

MAPPING ENTREPRENEURSHIP ECOSYSTEM OF OMAN

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Abstract

Paper critically reviews existing initiatives of Oman for entrepreneurship growth. It identifies the existing stakeholders of the entrepreneurship ecosystem of Oman, their work and potential for viable interventions to further entrepreneurship reflecting Oman's economic development process. This framework is designed based on secondary resources to explore the stakeholders of the entrepreneurship ecosystem of Oman. Limited access to in different governmental and private organizations made the task challenging. The conceptual information are related to only Oman not in the whole universe A useful information source for students, academics and policy-makers. This study contributes to the knowledge on how entrepreneurs can be supported by the entrepreneurship ecosystem of Oman to develop and expand their business. Entrepreneurship ecosystem of Oman is under development and infancy stage institutions are prospering. Challenges remain for an effective intervention. Oman requires to encourage opportunity entrepreneurship.

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1. Introduction

Oman is gifted by oil and gas which created it the wealthiest countries on the planet. However, the economy of Oman is highly relying on oil and gas extraction activities, which made its economy, vulnerable to economic instability as a consequence of fluctuations in oil and gas prices (Oman Economic Review, 2016). Decreasing the reliance on oil and gas is unavoidable in order to steady the market and to attain sustainable economic improvement (Schwab, 2016). This includes growing the availability of non- hydrocarbon sector in gross domestic product (GDP) which can be achieved through expansion of the economy (Supreme Council for Planning, 2016). Government of Oman paid more consideration to enlarge the task of private sector investments during different means as an instrument to enhance the private sector an instrument in GDP (The World Bank, 2016). In this situation, inspiring private sector depicted the attention towards the importance of Small and Medium Enterprises (SMEs) and Entrepreneurship for increasing private sector which involves particular strategies, arrangements and execution programs. SMEs and Entrepreneurship motivation comprises of assessing their factors and education from the practices of industrial countries which prospered in accelerating SMEs and Entrepreneurship during developing a complete ecosystem (Feld, 2012). This ecosystem captures different determinants of entrepreneurship movements on the microeconomics and macroeconomic levels (Obadic,2013). Several developing countries containing Oman is working to update their entrepreneurship ecosystem considering greatest performance in industrial countries. A first step to inspiring entrepreneurship is mapping and gauging the existing entrepreneurial ecosystem in Oman. This investigation allows for analysis of possible challenges and chances that can be tackled during particular interferences (Supreme Council for Planning, 2016). Entrepreneurial ecosystems are usually attractive places to exist either on relation of their educational strength or their physical characteristic which give chances for outside operations(Acs, et al., 2014). At the initial point every entrepreneur needs the support system of any type to keep going and consequently .the lack of such support may hinder the growth of entrepreneurship activities of the area (Mason& Brown, 2013). To have entrepreneurial ecosystems as support system give an entrepreneur a stimulus and power that help each day of business activity. The support an entrepreneur needs depend on type of business and it changes over the time. However, especially in developing countries people have the enthusiasm of being self-employed or entrepreneur but not everyone has the possibility of being supported-

(Marcotte,2014). These entrepreneurship ecosystems basics have different role of facilitating and attracting people to become entrepreneurs. A key aspect of entrepreneurial ecosystems is to encourage the propagation of the importance of entrepreneurship both on the individual and on the progress of a country. (Stam, 2015). Its principle is to attract those who have the dream of being self-employed but not having any comprehensive outlook about entrepreneurship concept and also helping entrepreneurs who are in need of government interference. The entrepreneurial ecosystems concept has been argued by many authors regarding the impact it embodied on influencing the entry of new firms and its implication in supporting the creation of new entrepreneur (Isenberg, 2011). Oman has recognized the role of entrepreneurs as actors; able to add to economic development and be the agents of a new wealth making. However, entrepreneurship ecosystems in Oman are questionable as the concept itself is novel. The concerned should start thinking how to optimize competently ecosystems that could support enough entrepreneurship and indeed entrepreneurial ecosystems is not emphasized in most of Oman Economy.

