

QATAR UNIVERSITY

COLLEGE OF ARTS AND SCIENCES

THE ENTREPRENEURIAL STATE: REMAKING QATAR'S FOREIGN RELATIONS
APPROACH

BY

AREEJ MOHAMMED IBRAHIM ABU HAIEH

A Thesis Submitted to
the College of Arts and Sciences
in Partial Fulfillment of the Requirements for the Degree of
Masters of Arts in Master of Art in Gulf Studies

June [2023]

© [2023] Areej Mohammed Ibrahim Abu Haieh. All Rights Reserved.

COMMITTEE PAGE

The members of the Committee approve the Thesis of
Areej Mohammed Ibrahim Abu Haieh defended on 10/05/2023.

Dr. Md Mizanur Rahman

Thesis/Dissertation Supervisor

Dr. Jalas Qanas

Committee Member

Dr. Mohammed Salman

Committee Member

Approved:

Ahmed Elzatahry, Dean, College of Arts and Sciences

ABSTRACT

ABU HAIEH, AREEJ,M., Masters : June : [2023:], Gulf Studies

Title: The Entrepreneurial State: The Case of Qatar

Supervisor of Thesis: Mizanur M. Rahman.

The entrepreneurial development of Qatar, a small state, is an interesting phenomenon to explore within the concept of international relations. In recent times, there has been the emergence of newly prominent participants in global governance hence raising interest in small states. This thesis aims to examine entrepreneurial power in Qatar as a newly prominent participant in global governance. The examination of Qatar's entrepreneurial development helps gain an understanding of how small states utilize their relatively limited national capabilities to achieve their objectives in foreign relations.

The aim of this thesis is to examine the entrepreneurial development of Qatar, particularly how this aspect of development has transformed international relations between the country and the rest of the world. The major areas of focus in this paper are the entrepreneurial individuals and institutions that have facilitated the development of the country's international relations or foreign policy-making as you deem appropriate in global governance. Qatar is an example of an emergent nation that utilizes soft power approaches and relies on its internal capabilities to promote and achieve its foreign policy objectives. Qatar has wielded its monarchical government to adopt a decision-making approach that has improved its foreign policy and, subsequently, its image in the region and the world at large. The country has developed different kinds of institutions, such as Al-Jazeera, the Qatar Fund, the Qatar Foundation, Qatar Airways, and Qatar Charity, to exert influence at the global level. The foreign policy approach taken by Qatar in recent years has been one that is foreign policy

conscious and can be credited to transformational leaders at the helm of government and other key positions such as that of the Prime Minister and Minister of Foreign Affairs. The combination of the efforts of these individuals and the growth of entrepreneurial institutions has given Qatar a better standing in the global arena, such that it has become a key player in international matters. The identified institutions and people work together to promote the interests of Qatar outside national borders. Ultimately, this gives the country a better standing in international relations.

DEDICATION

This thesis is wholeheartedly dedicated to my beloved parents, brothers, sister, and my friends for their endless support and encouragement.

ACKNOWLEDGMENTS

In the name of Allah, the most gracious and the most merciful. First and foremost, I am thankful to Almighty ALLAH for giving me the strength, knowledge, ability, and opportunity to complete this study satisfactorily.

Secondly, I would like to thank my respected supervisor, Dr. Md Mizanur Rahman, whose worthy guidance and professional attitude is appreciable in completing this thesis. I am also thankful to Dr. Mahjoob Zweiri, gulf studies center, Qatar University, for providing facilities to carry out this research work.

I thankfully acknowledge the support and inspiration that I received from my teachers. My special thanks to my friends and colleagues for their support. I am deeply grateful to my parents for their support, appreciation, encouragement, and a keen interest in my academic achievements. Finally, I thank my sister Fadia and my friend Alanoud for their moral support throughout the research.

TABLE OF CONTENTS

DEDICATION	v
ACKNOWLEDGMENTS	vi
LIST OF FIGURES	ix
1 INTRODUCTION	1
1.1 Background of Study	1
1.2 Research Problem	3
1.3 Research Purpose	6
1.4 Research Questions	7
1.5 Research Methods	7
1.6 Significance of the Study	8
1.7 Limitations and Weaknesses	9
2 THEORETICAL FRAMEWORK	10
2.1 What is Entrepreneurial Power	10
2.2 Entrepreneurial State and its Dimensions	15
3 ENTREPRENEURIAL INSTITUTIONS AND MAKING OF INTERNATIONAL RELATIONS	19
3.1 Introduction	19
3.2 Qatar as a Monarchy	20
3.3 The Dynamics of Foreign Policy in Qatar	21
3.4 Key Institutions Contributing to the Reconfiguration of International Relations	28
3.4.1 Media	28
3.4.2 Qatar Charity	30
3.4.3 Qatar Airways	31
3.4.4 Qatar Foundation	32
3.4.5 Qatar Fund for Development	33
4 ENTREPRENEURIAL INDIVIDUALS AND RECONFIGURING THE FOREIGN POLICY APPROACH	35
4.1 Introduction	35
4.2 Entrepreneurial Individuals	35
4.3 Qatari Leadership	37
4.4 Visionary Individuals Contributing to Foreign Policy Development	42
5 FINDINGS AND CONCLUSIONS	48
5.1 Changing Dynamics of Foreign Policy	50

5.2	Institutions and Processes.....	52
5.3	Key Institutions and Foreign Policy.....	52
5.4	Entrepreneurial Individuals and Reconfiguring of International Foreign Policy Approach.....	55
5.5	Conclusion and Areas of Further Research.....	56
6	REFERENCES	58

LIST OF FIGURES

Figure 1: Entrepreneurial power mechanisms in various countries.....	12
Figure 2: Different dimensions of the entrepreneurial state	16
Figure 3: The emergence of entrepreneurial states	18

1 INTRODUCTION

1.1 Background of Study

Various countries have different levels of significance in global matters. There is a relationship between all countries globally, and the nature of these relationships is what is constituted in international relations. The relation between countries and governments is unique depending on the characteristics of the nations comprising it. These affect the nature of international politics, law and economics issues, diplomacy, security, and even governance. An important issue in international relations is the respective countries' power in relation to each other (Ravenhill, 2018). The implication is that more powerful nations have a greater say in regional and global matters. Hence, they have greater control over the issues of international relations and the matters that depend on them. Therefore, a country can strive to increase its power to develop itself in relation to other countries, improve its relative power, and explore the possibilities and benefits of international relations for its good.

This creates the basis for understanding entrepreneurial power and its significance for nations. Entrepreneurial power describes the state's level of influence over matters of national development and ultimately influences its position in regional and global affairs (Ravenhill, 2018). Entrepreneurial states refer to those nations that adapt, design, and pursue foreign policies that reinforce national development visions and international policy objectives (Ravenhill, 2018). This involves complementing and enhancing one another to a position of success and achievement on a global scale. Entrepreneurial power emerges from different sources due to demographics, strategic location, resources, or governance. Therefore, countries can rise or fall in entrepreneurial power, which has ramifications at the national and international levels.

Qatar is one country that can be classified as a newly entrepreneurial state. It has been able to achieve remarkable success not only in the Middle East region but

globally. This is particularly interesting due to its relatively small size and history until recent times when the country could be classified as a small state. However, Qatar has shown its potential as an entrepreneurial state in the region and beyond over the past few years. Some factors are unique to the country's journey toward national success and global recognition. The growth of a country as an entrepreneurial power can be examined from the perspective of its national policies, which requires a focus on the nature of governance and administration and how it affects the country's performance at the global level.

World politics and historical development indicate that before the twentieth century and even up to half of the twentieth century, global domination was in the hands of Western nations. However, in the twentieth century, nations in Asia have acquired global power through various means by which they have assumed global significance. One of the factors underlying this growth of the Asian nations is the increased use and significance associated with oil. According to Babar (2015), the gulf cooperation countries were significantly influenced and altered by the discovery and subsequent exploration of oil. The discovery of oil was followed by the influx of immigrants driven by the revolutionary effect of the oil and gas economy (Babar, 2015). Before the discovery of oil, the Gulf countries were relatively secluded in terms of geography and culture. The nations are typically comprised of indigenous with little affiliation and attraction to the global network. However, with oil discovery and its significance as an energy source, the gulf nations started to have global significance.

For Qatar, the exploration of oil opened up the country's borders to an influx of personnel. Therefore, the country became able to meet its labor needs from abroad rather than rely on the small and native population that could otherwise be limited. Qatar's current demographic predicament results from specific policy decisions and is

a symptom of the country's larger political economy (Babar, 2015). The state's difficult demography is based on the structural limitation of a tiny native population, mixed with the entrenched rentier bargains that have been enacted (Babar, 2015). Labor recruiting programs have been designed to suit national demands and allow Qataris to profit from government handouts without actively participating in the labor market (Babar, 2015). State policies have weakened the national population's competitive job-seeking culture, resulting in a parallel labor market. The state sector almost exclusively employs Qataris, and the private sector employs very few.

1.2 Research Problem

Newly prominent countries are an interesting phenomenon in international relations. Various countries have different capabilities and utilize these national capabilities to achieve foreign policy objectives. The national capabilities differ from one country to another, and hence the nature of influence in global governance is different from one country to another. Qatar is an example of a newly emergent nation that qualifies as a small state yet has been able to fashion its internal capabilities to become a major player in the Gulf region and the world. This research aims to examine entrepreneurial development in Qatar as an example of a newly emergent nation. Previously, other countries such as United Arab Emirates (UAE) have enjoyed prominence as entrepreneurial states in the Middle East. Lately, Qatar is proving to be equally qualified for this status in the region and globally (Ennis, 2018, p. 573). The underrepresentation of Qatar as an entrepreneurial state is primarily due to the lack of comparative research frameworks by which the country can be linked with other established or emerging entrepreneurial nations around the world. Therefore, there is a need to develop knowledge to promote the understanding of Qatar as an entrepreneurial nation. This requires an assessment of the country's political history, particularly in the last decade, to determine how the country could have gained the entrepreneurial power

to establish itself as a significant player in the global arena.

Global dominance has long been at the reserve of western nations, notably the United Kingdom and the United States. The nature of countries such as the Gulf region states is that they have affiliations, limiting the possibility of asserting global dominance. The United Arab Emirates (UAE) and Qatar are considered geographical zones ideal for transnational capitalism and the global elite (Harris, 2013). The countries that have long dominated globally are the United States and Britain, and France before the U.S. These countries extended their influence and power through imperialist activities such as colonization and military force. World wars are another expression of imperialism. In the First World War, the United Kingdom, France, United States, Japan, and Italy won over the Central Powers of Germany, Austro-Hungary, and the Ottoman Empire. The impact is that the Allied Nations continued to have greater influence over international matters. For instance, Britain has an extensive network of commonwealth nations, and France continues to influence affairs in its former colonies. The losing nations have comparatively less influence in the international arena. It is during the Second World War that the United States emerged as a superior player through its possession of nuclear warfare technologies.

Compared to the entrepreneurial development process of countries in Europe and America, the Gulf countries represent a peculiar manner of gaining prominence in international relations. The entrepreneurial state becomes one with the capacity to negotiate with globalization in Western Europe, where it can be said to have originated, to Eastern Europe, where new aspects are emerging, and in Africa and Asia regions that are still struggling for their position in the global arena (Harshe, 2014). Therefore, the nation-state has to contend with life in a globalized world through foreign policies. To some extent, some challenges come about living in a borderless world (Harshe, 2014).

This is the basis on which the interactions between Qatar, as an independent state in the Gulf region, are analyzed with respect to the region and the world. Some countries are able to put in place policies that project an attractive foreign policy position, and this helps in the growth of entrepreneurial power.

Therefore, the analysis aims to assess Qatar from the perspective of a globalized world. It addresses how this country, as an individual entity, fits in the international framework. The point of focus will be on how Qatar, despite different backgrounds and processes, has managed to achieve global significance. According to Ennis (2018), up to twenty years ago, Qatar was a small state, and it would be impossible to predict that it would reach the status that it is today in terms of entrepreneurial power (p. 573). Therefore, this paper aims to investigate the factors that have contributed to the emergence of Qatar as a powerful entrepreneurial hub with great significance in the region and the globe. Qatar's entrepreneurial power is a vital study question, mainly due to its relatively small and protectionist policies. These characteristics are often associated with seclusion from international affairs. However, the country has managed to gain global significance. Therefore, this research aims to determine how Qatar has managed to overcome certain factors that could otherwise impede entrepreneurial power to emerge as a key player in the global economy.

