

**Ministry of Higher Education and Scientific Research Ammar Telidji
University - Laghouat**

**Faculty of Economics, Commercial and Management Sciences, Department of
Management Sciences**

Specialization: Entrepreneurship



**A dissertation submitted in partial fulfillment for the requirements of the
degree of Masters in management sciences**

Entrepreneurial success factors Case study "ANADE"

Presented by:

ZEGAOU Mohamed Nouamane

Under the supervision of:

Dr. LADJALI Adel

Discussion committees

Dr. FERHAT Ahmida	University of Laghouat	Chairman
Dr. LADJALI Adel	University of Laghouat	Supervisor
HOUYOU Fadila	University of Laghouat	Examiner

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Thanks and appreciation

At the end of this work, it is with emotion that I would like to thank all those who, have contributed to the realization of this work.

First of all, I would like to express my most sincere thanks to Dr. LADJALI Adel at the University of Amar TELIDJI - Laghouat -, for having supervised and advised me

I then thank all the members of the discussion committee, Dr. AHMIDA Ferhat, Dr. HOUYOU Fadila at the University of Amar TELIDJI - Laghouat - who have done me the honor of participating in the evaluation of this work

ZEGAOU MohamedNouamane

DEDICATION

I dedicate this piece of work to my beloved mother ,my father my grandma that raised me and helped me become the man I am , my passed away uncle Dr. Laib Abdurrahman who's been a huge influence in my life ,and to everyone that aide me in the process of achieving this status .

to all my teachers in the university .

ZEGAOU Mohamed Nouamane

Study

summary

summary

Abstract in English:

The issue of small and medium-sized enterprises is one of the most important international concerns as it is the driving force of the economies of countries, and this has led to the necessity of revealing and studying all related characteristics, success factors, failure causes and how these institutions can continue in light of international environmental changes characterized by risk and uncertainty.

Algeria has paid great attention to small and medium enterprises in order to achieve economic and social development and work on finding an effective alternative that allows the development of the economy, diversification of production and the creation of wealth outside the hydrocarbon sector. which in turn led to the emergence of several successful businesses in various sectors.

In this study, I decided to discuss the entrepreneurial success factors and my case study was the Entrepreneurial Support Agency as it plays a major role in the presence of the upcoming of new businesses, effective also by being a good ground to my research

الملخص:

تعتبر قضية المؤسسات الصغيرة والمتوسطة من أهم الاهتمامات الدولية حيث أنها القوة الدافعة لاقتصاديات الدول ، وقد أدى ذلك إلى ضرورة الكشف عن ودراسة كافة الخصائص وعوامل النجاح وأسباب الفشل ودراستها. كيف يمكن لهذه المؤسسات أن تستمر في ضوء التغيرات البيئية الدولية التي تتميز بالمخاطر وعدم اليقين

أولت الجزائر اهتماما كبيرا بالمؤسسات الصغيرة والمتوسطة من أجل تحقيق التنمية الاقتصادية والاجتماعية والعمل على إيجاد بديل فعال يسمح بتنمية الاقتصاد وتنويع الإنتاج وخلق ثروة خارج قطاع المحروقات. مما أدى بدوره إلى ظهور العديد من الأعمال الناجحة في مختلف القطاعات

في هذه الدراسة ، قررت مناقشة عوامل نجاح ريادة الأعمال وكانت دراسة حالي هي وكالة دعم ريادة الأعمال لأنها تلعب دورًا رئيسيًا في وجود الشركات الجديدة القادمة ، وهي فعالة أيضًا من خلال كونها أرضية جيدة لبحثي



Contents

Contents

I	The theoretical foundations of entrepreneurship.....	2
I.1	What is Entrepreneurialism.....	2
I.1.1	The emergence of entrepreneurship	2
I.1.2	Interpreted trends of entrepreneurship	5
I.1.3	Encouraging factors of entrepreneurialism and the difficulties encountered	8
I.2	What is an entrepreneur and what is the role of business support and entrepreneurship support incubators.....	11
I.2.1	The concept of the entrepreneur.....	11
I.2.2	Characteristics and advantages of the entrepreneur.....	12
I.2.3	Business incubators as a mechanism to accompany entrepreneurship and the Entrepreneurial support devices in Algeria	17
I.3	the role of entrepreneurship	24
I.3.1	The economic role of entrepreneurship	24
I.3.2	The social role of entrepreneurship	25
II	The entrepreneurial success factors.....	28
II.1	Methodological aspects of the study.....	28
II.1.1	The National Agency for Entrepreneurship Support and Promotion ANADE	28
II.1.2	Data collection methods(support methods)	31

II.1.3 Data collection methods (basic method: interview)	35
II.2 Data analysis and hypothesis selection	38
II.2.1 Unloading the interview aspects and analyzing them	38
II.2.2 Selection of hypotheses	44
II.3 Results and suggestions	44
II.3.1 Results related to the hypotheses	45
II.3.2 General results	47
II.3.3 Suggestions	48
*The conclusion of the second chapter.....	49
*general conclusion.....	50
*List of references.....	52

Figures List

LIST

Figure page	Figure name	Figure number
15	Successful entrepreneur figure	1
19	Mechanism for incubating entrepreneuring projects	2

General Introduction

General Introduction:

Global transformations have produced new trends in most aspects of economic development theories. That by the emergence of the importance of small and medium enterprises in the economic development of countries, and many Arab countries have realized this fact, but the ongoing economic transformations in the world have made this type of institution in the face of intense competition from advanced institutions, especially since most of the Arab countries are in the process of joining the World Trade Organization, and many of them are in the process of signing an association agreement with the European Union. and some of them have signed bilateral agreements to establish free trade zones, and this undoubtedly poses huge challenges to this type of institutions that make the authorities take serious measures to push towards encouraging the establishment of this type of institutions on the one hand, and work to rehabilitate the existing ones on the other hand.

Algeria has recorded, in recent years, a remarkable improvement in various economic indicators, due to the significant rise in oil prices, which was accompanied by a wise policy in directing resources towards investment and the completion of basic infrastructure that will inevitably lead to the recovery of the national economy and a leap for the private sector.

the concept of entrepreneurship has become established and ingrained in the managerial culture of enterprises and as a logical and relevant response to ensure local and territorial development and a good path in terms of job creation, added value, profitability and financial and social performance, and above all allow an emergence of an elite capable to leading economic projects in the direction of economic growth In Algeria, this issue was discussed on several occasions , both by the economic decision makers at the level of the central hierarchy and by concerned analysts and researchers, seeing in this ideology, a possible way to accompany and support the efforts made for a harmonious, sustainable economic development

The progress of the Partnership Agreement, as well as the imminent accession to the World Trade Organization, calls for, in the short term, the development of a program to qualify small and medium-sized enterprises, which will prepare this type of institution for the rules of free trade and

adapt its strategy in all its functions (human resources, enterprise management, financial management, marketing, Distribution ... etc.) in accordance with international standards, as well as work to overcome the obstacles and difficulties identified at the level of institutions by studies carried out by national and foreign expertise.

The changes witnessed by the global economy imposes on Algeria a continuous path to develop and promote small and medium enterprises, and accordingly the necessity and urgency to support this sector becomes clear so that it can reach the established goals that it seeks.

Through this, we can pose the following problem:

What are the entrepreneurial success factors in Algeria in the point of view of ANADE?

To address this problem requires answering the following sub-questions:

- Is the entrepreneurship spirit considered as a success factor
- Is the administrative procedures considered as a success factor
- Is the marketing considered as a success factor

Hypotheses:

To study this issue, we will proceed from the following hypotheses:

- The Entrepreneurship Support and Promotion Agency is working to help and be distinguished for the young entrepreneur
- Yes drastically in fact, the entrepreneurial spirit is indeed a major success factor
- With no marketing there isn't a product , so for that we can say yes , marketing is a success factor
- The administrative procedures is considered a success factor to a certain extent

Objectives:

- Shedding light on the concept of small and medium enterprises as one of the modern concepts in the field of entrepreneurship.
- the role of small and medium enterprises in the economy
- Disclosure of the most important reasons for entrepreneurial success
- Role of **ANADE** in launching new businesses

The importance of the topic:

Through this work, I seek to present a comprehensive and brief study on everything related to the issue of small and medium enterprises, which is a topic of the hour , and this is explained by the increased interest on the part of public authorities in this sector in the recent years , as well as enabling researchers and investors to know the facilities and support systems provided by state For small and medium enterprises.

In addition to collecting data and information considering the entrepreneurial success factors ,and enriching the library as a reference for the upcoming studies that may help new students

Making some interviews with **ANADE's** managers and the administration team in have a more in-depth and accurate idea for the study presented

Study method followed:

In this study, we have relied on the qualitative approach, in addition to using the methods required by the nature of the study. To which are the descriptive method and case study method; descriptive method that is suitable for collecting data and describing it besides the case study method that is implemented for the reason understanding and analyzing the data collected

The study limits :

Time limits: 2022/03/20 to 2022/06/21

Special limits: The National Agency for Entrepreneurship Support and Promotion, Laghouat

Reasons for choosing the topic:

There are several reasons that made us choose the topic of small and medium enterprises, some of which are subjective reasons mainly related to personal inclinations, and others are objective and related to:

- Small and medium enterprises are considered one of the main pillars of the economy of developed countries
- The orientation of the national economy towards a free economy requires the adoption of a strategy aimed at diversifying exports outside the hydrocarbon sector, which necessitates interest in the private sector.
- The SME sector is considered one of the reasons for entrepreneurial success
- The future of small and medium enterprises following the European partnership joining the World Trade Organization remains ambiguous and therefore this requires intensified efforts for the continuation and survival of this type of institutions.
- The National Agency for Entrepreneurship Support and Promotion, has a negative perception from the public ,therefore I wanted to prove the hearsays wrong to a certain extent

Study Structure:

I divided this work into two chapters:

The first chapter:

In which I will discuss to give a comprehensive view of institutions and small and medium enterprises, including the nature of the enterprise and its classification criteria, as well as the nature of small and medium enterprises/their importance by studying the reality of these enterprises and the extent of their contribution to the national economy and their role in economic and social development.

The second chapter:

I devoted it to the study of one of the state policy support agencies for the development of the small and medium enterprise sector. This chapter included the study of the National Agency for Supporting Youth Employment (the Agency for Enterprise Support and Promotion) and the benefits it provides, and in the end, the results reached.

Study difficulties:

- Difficulty obtaining some information from the agency due to confidentiality, in addition to the far distance

CHAPTER ONE

Chapter One : The theoretical foundations of entrepreneurship

The first topic : What is Entrepreneurship

The issue of entrepreneurship was known to great interest by governments, and this is because it has become one of the poles of the economy

This is confirmed by the increase in scientific forums and international conferences that discuss the issue in various forums. And events, as well as subsidies and facilities granted by the state to encourage them.

Therefore, in this topic we will deal with its origin and development, as well as its concept, in addition to terms related to it.

The first requirement: the emergence of entrepreneurship

Entrepreneurship has been studied for a long period of time, based on the economic and social sciences that have focused on the results of the enterprise in an attempt to answer the following two questions:

- 1- What is the impact of business activities on the economy?
- 2- What are the economic, social and cultural conditions that encourage entrepreneurship?

