

THE ENTREPRENEURIAL SUPPORT IN ALGERIA: WHAT REALITIES?

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Abstract: The entrepreneurship literature confirms the importance of upstream entrepreneurial support for the business creation. In fact, by offering a framework for reflection, it strengthens the entrepreneurs in the implementation of their business, and thus avoids them a premature end. The objective of this research is an evaluation of the support offered the National Youth Employment Support Agency "NYESA" through the provided services during the entrepreneurial process. We adopted a hypothetico-deductive approach, using a survey administrated "face to face", intended for the NYESA executives. The study's results shows that the provided services before the business creation are more often applied than those supplied after business creation.

Keywords: Entrepreneurship, entrepreneurial support, business creation, entrepreneurs, entrepreneurial process.

1- Introduction:

The concept of "entrepreneurial support" is a key notion in the world of entrepreneurship. It determines both the support structures

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sphere of competence and the purpose of their actions. This is why, this concept is practically the most used, but at the same time, the most controversial; a controversy over its definition, its forms, and even above all about its effectiveness degree. According to Julien (1997, p.6) "the entrepreneurial support is part of the perspective of assistance or advice for creation and strategic management". We understand that support plays an important role; it is at the same time, an advisory and guidance structure, plus a source of funding.

Apart from the difficulty of defining precisely the concept of "entrepreneurial support" and being a service assumed by an administration, it is part of a relationship created between the accompanist and the project leader, which requires the deployment of various resources. The fragility of the business creation action makes the task of the support structures very difficult due to the influence of the mission responsibility, which the project leaders request from the accompaniment institutions.

Accompaniment system for entrepreneurs in Algeria could be his surrounding environment, namely his family or friends, and of course legal entities such as the different institutions that can support the entrepreneur in the realization of his project. Whether physical or moral, each makes its contribution in different forms, each offering their specificities and their own support methods.

Through this present study, we will highlight the predominant role of entrepreneurial support structures as well as their forms involved during the entrepreneurial process. Also, we will analyze the main figures of the entrepreneur's guides, hence the variety of support structures that somehow impose the dialog that can arise between the entrepreneur and his guide. Finally, we will try to evaluate one of the most important structures in Algeria which is the National Youth Employment Support Agency "NYESA/ANSEJ", through the services provided by this structure during the entrepreneurial process before and after business creation.

2- Toward an approach to the concept of support from an entrepreneurial perspective:

Starting from the fact that accompaniment and support refers to several stakeholders focusing on the supported person who is at the main

center of this important act. Defining entrepreneurial support requires first understanding the concept of support.

The support concept is synonymous with driving, following and guiding. This requires a context called in our case "entrepreneurial process", which starts from the birth of the idea until the creation of the company and even after, via the monitoring and control of this creation. In addition to the context, that varies from one entrepreneurial situation to another, the accompanist and the accompanied have their own specificities. The accompaniment is all the support structures for entrepreneurial thinking, that is to say raising awareness of the society to be initiated in the entrepreneurial act but also helping to carry it out. For this purpose, several modes of support can be determined such as assistance in setting up the business plan, or the project funding research, its accommodation and also the monitoring after the concretization of the entrepreneurial act.

The accompanied ones also present their own specificities. Project leaders who start from an idea that will be developed into a business opportunity need a certain number of services in this stage, which turns out to be critical for the future of the project.

Entrepreneurs installed on the other hand, after the creation face a multitude of environmental uncertainties, in addition to the difficulties of discovering and appropriating the profession of entrepreneur, also need a follow-up to guarantee the sustainability of their businesses. At this stage, we could already find out a first aspect of the ambiguity of entrepreneurial support.

2-1. Ambiguity of the concept:

As Sammut (2010, p.4) notes that "accompaniment allows knowledge to be transmitted to the accompanied". Each accompanied with their intrinsic characteristics and their level of education will need a certain amount of information, clarification or even training. The plurality of entrepreneurial contexts thus leads us to different situations that the accompanist will face.

