINITIONS



7.1 GEM CONCEPTUAL FRAMEWORK

Since its inception, the GEM survey has been conceptualized to explore the interdependency between entrepreneurship and economic development, to:

- determine the extent that entrepreneurial activity influences economic growth within individual economies
- identify factors which encourage and/or hinder entrepreneurial activity (especially relationships between national entrepreneurship conditions, social values, personal attributes and entrepreneurial activity)
- guide the formulation of effective and targeted policies aimed at enhancing entrepreneurial capacity within individual countries

To explore the interdependency between entrepreneurship and economic development, the GEM developed a Conceptual Framework focused on enterprise creation, development and growth. This framework has evolved since its inception in 1999. As shown in **Figure 20**, the GEM Conceptual Framework is centred on the assumption that a nation's economic growth is directly impacted by the personal capability of its individuals to identify and seek opportunities to start a business. This process is affected by environmental factors which influence individual decisions to pursue entrepreneurial activities.

The social, economic, cultural and political context is represented through the National Framework Conditions (NFCs) and the EFCs. The NFCs reflect the stages of economic development and the progress between them. The EFCs relate to the quality of the entrepreneurial ecosystem, including entrepreneurial finance, government programs, entrepreneurship education, R&D transfer, market dynamics and regulation, physical infrastructure, and cultural and social norms.

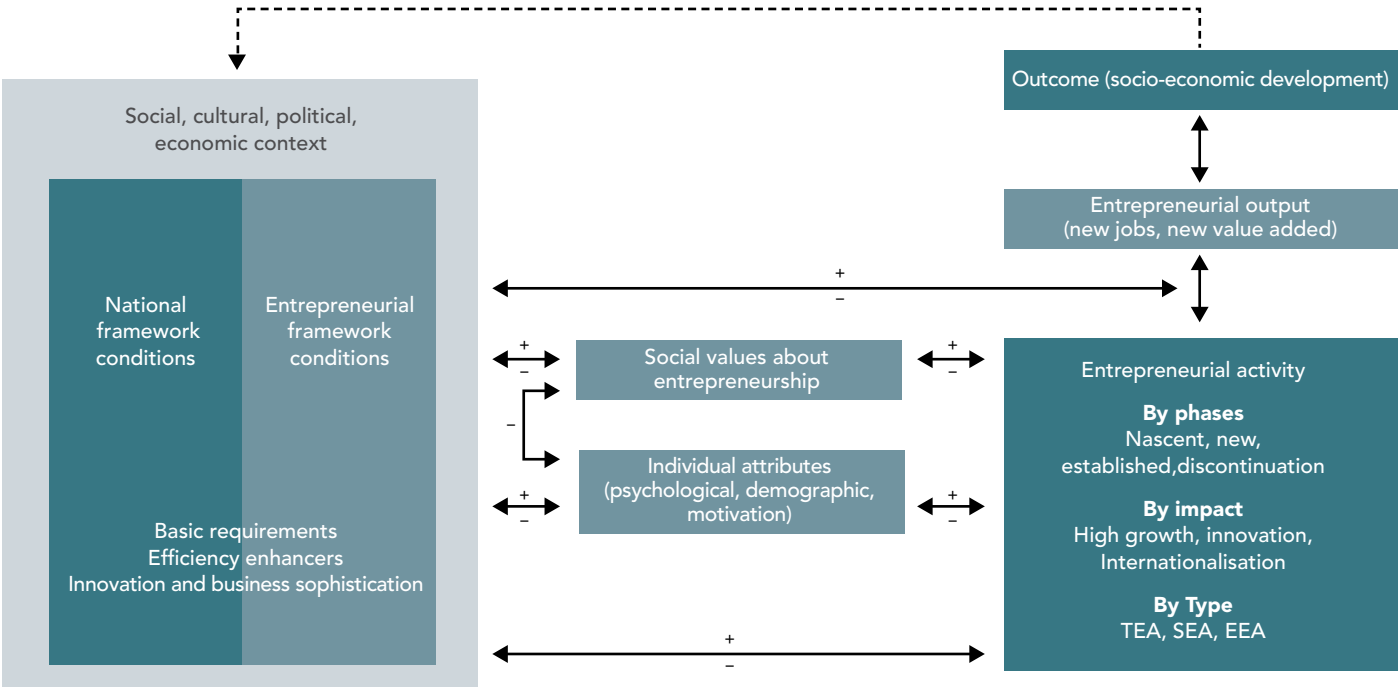
The GEM Conceptual Framework recognizes that entrepreneurship is part of a complex feedback system, and makes explicit the relationships between social values, personal attributes and various forms of entrepreneurial activity. It also recognizes that entrepreneurship can mediate the effect of the NFCs on new job creation and new economic or social value creation. Entrepreneurial activity is therefore an output of the interaction of an individual's perception of an opportunity and capabilities (motivation and skills) to act on this, and the distinct conditions of the respective environment where they are located. While entrepreneurial activity is influenced by the EFCs where it takes place, it ultimately benefits this environment through social value and economic development.

