

Business incubators and their role in fostering an entrepreneurial culture among university students "Al Wadi Business Incubator as a model"

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Abstrac : This research paper aims to know business incubators and their role in consolidating the entrepreneurial culture among university students, since the latter is a basic pillar in society and to help students find job opportunities Business incubators have several goals and tasks to spread an entrepreneurial culture and create small and medium projects and enterprises The nature of business incubators and entrepreneurial culture, considering business incubators among the institutions that contribute to the consolidation of the entrepreneurial culture, whether among students or youth he university's business incubator will be introduced, along with its most important tasks and the reason why the business incubator exists

Keywords : business incubators; Entrepreneurial culture; University students ; Al Wadi University Business Incubator

Introduction

1 Introduction:

Entrepreneurship has become one of the most important mechanisms adopted by countries to achieve economic and social development, especially in light of rising unemployment rates and the need to diversify the economy. Among the most significant means supporting the success of emerging projects are business incubators, which accompany project owners and innovators and provide a suitable environment to transform their ideas into successful enterprises.

In Algeria, business incubators have emerged as a modern mechanism to support university youth and project holders. Among these is the Business Incubator in El Oued Province, which has contributed to spreading entrepreneurial culture and encouraging innovation and self-employment.

Business incubators are considered among the most important pillars and supports that accompany and strengthen entrepreneurial projects within society, particularly as they target young people in general and university students in particular, since this social group constitutes the foundation of society. Therefore, business incubators seek to consolidate entrepreneurial culture among youth. Entrepreneurial culture instills ideas among young people regarding the implementation of entrepreneurial projects, the generation of new creative ideas, the creation of jobs and employment opportunities, and the development of ideas based on diligence, initiative, and innovation.

What is the concept of entrepreneurial culture ? What is its importance in developing entrepreneurial thinking among youth ?

What is the concept of business incubators ? What are their most prominent functions and categories ? How do business incubators contribute to developing and consolidating entrepreneurial culture among youth in general and Algerian youth in particular ?

Business Incubators : Their Nature, Importance, Types, Objectives, and Tasks

Business incubators are currently regarded as institutions that support the establishment of companies and private enterprises, as they provide opportunities to educate and guide youth toward developing innovative businesses and securing capital necessary for project success, while fostering entrepreneurial values such as initiative and risk-taking. Accordingly, this section presents the most important aspects related to business incubators as follows :

1.2 The Nature of Business Incubators

The concept of an incubator originates from the medical incubator in which premature newborns are placed to help them grow and develop until they become capable of natural growth and adaptation to their environment. This concept similarly applies to emerging enterprises during their early stages; they require care and incubation until they become capable of independent growth and adaptation to their external environment. Many

enterprises lack the essential requirements for growth at their beginnings and therefore need mechanisms that support them in this process

A business incubator is an integrated package of services, facilities, support mechanisms, and consultancy provided for a specified period by an established institution possessing expertise and networks to entrepreneurs wishing to establish small enterprises, with the aim of reducing the burdens associated with the start-up phase

It is also defined as a designated place that hosts new projects until they reach maturity and stability This environment provides all forms of services required for the establishment and development of small enterprises, including :

- **Administrative services** : company establishment procedures, accounting services, invoicing, and equipment leasing
- **Secretarial services** : word processing, document copying, reception, file management, fax and internet services, and organizing correspondence and telephone communications
- **Specialized services** : product development consultancy, packaging, pricing, product management, and marketing services
- **General services** : security, training spaces, computer equipment, and libraries
- **Follow-up and personal services** : direct and rapid advice and assistance

Business incubators are likewise described as an integrated set of services, facilities, supporting mechanisms, and consultancy offered by an institution possessing legal status, necessary expertise, and communication capabilities essential for accomplishing its tasks These services are directed toward talented individuals wishing to establish their small enterprises in order to alleviate the challenges of the start-up phase

From these definitions, it becomes clear that business incubators constitute a fundamental mechanism for supporting entrepreneurs and start-up projects, as they provide an integrated environment that helps develop ideas and transform them into successful and sustainable projects They also contribute to reducing the risks of failure through training, consultancy, and financing, in addition to their important role in enhancing innovation, achieving economic development, and creating employment opportunities Therefore, business incubators have become a significant component in supporting the economy and promoting entrepreneurial culture