This trend also included many attempts to define the entrepreneur on the basis of his economic functions, which led to the development of the concept of the entrepreneur.

Over time, in line with the transformations in the global economic system, where the word entrepreneur was used for the first time in the year of 1616 by Montchrétien and it means a person who signs a contract with public authorities In order to ensure the completion of some work, or a different group of work, Accordingly, he was entrusted with the tasks of constructing public buildings, completing roads, ensuring the supply of food to the army, in addition to other tasks.¹

Then, in the eighteenth century, the term entrepreneur expanded to become more comprehensive:

“a person who undertakes an act” or in a simpler way he is "an energetic person who does a lot of work".²

Although this term has been used before, the credit for introducing it to economic theory belongs to both Cantillon.R in 1755 and Say.B.j in 1803, whom are considered among the first economists that provided a vision Clear job for the entrepreneur as a whole.

¹ -**Danjou** , l'entrepreneuriat : un champ fertile à la recherche de son unité Revue française de gestion , vol .28 n°138 ,avril\juin 2002 , page. 110.

² - **S. Boutillier et D. Uzundis**, la légende de l'entrepreneure . La légende de l'entrepreneur, Edition la découverte & Syros, Paris, 1999.,p.23.

According to "**Cantillon**" and "**Say**", the entrepreneur is a risky person who uses his own money, and "**Cantillon**" considers not Certainty is an essential element in his definition of an entrepreneur, Where he defines him, regardless of his activity, that he is the person who buys (or rents) at a certain price in order to sell (or produce) at an uncertain price. And because the entrepreneur cannot be sure of the success of the activity he founded with his own funds, he alone bears the risks associated with the market conditions. And with price fluctuations and natural conditions in which he buys the factors Necessary for production and raw materials at a specified price, in order to transfer or sell them, and in return he does not have guarantees for what he will earn, and he cannot Make sure of the income that he will get from it, nor the ability of his project to cover costs and achieve profits that It is the main motive behind his activity.¹

This definition reflects the characteristics of the time period in which the researcher lived, which is characterized by an economy based mainly on peasants.

A remarkable development in commercial exchanges.

As for "**Say**", the thing that distinguishes the entrepreneur, especially the industrial one, is his ability to apply knowledge and wisdom . Between each scientist who studies the laws of nature and conducts research, the entrepreneur, and the worker who works for them, the entrepreneur exploits the knowledge that the scientist possesses in order to produce goods of benefit, and he depends on the worker to do his job.

Due to his great experience in the industrial and banking fields, "**Say**" realizes that the entrepreneur is before everything organized. By coordinating between the different factors of production: land, labor, and capital in order to achieve the maximum possible benefit.

"**Say**" and "**Cantillon**" agree that it is not a requirement that the entrepreneur be a wealthy person. as he can resort to borrowing from others , Thus, he differentiates between the capitalist whose mission is to lend money in exchange for a certain amount with interest, and between the entrepreneur who bears the risks that may impede the success of his activity, which he established with his own funds, Or resorting to borrowing from capital owners.

Despite the various studies of these studies, the entrepreneur did not become a central element in economic development except with the emergence of research carried out by the father of the entrepreneur "**Schumpeter.A.J**" in 1935, when this researcher was considered the first to understand the importance of the factor of change , And that through the different use of the resources and capabilities available to the institution, The necessity of working on exploring and exploiting new opportunities, and introducing new regulations, where the entrepreneur's job is to "search for change and act according to what he thinks is right and exploit it as an opportunity".²

¹ - **B. Allali** ,Versunethéoriedel'entrepreneuriat , Cahier de recherche L'ISCAE, n° 17 .p.3 .

² - S.Boutilleir et D.Uzunidis, La légende de l'entrepreneur , Op.Cit.,p.26

According to Schumpeter, the entrepreneur is in first and foremost a creative person who uses the available resources in a different way. he also depends on innovations and innovative technologies in order to reach new production combinations, which are:

- Creating a new product
- Using a new method in production
- Discover new distribution channels in the market
- Discover new sources of raw materials or semi-finished materials
- creating new regulations

For the sake of creativity, the entrepreneur bears the dangers arising from the search for new regulations for production factors, but he does not bear himself the risk that may befall his institution, but the capital market is what allows him to find financiers. They bear risks instead of him, and the primary motive that drives him is not the search for profits, it is the desire to succeed through achieving new heights .

As for "**Kizner**", a entrepreneur is a person who can sense opportunities. Whereas the entrepreneur's job, according to "**Schumpeter**", is to create a state of disequilibrium and breaks the routine in order make new results, "**Kizner**" thinks that the entrepreneur's mission is to restore the state of equilibrium by exploiting the opportunities resulting from its imbalance. The main characteristic of the entrepreneur according to him is his awareness of the existence of profitable opportunities, known as the difference between input prices and output prices.¹

In contrast to the economic theories that focused on studying the impact of entrepreneurship on the economy, a group of cultural theories emerged that fall within the social theories concerned with studying the causes of entrepreneurship and the cultural factors that contribute to putting light on it , and one of its pioneers is "**Weber. M**", who, through his book which he published in the year 1905, wanted to show that Entrepreneurialism is a characteristic associated with Western society, as it linked the principles of the Protestant school of Christianity with the activity of the entrepreneur, He came to the conclusion that the values of the Protestant sect were the cause of the economic prosperity of the society.²

The economic trend is of great importance, as it contributed to providing historical foundations for the field of entrepreneuring, However, this trend, which continued until the end of the seventies, did not contribute much to improving its understanding of the phenomenon, due to the expansion and complexity of the field of Entrepre

¹ - Khaled Bouabdallah et Abdallah Zouache, Entrepreneuriat et développement économique, les cahiers du CREAD, Alger, n 73, 2005, pp 16,17.

² - S.Boutilleir et D.Uzunidis, La légende de l'entrepreneur , Op.Cit.,pp.28-29.

neuralism and its association with many diverse factors that go beyond the boundaries of economic science.

The second requirement: interpreted trends of entrepreneurship

Entrepreneurship has become a widely used concept and widely circulated in most countries, and a major focus for development, and an attractive lifestyle that enables individuals to achieve themselves and become more independent and have a better standard of living.

Due to the use of the term entrepreneurialism in many different fields, we do not find a single definition that covers it, and there are several approaches to defining it

1- Entrepreneurship is a regulatory phenomenon:

This trend, which is led by "**Gartner**", considers that entrepreneurship is the process of creating new organizations, and in order for us to understand this phenomenon, we must study the process that leads to the birth and emergence of these organizations, in other words the sum of activities that allow an individual to establish a new organization.

According to this trend, the entrepreneuring business includes the total work through which the entrepreneur recruits and coordinates the various resources of information, financial, and human resources. ..., in order to embody an idea in the form of a structured project and to be able to control and cope with change through new entrepreneurial activities.¹

This trend also sees that the process of creating a new institution is a phenomenon that results from the mutual influence of many different factors such as ideas, experience, and which becomes meaningful by a new organization, and "**Gartner**" focuses mainly on the issue of the emergence of this organization and how the latter is able to The emergence and transformation after it became a really existing entity after it was just an idea, It also praises the entrepreneur's great ability to convert dreams or vision into tangible reality embodied in the form of a new project. However, this trend is marred by some ambiguity, so by going back to the method of exploitation adopted to evaluate an opportunity or create what we can rely on an existing institution instead of resorting to establishing a new one, is this case considered a entrepreneuring case or not. On the other hand, as "**Bruyat**" has shown, not all established institutions can lead to situations in which the intensity of change for the individual in addition to the importance of the value provided is of a high level, where institutions can be created by imitation or reproduction.²

¹ - **Alain Fayolle**, Introduction à l'entrepreneuriat, Dunod, Paris, 2005, pp 12,13.

² - Eric Michael Laviolette et Christophe Loue, Les compétences entrepreneuriales. Définition et construction d'un référentiel, communication au séminaire l'internationalisation des PME et ses conséquences sur les stratégies entrepreneuriales, Haute école de gestion Fribourg, Suisse,25,26,27 octobre 2006, p3.

Through the above, we can define entrepreneurship according to this trend as a process of establishing an enterprise through embodying an idea in a project.

2- Entrepreneurial is the exploitation of opportunities

In this direction, "**Shane**" and "**Venkatarman**" define entrepreneurship as the process by which opportunities are explored, valued and exploited that allow the creation of future products and services. Opportunity, according to "**Casson**", it means the situations that allow the introduction of new products, services and raw materials, in addition to the introduction of new methods of organization. And selling them at a price higher than the cost of their production, and this is done by the entrepreneur who considered as a person who is able to discover inexpensive resources that he buys and organizes in order to resell them in the form of goods and products better priced by consumers . To establish an institution with the aim of exploiting it. and the entrepreneur's realizes such opportunities that generates an entrepreneurial vision that pushes him to establish an institution with the aim of exploiting it. There are also, according to **Drucker**, other sources of opportunity, which are:¹

- ✓ The opportunities that exist in the market are the result of inefficiencies resulting from the symmetry of information, or from the lack of possession of the technology necessary to meet unsaturated needs.
- ✓ Opportunity resulting from external changes in the social, political, demographic and economic spheres
- ✓ Opportunities resulting from innovations and discoveries that also generate new knowledge

So this trend focuses on studying the emergence of a new economic activity, which is not necessarily linked to the emergence of a new institution, and this trend also raises some of the main problems in his conception of entrepreneurship, Where it is assumed that the opportunities in nature are what they are, and it is sufficient to have the ability to know them so that we can possess them and transform them into an economic reality. however, in reality business opportunities can be formed through the process of establishing the activity, to which they are not themselves the starting point.

This trend also focuses only on studying the method of exploiting or embodying the opportunity that allows the creation of a product or service, while we must study what is actually happening in entrepreneurship in order to better understand the phenomenon.²

Through the above, entrepreneurship can be defined as the exploitation of opportunities that allow the realization of a project.

¹ - Karim Messeghem, L'entrepreneuriat en quête de paradigme : apport de l'école autrichienne, le congrès international francophone en entrepreneuriat et PME, L'internationalisation des PME et ses conséquences sur les stratégies entrepreneuriales, Haute école de gestion Fribourg, suisse, 25-27 octobre, 2006.p5.

² - Alain Fayolle, Entrepreneuriat, Op.cit., pp 29,30.

3- Entrepreneurship is a duality between dualism (individual - value creation)

According to this trend, entrepreneurship is centered on studying the relationship that binds between the individual and the value that he created. And led by "**Bruyat**", for him the scientific topic studied in the field of entrepreneuring is the duality of the individual and the creation of value. The dualism here is an expression of a principle proposed by "**Morin**", which is part of a dynamic of change and is defined from two perspectives. The first is based on the individual and considers it the basic condition in the creation of value. It is the main factor in duality as it determines the methods of production, Its capacity and all the details related to the value provided, and therefore the entrepreneur is that person or group in the process of creating a value, such a establishing a new institution, for example, without which this value it would not have been provided.

