

## The Role of Knowledge Product Marketing in University Incubators for Start-up Creation

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**Summary:** This research paper explores the role of knowledge product marketing within university incubators, focusing on their impact on start-up creation. It examines the research problem, objectives, and the potential context of incubators in Ouargla, Ghardaïa, and El Oued. Through a qualitative case study approach, data from interviews and documents will be analyzed to understand marketing strategies and their effects on start-ups. The findings will provide insights into the challenges faced by incubators and the implications for future research.

**Keywords:** Knowledge product marketing, University incubators, Start-up.

**Jel Classification Codes :** M13 ;M19

### 1. Introduction

Entrepreneurship has seen major shifts in recent years, with business incubators becoming key supporters of new ventures. In Algeria, promoting startups has gained traction as the country seeks to diversify its economy beyond traditional sectors like oil and gas. (Cheikh et al., 2023, pp. 1-5) points out that the Algerian government and other stakeholders increasingly value university business incubators (UBIs) for their role in encouraging innovation and entrepreneurship among students and researchers. These incubators act as important bridges, turning academic research into market-ready products and connecting universities with industry.

Though the idea of business incubation dates back to the 1980s, it remains a proven approach to boost economic growth by helping small ventures with limited resources. Incubators offer vital support services such as mentoring, networking, funding access, and workspace. According to (Rubin et al., 2015), they foster knowledge exchange among current incubatees, alumni startups, and incubator staff. This collaboration improves technical know-how as well as financial skills necessary to attract investment.

In Algeria, UBIs like the one at M'sila University address both regional economic demands and personal entrepreneurial goals. (Cheikh et al., 2023, pp. 1-5) explains that these centers not only

provide technical assistance but also promote an entrepreneurial mindset through training programs that build essential skills for startup founders. The M'sila University incubator stands as a strong model, established with clear goals to boost student entrepreneurship while contributing to local economic growth.

Regional ecosystems also shape how incubators function and flourish in different contexts. (Nadia, 2023, pp. 11-15)<sup>[4]</sup> emphasizes the role of interconnected networks blending universities, government agencies, and private firms, which spur innovation by creating environments favorable to business development. Although Algeria's ecosystems face challenges like bureaucratic delays that can slow entrepreneurial efforts, they still offer valuable spaces for cooperation among multiple players.

Section 2.1 of our literature review stresses the need for tailored marketing strategies to raise startup visibility during incubation. Incubators must adapt their marketing approaches to fit their unique environments while tackling common hurdles such as tight budgets and market access difficulties. Strategic partnerships within these supportive communities help lessen these barriers.

Dynamic capability theory, further examined in section 2.2, highlights adaptability as a key quality for startups navigating uncertain markets. Such flexibility grows through knowledge gained in mentorship programs offered by UBIs, allowing entrepreneurs to build strong foundations for their ventures' survival and growth.

This study is important not only because it examines existing incubation practices but also because it seeks to pinpoint areas that need improvement or rethinking in university business incubation systems worldwide, including Algeria. By comparing cases from diverse countries like Australia, we aim to draw useful lessons while respecting local differences that influence each nation's approach to fostering entrepreneurship.

Ultimately, this document explores the complex facets of marketing knowledge-based products within incubator settings. It provides valuable insights into how these environments can enhance performance outcomes for startups amid challenging market conditions.

## **2. Literature Review**

### **2.1. Key Concepts**

Business incubation has evolved into a key tool supporting new ventures and encouraging entrepreneurship. Incubators provide support services to help startups survive their early phases. Mentoring and advisory help guide entrepreneurs through challenges in management, financing, and market entry. According to (Rubin et al., 2015)<sup>[2]</sup>, incubators lower the high failure risk for

young businesses by connecting entrepreneurs with experienced mentors and resources that promote knowledge exchange.

University business incubators (UBIs) have a unique role. Operating within or alongside academic institutions, UBIs use educational resources, research, and industry links to support entrepreneurial projects. (Hassan, 2020)<sup>[6]</sup> explains that UBIs bridge academic knowledge and industry application, enhancing technology transfer and commercialization. This not only boosts local economic growth but also fosters innovation in today's knowledge-driven economies.

Incubators vary widely in structure depending on their goals and target groups. Some focus on tech startups requiring deep technical expertise, while others serve multiple industries. Their setups often include office space, access to advanced technology, funding opportunities through investors or government programs, and formal training to build essential entrepreneurial skills ((Wonglimpiyarat, 2016)<sup>[7]</sup>).