Social values toward entrepreneurship: This includes aspects such as the extent that society values entrepreneurship as a good career choice; whether entrepreneurs have a high societal status; and the extent that media attention on entrepreneurship is contributing to the development of a positive entrepreneurial culture.

Individual attributes: This includes different demographic factors such as gender, age, geographic location; psychological factors including perceived capabilities, perceived opportunities, fear of failure; and motivational aspects including necessity- versus opportunity-based ventures and improvement-driven ventures.

Entrepreneurship activity: This is defined according to the phases of the lifecycle of entrepreneurial ventures (nascent, new business, established business, discontinuation), according to impact (high growth, innovation, internationalisation), and by type (TEA, social entrepreneurship activity — SEA, EEA).

FIGURE 20
The GEM Conceptual Framework (as of 2015)



Source: Reynolds, P.D., Hay, M. & Camp, S.M., *Global Entrepreneurship Monitor*, 1999

7.2 HOW GEM MEASURES ENTREPRENEURSHIP

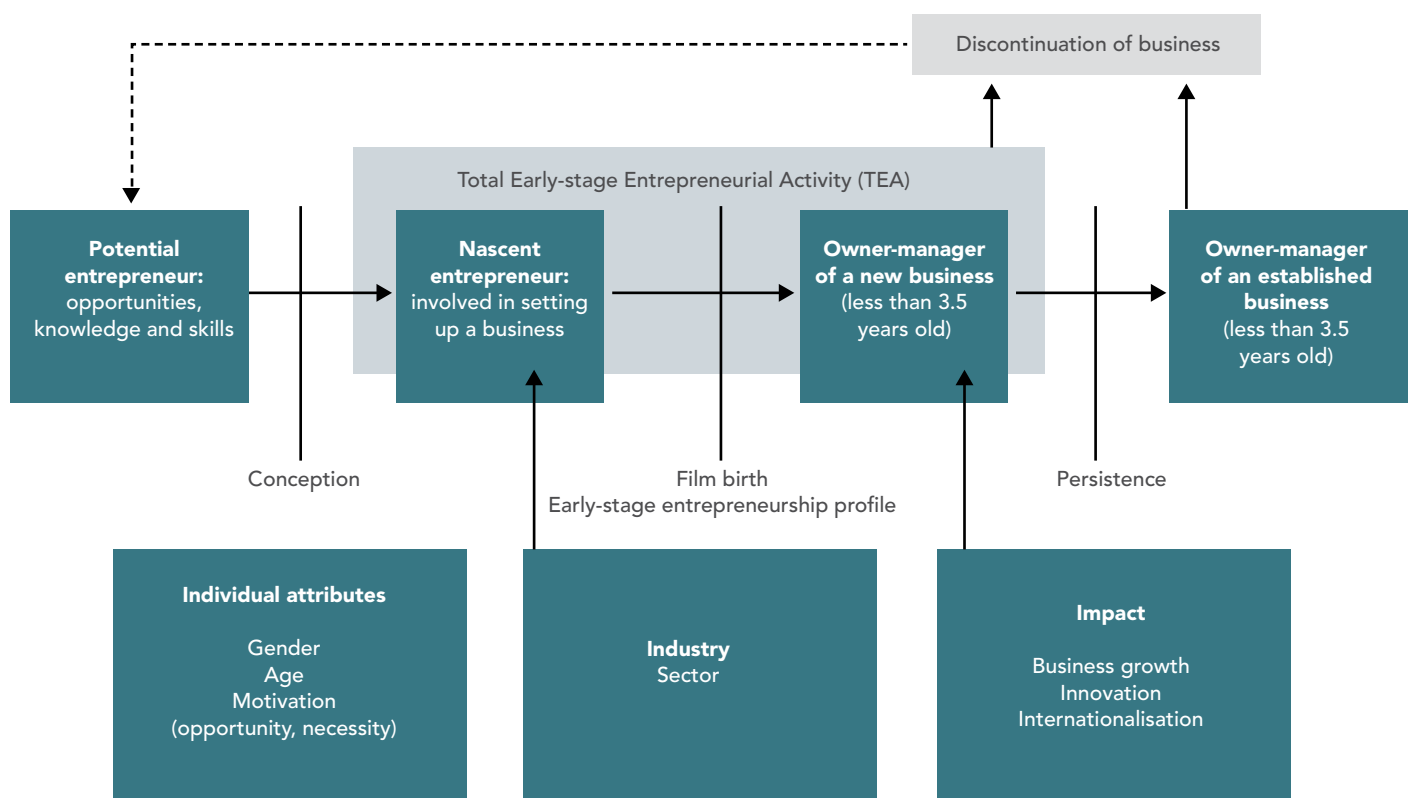
The GEM measures individual participation across multiple phases of the entrepreneurial process, providing insights into the level of engagement at each stage. This is important because societies may have varying levels of participation at different points in this process. A healthy entrepreneurial society requires people to be active in all phases of the entrepreneurial process. For example, to have start-ups in a society, there must be potential entrepreneurs. Later in the process, people that have started a business must have the capability to sustain their business into maturity. **Figure 21** presents an overview of the entrepreneurial process and the GEM operational definitions.

