The Reality of Tourism Entrepreneurship in Batna: Challenges and Prospects



Amel BAIT

University of Batna 1, Algeria ; amel.bait@univ-batna.dz

Fateh BAIT

University of Batna 1, Algeria, fateh.bait@univ-batna.dz

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Abstract:

This study aims to explore the state of tourism entrepreneurship in Batna, focusing on the challenges faced by the sector and its future prospects, with the goal of providing recommendations that contribute to its development and enhance the role of tourism entrepreneurship as an effective tool for achieving economic and social development in the region.

Based on the descriptive-analytical approach, the study concluded that the main challenges facing the tourism sector in Batna are a lack of funding and weak infrastructure, including tourism facilities and services. Despite these challenges, there are many opportunities to promote sustainable tourism in the province, particularly through the utilization of its unique natural and cultural resources.

Keywords: *Entrepreneurship; Tourism; Tourism Entrepreneurship;*

*** Corresponding author: Bait Amel, amel.bait@univ-batna.dz**

Introduction:

Tourism is a key sector for economic and social development, driving investments and job creation. Batna, with its rich resources like the ancient city of Timgad and the beautiful Aurès Mountains, is a promising tourist destination. However, its tourism potential remains largely untapped, posing challenges for entrepreneurs and investors.

Tourism entrepreneurship has emerged as a solution to boost the sector, encouraging innovation and the creation of tourism projects that cater to both local and international markets. This also involves supporting small and medium-sized enterprises to diversify offerings and promote sustainable development. Despite efforts, the tourism sector in Batna faces significant obstacles such as limited funding, poor infrastructure, and bureaucratic hurdles that hinder project success.

In light of the above, the main research problem can be formulated as follows: **What is the current state of tourism entrepreneurship in the province of Batna? What are the challenges that hinder its development? And how can the available opportunities be leveraged to enhance sustainable tourism development in this sector?**

Research Hypothesis: To address this research problem, the following hypotheses will be examined:

- The tourism entrepreneurship sector in Batna suffers from a lack of funding and financial support, which affects the launch of new tourism projects.

- Improving tourism infrastructure, enhancing digital marketing, and diversifying tourism offerings can contribute to advancing the tourism entrepreneurship landscape in Batna.

Research Methodology: To address the research problem and test the validity of the hypotheses, this study adopts a deductive approach, utilizing both descriptive and analytical methods. The study begins by reviewing the fundamental concepts related to the topic. Then, provide statistics related to tourism investment

Study Themes: This study is divided into three main themes:

- Tourism Entrepreneurship: Concepts and Terminology
- Foundations and Pillars of Tourism Entrepreneurship
- Tourism Investment Overview in Batna Province

1- Tourism Entrepreneurship: Concepts and Terminology

a- Entrepreneurship

Entrepreneurship has been defined from various perspectives, reflecting the differing viewpoints and approaches of those interested in the field. It can be understood in two main ways: (Sandra Saibi, 2009-2010)

Entrepreneurship can be understood in two main ways:

- **As an Activity**: It involves a set of practical activities focused on creating a business or launching an economic initiative. This view emphasizes the hands-on aspects of starting and managing an enterprise.
- **B. As an Academic Discipline**: It is a field of study that explores the processes and environments involved in wealth creation and social formation. This perspective highlights the role of individuals in taking risks to create value and focuses on the theoretical and educational frameworks that support entrepreneurship as both a social and economic phenomenon.

Operational Definition: Entrepreneurship is the process of identifying and evaluating economic opportunities, followed by strategic actions to establish and manage a business aimed at generating profit or adding value. It includes activities like planning, organizing resources, managing risks, fostering innovation, and developing skills to ensure the sustainability and growth of the venture.

This dual perspective highlights both the practical skills needed to launch businesses and the theoretical understanding of the dynamics behind enterprise creation, ultimately blending hands-on activities with academic insights..

b- Tourism And Tourism investment

- **Tourism :**

The World Tourism Organization (UNWTO) defines tourism as the activities of people traveling to and staying in places outside their usual environment for short periods, primarily for leisure, relaxation, and other purposes.)Beneddine ،March 2023(

Tourism, as defined operationally, refers to a range of activities and services offered to individuals who temporarily leave their usual environment for short durations for purposes such as leisure, recreation, education, work, or cultural exploration. This type of travel stimulates local economies through spending on accommodations, transportation, dining, and shopping.

