

The Role of University Business Incubators in Boosting Startups: The Case Study of Abbas Laghrour University Incubator in Khenchela

دور حاضنات الأعمال الجامعية في دعم إنشاء المؤسسات الناشئة: دراسة
حالة حاضنة جامعة عباس لغرور بخنشلة

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Abstract :

This study aims to highlight the role of University Business Incubators in supporting the establishment of Startups by providing the appropriate environment and integrated services for students with creative ideas. The research focused on the Business Incubator at Khenchela University, analyzing the facilities and services provided to students.

The study concluded that the Incubator offers technical and logistical support and mentoring, provides training and guidance, and facilitates access to financing. Nevertheless, the Incubator faces challenges that require the cooperation of relevant stakeholders to enhance its role in supporting innovation and entrepreneurship.

Keywords: Business Incubators, Startups, Enterprise Support and Accompaniment, Innovative Ideas

JEL classification codes: L26, O31, O38, M13

Introduction :

Startups are considered the main driver of economic development and innovation in various countries, and they are among the most frequently discussed terms in the field of business management, particularly in recent years. They have garnered significant attention from decision-makers and officials responsible for setting economic policies, as well as from academics and researchers in the field of business management.

Although this type of enterprise currently still faces numerous difficulties and obstacles. Therefore, it has become essential for government authorities to take all necessary measures to assist them, primarily by establishing support mechanisms, most notably business incubators. These incubators are a vital mechanism for supporting startups in a suitable environment protected from risks. Business incubators vary in type, including the research-based incubators located within universities, which contribute to linking scientific research with economic institutions.

In adaptation to the speed of development in the global economy, open markets, globalization, and technological advancement, Algeria, like other countries, seeks to develop and highlight the status of this type of enterprise according to a new economic approach. For this reason, the focus of the state's economic policymakers has been on establishing a new dynamic in the startup ecosystem, underpinned by guidance and accompaniment from both private and public business incubators. University business incubators, which aim to host students with innovative project ideas, fall within this latter category.

This step is part of strengthening cooperation between the Ministry of Higher Education and Scientific Research and the Ministry of Knowledge Economy, alongside startups and micro-enterprises. With the aim of developing and improving the incubation process, a National Coordination Committee for the follow-up of university innovation and entrepreneurship was formed to monitor and evaluate the work of university incubators. Furthermore, an investment fund entirely dedicated to financing Algerian startups was established.

From this standpoint, the research problem can be framed in the following main question:

What role does the Abbas Laghrour University Incubator in Khenchela play in supporting and accelerating the creation and growth of startups ?

Sub-Questions:

We will attempt in the context of this research to answer the main question by addressing a set of sub-questions:

- 1.What is meant by University Business Incubators, and what are their objectives?
2. What are Startups, and what are their prospects in Algeria?
3. Has the Business Incubator at Abbas Laghrour University in Khenchela successfully supported and implemented students' innovative projects?

Main hypothesis:

In order to conduct a study that takes into account the problem raised above, the general hypothesis of the study was formulated as follows:

The incubator of the Universityof Khenchela contributes to the realization of startups, playing a vital role in supporting students' innovative.

The Importance of The Study:

The importance of the study topic stems from the following points:

- ✓ The importance of University Business Incubators in encouraging innovation, spreading the entrepreneurial culture, and supporting students' startup projects.
- ✓ Startupsare considered one of the most important sectors of economic activity.
- ✓ Identifying the extent of the contribution of business incubators to the support and promotion of startup and small enterprises in Algeria in order to mitigate their problems.
- ✓ Identifying the most important services provided by the Incubator to develop the spirit of innovation among university students.

Objectives of the Study:

Through this study, we seek to achieve the following objectives:

- ✓ Highlighting the conceptual framework of University Business Incubators and Startups.
- ✓ Evaluating the contribution of the Business Incubator at Khenchela University to the process of incubating startup enterprise projects.

Study Methodology:

In line with the nature of the topic and to answer the problem raised, the descriptive and analytical approach was adopted as it aligns with the subject matter.