The GEM provides a comprehensive account of both informal and formal business activity. This is important because in many societies entrepreneurs operate in the informal sphere. The GEM's empha-

sis on individuals provides insight into who these entrepreneurs are including: their demographic profiles; their motivations for starting a new venture; and the vision they have for their businesses. It also assesses broader societal attitudes about entrepreneurship, which can indicate the extent that people are engaged in or willing to participate in entrepreneurial activity, and the level of societal support for entrepreneurs.

Every individual engaged in behaviour related to new business creation, whether it is at the initial concept stage or the established business stage, contributes to the national level of entrepreneurship. The GEM not only considers the number of entrepreneurs in an economy but takes into consideration other aspects such as the level of employment they create, their growth ambitions, and the extent that segments such as women are participating in entrepreneurial activity.

FIGURE 21
Stages of entrepreneurship represented in GEM



Source: GEM Global Report 2015

7.3

GEM METHODOLOGY

To provide reliable comparisons across countries, GEM data are obtained using a research design that is harmonized across participating countries. The GEM data are gathered on an annual basis from two main sources:

Adult Population Survey (APS)

At the heart of the GEM methodology is the APS. This GEM survey of entrepreneurship provides primary data on a random representative sample of at least 2,000 adults between the ages of 18 and 64 years. The surveys are conducted at the same time every year (between May and June) using a standardized questionnaire provided by the GEM Global Data Team. The questionnaire is translated into local languages, and back-translated for a validity check. In Qatar, the APS questionnaire was translated from English into Arabic.

In 2017, the APS conducted in Qatar included a total of 2,742 interviews, with a random selection of the adult population between the ages of 18 and 64 years, covering all nationalities and gender. Interviews were conducted using a structured questionnaire in the preferred language of the respondent (Arabic or English). As the survey was conducted in May and June 2017, data collection in Qatar primarily fell during the holy month of Ramadan.

To maximize the representation of the population, a multi-channel methodology was used: 80% of data was collected via telephone surveys on respondents' mobile phones using random digit dialing (RDD); the remaining 20% of data was collected using a computer assisted personal interviewing (CAPI) methodology, where respondents were randomly approached in public spaces across Qatar and invited to participate. The sample for the telephone surveys was developed by randomly generating thousands of mobile phone numbers, based on two root phone numbers from telecommunication providers Ooredoo and Vodafone. The APS sample was stratified by age, gender and municipality of residence.

The individual countries only gain access to the data once it has been analysed by experts at London Business School for quality assurance, checking and uniform statistical calculations. As the GEM research design harmonizes the data, it is possible to conduct reliable cross-national and intra-country comparisons over time.

National Experts Survey (NES)

The NES comprises at least 36 interviews with selected and pre-approved government and industry experts from across nine frameworks in each participating economy. These frameworks are: entrepreneurial financing; government policy; government entrepreneurship programs; entrepreneurial education; R&D transfer; commercial and legal infrastructure; internal market dynamics and market burdens or entry; physical infrastructure; and cultural and social norms.

