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Building a Communication Strategy in Light of the Entrepreneurial Mindset of Algerian Scale-Up Startups: Yassir Digital Services Company as a Model

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Abstract. *This field study explores the methodological and practical elements of building an effective communication strategy based on the entrepreneurial vision of Algerian startup founders and managers. This falls under the concept of entrepreneurial communication, defined as the entrepreneur's ability to compellingly formulate and execute a strategic vision for their startup. To achieve this, we adopted a qualitative case study approach, conducting in depth interviews with the communications responsible; and the CEO of the digital services company Yassir as a purposive sample. The findings reveal a high awareness of the need to institutionalize communication planning, as a crucial factor for ensuring sustainable growth and leadership. Furthermore, there is a strong integration between flexible, innovation driven entrepreneurial thought and the formulation of regional, and international communication localization strategies. This approach focuses on adapting messages and branding to the local cultures of new markets, prioritizing digital communicative interaction over traditional promotional tactics for services and competitive offers.*

Keywords*: communication strategy, strategic communication planning, communication plan, entrepreneurial eommunication, entrepreneurial eindset, entrepreneurship*

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Əlcəzairdə miqyaslı startapların sahibkarlıq düşüncəsi işığında kommunikasiya strategiyasının qurulması: Yassir rəqəmsal xidmətlər şirkəti model kimi

Ziad Chaibeddra

Xülasə. *Bu sahə tədqiqatı Əlcəzair startap təsisçiləri və menecerlərinin sahibkarlıq vizyonuna əsaslanan effektiv ünsiyyət strategiyasının qurulmasının metodoloji və praktik elementlərini araşdırır. Bu, sahibkarın startapları üçün strateji vizyonu inandırıcı şəkildə formalaşdırmaq və həyata keçirmək bacarığı kimi müəyyən edilən sahibkarlıq ünsiyyəti anlayışına aiddir. Buna nail olmaq üçün biz keyfiyyətli bir iş araşdırması yanaşmasını tətbiq etdik, kommunikasiya məsulları ilə dərin müsahibələr apardıq; və rəqəmsal xidmətlər şirkətinin baş direktoru Yassir məqsədyönlü nümunə kimi.*

Nəticələr, davamlı böyümə və liderliyin təmin edilməsi üçün vacib amil kimi kommunikasiya planlaşdırmasının institusionallaşdırılması zərurətinin yüksək səviyyədə olduğunu göstərir. Bundan əlavə, çevik, innovasiya yönümlü sahibkarlıq düşüncəsi ilə regional və beynəlxalq kommunikasiya lokalizasiya strategiyalarının formalaşdırılması arasında güclü inteqrasiya mövcuddur. Bu yanaşma mesajları və brendinqi yeni bazarların yerli mədəniyyətlərinə uyğunlaşdırmağa, xidmətlər və rəqabətli təkliflər üçün ənənəvi təşviqat taktikalarından daha çox rəqəmsal kommunikativ qarşılıqlı əlaqəyə üstünlük verməyə yönəlmişdir.

Açar sözlər: *kommunikasiya strategiyası, strateji kommunikasiya planlaması, kommunikasiya planı, sahibkarlıq kommunikasiyası, sahibkarlıq düşüncəsi, sahibkarlıq*

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Introduction

The global and local business landscape is undergoing radical transformations, establishing a new reality where startups dominate the economic scene as key drivers of growth, innovation and wealth creation. In Algeria, the economic environment is experiencing unprecedented dynamism supporting this trend, with numerous startups successfully transitioning from the seed stage to the scale-up phase. This critical stage demands the adoption of innovative managerial and organizational approaches that transcend traditional frameworks. These approaches must be deeply rooted in entrepreneurial thought -characterized by proactive agility, opportunity recognition and calculated risk taking-to ensure sustainable expansion in a competitive market.

