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The reality of startup institutions in Algeria

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Abstract---In this section we have discussed the general conceptual framework around start-up companies, their characteristics and objectives. The mechanisms available to support them are represented by incubators of various types and the different support structures provided by the state, including facilitating the creation of start-up companies that qualify them to become competitive. In order to encourage these companies, Algeria has implemented various incentive policies for start-ups, as well as a legal framework for the various provisions that include the promotion and development of the environment for these companies and the encouragement of innovation. The Algerian system has tried to keep pace with the various global developments, but there are still shortcomings in the framing of the topic of start-ups.

Keywords---Start-ups, International models, Legal regulations, Algeria, Financing.

Introduction

Many economists believe that the development of startup projects and the encouragement of their establishment constitute a significant economic force that contributes greatly to the Gross National Product, and they also play a role in the

development and growth of the national economy, as well as in the elimination of unemployment. At first glance, this may seem simple and almost clear, but when delving into the field and reality, the matter becomes more difficult and ambiguous, especially for startups that suffer from a lack of resources and low levels of innovation. Therefore, these startups and project owners must integrate into various bodies and search for various tools that can help them overcome the shortcomings they suffer from, and acquire skills and a network of relationships that allow them to establish their companies and ensure their success and sustainability. Among these tools, business incubators have emerged as a supportive structure and an appropriate means of support, providing advice, and bringing together startups, as they work hard to bring together specialized resources dedicated to supporting and assisting entrepreneurs and startups even before establishment, while ensuring their support during and after the establishment process, as the main objective of the business incubator is to produce successful companies that leave the structure completely independent.

The problem of the study:

What is the reality of emerging institutions in Algeria?

What are the main laws adopted by the Algerian state to facilitate the creation of emerging institutions in Algeria?

Reasons for choosing this topic.

The significant orientation and attention that the Algerian state has recently paid to start-ups and business incubators, and its efforts to promote and develop them by putting in place many mechanisms that can help make them a strong driver and motivator of the national economy. Recognising the challenges and difficulties faced by this sector, the government is always looking for innovative ways to finance and support this type of enterprise in a way that is commensurate with the resources available.

Objectives of the study:

The objectives of this study are as follows:

- Identify the conceptual and theoretical framework of start-up companies
- Determine the relationship between university incubators and start-up companies
- Identify some of the most successful global experiences that can be used in the field of incubators and start-ups
- Identify the main stages of the incubation process as well as the necessary procedures for the establishment of emerging institutions (start-ups).

1) The nature of start-ups

To better understand startups, this section will look at the concept of startups, their various characteristics, objectives and benefits, as well as the factors behind their success and failure, and their life cycle.

- Introduction to startups

- The context of the emergence of the start-up:

Discussing the historical roots of the term "startup" leads us directly to the middle of the last century, specifically to the period when venture capital financing emerged. Many researchers who have studied the topic of startups

claim that the beginnings of the term appeared immediately after the Second World War, but in fact there is no evidence of the use of the term by writers or researchers during this period.

According to many researchers, the use of this term dates back to 1976 in an article entitled "The Unfashionable Business of Investing in Startups in the Data Processing Field", published in the American magazine "Forbes", and the same term was used again in 1977 in an article entitled "An Incubator for Startup Companies, Especially in the Fast-Growing, High-Technology Field", published in the American magazine "Business Week". The same term was used again in 1979 by David Birch in an article entitled "The Job Generation Process", in which he pointed out the importance of small projects in the creation of new jobs in the context of the changes that were taking place in the structures of American industry at the time, which led to an increased interest in small companies and projects. In 1984, researchers Larsen Judith and Rogers Everett used the term "startup" in their book "Silicon Valley Fever: Growth of High-Technology Culture" to refer to those institutions closely associated with advanced technology and venture capital, which was the predominant characteristic of "Silicon Valley" firms. The term has become widely used and closely associated with advanced technology; in addition to this association, there is a strong relationship between the term "startup" and financing by venture capital firms, which were the main sparks for the creation of emerging institutions (Dahan, 2020, p. 3).

