Gharyan Journal of Technolgy

Annual, Corrected and Accademic Journal

Issued By

Higher Institute of Sciences and Technology, Gharyan

Gharyan - Libya

Issue (11) December 2025

International Code: ISSN (Print) 2518-5993

ISSN (Online) 2521-9308

www.gjt.scitech-gh.edu.ly

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Annual, Reviewed and Academic Journal

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Issue 11 – December 2025

International Standard Serial Number:

ISSN (Print): 2518-5993

ISSN (Online): 2521-9308

Legal Deposit Number at the National Library:

(National Library 116 / 2016)

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Contact Us:

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Introduction

Praise be to Allah, who has guided and enabled us to publish the eleventh issue of the ***Gharyan Journal of Technology***. We thank Him for this blessing. As we promised from the very beginning with the release of the first issue in 2016, we have continued our commitment to maintaining the journal’s credibility by upholding academic integrity and relying on reviewers with sufficient expertise in their fields. This ensures that the works published in the journal are characterized by rigor and scientific methodology, without favoritism, bias, or leniency in publishing studies that lack scientific and research value. Although we receive a larger number of submissions, we publish only a limited number of research papers in each issue because many are declined by reviewers for not meeting scientific standards. We look forward to ensuring that the published studies contribute to offering proposals and developing effective solutions to the challenges faced by institutions such as companies, factories, hospitals, and other sectors.

Nations strive for progress and for attaining distinguished status through achieving growth, economic advancement, and a decent quality of life for their people. Scientific research is one of the most important means of reaching that noble goal. By employing research in innovative applications that serve humanity in general, this objective can be fulfilled. Developed countries allocate significant portions of their financial resources toward achieving this aim.

We fully recognize that working in peer-reviewed scientific journals is a demanding task, especially under the circumstances our country in particular—and the world in general—are experiencing. However, we accepted this challenge with full confidence that Allah will support us as we endeavor to present valuable work that benefits researchers, specialists, and interested readers. Our aim is for the journal to be one of the scientific platforms for researchers in a world witnessing an intense race in the realms of civilization, science, research, and technology. We strive diligently to carve out a worthy place for the journal, benefiting from the experiences of those who preceded us in this long path. With God's permission, we hope that upcoming issues will be of even higher quality and that our journal will achieve an impact factor that reflects the value of the research it publishes. What further strengthens our determination and confidence is that the ***Gharyan Journal of Technology*** is issued by a well-established academic institution more than thirty years old, distinguished by its graduates who have joined numerous institutions across the country and have presented a positive image of the educational institution that prepared them.

The eleventh issue of the ***Gharyan Journal of Technology*** contains numerous research papers and scientific articles characterized by creativity and diversity, contributed by researchers from various educational institutions.

The Editorial Board renews its welcome to all researchers and contributors wishing to participate with scientific papers and innovative research in your journal, the ***Gharyan Journal of Technology***, which seeks to achieve distinction among peer-reviewed scientific journals. We open the door to your suggestions, remarks, and constructive criticism, believing that such feedback is the best way to develop the journal, enhance its scientific value, and support its continuity.

The Editorial Board

Researche Papers Written By English Language

Gharyan Journal of Technology (2025), 1(11), 57-85
Issued by: Higher Institute of Sciences and Technology Gharyan
www.gjt.scitech-gh.edu.ly
doi:
مجلة غريان للتقنية
تصدر عن المعهد العالي للعلوم والتقنية غريان

Exploring the key determinants contributing to the success of start-ups in the early stages of their establishment in the Libyan environment

Adell Youniss Ali Ankoa
Zintan University - Faculty of Accounting
Department of Business Administration

adelnakoa@yahoo.com

Received: 07/11/2025 Accepted: 15/11/2025 Publicated: 10/12/2025

الملخص

يهدف هذا البحث إلى استكشاف محددات نجاح الشركات الناشئة في ليبيا خلال المراحل الأولى من تأسيسها ، في ظل بيئة اقتصادية وسياسية غير مستقرة وهيكل مؤسسي محدود. تعتمد الشركات الناشئة على الابتكار وفعالية الفريق المؤسس لتحقيق استدامتها ونموها في السوق المحلية ، لكنها تواجه تحديات كبيرة بما في ذلك التمويل المحدود ، وضعف البنية التحتية ، وتعقيد الإطار القانوني والتنظيمي. استند البحث إلى المنهج الوصفي التحليلي ، مع تحليل البيانات الثانوية المستمدة من الدراسات الأكاديمية والتقارير الرسمية لتقييم العوامل الداخلية والخارجية التي تؤثر على نجاح هذه الشركات. ركز التحليل على كفاءة الفريق المؤسس ، وجودة الهيكل التنظيمي ، واستراتيجيات التسويق والتمويل ، والابتكار ، فضلا عن تأثير البيئة الاقتصادية والسياسية ، والإطار التشريعي والبنية التحتية. وأظهرت النتائج أن نجاح الشركات الناشئة مرتبط بتكامل العوامل الداخلية والخارجية ، حيث تعد كفاءة الفريق ، والرؤية ، والابتكار ، وتوافر الموارد المالية والتقنية من أهم العوامل الداخلية ، في حين أن الاستقرار السياسي والاقتصادي ، والدعم المؤسسي والإطار القانوني عناصر حاسمة للعوامل الخارجية. إن ضعف أي من هذه المحددات يزيد من احتمالية الفشل المبكر ، في حين أن دعمها المتوازن يعزز فرص البقاء والنمو المستدام. وبناء على النتائج ، يوصي الباحث بوضع سياسات تشريعية داعمة للشركات الناشئة ، وتعزيز برامج التمويل والدعم المؤسسي ، وتطوير البنية التحتية التقنية ، وتشجيع الابتكار من خلال الحاضنات ومسرعات الأعمال ، مع التركيز على فرق المشاريع المتكاملة والاستراتيجيات التشغيلية المرنة لضمان استدامة ونمو هذه المشاريع في السوق الليبي.

الكلمات المفتاحية: ريادة الأعمال ، الشركات الناشئة ، محددات النجاح ، الفريق المؤسس, مراحل التأسيس

Abstract

This research aims to explore the determinants of the success of startups in Libya during their early stages of establishment, in light of an unstable economic and political environment and a limited institutional structure. Startups rely on innovation and the effectiveness of the founding team to achieve their sustainability and growth in the local market, but they face major challenges including limited funding, weak infrastructure, and the complexity of the legal and regulatory framework. The research was based on the descriptive-analytical approach, with the analysis of secondary data drawn from academic studies and official reports to assess the internal and external factors affecting the success of these companies. The analysis focused on the efficiency of the founding team, the quality of the organizational structure, marketing and financing strategies, innovation, as well as the impact of the economic and political environment, legislative framework and infrastructure. The results showed that the success of startups is linked to the integration of internal and external factors, where team efficiency, visibility, innovation, availability of financial and technical resources are the most important internal factors, while political and economic stability, institutional support and legal framework are crucial elements of external factors. The weakness of any of these determinants increases the likelihood of early failure, while their balanced support enhances the chances of survival and sustainable growth. Based on the results, the researcher recommends developing supportive legislative policies for startups, strengthening financing and institutional support programs, developing technical infrastructure, and encouraging innovation through incubators and business accelerators, focusing on integrated enterprise teams and flexible operational strategies to ensure the sustainability and growth of these projects in the Libyan market.

