The Algerian Startup Put to the Test of Definition: Imported Definitions, National Law, and Position in Algeria's 63-Year Business Evolution

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المؤسسة الناشئة الجزائرية على محكّ التعريف: التعاريف المستوردة، الإطار القانوني الوطني، والمكانة في مسار تطور المؤسسات في الجزائر على مدى 63 سنة

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Summary: The enterprise has taken three major forms in Algeria: the state-owned enterprise (1962), the SME (2001) and the startup (2022). The latter introduced the "one diploma–one startup" mechanism, establishing a hyphen—both literally and metaphorically—between the academic world and the labor market. The aim of this article is to trace the shift from national enterprises toward startups by clarifying the defining criteria of each, with a particular focus on startups and their life-cycle dynamics, especially their temporary nature. The methodology is based on a systematic literature review of all 197 articles on startups published on the Algerian Scientific Journal Platform (ASJP) up to 25 November 2025. The findings are fourfold. First, we classified the literature according to seven criteria: theory (12.2%), structure (35%), culture (3.6%), institution (3%), reality check (21.8%), external view (21.4%) and outcome (3%). Second, the review highlights the lack of a unified startup definition, as the literature alternates between imported and Algerian legal definitions. Third, we distinguish between teleological mortality and premature mortality, with implications for public policy. Fourth, we suggest that the Algerian business landscape operates according to the "matryoshka" thesis, where its evolution reflects overlapping micro-models rather than a linear succession.

Keywords: State-Owned Enterprise; SME; Startup; Teleological mortality; Premature mortality
Jel Classification Codes : L260 ; M130 ; L33 ; I230

ملخص: اتخذت المؤسسة، في الجزائر، ثلاث صور رئيسية: المؤسسة الوطنية (1962)، والشركة الصغيرة والمتوسطة (2001)، و المؤسسة الناشئة (2022). أسست هذه الأخيرة آلية «شهادة واحدة – شركة ناشئة واحدة»، اقامت «شرطة واصلة» — حرفياً ومجازياً — بين الشهادة الأكاديمية و سوق العمل. يهدف هذا المقال إلى تتبع التحول من المؤسسات الوطنية إلى الشركات الناشئة، من خلال توضيح المعايير التعريفية لكل منها، مع تركيز خاص على المؤسسات الناشئة، وديناميكيات دورة حياتها، لا سيما طبيعتها المؤقتة. تعتمد المنهجية على مراجعة لجميع (197) مقالة حول المؤسسات الناشئة المنشورة على منصة المجلات العلمية الجزائرية حتى تاريخ 25 نوفمبر 2025. تتمثل النتائج في أربعة محاور. **أولاً**، قمنا بتصنيف الأدبيات وفق سبعة معايير: النظرية (12.2%)، الهيكل (35%)، الثقافة (3.6%)، المؤسسات (3%)، الواقع (21.8%)، دراسات دولية (21.4%)، الاثر على الاقتصاد (3%). **ثانياً**، تبرز الادبيات غياب تعريف موحد للمؤسسة الناشئة، حيث تتأرجح بين التعريفات المستوردة والتعريف القانوني الجزائري. **ثالثاً**، نميز بين "الموت الغائي" و"الموت المبكر" للمؤسسة الناشئة، وهو تمييز يحمل دلالات مهمة لصانعي السياسات العامة. **رابعاً**، نقترح أن المشهد الاقتصادي الجزائري يعمل وفق "أطروحة الماتريوشكا"، حيث يعكس تطور المؤسسات تراكب النماذج الجزئية بدلاً من تسلسلها الخطي.

الكلمات المفتاح : مؤسسة وطنية ؛ مؤسسة صغيرة و متوسطة ؛ مؤسسة ناشئة ؛ وفاة غائية؛ وفاة مبكرة
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I- Introduction :

Since Algeria's independence, the enterprise, as a productive unit, has undergone profound structural transformations. These transformations concern the actor who drives it (the State, public sector, private sector, or even the student-entrepreneur), its size (from very large to very small firms), and its fields of activity (from heavy industry to digital services). This long trajectory unfolds in three major stages that have shaped the national economic landscape:

-the first stage corresponds to the era of the State-owned enterprise, namely the *National enterprise* (from the French *Société Nationale*), stablished under the dirigiste development model initiated after independence and formalised through the 1967–1969 Three-Year Plan (Boudjema, 2011). Considered financial "abyss" by the early 1980s, these large enterprises were reorganised and fragmented into smaller firms, inaugurating what were later known as "(organically) restructured enterprises" (MPAT, 1980) ;

-the second stage begins with the legal recognition of National Enterprise and Small and Medium Enterprises (SMEs) through Law n°01-18 of 12 December 2001. By grouping together TPE (*très petite entreprise*, very small enterprise), PE (*petite entreprise*, small enterprise), and ME (*moyenne entreprise*, medium enterprise) under a single label, this law announces the rise of a dynamic and diversified private sector aligned with the economic liberalisation after three (03) years of the Structural Adjustment Program (SAP);

-the third stage is marked by the relatively recent introduction of the startup model, particularly with Ministerial Order n°1275 of 27 September 2022 establishing the "One Diploma – One Startup" mechanism (Ministerial Order n°1275 of 27 September 2022). This measure aims to convert the university graduate into an immediate economic actor, forging a direct bridge between academic knowledge and the labor market initiative.

However, this "three-step staircase" tells only half the story. To complete the narrative, a deeper investigation must provide answers to a set of fundamental, interrelated questions: **What is the Algerian startup? To what extent is it comparable to a startup without epithet? Does it constitute a new organisational form, or merely a superimposed layer on pre-existing models such as the National enterprise and the SME?**

Addressing these questions requires a dual approach: a historical analysis of the transformations of Algerian enterprises, and a conceptual examination of the nature and status of startups at both the international and national levels. In this context, the present article seeks to provide four principal advancements to the literature:

First and foremost, this is the first study to systematically situate the Algerian startup within the country's specific historical trajectory of enterprise, tracing its emergence in relation to—and as a distinct layer upon—the earlier models of the National Enterprise and SMEs;

Second and crucially, the study employs a rigorous and transparent methodological approach, systematically analyzing 197 articles sourced exclusively from the Algerian Scientific Journal Platform (ASJP) using the key-word "startup". This creates a comprehensive and reproducible corpus specific to the national academic discourse. A key-added value of this point lies in its exhaustive examination of the full body of literature available in Arabic, French, and English and German (one article)[1]. By adopting this multilingual perspective, the study achieves a richer and more integrated understanding of Algerian startups, addressing the linguistic fragmentation that has often limited previous studies.

Moreover, the study goes beyond language considerations by synthesizing this literature according to seven criteria, presented in a structured table: theory (conceptual framework of

[1] All article titles have been translated into English. For the article written in German, AI translation tools were used, as we are not proficient in the language.

startups, 12.2%), structure (Algerian ecosystem and success factors, 35%), culture (socio-cultural environment, 3.6%), institution (university pedagogy, 3%), reality check (Algerian case studies, 21.8%), external view (international comparison, 21.4%), and outcome (economic impact on the Algerian economy, 3%). This framework provides a systematic map of the existing literature, facilitating access to previous studies as of the most recent publication date;

Third, and most significantly, this study elevates the discussion to a higher conceptual level by critically engaging with the foundational notion of the startup as a *temporary* organization. It introduces a novel distinction between *teleological mortality* (a "positive" death following mission success) and *premature mortality* (a "tragic" death from failed search), thereby providing a nuanced theoretical lens to diagnose ecosystem health beyond mere survival rates.

Following this introduction, this study is structured as follows: the **Methods** section details the data collection process and analytical framework; the **Results** section presents the findings from the systematic literature review; the **Discussion** section interprets these findings through the dual historical and conceptual lenses; and finally, the **Conclusion** summarizes the key-insights and their implications for research and policy.

II– Methods and Materials:

Our objective is to analyze all literature on startups published on the national platform ASJP. To achieve this, we initiated a research study on November 25, 2025, using a single keyword: "startup". This search yielded an initial corpus of 205 articles. To visualize the main output, we created a word cloud (**Figure 1**), which provides a concise overview of the central themes and concepts related to the subject, following the methodology of Spender et al., 2017.

Figure 1.Cloud word

Source: Prepared by the author based on the collected data (205 ASJP journal articles).

The word cloud reflects the multilingual nature of Algerian academic literature and highlights four levels of topic prominence regarding startups:

Prominent words (The largest words) indicate the most central concepts or themes discussed. First, “startups” and “مؤسسة ناشئة” clearly represent the central topic. Second, “Algeria” confirms the geographical focus. Third, “entrepreneurship” emphasizes the role of individuals and the culture driving startups. Fourth, “innovation” and “الابتكار” show that innovation is a core theme in Algerian startup literature. Finally, “business incubators” highlight the importance of support structures in the startup ecosystem;

Secondary clusters (medium-sized terms) suggest less central but frequently discussed concepts. These include: funding, represented by terms such as “financing,” “finance,” “venture capital” and “crowdfunding”; support and guidance, under “entrepreneurial accompagnement” and “accélérateur”; education, under “university” and “university students”; technology and digitalization, under “digital transformation”, “fintech” and “artificial intelligence”; and ecosystem and culture, under “startup ecosystem”, “entrepreneurial culture” and “entrepreneurial spirit”.

Minor terms (small terms) represent more specific concepts that appear less frequently but remain relevant. These include: the legal and institutional framework, under “legal framework,” “resolution 1275” and “1275 القرار”; growth and performance, under “growth,” “croissance,” “economic diversification,” and “development”; challenges, under “challenges” and “opportunities”; and innovation support, under “technology,” “creativity,” and “تحول رقمي”;

Very minor terms (tiny terms) cover highly specific themes that are not elaborated further in this review.

