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The Accompaniment In The Tunisian Entrepreneurial Ecosystem

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Abstract

The development of countries is dependent on certain political conditions, but also and above all socio-economic ones. At this level, entrepreneurship, through its different forms, plays a key role. In this sense, in Tunisia, the public authorities have opted to encourage private initiative and have been engaged since the mid-1980s in a program aimed at creating a favorable entrepreneurial ecosystem.

Indeed, entrepreneurship can only be stimulated by meeting the needs of entrepreneurs at different levels of the entrepreneurial process. It is in this context that this contribution is made, the objective of which is to explore, through qualitative exploratory research, the accompaniment of entrepreneurs in the Tunisian entrepreneurial ecosystem. The results of our study reveal that, although the actors of the Tunisian entrepreneurial ecosystem play an undeniable role in promoting and supporting entrepreneurial initiatives, several elements suggest that the ecosystem as a whole has not yet managed to generate a fully coherent and efficient dynamic. Indeed, there is an urgent need to improve the interconnection between the different actors of the ecosystem, in order to create a real value chain for entrepreneurial initiatives.

JEL: L26, M13, Q57.

Keywords: accompaniment, entrepreneurship, ecosystem, Tunisian context.

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A. Introduction

In an uncertain global context increasingly characterized by continuous upheavals and unpredictable and rapid transformations, the entrepreneurial phenomenon continues to acquire socioeconomic merits (Abdennadher & Boudabbous, 2023a; El Yamani et al., 2023; Tremblay et al., 2022). Self-employment and business creation have always been considered as solutions to many socioeconomic problems, particularly unemployment. Thus, business creation, considered to be the heart of the field of entrepreneurship (Ratten, 2020; Boussetta, 2011; Bruyat, 1993), has attracted significant interest for several decades, the reasons for which lie in the job creation it induces (Verstraete & Saporta, 2006). Indeed, newly created companies, and more broadly entrepreneurial activity, have been and still are important elements of the future of advanced societies through their contribution to the renewal and growth of countries (Gomes et al., 2023; Raghmoun, 2023; Urbano et al., 2020).

Even if, previously, interest in the phenomenon of business creation was uncertain, today, following the various positive impacts recorded (job creation, wealth creation, etc.), interest seems to be acquired and entrepreneurship, as an economic catalyst and field of scientific research, continues to gain ground (Abdennadher, 2012). Entrepreneurship now occupies an increasingly prominent place in national economies, giving significant weight to the entrepreneur and business creation (Abdennadher, 2021).

Today, we are seeking to promote entrepreneurship and encourage business creation by establishing a suitable legislative framework, favorable financial means and supporting this career choice on the part of individuals (Guerrero et al., 2021; Fofana et al., 2020). Several business creation accompaniment programs are intensifying in most countries around the world, making the entrepreneurial act a major political, social and economic issue. The entrepreneur has regained the deserved status of a central actor, but he is neither an omnipotent nor omniscient actor; he remains a component, among others, of the environment whose complexity is its main characteristic (Abdennadher et al., 2015). In order to find answers to questions concerning the relationship between the environment and organizations, some research work has been undertaken in this context in order to clarify this relationship and contribute to the resolution of certain problems that organizations may face. Many of these research studies have already highlighted the impact of environmental changes on societies, businesses and individuals (Bekour et al., 2022; Ghauri et al., 2021).

Indeed, business creation is an act that arises within a dynamic context and above all full of actors of different types. It is in this vein that this contribution is included, which aims to explore the accompaniment of entrepreneurs in the Tunisian entrepreneurial ecosystem. The latter remains little studied, especially during this critical period of socio-economic transition (Huang et al., 2023) and in a general environment strongly impacted by the effects of the Covid-19 pandemic crisis (Abdennadher, 2021). Thus, the aim is to answer the question of how is accompaniment presented in the Tunisian entrepreneurial ecosystem?

Indeed, we seek to explore accompaniment in the Tunisian entrepreneurial ecosystem in order to understand its role in supporting entrepreneurial activities. After a theoretical part presenting accompaniment in the field of entrepreneurship and examining the writings on the entrepreneurial ecosystem, we will present the

methodological framework of the research to, finally, present and discuss the results we have reached.

B. Literature Review

Entrepreneurial accompaniment

Today, many countries continue to make the necessary efforts to establish, or optimally, improve a general framework for accompaniment entrepreneurship, mainly through the creation of structures to accompaniment project leaders and host start-up companies (Cheikh Abdou Lahad, 2023; Pouka Pouka & Ondoua Biwolé, 2023).

Initially, the objectives of the various accompaniment mechanisms, programs and structures were to meet the different needs of entrepreneurs and to provide easier access to all the resources they need throughout the entrepreneurial process (Cao & Shi, 2021; Guerrero et al., 2021). Afterwards, there was an evolution towards a broader concept which is the entrepreneurial accompaniment process thus encompassing several measures to incite, encourage and assist entrepreneurs from awareness raising through training and specific and personalized accompaniment programs (diagnosis of profile and expectations, training in business creation, development of the business plan, etc.) to achieve financing and even after the actual start of the project (Abdennadher & Boudabbous, 2023a; Ouahi & El Agy, 2023; Verzat et al., 2023).