This definition highlights the practical aspects of tourism, focusing on its significant role in driving economic growth through the expenditures associated with tourist activities..

- **Tourism investment**

The World Tourism Organization (UNWTO) defines tourism investment as: "the investment development of tourism that meets the needs of tourists and

host sites while protecting and providing opportunities for the future. It encompasses guiding principles for managing resources in a way that fulfills the requirements of economic, social, and cultural matters, achieving cultural integration, environmental factors, biodiversity, and supporting life systems (Ghadiri, September 2020,)

Tourism investment is defined as the allocation of financial and human resources to projects aimed at developing and enhancing the tourism sector. This includes investments in tourism infrastructure like hotels, restaurants, and transportation, as well as programs and services that enrich the visitor experience, such as guided tours, cultural events, and recreational activities.

The goal of tourism investment is to generate economic returns by attracting visitors, creating jobs, and improving the living standards of local communities, thus contributing to the sustainable development of the tourism sector..

c- Tourism Entrepreneurship

Tourism is a significant industry that is closely linked with various other economic sectors like services and infrastructure, making it a rich environment for the growth of small and medium enterprises (SMEs) and fostering entrepreneurship.

The Tourism entrepreneurship involves the creation, transformation, or distribution of goods and services with a focus on profit. This includes sectors such as restaurants (food and beverages), transportation, travel organization, accommodation (hotels, apartments), entertainment venues, and marine fishing." (Hadda.**, Vol. 11, No. 4, October 2019,)

As for the tourism entrepreneur, they are an individual who establishes a business with their own resources to provide goods, services, expertise, and guidance to tourists. (Abdelmalek, Issue 01, June 2018,)

Tourism entrepreneurship is defined as the creation, management, and operation of businesses within the tourism sector that aim to provide goods and services catering to tourists' needs and desires. This includes services like accommodation (hotels, guesthouses), transportation, food and beverage outlets, entertainment venues, travel agencies, and guided tours.

Beyond seeking profit, tourism entrepreneurship also contributes to preserving local culture and values, supporting regional economic development, and promoting the sustainability of the tourism industry

2- Foundations and Pillars of Tourism Entrepreneurship

a- Support Mechanisms for Tourism Entrepreneurship in Algeria:

- **Business Incubators:**

They are described as a dynamic process for nurturing and developing small and medium-sized enterprises in the foundational or early stages of operation by offering financial, technical, and other types of support.)Krimo ،.Issue 32, 2015(,

Business incubators are independent organizations with legal status that offer a variety of services and facilities to support small-scale investors and entrepreneurs in launching small businesses. They serve as a dynamic mechanism to nurture and develop small and medium-sized enterprises (SMEs) during their initial or early stages by providing financial support, technical assistance, and various facilitation services.

- **Facilitation Centers:**

Public administrative institutions in Algeria, endowed with legal personality and financial autonomy, are dedicated to reviewing and supporting project proposals from entrepreneurs. Their role includes translating business goals into actionable plans, offering guidance, and promoting skills development. They provide consulting services in management, marketing, and technology adoption. These centers are specifically designed to assist young entrepreneurs in navigating the administrative and technical challenges of establishing and managing small businesses, both before and during their early operational stages

- **Specialized Institutes and Universities:**

Specialized institutes and universities are vital in promoting tourism entrepreneurship by offering foundational education and training in entrepreneurship and tourism management. They develop essential entrepreneurial skills, encourage innovation, and foster creativity through structured curricula and hands-on programs. By providing courses and workshops on business development, tourism trends, and sustainable practices, these institutions equip students with the knowledge and skills needed for success in tourism entrepreneurship. Additionally, universities often connect students with industry professionals, enabling internships, mentorships, and partnerships that support entrepreneurial ventures in the tourism sector..

b- Financial Support Programs

These Programs include financial, technical, and advisory resources aimed at fostering entrepreneurship and supporting small and medium-sized enterprises (SMEs).