Typically, the direction a country takes depends on the political head who is responsible for giving direction. This idea is what Ravenhill (2018) explores the question of "entrepreneurial states or entrepreneurial individuals?" This study explores the institutions and individuals that have been instrumental in the transformation of Qatar into an entrepreneurial state. In the analysis of the emergence of key global players, there is greater attention to the economic, political, and social dimensions of an entrepreneurial state. A less commonly looked at factor is the dimensions of

international relations, where countries adjust their internal policies and foreign policy orientation to become attractive in the international arena. In this examination, there is a focus on the reign of Sheikh Tamim bin Hamad Al Thani to appreciate the institutions and individuals during this period that have led to the transformation of Qatar into an entrepreneurial power.

1.3 Research Purpose

This research aims to evaluate the process of transformation in Qatar to an entrepreneurial state with significant entrepreneurial power by which it can be perceived as a force in the global arena. First, the research examines the mechanisms and processes within the country that have fostered this transformation and analyzes the role of key individuals. With this analysis of Qatar, it becomes possible to develop a perspective that can be used to explain the trend of emergent nations that are becoming key players in the international arena. These emergent nations seem to be challenging the conventional wisdom on the process by which a country can assert its influence in international affairs. Qatar is one of the emergent entrepreneurial powers and hence bears important insights that can be studied to understand the phenomenon.

In analyzing Qatar as an entrepreneurial power, this research focuses on the factors that have facilitated the development of entrepreneurial power. This paper's specific point of inquiry is on the administration's influence through its domestic and international policies on the country's development as an entrepreneurial state (Ravenhill, 2018, p. 503). It is clear from the country's history that it has had to encounter various crises, which it has had to overcome to reach a point of global recognition. This paper particularly focuses on the administration of Sheikh Tamim bin Hamad Al Thani which gives the time range between 2013 and now. Therefore, this research aims to understand the relationship between governance and entrepreneurial power and how these characteristics within Qatar affect its relations with other nations

around the globe. In this paper, the possibility of exploring both socio-economic development strategies within a nation and external diplomacy tactics are discussed in the context of Qatar to show the potential of improving a country's standing and influence in the region and the globe. The research findings have applications relevant to various states, including small states that aspire to gain on gaining entrepreneurial power.

1.4 Research Questions

1. What is Qatar's foreign policy approach, and how does it contribute to the country's entrepreneurial development?
2. What are the key institutions contributing to the making of international relations or foreign policy-making facilitating the transformation of Qatar into an entrepreneurial state?
3. What is the role of the administration and other key individuals in configuring the foreign policy-making/ international relations approach to align with entrepreneurial development and transitioning to the entrepreneurial state?

1.5 Research Methods

As already stated in the previous section, this thesis aims to explore the entrepreneurial development process of Qatar. The research is guided by three main research questions. First, there is a focus on how the country's foreign policy approach contributes to entrepreneurial development. The thesis also explores the key institutions that contribute to the entrepreneurial development process in the country. Key individuals that have contributed to entrepreneurial development are also explored to appreciate the roles of prominent figures in promoting Qatar's objectives outside the country's borders.

The current research evaluates Qatar as a small state that demonstrates a unique

transformation process to become an entrepreneurial power that is worthy of analysis. The aim being to recognize the ways by which Qatar has established itself as a key player in the international arena. This is achieved by analyzing existing literature on the subject to understand the country's characteristics relevant to its transformation. Therefore, this is a process analysis that focuses on the case of Qatar in the given. Therefore, the research takes a qualitative approach focusing on how Qatar's foreign policy objectives have shaped its development in the region and globally.

This thesis takes a case study approach to explore entrepreneurial development in small states. Qatar is the selected country of analysis, and information is sought from existing literature on the subject. The country is a unique example of the entrepreneurial development of a small state to gain global significance. The findings of this thesis are applicable in understanding the entrepreneurial development of small states or can give insights into the development of newly emergent countries.

1.6 Significance of the Study

The study of Qatar's entrepreneurial development gives insight into how small states can grow to achieve global significance. The key players in the world have certain strengths by which they can yield power that allows them to have significant bargaining power in the global arena. Conventionally, these countries gained international significance and influence through hard power tactics such as military resources, financial endowment, natural resources, and industrial or agricultural potential. Qatar serves as an example of a small state that has utilized soft power techniques of the media and transformational foreign policies to gain entrepreneurial power. The study of Qatar is significant because it offers insight to understand how these countries wield soft power and offers lessons to similar countries to gain entrepreneurial power. Entrepreneurial power has the benefit of giving a country greater leverage in the international arena by which it can further its interests.

1.7 Limitations and Weaknesses

This study adopts a narrowed focus by using the case example of Qatar to discuss the entrepreneurial development process. There are multiple emergent nations around the world, and their development process could vary from that of Qatar. This study is limited only to Qatar and focuses on the processes, mechanisms, state agencies, and individuals in the last two decades. The limited scope of study could be a weakness because political factors differ significantly depending on the region. Therefore, the factors influencing the entrepreneurial development of Qatar as a country in the Middle East could be different from those affecting a country in the Far East, even if both demonstrate the same trend of entrepreneurial development. Also, there is a lack of fieldwork to provide insights from experts on the subject, which can be attributed to a convoluted approval process. However, the study still remains a useful analysis of the process in Qatar and gives insight into the practical application of soft power strategies for entrepreneurial development.

2 THEORETICAL FRAMEWORK

2.1 What is Entrepreneurial Power

Entrepreneurial power can be achieved in several ways by which these countries can achieve global followership. Entrepreneurial nations can offer material rewards to entice people to join their ranks (Ravenhill, 2018, p. 509). This can also be achieved through compelling ideas which appeal to other nations hence making them act in accordance with the interests of the country in question. The question here is whether the founding state can convince potential followers that its plan is beneficial and that other countries should embrace it; in other words, whether it can use the logic of right behavior to persuade them. According to Ennis (2018), the material capacities of Qatar and the United Arab Emirates (which became the third-largest aid contributor among Arab countries) have encouraged policy entrepreneurship. Nonetheless, these are insufficient to explain their effectiveness; instead, a narrative based on social relations, behavior, and activities has been used. Followers are more likely to follow if they believe the entrepreneurial state is legitimate.

Legitimacy is defined as “a generalized perception or assumption that an entity’s actions are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions” (Avant et al., 2010, p 31). This assumption, however, introduces a new set of issues about determining which characteristics contribute to legitimacy. According to some analysts, democratic countries are more likely to enjoy legitimacy because constitutional systems emphasizing transparency, accountability, and consultation will instill trust in potential supporters. From the perspective of soft power policies, legitimacy is one path because it determines the attractiveness of a national leader and the administration locally and in the international arena (Brannagan and Giulianotti, 2018). The premise is that a legitimate process of installing leaders and an administration system increases the

appeal of a nation to outside players, which is one path to international acceptance. Brannagan and Giulianotti (2018) parallel legitimacy and attractiveness as significant alternative ways to entrepreneurial power for modern states where they do not have to rely on hard power factors of financial incentives or military force. Therefore, in the analysis of entrepreneurial power, it is important to consider newly prominent participants, which refers to countries that are not the characteristic middle powers but which have, through unconventional means, achieved global significance (Cooper, 2018).

An important concept of analysis in the case of the emergence of entrepreneurial power in countries such as Qatar is soft power. Soft power is a concept postulated by Harvard University Political Science professor and international security expert Joseph Nye. According to this scholar, power is the ability to influence behavior in a certain manner such that one achieves the desired result (Yavuzaslan, 2016). Therefore, power is a means to an end. The states, which have power in the international arena, can influence international relations to serve their interests. It was easier to appreciate sources of power and how countries came to achieve power over others in the past (Yavuzaslan, 2016). In this context, a superpower was referred to as a “war power.” This is evidenced in the United States’ acquisition of the global superpower label upon emerging victorious in the Second World War. Therefore, the acquisition of military power is the recognized standard during this period and could deem a state as being powerful. It becomes evident that there are two paths to entrepreneurial power, either through hard power strategies or soft power strategies.

The factors can be considered to be either; concrete elements or abstract elements. The concrete elements include; geographical location, the population and labor force, the natural resource endowment, industrial and agricultural prospective and

level of growth, and the capacity of military personnel (Yavuzaslan, 2016). The abstract elements that determine a nation's power include; national determination, the quality of government, and the quality of diplomacy (Yavuzaslan, 2016). Over the years, it has become evident that the concrete elements are not sufficient consideration of power. There is the consideration of the agenda of these countries in world politics and assessment of their capacity to attract foreign public opinion. According to Nye (2004), power types could be classified as military, economic and soft power (as cited by Yavuzaslan, 2016).

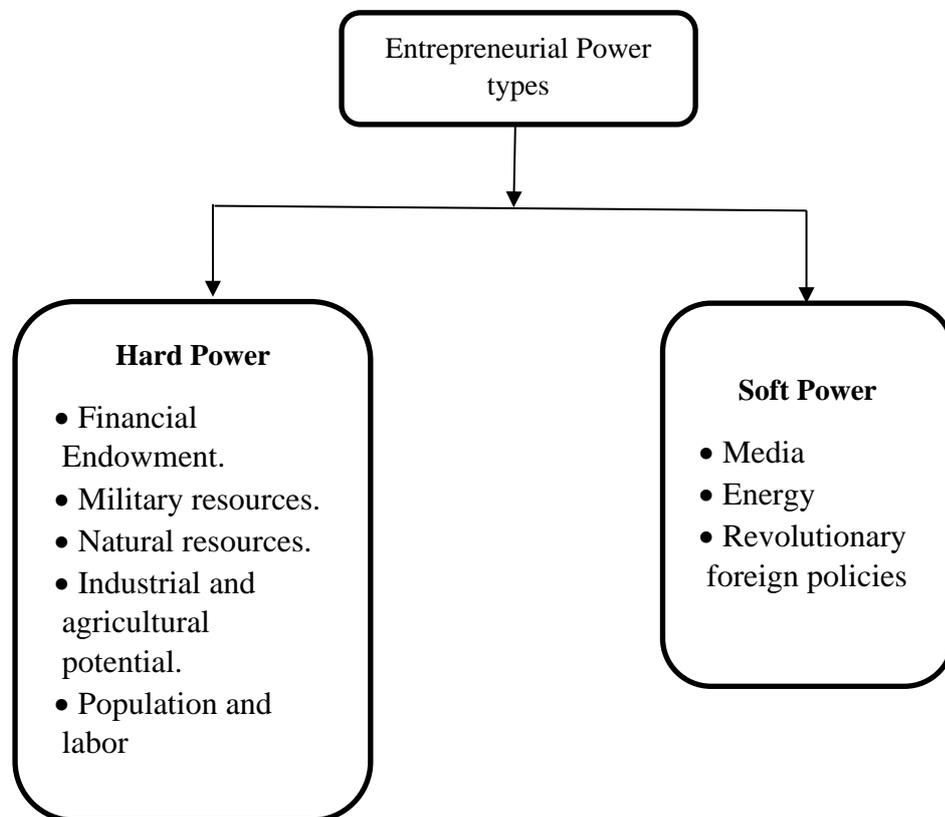


Figure 1: Entrepreneurial power mechanisms in various countries

Soft power, according to Nye (2004), is comprised of a nation's history, geographical endowment, its cultural composition and uniqueness, economic prowess, level of democratic advancement and the presence and influence of civil society organizations, science and technology infrastructure, and values such as art and sports

that are produced by social life (Rothman, 2011). Nye (2004) defines soft power as a country's power impetus formed by all of a country's options and opportunities other than direct military force. Yet, this power advocates for the utilization of military force where needed and he coined the term to describe the spiritual dimension of power. The use of soft power ensures that others want the same goals as you do to attract people without having to force them. In a nutshell, soft power is the ability to affect others' tastes, and it is a power that other countries find appealing. When a country controls international world politics, it might achieve the desired consequences by ensuring that the target country or nations pursue and admire her. This technique is more effective than establishing the global political agenda and influencing other countries through economic or military vehicles to force them to change.