The period spanning the 20th and 21st centuries has witnessed numerous changes at various levels of economic, technological, technical, social and organisational analysis. Authors such as Livian or Cohen converge in describing a context driven by a new technological system (computers, electronics) and the modification of economic issues (globalisation, financial revolution), shaped by individuals whose values have changed (contemporary individualism, weakening of ideals), as well as their relationship to work (better trained workforce, higher level of education, condition of progress and autonomy). Therefore, Livian goes further by pushing the hypothesis of the emergence of a new organisational model in the face of such disruptions, in line with the logic of co-evolution (Daft & Lewin , 1993, pp. i-vi). This context appears to be conducive to the emergence of new firms, highlighting two main well-known phenomena: Schumpeterian creative destruction and the exploration-exploitation phenomenon (March , 1991, pp. 71-87). The 1990s saw the emergence of new firms that capture innovations related to the new technical system (the exploration phenomenon) and thus disrupt the competitive game of existing markets (creative destruction), without falling into technological determinism. It is now clear that the emergence and birth of technical systems is accompanied by a change in the way organisations operate, with new companies offering new ways of working and old companies trying to capitalise on the opportunities offered by technological progress (Loilier & Tellier , 2001, p. 66).

With regard to Algeria, the establishment of a strong national policy along with a strategy to support the emergence of a favourable ecosystem for the emergence of the "Algerian startup generation" is of paramount importance, because the business model that Algeria is choosing today as the main driver of its new economic dynamism necessarily depends on a clear definition of startups. This

definition must allow startups to be clearly distinguished from all other traditional forms of enterprise. The term “startup” is mentioned in four legal texts, including two executive decrees, one presidential decree and one law:

- Presidential Decree No. 16-309 of 28 Safar 1438, corresponding to 28 November 2016, on the composition and functioning of the National Economic and Social Council.
- Executive Decree No. 13-81 of 18 Rabi Al-Awwal 1434 corresponding to 30 January 2013, which defines the missions and organisation of the General Directorate of Scientific Research and Technological Development.
- Decree No. 17-272 dated 16 Muharram 1439 corresponding to 7 October 2017, on the organisation of the central administration of the Ministry of Posts, Telecommunications, Technologies and Digitisation.
- Law No. 17-02 dated 11 Rabi Al-Thani 1438 corresponding to 10 January 2017, on the Orientation Law for the Development of Small and Medium Enterprises.
- More recently, in the Finance Law 2020 No. 19-14 dated 14 Rabi Al-Thani 1441 corresponding to 11 December 2019 and Executive Decree No. 20-256 dated 3 Safar 1442 corresponding to 21 September 2020, which establishes the National Commission for the Granting of the “Startup Company”, “Innovative Project” and “Business Incubator” Labels.

Definition of Startups

A review of the literature in recent years, and with the increasing use of digitalisation and technology in business, one can observe the emergence of new terms such as ‘startups’. This term has been used for a long time to refer to newly established companies, which has led to considerable ambiguity about the validity of this concept. To clarify the matter, there have been some attempts to define startups, as each researcher tries to enrich his perspective with a somewhat unified vision.

The term “startup” refers to an early stage enterprise founded by one or more entrepreneurs who wish to develop a product or service for which they believe there is a market demand. These companies typically start with high costs and limited revenues and therefore seek capital from a variety of sources, such as venture capitalists. The main characteristics of start-ups can be summarised as follows: (Grant, 2021)

- A start-up is a company in the early stages of its activity.
- The founders usually finance the start-up themselves and may try to attract external investment before starting operations.
- Sources of funding include family, friends, angel investors, crowdfunding and loans.
- Startups also need to consider the location and legal structure in which they will operate.
- Startups carry high risks, as failure is very likely, but they can also be unique workplaces with significant benefits, a focus on innovation and excellent learning opportunities.

The term “startup” refers to young companies, i.e. those in the early stages of their growth, in the feasibility study phase and undergoing the research and development process prior to launch. These startups aim to prove their technical

and market viability and are in the start-up phase or the first years of their activity (Bouaouina, 2020, p. 537).

A startup has also been defined as “a small enterprise in the early stages of development, usually financed by an individual or a small group of individuals. It can be said that a startup is a young and dynamic technology and innovation-based company where the founders seek to capitalise on the development of a product or service for which they believe there is a demand” (S. Rawat and others, 2016, p. 16).

