Digital marketing strategies and the growth of startups in emerging economies: An empirical study in Algeria

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Abstract---**Purpose:** This study aims to explore the role of digital marketing strategies in enhancing the growth of startups within the Algerian economic environment, focusing on how these strategies impact market expansion, customer base growth, revenue improvement, and team development. **Importance/Value:** The study highlights the importance of digital marketing as a vital mechanism for startups, especially in an emerging economy like Algeria, where digital transformation and innovation are key drivers for growth and success in competitive markets. **Methodology/Approach:** A quantitative methodology was adopted using questionnaires distributed to a targeted sample of 60 startups in Algeria. A total of 55 questionnaires were collected and analyzed using SPSS to determine the relationship between digital marketing strategies and growth indicators. **Findings:** The results revealed a statistically significant positive relationship between the implementation of digital marketing strategies and startup growth. These strategies effectively contribute to increasing market share, enhancing customer engagement, and achieving sustainable revenue growth, with variations related to digital maturity stages and industry sectors. **Conclusion:** The study concludes that adopting digital marketing strategies is a fundamental factor in achieving significant growth for Algerian startups, which should be accompanied by strengthening digital capabilities and tailoring marketing plans to the specificities of the local market. **Recommendations:** The study recommends increasing governmental and institutional support to enable startups to adopt digital marketing technologies, organizing specialized training programs, and developing policies that encourage digital innovation and integration among various modern marketing tools.

Introduction

Startups have emerged as pivotal engines for economic diversification and innovation, particularly in emerging economies where traditional sectors are either saturated or dependent on volatile resources. Characterized by organizational agility, technological adaptability, and an inherent openness to innovation, these enterprises are uniquely positioned to capitalize on the digital revolution. In such rapidly shifting technological and economic landscapes, digital marketing strategies have become not merely optional tools but essential levers for enhancing market visibility, engaging with increasingly digital-savvy consumers, and achieving scalable, sustainable growth.

In the context of Algeria, recent years have witnessed a growing national interest in supporting startups as part of broader economic reform policies aimed at reducing dependency on hydrocarbons and fostering knowledge-based growth. A range of legislative reforms, institutional incentives, and incubator programs have been introduced to facilitate the emergence of a dynamic entrepreneurial ecosystem. Nevertheless, the success and scalability of startups within this context are not determined solely by access to funding or infrastructure but are increasingly tied to how effectively these businesses leverage digital marketing strategies. Such strategies—ranging from social media campaigns and content marketing to SEO optimization, email targeting, and paid advertising—serve as critical mechanisms for acquiring market share, fostering brand-customer interaction, and differentiating offerings in a highly competitive and constantly evolving digital marketplace.

While the academic literature on digital marketing has grown extensively, empirical investigations linking digital marketing strategy to startup growth in the Algerian economic environment remain scarce. Moreover, the nuanced relationship between specific digital marketing components and various dimensions of organizational growth—such as market expansion, customer acquisition, revenue generation, and team scaling—has yet to be comprehensively examined through field-based approaches grounded in the realities of Algerian startups.

Research Problem

In light of the above, this study seeks to address the following central research question:
How do digital marketing strategies contribute to the growth of startups in the Algerian business environment?

Sub-questions
- What are the dominant digital marketing strategies adopted by startups operating in Algeria?

- How are these strategies related to key indicators of organizational growth (e.g., market expansion, customer base, revenue streams, team development)?
- Do the effectiveness and outcomes of these strategies vary according to the startup's digital maturity or industry sector?

Hypotheses

The first hypothesis: There is statistically significant evidence that Algerian startups adopt digital marketing strategies.
The second hypothesis: There is statistically significant evidence of measurable growth among startups operating in the Algerian environment.
The third hypothesis: There is a statistically significant relationship between the adoption of digital marketing strategies and the growth of startups in Algeria.