As for the second perspective, it is that the creation of value through the institution that this individual created ,leads to making him linked to the project he created to the point that it becomes its identity , The value he displayed occupies a large place in his life, It also greatly affects him, it pushes him to learning new things , to Modify his network of relationships in line with his requirements, It is even able to change its attributes and values, and when an individual establishes an institution or introduces an innovation, in return he becomes restricted to the project that he established. As for the value provided, it is represented in the technical results , financial and personal results provided by the organization that generate the satisfaction of the entrepreneur and the interested parties.¹

It can be considered that these three directions are complementary, as no one approach alone is sufficient to define entrepreneurship, In general terms, it can be defined as follows:

Entrepreneurship is a group of activities through which an institution of an organizational nature is created by exploiting

the opportunities available by an individual with certain characteristics in order to embody a creative idea and thus create value.

And from it we can say that there must be three basic elements in entrepreneurship, which are:²

- entrepreneurs to which there is no creativity without
- The organizational dimension related to vision, idealism, creativity, failure precaution, internal control
- The environmental dimension related to diversity in markets

Based on the above, the main aspects of entrepreneurship can be identified as follows:

- ❖ It is the process of creating something new of value

¹ - Eric Michael Laviolette et Christophe Loue, Op.cit., p3.

² مراد، الريادة والإبداع في المشروعات الصغيرة والمتوسطة، مداخلة في الملتقى الوطني حول المقاومية : التكوين وفرص 28 الأعمال،كلية علوم التسيير والاقتصاد، جامعة محمد خيضر بسكرة، الجزائر، أيام : 08/07/06 أبريل 2010، ص : 7

- ❖ Allocating time, effort and money
- ❖ Take responsibility for the various risks arising from the uncertainty
- ❖ gaining the resulting returns from the uncertainty

The third requirement: Encouraging factors of entrepreneurialism and the difficulties encountered

first we study encouraging factors

The most important environmental factors encouraging entrepreneurship activities are represented in a set of variables, and the following is an analysis of each of these variables:¹

1- economical factors:

The economic factors are the information resources , human, knowledge, technological, financial and material resources. without which nothing can be done and nothing can be achieved. These factors are even if they are intertwined at the beginning of the matter, then the establishment of the institution cannot be done without the ability to search for the means and Resources are obtained and mobilized for the benefit of the project.

And there are other factors that shape the economic context that affect the business activity, according to some, there is a strong presence of small enterprises with population density with increasing growth and thus the creation of new institutions and they relied on the work of "**grugman**", who indicated a positive statistically significant relationship between industrial density and population growth on the one hand. And the establishment of institutions on the other hand

2- Socio-cultural factors

Special emphasis is placed here on the value system and standards used in various societies. The social and cultural environment is often considered a determining factor for entrepreneurial orientation and action. What is meant by social and cultural factors are the factors directly related to various environments that can have positive or negative effects on individuals' orientation towards entrepreneurship, including the family. Schools, universities, professions, religion and membership in society. Perhaps the most important sociocultural factors supporting the entrepreneurial orientation, according to some writers and researchers, are the following:

- ❖ Religion and economic behaviors
- ❖ Accepting risk and failure
- ❖ Subcultures
- ❖ Families

¹ - Thierry Verstraete et Alain Fayolle, Paradigme et entrepreneuriat, Revue de l'entrepreneuriat, vol 4, n 1, 2005, p 37-39.

- ❖ Education and training systems
- ❖ Professional Experience

3- Regional factors:

Economic geography highlights the fact that economic activity does not appear in a particular place by chance but because of the existence of a social, economic, cultural structure. It is what encourages and supports the emergence of this activity, so the importance of the region cannot be neglected, either for the entrepreneur or for the institution.

Difficulties facing entrepreneurship in Algeria:¹

Entrepreneurship faces many problems, some of which are outside the control of the Corporation and its management because of its connection to the political, economic and social situations that countries are going through, and these difficulties are difficult to solve or change by the management of the enterprise and this difficulties needs to be adapted to, and there are other internal difficulties that are mainly related to the activity and work of the institution, such as:

1- Difficulties in financing:

It is at the forefront of the difficulties faced by entrepreneurship, as the small size of this institution makes it difficult to obtain bank loans for many reasons, including the high risk and the lack of adequate guarantees for the owners of enterprises in return for loans, as well as the lack of banking awareness and the lack of accounting records that reflect the situation. The financial institution and forecasting its future

2-Political and economic difficulties and the Governmental administrative approaches:

These problems that entrepreneurship suffer from appear as a result of government trends, especially in developing countries with a newly capitalist orientation or socialist countries that have suffered and are still suffering from the consequences of applying the ideal system in theory and not practically applicable, as no programs have been established that direct institutions or assist them financially or technically or to estimate Tax exemptions for it in the event that it adopts an official position in the exercise of its activity

3- Difficulties with organizational expertise and lack of information

It is represented in the lack of information and the lack of organizational expertise that would enable their owners to face their problems or help them expand their businesses, as well as the lack of experience and skill required in analyzing them, which will naturally lead to poor profitability of these institutions and a high probability of their failure

¹ - Sedkaoui, Soraya. (2018). An Empirical Analysis of the Algerian Entrepreneurship Ecosystem. 10.4018/978-1-5225-5837-8.ch022.

4- Difficulties in industrial real estate:

It is considered among the main problems facing new investors, due to the lack of a clearly defined policy to regulate the mechanisms for obtaining industrial real estate, especially if we notice the poor condition that industrial zones have reached in terms of development, management and organization

5- Difficulties related to marketing:

They are embodied in the decline in the quality of goods due to the problem of lack of qualified labor experience, weak quality control, and the inability of institutions to produce goods according to the required standards and standards, failure to conduct research Marketing and identifying the institution for its information on the target market, as well as the phenomenon of distrust of the national product compared to the foreign product.

6- tax collection :

Despite the measures taken to reduce the tax burdens on small and medium enterprises, the investor in this sector still suffers from a high rate of taxes on profits and from the various contributions imposed on these investors.

7- Administrative bureaucracy:

The slow and complexity of administrative procedures is one of the main factors hindering the growth and development of institutions, and this sector suffers from the multiplicity of inspection and oversight bodies (health, labor, social security, tax and customs departments, agencies interested in specifications and quality standards ...)

8 - Low productivity:

There are several reasons that affect the low productivity of the small enterprise, including poor planning that leads to the non-flow of raw materials and mismanagement of other production requirements such as spare parts, lighting and cooling services, as well as the lack of technical expertise, frequent work interruptions, and the high percentage of workers who leave the workplace.

9 - Poor quality:

Because of the use of old machinery in production processes, the high prices of raw materials, as well as the difficulty of using engineering managerial staff and administrative technical elements, and the absence of centers and laboratories to check quality.

The second topic: What is an entrepreneur and what is the role of business support and entrepreneurship support incubators

The first requirement: the concept of the entrepreneur

The definition of the entrepreneur has evolved in parallel with the economic development, so the definitions that has been given to the term have differed. The term "Entrepreneur" appeared in France during the sixteenth century, and it is a word derived from the verb "Enreprendre" which means pursue commit, pledge and for the English language it uses the same word "Entrepreneur" denotes the same meaning in the French language

The General Dictionary of Trade published in 1723 in Paris defined both the terms "Enreprendre" and "Entrepreneur" as follows:¹

a- "Enreprendre" means taking responsibility for a business, project, industry... etc.

b- Entrepreneur: "A person who conducts a business or a project. For example, instead of saying the owner of a factory, we say an industrial entrepreneur."

In England and in the sixteenth and seventeenth centuries, the term corresponding to the term "Entrepreneur" was the term "Undertaker" or "Adventurer," and Dictionary.J defined the word "Undertaker" as: "The person trying to exploit Risky opportunities".²

The economist "R.Cantillon" (1730) is considered the first to develop a concept for the entrepreneur, followed by a group of researchers such as "turgot" (1776) and then "J.B Say" (1829-1803) and "trade" (1890), The topic was also of interest to the Austrian School, as exemplified in the works of "Knight"(1921), "mises" (1949-1985) and "schumpeter" (1934), As well as the works of both "kinzer"(1973), "baumol" (1968), "casson" (1982), Their most important definitions can be summarized below:³

a- "Cantillon": The entrepreneur is the owner of capital that bears the risks arising from environmental uncertainty.

b- "D.Mc Clelland ": an entrepreneur is a dynamic person who takes calculated risks.

c- "knight": The entrepreneur is the one who acts on the basis of his expectations of market fluctuations, and bears the uncertainty of the market working dynamics.

¹-خذري توفيق، حسين الطاهر، المقابلة كخيار فعال لنجاح المؤسسات الصغيرة والمتوسطة الجزائرية: المسارات والمحددات، مداخلة 37 ضمن الملتقى الوطني حول واقع وآفاق النظام المحاسبي المالي في المؤسسات الصغيرة والمتوسطة في الجزائر، جامعة الوادي، الجزائر، 2013، ص.4

² - حمزة لفقير، تقييم البرامج التكوينية لدعم المقابلة، مذكرة تخرج تدخل ضمن متطلبات نيل شهادة الماجستير في علوم التسيير تخصص 38 المؤسسات الصغيرة والمتوسطة، جامعة بومرداس، الجزائر، 2009، ص.16

³ - عمر علاء الدين زيداني، ريادة الأعمال القوة الدافعة للاقتصاديات الوطنية، القاهرة، مصر، 2008، ص: 98.

The European Commission defined the entrepreneur as follows: “The entrepreneur can be considered (that) individual who takes and bears the risks, By collecting resources effectively, he innovates in the production of services and goods in new production methods, defines the goals he wants to achieve, by allocating efficiently to resources.¹

By referring to the (MeniamWebster1988) Dictionary, an entrepreneur is defined as a person who can organize and manage his company using his managerial skill.²

After examining the previously mentioned definitions that coincided with economic development, the definition of an entrepreneur can be determined as follows:

an entrepreneur is a person who has the will and the ability and independently - if he has sufficient resources - to convert a new idea or invention into an innovation that will be embodied on the ground by relying on important information in order to achieve financial returns by taking risks and is characterized in addition to the above with boldness, self-confidence, Management knowledge, and creativity. And in doing so, he drives economic development.³

an entrepreneur can also be defined as:

A creative and person for a small and medium-sized enterprise who contributes a large percentage to the institution’s capital and plays an active role in decisions related to his orientation or solving its problems.⁴

The second requirement: Characteristics and advantages of the entrepreneur

These traits have been placed in groups (personal characteristics, behavioral characteristics, management characteristics) to facilitate their understanding and connection, as follows:

first: personal characteristics:

According to "Papin.R", there is a multiplicity and great diversity in the aspects that must be provided by a successful entrepreneur. It is not possible to suggest an adjective that allows saying that someone has the advantages of a successful entrepreneur or not, but there are minimum qualities that should be available to the person who has the idea that can be quantified. Below:⁵

¹ - كمال مرداوي، كمال زموري، الابتكار كعنصر أساسي لنجاح سيرورة المقاولة في ظل رهانات اقتصاد السوق، مداخلة في الملتقى الوطني حول المقاولة: التكوين وفرص الأعمال، كلية علوم التسيير والاقتصاد، جامعة محمد خيضر بسكرة، الجزائر، أيام: 07. ص، 2010 أفريل/06/07/08

² - بلال خلف السكارنة، الريادة وإدارة منظمات الأعمال، دار المسيرة للنشر والتوزيع، عمان، الأردن، 2008، ص:20

³ - ، حسين الطاهر، نفس المرجع السابق، ص4.