Study Plan:

The study topic addresses the following axes:

- ✓ **The Conceptual Framework of University Business Incubators:** Including the concepts of university business incubators, their importance, and their objectives.
- ✓ **Startups:** Defining the concept of the startup enterprise, its life cycle, and its prospects in Algeria.
- ✓ **The Role of University Business Incubators in Supporting Innovation and Startup Projects :** Highlighting the services provided by the university business incubator to students to realize their innovative projects, along with specifying the stages of their incubation.
- ✓ **Model of the Business Incubator at Khenchela University:** Introducing the Incubator, highlighting its programs, and evaluating the results.

1. The Conceptual Framework of University Business Incubators:

University business incubators are considered fundamental pillars that contribute to the support and empowerment of nascent projects within the university. They provide the integrated infrastructure and services that assist students and academic staff members in transforming their innovative ideas into viable projects. This conceptual framework enables the clarification of the basic concepts and principles associated with university business incubators and their role in developing the spirit of initiative and entrepreneurship among university members, in addition to fostering cooperation between academic and research entities, which positively reflects on the development of the local economy.

Definitions of University Business Incubators have varied according to the diverse viewpoints among academics and researchers. Among the most prominent of these definitions are: University Business Incubators are defined as: The facilities provided by the university to enable individuals, enterprises, and students to exploit their creative potential, present their innovations, and establish their small projects. These facilities include classrooms, scientific and computer laboratories, or any spaces prepared to achieve the goals targeted by the university (Almasajedi, Hassan Al-Jarbani, and Jabran, 2020, p. 134).

University incubators are defined as unique resources that allow entrepreneurs to utilize university talents and advanced knowledge for product development. Constituting about 27% of global incubators, their objectives align with private incubators in meeting the needs of entrepreneurship. (Al-Shumaimeri and Higan, 2020, p. 82).

They are also defined as: Incubators that share the same objectives pursued by public and private incubators, in addition to the goal of providing research opportunities for university students and graduates, as well as working to assist university graduates who are considering establishing business ventures or small industries (Mut'ib, 2009, p. 243).

To provide support, incubators utilize specialized university centers, offering access to high-tech buildings and advanced laboratories. This access acts as a major incentive, making the university a strategic partner by helping startups avoid the high cost of equipment. (F, Marcil., 2013, p. 37).

The Algerian legislator defined the incubator (Executive Decree No. 242/22, Article 21) as any public, private, or mixed structure. Its purpose is to support innovative enterprises by offering hosting, training, consultancy, and financing, allowing both sectors to assume this role. (Official Gazette, 2020).

Based on the preceding definitions, university business incubators can be defined as "institutions that support startup projects within the university by providing an integrated environment that includes guidance, resources, and services which help students to develop their ideas and transform them into successful projects that contribute to innovation and economic development."

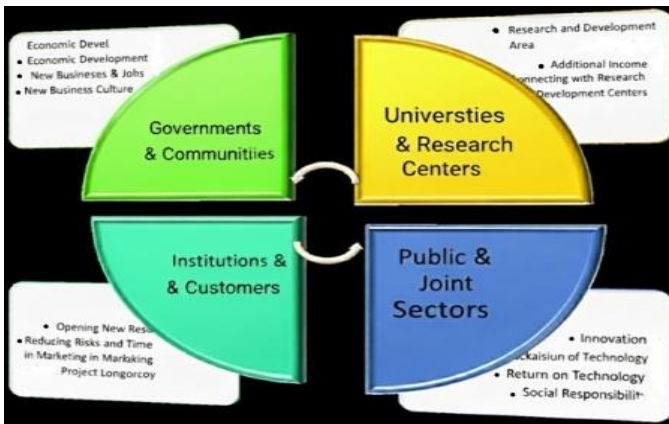
1.1 The Importance and Objectives of University Business Incubators:

The importance of University Business Incubators is manifested in their strategic role in supporting and assisting project leaders and startups by providing a set of essential services and functions. The most prominent points of importance can be summarized as follows : (Dabbah, 2022/2023, p. 24)

- University Business Incubators are a marketing initiative directed to wards facilitating the transfer of knowledge from the university to enterprise incubators and supporting new projects .
- The university's incubation of enterprises reduces the probability of a new project failing.
- Incubators represent the institutional infrastructure for universities to activate technology transfer .
- The incubators' capacity to produce new generations possessing patents at the state level.
- University Business Incubators play a role in strengthening the bonds of cooperation between the public and private sectors and the university in comprehensive economic and social development.
- University Business Incubators support the establishment and development of projects based on advanced technology and expertise within universities .