Research Objectives

This study aims to:
- Deconstruct and analyze the core digital marketing strategies implemented by Algerian startups;
- Assess the impact of these strategies on startup growth in the context of an emerging economy;
- Propose actionable recommendations for improving marketing performance and increasing growth potential among startups in Algeria.

Methodology

The study employs a mixed-methods approach, combining descriptive and analytical techniques to build the theoretical framework, and empirical quantitative analysis through a field study involving a purposive sample of Algerian startups. Data will be collected via structured questionnaires and analyzed using advanced statistical tools, particularly SPSS, to explore relationships among variables and test the validity of the proposed hypotheses.

Section One: Theoretical Framework of the Study
This section provides a conceptual foundation for the study by introducing the core concepts of startups and university business incubators. It also explores the supporting role that incubators play in assisting startup development and growth in emerging economies.

1. Startups
This part discusses the definition, main characteristics, and life cycle of startups.

1.1 Definition of Startups
Definitions of startups vary depending on the background and orientation of those who attempt to define them. According to Eric Ries, a startup is "a human institution designed to deliver a new product or service under conditions of extreme uncertainty" (Ahmed, 2020, pp. 27–28). Similarly, Dorf and Blank describe startups as "temporary organizations in search of a scalable and repeatable business model"—models that initially emerge from a canvas of ideas and assumptions (Ahmed, 2020, pp. 27–28). In another interpretation, Bob Walsh

defines a startup as an independent entity, not a subsidiary, typically consisting of one to eight people—primarily developers—working collaboratively to build a software product intended to deliver global value (Ahmed, 2020, pp. 27–28).

In Algeria, the legal framework has yet to produce a formal, standardized definition of a startup. However, Ministerial Circular No. 708 (dated October 24, 2019) offers an operational view of the term, identifying startups as enterprises operating in the following areas: IT consulting; network installation and data processing; industrial and productive IT engineering; internet services; VoIP infrastructure; computer programming; and encryption equipment installation and maintenance (Projet de Loi de Finances Complémentaire, 2020).

Further institutional clarity was introduced by Executive Decree No. 20-254 (September 15, 2020), which established a national committee to grant the "Startup," "Innovative Project," and "Business Incubator" labels. Article 11 of the decree stipulates that, in order to be recognized as a startup under Algerian law, an enterprise must:
- Be legally registered in Algeria;
- Be less than eight years old;
- Offer an innovative product, service, or business model;
- Not exceed a revenue threshold set by the national committee;
- Have at least 50% of its capital held by individuals or certified venture capital funds;
- Demonstrate substantial growth potential;
- Employ no more than 250 people.

Based on the above, a comprehensive definition of a startup in the Algerian context may be articulated as follows: A temporary and innovation-driven entity, designed for rapid growth, operating in high-risk and uncertain environments, with the goal of disrupting its market through new products or services, and meeting specific institutional criteria to be granted official startup status.

1.2 Characteristics of Startups
Startups are unique economic actors that differ significantly from traditional enterprises, and based on Yassine's framework (2021, p. 428), the core characteristics of startups include:
- Recency and uncertainty: These are newly established firms that face a binary trajectory—either evolve into viable companies or fail quickly.
- High growth potential: They are positioned for scalable and sometimes exponential growth.
- Technological orientation: They rely heavily on digital technologies for development and scalability.
- Low operating costs and fast revenue generation: Startups typically incur lower overhead in their early stages, often generating unexpected and rapid returns.