⁴ - وفاء رابيس، دور التكوين في تنمية الحس المقاولة، مداخلة ضمن ملتقى حول المقاولة التكوين وفرص الأعمال، جامعة بسكرة، 43 10. ص، 2010 أفريل/06/07/08، ال

⁵ - صندرة سايبني، سيرورة إنشاء المؤسسة وأساليب المرافقة، دار المقاولة، جامعة قسنطينة، الجزائر، 2010، ص 8، 9-

1 - Energy and Kinetic: A necessary and indispensable behavior because the process of establishing an organization requires considerable effort, creating sufficient time and energy to complete the work.

2 - The ability to contain time: the idea owner should develop a set of activities in the present, which will not have any effect until later, it is not possible to imagine the success of an institution without thinking about the future and defining the vision in the medium and long term.

3- The ability to solve various problems: the entrepreneur may face several obstacles and this forces him to try to solve them and sometimes resort to other parties. Nevertheless, not all problems must be transferred to a consultant, because what may constitute a problem for him will not be the case for a consultant Or assistant.

4- Acceptance of failure: failure forms part of success, and for the entrepreneur " failure, mistakes and dreams" are sources for exploiting new opportunities, and thus achieving future successes.

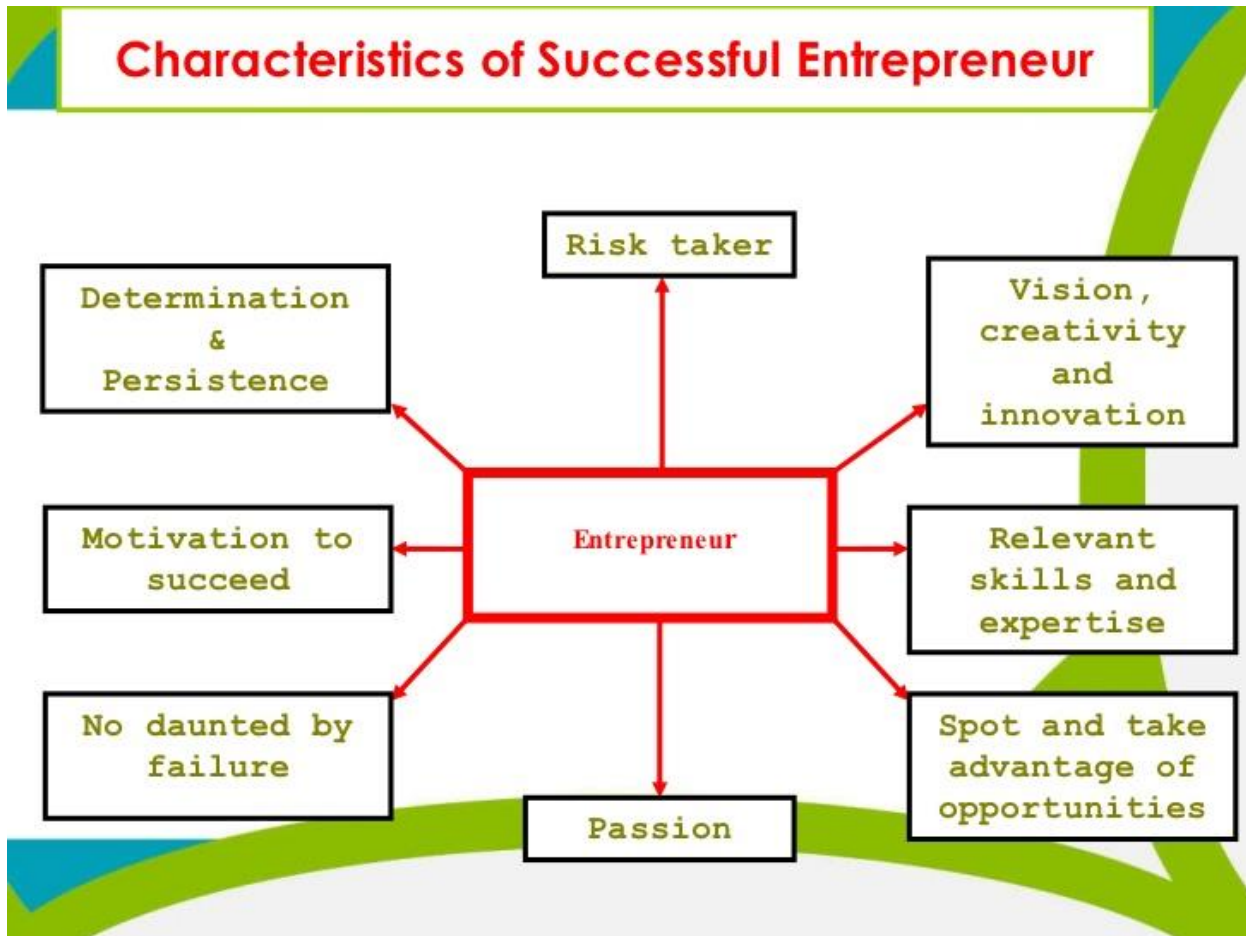
5- Measuring risks: He should face the risks he faces in the future and not depend on luck that is rarely repeated. Success comes as a result of long efforts, permanent work and a continuous evaluation of the activity.

6- Renewal and innovation: For the institution to continue to evolve in terms of its products, structures, or social scheme, there is a necessity for openness to renewal and development, and this requires an ability to analyze, a willingness to listen, and provide the necessary energy to respond to the new trends that will be the keys to the development of the institution.

7 - Self-confidence: in it the entrepreneur makes his business successful, as he has a superior feeling and sensitivity to different types of problems to higher degrees, as studies have shown that entrepreneurs have self-confidence and the ability to arrange, classify and deal with different problems in a better way than others.

In addition to other characteristics such as: motivation to work, commitment, optimism, desire for independence etc., The following figure shows the most important characteristics of an entrepreneur.

Successful entrepreneur figure:



Second: Behavioral characteristics

An entrepreneur possesses two types of skills:¹

1- Interactive Skills: It represents a set of skills in terms of building and forming human relationships between employees, management and supervisors of activities and the production process, and striving to create an interactive work environment based on appreciation, respect and participation in solving problems and caring for and developing innovations, as well as achieving justice in the distribution of work, division of activities, and the establishment of interactive communication channels that ensure the functioning of Working as a team spirit, and these skills provide the atmosphere for improving productivity and developing work.

2- Integrative Skills :entrepreneurs are constantly striving to develop their integrative skills among workers, as the institution or project becomes an integrated work cell and ensures the humanity of business and activities between units and departments.

Third : Administrative characteristics

It includes a variety or combination of skills, including the following²

1- Human skills: The skills related to human interaction and focusing on the humanity of workers represent their human and social conditions and create an atmosphere for self-esteem and respect as well as respect for human feelings and how energies are invested during the building of a work environment that focuses on the behavioral and human aspect.

2- Intellectual skills: 2- Intellectual skills: Project management requires a set of intellectual skills, possession of knowledge, scientific and planning aspects, vision to manage his project, and the ability to define contexts and systems and formulate goals on the basis of rationality and rationality.

3- Analytical skills: It is concerned with explaining the relationships between the factors and variables affecting the current and future performance of the project, analyzing (the causes and identifying the strength and weakness elements of the internal environment of the project, the elements of opportunities and threats surrounding the project in its external environment, determining the impact of this on the competitive position of the institution, the competitors'

¹ - لفقير حمزة، مرجع سبق ذكره، ص27.

² - نفس المرجع السابق، ص2

behaviors and their future perceptions. As well as consumer behavior and the impact of that on the market share of the project, financial, accounting, production and marketing aspects, and so on).

4- Technical skills: It is represented in the performance skills and knowledge of the nature of the relationships between the production stages, the design skills for the commodities and the knowledge of how to perform many technical works, especially with regard to product design, how to improve its performance and everything related to the operational aspects, and knowing how to install parts and maintain some equipment And machinery, and the basic components of machinery and equipment, and these skills have a great impact in some projects, as is the case in garment and textile factories, or companies of a manufacturing and technical nature such as carpentry and other workshops, and even in some service areas such as maintenance of electrical appliances and other equipment where workers look to entrepreneurs As if they are the main reference for them in this activity.

The third requirement: Business incubators as a mechanism to accompany entrepreneurship

The escort service is carried out through many bodies, as it is the sum of the services provided to the entrepreneur by the escort bodies, regardless of whether he has established his institution or not yet, and the accompanying bodies are divided into business nurseries, business accelerators, as well as business incubators, and the latter is the most important mechanism for entrepreneurialism accompaniment. .¹

Business incubators :

Business incubators are among the most important mechanisms that contribute to economic growth.

In addition to its contribution to the exploitation of the outputs of universities and research centers, as it plays a fundamental role in incubating innovators and creators.

A - Definition of business incubators:

There have been many definitions related to business incubators, the most important of which are :

It is known as: a complete package of services, facilities, support and counseling mechanisms that are provided for a specific period of time in order to reduce the burden of the start-up phase.

¹ - (PDF) Incubators as Tools for Entrepreneurship Promotion in Developing Countries (researchgate.net)

- **It is also known as:** "a dynamic process for the development of enterprises, especially small enterprises that go through the stage of establishment and the beginning of the activity in order to ensure their survival, especially in the stage of the beginning of the activity by providing various financial and technical assistance and other facilities for the establishment and the beginning of the activity."

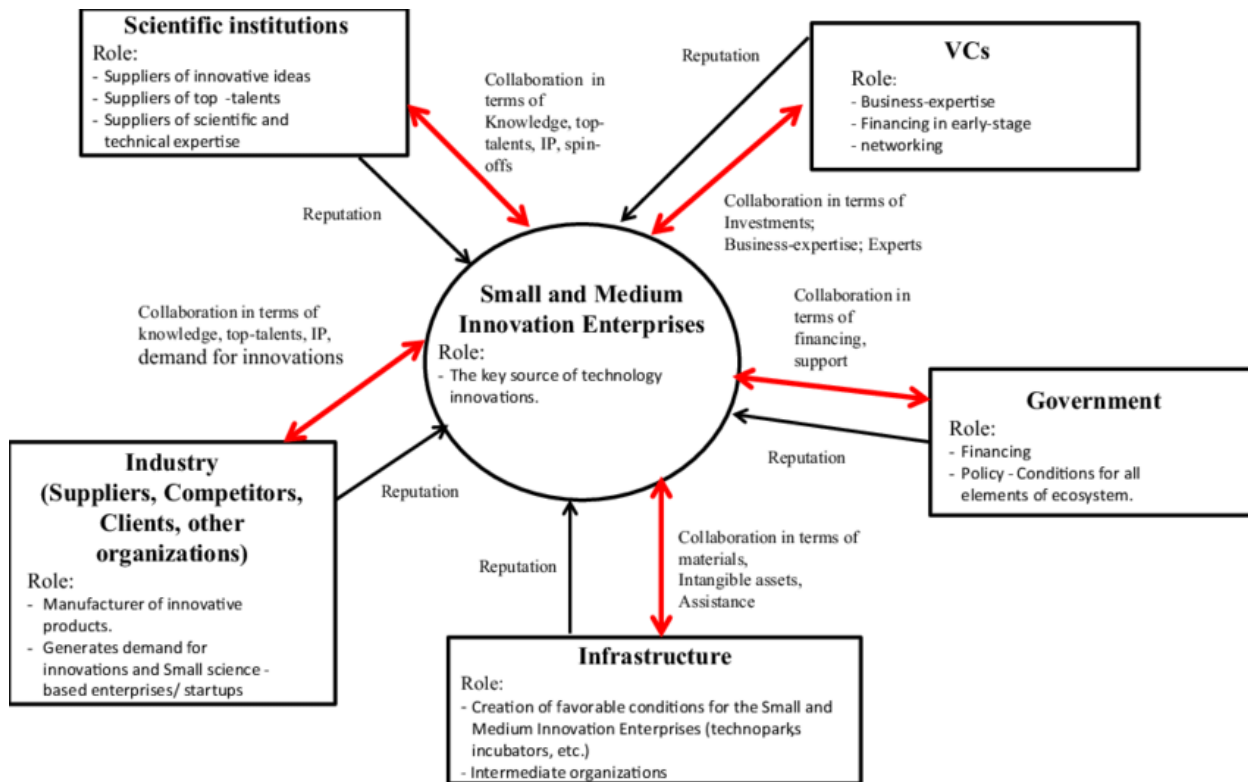
So, business incubators are large institutions that seek to provide the appropriate atmosphere for small enterprises in order to ensure their success or even go beyond the start-up stage to gradually push them to become capable of growth and eligible for continuation.