Ries defines a startup as “an institution, not just a product” and therefore requires a new type of management that is specifically adapted to the context of extreme uncertainty, complementing the previous definition (Ries, 2011, p. 15). According to Patrick Fridenson, there are four (04) characteristics that distinguish startups: (Markria & Bouhmouch, p. 24)

1. High growth potential.
2. Use of new technologies.
3. Significant financing needs.
4. Presence in a market where risk assessment is difficult.

2) Characteristics and features of start-ups:

- Characteristics of Startups

Startups have a number of distinct characteristics that distinguish them from other firms. These characteristics cover the financial, structural, strategic and various other aspects that have a direct or indirect impact on these startups. The main characteristics of start-ups can be listed as follows:

Table 1: Characteristics of start-ups

The dimensions	Characteristics
The organization	Small organisation Young in age Homogeneous environment Informal structure Minimal differentiation
Ownership	The manager is the owner Intuitive decision making Direct supervision
Strategy and Innovation	Specialised marketing strategy Prefers risky decisions to safe ones Rapid innovation First mover or second mover Lack of product research
Financing	Financed by personal savings or relatives

Source: (Nurcahyo, Akbar, & Gabriel, 2018, p. 44)

- Characteristics of Startups:

Startups are characterised by a number of general features that are shared by different startups around the world. The most important of these are: (Mikhansha., 2021, pp. 775-776)

- Startups are innovative new projects based on an unprecedented creative idea that did not exist before.
- Startups require low costs, that is, they require very small costs compared to the profits they generate, and these profits usually come quickly and suddenly, as seen in examples such as Google, Facebook, Instagram, TikTok, etc.
- Startups are diverse and do not target a specific sector; they are not limited to the technology or business and commerce sectors.
- Startups are characterised by the fact that they are based on information and communication technologies, in particular their reliance on digitalisation and the knowledge economy, which are the main drivers for the development of their activities.
- Start-ups are independent enterprises, i.e. they are not subsidiaries of existing organisations; if they were, this would distort their image in terms of their needs and performance, since these organisations rely on the support of the parent organisations in terms of resources and skills, whereas start-ups have to start from scratch and have limited access to such support.
- Emerging organisations are entities that grow gradually through distinct stages known as the 'life cycle' of the start-up. These stages include idea conceptualisation and formulation, launch, growth, decline and renewed growth.
- Startups are characterised by their temporary and specialised nature. They quickly transition from a startup to a traditional or classical organisation once the initial idea is transformed into a viable commercial operation.
- Emerging institutions are characterised by their reliance on distribution channels, mainly through social media platforms and smart mobile phones, which serve as a fundamental basis for access to internet platforms. This makes it much easier to reach customers (Basha, 2021, p. 313).

3) The essential steps for establishing a startup and the personal characteristics of its founder

All startups should have an idea, a mission and strive to achieve a specific goal. Most importantly, they must provide added value to customers, and it is preferable that they are not just a copy of another company. To achieve this, they need to follow a series of steps, which are the focus of this section.

The key steps in setting up a new business

There are a number of steps involved in setting up a startup company, and to achieve this goal, the project owner or entrepreneur must follow these stages and steps, which are considered to be the fundamental basis of the intended project. The typical path for creating a startup company consists of five (05) stages:

The first step: Finding the idea and designing a clear and appropriate project

The first step in creating a start-up is to find an idea. At this stage, the entrepreneur must ensure that the idea is suitable, innovative or adds value. The idea must be clearly defined, in particular by identifying the problem to be solved for potential customers. The clearer the problem to be solved, the clearer the

solution. To this end, it is necessary to evaluate the idea and check that it is in line with the project, the entrepreneur's specialities and, above all, his or her qualifications and motivations, which will lead him or her to make a commitment, to clarify what he or she is prepared to do to achieve the goal and to gain the support of those around him or her. The entrepreneur must be sure from the outset that the idea will be profitable. It is essential to draw up a basic model of the product or service to be marketed, as this will make it possible to determine the size of the project, assess the elements and resources needed to develop the offer, the critical points and the timing. Subsequent market testing may be necessary to modify the service or product (Dufour, 2022).

The second step is to prepare and formalise your project.

