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# A NEW APPROACH TO DEVELOPING STARTUPS IN ALGERIA THROUGH UNIVERSITY ENGAGEMENT: AN EXAMINATION OF THE IMPLEMENTATION OF MINISTERIAL DECISION NO. 1275 AT ANNABA UNIVERSITY AND THE HIGHER SCHOOL OF MANAGEMENT SCIENCES (ESSG)

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**Abstract.** In 2023, startups in Algeria witnessed significant development, making them a promising sector for diversifying the Algerian economy and reducing dependence on hydrocarbons. This progress is due to various measures taken by the government, including the issuance of laws and regulations to support and accompany startups, the creation of electronic platforms for registering, protecting, and providing technical support to these enterprises, and the establishment of specific funding sources for startups. Within this framework, the Algerian Ministry of Higher Education and Scientific Research (MESRS) has outlined a special program to contribute to this new direction by involving universities in supporting the creation of startups through Ministerial Decision No. 1275. This study aims to analyze and evaluate this new initiative adopted by the Ministry of Higher Education by examining several startup projects initiated by students as part of their graduation thesis discussions at the Faculty of Economic, Commercial, and Management Sciences (FSECSG) at Annaba University and the Higher School of Management Sciences (ESSG) in Annaba. The study concludes that this new vision adopted by the Ministry of Higher Education has several positive aspects that should be valued, including: supporting the linkage of Algerian universities with their socio-economic environment, supporting the local economy, and enhancing the level of Algerian universities. However, this new approach also has several weaknesses and negative points that need solutions, such as the lack of consideration in many startup projects for key aspects like SWOT analysis, legal aspects, and innovation. Additionally, the experience is generally new, resulting in a lack of an encouraging ecosystem for startups in Algeria.

**Keywords:** entrepreneurship, startups, innovation, university, students, Ministerial Decision 1275.

**JEL Classification:** M13, M130, I23.

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## INTRODUCTION

Since Algeria's independence in 1962, the government has attempted to build an economic development model entirely independent of Western economies, particularly France. To this end, Algeria adopted socialism in the 1960s, starting with the nationalization of the country's assets (oil and gas, the banking and financial system, economic institutions, etc.). This socialist approach was significantly reinforced during the 1970s and 1980s with the adoption of a heavy industry model, accompanied by the establishment of large economic institutions and factories.

With the collapse of the socialist system and its proven ineffectiveness, Algeria began implementing several economic reforms to transition from a socialist economy to a market economy (liberal economy). This shift involved the privatization of economic institutions and the development of an alternative development strategy based on small and medium-sized enterprises (SMEs), where the establishment of such enterprises was heavily encouraged and granted several advantages: tax exemptions, support and funding agencies, supportive legislation, etc.

At the turn of the 20th century, Algeria continued to implement economic reforms to strengthen its transition to a market economy. This period saw the emergence of a new type of institution, the startups, with the establishment of numerous business incubators and technology incubators aimed at encouraging new projects and innovations.

The real shift towards prioritizing startups in Algeria came in 2020 with the establishment of a dedicated ministry, the Ministry of Knowledge Economy, Startups, and Micro-enterprises. Over the past four years, this new approach has been further reinforced through various measures to encourage startups, including establishing a regulatory framework for these enterprises, creating a national fund to finance them, providing tax incentives, launching electronic platforms to register and create these startups, offering technical support, and organizing numerous conferences and exhibitions to encourage young people to present innovative ideas for creating their own startups.

Last year saw a completely new approach to supporting startups in Algeria, with the development of a new concept that allows final-year university students (Bachelor's, Master's, PhD) to prepare their graduation theses in the form of startup projects. These projects are developed by a team of students from various disciplines (science and technology, social sciences, economic sciences, computer science, etc.) under the supervision of one or more professors as needed, with support from the university's business incubator and a team of trainers at the incubator. This process concludes with the students defending these projects, earning their graduation certificates and additional certificates related to their startup project presentations. Subsequently, students proceed with the registration and protection of their projects and apply for funding to realize these projects or finance them from their own sources if possible.

This new approach, which aims to strengthen the relationship between the university and its socio-economic environment, can transform the university into a revenue-generating entity rather than merely a governmental expenditure. Moreover, even if student projects do not introduce new ideas and it becomes apparent that their project concepts already exist, these projects can be restructured into micro-enterprises. Students can then be directed to entrepreneurship development centers (CDE) for further training, after which they can apply for funding from the National Agency for Support and Development of Entrepreneurship (NESDA).

This study will focus on discussing and analyzing this new concept by examining the strengths and weaknesses of a sample of these projects presented by students from certain specializations in economic sciences and management at Annaba University and the Higher School of Management Sciences. The goal is to identify and value the main positive aspects of this new experience and address any negatives or issues to find solutions.

## 1. PREVIOUS STUDIES AND THEORETICAL FRAMEWORK

### 1.1 Previous studies:

The topic of startups is very new in terms of study and discussion in Algeria. Algerian researchers began to take an interest in this topic at the beginning of 2020, after the subject of startups became a new bet to support the national economy and a priority for the new government, which allocated a ministry specifically for startups and the knowledge economy. Several measures were taken to support this type of institution, such as creating a financial support fund for these institutions, as well as establishing electronic platforms specifically for supporting, registering, and protecting these institutions. In line with all this, research on the topic of startups and ways to support and promote them in Algeria has become one of the main research areas encouraged by the Ministry of Higher Education and Scientific Research in Algeria. Consequently, scientific research on startups in Algeria began to expand.

To reveal the most prominent previous studies that addressed the topic of startups in Algeria, we referred to the Algerian Scientific Journals Platform (ASJP), which is an electronic platform that includes all Algerian peer-reviewed journals supervised by the Center for Research on Scientific and Technical Information (CERIST). The platform currently contains 833 journals and 225,518 published articles in various scientific and humanities specialties in three languages: English, French, and Arabic (ASJP, 2024).

By entering the keyword "Startup" in the search box on the (ASJP) platform, we obtained a considerable number of previous studies on the topic, numbering 69 studies. However, it was observed that most of these studies were prepared in Arabic and French, while previous studies in English remain very few. In this study, we focused on studies prepared in English and French. Among the most prominent of these studies is the study by (Nadji & Bourennane, 2023), which aimed to uncover the factors leading to the success of startups in Algeria. To achieve the aforementioned objective, the researchers conducted a case study on YASSIR, one of the most prominent startups in Algeria. The researchers prepared a questionnaire, which they distributed to a sample of 121 managers and employees of the institution at various upper and lower levels. The study concluded that the most justified factors for the success of startups are qualified employees, infrastructure, system readiness, and pre-design.

