

Applying Creative Thinking Techniques as an Approach to Fostering Entrepreneurship: An Analytical Approach to Practical Cases

تطبيق تقنيات التفكير الإبداعي كنهج لتعزيز ريادة الأعمال: منهج تحليلي لحالات عملية

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Abstract:

This research paper aims to examine creative thinking techniques that support entrepreneurial orientation within business organizations. Utilizing a descriptive–analytical methodology, the study reviews the key variables by addressing the theoretical concepts related to entrepreneurship and its strategies, as well as creativity and its applied techniques, including brainstorming, the SCAMPER method, and the Six Thinking Hats. The paper also highlights the efforts of Arab countries to promote innovation and creativity through initiatives led by innovation and entrepreneurship centers. The study concludes that the selected Arab countries are making significant efforts to foster innovation and creativity and to support business organizations in achieving entrepreneurship. It further emphasizes the necessity of coordinated collaboration among all national stakeholders—government institutions, research centers, universities, and business organizations—working in an integrated manner to attain leadership across various fields.

Keywords: Entrepreneurship; Creative Thinking; Brainstorming ; SCAMPER Method ; Six Thinking Hats ; Innovation; Innovation Centers

المخلص:

تهدف هذه الورقة البحثية إلى استكشاف تقنيات التفكير الإبداعي التي تُسهم في تعزيز التوجه الريادي داخل مؤسسات الأعمال، وذلك بالاعتماد على المنهج الوصفي التحليلي لعرض متغيرات الدراسة. وقد تناولت الورقة المفاهيم النظرية المتعلقة بالريادة واستراتيجياتها، إلى جانب الإبداع وأساليب تطبيقه، مثل العصف الذهني، وطريقة سكامبر، وتقنية القبعات الست. كما ركزت على المبادرات التي اعتمدتها الدول العربية لدعم الابتكار والإبداع من خلال إنشاء مراكز الإبداع وريادة

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الأعمال. وتوصلت الدراسة إلى أنّ الدول العربية المختارة تبذل جهودًا معتبرة لتعزيز الإبداع والابتكار ومساندة مؤسسات الأعمال لتحقيق الريادة. كما شددت على أهمية تكامل أدوار مختلف الفاعلين في الدولة—من مؤسسات حكومية، ومراكز بحث، وجامعات، ومؤسسات أعمال—والعمل المشترك بصورة منسقة للوصول إلى مستويات ريادية في شتى المجالات.

الكلمات المفتاحية: الريادة، الإبداع، العصف الذهني، المؤسسة، تجارب عربية.

Introduction

Business organizations, regardless of their fields of activity and sizes, operate in a highly dynamic and complex external environment that generates successive challenges and problems, compelling them to seek innovative solutions to ensure their survival and competitiveness. The availability of human resources endowed with intellectual skills and creative abilities is among the most crucial assets to address these challenges, alongside providing a supportive organizational environment and adopting strategies and methods that foster such capabilities. In this context, creativity has become a fundamental pillar for organizational success and a decisive factor in achieving distinctiveness, uniqueness, and leadership in the marketplace.

In the face of intense competition, entrepreneurship has emerged as a strategic imperative and a top priority in organizational planning, representing the ability to deliver innovative products and services while adopting modern management approaches to improve performance. Achieving such excellence is grounded in an entrepreneurial approach built upon creativity and innovation, which together constitute the essence of entrepreneurship.

Based on these considerations, the central research question of this study can be formulated as follows: **How can entrepreneurial orientation based on creative thinking techniques be strengthened, and what is the reality of its application in Arab countries?**

This main question leads to the following sub-questions:

1. What is meant by entrepreneurial orientation, and how can an organization be classified as entrepreneurial?
2. What is the nature of the relationship between entrepreneurship and creative innovation?
3. How can creative ideas be generated to enable organizations to achieve distinctiveness and leadership?
4. What is the reality of applying creativity and innovation for entrepreneurship in Arab countries?

The study aims to:

- Clarify the importance of adopting an entrepreneurial orientation and identify the key entrepreneurial characteristics required.
- Present the various techniques used to generate ideas within the framework of creativity and innovation.
- Review the current reality of Arab countries' support for creative entrepreneurial organizations, highlighting notable Arab experiences.

In pursuit of achieving the objectives of this study, the research was divided into two main parts: the theoretical part, which provides a clarification of the fundamental concepts related to entrepreneurship and the application of creative thinking techniques; and the practical part, which presents case studies and practical experiences of applying the creative entrepreneurial approach in Arab countries.

First – The Theoretical Framework of the Study:

I. Entrepreneurial Orientation Based on Creativity and Innovation

The methods for developing organizations have diversified and evolved over past decades. For a long time, the traditional approach—driven primarily by necessity—prevailed. However, numerous modern approaches to organizational development have since emerged, among which the “entrepreneurial approach” stands out as a true qualitative leap, elevating organizations to the ranks of those distinguished and leading in their fields of activity.