2. Literature Review.

The concept of entrepreneurial ecosystem relates to the individual and institutional attributes which either promotes or discards the entrepreneur's inclination towards to proceed with the risk and outcome in success or failure. It was bring into importance in 2010 by Professor Daniel Isenberg from Babson College throughout an article in the Harvard Business Review (Isenberg 2010). The essential thoughts behind entrepreneurial ecosystems were first original developed in the 1980s and 1990s as part of a move in entrepreneurship studies away from individualistic, personality-based research towards a broader outlook that integrated the role of social, cultural, and economic forces in the entrepreneurship process (Stangler & Bell-Masterson 2015). Based on this, Isenberg (2011) classifies six areas within the entrepreneurial system: a favorable culture, facilitating strategies and leadership, accessibility of proper funding, excellence human capital, venture friendly marketplaces for merchandises, and a variety of institutional sustains. Those general field areas contain numerous factors assist in highly difficult and distinguishing methods. Recognizing common causes is therefore of limited value. He then focuses the significance of the concepts each ecosystem come out under a unique set of environments and conditions. This mostly overlaps with the previously stated nine features and the eight pillars

well-known by the World Economic Forum (2014). The primary objective is that entrepreneurial ecosystems do not appear just anywhere. They require fruitful soil (Tsvetkova, 2015). Entrepreneurial ecosystems have naturally appeared in spaces that already have a recognized and extremely observed knowledge foundation which uses important figures of scientists and engineers (Mack and Mayer, 2016). These organizations are the resource of the skillful workers who begin businesses. These knowledge institutions – research universities, public research laboratories and company R&D labs – execute many tasks in seeding the cluster.

However, whether entrepreneurial activities flourish in this fertile soil depends on latest technology and business environments. The next factor of the framework is ecosystem. The organic understanding of this conception in which the explanation of existing organisms with their physical environment is at the centre is clearly not to be taken too accurately (Arshed, et al., 2014). Entrepreneurial ecosystems focus on the cultures, institutions, and networks that build up within a county over time rather than the appearance of order within global markets. (Feldman2014). A deeper examination of how the cultural, social, political, and economic structures and processes linked with a place influence all follow features of the entrepreneurial journey is essential (Yemini, 2014).

For a successful ecosystem, elements center on the presence of key features (sources) like human capital, funding, and services; the players concerned in this (talent, investors, mentors / advisors, entrepreneurial peers); the official ('government & regulatory framework') and unofficial institutions ('cultural support') facilitating entrepreneurship; and lastly, contact to consumers in overseas marketplaces (Casadesus- et al. 2013). Global Entrepreneurship Monitor (GEM, 2016) categorized entrepreneurs into two behavioral types; Necessity entrepreneurs and opportunity entrepreneurs. Broad requisite entrepreneurship pass on to a locality where society is anxious in entrepreneurial activities as they have no better alternative to employment opportunity entrepreneurs are people following a business opportunity or individual interest while other options to earn a living are open to them. . Opportunity entrepreneurs are those who seize opportunities to begin businesses and requirement entrepreneurs are those who might get entrepreneurial activities because of their unemployment position. However, despite the significance of Entrepreneurial ecosystems in common, still there is an urgent need to highlight

how existing elements of entrepreneurial ecosystems in environment can assist entrepreneurs' growth activities in Oman. Entrepreneurial ecosystems are a conception that needs a deep research (Guo& Ahlstrom 2016). Certainly, there are scarce articles written on this subject. These prove us an indication of a delay about highlighting the significance of ecosystems for development of entrepreneurs in the academic field.

3. Components of the entrepreneurial ecosystem in Oman.

There was wide participation from various stakeholders in the Oman entrepreneurship ecosystem. For the purposes of this study, we are underlined and characterized nine main pillars components.

3.1 Human Capital Workforce: Large amounts of human capital are a fundamental forerunner for achievement in the modern knowledge economy, and trained employees are a key component of the effectiveness of new challenges (Debrulle, et al, 2014).