2.2 Importance and Objectives of Business Incubators

The objectives of business incubators can be summarized as follows :

- Creating new projects and assisting in the expansion of existing ones
- Helping innovators transform their ideas into prototypes, local products, or marketable processes
- Increasing the chances of success for new projects
- Providing society with strong projects capable of continuity and future development

- Linking small industries with one another to achieve industrial integration
- Offering assistance and consultancy in various organizational, administrative, and service-related fields during the stages of establishment and growth, with the aim of ensuring project continuity and sustainability
- Supporting scientific initiatives and start-up projects that lack the necessary requirements for effective launch and production

The importance of business incubators is reflected in the following aspects :

- Assisting in the establishment of productive and service-oriented projects that provide services to society
- Creating a suitable environment and providing the necessary resources that facilitate project establishment
- Connecting new projects to the market and creating links between these projects and already existing enterprises
- Linking incubated projects within the incubator to benefit from each other's experiences and weaknesses and learn how to overcome challenges, while simultaneously achieving social goals related to human resource development
- Encouraging economically viable investments that support economic growth and development
- Contributing to the utilization of scientific research results, innovations, and creativity and transforming them into productive projects

It becomes evident from the objectives and importance of business incubators that they play a central role in supporting emerging projects and developing entrepreneurs' capacities by providing a suitable environment and the essential services required for success and sustainability. They also contribute to enhancing innovation, creating employment opportunities, and stimulating economic activity, making them an effective tool for achieving economic and social development and encouraging a culture of entrepreneurship and creativity.

3.2 Types and Categories of Business Incubators

Business incubators, regardless of their types and specializations, work toward creating a successful mental image for emerging project owners by providing the support necessary to increase the success rate of affiliated projects and overcome challenges that may lead to failure or inability to meet obligations. The main types of incubators include :

A General Non-Technological Business Incubators

These incubators deal with small projects of diverse specializations across productive, industrial, and service sectors without imposing a specific technological level. They focus primarily on attracting agricultural projects, light engineering industries, and highly skilled craft industries aimed mainly at regional markets.

B Technological Business Incubators

These incubators represent scientific and technological support units established within universities and research centers. Their objective is to benefit from scientific research and technological innovations and transform them into successful projects. They operate through workshops, research equipment, faculty members, researchers, and experts in their respective fields.

By supporting this new form of technological and economic partnership, the role played by research institutes and universities in modern economic processes can be redefined, particularly in producing and marketing advanced technologies.

C Local Economic Development Incubators

These incubators are generally established through local public initiatives and rely largely on local public funding. Their principal objective is to stimulate and develop local economic activity by facilitating enterprise creation and generating employment opportunities. They are nonprofit in nature and primarily focus on receiving foreign enterprises, helping them adapt and stabilize, and linking them with local partners.

D International Business Incubators

These incubators emphasize international, financial, and technological cooperation to facilitate the entry of foreign companies into domestic markets while simultaneously supporting and preparing national companies for expansion into foreign markets.

E Open Incubators or Incubators Without Walls

These incubators are designed to develop and improve already existing projects and industries. They are established within industrial clusters and operate as integrated service centers supporting surrounding enterprises. They perform all the functions of traditional incubators by acting as intermediaries between projects and research centers, universities, and laboratories while providing marketing, administrative, and consultancy support.

F Industrial Incubators

Industrial incubators are a modern technique for supporting and encouraging small and medium-sized industries during establishment, launch, and operational phases. They are established within industrial zones to meet needs related to supporting industries and auxiliary services.

These incubators facilitate the exchange of knowledge and technical support between large factories and affiliated small enterprises. They also provide services to individuals possessing entrepreneurial talent and wishing to establish small projects while reducing the burdens of the start-up phase.

G Large Enterprise Incubators

These are established by large corporations as part of their general strategies and innovative policies. They may take several forms, including strategic alliances and venture capital initiatives designed to support external incubators.

H Independent Incubators

Independent incubators are established by private investors and operate for profit. They are managed by individuals possessing expertise in business and capital who utilize their experience, relationships, and time to assist newcomers in the business world. They may be created individually or collectively and can be either formal or informal.