A very recent study conducted by (Bouros, 2013) highlighted ministerial decision 1275, which relates to the new approach adopted by Algeria to encourage young university graduates to establish startups by linking the discussion of the student’s graduation thesis to a real project to create a startup. To achieve the aforementioned objective, the researcher discussed the importance of this new approach and the mechanisms put in place by the ministry to ensure its successful implementation. The researcher concluded her study by presenting a set of suggestions aimed at activating the partnership between the university and the economic environment on one hand, and between the university and startups on the other.

In a related context, (Attar, 2023) conducted a study aimed at clarifying the impact of entrepreneurship training on students' intentions to turn their ideas into real projects within the framework of ministerial decision No. 1275. To achieve the aforementioned objective, the researcher prepared a questionnaire through which he surveyed the opinions of 84 students from the Higher School of Management and Digital Economy (ESGEN). The results clearly showed that the training program received by the students had a positive impact on their intentions, especially since this program was supported by awareness efforts and accompanied by the school's incubator and the entrepreneurship house.

The study by (Matika & Cherchem, 2013) aimed to examine the major management challenges faced by Algerian startups and their entrepreneurial logic, particularly regarding the perspective of strategic innovation. To achieve the aforementioned goal, the researchers conducted a descriptive study through a case study of one of the most prominent startups in Algeria, RFD, which specializes in continuous training in medical technology. The results showed that the company has the potential for success in implementing strategic innovation in its market.

Researchers (Bouredja & Bourouaha, 2022) attempted to provide a theoretical framework for startups, highlighting their weaknesses and success factors. They believe that there is a set of factors that can contribute to the success of startups if well-managed; conversely, the same factors can lead to their failure if not properly addressed. According to the researchers, the most prominent factors include the company founder, business plan, company resources, and support system.

In a related context, a researcher (Mebtouche, 2024) conducted a study titled "Les Start up.dz: éclairage conceptuel, et création," which aimed to present all the fundamental concepts of startups and an overview of them in Algeria. Consequently, the researcher discussed several elements, including the concept of startups, their historical development, business incubators as a catalyst for these institutions, the characteristics of startups and how they are established, the differences between startups and traditional businesses, and the role of startups in developing the Algerian economy across four sectors: information and communication technology, education, transportation, and health. The study also covered the "Algeria Disrupt" program and the conditions for obtaining the innovative project award. The study concluded that continued support for this type of institution in Algeria is necessary due to their advantages over traditional institutions.

Another study by (Djekidel, Doua, & Merrad, 2010) aimed to diagnose the characteristics and advantages of startups in Algeria. To achieve the aforementioned goal, the researchers discussed several elements, including the role of startups in the development of the Algerian economy, the 2020 Finance Law and its role in supporting startups in Algeria, and the various tax and accounting benefits for startups in Algeria. The researchers concluded their study by predicting the significant contribution that startups will make in supporting the national economy and moving it away from dependency on hydrocarbons.

Another study by (Djelti & Chouam, 2017) aimed to highlight the role and importance of university-based business incubators in training and supporting university graduates with startup projects in Algeria. To achieve the aforementioned goal, the researchers surveyed a sample of 14 students with startup projects at the Higher School of Information and Communication Technology (ENSTTIC) in Oran. The results showed that, despite limited resources and numerous challenges, the motivation and satisfaction of project holders were above average, and they were driven to overcome all obstacles to achieve their goals and realize their startup projects.

Many other local studies have focused on ways to support Algerian startups, including governance (Dahmani & Miloudi, 2020), strategic marketing (Boubaghela, 2013), venture capital, risk capital (Belaid, 2013), the financial market (Boumendil, Arkoub, & Moumou, 2022), Islamic finance (Zaid & Derrardja, 2023) (Beztouh, 2021), mobile applications (Ighilmane, 2020), and so on.

Overall, it can be observed that previous local studies on the topic of startups in Algeria, whether theoretical or applied contributions are very recent and rare. This is because the topic was not previously a priority for the Algerian government or the Ministry of Higher Education and Scientific Research. However, it has now become a priority topic for the government and the Algerian economy, and one of the main research areas for Algerian universities under the guidance of the Ministry of Higher Education and Scientific Research.

### 1.2 Theoretical framework

#### 1.2.1 The Concept of Startups

There is no unified definition for startups, but a startup can be defined as a newly established, high-tech company that focuses on delivering a new project idea and operating within the initial sales stage, which usually lasts between one and five years (Salamzadeh & Kawamorita, 2017). Startups are described as human institutions designed to deliver a new product or service under conditions of uncertainty (Wang, Edison, Bajwa, Giardino, & Abrahamsson, 2016).

Startups are dynamic entities characterized by their innovative ideas and high growth potential, operating in environments marked by uncertainty and instability, with the goal of achieving rapid growth and scalability (Danarahmanto & Azis, 2019). These entities are usually

product-oriented, focusing on developing products or services available in the market (Aldaeej, 2019).

Startups are surrounded by various actors, institutions, and processes in the field of entrepreneurship (Peter, Bäck, & Werro, 2020). Additionally, business incubators are established to create suitable environments for startups, helping them overcome initial challenges and promoting their growth and success (Zaidi, Khan, Khan, & Mujtaba, 2021).

The success of startups is critical not only for economic growth but also for stimulating innovation and creating value in society (Cantamessa, Gatteschi, Perboli, & Rosano, 2018). However, startups face significant challenges, with many failing within their first year due to factors such as lack of new ideas, unfavorable working environments, and insufficient financial support (Musyck & Robota, 2018). To overcome these challenges, startups often rely on data analytics and agile development practices to increase their chances of success (Berg, Birkeland, Pappas, & Jaccheri, 2018) (Bosch, Olsson, Björk, & Ljungblad, 2013). Moreover, the entrepreneurial ecosystem plays a vital role in supporting startups, providing them with necessary resources, encouragement, and guidance during their early stages (Chaudhari & Sinha, 2021) (Condom-Vilà, 2020).

Furthermore, the entrepreneurial personality of startup founders, along with available resources and the startup process, also impacts the success of startups (Korunka, Frank, Lueger, & Mugler, 2003). Successful startups require continuous decision-making, including the ability to pivot when necessary to adapt to market dynamics and customer needs (Bajwa, Duc, & Abrahamsson, 2016).