The importance of business incubators in strengthening cooperative relations among the various stakeholders such as universities, research centers, society, etc. All this can be illustrated through the following figure:

Fig. 01:The Importance of Business Incubators



Source: (Dabbah, 2023, p. 25)

The interaction between the university incubator and external parties is a fundamental pillar for building the national economy. This relationship is a driving force for economic development, translating scientific achievements into productive business projects.(Dabbah, 2023, p. 25).

University Business Incubators also seek to achieve several objectives, the most prominent of which are (Almasajedi, Hassan Al-Jarbani, and Jabran, 2020, p. 137):

- Developing new ideas to create and establish new creative projects.
- Providing support, financing, advisory services, and available facilities to their members.
- Offering services to funding entities in terms of research, knowledge, training, supervision, and mentorship to increase and enhance growth.
- Producing successful enterprises capable of controlling their financial program and possessing the ability for self-sustaining survival and continuity.
- Assisting graduates in finding employment, revitalizing residential areas and regions, commercializing technologies, and promoting local and national economies.

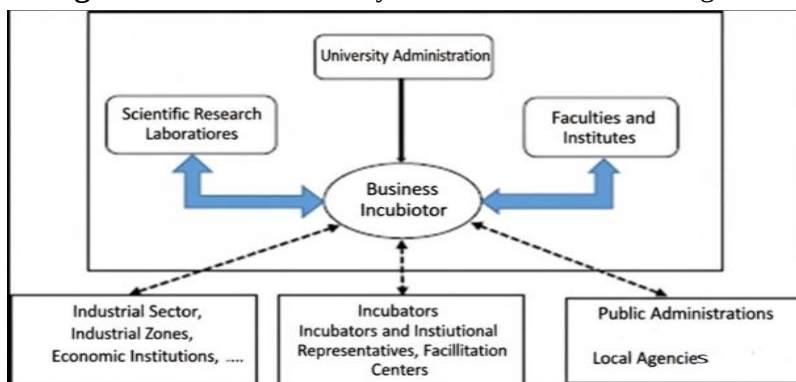
1.1. University Business Incubators in Algeria:

Algeria now leads the Arab world in academic entrepreneurship, boasting 118 University Business Incubators and a total of 11,800 innovative projects. This robust ecosystem includes

91 technology support centers, 51 Artificial Intelligence centers, and 33 manufacturing laboratories. The country has successfully converted 5,000 innovative student projects into operational startups, with students obtaining 500 "innovative project" labels. This effort is supported by 2,200 entrepreneurship trainers, resulting in 4,200 platform registrations, 1,700 patent applications, and the creation of 215 subsidiary enterprises, marking an unprecedented level of commercialization within the higher education sector. (Business Incubators in Algeria, 2023).

Algeria has established a Knowledge Partnership to link universities and industrial enterprises. This strategy focuses on developing, transferring, and commercializing knowledge-based technology, uniting the Government, University, and Private Sector:

Fig. 02: Model of University Business Incubators in Algeria.



Source: (Al-Din and Zubair, 2021, p. 81).

Algeria aims to evolve its university incubators to offer post-realization accompaniment, granting students access to labs to develop their patents and innovations beyond the initial labeling stage. This long-term support, including training in Design Thinking and Business Plan preparation, is crucial for reducing early enterprise failure and ensuring market establishment(Brahmi).

2.Startups:

The topic of Startups has garnered significant attention in recent years due to its reliance on newly introduced ideas and innovation. Startups are considered one of the modern tools relied upon to achieve economic development for nations.

2.1 definitions of Startups:

The concept of startups (or startups) is one of the newly introduced concepts in the field of business administration. This concept is undergoing significant evolution, resulting in a diversity and multiplicity of related definitions. Among the most prominent of these definitions is the one established by English law, which defines a "startup" as: A small project starting now.

The word "start-up" consists of two parts: "start," which refers to the idea of launching, and "up," which refers to the idea of strong growth. More simply, the term is used for all young companies with rapid growth potential, regardless of the sector involved (biotechnology, digital, environmental, etc.). (MarwaRamdani, KarimaBougara, 2022, PP 278279)

According to one researcher of this concept, Startup Enterprises are defined as: "An entrepreneurial project, which is usually a newly formed, rapidly growing business activity aimed at meeting a market need by developing a viable business model around an innovative product, process, or platform. A startup is typically an organization, such as a small company or partnership, designed to effectively develop and validate a scalable business model. Startups usually operate with very limited resources to find a repeatable and globally scalable business model" (BouadlaSarra, 2022, p. 135).