This includes both specialized employees and in addition qualified bosses who can help business visionaries as their organizations develop and excel. Together entrepreneurs and employees use their societal networks to discover excellent matches, including to the value of intense societal networks inside a county (Al-Harrasi, 2014). Workers in supportive entrepreneurial ecosystems need additional technical skills; they must also have an associated acceptance for risk as entrepreneurs themselves in order to succeed in the cluttered environment of a set up. The accessibility of skillful employees who are common to these challenges is a key source for new risks. The Omani government has been very dynamic in its labour market interference during its controversial job nationalization program (Omanization). The Omanization program is, essentially, a government program that seeks to incorporate local labour and decrease overseas labour in the public and private sector, throughout setting nationalization goals for each government entity and business area (Swales, et al., 2012). The labour marketplace and mobility is vague and characterized as severe due to Omanization plans. It is very challenging for new start-ups to tolerate the cost of present Omanization objects when they have to change less costly and more skillful overseas labour with occasionally less-committed Omani-national labour. This

vision of Omanization obstructing companies largely relates to view that the local workforce lack skills, knowledge, good work ethics and the skills required by business(Schwab, 2016).

3.2 Accessible Markets: Markets are significant mode of governance in Entrepreneurial ecosystems. It is mostly concerned with the scope and enforcement behavior of government regulations and their role in attractive or restraining business activities. (Ahlstrom, & Ding, 2014). Market access is accordingly a test for new entrepreneurs with new ideas for a potentially disruptive product. These entrepreneurs tend to be unaccustomed with government regulations and procurement methods, and more largely may be unaccustomed with commercial accounting and business practices. . Government of Oman since 1970, has adopted an open market strategy empowering local and overseas investment in all areas, other than ordinary resources, there are no obvious or developed non-oil industrial networks. Oman is not an active exporting country yet. Non-oil exports comprised only 13.5 percent of total exports in 2017 (NCSI, 2017). Several government efforts have soothed to improve the industrialized sector's influence to the economy. For instance, Sohar industrial estate now hosts new, big, semi-government-initiated petrochemical projects, methanol, polypropylene, fertilizer plant, steel, and an aluminium smelter. There is also excellent potential to contribute to this sector, after completion of the Salalah free trade zone infrastructure, which has a strategic big container port five minutes from the site, and a package of inducements to attract home and global investors. On the other hand, there are several challenges, such as having a small limited marketplace, little marketplace purchasing power, competitive imported products, and weak links to export marketplaces, which limit new business set ups (Porter, 2004).

3.3 Education and Training: This factor is useful to help and enhance knowledge of entrepreneurs in diverse fields. Mainly, it aids the entrepreneurs to completely recognize the range on how to establish, run and develop a solid business (Nambisan & Baron, 2013). For example, this factor aids entrepreneurs who have unusual background from what they do. The training covers for instance the business plan, basic accounting and finance, book keeping, laws and regulations, taxes, trainings on new techniques and new technology (Kassean, et al. 2015). The entrepreneurs have exposed that their background was not linked to what they are doing now, and some wholly had no idea about doing business. After opening, they have realized their

strengths and weakness. (Paço, et al ,2015). In order, some they have attended different training programs for particular knowledge. The educational system, in Oman, has been answerable of not encouraging novelty and creativeness, but rather promoting memorizing and imitating (Belwal, et al., 2015). There is also no obvious approach for encouraging innovative approaches of teaching among teachers. Presently, there is no business- linked awareness in the school curriculum, only an optional fundamental mathematics and economics course for the last secondary school year. The Government is spending significantly in education. Yet the outcomes have been unsatisfactory. Schools and universities are turning out graduates missing in talents they require to thrive in employment. Furthermore, and despite exciting developments in education gauges over time, the proportion of youthful people who are both out-of-school and out- of-job is too high. With respect to availability and access to quality formal pre-set up entrepreneurship education programmes, there is only one government proposal under the control of the Ministry of Manpower - called ‘SANAD’ (which interprets to ‘Sustain’ in English) aims to educate youthful unemployed states in starting and organization a micro-business. This programme is narrowly associated with the Omanization programme, limiting specific business regions to only nationals such as foodstuffs or mobile phone promotion. SANAD also helps them get a soft micro loan from the Development Bank of Oman. SANAD generally endorses necessity ventures operating as a result of a push factor.