Amidst this rapid growth, communication strategy emerges as a vital element in the trajectory of scaling companies. Transitioning from a small startup to an enterprise expanding into new markets presents complex communication challenges. Internally, it requires maintaining a culture of innovation and team cohesion; externally, it involves building a strong corporate image and reputation to attract a broader customer base and strategic investors. Consequently, a successful communication strategy goes beyond mere information transmission. By embodying the core traits of entrepreneurial thought, it becomes a dynamic, innovative tool that directly helps overcome growth barriers, and achieve the startup's expansion goals in both the Algerian and international markets.

1. Problematic Statement:
Despite the critical importance of the scale-up phase for Algerian startups, field practice reveals a clear paradox. While these companies possess entrepreneurial ideas, innovative technologies and growth ambitions, their communication practices are often haphazard and non strategic. Alternatively, they replicate rigid, classical communication templates borrowed from traditional corporations that do not align with their agile nature. This discrepancy between the dynamic entrepreneurial thought driving operational processes, and a rigid or random communication performance creates a significant gap. It hinders their ability to manage growth crises, persuade strategic partners, and expand market share, ultimately threatening their sustainability.

Academically and practically, there is a notable scarcity of studies systematically linking "communication strategy building" with "entrepreneurial thought" in scaling startups, particularly within the Algerian context, and its unique socio-cultural and economic challenges. Therefore, the core problem lies in the urgent need to understand how these companies can bridge this gap, and transcend conventional communication methods. This requires leveraging entrepreneurial traits (such as innovation, proactiveness and calculated risk taking) to design and implement flexible, adaptive communication strategies that keep pace with their rapid expansion.

Based on the foregoing, the research problem of this study is crystallized in the following core question: *What are the requirements for building a communication strategy in light of entrepreneurial thought within scaling Algerian startups?*

This leads to the following sub-questions:
- What are the dimensions and characteristics of entrepreneurial thought adopted by the management of the startup under study?
- What are the methodological and practical steps taken by the startup under study to design an effective communication strategy?
- How are entrepreneurial traits integrated into the planning, and execution of the communication strategy within the startup under study?

2. Study Objectives:
- Identify the dimensions and characteristics of entrepreneurial thought (proactiveness, agility, innovation and risk taking), adopted by the leadership of scaling Algerian startups.
- Highlight how entrepreneurial traits are integrated throughout the development of internal and external communication strategies, and how this integration liberates these companies from rigid, conventional communication templates.
- Identify the barriers preventing scaling Algerian startups from building an effective communication strategy, providing practical recommendations to foster communication practices that support their sustainability and market competitiveness.

3. The Theoretical Aspect of the Study:
3.1. Communication Strategy: While the concept is relatively complex due to differing strategic, and intellectual perspectives among communication theorists, there is a broad consensus that a communication strategy comprises predefined principles guiding internal, and external communication practices. Furthermore, it provides the rationale for selecting the appropriate messages, and channels in any given situation (circumstance, dispute, problem or crisis) to achieve the desired objective (Koskela, 2013, p. 392). The American communication and linguistics experts "*Nora Simmons Mackie*" and "*Jack Damico*", refer to communication strategy as a "compensatory strategy"; which is defined as an extended and directed communicative behavior, often acquired spontaneously (by the receiver) yet applied systematically (by the sender), to overcome certain barriers (persuasive, psychological, linguistic and non linguistic), in an effort to achieve communicative and transactional goals (Beckley et *al.*, 2017, pp. 98–99).

Among the key characteristics and principles of a communication strategy include:
- *Realism: "Dennis Jönsson*", CEO of the Swedish sustainable food and beverage packaging company "Tetra Pak", argues that unless a manager makes a strategy tangible, translates it into actionable goals and secures audience acceptance, a good communication strategy remains merely a good idea.
- *Persuasion and Influence:* A communication strategy's success is measured not merely by message delivery, but by its capacity to shape attitudes and behaviors across various situations. (Garcia, 2012, p. 09)
- *Credibility:* If an organization is not recognized for the credibility of its messaging internally and externally, achieving its communication goals becomes highly difficult, resulting in lower credibility compared to reputable competitors.
- *Relationship Building:* Modern communication strategies extend beyond mere information