These soft power strategies have been seen in practices in various countries, notably Singapore and Mexico. The nature of these countries is that they do not typically fit the definition of countries that can have significant global influence, but through various strategies, they have managed to achieve international influence. There is no single standard for defining these states since they vary in geographical size and location, demographics, market potential, possession and mobilization of resources, and administrative capacities. Initial assessments typically painted a grim picture for the small states. However, with a broader perspective of what power means for the countries in international relations and the introduction of soft power, it becomes apparent that small states can attain significant entrepreneurial power. Singapore is discussed in Chong's study on how the country has used soft power strategies to achieve global significance.

According to current literature, small states' art of survival attempts to increase their prominence in the international community. This is known as 'virtual expansion,'

according to Chong (2010). Smallness can be psychologically advantageous in assuaging major powers' anxieties about the minor state's motives due to its geographical restrictions. On the other hand, as some have pointed out, a small state's foreign policy apparatus may possess intellectual and propagandistic abilities that are out of proportion to its physical size among its human resources. These assets serve as a source of compensatory symbolic force. As many soft power researchers have emphasized, the informational power of convincing others to want what one wants through attraction rather than force challenges sovereignty-bound methods of understanding power. Not surprisingly, Joseph Nye (2004) recalled policymakers' and intellectuals' ignorance of soft power. They had grown accustomed to identifying power with iron and steel output or the sheer number of castigatory consequences measured in bombs and deaths. However, it is the reality of the modern world that power has shifted from the traditional concept predicated on military power to aspects of diplomacy and the opinion of other nations.

The concept of the entrepreneurial state is useful in the analysis of how various countries around the world have achieved global significance. According to Covarrubias and Schiavon (2018), Mexico is one example of a country that has followed the concept of an entrepreneurial state to achieve global influence. The country's adoption of a limited foreign policy agenda that focuses on the achievement of national priorities is a demonstration of the country's pursuit of global recognition (Covarrubias and Schiavon, 2018). Mexico is an exemplary example in this current study because it has certain limited capacities that constitute a challenge that needs to be overcome to have an international presence (Covarrubias and Schiavon, 2018). The country demonstrates how the desire to be a regional player has led the country to forge significant coalitions with like-minded countries (Covarrubias and Schiavon, 2018).

These actions appear typical of soft power strategies by which these nations achieve global significance.

Achieving entrepreneurial power is about being an attractive entity in the international arena. Emerging nations are increasingly reliant on alternative sources of power that are not coercion (Ravenhill, 2018). In the field of international relations, the emergence of new powers is a phenomenon studied as though the states are unitary actors. However, it is a reality that there are notable individuals who have a significant influence on the pursuit of foreign policy entrepreneurship. These individuals are typically the heads of government and foreign ministers who initiate particular entrepreneurial agendas and drive for their implementation. Therefore, in the analysis of entrepreneurial power, there are individuals in addition to the institutions and mechanisms leading up to the creation of an entrepreneurial state. Therefore, in the analysis of entrepreneurial power in Qatar, there is an analysis of institutions and key individuals that promoted the transformation of the country.

2.2 Entrepreneurial State and its Dimensions

The concept of entrepreneurial power for the states refers to the capacity to influence affairs outside national boundaries. Therefore, there are countries that can be said to have entrepreneurial power and others that do not. Countries seek entrepreneurial power by which they can gain support from others to pursue their perceived interests in the global system (Ravenhill, 2018, p. 504). In defining entrepreneurial states as different from middle powers, it is important to consider that these small states are not entirely “helpless” with regard to national matters and, to some extent, international affairs. However, they lack entrepreneurial capacity with regard to policies and activities beyond national borders (Ravenhill, 2018, p 503). Countries branded as entrepreneurial powers have large and well-equipped foreign agencies (Ravenhill, 2018, p 508). These countries are not defined as being

entrepreneurial by the mere taking of a stance on an international issue. Instead, it is a more proactive process where these countries can promote and campaign for certain policies and call upon other countries to support them. This can also be in building coalitions that aim to thwart initiatives brought about by other countries (Ravenhill, 2018, p 508). The nature of policies and the direction it has on international matters do not significantly impact the concept. The states have the capacity to attract followers in a manner that does not rely on coercion (Ravenhill, 2018, p. 509). Therefore, an entrepreneurial state can be understood as a country with the power to rally support for or against certain policies globally.

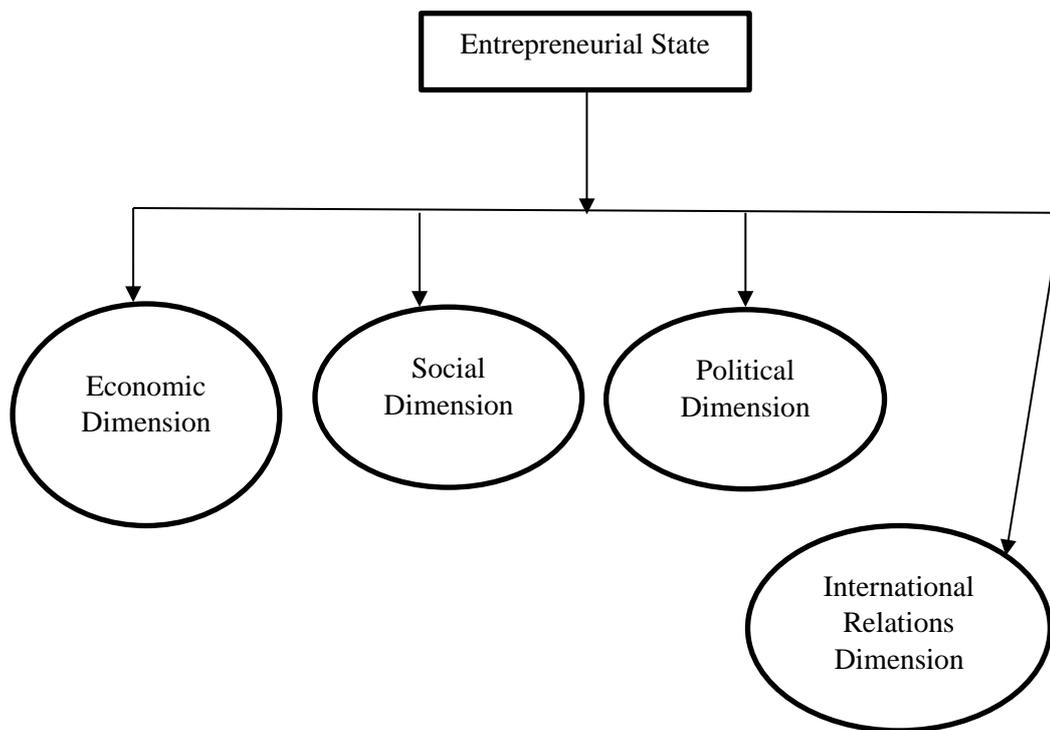


Figure 2: Different dimensions of the entrepreneurial state

To gain an appreciation of entrepreneurial power, it is critical to examine its dimensions. An entrepreneurial state can be categorized from the perspective of these

dimensions; political, economic, and social. A relatively more recent dimension is that of international relations. These dimensions mean that the entrepreneurial powers have certain political, social, and economic characteristics that set them apart from the other non-entrepreneurial states (Ravenhill, 2018). Entrepreneurial states seek to gain the support of others in the pursuit of self-interests within the global arena. Therefore, politically, they seek to stretch outside the confines of national boundaries to influence international affairs and have attained the power to do so favorably. In terms of economic dimension, the entrepreneurial state has the capacity to use the material endowment to rally support towards its interests in the international arena. The use of financial incentives and military force has been the typical path to entrepreneurial power for most states. Hence, entrepreneurial powers have typically been associated with having a vast range of resources by which they can exert their authority in the international framework.

The leadership trait theory is an effective International Relations theory that can be applied in the analysis of the notable individuals that promoted the entrepreneurial wave in Qatar. Personality has a major role in international politics as there are individuals who often shape the direction of a country based on their personalities and individual characteristics (Kaarba, 2017). The leadership trait analysis can be effectively used in the analysis of the influence leaders have on the development of the respective countries. The leadership trait analysis theory focuses on innate qualities and characteristics that make an individual a leader and exclusively focuses on the leader rather than the followers (Kaarba, 2017). This will be an important and unique perspective in the analysis of entrepreneurial individuals in Qatar. In Qatar, the individuals to be analyzed include; Sheikh Hamad bin Khalifa Al Thani and Sheikh Tamim bin Hamad Al Thani. However, the consolidation process, which started earlier

on, started with emir Ali (1949-1960) and continues with the subsequent leaders Ahmad (1960-1972) and Khalifa (1972-1995) (Kamraya, 2018). These are key individuals that will be analyzed to appreciate entrepreneurial power in Qatar.

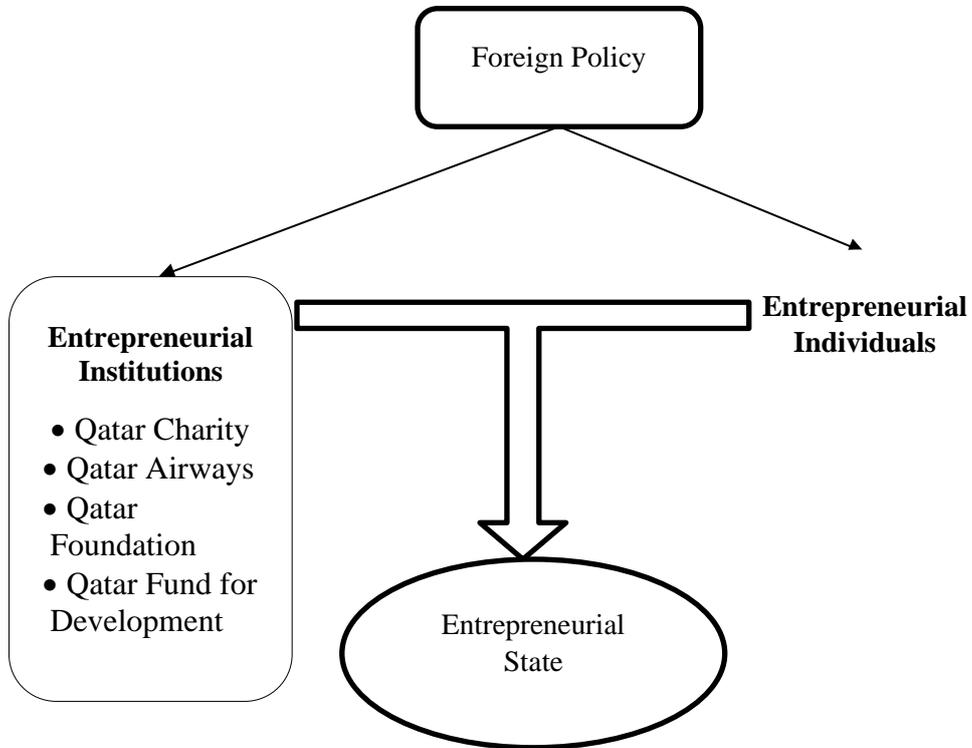


Figure 3: The emergence of entrepreneurial states

3 ENTREPRENEURIAL INSTITUTIONS AND MAKING OF INTERNATIONAL RELATIONS

3.1 Introduction

Entrepreneurial institutions are one aspect that has led to the entrepreneurial development of Qatar. The entrepreneurial institutions are bodies, agencies, mechanisms, and processes that fostered the development of Qatar into an entrepreneurial power. Entrepreneurial power is a process by which nations make themselves attractive entities in the international arena. Therefore, it is mainly about developing capabilities and sending a message about the country's capabilities. The development of certain institutions within the country has the impact of fostering entrepreneurial development either by elevating the image of the country or giving it strategic advantages on a global scale. For instance, in the case of the media as an entrepreneurial institution, Al-Jazeera, a Qatari-owned radio and TV broadcaster, has gained global significance as a reliable news channel. The media is a tool to access millions of people. Therefore, in terms of soft power strategies to gain global significance, institutions such as the media play a significant role in entrepreneurial development. In Qatar, there are institutions whose development and nature of operations in the last decade have contributed to its entrepreneurial development. The role of these institutions is further highlighted because of the strong influence of the state on the running of these agencies. The entrepreneurial institutions and mechanisms that have an instrumental role in the entrepreneurial development of Qatar include the nature of foreign policy, Al- Jazeera as an example of media, Qatar Charity, Qatar Airways, Qatar Foundation, and the Qatar Fund. The scope of entrepreneurial institutions also entails changes in policy and general government direction that reflects positively on a global scale.

