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The effectiveness of business incubators in stimulating start-ups - A presentation of some successful experiences in Algeria –

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Abstract:

Modern states seek to strengthen initiative and innovation in support of sustainable development. This study shows the importance of business incubators in assisting Algerian startups through guidance, training, financing, and market exposure. Using a descriptive-analytical method and case studies, results showed that incubator success depends on service quality, management efficiency, and legal-financial suitability, with emphasis on cooperation with universities and private sector.

Key words : business incubators; start-ups; business incubators in Algeria; technological start-ups in Algeria

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Introduction

Start-ups are considered one of the main drivers of economic growth and future planning. They play an important and essential role in social and economic development in both developed and developing countries. This role appears through their spread across different sectors of the economy, as they represent its driving force. Start-ups have unique characteristics that distinguish them from other economic enterprises, such as their small size and their ability to adapt easily within the economy. However, these enterprises face many challenges when being implemented in reality in several countries. For this reason, start-ups have been supported through the establishment of business incubators that aim to encourage individual initiatives, talents, and new innovations, and help transform them into reality.

Like other countries, Algeria has adopted a strategy that focuses on start-ups by attracting ideas, developing the creative and innovative abilities of young investors, and turning them into successful projects, the most important of which will be presented in this study.

In light of the above, the main research question can be stated as follows:

What role do business incubators play in promoting start-ups, and which of these enterprises are the most significant in Algeria?

Accordingly, the following sub-questions are proposed:

What is meant by start-ups, and what are the obstacles they face?

What is the purpose of establishing business incubators?

What are the main business incubators and active start-ups in Algeria?

Significance of the study:

The study draws its importance from the fundamental role of business incubators in supporting and upgrading start-ups and from their contribution to their development, with the aim of reaching effective results for owners of innovative and creative projects, and of securing their chances of success and continuity, especially in light of the increasing competition.

Objectives of the study:

This study seeks to achieve a set of objectives, including:

Defining the theoretical and scientific concepts and meanings of start-ups

Presenting some successful experiences of start-ups in Algeria

Identifying the role played by business incubators in supporting start-ups.

Research methodology and structure of the study:

To answer the raised problem, the descriptive method was adopted by describing the concepts related to both start-ups and business incubators, along with presenting the most important business incubators and active start-ups in Algeria. The study is structured as follows:

First axis: the concept of start-ups and the obstacles they face.

Second axis: the conceptual framework of business incubators and their role in supporting start-ups

Third axis: the main business incubators and active start-ups in Algeria.

First axis: the concept of start-ups and the obstacles they encounter

In this section we will tackle the definition of start-ups, their characteristics, as well as the obstacles they face.

1. Definition of start-ups: A start-up can defined as a company that aims to introduce and market a new product or innovative service targeting a wide market, regardless of its size, sector, or field of activity. It is marked by a high level of uncertainty and risk, yet it offers the potential for rapid and strong growth and the possibility of generating considerable profits if successful (Boucheour, 2018, p. 420).

Start-ups are also defined as newly established enterprises, meaning young and emerging firms in the business world. This is confirmed by the term start-up in the foreign language, which refers to any newly active enterprise in the business environment. However, in practice, start-ups are generally understood as newly created enterprises that offer new products and services based on technology and innovation (Lamamra & Tabinat, 2021, p. 82).

2. Characteristics of start-ups: Start-ups possess a set of features that distinguish them from other types of enterprises. These characteristics have been mentioned in various definitions (Hocine & Saddiki, 2021, p. 74), among which we may cite:

A newly established, young, and temporary enterprise: Most start-ups are found in the experimental market. They usually begin as ideas imagined by the project owner, a thought process that leads to launching the activity (before being legally registered). Therefore, they are considered young and temporary, as they exist for a certain period before either growing and "up-scaling" into a large enterprise or failing and moving on to another opportunity.

Innovation: One of the main characteristics of start-ups is their ability to create, innovate, and constantly develop. They have the capacity to design a new product or improve an existing one by giving it new features, offering a new service, adopting a new delivery method, and so on.