transmission, to foster long term relationships with the audience.
- *Communication Sustainability:* Maintaining the organization's presence and corporate image over the long term, rather than on a temporary or circumstantial basis.
- *Adaptability:* Incorporating economic, socio-cultural, and technological shifts when formulating the strategy.
- *Proactivity:* The organization's capacity to anticipate and initiate action rather than merely react, particularly during crisis management or market shifts (Argenti, 2023, p. 26).
- *Cohesion:* Ensuring structural alignment across the phases, and steps of the communication strategy and plan.
- *Speed and Responsiveness:* Particularly in the digital environment, where rapid interaction has become an essential strategic element (Souabou, 2021, p. 83).

3.2. Strategic Communication Planning: A component of overall strategic planning, it clearly contributes to achieving communication objectives. It serves as a vital tool for executing a cohesive, prioritizing communication policy while fostering cohesion among employees and stakeholders. Furthermore, it shifts focus away from daily operational routines, enabling the evaluation and adaptation of the communication strategy as circumstances dictate (Lero, 2010, p. 05).

The American scholars "*Robert Heath*" and "*Owen Nelson*" highlighted the role of internal, and external inputs in communication operations and planning. These generate strategic outputs aligned with the company's goals and priorities, comprising:
- *Internal Inputs:* Monitoring operational and production processes to ensure their compliance with management's precise and objective standards.
- *External Inputs:* Monitoring partners, stakeholders, the communication activities and strategies of competitors.
- *Planning Process:* Aligning corporate efforts and positioning with stakeholder trends, planning policies, and strategic decisions.
- *Strategic* Communication Outputs: Short term programs and long term communication strategies designed to secure the company's positioning, competitiveness, and corporate image.

Notably, strategic communication planning overlaps with the concept of strategic communication, as both aim to solidify brand awareness through products and services. Additionally, both operate within a clearly defined environment encompassing the company itself, and the stakeholders who affect and are affected by it (Smith & Silverman, 2024, p. 31).

3.3. Communication Plan: Defined as a roadmap that sets the clear direction for the communicator and their team. It outlines how to formulate, execute operational and strategic tactics through a balanced mix of communication planning, preparation and the management of internal and external communications to achieve a specific goal (Jandevi, 2019, p. 68). However, the question arises: Is this sufficient for the company? According to The American scholar "*Erica Olsen*". The answer requires finding clearer frameworks, and models to help the company build qualitative elements for its communication plan.

The plan must look further ahead by addressing three fundamental questions:
- *Where are we now?* Target positioning statements, values and guiding principles, external environment analysis using SWOT, PESTEL, and other frameworks.
- *Where are we going?* Creating sustainable competitive advantages, articulating and reinforcing corporate aspirations.
- *How will we get there?* Material resources, team, performance, priorities, initiatives and strategic goals (ranging from short to medium, and long term) (Cornut et *al.*, 2012, p. 23).

3.4. Entrepreneurial Communication: "Jean Clarke, *Joep Cornelissen*" and "*Mark Healey*" provide a comprehensive modern conceptualization of entrepreneurial communication, defining it as a dynamic, multimodal process. In this process, the entrepreneur employs a blend of verbal and non verbal communication to convey the meaning of their idea, and reduce uncertainty among external stakeholders.

This strategic endeavor aims to overcome the liability of newness by establishing the startup's legitimacy and credibility, thereby persuading investors, customers and partners to provide the essential resources and support for its growth and expansion (Clarke et *al.*, 2019, p. 337).