Therefore, it is not a model programme for training aspiring, high-potential entrepreneurs because these micro businesses usually have high failure rates and make a little influence to a nation’s economy. Firms offering official training to employees also seem a concern. The lack of investment in training and worker development is confirmed by recent World Economic Forum Global Competitiveness Report survey outcomes. The survey confirmed this with only 14 per cent of companies regularly providing in training and staff growth. In short, the end state is that managers cannot discover the correct talents but legislation limits the capability to convey in talents from outside the state. Additional the government is possible to step up its “Omanization” policy in light of current complaints.

3.4 Funding and Finance: The accessibility of finance is additional vital element of entrepreneurial ecosystems. Mainly important is a vital gathering of seed and set up investors to

offer funding and hands on sustain. Financial support is one of the entrepreneurial ecosystems element that is obligatory to develop business, entrepreneurial requires, and it aids to begin new business and develop existing business (Wang, 2017). Entrepreneurs who require have an idea on how grow his/her business but he/she does not have financial capability to execute the idea, then this assistance would sustain by offering financial assist at low interest rate. In fact, this element is linked to entrepreneur's growth and development of business. This is why financial support is necessary for the growth of entrepreneurs. Entrepreneurs have discovered that this component has contributed so much to their development.

Oman also have shortage in seed capital financing resources (Pasmad,2016). There is no venture capital industry; only two funds in the country and an almost non-existent public channel for angel financing. The major one is the "Fund for Development of Youth Projects" a closed joint stock corporation, which was the initial venture capital fund formed in 1998 candidates have to be civilians, 20 to 40 years of age, and can obtain a highest of 49 percent of requisite seed capital (RO 200,000 limit). This fund ceased process for a couple of years. The reasons of the fund's stoppage have not been documented, but it is supposed that a mixture of inexperienced management, management's lack of understanding of entrepreneurial requirements, and accumulating failed sponsored projects called for a reschedule of the funds structure and business form. In 2008 the fund went through a restructuring process, as a new board and director took over to move the role of the fund. Yet small and medium-sized enterprises (SME) still look difficulties in accessing funding. According to the latest executive view survey by the World Economic Forum (WEF), 13.5 percent of the respondents considered financing as one of the most challenging features for doing business in Oman. One of the recent obstacles is that small borrowers in Oman often lack the detailed and historical financial proofs that banks rely on to evaluate creditworthiness. This is also reflected in the World Bank's credit information index, placing the Sultanate below UAE, Kuwait and the GCC and MENA average on this index. This result may refer to limitations that small businesses experience. Omani commercial banks have been reluctant to lend to small businesses. The only financial institution with solid contribution in the sector has been the Oman Development Bank, which offers SME loans at a rate of 9 percent, as well as local lenders known as finance companies who also service this segment of the market.

3.5 R & D and Technological infrastructure. Entrepreneurship, technology and innovation are jointly helpful. Technology offers entrepreneurs with novel instruments to develop the effectiveness and output of their business, or with new policies on which to make their ventures. In turn, entrepreneurs stimulate technological innovation by developing new or developing existing merchandises, services or practices and guaranteeing commercialization (Arrotta, et al. 2014) .The current condition in Oman, the wishes of the Omani people for diversification of the national economy, and the change towards a knowledge-based economy recommend that research institutes and universities should focus generally on applied research, however, the lack of research and innovation policies leads the researcher to perform interest-driven research activities rather than policy-driven activities. (The Research Council, 2016). The lack of research and innovation policies in addition to unfinished research and innovation infrastructure is seen to be a hold-back limit toward entrepreneurial approach.