In addition to the above-mentioned incubators, several modern forms have emerged depending on societal and environmental conditions, including :

- Specialized incubators
- Regional incubators
- Single-sector incubators
- Research incubators

Business incubators constitute an essential tool for supporting entrepreneurs and transforming ideas into successful ventures. Their forms vary according to project nature and intended objectives. Some incubators are governmental and aim at economic development, while others are university-based and support innovation and scientific research. There are also private, technological, industrial, and social incubators serving diverse sectors.

Moreover, virtual incubators and accelerators have emerged to keep pace with digital transformation and accelerate the growth of start-ups. Thus, the diversity of business incubators reflects the importance of providing varied support environments that enable projects to survive, grow, and compete in the market.

4.2 Success Factors of Business Incubators

A number of factors and determinants must be considered to ensure the success of business incubators and support the continuity of their activities and operational mechanisms, enabling them to play the role of genuine facilitators for small and medium-sized enterprises. The most important factors include :

- **Providing an appropriate work environment** that helps small and medium-sized enterprises develop and grow, especially since these enterprises often remain within the incubator for extended periods during which they acquire expertise and information that prepare them to compete in the market independently.
- **Defining the primary objective** pursued by the incubator, whether profit generation or community service through supporting and developing new projects aimed at creating employment opportunities and reducing unemployment.
- **Determining the conditions and standards** that projects must meet to be hosted by the incubator and identifying their specific types. This helps incubators provide suitable services that contribute to achieving their objectives.
- **Ensuring collaboration between state institutions and private-sector organizations**, since the required moral and financial support becomes easier and more effective through partnership.

- **Promoting a culture of work and entrepreneurship**, as the development of small enterprises can flourish only within a society characterized by initiative, leadership, and appreciation for self-employment
- **Establishing clear criteria for selecting incubated enterprises**, taking into account local conditions, economic feasibility, future expansion potential, increased local added value, improved export capabilities, and environmental considerations

In conclusion, the success of business incubators does not depend solely on providing workspace. Rather, it is linked to an integrated system that includes efficient management, mentoring, guidance, financing, relationship-building, and partnerships, in addition to creating an environment that encourages innovation and creativity. The more effectively incubators meet entrepreneurs' needs and accompany them throughout different stages of project development, the greater the likelihood of start-up success and sustainability. Therefore, business incubators represent an important instrument for supporting the economy, encouraging youth initiatives, and transforming innovative ideas into successful development-oriented projects.

3. The Role of Business Incubators in Consolidating Entrepreneurial Culture

Entrepreneurial culture is among the concepts closely associated with entrepreneurship, as it develops through the embodiment of ideas about entrepreneurship within social institutions and other societal frameworks. This section addresses several key points :

- Definition of entrepreneurial culture
- Importance and components of entrepreneurial culture
- Characteristics of entrepreneurial culture
- The role of business incubators in consolidating entrepreneurial culture

3.1 Definition of Entrepreneurial Culture

Before defining entrepreneurial culture, it is necessary to define the concept of culture itself. According to Taylor, culture is the complex whole that includes knowledge, beliefs, morals, traditions, customs, and all capabilities and habits acquired by individuals as members of society.

Following the definition of culture as a concept, entrepreneurial culture may be defined as a set of values, symbols, ideals, beliefs, and assumptions that shape perception, evaluation, and behavior and facilitate interaction with various phenomena and changes. It represents the spirit of entrepreneurship and the principal driving force behind its establishment.

Entrepreneurial culture determines individuals' attitudes toward entrepreneurial initiatives. Cultural values influence the degree to which society accepts behaviors such as risk tolerance and future-oriented thinking. Cultures that value and encourage such behaviors contribute to promoting the emergence of radical innovations within society.

To better understand entrepreneurial culture, it is important to distinguish between its different forms, which scholars classify differently. Some differentiate between **soft entrepreneurial culture** and **rigid entrepreneurial culture**, while others classify it into **individual entrepreneurial culture** and **organizational entrepreneurial culture**.

Entrepreneurial culture within university institutions is measured through three main approaches:

- **Personal culture approach**
- **Organizational culture approach**
- **Societal culture approach**

The First Approach: Individual Culture of the Student

This refers to the set of personal characteristics and predispositions such as self-confidence, physical and intellectual capabilities, resilience to pressure, motivation for achievement, authority, independence, challenge, courage, and behaviors such as risk-taking, acceptance of failure, adaptability to change, and competitiveness.