According to scholars "*Andi Haris*, *Mokhamad Syaom Barliana*, *Didin Saripudin*" and "*Ade Gaffar Abdullah*", the foundational elements of entrepreneurial communication in startups include:

- *Understanding:* The entrepreneur's ability to transparently convey their vision. Since workplace ambiguity leads to errors, effective communication ensures the founder's intended message is accurately grasped by employees, investors or customers, unifying the vision and preventing task conflicts.
- *Pleasure/Satisfaction:* Entrepreneurial communication is a tool for fostering a positive, motivating work environment, not merely a dry exchange of instructions. Respectful leadership communication builds "psychological safety", mitigating startup stress, boosting team morale and encouraging fearless innovation.
- *Influence Attitudes:* Entrepreneurs constantly negotiate and persuade. This entails using communication as soft power to shape convictions, and attitudes whether convincing an investor of a project's viability, encouraging a customer to try a new product, or guiding a team to willingly adopt a new business strategy.
- *Improve Relationships:* Entrepreneurial communication is a long term investment in people. It leverages interpersonal skills (such as active listening and empathy) to resolve internal conflicts, build robust networks and establish mutual trust with partners and suppliers, which is critical for corporate success.
- *Same Actions:* The ultimate goal of entrepreneurial communication is execution. Beyond mere understanding or enthusiasm, communication must translate into coordinated, harmonious actions aligned with a shared goal. This ensures that departments do not operate in silos, but rather move as a unified entity to achieve corporate objectives (Haris et *al*, 2019, p. 180).

In the same context, scholars "*Jeong-Hyun Park*" and "*Seon-Joo Kim*" introduce the concept of "innovation engineering" for startups via digital communication. This concept suggests that in the era of digital transformation, innovation no longer relies on chance or isolated individual initiatives; rather, it has evolved into a fully engineered corporate process.

Here, digital communication tools act as the infrastructure ensuring the continuous flow, and development of ideas, based on the following elements:

- In traditional structures, innovation was confined to top management. Today, digital communication democratizes innovation within the company; interactive intranets provide a safe, open space for all employees to pitch ideas. This decentralization dismantles bureaucratic barriers, allowing creative concepts to ascend directly from the operational base to decision makers, thereby accelerating the generation of new solutions.
- Innovative ideas often perish when corporate departments operate as isolated silos. Here, digital communication intervenes as a horizontal knowledge transfer bridge via unified virtual workspaces (e.g., Slack). This communication architecture enables the integration of cross functional efforts.
- Successful innovation requires an environment conducive to trial and error and rapid iteration (A/B Testing). Digital communication channels have shortened the product, or service

development lifecycle by gathering instant user feedback via smart surveys, user testing tools, and live interaction analytics. This rapid feedback loop enables the company to test and refine its prototypes in record time, and at minimal cost prior to the official market launch.
- By leveraging big data, artificial intelligence and digital communication footprints, daily customer conversations, platform behaviors and frequent inquiries are analyzed. This data is transformed into dashboards that reveal behavioral patterns and hidden issues. Consequently, corporate innovation becomes a scientific, data driven process, rather than relying on management's guesswork or personal intuition (Park & Kim, 2025, pp. 13–14).

3.5. Entrepreneurial Mindset: According to scholars "*Duane Ireland*, *Michael Hitt*" and "*David Sirmon*", the entrepreneurial mindset constitutes the cognitive, and psychological dimension of the entrepreneur. It is a way of thinking about business focused on sensing and capturing benefits arising from ambiguity and uncertainty.

It reflects the ability of entrepreneurs and their management to rapidly sense changes, make decisions and mobilize resources in highly volatile environments, enabling them to identify profitable opportunities that competitors might overlook due to the surrounding risks (Ireland et *al.*, 2003, p. 968).

Scholars "*George Thomas Lumpkin*" and "*Gregory George Dess*" assert that the entrepreneurial mindset is a set of acquired skills, and behaviors that can be developed over time, comprising the following core pillars:
- *Autonomy:* The team or founders' ability and free will to proactively develop, and fully execute a new idea or vision free from bureaucratic constraints. In startups, it signifies decision making flexibility devoid of complex organizational structures.
- *Innovativeness:* The continuous propensity to support and experiment with novel, and unconventional ideas. This pillar manifests in inventing new products or services, or developing advanced administrative and technical processes that outpace current market offerings.
- *Proactiveness:* Adopting a forward looking perspective that goes beyond merely reacting to competitors. It involves anticipating shifts in market demands, customer needs and acting to fulfill them before rivals do, thereby creating a "first mover advantage".
- *Risk Taking:* The practical and academic readiness to commit resources (financial, time or effort) to projects or strategies with uncertain outcomes. Such calculated risk taking includes entering uncharted markets, or adopting untested technologies.
- *Competitive Aggressiveness:* The propensity to directly and intensely challenge competitors to outperform them and improve market share. This entails adopting aggressive marketing strategies, or delivering radical solutions that disrupt traditional industry competition patterns (Lumpkin & Dess, 1996, p. 136).