The Concept of Entrepreneurial Orientation:

Entrepreneurial orientation is regarded as a central concept within the literature on firm-level entrepreneurship, as it represents a strategic necessity for organizations operating in highly dynamic and competitive environments. This orientation reflects the organizational posture adopted by the firm in its pursuit of opportunities through innovation, proactiveness, and calculated risk-taking, enabling it to respond effectively to rapid environmental changes and to create value through entrepreneurial initiatives. The concept has received extensive attention in both academic research and practical applications due to its strong association with various organizational variables and its influence on overall firm performance. Recent systematic reviews highlight the importance of entrepreneurial orientation as a fundamental component in building competitive advantage, underscoring the need to deepen the understanding of its dimensions and effects, and to explore fruitful future research directions that may enhance its development and application within business organizations. (Wales, Vishal , & Fariss, 2011, p. 358)

Entrepreneurial orientation is a strategic and organizational posture adopted by a firm, characterized by a calculated managerial approach that emphasizes creativity, innovation, proactiveness, and calculated risk-taking in order to seize opportunities and create new value. The effectiveness of this orientation increases when it is supported by essential organizational capabilities such as learning orientation and resource flexibility, as these conditions enhance the firm's ability to explore new opportunities, reduce investment risks, and improve the predictability of outcomes associated with entrepreneurial initiatives. (Wales, Jeffrey , Jens , & Matthias , 2023, p. 1753)

From the above, it can be concluded that entrepreneurial orientation represents the willingness and ability of senior management and organizational leaders to structure business operations through an innovative and creative approach, taking and managing risks, and seeking to seize opportunities in order to achieve excellence and profitability. From this perspective, entrepreneurship is based on three fundamental dimensions: (Mrabet & Hazar , 2023, p. 1025)

- **Creativity and innovation** in introducing products, methods, and techniques that enhance the development of administrative performance and the organization's outputs, as creativity and innovation lie at the very core of entrepreneurial orientation and strategy.
- **Risk-taking**, which reflects the organization's willingness to engage in projects and activities that carry risks but have the potential to yield substantial returns.
- **Proactiveness**, which refers to moving ahead by taking actual initiatives that precede competitors in the organization's field of work and actively seeking new opportunities—in other words, leading competitors rather than following them.

1.2 The Importance of Adopting a Creative Entrepreneurial Orientation:

The significance of entrepreneurship stems from its status as one of the most promising fields of knowledge in the economies of both developed and developing countries. (Daft, 2003, p. 121)

By adopting this orientation, organizations acquire sustainable competitive advantages that contribute to development and economic growth. In this regard, Daft pointed out that entrepreneurship and creativity form the logical foundation for the accumulation of nations' wealth, in addition to generating returns, sustaining the business life cycle, and thus contributing to stimulating and driving national economies.

Organizations that adopt an entrepreneurial orientation also achieve satisfaction for all stakeholders. For the organization itself, this comes through creating added value in terms of profits, brand equity, reputation, and market recognition. For customers, it is achieved by delivering outputs that meet—and sometimes exceed—their expectations. For employees, it comes from providing adequate income, personal and job satisfaction, and, through the organization's success and excellence, fulfilling self-actualization for the creative entrepreneurial individual.

Moreover, entrepreneurial activity is of great importance in society at large for several reasons: (Audretsch, 2008, p. 249)

1. Entrepreneurship generates creativity and change—especially technological change—thereby fostering economic growth.
2. It is the process through which the balance between supply and demand is achieved.
3. It is the process by which knowledge is transformed into products and services.
4. It has become an essential mission, necessitating an understanding of its role in developing human and intellectual capital.

The growing recognition of the importance of creativity-based entrepreneurship in driving economic growth and enhancing organizational competitiveness requires

providing the appropriate organizational conditions and ensuring that the organization has creative leaders who support ideas and innovation, dedicating their time and effort to achieving comprehensive success. This is accomplished by understanding customer desires, delivering quality, managing business with knowledge and professionalism, and pursuing continuous learning.

The importance of this approach is further highlighted by the numerous benefits it offers, which can be summarized as achieving high profitability, increasing job satisfaction, and raising the level of organizational commitment.

1.3. Characteristics of Creative Entrepreneurial Enterprises:

It is not easy for an enterprise to be both entrepreneurial and creative, yet it can distinguish itself through the human and material capabilities it possesses, which enable it to outperform competing organizations. The most important characteristics of creative entrepreneurial enterprises include: (Rumanti, Afrin , & Fandi , 2023, p. 3)

- Dissatisfaction with the current situation and work methods, and continuous emphasis on improvement without interruption.
- Adoption of flexible organizational structures and appropriate operational procedures.
- Relying on imaginative management and openness to unconventional ideas.
- Selecting and embracing new ideas and innovative ways of working.
- Developing both individual skills and team skills for problem-solving.
- Emphasizing experimentation, exploration, continuous learning, training, and executive development.
- Focusing on alternative methodologies for problem-solving and alternative models for decision-making.

In addition, such an enterprise possesses advanced creative leadership and entrepreneurial teams capable of transforming, renewing, and innovating in the execution of tasks, backed by their cognitive and technical abilities to perform work with distinction.

1.4. Entrepreneurial Strategies

The entrepreneurial orientation encompasses various dimensions identified by researchers according to their intellectual and research perspectives. Three main dimensions have received the highest level of agreement among scholars: (Lumpkin & Dess, 1996, p. 136)

1.4.1. Creativity and Innovation

This refers to the development of innovative ideas that reflect perceived needs and respond to opportunities within the organization. It is considered the first step toward innovation, as the concepts of creativity, innovation, and creation are often used interchangeably, meaning the emergence of something new and unfamiliar. Modernization refers to arriving at a new idea related to technology, while creativity means renewal, and innovation refers to a new solution to a problem or a novel idea.

Improvement, on the other hand, involves making modifications and changes to existing processes or products.

If creativity is about developing innovative ideas within the organization, it constitutes the first step toward innovation. It also contributes to the organization's success and improves decision-making processes. Generally, creativity can take two forms:

- **Radical Creativity:** Achieving an entirely new approach, representing a major breakthrough—a higher-level creative cycle.
- **Incremental Creativity:** Partially developing a new product through improvements made to existing products.