B -types of incubators:

Business incubators can be divided into several types according to their specialization or the goal for which they are established, the most important of which are:

- **Regional Incubator:** This incubator serves a specific geographical area for its development, and works on using local resources and investing in idle human energies, or serving a segment of society such as women.
- **International incubator:** These incubators seek to attract foreign capital, manage technology transfer operations, and aim to encourage exports abroad.
- **Industrial incubator:** to be set up within an industrial zone after determining the industrial needs of the zone, in which benefits and knowledge are exchanged between large factories and small institutions affiliated with the incubator.
- **Specific sector incubator:** This incubator aims to serve a specific sector or activity.
- **Technology incubator:** This incubator is characterized by having advanced equipment and devices with the investment of advanced designs.
- **Research or university incubator:** This incubator is usually located within a university campus or research center to develop the ideas and research of professors and researchers by making use of the workshops and laboratories of the university or research centers.
- **Virtual Incubator:** It is an incubator without walls, providing all the usual services except for accommodation.
- **Internet Incubator:** aims to help companies working in the field of the Internet and emerging software to grow to maturity

Mechanism for incubating entrepreneuring projects



Entrepreneurial support devices in Algeria:

There have been many agencies to support companies in Algeria in order to encourage individuals to continue their projects, and to reduce obstacles, especially financial ones, that the entrepreneur faces.

1- National Unemployment Insurance Fund "CNAC" :

The National Unemployment Insurance Fund was established pursuant to Executive Decree No. 94-188 of July 06, 4AD, in implementation of Legislative Decree No. 1/94 of May 1994.¹ The National Unemployment Insurance Fund sponsored the support agency for the establishment and expansion of activities for unemployed youth, those aged 30-50 years, and those who lost their jobs for economic reasons for one month. The maximum project limit does not exceed 10 million dinars. The agency offers project owners the following:²

- Accompanying all stages of the project and developing the business plan.
 - Assist during all project phases and develop a business plan support
 - There is a set of conditions that a person must meet in order to benefit from the measures of the National Unemployment Insurance Fund, which are:
 - the age must be between the age of 30-50 years old
 - you must have an Algerian nationality
 - must not occupy a position of work or engage in self-account activity during the stage of your application to benefit from the CNAC measures
 - To be registered in the branches of the National Employment Agency as a job seeker.
 - must have a a professional qualification or possessing knowledge related to the activity being practiced.
 - The ability to mobilize sufficient financial capabilities to contribute to financing the project.
 - Not to benefit in advance from the assistance measures within the framework of creating the activity

¹ - الجمهورية الجزائرية الديمقراطية الشعبية ، الجريدة الرسمية العدد 34، الصادرة في 01 جوان 1994، ص12
² - الصندوق الوطني للتأمين عن البطالة، نشاطات ومهام، النشرة الشهرية للصندوق الوطني للتأمين عن البطالة، الجزائر، العدد 32، ديسمبر 2006، ص 1

Financial aid:

- The loan in the form of a grant represents 28-29 percent of the total project cost.
- Reduction in bank interest.
- Helping to obtain bank financing (70% of the total project cost) through a simplified procedure, from the selection and certification committee, project financing, loan guarantee, loan risk guarantee fund

The investments to be made in this framework are based exclusively on the tripartite financing formula, which links the owner of the project, the bank and the fund through the following combination:

- Personal contribution 1-2%: of the total project cost
- Fund financing 28-29% : of the total project cost
- Bank financing 70%

2- National Agency for Youth Employment "ansej":

The National Agency for Youth Employment Support was established by Executive Decree No. 96-296 of September 8, 6, and is a public institution with an administrative character and financial independence and under the tutelage of the Minister in charge of Small and Medium Enterprises. In charge of encouraging, supporting and accompanying the establishment of institutions. This device is intended for unemployed youth who are looking for work, who are between 19-35 years old and who hold a project ideas that enable them to create institutions. The agency supports and guarantees accompaniment that includes the stages of establishing and expanding the institution, and it deals with projects whose total cost does not exceed 10 million dinars.¹

2-1- The role of the National Agency for Youth Employment Support:

It guarantees the accompaniment process, which starts from the stages of establishing and expanding the institution, and the agency is concerned with projects whose total cost does not exceed 10 million dinars, and the authority was established mainly for the following support measures:

Financial Aid: It consists in:

- The loan is in the form of a grant of 28-29 percent of the total project cost
- Reduction in bank taxes

¹ - الجمهورية الجزائرية الديمقراطية الشعبية، الجريدة الرسمية العدد 54 مرسوم تنفيذي رقم 03- 290 مؤرخ في 6 سبتمبر 2003، المادة 2 الصادرة في 10 سبتمبر 2003، ص 10.

Aid in obtaining financing:

The bank finances (70 percent of the total project cost) through a simplified procedure from the selection committee, approval, project financing, and guarantee on the mutual guarantee fund.

-The Authority offers two forms of funding:

- **Bilateral financing** : Personal contribution plus agency funding
- **Triple financing**: personal contributions and agency financing in addition to bank financing according to the following formulas:
 - ✓ **Personal contribution**: 1-2% percent of the total project cost.
 - ✓ **Agency contribution**: 28-29% of the total project fund , Grant loan
 - ✓ **bank contribution**: 70% of the total project fund

And there is a set of procedures that the idea owner takes in order to obtain support so that he can create his own project. .¹

3- The National Agency for Investment Development "ANDI":²

The National Agency for Investment Development was established according to Law No. 01-03 of August 20, 2001, in the form of a single decentralized window distributed across 48 states at the national level, which is a public institution of an administrative nature, The agency is authorized to carry out all founding procedures for institutions and to facilitate the implementation of foreign and domestic investment projects.

1 Functions of the agency: The agency has been entrusted with a set of tasks that can be summarized as follows:

- Informing and assisting investors in the implementation of their projects.
- Granting benefits for investment.
- Management of the Investment Support Fund.
- Promotion, development and follow-up of investments
- It contributes to implementing development policies and strategies in cooperation with the concerned economic sectors

¹ - [Http : //www.ansej .org.dz](http://www.ansej.org.dz) consulte le 04/14/2021

² - <http://www.andi.dz> consulte le 04/14/2021

- It provides potential investors with a partnership exchange.

4- National Agency for Microcredit Management "ANGEM"¹

The National Agency for Microcredit Management was established by virtue of Executive Decree No. 14-14 of 22 January 4, and the agency is a special entity with a financial independence, and was placed under the authority of the Prime Minister. It was also entrusted with running the micro-loans device that was developed for the purpose of evaluating micro-loans granted to categories of citizens without income or those with low, unstable or irregular income, with the granting of soft loans without interest.

Its main goal is to promote social growth through economic activity and fight marginalization thanks to a type of support that does not consecrate the idea of pure dependence, but is based mainly on self-reliance and on the spirit of enterprise.

The conditions that must be met by the loan applicant:

- ✓ To be 18 years and over.
- ✓ Not having any income or income that is not stable or low
- ✓ Proof of residence
- ✓ having the competencies that are compatible with the desired project
- ✓ Not to benefit from other aid to establish activities from any other part
- ✓ The ability to pay personal contributions equal to 3 or 5 percent of the total project cost.
- ✓ Commitment to repay the loan amount and interest

From these agencies developed by Algeria, it is clear that they are interested in the field of entrepreneurship in order to get rid of their growing unemployment and increase its national economy, but the latter is ineffective, especially by the follow-up of entrepreneurs benefiting from support after the establishment of projects, and the incompetence of the same entrepreneurs in running their projects

¹ - الجمهورية الجزائرية الديمقراطية الشعبية، الجريدة الرسمية العدد 06، الصادرة في 25 جانفي 2004، ص8

The third topic: the role of entrepreneurship

The first requirement: the economic role of entrepreneurship

Entrepreneurs initiate and sustain the process of economic development in the following ways:

1. Capital Formation:

Entrepreneurs mobilize the idle savings of the public through the issues of industrial securities. Investment of public savings in industry results in productive utilization of national resources. Rate of capital formation increases which is essential for rapid economic growth. Thus, an entrepreneur is the creator of wealth.

2. Improvement in Per Capital Income:

Entrepreneurs locate and exploit opportunities. They convert the latent and idle resources like land, labor and capital into national income and wealth in the form of goods and services. They help to increase net national product and per capita income in the country, which are important yardsticks for measuring economic growth.

3. Generation of Employment:

Entrepreneurs generate employment both directly and indirectly. Directly, self-employment as an entrepreneur offers the best way for independent and honorable life. Indirectly, by setting up large and small scale business units they offer jobs to millions. Thus, entrepreneurship helps to reduce the unemployment problem in the country.

4. Balanced Regional Development:

Entrepreneurs in the public and private sectors help to remove regional disparities in economic development. They set up industries in backward areas to avail various concessions and subsidies offered by the government.

5. Improvement in Living Standards:

Entrepreneurs set up industries which remove scarcity of essential commodities and introduce new products. Production of goods on mass scale and manufacture of handicrafts, etc., in the small scale sector help to improve the standards of life of a common man. These offer goods at lower costs and increase variety in consumption.

6. Economic Independence:

Entrepreneurship is essential for national self-reliance. Industrialists help to manufacture indigenous substitutes of hitherto imported products thereby reducing dependence on foreign

countries. Businessmen also export goods and services on a large scale and thereby earn the scarce foreign exchange for the country.

Such import substitution and export promotion help to ensure the economic independence of the country without which political independence has little meaning.

7. Backward and Forward Linkages:

An entrepreneur initiates change which has a chain reaction. Setting up of an enterprise has several backward and forward linkages. For example- the establishment of a steel plant generates several ancillary units and expands the demand for iron ore, coal, etc.

These are backward linkages. By increasing the supply of steel, the plant facilitates the growth of machine building, tube making, utensil manufacturing and such other units.

Entrepreneurs create an atmosphere of enthusiasm and convey a sense of purpose. They give an organization its momentum. Entrepreneurial behavior is critical to the long term vitality of every economy. The practice of entrepreneurship is as important to established firms as it is to new ones.

