

A Research Digest Highlighting the
Research Conducted by Students of
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What Are the Factors Impacting Female Entrepreneurs' Participation in Government-led Entrepreneurial Support Programs in Saudi Arabia?

By: Aljawharah Mazyad Almazyad

Advisor: Paula Kenny

The main objective of this thesis is to investigate and explain using the theory of external support programs as the support option of last resort, why some Saudi female entrepreneurs contact government support programs to obtain support while others do not? This goal has not been accomplished by any other research, as previous research on support programs has been based on evaluation and was impact-oriented, neglecting the important issue of low utilization rates of these programs by Saudi female entrepreneurs compared to male entrepreneurs. According to the literature, female entrepreneurs have more deficits and barriers to start and develop their businesses compared to male entrepreneurs. However, it also suggests that males seek outside professional support more often compared to females. It is important to understand what factors impact female entrepreneurs' participation in such programs and this is the focus of this study.

In order to gain a deeper understanding of the situation, this study used a qualitative approach. Ten Saudi female entrepreneurs were interviewed to investigate the factors that impacted their participation in government-led entrepreneurial support programs. To further gain insights about such factors, their motives, and the barriers were investigated.

The findings suggest that Saudi female entrepreneurs are motivated by a combination of 'pull' and 'push' factors. However, they are mainly motivated by pull factors. The findings suggest also that there are nine factors impacting their participation in support programs and those factors are 'Experience', 'Size of Personal Network', 'Business Knowledge', 'Personal Network's Support', 'Available Information', 'Fear of 'Debt', 'Deficits', 'Independence' and 'Requirements and Regulations.'

Government-led entrepreneurial support programs were investigated in addition to the current database of programs that cater its services to Saudi female entrepreneurs to enable a better understanding of the situation. The findings show that although there is an increase in the number of such programs, they adopt the 'one-size fits all' approach which may not be beneficial to female entrepreneurs. Thus, tailored programming and other listed recommendations must be considered.

Examining Emotional Quotient Assessment EQ-i 2.0 as a Tool for Developing Emotional Intelligence Skill Amongst Postgraduate Female Students with Entrepreneurial Intention.

By: Bshaer M. Almimony

Advisor: Caren Crowley

Emotional intelligence has gained researchers interest ever since Goleman (1995) introduced his theory about emotional intelligence in his book that emotional intelligence can affect work performance. He argued that it is more important than any technical skills or even IQ. He demonstrated that emotional intelligence can be developed over time. (Goleman, 2004). For instance, he emphasized that this skill can be enhanced through training and increased with age. He stated that emotional intelligence can predict the success factor in organizations. (Goleman, 1999). However, research regarding educational context especially among universities students are still very few. Also, no previous research has examined students' perspective in the context of Saudi Arabia. This study used a qualitative method.

The main objectives of this research is to examine emotional intelligence as a learning tool for students, examine the perceived result with the actual assessments, and analyze how students use this skill in their daily life. This is accomplished through in-depth one-on-one interviews and emotional intelligence; pre-survey assessment flowed with the actual instrument by (Bar-on, 2000). The structured interviews were a method to investigate to which extent emotional intelligence can be a tool for learning, by gaining an insight from participants on their experience of taking the assessments. Based on the assessment results, interviews, literature review findings, and survey data, it was evident that the emotional intelligence (Bar-on, 2000) model is a significant learning tool for business graduate students.

This research finds relevant emotional intelligence skills among all the participants; problem solving, reality testing, and self-awareness. These themes were the common variables that emerged from this research in terms of correlation with emotional intelligence and entrepreneurship. The results of this study suggest the value of implementing emotional intelligence training in Business Schools especially for graduate students who are enrolled on entrepreneurship programs. Improving this skill would develop the students to become more successful. Therefore, further research is recommended in this regard.

Motivational Factors for Stay-at-Home Mothers in Saudi Arabia to Pursue Entrepreneurship Through Social Media.