High capacity for growth and development: One of the most common features shared by start-ups is their strong ability to grow, expand into markets, and achieve rapid and substantial revenues compared to their establishment and operating costs. This characteristic is what attracts investors to finance them, as start-ups tend to develop quickly and have the potential to generate very high profits.

Risk and uncertainty: Start-ups operate under conditions of great uncertainty because they rely on innovation in an unsaturated market, which makes it difficult to conduct market research due to the lack of available information. As a result, start-ups often find themselves operating in an environment of uncertainty and the unknown.

Market diversity: Start-ups have flourished in the field of technology, as they have moved toward digital markets. At the same time, they also penetrate traditional sectors such as agriculture, industry, education, and others.

The team: The entrepreneur forms a team in order to allocate resources according to each member's skills and field of expertise. As most start-up founders are young and relatively inexperienced graduates, they rely on teamwork and complementarity among members to turn their idea into a successful enterprise.

Focus on one product or service: In this case, the entrepreneur puts all attention on one creative idea and keeps improving it to stay focused. The goal is to reach the desired result, since working on innovation is a sensitive process and needs a lot of effort and patience.

Capital and investors: At the beginning, many entrepreneurs depend on their own money or on financial help they get from friends and family. Later, most start-ups that work in the knowledge economy look for other types of funding, especially from venture capital investors and business angels, who give them the financial support needed for growth and development.

3. **Life cycle of start-ups:** What distinguishes start-ups is their continuous growth. However, in reality, these enterprises often stumble and go through difficult stages and sharp fluctuations before finding their way to success. This can be illustrated by the following curve (Ben Cherif, 2023, p. 557).



Source: Ben Cherif M., 2023, p. 557.

It is clear from the figure above that the life cycle of start-ups goes through five main stages: the pre-launch stage, the launch stage, the early stage of take-off and growth, the valley stage, and then the climbing stage, followed by the high-growth stage. This will be explained in the following table :

Table 1. The life cycle of start-ups

Stage	Description
Pre-launch stage	In this stage, a prototype of a new idea is introduced and studied, along with an analysis of the market and the behavior, preferences, and tendencies of the targeted consumer.

Launch stage	In this stage, the first generation of the product or service is launched. The entrepreneur looks for financial support to fund the idea and often turns to what is known as the "FFF" (Fools, Family, and Friends) since the level of risk is high at this point. The product also requires promotion and advertising, and its price is usually high**.**
Early take-off and growth stage	At this stage, enthusiasm is high as the product becomes widely available and reaches its peak. The activity may expand beyond its initial innovators. However, negative pressure begins to appear as the number of competitors offering similar products increases. This may lead to failures or the emergence of other obstacles that can push the curve toward decline.
Valley stage	Despite the continued funding, the project keeps declining until it reaches the stage of failure and eventually exits the market.
Climbing stage	The entrepreneur continues to make adjustments to the product and launches improved versions, allowing the startup to recover. The second generation of the product is introduced, with its price adjusted and marketing expanded on a larger scale**.**
Continuous growth stage	In this final stage, the product is fully developed and moves beyond the testing phase to be launched in suitable markets. The company begins to experience sustained growth, with the curve rising and substantial profits being achieved.

Source: Ben Cherif M, 2023, p. 558.

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4. Obstacles faced by start-ups:

Among the main challenges that hinder start-ups we cite the following (Merabah, 2024, p. 100):

Administrative obstacles: One of the major barriers to the creation of start-ups is bureaucracy during the establishment procedures. In Algeria, for instance, the process of creating a company takes about a month, whereas in the United States, it only takes around 24 hours.

Financial obstacles: Developing a start-up idea requires funding that covers market research, product or service testing, and accompanying trials, all of which demand continuous financial support. The lack of sustained funding limits the innovator's capabilities. After this stage, a more complex phase follows, requiring even greater investment. At this point, what the innovator most needs is rapid and steady

financing to secure potential clients and ensure the distribution of products or services during the establishment period.