Generally, Oman's scientific and technology research base is in its immaturity. According to the 2017 Global Competitiveness Report, Oman ranked 66 in innovation. More precisely, it was 103 in quality of scientific research institutions, 86 in private sector R&D expenses, 86 in industry-research cooperation, and 76 in accessibility of scientists and engineers. There is a very lethargic improvement in explore and improvement activity at the state level. The culture of research and development is new to the nation, whether it is at the individual, industry, or government level. There are some disordered efforts disseminated around few universities and very modest research centers across different government agencies like the Ministry of Commerce and Ministry of Agriculture. Sultan Qaboos University made 88 research articles in 2008 (SQU, 2008). There are no university technology transfer offices. There is only one US- registered patent by an Omani company and it was in 1993 (Porter, 2004). There is no technological innovation, whether in academia or industry, in most Arab countries, including Oman. Oman was ranked 61 out of 128 countries in technological readiness, 68 in internet usage, and 50 in technology absorption by firms, according to the 2016 Global Competitiveness Report. Furthermore, a small 2.8 percent of the population has internet connectivity, that is, approximately 80,000. However, in 2006, a government body called Information Technology Authority (ITA) was created to lead the transformation process to a knowledge-based society, by

overlooking the implementation of the country's e-Oman programmes. It is too early to critic their progress.

3.6 Cultures. Culture, and particularly, constructive societal customs and approaches towards entrepreneurship, have been recognized as a key element of entrepreneurial ecosystems maintain (Isenberg, 2011). Promoting an entrepreneurial culture is about building people – particularly youthful people – conscious of the possible of putting up and running a business as an option to waged employment in government and the private sector (Azar, & Drogendijk, 2016). The Oman society recognizes entrepreneurs as brave people who take initiatives to generate jobs. They are much appreciated persons. The culture is demonstrated as risk-averse and extremely-dependent. A high government position or high military rank is observed more confidently by society than being a successful entrepreneur. There is scarcity in successful and self-made entrepreneur role models in the Omani society, and even a little have not obtained much media celebration. Oman's culture and social customs are quite like to several Arab countries, predominantly the Arabian Gulf states that have overlapping historical and societal traits. Although these intangible features are very difficult and need time to adapt, they should not be ambiguous block for developing countries' entrepreneurial improvement and are not impossible to modify. Cultures and societal views are renowned to improve as society becomes more pro- entrepreneurship. According to Porter (2004), cultural features have sealed and may be continuing to lock the door for novel business in Oman.

3.7 Regulatory and administrative issues. This refers to the government policies that promote entrepreneurs. When the government policies modify often, this discourages entrepreneurs because they feel unsecured to do business and develop their business. Furthermore, the government policies can drive entrepreneurship during improving infrastructure services positive for business, creating industrial parks and other entrepreneurial policies (Guo, Su, & Ahlstrom 2016). It is claimed that government of Oman facilitates entrepreneurs by creating some rules to support entrepreneurs such as low interest rate when requesting for loan to start or increase business. Largely, governmental and licensing procedures engage numerous restrictions, complexity, and bureaucracy. Unsuccessful government and bureaucracy was one of the top troubles raised in a review of Omani respondents concerning the most problematic features for

doing business (World competitive report, 2017). Further, Oman was ranked 65 out of 183 in ease of doing business in 2016 (World Bank, 2016). This status is just above Namibia and Rwanda and last among GCC countries. Agency overlap does exist in dealing with the different new venture formation initiatives started recently. There are, currently, at least three different government Ministries involved through different programmes in small business development which are badly organized (the Ministry of Manpower, Ministry of Commerce, and Ministry of Social Development). Even though the government has stressed the importance of self-employment and entrepreneurship on several public occasions, there is still no centered policy framework for typical small businesses, let alone entrepreneurship.

