

Startups as means of developing tourism in Algeria: the case of Sarl Nboujiw

الشركات الناشئة كوسيلة لتطوير السياحة في الجزائر : دراسة حالة شركة "Sarl Nboujiw"

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Abstract:

This study aims to examine whether tourism startups can be considered key contributors to the development of tourism activities in Algeria.

Using the example of the startup Sarl Nboujiw, the paper demonstrates that the creation of innovative new businesses in the tourism sector offers a real opportunity for the development of tourism in Algeria. Indeed, the startup Sarl Nboujiw is a key player in this growth in Algeria. Startups can bring their innovative ideas, services, and technologies to tourism, making it more attractive and accessible. They can also play a major role in exposing non-popular destinations and building new tourism products. In addition, the study showed that the state must encourage Algerian entrepreneurs to create tourism startups, by presenting them with all possible facilities: a regulatory framework suitable for the startup's activity, setting up online payment facilities, etc., in order to better exploit them. In order to better, exploit them.

Keywords: start-up; development; technologies; innovative; tourism.

JEL Classification Codes: M130, O100, O300, L830

ملخص:

تهدف هذه الدراسة إلى تحليل مدى إمكانية اعتبار الشركات الناشئة السياحية مساهماً رئيسياً في تطوير الأنشطة السياحية في الجزائر. من خلال دراسة حالة الشركة الناشئة "سارل نبوجيو"، تُبرز الورقة البحثية أن إنشاء مؤسسات مبتكرة جديدة في قطاع السياحة يشكل فرصة حقيقية لتعزيز التنمية السياحية في الجزائر. وتُعد "سارل نبوجيو" فاعلاً بارزاً في هذا النمو، حيث تسهم الشركات الناشئة من خلال أفكارها المبتكرة، وخدماتها، وتقنياتها الحديثة في جعل القطاع السياحي أكثر جاذبية وسهولة في الوصول إليه. كما يمكن أن تلعب دوراً محورياً في إبراز الوجهات غير المعروفة وتطوير منتجات سياحية جديدة.

علاوة على ذلك، أظهرت الدراسة ضرورة أن تتبنى الدولة سياسات تشجيعية تدفع رواد الأعمال الجزائريين إلى إنشاء شركات ناشئة في المجال السياحي، من خلال توفير كافة التسهيلات الممكنة، بما في ذلك إطار تنظيمي ملائم لطبيعة نشاط هذه الشركات، وتوفير وسائل الدفع الإلكتروني، وغيرها من الآليات الداعمة، بما يضمن الاستغلال الأمثل لإمكاناتها.

كلمات مفتاحية: شركة ناشئة، التنمية، التكنولوجيا، ابتكاري، السياحة،

تصنيفات JEL: M130, O100, O300, L830

INTRODUCTION:

On a global scale, tourism today is an effective lever for achieving the objectives of sustainable development, reducing unemployment, and alleviating poverty. It also aims to achieve sustainable growth in its three dimensions: economic, environmental, and social. At the national level, tourism is considered a sector of great importance in the economy, it is of particular importance on the macroeconomic level due to its contribution to GDP, the active population it employs, and the income it generates. (Touhami, 2014).

Tourism is now a major player in the global economy. It is one of the most important economic sectors, making a significant contribution to sustainable socio-economic growth and development. It has also become a driver of innovation and business creation. This is due to the demand for new products and services that are unique and adaptable to changes in the environment, offering benefits and a competitive advantage to tourism players. (OMPI, 2021). Since independence, the tourism sector has always been neglected in Algerian policies. It was only in the 2000s that Algeria realized that developing the tourism sector was no longer an option, but had become an inescapable necessity. To this end, the Ministry of Regional Planning, the Environment, and Tourism took on a new dimension, and several measures and action plans were put in place to promote the development of the sector. This new policy has led to the development of a Master Plan for Tourism Development up to 2030. This plan, adopted by the government in 2008, constitutes the reference framework for the development of tourism in Algeria (Hamdi Pacha, 2017). This trend has arrived with the Algerian government's destination towards investment and the exploitation of new technology for the creation of new innovative businesses.

To this end, we have decided to focus our research on "Startups as a development player in the Algerian Tourism sector". In order to understand the impact of the creation of new innovative companies on the development of the tourism sector in Algeria, our objective in this study will therefore be to analyze what the advent of start-ups can contribute to the development of the tourism sector in Algeria.