After defining the business concept and evaluating the idea, the next step is to prepare and formalise the project. This stage helps to assess the feasibility of the project and its growth potential, and it requires carrying out several studies. The business plan is a crucial element in building a project, as it is your business card that clearly and accurately explains your project to investors. The business plan contains certain important information to better reflect your project by presenting the product/service (what needs does it meet? what are the problems?), the market overview (who are your customers, who are your competitors, etc.), the business model (how will you generate sales? what are your distribution channels, etc.) and a presentation of the team (complementary profiles, motivated, ambitious: show that you are well equipped to implement your project). The better and more convincing the business plan is, the more likely it is that you will be able to find the funding you need to set up your business (Varde, 2022).

The third step: Finding the right funding

Once the project has been formalised, the entrepreneur can start looking for the appropriate financing for the project. The file must contain the various elements needed to convince investors and banks, while proposing solutions to the various potential problems. The entrepreneur can rely on the financing alternatives available, such as:

Crowdfunding: Startups can rely on crowdfunding or participatory financing. This type of financing can take the form of a loan, a donation or a share in the capital.

Bank loan: This is also one of the classic financing solutions by obtaining a bank loan.

Crowdfunding is another suitable funding solution to attract investors and encourage them to participate in the project. Usually, former entrepreneurs or senior managers invest their personal funds and the project has to be presented in a convincing way.

Support for innovators: There are many organisations that seek to help innovators and support innovative projects.

Calls for projects and competitions to fund start-ups: It is also advisable to respond to calls for innovative projects proposed by various agencies and organisations, such as large corporate foundations.

There are also many other funding alternatives mentioned above, such as venture capital, seed capital funds, business angels, etc. (ZIOUAL, sd, p. 3).

The fourth step is to choose a legal model for the creation of the start-up company

The entrepreneur has many options for the legal form of the start-up company (SARL, SPA, EURL...), so he must choose the most appropriate model for his needs. In order to choose the legal form, they must carefully consider the activity of the start-up and its future prospects (whether they will start alone or with partners and whether there is a possibility of new partners joining in the future). Although certain legal forms may be preferable in certain cases, each project is different and requires individual and personal study to find the optimal solution. It is therefore advisable to consult a professional in order to take into account all aspects related to the legal status (Varde, 2022).

The fifth step is to launch the start-up:

Once the legal model for the start-up has been decided, it is time to launch the project by actually creating the start-up itself. This usually involves the following steps: (Varde, 2022)

- Drafting the start-up company's articles of association.
- Filing and registering the articles of association.
- Declaring the activity of the company.
- Publication of the company's establishment in the Legal Bulletin.
- Registration of the start-up company.
- Choosing the partners with whom you will work, as these partners will directly contribute, positively or negatively, to the success of your project (your accountant for legal, tax and social advice, the bank with which you will work, the address of your company's registered office, etc.) (Dufour, 2022).

The personal characteristics of the founder

In reviewing and reflecting on the various literary references, it is clear that innovation is at the heart of the company's growth challenges, with the entrepreneur as the main driver. This is evident from the complete consensus among the authors on the personal characteristics of the creative leader or founder, despite the differences that appear between them in defining the nature of the start-up company. The following are the most important points made by the authors regarding the personal characteristics of the founding leader of the startup company (BROSIA, 2016, pp. 19-21).

Table 2: Personal Characteristics of the Startup Company's Founding Leader

Gordon (1990)	We can identify the essential core characteristics necessary for the founding entrepreneur: a good level of energy, entrepreneurial spirit, open-mindedness, intellectual background, readiness for analogies, indifference to social status, ability to generalise, helpfulness and motivation. They are typically between 25 and 40 years old.
Achier (1991)	The creative leader must believe in his project in order to succeed, because it is not only a matter of constantly finding funding, but also of finding a suitable place to operate, which represents the start-up's ability to adapt to its internal environment. Therefore, the tools of success for