3.8 Access to Physical Infrastructure. Refers to facilities associated with little costs of certain services such as hire, equipment, marketing and improvement facilities, all these facilities assist entrepreneurs to expand their businesses. Physical infrastructure has a vital impact on the improvement of business and industry growth (Fain& Wagner 2014). A reliable infrastructure is a significant feature to the success of all businesses either for nascent or growing entrepreneurs. Thus, it is essential for new and rising businesses to be able to react and contact customers' demand (Bouncken, et al. 2016). Reduced authority, corruption and hopeless institutions can disappoint entrepreneurship and hold back private-sector augmenting growth and development. Oman has devoted enhancing totals of funds to building up the transport infrastructure in recent years and continues to follow its long-term improvement plan for the segment. The latest Global Competitiveness Report by the World Economic Forum (WEF) ranked Oman 21st (out of 139 countries) in excellence of overall infrastructure, 10th in quality of roads and 33rd in quality of port infrastructure. even though Oman grades high on a global and local scale, provider of infrastructure was listed among the 15 most exciting factors for doing business in Oman, according to the latest Global Competitiveness Report by the World Economic Forum (WEF). Some of the dilemmas enclose stable development in traffic, lack of infrastructure services in some remote regions and recurrent flooding that influences the transportation system. The government is now committed to spending greatly in the road network and air and sea port. In terms of science parks, the Ministry of Commerce & Industry initiated in 2003 the first and only IT Park, called 'Knowledge Oasis Muscat' (KOM). KOM is situated in the capital region just a few kilometres from Sultan Qaboos University. The park now hosts around 60 local and

international established businesses such as Microsoft and Motorola. It also lodges two new private colleges that are focused in the field of IT and ICT. KOM has the only business incubator programme called ‘The Knowledge Mine’ (TKM). The programme presents subsidized office space and other support services for nascent entrepreneurs in technology-dependent businesses. But, the capacity of this programme is limited to 15 new firms and, now, all spaces are occupied. Although many of these government and non-government projects have great ambitions and good objectives, there is hesitation concerning the efficiency and quality of many of the services presently given.

3.9 Major Universities as Catalysts. The phenomenon of the “entrepreneurial university” has concerned attention as part of a broader context of rising knowledge-based economies. (Rasmussen, et al. 2014). It is linked with increasing pressures facing universities to add to socio- economic growth (Curi, et al., 2012). This pressures the need for universities to make modifies at different levels, from organizational measurements, the academic and knowledge production measurement, to the formation of organizational connections between universities and outside entities (industry and government), and the cultural and beliefs dimension (Siegel, & Wright. 2015). This has also led to governments in diverse countries around the world, particularly in the Oman, launching public policies to sustain and promote universities to be entrepreneurial. Nevertheless, the policies appear to focus on knowledge commercialization by encouraging universities to collaborate with industry. The most significant role that universities build to a set up community is its students who convey new thoughts and surge the intellectual capability of the community. The Omani government’s wish is to diversify its economy by considering the knowledge-based economy as a good choice for sustainable socio-economic growth. Omani universities are seen to play a crucial role in this aspiration. There is no movement linked to campus-wide entrepreneurship awareness, entrepreneurship education programs, or inter-disciplinary problem-based learning approaches is also not followed at most university departments. However, recently there have been some very modest initiatives introducing some optional entrepreneurial courses at SQU. Student education environment is Omani universities is affected by the country being an oil- based economy, that offers a free education for all and a safe job after graduation. This cultural attitude affects the education system as a total, and university education programs in particular. Therefore, despite the obvious

desire from national authorities to shift towards a knowledge-based economy, where education plays a crucial role, the learning environment is seen to be memorizing- driven rather than knowledge-driven. Furthermore, the universities additional curricula activities focus on sport, art, and traditional culture rather than entrepreneurial activities. In this context the student's wish is to get upper degrees in order to get prestigious governmental jobs. In general, most Omani students are hesitant to practice self- employment as a career choice; rather they favor to be government job seekers. This approach puts huge pressure on national authorities to offer secure jobs for increasing numbers of graduates every year. This exploration stage gives us with a essential observation of the Omani universities current situation with respect to entrepreneurial activities.

4. Conclusion and discussion.

The problem is not lack of entrepreneurship, but somewhat a negative macro environment and infrastructure, which controls entrepreneurial activity into idle and damaging economic ways instead of wealth formation (Oman Economic Review 2016). This is primarily obvious in three core subjects: chance to enter, access to capital, and contact to skill and knowledge (Schwab, K. 2016). Moreover, bulk of the entrepreneurship activities in Oman is 'necessity entrepreneurship' and not opportunity driven. A prevailing high unemployment situation, when pooled with low social welfare infrastructure, drives people in Oman to begin a business in order to survive. In addition, several of entrepreneurs are in the informal sector because of the severe and costly new business start-up procedure, thus restricting their ability to expand through formal channels of resources.