Collaboration is central to how incubators market knowledge products. Strong communication among startups, mentors, investors, and academic partners creates an environment where insights and best practices flow freely. (Rubin et al., 2015)<sup>[2]</sup> highlights that such collaboration develops both technical and financial expertise, increasing startups' chances to secure funding for growth.

Regional ecosystems heavily influence incubator operations. Factors like market demands, availability of venture capital, and skilled labor shape how incubators function. (Cheikh et al., 2023, pp. 6-10)<sup>[1]</sup> describes how university-linked initiatives can strengthen startup ecosystems by aligning educational output with market needs.

In response to concerns about sustainability and social responsibility, some university incubators have embedded these themes into their missions ((Karahana, 2024)<sup>[9]</sup>). They encourage startups to adopt sustainable practices, such as reducing waste and ethical marketing, promoting economic progress while addressing global issues like climate change.

Understanding the stages startups go through during incubation helps tailor marketing strategies for knowledge products. Each phase, from idea generation to development and scaling, offers opportunities to connect with target customers. (Nadia, 2023, pp. 31-35)<sup>[4]</sup> notes that incubators guide startups through these phases to build strong brand identities.

In summary, business incubation plays a vital role in entrepreneurial ecosystems through mentoring, cross-sector collaboration, regional adaptation, sustainability integration, and strategic marketing at every stage of a startup's life.

## 2.2. Theoretical Frameworks

The conceptual foundations behind marketing knowledge products in incubators rely on several well-established theories in entrepreneurship and marketing. One key theory is dynamic capability, which is highly relevant for startups and incubators. Originally developed by Teece and expanded by Eisenhardt and Martin, this theory focuses on a company's ability to integrate, develop, and rearrange internal and external skills to keep pace with fast-changing environments. For incubators, nurturing dynamic marketing capabilities (DMCs) is vital because these capabilities help startups quickly adjust their marketing tactics as markets evolve while making the most of innovative resources.

When it comes to marketing knowledge products, DMCs act as a tool that allows startups to not only react to challenges but also spot emerging opportunities ahead of time. Alongside this, strategic information management (SIM) plays a supportive role by systematically gathering, analyzing, and applying data to guide strategic decisions an essential process for maneuvering through complex local and international markets. Together, DMCs and SIM empower incubated startups to streamline their operations, enhance customer engagement, and fine-tune their marketing based on fresh, data-driven insights.

Another important model in this discussion is the Triple Helix framework, which stresses the necessity of cooperation among universities, industries, and government bodies for fostering innovation ecosystems. In the setting of incubators, this model underscores how joint efforts among academic institutions, entrepreneurial ventures seeking market success, and enabling governmental policies create a thriving environment for launching new businesses. This collaboration supports effective technology transfer, which is critical for turning knowledge products into commercial goods.

University business incubators (UBIs) stand out as practical examples of the Triple Helix in action. They build networks that leverage academic expertise while giving students and researchers hands-on entrepreneurial experience. These incubators transform scientific breakthroughs into market-ready products by offering mentoring, funding connections, and access to industry networks.

Social capital theory also sheds light on why relationships within incubators matter for marketing success. It highlights the value of trust-based networks among entrepreneurs, investors, mentors, and industry players. By encouraging a cooperative atmosphere where knowledge flows freely through sharing best practices or providing feedback on product development incubators strengthen startup learning and boost performance outcomes.

Bringing these theories together improves not only marketing strategies for knowledge products

but also the overall success rates of startups inside incubators. As indicated in various studies including insights from dynamic capabilities research ((Stefia et al., 2024)<sup>[13]</sup>), technology transfer ((Wonglimpiyarat, 2016)<sup>[7]</sup>), university-business partnerships ((Hassan, 2020)<sup>[6]</sup>), digital marketing trends ((Akeel & Gubhaju, 2021, pp. 21-25)<sup>[5]</sup>), sustainability shifts within UBIs ((Karahan, 2024)<sup>[9]</sup>), and knowledge exchange processes ((Rubin et al., 2015)<sup>[2]</sup>) the intersection of these frameworks deepens our understanding of effective incubation environments.

By exploring these linked concepts, the synergy between dynamic capabilities and strategic information management; the collaborative blend of academia, industry, and government; and the power of social capital, this analysis paints a clear picture of how to sharpen knowledge product marketing tactics inside business incubators.