By: Lamees Mutasim Assidmi

Advisor: Caren Crowley

This research is significant as the number of female entrepreneurs in Saudi Arabia continues to rise. Understanding the motivational elements that include push and pull factors for different segments of the Saudi population is important to expand our knowledge and provide the necessary help and guidance they need. It is essential for law makers and government officials to focus on this type of research so we can build a stronger economy that is capable and supported with education, knowledge and the necessary financial aid required. The continuous rise in numbers of Saudi female entrepreneurs and in particular, stay-at-home mothers, is parallel to the continuous rise in the use of social media in Saudi Arabia and the number of businesses on these social media outlets such as Instagram.

The purpose of this research is to first explore the motivational factors that motivate Saudi stay-at-home mother entrepreneurs to start their businesses on social media. Secondly, this research aims to find the connection between the characteristics of social media and the rise in the number of businesses by stay-at-home mothers in Saudi Arabia. The target sample for this research are stay-at-home mothers in Saudi Arabia who currently operate their businesses on social media (Instagram). The research instrument is semi-structured in-depth telephone interviews and the data from 6 completed interviews were analyzed through data reduction and thematic analysis.

The findings for this research show that the main motivation factors for stay-at-home mothers to start their businesses on social media were the need for income and the chance to work without the need to leave the house. Additionally, data showed that the main obstacle for the participants was the lack of business education and entrepreneurship skills before starting their business. The findings also indicated a clear connection between the characteristics of social media and the rise in the number of female entrepreneurs. Social media was found to solve many hurdles that the participants faced such as the ability to own a business without the need to show their identities to avoid the stigma of looking like they needed money in front of their families.

Building Trust in Social Commerce Businesses: A Study of the Perceptions of Female Consumers in Saudi Arabia

By: Maram Fahad Edrees

Advisor: Caren Crowley

During the last decade, online shopping has rapidly evolved from traditional electronic commerce websites to social commerce, which incorporates social media features (Stephen and Toubia 2010; Chen and Shen 2015; Zhang and Benyoucef 2016). In particular, the number of online consumers has increased. Despite the studies conducted within the field of social commerce (Eid 2011; Makki and Chang 2014; Alharethi 2016), there is a lack of understanding of women's perceptions of trust in Saudi Arabia.

This study investigates the consumer behavior of millennial women in Saudi Arabia. Trust perceptions have been analyzed by examining the relationship between the variables of social presence, perceived risk and trust beliefs and their impact on purchasing intentions. A quantitative research method has been employed and a survey has been used as the research instrument. This study adopts Lu, Fan and Mi's (2016) model, which examines the impact of social presence on consumers' trust beliefs in social commerce. Additionally, the perceived risk variable has been incorporated within this study. The survey asks respondents questions to gain their perceptions about trust beliefs and social presence in social commerce.

The respondents of the survey comprised 235 millennial women in Saudi Arabia. The data has been deductively analyzed through statistical analyses and measured using confirmatory factor analysis (CFA) and structural equation modeling (SEM). The findings demonstrate that consumers' trust in sellers is created by viewing comments, which influences their purchasing decisions. Trust in social commerce as a marketplace, functions as a partial mediator. The social aspect of social commerce is essential for understanding consumer trust behavior and its effect on purchasing decisions. Based on the findings, recommendations have been made for future researchers and practitioners. In particular, it is recommended that efforts are made to reduce risk perceptions among consumers and encourage consumers to share information.

This study shows the significantly positive role of the social aspect of social commerce on consumer trust beliefs towards sellers. In turn, trust beliefs positively impact purchasing intentions and reduce consumers' risk perceptions.

An Exploratory Study of Social Media Based Business among Saudi Female Entrepreneurs

By: Ola Khalid Alyemni

Advisor: Paula Kenny

The purpose of this study was to explore the experience of Saudi female entrepreneurs in relation to Social Media Based Business (SMBB) in the food sector in order to identify the preferred social media platform to start a food business among Saudi female entrepreneurs. Additionally, the researcher was exploring the influence contributing to Saudi female entrepreneurs' choices of social media platforms to start a food business and their choices of specific social media platforms. Qualitative research methods were conducted to collect and analyze the data. Semi-structured interviews were conducted with six participants and qualitative visual materials were collected through browsing 35 SMBB.