1.4.2. Differentiation (Uniqueness)

Differentiation in business organizations is achieved through the ability to stand out from other competing organizations in the same sector in terms of products and services. This enables the organization to achieve competitive advantage, sustainability, and superior products.

1.4.3. Risk-Taking

This refers to the willingness to face potential losses. Entrepreneurship inherently involves a degree of risk-taking. It has been demonstrated that entrepreneurs are generally more confident in decision-making than managers in large business organizations. Entrepreneurs should also evaluate their objectives daily after completing each task.

1.4.4. Proactiveness

This is the ability to take high-level risks beyond the environmental conditions surrounding organizations. It involves key elements such as:

- Attempting to cooperate with competitors to contain them.
- Prioritizing genuine attempts at creativity.

2. Introduction to Creative Thinking and Its Techniques for Entrepreneurship

2.1 The Concept of Creative Thinking:

Feldhusen (1998) views creativity as a cognitive activity that involves developing and utilizing a large knowledge base of information, and practicing both cognitive and metacognitive thinking skills for decision-making.

Solso (2001) defines it as a cognitive mental activity that results in a new and unfamiliar way of perceiving a problem in order to find a solution.

Sternberg (2008), in his *Investment Theory of Creativity*, explains that creativity is a mental ability enabling an individual to self-manage a set of interconnected yet distinct components. This mental capacity involves three types of thinking:

- **Synthetic Thinking:** the ability to view a problem in a new way and move away from conventional thinking.
- **Analytical Thinking:** the skill of identifying the best idea to solve a problem from among several ideas.
- **Practical Thinking:** the ability to market one's creative ideas effectively.

The foundation of this theory is that creative individuals possess an “investment” ability, expressed as *buying low and selling high*. Just as investors operate in the world of finance and stocks, creative individuals work with ideas—particularly those initially rejected by others. They excel in persuading others of the value of their ideas and can face challenges and negative perceptions of their innovations (Sternberg & Todd I, 1991, p. 4)

Therefore, creative thinking can be defined as the ability to generate a new and useful idea that has not been addressed before. It is a skill that enables the production of original, unique, and non-traditional ideas. Creative thinking is also defined as “the process that leads us to create new solutions for tools, ideas, and methods constituting any problem.” It is a mental activity characterized by flexibility and multiple thinking pathways, resulting in novel outputs distinguished by innovation and originality. (Runco, 2012, p. 94)

2.2 .Creative Thinking Techniques:

2.2.1. Brainstorming Technique:

The brainstorming technique is considered one of the most effective methods for generating ideas as solutions to specific problems. This method has gained the attention of researchers and practitioners in various fields to solve problems, whether scientific or otherwise. Brainstorming has several alternative translations in Arabic, including *tafakur* (collective thinking), *mufākara* (deliberation), brain shower, flow of ideas, mind storm, idea storm, thought storm, and thinking activation, among others. It is also known by other names such as free movement of ideas, idea release, creative problem solving, and idea interaction.

Osborn (1963) defined the brainstorming technique as “a creative conference for generating solutions to a problem by producing a list of ideas in a spontaneous and unrestrained manner, which are later evaluated.” (Henningesen D. D., 2005, p. 4)

Brainstorming is also considered an instructional method based on independent thinking, aimed at collecting the largest possible number of new ideas from a group of participants during a session to solve a specific problem or address a particular issue. (Asiri, 2021, p. 256)

Hallka (2007) defined brainstorming as “a tactic introduced by Osborn, used with groups to foster the creative solution of problems by generating new ideas and accepting a wide range of proposed solutions.” (Henningsen, David , & Mary Lynn, 2013, p. 46)

The brainstorming method takes several forms, depending on different perspectives:

a. In terms of number:

- **Individual:** An individual can use it alone as a way of thinking, problem-solving, or exploring an issue.
- **Group:** It can be used within group work.

b. In terms of stimulus type:

- **Abstract (conceptual):** The stimulus is intangible, such as posing a question or asking the group to think of a solution to a problem.
- **Concrete (sensory):** The stimulus is practical and involves our senses, such as using drawings, tools, and games.

c. In terms of method:

- **Oral:** Through discussion sessions, dialogues, and the free association of ideas.
- **Written:** By recording all ideas so that they are visible to all participants.

2.2.2. The SCAMPER Technique

The SCAMPER technique is considered one of the most prominent creative thinking tools that help individuals and groups develop innovative solutions by stimulating different thinking processes. The technique is based on the acronym SCAMPER, which represents nine key strategies: Substitute, Combine, Adapt, Modify, Magnify, Minify, Other Uses, Eliminate, and Reverse. The word SCAMPER itself reflects a playful nature similar to child’s play, which fosters an environment conducive to unleashing new and unconventional ideas. This method is widely used in educational, commercial, and engineering fields to stimulate innovative thinking and solve problems in non-traditional ways (Post-it, n.d.). (Serrat, 2017, p. 312)

To facilitate understanding and application of the SCAMPER technique for generating creative ideas, the following table provides a comprehensive guide that explains each of the technique’s strategies with a brief description and typical questions designed to stimulate thinking. This guide serves as an effective practical tool to enhance creativity and innovation across various fields.