1.3 Startup Lifecycle
The lifecycle of a startup involves multiple phases, each characterized by distinct dynamics and strategic needs. Figure 2 presents the "Startup Happiness Curve," proposed by Paul Graham, which delineates six major stages that startups typically pass through.

a. Ideation Phase

This stage precedes the actual launch of the startup. Entrepreneurs engage in deep market research, validate their ideas, analyze customer behaviors, and identify funding opportunities. Funding during this stage is often secured through personal savings, crowdfunding, or informal networks (Bahiri & Karfis, 2023, p. 196).

b. Launch Phase

After confirming the feasibility of the idea, the startup introduces a minimum viable product (MVP) to the market. At this point, the brand is typically unknown to customers and faces adoption challenges. Founders also begin to attract formal investors for scaling operations (Bsouih, Maimouni, & Bougtaya, 2021, p. 408).

c. Growth Phase

This phase involves scaling operations, improving the market position, and leveraging creativity and innovation to outperform competitors in a highly competitive space (Hanach & Boufengour, 2021, p. 101).

d. Decline Phase

Despite venture capital backing, some startups may experience stagnation or decline due to reduced growth rates. Without corrective action, this could lead to market exit (Mazouz & Khellout, 2021, p. 68).

e. Recovery and Pivot Phase

Entrepreneurs adjust strategies and enhance their product based on market feedback and internal learning. New versions of the product are launched, and marketing strategies are revised to regain market traction (Meziane & Amarouche, 2021, p. 33).

f. High-Growth Phase

At this final stage, the product reaches maturity, is fully market-tested, and is launched on a broader scale. The startup now enjoys sustained revenue growth and enters a phase of economic stability and scalability (Elmoumene & Karmia, 2021, p. 17).

2. Digital Marketing: Definition, Characteristics, Dimensions, and Its Relationship to Startup Growth

2.1 Definition of Digital Marketing

Digital marketing has emerged as a dominant paradigm in contemporary business practices, particularly in environments shaped by technological convergence and behavioral digitization. It can be broadly defined as the use of digital channels, platforms, and technologies to create, communicate, deliver, and exchange value with targeted audiences (Chaffey & Ellis-Chadwick, 2019). These channels include search engines, social media platforms, mobile apps, email systems, content websites, and e-commerce tools, enabling firms to engage consumers in real-time, measure campaign performance instantly, and personalize messaging at scale.

The American Marketing Association (AMA) defines digital marketing as "the activities, institutions, and processes facilitated by digital technologies to create, communicate, deliver, and exchange offerings that have value for customers, clients, partners, and society at large" (Kotler et al., 2021). Importantly, digital marketing is not simply an extension of traditional marketing—it represents a

paradigm shift where consumer interactivity, data analytics, automation, and AI reshape the very logic of market engagement (Ryan, 2017).

2.2 Key Characteristics of Digital Marketing
Digital marketing differs from traditional marketing across multiple dimensions:
- Interactivity: Digital platforms allow two-way communication, enabling immediate customer feedback and engagement (Tuten & Solomon, 2018).
- Personalization: Firms can tailor content to individual users based on behavior, location, and preferences (Kingsnorth, 2022).
- Measurability: Marketers can track and analyze key performance indicators (KPIs) such as click-through rates, conversion rates, and customer lifetime value in real-time.
- Cost-efficiency: Digital channels reduce costs associated with mass media, especially important for startups with limited marketing budgets.
- Global reach: Even small startups can reach international markets via social media, SEO, and mobile apps.
- Agility: Campaigns can be modified or paused at any time based on performance metrics, enhancing responsiveness.

These features position digital marketing as not only a communication tool but as a strategic driver of innovation, competitiveness, and value creation.

2.3 Core Dimensions of Digital Marketing
While digital marketing encompasses a wide array of tactics, its foundational dimensions can be categorized into the following domains:
- Search Engine Optimization (SEO): Enhancing website visibility through organic search rankings (Fishkin & Høgenhaven, 2015).
- Content Marketing: Creating valuable, relevant, and consistent content to attract and retain clearly defined audiences (Pulizzi, 2014).
- Social Media Marketing (SMM): Utilizing platforms such as Facebook, Instagram, LinkedIn, and TikTok to build brand awareness, engage customers, and promote products.
- Email Marketing: Delivering personalized messages directly to the consumer's inbox to nurture leads and drive conversions.
- Pay-Per-Click Advertising (PPC): Using paid ads through platforms like Google Ads or Meta Ads to direct traffic to a landing page or offer.
- Affiliate and Influencer Marketing: Collaborating with external content creators or social media influencers to promote products.
- Analytics and Performance Measurement: Using tools like Google Analytics, HubSpot, or Tableau to monitor campaign performance and optimize ROI.