According to English law, a Startup Enterprise is defined as: "A small project that has just begun." The word "start-up" consists of two parts: "start," which refers to the idea of launching, and "up," which refers to the idea of strong growth. More simply, the term is used for all young companies with rapid growth potential, regardless of the sector concerned (biotechnology, digital, environment, etc.) (MarwaRamdani, KarimaBougara, 2022, pp. 278–279). And according to Eric Ries: "A startup enterprise is a volatile entity designed to create a new product or a new service under conditions of extreme uncertainty, meaning it offers a new product or service despite the uncertainty surrounding its business environment" (Djeltimohamed, chouambouchama, kourbalibaghdad, 2016, p. 102).

According to Algerian Law, startups were defined through Decree 20-254 dated September 20, 2020, where they were described as: Every enterprise subject to Algerian law that respects the following criteria (Official Gazette, 2020):

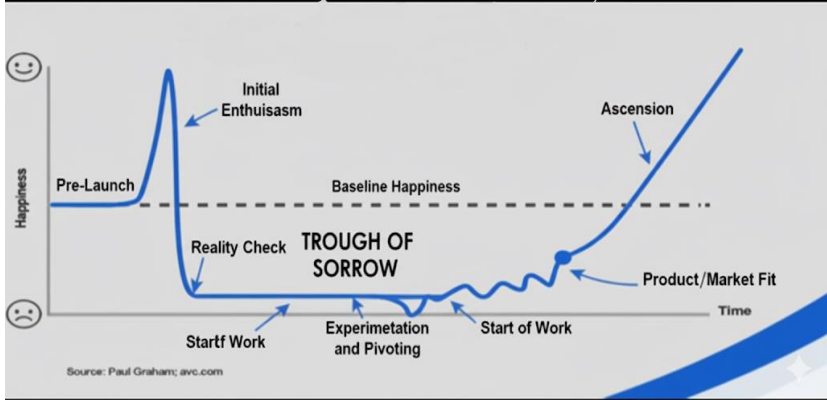
- The age of the enterprise must not exceed 08 years.
- The enterprise's business model must be based on innovative products, services, a business model, or any innovative idea.
- The annual capital must not exceed the amount determined by the National Committee.
- The company's capital must be owned by at least 50% by natural persons, accredited investment funds, or other enterprises that have obtained the startup enterprise label.
- The number of workers must not exceed 250 employees.

Based on the preceding definitions, we can state that startups are: Newly established ventures characterized by innovation and rapid growth, aimed at exploiting new market opportunities through the delivery of innovative products or services that meet unmet needs. They differ from traditional projects in their high flexibility, capacity to adapt to variables, and their reliance on technology and entrepreneurship as fundamental elements in their strategies to achieve growth and sustainability. Startups play a pivotal role in boosting the economy by creating new employment opportunities and driving the momentum of technological and social development.

2.2. Life Cycle of Startups:

The startup, like other enterprises, passes through different life stages based on significant risk, especially in its initial phase. These stages may extend or become protracted because the enterprise stumbles and goes through difficult phases and severe fluctuations before finding its way to the top, which necessitates accompaniment during its establishment. This is illustrated in the following figure:

Fig. 03: The Startups Life Cycle Curve



Source: (Boualshour, 2018, p. 421).

Table. 01: The Incubator's Role in the Startup Lifecycle

Phase	Description
Pre-Launch Phase	- The enterprise is merely a creative idea.
	- Thorough study of the idea.
	- Marketstudy.
	- Study of target consumer preferences.
	- Search for funding sources (often self-funded).
Launch Phase	- Launching the first generation of the product.
	- Realization/Embodiment of the idea on the ground.
	- Increased funding for large-scale promotion, advertising, and product introduction.
Early Stage of Takeoff and Growth	- The product reaches its peak in terms of supply and expansion of activity.
	- Increasedcompetition.
The ValleySlide	- The product declines into a stage that can be called the "Valley of Sorrow" or the "Valley of Death".
	- Decline in product growth rates.
	- Taking necessary measures to remedy the situation.
Climbing the Slope	- Introducing amendments to the product and launching improved versions.
	- The startup enterprise begins to rise again.
	- Issuing the second generation of the product and adjusting the price.
	- Wider-scale marketing of the product.