The word cloud provides an initial overview of the main topics and themes across the 205-article dataset, highlighting central, secondary, and minor concepts in Algerian startup literature. While this visualization offered a useful snapshot of thematic patterns, a detailed review of the articles was necessary to ensure relevance and depth. To this end, all identified articles were thoroughly read. The main criterion for including a study in the literature was that it either focused primarily on the startup subject or made a relevant and substantive connection to it, even if mentioned briefly as part of a recommendation (Saib Azzouhoum et al., 2020). This critical screening process refined the database to a final selection of 197 articles, which constitute the core of this review. The 197 selected articles were then categorized according to a thematic framework comprising seven (07) criteria : theory (conceptual framework of startups, 12.2%), structure (Algerian ecosystem and success factors, 35%), culture (socio-cultural environment, 3.6%), institution (university pedagogy, 3%), reality check (Algerian case studies, 21.8%), external view (international comparison, 21.4%) and outcome (economic impact on Algerian economy, 3%). Accordingly, an exhaustive literature review designed to map the complete academic landscape of startup research within the Algerian context (**Annex 1**). This literature review is the basis of our results, discussion and conclusion sections.

III- Results :

III.1.1.Pitfalls of Linguistic Anchoring: Between Grammatical Assimilation and Conceptual Void

Our reading of the literature review reveals that definitions of startups in Algerian academic literature often begin with a linguistic and lexicographical approach, prior to any rigorous conceptual delimitation. This tendency can be partly explained by the historical emergence and diffusion of the term itself. Some authors trace the first recorded use of the word *startup* to 1851, in an American newspaper article (Benzerroug, 2024), highlighting its early anchoring in the English-speaking context. Others emphasize its morphological construction, composed of “start”, referring to the act of launching, and “up”, connoting rapid growth, as defined by the Cambridge Dictionary (Baouz & Allab, 2024; Charrak & Fortas, 2024; Guerrab & Badis, 2025; Khelouat & Shimi, 2025; Lattoui & Benmouaffeki, 2021; Maamar & Chareuf, 2022; Nadji & Bourennane, 2023).

Beyond its Anglo-Saxon origins, the concept of the startup has progressively taken root within the French-speaking academic and professional landscape. This process of linguistic anchoring manifests itself along two main dimensions :

First, it appears through grammatical assimilation and orthographic debates. The integration of the anglicism into French has followed the usual mechanisms of lexical adaptation: the use or omission of the hyphen ("start-up" versus "startup") and the application of French pluralization rules ("des startups"). These adaptations comply with the recommendations of the Superior Council

of the French Language (1990), approved by the *Académie Française*[2]. However, such orthographic normalization should not obscure a fundamental issue: grammatical naturalization does not entail conceptual clarification; it leaves unresolved the fundamental question of what truly distinguishes a startup from a non-startup;

Second, linguistic anchoring is reflected in official translation attempts whose semantic scope remains limited. In response to this anglicism, French institutions and dictionaries have proposed equivalents such as *jeune pousse* or *entreprise en démarrage* (Le Robert; Larousse)[3]. While lexically acceptable, these translations are conceptually weak. The expression *jeune pousse* relies on a botanical metaphor that provides no operational criteria, while *entreprise en démarrage* merely refers to the firm's age, a criterion that is both insufficient and non-discriminatory. The same dictionaries supplement these definitions with references to innovation and new technologies, defining a startup as "a young, innovative company in the sector of new technologies, particularly on the Internet". Yet this corrective effort further exposes the limits of a purely lexical approach. On the one hand, innovation remains a vague and undefined notion; on the other, its systematic association with internet-based technologies unduly restricts the scope of the concept.

In sum, linguistic anchoring—whether through historical references, grammatical assimilation, or translation—has facilitated the diffusion of the term "startup" in the literature, often through imprecise or inappropriate criteria related to firm age and sector of activity. However, this process has also contributed to a conceptual void, in which formal linguistic adjustments substitute for a precise analytical definition.

III.2. Importation of International Definitions: Some Tautological Definitions

Our reading of the literature reveals that many definitions of startups imported from international literature are tautological and descriptive, often listing characteristics without clarifying their conceptual distinctiveness. As noted in one definition (Necib, 2024, drawing on a reference), *"The start-up is characterized by values that go beyond those of a classic company"*. This is further elaborated as: *"A start-up can be defined by a number of characteristics unique to it"* including:

- **Youth:** Startups are generally newly created, often by entrepreneurs;
- **Innovation:** They offer new solutions addressing unmet needs or significantly improving existing products or services. They have an innovation-driven culture and are constantly seeking new ideas;
- **High growth:** Startups possess strong growth potential and aim to scale rapidly;
- **High risk:** Uncertainty in the market and intense competition expose startups to a high risk of failure;
- **Agility:** They can quickly adapt to market changes and customer needs;
- **Passion:** Startupers are usually highly motivated and passionate about their projects;
- **Resilience:** They can overcome obstacles and recover from failures.

From a descriptive standpoint, this definition is comprehensive, covering multiple dimensions: age, innovation, growth, risk, agility, and founder's passion. However, it suffers from two major shortcomings:

First, structural and Methodological Issues. The definition conflates different levels of analysis, mixing organizational/structural traits (agility, growth, risk) with individual/psychological traits (founder passion). While passion is often present, it is not intrinsic to the startup itself; a

[2] https://www.academie-francaise.fr/niky-orange .

[3] https://dictionnaire.lerobert.com/definition/start-up

https://www.larousse.fr/dictionnaires/francais/start-up/74493

welder or a butcher can also exhibit passion (Gartner, 1988). This conflation leads to confusion between essential and secondary attributes. Elements such as passion are subjective and non-exclusive to startups. Additionally, the definition contains redundancies. For example, listing both *innovation* and *innovation culture* is repetitive: a culture of innovation is the mechanism that sustains innovation, not a separate feature;

Second, conceptual Imprecisions. The definition emphasizes that startups are "*generally newly established*". Yet, youth alone does not distinguish a startup from other young companies. Innovation is also highlighted, but the definition fails to specify the type, scope, or nature of innovation. Small businesses can also be innovative or even "gazelles" (Birch, 1979). Moreover, the claim that startups maintain a permanent culture of innovation is exaggerated, as some startups may focus on a single product or be temporary in nature (as will be discussed later). High risk is indeed a recognized characteristic of startups. However, it is context-dependent. Startups operating in protected or subsidized niches, particularly where supportive ecosystems and business incubation exist, may face only moderate risk, as these factors can mitigate potential uncertainties.

In sum, while some definitions provide a descriptive overview of startups, they can be tautological and imprecise, mixing levels of analysis, overlooking context, and failing to provide operational criteria that distinguish startups from other types of companies.

III.3. Delimiting between small Businesses and startups: Failed Attempts

This subsection examines two academic attempts to delimit startups from small businesses and highlights their conceptual and methodological shortcomings.

The first attempt is presented by Aouissi & Hamra (2025). They define a startup as: "a newly established company aiming to develop and introduce a unique product or service to the market, focusing on innovative and scalable business models with rapid growth potential. In contrast, the microenterprise is a small business operating at a local or regional level, characterized by very few employees and relatively low revenues".

To further clarify this distinction, the authors introduce a set of supplementary elements. Although age is implicitly suggested by the expression "newly established", it is neither specified in detail nor defined through any numerical threshold. Risk, by contrast, is explicitly introduced as an additional criterion alongside innovation, growth, market scope, and revenue. These criteria are presented in the following order, as implied by the original definition:

- **Innovation**: Startups strongly emphasize innovation through the development of new products, services, or business models with unique value propositions. Microenterprises, by contrast, are not necessarily innovation-oriented and often offer goods or services that have already proven successful in the market;
- **Scalability**: Startups are designed for rapid scalability, allowing for a swift increase in customers, revenues, and market presence within a short period. Microenterprises are less scalable, as their growth is constrained by local demand and limited market size;
- **Growth potential**: Startups aim for rapid expansion and significant market share acquisition, whereas microenterprises typically exhibit limited growth potential and often serve niche or local communities;
- **Risk**: Startups face higher risks due to innovation, market uncertainty, and potential competition. Microenterprises, in contrast, are assumed to face lower risks by operating in stable local markets with steady demand and established customer bases.

Despite its apparent coherence, this definition suffers from several major conceptual shortcomings that undermine its analytical robustness. First, the definition lacks any hierarchical or weighted structure among its criteria. Innovation, scalability, growth, market scope, revenue, and risk are all treated as equally decisive. In practice, however, these dimensions do not carry the same

structural importance. Certain characteristics—such as innovation —may be central to the very logic of a startup. The absence of prioritization weakens the explanatory power of the definition;

Second, the criteria are not mutually exclusive, particularly with regard to innovation. Innovation is not an exclusive attribute of startups; microenterprises and traditional firms may also innovate in products, processes, or services. If innovation alone is sufficient to define a startup, then any innovative firm would automatically qualify as one, thereby dissolving the intended distinction;

Third, the definition displays a conceptual redundancy. It simultaneously refers to the "introduction of a unique product or service" and a "focus on innovation", without clarifying the relationship between the two. If a product or service is unique, in what sense is it not already innovative? Conversely, if innovation is the core criterion, what additional meaning does uniqueness provide? The absence of a clear definition of innovation further exacerbates this ambiguity;

Fourth, several criteria suffer from a lack of operationalization and measurement. Concepts such as "growth" and "rapid expansion within a short period" are invoked without any temporal, quantitative, or comparative benchmarks. Without specifying *how much* growth or *how short* the period must be, these notions remain vague and analytically unusable;

Fifth, the risk criterion is overgeneralized. The definition assumes that startups are inherently high-risk, while microenterprises are portrayed as relatively safe. In reality, risk is highly context-dependent, as previously stated. A local niche business may face significant uncertainty due to fluctuating demand or limited customer bases, whereas some startups operate in stable, regulated environments with predictable outcomes. Treating risk as an intrinsic and uniform characteristic of startups therefore oversimplifies economic reality;

Sixth and finally, the definition relies on circular reasoning, which significantly weakens its classificatory value. Startups are described as entities that possess innovation, scalability, growth potential, and risk; yet the presence of these very characteristics is what qualifies an entity as a startup. In other words, a firm is a startup because it has these traits, and these traits define it as a startup. This self-referential logic recalls Descartes' *cogito*, where existence is inferred solely from the act of thinking. Similarly, here, the existence of a startup is inferred from the presence of traits that are themselves presupposed to define startups. Such reasoning renders the classification tautological and analytically empty.