### 1.2.2 The Difference between Startups and Microenterprises

While startups and microenterprises are smaller economic entities compared to large companies, they differ in several aspects. Startups are usually newly established companies with innovative ideas and high growth potential, aiming to bring about a radical change in existing markets with their unique products or services (Matricano, 2023). On the other hand, microenterprises are more established companies that have passed the initial operational phase and focus on growth and sustainability (Binh, Jhang, Park, & Ryu, 2020).

One of the main differences between startups and microenterprises lies in their capabilities, constraints, and priorities. Research indicates that microenterprises and startups have distinct characteristics that affect their operational practices and strategic decisions (Safari, Ismail, Parast, Gölgeci, & Pokharel, 2023). Startups often operate with limited resources, a high degree of uncertainty, and a focus on rapid growth, whereas microenterprises tend to prioritize stability, customer retention, and incremental growth (Ma, Lang, Sun, & Singh, 2020). Additionally, startups are known for their agility and flexibility in adapting to market changes, whereas microenterprises may face greater difficulty in making quick adaptations (Zaazou & Salman, 2021).

Startups are often at the forefront of innovation, leveraging open business models and collaborating with other startups or existing companies to enhance value creation (Ghezzi, Cavallo, Sanasi, & Rangone, 2021). In contrast, microenterprises may be more cautious in adopting new technologies and business models, preferring to rely on proven methods to maintain their market position (Bianchi, Campodall'Orto, Frattini, & Vercesi, 2010).

The fundamental differences between startups and microenterprises can be illustrated in the following table:

*Table 1.*

*The Fundamental Differences between Startups and Microenterprises*

| Difference | Startups | Micro-enterprises |
|---|---|---|
| Product/Service | Innovative product or service, new to the market | Known and non-innovative product or service, existing in the market |
| Market | New market | Known market |
| Market Size | Large market with high growth potential | Small market, often specialized or local |
| Risks | High risks, high probability of failure | Low risks, more predictable and stable |
| Goals | High growth, aiming to become a large company | Staying small, focusing on profitability and stability |
| Growth Potential | High growth potential, potential for rapid expansion | Limited growth potential, growth is often slow and controlled |
| Financing | Primarily through venture capital | Primarily through small loans |

*Source: Prepared by the researchers based on the above*

**1.2.3 The Importance of Startups**

Startups hold immense importance in the economies of countries, which we outline as follows:

- Startups are crucial drivers of innovation, economic growth, and job creation, contributing to the economy by generating new ideas, developing technological tools, and providing innovative solutions (Bouredja & Bourouaha, 2022). Particularly, technology-based startups are primary sources of innovation, developing industries with new methods and solutions (Matos, Monteiro, Rosa, & Campino, 2022). Startups also significantly contribute to job creation and entrepreneurship, playing a key role in economic development (Sedláček & Sterk, 2017).

- Despite the high-risk nature of startups and their notable failure rates, they are vital for creating new markets, fostering environmental innovation, and shaping the economic landscape (Cantamessa, Gatteschi, Perboli, & Rosano, 2018).

- Startups also enhance industrial innovation, employment, and regional economic growth, especially in emergzhouing sectors like the sharing economy (Zhou, Park, Wang, Zhang, & Behl, 2022).

- Furthermore, startups provide innovative products and services, particularly in software-intensive industries, driving technological advancement and market competitiveness (Klotins, Unterkalmsteiner, & Gorschek, 2015). Their involvement in digital transformation, exploring new markets, and collaborating with established companies highlights their importance in shaping future industries and economies (Freytag, 2019). Overall, startups are essential for economic growth, innovation, and job creation, playing a significant role in sustainable development.

**1.2.4 Overview of the Status of Startups in Algeria**

Startups are newly emerging in Algeria, having seen increasing attention in recent years. This interest comes amidst a shift from an economy primarily dependent on rents to a productive economic model aiming for diversification and sustainability. In this context, a specialized ministry was established to develop small enterprises, startups, and the knowledge economy, striving to take a series of measures and actions to promote the establishment and support of these enterprises. These efforts can be summarized in the following table:

*Table 2.*

*Historical Sequence of Startup Development in Algeria*

| Laws | Measures and Procedures |
|---|---|
| Law 17/02, dated January 11, 2017 | The Orientation Law for the Development of Small and Medium Enterprises |
| Presidential decree appointing government members dated January 20, 2020 | Establishment of the Ministry for Small Enterprises, Startups, and Knowledge Economy |
| Article 68 of the Supplementary Finance Law of 2020, which amends and complements the provisions of Article 131 of the Finance Law of 2020. | A special allocation account in the treasury, number 150-302, titled: Fund for Supporting and Developing the Economic System for Startups "Start up." |
| | Expansion of expenditure areas in financing and supporting startups, such as financing feasibility studies, financing the development of business plans, financing technical assistance, financing costs related to creating prototypes, financing training, incubating startups “Start-up”, promoting the economic system for startups, with the minister in charge of startups being the primary authority for disbursing this account. |
| Executive Decree No. 20-77 dated March 28, 2020, amending Executive Decree No. 04-91 dated March 24, 2004. | Placing the National Agency for the Promotion and Development of Technology Parks under the supervision of the Minister of Small Enterprises, Startups, and Knowledge Economy. |
| August 5, 2020 | Launching the electronic portal for startups: www.startup.dz |
| | Launching the electronic portal for tenders and consultations: www.safqatic.dz for startups and micro-enterprises active in the postal and telecommunications sector. |
| Executive Decree No. 20-254 Dated September 15, 2020 | Establishing a national committee for granting the labels "Startup," "Innovative Project," and "Business Incubator," and defining its tasks, composition, and operation. |
| Executive Decree No. 20-356 Dated November 30, 2020 | Establishing an institution for the promotion and management of structures supporting startups, defining its tasks and operation. |
| Executive Decree No. 21-170 dated April 28, 2021 | Conditions and procedures for obtaining tax advantages granted to enterprises bearing the label of "Startup" or "Incubator." |
| Executive Decree No. 21-422 dated November 4, 2021, amending Executive Decree No. 20-254 | Establishing a national committee for granting the labels "Startup," "Innovative Project," and "Business Incubator," and defining its tasks, composition, and operation. |
| Ministerial Decision 1275 | Certificate of Startup/Patent Certificate. |

*Source: Prepared by the researchers based on the official gazettes of the People's Democratic Republic of Algeria.*