Source: Prepared by the researchers based on (Boualshour, 2018, p. 422).

2.3. Startups in Algeria and Their Prospects:

Algeria has mobilized all favorable conditions and legislated all laws that support these enterprises to open horizons for youth, especially university graduates, to enter the world of investment. Through facilities that stimulate those wishing to establish startups and to elevate the national economy, Algeria has adopted several measures, the most important of which are:

- Executive Decree No. 55/20 (February 2020) established the Ministry of Startups and Knowledge Economy with DZD 1.2 billion for youth financing. This decree also launched the Label Startup and Label ProjetInnovant programs while funding the nationwide expansion of university incubators(Executive Decree No. 55/20 organizing the central administration of the Ministry of Small Enterprises, Startup Enterprises, and KnowledgeEconomy, dated February 25, 2020, 2020).
- Algeria established a special fund with public banks, including a Technological Innovation Funding Fund, to finance startups and reinforce innovation policies. Additionally, a dedicated ministry and new fiscal incentives (like IBS and VAT exemption) were implemented to ensure sustainable economic development for tech and innovation companies.

The state has also supported the establishment of workspaces within universities, including (Generalizing the establishment of Innovation Centers across all provinces of the nation, 2025):

- **Innovation Centers:** These centers are a vital tributary of the new economy, leveraging knowledge, technology, and youth talent. They are open to all young innovators and self-entrepreneurs, providing space to realize projects and devise solutions tailored to regional economic development.
- **Artificial Intelligence Centers:** These centers are the core source of Artificial Intelligence (AI) expertise through education, R&D, and consultation, promoting the adoption and application of AI across universities.
- **Specialized Training in Entrepreneurship and Innovation:** This support involves giving incubated students easier access to startup

financing. It also includes organizing national events like the Algeria Startup Challenge and university innovation competitions.

Algeria is creating a comprehensive future framework, including legal definitions for incubators, performance metrics, and a financing roadmap involving venture capital and tax exemption. This aims to enable youth to diversify the economy away from hydrocarbons and establish the "Startups City" to position Algeria as an African innovation hub.

3. The Role of University Business Incubators in Supporting Innovation and Startup Projects:

The university environment is crucial for stimulating innovation, acting as a fertile ground for education and creative ideas. University Business Incubators are thus vital tools, enabling students and researchers to transform their concepts into successful projects that accelerate the economy.

3.1. Services Provided to Startup Project Owners by University Business Incubators:

The incubator provides investment and operational opportunities for its final outcomes by embracing creative and innovative students and transforming their ideas and projects from mere theoretical concepts into practical production, through the provision of a set of support and guidance services necessary to obtain a product that creates added value in the market. This is achieved through: (Bouadla, 2022, page 07):

- **Consultancy Services** :These include preparing economic feasibility studies and providing legal and marketing consultations, alongside consultations on Total Quality Management, as well as the technical, administrative, accounting, and financial management of projects. Incubators also offer specialized advice in the field of intellectual property protection.
- **Administrative Services** :These involve training administrative cadres to perform various administrative tasks and providing the necessary computer and technical services to efficiently manage the projects.
- **Human Resource Development Services** : These are realized through the preparation and training of the human resources working within the research projects across various specializations, linking

them to the labor market and the incubator, and enhancing their skills in cooperation with various development entities.

- **Financing Services:** This is achieved by acting as an intermediary and providing guidance toward funding institutions, government programs, and various sources of financial support that help projects launch and sustain operation.