The sample consists of six Saudi female entrepreneurs who have SMBBs and they were aged between 31 to 50 years old. In general, the findings demonstrate the preferred social media platforms to start a food business are the integration of Instagram and WhatsApp. Social media characteristics such as the ease of use, low cost, and reaching a large number of customers are the main influences on Saudi female entrepreneurs' choice of social media platforms. Low cost, building a customer base, maintaining their privacy and working in a comfortable environment while practicing their responsibilities as a wife and mother, were the main influences affecting Saudi female entrepreneurs to start social media based businesses.

There are also numerous areas for additional research that were uncovered in writing this thesis, including identifying the factors affecting the success of SMBBs, and studying society's negative perceptions and how this impacts on the social media based business.

How to Use Social Media Platforms to Create, Communicate and Promote New Brands in Saudi Arabia

By: Raha Taha

Advisor: Paula Kenny

The involvement of social media platforms in our life has increased to the extent that its users have begun to draw advantage from it. While these platforms were initially popular amongst young users, they have recently gained more users from other demographics too. Social media networks now play an important role for companies and governments, as the prevailing belief is that these institutions and organizations must cultivate their online presence in order to communicate with their audience, increase awareness of their products or services, or build and maintain their reputations.

The study is intended to determine how Saudi entrepreneurs are using social media platforms to create, communicate and promote new brands using these platforms. Since the most effective usage of social media platforms has been reported for businesses with professional online presence, this research examines four cases of leading local brands that have developed their business identities using social media networks. In addition, it will demonstrate the main methods used to take advantages of social media platforms as a tool to create, promote, and communicate brand identity, products, and services.

The key objectives of this study are to analyze the effectiveness of social network marketing and its impact on creating new brands. Further, the research identifies key performance indicators (KPIs) that can serve as the basis to select methodologies and design techniques for digital marketing, particularly on social networking platforms. Finally, the findings of this research can contribute towards increasing sales, widening customer bases, enhancing website traffic, and expanding brand awareness.

The key finding of this research is that all cases shared the same strategic path for creating new brands using social media platforms, but with completely different particularities regarding their performances. The study had developed a model that is crucial for entrepreneurs to follow in order to create and communicate new brands using social media platforms.

Administration Efficiency in Active in Capital Management in 3 World Oil Companies

By: Reem Al-Habdan

Advisor: Vasumathy Subrah Monim

Energy has always played the most crucial part in the history of human development. In modern times, unconventional energy resources were a necessity in the industrial revolution and among all the resources of energy oil & gas were the vital component of energy consumption. In today's industrial evolution oil is known as "Black liquid gold".

The oil industry has witnessed numerous boom and bust cycles. Over time the petroleum industry has responded to various geopolitical events and changes in supply and demand (Gately, 1986). In October 1973, when the Organization of Petroleum Exporting Countries (OPEC) announced oil restriction against the western European and the United States for their support of Israel, over the next six months, oil prices shot up from \$4 per barrel to \$10 a barrel in 1973 (Biscardini et al., 2017).

The oil and gas Industry has again become a headline story when the steep decline in commodity prices began in mid-2014, which also led to an unexpected disruption in the oil and gas industry (Gately, 1986). The plunge in oil prices starting from the second half of 2014 caught many people by surprise. The price of both Brent and WTI crude oil fell sharply from more than \$110 per barrel (bbl.) in mid - 2014 to below \$30/bbl. by early January 2016. On the positive side, since January, 2016 the oil price has recovered some of its losses and is currently trading around \$50 a barrel range (Biscardini et al., 2017).

The oil and gas industry is currently facing a crisis, which has threatened even the most stable corporations. The plunge in oil price was due to increased supply and decreasing growth in demand for oil. The global oil companies started facing the tough situation again from the start of the 2014-15, which has impacted on energy investments, caused weakening demand and plunging financial cash flows (Biscardini et al., 2017). The oil and gas industry has gone through several events in the past, mainly related to social, political and economic events, which has created considerable unrest in the in the Middle East region, USA and Russia (Biscardini et al., 2017).