Therefore, Messeghem and al. (2014, p.2) admit that entrepreneurial support is a process organized by a third party, taking place over time, enabling a project holder (s) or an entrepreneur (s) to benefit from "a learning dynamic (training, advice, etc.), access to

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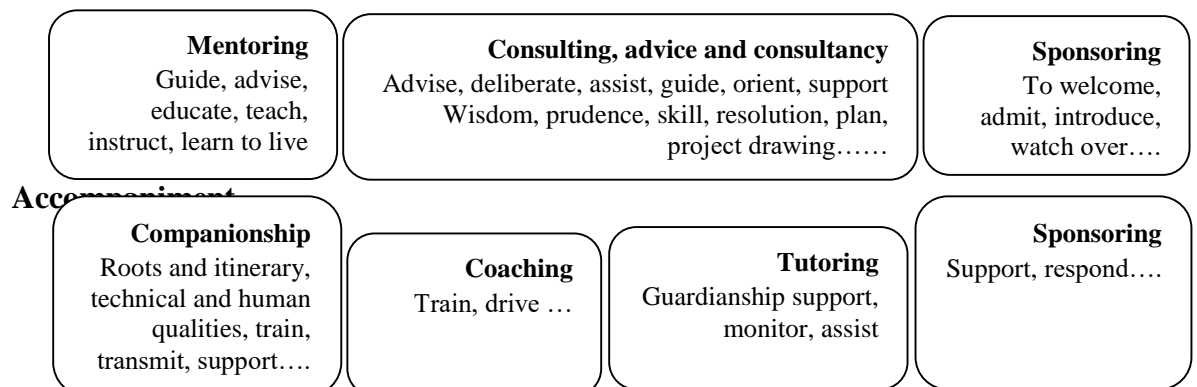
resources (financial, information, etc.), networking, services (administrative, accommodation, etc.) and decision support (coaching, mentoring...)"

The notion of process is strongly present because it makes it possible to determine the intervention phase of the support structure, as well as the nature of this one, that is to say the services that could be provided by the support structure. Finally, we also point out that respecting the intervention time is essential given the singularity and the specificity of the entrepreneurial act.

2-2. Diversity of the concept:

The entrepreneurial support has several objectives: entrepreneurial act's sensitization, assistance in business plan development, financing, hosting, even monitoring and controlling the project. To this end, support structures offer several forms of support: sponsorship patronage, sponsorship, mentoring and may even include coaching.

Figure N°1: The accompaniment nebula



Source: PAUL M., (2002), «*Accompaniment: anebula*», Revue Education Permanente, n°153, Paris, p.56. (in French)

We retain the main forms of support which are:

2-2-1. Financial support: comes in the form of financial resources for the realization of the entrepreneurial project, which are subventions (especially in particular sectors) and loans repayable with/without interest.

2-2-2. Logistical support: takes the form of accommodation in the offices of the support structure for a temporary period, generally before the beginning of the business and during the first months. This form of support helps to put project leaders in an entrepreneurial

environment, where everyone relates their experience and provides solutions to others.

2-2-3. Advice and training support: takes the form of short-term training offered to the project leaders in order to acquire entrepreneurial skills, as well as support via advice and assistance in dealing with new, and even complex situations.

2-2-4. Post-creation support: takes the form of advice and specific monitoring lasting throughout the life cycle of the company.

Table N° 1: The process phases

Support Activity	Business creation phase	Goals Resources	General description of the activity
Pre-reception Reception	Idea	Verification of the adequacy between the creator and his project. Feasibility study	Information on the steps. Referral to support organizations. Project feasibility assessment
Advice	Project (the relevance of the idea has been tested)	Viability of the project: - Aid for the acquisition of capital. - Help with the decision making.	Aid in the acquisition of financial capital, knowledge and relationships. Help with the project realization.
Follow-up	Active business	Company sustainability (management, training)	Help with administrative organization. Technological innovation.

Source: DEGEORGE J.M., PIERRE J.M. and ROUSSET O., (2010), «100 fact sheets on entrepreneurship», Bréal Edition, Paris, p.41. (in French)

3- The support structure positions in the business creation process:

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Caillé (1991, p10) proposed two main figures for support, based on the metaphor of the planets Alpha and Beta, in order to better understand the positions that the accompanist can take in a business creation process.