Most national conferences in the field have emphasized that financing is one of the most critical challenges facing start-ups. In addition to this, certain legislative obstacles may arise, as the legal status of start-ups, especially in the pre-establishment phase, remains unclear. During this period, the start-up often engages in commercially oriented activities without yet generating profits, which leaves it without a defined legal framework. Furthermore, supervisory authorities tend to limit the concept of start-ups to the technological sector, whereas in reality, start-ups can also emerge in various other fields such as agriculture, medicine, and beyond.

Marketing obstacles: The lack of coordination among innovators, or even among start-ups that operate within the same sector, reduces their potential, hinders their development and growth, and ultimately leads to discontinuity. Resources such as funding and access to information for research and market analysis are crucial, and their absence is one of the primary causes of start-up failure in Algeria. Many start-ups develop products or offer services without knowing how to market or adapt them to meet consumer preferences and market needs.

Technical obstacles: During the establishment phase, many start-ups rely exclusively on their founding members and avoid hiring additional qualified staff. This limits their technical and market expertise, keeping their project from developing into a viable business. As a result, they struggle to adjust their products or services to customer expectations, regional specificities, and cultural norms and customs.

Legislative obstacles: A major legal barrier for start-ups is the absence of a recognized legal status before they start generating income. As a result, they find themselves without any defined legal framework. Moreover, the state tends to restrict the notion of start-ups to the field of technology, whereas in reality, start-ups also emerge in other sectors such as agriculture, medicine, and others.

5. The importance of start-ups: Many experts in the economic field have emphasized the significant role that start-ups play in both the global and local economy, whether by creating job opportunities for young people or by supporting the overall economy and large companies. The role of start-ups can be highlighted through the following points (Besouih et al., 2020, p. 406):
Creating many job opportunities for young people, especially at a time when employment rates are low,
Helping people build and improve their skills, since most start-up members are talented and able to take on different roles in their company.

Supporting and diversifying the local economy while making it more competitive.

Acting as the future of big companies, because start-ups boost economic growth and encourage innovation as their influence on the economy is hard to ignore.

Second axis: The conceptual framework of business incubators and their role in supporting start-ups.

Business incubators are among the most effective and successful systems developed in recent decades to accelerate the implementation of economic and technological development programs and to create new job opportunities. They have been adopted in many industrialized and developing countries alike.

The importance of business incubators lies in their role in supporting start-ups and small and medium-sized enterprises by providing them with the essential resources needed for success and sustainability. They help transform innovative ideas into tangible, marketable products.

1. Definition of business incubators: Business incubators are independent institutions with their own legal status. They provide a range of services and facilities to small investors who seek to establish their own enterprises. The main goal of a business incubator is to assist and support innovative start-ups and new entrepreneurs by offering them the necessary resources and support (such as expertise, workspace, and financial assistance) to help them overcome the challenges of the start-up and establishment stages, which may last one or two years. Furthermore, incubators often handle marketing activities and promote the products of these enterprises (Boucheour, 2018, p. 419).

Business incubators are institutional structures designed to assist newly established enterprises as well as those in the growth stage. They help them remain in the market for as long as possible, and they provide various administrative and financial services and facilities to support these businesses.

They can also be defined as governmental or private institutional entities that offer a range of activities that aim to provide advice, guidance, and financial, administrative, and technical assistance to business enterprises and small industries, whether at the early stages of launching their activity, during their operation, or throughout their different growth phases. Furthermore, these incubators offer companies access to office services, equipment, tools, rental spaces, and technology transfer opportunities.

Based on the previous definitions, business incubators can be described as a link or an institution that supports individuals with ideas for small projects. They provide them with services, consultations, and various financial, administrative, and technical facilities for a specific period during the incubation stage. After this period, entrepreneurs are expected to become independent and capable of entering the market outside the incubator (Kafi, 2017, p. 119).