The second attempt is presented by Maliki (2023). He proposes the following distinction: "It is worth noting that the difference between a startup and a small or medium-sized enterprise lies in the fact that a startup is characterized by an ambition for large-scale expansion, a commitment to creativity and innovation, and a dream to bring about positive changes in society within a short period of time. In contrast, small and medium enterprises require a certain amount of investment to enter the market and need some time before showing their revenues. Accordingly, a startup is generally defined as "a newly established company that creates an entirely new product or develops a unique variant of an existing one. It possesses a strong ambition for significant expansion and seeks to find a profitable business model capable of achieving that ambition within a few years".

This definition raises several issues; however, two are particularly significant. First, it conflates psychological attributes with structural characteristics. Terms such as *ambition*, *commitment*, and *dream* refer to subjective mental states rather than objective organizational features. These traits are neither measurable nor exclusive to startupers. A traditional butcher opening a second shop may be just as ambitious, committed, and dreamer as a startup's founder!

Second, the definition reflects a fundamentally flawed understanding of the market. The claim that SMEs "require a certain amount of investment to enter the market" implicitly suggests that startups are somehow already inside the market, while SMEs are not. This distinction is asserted without addressing a foundational economic question: *what it a market?!*

In sum, both definitions illustrate a broader problem in the literature: the tendency to rely on vague, overlapping, or subjective criteria when distinguishing startups from small businesses. These failed attempts underscore the need for a more rigorous, non-tautological, and theoretically grounded framework for classification.

III.4. An International Definition of a Startup Without an Epithet: Blank's Definition

Our review demonstrates that the most widely accepted definition of a startup is that of Steve Blank, who defines a startup as "a temporary organization designed to search for a repeatable and scalable business model" (Abdi & Zennadi, 2021; Attar, 2023; Attia & Ait Bachir, 2024; Benaissa & Rahal, 2021; Beladjine & Belkebir, 2023; Belghache, 2024; Bekkal Brikci & Khedim, 2022; Benzerroug, 2024; Djelti & Chouam, 2016; Djekidel & Beggah, 2023; Jekidel, Doua, & Merrad, 2021; Gharbi & Abdennour, 2024; Hadjadj & Bouchekifa, 2025; Ouennoughi, 2023; Zaid & Derrardja, 2023; Zerrouki, 2025).

In a foundational post from January 25, 2010, Blank says that "a startup is an organization formed to search for a repeatable and scalable business model" (Blank, 2010). Notably, the term *temporary* was not explicitly used in this initial formulation. By 2012, however, the definition was refined to include this crucial adjective: "A startup is a temporary organization in search of a scalable, repeatable, profitable business model" (Blank & Dorf, 2012).

This refinement resolves two-key conceptual ambiguities. This definition resolves two-keys conceptual ambiguities. First, it clarifies that temporariness is not an objective but a characteristic as a structural attribute of the startup's formative phase. A startup is not meant to last indefinitely in that state; it is temporary by nature, not by intention. Second, the definition does not predicate itself on radical innovation. Startups may innovate by creating entirely new products or services, but they can also succeed by recombining existing ideas, entering new markets, or layering technology onto traditional services. For instance, the transportation startup Yassir in Algeria did not invent the taxi but reinvented the transportation model, illustrating that startups can generate scalable and repeatable solutions without groundbreaking invention. This demonstrates that innovation is a means to achieve scalability and repeatability, rather than a defining criterion of startup status.

Although Blank's definition has gained broad acceptance in the literature, some studies also highlight Graham's reductionist equation, "Startup = Growth" (Graham, 2012), which is supported by authors such as Hadjadj and Bouchekifa (2025).

In sum, while Graham's definition emphasizes speed and scale—useful in entrepreneurial practice—it sacrifices theoretical precision by reducing the startup to a single outcome. Blank's definition provides a conceptually rigorous foundation for understanding startups.

III.5. "Who is the Startuper? " is the Wrong Question

Our review reveal that one study seeks to understand the relationship between a startuper's personality traits—analyzed through the Big Five personality framework (openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) and startup success (Bouguetaia, 2024). While this is a common and intuitively appealing line of inquiry, we contend that its foundational premise is flawed. Asking "Who is the startuper?" is fundamentally the wrong question.

This argument directly echoes William B. Gartner's 1988 critique of entrepreneurship research (Gartner, 1988). For decades, scholars asked, "Who is the entrepreneur?" and sought answers in a catalogue of psychological traits: need for achievement, risk-taking propensity, internal locus of control, and more. Gartner compellingly demonstrated that this "trait approach" had reached a dead end. The literature showed no consistent psychological profile that reliably differentiated entrepreneurs from non-entrepreneurs, leading to an "everyman" portrait.

The central flaw, as Gartner identified, is that this approach focalizes on being rather than doing. Gartner's pivotal correction was to shift the focus from *who* to *how*. He proposed a behavioral approach: "Entrepreneurship is the creation of organizations". What differentiates the entrepreneur is not a pre-existing set of inner qualities, but the act of creating a new organization. As Gartner memorably analogized, researching traits to find entrepreneurs is like profiling baseball players by their weight and personality while ignoring the fact that they *play baseball*—they run, pitch, and hit. A baseball player is not something one *is*; it is something one *does*.

Applying this logic to the startuper assumes that to be a startuper means that an individual is *behaving* as a startuper. In addition, what fundamentally differentiates a startuper from a non-stratuper is that the first creates a stratup, while the second does not. The core unit of analysis shifts from the individual's trait to the behaviors processes of organizational creation.

Therefore, while mapping Big Five traits against success metrics may reveal interesting correlations, it perpetuates the "wrong question".

III.6.Adopting the Algerian Legal Definition: a Practical and Strategic Framework

The concept of the "startup" has gradually entered Algerian legislation and is now referenced in several legal texts. Specifically, the term appears in five legal texts, including three executive decrees, one presidential decree, and one law. These texts are: Presidential Decree N°16-309 relating to the establishment and functioning of the National Economic and Social Council; Executive Decree N°17-272 concerning the organization of the Central Administration of the Ministry of Post, Telecommunications, Technologies, and Digitalization; Executive Decree N°13-81 defining the tasks and organization of the General Directorate for Scientific Research and Technological Development; Law N°17-02 establishing the framework law on the development of small and medium-sized enterprises; Finance Law N°14-19; and, most importantly, Executive Decree N°20-254 establishing the National Committee for the accreditation of "startups," "innovative projects" and "incubators" and defining its missions, composition, and operating procedures (Abdi, 2022).

Among these texts, Executive Decree No. 20-254 is of particular importance, as it provides the first explicit and operational legal definition of a startup tailored to the Algerian context. This definition is considered more practical and adaptable to national economic realities. According to Article 11 of the decree, a startup is any company established under Algerian law that meets the following cumulative criteria (Executive Decree No. 20-254, 2020):

- The company must not have existed for more than eight (8) years;

- Its business model must be based on innovative products, services, or any other innovative concept;
- Its annual revenue must not exceed the amount set by the National Committee;
- at least 50% of its share capital must be held by individuals, approved investment funds, or other companies holding the "Startup" label;
- It must demonstrate significant growth potential;
- It must not employ more than 250 employees.

This definition establishes an operational framework for identifying startups in Algeria by combining temporal, structural, financial, and qualitative criteria. First, the introduction of a clear temporal limitation—eight years of existence—reflects the transitional nature of startups as early-stage enterprises. Second, the innovation requirement reinforces the connection between startups and economic development, emphasizing novelty in products or services. Third, building on this innovative character, the criteria relating to growth potential.

This definition simultaneously presents both strengths and ambiguities. On the positive side, the criterion of innovation is characterized by a notable degree of flexibility and inclusiveness, allowing for a broad range of entrepreneurial initiatives. On the negative side, however, this same flexibility gives rise to significant concerns regarding subjectivity and transparency. In this sense, the legal framework may be described as a "half-full, half-empty bottle": it promotes openness and adaptability while at the same time raising questions about precision and consistency.

Although innovation constitutes a central element of the definition, its broad formulation—combined with the requirement of "significant growth potential"—is not supported by measurable indicators. Consequently, the accreditation process depends largely on the discretionary assessment of the National Committee, which may result in inconsistent or opaque decisions. Similar concerns arise with respect to the determination of annual revenue thresholds, which are likewise left to the Committee's discretion. Moreover, the criterion limiting the workforce to a maximum of 250 employees raises issues of coherence with Algerian legislation on SMEs, which applies the same threshold to define medium-sized firms (Maamar & Chareuf, 2022). This overlap highlights the need for greater differentiation within the startup category, potentially through the distinction between micro, small, and medium startups to reflect variations in scale and organizational complexity.

