

# The role of research and development in supporting innovation in entrepreneurial institutions, a case study of the ASSISTA-SOINS Constantine Foundation

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## دور البحث والتطوير في دعم الابتكار في المؤسسات الريادية دراسة حالة مؤسسة ASSISTA-SOINS قسنطينة

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### Abstract :

This research paper, we aimed to address the topic of innovation in entrepreneurial organizations through research and study, and the research and development strategy adopted by entrepreneurial organizations to support and develop these organizations, and to identify the extent of the impact of research and development on supporting innovation in assista-soins as a leading model for emerging organizations in Algeria, where the issue of the study centered on how research and development can contribute to supporting innovation in entrepreneurial organizations. The study concluded that R&D plays a pivotal role in supporting and promoting innovation in entrepreneurial organizations, which gives them excellence and continuity in internal markets and even expansion outside the country, as Assista-soins came to the forefront like other companies that have achieved great success in the local market, mainly due to the entrepreneurial spirit of its founders and their competence and scientific qualifications.

**Keywords:** R&D, innovation ,start-up, Assista-soins

**Jel Classification Codes :** O33; P12 ;L22

### ملخص:

نهدف من خلال هذه الورقة البحثية إلى التطرق لدور الابتكار في المؤسسات الريادية بالبحث والدراسة، وإستراتيجية البحث والتطوير التي تتبناها المؤسسات الريادية لدعم وتطوير هذه المؤسسات، وللتعرف على مدى تأثير البحث والتطوير على دعم الابتكار في مؤسسة assista-soins باعتبارها نموذجا رائدا للمؤسسات الناشئة في الجزائر، حيث تمحورت إشكالية الدراسة حول كيف يمكن للبحث والتطوير ان يساهم في دعم الابتكار في المؤسسات الريادية. حيث استخدمنا المنهج الوصفي التحليلي، وقد خلصت الدراسة إلى أن البحث والتطوير يلعب دورا محوريا في دعم وتعزيز الابتكار في المؤسسات الريادية، مما يمنحها التميز والاستمرار في الاسواق الداخلية وحتى التوسع خارج الوطن، حيث ظهرت شركة Assista-soins للواجهة على غرار شركات أخرى والتي حققت نجاحا كبيرا في السوق المحلي وهذا راجع أساسا إلى روح الريادة التي يتحلى بها مؤسسوها وكفاءتهم ومؤهلاتهم العلمية .

**الكلمات المفتاحية:** البحث والتطوير، الابتكار، المؤسسات الريادية

**تصنيف JEL :** O33; P12 ;L22

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## **I- Introduction :**

Certainly, an entrepreneurial institution, whatever its resources and capabilities, cannot maintain its market position if it remains dependent on traditional methods in light of the technological revolution and economic globalization, and therefore entrepreneurial institutions should focus on research and development, which helps to reach disruptive innovations, which allows entrepreneurial institutions to renew their technologies and work methods, and thus we can say that research and development gives entrepreneurial institutions an innovative ability in a rapidly changing environment.

Research, development and innovation are among the main pillars of entrepreneurial organizations, especially in light of the digital economy, which is mainly based on knowledge and technology, and in light of rapid changes and developments, and in a period of technological change and intense competition. Entrepreneurial organizations must find appropriate solutions to these transformations and ensure their survival in the market, and this can only be achieved by paying attention to the research and development process, which has a role in generating knowledge that contributes to giving entrepreneurial organizations the opportunity to enter markets and take strong positions in them compared to their competitors. From the above, we can pose the following main question:

### **How R&D Supports Innovation in Entrepreneurial Organizations?**

From the main question, we can ask the following sub-questions:

- What are Entrepreneurial Organizations?
- how R&D plays a prominent role in supporting innovation in entrepreneurial organizations?

### **Study hypotheses:**

In an attempt to answer the research question, the following hypotheses can be put forward:

#### **Main hypothesis:**

From the preliminary readings on the topic, we find that the typical answer to the question posed is as follows: -R&D plays a pivotal role in supporting innovation in entrepreneurial organizations:

- R&D plays a pivotal role in supporting innovation in entrepreneurial organizations.

#### **Sub-hypotheses:**

- R&D leads to improving the innovative position of assisted-soins by improving their services and increasing their profits, thus ensuring their survival.
- There is a relationship between R&D funding expenditures and the realization of innovation in assista-soins.