3.6. Entrepreneurship: Moving beyond the traditional concept associating entrepreneurship merely with new venture creation, scholars "*Scott Shane*" and "*Sankaran Venkataraman*" offer one of the most comprehensive definitions. They define entrepreneurship as a scholarly field that examines the sources and emergence of opportunities, alongside the processes of their discovery, evaluation and exploitation to create future goods and services. It focuses on individuals who possess the ability to discover, and exploit these opportunities ahead of others.

Ultimately, entrepreneurship is an integrated process starting with the discovery, and conceptualization of an opportunity in the market (driven by an entrepreneurial mindset), and culminating in its actual exploitation (Shane & Venkataraman, 2000, p. 218). Scholar "*Steve Blank*" defined a startup as a temporary organization designed to search for a "scalable and repeatable business model". This implies that a startup's objective is not to execute a pre-established business plan like large corporations do; rather, its primary mission is "search and exploration", to discover what the customer truly desires and how to monetize that need. Once it discovers this stable model, it ceases to be a startup and transitions into an established company (Blank, 2013, p. 66).

Among the key motives driving entrepreneurs to establish startups that reflect the contemporary business environment are the following:

- An individual's voluntary initiative to leave a traditional career path to exploit a market gap or unmet need. This motive is often driven by a desire for professional autonomy and liberation from corporate bureaucracy, alongside the ambition to generate financial returns and accumulate wealth beyond fixed salary ceilings.
- Pressing social or professional conditions that compel individuals to resort to entrepreneurship as a survival alternative. Examples include economic recessions, lack of job opportunities, marginalization, frustration or job dissatisfaction within traditional work environments.
- From a value driven perspective, founding a startup to create a tangible positive social impact, or solve complex environmental issues. This is characteristic of green and social startups, reflecting a corporate value orientation.
- When researchers or technologists possess patents or advanced technological knowledge, they establish startups as a commercial vehicle to introduce these technologies to the market, fundamentally transforming traditional business methods (disruptive innovation) (Silva & Oliveira, 2023, p. 06).

Methods

4. Study Methodology and Procedures:

4.1. Study Methodology: A case study approach was adopted to deeply explore the phenomenon within its real world context, enabling a precise understanding and deconstruction of the prevailing corporate communication culture and strategies.

4.2. Study Tools: In depth interviews were utilized to collect qualitative data from the Communication and Branding Responsible, and the CEO. As key actors, they provided nuanced intellectual, and strategic insights unattainable through quantitative methods.

4.3. Study Sample: "Yassir" a digital services company (specializing in ride hailing, food and parcel delivery, E-payment), was selected as a purposive sample aligned with the study's objectives.

5. Empirical Framework of Study:

5.1. Overview of the Startup "Yassir":

In a (2021) report, the Organization for Economic Co-operation and Development (OECD) highlighted Yassir as a successful startup model in the Middle East and North Africa (MENA) region, within the context of analyzing the venture capital and digital growth landscape.

Founded in (2017) by researcher and entrepreneur "*Noureddine Tayebi*", Yassir stands today as a premier Algerian startup that has successfully transitioned into a leading regional scale-up. Operating as a multi-sided platform based on a Super-App model, it provides an integrated digital ecosystem connecting millions of users with thousands of partners (drivers, merchants and restaurants) through a unified technological interface (OECD, 2021, p. 61).

5.2. Roles and Functions of the Communication Departments at Yassir:

- Supervising communication activities, including promotional and advertising campaigns.
- Formulating communication strategies and plans, alongside trust, loyalty and corporate social responsibility programs.