### 3. Methodology

This research combines qualitative and case study methods to explore marketing knowledge products within incubators. It focuses on the complex interactions and dynamics present in various incubation settings. The study draws on theories like dynamic capability theory and strategic information management to guide the analysis of marketing approaches in business incubators (see section 2.2).

A qualitative approach suits this study because it helps uncover causes behind observed phenomena instead of relying on statistical generalization, as explained by (Karahan, 2024)<sup>[9]</sup>. The research uses a multiple-case design covering different university business incubators (UBIs). Each case highlights unique marketing tactics and operational challenges faced in practice.

Data collection involves semi-structured interviews with incubator managers, mentors, and startup founders. This format allows flexibility while covering key topics, providing rich insights into how marketing practices work and how challenges are managed ((Akeel & Gubhaju, 2021, pp. 26-30)<sup>[5]</sup>). These interviews capture diverse perspectives on promoting knowledge products within incubation ecosystems.

Additionally, internal documents such as marketing plans, progress reports, and case studies are reviewed. These materials help place interview findings in a broader context and enhance credibility through triangulation, as suggested by (Wonglimpiyarat, 2016)<sup>[7]</sup> and (Karahan, 2024)<sup>[9]</sup>. Combining interviews and documents strengthens the validity of the study.

The sample includes at least four UBIs with varied operational models and geographic locations. Some focus on technology transfer, others on sustainability, reflecting differences in local entrepreneurial cultures and market needs (section 4). This variation helps understand how

ecosystem factors shape marketing strategies for knowledge products.

Content analysis codes interview transcripts according to categories derived from the literature, especially themes related to dynamic capabilities and strategic information management ((Akeel & Gubhaju, 2021, pp. 26-30)<sup>[51]</sup>). This systematic approach identifies patterns in marketing practices and how incubation strategies affect market success.

To ensure reliability, interviews are recorded with consent, enabling accurate transcription for analysis ((Akeel & Gubhaju, 2021, pp. 21-25)<sup>[51]</sup>). Validation meetings with participants allow feedback on initial results, reducing bias and ensuring interpretations align with their experiences.

Surveys might complement qualitative data by capturing broader perceptions of marketing channels, contrasting digital platforms with traditional networking methods discussed in section 5.

By following these steps, the research documents current marketing practices and offers practical recommendations for UBIs aiming to improve strategies for knowledge products.

See also (Stefia et al., 2024)<sup>[13]</sup>, (Akeel & Gubhaju, 2021, pp. 6-10)<sup>[51]</sup>, and (Garg et al., 2022)<sup>[14]</sup>.

## 4. Case Context

### 4.1. Incubator Profiles

In Algeria, university business incubators play a key role in encouraging entrepreneurship and innovation, especially among students and researchers. The University of M'sila incubator stands out as a prime example of success. Born from a wider effort to diversify the Algerian economy beyond hydrocarbons, M'sila has risen to become one of the country's most active incubators, known for helping turn innovative ideas into viable startups.

The University of M'sila incubator offers a wide range of services to support entrepreneurs at various stages of their startup journey. These include training sessions on project management, product development, market entry strategies, and access to funding sources. Research by El Cheikh et al. highlights how project holders see this incubator as a game changer in their entrepreneurial paths. Entrepreneurs benefit from mentorship programs that link them with seasoned businesspeople and industry experts, providing valuable advice and support ((Cheikh et al., 2023, pp. 1-5)<sup>[11]</sup>).

Beyond M'sila, many other university incubators operate across Algeria. Noteworthy ones are found at the Universities of Blida 1, Guelma, El Oued, Annaba, Ouargla, Boumerdes, and the National Polytechnic School of Constantine. By mid-2022, Algeria had eight fully active university incubators, with thirty-six more under development to broaden assistance for emerging ventures nationwide ((Cheikh et al., 2023, pp. 11-15)<sup>[11]</sup>). This growth reflects a strong governmental push to

strengthen institutional frameworks that spark innovation-driven entrepreneurship.

Each incubator functions within its own regional ecosystem, which deeply affects its impact. Local economic conditions influence access to resources and market dynamics. These ecosystems matter greatly when start-ups tap into local networks for partnerships and growth opportunities ((Cheikh et al., 2023, pp. 6-10)<sup>[11]</sup>). Collaborations with national research labs and funding bodies play a vital role in helping new ventures carry out research and development work.

At M'sila University, facilities include not just office space but also advanced technological equipment for entrepreneurs to use during incubation. This infrastructure supports both business planning and the crucial phases of prototype creation and testing, especially for startups focused on innovative tech solutions.