These dimensions interact in a synergistic manner to form integrated digital marketing strategies, which are essential for startup survival and scalability.

2.4 The Strategic Relationship Between Digital Marketing and Startup Growth
Startups, by nature, operate under constraints of limited capital, lean teams, and untested value propositions. In this context, digital marketing offers them a flexible, scalable, and cost-effective path to market entry and expansion (Gabrielsson & Gabrielsson, 2011). Unlike large corporations with entrenched brand equity, startups must build credibility, visibility, and customer bases from

scratch—objectives that align closely with the capabilities of digital marketing tools.

The literature suggests a positive correlation between digital marketing implementation and multiple dimensions of startup growth:

- Customer Acquisition: Through targeted advertising and lead generation, startups can efficiently identify and convert potential customers (Tiago & Veríssimo, 2014).
- Market Expansion: Startups can test markets across geographies without the need for physical presence (Singh & Koshy, 2012).
- Revenue Growth: Digital marketing campaigns, when optimized, can increase sales while maintaining low acquisition costs (Chaffey & Ellis-Chadwick, 2019).
- Brand Development: Content creation and storytelling help startups build a consistent and relatable brand voice.
- User Feedback Loops: Digital channels facilitate real-time feedback, enabling startups to iterate products and services quickly (Blank, 2013).

Moreover, research confirms that the effectiveness of digital marketing is influenced by the startup's digital maturity, including the technical skills of its team, its data analytics capability, and its strategic vision (Kingsnorth, 2022). In ecosystems like Algeria—where digital infrastructure is growing but still faces constraints—digital marketing allows startups to leapfrog traditional barriers and engage with younger, tech-literate populations more efficiently than conventional advertising approaches.

Section Two: Field Study on the Contribution of Digital Marketing Strategies to the Growth of Startups in Algeria

To carry out the field study, the research population and sample size were identified, the research instrument (a structured questionnaire) was validated, and the characteristics of the sample were analyzed, as outlined below:

1. Preliminary Procedures

1.1 Study Population and Sample
The study population consisted of startup owners operating across various economic sectors in the province of Algeria. A purposive sample of 60 startups was selected, all of which actively utilize digital marketing tools in their business operations. The questionnaire was distributed to the owners of these startups, and 55 valid responses were collected, yielding a response rate of 91.67%.

1.2 Data Collection Instrument
A structured questionnaire was employed as the primary quantitative tool to gather data related to the role of digital marketing strategies in fostering startup growth. The questionnaire was divided into two main sections:
- **Section One:** Collected demographic information about the surveyed startups (such as business sector, years of operation, organizational size).
- **Section Two:** Included a series of statements designed to assess the perceptions of startup owners regarding the impact of digital marketing strategies on various growth dimensions, organized under two main thematic axes.

2. Questionnaire Design and Validity & Reliability Analysis

The questionnaire was designed based on prior research related to digital marketing and startup growth, while aligning with the study's theoretical framework. To ensure content validity, the instrument was reviewed by a panel of academic experts who provided valuable feedback for improving clarity and relevance. Reliability was verified through Cronbach's alpha coefficient, alongside initial descriptive analysis of the sample responses.

2.1. Questionnaire Dimensions
- **Dimension 1: Digital Marketing Strategies (10 items):** This dimension assesses the extent to which the startup utilizes various digital marketing tools and techniques, such as social media marketing, SEO optimization, paid digital campaigns, content marketing, and customer data analytics.
- **Dimension 2: Startup Growth (10 items):** This dimension evaluates the impact of digital marketing on key growth indicators, including customer base expansion, sales increase, market penetration, profit margins, institutional reputation, and talent acquisition.