The word accompaniment is linguistically defined as accompanied, accompanies, accompaniment, that is to say a companion and/or accompany, its origin goes back to the Latin word "cumpañis", which means "to share news with others" (Benchedda & Meherzi, 2023).

Semantically, it is defined as a group of sentences that meet and then branch out from this term or are replaced by according to the places and areas of use, including: lead, follow, instruct, supervise, listen, accompany, support, advance with, direct, ensure success, connect, keep, pair, receive in a group discussion, mediation, etc. (Boucenna et al., 2022).

Indeed, the work of Fayolle & Nakara (2010) proves a positive correlation between accompaniment and entrepreneurial success; any entrepreneur will need a set of resources (access to information, money, logistics, the know-how of consultants or qualified personnel, etc.) to see their project become a sustainable business thanks to the services of accompaniment structures (Lakdali & Diani, 2022).

For Alaoui et al. (2019), accompaniment is an approach that involves two essential entities, namely the accompaniment provider and the person being accompanied, the latter being concerned with setting up their project while the accompaniment provider exchanges useful information with them, transmitting knowledge and skills to them in order to help them better carry out their project.

Cuzin & Fayolle (2006) define accompaniment as an inter-individual relationship and describe it as a posture that allows you to "join someone to go where they are going at the same time as them. This definition encompasses different dimensions that are characterized by (Benhaddouch, 2022):

- Movement (progress and joining with someone),

- Action (project management, commitment, dynamisation and start-up),
- Solidarity (proximity, partnership, alliance, relationship and joint mobilization).

According to Benhaddouch (2022), the definition previously stated, despite the diversity of accompaniment actions, allows for extension to three key dimensions, regardless of the sector of application:

- The relational dimension (between a accompaniment worker and a person being accompanied);
- The temporal dimension (approach over time to achieve a goal);
- The individualized dimension (adaptation to specific needs or trajectories).

For their part, Schmitt & Julien (2020) propose to approach entrepreneurial accompaniment around two questions, namely "who is the entrepreneur? (Normative act)" and "What does the entrepreneur do? (Act rationally)", since they have largely conditioned the way in which entrepreneurial accompaniment has developed.

According to Paul (2012), accompaniment is presented as a space within which the professional creates the conditions for a person to practice with him to describe what his situation is, to pose and construct what his problem is, to identify what his resources are, those he has until now and those he will have to acquire, to seek together how to mobilize these resources within a given environment, to express his choices, exercise his decision-making power and concretely develop his power to act.

This definition reveals that accompaniment a project leader requires different levels of services, which are reception, information, assistance, training, advice and post-creation monitoring (Benhaddouch, 2022).

Messeghem et al. (2014) define entrepreneurial accompaniment as a process organized by a third party, taking place over time and allowing one (or more) entrepreneur(s) to benefit from a learning dynamic (training, advice, etc.), to access resources (financial, information, etc.), networking, services (administrative, accommodation, etc.) and decision-making accompaniment (coaching, mentoring, etc.).

Soro (2021) states that a successful accompaniment approach requires that it be effective, efficient, affective and effectiveness. The first characteristic refers to the achievement of previously set objectives and in particular the creation of a large number of sustainable businesses. Then, an effective approach is one that offers better accompaniment conditions (easy, fast and inexpensive access for entrepreneurs to the resources they need). The notion of affectivity aims to go beyond the technical aspect in the accompaniment approach and to provide the entrepreneur with psychological accompaniment to reduce the doubt that can prevail and put the relationship in difficulty. Finally, effectiveness refers to the satisfaction of the actors and implies the relevance of the means mobilized by each of these actors during the accompaniment process. According to Dokou et al. (2000), entrepreneurial accompaniment takes the form of a real rapprochement between current or potential creators, on the one hand, and local institutions, on the other hand, which have the technical, human and financial resources to ensure the development of the companies to be launched (Abdennadher and Boudabbous, 2023a).

Indeed, the success of the project and its sustainability require the effort of an

entire system starting from the entrepreneur himself (profile, characteristics, motivations, etc.), his entourage (network of relationships, family, etc.) to arrive at all the accompaniment structures (Abdennadher, 2021).

The entrepreneurial ecosystem

Depuis In recent decades, entrepreneurship has been increasingly considered in most economies around the world as an important instrument for improving competitiveness, economic growth and increasing employment opportunities (Gomes et al., 2023). It is for these reasons that decision-makers have committed to implementing policies to stimulate, accompaniment and assist entrepreneurial activities (Ragmoun, 2023). A more globalist approach has emerged; according to Isenberg (2011), this is the entrepreneurial ecosystem approach which goes further in that it emphasizes not only the establishment of an opportune environment for entrepreneurship, but above all the complex interactions between the different political, financial, human, cultural, market and infrastructural, professional and institutional dimensions, the combinations of which give each ecosystem an idiosyncratic character (Bhandari & Mohite, 2023). The term ecosystem was first used in biology by the English botanist George Tansley in 1935, who aimed to define a dynamic whole comprising a biotope environment (climate, soil, water, etc.) and the biocenosis (microorganisms, animals, plants, etc.) found there, which made it possible to understand the course of exchanges between the environment and living organisms according to the functioning processes of ecosystems (Fontan & Lévesque, 2023). Historically, the concept of ecosystem was used in the field of entrepreneurship by Valdez (1988) in his article "The entrepreneurial ecosystem: toward a theory of new firm formation", which aimed to analyze the start-up phenomenon that encompasses current market conditions, the immediate environment and the result of the relationships of potential entrepreneurs (Masoumi et al., 2022). According to Theodoraki (2021), in the field of entrepreneurship, the notion of ecosystem has emerged in academic and policy conversations as a metaphor.