#### **The importance of the study:**

The importance of the study lies in the specificity of research and development and its role in improving innovation in entrepreneurial organizations, and we can summarize this importance in the following points:

- The importance of research and development in developing the services provided and achieving excellence in light of the continuous changes in customer desires and surrounding conditions.

- The place of innovation in the progress and prosperity of entrepreneurial organizations, by helping to solve issues and provide new alternatives that help improve performance and services.

- The role of innovation in the progress and prosperity of entrepreneurial organizations, which is considered one of the main pillars of economic development

#### **Objectives of the study:**

- To highlight the role of R&D as a strategic choice for entrepreneurial organizations, especially in developing their innovative capabilities and facing obstacles.

- Evaluate the status of R&D and innovation in assista-soins in light of market changes.

- Determine the mechanisms to stimulate innovation and steps to activate it.

- Attempting to measure the impact of R&D on innovation in Assista-soins

#### **Methodology and organization of the study:**

In this study, we will rely on the descriptive method by addressing the various basic concepts related to entrepreneurial companies, R&D.

#### **Previous studies:**

In order to complete this study, we relied on previous studies related to the subject of our study:

- 1- Necola Del Sarto and Claudio Druz Cazares' study published in 2022 under the title:

The impact on startups innovative performance The researchers aimed through this study to show how business accelerator programs affect helping entrepreneurial institutions to enhance performance in the field of innovation, by relying on external sources of knowledge obtained by them. The researchers collected data from 113 entrepreneurial organizations in Italy that have been accelerated since 2013. The findings show that the different sources of external knowledge provided by accelerators to entrepreneurial organizations are very useful for promoting innovation and achieving significant results, and increase the innovative performance of entrepreneurial organizations.

2-Ehsen's 2021 study entitled: Defining a startup - a critical analysis

Through this study, the researchers analyzed the previous literature in order to reach a quantifiable concept of entrepreneurial organizations, and this study identified four overlapping variables used to define entrepreneurial organizations: age of establishment, innovation, risk and growth. Among these elements, innovation was identified as a key differentiating factor for entrepreneurial organizations, growth and risk as outcome variables, and age of establishment as a starting point for entrepreneurial organizations. This paper develops a construct that reveals a more important need for researchers to define and measure innovation in absolute, comprehensive, and quantifiable terms

3-Boyoung Kim, Hyojin Kim, Youngok Jeon's 2018 study titled: Critical Success Factors of a Design Start-up Busniss

This study aimed to identify the key success factors for design startups. For this purpose, a group of 24 experts from 12 design startups and 12 technology-based SMEs were surveyed on their priorities related to these factors, using the Analytic Hierarchy Process (AHP). The results indicate that commercialization of the idea is the most important factor as a criterion for innovation among the four factors for entrepreneurial success.

4-Study of Hajjaj Abdel Raouf, Bogaba Mohamed Abdel Raouf, Khamis Nafisa issued 2021 under the title: The role of the research and development function in achieving digital innovation The case of Microsoft, Intel, and Amazone companies The researchers aimed through this study to show the role of the research and development function in supporting digital innovation, and the researchers studied the case of a group of leading companies in the field of media and communication: Microsoft, Intel, and Amazone through a set of indicators represented in : R&D spending budget and the most important innovations carried out by the companies under study. The researchers concluded that the R&D function is the pillar of digital innovation, especially in the field of media and communication

### **First;Theoretical literature on R&,innovation and start-ups**

#### **1-2-Concept of R&D**

**Research:** The French General Association for Scientific and Technical Research (DGRST) defines it as: The organized activity aimed at discovering new and useful scientific knowledge, whether it is research for its own sake (basic research) or for a scientific purpose and goal (applied research).

**Development:** is the systematic use of the results of applied research or theoretical knowledge by testing them and ensuring their technical validity in order to design a new product, organize a process or substantially improve it, such as: dashboard, model organizational structure(Feancis, p. 16)

After defining both research and development, we will now turn to the definition of research and development, where a wide range of definitions have been presented, including:

-R&D is defined as: Creative work based on systematic foundations to increase the stock of knowledge, including knowledge of man, culture and society, and then use the expend knowledge to derive new applications. (mustafa & abd el kader, 2013, p. 02)

-It is also defined as: An institutionalized scientific and technological activity based on directing a plan for investment spending according to the criteria of technical and economic feasibility towards enhancing scientific knowledge in its various chemical, physical, biological and engineering disciplines and linking it to the means of testing, application and production in order to ensure the development of new or improved products or to increase production efficiency(maarouf, 2006, p. 242).