Despite the state's positive efforts to encourage and support startups, they face significant challenges and have not lived up to the expected hopes. According to the 2023 report by Start-Up Blink, specifically the Global Start-Up Ecosystem Index, Algeria is not listed among the top 100 countries in the world in this field, as illustrated by the following table:

*Table 3.*

*Ranking of Some Countries among the Top 100 Countries in the World for Startups*

| Global Rank | Country | Score |
|---|---|---|
| 1 | United States | 198.08 |
| 2 | United Kingdom | 51.218 |
| 10 | Netherlands | 21.423 |
| 20 | South Korea | 12.15 |
| 30 | Italy | 7.897 |
| 40 | Colombia | 5.486 |
| 50 | Hungary | 4.438 |
| 60 | Bahrain | 2.426 |
| 70 | North Macedonia | 1.115 |
| 80 | Belarus | 0.707 |
| 90 | Qatar | 0.574 |
| 100 | Bosnia and Herzegovina | 0.288 |

*Source: Prepared by the researchers based on (Startup Blink, 2023)*

From the above table, it is clear that the United States leads the world in the field of startups, with a significant gap in total points compared to other countries. This ranking is based on the overall total score of three sub-scores: Quantity, Quality, and Start-Up Business Environment. This explains Algeria's absence due to its weakness in these three criteria. However, the 2023 report shows an improvement in the performance of Algiers, which ranked 546th globally with a score of 0.423, advancing by 225 positions from 2022 in the ranking of the top 1,000 cities worldwide (Startup Blink, 2023). This indicates that startups are receiving more attention and support from the government.

The following table summarizes the number of startups in some countries.

*Table 4.*

*Ranking of some countries in the world in terms of the number of Startups in 2023*

| Rank | Country | Startups |
|---|---|---|
| 1 | United states | 76771 |
| 2 | India | 15988 |
| 3 | United Kingdom | 6987 |
| 4 | Canada | 3788 |
| 13 | United Arab Emirates | 1066 |
| 17 | Nigeria | 803 |
| 18 | Algeria | 799 |

*Source: Prepared by the researchers based on (Startup Ranking, 2023)*

Although Algeria holds a good ranking in Africa (second after Nigeria) and the Arab world (second after the United Arab Emirates) and is 18th globally, the number remains small compared to the United States, which has one of the largest economies in the world, supportive legislation, and a culture of innovation, thus providing broader opportunities for startup success.

## METHODOLOGY

The primary goal of this study is to assess the new approach adopted by the Algerian Ministry of Higher Education and Scientific Research in supporting the establishment and development of startups by leveraging the innovative ideas of final stage students. For this purpose, the descriptive method, which is deemed most suitable for achieving the study's primary objective, was employed. Considering that the authors of this study were part of the team supervising a number of startup projects, and also professors trained at the business incubator at Annaba University and the Higher School of Management Sciences, and from the Entrepreneurship Development Centers (CDE) on the one hand, and members of the committee discussing and evaluating these projects on the other hand, they directly relied on the observation tool and evaluated the students' projects based on the expertise of the professors and the training they received from the ministry. Additionally, several other secondary sources were used in preparing this study, including analyzing various previous studies, statistics, and reports issued by the Algerian Ministry of Higher Education and Scientific Research, the official gazettes of the People's Democratic Republic of Algeria to understand the legal framework regulating startups in Algeria, and interviews with directors of business incubators and entrepreneurship development centers at Annaba University and the Higher School of Management Sciences.

## DISCUSSION OF RESULTS

### 3.1 Overview of the Startup Certificate under Ministerial Decision 1275

Ministerial Decision 1275 represents a new convention for the higher education sector in Algeria by strengthening the university's relationship with its economic and social environment and making it a source of profit generation rather than merely a source of government expenditure. The ministerial decision No. 1275 concerning obtaining a university degree - Startup aims to create a generation of students and entrepreneurs with the ability and desire to pursue innovative entrepreneurship and create wealth-generating and job-creating startups, which are profitable ventures based on innovation and technology, aiming to find a technical, technological, or digital solution for existing and independent institutions (l'arrêté ministériel 1275, 2022).

The main mechanisms for implementing this decision can be summarized as follows (Ministériel Décision 1275, 2022):

- **Team Composition:** Consisting of 1 to 6 students, either in the same discipline or in different disciplines, with the latter option being preferred to cover all technical, financial, and production aspects of the project.
- **Thesis Preparation:** This can be either by preparing a traditional graduation thesis with an additional appendix or by presenting a work that includes the Business Model Canvas (BMC) and a prototype.
- **Supervision:** The supervisory committee can consist of a single supervisor specialized in the main subject of the project, or a main supervisor specialized in the subject and an assistant supervisor specialized in the financial aspects of the project, or two main supervisors, one specialized in the subject and the other in the supportive aspects of the project.
- **Discussion Committee:** Comprising the supervisory team, a professor specialized in the main idea of the subject, a professor specialized in the Business Model Canvas (BMC), and an economic-social partner.
- **Evaluation Criteria:** Including the clarity and simplicity of the main idea (20%), the innovative aspects of the project (25%), the accuracy of the Business Model Canvas (BMC) (30%), and the achievement of the prototype (25%).
- **Certificate:** The student (Bachelor's, Master's, Engineer's, and Doctorate) obtains their original graduation certificate with an additional startup certificate.

It is worth noting that the Ministry of Higher Education and Scientific Research has set a mandatory timeline to ensure the success of this new project according to the following plan:

*Table 5.*

*Timeline Set by the Ministry of Higher Education under Ministerial Decision 1275*

| Timeline | Procedures |
|---|---|
| 10/10/2022-15/10/2022 | Holding regional seminars for higher education institutions. |
| 25/10/2022-05/11/2022 | Field visits to higher education institutions (West, Central, and East). |
| 06/11/2022-20/11/2022 | Welcoming students interested in joining, forming teams, and providing introductory courses on entrepreneurship. |
| 20/11/2022-30/11/2022 | Selecting project titles and presenting project summaries. |
| 01/12/2022-22/12/2022 | Training courses for students on generating entrepreneurial ideas and business plans. |
| 08/01/2023-15/01/2023 | Training courses on communication and negotiation techniques, digital marketing, artificial intelligence, Business Model Canvas (BMC), and the technical and economic card. |
| 16/01/2023-09/04/2023 | Preparing students for the project prototype and starting to fill out the technical and economic card. |
| 10/04/2023-05/05/2023 | Training courses on how to activate the project on the STARUP.DZ platform to obtain the innovative project label. |
| 16/04/2023-05/05/2023 | Training courses on the legal and administrative procedures for establishing startups, and how to register and protect intellectual property rights. |
| 06/05/2023-21/05/2023 | The period for obtaining the innovative project label. |
| 22/05/2023-15/06/2023 | Announcing and initiating the program for student thesis discussions. |