Table N°1: Help Guide to the SCAMPER Technique

Strategy	Description	Typical Questions
Substitute	Think about substituting part of the product or process for something else.	What else instead? Who else instead? What other materials, ingredients, processes, power, sounds, approaches, or

		forces might I substitute? Which other place?
Combine	Think about combining two or more parts of the product or process to make something new or to enhance synergy.	What mix, assortment, alloy, or ensemble might I blend? What ideas, purposes, units, or appeals might I combine?
Adapt	Think about which parts of the product or process could be adapted or how you might change the nature of the product or process.	Does the past offer a parallel? What else is like this? What other idea does this suggest? What might I adapt for use as a solution? What might I copy? Who might I emulate?
Magnify, Modify	Think about changing part or all of the product or process, or distorting it in an unusual way.	What other meaning, color, motion, sound, smell, form, or shape might I adopt? What might I add?
Put to Other Uses	Think of how you might put the product or process to another use or how you might reuse something from somewhere else.	What new ways are there to use this? Might this be used in other places? Which other people might I reach? To what other uses might this be put if it is modified?
Eliminate	Think of what might happen if you eliminated parts of the product or process and consider what you might do in that situation.	What might I understate? What might I eliminate? What might I streamline? What might I make smaller, lower, shorter, or lighter?
Rearrange, Reverse	Think of what you might do if parts of the product or process worked in reverse or were sequenced differently.	What might be rearranged? What other pattern, layout, or sequence might I adopt? Can components be interchanged? Should I change pace or schedule? Can positives and negatives be swapped? Could roles be reversed?

SOURCE : [Olivier Serrat](#) ; The SCAMPER Technique ; In book: Knowledge Solutions ; 2017; P 313

3. Six Thinking Hats Technique:

The origins of the Six Thinking Hats strategy date back to the late 1960s. The essence of this strategy is that Dr. Edward de Bono, a British physician, divided human thinking into six modes, each represented by a hat that a person metaphorically wears or removes according to their style of thinking. (Karmakar & Chattopadhyay, 2024, p. 168)

The Six Thinking Hats technique is defined as a thinking program—or a tool for teaching thinking—through symbolic hats that represent the six modes of thought. Each mode is symbolized by a hat that a person metaphorically puts on or takes off depending on their thinking at the moment. To make the concept easier to grasp, de Bono assigned a distinct color to each hat to facilitate recognition and memorization. This means that a person does not literally wear or remove a physical hat; instead, they shift between six thinking modes. For example, the **white hat** reflects neutrality and objectivity, whereas the **black hat** focuses on criticism and identifying negatives. In this way, each hat's color reflects the nature of the thinking mode it represents. (Karmakar & Chattopadhyay, Six Thinking Hats: A Educational Technique to Enhance Cognitive Abilities in Education, 2024)

De Bono (2001) described the meaning of each of the six thinking hats as follows:

- **White Hat:** Refers to the neutral style, which means the process of collecting information about the subject of thinking, such as the location of the project or idea, prices, quantities, and costs, as well as information about the surrounding environment and conditions. These are neutral pieces of information—neither negative nor positive—which is why the color white was chosen.

□ **The Red Hat:** Refers to emotional thinking. When wearing it, we think about the project purely from an emotional standpoint, without considering logical factors, pros, or cons. What emotions drive you to embark on this project? What feelings will you gain as a result? Will you feel pride, honor, or something else when adopting such an endeavor?

□ **The Black Hat:** This is the hat people wear most of the time. A person uses it, for example, when saying, *“This idea does not align with the facts, the system, the plan, the culture, or the available experience.”* Most minds tend to work—whether trained in thinking or not—within the black hat mode. It is observed in society that most focus is placed on criticism and argumentation. Contrary to what people may think, the black hat’s value lies precisely in this. Trainees are asked to direct criticism and support it with facts. After a reasonable period of black hat thinking, we move on to another hat.

□ **The Yellow Hat:** Symbolizes constructive thinking that seeks to benefit from things. The yellow color represents sunlight, brightness, and optimism. The yellow hat is *contemplative-positive*, searching for advantages and benefits. It expresses positive thinking that combines curiosity with the desire to make things happen and develop ideas. However, the yellow hat also requires structure, like the white and black hats; it is not merely about presenting positive ideas, but about a deliberate search for positivity.

□ **The Green Hat:** Represents energy, creative thinking, and constructive thinking. Green symbolizes fertility and growth, so the green hat is associated with generating new ideas, new ways of looking at things, and escaping old ideas in order to reach better ones.

□ **The Blue Hat:** Symbolizes holistic thinking and control over the thinking process, steering it in the desired direction. It is the hat of organization, control, and evaluation—viewing things in a constructively critical way. It represents the “agenda” of thinking. The blue hat thinker may ask: *“What are the priorities? What have we achieved so far?”* The blue hat can be used first to determine the types of hats and their sequence. Its color comes from the sky, hence the name, because it rises above all ideas. While all other hats focus on tangible aspects, the blue hat is concerned with thinking about opinions,

Second – Applied Framework: The Reality of Creative Entrepreneurial Orientation in Arab Countries :

The advantages and characteristics of entrepreneurial projects established by entrepreneurs, along with their distinguished role in economic and social development,

have motivated governments and business organizations worldwide to encourage this type of project and provide means for stability and sustainable growth. This is due to their significant role, particularly in addressing poverty and unemployment issues, which have reached around 14% in Arab countries. Therefore, it has become imperative for countries to support entrepreneurial projects not only to ensure their continuity but also to implement and activate their economic and social development policies and programs, especially in light of the current global financial and economic crises and the rising unemployment rates.