The Second Approach: Organizational Culture

This culture is acquired by the student from the organization—namely, the university—to which they belong and which seeks to disseminate entrepreneurial values among students. This is achieved through entrepreneurial education, whether academic through entrepreneurship courses offered across disciplines or non-academic through seminars and awareness days organized by entrepreneurship houses and university centers such as university-business linkage centers, innovation support centers, career centers, and university business incubators.

The Third Approach: Societal Culture

This refers to the prevailing culture of the society to which the student belongs. It is considered influential in encouraging entrepreneurial orientation due to its complex structure and the influence of customs and traditions regarding business creation. Rural societies, for example, practice agriculture, trade, traditional industries, and family entrepreneurship, which are often passed from one generation to another.

In conclusion, despite differences in definitions, entrepreneurial culture consistently refers to a mode of thinking and behavior based on initiative, creativity, opportunity exploitation, and risk-taking aimed at establishing projects and generating economic and social value.

It is not limited merely to financial aspects or business creation but also encompasses the development of skills and capacities that enable individuals to innovate, make decisions, and function effectively within society. Therefore, entrepreneurial culture constitutes a fundamental factor in economic development, promoting initiative, and achieving sustainable development.

3.2 Importance and Components of Entrepreneurial Culture

The importance of entrepreneurial culture can be summarized in the following points :

- Developing a sense of identity and self-worth among young people
- Contributing to reducing unemployment rates
- Building a spirit of responsibility and independence among youth
- Teaching young people the spirit of initiative
- Providing a reference framework that helps in understanding entrepreneurial orientations and activities and supports decision-making regarding engagement in entrepreneurship

There are four principal environments in which entrepreneurial culture can be consolidated : the family, the school, the social environment, and religion, which can be explained as follows :

The Social Environment

The social environment constitutes an important factor in encouraging project creation due to its complex and rich composition. It significantly influences entrepreneurial orientation and individuals' willingness to establish businesses.

The Family

The family plays a major role in developing entrepreneurial abilities among children and encouraging them to adopt entrepreneurship as a future career path, especially when family members themselves own projects or businesses. This influence appears through encouraging children from an early age to engage in certain activities and assume simple responsibilities.

The family therefore plays a crucial role in fostering entrepreneurial capabilities. When parents encourage children to develop their skills and take responsibility from an early age, this strengthens their spirit of initiative and increases the likelihood that they will establish their own enterprises in the future. Parents who own businesses often have a direct influence on their children by motivating them to participate in entrepreneurial or commercial activities.

School and University

Schools are not isolated from the socio-economic dynamics of society. In addition to their traditional educational and pedagogical functions, they contribute to creating entrepreneurial culture among youth and transmitting knowledge to society for wealth creation within an entrepreneurial educational perspective.

Universities, in particular, play an essential role in promoting entrepreneurial thinking through education, training, and awareness activities that encourage students to develop entrepreneurial skills and transform ideas into projects.

Religion

Islam, like other religions, is considered one of the social institutions from which individuals derive values and norms. Values such as work ethic, excellence in work, and

self-reliance in earning a livelihood are common to divine religions. Consequently, religion and the values it conveys constitute important foundations of entrepreneurial action.

Religion encourages work and diligence while reinforcing the value of self-reliance. It urges individuals to seek livelihood through honest work and perseverance. These religious principles contribute to establishing entrepreneurship as a respected and valued social principle, encouraging individuals to establish their own projects.

Customs and Traditions

Customs and traditions significantly influence orientation toward enterprise creation. In rural and nomadic societies, agriculture and livestock breeding are commonly practiced alongside family members, while traditional industries and commercial activities are inherited across generations.

Such customs create environments conducive to entrepreneurial development, as professional activities and business practices are transmitted through family and community traditions.

In conclusion, entrepreneurial culture constitutes a fundamental element in building a strong economy and an advanced society because it encourages initiative, creativity, and job creation rather than merely waiting for employment opportunities. Its importance lies in developing responsibility and independence among individuals and supporting innovation by transforming ideas into real projects contributing to economic and social development.

The components of entrepreneurial culture include several essential elements, notably knowledge and quality education, creativity and initiative, risk tolerance, sound planning, financial and institutional support, and social encouragement. The integration of these components ensures the success and sustainability of entrepreneurial projects.