From the two previous definitions, we can say that both research and development are complementary activities, where research represents the stage of study and discovery where new

knowledge is discovered to serve the organization, while development represents the stage of testing and application of what the research has reached.

### **1-3-The concept of innovation:**

The concept of innovation has received several definitions that we will touch on the most important of them, where the OECD defined it as the implementation of a product, whether it is a product or service, a new and improved process, a significant form or a new marketing or organizational method in business practices or workplace organization or in external relations. (Drebin, 2022, p. 04)

Damanpour (1991) also defined it as (a new management system, plan or program) related to the members of the organization. (Tergini, 2020, p. 136)

From the two previous definitions, we can say that innovation is a process of renewal in the functions of the organization at all levels (products, services, organization, marketing ..... ) and so on.

### **1-4-The concept of start-ups:**

The French Ministry of Economy defined “star-up” start-ups as the green shoots of the “pousses jeunes” of the new economy, which are organizations that bet on innovation and its reception by the potential market and start their work on the principle of risky ventures.(Merty, 2002, p. 04)

-Graham Paul, founder of Combinator Y, defines an entrepreneurial organization in his article titled “Growth=Startup” as “an organization designed to grow rapidly and modernly, i.e. it is fundamentally linked to growth.” (Graham, <http://www.paulgraham.com/groth.html>)

-In the absence of a consensus on a unified definition of Start-up, according to Larousse, this concept refers to those young, innovative companies in the field of media and communication technologies whose mission is to create and commercialize new technologies.

From the previous definitions, we can say that start-ups are young companies or organizations based on creativity that seek to solve unknown issues in the field of information and communication technology, and are funded by venture capital.

Entrepreneurial organizations are distinguished from classical organizations in the following ways(Boualchour, 2018, p. 423)

-Entrepreneurial organizations are characterized by an unpredictable life cycle where they go through great fluctuations before reaching the growth stage, while the classic organization goes through various stages from startup to decline.

-The degree of risk-taking in startups is very high, while classical organizations use limited rationality in their choice of investment and activity areas.

-Startups direct their products towards large markets, which is not required in classic organizations.

-Startups rely mainly on self-financing or venture capital funding, while classic organizations rely on bank loans for a significant portion of their funding

### **Secand;The role of R&D in supporting innovation in entrepreneurial organizations**

The role of research and development in supporting innovation appears through the following points:

- The research and development function is considered one of the most important inputs to the innovative activity in organizations where innovation plays a vital role in the success of emerging projects because it is a real competitive advantage for the project in itself, which distinguishes it from others.

-The process of coupling the R&D function with technological innovation is evident through following scientific research methods and transforming the results obtained into goods and services that benefit consumers and develop products and processes in a way that achieves the competitive advantage of the organization and its possession of advanced technologies and innovation in them.(ibrahim & Bourgba, 2013, p. 10)

-Innovation is the successful exploitation of new ideas, which are the results of research and experiments, to be applied successfully. (Djeloul, 2007, p. 39)

-R&D is the main feeder for innovation, as it gives the organization full autonomy in conducting its innovation policy, through coordination between R&D, production and marketing functions.

### **Third; Assista-soins case study**

As a case study, we chose to focus on Assista-soins, an entrepreneurial organization specialized in the health field, which is a newly formed but highly successful entrepreneurial organization.

#### **About the organization:**

Assista-soins is one of the leading entrepreneurial organizations in Algeria, where it ranks first nationally, and was nominated to represent Algeria at the Global Entrepreneurship Summit in Chile by entering the final qualifications held at the Higher Institute of Sciences in Borj El Kifan. It is an entrepreneurial organization specialized in providing home health services through partners represented by professionals in the health field, and relies on the digital economy as a principle for the development of its project, contributing to the creation of job opportunities for Algerian youth in the field of health and technology.

#### **The creation of the organization**

The idea of establishing the pioneering organization assista-soins, which is based at the level of the Technoyol plateau located in the state of Constantine, came in August 2021 by Diao Eddine Brennat, following the Corona pandemic, when the world was suffering from a severe shortage in the field of health services, and on November 18, 2021, the company obtained an innovative project mark and in 2022 began planning to develop a mobile application to facilitate patients' access to the institution and benefit from its services, and at the end of April 2022 the application was put into service on the Play Store website and became accessible to the public.