National experts are selected for participation in the NES in accordance with the international GEM selection criteria, to ensure each country's selection is balanced, relevant and representative — allowing for global data harmonization and consistent comparisons between the participating countries. It is therefore required that each participating country includes at least four experts from each of the nine NES entrepreneurial framework categories.

In general, experts are carefully chosen based on their level of knowledge and experience of each of the EFCs. In Qatar, a total of 45 interviews with national experts were conducted via an online link to the survey, distributed via email. All countries participating in the NES are required to use a standardized NES questionnaire, which is translated locally into additional languages (such as Arabic for Qatar).





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QATAR DEVELOPMENT BANK (QDB)

QDB was founded by Emiri Decree to grow Qatar's private sector and diversify its economy. His Highness Sheikh Hamad Bin Khalifa Al Thani, the Father Amir, identified these as vital tasks in developing Qatar into a modern state. Since its establishment in 1997, QDB has been at the forefront of these efforts. It has worked with thousands of Qatari entrepreneurs and enterprises and has provided investment and guidance to brand-

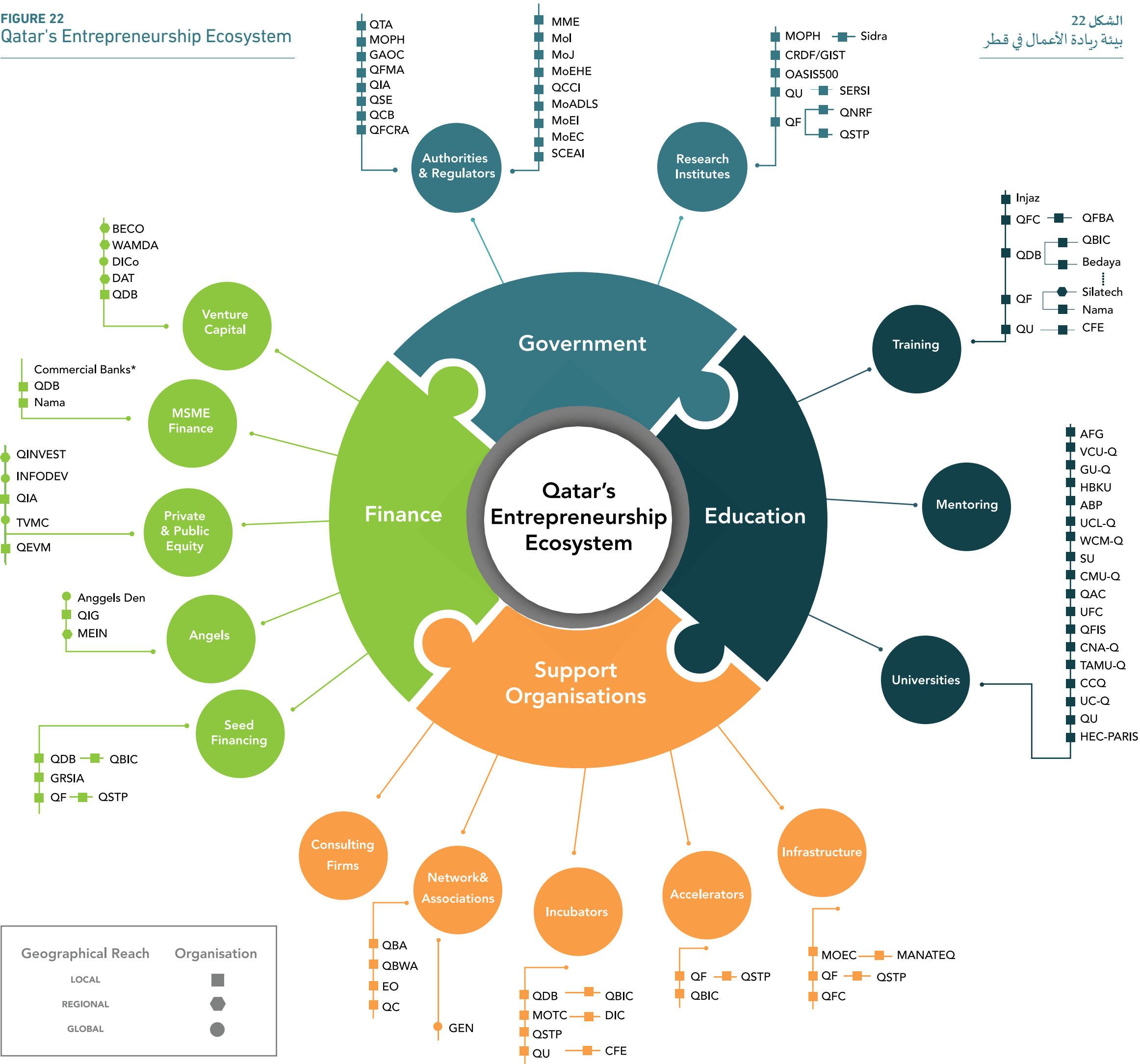
new start-ups and well-established corporations. QDB has built a reputation for identifying promising investment opportunities. Its focus is on growing SMEs in key sectors by offering several services via a single window to support expected growth. Through smart, targeted financing products and advisory support services, QDB is nurturing a sound and sustainable knowledge-based economy for Qatar.