Messeghem et al. (2023) argue that an entrepreneurial ecosystem is the set of interdependent actors and environmental factors, both national and regional, that interactively foster the dynamics of entrepreneurial activities, ultimately contributing to the development of a regional entrepreneurial economy.

According to Stam and Van de Ven (2021), an entrepreneurial ecosystem can be defined by the regional context where various interdependent actors and factors interact with each other to foster business creation and ensure their performance.

For Mason & Brown (2014) an entrepreneurial ecosystem is composed of entrepreneurial actors (potential and existing), entrepreneurial organizations, institutions and entrepreneurial processes that come together formally and informally to connect, arbitrate and govern performance within the local entrepreneurial environment.

Thus, we can say that the entrepreneurial ecosystem is the set of diverse, interdependent and interconnected actors in a well-defined geographical region that exert a positive influence on entrepreneurial activities and, potentially, on the socio-economic environment as a whole.

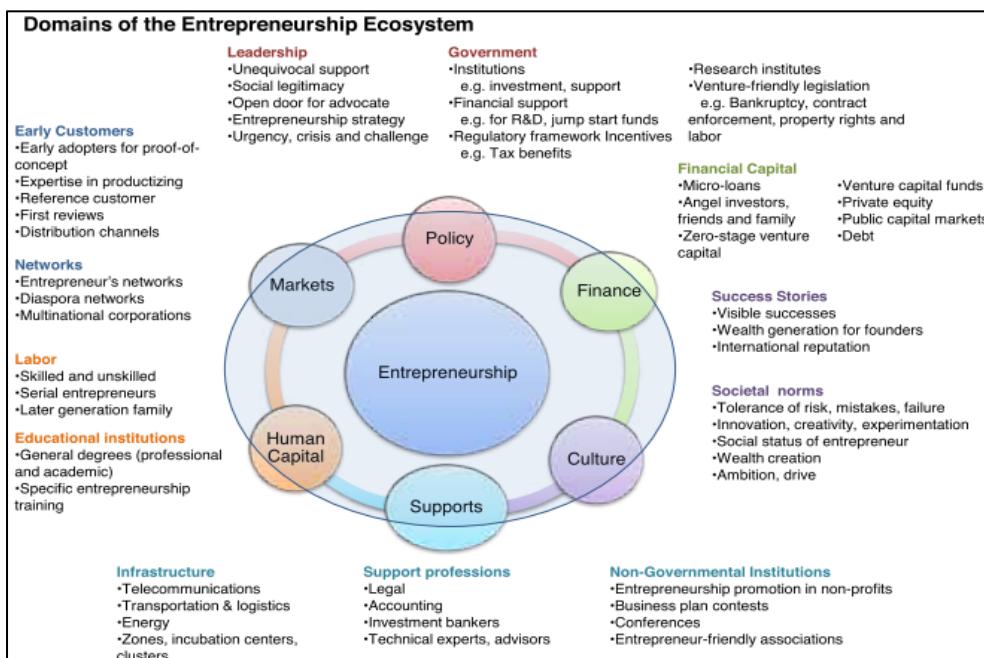
According to Pereira et al. (2020), an entrepreneurial ecosystem helps not only to create new businesses, but also to maintain and develop existing ones. At this level, Sarma et al. (2022) believe that the growth of new businesses depends on the characteristics of

the entrepreneurial ecosystem. Spigel (2017), distinguishes three categories of characteristics (Grandbois et al., 2022):

- Cultural (values and attitudes),
- Social (workers' talents, investment capital, networks, mentors and role models),
- Material (infrastructure, universities, accompaniment services, market dynamics, politics and governance).

For his part, Isenberg (2011) proposed a structural modeling of the entrepreneurial ecosystem by encompassing six domains (politics, finance, culture, accompaniment, human capital and market) that contain twelve elements, such as success stories, financial angels (business angels), infrastructure, incubators, education, etc. (Theodoraki, 2021).

Figure 1 : The entrepreneurial ecosystem



Source : Isenberg (2011)

In relation to accompaniment, Theodoraki & Messeghem (2016) talk about the entrepreneurial accompaniment ecosystem which brings together, according to them, public policies, general or specialist accompaniment structures, experts (accountants, lawyers, consultants, etc.), research and financing organizations, as well as entrepreneur clubs and events to raise awareness and strengthen entrepreneurship.

For Segond et al. (2022), an ecosystem is driven by a systemic dynamic that involves the interconnection between its different components and actors, and an evolutionary dynamic resulting in structural changes that lead it towards better performance.