On January 26, 2023, the organization received the Startup status

#### **Financing of the Foundation:**

Since its inception, the foundation was self-funded by collecting monthly contributions from the salaries of the founding team, as they all hold jobs, and the foundation did not receive funding from the state or any other form of funding for entrepreneurial organizations, but with the expansion of its activities, the foundation began to think about obtaining private funding through partnerships with other partners.

#### **Services provided:**

The services provided by the organization are centered on home health services, provided by health aides, including doctors and nurses:

- ✓ Medical examinations
- ✓ Nursing services
- ✓ Gynecology
- ✓ Physical Rehabilitation
- ✓ Removing blood samples and taking them to laboratories for analysis
- ✓ Patient Accompaniment
- ✓ Accompanying children
- ✓ Psychotherapy
- ✓ Cupping
- ✓ Acupuncture
- ✓ Patient transportation

With the development of the organization and the use of research and development, its leaders have reached the innovation of other services, namely:

- ✓ Organization that organizes scientific and economic events
- ✓ Programming automated media systems
- ✓ E-commerce

- ✓ accelerator and incubator for startups
- ✓ We find that :

-At the end of April 2023, the organization provided 400 interventions, an average of 100 interventions per month.

-As of September 30, 2023, the number of patients reached 1204 patients, and the number of missions completed was 1200 missions.

-At the end of December 2023, the organization obtained a partnership with 200 health auxiliaries, including doctors and nurses.

#### **Assista-soins goals:**

Mr. Brinat Ziauddin, the company's public relations manager and spokesperson, stated that the goal of establishing Assista-soins is summarized in the following points:

#### **Social objectives:**

- Facilitating access to health services.
- Improving the quality and efficiency of health services.
- Enhance the prevention of health risks such as the Corona crisis.

#### **Health goals:**

- Contribute to the development of the healthcare system through solutions and programs within the framework of digital transformation
- Facilitate access to health services by increasing the geographical coverage of the application
- Contribute to the development of the mental health aspect of citizens

#### **Tourism goals:**

- Contribute to the materialization and development of the concept of medical tourism.
- Knowing the medical needs of the country and linking different institutions with a system that allows tourists to better secure their requirements.

#### **Economic goals:**

- Contribute to the economic development of the country.
- Increase per capita income.
- Contribute to the creation of indirect employment opportunities.
- Contribute to the development of digital transactions.

#### **Cultural goals:**

- Creating qualitative thinking in health services represe.
- Spreading the culture of e-health.
- Developing the concept of a virtual clinic or hospital.

#### **Scientific goals:**

- Organizing cultural and scientific events and workshops on the importance of applying digital transformation in the health sector.
- Enriching scientific research by signing agreements with the Ministry of Higher Education.

#### **The role of research and development in supporting innovation at assista-soins:**

Since its beginnings, Assista-soins has relied on research and development in its work, as its founders relied on research to study the market and the service they will provide, whether it will be accepted by the community or not, by following the following:

#### **BMC Business Model**

A business model is a detailed outline that shows how your company plans to make money. A business model explains four basic things:

- 1- Product or service:** What product or service will the company offer?
- 2- Marketing:** How will you market this product or service?
- 3- Expenses:** What kind of expenses will the company face?

**4-Projected profits:** How does the company expect to make money?

This outline helps you determine how to take your ideas to the next stage, identify key partners, define key activities, and more. A business model can help you improve your skills and knowledge whether you are an employee or an entrepreneur.

**The importance of a business model:**

A business model is a critical element in the success of any company or business venture. It contributes to achieving many goals and objectives, including:

**1-Strategy guidance:** The business model helps guide the company's strategy and identify the steps needed to achieve its goals.

**2- Feasibility Analysis:** The business model can be used to analyze the feasibility of a business idea and estimate the expected return and potential costs.

**3- Identify revenue sources:** It helps determine how to generate revenue from the products or services provided.

**4- Optimize business activities and processes:** The business model can be used to improve internal processes and identify areas that can be improved.

**5- Attracting investors and partners:** The business model is a powerful tool to attract potential investors and partners.