Based on the preceding analysis, we put forward the following hypothesis:

The rise of innovative startups in Algeria's tourism sector promotes the diversification, attractiveness, and modernization of the national tourism offering, provided these companies benefit from a supportive institutional and technological environment.

To answer our question, other secondary questions may arise:

- What does the concept of tourism development mean?
- What is the benefit of startups in Algerian tourism practices?

The study will then focus on three points:

- The first presents the definition and theoretical concepts of tourism and tourism start-ups.
- the second indicates the methodology used to analyze our research subject;
- The third, using the example of the tourism start-up "Sarl Nboujiw", shows the contribution of tourism start-ups to the development of the tourism sector in Algeria.

1- Theoretical concepts:

1-1 Tourism:

1-1-1 The concept of tourism:

In 1954, the International Association of Scientific Experts in Tourism gave the following definition of tourism: "Tourism is the set of relations and phenomena resulting from the movement and stay of people from outside the locality" (Jalon, Pontier, Lacascade-Clotilde, & Chicot, 2019).

According to the Ministry of Town and Country Planning and the Environment, in the Master Plan for Tourist Development and Tourism, tourism is considered the driving force behind sustainable development through its knock-on effects on other sectors (Agriculture, Crafts, Culture, Transport, Services, BTPH, Industry, etc.). It is a source of wealth creation, jobs sustainable income, and a support for growth. Tourism is a necessity, not a choice. It is an alternative resource to hydrocarbons, a resource that will be exhausted in this century (Ministère de l'Aménagement du Territoire, 2008).

1-1-2 Tourism development factors :

Development is often presented as a fact, a given. It is a concept whose definition differs according to sources and disciplines, and which most often refers to growth, progress, development, and expansion. Its origins lie in biology, and it describes the transformations of living organisms, from birth to maturity and death. Development underlies the passage from a primary state to an advanced state. Development is not an end in itself, as Truman put it in 1949, but a process of transformation that can be applied to all social systems and all historical periods. (Kadri, Delaplace, A. Grenier, & Roche, 2022). Factors that have boosted tourism include (Iguergazix Dahmoun, 2021) :

- Long-term security (after the Second World War) ;
- Improved incomes and a broader middle class;
- The development of travel documents, like the passport (biometric and electronic data) and making it easier to obtain visas;
- The development of means of transport (planes, boats, cars, etc.);
- The development of accommodation facilities, especially for mass tourism;
- The development of means of communication (media, mobile telephony, internet, satellite, etc.);
- The development of payment methods (credit cards, e-banking, etc.);
- Entrenching a culture of tourism, making tourism a ubiquitous concept in everyone's life, rather than a luxury and occasional product

The intellectual property system has become one of the key factors in the growth of the tourism sector. It provides a regulatory framework designed to promote an environment conducive to creation and innovation, enabling individuals and businesses alike to have their inventions or creations recognized or to benefit financially from them. In this respect, the intellectual property system is an ideal partner for continuing to stimulate the development of tourism, both for suppliers in the tourism value chain and for tourist destinations. This approach helps to accelerate the creation and development of small and medium-sized enterprises in a favorable environment that promotes local products and services. This, in turn, improves the positioning of the destination and encourages the creation of a strong and

dynamic brand identity, thereby strengthening consumer confidence and brand loyalty among visitors (OMPI, 2021).

1-1-3 Tourism in Algeria:

- **The nature of Algeria's tourism sector:**

Geography, climate, natural resources, history, the legendary tradition of hospitality of its people and the tourism policy pursued in recent years all contribute to making Algeria an ideal destination for world tourism.

As we mentioned earlier, Algeria has natural, historical, and cultural characteristics that enable it to occupy the top spot in the Mediterranean basin in terms of tourist destinations. However, this can only be accepted if it can offer a competitive, quality tourism product. The truth is that Algerian tourism in general, and desert tourism in particular, suffers from several shortcomings, of which tourism infrastructure (accommodation, catering, transport, etc.) is one of the most serious (Rahmani & Benyahia-taibi, Les Start-up Un Levier De Développement Du Tourisme Saharien En Algérie : Cas De Start-up Nbatou, 2021).