Keywords: entrepreneurship, start-ups, determinants of success, founding team, Stages of establishment

Introduction

The entrepreneurial environment in Libya is an emerging environment in its early stages of formation, which has promising elements for growth and innovation despite the great challenges it faces. Awareness of the importance of the private sector as an essential pillar for the diversification of the national economy has increased, which has led to a growing interest among young people in establishing start-up companies that provide innovative solutions and products that meet the needs of the local market. However, this environment continues to suffer from weak legal and regulatory frameworks, difficulty in obtaining financing, the absence of supporting infrastructure, as well as the volatility of the political and economic situation, which makes the probability of failure of startups in their early stages high compared to global levels. In this context, the need to study the determinants of the success of startups in Libya emerges as an essential step to understand the factors influencing their viability and growth within a volatile economic and political environment. The economic literature suggests that the success of startups depends not only on the quality of the idea or innovation, but on a set of interrelated internal and external determinants. Internal factors include the competence of the founding team and the integration of its expertise, clarity of vision and strategy, the ability to turn innovative ideas into marketable products. External factors include the legal and regulatory environment, the competitive environment, and the level of institutional and funding support, which are crucial elements in enhancing the chances of success and sustainability, especially in the early stages with high sensitivity to resources and risks. Startups in Libya are facing multiple challenges as a result of political and economic instability and weak institutional structure. Entrepreneurs suffer from limited funding, difficult access to markets, and the absence of effective incubator and accelerator systems. Poor infrastructure, divergent economic policies, and lack of management experience also limit the ability of these companies to compete and grow. Despite this, in recent years, government and private initiatives have begun to emerge that seek to support the entrepreneurial spirit, through microfinance programs, innovative competitions, and partnerships with regional and international institutions, indicating the beginning of a positive transformation in the business environment. The study of the determinants of the success of startups in the Libyan context is of particular importance, as it contributes to filling a clear knowledge gap in the literature on entrepreneurship in unstable environments. Most of the previous studies focused on advanced economies with well-established institutional structures, which makes the application of their results in Libya limited effective. Hence, this research seeks to comprehensively analyze the factors influencing the success of startups during their early stages of establishment, focusing on the local specificity that characterizes the Libyan market in terms of regulatory conditions, economic challenges, and available resources. The research also addresses a number of key dimensions, including: the importance of innovation in meeting the needs of the local market, the role of government and private financing in empowering startups, the impact of the competitive environment on survival and growth strategies, in addition to the role of supporting institutions in developing skills and building entrepreneurial capabilities. Thus, this research aims to identify and analyze the determinants of the success of startups in Libya during their early stages, highlighting the organizational, administrative, financing, and market factors that have a direct impact on their performance. It also seeks to provide an analytical framework and practical recommendations that can be used by government agencies and entrepreneurship support institutions in formulating effective policies and programs to enhance survival and growth opportunities. Understanding these determinants represents a strategic step towards building a sustainable entrepreneurial system capable of contributing to the advancement of economic and social development in Libya during the next stage.

Research Problem

Startups represent one of the most critical engines for economic diversification and job creation in Libya, particularly amid the public sector's limited capacity to absorb the growing number of graduates. According to the UNICEF Labor Force Survey (2023), the number of Libyan youth (aged 15–24) is estimated at approximately 1.1 million, with an unemployment rate among them reaching about 51.4%. Meanwhile, the OECD Economic Diversification Report (2025) indicates that the non-oil private sector provides less than 12% of total employment opportunities. Despite the evident importance of entrepreneurship and startups as a vital pathway to harness this potential, local and international indicators reveal that success rates for these ventures in their early stages do not exceed 15–20%, with the majority of projects closing within the first two years of establishment. This points to a stark gap between anticipated potentials and the actual performance of this sector..Financial data and banking indicators highlight a clear weakness in the supportive financing environment for startups. World Bank data discloses that the share of bank financing directed toward small and medium-sized enterprises (SMEs) in Libya does not exceed 17% of GDP, compared to a regional average of approximately 56%. Non-performing loans in Libyan banks have stabilized at around 20% since 2011, reflecting elevated risk levels and stringent credit policies. This challenge is exacerbated by the ongoing closure of the Real Estate Registry Office since 2008, which hinders the provision of tangible collateral to banks; additionally, some banks require 100% insurance coverage of loan values, alongside the absence of Sharia-compliant financing products specifically designed for startups. Despite the Central Bank of Libya's directives in 2022 and 2025 mandating banks to allocate 10% and then 20% of their investment portfolios to SME financing, these instructions have not translated into actual funding due to the lack of appropriate evaluation mechanisms and suitable financial frameworks and products. On the infrastructural and institutional front, data from the International Telecommunication Union indicate that population internet penetration in Libya does not exceed 22%, in contrast to high mobile phone penetration (90–95%), which limits startups—particularly tech-based ones—from effectively leveraging digital solutions. Administrative corruption and the complexity of import and registration procedures, as noted in the U.S. Department of State's report (2024), emerge as key barriers to the inflow of capital, equipment, and technologies essential for new ventures. These factors intersect with a regulatory environment characterized by the absence of a clear legislative framework governing startups, innovation, and intellectual property, coupled with weaknesses in the incubating institutional infrastructure (business incubators, accelerators, and specialized advisory centers). In response, the government has launched several initiatives in recent years, such as the "1000 Entrepreneurs and 1000 Projects" program and the "Solution Skills for Startups" workshops in late 2025, aiming to bolster youth entrepreneurship. However, these initiatives still lack an official, systematic database enabling precise understanding of success or early failure factors. Moreover, most local studies have focused on microfinance or micro-enterprises, without delving into the institutional and strategic challenges confronting high-growth startups in their initial stages. The elevated failure rates of startups in Libya are attributed to a complex interplay of internal and external determinants. Internally, issues such as the absence of a clear, viable business model; deficiencies in the founding team's administrative, financial, and marketing competencies; limited organizational capabilities; and weak capacity to attract skilled human resources stand out. Externally, structural obstacles manifest in political and economic instability, fragility of the legislative and regulatory framework, infrastructural deficits (electricity, internet, logistics services), and ineffective support systems for institutions and financing. Although scattered references to these factors appear in government and international reports and select academic studies, the Libyan scientific literature remains devoid of a comprehensive, in-depth systemic study that delineates the relative weight of these determinants and explicates variations in survival and growth opportunities among early-stage startups. Accordingly, the research problem crystallizes as a knowledge and practical gap, embodied in the absence of a comprehensive scientific analytical framework that precisely identifies the core internal and external determinants influencing the survival and growth prospects of startups in Libya during their initial years, within an environment marked by economic and political instability and weak legislative and institutional structures. The primary research question is thus formulated as follows:

What are the principal determinants influencing the success of startups during their early stages in Libya?