M'sila's model stresses cooperation between academic institutions and industry players, which is key to building an environment that fosters entrepreneurship. Such incubators are increasingly seen as engines of change in their communities, producing graduates who leave ready not only to enter the job market but also to launch their own successful businesses ((Cheikh et al., 2023, pp. 16-20)<sup>[11]</sup>).

That said, challenges persist in maintaining these incubators' sustainability. They must keep up with evolving market demands while ensuring their operations remain effective. Problems like managing resource distribution and integrating modern business practices into traditional education pose continuous hurdles ((Nadia, 2023, pp. 31-35)<sup>[14]</sup>).

In summary, university business incubators like M'sila hold great promise for nurturing startups among students and researchers in Algeria. However, they need to evolve in step with the entrepreneurial environment they aim to support.

## 4.2. Regional Ecosystems

The success of startups often hinges on the regional ecosystems surrounding business incubators. These ecosystems bring together universities, research centers, government agencies, and private sector players, creating an environment that nurtures innovation and entrepreneurship. In addition to social entrepreneurship that merges sustainable practices with social responsibility to shape market trends. (Saidat, 2025) <sup>[16]</sup>. In Algeria, this network proves especially important, as many new companies count on the strong cooperation among these groups for access to resources, knowledge, and markets. A lively regional ecosystem encourages knowledge sharing and builds synergies that can greatly boost startup growth.

University incubators sit at the heart of this ecosystem, linking academic research with practical,

market-driven efforts. (Cheikh et al., 2023, pp. 1-5)<sup>[4]</sup> explains that Algerian university incubators strive to foster an entrepreneurial mindset among students and researchers. They do this by providing tailored training programs that sharpen skills in marketing, finance, and management, areas essential to navigating the hurdles faced when starting a new business.

Government action also plays a key role in strengthening regional ecosystems. As detailed in (Cheikh et al., 2023, pp. 6-10)<sup>[4]</sup>, state support helps set up incubators by offering both financial aid and mentorship programs. This combination lowers risks usually involved in launching a business and smooths the path from idea conception to product development.

Local businesses contribute significantly to thriving ecosystems by sharing expertise and resources. When established companies team up with startups, both sides benefit: new ventures gain industry insight while larger firms tap fresh, innovative ideas. This give-and-take creates a dynamic atmosphere that fuels continuous innovation.

Regional economic conditions also shape how well business incubators perform. (Nadia, 2023, pp. 11-15)<sup>[4]</sup> points out that areas equipped with solid infrastructure, such as good transport and communication networks, can better support startups by easing market and supplier connections. On the flip side, even well-designed incubators might struggle in regions lacking these basic foundations.

An entrepreneurial culture within the community adds another layer of support. According to (Nadia, 2023, pp. 56-60)<sup>[4]</sup>, fostering a spirit of self-employment helps build resilience among entrepreneurs faced with failures along the way. This positive attitude encourages local backing for startups and motivates individuals who might otherwise hold back due to fear of setbacks.

Despite these advantages, regional ecosystems still confront challenges. Bureaucratic red tape and limited funding often stall the progress of startups, as (Nadia, 2023, pp. 36-40)<sup>[4]</sup> highlights. Overcoming such obstacles requires a concerted effort from all stakeholders, including governments that must simplify procedures and supply sufficient resources.

Ultimately, policy frameworks at both local and national levels need to stay in tune with the evolving needs of startups within their ecosystems. Regular review and adjustment will help incubators stay effective and continue turning fresh ideas into market-ready solutions.

## **5. Results and Discussion**

### **5.1. Marketing Practices**

Marketing plays a key part in helping startups grow and succeed within incubators. Different incubators adopt marketing approaches that match the specific needs of their early-stage companies

and entrepreneurs. Teaching entrepreneurs about market entry tactics, branding, and digital marketing forms a major element of these efforts, as these skills are essential for establishing a business.

Incubators offer vital services to strengthen startups' marketing abilities. (El-Din et al., 2024)<sup>[3]</sup> points out that many university-based incubators guide startups in crafting detailed business models, placing strong emphasis on marketing plans. This groundwork helps entrepreneurs grasp market behavior and effective customer engagement.