3.3 Characteristics of Entrepreneurial Culture

Among the most prominent characteristics of entrepreneurial culture that should be present in every entrepreneur are the following:

Valuing Business Activities

Entrepreneurs should assign value to various profit-oriented activities consistent with the values of the society in which they operate. Such harmony ensures that entrepreneurial work becomes socially accepted and desirable.

Initiative

The entrepreneur should serve as a source of inspiration for others, encouraging action, experimentation, and exploration of new opportunities while making optimal use of available possibilities.

Perseverance and Determination

Studies have demonstrated that entrepreneurs are individuals who devote significant amounts of time and energy to accomplishing their personal projects and realizing their ambitions.

Balance Between Security and Risk

Establishing an enterprise or project inherently involves a degree of risk arising from incomplete information and uncertainty. Successful entrepreneurs engage in projects whose risks are calculated and acceptable rather than reckless.

Driving Change

The entrepreneur acts as an agent of change. Through creative ideas, innovative products, and new services, entrepreneurs contribute to transforming societal behaviors and lifestyles.

Entrepreneurial culture demonstrates several fundamental characteristics that make it a key element in stimulating economic and social development. It is grounded in a spirit of initiative that motivates individuals to transform ideas into tangible projects and relies on creativity and innovation to develop competitive solutions and opportunities.

Moreover, entrepreneurial culture involves risk-taking accompanied by the ability to adapt to economic and technological changes. It is also based on independence in decision-making and possession of a clear future vision, alongside perseverance and determination in confronting difficulties.

Additionally, entrepreneurial culture promotes values of cooperation, networking, and effective use of available opportunities.

Overall, entrepreneurial culture is not merely an economic skill but rather a mindset and behavioral orientation contributing to wealth creation, employment generation, and sustainable development.

4. El Oued University Business Incubator

4.1 Introduction to El Oued University Business Incubator

The **University Business Incubator of El Oued University** was established pursuant to **Joint Ministerial Circular No 118**, issued on **20 October 2020** by the Ministry of Higher Education and Scientific Research and the Ministry of Finance. It is managed by **Professor Mohamed Fouad Farhat**, appointed under Decision No **2021/06** dated **04 April 2021**, issued by the University Rector.

The incubator obtained the **“Business Incubator” certification label** from the National Committee responsible for granting the labels **“Start-up,” “Innovative Project,” and “Business Incubator,”** operating under the Ministry of Knowledge Economy, Start-ups, and Micro-enterprises. This certification is valid for **five years, renewable**, under label number **3006223042**, issued on **06 July 2022**.

The incubator is supervised by a scientific committee appointed pursuant to Decision No **2022/001** dated **07 December 2022**, concerning the establishment of the Scientific Committee for the Business Incubator.

As an institution affiliated with the **Higher Education and Scientific Research sector**, the El Oued University Business Incubator is dedicated to supporting entrepreneurs with university competencies, particularly **students and researchers** capable of employing modern technological tools to develop **innovative start-up projects (STARTUPS)**.

These projects may involve:

- Services
- Products
- Business models
- Inventions

within sectors such as:

- Technology
- Artificial Intelligence
- Industry and Commerce
- Pharmacy and Medicine
- Healthcare
- Telecommunications
- Information Technology
- Energy and Renewable Energy
- Recycling and Environmental Technologies

as well as any technological initiative aimed at exploiting available resources to support the continuity, growth, and competitiveness of start-ups, enabling them to become successful enterprises and engines of economic development consistent with the principles of **sustainable development**

Incubator Motto

“You Have the Idea, and We Provide the Support and Guidance”

Main Missions of the Incubator

The primary missions of the incubator include:

1. Training and Coaching Services

The incubator provides **training, coaching, and consultancy services** for project holders and innovators to help refine and structure their ideas into practical and implementable projects while assisting in the commercialization of entrepreneurial concepts

2. Supporting Creativity and Innovation

It promotes creativity and innovation by offering:

- Professional mentoring
- Technical and administrative expertise
- Equipment and infrastructure
- Economic feasibility studies
- Technical and managerial consultancy

With the objective of developing economically viable, technologically advanced, and innovative projects

The incubator also signs **partnership agreements** with supporting institutions to facilitate communication between entrepreneurs and funding or support organizations and ensure that start-ups receive appropriate assistance