The growing interest of countries in encouraging this type of organization is evident through their specific experiences in supporting and promoting entrepreneurial organizations in both developed and developing countries. Below is an overview of the most significant experiences, with a focus on Arab countries: (https://shathratma.blogspot.com/2020/07/blog-post_75.html)

1. The Jordan Experience:

Jordan has encouraged entrepreneurial ideas, with both official and non-official entities offering competitions and awards for young people with the best entrepreneurial ideas that could lead to successful projects. These awards have indirect effects in promoting the culture of entrepreneurship, changing public perceptions about the establishment of projects, their importance, and the significance of youth contribution to the economy and society in general. The experience of the Hashemite Kingdom of Jordan is considered one of the pioneering development experiences at the level of Arab countries and the region in general, and several initiatives have been adopted, most notably:

- **Jordan Innovation Centers Network – Business Incubators:** Aims to transform creative ideas into wealth by supporting entrepreneurial ideas and entrepreneurs to establish viable and sustainable businesses.
- **Women's Loan Fund:** Provides financial services through individual and group loans, and non-financial services such as protection, insurance, educational loans, business development, and marketing services for small business owners with limited income.
- **National Fund for Enterprise Support:** Aims to assist entrepreneurial projects administratively, financially, and technically to become more efficient and competitive locally and globally.
- **Jordan Microfinance Company (Tamweelcom):** Focuses on providing financial services through small loans and non-financial services, including connecting clients, marketing their products, and offering educational grants to targeted groups.
- **Productivity Enhancement Program (Entrepreneurship):**
This project seeks to enhance productivity in Jordan, focusing on less fortunate areas through:
 - Providing the necessary infrastructure to support investment and enhance the competitiveness of national products.
 - Offering all financial, administrative, and technical requirements needed to establish new productive entrepreneurial projects and expand existing ones to create new job opportunities and reduce unemployment across the Kingdom.

- Encouraging the private sector and non-governmental organizations in the Kingdom to provide job opportunities and develop local communities.

This program also aims to achieve social and economic transformation in the Kingdom, as these projects will benefit citizens by creating jobs and reducing unemployment. Other efforts have also been made to promote entrepreneurship, including:

□ **Establishment of the Queen Rania Center for Entrepreneurship** in 2004 as a non-governmental, non-profit organization to support economic growth by providing the necessary services for entrepreneurship development. The Center's efforts have been directed towards university students, inventors, and entrepreneurs to enhance their capabilities and provide them with consultations to foster their entrepreneurial spirit.

□ **Founding of the Young Entrepreneurs Association** in 1998, with the aim of creating young entrepreneurs through the exchange of ideas, missions, training, and education, in order to strengthen their entrepreneurial skills.

□ **Supporting entrepreneurship** by empowering youth across various fields, providing a supportive family environment and childcare, and offering initiatives that stimulate entrepreneurial spirit, such as the National Youth Council for Creativity and Excellence.

2. The Palestinian Experience:

Entrepreneurial activities are classified according to their motivations into *necessity-driven entrepreneurship* and *opportunity-driven entrepreneurship*. The 2012 Palestinian Entrepreneurship Report indicates that 42% of Palestinian entrepreneurs of all ages established their projects out of economic necessity, compared to 30% in Algeria, 33.6% in Egypt, and 35.5% in Tunisia. Meanwhile, 58% of Palestinian entrepreneurs started their ventures by seizing opportunities.

Regarding young entrepreneurs in the occupied State of Palestine, the results of the 2012 Adult Population Survey showed that 46% of young entrepreneurs in the early stages were driven by economic necessity — 4 percentage points higher than the necessity entrepreneurship rate for all age groups. Furthermore, 88% of established youth businesses originated from opportunity-driven motivations.

A significant gender gap in entrepreneurial motivations was revealed: 62% of women's early-stage businesses arose from necessity, while among young male entrepreneurs (ages 18–35) in the early stage, 58% were opportunity-driven.

As for the relationship between educational attainment and entrepreneurial performance among youth, the survey results indicated that the higher the education level, the greater the proportion of early-stage entrepreneurial activity. Higher education degrees (Master's and above) played a notable role in increasing the rate of established-stage entrepreneurial activity among young men, reaching 10%.

The 2012 Adult Population Survey also showed a higher prevalence of entrepreneurial activities among youth from low-income families: 68% of young entrepreneurs came from households earning less than USD 11,400 annually. However, differences were found between those with post-secondary qualifications (associate degree, bachelor's degree) and those with a high school diploma or less. Specifically, 41% of young entrepreneurs with post-secondary education belonged to families earning between USD 5,700–11,400 annually, while 64% of entrepreneurs with a high school diploma or less came from families earning below USD 5,700 annually.

These figures explain the higher numbers of necessity-driven young entrepreneurs from poor or very poor households, whereas youth from higher-income families are more likely to establish projects driven by opportunity exploitation. ((MAS), 2012)

2. The Bahrain Experience (Al Khalifa & Al Rabeean, 2015):

Over the past ten years, Bahrain has launched numerous national projects and initiatives supporting entrepreneurship, most notably *Tamkeen* and two specialized banks that provide micro and small financing to entrepreneurs. According to a report issued by Fakhro Company in 2014, statistics indicate that the contribution of small and medium enterprises (SMEs) to the economy amounts to 28% of Bahrain's total GDP, driving economic growth by creating new job opportunities, reducing unemployment, and stimulating investment activity in the national economy.

SMEs are of great significance in the Kingdom of Bahrain, as jobs within them represent 77% of private sector employment, despite their relatively modest share in total GDP. Moreover, SMEs dominate 99% of the total number of companies in the country.

The total financing provided by the Bahrain Development Bank to SMEs and other financing programs reached 15 million Bahraini Dinars during the first quarter of 2014. An evaluation by the United Nations Industrial Development Organization (UNIDO) revealed that Bahrain's entrepreneurship model is the best worldwide in youth development. The United Nations adopted the Bahraini entrepreneurship model in 2007 as a pioneering example for supporting entrepreneurship in the Arab region and the Middle East.

