

Cosmopolitanism and transnational elite entrepreneurial practices: manifesting the cosmopolitan disposition in a cosmopolitan city

Article

Supplemental Material

All tables

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Table 1 : Classification of interviewees

National Male	National Female	Expatriate Male	Expatriate Female
5	5	10	10
Financial services	Financial Services	Financial Services	Leisure and travel
Culture	Health	Oil and Gas	Financial services
Oil and Gas	F&B	Manufacturing	Art (2)
Contracting	Business Development (2)	IT (3)	Recruitment Services
Banking		F&B (2)	IT
		Recruitment Services	Fashion
		Media	Beauty
			Business Development
			Education

Table 2: Narrative themes identified

Narrative themes identified	Supporting quotes
Context-based characteristics	<i>：“...the free zones...play a good role in supporting business...they are offering the premises at an affordable price, from making the labour conditions easy, the renewal of contracts, they are positive...there are 12 free zones now...they created a model which is very lucrative to attract and incubate business.”(Participant 23, Entrepreneur)</i>
Incentives for supporting entrepreneurship	<i>：“Dubai inspires you to want to do more...that is why we are seeing so many young SMEs and entrepreneurs, it is an inspiring place and anything can happen...the chain to getting to somebody who is quite influential is actually quite small, and this works to Dubai’s favour.” (Participant 17, Director)</i>
Role of leadership figures	<i>“...I know AB, who started up, then he ended up exiting by selling to some famous group in Dubai...you also get to meet people who are part of investments in Silicon Valley...part of a global network.” (Participant 21, Entrepreneur)</i>
Characteristics of the entrepreneurial process	<i>“You have to be a business-oriented person and have common sense to identify and to classify and analyse. So, it's about common sense...and the market is very important...So, the more you know people, the more you have opportunities and it's a culture about people. You need to know what's happening. You need to have people around you who know what's happening in the market if you are interested by this market. And you identify opportunities. If you have common sense, you analyse it, you know what you want to do and then you are fine.” (Participant 28, Entrepreneur).</i>
Elements of transnational entrepreneurship	<i>“I am a Lebanese with a Canadian passport, living in the UAE for twenty years and I have three companies.”(Participant 16, Entrepreneur)</i>
Role of social and economic capitals	<i>“The sooner you realise that people are the only driving engine of a business, you’ve got to focus on building these assets; that is the only thing that drives your business.” (Participant 5, Entrepreneur)</i>
Role of networks	<i>“For (my company) I had to develop...networks; I relied on personal contacts, top management people of companies, I used the media, the blog and the content, I was invited to (an international) event to speak, and another way to build the network was to have CSR consultancy, which introduced me to companies’ clients.” (Participant 24, Director/Founder)</i>
Financial independence	<i>It is necessary to have savings to sustain oneself for at least 1.5 years if things go ‘pear-shaped’; local entrepreneurial female elite can have family backing.”(Participant 11, Owner/Manager).</i>
Entrepreneurial traits	<i>“I consider myself a risk-taker because I try...I consider different opportunities and I actually study if it is going to work out or not. If it does not really work out in my head or from my research, I drop the idea....the idea of a point-of-sale booking system in a cloud based computing environment, the new idea that is picking up from Silicon Valley... the idea was huge, I wanted to try it out, but the figures did not work out because people do not reserve here.” (Participant 4, Entrepreneur)</i>
Developing innovation	<i>“There are several ways (to identify an opportunity), one is research; the second one is – is there a need for that product or service? For example there are a lot of people who park with valet park; there is a product in the UK where they give you a card with a button on it- when you are ready to go, you just press that button and you go round and the car is waiting outside and they will bring it. They know that this is something there is a need for; that is something that will succeed. Those small things that could be a big opportunity for the future- this is where the need is.”(Participant 3, Owner-Manager)</i>
Major influences and role models	<i>“An ex-boss of mine...a very engaging individual, extremely bright...somebody that enjoyed the complexity of...business, you would meet him and it would be a complete learning curve, very dynamic.” (Participant 8, Director)</i>
Mindsets of cosmopolitans	<i>“Well, I think, first of all, the language is the first thing. You can see that you have 200 nationalities in Dubai and they should all speak English. This is number one. Number two, they should understand...they should have skills of communication because you need lots of good communication to be able to be a part of that community. Third one, to understand the culture, what is allowed and what is not acceptable within the community. Fourth thing is...to live in a decent way in such an expensive city, I can say, Dubai comparing to, you know, other cities but you need also to have a good qualification of education and a sense of good ethics to be a part of</i>

	<i>such a community.” (Participant 26, Director)</i>
Two cultures	<i>“...I would talk about integrity, openness, transparency, family, is key to support and help them do best, that they can do what they do, also providing team development and team spirit.” (Participant 8, Director)</i>
Cultural capital	<i>“Diversity is beautiful and this is really an asset rather than a challenge to an entrepreneur, because we become more of global citizens here...we live it...our kids go to school with the Chinese, with the Japanese, the British, the Arab, the Iranian and that diversity makes them...really open-minded about lots of stuff. So there is a very big advantage of being here.” (Participant 7, Entrepreneur)</i>
The role of the city	<i>“Dubai is a cosmopolitan city...cosmopolitan is about others’ ideas, accepting other opinions, that means growth, this is what we have seen over the past 20-25 years.”(Participant 1, Entrepreneur)</i>
Female entrepreneurs’ development of their formations and experiences	<i>“I worked in government for 12 years, but after 6 years I lost my passion for this work; I joined the family business and since then I have been working closely with my father. Working in oil, gas, construction, retail and healthcare, highly diversified business activities. I am learning new aspects of these sectors all the time.” (Participant 20, Entrepreneur)</i>

Table 3: Cosmopolitan attributes translated to skills, capacities and qualifications and the links between cosmopolitanism and entrepreneurship

Cosmopolitan Attributes	Skills/Capacities/Qualifications for Cosmopolitans	Linking cosmopolitanism to Entrepreneurship
Being open to different cultures	Open-mindedness; capacity to foster curiosity, recognition, inclusion and difference.	Open-mindedness, thinking about a company, not in terms of country
Cosmopolitan means multicultural. Dubai is a good example of a cosmopolitan city. It is about different cultures and different ideas, from different countries. Being cosmopolitan is good, the world is developed by cosmopolitan thinking	Learning agility around cultures (“A learning culture, being curious to learn about cultures”)	Identifying an opportunity? There are several ways, one is research; the second one is: is there a need for that product or service? They know that this is something there is a need for; that is something that will succeed. Those small things that could be a big opportunity for the future: this is where the need is
Cosmopolitan is somebody who is open to different cultures...to diversity...all aspects of diversity	Capacity to foster diversity (“Need to be open to perceive the differences in others... a type of feeling or a type of dealing”; “seeing a mature way of groundwork to work together”)	To identify opportunities is about a connection, knowing people, knowing what is happening
The Emirates is a cosmopolitan country Dubai as a cosmopolitan, international place that makes people feel comfortable by slipping anywhere. What makes it easy coming here is that people speak English	“English as a communication language”	Emirates as an international brand
You need skills of communication because you need lots of good communication to be able to be a part of that community.....to understand the culture, what is allowed and what is not acceptable within the community.....you need also to have a good qualification of education and a sense of good ethics to be a part of such a community	“International education, not necessarily an elite MBA”	To identify an opportunity in terms of how it relates to me and to what I do