III.7.The Diploma-Startup Mechanism: The Student-Entrepreneur Under the Ministerial Order N°1275

The Ministerial Order n°1275 of 27 September 2022, as amended and supplemented by Decision No. 008 of 23 February 2025, constitutes the principal legal text defining and regulating the status of the *student-entrepreneur* in Algeria. Through the introduction of the "diploma–startup" mechanism, this decree forms part of an ambitious national reform aimed at transforming the Algerian university from a traditional space of theoretical instruction into an entrepreneurial institution actively contributing to startup creation. By integrating entrepreneurship and innovation

into the academic curriculum, the reform positions the university as a key-actor in economic development and job creation.

Under this framework, the completion of a startup-thesis in accordance with this decree represents a concrete step toward the entrepreneurial university model. Obtaining the "university/startup diploma" requires mandatory awareness-raising and structured coaching. These support measures are delivered through dedicated university modules, awareness programs organized by university incubators and houses of entrepreneurship, as well as information days that bring together academic actors, institutional partners, and project holders. This ecosystem is designed to guide students from the initial idea stage to the creation of a viable startup.

Article 2 of this Decision explicitly states that the "diploma–startup" mechanism aims to cultivate a generation of student-entrepreneurs who possess both the skills and the motivation to engage in innovative entrepreneurship. The objective is to promote the creation of startups capable of generating wealth and employment (Decision N°008, 2025, Article 2).

The creation of a startup within the "diploma–startup" framework is closely linked to the incubation process. University incubators serve as the startup's primary institutional space, providing both material resources and immaterial support (Decision N°008, 2025, Articles 6 and 8).

Collaboration with students is encouraged through collective project work, as the startup thesis may be carried out by a team of up to six students from different disciplines (Ministerial Order n°1275, 2022, Article 7). The startup thesis is subject to a formal defense procedure. Upon successful defense, students are awarded both their conventional academic degree (Bachelor's or Master's) and a "startup diploma" (Decision N°008, 2025, Article 7). However, it should be noted that in some universities the startup thesis remains optional and does not replace the traditional dissertation; in such cases, it is treated as an additional project integrated into the student's academic pathway.

Innovation valorization and protection are ensured through the national intellectual property framework, notably via the Algerian National Institute of Industrial Property (INAPI) and the National Office of Copyright and Related Rights (ONDA). According to this institutional approach, the qualification of a product or service as "innovative" falls exclusively within the competence of these two bodies (Bouras, 2023). This distinction anchors the analysis firmly within the Algerian legal context and highlights the difference between *theoretical innovation* and *institutionally validated innovation.*

Finally, the transition from the university environment to the real economy is supported by various financial and institutional mechanisms available to graduate student-entrepreneurs. These include support from university structures as well as national bodies such as the Algerian Start-up Fund (ASF), a public venture capital fund; Algeria Venture (A-Venture), a public accelerator; and the National Agency for the Support and Development of Entrepreneurship (ANADE). Moreover, Article 10 of the Decree provides that projects awarded in the national competition for the best startups benefit from financial support from the Ministry of Higher Education and Scientific Research, as well as from interested socio-economic partners. This support framework is further

reinforced by Law N°21-170 of 28 April 2021, which establishes tax incentives and fiscal exemptions in favor of startups and incubators (Law N°21-170, 2021).

III.8. The Impact of the Algerian Startup on the National Economy: Descriptive and Empirical Evidence

Our review reveals a clear lack of quantitative studies assessing the economic impact of startups in Algeria. For example, Necib (2024) argues that startups could play a significant role in Algeria's economic development; however, this assertion is not supported by a direct or measurable relationship between explanatory and dependent variables, which weakens the scientific robustness of the conclusion. Other contributions rely primarily on general observations, sometimes extrapolated from foreign contexts. Boumandil (2022), for instance, claims that "the challenge to the supremacy of large enterprises has sparked extraordinary enthusiasm and interest in startups", while such a statement may be valid in Western economies, and may not be directly transferable to the Algerian context. Algerian large enterprises, shaped by a specific historical and institutional trajectory, cannot be analyzed using the same conceptual frameworks. These studies thus illustrate the limitations of theoretical generalizations and underscore the need to adapt analytical models to national specificities and to support hypotheses with empirical evidence of economic impact.

By contrast, other studies attempt to strengthen their conclusions through quantitative and econometric approaches. These include the use of ARDL model (Mehidi & Djebari, 2024) and Monte Carlo simulations (Berbache, 2025). Additional research, while remaining largely descriptive, relies on international indicators such as the Global Startup Ecosystem Index (GSEI), which offers a statistical overview of startup ecosystems through global rankings (Aouissi, 2025). Finally, several studies adopt a case-study approach, either through multiple-case analyses or single-case examinations. This includes, notably, the Yassir startup examined by Khelouat and Shimi (2025), Hamza, Almi, and Boucenna (2024), Nadji and Bourennane (2023), Lemhal and Mehyaoui (2024), and Chinoune and Hattab (2024), and the analysis of 20 selected startups by Boumendil (2022).

III.9.The Startup in Relation to Algerian Companies Established Since Independence: Mapping Historical Business Models (1962–Present)

To understand the environment in which Algerian startups operate, it is essential to revisit the all models that have shaped the national economic ecosystem. First, the National Enterprise (1962) exemplifies state-driven gigantism. However, this pursuit of economies of scale, while impressive in scope, was often perceived as spectacular yet sterile (MPAT, 1980). This model can be seen as the antithesis of the startup on both cultural (innovation) and organizational (primarily size) levels.

Next, the restructuring of these National Enterprises in the 1980s represents the first attempt at a "size regime". Statistics show that 70 national enterprises were broken up into 375 new enterprises (Amarouche, 2006). This process aimed to improve efficiency and the utilization rate of production capacities. It can be argued that this restructuring introduced the notion that agility and smaller size could be strategic assets. In this sense, it foreshadows—at the level of public enterprises—the logic of fragmentation and specialization that is characteristic of Algerian startups.

Finally, the SME was officially introduced in Algeria in 2001. Its employee criterion, ranging up to 250, aligns with that of the Algerian startup. We can therefore argue that, at a time when statistics (Ministère de l'Industrie, 2021) show that micro-enterprises (TPE) represent 98 % of the SME, in 2021 and are predominantly in the services sector (56%), the Algerian startup can operate not only in services but also in other sectors. This effectively fills a structural gap in the economic landscape.

Thus, the Algerian entrepreneurial landscape reveals a conceptual evolution characterized by the superimposition of models rather than a simple linear replacement. From the National enterprises of the post-independence era, to the formalized SMEs in 2001, and finally to the recent emergence of the "university" startup in 2022, each new model has become embedded within pre-existing models.

VI- Discussion:

The literature on startups, particularly within the Algerian context, remains transversal and largely inconclusive, struggling to construct a coherent and independent conceptual framework. This incoherence stems from several factors: the application of Western models misaligned with local realities, reliance on tautological definitions that lack analytical boundaries, purely lexical approaches devoid of depth, and a diversity of perspectives (psychological, organizational, economic) that emphasize isolated elements based on disciplinary bias.

This conceptual fuzziness becomes critically problematic when confronting the startup's inherent finitude. If we accept Blank's (2012) definition of a startup as *a temporary organization designed to search for a business model*, then its cessation is not a flaw but a constitutive feature. This reality forces a critical analytical distinction: If a startup is temporary by nature rather than by intention, is it then legitimate to raise the question of its death (mortality) or does the term obscure its intentional temporariness? Where, then, does one draw the line between success and death? Are success and death synonymous, or merely symmetrical under the assumption that "death" occurs after achieving the startup's original objective? Conversely, can they be considered antonyms if death happens before the startup realizes its very first goal?

If the line between success and failure is not about perpetual survival, but about the nature of the ending, then, a more precise conceptualization of mortality becomes necessary. We propose distinguishing between two ontologically distinct endpoints:

- ***Teleological Mortality (The "Successful" Death)***: The cessation that follows the successful completion of the search mission. The startup dissolves or transforms because its core objective has been achieved;
- ***Premature Mortality (The "Tragic" Death)***: The cessation caused by the exhaustion of resources or will before the core objective is met. The search is aborted, not concluded.

This framework is not merely theoretical but a necessary tool for clear analysis, distinguishing between two types of "statistical mortality": teleological and premature mortality. It

allows researchers and policymakers to ask: Does a cessation represent a successful transition out of the "search" phase (teleological), or a failed search (premature) mortality?

This focus on analyzing the nature of a processual outcome, logically extends to the very actors within this phenomenon. Consequently, we must also challenge the premise of defining a 'stratuper' by innate traits. Aligning with the foundational behavioral perspective of Gartner (1988), who argued that "who is the entrepreneur?" is the wrong question, we propose that "who is the stratuper?" is equally wrong. The critical inquiry shifts from being to doing, from a fixed identity to the enactment of the process itself. Therefore, stratupers are defined not by who they are, but by what they do in the act of *stratuping*: initiating and navigating the temporary search for a business model toward its "teleological" end.

The Algerian definition of a startup in legal texts positions itself within a hybrid approach, international and national. On the one hand, it draws inspiration from European frameworks, particularly through its reliance on age limitations and the centrality of innovation as eligibility criteria. On the other hand, it incorporates distinctly national specificities, especially through its emphasis on the structure and priorities of the local entrepreneurial ecosystem. Moreover, the definition reflects a developmental approach that seeks to promote economic expansion but, even more explicitly, employment creation. The threshold of up to 250 employees, exceptionally high for a "classic" startup, reveals this orientation. While this broad employment ceiling may widen eligibility, it also risks creating misleading comparisons by blurring the line between startups and small enterprises, as frequently observed in the studies reviewed.