2. Objectives of business incubators: Business incubators aim to achieve the following goals (Zoubiri et al., 2020, p. 55):

Reduce the costs of starting a business activity, Minimize business risks associated with the early stages of project initiation.

Shorten the time required to develop the project's activity and improve its production.

mistakes and reduce duplication of efforts, which helps lower overall costs.

Increase success rates, encourage innovative ideas, and ensure the sustainability of incubated enterprises.

Help enterprises develop new types of products or explore new areas of activity.

3. Functions and responsibilities of business incubators:

Business incubators are responsible for a number of important activities, such as:

Providing the necessary technical support and resources.

Guiding and mentoring incubator participants.

Training employees of the affiliated projects.

Establishing a model framework for creating and launching new businesses and companies.

Providing sufficient spaces to accommodate clients, laboratories, and supporting workshops.

Offering administrative and marketing assistance,Providing financial advice and support.

Identifying potential investors and strategic partners.

4. The role of business incubators:

The idea of business incubators emerged to reduce and limit the failure rates that often affect innovative projects and ideas in their early stages. The main roles of incubators can be summarized as follows (Hikal, 2002, p. 192):

Creating and increasing job opportunities for skilled and talented individuals, and attracting their projects.

Reducing the risks and chances of failure for these projects during their initial stages.

Shortening the lengthy administrative procedures required for launching innovative projects.

Encouraging new ideas, supporting their implementation, and improving their chances of success.

Helping start-ups develop new products and services.

Finding solutions to the technical and administrative challenges that projects face at the beginning of their activities.

Expanding the network of enterprises within the economic field, thus contributing to the revival of the national economy.

Promoting research and studies conducted by laboratories and research centers, as incubators act as experimental laboratories and serve as a bridge between universities, economic sectors, and government institutions.

Guiding small investors toward high-tech and fast growing projects.

Acting as training centers for academics and researchers in universities to provide them with the necessary technical and managerial skills to run and manage projects.

5. The importance of business incubators in encouraging and developing start-up projects:

Business incubators have a significant impact on supporting and developing start-up projects, helping them achieve effective growth by providing all the essential services these small enterprises need to stay on the path of progress. The main purpose of these incubators is to confront the high failure rates faced by start-ups, which often struggle in the absence of proper support to face market challenges and economic competition. Their effectiveness in supporting and developing start-ups, promoting economic development, and assisting entrepreneurs can be summarized as follows (EconomistsArab, 2023):

Funding sources: Business incubators play an important role in helping their affiliated enterprises secure funding. They facilitate contact between these emerging businesses and investors who are interested in supporting promising ventures. In some cases, the incubators themselves may invest directly or hold shares in the start-ups they support, which provides them with additional financial stability. In fact, many governments have taken initiatives to finance and encourage business incubators, recognizing their significant contribution to entrepreneurship and national economic growth.

Legal services: Start-ups often face a range of legal requirements in their early stages. Business incubators can ease this burden by helping them with company registration, drafting licensing contracts, and securing intellectual property and patent rights. In many cases, the incubator serves as a link between new enterprises and legal professionals, ensuring that legal procedures are handled smoothly and efficiently.

Wide networking: Business incubators help create and organize meetings and exhibitions to bring investors closer to small projects. They support entrepreneurs in turning their ideas into real work and in building links with other small companies. Incubators also encourage contact through social media, both locally and internationally, to share news, exchange experiences, and work together more effectively.

Administrative, training, marketing, and consulting services: Business incubators provide administrative services to small and affiliated enterprises during the evaluation stage. They also offer various training programs to develop the skills of entrepreneurs. In addition, incubators support marketing activities for the affiliated enterprises through other specialized companies that are also part of the incubator network. Their consulting services include helping in setting policies, defining objectives, and selecting and employing executive managers. They also monitor the interaction and growth of the small enterprises they support and host.

Infrastructure: Business incubators provide the necessary infrastructure for the small and medium-sized enterprises affiliated with them. This includes essential facilities such as: laboratories, workshops, and equipment, in addition to devices, software, information technology services, and communication networks. Some smaller incubators make the necessary arrangements to provide these infrastructure requirements for their affiliated enterprises through partnerships or coordination with universities, or through renting and other available means.