Research on the topic of crude oil prices is also included and the impact on the economy, GDP and cartel system and the resulting impact on the return on equity on companies. The reason for this deep analysis and research is justified because dependency on oil has made global economies vulnerable to its side effect. As per Gately, (1986) This has been proved many times like the major oil shocks such as the oil crisis in the 1970s, this had a big impact and influence on the world economy and especially on the macroeconomic factor in the USA, Asia Pacific countries and Western European countries. Studies on the oil and gas industry as well as the commodities impact on economies gathered more momentum during the 1980s. With Chen (1986) being one of the first to examine the impact of crude oil price on stock prices of oil producers. Hamilton (1983) looked into the effect of crisis on oil prices and discovered that oil prices increased after every crisis post the Second World War.

In today's world the impact of crude oil price on economies is explained by numerous studies and everyone is developing a special relationship between prices, economics and financial factors. It found that an increase of 10 per cent per barrel in the price of crude oil impacted the world GDP negatively by at least 0.5 per cent (IEA, 2004). Similar studies have been conducted by (Jean, 2009) and (Zoheir 2014) in their analytical research paper and analysis

of the behavioral responses of macroeconomic agents to price volatility, where it has been found that the volatility has several harmful and destabilizing macroeconomic impacts that create a fundamental barrier to future economic growth if left unimpeded.

The Impact of Social Responsibilities Particularly Environment Responsibilities on Business Reputation.

By: Areej A. Rahman Ali Masoud

Advisor: Vasumathy Subrah Moniam

This study aims to achieve the following objectives: Identify Corporate Social Responsibilities initiatives, if any, within the oil industry in the KSA; identify the Corporate Environment Responsibilities initiative particularly in the Saudi Arabian context, and measure the impact of (CSR) particularly (CER) on business reputation. Therefore, the aim is to answer the following key questions:

1. What are the perceptions of the public regarding the (CSR) initiatives of firms?
2. Do their perceptions differ from the initiatives taken up by the firms?
3. Do (CSR) initiatives undertaken by firms influence their reputation?
4. What is the perception of the public regarding (CER) initiative of firms in the Saudi context?
5. Do the (CER) initiatives undertaken by firms influence their reputation?

The following are the essential hypotheses made within this study:

There is no significant difference between the perceptions of investors and the actual (CSR) initiatives undertaken by the firms.

The (CSR) initiatives do not have any influence on the reputation of the firms.

To achieve the above objectives a survey was conducted using a structured questionnaire. The respondents were investors. The variables are identified through an extensive review of existing literature. These variables were provided in the form of statements in the questionnaire. The perception of the investors was measured by evaluating their agreement using the Likert scale provided in the questionnaire. The data collected was analyzed using appropriate statistical techniques. (SPSS)

This study is important because it has identified the popular Corporate Social Responsibility and Corporate Environment Responsibility concepts in the Saudi community therefore it will help entrepreneurs and new companies to adopt them. This study clarifies this dilemma. Which is obligatory of (CSR) and (CER) in the Saudi firms. Also, it will be beneficial for the governmental institute that specializes in protecting the environment issue. Such as the Meteorological and Environmental Protection Authority, Climate Authority and the Authority of protecting the wildlife, etc. Also, this will help the companies in the oil industry to witness the huge impact of (CSR) and (CER) on business reputation and this will enlighten them to develop their exciting (SR) and (ER) programs. In addition, it will be useful for business students who would like to establish new firms in the future with sound Social Responsibilities and Environment Responsibility. Finally, it is of importance for anyone interested in (CSR) and (CER) or anything related to business reputation in the Saudi community.

There is some ambiguity in the global definitions of Corporate Social Responsibility and Environmental Responsibility, which causes some confusion and randomness in adopting these perceptives in the Saudi companies. Also, there is some confusion about the general awareness of (CSR) and (CER) initiatives of companies among the public in the Saudi context.

Customer Insights: A Qualitative and Quantitative Study of the Saudi Telecommunications Industry

By: Ghadah AlFawaz, Meznah Alkhattaf and Maha AlWahabi

Advisor: Ieva Masevic

Organization Name: Virgin Mobile

This abstract provides an overview of the research, including the background of and rationale for the research. In addition, the research goals and objectives are defined and the research design is discussed. This research constitutes market research because the focus was placed on Saudi youth purchasing behaviour in the Saudi telecommunications market. Furthermore, we applied both qualitative and quantitative research methodologies to obtain the required information to answer our research question.