	the leader must be present, and they can to some extent resemble the personality of the manager: company culture, company project, product quality, communication, motivation, training, listening and growth.
Fievet (1992)	Recognise the possibility of a dual-headed management structure for a start-up company (combining the management of the technical aspect and the management of its development) not only through 3 dimensions of personality (creative intelligence, quality of will and personality, and realism); but also through the core functions of the strategist:
Audroing (2000)	It presents the idea that the leader is a strategic investor in an executive mission, which allows him to respond to the challenges he faces by possessing exceptional skill and great decision-making ability in three stages, according to Audroing. These stages are: the point of no return (dealing with the chronological sequence of events and emergencies), the time of work (producing cash flow) and the time of constant reorganisation of resources (which makes it possible to answer the question: how is the strategy to be implemented prepared?)
Diallo (2007)	It provides us with some interesting lessons about the personality of the leader of the start-up company. Firstly, the leader must be highly qualified from the outset. Secondly, research and development alone is not enough, so he must be able to implement effective marketing methods. Finally, an innovation-oriented company needs to surround itself with a team and a leader with strong project management skills.
Chevalier and Micaelli (2008)	The concept of the researcher as the owner of an innovative project refers to the situation where the scientific researcher creates the company for two valid reasons: to prevent a discovered innovation from dying, or to justify their belonging to the “academic world” (and thus validate the hours of study they have spent). In general, a distinction can be made between the strategist who develops the technical solutions and the strategist who manages the start-up company.
(2008) Couderc and Stephany	The text discusses the three time periods that allow interaction with risks through disclosure, noting that some variables must also be taken into account, the most important of which are: the composition of governance and the behaviour of the manager, the company’s capacity for innovation, the ability to learn, and the measurement of performance metrics.

Source: Prepared by the researcher based on (BROSIA, Strategic management of innovative start-ups and value creation, 2016, pp. 19-21)

Ansoff specifically identifies some personal characteristics of the entrepreneurial leader, who does not rely only on his analyses and thus on the single competitive confrontation, but goes beyond it to provide future plans and visions for his company. In other words, the leader is capable of strategic planning for the future over several years.

Table 3: Personal characteristics of the leader according to Ansoff

The subject	Competitive Behaviour	Entrepreneurial Behaviour
Their Worldview	Limited to the company Limited to a specific sector Limited to the home market Limited to existing culture	Externally sensitive Focused on other stakeholders Multinational Conducive to multiple cultural intersections
Personal values	Economic Rewards and Power Stability Conformity	Economic reward and personal loyalty Change Non-conformity Career experience
Skills	Requires experience Popular and consensus leader Pragmatic Able to solve familiar problems Solves problems intuitively Takes conventional risks Takes classic positions Checks performance and effectiveness Planning by induction	Political and charismatic leader Visionary, ambitious and insightful Ability to solve new problems Solves problems creatively Takes new risks Adopts innovative attitudes Inspires creativity Dynamic planning Embraces creativity and engages in dynamic planning.

Source: (BROSIA, Strategic management of innovative start-ups and value creation, 2016, p. 22)

The mechanisms to support the creation and financing of start-ups are many and varied. Banks are not considered the main investors because of the high risks involved. The main investors are individuals or groups of individuals: venture capital firms (angel or venture capital), specialised markets, business angels and what is usually called “love money” (funds from the founder’s immediate family). In Algeria, in addition to start-ups, the state has for many years pursued a policy of supporting the creation of small and medium-sized enterprises and entrepreneurship. Several programmes, laws and regulations have been put in place to encourage commercial activity among young people to create small and medium-sized projects. Among the most important support institutions created

by the State are ANADE, ANGEM, CNAC, ANDI and the Fund for the Financing of Business Start-ups, among others.

4) Institutions that support the creation of start-ups:

- Incubators
- Houses of entrepreneurship
- Private business incubators
- Technological incubators
- University incubators
- Business accelerators

5) Financing mechanisms for business creation in Algeria

- Specialised institutions, organisations and commercial banks (bank financing)
- Seed capital funds
- Venture capital firms
- Business angels
- Crowdfunding:
- Personal funds ("love money");
- Startup competitions

6) Laws relating to startups in Algeria and their tax benefits:

The Algerian government has made significant efforts to keep up with developments in the startup sector. One of the most important factors controlling the development and progress of this sector is the provision of legal texts regulating startups in order to encourage this type of business. The Algerian state has therefore provided us with a series of supporting laws, the most important of which are:

- Executive Decree No. 20-254 on the creation of a start-up, an innovative project and a business incubator. (Decree No 20-54, 2020)
- Decree No. 20-54 defining the powers of the Minister for Small and Start-Up Businesses and the Knowledge Economy.
- Decree No. 20-55 on the organisation of the central administration of the Ministry of Small and Medium-Sized Enterprises and the Knowledge Economy.