Providing technical services: For business incubators to achieve their objectives, it is crucial to establish an enabling environment for technology transfer. Such an environment assists affiliated enterprises in acquiring essential technologies for growth, while incubators themselves work to strengthen collaboration between technology transfer programs and the incubated entities. They organize the use of nearby quality centers through specific contracts and agreements. In addition, incubators contribute to industrial and technological development by focusing on supporting innovative ideas and applied research. They help transform these ideas from the research and development stage to the implementation stage through the creation of small technology-based enterprises. Such enterprises play a vital role in technological progress by improving production processes more quickly and at lower cost. Specialized technology incubators also work to facilitate the transfer and localization of advanced technologies.

Third axis: The most important business incubators and active start-ups in Algeria:

In this section we will address the most important business incubators in Algeria and some of the start-up institutions active in Algeria.

1. The most important business incubators in Algeria:

Among the most important business incubators in Algeria we list (Leancubator, 2021):

a) Private incubators:

Leancubator: It presents itself as an innovation hub whose mission is to provide various support and acceleration programs for start-ups and innovative projects with high potential, in different sectors, based on open innovation as a key factor in achieving innovative projects. Leancubator, equipped with the Startup Factory, relies on human capital in creating innovative solutions that contribute to the development of a modern, knowledge-based economy. It was established in 2020, and today it is a major actor in Algeria's innovative entrepreneurship ecosystem through the various programs organized under its supervision, most notably the Algeria Startup Challenge.

CapCowork: Founded in 2018, CapCowork is an incubator and support structure that assists innovative projects throughout their development from the initial idea to market introduction. It also provides financing for promising ventures and offers a shared workspace for collaboration.

ACSE: An abbreviation for Algerian Center for Social Entrepreneurship, as its name suggests, it is an incubator specialized in social entrepreneurship. It was established in 2016 with the aim of promoting social entrepreneurship and supporting Algerian social entrepreneurs in the creation, development, and sustainability of their enterprises. It is best known for its program "Impact at Work."

IncubMe: IncubMe is an initiative launched in 2018 by Algerian professionals from the economic sphere, established both in Algeria and abroad.

WomWork by The Annex DZ: WomWork is an Algerian incubator entirely dedicated to women's entrepreneurship. It seeks to encourage women's creativity and provide them with the support they need to start and grow their own businesses across the country.

TStart by Ooredoo: An initiative launched by Ooredoo, TStart is a support program for the creation of technology start-ups. It is designed for beginners with innovative project ideas. It helps them establish start-ups in fields related to new information and communication technologies.

Naqltech: Naqltech is the first start-up incubator dedicated to the fields of transport, logistics, and mobility. It represents a model of public-private partnership between the Ministry of Transport and the CapCowork incubator.

ENP Incubator by Djezzy: The incubator of the National School of Applied Arts (ENP), established in partnership with the mobile operator Djezzy in 2017, aims to support young talents at the beginning of their entrepreneurial journey.

ANPT: The National Agency for the Promotion and Development of Technology Parks is a public company of an industrial and commercial nature. Its headquarters are located in the Cyber Park of Sidi Abdellah. Its role is to stimulate the information and communication technology sector and to promote greater technological integration within Algerian society.

Westinnov: Westinnov is the newest member of the entrepreneurial ecosystem and the first incubator in the Oran region. It specializes in several fields, including agritech, logistics, and digital services. It was recently launched by the Idenet Group.

INcubator: INcubator aims to support the creation of start-ups. It includes an integrated entrepreneurial ecosystem designed to help young entrepreneurs transform their innovative ideas into start-up companies. It is located in Sétif.

INNOEST: INNOEST is the first start-up incubator in the province of Tébessa. It focuses on transforming ideas into viable projects and initiating business creation through intensive incubation programs.