It is important to specify, according to Burvill et al. (2018), that the resources available in ecosystems are the foundations on which a start-up can develop. If a company is part of a thriving entrepreneurial ecosystem, it will be better able to identify and exploit the resources in its environment, such as knowledge or financial resources (Veilleux et al., 2022). Once the company has accessed the various resources available in its ecosystem, it can better exploit market opportunities, grow, create value, and achieve a competitive advantage. According to Lipskier (2023), newly created companies are the product of a successful ecosystem and a resource for the actors that

compose it. Stam & Van de Ven (2021) add that the success of the company will depend not only on direct factors, such as financing opportunities or the availability of labor, but also on more indirect factors, such as the role of institutions and government in creating a culture that fosters entrepreneurship. For our part, we believe that what characterizes the entrepreneurial ecosystem is the diversity of actors who intervene to encourage, promote and accompaniment entrepreneurial activities, and this, during all stages of project implementation (before, during and after launch), but also and above all the interconnection between them to guarantee effectiveness (objectives/results), efficiency (resources/results) and relevance (resources/objectives), and subsequently, the performance of the entire ecosystem.

B. Results and Discussion

Consumer Needs Analysis

In order to find out the steps that must be taken to design a business development strategy for Toko Mega Berlian Jaya, the author conducts direct observations and interviews with the owners of Toko Mega Berlian Jaya and their customers. This was done by the researcher to obtain data that is in accordance with existing field facts, as well as validate the results. Then, after obtaining data and validating it through observation and interviews, the researcher can determine the next steps using the *value proportion canvas method*. This method is carried out to analyze consumer needs with data derived from observations that have been carried out by researchers and interviews. Where, the consumers referred to here are customers of Toko Mega Berlian Jaya. The following is an explanation of the *value proportion canvas* method at Toko Mega Berlian Jaya.

Table 4.1 Value Proposition Canvas Toko Mega Berlian Jaya

Value Proposition		Customer Profile	
Gain Creators	Providing a variety of building needs products	Earnings	get the product as needed
	Products that pass <i>quality control</i>		Getting quality building goods/products
	Relatively affordable price		Get products at affordable prices
Products/Service	Providing quality building products at affordable prices	Customers Jobs	Want to get building materials at affordable prices
	Assisting consumers in meeting the needs of building products such as iron, cement, spandex and the like		Want to get the best quality building materials
	Providing freight forwarding services		
Paint Relievers	The shopkeepers are quick to respond in receiving/helping what customers want	Breads	There is a difference from the profile of the goods offered with the original
	Provide reliable product recommendations.		There are still some items that are not available

Source: Author's Processing, 2024

1. *Customers Jobs*

Customer jobs for Toko Mega Berlian Jaya are conditions where consumers/customers get building goods such as cement, iron, spandex, paint and so on according to what the customer wants at a relatively affordable price. This aims to ensure that customers get quality goods so that they are able to create their own satisfaction when using goods purchased in stores. In addition, the store also strives to continue to provide building goods that customers are interested in. This is done solely to meet all customer needs related to building goods/products.

2. *Customer Gains*

Customer gain is a condition where customers can get a pleasant experience during transactions and become customers of Toko Mega Berlian Jaya. This condition can be achieved only if the customer gets building materials of the same age with the specifications they want at an affordable price such as the level of strength/to the solidity of the goods, the color of the goods, and other specifications.

3. *Customer Pains*

Based on the results of observations made by researchers, there are several obstacles experienced by customers when shopping at Toko Mega Berlian Jaya, such as the unavailability of building materials or certain products sold in the store. One example of the incomplete Mega Berlian Jaya Shop is tile products that are only used as displays, and some products such as sand, bricks, and bricks that tend to be out of stock. This condition certainly creates purchase limitations for consumers, which can further affect their trust in the store in meeting their needs for building materials/products. Furthermore, sometimes it is also found that there is a discrepancy between the profile of the item and the original. This is of course an obstacle experienced by consumers in shopping at the store, which makes it difficult for customers to find products/items that meet the desired specifications at affordable prices.

4. *Product and Service*

The Mega Berlian Jaya store is currently still providing products / goods for building purposes. Where, the purpose of the presence of this store is to help consumers in meeting the needs of building products such as iron, cement, spandex and the like with good quality and relatively affordable prices. Furthermore, to be able to meet these needs to customers, Toko Mega Berkah Jaya also provides delivery services for goods/building products. This is certainly very helpful for customers in getting the goods they want more effectively and efficiently, so that customers don't have to worry anymore if they are stuck with large quantities.

5. *Pin Relivers*

In order to determine the steps to be taken to develop the store through the products and services offered and provided, store buyers try to reduce *customer pain* (unpleasant experience) when they need and look for the products/building items they want. The first step taken by the store is to improve the performance of its employees so that they can be

quick to respond in serving customers, as well as when something unexpected happens to consumers, and provide solutions/recommendations related to products/goods needed by store customers.

6. Gain Creators

Toko Mega Berlian Jaya intends to offer and provide a variety of building needs. This is done to produce the value and benefits desired and expected by customers, in addition to this being one of the efforts of store buyers in making profits. In an effort to provide building goods, Toko Mega Berlian Jaya strives to provide quality products/goods with a good level of quality control, as well as prices that are still relatively affordable to buy.