The creation of the "startup" category in Algeria is not the result of an organic entrepreneurial evolution but a *legal act of emergence*. From Executive Decree N°13-81 to subsequent regulatory texts, the Algerian state deliberately introduced the startup as a new economic actor, defined, framed, and administratively recognised through eligibility criteria and incentive mechanisms. This top-down institutional birth marks a rupture: the startup did not arise spontaneously from market dynamics but was *constructed* as a policy instrument intended to modernise the entrepreneurial ecosystem.

With this institutional framework in place, it becomes possible to situate the startup within the longer historical trajectory of Algerian enterprises. The evolution of enterprises in Algeria from 1962 to the emergence of (university) startups can be read through two competing theses:

- **Thesis 1** postulates that the startup as a "consequence of failure". This is a strong and critical position. It frames the startup as a reaction to a structural void—a substitute emerging from the shortcomings of previous entrepreneurial models. While analytically stimulating, this interpretation can appear overly negative or deterministic;
- **Thesis 2** assumes that the startup as a "juxtaposition of models". This perspective is more nuanced and arguably more accurate. It views the startup as a new model that coexists with existing ones rather than replacing them. In this sense, the Algerian startup is less the result of past entrepreneurial failures than a necessary addition that compensates for their structural limitations. It does not signal the disappearance of enterprises inherited from the

National Enterprises or the SME reforms; instead, it introduces a new paradigm that interacts with them, contributing to a more complex and fragmented entrepreneurial landscape.

The most convincing interpretation is the "Matriochka thesis": the evolution of enterprise in Algeria resembles a superimposition of nested micro-models rather than a linear transition. The startup is simply the latest layer. To place the startup at the centre of analysis today is, therefore, to highlight a new developmental pathway for the Algerian economy.

V- Conclusion:

This study has critically analyzed the startup subject, drawing on a review of 197 articles from the ASJP database. By classifying the literature into seven thematic categories—theory, culture, institution, reality check, external view, and outcome—we have mapped the discourse and exposed a significant lack of analytical diversity. Notably, only 3% of the reviewed studies offer substantial empirical contributions. Furthermore, a critical gap persists regarding the macroeconomic impact of startups, particularly their quantified contribution to national GDP and employment—an urgent avenue for future research.

The Algerian context reveals a hybrid definition, combining a temporal limit (eight years) with structural specificities, such as 250 employees. By foregrounding the startup's inherent temporariness, we introduced a framework that distinguishes between teleological and premature mortality. This distinction moves evaluation beyond simplistic survival rates toward a more qualitative assessment of ecosystem health. In addition, reserachers would do well to focus on "startuping" rather than on the individual "startuper".

Algerian startups exemplify the Matriochka thesis: they operate as nested, complementary micro-models situated within the deepest layer of the national business ecosystem. Their form and function are fundamentally shaped by—and embedded within—broader institutional and economic structures, highlighting the symbiotic relationship between startups and their environment.

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Appendix 1: Review of 197 ASJP journal articles on startups

Theory		
Legal framework of Algerian startup	Lemmoui, A. (2025)	Determining the procedural path and legal conditions for obtaining a "startup certificate" in Algeria.
	Maliki, M. (2023)	Investigating the legal status and nature of the Algerian startup.
	Maamar, K., & Chareuf, B.Y. (2022)	Offering a lecture on the problematic nature of the legal framework of the Algerian startup.
	Jekidel, Y., Doua, M., & Merrad, R. (2021)	Presenting the fiscal framework of the Algerian startup.
	Mebtouche, N. (2022)	Providing the conceptual framework of startups, primarily based on the review of previous literature (Djekidel, Y, et al., 2021).
	Berbache, S. (2025)	Comparing the Algerian legal definition of startups to regional definitions (Morocco, Tunisia, and Egypt) and to Western definitions (USA and China).
	Abdi, M. S. (2022)	Highlighting both the legislative and regulatory aspects of startups, including their definition and support structures, while analyzing Algeria's performance on some indicators on entrepreneurship over the period 2015–2019.
	Boussoufa, Z. (2023)	Outlining the conceptual and legal framework, details the conditions for startup establishment, and highlighting the role of business incubators as primary support mechanisms.
Relationship between startups and other key-concepts	Chikh-Boubaghela, N. (2024)	Studying the startup–fintech relationship and highlighting their impact on the economy.
	Charrak, M. H., & Fortas, F. (2024)	Studying the digital technology, innovation and startup triptych.
	Benaissa, L., & Rahal, S. (2021)	Discussing the concept of entrepreneurial vigilance for startups.
	Benlagha, M. R., & Ait Said, F. (2024)	Highlighting the theoretical role of "open" innovation for startups.
	Bouri, N. (2019)	Discussing the concept of "Uberisation" and its relevance to Algeria.
	Bouterfas, M. A. (2025)	Exploring the challenges and opportunities faced by startups in applying the European Quality Model (EFQM) as a framework for performance improvement through a review of the theoretical literature.
	Benzerroug, R. M. (2024)	Discussing the concept of the Lean Startup and its applicability within the Algerian context.
	Zelleg, S., & Abbaci, A. (2024)	Discussing the concept of growth hacking and explore its limitations in Algeria, particularly for e-commerce startups, using a literature-based analysis that considers both international and national startups.
	Ladjali, S. (2024)	Providing an assessment of the discrepancy between theoretical startup criteria and the incubation requirements, drawing on data from 91 valid questionnaires completed by incubator staff in Algeria.
	Bouderbala, M. R., Sayeh, A., &Boukhari, A. (2025)	Examining, essentially, the role of the university entrepreneurial ecosystem in fostering and promoting startups.
Simplified Joint-Stock Company (SAS)	Boukhors, N. (2023)	Providing the definition (in Algerian and French contexts), key-characteristics, and conditions for establishing this type of company, while noting that the law needs to be more detailed and clarified, rather than relying excessively on the principle of referral.
	Iguerchah, F. (2025)	Providing the definition and key-characteristics, while highlighting the restrictions on investment freedom.
	Menadjeli, A. L. (2023)	Providing the definition, key-characteristics, and conditions for establishing the SAS, while examining its relationship with SARL and startups. The study also highlights the discrepancy between the Algerian definition and the French model, and advocates for establishing a dedicated framework law for startups that encompasses all legal aspects, rather than relying on fragmented legislation.

	Bendib, H. (2022)	Providing the definition and key characteristics of the SAS, and examining its relationship with SARL and startups, while highlighting that although the SAS has become a trending requirement, it still presents some legal shortcomings.
	Khaldi, T. (2023).	Providing the definition (in Algerian and French contexts), key characteristics, and conditions for establishing this type of company, while noting that the legal framework governing it is limited compared to other corporate forms. This limitation results in ambiguity and a lack of clarity concerning important matters such as company transformation, dissolution, and changes in capital.
Startuper	Bouguetaia, S. (2024)	Exploring two interrelated questions: who is the startuper, and how do their characteristics affect startup success? The traits of startup's founders are analyzed using the Big Five personality framework (openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism), while startup success is measured using two indicators: revenue growth and market share.
Structure		
Legal framework	Bahiri, K., & Kerfis, F. Z. (2023)	Examining various tax, legal, and financial incentive methods and mechanisms, with reference to the financial laws issued since 2020 supporting creating of startups.
	Al-Mieyar, A., Hadji-Said, Y., & Rabhi, B. (2022)	Identifying the most important fiscal incentives contained in the Finance Law 2021 to promote startups.
	Belfedel, M. (2025)	Determining the legal framework and mechanisms for financing and supporting startups.
	Bedjbedj, T. (2025)	Determining the legal framework and supporting institutions of startups.
	Bouchouika, A., & Boughezala, M. N. (2024)	Identifying the effectiveness of tax exemptions on Algerian startups during the period 2020–2023, particularly through a legal analysis of the tax-exemption framework.
	Attia, K., & Ait Bachir, L. (2024)	Presenting legal framework of startup funding sources in Algeria.
	Gharbi, M., & Abdennour, A. (2024)	Highlighting the importance of intellectual property rights as a legal mechanism contributing to the support and promote of startups.
	Belghit, N., & Messaoudi, Z. (2023)	Emphasizing the importance of protecting intellectual property rights for startups and outlining the practical measures required to ensure such protection.
Incubators and accelerators	Belghache, S. (2024)	Highlighting the role of support structures (incubators, accelerators, and business nurseries) in promoting startups in Algeria.
	Guedri, C., & Medfouni, M. (2021)	Exploring the various aspects of the Algerian startup ecosystem, including support structures (financing, tax policy), accompaniment structures (incubators, accelerators), and administrative frameworks (platforms and electronic portals).
	Beggah, M. (2023)	Mapping the ecosystem of incubators, accelerators, and funding models available to the Algerian startup.
	Belkhir, K., & Ati, L. (2024)	Providing an overview of startup accelerators in Algeria and their theoretical role in supporting startups.
	Dabah, M. R., & Bacha, N. (2025)	Providing an overview of the ecosystem supporting startups in Algeria.
	Zerrouki, N. (2025)	Presenting support structures and funding mechanisms for Algerian startups.
	Telkhoukh, S., & Khedir, N. (2024)	Discussing business incubators in Algeria, including their history, types, missions, impact, and the conditions for their success.
	Bougouffa, A. (2024)	Examining the Algerian startup ecosystem in the context of digital transformation, employing a SWOT analysis framework.
	Imansouren, S. (2021)	Highlighting the role of accelerators (Algeria Venture) and incubators in promoting startups.
Mechanism and general institutions	Boumendil, M., Arkoub, O., & Moumou, O. (2022)	Examining the determinants of decision-making within the Algerian Startup Fund (ASF) using a mixed-methods approach, combining quantitative analysis of data from 45 labeled startups with qualitative insights from an interview with the ASF's general director.
	Zaid, H., & Derrardja, N. (2023	Highlighting the role of Islamic banks in supporting startup development, along with suitable financing mechanisms.