The new Algerian tourism concept is based on the country's natural and built assets and current trends in world tourism. It defines seven sectors that need to be promoted (Sid, 2013):

- Internal tourism ;
- Saharan tourism: "Desert" (one of the world's "must-sees");
- Spa tourism (on the Mediterranean coast) ;
- City tourism: suburban leisure and fun shopping, business tourism, discovering the heart of the city...;
- Spa and Wellens Tourism ;
- Cultural Tourism and Events ;
- Niche tourism: part of modern tourism (diving, hunting, climbing, raids, marathons, etc.).

- **The challenges of developing tourism in Algeria :**

According to the report of a meeting held by experts on the contribution of tourism to sustainable development on 14 and 15 March 2013 on the theme "Elements of a tourism development strategy for Algeria", the challenges facing the development of tourism in Algeria are summarized in the following figure:

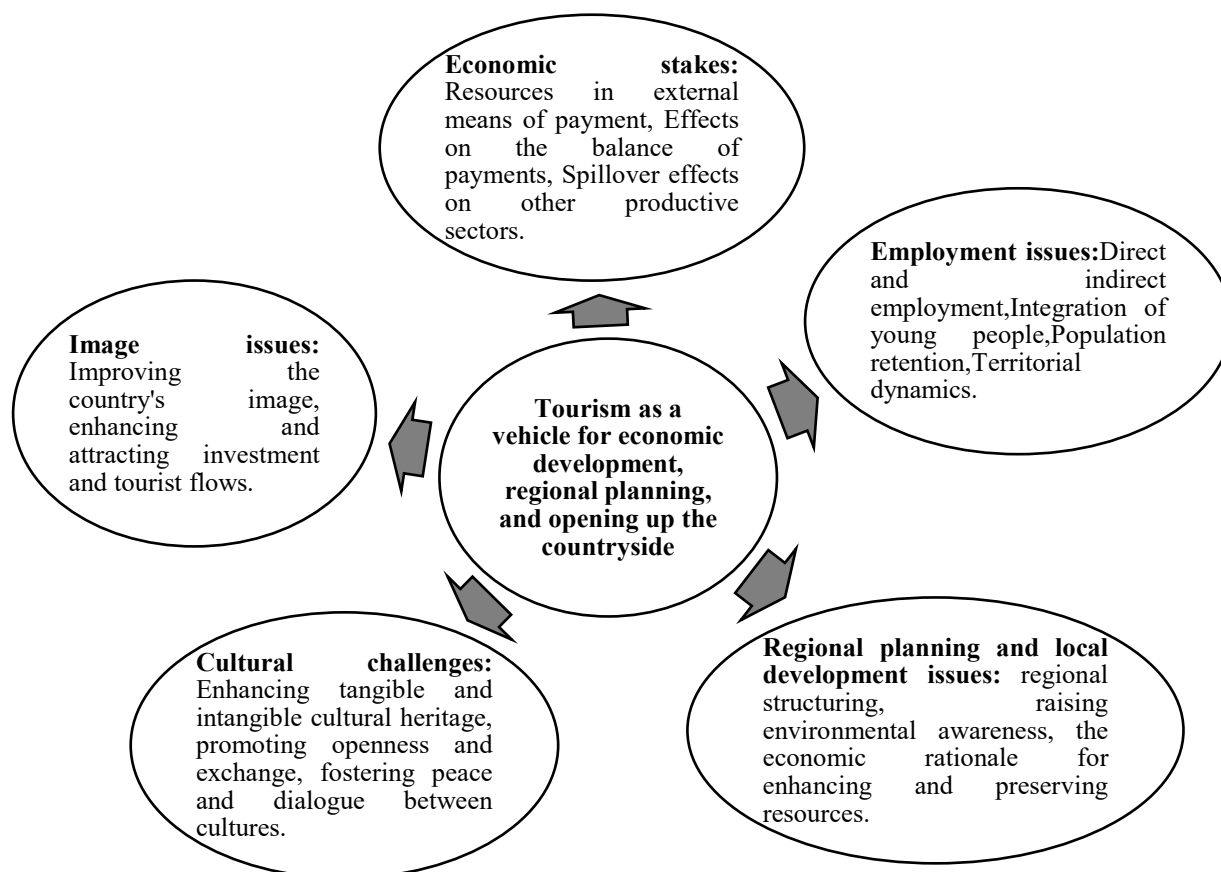


FIGURE 1. ALGERIA'S TOURISM DEVELOPMENT

Source : Ahmed Sid Ministry of Tourism and Handicrafts, Algeria, *Eléments de la Stratégie de Développement du Tourisme en Algérie*, (expert meeting on the contribution of tourism to sustainable development), 2013, p : 10.