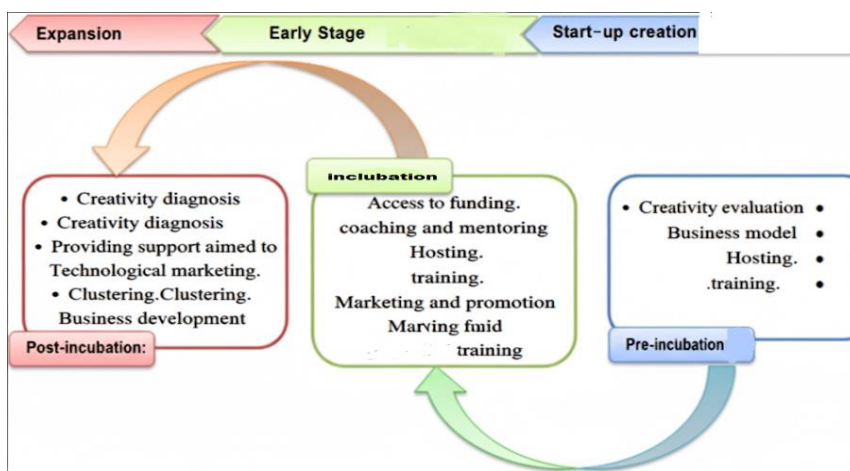
- **General Services :** These encompass providing security, training venues, and other services that support the work environment.

- **Follow-up and Personal Support Services :** These consist of providing continuous guidance, advice, and counseling to project owners. (Ben Aitiya and Miyah, 2022)

3.2. Stages of Incubating Startups by University Business Incubators:

The incubator is considered one of the most effective systems recently invented to support scientific research. It works to host and nurture the owners of creative projects within a specific spatial scope, according to advanced foundations and standards, through a set of stages, which are illustrated in the following figure:

Fig. 04: Stages of Incubating Startups by University Business Incubators



Source: (Boualshour, 2018, p. 425).

And these three stages of the incubation process can be explained as follows:

Table .02: Stages of Startups Incubation by University Business Incubators

Stage	Primary Objective	Activities and Services	ExpectedOutcomes
Pre-Incubation Stage	Converting the preliminary idea into a project capable of realization	- Formulating the idea into a preliminary business plan - Market and competition studies - Training workshops in entrepreneurship and fundamental skills - Qualification of students/researchers	An innovative project with a preliminary plan, ready to enter the incubation program
Incubation Stage	Providing an integrated environment to support and develop the project	- Shared workspaces and equipment - Technical support (prototypes, technical consultations) - Legal and administrative guidance (company establishment, intellectual property protection) - Linkage to funding (investors, funds, loans) - Advanced training and workshops - Mentoring - Networking	A legally established and administratively organized startup enterprise, with a product/service ready for commercialization
Post-	Supporting expansion and self-reliance in	- Evaluating project readiness using specific performance	An independent and sustainable startup company, contributing to

Incubation Stage	the market	indicators - Facilitating market entry and building a network of customers and partners - Continuous follow-up and consultation when needed - Evaluating the economic and social impact of the company	wealth creation and employment opportunities
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Source: prepared by the researchers based on World Business Incubation.

4. Model of the Business Incubator at Khenchela University:

Khenchela University is one of the incubators affiliated with the higher education sector at the national level. It works to realize the intellectual projects and scientific research conducted by students, aiming to apply them on the ground and transform them into enterprises that contribute to the national economy.

4.1. Definition of the Business Incubator at Khenchela University:

The Business Incubator at Abbas Laghrour University (established Feb. 22, 2022) offers a favorable environment and comprehensive program to support students and innovators. Its goal is to use integrated support (administrative, technical, and expert networking) to transform innovative ideas into dynamic and viable startup companies.

The Incubator provides end-to-end support, accompanying students from the initial idea phase through establishment and graduation. It connects them with investors and partners, organizes training under decrees like No. 1275, and evaluates projects until they reach the market.