Executive Decree No. 20-254, which constitutes the legal basis for the organisation of the work of business incubators, defines the process of setting up a business incubator, an innovative project and a business incubator, as well as their respective missions, composition and operation, and the conditions for granting the corresponding labels. This is achieved through the creation of a central national committee under the Ministry of Small Businesses, Start-ups and the Knowledge Economy, which grants the labels of "business incubator", "innovative project" or "start-up company" in order to develop, promote and provide investment opportunities for these entities. Under this decree, the Algerian legislator has defined the procedures for setting up the committee, its tasks and the way it operates. The Ministry in charge of business start-ups has created a national electronic portal through which it receives applications for the "start-up", "innovative project" and "business incubator" labels, and the National Committee publishes its decisions through this portal.

Meanwhile, Executive Decree No. 20-54 changed the name of the ministry dealing with new economic enterprises from the Ministry of Small and Medium Enterprises to the Ministry of Small Enterprises, Start-ups and the Knowledge Economy, in accordance with Presidential Decree No. 20-01, which appointed the members of the government. This was followed by the issuance of Executive Decree No. 20-54, which defines the powers of the Minister of Small Enterprises, Start-ups and Knowledge Economy and states that start-ups, like small enterprises, are considered to ensure the implementation of the government's general policy and its programme (Decree No 20-54, 2020).

In addition, Presidential Decree No. 22-305 introduced a new change in the name of the Ministry, which is now the Ministry of the Knowledge Economy, Start-ups and Micro-Enterprises, while maintaining the same powers previously mentioned in Executive Decree No. 20-54. (22-305, 2022). Executive Decree No. 20-55, issued to supplement Executive Decree No. 20-54, established the Ministry for the Promotion and Development of Business Start-ups under the supervision of the Minister for Small and Medium-Sized Enterprises, Business Start-ups and the Knowledge Economy. In addition, a supporting body has been created in the form of a central administration directly under the authority of the relevant Ministry.

Following the adoption of this Decree No. 20-55, which organises the central administration of the Ministry, a specialised Directorate for Business Start-ups has been created and is in charge of the direct promotion and development of business start-ups. This Directorate is responsible for preparing and proposing the policy and strategic elements for the promotion and development of start-ups, implementing and ensuring their follow-up, proposing the legislative and regulatory framework relating to start-ups, preparing and proposing measures to support innovation, research and development in the field of start-ups, contributing to the definition of the “start-up” label and proposing any incentive measure for the creation, development and promotion of start-ups. It is also tasked with facilitating the creation and development of startups, establishing a cooperative framework to promote this, and proposing any measure to improve the competitiveness of startups and support their development and sustainability. (20-55, 2020)

In addition, the Algerian state contributes to the support and encouragement of startups through a series of tax exemptions, such as the exemption from corporate income tax and value-added tax on commercial transactions, and the establishment of a support and development fund for the economic ecosystem of startups (131, 2019).

Within the framework of the Algerian State's policy to encourage and support start-ups by establishing a sound economic strategy that encourages investment in this type of company, the text of the 2020 Finance Law, in Article 69, provides incentives for start-ups by exempting them from corporate income tax and value-added tax. These incentives are intended to support start-ups in their start-up phase and contribute to their development. The conditions for benefiting from this measure and the modalities for its implementation are to be established by decree, as was done in the same law in Article 131, where the Algerian legislator created a special allocation account for the Treasury, numbered 150-302 and

entitled “Fund for the support and development of the economic system for start-ups”. This fund is financed by state subsidies, non-tax revenues and all other resources and contributions.

Establishment of economic zones for the development of border regions in the south and isolated regions, and for the development of commercial logistics and high technologies, as well as integrated industrial zones (115, 2019):

Within the framework of the economic development of border regions in the south and isolated regions, and taking into account Algeria’s African depth, the 2020 Finance Law establishes economic zones for the development of border regions in the south and isolated regions, economic zones for the development of commercial logistics and services, as well as economic zones for the development of high technologies, in order to use information and communication technologies in the national economy, particularly digitisation and the promotion of innovation in various economic sectors.