3-1.The“repairer” accompanist:

The first figure based on Alpha, called "repairer", where the accompanist will act as an expert on the situation and will provide ready-made solutions. As underlined by Schmitt and al. (2012, p.8)"on Alpha, each organization has a machine that automatically provides the correct answers to all problems that may occur. When this device is disabled, the organization calls the "repairer", who will make the necessary adjustments and replace the defective components".

The repairer accompanist is a classic style of support offered by structures that do not focus on the particularity of the entrepreneurial act, believing that they have all the solutions beforehand. In this style, we feel that the coach is part of a solving problem logic that is based on a pre-established model or approach that works for any project. In this case, the coach doesn't really attach importance to the project specificities and it can't create a real dialogic between the coach and the project leader.

3-2.The"facilitator" accompanist:

The second figure based on Beta, called "facilitator", where the accompanist will act as a meaning builder. In this one each organization will build its tools with the means that are at its disposal. On that point, Schmitt and al. (2012, p.10) admits that organizations can, in case of difficulty, call upon a facilitator. This last doesn't provide the solution, but above all, use his position to help presenting the system as a reflexive one, to avoid the lock in its point of view, to perceive what is can be different, to become again an actor-creator of his future.

In this perspective, where the accompanist is considered to be a facilitator, the focus is on thinking about finding a solution with the collaboration of project leader. That being said, accompanied will be involved in the process, where we find his total appropriation of the situation and/or a problem, and who will hold the appropriate answers and solutions. Finally, the facilitator's approach aims to create a support model specific to each project leader.

We retain essentially from these two figures the support structure specificities: its mode of operation, its device, etc.

4- Towards the compatibility of styles between the accompanist and the project leader:

The entrepreneur must choose his support structure wisely and thoughtfully. Indeed, the approach chosen for the realization of an entrepreneurial project determines the success or failure of the young company. It is established that the more we consult experts, advisers, specialists, the greater are the chances of business success.

A qualitative study carried out in 2001 with 64 companies from the Dunkerquois coast (north of France) showed that support helps to overcome five types of obstacles: strategic, administrative, financial, marketing and staff management. The structures mentioned in the study are of an institutional, banking, family and advisory nature.

It should be understood that accompaniment systems play an important role because it is both an advisory, guidance structure and a source of funding. To this purpose, accompanist takes part in the relationship created between the guide and the entrepreneur, which involves in a very strong relationship created between the two parties. Hence, the need to have a common style; where the characteristics of the two parts seems important.

4-1. Varieties of support structures:

Nowadays, several awareness programs, assistance or monitoring the entrepreneurial act are implemented by the public authorities after becoming aware of the entrepreneurship impact on the economy. Incubators, business incubators, advice, financing, or even information structures, are supports for the project leader in his entrepreneurial adventure. These are topped off by an administration which sets the laws and supplies the important documents for entrepreneurship.

4-1-1. Incubators: these are support structures for business creation which bring specialized resources dedicated to supporting and assisting companies before their creation. They, generally, include an administrative service, advisory structures and contacts with business networks, particularly financial ones.

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In France, the term "incubator" is applied to support structures before business creation. The term "business incubator" was used more commonly by business support structures after their creation. This last term was preferred to "nursery", "beehive" and "sitter". In the United States, The concept was translated to "innovation center", but it overlays both the support structures before and after business creation. Its main mission is to facilitate access to the resources that the entrepreneurs need to start a business through financial support, logistical support, administrative services, training and advice.

Note that the incubators are non-profit and belong either to local collectivities or to business associations. According to Summit (1998, p.11), "these systems have the role of sensitizing people to create their own businesses and to advise them, particularly on the favorable sector for the investment, or for the drafting of a business plan or other information".

4-1-2. Business incubators: These participate in reducing the information asymmetry for both business creators and their stakeholders. The business incubators are a filter which avoids wasting time to the company when selecting some services, in checking the quality of the advisory companies that revolve around the creation market.