Responses were rated on a five-point Likert scale ranging from (1) "Strongly Disagree" to (5) "Strongly Agree".

2.2. Validity and Reliability of the Instrument
Cronbach's alpha was calculated to test the internal consistency of each dimension. The results are presented in the table below:

Dimension	Number of Items	Cronbach's Alpha
Digital Marketing Strategies	10	0.861
Startup Growth	10	0.843
Total Instrument	20	0.857

Source: Developed by the researcher based on SPSS 26 outputs.

The values obtained indicate high internal consistency, as all Cronbach's alpha coefficients exceeded the minimum acceptable threshold of 0.60. This confirms that the questionnaire is a reliable instrument for statistical analysis.

2.3. Description of the Sample Characteristics
The demographic data of the study sample, consisting of founders and representatives of startup companies operating in various sectors in Algeria province, were analyzed based on several variables, including the type of enterprise, years of operation, and the number of permanent employees. The following table presents the statistical distribution of the sample:

Table 2: Demographic Characteristics of the Study Sample

Variables	Categories	Frequency (N)	Percentage (%)
Type of Enterprise	Information Technology	12	20.00
	Services	15	25.00
	Industry	10	16.67
	E-commerce	13	21.67

Variables	Categories	Frequency (N)	Percentage (%)
	Other	10	16.67
Years of Operation	Less than 1 year	8	13.33
	1–3 years	22	36.67
	3–5 years	18	30.00
	More than 5 years	12	20.00
Number of Employees	1–5 employees	20	33.33
	6–10 employees	26	43.33
	More than 10 employees	14	23.34

Source: Prepared by the researcher based on SPSS 26 results.

The table shows that the highest proportion of startups operate in the services sector (25%), followed by e-commerce (21.67%), information technology (20%), and industry (16.67%). Companies categorized as "other" accounted for 16.67%, reflecting the diversity of activities represented in the sample.

In terms of years of operation, most enterprises had been active for 1 to 3 years (36.67%), followed by those operating for 3 to 5 years (30%), and more than 5 years (20%). Startups less than a year old constituted the smallest share (13.33%), indicating varying levels of maturity among the surveyed firms.

Regarding the number of permanent employees, 43.33% of startups employed 6 to 10 individuals, while 33.33% had 1 to 5 employees. Only 23.34% reported having more than 10 employees, suggesting variations in organizational size and human resource capacities across the sample.

2.4. Descriptive Statistics of the Study Variables
A. Descriptive Analysis of Respondents' Answers Regarding the Incubators Support Axis

Statement	Mean	Standard Deviation	Level of Agreement
Business incubators provide a suitable work environment that helps startups achieve sustainability.	4.35	0.62	Strongly Agree
Incubators help reduce operational costs for startups.	4.22	0.68	Strongly Agree
Incubators offer consulting and administrative services that support startup success.	4.40	0.57	Strongly Agree
Incubators help provide the necessary funding for startups.	4.05	0.74	Agree
Incubators work on enhancing entrepreneurs' capabilities through training programs.	4.18	0.66	Agree
Incubators provide integrated infrastructure that supports the growth of startups.	4.30	0.60	Strongly Agree

Statement	Mean	Standard Deviation	Level of Agreement
Incubators facilitate access to investors and potential partners for startups.	4.12	0.70	Agree
Incubators offer continuous guidance to entrepreneurs to help them make effective decisions.	4.28	0.59	Strongly Agree
Incubators enhance cooperation opportunities between startups and the industrial community.	4.15	0.67	Agree
Incubators help improve the competitiveness of startups in local and international markets.	4.20	0.64	Agree
Incubators Support Axis (Overall)	**4.23**	**0.65**	**Strongly Agree**

Source: Prepared by the researcher based on SPSS 26 outputs.