This primary question branches into several sub-questions that the study seeks to address:

- What organizational and skill characteristics of the founding team are positively associated with project continuity in the early years?
- How do early operational and marketing strategies impact growth rates and sustainability?
- What is the importance of access to financial, human, and technological resources in supporting startup survival during the first two years?
- What is the impact of the external context (economic, technological, regulatory, and social) on the success probabilities of startups?
- What are the most prominent internal and external determinants that explain variations in success opportunities among startups within the Libyan environment?

Consequently, this research aims to bridge this gap through a systematic analysis of the determinants affecting startup success in Libya, thereby providing actionable recommendations for policymakers and support entities to contribute to building a more effective and sustainable entrepreneurship ecosystem.

Research Objectives

This study aims to analyze the determinants of startup success in Libya during their early stages of establishment, by examining internal and external factors influencing their survival and sustainability. The purpose is to provide a theoretical framework and practical recommendations that contribute to the development of the entrepreneurial ecosystem in the country. The specific objectives of the research are as follows (Amir, Al-Jazzar, Ragheb, & Hamid, 2025)

- To explore and analyze the key determinants contributing to the success of startups in their early establishment phase in Libya, through investigating internal and external factors affecting their survival and growth.

- To analyze internal factors related to the characteristics of the startups themselves, such as the quality of the founding team, business model, level of innovation, and adaptability to market changes.
- To analyze external factors associated with the Libyan business environment, including the availability of financing, governmental support, infrastructure, political and economic stability, market size, and competition level.
- To evaluate the role of the founding team's competence in terms of experience, diverse skills, professional networks, and leadership capabilities in enhancing startups' survival prospects and early growth.
- To study the impact of understanding the local market, customer needs, and the ability to develop innovative solutions tailored to the Libyan context on startup success.
- To measure the effect of the availability of financial resources and support in enhancing the sustainability and scalability of startups.
- To analyze the impact of the business environment and legislative framework on the competitiveness of startups in Libya and their capacity for development and continuity.
- To assess the role of innovation and technology in enabling startups to achieve a competitive advantage within the local market.
- To analyze the influence of regulatory frameworks, government policies, and political and economic stability on the performance of startups during their early phases.
- To propose practical recommendations directed at policymakers, support institutions, and entrepreneurs, aiming to improve the startup ecosystem and enhance their chances of success and sustainability.
- To contribute to enriching the academic literature on entrepreneurship in emerging economies, especially in environments facing institutional and economic challenges, with a focus on the Libyan context.

Research Significance

First: Significance for Society

This research enhances societal awareness of the pivotal role of startups in promoting economic diversification, innovation, and employment in Libya. By identifying early-stage success determinants, it supports the design of effective policies and support programs that foster a stable and attractive business environment, contributing to sustainable economic and social development.

Second: Significance for the Researcher

The study strengthens the researcher's academic and analytical capabilities through an applied examination of the Libyan entrepreneurial context. It enables meaningful contribution to a strategic economic issue and supports the development of specialized expertise relevant to future academic and professional advancement

Third: Significance for Science

This research enriches entrepreneurship literature by addressing a clear knowledge gap in developing contexts such as Libya. It contributes to a deeper understanding of early-stage startup success factors and provides a foundation for future empirical and comparative studies, enhancing both theoretical and practical insights.

Research Methodology

This study relies on the **descriptive-analytical approach** as the most appropriate method for exploring the determinants of startup success in the early stages of establishment in Libya. This methodology allows examining the phenomenon within its real context and analyzing internal and external factors influencing the growth and sustainability of startups, contributing to a comprehensive scientific understanding of the variables affecting the Libyan entrepreneurial environment. The research was based on reliable secondary sources, including:

- Official reports issued by government agencies and economic institutions concerned with entrepreneurship and startups in Libya.
- Published academic studies and peer-reviewed scientific articles related to entrepreneurship and startup management.
- Institutional data and information derived from official websites, annual reports, and specialized articles.
- Documents, organizational policies, and economic regulations impacting the investment and entrepreneurship environment in Libya.

Data collection and analysis methods involved gathering secondary data classified into key themes such as economic, regulatory, managerial, and technical aspects influencing startup success. The researcher applied qualitative and comparative analysis to identify common patterns and causal relationships among different factors, enabling extraction of core determinants explaining the opportunities for success and sustainability in the foundational stages.

To ensure scientific objectivity and reliability, the researcher diversified data sources and validated their accuracy through cross-comparison, while adhering to ethical standards in scientific research. The study results are limited to startups in their early establishment phase within the Libyan context, which may restrict the generalizability of findings to more mature environments or stages. However, it provides a solid analytical framework that can be used in future studies to deepen understanding of factors affecting startup success and sustainability.

Previous studies

Local studies

1) Al-Mahdawi (2021) "challenges of entrepreneurship in Libya" a descriptive analytical study on 150 entrepreneurs, identified political instability as the biggest obstacle by 87%, the difficulty of bank financing by 78%, with poor infrastructure affecting 65% of projects.
2) Al-zintani and Al-Amami (2019)" small and medium enterprises in Libya " a field study in three cities, highlighted the complexity of the lengthy legal framework for incorporation, the lack of management expertise among the founders, and the importance of family networks as a safety net and support.
3) Tripoli Consulting Research Center (2020): focused on the technical sector and showed that 70% of its projects failed early, due to lack of qualified personnel and difficulties in collecting cash, with the success of mixed models (local/global).
4) Benghazi University (2022) "human factors for the success of startups" emphasized the superiority of the founder's flexibility over academic experience, that a harmonious work team increases the chances of success by 40%, and that family projects are more sustainable during crises.

International Studies

1. The United Nations Development Program (UNDP, 2022) in the report "entrepreneurship in fragile contexts", noted the shift of 68% of Libyan youth towards entrepreneurship as an alternative to public employment, with the effectiveness of social media marketing.
2. The International Labor Organization (ILO, 2021) has made concrete recommendations for the Libyan environment, including the establishment of Integrated Services offices (One-Stop Shop), granting tax exemptions, and establishing financing partnerships with the oil sector.
3. The World Bank (2020) "business environment indicators" in its regional comparisons, put Libya in a lagging position in the ease of starting a business, with a large gender gap and a dominant informal economy accounting for 60% of activity.
4. Factors (2023) comparative study "Libya, Tunisia and Morocco" highlighted the specificity of the Libyan context, where 90% rely on self-financing, and family networks play a pivotal role, with a weak prevalence of technology companies compared to the Maghreb countries.