Based on Article 33 of the Supplementary Finance Act, which amended Article 69 of Law 14-19 containing the Finance Act 2020, the exemption granted to start-ups from corporate income tax, corporate profits tax, professional activities tax and the single flat-rate tax has been extended for a period of three (3) years from the date of commencement of business. Start-ups are also exempt from VAT on equipment purchased for their investment projects (33, 2020).

7) Successful international startup experience

The world has witnessed numerous successes in entrepreneurship and startups, many of which have made remarkable achievements in recent years, enabling them to raise significant and multiple rounds of funding. This has helped them to embark on large-scale expansion plans and to go beyond their local markets in search of global reach. In this section, we will try to explore some successful startup models, selecting examples from different advanced, developing and emerging economies.

The startup ALIAS ROBOTICS:

Alias Robotics was founded in 2018 by brothers David Mayoral and Victor Mayoral, after securing €750,000 in funding from the founders and the investment firm Baron Capital in the city of Álava, Spain. Alias Robotics is a robotics startup working to provide automated cybersecurity solutions to analyse the behaviour of industrial robots, identify the causes of malfunctions and modify the black box that controls the operation of these robots. Alias Robotics currently employs more than 25 highly skilled technical professionals, in addition to a marketing and sales team with qualified personnel in both areas. The startup provides security consulting services to companies that use robots in their automated operations, as well as to robot manufacturers (Torrego , Ranking of the 100 most innovative startups in Spain, 2019, p. 15).

As part of its mission and effort to secure the largest number of robots in the world, the next generation of robots will either be networked or connected to the Internet, posing significant cybersecurity risks. Alias Robotics’ presence aims to protect robots and their components from external attacks. To achieve this mission, an initiative has been created among the leading figures in the robotics

sector, which has raised over half a million euros to build equipment, develop technological prototypes and attend the latest international exhibitions and conferences in the industry to position itself as a leader. The main objective of Alias Robotics is to reach equilibrium and raise around 5 million euros in a new Series A funding round, with a focus on marketing, sales and business development (Torrego , 2019, p. 15).

The vision of Alias Robotics is to create an adaptive, artificial immune system for all robots, providing a vision of a future where robots work safely alongside humans in various areas of life. In this context, experts agree that safety must be at the top of the agenda for robot manufacturers and end users. Therefore, Alias Robotics aims to become the global leader and reference in robot cybersecurity by developing its own specialised system called the Robot Immune System (RIS) (ALIAS ROBOTICS, 2022).

The Robot Immune System (RIS) is a nature-inspired, software-based security solution that protects robots and their components from malware. It is installed directly into the robot system to provide a comprehensive set of protection techniques. RIS is the result of more than two years of research and development by a team of biologists, roboticists, security researchers and software engineers. They have incorporated immune system concepts into an advanced software system that detects, protects and prevents robots from harmful attacks, much like the human immune system (HIS). RIS adapts to its environment and evolves over time to become a holistic set of protection technologies, including next-generation antivirus, vulnerability reinforcement, data encryption, intrusion prevention and data loss prevention, among others (ALIAS ROBOTICS, 2022).

2- The startup company PlantedFoods

The startup company PlantedFoods was founded in 2019 by Pascal Bieri, Lukas Böni, Christoph Jenny and Eric Stirnemann in the Kemptthal region of Switzerland. The company employs 170 people and operates in the food technology sector, where PlantedFoods has introduced a plant-based meat alternative made from fibres and proteins derived from peas, oats and sunflowers (Top100 Startups Suisses, 2022).

The idea for plant-based meat was born during Pascal Bieri's visit to the United States in 2017, where he discovered the arrival of imitation meat on the American market. This sparked his interest in reducing meat consumption, especially after tasting and understanding the composition of the available products, which contained flavour additives, soy and genetically modified ingredients. On his return to Switzerland, Bieri teamed up with Lukas Böni and Eric Stirnemann, both PhD students in food process engineering. Christoph Jenny, a financial expert with extensive culinary experience, then joined the group. Together, they developed a plant-based alternative to traditional meat that resembles conventional meat but is more in line with their values (a natural product, free of additives and beneficial for health and the environment) (eatplanted, 2022).