There are various ways that a country such as Qatar can explore to become an

entrepreneurial state. The first point of analysis is to examine the role played by foreign relations policy in promoting entrepreneurial development.

3.2 Qatar as a Monarchy

Qatar is a global country and is considered an emergent financial center in the Middle East. It is an upcoming nation in the global arena. A rising global position of the nation influences the nature of international relations and the balance of power. The key interest in this section is on the factors associated with material capabilities and the nature of governance. The development of Qatar as an entrepreneurial state has its sources in various places. An intriguing aspect of Qatar's entrepreneurial power is that it is not a power in the traditional and realist sense of a large and powerful state with hard coercive power (Ennis, 2018). However, it has grown and achieved a level of influence and reach in international matters that qualify it as a powerful state.

These are key issues in any country that have forbearance in the development of entrepreneurial power in nations. The political environment and civil state of a country is one underlying determinant of a country's soundness in multiple aspects (AlHorr, 2019). In a middle power such as Qatar, factors such as a flexible autocracy constitute a suitable environment for establishing an entrepreneurial stronghold (Ennis, 2018, p. 594). The entrepreneurial power in Qatar is also determined by the nature of diplomatic relations with other nations. Therefore, in this study, we examine the nature of governance in Qatar and the developmental narrative to appreciate the unique characteristics of the nation that led to it becoming an entrepreneurial power in the region and the world.

The system of administration in Qatar is different from the Western ideology of democratic governance. Usually, western countries differ fundamentally from countries that adopt a monarchical system of administration. Such governments are usually associated with general political instability, human rights violations and abuses,

criminal corruption, and the general limitation of the freedom of residents. The ideologies of such nations fail to appeal on an international level. However, Qatar has made significant progress in establishing a stable monarch that has allowed for peaceful successions and political stability. The governance structure under Sheikh Tamim bin Hamad Al Thani, right from its inception of power, shaped Qatar towards a new path of significance in international relations. Sheikh Tamim bin Hamad Al Thani came to power through a peaceful transfer of power from father to son (Ennis, 2018). This transition is rallied as being peculiar in that it was the first of such kind in the modern history of the monarchies in the region. The peaceful transfer of power and leadership transition served to create Qatar's image as a forward-looking nation in many aspects (Ennis, 2018). It appealed to the narrative that the country was opening up to the future of a younger administration to resonate with a youth-heavy demographic (Ennis, 2018). Therefore, the issues of governance after 2013 appeal to the global community, which impacts the emergence of the country as an entrepreneurial power.

3.3 The Dynamics of Foreign Policy in Qatar

According to Mehran Kamrava (2015), one of the ways that Qatar has improved its global standing and recognition is through appropriate foreign policy mechanisms. For instance, the country's diplomats have increasingly active participation in various strategic countries. Kamrava (2015) describes the level of diplomatic engagement as being hyperactive and is a major contributor to the country's recognition as a key player in the international arena. The development process for Qatar begins at the regional level, where it has to assert its dominance among the Gulf region countries. For a long time, the country has been in competition with the United Arab Emirates for economic interests and has managed to carve a significant portion of international trade and finance. A country that wishes to establish itself as a key player in the region or worldwide must first enhance its capabilities, such as those of trade and finance, as seen

in the development strategy of Qatar.

Qatar uses the hedging strategy commonly used by the small states in the Gulf countries to maintain security and stability (Hamdi and Salman, 2020). Hamdi and Salman describe strategic hedging as an international relations theory that can explain the mechanisms of power interactions between the five small Gulf countries. There is a prevailing security dilemma between Iran and Saudi Arabia. Any country that wishes to advance its interests locally and abroad must find a strategy to avoid this conflict (Hamdi and Salman, 2020). Saudi Arabia and Iran are the region's larger powers, and hence, the existence of conflict between these two countries portrays the picture that the entire region is in conflict. To this extent, Qatar has used strategic hedging where the country pursues its national interests without explicitly attacking the dominant actors. Following this approach to development means that the small states avoid the traditional trade-off that had to be made when choosing between the two great powers or going against both. The hedging strategy approach allows for small states such as Qatar to develop independently of the conflict. It has been found to result in greater independence for small countries.

For instance, in the case of conflicting large powers, the emergence of a third party in the region, such as Qatar, that holds the promise of greater stability leads other key players in the international arena to shift their strategic interests in favor of this small country. While the hedging strategy affords Qatar self-confidence in appreciating its resilience and survivability, it serves to build the country's soft power and improve its branding as a potential investment destination and in aspects of diplomacy (Kamrava, 2015). A number of factors further cement Qatar's development against its neighbors in the region. First, the country is more politically stable than Bahrain, and it is more cohesive than the United Arab Emirates, more self-assured and aggressive than

Oman, and more effective in branding compared to Saudi Arabia, Iran, or Egypt (Kamrava, 2015). Therefore, at the regional level, the country asserts itself as a critical player, and this lays the foundation for greater international development and consequent recognition.

Therefore, Qatar's hyperactive level of diplomacy gives it a better global standing than other countries in the region. This hyperactivity is made possible by the built-in agility of the country and the efficiency of its foreign policy-making processes. The country has a more outward-looking perspective in terms of international relations than other countries in the region. The transformation process of Qatar can be traced back to the first Gulf war. Before this war, Qatar sought protection from the Saudis, and the war served to show Saudi's inability to safeguard themselves and their allies. Afterward, Qatar chose to shield itself by aligning with the United States. This move formed the basis of the US-Qatar relationship. Through this process, Qatar broke out of the Saudi shadow and came out as an independent player in balancing relations between the United States and Iran. Therefore, Qatar established itself as an independent and key player in the Gulf region. It can be seen that through the successful use of the hedging strategy, streamlined foreign policy processes within the country, and self-confidence based on the economic capabilities of oil production, Qatar can establish itself as a critical player in the Gulf region.

The path to international significance has, in the past, been associated with military conquest. For instance, the United States emerged as the world superpower following a series of military successes and the establishment of a large network of alliances and military bases worldwide. A country's efforts outside its national boundaries have a huge bearing on its image in the international arena. Such efforts can contribute to a better image if successful or delegated status if unsuccessful. In the case

of Qatar, there have been multiple interventions and alliances at the regional level and globally that have improved its recognition from that of a “small state” to an entrepreneurial power.

The unique relations between countries and cultures are a key concern of international relations. It is important to evaluate Qatar’s relationships with other nations from a small state to an entrepreneurial power. Al-Mansouri discusses the diplomatic involvement of Qatar in Lebanon and Palestine (Al-Mansouri, 2016, p 167). This is a critical example of gaining an understanding of how Qatar portrays itself on the global front. It is an example of the country’s involvement in modern-day diplomacy affairs. Qatar got involved in the Israel-Palestine conflict and the sectarian strife in Lebanon. These are key regional disputes in the Middle East, and the country’s involvement has implications on a global scale. Its involvement challenges the notion that Qatar is a small state since it takes on affairs beyond its national borders. In addition to engagement in regional disputes of great political significance, the country has also demonstrated advancement from a small state through bilateral relationships with the United States (Al-Mansouri, 2016). The United States assumes the position of the leader of the free world with significance on political, social, and economic fronts. Therefore, Qatar’s engagement with the country serves as an example of an entrepreneurial power than a small state.

Therefore, it can be seen that there are ways in which Qatar has developed over the years to establish itself as an entrepreneurial power. There are various ways a nation can develop the capabilities to rise from a small state to an entrepreneurial state. A look at the history of Qatar before 2013 can reveal the ways in which Qatar explored opportunities available to establish itself as an entrepreneurial state. The findings from this period are significant in the study of the same growth in a different period under

the leadership of Sheikh Tamim bin Hamad Al Thani. In the evaluation of Qatar's history, it is possible to identify limiting factors that present a background for analysis of its transformation to an entrepreneurial state. Peterson (2006) discusses the elements that have promoted Qatar's integration and position in the global system. The first factor of consideration is the challenges and limitations that small states encounter while striving for a place in the international system. The second factor considered in his works is Qatar's response to such limitations in the pursuit of survival within the international system.

Another perspective to analyze the emergence of Qatar as an entrepreneurial state is in its re-positioning of external strategies of engagement. The strategic states in relation to Qatar as a small state within the gulf region are Saudi Arabia and the United States of America. These are the pro-western states with the power and influence described by Peterson (2016). Therefore, a point of positive development is seen in Qatar's evolving and active relationship with these two pro-western states, which elevates its position in the international system. This was not always the case, especially in the period before 2000, as demonstrated in the analysis of the relationship between Qatar and the United States between its independence period and the late 1990s.

Qatar is a country that gained its independence in 1971, which is relatively recently after the United Kingdom decided to end treaties with kingdoms in the Gulf region. The country then entered the United Nations in the same year. The country's starting point in the international arena is evidenced by its contacts with Britain. While it had a sufficient wealth of its own from oil, it received various forms of support from Britain before and after its independence. The United States served to recognize Qatar as an independent nation by opening up its embassy just two years after it gained independence. This relationship set the country on a path toward global recognition.

The deepening of the relationship between the United States and Qatar came before Saddam Hussein invaded Kuwait in 1990. Therefore, Qatar established relations in the early days of its independence with the United States, the global superpower at the time. Qatar served the U.S. While there was a significant effort to ensure cooperation between the United States and Qatar, the 1980s represented a period of regional instability due to the Iran-Iraq conflict hence tension in the relationship between Qatar and the United States.

Qatar and the United States experienced years of conflict despite an intention to ensure economic and military cooperation. For instance, Qatar challenged the U.S.'s decision to sell the state-of-the-art missiles Bahrain 70 Stinger. For states in the Gulf region, it has always been important to improve their air-to-air and surface-to-air technologies since no single country has been able to attain air superiority without external aid. In addition, the Stinger was greatly valued because it had served a key purpose in the success of the anti-soviets using guerilla tactics against the Soviet airpower in Afghanistan during the 1980s. The conflict was further exacerbated by the refusal of Qatar to give back the American-produced Stinger that they had purchased in the black-market half a year after Congress passed the law-preventing sale of the Stingers to countries in the Gulf.

Following the end of the Cold War and in the years leading up to Sheikh Hamad bin Khalifa Al Thani's ascension to power, Qatar sought to furnish a response to the recurrent question of steps a small state can take to ensure its own security. The end of the Cold War did not significantly affect Qatar's threat perceptions or concerns, as it did many other tiny countries outside Europe. Its top priorities were homeland defense, ensuring access to and security in Gulf sea lanes, and sustaining a regional armed sense of balance.

After the Iraqi invasion of Kuwait on August 2, 1990, all three of these priorities were put to the test. The next December, Qatar's then-Emir addressed the eleventh annual Gulf Cooperation Council (GCC) Summit held in Doha, the first GCC top-level meeting since the August invasion of Kuwait, that "things cannot be permitted to continue as they've always been." In response to the "vicious Iraqi invasion of the sisterly State of Kuwait," this forthright and foresighted speech noted that the region needed "create a more effective security mechanism." The Emir also recapped that recent events have "upset all the facts and standards that we had taken for granted about the basis of inter-Arab relations, the concept of Gulf security, and Arab security," according to the Emir. He added that the Gulf issue "makes it important that we revisit and re-evaluate" long-held ideas.

The incursion of Kuwait compelled Qatar and its GCC allies to basically reconsider the region's tactical, diplomatic, and safekeeping fundamentals, as emphasized by the Qatari Emir in his message to GCC leaders detailed above. For Qatar, that previously had been wary of outside armed engagement in the region, the 1990-91 Desert Shield and Desert Storm military engagements prompted a rethinking of the U.S.'s status as the world's sole world power (Krauthammer, 2002, p 12). Like the other smaller Arab Gulf states, Qatar began to see the United States, a country that had previously wielded limited influence in the international system, as a security guarantor (Cordesman, 1997, p 132).

In 1992, the United States and Qatar signed a bilateral defense cooperation agreement. The U.S. was granted access to Qatari-based, allowing for pre-positioning of the country's material and prospective combined military engagements. According to approximations by the United States Arms Control and Disarmament Agency, Qatar had the highest military expenditures per capita than any other state worldwide (Al

Mansouri, 2016, p. 105). While Qatar steadily increased its military equipment levels and capabilities in the 1990s, the military expenditure in proportion to the total annual imports was still minimal compared to its neighbors in the Gulf region (Al Mansouri, 2016, p. 105). The country recorded a decline in arms imports as a percentage of the total annual imports between 1990 and 1994.