Since its establishment, the Arab International Center for Entrepreneurship and Investment in Bahrain has benefited around 50,000 entrepreneurs from Asia, Africa, and Latin America. Meanwhile, Italy and Russia have submitted official requests to replicate Bahrain's entrepreneurship experience.

In 2014, the projects funded by the Bahrain Development Bank for SMEs and other financing programs created 895 job opportunities, marking a 34% increase. A recent research paper from the Economic Development Board highlighted the rise in women's participation in the Kingdom's economy, indicating that the number of Bahraini women working in the private sector increased in 2010 by 73.5% compared to 2002, reaching 25,000 women.

Therefore, Bahrain's experience is considered one of the most distinguished in the Arab world. Its most important programs include:

- **Entrepreneur Development and Training Program:** Through intensive practical training focusing on how to establish, develop, and grow entrepreneurial projects.
- **Bahrain Center for the Development of Emerging Industries:** Aims to support the growth of entrepreneurial projects through a specialized team of experts and in collaboration with local and international bodies by organizing training, mentoring, and qualification programs for entrepreneurs to ensure the sustainability of their projects. (Al-Dairi, McQuaid, & Adams, 2012)

4. The Kuwait Experience:

On December 18, 1998, the Kuwaiti government sought to support entrepreneurship by allocating 100 million Kuwaiti Dinars to establish the Investment Fund Portfolio and founding the Kuwaiti Company for Supporting Small Enterprises. The company aimed to activate the role of the private sector and encourage youth towards self-employment. It financed 51 projects across various sectors with a total capital of 10.5 million Kuwaiti Dinars. In the same year, the Kuwaiti government issued a law establishing a financial portfolio at the Kuwait Industrial Bank, valued at 50 million Kuwaiti Dinars for a period of 20 years, to support handicrafts and small enterprises—reflecting its awareness of the importance of entrepreneurship in any national development.

The objectives of the company to support entrepreneurship and small enterprises were as follows:

- Spreading investment awareness by transforming self-employment from a secondary option into a primary and essential choice for Kuwaiti citizens.
- Studying small industrial, commercial, professional, and handicraft projects with economic and social feasibility to achieve the required development for the country.
- Developing the local market by fostering a spirit of competition, supporting creative businesses, and providing new and diverse investment tools.
- Supporting and financing citizens' skills and motivating them to engage in self-employment.
- Developing various economic sectors by encouraging individual initiatives and people with expertise and technical or professional specializations to carry out economically viable and publicly beneficial projects. (Kuwait, 2023l 2024)

5. The Saudi Arabia Experience:

This initiative aims to foster entrepreneurial behavior and instill it in young people and children at an early age, creating generations that strive for thinking, achievement, continuous improvement, and development by promoting entrepreneurial activities and events, organizing educational competitions, and awarding entrepreneurial prizes that encourage continued creativity and innovation. At King Saud University, the experience focused on enhancing creativity and entrepreneurship, with the aspiration of making entrepreneurship a mindset and behavior adopted by both the public and private sectors. This aligns with the state's efforts to support start-up owners and provide a suitable investment environment for youth to become entrepreneurs who create job opportunities for themselves and for other citizens, as they represent an important segment for the future of the national economy and social development.

The initiative was embodied in the establishment of the *Innovations Center*, which aimed to promote innovation within the university community, encourage students to present their ideas and turn them into economically valuable innovations, motivate creative individuals, invest in their innovations and talents to serve society, market outstanding research-based ideas, provide job opportunities for innovators, and foster a culture of entrepreneurship among the university's staff. The initiative resulted in university students generating new innovations, with the number of innovations reaching 47 in 1431 AH, 62 in 1432 AH, and 66 in 1433 AH.

Despite the novelty of the Saudi experience, it has excelled in providing a favorable environment for the growth of small and medium-sized enterprises (SMEs) by establishing multiple agencies and funds to support SMEs, as well as supporting women-led projects, such as home-based businesses, providing interest-free loans, promoting the products and innovations of outstanding entrepreneurs, and involving them in international entrepreneurship events, in addition to helping some of them obtain honorary awards. Among its notable contributions are combating unemployment, establishing the Saudi Authority for the Support and Development of SMEs, directing commercial banks and private institutions to provide interest-free loans, and financing SMEs through government agencies such as the Saudi Credit Bank, the Agricultural Bank, the Charity Fund, the Industrial Development Fund, and the Human Resources Development Fund. Financial and technical support, consulting, and training were also provided through financial institutions, banks, and funds in the form of interest-free loans from chambers of commerce, the Abdul Latif Jameel Programs, the Revolving Loan Fund, the Prince Sultan Fund for Women's SMEs, and business incubators.

Examples of innovation, creativity, and entrepreneurship support centers and their promotion efforts in Saudi universities:

The Saudi International Conference for Entrepreneurship Associations and Centers recommended focusing on linking innovations and applied scientific research with entrepreneurship programs, establishing a specialized authority to manage the entrepreneurship ecosystem in Saudi universities, facilitating project creation procedures, and guiding entrepreneurs through all stages of project implementation.

Universities can encourage innovation and facilitate technology transfer through a well-designed and properly implemented intellectual property framework that allows inventors and innovators to focus on their competencies while reducing the lack of trust entrepreneurs often face when marketing their innovations. Saudi universities are keen on providing various services to entrepreneurs, such as technology commercialization conducted directly by the university through specialized partnerships, offering entrepreneurship as an academic major to provide the knowledge and skills necessary to start entrepreneurial ventures, motivating students, and creating a supportive environment for their innovations.