Crearena: Crearena is a new incubator located in Blida, dedicated to project leaders wishing to embark on an entrepreneurial venture. As a coworking space, it offers a friendly working environment along with various support and consulting services.

KnowLab: Established in 2019, KnowLab is a coworking space and incubator launched by Almaahed Pro International and based in Blida.

b) University Incubators

University business incubators are defined as "integrated service institutions within higher education establishments that provide programs, activities, and services to university graduates related to entrepreneurship, innovation, project creation, and project management and development that enable them to survive, sustain, and grow. They also help students develop their ideas and transform them into entrepreneurial projects, ensuring greater chances of success." They are also referred to as research incubators, as this type focuses on ideas and projects in the fields of research and technological development. Such incubators are most often located within universities or research centers, as is the case in Algeria (Merzouk & Bouchair, 2020, p. 46).

There are numerous examples that highlight the importance of integrating universities as key contributors to the knowledge-based economy in Algeria. In recent years, we have witnessed the establishment of university incubators aimed at promoting the development of start-ups by providing favorable conditions (technical, financial, and human) for the creation of companies stemming from public research projects.

Among the models of university business incubators, we can mention the following:

University Business Incubator of the University of M'sila: The business incubator of the University of M'sila was established under Ministerial Decree No. 182 dated May 27th, 2019. It is considered the first university-based business incubator at the national level. Following its creation, several Algerian universities such as those of Blida, Ouargla, Guelma, Boumerdès, and others... established their own incubators. The

University of M'sila Business Incubator focuses on entrepreneurs with academic qualifications, including students and researchers, who possess an entrepreneurial orientation and seek to present start-up or project ideas characterized by creativity. These may concern services, products, inventions, or any technology aimed at investment and business creation (start-ups).

Admission to the incubator is open to all institutions and university students through an application process that requires information about the project idea, its originality, level of maturity, technological field, potential market, team composition, and possible partner sectors (Salhi, 2021, p. 120).

The university business incubator of Mohamed Lamine Debaghine University of Sétif 2: It is a department operating under the supervision of the university and affiliated with the Ministry of Higher Education. It falls under the authority of the General Directorate for Scientific Research and Technological Development. The incubator is dedicated to guiding and supporting university students with the goal of transforming them into entrepreneurs with outstanding scientific and professional competencies. It works to attract, host, and mentor individuals with creative and innovative ideas in order to convert these ideas and innovations into productive economic projects and to establish start-ups that generate financial profits, contribute to wealth creation, and promote export diversification (University of Sétif 2, n.d.).

The university business incubator of Boumerdès: It was established in July 2020 under the Ministerial Decree issued on October 8th, 2020. This incubator allows any natural or legal person seeking to develop an activity based on an innovative idea to benefit from support aimed at transforming a project idea into a start-up. Among its main missions are the following (Boukhal & Yahiaoui, 2023, p. 440):

- Providing support and guidance to university students and holders of innovative projects.
- Offering consulting services related to project feasibility studies, as well as technical, financial, and logistical support.
- Delivering administrative and technical training, along with advisory, managerial, and marketing assistance provided by the incubating institution.
- Promoting openness to the economic environment and signing partnership agreements for the training of final year students.

The University Business Incubator of Boumerdès has organized several activities, this includes:

- Hosting several workshops that included training programs on entrepreneurship and innovation.
- Programming a working session to assess the progress of innovative projects and start-ups.
- Organizing informational days on innovation and entrepreneurship.
- Conducting awareness-raising sessions to explain the mechanisms of implementing Decree 1275.
- Offering training days for start-ups (such as clarifying ideas, market studies, business models)
- Creating a digital platform for those wishing to obtain a university certification for a start-up or a patent.

- Organizing competitions for innovative ideas and projects, as well as start-ups, to select the best ideas for innovative projects.

2. Examples of Some active startups in Algeria:

Young Algerian entrepreneurs have shown great motivation and enthusiasm, and have successfully developed their startups, even with the challenges they face. The following examples shed light on some of the technological achievements made by these startups in Algeria (EconomistsArab, 2016).