1-2 Tourism startups :

1-2-1 The meaning of the word startup :

A start-up is the type of company that uses new technology and knowledge exclusively to create innovative products or set up a service capable of revolutionizing usual practices. These companies have a high potential for growth and internationalization, their market is unknown, and the risks are difficult to assess. Without support, their mortality rate exceeds 50%. Their survival depends in fact on raising funds, on investors' confidence in the potential of the innovation, and their willingness to take the risks to finance it (Lounes , 2022).

1-2-2 Young innovative companies in the tourism sector:

In the age of Web 3.0, tourism is also undergoing a revolution, under the influence of start-ups that are inventing new applications and innovative services for individuals and businesses alike. This is an opportunity for the French to make substantial savings. Particularly on accommodation costs (Haehnsen & Kan,, 2014).

Innovation is essential to building a more productive and adaptable tourism economy. It has a fundamental role to play in improving sustainability and maximizing the potential environmental, social, and cultural benefits of tourism, as well as in implementing "tourism technologies" that facilitate and enhance the traveler experience. However, the lack of

innovation capacity in tourism SMEs is a recognized problem that hinders investment (OECD, 2020).

For example, the new wave of tourism start-ups in Algeria is taking inspiration from trends in tourism to improve the customer experience and come up with new offers. One of these Algerian start-ups is Nbatou. Founded in March 2016, Nbatou is the first Algerian start-up specializing in accommodation to successfully position itself in this booming sector. This start-up was created in Algeria to meet a need that is: Win nbatou? (Where to stay?). Through its solutions, the Nbatou platform provides access to low-cost accommodation solutions throughout Algeria. This start-up is largely inspired by global platforms that allow flat owners to rent out their properties online (Rahmani & Benyahia-Taibi, 2021).

1-2-3 Some previous studies related to the research topic :

Table (1): Some previous studies related to the research topic

Authors /Year :	Title of the study :	Objective and main results of the study :
Saliha & Zouaoui (2019)	Tourism startups: a spearhead for domestic tourism in Algeria (the case of the startup Nbatou).	The aim of this study is to show how tourism start-ups can contribute to the development of domestic tourism in Algeria. This study shows that the creation of tourism start-ups is a real advantage for domestic tourism in Algeria, playing a very important role in the development of the domestic tourism sector. Indeed, the start-up "Nbatou" motivates Algerians to discover their country, and facilitates their accommodation in terms of price and quality.
Rahmani & Benyahia-Taibi, (2021)	Start-ups as a lever for the development of Saharan tourism in Algeria: the case of start-up Nbatou	The objective of this article is to examine the example of the tourism start-up "Nbatou" to demonstrate how tourism start-ups can contribute to the development of Saharan tourism in Algeria. By focusing on Nbatou, this study highlights the pivotal role of start-ups in addressing accommodation challenges in the Sahara. These enterprises are instrumental in promoting Saharan tourism by encouraging Algerians to explore the natural, cultural, and historical treasures of their country. Furthermore, they facilitate access to suitable accommodations that meet quality and price expectations, thereby fostering growth in this sector.
Rakem (2021)	Innovation in start-ups to support tourism in Algeria: between reality and prospects	This article seeks to shed light on the reality of start-ups in general, and tourism start-ups in particular, in Algeria. It emphasizes the importance the government places on supporting and assisting these start-ups, as well as their significant contribution to the development of tourism in the country. The findings of this study reveal that tourism start-ups play a crucial role in shaping and harmonizing perceptions and advancements across various activities within the tourism sector, thanks to their creative and innovative nature. However, it is essential for these

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		start-ups to receive awareness and support from the State through appropriate procedures and regulations, despite the numerous obstacles and challenges they encounter
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Source: adapted from (Saliha & Zouaoui, 2019) ; (Rahmani & Benyahia-Taibi, 2021) and (Rakem, 2021) .

Previous studies have demonstrated the crucial role of startups in tourism development. For example, Saleh and Zawaoui (2019) highlighted their contribution to domestic tourism, Rahmani and Ben Yahya Tibi (2021) their impact on desert tourism and the resolution of residency problems, and Rakam (2021) their innovative role in clarifying the tourism landscape, advocating for government support. They support our research theme, highlighting the ability of startups to offer innovative ideas, services, and new destinations.