support	Zerouki, B. (2025)	Examining the role of Islamic banking market in Algeria's emerging startups from a dual perspective, providing both a legislative and regulatory lecture.
	Chenti, Y., & Djeddi, A. (2025)	Discussing Islamic microfinance mechanisms as a financing source for startups.
	Ferdjallah, A., & Hamadi, M.	Highlighting the importance of venture capital in supporting startups, with reference to global statistics.
	Beztouh, D. (2021)	Discussing the importance of venture capital as an alternative financing option for startups (and SMEs).
	Abdelghani, F., & Amara, H.	Investigating the theoretical role of university-based business incubators and their potential to foster a thriving knowledge economy.
	Benamara, D., & Mouai, B. (2025)	Highlighting the theoretical framework of angel investment in Algerian startups, while providing relevant statistics on the ease of doing business, the Global Innovation Index, and the Network Readiness Index.
	Boukessessa, S. K. (2025)	Uncovering the startup financing in Algeria institutions and means.
	Ouennoughi, S. A. (2023)	Highlighting the startup ecosystem in Algeria, focusing on its financing mechanisms and tax incentives.
	Abdelaziz, S., & Achouri, B. (2023)	Studying the Algerian CHRIKY platform to provide an analytical basis for crowdfunding as a source of startup financing.
	Bennoui, I., & Nouioua, H. (2025)	Addressing the theoretical and organizational framework and the supporting and regulatory means (ANSEJ. ANJEM .CNAC, incubators, …).
	Laifaoui, B., & Mamen, F. (2024)	Studying ANSEJ at El-Ogla in Tebessa, based on data collected from 65 valid questionnaires administered to students participating in entrepreneurship projects.
	Tekfi, S. (2023)	Examining the role of the National Agency for Evaluating the Results of Research and Technological Development (ANVREDET) in supporting entrepreneurial projects.
	Belaid, D. (2023)	Studying the Algerian Startup Fund (ASF) to highlight the role of venture capital in supporting startups and its impact on economic growth.
	Laib, A. (2024)	Studying the contribution of the National Entrepreneurship Support and Development Agency (NASDA) in promoting startups among university students.
	Ghodbane, K., & Daghrir, F. (2024)	Studying "Algeria Venture" Accelerator as a startup-promoting business accelerator.
	Bourezig, K. (2021)	Examining the role of Executive Decree No. 20-356, which regulates the work and functioning of "Algeria Venture" in fostering and supporting startups.
	Hakem, T., & Larfi, K. (2025)	Highlighting the importance of means of funding, such as Islamic financing, and identifying its practical functioning.
	Guessouri, I., & Necira, O.	Studying Sofinance to highlight the role of venture capital in financing startups in Algeria
	Othmani, Z. A., & Sid, H. (2023)	Studying the National Agency for Microcredit Management and the National Agency for Entrepreneurship Support and Development, as a support mechanism for startups, using descriptive statistics.
	Bensekrane, B., & Bouregag, M. (2023)	Studying CPA and BADR (Saïda) based on 40 valid questionnaires distributed to staff members, to highlight the role of competitiveness and the comprehensiveness of banking services in strengthening the financial and banking environment for various economic agents, including startups.
	Mostefaoui, I, & Bin kirat, W	Studying Innoest as a Startup incubator in Tebessa, highlighting information about its activities and related startup projects
	Boufarah, M., & Djeddi, A.	Studying Innoest as a startup incubator in Tebessa, based on 23 valid questionnaires collected from incubated startups.
University business incubators	Yacoub, N., & Ghennam, N. (2024)	Measuring the impact of the University of Khenchela's incubator on promoting startups, using an econometric model based on data collected from 55 valid questionnaires completed by incubated students.
	Guerrab, S., & Badis, N. (2025)	Studying the business incubator at Khenchela University to highlight the role of University Business Incubators in supporting Startups.
	Benamar, M., Mokadem, A., &	Studying Bechar University Business Incubator to highlight its role in promoting startups, including its programs, activities, workshops, and

	Adnani, K. (2023)	related initiatives.
	Mehdi, T. (2025)	Studying the Faculty of Humanities at the University of Chlef to investigate the role of university incubators in generating creative ideas and tangible actions, based on 08 interviews with local student-led startup projects involving 21 students.
	Kanem, K., Bekhit, H., & Abed, N. (2025)	Studying the business incubator at the Faculty of Economics, Business, and Management Sciences, University of Chlef, using 110 valid questionnaires completed by doctoral, master's, and bachelor's students, to highlight its impact on promoting university startups.
	Badache, O. (2023)	Examining startups using data collected from online registration forms submitted by students applying to the 1275 Startup/Patent program at the Faculty of Social Sciences, University of Oran 2.
	Chadlia, A. (2023)	Studying Kolea School of Management and Digital Economy and the University of Boumerdes, using interviews with 26 student startup leaders from various incubated sectors, to investigate the integration of CSR into the strategies of Algerian startups.
	Hamrit, A., & Yousfi, E. H. (2025)	Studying selected university incubators in Algeria (M'sila University, University of Boumerdes, University Center of Tipaza) to highlight the impact of university incubators on promoting startups.
	Lattoui, H., & Benmouaffeki, A. (2021)	Highlighting the importance of governance processes as key-mechanisms for fostering startup growth, based on a sample of 88 participants, including 47 incubated individuals, 38 startup founders from the University of M'sila, and 3 academics.
	Cherif, F., Meziani, A., & Hassani, H. (2025)	Studying Algiers 3 University to highlight its initiatives for supporting and promoting startups.
	Senoussi, O., & Lamamra, S. (2025)	Studying the University Center of Mila to identify factors across five axes—academic, financial, social and cultural, psychological and personal, administrative and guidance—that influence university students' reluctance to engage in startups, based on 271 valid student questionnaires.
	Tamar, K. (2025)	Studying the University of Mostaganem business incubator to examine the role of university incubators in supporting startups.
	Yahiaoui, A., Ait Fella, Y., & Mermat, N. (2024)	Studying a startup project incubated at the University of Bouira on "management of public transport services", particularly bus services in Algeria, through a questionnaire conducted with the project's founder.
	Boumadjen, R., & Elamin, M. C. (2025)	Studying the Faculty of Economic, Commercial, and Management Sciences at the University of Hassiba Ben Bouali, Batna, using 196 valid questionnaires completed by students, to highlight the role of entrepreneurial education in the creation of university startups.
	Amghar, M. (2023)	Studying the University of Bejaia to highlight the role of university business incubators in the creation of startups, based on 70 valid questionnaires completed by startup projects.
Determinants of startup success	Bouredja, S., & Bourouaha, A. (2022)	Presenting the key-factors contributing to startup success, along with their potential weaknesses.
	Oubaghela-Chikh, N. (2023)	Underscoring the theoretical importance of strategic marketing as a key-determinant of startup growth and success.
	Chami, F. Z., & Ouelsaid, S. (2025)	Presenting the theoretical influence of emerging technologies on startup communication.
	Seddik, L., & Lefaida, A. (2023)	Highlighting the role of e-marketing as a strategic option for startups, providing digital marketing solutions to promote both startups and their products, based on a theoretical review and supporting data.
	Djkhioua, T., & Khemloul, T. (2025)	Highlighting the importance and role of digital economy by reviewing leading technology-based startups in Algeria.
	Slimani-Akacem, K. (2016)	Examining the impact of the digital economy on startups, with a particular focus on FinTech.
	Beladjine, R., & Belkebir, K. M. (2023)	Highlighting the theoretical importance of the various startup financing methods in Algeria, with particular emphasis on FinTech.
	Riad, M. (2023)	Highlighting the theoretical aspects of Insurtech startups and providing a state-of-the-art of such innovative projects in Algeria.