- **National Agency for Investment Development (ANDI)**

The agency, established during Algeria's first wave of economic reforms in the 1990s, has adapted over time to align with changing economic and social conditions. Initially known as the Agency for the Encouragement, Support, and Monitoring of Investment (1993-2001), it later became the National Agency for Investment Development (ANDI).

Key Responsibilities: (ANDI, 2024)

- Providing guidance and support to investors through its central and regional offices.

- Informing investors via its website, promotional materials, and information points on economic events in Algeria and abroad.

- Officially validating investment incentives fairly and promptly.

- Coordinating with other institutions (e.g., customs, taxation) to ensure effective implementation of investment decisions.

- Contributing to the execution of development policies and strategies in collaboration with economic sectors.

- Facilitating stock market partnerships for potential investors.

- **the National Agency for the Support and Development of Entrepreneurship (NESDA)**

The National Agency for the Support of Youth Employment was established by Executive Decree No. 96-296 on September 8, 1996, under the authority of the Prime Minister and with practical supervision by the Minister of Employment. Later, it became part of the Ministry of Employment and National Solidarity. The agency is a national entity with legal personality and financial independence. Its goal is to promote initiatives that encourage youth employment through the creation of small enterprises focused on producing goods and services.. (Executive, 1996)

According to the Executive Decree, the National Agency for the Support and Development of Entrepreneurship (NESDﺎA) was established as the successor to the National Agency for the Support of Youth Employment. It is a governmental body with special status, operating under the supervision of the Ministry of Knowledge Economy, Startups, and Micro-enterprises. The decree assigns supervisory authority over the agency to the Minister of Knowledge Economy, Startups, and Micro-enterprises. (Decree, , , which assigns supervisory authority to the Minister of Knowledge Economy, Startups, and Micro-Enterprises, 2022)

The main objectives of the National Agency for the Support and Development of Entrepreneurship (NESDA) include: (Nesda, 2024)

- Promoting an entrepreneurial ecosystem that fosters the creation, funding, and development of high-performance, resilient micro-enterprises that generate sustainable value for citizens and the nation.

- Providing training to project holders on essential theoretical and practical skills related to the establishment and management of micro-enterprises.

- Supporting project holders through various stages of establishing their micro-enterprises until operations begin.

- Offering financing options for project holders to establish and expand their micro-enterprises..

- **National Agency for Microcredit Management (ANGEM)**

The microcredit program was launched in Algeria for the first time in 1999 as a tool to combat poverty and improve the living conditions of low-income individuals by financing small businesses. The program successfully created over 150,000 projects across various sectors.

However, it did not achieve the desired success due to a lack of support during the early stages of project development and insufficient monitoring during implementation. These issues were highlighted during an international seminar in December 2002 on the "Microcredit Experience in Algeria."

Based on the recommendations of experts, a specialized institution called the "National Agency for Microcredit Management" was established to improve and enhance the effectiveness of the program. (ANGEM (Decree, No 04-14, 2004)

Objectives:

- Combat unemployment and precariousness in urban and rural areas by promoting self-employment, home-based work, and crafts, particularly among women.

- Raise awareness in rural populations about the creation of income-generating businesses, promoting the production of goods and services that create jobs and economic opportunities.

- Foster an entrepreneurial spirit that replaces dependency, helping individuals achieve social integration and personal development.

- Provide support, advice, and assistance to beneficiaries in starting and managing small businesses, particularly with financing and operational guidance.

- Monitor small businesses to ensure compliance with agreements and contracts between beneficiaries and ANGEM.

- Offer training for project leaders and microloan recipients in business setup and management, focusing on very small businesses.

- Organize sales exhibitions to help market the products financed by microcredit. (Angem, 2024)

c- Support and Accompaniment Mechanisms under the Ministry of Tourism, Traditional Industries, and Labor

- **National Tourism Office:**

The National Tourism Office is a public administrative body with legal personality and financial independence, established under Law No. 22 of December 1990, which amends and supplements Executive Decree No. 88-214 dated October

31, 1988. It operates under the supervision of the Ministry of Tourism and Traditional Industries and is tasked with promoting tourism, studying the market, and managing public relations. Its main responsibilities include:

- Directing and encouraging public and private investments in the tourism sector through specific measures.