Many universities aim to promote and spread the culture of entrepreneurship, encourage researchers to commercialize their research, and help them turn those ideas and studies into demanded products and services. Examples of Saudi universities' efforts to enhance creativity, innovation, and entrepreneurship include: ... (Al-Khail & Mona Tawakkol Al-Sayed Ibrahim, 2017)

5.1. Umm Al-Qura University and Its Supporting Roles for Innovation, Creativity, and Entrepreneurship

Umm Al-Qura University, through its Agency for Business and Knowledge Innovation, contributes to the development of the knowledge economy. This begins by spreading awareness and culture around the concepts of creativity and entrepreneurship via the Institute of Creativity and Entrepreneurship. The institute has established an Intellectual Property Management Office to register patents and protect the rights of faculty members and students alike. The university also provides moral and material support to creative individuals and student entrepreneurs to develop their products and ideas through a business accelerator program. Through this program, students are nominated to participate in many local and international conferences and events in this field, and they are selected to undertake an annual summer experience to observe prominent international experiences via the Summer Program for Creativity and Entrepreneurship. They return with mature inventions to the Makkah Valley Company.

In 2014, the Agency for Business and Knowledge Innovation planned a summer program to introduce students to notable Japanese experiences in creativity and entrepreneurship, through field visits to leading universities interested in the knowledge economy, business accelerators, several startups, and science parks.

The university also contributes to technology transfer through consulting offices and several scientific chairs to invest in youth inventions and convert them into startups. This is done through the Chair of Mr. Mohammed Awad Bin Laden for Creativity and Entrepreneurship, which welcomes graduates from business accelerators, helps them develop their ideas, and prepares them to be market-ready products and establish distinguished startups.

The Agency for Business and Knowledge Innovation has adopted all activities concerned with the technology transfer industry, localization, and development through economically viable partnerships, stimulating creative and innovative activities and investing them among the university's faculty and students. It also provides investment opportunities in scientific research, offers scientific and professional consultations to students for the labor market, and supports entrepreneurship. This is part of its commitment to encourage innovative entrepreneurs and develop their innovations through the Summer Program for Creativity and Entrepreneurship, during which developmental research for various creative technical products is conducted.

5.2. King Saud University and Its Promotion of Innovation, Creativity, and Entrepreneurship Activities

King Saud University (2011) has keenly supported entrepreneurship activities by establishing a Chair for Human Resources Development and Entrepreneurship. This chair represents an ambitious model of a professional scientific initiative implementing the community partnership strategy between King Saud University and society. It seeks to intensify scientific and professional efforts at the level of individuals, enterprises, and institutions, motivating them to help the Kingdom achieve a distinguished position regionally and internationally in entrepreneurial practices. This aims to ensure the quality and effectiveness of investment in human resources and assist in achieving the

goals of the national strategic development plan in the fields of creativity, innovation, and human resources investment.

The chair targets the development of the role of entrepreneurship and expanding its impact by optimal investment in human resources, by focusing on building a national economy based on knowledge and sustainable development. This requires encouraging the emergence and adoption of entrepreneurial initiatives with a tangible impact locally, regionally, and internationally.

The chair is committed to attracting experts and entrepreneurs, scientific development and documentation, and active participation in professional efforts through research and studies. The chair has achieved many accomplishments, including authoring several books, organizing a number of forums and workshops, and preparing brochure Educational in the fields of entrepreneurship, the chair has also allocated three awards for research, publications, and projects.

5.3- Majmaah University and Its Supportive Roles for Innovation, Creativity, and Entrepreneurship

The "Center for Innovation and Outstanding Student Ideas at Majmaah University" was established in 1434 AH, aiming for an effective transition to a knowledge economy based on the national development plan. Its vision is defined as: innovation being a means to achieve a knowledge economy and a facilitating path for innovators and inventors towards entrepreneurship. Its mission states: transforming outstanding ideas into products with economic value and converting ideas into products based on economic or service goals, achieving leadership in the presence of these products in local and global markets.

The center is keen on spreading the culture of innovation and creativity and providing innovative and distinctive solutions to societal problems, striving to achieve the university's leadership and excellence locally and internationally in the field of innovation and creativity, by reaching the global average rate of creativity and innovation among its affiliates estimated at about 3%. The center provides its services to faculty members and equivalent, university graduates, students, administrative staff, and the local community.

The services offered by the center include: providing access to information sources and databases for innovators, assisting innovators in securing the necessary resources to achieve their innovations at the highest level, protecting the intellectual property rights of innovators by registering and documenting their patents, and communicating with companies and institutions to support the production and marketing of innovations. The center also participates in exhibiting innovations at local, national, and international events. Moreover, the center provides scientific and professional consultations to students and prepares them for the labor market through training, qualification, and entrepreneurship support.

Majmaah University's Innovation Center has achieved numerous accomplishments in various fields, including winning 21 medals: a gold and a silver medal at the 5th International Patent Exhibition in Kuwait in 2012; a silver medal at the 7th International Patent Exhibition in Kuwait in 2014; two gold and two bronze medals at the 41st

Innovation and Invention Exhibition in Geneva, Switzerland, in 2013; a gold medal at the 42nd Innovation and Invention Exhibition in Geneva in 2014; a gold medal at the Seoul International Patent Exhibition in Korea in 2014; two gold and two bronze medals at the InnoNewberg Exhibition in Germany in 2014; and one gold, five silver, and two bronze medals at the previous exhibition in Germany in 2014. Student and center participations from Majmaah University included (Majmaah University, 2017):

a) Student participations totaling 514 in local events, including: 4 participations in Souq Okaz in Taif; 6 participations in the Technology and Science Week in Majmaah; 350 participations in the Majmaah Innovation and Entrepreneurship Award; 114 participations in the 6th Preparatory Student Conference for Majmaah University students; 29 participations in the Sultan Award for Scientific Excellence and Creativity in 1436 AH; 7 participations in the GCC University Invention Award in Riyadh; and 4 participations in the 5th Student Conference in Riyadh.