3 Participation in Competitions

The incubator nominates hosted projects to participate in :

- Local competitions
- Regional competitions
- National competitions
- International competitions

Thereby increasing project visibility and competitiveness

4 Financial Support

The incubator contributes to providing **financial assistance** to innovators and project holders to support the practical implementation of entrepreneurial initiatives

5 Mediation and Networking

It seeks to mediate between innovators and **economic and social partners** to transform ideas into practical field solutions and investment projects

6 Removing Obstacles

The incubator works to facilitate procedures and overcome obstacles that project holders may encounter during the various stages of establishing and developing start-ups

Why Was the El Oued University Business Incubator Established ?

The establishment of the El Oued Business Incubator reflects the growing recognition of the strategic role played by incubators in supporting innovation and entrepreneurial activity within the region The incubator serves as one of the major support structures dedicated to accompanying university youth and investors possessing innovative ideas

Its contribution can be summarized as follows :

1 Encouraging Students to Establish Start-ups

The incubator promotes entrepreneurial engagement among students through :

- Organizing innovation and patent competitions
- Supporting graduation projects with economic and entrepreneurial dimensions
- Encouraging the creation of micro-enterprises and start-ups

This orientation reflects the university's evolving mission from a traditional educational institution toward an active contributor to economic development and innovation

2 Providing Training and Entrepreneurial Guidance

The incubator offers specialized training programs in areas such as :

- Business model development
- Digital marketing
- Human resource management
- Project pitching and presentation techniques

These programs strengthen students' entrepreneurial capabilities and equip them with practical competencies necessary for launching and managing successful ventures

3 Supporting Innovative Projects

The incubator has hosted and supported start-up projects in several strategic sectors, including :

- Technology
- Desert agriculture
- Traditional industries
- Digital services

This diversity demonstrates the incubator's responsiveness to local economic potential and regional development priorities

4 Strengthening University–Economy Linkages

One of the incubator's most significant achievements lies in reinforcing connections between the university and its economic environment Through this linkage, scientific research and academic projects can be transformed into practical investment initiatives with tangible socio-economic impact

This reflects the contemporary vision of the university as not merely a center of knowledge transmission but also a generator of innovation and entrepreneurship

5 The Role of Business Incubators in Consolidating Entrepreneurial Culture

Business incubators constitute one of the most effective mechanisms for promoting entrepreneurship and disseminating entrepreneurial culture among students, academics, and university graduates Their role extends beyond merely supporting projects ; they actively cultivate entrepreneurial values and behaviors that encourage initiative and innovation

Incubators function as instruments for creating new enterprises and differ in form according to social and environmental conditions Nevertheless, they share a common objective : **promoting a culture of entrepreneurship and appreciation for productive work**

The development and prosperity of small enterprises can only occur within societies characterized by :

- Initiative
- Perseverance
- Leadership
- Innovation
- Openness to change

These values collectively form the foundation of entrepreneurial culture and encourage individuals to improve their socio-economic conditions through entrepreneurial action

University business incubators, in particular, play a highly influential role in disseminating entrepreneurial culture and motivating students toward entrepreneurial engagement aimed at innovation and creativity while pursuing both personal success and sustainable societal development

Entrepreneurial culture cannot be separated from the broader culture and specificity of society. Social and cultural environments frequently determine entrepreneurial orientation and influence individuals' willingness to establish enterprises.

In this context, the **El Oued University Business Incubator** represents a practical institutional model contributing—often indirectly—to spreading entrepreneurial awareness. This occurs through graduating competent students capable of launching successful projects, micro-enterprises, and innovative start-ups.

As these successful experiences become visible within society, entrepreneurial culture spreads organically and aligns with prevailing social values and local realities.

Moreover, the incubator promotes entrepreneurial learning through :

- Training seminars
- Awareness programs
- Workshops
- Academic and practical mentoring

Aimed at producing successful entrepreneurs whose activities are socially valued and economically productive.

Entrepreneurial culture materializes through entrepreneurial practices and human capacities such as :

- Creativity
- Innovation
- Renewal
- Risk-taking
- Initiative

The entrepreneur possesses distinctive personal qualities that differentiate them from others. **Initiative**, for example, acts as a motivating force driving experimentation and exploitation of new opportunities.