Thus, based on the results and analysis of the *value proposition canvas* method, it can be said that *the value proposition* of Toko Mega Berlian Jaya is its ability to provide goods that have good quality and provide recommendations for the best building products to customers. In addition, Toko Mega Berlian Jaya has a *value proposition* in overcoming the problem of the importance of being quick to respond in serving customers. Because, in addition to needing quality products, customers also need services that are quick to respond and solutive in providing information on the selection of products to be purchased.

Canva Business Model Analysis

Referring to the results of observation and analysis of the *value proposition canvas* method above, the researcher describes *the Business Model Canvas* which explains in detail the needs and desires of consumers obtained from the *value proposition canvas* above, and also the design of strategies that can be carried out by Toko Mega Berlian Jaya in developing its business.

1. Customer Segment

Customers are at the core of the company, because without customers, the company will not be able to survive in the long run. Customers of Toko Mega Berlian Jaya consist of community groups who need building materials, both for personal and business purposes. These customers include individuals, resellers, and contractors. Toko Mega Berlian Jaya has a segmented customer segment, where the customers served are further classified based on their individual needs and problems.

2. Value Proposition

Value Propositions are an important element that can build customer relationships and loyalty. This element encourages customers to switch to companies that have strong value propositions. Value propositions must continue to be improved, both in quantitative values such as speed of service, and qualitative values such as product design and quality. The main value offered by Toko Mega Berlian Jaya and in accordance with its customer segment is to provide recommendations for building products that have good quality control and affordable prices. The store helps customers address common issues such as the process of transporting purchased products and determining the right amount of products to purchase. For customers who make large purchases, the store offers competitive prices.

3. *Channels*

The channel element is very important for a company to reach a wider market share or potential buyer. With good and appropriate channels, companies can convey value propositions, such as providing information to customers, distributing, and selling. Toko Mega Berlian Jaya markets products through advertising media both offline and online. However, one of the customers admitted that they had never heard of the advertising efforts made by the store. Mega Berlian Jaya strives to convey its value propositions while still providing the best service to customers in accordance with the criteria that have been determined in the value propositions.

4. *Customer Relationship*

The customer *relationship element* describes the motivation behind the relationship built by the company with its customers. At Toko Mega Berlian Jaya, this relationship is formed only during the transaction. Customers are served by an employee to obtain the building materials needed, while certain products that must be ordered in advance can only be served by the owner or manager.

Toko Mega Berlian Jaya builds relationships with customers driven by three motivations: consumer acquisition by offering low prices; consumer retention through bonuses and special prices; and providing recommendations for customers to get the best quality products. This relationship is limited to the buying and selling process and involves direct interaction, where customers can communicate with the employees who serve them and get assistance during or after the transaction.

5. *Revenue Streams*

Revenue streams are an element of the Business Model Canvas that describes all the company's revenue sources. There are two types of revenue streams, namely transaction revenue and recurring revenue. Based on the results of the interviews, it is known that income is obtained from the sale of products, both available and those that must be ordered in advance. These sales are made in cash or paid in full. Customers can also buy products without paying in advance or with a credit system. The store implements a *Delivery Order* (DO) system where customers can purchase products without having to pick them up right away (save for later pickup).

The applicable type of *revenue streams* is *transaction revenue*, where Toko Mega Berlian Jaya earns income or cash flow from product sales with a single payment. The way stores generate *revenue streams* is through the sale of assets, i.e. by selling available products.

6. *Key Resource*

Key resources elements include the critical assets needed to run the business model effectively. Key resources enable companies to offer value propositions to customers. There are four types of key resources: physical, intellectual, human resources, and financial. Toko Mega Berlian Jaya currently has two of the four types of key resources. The most important resources for Toko Mega Berlian Jaya are human resources and quality products, which are the main assets of the store to interact directly with customers.

7. Key Activity

Key activities are important activities that companies must carry out in order for their business model to function properly. Every business model has several *key activities* that need to be executed perfectly. Like *key resources*, *key activities* support the creation and delivery of *value propositions*, reach the market, maintain relationships with customers, and generate profits. *Key activities* can be categorized into three: production, troubleshooting, and platform.

Key activities of Toko Mega Berlian Jaya include the procurement of building material products, helping customers solve their problems (problem solving), and the use of computer systems (platforms) that make it easier for the store to manage various tasks simultaneously, such as controlling the amount of stock in the warehouse and making daily financial reports.

8. Key Partnership

Key partnerships outline key partnerships that involve a network of suppliers and other partners so that the business model can operate. Companies form partnerships with a variety of considerations, and these partnerships form the basis for many business models. Companies form alliances to optimize business models, reduce risk, or acquire resources. There are four types of alliances in *key partnerships*: *alliances* between non-competitors, joint ventures for the development of new businesses, *cooperation*, and buyer-supplier relationships. The motivation behind a partnership is usually based on three factors: optimization, economies of scale, and risk reduction.

Toko Sinar Bangunan forges alliances with suppliers, competitors, and non-competitors based on various motivations, covering all the reasons that exist, as the partnerships it runs are quite diverse. The store maintains good relationships with suppliers to gain trust and lower prices. The relationship with competitors is also quite good, because fellow sellers of building materials can cross-sell products at low prices.