- Creating advertising designs (static, motion and digital) for the company across various media channels.
- Analyzing traditional and digital media content to monitor current trends.
- Enhancing and fostering sustainable relationships with external stakeholders.
- Organizing and executing corporate events, such as exhibitions, open days, ceremonies and trade fairs.
- Building and monitoring the company's brand reputation and image in both physical, and digital environments.
- Implementing and developing communication and marketing strategies and plans (Merouane, 2025).

5.3. Interviews Responses and Analysis:

5.3.1. Question 1: How do you define the "entrepreneurial mindset" within Yassir today, following your transition from a small startup to a scale-up? Furthermore, what are the key attributes of this mindset that you strive to embed within the management?

In the early days of Yassir, the entrepreneurial mindset was centered around survival and demonstrating the proof of concept. Today, as we navigate the rapid expansion phase (Scale-up), this mindset has evolved to become synonymous with "calculated risk taking and speed of execution". We do not view the entrepreneurial mindset as merely a slogan, but rather as a daily operational mechanism that we refer to as the "test and learn" culture.

Among the most prominent attributes we are embedding today are "agility and proactiveness" namely, the ability to instantly pivot our strategic course based on market data:

"*We do not wait for the customer to request a specific service;*
instead, we analyze their behavior to innovate the service they will need tomorrow"

For us, making mistakes is permitted and even welcomed if it results from a rapid experiment, but slowing down out of a fear of failure is entirely unacceptable (Tayebi, 2025).

5.3.2. Question): Planned and effective communication acts as a strategic lever through which companies enhance their interests, and relationships with their audiences. As a manager at Yassir, to what extent are you aware of the importance of a communication strategy?

A communication strategy is considered an essential asset for Yassir, contributing significantly to its success and sustainability. Its core importance is manifested in:

- Aligning and motivating employees toward achieving the shared vision and objectives.
- Ensuring the sustainability of a strong corporate image in the minds of stakeholders, which aids in reinforcing long term trust and loyalty programs.
- Managing the company's reputation within the digital environment, particularly during crises, thereby enabling rapid response mechanisms.
- Highlighting and differentiating our services, brand and their added value amidst market homogeneity and intense competition.
- Selecting the appropriate communication style and channels tailored to the levels, interests and needs of each stakeholder segment across local, and international markets, ensuring the accurate delivery and comprehension of messages (Tayebi, 2025).

5.3.3. Question 3: Prior to formulating the communication strategy, it is imperative to first define the elements of the strategic orientation. What constitute the vision, mission, values, goals and objectives of Yassir?

Naturally, it is impossible to build any communication strategy without defining and understanding where the company is heading; the strategy strategically supports this direction by adopting targeted messaging and activating deliberate, supportive communication practices.

Vision: Yassir's vision is to lead digital transformation through its "Super-App" boasting over (6) million users, making it the premier and most widely used app in Africa, as well as in Algeria across (45) provinces. This is achieved by delivering essential daily services directly to users' doorsteps, leveraging technology and a vast network of over (130) partners.

Values: The company's values are built upon fundamental elements, which include:
- The boundless pursuit of innovation.
- Growth and the penetration of new markets and horizons.
- Adopting open and transparent communication as the cornerstone of relationship building.
- Enhancing collaboration and mutual trust.
- An absolute commitment to delivering services with unprecedented quality standards, and setting a benchmark for excellence in a competitive market.
- Ensuring optimal performance across all operational facets while pushing the boundaries of what is possible.

Purpose (Mission): The company's purpose extends beyond merely providing a commercial service; it aims to facilitate people's daily lives (hence the selection of the name Yassir, which translates to ease and simplicity). This includes:
- Creating economic opportunities for thousands of partners (drivers, delivery workers and merchants), and integrating them into the sharing economy.
- Empowering and developing local technical talent, competencies to curb brain drain, and create a successful, (100%) local tech company model to inspire novice entrepreneurs.
- Instilling positive social values, such as trust and mutual cooperation, through technology and the services provided.