Likewise, **perseverance and determination** motivate entrepreneurs to devote time and effort to realizing their projects and transforming ideas into reality.

Finally, **risk-taking and calculated adventure** represent integral components of entrepreneurial action, as entrepreneurs continuously test ideas and ventures while anticipating outcomes.

Through these entrepreneurial practices and behavioral patterns, society gradually develops a broader entrepreneurial consciousness and a culture that values innovation, self-reliance, and enterprise creation.

6. Proposals to Strengthen the Role of Business Incubators

The effectiveness and impact of business incubators may be further enhanced through the implementation of several strategic measures, including :

1 Increasing Governmental and Financial Support

Providing greater governmental backing and sustainable financial resources is essential for strengthening incubators' operational capacities and enabling them to deliver diversified and high-quality services to entrepreneurs and start-ups

2 Mainstreaming Entrepreneurial Culture within Universities

Entrepreneurial culture should be integrated more systematically into university environments through academic curricula, awareness initiatives, and practical training programs. This process should be accompanied by the establishment of stronger partnerships between universities and socio-economic institutions.

3 Strengthening Partnerships with Economic Institutions

Closer cooperation with economic actors and private-sector organizations can provide entrepreneurs with broader opportunities for networking, investment, mentorship, and market access.

4 Providing Specialized Training and Post-Incubation Follow-up

Business incubators should develop specialized training programs tailored to the needs of entrepreneurs and ensure follow-up support after project graduation from the incubator, thereby improving sustainability and reducing failure rates.

5 Digitalization of Incubator Services and Support for Innovation

The digital transformation of incubator services and simplification of administrative procedures can significantly enhance efficiency and accessibility while encouraging innovation and technological entrepreneurship.

6 Developing Training and Qualification Programs

Continuous improvement of training and professional qualification programs, coupled with the creation of stimulating work environments, contributes to strengthening entrepreneurial competencies and encouraging creativity.

7 Providing Guidance and Entrepreneurial Orientation

Mentorship and guidance remain crucial elements in entrepreneurial development. Business incubators should therefore continue promoting entrepreneurial awareness and cultivating a mindset favorable to entrepreneurship and self-employment.

8 Facilitating Access to Funding and Marketing Incubated Projects

Access to finance remains one of the most significant challenges facing entrepreneurs. Consequently, incubators should facilitate funding opportunities and support the promotion and commercialization of incubated projects.

These proposals collectively reflect a comprehensive approach aimed at maximizing the developmental role of business incubators and improving their capacity to generate sustainable entrepreneurial ecosystems.

Conclusion

In conclusion, business incubators constitute one of the most important modern mechanisms supporting the dissemination and consolidation of entrepreneurial culture within university environments. Through the supportive environments they create for

creativity and innovation, alongside opportunities for training, supervision, and mentorship, incubators enable students to transform ideas and projects into start-ups capable of contributing to economic and social development

The **El Oued University Business Incubator** represents a practical model demonstrating the significance of such structures in nurturing initiative among university students and encouraging them to pursue self-employment and job creation rather than merely seeking employment opportunities

The incubator has also contributed substantially to strengthening students' competencies in planning, management, and innovation while reinforcing the relationship between the university and its economic and social environment This reflects the strategic role of the contemporary university in preparing an entrepreneurial generation capable of responding to labor market challenges

Accordingly, the necessity of supporting and further developing business incubators becomes increasingly evident through the provision of the material, institutional, and human resources required to ensure the continuity of their mission in establishing a sustainable and effective entrepreneurial culture within Algerian universities

Ultimately, business incubators may be regarded as among the principal institutions supporting entrepreneurship and among the university structures most concerned with fostering entrepreneurial spirit among students and youth in general Since youth constitute a fundamental pillar of society, incubators contribute to generating entrepreneurial ideas and values whose internalization directs individuals toward entrepreneurial action and toward the establishment of small and medium-sized enterprises

Entrepreneurial thinking itself may be understood as à set of values, attitudes, and ideas that encourage the dissemination of private-sector values, including employment generation, self-reliance, reduced dependence on public-sector employment, and the cultivation of initiative, creativity, and invention

Therefore, entrepreneurial culture is not merely an economic orientation but rather a comprehensive societal project aimed at empowering individuals, stimulating innovation, and promoting sustainable development through productive entrepreneurial engagemen

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