As mentioned above, the company has developed an alternative to meat that has a fibre and texture ratio comparable to animal meat, but with a significantly better environmental balance. It uses half the water and reduces carbon dioxide

emissions by two-thirds through a fermentation process. Researchers at PlantedFoods are working to make plant-based meat tastier and cut into larger pieces (eatplanted, 2022).

PlantedFoods has managed to double its production capacity to over 1 tonne per hour after two industrial lines were commissioned in the spring of 2022. Its products are now available across Europe through its online shop and it has a presence in Germany, France, Austria, Italy and the UK. Planted aims to supply stadiums with its products and is currently supplying several Bundesliga clubs in Germany (Top100 Startups Suisses, 2022).

Planted is planning to open a second production site in a neighbouring country, in particular to overcome customs difficulties, as Western Europe is the world's largest market for plant-based meat. According to research by the Good Food Institute, sales of alternative proteins in Western Europe will grow by 19% year-on-year to €2.3 billion in 2021. In the United States, plant-based meat is worth at least \$1.9 billion, and growth remains rapid, with the global alternative protein market expected to reach \$28 billion by 2025. Despite numerous takeover offers, the founders of PlantedFoods are not interested, as they want to make an impact on the planet and convince people of their good product (Top100 Startups Suisses, 2022).

3- Vezeeta startup

In 2012, young Amir Barsoum, who holds a bachelor's degree in pharmacy and a master's degree in business administration, launched the startup Vezeeta as a digital platform that transformed the concept of healthcare in the Middle East and North Africa region. Vezeeta is considered the leading digital healthcare platform, providing doctor booking services and a clinic management programme in the Middle East and North Africa. The company is working to transform the traditional method of booking doctors, clinics and hospitals into an electronic system, making quality and accessible healthcare available in the Arab region. Amir has grown Vezeeta from an idea to a company with 200 employees, 60,000 monthly bookings, 6,000 registered doctors and one million users across the Middle East and North Africa, with offices in Cairo, Jordan, Lebanon, Morocco and the United Arab Emirates. With over 200,000 verified and reviewed reviews, patients can now search, compare and book appointments with the best doctors instantly. Doctors can also offer easy and hassle-free healthcare thanks to the clinic management programme (vezeeta, 2022).

Vezeeta currently operates in Egypt, Saudi Arabia, Jordan, Lebanon, Morocco, UAE, Kenya and Nigeria. Thanks to the entrepreneurial vision of its founder, the company has raised \$10.5 million in just 4 years, making it the leading platform for all healthcare-related services in the Middle East and North Africa. Over the past few years, Vezeeta and its young team have been able to change the dynamics of healthcare, the way doctors work and the way patients book medical appointments, making life easier for both doctors and patients (vezeeta, 2022).

As part of the company's approach, Vezeeta has developed one of the largest healthcare booking platforms and practice management programmes in the Middle East and North Africa (MENA) region. It is the second African platform of

its kind to announce its funding in the past week, having completed a \$12 million Series C funding round led by Riyadh-based Saudi venture capital fund SaudiTechnology Ventures (STV). Also participating in the round were Vezeeta-BECO Capital, Vostok New Ventures and Crescent Enterprises' CE-Ventures (Mpala, 2022).

Conclusion

In recent years, Algeria has witnessed remarkable growth in the field of start-ups, with the emergence of numerous start-ups in various sectors, including technology, healthcare, education and industry. This growth can be attributed to a number of factors:

The Algerian government's support for startups: The government has launched numerous support initiatives and programmes for these companies, including the "I Start" programme and the "Business Incubators" programme.

Availability of risk capital: Many local and international investors have begun to invest in Algerian start-ups.

Availability of skilled human resources: Many Algerian graduates from universities and research centres have acquired high-level skills and competencies.

Despite the challenges they face, startups in Algeria have the potential to make a significant contribution to the country's economic and social development. The Algerian government can support these businesses by:

Strengthening training and development programmes for startups, including programmes on management, finance and marketing.

Providing more funding opportunities for start-ups, including both government and private funding.

Improving the support infrastructure for start-ups, including digital and logistics infrastructure.

By taking these measures, the Algerian government can create an environment conducive to the growth of startups and their contribution to the country's economic and social development.

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