2- Methods and procedures :

To conduct our research, we opted for a qualitative approach through a semi-structured interview with the manager of the travel agency *Sarl Nboujiw*. The interview was divided into two main sections: the first focused on general information about the start-up, while the second centered on an exchange of views and discussions related to our research topic. We also incorporated a combination of open-ended and closed-ended questions. The open-ended questions aimed to encourage the respondent to provide detailed insights and express their perspectives freely on the role of tourism start-ups in the development of the tourism sector in Algeria. In contrast, the closed-ended questions were designed to collect specific, targeted information related to our research objectives. The questions may cover aspects such as:

- General presentation of the start-up surveyed ;
- The respondent's conception of tourism ;
- Startups and the development of Algeria's tourism sector;
- The needs and expectations in terms of developing the tourism sector in Algeria.

We will analyze and interpret the interviewer's answers to our interview questions, and then propose a reasoned conclusion on the contribution of startups to the development of tourism activities in Algeria, to answer our research question "Can tourism startups be considered as players in the development of tourism activities in Algeria?"

3- ANALYSIS AND PROCESSING OF DATA COLLECTED:

3-1 Presentation of the start-up "Sarl Nboujiw":

Tours startup "Sarl Nboujiw" is a travel agency specializing in organizing road trips and excursions in Algeria, particularly in the Sahara. It was founded in 2018. Its main activities offer authentic and immersive experiences that include cultural visits, adventure activities such as trekking and kayaking, and ecotourism programs. This startup aims to promote local tourism and contribute to the development of this industry to ensure the preservation of the natural and cultural heritage of its country.

3-2 The notion of tourism and its importance from the point of view of the startup manager surveyed:

The owner of the start-up emphasizes the importance of tourism as a means of discovering the cultural, historical, and natural diversity of a place. When traveling, tourists have the opportunity to immerse themselves in new experiences, meet local people, sample authentic cuisine, and visit unique historical or natural sites. These enriching experiences help to broaden travelers' cultural horizons and expand their knowledge.

In addition, tourism is seen as a catalyst for social links, promoting intercultural exchange and mutual understanding between people of different backgrounds. Travelers have the opportunity to share experiences and stories with local people, which can lead to meaningful interactions and cultural exchanges beneficial to all parties involved.

3-3 Internal and external factors in tourism:

According to the startup manager surveyed, there are internal and external factors that motivate tourism, such as:

- **Internal factors:** include the individual's passion for travel; desire to explore new horizons and cultural curiosity. These personal elements motivate visitors to travel and discover different destinations and cultures.
- **External factors:** these include government tourism policies, the quality of available tourism infrastructure, the political stability and security of destinations, and traveler trends and preferences. These external factors influence travelers' destination choices and can have a positive or negative impact on the tourism industry.

3-4 Difficulties encountered during the creation of the start-up "Sarl Nboujiw" as well as those encountered on the market:

The manager of the start-up "Sarl Nboujiw" highlights the challenges he encountered when setting up his start-up in the tourism sector. The difficulties mentioned include:

- **Access to finance:** obtaining the financial resources needed to launch and develop a business can be a major obstacle for entrepreneurs, particularly in the tourism industry, which can require substantial investment;
- **Putting the right infrastructure in place:** ensuring an efficient infrastructure that is adapted to the company's needs can also be a challenge, whether in terms of technology, logistics or equipment.

It also addresses the challenges of the tourism market:

- **Competition:** the tourism sector can be highly competitive, with many businesses offering similar services. Standing out and attracting customers in the face of intense competition can be a challenge;
- **Making customers aware of our offers:** making your company and its offers known to the public can require major marketing and communication efforts to attract the attention of potential customers;
- **Adapting to changing tourism trends:** the tourism sector is constantly evolving, with changing trends and changing traveler preferences. Adapting to these developments and anticipating customer needs can be challenging for businesses in the sector.

3-5 The contribution of the startup "Sarl Nboujiw" to improving the tourism industry in Algeria:

The focus is on the positive role that start-ups can play in the tourism sector. Here are some of the key points mentioned:

- **Bringing innovation:** start-ups are often associated with innovation and creativity. Their agility and ability to think differently can lead them to come up with innovative ideas and unique products or services for the tourism industry.
- **Creating jobs:** the development of start-ups can lead to the creation of jobs, particularly in areas such as technology, marketing, operations management, etc.