*Source: Prepared by the researchers based on (Ministériel Décision 1275, 2022)*

It is worth noting that under Ministerial Decision No. 1275, the end of 2023 saw the discussion of 4,625 projects across various Algerian universities. Among these, 315 projects received the "Label" of an innovative project, and 810 projects were classified as micro-enterprises. Additionally, 2,243 innovative projects were submitted to the National Committee for Granting the Innovative Project Label, and 734 projects were ready to be transferred by the National Agency for Entrepreneurship Support and Development. Moreover, 1,350 patent applications were ready for issuance by the National Institute of Industrial Property (INAPI), along with 48 trademarks registered at INAPI and 118 other trademarks ready for registration, as well as 6 industrial models and 19 innovative sectoral projects.

**3.2 Criteria for Evaluating Startup Projects According to Ministerial Decision No. 1275**

Students present their startup projects by following a standardized model prepared by the Ministry of Higher Education and Scientific Research. After the team indicates the trade name of their startup project and the image of their trademark, they present their projects according to six main axes as follows (l'arrêté ministériel 1275, 2022):

**First Axis: Project Presentation**, which includes:

1) **Project Idea**: Addressing the existing problem proposed by the project, focusing on several elements such as the field of activity of the startup, the origin and development of the idea, what the startup will do and how, the workplace, etc.

2) **Proposed Values**: Illustrating the values offered to the client: novelty, performance, distinction, ease, and cost reduction, risk reduction, etc.

3) **Team**: Clarifying the team composed of student founders of the startup, each member's role, their previous experiences, qualifications in the field, and communication techniques among them.

4) **Project Objectives**: Clearly outlining the various objectives of the project, especially the commercial goals.

5) **Timeline for Project Implementation**: Determining the necessary period to realize their startup project, dividing the ultimate goal into individual tasks, and then specifying the time required for each task.

**Second Axis: Innovation Response**, which includes:

1) **Nature of Innovations**: Identifying the type of innovation of the startup: radical innovation, market innovation, technological innovation, etc.

2) **Fields of Innovation**: Specifying the fields of innovation: new processes, new experiences, new features, new customers, new offerings, and new models.

**Third Axis: Strategic Market Analysis**, which includes:

1) **Sector Market Presentation**: Clarifying the potential market and the target market for the startup, the rationale for choosing the target market, and identifying the possibility of signing contracts with some key clients.

2) **Measuring Competition Intensity**: Identifying various direct and indirect competitors of the startup, their strengths and weaknesses, the level of their pricing, and their revenue.

3) **Marketing Strategy**: Revolving around the different elements of the marketing mix used by the startup (product, price, promotion, and place) for tangible products or (product, price, place, promotion, people, process, physical evidence) for intangible services, and how these elements are utilized to reach and serve the customer.

**Fourth Axis: Production and Organization Plan**, which includes:

1) **Production Process**: Clarifying the different stages of the production process (acquisition of raw materials, manufacturing, product adaptation, and packaging) or the steps to obtain the service from start to finish, in the case of intangible services.

2) **Storage**: Detailing the purchasing policy, main suppliers, payment policy, and delivery time.

3) **Labor Force**: Specifying the nature and type of labor needed by the startup, the number of positions created by the project, and the possibility of outsourcing.

4) **Key Partnerships**: Identifying the parties that can assist in project implementation (public institutions, suppliers, laboratories, banks, business incubators, experts, etc.).

**Fifth Axis: Financial Plan**, which includes:

1) **Costs and Expenses**: Accurately detailing the fixed costs (rental costs, labor expenses, insurance and taxes, etc.) and variable costs (raw material costs, packaging costs, service expenses, etc.) both descriptively and numerically.

2) **Revenue**: Clarifying the startup’s revenue, i.e., the total sales of its products and services, from both optimistic and pessimistic perspectives.

3) **Projected Income Statement**: The financial summary table of total sales and expenses during the year, along with the necessity of preparing a Working Capital Requirement (BFR) table.

4) **Treasury Plan**: Preparing the document used for all anticipated revenues and expenditures of the project during the first year.

It is worth noting that the five aforementioned stages ultimately enable students to prepare the most important criterion for evaluating startups globally and according to Ministerial Decision No. 1275, which is the Business Model Canvas (BMC), taking the following form:

*Table 6.*

*Business Model Canvas (BMC)*

<table>
<tr><td rowspan="2">Customer Segments</td><td>Customer Relationships</td><td rowspan="2">Value Proposition</td><td>Key Activities</td><td rowspan="2">Key Partners</td></tr>
<tr><td>Channels</td><td>Key Resources</td></tr>
<tr><td colspan="3">Revenue Structure</td><td colspan="2">Cost Structure</td></tr>
</table>

*Source: Prepared by the researchers based on (Osterwalder & Pigneur, 2010)*

**Sixth Axis: Experimental Prototype**: Project owners present a tangible prototype to the discussion committee or the prepared application. They can also film a video or show a series of photos that prove they have completed the prototype.

It is worth noting that students from the Faculty of Economics, Commerce, and Management Sciences at Annaba University and the Higher School of Management, like other students across the country, benefited from a series of training courses offered by a group of specialized professors. These courses covered highly important topics that greatly assist them in preparing their startup projects, as illustrated in the following table:

*Table 7.*

*Training Courses Benefited by Students under Ministerial Decision 1275*

| Course Topics: | Nature of Training: |
|---|---|
| Introduction to Ministerial Decision 1275 | Pedagogical workshop with program heads |
| | Training course with incubator representatives |
| Introduction to the startup | Pedagogical workshop with program heads |
| | Training course with incubator representatives |
| Method of generating ideas and design thinking | Training course with faculty trainers |
| SWOT analysis | Training course with faculty trainers |
| Preparing the Business Model Canvas (BMC) | Training course with faculty trainers |
| Project registration and protection | Training course with program heads |
| | Training workshop with members of the national coordination committee for innovation and entrepreneurship |
| Managing the technical aspects (platform or electronic application for the project) and accounting aspects of the project. | Open days at the business incubator at the University of Annaba |

*Source: Prepared by the researchers based on (Ministériel Décision 1275, 2022)*

In parallel, since the beginning of the last academic year, the ministry has organized a wide range of training courses for professors supervising startup projects under Ministerial Decision 1275 in two phases:

1) **Phase One**: Training of Trainers (TOT).
2) **Phase Two**: Training Courses for Supervising Professors.