QATAR'S ENTREPRENEURSHIP ECOSYSTEM

Qatar's entrepreneurship ecosystem consists of a complex network of institutions and organizations that support entrepreneurs and help to build a knowledge-based economy. The ecosystem plays a vital role in achieving the vision for the State of Qatar. **Figure 22** illustrates Qatar's entrepreneurship ecosystem, which is segmented into four key areas: government; education; finance; and support organizations.

FIGURE 22
Qatar's Entrepreneurship Ecosystem



Government

QNR: Qatar National Research Fund
QSA: Qatar Statistics Authority
QU: Qatar University
MoPH: Ministry of Public Health
MOI: Ministry of Interior
MME: Ministry of Municipality & Environment
MoJ: Ministry of Justice
MoEHE: Ministry of Education & Higher Education
QCCI: Qatar Chamber of Commerce & Industry
MoEI: Ministry of Energy & Industry
SCEAI: Supreme Council for Economic Affairs & Investment
QF: Qatar Foundation
QSTP: Qatar Science & Technology Park
MoEC: Ministry of Economy & Commerce
MoBT: Ministry of Business & Trade
QFMA: Qatar Financial Markets Authority
QIA: Qatar Investments Authority
QSE: Qatar Stock Exchange
QCB: Qatar Central Bank
QFCRA: Qatar Financial Centre Regulatory Authority
QEV: Qatar Exchange Venture Market
QTA: Qatar Tourism Authority
MOPH: Ministry of Public Health
GAOC: General Authority Of Customs

Education

QF: Qatar Foundation
QSTP: Qatar Science & Technology Park
QDB: Qatar Development Bank
QBIC: Qatar Business Incubation Center
VCU-Q: Virginia Commonwealth University, Qatar
GU-Q: Georgetown University, Qatar
HBKU: Hamad Bin Khalifa University
QFBA: Qatar Financial & Business Academy
ABP: Academic Bridge Program
UCL-Q: University College London
WCM-Q: Weill Cornell Medical College
AFG: College with the University of Aberdeen
SU: Stenden University
CMU-Q: Carnegie Mellon University, Qatar
QAC: Qatar Aeronautical College
QFC: Qatar Financial Centre
UFC: University Foundation College
QFIS: Qatar Faculty of Islamic Studies
CNA-Q: College of North Atlantic, Qatar
TAMU-Q: Texas A&M University, Qatar
CCQ: Community College Qatar
UC-Q: University of Calgary, Qatar
QU: Qatar University
CFE: Center for Entrepreneurship

Support Organisations

MOEC: Ministry of Economy & Commerce
QF: Qatar Foundation
QSTP: Qatar Science & Technology Park
QFC: Qatar Financial Centre
QDB: Qatar Development Bank
QBIC: Qatar Business Incubation Center
MoTC: Ministry of Transport & Communication
DIC: Digital Incubation Center
QBA: Qatari Businessmen Association
QBWA: Qatari Businesswomen Association
CFE: Center for Entrepreneurship
QC: Qatar Chamber
EO: Entrepreneur's Organisation

Finance

QIG: Qatar Investors Group
MEIN: Middle East Investment Network
QDB: Qatar Development Bank
DAT: Dar Al Tawreeq
DICo: Draper Investment Company
TVMC: TVM Capital Healthcare Partners
QBIC: Qatar Business Incubation Center
GRSIA: General Retirement & Social Insurance Authority
QF: Qatar Foundation
QSTP: Qatar Science & Technology Park
QIA: Qatar Investment Authority
* Includes all banks in Qatar