9. Cost Structure

The cost structure includes all the costs incurred to run the business model. This element describes the main costs that arise when operating a particular business model. Costs in a business model can be divided into two categories: cost-driven business models and value-driven business models. Cost structures can have characteristics such as fixed costs, variable costs, economies of scale, and economic scope. The predominant costs are fixed costs, such as salaries and electricity costs, while significant variable costs include product stock procurement and distribution costs. Overall, the business model at Toko Sinar Bangunan tends to be cost-oriented while still considering the value of the products sold.

Table 4.2 Business Model Canvas Analysis of Toko Mega Berlian Jaya

Key Partners	Key Activities	Value Proposition	Customer Relationship	Copyright © 2019 Copyright
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<ul style="list-style-type: none"> ○ Conducting alliances with suppliers/<i>suppliers</i> based on motivation, optimization and economies of scale ○ Coopetition: Buying and selling of a smuggler with a competitor ○ Conducting strategic alliances with non-competitors based on resource and activity motivation 	<ul style="list-style-type: none"> ○ Provision of more diverse building products ○ Delivery of building products ○ Simplify business with a computerized system 	<ul style="list-style-type: none"> ○ Offering building products at relatively affordable prices ○ Provision of goods delivery services to customers 	<ul style="list-style-type: none"> ○ Provide the best product recommendations for customers ○ Providing products with good quality and affordable prices 	© 20
				<ul style="list-style-type: none"> ○ Business Needs: Contractors and <i>Resellers</i> ○ Individual needs: the general public
Cost Structure	Key Resources		Channels	
<ul style="list-style-type: none"> ○ <i>Fixed cost</i>: electricity, transportation and salary costs ○ <i>Variable cost</i>: cost of product stock procurement and distribution costs 	<ul style="list-style-type: none"> ○ Employees ○ High-quality building products 		<ul style="list-style-type: none"> ○ Sales made in person in physical stores ○ Receipt of orders by telephone ○ Use of brochures and advertising media 	
Revenue Streams				
			<ul style="list-style-type: none"> ○ Cash receipt in advance of products purchased with the Delivery Order system ○ <i>Asset sale</i> of product stock in one payment in each transaction 	

SWOT Analysis

SWOT analysis is the systematic identification of various factors to formulate a marketing strategy for tourist destinations in North Sulawesi Province. This analysis is based on logic that can maximize *strengths* and opportunities, but at the same time minimize weaknesses and threats. The following are details on strengths, weaknesses, opportunities, and threats:

A. Strength

In SWOT analysis, strengths refer to the internal positive attributes of an entity or organization that provide a competitive advantage or added value. Strengths can be resources, skills, or assets that differentiate the entity from its competitors and assist in achieving its business goals. Strengths are often used as a foundation to capitalize on market opportunities and address threats that organizations may face. By identifying and understanding these strengths, organizations can optimize their strategies and improve their performance and competitiveness in the market.

One of the strengths of this is the relatively low level of customer turnover. This condition is indicated by the dependence on the treatment of the store on the purchase of large quantities of products and the store has promotional assistance from loyal customers and relatives. This is in line with the results of an interview with the shop owner who said that

"This store has regular customers, both individuals and certain organizations that buy building products in large or small quantities" (interview, Thursday, April 4, 2024).

In addition, Respondent 1 (customer) also said that he often sells large quantities of building materials for the needs of the project he is undergoing at the Mega Berlian Jaya Shop. This is because, he considers that Toko Mega Berlian Jaya offers quite quality building material products at relatively affordable prices.

"I often shop at Toko Mega Berlian Jaya for my building project needs. I chose this store because the price is quite cheap and the quality of the materials is quite okay too" (interview, Thursday, April 4, 2024).

Furthermore, Respondent 2 (customer) also gave the same positive response regarding Toko Mega Berlian Jaya. Where, he said that:

"I like to shop for building materials in this store because, when I want to choose building materials, the employees always provide recommendations and important information about building products that are being searched" (interview, Friday, April 25, 2024).

Based on the results of interviews conducted in this study, it can be said that Toko Mega BErlian Jaya still has enough strength to be used as competitive capital in the market.

Table 4.3 Strengths for Each Business Element of the Canva Mega Diamond Jaya Mega Shop Model

Customer Segment	Customer turnover rate Current Building Beam Shop Low is indicated by the dependence on the store's treatment against the purchase of products in bulk and the store has promotional help from loyal customers and relatives.
Value Proposition	Provide cheap prices and friendly service (give recommendations)
Channels	Customers can get distribution channels quite well because the products can be delivered if needed,
Customer Relationship	<i>customers</i> who have been shopping in the store for a long time, sufficient service for <i>customers</i> with customers who say they enjoy shopping or just sitting in the store, the quality of the relationship built for now is suitable for <i>the customer</i> , where <i>the customer</i> already feels happy with the service provided
Revenue Streams	Cash receipt in advance of products purchased with the Delivery Order system
Key Resource	Employees who are friendly in dealing with <i>customers</i> , there are <i>adequate physical resources</i> such as transportation cars, buildings, and warehousing
Key Activities	Stores can purchase products on an economic scale, so that they can reduce shipping costs or pick up products, help <i>customers</i> solve problems such as problems in terms of transportation, there is a system that makes it easier for stores to

	check stock of goods.
Key Partnership	good relationship with suppliers so that the store can buy products at low prices, there is cooperation with external parties/partners
Cost Structure	Operational activities that are quite efficient. In daily activities, there are no large enough costs.