The second requirement: the social role of entrepreneurship

1. **Infrastructural Development** – Entrepreneurial ventures open up infrastructural development in their localities. Starting up businesses often leads to the development of transport and communication networks, driven by the need for infrastructure created by these businesses., enabling thriving businesses to take root, taking advantage of the good transport and communication channels available
2. **Contributing to Community Development** – Through participation in Corporate Social Responsibility, entrepreneurs contribute to and support the development of infrastructure for education, healthcare, business training & mentorship and other social needs
3. **Creating Jobs** – Entrepreneurship spurs economic growth in several ways. The most obvious one is by generating employment opportunities. Entrepreneurs, at even the most basic scale, employ people, providing them with incomes that they can spend, which fuels the movement of the economy. It is responsible for creating jobs with varying qualification requirements. For example, smaller entrepreneurs are more willing to hire employees with limited or no education, thus providing opportunities to people from all sections of society. Entrepreneurs also tend to hire locally, which reinforces the social fabric of their surrounding communities.

4. **Promoting Social Change** — Entrepreneurship is also instrumental in promoting social change. Running a business gives direction to people, while the resultant employment they create allows other people to support themselves and their households, thus reducing petty crime related to unemployment. Employees in entrepreneurial ventures get access to mentorship from the entrepreneur and hands-on work experience, both of which empower them with skills they can use to further their ambitions in life. Small businesses are also vital to local communities—surveys have shown that the “ideal neighborhood” is often described as one with a preponderance of independent businesses. Countries with good entrepreneurial infrastructure such as readily available finance, conducive governmental policies, and robust industrial infrastructure boast a better quality of life and prosperity. Entrepreneurship is not only a solution to unemployment, it can be a road map to a better life.

CHAPTER TWO

Chapter 2: The entrepreneurial success factors

After I finished the first chapter, which is the theoretical part, where I talked about definitions And concepts about entrepreneurial incubators and gave a general idea about the term entrepreneur in addition to the roles of entrepreneurship, and in this chapter I will address Three topics.

The first topic will be the methodological aspects of the study, while the second will be the analysis and selection of hypotheses, and another

A topic that will have results and suggestions

The first topic: Methodological aspects of the study

The first requirement: The National Agency for Entrepreneurship Support and Promotion ANADE

The definition:¹

- The National Agency for Youth Employment Support, established by Executive Decree No. 93-193 dated On the 11th of Rabi' al-Thani in the year 1417 corresponding to the 3rd of September of the year 1993, which defines its basic law
- This agency will bear the name of the National Agency for Entrepreneurship Support and Development, as stated in the decree Executive No. 11-319 dated on November 22, 2020 Which amends and completes Executive Decree No.296-96 dated on September 8 on 1996
- It is a body of a special nature that has its own legal infrastructure and financial independence, placed under the tutelage of the Minister in charge of employment.
- The National Agency for Youth Employment Support was established with the aim of accompanying young entrepreneurs in order to create or expand production and service activities according to an economic approach aimed at creating wealth and job positions.

Agency tasks:

- Providing advice and accompanying young entrepreneurs in setting up activities

¹ المرسوم التنفيذي رقم 96-296 المؤرخ في 8 سبتمبر 1996. الجريدة الرسمية الجمهورية الجزائرية الديمقراطية الشعبية. الصادرة في 11 سبتمبر 1996 ص 17

- Providing young entrepreneurs with all information of an economic, technical and legislative nature and regulation related to their activities.
- Developing the relationship with the various partners of the Agency (banks, tax authorities, social security funds for employees and non-workers)
- Develop cross-sectoral partnership to identify investment opportunities in various sectors
- Ensuring enterprise-related training for young entrepreneurs
- Encouraging every other form of actions and measures aimed at promoting the creation and expansion of activities

The main objectives:¹

- Promote and support the creation of activities for the production of goods and services by young entrepreneurs
- Encouraging business types and measures to promote the entrepreneurial initiative

Qualification conditions:²

- The age of the person/youth should be between 19 and 35 years in exceptional cases and when the investment secures at least (3) permanent jobs ,including (young entrepreneurs that are partners in the enterprise)
- He or she has a certificate or professional qualification and/or has a recognized knowledge qualification
- To make a personal contribution in the form of private funds.
- That he or she must not employed in a paid job when submitting the registration form to benefit from the subsidy.
- To be registered with the National Employment Agency as an unemployed job seeker.

¹ الموقع الرسمي للوكالة الوطنية لدعم وترقية المقاو لانية ANADE تم الاطلاع في 2022-05-029 .PROMOTEUR.ANSEJ.DZ

² نفس المرجع السابق
https://:

- Not to be registered in a training center, institute or university when submitting the aid application, Except when it comes to improving his activity
- Not have benefited from a subsidy entitled to creation of activities

Maximum investment amount:

- The maximum investment amount is set at ten million Algerian dinars (10.000.000) Either in the stage of construction or expansion.
- Non-remunerated loans complementing the project are not included in the calculation of the maximum investment limit.

Financing formulas:¹

There are three forms of financing:

First: Triple financing formula

- For the unemployed and university students, the value of the project is divided into three: the bank's contribution is 70%, the agency is 25%, and the person is 5%
- For a professional or a craftsman, the value of the project is divided into three: the bank's contribution is 70%, the agency is 20%, and the person is 10%.

Second: Bilateral financing formula

- For the unemployed and the university student, the value of the project is divided into two, with an agency contribution of 50% And the person with 50% .the loan is interest-free.
- For a professional or craftsman, the value of the project is divided into two, an agency contribution of 50% and a person of 50% . the loan is interest-free.

¹ المرجع السابق

Third: Self-financing formula:

- Personal contribution 100%, tax exemption 10 years in both cases

The second requirement: Data collection methods (support methods)

During his research journey, the researcher needs auxiliary tools to complete it in the best way, so there are many methods that are used in collecting the necessary data to deal with a specific research problem, and these methods include:

Documents, note...

***Documents:**

1-Document definition :

In general, a document (noun) is a record or the capturing of some event or thing so that the information will not be lost. Usually, a document is written, but a document can also be made with pictures and sound. A document usually adheres to some convention based on similar or previous documents or specified requirements. Examples of documents are sales invoices, wills and executives, newspaper issues, individual newspaper stories, oral history recordings, orders, and product specifications.¹

A document is a form of information. A document can be put into an electronic form and stored in a computer as one or more files. Often a single document becomes a single file. An entire document or individual parts may be treated as individual data items. As files or data, a document may be part of a database. Electronic Document Management (EDM) deals with the management of electronically-stored documents.

2-Types of documents:²

The types of documents can be divided into the following:

- According to the type of material that makes up the document:

it can be from clay or sedge, or from minerals and other materials so it's said to be a clay document, papyrus, or a mineral document'

¹ عبد المجيد محمد الحويج. الوثائق مفهومها وانواعها وتقسيماتها واهميتها في البحث العلمي. مجلة كلية الآداب. العدد 29. الجزء الثاني 2020. ص 207

² نفس المرجع السابق ص 209

- **According to the method of writing:**

the methods of writing the information in the document are writings, manuscripts, drawings, decorations, engravings or can be printed, ..etc.

- **In terms of general form:**

if they are statues, clay tablets, papyri, parchments, cylinder seals, or Sculptures, utensils, and more.

- **In terms of time:**

Here it can be divided according to the time period. For example, it is said: prehistoric documents, medieval documents.

- **In terms of location:**

It is the division of a sample: the locations of the documents, their origins, or any geographical characteristic that can be known by the document.

- **In terms of their relationship to specific institutions:**

for example, documents of temples, churches, monasteries, governmental or non-governmental institutions

3-Importance of Documents:¹

- **Practical importance:**

lies in assisting the institution in carrying out its ongoing administrative work, and in providing information to administrative leaders in the field of decision-making.

- **Legal importance:**

It is represented in that the documents contain evidence of the rights and obligations of the institution, such as: Sale and purchase contracts, legislative decisions, and agreements.

¹ نفس المرجع السابق ص217

- **Financial importance:**

It is represented by financial transactions inside or outside the institution, such as budgets, invoices, and accounting records.

- **Scientific importance:**

in terms of documents containing data and information used for the purposes of scientific research, studies and reports.

- **Historical importance:**

It includes documents related to the establishment of the institution, the development of its policy, procedures, administrative structures, events experienced by the institution, and development plans.

***Note**

1-Note Definition:

It is a systematic observation that relies on the senses and the monitoring and measurement tools that you use, it is an observation of phenomena in their various states and conditions to collect, record and analyze data to express them in numbers.¹

2-Types of Notes:²

There are two types of notes:

Simple observation:

It is a type of observation in which the researcher observes phenomena and events as they occur automatically in their circumstances without subjecting them to scientific control.

Structured observation:

It is the exact type of scientific observation, and it is different from the simple observation in terms of that the structured observation is a pre-planned process , and in terms of being subject to a high degree of scientific control With regard to the observer and the material of the

¹ مباركة خمقاني. اساليب وأدوات تجميع البيانات. مجلة الذاكرة. جامعة قاصدي مرباح. ورقة. العدد9. جوان2017.ص207

² امرجع نفسه ص42

observation, it also defines the circumstances of the observation, such as time and place, can also use recording tools , such as sound recorders and cameras, and it differs from the simple note in its goal , the structured note is collecting accurate data on the phenomenon in question

3- Note advantages:

- It is used in a wide range of fields, especially in relation to human behavior.
- It does not require a large number of individuals to be the subject of the research
- The researcher notices the accident when it happens
- The researcher observes the present and does not rely on the past

4-Note disadvantages:

It can be summarized as follows:

- The researcher cannot collect all the data that lies outside time and space, because it is limited in both a specific time and place .
- Being dependent on the things of the present, which made us ignorant of the past.
- The researcher is not able to observe the behavior that occurs in his absence due to circumstances beyond his control due to his illness or bad weather.
- Error-prone Reliance on the senses that must be used even when using precision machinery.
- The results you reach by observation are highly personal.
- That there are some topics that are difficult or can be impossible to notice, such as family disputes.

But this method has a limited degree of effectiveness in giving information about a person's perceptions, or His beliefs, feelings, motives or future prospects, these are impossible to subject to observation, and therefore researchers resorted to other means that depend primarily on what the respondents provide verbally, and decide

The third requirement: Data collection methods (basic method: **interview)**

1- interview definition:

It is a conversation between the interviewer and the respondent, with the aim of obtaining information from the respondent. The interview is usually used either to address many unknown fields or to get used to the persons concerned with the research before conducting interviews with a larger number using other techniques, or to identify the components of a topic and think about them before Final determination of the research problem. The philosophy of the interview aims to identify the essence of the human being, which cannot be reached by watching, because he does not see, but is reflected in behaviors and actions that can be seen. Through the interview, the causes are known, and in which lie solutions and treatments¹

2- Types of interview :²

Interviews are generally classified according to the degree of freedom granted to the respondent. From this point of view, we can find in the research arena that the most frequent four types of interviews:

Undirected interview:

It is also called a free interview, which is when the researcher proposes a topic to the respondent and asks free, undefined questions, and the researcher only intervenes to provoke and encourage the respondent, and this is by explaining some of the meanings of the words as well as the goal of the question, and in another way the researcher does not formulate specific questions from Before.