The following figure represents a business model diagram:



Source: Ziauddin Brinat, public relations manager at Assista-soins

**Business plan:**

A business plan is a set of organized plans and activities aimed at reaching specific goals in a particular field. The team developed a business plan in order to organize and direct efforts and available resources towards achieving specific results and achieving their goals of establishing this organization. The work program included: Defining objectives and tasks, distributing responsibilities, identifying the required financial and human resources, setting a timetable for implementing activities, evaluating performance, and following up on progress towards achieving the desired goals.

**Market study :**

They conducted a market study through the use of the Yessir platform, in order to study and identify the category of society that uses service applications, where the study was conducted on 1200 people from the state of Constantine and from different age groups, and by analyzing the results of the study, the needs of the application were identified.

After the organization was established and the application started working, the managers of Assista-soins continued to receive trainings and trainings through:

- Starting from the first training at the University of Constantine 2 Business Incubator under the supervision of Mr. Nazir Azizi on entrepreneurship and startups
- Participating in many forums and events held at the level of universities

- Participating in the Algiers International Fair by forming relationships and engaging in the Youth and Startups Forum and heading the Constantine State Office, where they approached many national and international companies.
- They also participated in several competitions, the most important of which was the WSA Global Entrepreneurship Competition, where the organization was nominated for the final round and selected as the best Algerian startup in the health sector.
- They also mentored many students enrolled in Ministerial Decision 1275 and participated in the discussion of graduation memorandums as an economic partner
- Benefiting from a headquarters on the Technopole plateau, through which they received many trainings in advanced areas of management and management.
- As a result of all these trainings and participations, the services provided by the organization expanded from the health field to other areas such as e-commerce, automated media, ....., and other services that we touched on earlier

**Factors and obstacles to the organization's success:**

In less than two years, “assista-soins” has succeeded in imposing its presence in Morocco and its founders aspire to expand to the Maghreb and international markets, due to a number of factors that contributed to this, including the following:

**Integrated and specialized team:** Integrated and specialized team: The company's founding team consists of five executives who hold positions in the state and hold advanced degrees in their respective specialties.

**The entrepreneurial spirit of the founders:** The entrepreneurial spirit is one of the key elements that characterize the founders of the company. They have been able to turn visions into reality and face challenges with persistence and belief in their ability to change and innovate. They are always ready to seize new opportunities and achieve success. In addition, they have a great ability to motivate and guide the team through their deep vision and strong leadership, which contributes to building an inspiring and innovative work environment.

**Using technology:** assista-soins relies entirely on technology, as it operates through an app that can be downloaded easily and for free on the Play Store and can be used on a mobile phone anywhere, in order to access the organization's services

**Relying on research and development:** The organization relies heavily on research and development since its inception, in order to develop its services and create new services that meet the needs of customers. R&D is one of the key factors that determine the success of entrepreneurial organizations today. Dedicating efforts and resources to R&D can enhance an organization's competitiveness and achieve market differentiation.

**Responsiveness:** Assista-soins is characterized by the speed of response when the customer requests the service, in addition to the availability of services throughout the week and throughout the day.

**Providing appropriate prices:** The prices offered by the organization for the services provided are considered appropriate prices for all segments of society, as they are set after studying, analyzing and taking into account the economic and social conditions of the Algerian society.

**Diversity of services:** assista-soins offers a large variety of services related to the health field, in addition to other services such as e-commerce and automated media services.

**B. Obstacles:**

As for the obstacles, according to the managers of the organization, the obstacles were not many, as they were provided with all the assistance they wanted, but this did not prevent the existence of some obstacles, including:

- ✓ The rapid growth and development of entrepreneurial organizations is matched by the slow enactment of laws by the Algerian legislator.

- ✓ Even if laws exist, they do not reach the concerned departments, and this is due to the weakness of information and communication in the Algerian administrations
- ✓ Ignorance of the surroundings of the entrepreneurial companies, because they are newly established enterprises in Algeria.
- ✓ -Competition, which is one of the biggest obstacles facing entrepreneurial companies, so they must turn to innovation and pay attention to research and development in order to ensure their position in the market.
- ✓ -The absence of a dedicated marketing strategy team, which represents a major challenge for entrepreneurial organizations, as this lack affects competitiveness and the achievement of key business objectives. Therefore, the formation of a specialized marketing strategy team is a vital necessity for entrepreneurial organizations seeking to succeed and survive in today's business environment.