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Their growth can thus help to boost the local economy and provide employment opportunities for workers. Their growth can therefore help to boost the local economy and provide employment opportunities for workers.

- **Boosting the tourism sector:** by introducing new technologies, improving services and proposing attractive offers, start-ups can help boost tourism activity and attract more visitors. Their presence can also encourage competition and diversification of the tourism offering, which is good for consumers.

Highlighting the different ways in which startups can contribute to the transformation of the tourism sector. Here are some of the points highlighted:

- **Introducing new ideas, technologies, and services:** start-ups are often at the forefront of innovation and can bring fresh ideas and innovative solutions to improve the tourism experience. They can develop new technologies, mobile applications or online platforms to make booking and travel planning easier, or offer unique tourism experiences;
- **Promoting lesser-known destinations:** startups can play a crucial role in promoting less-frequented or little-known tourist destinations. By showcasing these places and proposing attractive offers, they help to diversify the tourism offering and encourage travelers to explore new horizons
- **Creating innovative tourism products:** start-ups can develop original and innovative tourism products to meet the changing expectations of travelers. They can design personalized experiences, themed tours, or unique services that offer benefits to customers and differentiate the company in the marketplace.

3-6 The impact of tourism start-ups on the Algerian tourism industry:

According to the manager of the start-up "Sarl Nboujiw", start-ups can help transform the tourism sector. Here are some of the points he highlights:

- **Introducing new ideas, technologies, and services:** start-ups are often at the forefront of innovation and can bring fresh ideas and innovative solutions to improve the tourism experience. They can develop new technologies, mobile applications or online platforms to make booking and travel planning easier, or offer unique tourism experiences.
- **Promoting lesser-known destinations:** startups can play a crucial role in promoting less-frequented or little-known tourist destinations. By showcasing these places and proposing attractive offers, they help to diversify the tourism offering and encourage travelers to explore new horizons.
- **Creating innovative tourism products:** Start-ups can develop original and innovative tourism products to meet travelers' changing expectations. They can design personalized experiences, themed tours, or unique services that benefit customers and differentiate the company in the marketplace.

3-7 The vision of the startup's manager investigates the role that his startup should play in the development of tourism in Algeria:

The interviewer's response highlights the company's vision and objectives in the Algerian tourism sector. Here are some of the key points mentioned:

- **Becoming a key player in Algerian tourism:** the company aims to play an important role in the country's tourism industry by positioning itself as a major player. It aims to be recognized for its expertise, quality services, and commitment to innovation in the sector;
- **Offering unique experiences:** the emphasis is on offering unique tourism experiences that display Algeria's rich natural and cultural heritage. The company aims to offer authentic, original, and memorable experiences to travelers, highlighting the country's assets and beauty;
- **Contribution to sustainable development and local economic growth:** the company is aware of the importance of supporting the sustainable development of the tourism sector and the local economy. It is committed to promoting responsible practices, and respecting the environment and local communities while contributing to economic growth and job creation in the region.

Conclusions and recommendations:

This study shows that tourism start-ups, such as "Sarl Nboujiw", can play a decisive role in the development of Algeria's tourism sector. By introducing innovative ideas, advanced technologies, and tailored services, they make tourism more attractive and accessible. They also help to promote lesser-known destinations and create innovative tourism products.

The Algerian government must support these entrepreneurial initiatives by providing a favorable regulatory framework, online payment facilities, and other necessary facilities. By encouraging the creation of tourism start-ups, Algeria can not only boost its tourism sector but also stimulate its economy and enhance its attractiveness on the international stage. Consequently, the development of tourism start-ups represents a major opportunity for the country, one that it is crucial to seize to the full.

To encourage the development of tourism start-ups in Algeria, several measures can be implemented. Firstly, it is crucial to enhance the regulatory framework by simplifying administrative procedures and enacting laws tailored to the specific characteristics of the tourism sector. Additionally, access to finance should be facilitated through subsidy programs and partnerships with private or institutional investors. Promoting innovation and technology in tourism is essential, with initiatives to encourage the use of online booking platforms, mobile applications, and augmented reality tools.