Arms sales, on the other hand, are not only about revenue for a small country. They are also significant as a symbol of strategic and political collaboration, as well as partnership. They bring out the crucial issue of ‘operability’ in particular (Al Mansouri, 2016, p. 105). The integration of advanced weaponry into current capabilities is always required, which increases reliance on foreign personnel instead of striving for greater self-sustenance in other regions (Al Mansouri, 2016, p. 105). In Qatar’s case, an increasing reliance on US-manufactured systems and technicians came with the deepening of a military purchase relationship with the U.S. Michael Handel has also made a compelling case that, in addition to concerns of operability, high R&D expenses for military technology require tiny states (even affluent ones like Qatar) to import weapons, further increasing their reliance on the vendor (Handel, 2016, p. 86). Furthermore, the scarcity of accessible qualified labor and a tiny pool of personnel to draw from was an enabling factor in the desire to advance military weapons within the context of the budding US-Qatari relations. In the early 1990s, the Qatari military had a manning strength of only 8,000 personnel (Al Mansouri, 2016, p. 105).

3.4 Key Institutions Contributing to the Reconfiguration of International Relations

3.4.1 *Media*

One of the most instrumental institutions in the process of entrepreneurial development is the media. International broadcasting is an old tool for diplomacy used by various countries since the period of the First World War. There are two chronological periods of the use of the media as a public diplomacy tool. The first is

during the war period into the cold war period and later in the 1980s and 1990s when own-brand international news networks emerged (Samuel-Azran, 2013). In the war period, there were mainly radio stations that are supported by the government, while the latter period comprised privately owned global networks such as CNN, MSNBC, and Sky News (Samuel-Azran, 2013).

The use of the media in Qatar today is a hybridization of state-sponsored and private network approaches making it a highly potent diplomacy tool. Qatar launched Al Jazeera television as an initiative to make its presence known at the regional and global levels (Kamrava, 2015). The use of international broadcasting is a tool that has been used since World War I as a diplomacy mechanism (Samuel-Azran, 2013). Two chronological periods indicate the significance of broadcasting in shaping political views and international relations. For instance, during the war period, including the Cold War, there was a range of international government-sponsored radio broadcasters that served to spread messages that were believed to align with the interests of specific countries (Samuel-Azran, 2013). Afterward, a range of own-brand international news networks, such as CNN and Sky News, developed and were considered more reliable than stations supported by the government (Samuel-Azran, 2013).

Al Jazeera was founded in 1996, with the Emir of Qatar at the time providing the start-up finances (Laub, 2017). Therefore, despite the change in 2006 to be a private corporation, there is a persistent perception that it is a tool of the Qatar government (Laub, 2017). This is further cemented by the fact that it receives substantial investment from Qatar. Samuel-Azran (2013) evaluated Al Jazeera to assess its portrayal of Qatar within the Gulf region and worldwide. The evolution of the Qatari-Saudi conflict and Al-Arabic Jazeera's tone toward Saudi affairs are strongly correlated, according to an eight-year analysis of the network's coverage. Al-Jazeera has established a reputation

as a trustworthy and impartial news organization. It has gained popularity in the Arab world, including among Saudi viewers, with an approximate number of viewers being pegged at 82 percent of households (Samuel-Azran, 2013). This number is higher than the state-funded satellite channel of Al-Arabiya, which has a household viewership of 75% in comparison (Samuel-Azran, 2013). The analysis by Samuel-Azran (2013) demonstrates how Al-Jazeera has been used as a public diplomacy tool during the Qatar-Saudi Arabia conflict. Its portrayal of Saudi Arabia in negative light helps diminish the image of this country while improving its own to gain leverage as a leader of the region in the global arena. Therefore, the media, as shown by the case example of Al Jazeera, is one of the ways Qatar has used to shape the global perception of the country and the region and used to establish itself as a potent global player.

3.4.2 Qatar Charity

Qatar Charity is another mechanism by which Qatar achieves international significance. Qatar Charity has been in existence since 1992 as the Qatar Charitable Society. The charity organization has a global reach that is directed toward Africa, Asia, and Europe. The organization has offices in 17 countries and has implemented projects in over 60 countries. The Qatari government is deeply engaged in matters relating to the Qatar Charity. As such, it has a position to promote Qatari political objectives. For instance, the charity organization handled the implementation of \$40 million contributions by the Qatari government to several United Nations relief funds. Therefore, the Qatar Charity is seen as an agency that helps sign and reach strategic international partnerships, including cooperation with the United Nations agencies.

Qatar's approach to entrepreneurial development has been one aimed at achieving international significance through soft power mechanisms. Its involvement in matters of international significance, such as providing aid to countries across the

continents, is one of the ways to achieve this global significance. For instance, it has a strategic relationship with the United Nations High Commissioner for Refugees (UNHCR), which is reportedly on a steady growth path each passing year. Qatar collaborates with UNHCR through engagement and financial contribution. Notably, the country contributed \$16 million between 2019 and 2020, which helped sustain UNHCR. Qatar solidifies its international position and power by becoming an integral partner of such international agencies.

3.4.3 Qatar Airways

Another aspect of Qatar's international development process is Qatar Airways. Qatar Airways has its primary role in the country's economic development, but it has also shaped the development of the country and the region on an international scale. The aviation sector in the Gulf region has grown consistently, particularly in association with the discovery of oil in 1930, to levels of international recognition (Petcu, 2021). Qatar Airways Group has announced that they achieved a historic net profit of QAR 5.6 billion (equivalent to US\$ 1.54 billion) in the fiscal year 2021/22. Their total revenue also rose to QAR 52.3 billion (equivalent to US\$ 14.4 billion), which is an increase of 78% compared to the previous year and an impressive 2% higher than the revenue recorded in the financial year before the COVID-19 pandemic. This shows a positive economic growth that reflects an increasing worldwide reach. In 2017, the SKYTRAX World Airline Awards recognized Qatar Airways as the leading airline worldwide. This award has been referred to as the "Oscars of the aviation industry" (Fetais et al., 2020). Therefore, there is an increased focus on the country's airlines, such as interest from business managers and academicians to appreciate the factors surrounding the success of the airways (Fetais et al., 2020). The implication of such recognition is increased global significance that promotes the position of the country in

international matters.

Qatar Airways is a tool for global networking and expansion, opening up Qatar to the rest of the world. It has its hub in Doha and has a reach to up to 150 destinations that include the Middle East, Europe, South Asia, the Pacific, and North and South America. Between 2013 and to date, Qatar Airways has launched additional destinations across various continents in the world. In New York, the airways company launched the “Going Places Together” campaign and tagline in 2015. This campaign encourages travelers to embark on excursions that will enable them to realize their goals and aspirations by focusing on the idea of attaining great things when together for a job, family, or adventure. The emotive and contemporary brand campaign has been adopted by Qatar Airways, one of the world's fastest-growing airlines with one of the world's youngest fleets, to reflect its key values as a cutting-edge, forward-thinking business that is truly making waves and would like nothing more than to motivate its customers to do the same. More than 54 million people have watched Qatar Airways' broadcast and social media advertisement, "No Borders, Only Horizons," making it the most popular viral video during the final week of June 2017. Qatar Airways has received incredible support from all over the world for this campaign.

3.4.4 Qatar Foundation

The Qatar Foundation is another agency that places Qatar on an international scale. It is a non-profit organization comprised of over fifty entities working towards education, research, and community development. The foundation's focus is not just in Qatar but also on a global scale. The Qatar Foundation, founded in 1995, has had the effect of supporting an open and innovative society that aims to develop sustainable human resources, social and economic prosperity that will facilitate the creation of a knowledge-based economy. The efforts of the Qatar Foundation have opened up the

country to the influx of international universities. The principles outlined by the foundation align with these universities' strategic goals, hence their willingness to engage with Qatar. With these international universities, it is possible to produce young people that have the knowledge, skills, and attitudes to excel in creating an economy not entirely reliant on proceeds from oil. Therefore, the Qatar Foundation aims to transform the country into a political, cultural, and economic powerhouse in the region and, consequently, global scale.

The Qatar Foundation aims to make education more globalized. It serves the purpose of educating the young generations in Qatar in the fields of education, science, and research that meet international standards (Alvariño & García, 2021). Similarly, the Qatar Foundation enables the country to draw talent and improve its image as an international center for research and development. The Qatar Foundation's primary goal is to provide assistance in the nation's transition from an oil-based economy to a knowledge economy in accordance with the nation's Vision 2030 (Alvariño & García, 2021). It helps the country in its objective to unlock human potential. The Qatar Foundation has become a key component of state-branding which is an approach used by small countries to gain a unique status globally (Alvariño & García, 2021). Therefore, the efforts under the Qatar Foundation are instrumental in promoting the visibility and influence of the country in the region (Alvariño & García, 2021). For these reasons, the Qatar Foundation is one of the key institutions promoting entrepreneurial development in the country.

3.4.5 Qatar Fund for Development

The Qatar Fund for Development is another institution that aims to promote the process of entrepreneurial development. The Qatar Fund for Development (QFFD) is a public development institution established to act on behalf of the State of Qatar (“About

us – Qatar Fund For Development,” 2022). It aims to implement projects in countries worldwide to achieve international cooperation goals set by the country according to the Qatar National Vision 2030 (“About us – Qatar Fund For Development,” 2022). Throughout the year 2021, the Qatar Fund for Development (QFFD) provided more than US\$ 551 million to support development and humanitarian aid initiatives worldwide. These funds were distributed through QFFD's partners, which include multilateral organizations, as well as local and global civil society groups. Therefore, the Qatar Foundation is one of the mechanisms deliberately put in place to promote the country’s global standing. The Qatar Fund intervenes in international matters relating to education, health, and economic empowerment. The QFFD is committed to providing external aid using financial instruments such as grants, commercial and soft loans, guarantees, and development investments. Through this institution, Qatar makes bilateral and multilateral agreements, promoting its global position.

The Qatar Fund for Development gives the country an opportunity to collaborate with key international agencies on various matters of global significance. For instance, it has been the basis for cooperation with the Office of the Special Representative of the UN Secretary-General for Children and Armed Conflict. In this cooperation arrangement, Qatar commits \$1 million in the duration of 2022 to 2023 to support missions aimed at ending and preventing grave violations against children in armed conflict. The Fund is also the basis for collaboration with the World Health Organization to promote health among vulnerable populations. These efforts between Qatar and international agencies have had a significant impact on influencing the image of the country in the international arena.

4 ENTREPRENEURIAL INDIVIDUALS AND RECONFIGURING THE FOREIGN POLICY APPROACH

4.1 Introduction

Numerous factors influence a country's direction and development, such as its resources, which provide inherent advantages on a global scale, and the creativity of people in the country. In terms of political advancement or entrepreneurial development, individuals have a major role since they are tasked with shaping policies and efforts toward the utilization of a country's resources and personnel. Kamrava (2015), in his book, *Qatar: Small state, big politics*, identifies the significant role of political leaders in Qatar's development. He opines that Qatar, with its strategic location and resources, could only create value recognized on an international scale with the right political administration. In this case, the royal autocracy offers a stable environment to fully utilize the country's resources to realize international recognition fully. In the 200 years of Qatar's existence and roughly half a century of political independence, the country is still continuously evolving. The successive rulers adopt various approaches to manage state institutions as a means to realize patronage of the country's resources and lead the country in the direction they deem most appropriate. Therefore, following the analysis of key institutions that have significantly contributed to entrepreneurial development in Qatar, it is imperative to evaluate the entrepreneurial individuals that have played a major role in Qatar's development between 2013 and the present.

4.2 Entrepreneurial Individuals

The evaluation of entrepreneurial development in Qatar is incomplete without an evaluation of the role of individuals. The process of entrepreneurial development rarely takes place as a unitary force. There are individuals that can be viewed as independent and significant actors in the process of foreign policy entrepreneurship.

Normally, these prime ministers or foreign ministers hold significant positions allowing them to initiate and drive entrepreneurial policy agendas (Ravenhill, 2018). Evaluation of countries reveals the significant role of individual actors in political development during various periods. For instance, in the case of Canada and Australia, foreign ministers Lloyd Axworthy and Gareth Evans played an important role in the respective country's foreign policy entrepreneurship (Ravenhill, 2018). Therefore, a key issue in contemporary policy entrepreneurship lies in the institution of critical foreign policy leaders such as the heads of state, prime ministers, or foreign ministers to take up an approach in their positions towards solidification of their country's foreign position.