OuedKniss, the Algerian "Leboncoin": OuedKniss is a classified ads website for individuals, with virtual stores for professionals. It was created in 2006 by five Algerian students, who adopted the business model of the French site leboncoin.fr. More than 50% of its revenue comes from advertisements. In 2015, the website processed over 2.3 million ads, with more than one million transactions, around 130 million visits to the website, and over 2 billion page views. After 10 years of operation, ouedkniss.com became the most visited Algerian website and one of the top 10 most visited sites in Algeria. In 2014, the website was valued at 4 million dollars by the World Startup Report, an organization specialized in market research for start-ups.

Emploitic.com: Emploitic.com is the first job-focused website in Algeria. It was founded in 2006 by two engineers. Ten years after its launch, it had become an essential platform for job seekers and employers in the country, serving over 6,000 companies and more than 620,000 registered members, with around 30,000 daily visitors. The headquarters in Algiers employ 55 people, including fifteen computer engineers. The founders plan to expand internationally, starting with several African job markets.

Guidini.com: Guidini.com is the first e-commerce website in Algeria, established in 2010. Despite the lack of a legal framework regulating this activity, as well as Algeria's technological and digital delays, the founder, Mourad Mechta, did not give up. Today, the site receives over 150,000 visitors every month. The main obstacles that slow the growth of Guidini.com are the absence of online payment solutions as well as the weak distribution network in Algeria. Nevertheless, these challenges have not stopped the website from moving toward success. At the end of 2014, the platform winechri.com was launched to meet the needs of certain professionals. A common feature of all these start-ups is that they were created with the support of ANSEJ, which, despite its shortcomings and criticisms, remains a useful way to fund start-ups in Algeria.

Yassir: Yassir is a private Algerian start-up founded in 2017. It operates in eight countries: Algeria, Germany, Canada, Ivory Coast, France, Morocco, Senegal, and Tunisia, and 45 cities, serving over 5 million users. The company covers approximately 80% of the on-demand transport market in the Maghreb region (Yassir, n.d.). Yassir is a start-up that provides transport services, creates a new market for young people in the transport sector with high-quality standards and opens hundreds of job opportunities. It was founded by two Algerian engineers, Nourddine Taibi and Mehdi Yattou, both graduates of the National Polytechnic School of Algiers in El Harrach.

This company has experienced very rapid growth recently, thanks to its fast expansion across all provinces of Algeria as well as the Maghreb region. By the end of 2021, the company had raised 30 million dollars from American investors, in addition to 150 million dollars from the global U.S. stock market, where Yassir was highlighted in celebrations of successful funding rounds worldwide. Yassir is among the first

Algerian companies to create a new market in the country four years ago, providing innovative mobility solutions for citizens.

The company relies on a successful management and marketing strategy that focuses on passenger comfort, offers high quality vehicles, and ensures speed through the use of Google Maps, which allows drivers to locate customers and take the fastest route. Yassir also implements a strong marketing approach, offering regular discounts on ordinary days, special promotions on weekends, and events like "Black Friday." According to Yassir's official website, the company has covered over 15 million kilometers since its founding (Almostathmir.dz, n.d.).

Conclusion:

Business incubators in Algeria play an important role in supporting start-ups by helping turn innovative ideas into practical, achievable projects. They provide guidance in technical, administrative, and financial matters. Their importance has grown, especially as the government focuses on encouraging innovation and diversifying the economy beyond the hydrocarbons sector. Incubators offer a range of services, including advice, training, logistical support, and help with business planning. Despite this, they still face challenges such as limited funding, lack of experience, and little follow-up after the incubation period. Based on these observations, several recommendations can be proposed to strengthen the development and success of Algerian start-ups, including:

Provide skilled human resources capable of offering meaningful support to these start-ups, rather than merely representing them.

Connect business incubators to sustainable funding sources.

Provide continuous monitoring of projects to ensure their sustainability after the incubation period.

Expand the presence of business incubators across different provinces to support a larger number of start-ups.

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