Operational & Strategic Objectives: To achieve the aforementioned vision and goals, the company pursues clear operational and strategic objectives, namely:
- Expanding the provision of financial services (Yassir Pay) to assist users with digital payments, savings and borrowing, particularly in communities underserved by traditional banking services despite high mobile internet penetration rates.
- Increasing expansion beyond North Africa into other African countries, European markets in France and Canada.
- Building a comprehensive platform that covers all customer needs from the moment they commute to work, to buying groceries, ordering food and paying bills all within a single app (Tayebi, 2025).

5.3.4. Question 4: Internally, with the rapid expansion and the increasing number of employees across various disciplines and regions, how do you employ the flexibility of the entrepreneurial mindset in your internal communication to ensure the company does not fall into the trap of bureaucracy and maintains a culture of innovation?

This challenge is arguably the most difficult for any scaling company, when we were just two people, communication happened organically in a single room. Today, however, with hundreds of employees and tech professionals spread across multiple countries, it became imperative to build internal communication networks that reject complex, rigid structures in favor of a flat hierarchy.

We have leveraged the entrepreneurial mindset in this context through absolute transparency, and omnidirectional communication (an interactive star network). We rely on regular "Town Hall" meetings, where the most junior employee or entry level engineer can pose a direct question to the CEO. Additionally, we utilize agile communication tools like "slack" to create open brainstorming channels.

Our persistent internal message is:
"*You are not merely an employee executing orders;*
you are a partner and an intrapreneur within Yassir".
It is precisely this open communication framework that shields us from bureaucracy, and ensures the rapid and flexible flow of ideas (Tayebi, 2025; Merouane, 2025).

5.3.5. Question 5: Externally, Yassir is no longer just a ride hailing app; it has become a Super-App. How was your communication message designed to convince the Algerian user of this transformation, while maintaining the trust factor that was built initially?
The transition toward a "Super-App" was fundamentally a communication challenge. The Algerian consumer knew and trusted us as a "ride hailing" service. To convince them to adopt our new services (food delivery, groceries or E-payment), we did not rely on a classic marketing communication strategy based on massive advertising, but rather on data driven and value added communication.

Our simple message is:
"*We are here to make your entire life easier, not just your commute*".
We utilized targeted digital communication within the app (In-App Messaging). For instance, a customer ordering a car to head home in the evening receives a smart notification suggesting they order dinner via "Yassir Express", to arrive simultaneously with their return. We also employed the local dialect (darija) in our campaigns to stay close to the everyday lives of Algerians, and we focused on the real success stories of our partners (drivers and merchants), to build reliability and credibility.

Consequently, our communication planning is not built for three or five years as large corporations do; instead, we rely on quarterly plans that are subject to continuous, real time adjustments. In designing our message, we adopt the principle of localizing expansion (glocalization). Even though we are expanding continentally, our messaging in Algiers differs in its dialect, and phrasing from our messaging in eastern or western Algeria.

The entrepreneurial goal here is to maintain authenticity, as the customer must always feel that Yassir is a product of their own environment, and understands their immediate, daily needs. Furthermore, at Yassir; the "Multi Sided Platform" does not cater to a single audience, but rather to a "network of stakeholders". These stakeholders are identified based on their digital needs and behaviors, rather than merely relying on demographic data.

Once the audience network is identified, we tailor the message to be digital, personalized and structured around the following segmentation:
- *End Users (B2C):* We rely on contextual messaging delivered via "push notifications" to the user's phone. For example, if real time data indicates it is raining in Algiers, we automatically adapt and trigger a digital message saying:
- "*Raining outside? Stay in;*
we will handle delivering your hot meal right to your door with Yassir Express".
- *Partners (B2B):* We tailor the message to incentivize behavior, often utilizing Gamification within the driver app. Instead of sending a traditional email, a digital progress bar appears in the app with the message:
"*Complete 3 more trips today to unlock an instant reward*".
- *Tech Professionals and Investors:* We employ an Inbound Marketing strategy. We publish in depth technical reports, and case studies detailing how our engineers solve complex problems within the App's infrastructure, effectively targeting this demographic through "LinkedIn" algorithms (Tayebi, 2025; Merouane, 2025).