The ability to adapt quickly in marketing makes a big difference in startup outcomes, according to (Khraim, 2024)<sup>[12]</sup>. Incubators often focus on building such dynamic marketing skills through training on gathering and sharing knowledge. These competencies allow startups to keep up with shifting market trends and evolving customer demands, maintaining their edge in competitive environments. Evidence shows that startups investing in developing marketing know-how often outpace those that overlook it.

Digital marketing has gained a lot of attention within startup communities due to its broad reach and cost efficiency. (Akeel & Gubhaju, 2021, pp. 26-30)<sup>[5]</sup> and (Akeel & Gubhaju, 2021, pp. 41-45)<sup>[5]</sup> highlight cases where startups have used social media, SEO, and content marketing successfully to raise their profiles and draw customers without heavy spending. For example, one company expanded its audience during the COVID-19 lockdown by combining a mobile app with affiliate marketing.

In addition, incubators frequently organize workshops to teach digital skills needed for managing an effective online presence. Many startups benefit from learning how to create compelling content tailored to different audiences on multiple platforms. This online interaction builds stronger customer loyalty and better brand recognition, both crucial factors for lasting success.

Despite the rise of digital tactics, traditional marketing remains important for many startups in incubators. Networking events arranged by incubators provide valuable face-to-face chances for entrepreneurs to meet potential clients and investors. These in-person exchanges allow startups to showcase their offerings directly and gather immediate feedback, a practice documented in (Rubin et al., 2015)<sup>[2]</sup>.

Some incubators also push partnerships with local businesses or community groups to help startups reach wider markets. These collaborations improve market access while offering extra support and mentorship for new entrepreneurs.

Still, challenges persist. Some entrepreneurs face budget constraints or lack advanced training in digital marketing tools needed for strong online campaigns. Overcoming these hurdles calls for

ongoing guidance from seasoned mentors who can help optimize limited resources and maximize impact.

In sum, marketing practices supported by incubators shape the success paths of new ventures. By equipping startups with essential skills and resources across both digital and traditional marketing, incubators boost their chances to survive and thrive in today's competitive market.

## 5.2. Comparison of Cases

Examining university business incubators (UBIs) in Algeria, and Australia reveals diverse marketing methods shaped by their regional environments.

In Algeria, UBIs like the University of M'sila support entrepreneurship by linking academic work with industry needs. Section 4.1 describes how they offer training workshops and mentorship to help startups gain essential business skills. Their marketing targets local customers, educating them on products such as date syrup used in bio-chocolate. This local focus aligns with regional preferences and promotes sustainable entrepreneurship through ethical sourcing.

In Australia, government funding primarily supports higher education rather than incubators directly. Australian incubators do not hold equity in startups and focus on service delivery, a difference highlighted in (Rubin et al., 2015)<sup>[2]</sup>. Their marketing relies on partnerships with universities and local businesses to increase market presence through collaboration.

Across these regions, UBIs share some marketing practices. All emphasize consumer awareness campaigns that highlight product benefits. Algerian firms inform consumers about the nutritional advantages of date syrup over refined sugars, as noted in (Lamis et al., 2024, pp. 101-105)<sup>[15]</sup>. Additionally, digital platforms play a key role in building brand recognition and engaging target audiences.

Each region faces unique challenges. Algerian UBIs struggle with economic constraints, making innovation vital for sustainability, as discussed in section 4.2. Australian incubators confront regulatory and bureaucratic barriers that slow growth, contrasting with more flexible environments in Algeria, as mentioned in section 4.

While these UBIs share a commitment to supporting startups through tailored marketing, their strategies reflect differences in economic systems and resources. Their experiences show that adapting marketing to local market conditions and policy contexts is essential for effectiveness. This comparison highlights how regional factors shape entrepreneurial progress through focused promotion of knowledge products. (Lamis et al., 2024, pp. 106-110)<sup>[15]</sup>, (Marketing tactics for startups | Stripe, 2025)<sup>[10]</sup>, and (Cagan, 2009)<sup>[8]</sup>.

### 5.3. Challenges and Insights

Business incubators face many challenges that limit their ability to support startups effectively. One major issue is the general lack of political and economic understanding of incubators' roles. (Nadia, 2023, pp. 51-55)<sup>[4]</sup> notes that many decision-makers are unaware of how incubators drive economic growth and foster entrepreneurship. This knowledge gap often leads to weak government support, which is vital for sustaining incubators and their projects.

Financial problems also create significant hurdles. As (Nadia, 2023, pp. 51-55)<sup>[4]</sup> explains, funding shortages are especially severe in regions without strong venture capital markets. Startups rely on financial backing to expand, but incubators with limited budgets struggle to nurture early ventures. Bureaucratic delays worsen this situation by slowing access to necessary funds during critical stages.