All of this is accomplished by deviating the researcher from the subject of the interview, by setting broad lines that guide his interview.

Semi-directed interview:

In this type of interview, the researcher identifies a set of questions for the purpose of asking the respondent, with the researcher retaining the right to ask questions from time to time without departing from the topic.

Closed Question Form Interview:

¹ المرجع نفسه ص 43

² نبيل حميدشة.المقابلة في ابحت الاجتماعي.مجلة العلوم الإنسانية والاجتماعية.جامعة سكيكدة.العدد9. جوان2012ص 102-103

It is also called the standard interview, in which a set of questions is defined in terms of formulation and arrangement, and the respondent is given some alternatives in some cases, and all this without deviating from the subject of the interview.

Interview with open question form:

It is the interview in which the researcher determines the questions in wording and arrangement, but the respondents are given freedom Expanding the answer and this may be motivated by the researcher without deviating from the topic.

Focused interview:

In this type of interview, the researcher is provided with a set of predetermined topics, and all phenomena related to the research. Where the researcher has complete freedom to ask questions related to the research and is not restricted by the method of asking questions to the respondents, and from this point of view, the researcher can extract or deduce other questions from the respondents' answers and re-ask them to obtain additional information.

3-Interview Preparation¹

After the researcher's opinion has settled that the interview is the most appropriate tool for collecting information from the researched field and the most appropriate for that, it proceeds in preparing for it, which can be summarized as follows:

Determining the purpose of the interview:

The researcher must specify exactly what he wants to obtain, using specific points. This can only be achieved by translating the research questions into objectives, the extent to which each one of them can be measured using a set of questions.

In order for the researcher to list all the objectives and helpful questions in the interview, he should refer to:

- Previous studies
- Related books and references
- consulting the experts

¹ نفس المرجع السابق ص 103-104

- Benefiting from scientific and research expertise

Planning the interview guide:

It is a set of questions that the researcher writes, which helps him to limit his interview, taking into consideration during writing the questions the logical sequence in their hierarchy, interdependence and non-overlap. In addition to the questions, the researcher indicates the objectives of the interview (research objectives).

The researcher may use several models of questions (closed, open, semi-open), and the choice of question type is related to its objective.

Field interview guide test (practically):

It is to present it to arbitrators for consideration and then apply it to a group of members of the research community to ensure the integrity of the questions, and the extent to which the research community members can understand them and have them not contradicted, and then reformulate it to a better wording, and then if there are assistants to the researcher He must train the assistants to apply the guide, whether it is an audio, video or written or a recording.

The final application of the guide:

After the researcher finishes planning and selecting the guide and training the assistants to apply it, he contacts the study sample to conduct the final interview. But before he goes to the field and after completing the making of the guide, the interviewer will have prepared himself for the interview, and this preparation will be as follows: (according to the advice provided by Walter Bingham and Bruce Moore).

- Decide what exactly you want to get, what is your topic in mind, the real purpose for which you are interviewing, what are the facts to be obtained?
- Get to know the interviewed person: The researcher should try to obtain information about the person who will conduct the interview with those around him or in other ways, with regard to his connections and interests to facilitate the conversation with him.
- Determine the date of the interview in advance, in order to save time and determine the adequate and appropriate time for the interview
- Providing the appropriate seclusion during the interview

- Practice putting yourself in the shoe of the person being interviewed :

That is, the researcher imagines himself as the subject, and imagines the questions that will be asked in terms of method and vocabulary, and he must imagine how the respondent looks at him. Because this method helps to manage the interview process in a good way and benefit a lot from the respondent

- Exclusion of personal preferences:

Before starting the interview, the researcher must get rid of his personal thoughts, beliefs and opinions about the topic and the subject, because they may distort and interpret information and then affect the results of the interview. In conclusion, the researcher makes sure that the respondent knows his name and his job (i.e. the name of the researcher). .

My preparation for the interview:

After my meeting with the supervising professor, Dr. Ladjali, we gathered a set of questions in advance and the information we needed from the National Agency for Support and Promotion of Enterprise ANADE located in the El-Qawatine neighborhood of Laghouat, I went to the agency on the morning of 01/06/2022 at 9:20 am and It was a smooth process and I had no issues getting my interview setup and in a couple of minutes I found my way inside the office of Mr,Zaki Delassi The person Who works as the head of the entrepreneurial accompany department and he was so nice to answer all my questions in addition to giving me examples and ideas when needed. However, the only problem I faced was that I couldn't get several statistics I was going to study from the agency and that's for the reason of it being super strict about handing stats written on paper, so I had to work with the approximate data I was handed .

The second topic: Data analysis and hypothesis selection

The first requirement: Unloading the interview aspects and analyzing them

Q&A :

Funding aspect:

- **Q:** Did the tax exemptions have a positive effect on the approach of many people to the agency?
- **A:** Yes it had a huge effect , especially in the field of service activities

- **Q:** Is financial capabilities a role in the success of projects?
- **A:** Yes, Because the owner of the project bears the full losses, and this will also motivate him to work
- Do you think that the government support is sufficient, and why?
- No, the tax (rates), financial support (currency fall), and the maximum financial support must be reviewed.

Analysis:

According to the questions I got answered in the interview and the informations provided by the agency in the funding aspects I have noticed the following :

- The funding aspect ,the tax exemptions ,the financial capabilities all of these pay a huge role in the success factors of the entrepreneurs by motivating them and helps eliminate obstacles that may come across them and prevent them from achieving their goals
- The financial capability can be a deal breaker in certain cases because as we see , when the entrepreneur is willing to use his own money it can be a great motivation since that he is taking the majority of the risks , on the contrary people that only use the funding of the agency at times can be slightly less caring
- The government support should be reviewed in the sense of , the tax rates have been lowered lately and that should be opposite way the government is supposed to be heading as it's main goal is to support the and help push the entrepreneurship, adding to that the currency fall and with that the maximum financial support became not enough for the market needs

Administrative aspects:

- **Q:** The long period of studying projects causes loss of opportunities, why not organize and address this in faster ways and according to its legal formalities ?
- **A:** On the contrary, there are quick procedures for the progress of the file within its specified deadlines. (He also gave examples of digitization and reducing the use of paper)
- **Q:** Why not have a quick response facilities in obtaining official licenses?

- **A:** The response is fast “Registration via the platform, doing the free training provided by the agency, and then through the project selection committee in which they decide whether the project is approved or not” He said
- **Q:** Do you do periodic statistics to see the success or failure of projects, and how?
- **A:** Yes we do, According to the agency’s follow-up program
- **Q:** Do you have a renewed map of the projects that can be supported, and how are they made?
- **A:** Yes we do , it’s called (**National activity card**)
- **Q:** In your opinion, did the agency’s administrative competencies have a role in the success of these businesses?
- **A:** Yes of course, the Quality control at various stages of establishment of the institution, the follow up that comes after financing the business , and guiding the business owner

Analysis:

Referring to the results of the interview, I have noticed in the administrative element :

- The presence of speed and strength in obtaining official licenses and the short period of study of files also the administrative infrastructure of the agency and the periodic studies done by the agency all of these elements come to have a great positive impact on paving the way for entrepreneurs ,and having the procedures as smooth as possible
- The agency’s administration in a way or another has a role in the success of entrepreneurs
- The national activity card is a method/strategy that the government implemented for the purpose of studying the sectors that are lacking in the area and push them in the field .

Marketing aspect:

- **Q:** Is marketing a reason for the success of well established businesses, and does the agency provide training programs in the field?
- **A:** Yes of course ,the agency provides training for the business holders that are free held by professionals in the field

- **Q:** Are digital and electronic marketing important in the success of businesses?
- **A:** Yes of course

Analysis:

According to interview I noticed the following:

- **Q:** Marketing is a very important tool that must be taken care of and the training provided by the agency is a good step towards improving the foundation of entrepreneurs that may help them promoting their products (goods/services)
- **A:** E-marketing is a modern tool characterized by being easier, cheaper and more effective for the success of the new upcoming businesses

As a conclusion, interest in marketing in general is the reason for the success and prosperity of businesses

Agency's Procedures aspect:

- **Q:** Do you study the reasons for the failure of businesses?
- **A:** Yes we do, and its mostly when the area is saturated with one activity, The activity is not profitable, Failure to complete the project.
- **Q:** Do you study the reasons for the success of businesses?
- **A:** Yes
- **Q:** What are the solutions offered by you to reduce the failure of projects?

- **A:** Reducing administrative procedures, Digitize procedures linking it with other sectors, Opening a private market (local and international) for young investors, Allocating activity areas.
- **Q:** Does the agency have the authority to grant lands designated for industrial activity or assist in that?
- **A:** No, It is not within the authority of the agency

Analysis:

According to questions involving the agency's procedures I have noticed the following:

- Studying the reasons that may cause failure for the new upcoming businesses is necessary, in order for the agency to help prevent it or at least minimize it from happening
- The agency has limited authorities that can be approached in the future which can also be very beneficial (granting lands designated for industrial activity or other activities in the field)

Other aspects:

- **Q:** What are the connections that the agency has that can come to aid the upcoming entrepreneurs?
- **A:** Partnership contracts with large economic institutions, including: ALGERIE TELECOM , SONATRACH, SONELGAZ,ADL in the context of implementation of the law of having small businesses benefiting from 20% of public deals
- **Q:** How many successful and established businesses have approached the agency from 2015 so far?
- **A:** 180 business in both production and services fields
- **Q:** In the agency's opinion, what are the reasons that led to the success and continuity of these businesses?

- **A:** The entrepreneurial spirit comes at first , plus the tax exemptions IRG,TAP,IBS that can last as long as 10 years
- **Q:** Is there still a relationship between the agency and the successful businesses even after the repayment of the loans?
- **A:** Yes, It consists in knowing the number of workers or the number of their growth in the institution, as well as contacting them to participate in the exhibitions organized in the context of youth employment, as well having them as guiding interface for the new entrepreneurs , in which they can ask them about their expertise in the field and motivate them in starting their businesses
- **Q:** What are the most successful sectors? and why?
- **A:** Services sector , Because of its reduced expenses and does not require a large workforce, as well as being very profitable
- **Q:** What sectors are mostly desired to invest in, and why?
- **A:** The agricultural sector, because of the nature of its geographical benefits ,and The way the population is raised
- **Q:** Does the personality and efficiency of the entrepreneurs have a role in the success of the project?
- **A:** Yes it does ,drastically in fact as we always see that the people that has the entrepreneurial spirit Always come to succeed in their projects

Analysis:

In the interview I have established many questions that can't be categorized in one aspect, and I noticed the following:

- The partnerships that the agency has with large institutions are very good in terms of having opportunities in many sectors
- The entrepreneurial spirits comes first when we study the success factors ,because it plays a huge role and we can even say that it's a necessity and the tax exemptions can help too

- The agency's established relationships with the already successful businesses that they pushed and helped growing , can be considered as a manual for upcoming entrepreneurs in the sense of that they can get their questions answered from the businesses that succeeded in their field
- The data shows that services sector is known as the most successful sector because of its profitability and the reduced expenses
- The agricultural sector is the most desired for entrepreneurial investments, and that's because of the nature of this specific area and it being very rich and suitable for it.