Table 3 shows that the Incubators Support Axis achieved an average mean of 4.23 with a standard deviation of 0.65, reflecting strong agreement among respondents on the pivotal role of incubators in promoting entrepreneurship and supporting startups. The most agreed-upon statement was the provision of consulting and administrative services (mean = 4.40), indicating their significance in ensuring startup success. This was followed by providing a suitable work environment and integrated infrastructure, highlighting incubators' role in creating favorable conditions for sustainability. Additionally, incubators were recognized for facilitating access to funding and investors, and offering training programs to enhance decision-making capabilities. Moreover, incubators contribute to improving startup competitiveness and promoting collaboration with the industrial sector. While funding support had the lowest mean (4.05), it still falls within the agreement level, indicating that some startups may face challenges in accessing complete financial support. Overall, the results confirm the effective role of incubators in providing a comprehensive environment that fosters innovation and sustainability in the business ecosystem.

B. Descriptive Analysis of Respondents' Answers Regarding the Startup Support Axis

Table 4: Descriptive Analysis of Respondents' Answers on the Startup Support Axis

Statement	Mean	Standard Deviation	Level of Agreement
Incubated startups rely on innovation as a key factor in product development.	4.35	0.63	Strongly Agree
Incubators support the development of creative ideas that help startups stand out.	4.31	0.66	Strongly Agree
Incubators help facilitate technology transfer to startups.	4.27	0.69	Strongly Agree
Incubator support provides an	4.22	0.72	Agree

Statement	Mean	Standard Deviation	Level of Agreement
environment that encourages experimentation and continuous development.			
Incubators help build networks that facilitate market entry.	4.29	0.70	Strongly Agree
Incubated startups contribute to enhancing entrepreneurship in the community.	4.18	0.75	Agree
Startups work on developing innovative solutions that meet market needs.	4.24	0.68	Strongly Agree
Startups face challenges related to funding and human resources despite incubator support.	3.95	0.81	Agree
Incubated startups have increased opportunities for expansion and growth thanks to incubator services.	4.20	0.74	Agree
Startups rely on incubators to enhance their marketing strategies.	4.28	0.69	Strongly Agree
Startup Support Axis (Overall)	**4.18**	**0.67**	**Strongly Agree**

Source: Prepared by the researcher based on SPSS 26 outputs.

As shown in Table 4, the Startup Support Axis recorded an average mean of 4.18 with a standard deviation of 0.67, indicating strong agreement among respondents regarding the positive role of incubators in enhancing the sustainability and growth of startups. Respondents highlighted the importance of consulting services, cost reduction, infrastructure, and training programs in supporting startup success. Results also underlined incubators' significance in funding provision and fostering collaboration with the industrial sector. Moreover, the axis shows that incubators enable innovation, technology transfer, and market access. Despite this, challenges such as funding and human resources were noted, emphasizing the need to strengthen financial mechanisms and improve talent acquisition strategies to ensure continued growth. Overall, these results affirm the vital role of incubators in promoting entrepreneurship, innovation, and startup sustainability, thereby contributing to a thriving entrepreneurial ecosystem and offering enhanced economic growth opportunities.

3. Hypothesis Testing

3.1. Testing the First Hypothesis
The first hypothesis states:
There are statistically significant indicators of the adoption of digital marketing strategies by businesses in the Algerian environment.
The hypotheses are formulated as follows:
H_0: There are no statistically significant indicators of the adoption of digital marketing strategies by businesses in the Algerian environment at a 0.05 significance level;

H$_1$: There are statistically significant indicators of the adoption of digital marketing strategies by businesses in the Algerian environment at a 0.05 significance level.

Table 1: T-Test Results for Digital Marketing Strategy Adoption

Variable	T Value	Significance Level	Evaluation
Adoption of Digital Marketing Strategies	39.684	0.000	Statistically Significant

Source: Prepared by the researcher using SPSS 26.