- Identifying key areas for the development of the tourism sector.

- Conducting studies on both domestic and international tourism market trends.

- Activating and developing the sector, while advising the government on investment promotion.

- Collecting, analyzing, and evaluating tourism-related data and developing strategies to promote and publicize tourism products.

- **National Agency for Tourism Development:**

The National Agency for Tourism Development was established under Executive Decree No. 98-70 dated February 21, 1998. It is a public industrial and commercial institution with legal personality and financial independence, operating under the supervision of the Ministry of Tourism and Traditional Industries. The agency has several national responsibilities, including:

- Providing tourist property within expansion areas and tourist sites through legal means.

- Conducting studies on tourism planning and defining and classifying tourist sites.

- Preparing tourism development plans, which serve as the primary reference for determining investments directed to each area.

.**C- National Committee for Facilitating Tourism Activities**:

The National Committee to Facilitate Tourism Activities, established in 1994, aims to enhance tourism operations. Its key responsibilities include proposing regulatory measures, promoting tourism growth, easing tourist movement, simplifying procedures for tourism businesses, and improving accommodation conditions while ensuring tourist safety. (Decree, establishes the National Committee for Facilitating Tourism Activities, 1994)

- **Provincial Directorates of Tourism:**

The Provincial Directorates of Tourism are local bodies that support and coordinate tourism activities at the regional level, representing the Ministry of Tourism. They are responsible for issuing tourism investment licenses, monitoring and inspecting local tourism projects, and enforcing legal compliance. Their main duties include developing action plans for local tourism, promoting sustainable

tourism initiatives, encouraging private sector partnerships, ensuring quality standards, and maintaining up-to-date databases and statistics to assist local tourism entrepreneurs.

d- Incentives for Tourism Entrepreneurship:

Incentives for tourism entrepreneurship are designed to encourage the establishment and growth of businesses within the tourism sector. These incentives may include:

- **Access to Land-Related Benefits:**

In the context of the facilities granted in the area of real estate, particularly within designated tourism expansion zones, the government has implemented measures to enable investors to execute their projects with minimal obstacles. Specifically, the amendments introduced by the Supplementary Finance Law of 2011 have streamlined access to land-related advantages. This has been achieved through the adoption of a negotiated method (le mode de gré à gré), which simplifies the process of securing land for tourism projects.

Under this framework, annual rental fees are set at a fixed rate, based on 20% of the market value of allocated land, tailored for specific areas. This clear financial structure aims to ease the development of tourism infrastructure and services, making investment opportunities more accessible. By reducing bureaucratic barriers and clarifying land acquisition costs, these measures foster a favorable investment climate, contributing to sustainable economic growth in the tourism sector..

- **Benefits Granted by Banks:**

- Bank Involvement: Banks can contribute funding of up to 60% for projects, especially those focused on expansion.

- Customized Repayment Terms: The repayment period and grace period for loans are tailored to the specific needs of expansion projects.

- Processing Times: The maximum processing times for loan applications are as follows:

- 40 Days for obtaining investment credit.

- 30 Days for securing operating loans.

- Loan Application Considerations: From the date of loan application submission, the following options are available:

- Integration of FGAR: The possibility of incorporating FGAR (the Guarantee Fund for Investment) into the guaranteed portion of financing for equipment.

- Establishment of Investment Funds: The option to create dedicated investment funds to secure bank financing in collaboration with Algeria Investment Company (EL DJAZAIR ISTITHMAR).

These benefits are designed to enhance access to finance for tourism-related projects, promoting investment and growth within the sector while ensuring that entrepreneurs can effectively manage their financial commitments.

- **Quality Tourism Plan in Algeria (PQTA):**

The Quality Tourism Plan in Algeria (PQTA) aims to modernize tourism and hotel establishments across both northern and southern provinces. Institutions that commit to this quality plan are rewarded with a 3% incentive and a 4.5% interest rate applied to bank loans, as outlined in the Supplementary Finance Law of 2009.