B. Weakness

In SWOT analysis, *weaknesses* refer to internal factors that hinder or limit the performance of an entity or organization in achieving its business goals. Weaknesses can be deficiencies in terms of resources, internal processes, or organizational competencies. This includes aspects such as a lack of employee skills or experience, an inefficient management system, financial limitations, outdated technology, or a bad reputation. Identifying weaknesses is important because it helps organizations to understand areas where they need to make improvements or develop strategies to address the internal challenges faced.

One of the biggest challenges that Toko Mega Berlian Jaya has is the sensitivity to changes in raw material prices. Where, this business is highly dependent on the price of raw materials such as cement, wood, and metal. Fluctuations in the price of raw materials can significantly affect the profit margins of the building materials business. This is supported by the results of interviews with store owners who said that:

"One of the obstacles I face in my business is the change in the price of raw materials such as cement, wood, and metal. When the raw materials are empty, it automatically affects the profits of my store" (interview, Thursday, April 4, 2024).

Further, the interview with Respondent 1 also gave similar results where the respondent said that:

"When the raw materials sought are scarce, it can affect the value of goods in stores which tend to be expensive" (interview, Thursday, April 4, 2024).

Based on the results of the interview above, it can be seen that Toko Mega Berlian Jaya still has several shortcomings. Thus, the right strategy is needed to cover these shortcomings.

Table 4.4 Weaknesses for each element of the Canva business model

Mega Berlian Jaya Shop

Customer Segment	It does not include all the segmentation that is potential and can actually be achieved
Value Proposition	Resources that have not been professionally trained to work on product orders correctly and according to customer requirements, and some items in the store are incomplete
Channels	Not all employees are informed about the advertising efforts made by the store.
Customer Relationship	It is not yet possible to automate the relationship with customers, there must be direct contact, either directly from the store, or by phone when the transaction is made, there is no sales that still maintains a personal relationship with the

	<i>customer</i> after the transaction is completed.
Revenue Streams	Small profit margin in the event of a large purchase
Key Resource	Lack of human resource capabilities seen from the level of education
Key Activities	These store lock activities are easy to replicate
Key Partnership	It was not found, because the relationship established with the partners was very good, supported by the professionalism of the store in dealing with <i>suppliers</i> .
Cost Structure	It lies in the unnecessary use of electricity.

C. Opportunity

In SWOT analysis, opportunities refer to favorable external conditions or situations that can be leveraged by an entity or organization to achieve its business goals. Opportunities arise from factors in the external environment that can create new opportunities or growth potential for the organization. This could be evolving market trends, regulatory changes, new technological developments, unmet market needs, or changes in consumer behavior. By identifying and capitalizing on these opportunities, organizations can develop the right strategies to improve performance and achieve its business goals.

Based on the results of interviews in the field conducted with several internal parties of the company (Respondent 3), information was obtained that one of the biggest opportunities owned by Toko Mega Berlina Jaya is the prospect of the store in the future, especially in terms of potential, especially related to the marketing area.

"Looking at the existing opportunities, South Sulawesi has a great opportunity in the development industry, so seeing the success of the market share of the Mega Berlina Jaya building store in the Sulawesi region and its surroundings, this store should be able to become big considering that Sulawesi as the central axis of Indonesia which automatically has infrastructure developers will continue to develop in this region." (interview, Monday, May 06, 2024).

Table 4.5 Opportunities for each element of Canva's business model
Mega Berlina Jaya Shop

Customer Segment	Reach new customers by segmenting new needs
Value Proposition	There is an opportunity to add new types of <i>value propositions</i> as customer behavior changes
Channels	Expand distribution channels through partners
Customer Relationship	Improve relationships with <i>customers</i> , such as <i>dedicated personal assistance</i> .
Revenue Streams	Increased revenue flows, increasing customer purchasing power, and the possibility of price increases
Key Resource	Opportunities to increase capital by taking credit at banks, opportunities for other services that can help businesses
Key Activities	Finding suppliers that can deliver high economies of scale value with better distribution channels

Key Partnership	Finding <i>suppliers</i> from Java to get distributor prices, opportunities to build strong collaboration with new partners.
Cost Structure	It is possible for the store to get <i>a new and cheaper</i> supplier of bonus items.

D. Threat

In the context of SWOT analysis, "threat" refers to external factors that can hinder or threaten the success of an organization, project, or business. These threats can come from a variety of sources, such as changes in the economic, political, technological, social, or overall environment.

Threats in SWOT analysis often include factors such as increased competition, changes in government regulations, failure of competing products or services, changes in consumer trends, or even natural disasters. These threats have the potential to damage or reduce the performance and success of an organization if not handled properly. By identifying and understanding these potential threats through SWOT analysis, an organization can develop strategies to deal with them or even turn them into opportunities for growth and innovation.

The following are some of the threats reviewed from each element of the Canva Mega Berlian Jaya Shop Business Model.