Therefore, the discussion on entrepreneurial development is more accurate when it encompasses the role of individual actors. The approach to determine the influence of individuals is to pose the question not just on the role of individuals but also those of groups with bureaucratic interests or the armed forces. Individuals drive policy development, and policy entrepreneurship could have its basis not just in the interests of these individual actors but also in the various domestic constituencies (Ravenhill, 2018). The nature of global politics today is that actors in civil society have a greater level of influence than in the past. As a result, it is possible that there are civil society actors that wield important influence and hence play a significant role in entrepreneurial development. Therefore, the analysis of entrepreneurial development is not exclusive to governments only. There is a role for individuals both in government and in civil society.

In recent times, Qatar has transformed from a small state to a significant regional and global player. The transformation can be attributed to the vision and policies adopted by the emirs in successive periods. The entrepreneurial development of Qatar traces back to the mid-90s under the leadership of Sheikh Hamad. The efforts

of these leaders have the impact of redefining foreign policy to embrace new and broader objectives and interests. Therefore, instead of more conservative leaders focused on internal development only, the country has found visionary leaders intending to create autonomous foreign policy. The new political environment provides solid backing for the country to become a proactive international player.

Qatar's last two political administrations seem to have made foreign policy advancement a primary goal. Two significant elements appear significant in Qatar's pursuit of a proactive and independent foreign policy. These are diplomatic mastership and balancing strategies. Amidst the never-ending power struggles, diplomacy and balancing strategy have been principal assets of Qatari foreign relations. Sheikh Hamad's administration used diplomatic skills and a remarkable balancing strategy to ensure the country utilized its strategic advantages, such as natural gas and economic resources, to gain power. The use of political and economic leverage was a leading factor in Qatar's development of a truly independent foreign policy and global power, surpassing the tradition of hedging in the gulf. Therefore, the modern-day heads of state seem to depart from the traditional diplomacy within the Gulf Council Countries. The country's pursuit of a proactive foreign policy is not characteristic of small states and has allowed Qatar to realize its significant potential in the global arena.

4.3 Qatari Leadership

A relative state power that Qatar had never had previously was brought about by its amazing transformation from a small, unpopular Gulf monarchy into a contemporary, politically stable, and globally significant state that exceeded its modest size and population, historical, and geographical boundaries. In academia, Qatar's state influence on the world stage is frequently referred to as "soft power." As opposed to hard, soft, and smart power, Kamrava characterizes the kind of power that Qatar attained as subtle power (2015). As he explains: "More specifically, subtle power

emerges not so much as a product of a confluence of institutional and structural forces, but instead a product of deliberate decisions and careful choices made by policymakers,” his definition of subtle power emphasizes agency rather than size and institutional capacity of the state. This idea suggests that Qatar’s centralized decision-making processes, which lack institutional tradition and democracy, are good because they give the ruler far more flexibility to achieve lofty goals (Cavusoglu, 2020). Accordingly, depending on the leadership qualities, such power projection can be conducted through less sophisticated processes of policy formation and implementation by the centralized authority. This is the essence of how leadership can be a crucial independent variable in such political systems. Thus, Qatar’s transformation was made possible by effective leadership that combined central political authority with consistency in key leadership factors crucial for converting state resources into state power. Broad vision and strategic thinking are two of the most important leadership qualities determining success.

Qatar’s emir is believed to have implemented his expansive vision, evidenced by the projection of lofty hopes and objectives for his nation at the national, regional, and international levels. With such a broad perspective, he formed and created unique foreign and internal policies to start Qatar’s rebuilding through quick, economical, social, and political modernization while concurrently creating a new international image of Qatar based on strategic thinking (Cavusoglu, 2020). Overall, the product of a remarkable vision of the ruler of a small and young state, Qatar is pursuing great ambitions in international investment and conflict mediation, using Al-Jazeera along with a number of other branding campaigns that collectively built a new international profile of Qatar in consistency (Cavusoglu, 2020). The strategic method used to pursue such strong policies toward lofty targets on the new road map and produce success and

sustainability is a key sign of the ruler's capacity for strategic thought. In Qatar's autonomous course, a multidimensional balancing technique was used between the state and society, between tradition and modernity, and between the forces in international relations (Cavusoglu, 2020). Sheikh Hamad, the current emir's predecessor, is believed to have relied on the balancing technique as a primary tactic to drive the country forward. The overview of leadership's role highlights individuals' significant role in shaping a country's direction and their possible critical role in Qatar's entrepreneurial development.

According to Kamrava (2015), there are notable individuals, such as the royalty in Qatar, who have played a significant role in the transformation to an entrepreneurial role. One such individual is Sheik Hamad bin Khalifa Al Thani who had a significant role in the emergence of Qatar as an entrepreneurial power before the 2000s (Kamrava, 2015). Sheik Hamad bin Khalifa Al Thani's ascension to command in June 1995 and the political transformations he sought to institute, as a result, particularly the shift to a more inclusive electoral and institutional structure, were met with concern and distrust throughout the region, particularly in Bahrain, the United Arab Emirates, and Saudi Arabia (Al Mansouri, 2016, p. 108). In fact, his ascent to power was swiftly followed by cabinet reshuffles in Saudi Arabia, where 15 new ministers were appointed, marking the country's most significant political shift in nearly two decades, and Bahrain (for the first time since the 1970s) (Al Mansouri, 2016, p. 108). Significant changes brought about by Qatar's new Emir have had far-reaching ramifications far beyond the country's borders. This may be seen in the foreign and diplomatic sectors, as well as in domestic politics. It served as a stark reminder that in international relations, distinguishing between economic and political, domestic and exterior causes or effects can be difficult.

In these contexts, Qatar's behavior during the period under consideration lends

credence to the arguments of scholars such as Elman. Small-state conduct is not immune to domestic political factors, according to the latter, and the 'causal primacy' attributed to international explanations of small-state behavior is inappropriate (Al Mansouri, 2016, p. 109). It is evident from the review that the country did not span into a new focus simply due to the presence of a new ruler to offer new direction but because the country had already overcome the preoccupations in the country and within the gulf region. The new Emir played a significant role in taking an independent stand that further established Qatar as an independent nation, especially against Saudi Arabia (Al Mansouri, 2016, p. 110). His predecessor had tended to defer to Saudi Arabia on foreign policy matters and maintained strict bans against the disapproval of the gulf neighbor Saudi Arabia which continued to be the dominant player in the region.

At the time of the ascension to power of the new Emir, Qatar had reduced the extent to which it was considered a satellite of Saudi Arabia. After Sheikh Hamad's ascension to power, Saudi Arabia's relationship with Qatar conflicted on the issue of the choice of the position of the GCC's secretary-general. Qatar took the position that a candidate is selected alphabetically to favor it since the predecessors had been from Kuwait and Oman, respectively. The disagreement broke during a related meeting, and the new Emir walked out the GCC convention with his foreign minister (Al Mansouri, 2016, p. 112). After the diplomatic incident, Saudi Arabia had to publicly welcome the disposed of Emir, thus allowing the ruler to show his resolve to regain political control. Robert Good argues that foreign policy in small states is intended to serve the purpose of establishing the state's identity, keeping an "in-group" in positions of power, and reducing the level of foreign influence within the nation (as cited in Al Mansouri, 2016, p. 112). Sheik Hamad's approach to international affairs is seen to have aimed to achieve all these goals. His position highlights the role of a leader in a small state,

charting the way toward greater international involvement.

Therefore, the analysis of developing entrepreneurial power in a country also encompasses individuals who are typically the leaders during certain periods. Al-Mansouri (2016), in his analysis of the new Qatar, presents that the basis for the formulation of a new Qatar is in the new policies and strategies for conducting the business of a country. Therefore, in the analysis of entrepreneurial development, there is an important role played by individuals in the country. For Qatar, there are key figures whose leadership style can be thought to have influenced policies that promoted entrepreneurial development. Therefore, entrepreneurial development can be assessed chronologically in relation to various individuals in political power. The focus is on the leaders of the country, the emirs who come to power through succession and are free to exploit whichever interests they deem most important.

The leadership trait theory is an effective International Relations theory that can be applied in the analysis of the notable individuals that promoted the entrepreneurial wave in Qatar. Personality has a major role in international politics as there are individuals who often shape the direction of a country based on their personalities and individual characteristics (Kaarba, 2017). The leadership trait analysis can be effectively used in the analysis of the influence leaders have on the development of the respective countries. The leadership trait analysis theory focuses on innate qualities and characteristics that make an individual a leader and exclusively focuses on the leader rather than the followers (Kaarba, 2017). This will be an important and unique perspective in the analysis of entrepreneurial individuals in Qatar. In Qatar, the individuals to be analyzed include; Sheikh Hamad bin Khalifa Al Thani and Sheikh Tamim bin Hamad Al Thani. However, the consolidation process, which started earlier on, started with emir Ali (1949-1960) and continues with the subsequent leaders Ahmad

(1960-1972) and Khalifa (1972-1995) (Kamraya, 2018). These are key individuals that will be analyzed to appreciate entrepreneurial power in Qatar.

4.4 Visionary Individuals Contributing to Foreign Policy Development

The analysis of individuals is centered on Sheikh Tamim bin Hamad Al Thani, Qatar's emir since 2013. In a royal monarchical governance system, as is the case with Qatar, the political leader has a significant influence over all aspects of the country. Sheikh Hamad is believed to be the country's most energetic and transformative emir so far. His influence over the country's affairs is evident in his effort to staff existing and newly-formed institutions with a younger generation of personnel who shares his vision for the country (Kamrava, 2015). The emir has been seen to dismantle institutions that have been witnessed as upholders of conservatism for decades. In transforming these institutions, the emir has achieved two objectives that are believed to be important contributors to the process of entrepreneurial development. In the course of Qatar's existence, there have been multiple contests between competing families for political rule. However, under Sheikh Tamim's rule, there has been political dominance in his family to the point of quelling contests from other families. In addition, the emir offers patronage rewards to encourage acquiescence to his rule. As a result, while adopting autocracy, a less popular form of government in the world today, Qatar has achieved a semblance of peace and stability that is attractive in the international arena.

In the early years, the Al Thani rule was marred with internal family competition over political power and influence. The internal feuds had a destabilizing effect not only on the political aspect of the country but also on its economics. To quell the demands of fellow family members, the emir would allow them to get revenues from oil, with reports indicating up to 45 percent of oil revenues going to the Al Thanis by 1958 (Kamrava, 2015). Therefore, Sheikh Hamad's move to first consolidate the family is an

example of a step in the right direction to promote state-building and political consolidation that benefits the country. One of his initial official acts was to decree a change in the constitution of the country to limit the line of succession to his sons (Kamrava, 2015). A clear succession line eliminated a large number of uncles, cousins, or brothers that could constitute a threat to the throne. Sheikh Tamim's peaceful ascension to power is a demonstration of Sheikh Hamad's success in quelling succession wars. It was Sheikh Hamad's decision to hand over power to his heir apparent.

Sheikh Tamim started adjusting Qatar's foreign policy immediately after taking over as emir of Qatar in June 2013 from his father. Tamim made it clear in his first address as emir said Qatar would keep pursuing its regional policy objectives, albeit more subtly and without as much ado than under Hamad bin Jassim (Ulrichsen, 2014). He didn't mention any particular nations, but he did highlight Qatar's importance to the GCC. This followed a Saudi-Qatari decision to transfer Doha's role as the region's leader in relation to Syria to Riyadh in the spring of 2013 and portended the healing of broken GCC relationships, particularly with Saudi Arabia (Ulrichsen, 2014).

The future of Qatar's regional policy were subsequently outlined in the new emir's first significant speech on international affairs, delivered at the UN General Assembly's annual gathering in New York in September 2013. Tamim made a claim that "the State of Qatar seeks to be a center for interaction and discussion among diverse parties to conflict and not be a party to these conflicts" and asked for institutional changes to the UN Security Council to better handle conflict situations (Ulrichsen, 2014). Approximately three months later, Khalid bin Mohammed al-Attiyah, Hamad bin Jassim's replacement as foreign minister, reiterated in a speech on foreign policy in London that Qatar will continue to play a role in international and regional diplomacy,

however with a more unified plan and with allies both inside and outside the Middle East (Ulrichsen, 2014). Also highlighted in his address as a crucial function Doha might do was "Qatar's silent but effective work in the liberation of several hostages."