Concept of Startups

Startups, emerging from entrepreneurial ideas and materializing into real projects, are fundamental drivers of economic growth and strategic focal points for future planning. Due to their increasing importance in both developed and developing economies, multiple theoretical approaches have emerged to define them, leading to varied and specialized conceptual frameworks, notably (Kuratko & Morris, 2021).

- The entrepreneurial definition (uncertainty condition): Eric Ries, a prominent theorist in this field, in his book *The Lean Startup*, offers a functional definition describing a startup as "a human institution designed to create a new product or service under conditions of extreme uncertainty" (Ries, E., 2011). This definition emphasizes that the entity aims to launch an innovative product or service within a risky and ambiguous business environment.
- The general descriptive definition: The Oxford Dictionary simply defines a startup as "a newly established business" (Oxford Dictionary, 2024), a broad definition lacking structural or functional characteristics specific to startups.
- The methodological definition (search and repeat): Steve Blank, one of the founders of Lean Startup Management, provides the most common academic definition, stating that "startups are temporary organizations designed to search for a scalable and repeatable business model" (Blank, S., 2013). This perspective highlights the temporary nature of the entrepreneurial entity dedicated to exploration and learning.
- The growth-oriented definition: Paul Graham, in his renowned article on growth, focuses on the dynamic dimension, defining a startup as "a company designed to grow fast" (Graham, P., 2012). He stresses that the single defining feature of a startup is rapid growth, regardless of sector technology or otherwise or the mode of financing, whether venture capital or other means.
- A comprehensive terminological definition: Startups can be defined as small, newly formed institutions characterized by flexibility, aiming to introduce innovative products or services to fulfill the needs of a large market. They bear high risk and uncertainty while striving for rapid growth and potential to generate substantial investment returns (Alsharif, Esmail, & Alsabe, 2025).

Historical Startup

The term (Startup) has become one of the most frequently used concepts in recent years, regarded as a modern economic model aligned with rapid global transformations and technological advancement related to the Fourth Industrial Revolution and the knowledge economy. Despite its widespread use, the term is sometimes confused with other concepts such as small and medium enterprises, especially in developing contexts. The emergence of the term Startup is historically linked to the mid-20th century, coinciding with the rise of venture capital financing and the proliferation of small businesses following World War II, although academic literature of that time did not officially record its use. The first known appearance of the term was in 1976 in an article published in *Forbes* titled *Investing in the Unfashionable Business Field: Data Processing Startup*. It appeared again in 1979 in an article in *Business Week* titled *An Incubator for Startup Companies, Especially in the Fast-Growth, High-Technology Field*, which addressed startups in high-growth technology sectors. In 1981, researcher David Birch added a social and economic dimension to the term in his study *The Job Generation Process*, emphasizing the vital role of small and newly founded enterprises in job creation, especially amid economic shifts and rising unemployment in the United States. Additionally, researchers Everett Rogers and Judith Larsen helped solidify the modern meaning of the term through their book *Silicon Valley Fever: Growth of High-Technology Culture*, linking Startup to the distinctive features of Silicon Valley companies: technological innovation, reliance on venture capital, and pursuit of rapid expansion through innovative business models. Since then, the term Startup has become a global symbol for modern, fast-growing, innovation-driven companies (Sevilla-Bernardo, Sanchez-Robles, & Herrador-Alcaide, 2022).

Concept of Startups in the Libyan Context

The concept of startups gains increasing importance within the Libyan context due to the national economy’s ongoing transformations and challenges during the phase of reconstruction and development. Given the limited economic diversification and Libya’s historical reliance on the oil sector, there is a growing need to support entrepreneurship initiatives and startups as strategic tools to achieve sustainable development and diversify national income sources. Startups in Libya operate within an environment characterized by high economic and institutional instability, alongside weak technological and financial infrastructure. Nevertheless, recent years have witnessed notable growth in the number of entrepreneurial initiatives and business incubators, especially in the fields of technology and digital services. This progress has enhanced awareness of innovation as an economic value and encouraged youth to establish small enterprises based on creative ideas that meet local market needs while aligning with global trends. Studying startups in Libya represents a promising research area, as it helps understand the determinants of their success and the obstacles they face in early establishment stages. This, in turn, contributes to proposing supportive policies for the entrepreneurial environment and empowers entrepreneurs to achieve growth and sustainability amid challenges (Alsharif, Esmail, & Alsabe, 2025).

Types of Startups

Startups vary according to their nature, objectives, and growth levels, and can be classified into the following main types (McCarthy, Brown, & Zhao, 2023)

- **Tech Startups:**
  Focus on modern technologies such as artificial intelligence, software, and e-commerce, characterized by high innovation capacity and rapid global growth.
- **Social Startups:**
  Aim to achieve positive social impact alongside profitability by addressing community issues like unemployment, poverty, and education, while maintaining financial sustainability.
- **Sustainable Startups:**
  Strive to balance economic, environmental, and social dimensions by adopting environmentally responsible practices that support sustainable development.
- **Rapid Growth Startups:**
  Created with the purpose of fast local and international expansion, relying on repeatable business models and often supported by venture capital investors.
- **Traditional Small Startups:**
  Concentrate on the local market to achieve financial stability and steady income without pursuing large-scale expansion, e.g., restaurants, shops, and craft services.
- **Scalable Startups:**
  Built on a successful business model that can be replicated efficiently across multiple markets, especially in technology, education, and digital services sectors.
- **Research-Based Startups:**
  Founded on scientific research results or technological innovations, often originating from universities or research centers, with the goal of converting knowledge into commercial products.

Characteristics of Startups

Startups represent a prominent feature of the modern economy, characterized by high flexibility, rapid growth potential, and innovation. They are newly established entities seeking to exploit market opportunities through innovative and unconventional means. As a modern institutional model emerging amid digital transformations and technological innovation, startups possess distinct features that differentiate them from traditional businesses (Grieco, 2024)

- Newly established entities with high growth potential:
  Startups are early-stage organizations with significant capacity for rapid growth and expansion. They can generate revenues exceeding operating costs in short periods, granting them a competitive advantage and increasing their chances of becoming leading firms.