	Boufroukh, F. (2023)	Highlighting the standards and indicators of scientific research quality at Algerian universities, integrating university rankings, relevant legislation, and research and innovation structures, including laboratories, centers, and incubators.
	Sahnoune, B. (2021)	Focusing on the use of blockchain technology in the insurance industry, examining its practical applications within insurance companies, and highlighting how these companies collaborate with startups to enhance its implementation.
	Litim, N. (2022)	Determining the factors that lead to startup success, particularly financing and support structures.
	Redjem, K. (2024)	Discussing the theoretical impact of electronic marketing on startup growth.
	Lerari, L. (2024)	Identifying the reasons for the failure of outsourcing requests (05/01) submitted by startups to a public mechanical company, based on information collected from both the company and the concerned startups.
Culture		
Entrepreneurial spirit and education	Chabbi, A., & Rahal, S. (2025)	Investigating how the "entrepreneurial spirit" influences the creation of university startups, based on 145 valid questionnaires completed by Master 2, Bachelor, and Ph.D. students at the University of Biskra, enrolled in the 1275 mechanism and supported by the House of Entrepreneurship.
	Belbedj, F., & Gourari, S. (2024)	Highlighting the importance of the digital environment in promoting an entrepreneurial culture and fostering university startups, based on a survey conducted at the Contracting House of Biskra University.
	Baouz, R., & Allab, R. (2024)	Examining the impact of "innovative thinking" as defined by Al-Abadi and Al-Imam (2004), on University of Jijel students' orientation toward startup creation, using 70 valid questionnaires administered to students.
	Medjadba, A. (2025)	Investigating the impact of socio-cultural factors on the effectiveness of startups in Bechar, based on interviews with 11 respondents from five startups.
	Nasri, H., & Djghballou, H. (2025)	Examining the determinants of university students' attitudes toward establishing startup enterprises, based on 53 valid questionnaires completed by students who are startupers or enrolled under Law 1275 at Mohamed Bachir El Ibrahimi University.
	Ouali, M., & Chouader, M. (2023).	Studying startup culture through 500 valid questionnaires administered to students of the Faculty of Economics, Commerce, and Management Sciences at Badji Mokhtar University, Annaba.
	Gouadjelia, A., & Hadjkoula, G. (2025)	Introducing the entrepreneurial education concept and its importance to changing the stereotypical image of scientific research in the agricultural field.
Pedagogy		
The student-entrepreneur	Bouras, L. (2023)	Studying the application and influence of Ministerial Order N°1275 on the university ecosystem, including the pedagogical aspect of the mechanism "One Diploma – One Startup".
	Bezzaoucha, C. F. (2024)	Providing an explanation on the Business Model Canvas (BMC).
	Bouacha, F., & Ould Ferroûkh,	Presenting the 15 evaluation criteria for student startup projects and proposing relevant artificial intelligence tools and applications.
	Zaabta, S. H., & Sebbagh, O.	Introducing the integration of AI tools in the realisation of a master startup, as outlined in the Ministerial Order N°1275.
	Djaima, B. (2025)	Examining professors' pedagogical support for students with startup projects.
	Tchanetchane, I., & Boulesnam, M. (2022)	Determining the factorial structure of business incubator services targeting potential student entrepreneurs at the Faculty of Science, Yahia Fares University (Medea), drawing data from 208 second-year Master's students who completed the entrepreneurship module, under the hypothesis that entrepreneurs can be taught rather than being innate.
Reality check		
Overview	Kouadri, N., & Attar, N. (2024)	Highlighting the key-challenges faced by startups in Algerian universities using a multifaceted research approach that combines surveys, semi-structured interviews, and focus group discussions.
	Azzaoui, A., & Cherifi, D. (2024).	Examining the impact of digital platforms on the performance of Algerian startups, based on data collected through questionnaires completed by 51 Algerian startup founders.

	Hamza, Z., Almi, H., & Boucenna, W. (2024)	Examining the evolution of startups in Algeria (2020–2024) through the development of its ecosystem and providing a descriptive analysis of global startups, ranks Algeria's support structures, discusses opportunities and challenges, and highlights successful cases such as Khalti, Yassir, DabaDoc, and Sahara Solar Breeder.
	Hadjadj, M., & Bouchekifa, H. (2025)	Studying the reality of startups in Algeria, basing in descriptive statistics.
	Behilil, Z., & Dai, R. (2025)	Studying the role of incubators in developing Algerian startups, using 40 valid questionnaires consisted of startups incubated within university-based and independent incubators across Algeria.
	Hebbaz, N. (2023)	Providing a framework for the concept of startup governance and examining its practical application through 61 valid questionnaires collected from startups located in Khenchela, Batna, and Oum El Bouaghi.
Case studies	Saib Azzouhoum, Y., Mekhelfi, R., & Mahi, S. (2020)	Examining the use of sports marketing mechanisms in private sports halls in Oran, based on 60 valid questionnaires completed by their managers, while highlighting the need to support and promote sports startups.
	Nadji, M., & Bourennane, M. (2023), B	Studying the delivery startup Yalidine using questionnaires and interviews with a sample of its staff, in order to examine the impact of network behavior—including cultivating internal and external contacts, socialization, and internal visibility—on its success.
	Harti, M., & Azzaoui, A. (2024)	Studying GroDesto, a startup specialized in the distribution of widely consumed goods, using insights gathered through an interview to highlight the role of digital technology in promoting startups.
	Guettala, A., Kouini, C., & Zennadi, I. (2024)	Explaining the key-steps to building a successful financial strategy for Algerian startups (example of Yassir), including the startup university.
	Nadji, M., & Bourennane, M. (2023), A	Studying the transportation startup Yassir using questionnaires and interviews, examining factors of success such as system readiness, skilled personnel, support department preparedness, equipment, design, and infrastructure readiness.
	Khelouat, A., & Shimi, F. (2025)	Studying the transportation startup Yassir to investigate its factors of success.
	Lemhal, H., & Mehyaoui, L.	Studying the Yassir transportation startup to assess the role of digital marketing in promoting startups.
	Chinoune R., & Hattab, M. (2024)	Providing an overview of the startup landscape in Algeria, based on key-indicators such as the number of active startups in 2023, their geographical distribution across wilayas, and Algeria's position in global startup rankings, highlighting the leading Algerian startup, Yassir, which ranks 1511th worldwide.
	Houar, Z., & Benlahbib, M. (2025)	Examining the impact of information technology on promoting tourist startups, based on 111 valid questionnaires completed by tourists interacting with startups across several sectors, including transportation (Yassir, Wassel, Tem Tem, InDrive), hotel booking (Booking, Namtalic), currency exchange (Square Alger), and tourist activities (Nboujiw).
	Kahil, S. (2024)	Studying the Redjem startup, operating in the field of information technology, based on statistical data.
	Bougoffa, M., & Korichi, K. (2020)	Analyzing the financial performance of the Golden Gazelle Hotel, based on its certified financial statements for the period 2012–2017 and data collected from the National Centre of the Trade Register (CNRC) through its online platform, "Sidjilkom".
	Tekfi, S., & Laouedj, Z. (2019)	Studying the tourism startup, Nbatou.
	Bouderbala, H., & Tabet Derraz,	Studying the tourism startup Nboujiw as a case example, with insights gathered through interviews.
	Arabeche, Z., & Soudani, A.	Studying the tourist stratup, Shédio.
	Rebai, H., & Kohil, S. (2023).	Studying DISCOVER.DZ , a tourism a startup offering detailed information on major hotels, restaurants, and tourist sites in Algeria and offer multilingual support in Arabic, French, English, Italian, and Russian.
	Gheddache, L. (2024)	Analyzing the financial evaluation of a tourism startup situated in Azeffoun (Tizi Ouzou).

	Djellab I., & Hebal A. (2025)	Studying SPAQ Industry (electromechanics) and Pouel Net (engineering and manufacturing of agricultural equipment, particularly for poultry farming) using data collected through interviews, to emphasize the role of innovation in startup success.
	Dib, S., & Laifa, A. (2024)	Highlighting the role of artificial intelligence in combating wheat rust disease by studying the Farm AI experience.
Incubation And support structure	Akhrouf, M., Yahiaten, K., & Guessaoui, B. (2024)	Studying eight (08) Algerian FinTech firms—Sarl Slickpay Algeria, Finout-Source Sarl, Smart Solution and Innovation Sarl, Finnetude, Guiddini, Deltawire, Blink Solution, and Ekiclik—using questionnaires to highlight how FinTech startups significantly influence financial services.
	Miloudi, M. K., & Dahmani, J. E. (2020)	Studying 13 stratups, using on-site sampling as the selection method and collecting data through an interview guide, to examine governance structures that support startup growth.
	Ait Ammar, C. (2025)	Examining M2 students' perceptions of the transition from academic to professional training at the French Department of UMMTO, using neuroscience concepts of attention, memory, and emotion.
	Djelti, M., & Chouam, B. (2016)	Demonstrating the role and significance of the INTTIC Oran incubator based on a sample of 14 startup project founders.
	Haddadi, A. (2024)	Assessing the effect of the Adrar University incubator's support on startup promotion, drawing on 42 valid questionnaires completed by student startup founders within the incubator.
	Attar, N. (2023)	Assessing the impact of entrepreneurship training at ESGEN (École Supérieure de Gestion et d'Économie Numérique) using data from 84 valid student questionnaires.
	Matika, Y., & Cherchem, M. (2023)	Analyzing the entrepreneurial logic driving strategic innovation within RDF Algeria, an Algerian startup operating in the field of continuing education in medical technology.
	Abdi, M., S., & Zennadi, Z. (2021)	Building an econometric model to examine the impact of startups (X) on innovation promotion (Y), based on data collected from 25 startups operating in the wilayas of Souk Ahras and Annaba.
	Bahlouli, S. (2025)	Examining the entrepreneurial orientation of students specializing in Business Administration at the Faculty of Economic, Commercial, and Management Sciences, Setif-1 University, based on 150 valid questionnaires.
	Berais, N. (2025)	Evaluating the strategic situation of the Khidma-Tech startup using a SWOT analysis, based on information collected through an interview.
	Guennoun, A., & Medani, W. (2025)	Evaluating the effectiveness of State initiatives in promoting startups among 3rd-year Bachelor's and 2nd-year Master's students at the University of Oran 2, based on 50 valid questionnaires.
	Bouati, Y., & Merdaci, C. (2025)	Assessing the effectiveness of tax incentive policies in promoting startups, based on data from 30 valid questionnaires administered to participants from different wilayas of Algeria.
	Abed, N. (2025)	Assessing how the University of Chlef fosters startups from 2013–2024, examining activities, sector-wise funded projects, projects completed per specialization, and accredited certifications.
	Chachoua, A., & Anani, A. (2024)	Studying the AKT-Farms (Algerian Knowledge Technologies Farms Foundation) through a SWOT analysis.
	Djebria, A., & Aichouche, M. A. (2024)	Investigating the motivations of students at Echahid Hamma Lakhdar University (El Oued) to create startups, based on data from 76 valid questionnaires administered to second-year Master's students and participants affiliated with the University Business Incubator across Technology, Biology, Economic and Commercial Sciences, and Management Sciences.
	Brahim, K. (2023)	Emphasizing the role of German for Specific Purposes in the Algerian DaF departments, considering the growing societal and economic relevance of startups. It examines how German language instruction can facilitate entrepreneurial activities, with startups mentioned contextually.
	Bekkal Brikci, D., & Khedim, A. (2022)	Highlighting the role of the Tlemcen Business incubator, based on an interview.
	Salhi, W., & Bouriche, H. (2022)	Studying the role of support structures with different institutional statuses (public and private), namely the Ooredoo Tstart Incubator, the Sidi Abdallah Incubator, and the Bordj Bou Arreridj Incubator, in supporting startups namely Tak Graph and Medatic in e-health, and Barbaros in