When evoking the key success factors, Filion and Borges (2012, p.9) say that it is necessary "to know how to take action without waiting too long when the right moment arises, surround yourself with good people, develop a good relationship network, maintain a low debt level, limit spending, reinvest profits and fully commit to the profit".

4-1-3. The advisory and follow-up institutes: These are organizations represented by the various support institutions in the entrepreneurial process, also called "company incubators". For Leyronos and Sammut (2001, p.6), "the incubators purpose is to help project leaders by providing them with preferential rental conditions, varied and divisible common resources (telephone, fax, photocopier, computer, internet access, software simulation for business plan...)". Note that the main objective of these institutions is the advice and support intended to help entrepreneurs.

A study carried out by PACE in February 2013, has shown that the sustainability rate, for the companies with three years of existence, is about 66%. This study identified four determining factors in

sustainability of these businesses. Those are "the activity sector, the new manager experience in profession and entrepreneurship, the project ambition, the financial support and advice"

4-1-4. Financing institutions: One of the determining factors in setting up a business is financing. To finance their projects, some business' creators often resort to family resources and/or loans contracted from their friend, others benefit directly from aid granted by organizations.

It should be noted that access to capital can be a problem for the new entrepreneur. Indeed, it can constitute, almost, an insurmountable obstacle to the project leader. Moreover, the most often difficulty mentioned by the entrepreneur in business creation is financing. It is admitted that the first lever which favors the entrepreneurial process remains the funding sources. These can come from a personal contribution or bank loans.

4-1-5. The administration: The various administrations contain multiple operating departments; each one is carrying out a specific task. During the entrepreneurial process, many administrative departments are involved in the processing of contractor's records.

Vaesken and Torterat (2005, p.13) point out that some services, notably those responsible for reception, sensitization, training, advice and support, can help business creators to pilot their project.

4-1-6. Information production institutions: Regarding the information diffusion, it should be emphasized that it is a very important step upstream and downstream and could be a factor of the success or failure in business creation. Marion, Noel and Sammut (2003, p.22) confirm that "the accumulation of information by the creator can be the key of success or fail of his business".

It should be noted that the existence of information production structures, capable to produce the quality information of the business environment is important. For Laviolette and Loue (2006, p.3), "access to information is formalized by the existence of information production centers"; these are essential since they are the first link in the long and brittle chain.

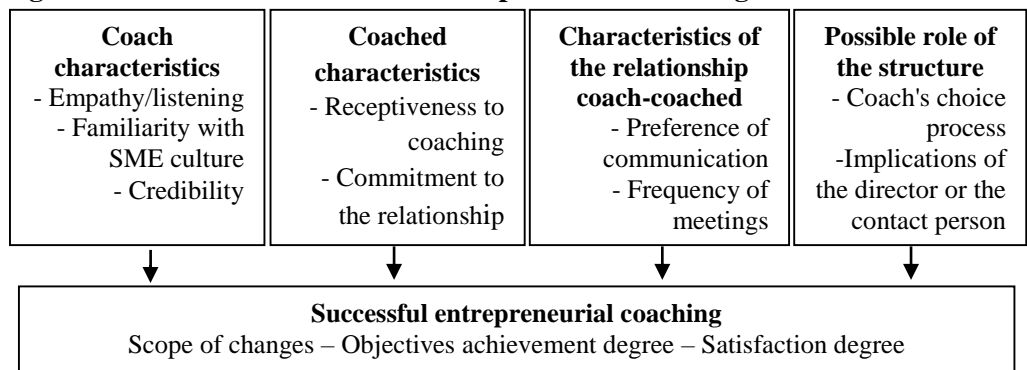
4-2.Coaching as a specific form of accompaniment:

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Coaching is a particular form of entrepreneurial support which plays a predominant role, and emphasizes the relationship that can arise between the coach and the project leader. According to Dagley (2008, p.20),"coaching is a form of personalized support which gain in popularity in the organizational world because it is very effective, both, for the development of new skills and for less productive behavior change".

Coaching can thus take two forms ranging from individual coaching to team coaching. The first form takes place via individual interviews between the coach and the coached, in order to succeed in entrepreneurial support. In the second form, the coach find himself in front of a team in a permanent or temporary way, as necessary, and as various as skills the project may requires. The figure N° 2 shows an entrepreneurial coaching model.