Additionally, the acquisition of equipment and facilities that are not produced locally, but meet hotel standards and fall within the scope of modernization and development of hotel establishments, benefits from a temporary reduction in customs duties. This reduction is fixed until December 31, 2014

These initiatives are designed to encourage investment in the tourism sector by improving the quality of services offered and ensuring that facilities meet international standards, thereby enhancing the overall appeal of Algeria as a tourist destination.

3- Tourism Investment Overview in Batna Province:

a- Achievements in Tourism Investment in Batna Province

Achievements in Tourism Investment in Batna Province refers to the progress and successes in the development and funding of tourism-related projects within Batna Province

- **Tourism Projects**

We will present the tourism projects in Batna Province and their current status.

Table N 1: An overview of the current status of tourism projects in Batna Province by 2023 in the private sector.

Project Status	Number of Projects	Number of Beds	Number of Jobs
Projects Under Construction	09	984	357
Suspended Projects	11	1842	931
Projects Not Yet Started	08	1143	/

Source: Directorate of Tourism and Handicrafts, Batna Province

The table provides an overview of the status of tourism projects in Batna Province, categorized into three main types: - Projects Under Construction: 9 tourism projects, providing 984 beds and creating 357 jobs; - Suspended Projects: 11 projects that have been paused, with the potential to offer 1842 beds and create 931 jobs if resumed; - Projects Not Yet Started: Projects in the planning phase, potentially adding 1143 beds, though job creation is not yet estimated.

If all these projects are completed, Batna Province could have a total of 3969 beds and approximately 1288 jobs, demonstrating significant potential for growth in the region's tourism sector, provided the challenges with suspended projects are addressed.

- **Tourism Institutions**

- **Hotels** : There are many hotels in Batna Province, as shown in the following table**.**

Table N 2: Number of Hotels in 2023.

Total	Number of Hotels	Accommodation Capacity		Jobs Positions
		Rooms	Beds	
	19	736	1492	339

Source: Directorate of Tourism and Handicrafts, Batna Province

Batna Province has 19 hotels with a total of 736 rooms and 1,492 beds, averaging 39 rooms and 78 beds per hotel. These hotels provide 339 jobs, contributing to the local economy. Given the province's historical and natural attractions, there is potential for growth in the tourism sector, with opportunities to expand the number of hotels, rooms, and beds, thereby creating more employment.

- **Tourism and Travel Agencies**

The following table outlines the number of tourism and travel agencies in Batna Province, highlighting their role in boosting local tourism. These agencies contribute by organizing tours, providing tourism services, and creating job opportunities within the sector. They offer logistical support for tourists, enhancing the overall travel experience in the region.

Table N 3 : the number of tourism and travel agencies

	Number of Agencies	Jobs Positions
Total	114	375

Source: Directorate of Tourism and Handicrafts, Batna Province

Batna Province has a total of 114 tourism and travel agencies, indicating a strong presence in this sector. These agencies cater to tourists' needs by offering diverse services, supporting both domestic and international tourism. This infrastructure is crucial for promoting the region's historical and natural

attractions. The sector employs around 375 individuals, averaging 3 employees per agency, suggesting many are small-scale operations. With increasing tourism demand, there's potential for growth, which could create more job opportunities and further boost the local economy.

- **Tourism Expansion Sites**

- Development of Tourism Expansion Areas

Tourism expansion areas are specific zones designated by the government or relevant authorities for the development of tourism activities, with the aim of increasing tourist attraction and enhancing the tourism infrastructure in the region. The following table presents the number of tourism expansion areas during the period 2018-2022.

Table N 4: the number of tourism expansion areas

Years	2018	2019	2020	2021	2022
Number of Tourism Expansion Areas	225	225	224	224	249

Source: Directorate of Tourism and Handicrafts, Batna Province

The table reflects efforts to boost tourism by expanding investment areas. It is observed that from 2018 to 2021, the number of tourism expansion areas remained stable at 224-225 areas. This stability may indicate a prolonged evaluation or planning phase for tourism projects by the relevant authorities.