- Reliance on technology and innovation:
  Startups leverage digital solutions and modern technologies as the foundation of their operations. They build on innovative entrepreneurial ideas responding to market needs in novel ways, often benefiting from business incubators and accelerators to develop products and scale.
- Low operational and startup costs:
  These companies typically have lower operating and capital costs relative to their potential returns, making them attractive to investors seeking limited risk with high returns.
- Flexibility and adaptability:
  Startups demonstrate a strong ability to adapt to economic and environmental changes due to their simple organizational structures and operational flexibility. They contribute to local development, market expansion, and quick responses to shifts in the business environment.

Success Factors for Startups

Startups aim to provide innovative products or services that meet local market needs and address economic and social challenges, but face obstacles like funding shortages and intense competition. Their success and sustainability depend on several essential factors, notably (Nasseri, 2024)

- **Clear vision and objective:**
  Defining a clear vision and an innovative, executable idea is fundamental for success. It enables the startup to direct its resources toward specific goals and effectively meet market demands.
- **Competent founding team:**
  Having a complete and experienced team committed to the project is crucial for turning ideas into successful ventures. Collaboration, management, and marketing skills enhance the startup's ability to compete and innovate.
- **Strategic planning:**
  Developing a realistic and comprehensive business plan is a cornerstone of success. It allows precise market and competition analysis, well-designed financial and marketing strategies, and flexible risk management.
- **Flexibility and adaptation:**
  The ability to adapt to environmental and technological changes is essential for sustaining startups. Flexibility allows adjusting plans and business models to match developments in local and global markets.
- **Financial management and funding:**

Sound financial management and securing adequate funding are key success enablers, ensuring operational stability and growth continuity through careful financial planning and diversification of capital sources (Souissi, 2025).

Reasons for Startup Failure

Despite several factors contributing to startup success, there are common reasons leading to failure, including (Jain & Ali, 2023)

- Lack of skilled human resources: Failure to attract qualified and skilled employees negatively impacts team performance.
- Loss of motivation and passion: Weak drive among founders or the team reduces the capacity to overcome challenges.
- Limited financial resources: Insufficient funding or running out of capital causes operations to halt.
- Intense competition: The presence of strong competitors may restrict the company's market share.
- Poor product or service quality: Delivering products or services that fail to meet customer expectations lowers demand.
- Absence of a target market: No real need for the product or service results in project failure.
- Flaws in the business model: Poorly designed business models affect sustainability and profitability.
- Inappropriate pricing: Inability to set appropriate prices and costs reduces competitiveness.
- Launching at the wrong time: Introducing the product or service at an unsuitable time decreases chances of success.
- Team conflicts: Internal disputes impair performance and decision-making.
- Weak financial and administrative planning: Poor resource management and lack of managerial expertise weaken the company.
- Insufficient market research: Inadequate market analysis and understanding of customer needs hinder competitive ability.
- Lack of experience and specialized team: Absence of a diverse and skilled team limits growth and sustainability.

Steps to Establish a Successful Startup

Creating a startup is a systematic process requiring strategic planning and organized execution, summarized as follows (Zhao & Wang, 2022)

- Idea identification and feasibility study: Begin by defining an innovative idea that meets market needs or exploits available business opportunities, followed by a comprehensive feasibility study to evaluate viability and success potential.

- Developing the business plan: Craft a detailed business plan outlining the idea, objectives, target audience, competition analysis, organizational structure, and marketing and financing strategies.
- Choosing the legal structure and registering the company: Select the appropriate legal form (e.g., sole proprietorship, limited liability Company, or joint-stock company), complete registration, and obtain necessary licenses.
- Securing funding: Identify available funding sources, including personal capital, investors, loans, or startup support programs.
- Setting up infrastructure and human resources: Acquire required physical and technological resources and build a competent team to support company operations.
- Product or service development: Design and develop offerings aligned with customer needs and preferences, emphasizing quality and efficiency.
- Launching and marketing: Start official operations and implement comprehensive marketing strategies to reach the target market and boost brand awareness.
- Performance monitoring and analysis: Regularly track financial and operational results, analyze data to pinpoint strengths and weaknesses, and develop continuous improvement strategies.

Key Determinants of Startup Success

The success of startups in Libya depends on the integration of internal determinants related to organizational and managerial competence with external determinants linked to the economic and institutional environment. Together, these factors create a supportive framework for growth and sustainability during the early stages of establishment. The main determinants affecting startup success in Libya's early phases can be classified into interacting internal and external factors that influence the ability of these companies to grow and sustain. These determinants are grouped under the following categories (Alsharif, Esmail, & Alsabe, 2025)

First: Internal determinants

1. **Characteristics of the founding team:**

The distinctive characteristics of the founding team are fundamental factors that determine the success trajectory of a startup during its early stages of establishment. This team forms the core foundation upon which the project vision and its strategic execution are built. Their prior experiences, administrative and innovative skills, and their ability to make strategic decisions significantly influence the project's direction and achievement of its objectives. The success of the startup in its initial phases largely depends on the quality of the founding team in terms of competence, integration, leadership, harmony, and learning capacity. These properties form the basis that enables the company to achieve growth and sustainability in an environment characterized by high risks and challenges. The most prominent of these characteristics can be identified across several primary dimensions discussed in academic literature on entrepreneurship, as follows (Amer, Al-Jazaa, Raghb, & Hamida, 2025):

- **Efficiency and practical experience:**
  Practical experience and technical and managerial knowledge of the team members are crucial for transforming the idea into an executable project. The more varied and comprehensive the team's expertise in management, marketing, finance, and technology, the higher the chances of making sound strategic decisions and achieving sustainable growth.
- **Skills and specialization integration:**
  Cognitive diversity and skill integration among team members enhance the company's ability to face various challenges encountered during the initial phases of establishment. Having a team with members from different specializations contributes to enriching decision-making processes and increases problem-solving efficiency through creative and innovative methods.
- **Leadership and strategic vision:**
  Effective leadership is a decisive factor in guiding the team toward achieving its goals. The founding leader who possesses a clear vision and a defined strategy can inspire motivation within the team and foster harmony in collective performance. Clearly articulated vision also helps in prioritizing work and directing resources toward high-value activities.
- **Harmony and mutual trust:**
  The level of internal harmony and mutual trust among team members is a significant factor affecting startup stability. Trust enables free exchange of ideas, reduces internal conflicts, and fosters a spirit of cooperation and shared responsibility toward the project's objectives.
- **Ability to adapt and learn:**
  Startup environments are characterized by high instability and continuous change, necessitating the founding team to have intellectual flexibility and readiness to learn quickly from experiences and mistakes. The ability to adapt to technological and market changes is a critical factor in the company's continuity during its early stages.
- **Commitment and entrepreneurial motivation:**
  High commitment and intrinsic motivation are essential characteristics that distinguish a successful founding team. A strong belief in the project's feasibility and its objectives positively reflect on the persistence of efforts and overcoming financial or organizational difficulties typically faced by startups.