Figure N° 2:A model of successful entrepreneurial coaching



Source: ANANOU C., FILION L.J., SCHMITT C., (2012),«*Succeed in business creation without a businessplan*», EyrollesEdition, Paris, p 236. (In French)

The entrepreneur must know how to take advantage of his various relationships. It is agreed that the networking provide an ultimate support and substantial assistance to the entrepreneur. In this regard, Gerard and Kokou (2001, p.19), noted that "creations which have at least two supports have a survival rate of 78%, compared with 62% for those that have not benefited from any support". Knowing how to use the networking increases the chances of business success.

5- Methods and Materials:

According to the literature review, we can deduce that the accompaniment plays a major role in supporting the project leader during

his entrepreneurial process. We will try in the following, to evaluate the support offered via the National Youth Employment Support Agency "NYESA", determining the services offered within this structure before and after business creation.

The study is addressed to the NYESA executives. The objective is to analyze the various landed services to young entrepreneurs during the entrepreneurial process.

For that, we have fixed the central concepts, which are 11 potential services. Those represent the measured dimensions allowing us the evaluation of the NYESA support.

The target population in the study is made of the executives of the National Youth Employment Support Agency in the Tipaza'swilaya. The basic idea is to detect executives having a direct relationship with the entrepreneurs.

By choosing a hypothesis test approach, we adopted a hypothetico-deductive approach. We hypothesized the following:

- The provided services by NYESA executives are applied more often when it is a service before creation and rarely when it is a service after creation.

In order to test our hypothesis, we made a survey administrated under the "face to face" mode, which, according to Thietard (2014, p.239), has a very high level of sample control.

For this end, we have decomposed our survey into two sections:

- The first section is devoted to the personal information of the respondents and which includes: gender, age, education level, position held and experience years.

- The second section entitled support for NYESA has three components. The first part, in the form of table with different measures from "Do not apply" to "Always apply", allows the measuring of the different services provided by the NYESA to the contractor before and after creation. We detected 11 services and we tried to measure them. Then, we have chosen to add two other parts of open questions to give a free expression to the executives, in order to determine further NYESA services not mentioned before.

6- Results and discussion :

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The results retained from these interviews are presented as follows:

6-1.The socio-demographic characteristics of the questioned entrepreneurs:

The distribution of our sample is equal between women and men, because out of 14 respondents, we had 7 interviewed men and 7 women.

In terms of age, 78.57% of managers are between 25 and 35 years old, which represent a young sample, compared to 21.42% of managers between 34 and 45 years old. On the other hand, we note a total absence of executives over 45 years old. Also, 85.71% of the executives are the accompanist, and 2 out of 14 of the questioned managers have more than five years old of experience in the assigned position.

6-2.The degree of application of the NYESA provided services:

Table N° 2 shows the application degree of the 11 detected services, which represent potential offered services by the NYESA before and after business creation.

Table N° 2: Managers response summary to the NYESA provided services

N service (*)	Do not apply		Rarely		Sometimes		More often		Always	
	Numbers	%	Numbers	%	Numbers	%	Numbers	%	Numbers	%
1	0	0	0	0	4	28.57	3	21.43	7	50
2	0	0	1	7.14	1	7.14	3	21.43	9	64.29
3	0	0	2	14.29	4	28.57	3	21.43	5	35.71
4	2	14.29	0	0	4	28.57	2	14.29	6	42.86
5	1	7.14	0	0	3	21.43	2	14.29	8	57.14
6	0	0	0	0	1	7.14	3	21.43	10	71.43
7	0	0	2	14.29	1	7.14	2	14.29	9	64.29
8	0	0	0	0	4	28.57	4	28.57	6	42.86
9	2	14.29	0	0	2	14.29	1	7.14	9	64.29
10	2	14.29	0	0	3	21.43	5	35.71	4	28.57
11	1	7.14	0	0	1	7.14	8	7.14	4	28.57

(*) - 1: Sensitization, 2: Promoter's reception, 3: Giving a creation idea, 4: Training on business management, 5: Business plan development, 6: Creation procedures facilitation, 7: Assistance in formulating administrative files, 8: Assistance in case of a problem before business creation, 9: Visit after business creation, 10: Control after business creation, 11: Orientation after business creation.