- In contrast, the year 2022 saw a significant increase in the number of tourism expansion areas, reaching 249 areas.

- This increase represents the addition of 25 new areas compared to previous years, reflecting intensive tourism expansion efforts, possibly driven by new government policies or investments aimed at strengthening the tourism sector.

- The growth in tourism is driven by the need to meet increasing demand for both domestic and international visitors. This surge capitalizes on the region's natural and historical attractions, fostering economic growth through investments, infrastructure development, and job creation in the tourism sector

- Tourist Sites :

Tourism entrepreneurship is associated with several important factors, such as tourist trails and the number of tourists, as these elements play a significant role in enhancing the competitiveness of the tourism sector. These factors will be illustrated in the following table.

Table N 5 : Tourist sites ; tourist trails And Number of foreign tourists

Number of sites attracting foreign tourists in Batna Province	Number of tourist trails in Batna Province	Number of foreign tourists visiting Batna Province
Over 30 tourist sites	Eight (08) tourist trails with natural, cultural, and historical significance	-2023: 2,172 foreign tourists -2024 (up to April): 703 foreign tourists, mainly visiting the archaeological city of Timgad, the ancient site of Medghassen, and Lambesis

Source: Directorate of Tourism and Handicrafts, Batna Province

Batna Province boasts a rich tourism diversity, featuring more than 30 tourist sites, including natural, archaeological, and historical landmarks, which highlights the area's wide-ranging tourism potential and makes it attractive to both local and international tourists. The province also offers eight tourist trails that vary in natural, cultural, and historical aspects, enhancing its appeal for sustainable tourism and providing a variety of options for visitors.

In 2023, Batna welcomed 2,172 foreign tourists, and in 2024, up to April, 703 foreign tourists visited the province, with increasing interest in archaeological sites such as Timgad, Medghassen, and Lambesis, reflecting the importance of these sites in boosting the province's image as a historical tourist destination.

b- Challenges in Tourism Investment in Batna Province

Despite the achievements made by Batna Province in the field of tourism investment, several challenges continue to face this sector, potentially hindering the realization of desired objectives. Among the most notable challenges are:

1. Weak Image of Algeria as a Tourist Destination:

- The perceived quality of the Algerian tourism product is low, which reduces its competitiveness on both regional and international levels.

- A lack of coordination among stakeholders in the tourism sector can lead to fragmented efforts and missed opportunities.

- Limited accommodation capacity and lower quality compared to neighboring countries like Tunisia and Morocco further diminish the province's attractiveness.

- The marketing strategy for promoting the tourism product is ineffective or even absent, failing to effectively showcase Algeria's unique offerings.

- Insufficient cultural and entertainment programs limit the overall tourist experience.

2. Insufficient Training and Qualification of Personnel:

- The tourism workforce often lacks adequate training and qualifications, compounded by a lack of strategic planning in training programs, which negatively impacts service quality.

3. Poor Performance of Travel Agencies:

- Many travel agencies struggle to meet tourist demands, which can affect overall satisfaction and the travel experience.

4. Failure to Keep Pace with Digitalization:

- The tourism sector has not adapted well to digital advancements in information and communication technologies, limiting its operational efficiency and outreach.

5. Lack of Tourism Culture in Society:

- There is a general absence of a tourism culture within the community, which affects local engagement in tourism-related activities and diminishes awareness of the sector's importance.

6. Absence of a Code of Ethics:

- The lack of a defined code of ethics for tourism agencies and professionals can lead to unethical practices, undermining consumer trust and the industry's integrity.

7. Limited Infrastructure:

- Although improvements have been made, there is still a need for further development of infrastructure, including roads and public transportation, to ensure easy access to tourist sites.

8. Lack of Tourism Awareness:

- Greater efforts are required to raise awareness about the available tourist destinations in the province, which will help attract more visitors and increase tourism activity.

9. Funding Shortages:

- Investors may face difficulties securing the necessary funding to develop their tourism projects, impacting the sector's growth potential.

10. Competition from Other Destinations:

- Increasing competition from other areas within Algeria and abroad necessitates that Batna Province enhances the quality of its services and improves the overall tourist experience to attract visitors.