b) Workshops, training sessions, and educational lectures: The center conducted 45 events, including 9 in 1436 AH and 36 in 1437 AH. Highlights include workshops on how to prepare your innovative project, how to prepare a feasibility study, and a lecture on intellectual property in cooperation with King Abdulaziz City for Science and Technology.

c) Competitions and field visits: The center organized the Majmaah University Innovation and Entrepreneurship Award, which includes awards for distinguished innovation, outstanding entrepreneurship projects, and graduation projects, aiming to develop businesses, nurture creativity, and contribute to building a knowledge society in educational institutions at all levels. The center participated in opening numerous events and attending conferences, such as the Saudi International Conference of Entrepreneurship Associations and Centers held at King Saud University on 14/11/1435 AH. It also conducted several visits, including a visit to the Talent and Creativity Center at King Abdulaziz University, the first Talent and Creativity Forum held at the Student Affairs Deanship Theater at Majmaah University, and visits to various gifted schools in Zulfi and Majmaah governorates.

5.4- University of Jeddah and Its Supporting Roles for Innovation, Creativity, and Entrepreneurship:

Based on Saudi Arabia's Vision 2030, which emphasizes the importance of focusing on innovation in advanced technologies and the field of entrepreneurship, equipping youth with knowledge and skills, supporting talents and innovations, and paying attention to supporting small enterprises. This requires developing knowledge and skills, and qualifying knowledge partnerships resulting from innovation outputs and scientific research, to contribute to the development of the Kingdom's knowledge economy and reduce the gap between university outputs and the evolving needs of the labor market.

In response to these trends, the Center for Innovation and Entrepreneurship was established in 1438 AH to serve as an important gateway and resource for spreading the culture of creativity, innovation, and entrepreneurship among students and faculty members, providing a nurturing environment for creativity, innovation, development, and entrepreneurship within the university and the local community. This aims to enhance academic excellence and university research, support student success from

admission through graduation and beyond, enrich university life quality, engage with the community, strengthen partnerships with governmental and private sectors, and promote an entrepreneurial culture for national development.

The center's strategic plan was developed to achieve its vision of providing opportunities for university students and graduates to transform their creative ideas and develop their sustainable entrepreneurial ventures. Its mission includes developing and implementing sustainable initiatives for university students and graduates in collaboration with local and international partners from both public and private sectors to comprehensively develop all university students and graduates. Some of the center's most prominent achievements include:

- 1- Raising awareness in the field of innovation and entrepreneurship: educating on how to turn an innovation idea into a commercial project, and the tools and skills needed to achieve that.
- 2- Providing consultations and maintaining continuous communication with those who attended community awareness programs in innovation and entrepreneurship.
- 3- Implementing the "Future Innovator Summer Program" for school students to develop and instill values of creativity and innovation, and unleash their potential in science and technology fields to prepare them for future challenges.
- 4- Implementing the University of Jeddah Smart Food Cart initiative, a smart initiative carried out in cooperation with the Makkah Region Emirate.
- 5- Establishing the University of Jeddah's first business accelerator in partnership with the National Commercial Bank through the "Ahalina" program.
- 6- Representing the University of Jeddah and participating as an academic partner in the "World of Applications" forum held under the auspices of the Jeddah Chamber of Commerce.
- 7- Signing several memorandums of understanding for cooperative partnerships supporting the infrastructure for entrepreneurs.

Conclusion:

It is evident from the previous experiences that there is a consensus among countries on the importance of entrepreneurship due to its positive role in economic and social development, as well as in achieving wealth and stability for all communities, whether regional or international. Accordingly, it is clear that some countries have enacted laws to protect entrepreneurship, while others have sought to establish funding funds and development centers that offer training courses and educational programs. This is because entrepreneurship education programs focus on developing the ability to provide employment for oneself and others by establishing new entrepreneurial projects that help reduce unemployment rates and alleviate pressure on governments with their limited job capacities.

In light of the reviewed experiences, the following recommendations can be made:

At the level of research institutions:

- Establish partnerships between practical research institutions that adopt specialized programs for scientific and technical research.
- Create a joint research center for studies that deepen the integrative experience between universities and business institutions in various fields.
- Exchange expertise in the field of business accelerators within Arab centers for innovation and entrepreneurship.
- Establish a platform of excellence involving universities in Arab countries.

At the level of business institutions:

- Encourage employees and increase their motivation both materially and morally to drive creativity and improve their job performance.
- Intensify training courses and establish objective and fair foundations for benefiting from them.
- Provide an appropriate environment that allows employees to apply their creative ideas in practice.
- Necessitate giving a creative and innovative character to training programs to stimulate creative thinking among employees.
- Encourage employees to apply new methods and approaches to problem-solving by eliminating their fear of risk and instilling the idea that “trying is better than doing nothing.”
- Promote teamwork to foster a spirit of cooperation and understanding among all employees in the institution and to achieve the principle of administrative synergy.
- Avoid any shortage in capabilities, resources, and funds when implementing new ideas within the institution.
- Provide an appropriate organizational and social environment that increases job satisfaction levels.
- Enable an internal communication system that encourages the exchange, acceptance, and implementation of opinions, ideas, and suggestions. Also, work on creating greater coordination and cooperation between various functions through communication and information exchange.

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