Source: Table based on the statistical results of the empirical study

In the light of a first reading of table N° 2, we note that for some services "Do not apply" modality appears. Likewise, we note that "Always" modality is more often checked.

To obtain a greater clarity of the responses, we have chosen to make these data more quantitative, to calculate the weighted average and the standard deviation to order them according to the application degree.

Notes were assigned to the application degree, according to their importance Do not apply =1, Rarely = 2, Sometimes = 3, More often = 4, Always = 5.

Table N° 3: The average and standard deviation of the NYESA provided services

Services	Average	Standard deviation	Order
Sensitization	4.21	0.892	4
Promoter'sreception	4.43	0.937	2
Giving a creationidea	3.78	1.121	9
Training on business management	3.71	1.437	10
Business plan development	4.14	1.231	5
Creationprocedures facilitation	4.64	0.633	1
Assistance in formulating administrative files	4.28	1.138	3
Assistance in case of a problem before business creation	4.14	0.864	5
Visitafter business creation	4.07	1.491	7
Control after business creation	3.64	1.336	11
Orientation after business creation	4.00	1.037	8

Source: Table based on the statistical results of the empirical study

From table N° 3, we note that the average of the NYESA provided services is greater than 3, which means that all the offered services mentioned in the first section of the survey are applied within the NYESA.

We can also notice that 8 services are supplied more often than others, because their average is greater than or equal to 4. The less supplied services are the control after business creation (11th position), the training (10th position) and giving a creation idea (9th position).

The first three services provided by NYESA are: the creation procedures facilitation (average = 4.64, standard deviation = 0.633), then the promoter's reception (average = 4.43, standard deviation = 0.937),

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finally the assistance in formulating administrative files (average = 4.28, standard deviation = 1.138).

For the two services which are at the same average level of 4.14, these are assistance in case of a problem before business creation and business plan development.

For the services provided after business creation, which are visit, control and orientation, they are positioned in 7th, 8th and 11th position.

6-3.The others NYESA provided services before and after business creation:

Out of the 14 questioned, only 6 answered the item "*others NYESA supplied services before business creation*". We accepted four responses and rejected two replies, because they included the elements already mentioned in table N° 2. The four accepted ones are:

- Accounting follow-up and assistance provided to enlighten the entrepreneur to the tax field; (two answers)
- Helping the project creator choosing the right material for his activity. (two answers)

Out of the 14 questioned, only 4 answered the item "*others NYESA supplied services after business creation*". We accepted 3 answers and rejected one reply, because it included the elements already mentioned in table N° 2. The three accepted ones are:

- Training entrepreneurs after setting up their business;
- Assistance to carry out advertisements;
- Involve entrepreneurs in trade fairs.

7- Conclusion:

One of the greater gaps and deficiencies in the development of entrepreneurship in Algeria is the lack of an entrepreneurial culture. However, this culture must be the contribution of the Algerian state, which raises awareness and facilitates entrepreneurial activities that are the source of a nation's economic development.

Efforts must be made at all levels: support structures, incubators, business incubators, banks, advisory structures and universities. The practices that will facilitate the emergence of entrepreneurial culture are:

- ✓ Raising awareness of entrepreneurship, erasing the caricature of Algerian survival entrepreneurship by encouraging innovation and highlighting the business opportunities detection;

- ✓ Make administrative procedures more flexible and access to industrial land more available;
- ✓ Create entrepreneurial structures, such as entrepreneurship houses and career centers, also offering entrepreneurship training in our universities;
- ✓ Offer a network of easy access to information within the support structures. Indeed, the cartography's identification of trades and activities is essential.

To survive and prosper in the time of global competition, several players must operate. There are no limits for the development of innovative and entrepreneurial activities. Our challenge is to develop an entrepreneurial culture through several practices that will help to bring out the spirit of entrepreneurship to reach all Algerian categories.

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