Some incubators also lack organizational expertise to manage the complexities of diverse startup ecosystems. (Hassan, 2020)<sup>[6]</sup> emphasizes the need for skilled staff who understand both entrepreneurial challenges and institutional processes. Without this expertise, incubators risk offering support that does not address startups' specific needs.

Collaboration is another challenge. Coordination between universities, industry, and investors often suffers from poor communication and weak cooperation. (Nadia, 2023, pp. 51-55)<sup>[4]</sup> points out that this lack of unity blocks smooth knowledge and resource exchange in regional ecosystems. When academic institutions fail to engage local businesses or government agencies properly, startups lose vital mentorship and market insight.

Marketing efforts aimed at startups reveal additional issues. Many entrepreneurs do not fully understand how to position themselves in competitive markets, as discussed in section 5.1. They often rely on traditional networking or limited digital strategies, missing out on dynamic online marketing that could expand their reach. This situation partly results from insufficient training in modern marketing practices offered by some incubators.

Cultural attitudes also affect incubator challenges. In many places, societal views on risk and innovation remain cautious or discouraging. Such norms deter entrepreneurs from pursuing bold ideas. (Hassan, 2020)<sup>[6]</sup> suggests that fostering an entrepreneurial mindset requires educational reforms promoting interdisciplinary cooperation and practical training.

Successful incubator models show that integrating sustainability into incubation helps overcome some barriers and attracts entrepreneurs focused on social or environmental goals ((Karahana, 2024)<sup>[9]</sup>). Embedding sustainability encourages responsible business practices and builds

community support.

Long-term studies highlight the importance of strong networks that enable continuous learning for entrepreneurs and incubator teams ((Rubin et al., 2015)<sup>[2]</sup>). These networks share effective methods and offer feedback to improve incubation.

Despite these global challenges, particularly in regions like Algeria, progress depends on forming strategic partnerships beyond traditional boundaries. Access to diverse knowledge enhances incubator efficiency and startup innovation.

By fostering collaboration internally and with external stakeholders, incubators can better align resources with startup needs, improving success rates and supporting broader economic development.

## 6. Conclusion

University business incubators significantly encourage entrepreneurship and help startups form. The M'sila University Incubator, discussed in section 4.1, provides key resources, mentorship, and training to new entrepreneurs. This support is vital for navigating the complex journey of starting a business, especially in regions with changing or underdeveloped economies.

The research stresses the importance of cooperation among regional players. Section 4.2 highlights how strong partnerships between universities, government agencies, and private companies enhance innovation and build networks that benefit startups. These collaborations open funding and mentoring opportunities while promoting knowledge sharing startups need to succeed.

Marketing within incubators relies heavily on digital platforms and social media to raise brand awareness and engage customers. Section 5.1 shows startups use these tools to reach broader audiences and stretch limited budgets with creative methods. (Bruce et al., 2025)<sup>[11]</sup> illustrates how social media influences brand perception and startup outcomes.

Section 5.2 compares marketing across incubator models, showing how local conditions shape strategies. For example, Algerian incubators focus on local engagement to educate customers and build community ties.

Despite positive efforts and collaborations, startups face ongoing challenges. Bureaucratic hurdles slow innovation and funding shortages persist. These issues highlight the need for flexible approaches, as noted in the dynamic capability theory from section 2.2. Incubators must adapt their support continually to meet entrepreneurs' evolving needs.

The social capital theory in section 2.2 explains how strong stakeholder relationships in incubators boost resource sharing and create environments where entrepreneurs learn from peers and mentors.

Additionally, (Cheikh et al., 2023, pp. 16-20)<sup>[1]</sup> suggests university incubators form strategic links with local industries and global research centers. These alliances help advance research and development, turning ideas into market-ready products.

Future incubators should integrate sustainable practices, as emphasized in section 5. Responsible entrepreneurship supports economic diversification and fosters environmentally conscious startups. In sum, university incubators can transform entrepreneurship in diverse regions facing challenges and opportunities. Success depends on collaboration among stakeholders, effective marketing using digital tools, and ongoing innovation in support networks.

By exploring new methods and building strong partnerships, incubators create dynamic ecosystems that drive lasting economic growth. (Hassan, 2020)<sup>[6]</sup> and (Rubin et al., 2015)<sup>[2]</sup>.

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