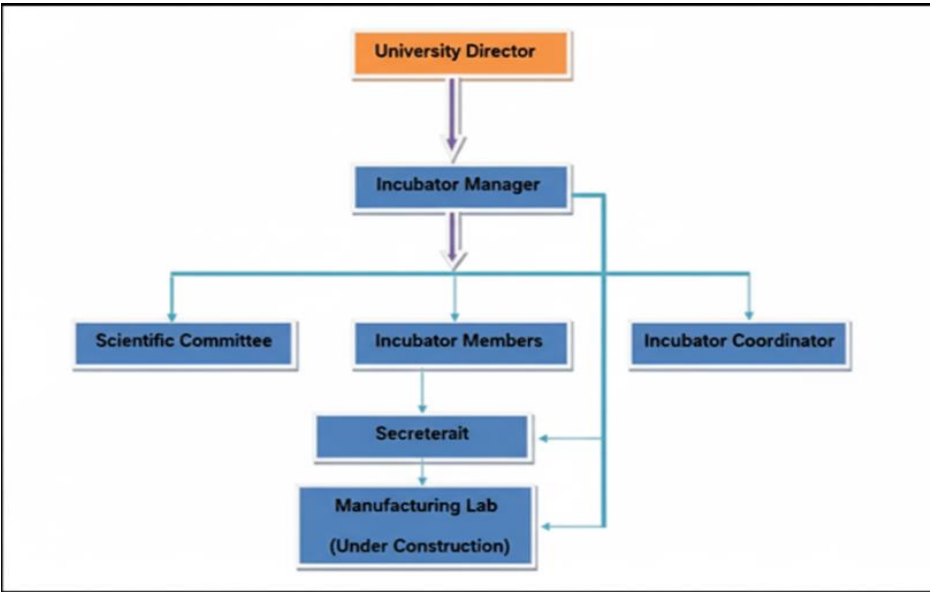
The Incubator's communication and media efforts, including seminars and field trips, effectively increase project success rates. Most projects focus on the industrial, food processing, and service

sectors, reflecting Khenchela's agricultural economy and the low entry cost of the service sector.

4.2. Organizational Structure of the Khenchela University Business Incubator

The Incubator is an integral part of the Joint Services of the Ministry of Higher Education and Scientific Research. The organizational structure of the Incubator consists of several levels, which are illustrated in the following figure:

Fig. 05: The Organizational Chart of the Khenchela University Incubator



Source: Prepared by the researchers based on information about the Khenchela University Business Incubator.

It is evident from the figure above that the Incubator's organizational structure consists of:

- **University Director:** The University operates under the direct supervision of the University Director.
- **Incubator Director:** The Director manages the various activities of the Incubator in coordination with the aforementioned bodies.
- **Incubator Departments:** These include the Incubator Coordinator Section, Incubator Members, and the Scientific Committee, in

addition to the Secretariat and the Manufacturing Laboratory, which is under construction.

4.2. Programs of the Khenchela University Business Incubator

The Incubator supports innovation and innovative projects by accompanying students and researchers to transform their ideas into successful projects on the ground. To achieve this, the Incubator has established a set of programs in accordance with the ministerial calendar, including:

- a) Pre-Incubation Program:**
- b) Incubation Program:**
- c) Post-Incubation Program:**
- d) Patents Program:**
- e) "Label" Mark Program:**
- f) Startup Enterprise Graduation Certificate Program:**

The University Business Incubator of Khenchelais considered a pioneer in implementing the substance and content of Decree 1275, by executing all of its main axes. This decree played an important role in increasing the number of innovative projects and startups within the Incubator, as the following table illustrates:

Table.3:Key Performance Indicators (KPIs) of University Incubator Activities (2022-2025)

Year	Patent Filings Submitted to INAPI	Number of Graduated Startups	Number of Innovative Projects Granted the "Label" Mark	"Label" Business Incubator
2022-2023	22	15	03	00
2023-2024	24	30	05	01
2024-2025	25	30	04	01
Total	71	75	12	02

Source: Prepared by the researchers based on reports from the Khenchela University Business Incubator.

The University Business Incubator of Khenchelais considered one of the incubators that has achieved significant progress in the field of supporting and accompanying small enterprises and holders of startup projects at the national level. It began its activity at the

start of the year 2022, and this period has provided it with experience, making it a destination for students and researchers with innovative ideas and creative projects.

From the preceding table, we deduce the following:

- There has been a continuous increase in the number of patent applications filed with the INAPI (National Institute of Industrial Property) over the three years.
- The number of graduated startups experienced a significant leap in the year 2023-2024 and stabilized at 30 in the year 2024-2025.
- The number of innovative projects awarded the "Label" is 12 over the three years, with the emergence of projects linked to the incubator itself starting in 2023-2024
- It has registered (71) patent filings submitted to INAPI.
- The Incubator hosts over (105) startups, of which (50) enterprises have graduated.
- It has acquired (4) Innovative Projects granted the "Label" Mark.