		e-commerce.
	Boumendil, M. (2022)	Investigating the sources of financing for start-ups in Algeria, on the basis on 20 valid questionnaires constituted from 20 labeled start-ups.
External view		
Global	Aouissi, W, & Hamra, Y. (2025)	Analyzing statistics on Global Startup Ecosystem Index (GSEI).
	Noui, M. E. A., & Dehane, M. (2023)	Analysing a database of 353 startups post-mortem reports from the CB Insights Tech Market Intelligence Platform using 65 failure factors based on 245 factors used in 13 prior studies.
	Benfadal, W., & Tafer, Z. (2020)	Examining the financial challenges encountered by startups worldwide during the COVID-19 pandemic.
	Ould A. L., Yessad, A., & Mekkaoui, M. E. A. (2024)	Investigating the role of crowdfunding models in promoting startups, using global statistics.
	Khacef, D. E., & Mokhenache, Y. (2024)	Examining token sales, highlighting their mechanics, benefits, and challenges as an emerging method of startup financing, based on statistical analysis of ICO over the 2019–2022 period.
	Benabdallah, N., & Kadri, A. (2023)	Assessing the challenges and opportunities for women-led startups (and entrepreneurship in general) using international statistics.
	Almi, H., & Awashreh, R. (2025)	Analyzing successful endowment investment strategies at Yale and Stanford in an international context, particularly in relation to startup investment, while also highlighting the challenges faced by Russian universities.
	Kerzabi, Z. S., & Kerzabi, D. (2024)	Studying different experiences (Bahrain, Morocco, Tunisia, Qatar, Saudi Arabia, the UAE, USA, China, India, the UK, Canada, France, Germany, Japan, South Korea, Sweden, Singapore, Brazil, Australia, and other countries) to highlight the importance of using artificial intelligence in startups
	Djeddai, T. (2025)	Studying international (American, Chinese, French, Egyptian, Saudi and Jordanian) experiences to highlight the benefits of business incubators.
	Benmalek, S. (2024)	Studying ease-of-access-to-bank-loans indicators using international databases for Algeria and selected countries (the USA, France, Saudi Arabia, and Egypt) to highlight the impact of the business environment on startup financing.
	Mostefaoui, T. (2022)	Studying startups at universities in Algeria and an overview of universities leading in innovation include prestigious institutions such as Stanford University, the Massachusetts Institute of Technology (MIT), Harvard University, the University of Pennsylvania, the University of Washington, the University of North Carolina at Chapel Hill, as well as KU Leuven in Belgium.
	Bacha, M., & Bouharb, H. (2023)	Studying international experiences—such as US university endowment investments in startups, the Indian model of endowment-funded higher education and entrepreneurship, and the 500 SEA III venture fund—to highlight the potential role of the Waqf sector in promoting startups.
	Selatnia, N. (2024)	Emphasizing the importance of strategic vigilance in achieving startup success, with examples from some of the world's most renowned startups.
	Benkhider, N., & kherbachi, S. (2023)	Analyzing the literature on digital business incubators using bibliometric analysis based on 152 Web of Science publications.
	Mecibah, S., & Djeffal, K. (2024)	Analyzing the literature on venture capital investments using bibliometric analysis, based on 319 Scopus publications.
Middle Eastern countries	Benabderrahmane, N. (2023)	Providing number of top-funded startups and related indicators in selected countries (UAE, Saudi Arabia, Egypt and Algeria), alongside fast-growing tech startups (UAE, Saudi Arabia, Egypt, Lebanon, Jordan, Kuwait, Morocco, the Islamic Republic of Iran, Tunisia, Bahrain, Oman, Qatar, the West Bank and Gaza, Iraq and Algeria).
	Bouras, N. (2024)	Providing an overview of countries' rankings based on the number of active startups worldwide, highlighting the best startup ecosystems in Africa in 2023, and identifying the leading startups in Algeria according to the latest published rankings.
	Abdessamie, H., Maki, K., & Doukhi-Moukaddem, Y. (2021)	Highlighting the critical role of venture capital in supporting startups, based on a survey examining the reality of innovation and venture capital in Algeria, with comparison to Morocco and Tunisia.

	Benzidane, F., & Terchani, S. (2023)	Studying the role of FasterCapital, an online business incubator, in supporting startups in Morocco.
	Dakkou, Y., & Ayad, L. (2025)	Identifying the structure of startup support mechanisms in Qatar, specifically the Qatar Science and Technology Park.
	Maamri, A. (2025)	Studying the role of FasterCapital, an online business incubator, in supporting startups in Dubai.
	Medfouni, H., & Baaoul, N. (2024)	Studying Saudi Arabian startup ecosystem under "Vision 2030", on the basis on descriptive statistics.
	Benabderrahmane, D., & Abada, A. (2025)	Studying the Saudi startup Jahez for the period 2020–2024, using descriptive statistical analysis to identify ways to develop an artificial intelligence investment strategy for startups listed on the financial market..
	Boukaka, A., & Daoudi, H. (2025)	Studying the Saudi experience (2019–2023) using a descriptive–analytical approach to highlight the role of venture capital in supporting startups.
Southeast Asian countries	Bouzidi, H., & Selatnia, N. (2024)	Highlighting the role of technopoles as catalysts for innovation and economic growth, drawing on examples such as Zhongguancun Science Park in Beijing (China), Sophia Antipolis (France), Bangalore Technology Park (India), and Silicon Valley (United States), with a national reference to Sidi Abdellah Technology Park (Algeria).
	Haouam, L. (2023)	Identifying the reality and importance of Islamic crowdfunding in Malaysia as a financing mechanism for startups.
	Tebani, A. (2025)	Studying South Korea's startup ecosystem, its challenges and opportunities.
	Boukhatem, L. (2025)	Examining the landscape of business incubators in South Korea and their impact on startups, based on previous studies and some statistics.
	Larabi, M., & Troubia, N. (2024)	Studying Singapour's startup ecosystem.
	Gomri, I. (2022)	Studying Deloitte China to examine the impact of COVID-19 on Hong Kong startups, based on a survey of 153 startups and 1,382 university students, supplemented by consultations with key opinion leaders in innovation and entrepreneurship across the public, private, and voluntary sectors.
	Hadef, N., & Saidi, K. (2024)	Studying the of Islamic Bank Limited (IBBL) in Bangladesh and its financing mechanisms to highlight the role of Islamic finance in supporting startups.
	Belghit, N., & Khaldi, F. (2022)	Studying the cases of Chinese electric vehicle startups NIO and XPeng to discuss the concept of shared value.
Western countries	Moussi, N. (2025)	Studying successful University business incubator such as those at MIT, Stanford, and Cambridge.
	Boughiout, A. & Djekrif, A. (2023)	Studying startups in the United States, drawing on statistical data from the Angel Capital Association, and identifying angel investment as a key financing mechanism.
	Bensada, A., & Bensaade, A. (2025)	Studying the entrepreneurial path of Zolli Candy, a US-based company in the confectionery sector.
	Bentaleb, S., & Redjem, K. (2023)	Studying startups in Silicon Valley to highlight the role of intellectual capital—supported by education, training, and a favorable investment climate—in achieving high levels of patent production and global recognition in intellectual property rights.
	Benzair, M., Mokhtari, F., & Saadaoui, M. M. (2021)	Studying the international experiences of startups such as Facebook, Slack, Epic Games, Tesla, Snapchat, Airbnb, Stripe, Udacity, Uber, and Dropbox.
	Madi, Z. E., & Madi, S. (2024)	Studying the role of startups in Germany's economy, using data and academic studies, and reports and surveys.
	Ighilmane, B. (2021)	Studying Uber case, to highlight the connection between mobile application and startup development in transportation sector.
	Chouieb, N., & Borni, M. (2023)	Studying Uber case, to highlight the importance of the dimensions of the strategic matrix in promoting startups.
	Benyoucef, A., Belgouacemi, F. & Neggaz, A. (2023)	Studying the Airbnb case (2022) to highlight the importance of the implementation of business intelligence systems.

	Almawishir, N F. (2024)	Studying Jouf University in Saudi Arabia using 54 valid EU–OECD questionnaires administered to university employees to measure entrepreneurial university characteristics (EE), as defined by the OECD
Outcome		
Empirical	Berbache, S. (2025)	Analyzing the probability distribution of the Net Present Value (NPV) over 2020-2030, using Monte Carlo approach.
	Ouail, M., Amokrane, M., & Kacimi, A. (2024)	Measuring the impact of efficiency of labor in the startup–SME sector on economic growth in Algeria during the period 1996–2019, using an econometric model.
	Mehidi, K., & Djebari, F. (2024)	Measuring the impact of SMEs, used as a proxy for startup creation, on economic diversification in Algeria over the period 2000–2021, using an ARDL model.
Theoretical	Merabet, N. E. H., & HEDFI, S. (2025)	Studying the "theoretical" role of rural women in economic development.
	Benhah, M. (2024)	Providing a brief theoretical overview of the role of startups in the Algerian economy.
	Necib, A. (2024)	Evoking the potential impact of startups on the Algerian economy.

Reference: Prepared by the author based on 197 ASJP journal articles on startups, collected on November 25, 2025. **Note:** The classification of each article is subjective; some articles may fall under more than one criterion. Consequently, the table could be organized differently depending from the perspective of another author or reader.

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