Qatar handled disputes in Egypt and Syria immediately following Tamim's accession. Both initiatives were modest in comparison to those made prior to 2011, but they however aimed to rebuild Qatar as a preferred mediator. Early in August 2013, the foreign ministers of Qatar and the United Arab Emirates joined forces with senior U.S. Senators John McCain and Lindsay Graham to call for a negotiated end to the Muslim Brotherhood's and the Egyptian military's intensifying standoff (Ulrichsen, 2014). The new Qatari approach to regional politics was demonstrated by the trilateral U.S.-led effort to mediate a resolution to Egypt's escalating political crisis. Despite the initiative's failure, it stood out from the prior Qatari leadership's pursuit of mostly unilateral goals in that it sought to harness Qatari power in an organized, multilateral strategy with local and international partners. Qatar participated once more in a multilateral effort in October to negotiate a complicated three-way prisoner exchange pact in Syria with Lebanese, Turkish, Syrian, and Palestinian counterparts. At the successful end of the months-long mediation process, the two Turkish pilots released as part of the accord were flown back to Turkey aboard a Qatar Airways aircraft.

Tamim and the new Qatari administration started to implement a number of measures to ease hostilities with neighbors. Notably, on August 2, 2013, the emir traveled to Saudi Arabia for the first time, where he met with King Abdullah bin Abdulaziz al-Saud in Jeddah (Ulrichsen, 2014). Later that month, Qatar joined the GCC as the first member to endorse the disputed internal security agreement reached by the GCC's six members in Riyadh in 2012. Allies of Hamad bin Jassim were ousted from important positions by the new Qatari administration in September, particularly from

his stronghold at the Ministry of Foreign Affairs.

Sheikh Abdullah bin Nasser's nomination by Tamim as prime minister reflected a general shift in focus toward domestic issues. Sheikh Abdullah was given a second job, much like his predecessor as premier, Hamad bin Jassim, except he was given the Ministry of Interior rather than the Ministry of Foreign Affairs. For Qatar's government, concentrating on domestic policy makes sense given the imminent short- and medium-term constraints brought on by high spending and shifting oil markets. The government also needs to deal with the country's high rates of inward migration, rising living expenses in Doha, and the added stress that FIFA 2022 World Cup preparations will put on the nation's already overburdened infrastructure for the healthcare system, water supply, and transportation.

Qatar is a worthwhile option in the study of emergent nations because this has been the trend with the Gulf Cooperation Council (GCC) countries. In the last few decades, the GCC countries have gained international prominence cementing the position of the Arab world in international affairs. An example of an indication of the global position of Qatar, a GCC country, is in the successful host bid for the 2022 FIFA Soccer world cup. This success demonstrates the place of Qatar and other GCC states in the international arena. These countries have consistently been seen to increase their profile and prominence globally. This analysis aims to analyze how the country has been able to transform and continues to do so toward becoming a regional leader and notable player in international affairs. The country will serve as an example of the processes involved and the role of administrators to redirect policies and strategies that allow for the transformation of a country to an entrepreneurial power.

Sheikh Tamim's political administration has allowed Qatar to enjoy numerous successes domestically and in the global arena. These efforts contribute to a higher

profile of the country in the international arena. For instance, Under Sheikh Tamim's leadership, the State of Qatar scored first in the Higher Education Quality Report, Humanitarian Affairs, Global Peace Index, and Human Development Index. The Jordan-based “Muslim 500” named Qatar’s emir, Sheikh Tamim bin Hamad Al Thani as the most influential Muslim ahead of Saudi ruler King Salman bin Abdul-Aziz Al-Saud and Iran’s Supreme Leader Ayatollah Khamenei. In the past, Saudi Arabia overshadowed Qatar as a leader in the region. However, there is a trend in recent times where Qatar appears to have greater significance in the region and globally compared to Saudi Arabia. The Qatari leader has been ranked first because of achievements in diplomacy, boosting the economy, and historic reform of issues relating to migrant workers. Since the emir enjoys good international relations and constant foreign investment, he is able to take up the position and role of regional peace broker. The country has hence been able to take up the strong position of proactive engagement through dialogue with other countries in the region.

The administration of Qatar has embraced a new role in the region and the world today. For instance, it has been seen to have visible roles in humanitarian interventions focusing on conflict-affected environments, mainly in Arab, Islamic and African countries. Qatar now stands out as the most actively engaged country in mediation efforts that they consider a moral obligation and strategic approach to gain regional and global significance. Under the leadership of Sheikh Tamim, the country has adopted political and economic openness. Economic openness guarantees continuous growth of international trade engagements, globalization, and interdependence to previously unreached levels. The main driver of Qatar’s international relations, His Highness the Emir’s foreign visits fit into the country’s approach to a policy of openness, cooperation, and participation with numerous friendly and allying countries and

peoples in the service of national interests and aspirations. This opens up new horizons for investment and uses Qatari capital to launch promising investment projects across several continents of the world.

Besides the head of state, some important players contribute to Qatar's entrepreneurial development. One such player is the Minister of Foreign Affairs. During Sheikh Hamad's rule, the minister of foreign affairs, Sheikh Hamad bin Jassim Al-Thani played an important role in foreign policy-making and engagement with international players (Ulrichsen, 2014). Under Sheikh Tamim's rule, the current Minister of Foreign Affairs seems to have picked the same trend. In accordance with national development plans, the Ministry of Foreign Affairs of Qatar oversees the international cooperation policy and its pillars, including the international development policy, where it coordinates ties with numerous governmental, non-governmental, and international organizations. The Minister of Foreign Affairs, Sheikh Mohammed bin Abdulrahman Al Thani, also the deputy prime minister, has been engaged with players outside Qatar to promote Qatar's position on the global map. For instance, Sheikh Mohammed has been in talks with the Kingdom of Thailand to strengthen intra-trade, exchange foodstuffs and energy products, and promote exhibitions between the two countries.

5 FINDINGS AND CONCLUSIONS

As postulated at the beginning of this research, entrepreneurial development is an important concept in international relations. It explains how countries develop and accumulate power that improves their standing in the international arena. Over the course of the modern history of the world, countries have achieved global significance through a combination of factors that they pursue consciously and unconsciously. The action of various forces in the context of international relations places greater power on some countries than others. Entrepreneurial development leads to entrepreneurial power, which gives the organizations influence in global matters, further enhancing their development. Entrepreneurial states become able to pursue, design, and adapt foreign policies in a manner that reinforces their national development visions and international policy objectives. Entrepreneurial power emerges from multiple sources, such as demographics, strategic location, governance, or resources.

World history and political development indicate that prior to the twentieth century and even up to half of the twentieth century, global domination has mainly been in the hands of Western nations. Global power mainly rested in Europe before the twentieth century and shifted towards the United States afterward. Later on, countries in the Middle and the Far East started to make an appearance of significance in global matters. In the Middle East, the origin of global significance has been due to oil discovery and exploration. While the strategic importance of the Middle East provided these GCC countries with a position in the international arena, their continued presence has been the result of other additional factors that make the countries more attractive politically rather than economically only.

Global dominance has been at the reserve of western nations such as the United Kingdom and the United States. These countries have characteristically achieved global

significance through military superiority, strategic geographical location, and attractive political ideologies. For instance, after the Second World War, Russia and the United States were engaged in a cold war mainly about the ideology of communism versus capitalism. The United States, succeeding in the campaign for capitalism, cemented its international presence by building up on its military superiority that ended World War II. The countries in the Middle East, throughout this time, can be considered passive in international matters. These countries never went through the bourgeois-democratic period characterized by revolutions in various countries to promote citizenship rights. Therefore, Middle East countries have been seen as lacking citizenship rights. Therefore, their passive role in global matters, secluded geographic location, and different political ideologies set the countries apart from the typical global actors. However, some nations have succeeded in gaining international recognition and joining global flows. In order to establish themselves as a distinctive hub in the globalized globe, these nations have adapted different facets of their societies over time, including finance, culture, leisure, education, labor relations, and legal frameworks. The Gulf nations thus represent an unusual growth pattern through which they have developed into entrepreneurial powerhouses.

The research conducted aimed to provide a deeper insight into the entrepreneurial development of Qatar, as one of the typical small-state countries from the Middle East region. Qatar has demonstrated a unique development process that is different from that adopted by older global leaders such as the United Kingdom and the United States. The entrepreneurial development process of Qatar fits a profile of the newly emergent countries that have risen to global significance using soft power strategies rather than the hard power strategies adopted by other countries. Soft power strategies encompass a country's geographical endowment, its cultural composition and

uniqueness, economic prowess, level of democratic advancement and the presence and influence of civil society organizations, science and technology infrastructure, and values such as art and sports that are produced by social life. Soft power refers to a country's power momentum formed by all of a country's options and opportunities other than direct military force. This is in contrast to hard power strategies such as financial endowment, military resources, natural resources, industrial and agricultural potential, and population and labor advantages that have typically been the path to entrepreneurial power.

Soft power strategies have been utilized by small-state countries to achieve global significance. Therefore, the research aimed to assess the soft power factors that have promoted entrepreneurial development in Qatar. The focus was threefold: the institutions and processes that have promoted entrepreneurial development, the administration and key individuals, and how the country's entrepreneurial development had played out in terms of international relations.

5.1 Changing Dynamics of Foreign Policy

Through this research study, I found out that one of the ways Qatar has improved its global standing and recognition is through appropriate foreign policy mechanisms. The country has demonstrated increased diplomacy in various strategic countries. At the regional level, Qatar has made deliberate attempts to avoid conflict with other key players, such as Saudi Arabia. Because Saudi Arabia and Iran are the two main powers in the region, the rivalry between them suggests that there is strife throughout the entire region. In this sense, Qatar has employed strategic hedging, in which the nation upholds its national interests without directly challenging the dominant players. By adopting this development strategy, the tiny states are able to sidestep the conventional trade-off between siding with one of the two superpowers or the other.

Compared to other nations in the region, the nation has a more global outlook on international relations. Since the first Gulf War, Qatar has been undergoing a transition. Qatar had requested security from the Saudis prior to this war, and the conflict helped to highlight the Saudis' failure to protect themselves and their allies. After that, Qatar made the decision to ally with the US in order to protect itself. The relationship between the US and Qatar was founded on this action. Through this process, Qatar emerged as an independent player in the balancing of ties between the United States and Iran and emerged from the Saudi shadow. As a result, Qatar solidified its position as a major player and autonomous state in the Gulf. It is clear that Qatar may position itself as a key actor in the Gulf area by effectively utilizing the hedging approach, streamlining its own internal foreign policy procedures, and developing self-confidence based on its economic capability of oil production.

Qatar's entrepreneurial development, while largely reliant on soft power strategies, has not been void of military participation. The participation of the country in conflicts at the regional or global level contributes to entrepreneurial development. The nature of participation and impact of such involvement will either promote or hamper its entrepreneurial development. Qatar became involved in both the sectarian strife in Lebanon and the Israel-Palestine conflict. The country's engagement in these significant regional conflicts in the Middle East has worldwide repercussions. Being involved in issues outside of its own borders undermines the idea that Qatar is a small state. Through bilateral ties with the United States, the nation has also shown development from a minor state in addition to involvement in regional disputes of significant political import. Taking up the role of the free world's leader has significant implications on the political, social, and economic fronts for the United States. As a result, Qatar's interactions with other nations assist in elevating its status from that of a

small state to that of entrepreneurial power.

Repositioning of external engagement methods provides another angle from which to examine Qatar's rise as an entrepreneurial state. Saudi Arabia and the United States of America are Qatar's strategic allies in the gulf, despite its tiny size. These are the powerful and influential pro-Western nations that Peterson mentions (2016). Thus, Qatar's expanding and active connection with these two pro-Western states is considered a beneficial development that strengthens its standing in the international system. The research on the relationship between Qatar and the United States during its independence period and the late 1990s showed that this was not always the case, particularly in the time before 2000.

5.2 Institutions and Processes

I found that there are certain institutions and processes that have played a leading role in entrepreneurial development. The first is a monarchical governance structure. The Western ideology of democratic government is not shared by the Qatari administrative structure. Western nations typically have fundamental differences with those that use a monarchical form of government. Such governments are typically linked to widespread political unrest, abuses of human rights, criminal corruption, and overall restrictions on citizens' freedom. Such countries' beliefs are not popular on a global scale. But Qatar has come a long way toward establishing a reliable monarchy that has permitted peaceful successions and political stability. Right from the beginning of his rule, Sheikh Tamim bin Hamad Al Thani's governance system led Qatar onto a new path of relevance in world affairs. The country's current emir, Sheikh Tamim, came to power through a peaceful transition initiated by the sitting ruler – his father, Sheikh Hamad. Therefore, the manner of administration and governance in the country in recent times appeals to the international standard of political administration.