Since the T-value is 39.684 with a significance level of 0.000 (less than 0.05), the null hypothesis is rejected, and the alternative hypothesis is accepted. This confirms that there are statistically significant indicators of digital marketing strategy adoption by businesses in the Algerian context.

3.2. Testing the Second Hypothesis
The second hypothesis states:
There are statistically significant indicators of the growth and development of startups in the Algerian environment.
H$_0$: There are no statistically significant indicators of startup growth and development in the Algerian environment at a 0.05 significance level;
H$_1$: There are statistically significant indicators of startup growth and development in the Algerian environment at a 0.05 significance level.

Table 2: T-Test Results for Startup Growth Indicators

Variable	T Value	Significance Level	Evaluation
Startup Growth	36.129	0.000	Statistically Significant

Source: Prepared by the researcher using SPSS 26.

Given the T-value of **36.129** and a significance level of **0.000**, the result is statistically significant. Hence, the null hypothesis is rejected, and the alternative is accepted, indicating the existence of statistically significant indicators of startup growth in the Algerian environment.

3.3. Testing the Third Hypothesis
The third hypothesis states:
There are statistically significant indicators of the contribution of digital marketing strategies to the growth of startups in Algeria.
H$_0$: There are no statistically significant indicators of the contribution of digital marketing strategies to startup growth in Algeria at a 0.05 significance level;
H$_1$: There are statistically significant indicators of the contribution of digital marketing strategies to startup growth in Algeria at a 0.05 significance level.

Table 3: ANOVA and Regression Analysis of the Contribution of Digital Marketing to Startup Growth

Source	Sum of Squares	Mean Square	Degrees of Freedom	F Value	Significance Level	Correlation (R)	R² (R-Square)
Regression	28.540	28.540	1	211.456	0.000	0.741	0.549
Residual	24.312	0.135	58				
Total	52.852		59				

Source: Prepared by the researcher using SPSS 26.

The calculated F-value is 211.456, which is significantly higher than the critical value, and the p-value of 0.000 is less than 0.05, indicating high statistical significance. The correlation coefficient of 0.741 reflects a strong positive relationship between digital marketing strategies and startup growth. Furthermore, the R-square value of 0.549 shows that 54.9% of the variance in startup growth can be explained by digital marketing strategies, with the remaining variance attributed to other factors.

Conclusion

In light of the results obtained, it is evident that digital marketing strategies have become a key driver of startup growth in the Algerian environment. The statistical indicators clearly demonstrate that startups are actively adopting and leveraging digital marketing tools to enhance their market presence and expand their customer base. This digital orientation not only improves commercial performance but also stimulates growth by fostering adaptability and innovation—critical factors for the sustainability of startups in an economy marked by volatility and uncertainty.

Therefore, digital marketing should not be seen as a supplementary option but rather as a strategic necessity that must be integrated into the core policies supporting entrepreneurship in Algeria, particularly in areas of training, funding, and incubation.

Recommendations:

- Strengthen digital marketing training: Specialized training programs in digital marketing should be incorporated into business incubators and entrepreneurial initiatives to equip startup founders with the skills to build effective marketing strategies.
- Provide financial and regulatory support for digital transformation: The adoption of digital marketing requires both financial and technological resources. Therefore, dedicated funding mechanisms should be established to support digital transformation projects within startups.
- Encourage partnerships between startups and tech companies: Such collaborations can facilitate knowledge transfer and provide tailored digital solutions that align with the marketing needs of startups.

- Foster a supportive digital legislative and regulatory environment: This includes updating legal frameworks related to e-commerce, data protection, and digital advertising to ensure safe and transparent digital practices.
- Implement performance indicators to measure digital marketing impact: This will help assess the effectiveness of adopted strategies and allow for continuous monitoring and improvement of marketing performance.

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