Research background:

Telecommunications are important and necessary for people living in the 21st century. In the Kingdom of Saudi Arabia, the telecommunications sector has been rapidly growing and expanding and this has created opportunities for new telecommunications companies to enter the market (CITC, 2010).

In this report, the Saudi telecommunications industry was analysed using analysis tools such as PESTLE, BCG model, SWOT and Porter's 5 forces model. In addition, a competitor analysis was conducted using the key players in the Saudi Telecommunications market: STC (Saudi Telecommunications Company), Mobily and Zain. It has been observed that STC dominates the Saudi telecommunications market. STC market shares make up about 40% of all Saudi Arabian telecommunications market shares (Arqaam, 2015).

Data was collected in order to get an insight into Saudi youth purchasing behaviour. To strengthen the research findings, observational analysis was undertaken in the form of product comparisons across key players in the Saudi telecommunications. In order to compare products, the following comparison variables were carefully chosen based on questionnaire research findings. The comparison included the following topics: price, voice calls and data bundles, loyalty programs, special customers and seasonal offers. Based on the research findings six customer personas were developed in order to target each segment of our data sample which were Saudi youth with low to moderate incomes. In addition, we generated new product concept ideas for each target segment based on data findings. Marketing strategies and proposed product concept ideas were created to accompany each target persona to assist Virgin Mobile reach these customers.

Research rationale:

This research has been conducted for Virgin Mobile, whose aim is to understand the telecommunications purchasing habits of Saudi youth with low to moderate income. This research will benefit individuals, telecommunications organisations and Saudi society as a whole. Saudi youth telecommunications consumers will be able to purchase more efficient and improved products and services from organisations. Telecommunication organisations, in return, will gain a deeper understanding of Saudi youth purchasing behaviour.

Virgin Mobile will especially benefit from this research, as it will provide recommendations, ultimately increasing the organisation's profits through both quantitative and qualitative data

analysis. The telecommunications industry is highly competitive and rapidly changing due to its association with technology. Therefore, we recommend that Virgin Mobile adapt and change to meet market needs. In addition, Virgin Mobile should concentrate on social media since they are targeting the young generation.

Research Goals:

The main goal of this study is to understand the purchasing behaviour of Saudi youth in telecommunications market from both product and brand perspectives. Based on our research findings we developed six customer personas to target each segment of our data sample - the Saudi youth with low to moderate incomes. We created a six customer's persona for each target segment based on data findings to design a new product concept idea to accompany each target persona and product concept idea. we also drafted marketing strategies to help Virgin Mobile reach these customers with the new proposed product concepts.

Academic literature was reviewed that focused on keywords used to identify relevant studies including telecommunications industry in Saudi Arabia, market entry, customer behaviour, consumer journey, consumer behaviour, brand loyalty, product and service involvement and utilitarian vs. hedonic theory business strategy.

This research includes both quantitative and qualitative analyses of Saudi youth purchasing behaviour in the telecommunications sector. The target market segments are Saudi males and females aged between 18–35 years old with low to moderate income (i.e. 800-3800 Saudi Riyal per month).

Virgin Mobile is a telecommunications company that entered the Saudi market in 2014. Virgin Mobile is one of the leading mobile virtual network operators (MVNOs) in the world (Aljazira, 2014). The strategy of Virgin Mobile is to focus on youth and attract them by providing suitable bundles that have a content-rich environment with low prices.

The National Family Safety Program: Assessing NFSP Public Image and Building its Marketing Strategy

By: Amal Alanzi, Amal Almutairi, Nada Aseeri and Sarah Aldurayhim

Advisor: Mary Finnegan

Organization Name: National Family Safety Program (NFSP)

The overall objective of this study was to conduct primary and secondary research to assess the public image of the National Family Safety Program (NFSP) and to build its marketing strategy to gain better outreach.

Qualitative interviews, focus groups, and a quantitative survey were the selected methods of data collection for the primary research. The data gathered from these methods assisted in assessing NFSP's public image and identifying a marketing strategy. The review of the literature covered, child maltreatment issues and explored the significance of deep community awareness, and highlighted the most effective marketing strategies for NFSP in an attempt to promote community awareness about the devastating impacts of child maltreatment in the Kingdom of Saudi Arabia (KSA) and ways to eliminate it.