**3.3 Evaluation of a Sample of Startup Projects Discussed at the Faculty of Economic Sciences, Commerce, and Management Sciences at Annaba University and the Higher School of Management Sciences:**

The Faculty of Economic Sciences, Commerce, and Management Sciences is one of the largest and oldest faculties forming the University of Badji Mokhtar Annaba in Algeria. This faculty was established in 1976 and comprises three departments: the Department of Economic Sciences, the Department of Management Sciences, and the Department of Financial and Commercial Sciences. The faculty is headed by the dean and managed by the faculty council, while the scientific affairs are overseen by the scientific council of the faculty. The departments are administratively supervised by department heads, and the scientific committee handles the various scientific affairs of the departments. By the end of 2022, the faculty had an estimated 4,441 students, supervised by 161 permanent professors (FSECSG, 2022).

The Higher School of Management Sciences is a public Algerian institution located in the center of Annaba city on Zighoud Youcef Street. It originated from the preparatory school for economic, commercial, and management sciences in Annaba, established by Executive Decree No. 10/164 dated June 28, 2010. It is currently governed by Executive Decree No. 17-88 dated February 15, 2017. The mission of the Higher School of Management Sciences in Annaba is to provide higher education and scientific research in specific management specializations, including International Business Management, Public Management, Business Administration, and Management Control, from the preparatory phase to the doctorate level, through high-quality educational programs aligned with the economic environment. By the end of 2022, the school had an estimated 816 students, supervised by 50 permanent professors (ESSG, 2022).

At the Faculty of Economic Sciences, Commerce, and Management Sciences at Annaba University, as well as at the Higher School of Management Sciences, the process of discussing startup projects began on July 12, 2023, and continued until November 16, 2023. A total of 82 projects were discussed (79 at the Faculty of Economic Sciences, Commerce, and Management Sciences and 3 at the Higher School of Management Sciences). Due to their specialization and benefiting from intensive training courses organized by Annaba University under Ministerial Decision No. 1275, the researchers were appointed as representatives of the business incubator at Annaba University and the Higher School of Management Sciences. They were assigned to committees evaluating and discussing several startup projects under Ministerial Decision No. 1275 in various humanities and scientific specializations, alongside other specialized professors and representatives from socio-economic partners, each in their field. Since space does not allow for covering all these specializations, the focus will be solely on the specializations of economic sciences, commerce, and management sciences.

Below are some of the startup projects discussed by students under Ministerial Decision 1275, along with the main strengths and weaknesses of each project based on the content of the thesis, project details, the Business Model Canvas (BMC), and the prototype:

**Project (A):**

*Table 8.*

*Brief Overview of Project (A)*

| Project Code | Project Field | Project Name | Number of Members (Students) | Brief Overview of the Project |
|---|---|---|---|---|
| A | Tourism and Hospitality | Hanini Hotel: An Arabic word expressing a comfortable hotel. | 3 | Developing an electronic application that includes all hotels in Algeria. This application allows users to book the hotel they want and learn about all the hotel's services and prices without needing to travel or make a phone call, thereby reducing the costs incurred by the customer. |

*Source: Prepared by the researchers based on the project discussion proceedings.*

**Strengths:**

- The sector in which the project falls is very profitable in Algeria, especially with the recent increase in Algerians' interest in domestic tourism.
- The Business Model Canvas is well-designed.
- The proposed electronic application in the prototype is easy to design and use.

**Weaknesses:**

- There is no tourism specialist among the project team members.
- There are very strong international competitors in the industry, such as Booking and Trivago.
- The electronic application developed by the team has some deficiencies, such as not accounting for the number of days the customer stays at the hotel.
- Difficulty in determining the fixed and variable costs of the project.
- Weak electronic payment activity in Algeria, which was not considered, requiring the addition of traditional payment methods to ensure market share expansion.

**Project (B):**

*Table 9.*

*Brief Overview of Project (B)*

| Project Code | Project Field | Project Name | Number of Members (Students) | Brief Overview of the Project |
|---|---|---|---|---|
| B | Pharmacy | P.N.P | 2 | A platform and application to meet pharmaceutical needs, offering various services such as medication delivery and dosage reminders. |

*Source: Prepared by the researchers based on the project discussion proceedings.*

**Strengths:**

- The project focuses on a very sensitive and important area for both individuals and the state, as it helps in procuring and delivering medicines to those in need.

- It assists patients without requiring them to travel to pharmacies.
- It connects pharmacies with the central pharmacy and hospitals to check the availability and location of medicines.
- There is potential for development and linking with clinics and doctors for electronic consultations and prescriptions.

**Weaknesses:**

- The project team lacks specialized members such as IT specialists and pharmacists.
- The application serves as an intermediary rather than an e-commerce store, which may not comply with Algerian laws.
- There is a lack of detailed and accurate cost analysis related to the project.
- The prototype is not implemented and functional; the team only presented designed images to explain the intended concept.

**Project (C):**

*Table 10.*

*Brief Overview of Project (C)*

| Project Code | Project Field | Project Name | Number of Members (Students) | Brief Overview of the Project |
|---|---|---|---|---|
| C | Catering and Services | COFFEE El Mazadj: "El Mazadj" is an Arabic word that refers to peace of mind. | 1 | A café offering various services, including coffee service, a meeting place for entrepreneurs, a reading corner, a healthy eating corner, a sports area, and more, under the slogan "With El Mazadj Company, all desires related to the body, mind, and heart are fulfilled." |

*Source: Prepared by researchers based on the project's discussion proceedings.*

**Strengths:**

The most notable ones are:

- A distinguished project with a reading corner and an entrepreneurship corner.
- No direct competitors.

**Weaknesses:**

The most notable ones are:

- The project team is incomplete, as such a large project cannot be handled by one person alone.
- Project costs need to be reviewed, as it is a large project exceeding the granted funding value.
- Collaboration opportunities with partners like hotels and restaurants were not considered to facilitate services.
- The Business Model Canvas (BMC) is not accurately defined.
- The project's prototype is too large to be realized; it is necessary to focus on only part of it.

Note: Since Project (C) did not contain an innovative idea, it has been converted into a small enterprise project and directed to the Center for Entrepreneurship Development (CDE) for further study and a decision on whether it will receive funding from the NESDA agency.