**Horizons:**

Here are the horizons Assista-soins aspires to reach:

- ✓ Reaching all corners of the country.
- ✓ Reaching neighboring countries (Tunisia, Morocco, Egypt) and even the Gulf countries within the next five years.
- ✓ Diversify and develop the services provided.
- ✓ Secure its position in the market by relying on innovation and research and development.

On the financial side, the company's executives gave us their expectations for profits in the coming years in the following table:

Period	From August to September 2023	2024	2025	2026	2027
<b>Gross income</b>	2.000.000,00	6.000.000.00	100.000.000.00	150.000.000.00	About 1.000.000.000.000.00
<b>User expenses</b>	480.000.00	600.000.00	800.000.00	1.500.000.00	20.000.000.00
<b>taxes</b>					
<b>Tap 2%</b>	400.000.00	600.000.00	2.000.000.00	3.000.000.00	20.000.000.00
<b>Ibs 26%</b>	520.000.00	780.000.00	2.600.000.00	3.900.000.00	26.000.000.00
<b>Net Output (DZD)</b>	600.000.00	1.020.000.00	4.600.000.00	6.600.000.00	14.000.000.00
<b>Net Output (EUR)</b>	4000+	7000+	37000+	45000+	96000+

**Source: Ziauddin Brinat, public relations manager at Assista-soins**

From the table, we can see that the expectations of Assista-soins' managers are high, which is represented by an increase in the organization's profits accompanied by an increase in user expenses, which indicates that the organization aims to expand and include new users whose number is increasing every year, which confirms the desire to expand and continue from the founders' circumstance.

**Conclusion**

This study aims to highlight the pivotal role that R&D plays in supporting innovation in entrepreneurial organizations (Assista-soins):

- ✓ R&D plays a key role in supporting innovation in entrepreneurial organizations.
- ✓ R&D is of great interest to entrepreneurial organizations.

- ✓ Innovation is a key element to ensure the survival of entrepreneurial organizations.
- ✓ Innovation is the key determinant for entrepreneurial organizations to maintain their position in the market and expand to other markets.
- ✓ Algeria seeks to invest in talents by encouraging them to enter the world of entrepreneurship by providing an appropriate ecosystem within the framework of a national strategy for the development of entrepreneurial institutions and encouraging research and development to support innovation, and this through several measures starting with the creation of a ministry for emerging enterprises and the knowledge economy and the establishment of a fund to finance these institutions in addition to accompanying institutions (business incubators, business accelerators), which resulted in the emergence of several successful entrepreneurial institutions in various fields.
- ✓ Entrepreneurial organizations contribute significantly to supporting economic development, making them the focus of attention of all countries, whether developed or developing.
- ✓ Assista-soins has relied on research and development since its inception.

### **Recommendations:**

Through the study, we came up with the following recommendations:

#### **For the organization:**

- Organizations should adopt a clear and permanent policy for research and development, by creating an independent function within the organization, and allocating a financial quota for this purpose.
- Adopting an effective and rational management policy in the field of research and development, which in turn contributes to increasing innovation.
- Relying on the research and studies carried out within the organization and applying them on the ground.
- Due to the importance of marketing, the organization must develop a team specialized in marketing strategies.
- Obtaining external funding, whether from the state or through partnerships with other organizations.

#### **For the Algerian state:**

- Make room for youth and encourage their entrepreneurial spirit, especially university graduates, by motivating them to transform their creative ideas and materialize them on the ground in the form of entrepreneurial institutions.
- Encouraging scientific research and valuing its results, especially in the field of entrepreneurship and innovations, and enhancing the role of the university in this field.
- Mitigating the difficulties facing entrepreneurial institutions by providing a suitable ecosystem for their establishment through a stimulating legislative and regulatory framework and getting rid of bureaucracy.
- Providing the necessary mechanisms to finance startups by opening the way for venture capital companies and popularizing participatory financing.
- Promoting an entrepreneurial culture, developing the spirit of entrepreneurship and risk-taking, and encouraging creative ideas
- Embodying the digital economy and the infrastructure required to facilitate the activities of entrepreneurial organizations and the marketing of their products and services.
- Business incubators follow up on the entrepreneurial projects adopted and granted by Label.
- Study the reasons why entrepreneurial organizations fail to survive and try to find solutions.

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