11. Environmental Challenges:

- Effective measures are required to preserve natural resources in the province, especially with increased tourism activities that may negatively impact the environment.

12. Human Resource Training:

- The sector needs more trained and specialized personnel in tourism and management fields, affecting the quality of services provided.

13. Economic and Political Crises:

- Local and global economic and political crises affect the purchasing power of tourists, which can negatively impact the tourism sector.

c- Future Prospects for Tourism Investment in Batna Province

To effectively address these challenges, a comprehensive strategy is needed, focused on enhancing coordination between the public and private sectors, with a particular emphasis on investing in education and training. In this context, the National Strategy for Tourism Development, Vision 2030, serves as part of the broader National Spatial Planning Plan, allowing Batna Province to strengthen its position as a leading tourist destination in Algeria. However, to capitalize on these promising prospects for tourism entrepreneurship, a supportive environment must be fostered through government policies and programs that encourage entrepreneurial initiatives in this vital and continuously growing sector.

1. Diversification of Tourism Offerings:

- By developing diverse tourism products, including cultural, eco-tourism, adventure tourism, and wellness tourism, Batna can attract a wider range of visitors and cater to different preferences and interests.

2. Investment in Infrastructure:

- Continued investment in infrastructure, including roads, transportation, and amenities, will enhance accessibility to tourist attractions and improve the overall experience for visitors.

3. Promotion of Cultural Heritage:

- Leveraging the province's rich historical and cultural heritage can attract cultural tourism. Initiatives to promote historical sites, museums, and traditional events can draw both domestic and international tourists.

4. Sustainable Tourism Practices:

- Emphasizing sustainable tourism practices will not only help protect the environment but also appeal to eco-conscious travelers. Implementing measures for responsible tourism can enhance the region's appeal.

5. Strengthening Public-Private Partnerships:

- Collaborations between government entities and private investors can foster innovation and lead to the development of new projects. Joint ventures can also streamline investment processes and enhance the quality of services offered.

6. Training and Capacity Building:

- Investing in the training of local workforce will improve service quality and ensure that the tourism sector is well-equipped to meet international standards. This includes language training, hospitality management, and customer service skills.

7. Marketing and Promotion Strategies:

- Developing comprehensive marketing strategies that highlight the unique attractions of Batna Province will increase visibility and awareness. Utilizing digital marketing, social media, and tourism fairs can effectively reach target audiences.

8. Tourism Events and Festivals:

- Organizing festivals, cultural events, and sports activities can draw visitors and create opportunities for local businesses. These events can enhance the province's tourism profile and generate economic benefits.

With the right strategies and initiatives in place, Batna Province has the potential to become a thriving hub for tourism investment in Algeria. By addressing current challenges and leveraging its strengths, the province can capitalize on emerging opportunities and create a vibrant tourism sector that contributes to economic development and local communities.

Conclusion

This study explored the state of tourism entrepreneurship in Batna, highlighting the region's significant potential, including its historical sites like Timgad and natural landscapes such as the Aurès Mountains. Despite these assets, challenges such as limited funding, inadequate infrastructure, and bureaucratic hurdles hinder the full utilization of tourism resources.

The research suggests that promoting tourism entrepreneurship could be a key solution to foster sustainable development in Batna. Supporting local innovators, small businesses, and improving infrastructure, digital marketing, and administrative procedures can enhance the sector.

Batna must leverage its cultural and natural heritage to attract more investment and tourists. Addressing these challenges and fostering a supportive

environment for tourism businesses is crucial for unlocking the full potential of the tourism sector and driving long-term economic growth in the region.

Through the study, the hypotheses related to financing, as well as the need to rehabilitate infrastructure and effectively utilize cultural heritage, have been proven.

Some suggestions

- Strengthening tourism entrepreneurship to support sustainable development.

- Encouraging banks to finance small projects at low-interest rates.

- Promoting entrepreneurship in general, with a special focus on tourism entrepreneurship.

- Raising tourism awareness and establishing specialized hotel schools.

- The need to utilize available natural areas to boost domestic tourism.

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