**Project (D):**

*Table 11.*

*Brief Overview of Project (D)*

| Project Code | Project Field | Project Name | Number of Members (Students) | Brief Overview of the Project |
|---|---|---|---|---|
| D | Social Services | Ferhati Event: An Arabic word expressing happiness. | 2 | An electronic application has been developed to facilitate the organization of events such as weddings and graduation parties. It allows users to coordinate dates and service providers necessary for the success of the event, as well as view all prices without needing to travel or make phone calls. |

*Source: Prepared by researchers based on the project's discussion proceedings.*

**Strengths:**

The most notable ones are:

- Reduces time, cost, and effort for customers.
- Ensures alignment between the event date and the service providers and offers presented.
- The business model is presented in a good and effective manner.

**Weaknesses:**

The most notable ones are:

- Methodological notes in the memo.
- Lack of clarity in the legal aspects governing the project.
- It is better to start the project locally (regionally) and then expand nationwide, rather than spreading nationally from the beginning.

**Note:** Since Project (D) was well-prepared with an integrated electronic application and a good financial and economic study, it later received the "Innovative Project Label".

**Project (E):**

*Table 12.*

*Brief Overview of Project (E)*

| Project Code | Project Field | Project Name | Number of Members (Students) | Brief Overview of the Project |
|---|---|---|---|---|
| E | Agriculture and Environment | MASSAI: An Arabic word expressing the efforts an individual makes to achieve their goals. | 2 | A project based on the concept of hydroponic farming within an Aquaponics system, where students developed an agricultural system that integrates aquaculture (fish farming) with hydroponic plant cultivation (vegetables, fruits, and legumes). The plants filter the water for the fish, and the fish provide natural fertilizer for the plants through their various waste products. |

*Source: Prepared by researchers based on the project's discussion proceedings.*

**Strengths:**
The most notable ones are:

- The project falls within the priorities currently encouraged by the Algerian government as it aims to support the agricultural sector and food security.
- The project is also 100% environmentally friendly, as no chemicals or pesticides are used. This technique saves 95% of consumption volume and reduces crop production time by half compared to traditional methods.
- The project provides a home food production system, making it an excellent example of home farming on rooftops or any small household space, offering a beautiful aesthetic.
- The initial business model was well-prepared.

**Weaknesses:**
The most notable ones are:

- The team does not include any member specialized in the agricultural sector or aquaponics.
- One of the main drawbacks of the aquaponic system is that in the absence of a constant power supply, the fish become vulnerable to death. The students did not propose any solution for this issue in their project.
- The list of fish proposed by the project team for breeding in the aquaponic system includes several types such as tilapia, catfish, and salmon, but the latter (sea bass) is a marine fish and cannot be bred in an aquaponic system.
- The list of plants proposed by the students for cultivation in the aquaponic system includes parsley, arugula, lettuce, chard, tomatoes, strawberries, peppers, as well as squash and corn. However, it is practically difficult to grow squash in an aquaponic system because it takes up a lot of space, and the same goes for corn.

**Project (F):**

*Table 13.*

*Brief Overview of Project (F)*

| Project Code | Project Field | Project Name | Number of Members (Students) | Brief Overview of the Project |
|---|---|---|---|---|
| F | Car Trade | SAYARATI: An Arabic word meaning "my car." | 2 | Establishing a private company to sell used cars to middle- and low-income groups on an installment basis through the Islamic financing method of Murabaha. Additionally, developing an electronic platform to support the company's activities in buying and selling cars and providing after-sales services. |

*Source: Prepared by researchers based on the project's discussion proceedings.*

**Strengths:**
The most notable ones are:

- The project is expected to be highly profitable, especially given the significant increase in prices for both new and used cars in Algeria currently.
- The project's profitability will be enhanced as it takes into account the Islamic financing model of Murabaha and installment payments. Since Algeria officially adopted Islamic banking in 2020, there has been a clear preference among customers for Islamic car loans over traditional ones.
- The idea of establishing this institution to sell used cars is new in Algeria, as most dealers specializing in this field primarily sell new cars.

- The prototype of the digital platform developed by the team was found to be practical, uncomplicated, easy to use, and offering a variety of services.

**Weaknesses:**

The most notable ones are:

- Despite the institution specializing in the sale and purchase of used cars, it will face a significant challenge due to the extremely high prices of used cars. This is a result of the government's decision to freeze car imports since 2020, along with the widespread speculation in car prices in the black market and the closure of many local car assembly plants.
- The team did not succeed in choosing a suitable location for the institution's headquarters, as they selected an area far from commercial and industrial activities in Annaba.
- Several errors were made in determining the project's fixed and variable costs.

**Note:** Since Project (F) did not contain an innovative idea, it has been converted into a small enterprise project and directed to the Center for Entrepreneurship Development (CDE) for further study and a decision on whether it will receive funding from the NESDA agency.

**Project (G):**

*Table 14.*

*Brief Overview of Project (G)*

| Project Code | Project Field | Project Name | Number of Members (Students) | Brief Overview of the Project |
|---|---|---|---|---|
| G | Pharmacy | JAZZPHARM | 2 | Reusing medical tools and equipment, the project focuses on repurposing medical waste under the slogan "From medical waste, something worthless, to repurposing it again." This means giving the waste new value and directing it for animal use, specifically for veterinarians. |

*Source: Prepared by researchers based on the project's discussion proceedings.*

**Strengths:**

The most notable ones are:

- A new and innovative idea based on turning something worthless into something valuable.
- The project focuses on environmental preservation, reducing pollution, and minimizing costs related to processing those exploitable wastes that cover large areas in hospitals and harm individuals both in hospitals and nearby residents.
- It connects the human health sector with the veterinary sector (animal health).
- It turns waste into locally usable animal products at a lower cost than imported ones.
- The business model is clear and accurately explains the content of each section.

**Weaknesses:**

The most notable ones are:

- The project team lacks specialists in biology and environmental fields. Team members from financial management and entrepreneurship are insufficient and far removed from the project's domain.
- Failure to precisely identify the elements to be recycled and utilized.
- Lack of review of laws to determine the feasibility of implementing the project.
- Failure to include the environmental house and all environmental agencies as key partners.

- Inaccurate assessment of project costs.
- Lack of focus on one specific main activity, with a desire to engage in multiple elements without specializing in a single process (sorting, transportation, sterilization, etc.), leading to high costs for machinery dedicated to each task, which exceeds the allowable funding limits.
- The project prototype contains several elements that are difficult to realize.