2. **Organizational Structure and Operational Management**

Operational and marketing strategies are pivotal elements in determining the growth trajectory and sustainability of startups during their early stages. They serve as the implementation framework through which entrepreneurial vision is translated into measurable practical results. The success of these strategies depends on their accuracy, flexibility, and ability to align limited resources with available market opportunities. Additionally, clarity in organizational structure and the effectiveness of operational management contribute to enhancing performance efficiency and optimizing resource utilization. Early operational and marketing strategies form integrated components of the organizational structure and operational management, interrelated to reinforce internal efficiency and direct performance toward achieving growth and sustainability, as illustrated in the following areas: (Kuratko & Morris, 2021)

- **Impact of Early Operational Strategies:**
  Operational strategies contribute to building the administrative and organizational foundation of the company by defining roles, responsibilities, and effectively allocating resources, ensuring discipline and operational efficiency. Adopting flexible operational systems supported by continuous performance assessments helps improve productivity and adapt to market changes. It also fosters an organizational culture based on quality and responsibility, which enhances investor confidence and supports sustained growth.
- **Impact of Early Marketing Strategies:**
  Early marketing strategies are crucial for building the company's identity and establishing its competitive position. Precise market needs analysis and target audience identification enable the development of innovative value propositions that facilitate market penetration and the initial customer base. Additionally, early marketing serves as a means to generate market knowledge, supporting product development and fostering long-term customer relationships.
- **Integration of Operational and Marketing Dimensions:**
  The integration of operational and marketing strategies is a fundamental condition for achieving a balance between internal efficiency and external responsiveness. Organized operations support marketing effectiveness by ensuring product quality and supply continuity, while analytical marketing provides feedback that guides operational decisions. Therefore, firms adopting an integrated, analysis-based, and flexible approach have greater opportunities to attain sustainable growth and a long-term competitive advantage.

3. **Finance and Financial Resource Management**

Access to financial, human, and technological resources is a fundamental factor that determines a startup's ability to succeed during its early stages. These resources form the foundation upon which the company's operational and organizational structure is built, enabling the founding team to translate the entrepreneurial vision into measurable practical outcomes. Adequate financing provides liquidity to cover operating costs, fund product and service development, and support marketing activities, thereby enhancing the capacity to face early financial risks. Meanwhile, human resources ensure the possession of the necessary skills and expertise to manage operations, stimulate innovation, and build a strong organizational culture based on commitment and quality. Technological resources enable the company to improve product quality, accelerate operational processes, gather and analyze market data, and adopt innovative solutions that increase efficiency and competitive advantage. Accordingly, balanced and flexible availability of these resources contributes to enhancing performance efficiency, accelerating growth, and ensuring the company's sustainability in a dynamic and complex business environment. Their importance is reflected in the following aspects: (Al-Hammadi, 2021)

- **Financial Resources:**

  Financial resources are the lifeblood of a startup, enabling it to:
  - Cover core operating costs such as rent, salaries, and production supplies.
  - Finance product and service development, ensuring market competitiveness.
  - Support early marketing activities that help build an initial customer base.
  - Provide the capacity to face financial emergencies or unexpected market changes, enhancing sustainability during the initial instability phase.
- **Human Resources:**

  Human resources play a pivotal role in achieving the startup's objectives by:
  - Providing the necessary skills and expertise to efficiently manage operational and marketing processes.
  - Enhancing innovation capability through multidisciplinary teams that creatively solve problems.
  - Building a strong organizational culture based on commitment and quality, increasing team cohesion and reducing turnover rates.
  - Enabling gradual expansion without affecting performance quality or operational stability.
- **Technological Resources:**

  Technological resources are essential for supporting innovation and increasing operational efficiency by:
  - Improving product and service quality and reducing operational errors.
  - Accelerating development and production processes, allowing the company to meet market demands rapidly.
  - Collecting and analyzing market data to facilitate strategic decisions based on accurate information.

- Enabling the company to leverage modern technologies in marketing, operations management, and customer interaction, which enhances competitiveness.

4. **Innovation and Product Development:**

Innovation and product development constitute critical determinants of the success of startups, representing a primary mechanism for achieving differentiation and competitive advantage in a dynamic business environment. Companies that invest in innovating new products or services can more effectively meet market needs, which contributes to attracting and retaining customers. Continuous innovation also enables adaptation to technological and market changes, opening new markets and increasing revenue streams. Furthermore, focusing on product development enhances the company's reputation and attractiveness to investors and encourages a culture of creativity within the team, supporting long-term performance and sustainability. Innovation and product development are fundamental elements that cannot be overlooked in the growth trajectory of startups, as they contribute to differentiation, strengthening competitive capacity, and achieving long-term market sustainability. Their importance can be summarized in the following points: (Al-Zoubi, 2020).

- **Achieving a Competitive Advantage:**
  Innovative products or services help the company stand out from competitors by providing new solutions that better meet customer needs, increasing customer retention and attracting new segments.

- **Responding to Market and Technological Changes:**
  The current business environment is characterized by rapid change. Continuous innovation in product development allows companies to adapt to emerging trends and market demands, enhancing their resilience and flexibility.

- **Creating Additional Growth Opportunities:**
  Developing new products or improving existing ones opens new markets and increases revenue sources, contributing to expanding the customer base and long-term growth.

- **Enhancing the Company's Reputation and Attractiveness to Investors:**
  Innovative companies are perceived as more capable of growth and success, making them attractive to partners and investors and increasing their market value.

- **Fostering a Culture of Creativity and Innovation within the Team:**
  Focusing on product development boosts the creative spirit among team members and motivates them to devise innovative solutions to challenges, supporting overall company performance.

Second: External Determinants

1) **Legislative and Regulatory Environment:**

The legislative and regulatory environment plays a central role in determining the success opportunities for startups during their early stages. The presence of clear laws, supportive policies, and simplified procedures for company establishment helps reduce administrative and bureaucratic barriers, which accelerates market entry and lowers operating costs. Additionally, legislation that protects intellectual property, regulates taxes, and encourages investment provides a safe and stimulating environment for innovation and growth. In contrast, a complex or unstable legislative environment can limit startups' ability to expand, attract funding, or sustain operations, increasing the risk of failure in the initial phases. Therefore, the legislative and regulatory environment is crucial in shaping the success potential of startups in their early stages by determining how easily a company can be established and sustained. This determinant can be broken down into the following components: (Al-Sharif, Ismail, & Al-Sobhi, 2025).