The development of tourism infrastructure, including transport, accommodation, and attractions, is necessary to make destinations more accessible and attractive. At the same time, training and support for entrepreneurs through mentoring programs, specialist incubators, and accelerators can enhance their management, marketing, and innovation skills. Strengthening tourism promotion through effective campaigns, the use of social networks, and collaboration with influencers will help to attract more visitors.

In conclusion, tourism startups represent a strategic lever for Algeria's economic diversification and global positioning. Seizing this opportunity requires a bold and coordinated effort to build a nurturing environment where innovation, entrepreneurship, and tourism development converge. The case of Sarl Nboujiw serves as a compelling illustration of what is possible when creativity meets opportunity, and as a call to action for policymakers and stakeholders to unlock the full potential of Algeria's tourism sector through entrepreneurship.

Encouraging sustainable tourism, which respects the environment and local communities, is also important for the harmonious development of the sector. Finally, creating strategic partnerships between startups, travel agencies, hotels, and government bodies can maximize the impact of tourism initiatives and create beneficial synergies. These recommendations aim to create a favorable ecosystem for the growth of tourism start-ups in Algeria, thereby contributing to the sustainable and competitive development of the national tourism sector.

The results of our study validate our hypothesis: The rise of innovative startups in Algeria's tourism sector promotes the diversification, attractiveness, and modernization of the national tourism offering, provided these companies benefit from a supportive institutional and technological environment. Therefore, it is crucial to encourage and support innovative startups to fully exploit the potential of Algerian tourism.

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Appendix :

Interview guide

Higher School of Management – Tlemcen (ESMT)

This interview is part of a doctoral research project on the theme: "Startups as a lever for the development of the tourism sector in Algeria." The objective of this study is to better understand how startups can contribute to stimulating and transforming the tourism sector in Algeria.

Your participation is crucial to obtaining valuable insights and diverse perspectives. There are no right or wrong answers. We sincerely thank you for your time and effort dedicated to this study. Your collaboration is highly valued and will be treated with the utmost confidentiality.

1. Presentation of the person being interviewed:

- Could you please introduce yourself?

.....
.....

- Could you describe your role within your startup?

.....
.....

2. Presentation of the startup:

- When was your startup founded?

.....
.....

- What are your travel startup's main activities?

.....
.....

- What type of tourism does your startup focus on?

- | | | | |
|------------------------------------|--------------------------------------|--------------------------------------|-------------------------------------|
| ☐ Cultural | ☐ Business | ☐ Leisure | ☐ Ecotourism |
| ☐ Adventure | ☐ Health | ☐ Gastronomic | ☐ Religious |
| ☐ Sports | ☐ Educational | | |

- What are the motivations that led you to be in this sector?

.....
.....

3. The conception of tourism in the person surveyed:

- From your perspective, what does the concept of 'Tourism' signify?

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- Are there really internal and external factors that motivate tourism ? If so, could you list them for us ?
- What difficulties did you encounter during the creation of your startup, and subsequently when engaging with the market?
- What are your main motivations for working in the tourism sector despite all the difficulties?
- What would be the main obstacle preventing your evolution and further progress within your sector?

4. Startups and the development of the tourism sector in Algeria:

- Do you think that the creation of startups could contribute to the improvement of the tourism industry in Algeria ? If so, in what way ?
- Has your startup implemented a tourism development plan in Algeria?
☐ Yes ☐ No
- If you have implemented actions aimed at tourism development, have you utilized a self-assessment grid to monitor the implementation of this development strategy?
☐ Yes ☐ No
- Has your company implemented actions contributing to the achievement of objectives highlighted by the Ministry of Tourism?

To make tourism one of the drivers of economic growth as an alternative to hydrocarbons	☐
To ensure a ripple effect on other sectors (Public Works, agriculture, culture).	☐
To reconcile the promotion of tourism and the environment.	☐
To enhance valuable historical, cultural, and religious heritage.	☐
To permanently improve Algeria's image.	☐
Other	☐

- Has your startup undertaken actions to participate in the five main challenges of tourism in Algeria?
- If yes, what actions has your startup implemented?
- What is the benefit of your startup compared to existing tourism structures in Algeria?

- Based on your experience, how can startups positively affect the tourism industry in Algeria?
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5. Your Needs and Expectations Regarding the Development of the Tourism Sector in Algeria:

- What are your startup's priority needs concerning the adoption of best practices in tourism development in Algeria?
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- What is your vision for the role your startup should play in the development of tourism in Algeria?
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