The Khenchela Incubator is also considered one of the first University Business Incubators nationally to obtain the "Label" mark as a Business Incubator in the year (2023-2024), owing to the activities and services it provides to innovative students, as well as its efforts to valorize scientific research outcomes and business development.

4.4. Evaluating the Results of Khenchela University in Accompanying Startup Projects under Decree 1275:

The Incubator represents fertile ground for hosting distinguished students and researchers, supporting their ideas and projects, and unleashing their potential, creativity, and innovations, especially after the implementation of the mechanisms of Ministerial Decree 1275, dated 2022.

This decree introduces a new approach to the university degree, through which the university student becomes a job creator and the university acts as their mentor. Moreover, this decree represents an opportunity to shift the role of the Algerian university from a purely academic one to a locomotive for economic and social development.

The following table illustrates the statistics on the implementation of this decree at the faculties of Khenchela University:

Table. 04: Statistics on the Implementation of Decree 1275 across Khenchela University Faculties

Faculty	Number of Projects Registered under Decree 1275	Number of Students Registered under Decree 1275	Number of Projects Discussed under Decree 1275	Number of Students Who Discussed Their Projects under Decree 1275
Faculty of Economics, Commercial Sciences and Management Sciences	14	33	8	18
Faculty of Humanities and Social Sciences	01	01	01	01
Faculty of Sciences and Technology	12	29	09	19
Faculty of Law and Political Sciences	7	14	08	09
Faculty of Natural Sciences and Life	11	27	08	27
Faculty of Arts and Languages	02	02	02	02
Mixed Faculties	03	12	03	08
Total	50	118	37	84

Source: Prepared by the researchers based on reports from the Khenchela University Business Incubator.

The table shows that all Abbas Laghrour University faculties participated actively in registering and incubating projects under Decree 1275. The high volume from Economics, Sciences, and Technology faculties highlights the University's successful policy of encouraging entrepreneurship across diverse disciplines.

Conclusion:

University Business Incubators have evolved into a self-contained operational system with its own legal structure, working to provide a set of facilities, mechanisms, programs, activities, and consulting services. These resources are offered by the university for the benefit of small investors, enterprises, project owners, and students to exercise their creativity and innovations, establish their small and startup projects, and learn how to manage, develop, and grow them. The core objective is to give them

an initial impetus that enables them to overcome the burdens of the launch phase and the risks associated with the subsequent stages of the enterprise's activity.

Furthermore, they aim to find solutions to the technical, financial, administrative, and legal problems faced by students in realizing their projects, while providing a network of relationships both inside and outside the university until the enterprise reaches a stage of maturity and stability.

Study Results

Based on the foregoing presentation, the following results can be summarized:

- The University Incubator constitutes an opportunity for students to present their ideas and convert them into startup enterprise projects through the innovation management process, thus serving as a vital link between the university sector and the country's economic and social environment.
- The Incubator provides a range of services, including training programs, workshops, and events, which foster the spirit of innovation and entrepreneurship. It contributes to developing the necessary skills for entrepreneurship, in addition to enhancing research, development, and innovation in universities, thereby boosting the country's competitiveness and economic progress.
- The University Incubator supports and motivates students to realize their projects and offer practical solutions through their academic research. It promotes the spirit of entrepreneurship in rising generations, develops their awareness and thought process, and establishes a culture of leadership and excellence. It also encourages students and grants them confidence and security in a positive environment that stimulates creativity, innovation, entrepreneurship, and invention.
- The Khenchela University Incubator contributes to converting students' classic graduation theses into startup enterprise graduation theses and patent filings, thereby directing all of the student's mental effort towards innovation and creating a market-oriented startup or micro-enterprise, thus contributing to the Gross Domestic Product (GDP) and generating added value for both the economy and the nation.

- The University Incubator provides graduating students with innovative employment opportunities, which contributes to reducing the phenomenon of university graduate unemployment and enhances the chances of success for project owners.

Suggestions:

For University Business Incubators to successfully achieve their desired objectives, we deemed it necessary to put forward the following suggestions:

- Necessity of analyzing the performance of Algerian business incubators to identify their weaknesses and strengths along their operational path, along with proposing alternatives for improvement in light of other international experiences.
- Encouraging the establishment of partnerships between different types of incubators in order to enhance the dynamism of entrepreneurship.
- Necessity of benefitting from successful experiences in the field of business incubators.

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