5.3 Key Institutions and Foreign Policy

Qatar has also seen the rise of institutions in the country whose operations foster its image as a global player. An example is Al Jazeera television, which has had the impact of improving the recognition of the country at regional and global levels. Since the First World War, international broadcasting has been utilized as a tool for diplomacy. The importance of broadcasting in influencing political opinions and international relations is demonstrated by two chronological periods. For instance, there were numerous worldwide government-sponsored radio broadcasters during the war era, including the Cold War, that helped to disseminate messages that were thought to correspond with the objectives of particular countries. After that, a variety of privately owned worldwide news networks emerged and were regarded as more credible than government-sponsored programs, including CNN and Sky News.

Although Al-Jazeera became private in 2006, the idea that it is a tool of the Qatari government has persisted. The significant investment it receives from Qatar only strengthens this. The evolution of the Qatari-Saudi conflict and Al-Arabic Jazeera's tone toward Saudi affairs are strongly correlated, according to an eight-year analysis of the network's coverage. The analysis demonstrates Al Jazeera's effectiveness and potential utility as a public diplomacy instrument. Therefore, Qatar has utilized the media, as demonstrated by the case example of Al Jazeera, to influence the global perception of the nation and the region and to use to position itself as a powerful global actor.

Another way Qatar reaches international relevance is through charity. The humanitarian organization works in Africa, Asia, and Europe on a global scale. The company has offices in 17 different nations and has carried out projects in more than 60 different nations. The Qatari government has a strong interest in issues involving the Qatar Charity. As a result, it is in a position to further Qatar's political goals. For instance, the charity organization oversaw the distribution of \$40 million in donations

made to several United Nations relief organizations by the Qatari government. As a result, the Qatar Charity is seen as a body that aids in the formation and achievement of key international alliances, including collaboration with UN agencies.

Qatar Airways is another institution that has promoted the country's entrepreneurial development. The aviation industry in the Gulf region has steadily expanded, especially in connection with the 1930 oil discovery, reaching heights of global renown. Qatar Airways was named the top airline in the world in 2017 by the SKYTRAX World Airline Awards. It has been said that this honor is the "Oscars of the aviation sector." As a result, there more attention is being paid to the nation's airlines, including greater appreciation from academics and business management of the variables that contribute to the performance of the airlines. The increased worldwide significance that strengthens the nation's standing in international affairs is the result of such acknowledgment.

The Qatar Foundation and Qatar Fund are also factors promoting the country's entrepreneurial development. The foundation's guiding principles complement the strategic objectives of these universities, which explains their interest in cooperating with Qatar. With the help of these foreign colleges, it is feasible to generate young people who excel at building an economy that is not wholly dependent on oil revenues. The Qatar Foundation thereby seeks to make Qatar a regional and ultimately global political, cultural, and economic powerhouse. The Qatar Fund becomes involved with global issues involving health, education, and economic empowerment. With the help of financial tools such as grants, commercial and soft loans, guarantees, and development investments, the QFFD is dedicated to providing aid to other countries. Through this organization, Qatar enters into bilateral and multilateral agreements, advancing its position on the world stage.

5.4 Entrepreneurial Individuals and Reconfiguring of International Foreign Policy Approach

Entrepreneurial individuals are key players that have played a significant role in the process of foreign policy entrepreneurship. All countries have unique political actors who, in their times, have designed policies or acted in a manner that has had a transformational effect on these respective countries. I found out that under the category of entrepreneurial individuals in Qatar, the heads of government, prime minister, and foreign affairs ministers at specific times are seen to play a significant role in the country's development.

The foreign policy approach and interest to achieve international significance begin with Sheikh Hamad, the former emir who used diplomatic skills and a remarkable balancing strategy to ensure the country utilized its strategic advantages, such as natural gas and economic resources, to gain power. He is responsible for creating a relatively stable process of transition that enhances the political stability of the country. With such a wide-ranging viewpoint, he developed original foreign and domestic policies to launch Qatar's reconstruction through rapid economic, social, and political modernization while also developing a new international image of Qatar based on strategic thinking. Overall, using Al-Jazeera and a number of other branding initiatives that collectively built a new international profile of Qatar consistency, the small and young state of Qatar is pursuing great ambitions in international investment and conflict mediation. This is the result of the ruler's remarkable vision.

Sheikh Tamim, after ascending to power, also sought to improve Qatar's global standing in the international arena. Tamim made it clear in his first address as emir that Qatar would continue to pursue its goals for regional policy, albeit more carefully and quietly than under Hamad bin Jassim. He made no specific mention of any countries, but he did stress the significance of Qatar to the GCC. This was in response to a Saudi-

Qatari resolution in the spring of 2013 to relinquish Doha's position as the region's leader in relation to Syria to Riyadh, and it heralded the restoration of damaged GCC relations, particularly with Saudi Arabia.

The Prime Minister is another key figure in the entrepreneurial development of the country. In Sheikh Hamad's administration, the Prime Minister also acted as the Minister for Foreign Affairs. Under Sheikh Hamad, the Prime Minister has taken the role of heading the Ministry of Interior. The move will strike a balance between internal matters and foreign affairs to promote the development of the country. Given the impending short- and medium-term limits imposed by high spending and fluctuating oil prices, the current administration's decision to concentrate on domestic policy makes sense. The government aims to address the nation's high rates of immigration, rising housing costs in Doha, and the extra strain that FIFA 2022 World Cup preparations will put further strain on the nation's already overburdened healthcare system, water supply, and infrastructure for transportation. Such efforts can ensure sustained development of the country by balancing the needs for entrepreneurial development with the country's internal needs.

5.5 Conclusion and Areas of Further Research

The study gives insight into the entrepreneurial development process by which a small state becomes an entrepreneurial power. Qatar serves as a case example of how small states can grow to achieve global significance. The major actors in the globe have some advantages that provide them leverage and give them substantial bargaining power on a global scale. Traditionally, these nations attained prominence and sway on the global stage by the use of "hard power" strategies like military strength, financial resources, access to natural resources, and industrial or agricultural potential. As an example of a small state that has used media soft power strategies and revolutionary foreign policies to obtain entrepreneurship power, Qatar is used. The

analysis of Qatar is important because it sheds light on how these nations employ soft power and imparts advice on how other nations might develop their entrepreneurial capacities. Entrepreneurial power has the advantage of giving the country greater leverage in the international arena to further its interests. Therefore, it is beneficial for all countries to be able to achieve such a status.

Future research can be designed to overcome the limitations and weaknesses of the current research. First, it can be designed as a comparative analysis of multiple countries that fit the profile of emergent states. A comparative analysis will allow for the evaluation of the entrepreneurial development process from the perspective of soft power strategies factoring in the unique locations and political administration systems in the various countries that will be used for the study. The current study can also be improved by getting a deeper look into the processes and individuals that have promoted Qatar's entrepreneurial development. This can be possible through the adoption of a wider timeframe that will allow for a historical evaluation of the country's progress. These recommendations can help contribute to the understanding of the entrepreneurial development of small states.

6 REFERENCES

- About us – Qatar Fund For Development. *Qatarfund.org.qa*. (2022).
<https://qatarfund.org.qa/en/about-us/>.
- Al Mansouri, K. (2016). *The New Qatar: The Challenges and Opportunities of Small State Diplomacy, State Building, and Sustainability, 1995-2010* (Doctoral dissertation, King's College London).
- Alvariño, I. Á. O., & García, L. R. (2021). The foreign policy of Qatar: From a mediating role to an active one. *Revista española de ciencia política*, (56), 97-120.
- Avant, D. D., Finnemore, M., & Sell, S. K. (Eds.). (2010). *Who governs the globe?* (Vol. 114). *Cambridge University Press*.
- Brannagan, P. M., & Giulianotti, R. (2018). The soft power–soft disempowerment nexus: the case of Qatar. *International Affairs*, 94(5), 1139-1157.
- CAVUSOGLU, E. (2020). From rise to crisis: The Qatari leadership. *Türkiye Ortadoğu Çalışmaları Dergisi*, 7(1), 81-110.
- Charity, A. A. Q. QATAR CHARITY Overview. *Leadership*, 81, 82.
- Chong, A. (2004). Singaporean foreign policy and the Asian values debate, 1992–2000: reflections on an experiment in soft power. *The Pacific Review*, 17(1), 95-133.
- Chong, A. (2010). Small state soft power strategies: virtual enlargement in the cases of the Vatican City State and Singapore. *Cambridge Review of International Affairs*, 23(3), 383-405.
- Cooper, A. F. (2018). Entrepreneurial states versus middle powers: Distinct or intertwined frameworks. *International Journal*, 73(4), 596-608.
- Cordesman, A. H. (1997). *Bahrain, Qatar, Oman, and the UAE: Challenges of Security*.
- Covarrubias, A., & Schiavon, J. A. (2018). In search of international influence: Mexico

- as an entrepreneurial power. *International Journal*, 73(4), 535-553.
- Ennis, C. A. (2018). Reading entrepreneurial power in small Gulf States: Qatar and the UAE. *International Journal*, 73(4), 573-595.
- Fetais, A. H. M., Al-Kwifi, O. S., Ahmed, Z. U., & Tran, D. K. (2020). Qatar Airways: building a global brand. *Journal of Economic and Administrative Sciences*.
- Hamdi, S., & Salman, M. (2020). The Hedging Strategy of Small Arab Gulf States. *Asian Politics & Policy*, 12(2), 127-152.
- Handel, M. I. (2016). *Weak states in the international system*. Routledge.
- Harris, J. (2013). Desert dreams in the Gulf: transnational crossroads for the global elite. *Race & class*, 54(4), 86-99.
- Harshe, R. (2014). The Limits of Globalisation: Unveiling Resilience and the Primacy of the Nation-State in World Politics. *India Quarterly*, 70(1), 47-58.
- Kamrava, M. (2015). *Qatar: Small state, big politics*. Cornell University Press.
- Kebaili, B., Al-Subyae, S. S., Al-Qahtani, F., & Belkhamza, Z. (2015). An exploratory study of entrepreneurship barriers: the case of Qatar. *World Journal of Entrepreneurship, Management, and Sustainable Development*.
- Krauthammer, C. (2002). The unipolar moment revisited. *The national interest*, (70), 5-18.
- Joseph, S. (2004). *Nye. Soft Power. The Means to Success in World Politics*. Cambridge.
- Laub, Z. (2017). How Al Jazeera Amplifies Qatar's Clout. *Council on Foreign Relations*.
- Petcu, C. (2021). The Role of Qatar Airways in the Economic Development of Qatar: Before and During the Gulf Crisis. In *The 2017 Gulf Crisis* (pp. 325-345). Springer, Singapore.

- Peterson, J. E. (2006). Qatar and the world: Branding for a micro-state. *The Middle East Journal*, 732-748.
- Qatar Foundation. *Devex*. <https://www.devex.com/organizations/qatar-foundation-33192>
- Ravenhill, J. (2018). Entrepreneurial States: A conceptual overview. *International Journal*, 73(4), 501-517.
- Rothman, S. B. (2011). Revising the soft power concept: what are the means and mechanisms of soft power? *Journal of Political Power*, 4(1), 49-64.
- Samuel-Azran, T. (2013). Al-Jazeera, Qatar, and new tactics in state-sponsored media diplomacy. *American behavioral scientist*, 57(9), 1293-1311.
- Ulrichsen, K. C. (2014). Qatar and the Arab Spring: Policy drivers and regional implications.
- UNHCR Global Focus: Qatar. *UNHCR/ The UN Refugee Agency*. (2022). <https://reporting.unhcr.org/donors-qatar>.
- Unwala, A. (2016). The young emir: Emir Tamim and Qatar's future. <https://globalriskinsights.com/2016/09/emir-tamim-and-qatars-future/>
- Yavuzaslan, K., & Cetin, M. (2016). Soft Power Concept and Soft Power Indexes. In *Business Challenges in the Changing Economic Landscape-Vol. 1* (pp. 395-409). Springer, Cham.