Table 4.6 Threats to each element of Canva's business model

Mega Berlian Jaya Shop

Customer Segment	Likelihood of customers switching to competitors when unpartnered competitors play price games
Value Proposition	There is a better offer than competitors.
Channels	Loss of partners who have been helping the product procurement process in terms of transportation
Customer Relationship	Competitors make consumer acquisition by offering more appropriate services.
Revenue Streams	The store's dependence on only one revenue stream.
Key Resource	The threat of loss of important resources, for example, employees due to greater opportunities such as other jobs that are considered more promising.
Key Activities	Competitors are copying or even having <i>better platforms</i> .
Key Partnership	Partners find other parties to carry out more profitable cooperation.
Cost Structure	The threat of natural disasters or threats to economic instability.

Business Evaluation of the Canvas Model of Toko Mega Berlian Jaya

After analyzing the business model and SWOT of Toko Sinar Bangunan, this study will provide some inputs for the development of a business model. Here's the explanation.

Table 4.7 Evaluation of Business Model Canvas Canvas Shop Mega Berlian Jaya

Key Partners	Key Activities	Value Proposition	Customer Relationship	Copyright © 2019 Copyright © 20
	<ul style="list-style-type: none"> ○ Conducting alliances with suppliers/<i>suppliers</i> based on motivation, optimization and economies of scale ○ Coopetition: Buying and selling of a smuggler with a competitor ○ Conducting strategic alliances with non-competitors based on resource and activity motivation ○ Find potential suppliers from Java 	<ul style="list-style-type: none"> ○ Provision of more diverse building products ○ Delivery of building products ○ Simplify business with a computerized system ○ Actively looking for new products 	<ul style="list-style-type: none"> ○ Offering building products at relatively affordable prices ○ Provision of goods delivery services to customers ○ More complete product preparation 	<ul style="list-style-type: none"> ○ Provide the best product recommendations for customers ○ Providing products with good quality and affordable prices
	Key Resources		Channels	
	<ul style="list-style-type: none"> ○ Employees ○ High-quality building products ○ Improving the quality of human resources ○ Taking credit at the Bank 		<ul style="list-style-type: none"> ○ Sales made in person in physical stores ○ Receipt of orders by telephone ○ Use of brochures and advertising media ○ Opening a new branch ○ Actively advertising in the media 	
Cost Structure		Revenue Streams		
<ul style="list-style-type: none"> ○ <i>Fixed cost</i>: electricity, transportation and salary costs ○ <i>Variable cost</i>: cost of product stock procurement and distribution costs 				<ul style="list-style-type: none"> ○ Cash receipt in advance of products purchased with the Delivery Order system ○ <i>Asset sale</i> of product stock in one payment in each transaction

C. Conclusion

The Tunisian entrepreneurial ecosystem is relatively young since the majority of its actors were created in the early 1990s with a predominance of accompaniment and assistance structures for business creation. In this contribution, we tried to answer the question of how is accompaniment presented in the Tunisian entrepreneurial ecosystem? Our objective was to explore accompaniment in the Tunisian entrepreneurial ecosystem in order to understand its role in supporting entrepreneurial activities.

Our results show that the entrepreneurial ecosystem is rich and diversified thanks to the policies pursued for years and the efforts made by the public authorities in recent decades through the implementation of measures and considerable means to promote business creation (Abdennadher & Boudabbous, 2023b; Paturel & Maalel, 2016). The various structures set up have different missions and intervene in all stages of the business creation process (Abdennadher & Boudabbous, 2023a; Clément, 2023; Fakhri et al., 2023). However, some shortcomings appear in relation to the funding granted and the cumbersome and lengthy administrative procedures as well as the rigidity of the eligibility criteria of certain aid programs (Abdennadher & Boudabbous, 2023b; Haddad & Melliti, 2018; Paturel & Maalel, 2016).

Our research has shown the richness and diversity of the Tunisian entrepreneurial ecosystem, except that its contribution is mixed because the services of the different structures are often considered too slow and not sufficiently in line with the enthusiasm and ambition of entrepreneurs. According to Paturel & Maalel (2016), Tunisian accompaniment structures are not effective and are relatively efficient and effective, which allows us to conclude that they are not fully efficient.

In addition, unlike the executives interviewed, the entrepreneurs in our sample admit the absence of an interconnection between the accompaniment actors of the Tunisian entrepreneurial ecosystem, which reflects a discordance between the official discourse and the reality on the ground experienced and perceived by entrepreneurs. The absence of interconnection between the actors proves the non-existence of an overall strategy (Theodoraki, 2021) in the Tunisian entrepreneurial ecosystem, which hinders entrepreneurial dynamics especially in a fragile socio-economic context.

Like any research work, this work has certain limitations. A first limitation is linked to the small number of cases in our sample and to the study of the entrepreneurial ecosystem of a single region (Sfax). Interviewing other entrepreneurs, managers of several accompaniment structures and studying ecosystems in other regions will enrich the research.

A second limitation is common in exploratory research in entrepreneurship since we call on the memory of the interviewees, which refers to a memory bias due to the fact that when responding, the individual attaches importance only to the elements that he remembers, and a rationalization bias since the interviewees tend to make coherent the phenomena that they evoke. The use of triangulation with other data collection techniques will allow us to overcome these limitations.

In addition, we have opted for exploratory research. Supplementing our work with quantitative research will allow us to overcome the limits of the research and will offer greater external validity to our research.

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