**Note:** Since Project (G) did not contain an innovative idea, it has been converted into a small enterprise project and directed to the Center for Entrepreneurship Development (CDE) for further study and a decision on whether it will receive funding from the NESDA agency.

**Project (H):**

*Table 15.*

*Brief Overview of Project (H)*

| Project Code | Project Field | Project Name | Number of Members (Students) | Brief Overview of the Project |
|---|---|---|---|---|
| H | Transport Sector | EASYWAY | 1 | An application in the field of transportation that uses modern technology and smartphones to provide solutions and services in transportation. The aim of this application is to facilitate transportation operations and improve user experience by offering easy and convenient options for booking, tracking available means of transport, determining locations, and providing detailed information about trips. |

*Source: Prepared by researchers based on the project's discussion proceedings.*

**Strengths:**

The most notable ones are:

- This application focuses on the transportation sector, which is a sensitive sector worldwide and particularly in Algeria, addressing new needs of passengers.
- The project aligns with the state's direction of digitizing all sectors in general and the transportation sector in particular.
- The application is easy to use and offers a variety of services to passengers, including easy payment, tracking bus locations and routes, etc.
- It accurately details all costs, both fixed and variable, with a special table for the turnover over the first three years, successfully prepared.
- The project's business model is clear and detailed for each of the nine sections.
- The project's prototype is easy to use and develop.

**Weaknesses:**

The most notable ones are:

- The team has few members, especially since the project relies on an electronic application, and the student specializes in management and is not knowledgeable in informatics, which explains the inefficiency of the electronic application presented by the student.
- The electronic application developed by the student in their project did not consider several points, most notably: the capacity of each bus, the number of available seats, seating locations, etc., which means the absence of details that enhance the proposed value for the customer.
- There is a strong local competitor, the "MY BUS" application, dedicated to student transportation, noting that this demographic is among the main target groups for this application as well.

## CONCLUSION

As part of its new vision, the Algerian Ministry of Higher Education and Scientific Research has aimed to support the new direction of the Algerian economy by encouraging the creation and development of startups in line with the recommendations of Ministerial Decision 1275, which aims to encourage university graduates to present innovative ideas for startup projects.

This direction has been implemented since last year. As researchers who are supervisors for students with startup ideas, trainers within university business incubators and entrepreneurship development centers, and reviewers of students' graduation projects under Ministerial Decision 1275, they have found that this new approach has several strengths that should be valued and several shortcomings that need to be addressed, as follows:

**Strengths:**

- This new direction is a significant opportunity to strengthen the relationship between the university and its socio-economic environment.

- The startup projects presented by students have created a real field for integration and harmony between various scientific, technical, and social disciplines, as we have seen several projects prepared by students from different specializations.

- Through these projects, students have developed important electronic platforms and applications in various fields and production and service sectors: health, banking, transportation, social sector, commerce, automotive, tourism, agriculture, petrochemicals, e-governance, and others, which can be further invested in and supported by the government, leading to cost reduction and quality enhancement.

- This new direction has resulted in several innovative ideas from students, leading to them receiving innovative project labels and registering several patents, which will positively impact the improvement of the Algerian university's ranking on the one hand, and support the local economy on the other hand.

**Weaknesses:**

The main criticisms of the study of startup project ideas prepared by students include:

- Lack of SWOT analysis to accurately identify the strengths, weaknesses, opportunities, and threats of their projects.

- Insufficient attention to the legal structure of the startup.

- Lack of detailed financial aspects and preliminary invoices.

- Inadequate demonstration of the innovative aspect of the projects in a precise and clear manner.

Additionally, a very significant barrier due to the recent shift towards startups in Algeria is the lack of a comprehensive ecosystem specific to them in Algeria.

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## НОВИЙ ПІДХІД ДО РОЗВИТКУ СТАРТАПІВ В АЛЖИРІ ЧЕРЕЗ ЗАЛУЧЕННЯ УНІВЕРСИТЕТІВ: АНАЛІЗ ВИКОНАННЯ РІШЕННЯ МІНІСТЕРСТВА №. 1275 В УНІВЕРСИТЕТІ АННАБИ ТА ВИЩІЙ ШКОЛІ УПРАВЛІНСЬКИХ НАУК (ESSG)

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У 2023 році стартапи в Алжирі зазнали значного розвитку, що зробило їх перспективним сектором для диверсифікації алжирської економіки та зменшення залежності від вуглеводнів. Цей прогрес зумовлений різними заходами, вжитими урядом, включаючи видання законів та нормативно-правових актів для підтримки та супроводу стартапів, створення електронних платформ для реєстрації, захисту та надання технічної підтримки цим підприємствам, а також створення спеціальних джерел фінансування для стартапів. У цьому контексті Міністерство вищої освіти і наукових досліджень Алжиру (MESRS) розробило спеціальну програму для сприяння цьому новому напрямку шляхом залучення університетів до підтримки створення стартапів на основі міністерського рішення № 1275. Це дослідження має на меті проаналізувати та оцінити цю нову ініціативу, прийняту Міністерством вищої освіти, шляхом вивчення декількох стартап-проектів, ініційованих студентами в рамках обговорення їхніх дипломних робіт на факультеті економічних, комерційних та управлінських наук (FSECSG) в Університеті Аннаби та Вищій школі управлінських наук (ESSG) в Аннабі. У дослідженні зроблено висновок, що нове бачення,

Khoualed, A., Baci, I., Gueroui, A. & Almi, H. (2024). A new approach to developing startups in Algeria through university engagement: an examination of the implementation of ministerial decision no. 1275 at Annaba University and The Higher School of Management Sciences (ESSG). Management and Entrepreneurship: Trends of Development, 3(29), 140-163. https://doi.org/10.26661/2522-1566/2024-3/29-13

прийняте Міністерством вищої освіти, має кілька позитивних аспектів, які варто оцінити, зокрема: підтримка зв'язку алжирських університетів з їхнім соціально-економічним середовищем, підтримка місцевої економіки та підвищення рівня алжирських університетів. Однак цей новий підхід також має кілька слабких сторін і негативних моментів, які потребують вирішення, наприклад, недостатнє врахування в багатьох стартап-проектах таких ключових аспектів, як SWOT-аналіз, юридичні аспекти та інновації. Крім того, цей досвід загалом є новим, що призводить до відсутності сприятливої екосистеми для стартапів в Алжирі.

**Ключові слова:** підприємництво, стартапи, інновації, університет, студенти, міністерське рішення 1275.