The third requirement: Selection of hypotheses

- 1- The entrepreneurial spirit and its necessity for the success of businesses
- 2- Administrative procedures has in a way or another a role in the success of businesses
- 3- Good marketing is a major reason for business success

The third topic: Results and suggestions.

- 1- Testing the first hypothesis that “ The entrepreneurial spirit and its necessity for the success of businesses”

Referring to the analysis of the results of the interview, and the documents obtained, I noticed the following:

- people with an entrepreneurial spirit often get a lot done when they put their mind to something. They haven't got time to procrastinate or overthink things — they're too busy rolling up their sleeves and getting to work. They also tend to be goal-oriented — once they set their sights on achieving something, they pursue it with dogged determination.

From the hypothesis I have noticed that the entrepreneurial spirit does indeed play a major role in the success of businesses therefore the hypothesis is true

2- Testing the second hypothesis that “administrative procedures has in a way or another a role in the success of businesses”

Referring to the analysis of the results of the interview, and the documents obtained, I noticed the following:

- The administrative procedures don't have a direct relation with success or the failure of businesses ,but that doesn't mean its not very detrimental and has an effect (positive/negative) if done right or wrong . taking a long time in the studying of businesses has led many people to withdraw from the agency in its earlier stages but not so much lately, because as we see the agency is taking a new route towards the digitization and minimizing the paperwork as much as possible for the sole purpose of making it easier and faster for new businesses

From the hypothesis I have noticed that the administrative procedures does also have a an effect to the success of businesses therefore the hypothesis is true

4- Testing the third hypothesis that “Good marketing is a major reason for business success”

- Marketing is important because it helps you sell your products or services. The bottom line of any business is to make money and marketing is an essential channel to reach that end goal. researchers explained that without marketing many businesses wouldn't exist because marketing is ultimately what drives sales

From the hypothesis I have noticed that Good marketing is very necessary for any sort of business in order for it to succeed and actually exist in the market so therefore the hypothesis is true

The second requirement: General results

- Entrepreneurial spirit can be considered as the number one factor for the success of businesses
- Funding capabilities play a role in motivating the entrepreneur to do better because he is the one bearing all the losses if the business flaps
- Minimizing the paperworks and the digitization that the agency's had in the last couple of years has led to the approach of many new entrepreneurs
- The currency fall has led to the maximum funding not being enough for entrepreneurs to start their business
- In laghouat the agriculture sector and the services sector are significantly more approached than other sectors
- Relying on e-marketing which may be the reason for the success of the business
- Information and statistics about competing institutions in the market in general is very beneficial for new entrepreneurs
- The follow-up program the agency has, can aid the entrepreneurs in focusing on their goals and prevent them from going sideways
- The trainings that the agency provides gives the entrepreneurs the efficiency and experience needed to start their business
- The agency has limited authorities that can be gained in the future
- The agency's partnerships benefits the entrepreneurs by a huge margin which is 20% of public deals

The third requirement: Suggestions

- Extending the time of trainings, as 15 days is not enough for anyone to gain the experiences the entrepreneur needs to start any business
- Establishment of banks specialized in financing small and medium enterprises that grant soft loans, especially with regard to the interest rate.
- Conducting courses abroad to provide entrepreneurs with the necessary expertise at the international levels
- The establishment of special entities that specialize in granting entrepreneurs with the real-estate needed for the start-up with their projects/businesses
- Work on middle-man establishments such as the stock exchange , which is considered one of the effective tools for the development of small and medium enterprises
- Reconsider the financial ceiling offered for investment
- Exempting the taxes on the basic raw materials for the activity of small and medium enterprises
- Granting the new businesses with a free professional advertisement campaigns if needed to give them an idea on how a good advertisement is like
- Making a more strict punishment for the people who just take the money and use it for their personal gain
- Doing a more in-depth studies for the businesses that flap especially and give them motivation to start again by providing them actual good advices and the reasoning for that failure
- Eliminate bureaucratic management of public banks

The conclusion of chapter 2:

The process of diagnosing the phenomenon of the success of small and medium-sized enterprises by giving perceptions and drawing scenarios through which the enterprise can be classified over the course of its economic life. Exploiting the available opportunities, perseverance and the ability to continue in crises, whatever they are, in addition to several other reasons.

General Conclusion

CONCLUSION

General conclusion:

Since the beginning of the nineties, the state has worked to combat unemployment by establishing partnership bodies between the state and the youth to help the upcoming entrepreneurs realize their projects and ideas to work.

Among these bodies is the National Agency for Entrepreneurship Support and Promotion, which has contributed significantly to push youth activities and helping them establish their own businesses, which had a major role in the success of the entrepreneurship aspect, and gave a hand that contributed to the establishment of several businesses in many sectors.

This study was limited to two theoretical and practical parts. As for the theoretical aspect, it touched on the definition of this type of institution, and the extent of its contribution to the national economy and its impact to the economic and social development. As for the practical side, it is represented in studying the Small and Medium Enterprises Support System (Enterprise Support and Promotion Agency) and the results it achieved, in addition to its impact on entrepreneurial success.

In this brief study, I have tried to shed light on the strength of the state policy adopted in eliminating unemployment, identifying the characteristics and advantages of small and medium enterprises, and knowing the success factors plus the degree of its contribution to the Algerian economy , It became clear to me that there are many businesses succeed for having multiple factors being implemented and taking advantage of in the process of embodying an idea , that with the help of financing, administration and follow-up systems that the **ANADE** has.

List of References

REFERENCES

References:

1. **Danjou**, l'entrepreneuriat : un champ fragile à la recherche de son unité Revue française de gestion , vol .28 n°138 ,avril\ juin 2002
2. **S. Boutillier et D. Uzunidis**, la légende de le entrepreneur . La légende de l'entrepreneur, Edition la découverte & Syros, Paris, 1999
3. **B. Allali** , Versunethéorie del'entrepreneuriat , Cahier de recherche L'ISCAE, n° 17
4. **S.Boutilleir et D.Uzunidis**, La légende de l'entrepreneur , Op.Cit.
5. **Khaled Bouabdallah et Abdallah Zouache**, Entrepreneuriat et développement économique, les cahiers du CREAD, Alger, n 73, 2005,
6. **S.Boutilleir et D.Uzunidis**, La légende de l'entrepreneur , Op.Cit.
7. **Alain Fayolle**, Introduction à l'entrepreneuriat, Dunod, Paris, 2005
8. **Eric Michael Laviolette et Christophe Loue**, Les compétences entrepreneuriales. Définition et construction d'un référentiel, communication au séminaire l'internationalisation des PME et ses conséquences sur les stratégies entrepreneuriales, Haute école de gestion Fribourg, Suisse,25,26,27 octobre 2006
9. **Karim Messeghem**, L'entrepreneuriat en quête de paradigme : apport de l'école autrichienne, le congrès international francophone en entrepreneuriat et PME, L'internationalisation des PME et ses conséquences sur les stratégies entrepreneuriales, Haute école de gestion Fribourg, suisse, 25-27 octobre, 2006.p5. Alain Fayolle, Entrepreneuriat, Op.cit.
10. **Eric Michael Laviolette et Christophe Loue**, Op.cit., p3.
مراد، الريادة والإبداع في المشروعات الصغيرة والمتوسطة، مداخلة في الملتقى الوطني حول المقاولاتية : التكوين وفرص 28 الأعمال،كلية علوم التسيير والاقتصاد، جامعة محمد خيضر بسكرة، الجزائر، أيام : 08/07/06 أفريل 2010
1. **Thierry Verstraete et Alain Fayolle**, Paradigme et entrepreneuriat, Revue de l'entrepreneuriat, vol 4, n 1, 2005
2. **Sedkaoui, Soraya**. (2018). An Empirical Analysis of the Algerian Entrepreneurship Ecosystem. 10.4018/978-1-5225-5837-8

Arabic references:

1. **خذري توفيق، حسين الطاهر**، المقالة كخيار فعال لنجاح المؤسسات الصغيرة والمتوسطة الجزائرية: المسارات والمحددات، مداخلة 37 ضمن الملتقى الوطني حول واقع وآفاق النظام المحاسبي المالي في المؤسسات الصغيرة والمتوسطة في الجزائر، جامعة الوادي، الجزائر، 2013
2. 1 - **حمزة لفقير**، تقييم البرامج التكوينية لدعم المقولة، مذكرة تخرج تدخل ضمن متطلبات نيل شهادة الماجستير في علوم التسيير تخصص 38 المؤسسات الصغيرة والمتوسطة، جامعة بومرداس، الجزائر، 2009
3. -**عمر علاء الدين زيداني**، ريادة الأعمال القوة الدافعة للاقتصاديات الوطنية، القاهرة، مصر، 2008
4. **كمال مرداوي، كمال زموري**، الابتكار كعنصر أساسي لنجاح سيرورة المقاولاتية في ظل رهانات اقتصاد السوق، مداخلة في الملتقى 40 الوطني حول المقاولاتية : التكوين وفرص الأعمال، كلية علوم التسيير والاقتصاد، جامعة محمد خيضر بسكرة، الجزائر، أيام ، 2010 أبريل/06/07/08
5. **بلال خلف السكارنة**، الريادة وإدارة منظمات الأعمال، دار المسيرة للنشر والتوزيع، عمان، الأردن، 2008
6. **وفاء رايس**، دور التكوين في تنمية الحس المقاولاتي، مداخلة ضمن ملتقى حول المقاولاتية التكوين وفرص الأعمال، جامعة بسكرة، ، 2010 أبريل/06/07/08،
7. **صندرة سايبى**، سيرورة إنشاء المؤسسة وأساليب المرافقة، دار المقاولاتية، جامعة قسنطينة، الجزائر، 2010 ،
8. **(PDF) Incubators as Tools for Entrepreneurship Promotion in Developing Countries** (researchgate.net)
9. -**الجمهورية الجزائرية الديمقراطية الشعبية** ، الجريدة الرسمية العدد 34،الصادرة في 01 جوان 1994،
10. **الصندوق الوطني للتأمين عن البطالة، نشاطات ومهام، النشرة الشهرية للصندوق الوطني للتأمين عن البطالة، الجزائر، العدد 32،ديسمبر 2006،**
11. **لجمهورية الجزائرية الديمقراطية الشعبية، الجريدة الرسمية العدد 54 مرسوم تنفيذي رقم 03-290 مؤرخ**
12. **في 6 سبتمبر 2003، المادة 2،الصادرة في 10 سبتمبر 2003 ،**
13. **الجمهورية الجزائرية الديمقراطية الشعبية ،الجريدة الرسمية العدد 06،الصادرة في 25جانفي 2004،**
14. **المرسوم التنفيذي رقم 96-296 المؤرخ في 8 سبتمبر 1996. الجريدة الرسمية الجمهورية الجزائرية الديمقراطية الشعبية.الصادرة في 11 سبتمبر 1996**
15. **خبيل حميدشة.المقابلة في البحث الاجتماعي.مجلة العلوم الإنسانية والاجتماعية.جامعة سكيكدة.العدد9. جوان2012**

Web sites :

[Http://www.ansej.org.dz](http://www.ansej.org.dz) consulte le 04/14/2021

[Http://www.andi.dz](http://www.andi.dz) consulte le 04/14/2021