- **Clarity of Laws and Policies:**
  Clear legislation provides a stable legal framework that facilitates entrepreneurs in establishing their companies without major administrative complexities, reducing the time and costs needed to launch.
- **Intellectual Property Protection:**
  Laws protecting patents, trademarks, and copyrights help startups innovate confidently and ensure their ideas are not exploited by competitors.
- **Tax and Financial Legislation:**
  Fair and flexible tax systems encourage investment and reduce financial burdens, allowing startups greater latitude to focus on growth and expansion.
- **Ease of Access to Finance and Investment:**
  Policies that promote local and foreign investments and support incubators and accelerators increase the chances of startups obtaining essential financial resources during their early phases.
- **Stability and Institutional Regulation:**
  A stable regulatory environment reduces risks related to sudden legal changes, thereby enhancing the company's sustainability and its ability to plan for the long term.

2) **The Economic and Political Environment**

The economic and political environment refers to a set of external factors, including government policies, political stability, inflation rates, economic growth, financial and tax legislations, as well as the support from government institutions and the private sector for startups. This environment forms the overall framework within which startups operate and directly influences their capacity for growth and sustainability. It plays a vital role in the success of startups, as it represents the external context that shapes their opportunities for expansion and endurance. This determinant encompasses multiple factors affecting a company's ability to establish itself, attract funding, and broaden its operations. Its significance can be summarized as follows: (Faraahi, 2025).

Economic Environment:

- **Economic Growth:**
  The overall demand for products and services impacts opportunities for startup expansion.
- **Inflation and Interest Rates:**
  Rising inflation or interest rates increase financing costs and reduce purchasing power.
- **Availability of Finance and Investment:**
  The accessibility of venture capital and concessional loans influences the ability of startups to develop their products and services.
- **Economic Infrastructure:**
  Advanced infrastructure (transportation, communication, energy) facilitates operational processes and reduces costs.
- **Market Opportunities:**
  A stable economic environment provides greater chances for successful marketing of products and services.
- **Securing Funding:**
  Supportive policies and economic stability attract investors and ease obtaining essential funding.
- **Reducing Operational Risks:**
  Political stability and clear legislation minimize legal and administrative risks.
- **Stimulating Innovation:**
  Policies that encourage entrepreneurship offer more space for startups to experiment with new ideas and develop innovative products.

Political Environment:

- **Political Stability:**
  Stability boosts confidence and encourages investment, while instability increases risks and limits success opportunities.
- **Legal and Regulatory Framework:**
  Labor laws, intellectual property protections, and company formation regulations directly affect the ability to establish and manage projects.
- **Supportive Entrepreneurship Policies:**
  Government support programs, tax incentives, and financial facilitation contribute to faster startup growth.

- **Corruption and Bureaucracy:**
  These negatively impact decision-making speed, increase operational costs, and hinder access to essential resources.

3) Infrastructure and Technology

Infrastructure and technology play a pivotal role in determining the success opportunities of startups, especially in their early stages. These companies rely on the availability of essential resources and modern technologies to develop their products and services and ensure continuity of operations. Infrastructure and technology represent a decisive factor in startups' ability to establish themselves and achieve growth in their initial phases. The success of these companies heavily depends on the availability of physical and technological resources that enable efficient operations and the development of innovative products that meet market needs. Therefore, infrastructure and technology form the framework that enables startups to operate efficiently, develop innovative products and services, and effectively reach markets. The quality of infrastructure particularly in telecommunications, transportation, logistics, and technology significantly influences operational efficiency and the companies' ability to access target markets. The impact can be summarized as follows: (Al-Atwai, 2022).

- **Enhancing Operational Efficiency:**
  Basic infrastructure such as transportation networks, energy, and telecommunications provide the suitable environment for highly efficient operational execution. Modern technological systems contribute to process automation, inventory management, and supply chain management, reducing operational costs and increasing production speed.
- **Enabling Innovation and Product Development:**
  Digital technologies, software tools, and cloud computing empower startups to develop new products and services faster and at lower costs. Data-driven research and analysis help understand consumer behavior and market trends, supporting informed decision-making and reducing risks associated with new product launches.
- **Facilitating Market and Customer Access:**
  Digital infrastructure enables access to local, regional, and international markets through e-commerce and digital marketing. Communication and digital trading platforms support effective interaction with customers, gathering feedback, and rapidly improving products, thus increasing chances of success in early stages.
- **Increasing Competitive Advantage:**
  Advanced technology improves product and service quality, giving the company a competitive edge in the marketplace. Effective use of modern

technologies also enhances the company's reputation and its ability to attract customers and potential investors.

- **Reducing Operational Risks and Ensuring Sustainability:**
  Institutional infrastructure, such as business incubators and research centers, provides technical and administrative support to startups, minimizing risks related to daily operations. Operational stability supported by modern technologies improves management of financial and human resources efficiently, boosting the company's chances for long-term continuity and growth.

4) Market and Competitive Environment

The market and competitive environment is a critical determinant of early-stage startup success, encompassing market size, demand characteristics, competition intensity, market maturity, and economic and technological shifts (McCarthy, Brown, & Zhao, 2023). Favorable market conditions characterized by sufficient demand, opportunities for differentiation, and manageable competition enhance startups' growth and sustainability. Understanding local consumer needs, monitoring competitors, and adopting flexible, innovation-driven strategies are essential for market penetration and early success, particularly in contexts with limited traditional marketing channels, such as Libya. This determinant can be broken down into the following components:

- **Market Size, Type, and Growth Potential:**
  - Large markets characterized by steady demand for products or services provide greater opportunities for startups to test ideas and achieve rapid growth.
  - Small or limited-demand markets may constrain company expansion and complicate early profitability, potentially weakening sustainability.
- **Nature of Competition:**
  - A high number of competitors or strong companies forces startups to offer distinctive added value or innovate products/services to attract customers.
  - In low-competition environments, startups may benefit from relative market monopoly but must monitor risks like rapid new entrant arrivals.
- **Customer Trends and Market Needs:**
  - Understanding consumer behavior and actual needs helps design products or services aligned with expectations, increasing market acceptance.
  - Continuous changes in consumer tastes or market demands require a high capacity to adapt and rapidly develop products.
- **Technological and Innovation Factors:**
  - Startups capable of leveraging modern technology to enhance their products or services often gain competitive advantages facilitating early success.
  - Ignoring technological advancements or innovation risks falling behind competitors and losing growth opportunities.

- **Economic and Structural Market Factors:**
  - Indicators such as economic growth rate, consumer purchasing power, and availability of marketing channels directly affect a startup's ability to scale operations.
  - Economically unstable markets or those with flexible regulations may present additional challenges for early-stage startups.