The growth of a proficient entrepreneurial ecosystem in Oman can get about optimistic in the economy such as improved and diversified economy, well-organized production systems and procedures as well as highly pretty and quality works, some limitations occurs although to the employment opportunities made by a diversified innovative-based system. These limitations comprise the global innovation rivalry, modifies in demographic styles, which form the uniqueness of alteration (World Economic Forum 2014). Assist

The nationals require to be informed and trained on how to obtain advantage of existing entrepreneurial opportunities in key areas such as tourism, mining, as well as agriculture. This should be sustained by a well-harmonized system of administration particularly in the perspective of research and development institutions. In addition, the government should launch an innovation program, to inspire creativeness, R&D and innovation running and sustain. The program should obviously specify the major regions of goal jointly with a path map that should be used to help the impact in the market, internet entrance should be indicated priority since internet has the possible of assisting research and the development of knowledge innovation. The government of Oman, led by his majesty Sultan Qaboos have completed main steps on the entrepreneurship and innovation front in bid to guarantee that the state does not only depend on the oil and gas exports for its GDP but also expand to the more SME and knowledge driven economy which has been confirmed to work well particularly in several of the developing countries. Moreover, particular institutions authorized to be in charge of the countries innovation organization such as The Research Council (TRC) plays a vital position in setting the innovation landscape in Oman. Additional, a steady supporting environment, friendly tax laws have gone a long way in safeguarding that the countries business environment is favorable for shareholders and in particular, overseas investors looking for tax havens to spend their money in well-recognized education institutions such as universities are seen as basic key providers in the progressions of knowledge innovation through research and development (R&D).

The country is extremely reliant on on government initiatives in all sectors. Good policy, efficiently pragmatic can bargain outcomes faster than waiting for the immature market to learn and to correct itself. A complete policy program which wrenches jointly all unsynchronized attempts into a consistent and strategy-driven entrepreneurship policy that can have a real and sustainable impact on the country's entrepreneurial activity. Oman needs to track a holistic entrepreneurship policy approach. It is a mutual corporation between several players - public policy, private sector, society, and other parts - that inclusive stimulus the entrepreneurial situation. Government should guide these combined efforts and play a bigger role in developing and applying this policy program. Omani government needs to identify and stress that quality and not quantity is what subjects at all levels, whether it is government services, education and training, or entrepreneurship sustain programmes. There is a need to shape a committed

government unit with ministerial cabinet power that has the single responsibility of advocating entrepreneurship topics. Necessity entrepreneurship is noticeably higher in Oman than opportunity entrepreneurship. Oman requires to encourage opportunity entrepreneurship since the country's future depend on entrepreneurship.

5. Recommendations

Many common lessons are emerged concerning efficient techniques to develop environments for entrepreneurship in Oman.

1. Diversity and entrance to opportunity should be supported by delegating women, youth, and unofficial business owners to follow entrepreneurial aspirations.
2. The study of ecosystems should center not only on the results—speeds of entrepreneurship— but slightly the contributions such as the restricted educational, societal, and material qualities that sustain entrepreneurial action and the methods in which these qualities cooperate and recreate the overall ecosystem.
3. Policymakers should connect in open dialogue with entrepreneurs to discover ecosystem solutions that are suitable to home conditions in Oman.
4. Creating networks among large companies and emerging entrepreneurs should be ingredient of any public policy to improve entrepreneurship. Confidence and contacts are vital for achieving success in business in Oman.
5. Educators and society leaders must promote a traditions that sustains entrepreneurial ambitions and observes success stories in Oman.
6. Entrepreneurs themselves must get a directing position in making ecosystems in Oman, by generating entrepreneurial society and offering contribution into strategy.
7. The different players in an entrepreneurship ecosystem in Oman should assist with other stakeholders to build the most of their particular strengths.
8. Entrepreneurs charge best in a strategy and regulatory environment in Oman that remains obstacles little, incentives innovation, and defend personal property.

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