The study highlighted the most common types of maltreatment in KSA. It also showed the lack of awareness regarding the existence of NFSP and its mission to protect children from all forms of maltreatment. The study also indicated a preference to spread the NFSP message via social media and in schools and universities.

The marketing strategy was created based on the primary research. It sets out the most cost-efficient and effective marketing ideas for NFSP to reach its goals going forward. The marketing strategy key focus was on social media platforms. Different age groups were targeted in the marketing campaigns to help NFSP reach the greatest number of people.

The recommendations were made to increase the level of general public awareness about NFSP's existence and to improve the general image of NFSP by implementing the suggested marketing campaign ideas.

DAA international: A Competitive Study to Improve Saudi Passengers Experience at Terminal 5 in King Khalid International Airport.

By: Meshaal Alhossan, Norah Alselhey, Oraib Alqadomi, and Sadeem Alshunaiber

Advisor: Audrey Nicholls

Organization Name: DAA International

The overall objective of this report is to help the DAA International measure passenger satisfaction in relation to the services and facilities which are provided by the company at Terminal 5 (T5). The report includes the benchmarking of services and facilities in a select number of the Gulf Cooperation Council (GCC) national and international airports and draws a comparison with T5. Furthermore, through evaluation, analysis and observation, it recommends ways of developing and increasing passenger satisfaction and suggests an implementation plan to meet their needs and requirements. The method of research, used to support and investigate the research includes primary and secondary methods, combining a quantitative survey, qualitative focus groups and benchmarking to collect data and enhance the results analysis. The results of the data have shown that, overall, passengers are happy with T5 services and facilities.

Benchmarking is considered one of the most popular and useful tools to measure the quality of services and excellence of performance in the aviation industry, thus, we did two types of benchmarking; competitive benchmarking that compares T5 services and facilities with other competitor airports inside and outside Saudi Arabia, and functional benchmarking which helps us to compare T5 with public venues like Al Nakheel mall and the Four Seasons Hotel. The Xerox benchmarking methodology was selected to be applied in the study and this is explained in greater detail below.

The study draws attention to some limitations, which include a lack of literature and data regarding domestic airports in Saudi Arabia. Additionally, the benchmarking for airports outside Saudi Arabia was carried out with data relating to international airports and they do not have special terminals for domestic flights, but had the advantage that they are considered to provide the best services and facilities for passengers in the region. In addition to the problem of comparability in benchmarking in the GCC region, benchmarking using foreign airports was of limited use because of the different cultures and variance in passenger's behaviour. Further limitation came about in the unfair comparison between T5 the new terminal in KKIA with the existing King Abdul-Aziz old airport in Jeddah, as the new KAA airport will launch at the end of year 2017.

After analysis of the findings, we recommend the improvement of the current interior design for T5 to upgrade passengers' experience, the improvement will include specific decorations which reflect the Saudi culture inside T5 including lounges, prayer rooms and toilets so that they reflect the passenger preferences. Regarding self-services technology (SST) the report recommends the development of SST in the terminal to increase the control over service delivery and a reduction in operation costs.

Finally, in completion of the benchmark steps, we have developed an implementation plan and identified the potential suppliers for the suggest changes. Additionally, we suggested some key performance indicators KPIs to monitor project performance.

Females Sports in Saudi Universities

By: Aldanah Alajaji, Asma Alrasheed, Nuha Al Awn and Shahad Alnasser

Advisor: Justina Setkute

Organisation Name: The Saudi General Sports Authority

Sports and physical activity have been linked with numerous health benefits since ancient times. Such activities improve people's physical, mental and psychological health and reduce the risk of a variety of diseases. With the massive increase of the sedentary modern lifestyle around the world, it is becoming essential to raise people's level of physical activity and exercise. Therefore, this practicum research project aims at supporting the Saudi General Sports Authority (GSA) in its effort to raise awareness about sports in the Kingdom of Saudi Arabia (KSA) and encourage a healthy lifestyle for Saudi citizens by developing female sports programs in Saudi universities. This practicum research project analysed the existing university sports offerings in KSA, explored global best practices, and offered recommendations for the current GSA/Princess Nora University (all female university) sports programs.