Conclusion

Based on the analytical findings and scientific conclusions of this research, it is clear that the success of startups in Libya during their early establishment phases represents a complex and multidimensional process, in which institutional, economic, social, and organizational factors interconnect in an integrated manner. The study demonstrated that the absence of a clear legislative and regulatory environment, weak technical infrastructure, and lack of funding represent the most prominent challenges limiting the ability of entrepreneurial projects to grow and sustain. The results also revealed that political and economic instability, coupled with inadequate institutional support and government programs, constitute structural obstacles that directly affect the entrepreneurial climate and reduce the attractiveness of the Libyan market for both local and foreign investors. Conversely, the study showed that internal factors such as the efficiency of the founding team, the ability to innovate, and developing products suited to local market needs play a pivotal role in enhancing survival and growth opportunities within an environment characterized by uncertainty. It became evident that projects with founding teams possessing comprehensive managerial and technical expertise, adopting strategies based on innovation and adaptability, are better equipped to overcome challenges and achieve medium- and long-term sustainability. The research also concluded that, despite the many challenges Libya faces, the country holds promising potentials and opportunities in fields such as digital economy, renewable energy, smart agriculture, education, and technical services. These sectors could serve as vital pillars for the growth of startups, provided that a supportive institutional and regulatory environment is established. This affirms that building an effective entrepreneurial ecosystem cannot be achieved without structural reforms encompassing legal, economic, human, and technological aspects simultaneously. Reviving the entrepreneurship sector in Libya requires a comprehensive national vision grounded in the principles of transparency, good governance, and role integration among various stakeholders, including the government, private sector, universities, and financial institutions. It also demands adopting stimulating economic policies, developing digital.

Research result

1. Weak legislative and regulatory framework

The results showed that the absence of a clear legislative system regulating startups in Libya is one of the most important structural obstacles to their success. Slow registration and licensing procedures, complicated administrative processes, and the absence of effective intellectual property protection laws have all been found to weaken the ability of startups to quickly and safely enter the market. This result is consistent with what was confirmed by the reports of the OECD (2025) and the World Bank (2020) about Libya's low ranking in the ease of doing business.

2. Insufficient financing system and high credit risks

   The results showed that limited access to finance is one of the most critical challenges for entrepreneurs, as more than 80-90% of founders rely on self-financing according to comparative studies. The high non-performing loan ratios (20%) and the tightening of banks ' credit policies, coupled with the continued closure of the Land Registry, also reflect the absence of a risk-supportive financing environment. Local studies have confirmed that the difficulty of bank financing is a major obstacle for 70-80% of start-ups.

3. Weak technical and institutional infrastructure

   The results indicate that the lack of technical and communication infrastructure—in particular, limited access to the internet (only 22%)—directly affects the operability and expansion of startups, especially technical ones. The limited number of incubators and accelerators and the absence of specialized guidance centers limit the ability of projects to obtain the necessary technical and administrative guidance.

4. Economic and political volatility and market instability

   The results revealed that political and economic instability is a highly influential external determinant, as it leads to reduced demand, fluctuating liquidity, and high levels of risk, which hampers the sustainability of startups and weakens their ability to attract partners or investors. The UNDP report (2022) confirms the rising trend of young people towards entrepreneurship out of necessity and not out of opportunity.

5. The importance of the competence of the founding team and diverse administrative capabilities

   The results showed that the founding team is a pivotal element in the success of projects, as its flexibility, diversity of managerial, financial and technical skills, and internal homogeneity are associated with a high probability of survival by up to 40% according to local studies. The lack of operational and marketing expertise remains a major factor in the failure of projects during the early years.

6. The role of innovation and business model in enhancing competitiveness

The results show that adopting innovation-based strategies and developing products and services that meet the needs of the Libyan market gives companies a clear competitive advantage, especially in the technical and service sectors. It was also found that the mixed business models (Local/Global) indicated by the Tripoli Research Center (2020) have higher chances of success.

7. Clear gaps in training and entrepreneurial capacity building
   The results showed a significant weakness in training programs for entrepreneurship, and the lack of specialized training in business planning, resource management, digital marketing, or preparing business models. This shortage has contributed to an increase in early failure rates, especially among young people who lack work experience.
8. Weak effectiveness of government and institutional initiatives
   Despite the multiplicity of government initiatives such as the "1000 entrepreneurs" program, the results indicate that their impact is limited due to the absence of follow-up and evaluation mechanisms, poor coordination between supporting entities, a scarcity of financial and tax incentives, and the absence of official databases that can be relied upon for decision-making.
9. Unfair competition and monopolization of some sectors
   The results showed that the absence of legislation regulating competition and the monopolization of certain economic activities by large players limits the opportunities for startups to expand. The informal economy, which accounts for 60% of economic activity, is also an additional stress factor that weakens the competitiveness of organized enterprises.
10. Promising growth opportunities in emerging sectors
    The results confirmed the availability of great opportunities in sectors such as digital services, renewable energy, education, smart agriculture, and logistics. However, taking advantage of these opportunities requires a stable political and regulatory environment, an innovative financing system, and effective institutional support.

Research Recommendations

1. Reform of the legislative and regulatory framework
   Issuing legislation for startups, including: simplifying the establishment procedures, adopting a unified digital portal (One-Stop Shop), regulating investment and intellectual property, and activating competition laws to reduce monopoly.
2. Strengthening the entrepreneurial financing system
   The establishment of national Financing funds for start-up companies, the activation of the instructions of the Central Bank of Libya regarding the allocation

of percentages of investment portfolios, the development of Islamic financing tools and guarantee solutions for financing without real estate documents.

3. Development of technical and institutional infrastructure
Investing in expanding internet networks and improving their quality, launching incubators and business accelerators in various cities, and providing technical and administrative guidance and consulting services.
4. Achieving economic and financial stability
Adopt holistic policies that promote price stability and liquidity, implement reforms to improve the business environment and attract investments, and launch programs that encourage the private sector to employ young people.
5. Expansion of entrepreneurial training and qualification programs
Integrating entrepreneurship in the curricula of universities and institutes, and launching specialized training programs on the preparation of business plans, innovation, project management, digital marketing, and financial skills.
6. Supporting innovation and new business models
Providing innovation financing grants, supporting partnerships between universities and the private sector to develop knowledge and technology-based products and services, and encouraging digital business models.
7. Strengthening the incubator and accelerator system
Expand the spread of incubators and accelerators, and provide incubation programs that extend beyond the establishment stage, including accounting services, compliance management, networking with investors, and market analysis.
8. Improving institutional coordination and building national databases
Establish a national platform for startup data, and coordinate efforts between the government, the private sector and international organizations to ensure the construction of an integrated and effective entrepreneurship system.
9. Launching a National Entrepreneurship Strategy
Formulate a comprehensive strategy that sets clear goals, performance evaluation mechanisms, and balanced support programs targeting various stages of the startup life cycle.
10. Enhancing community awareness of entrepreneurship culture
Implement awareness and media campaigns to promote the culture of initiative and innovation, encourage success stories, and support the participation of youth and women in innovative entrepreneurial projects.

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