According to the secondary research and the literature reviewed, KSA is currently working on several projects to develop the sports sector. The GSA is working to move ahead with their plans to encourage and support females to practice sports and increase their level of physical activity in particular the plans addressing female students in Saudi universities. Out of 35 female universities in Saudi Arabia, 18 have female sport facilities, including nine public universities and nine private universities. Most of these universities focus on indoor leisure and recreational sports programs with minimum concentration on physical strength. Overall, Sports programs and facilities vary in Saudi universities depending on many factors such as location, number of students, and resources. Examining female sports programs in universities from an international perspective, it was uncovered that the education system plays an important role on the level of activity on a national level. Countries such as China, United States, Turkey, and United Arab Emirates have different experiences in developing their sports programs in universities. These successful experiences contributed to increasing the citizen's level of physical activity, as well as a positive development for the country's economy.

To better address the aims of this practicum research project and to answer the questions raised, a mixed methods approach was adopted in which both qualitative and quantitative methods of data collection and analysis were utilized. Accordingly, data was collected using a survey addressing nine Saudi universities with a sample size of 371 students. In addition, three focus group sessions were conducted using a sample of 18 PNU students who are regular members of the university gym. Research findings revealed that there is a relatively high interest in exercising and sports activities among university students. However, there is a low demand on university gyms due to a number of obstacles, namely the lack of free time, the unsupportive and discouraging environment of the university gym. Moreover, PNU students who are part of gym teams expressed a need to obtain official recognition from the university, as well as getting financial and logistic support. Lastly, most of the programs and events organized by the GSA across Saudi Arabia are unknown to most of the participants. As a result of the insights from the secondary and primary research, a set of 16 recommendations have been proposed in three categories based on their nature.

The first set of recommendations is for the GSA's general consideration, to increase awareness and educate the community about the importance of sports, as well as to invest and improve their marketing efforts. The second set of recommendations is intended to address the GSA's future plans and projects in the examined nine Saudi universities. Accordingly, it is suggested that the next GSA university project should start with KSA's underserved regions, followed by larger cities. It is also advisable to dedicate an on-site office for the GSA that works in liaison with the main GSA headquarters to oversee the implementation of university sport programs. Finally, the last set of recommendations are change recommendations for the existing GSA/PNU sports programs. It is recommended to the GSA that modifications are made for the first PNU female athlete programs to focus on cycling and taekwondo, and to include basketball and football instead of volleyball and judo. In addition, to activate the unused sport halls and courts, such as swimming pools, spa and outdoor courts.

It can be concluded that in light of Saudi Vision 2030 and the recent series of incremental changes aimed to empower Saudi women, the current female sports situation in Saudi Arabia has optimistically changed in the last few years. This encouraging change is expected to increase in the future with the efforts of the General Sports Authority, which is aligned with the country's transformation plans. Therefore, this practicum research project and its findings are an indication of the potential for rapid and positive change in relation to female sports culture in Saudi Arabia.

Designing a Sustainable Business Model for a Public Incubator

By: Hadeel Fahad Mas'hli, Sarah Abdulaziz Abdussalam, Sahari Falah Alharbi and Soha Abdulrahman Alamri.

Advisor: Roisin Lyons

Organisation Name: Badir Program for Technology Incubators

The purpose of this research is to examine business incubators practices nationally and internationally and to design a profitable business model for the client. In addition, the researchers analysed entrepreneurship in Saudi Arabia to gain insight into its challenges. The researchers used both quantitative and qualitative research methods by conducting a survey and interviewing experts in the field. The researchers concluded several factors about incubation and entrepreneurship in Saudi Arabia, including the conclusion that the ecosystem in Saudi Arabia lacks entrepreneurship knowledge.

Furthermore, procedural complexities weaken the sector. The role of incubators is to facilitate every aspect for the entrepreneur. Regarding creating a profitable model for incubators, several revenue streams are proposed including taking an equity stake and royalty payment from incubated entrepreneurs, revenue that comes from paid services, and monetize the incubator's assets.