5.3.6. Question 6: In the initial phase of analyzing the competitive environment, how does your methodology as a scaling entrepreneurial company differ from classical market studies?
Classical corporate environment analysis can take months, but in the startup world, the market changes in weeks, or even days. Therefore, our analytical approach does not rely on paper based questionnaires or lengthy observation periods, but rather on an "A/B Testing" strategy and real time monitoring. We roll out a specific feature or message to a very small segment of users in a particular province, and measure their direct engagement.

The proactive mindset here enables us to analyze a problem before the customer even complains about it. For instance, if we detect through our algorithms that there are frequent order cancellations in a specific area, we immediately launch a precise communication campaign (micro targeting), directed at that region to address the underlying issue (Tayebi, 2025; Merouane, 2025).

5.3.7. Question 7: Given that the stakeholders associated with the company both influence and are influenced by it, the company relies on their opinions, reviews, usage and adoption of services to ensure its sustainability. How is the target audience identified?
Recognizing the socio-cultural specificities of Algerian society, the company invests heavily in local call centers for customer and partner service. This helps break down the barrier of fear associated with adopting new technology and builds trust.

The target audience is identified across the following categories:
- *End Users (B2C):* They are identified through big data analysis of the customer journey, and this audience is then segmented based on their specific needs:
- Citizens seeking safe, daily mobility (Yassir Go).
- Citizens seeking speed, and convenience in food delivery (Yassir Express).
- Citizens who lack access to banking services, or are seeking rapid financial inclusion (Yassir Pay).
- *Partners and Value Creators (B2B & Gig Workers):* This includes drivers, delivery personnel and restaurant or store owners. They are identified as strategic partners looking for financial independence, increased income and an expanded customer base.
- *Institutional Audience:* This includes technical talent and strategic investors, as well as government entities (particularly crucial when expanding into the Fintech sector).
- As for tailoring communication messages, and guided by an entrepreneurial mindset that embraces persuasive communication, Yassir crafts targeted messages that address the core motivations of each segment:
- *End Users:* "*We make your daily life easier*". The message here emphasizes "trust, speed and convenience".
- *Partners (Drivers and Merchants):* "*Be your own boss*" or "*Grow your business with us*". The messaging treats them not as employees, but as micro-entrepreneurs, which instills a sense of belonging to the Yassir ecosystem.
- *Tech Talent and Investors:* "*We are building the future of the digital economy in Africa*". This message is designed to attract diaspora talent, and investors looking for local tech success stories that meet global standards (Tayebi, 2025; Merouane, 2025).

5.3.8. Question 8: What are your criteria for selecting communication channels to execute your strategic plan and how is innovation utilized in this step?
Our primary criterion is to be present wherever the customer is, whenever they need us. We do not buy random advertising spaces. Instead, innovation in execution lies in transforming the app itself into our most powerful communication channel (owned media).

Furthermore, we introduced the innovative concept of integrating "our partners" into the execution phase: a Yassir driver acts as a mobile media and communication channel, while a partner restaurant serves as a platform to showcase our services. Consequently, we execute our strategy by building an integrated Ecosystem that seamlessly, and unobtrusively surrounds the user with the company's message. Additionally, within an entrepreneurial mindset, the best communication channel is the one you own and whose data you control.

Therefore, we focus on:
- *The App as the Primary Channel:* The user interface within the Yassir app is our strongest communication channel. The design, colors and ease of navigation act as silent communicative messages telling the customer: "*We are a seamless and reliable service*".
- *Search Engine and App Store Optimization:* We ensure that Yassir ranks as the top digital result whenever an Algerian searches for terms like "delivery, transportation or digital payment".
- *Social Media:* We do not use social media platforms (particularly Instagram and TikTok), as billboards for static advertisements. Instead, we utilize them as two way communication channels by creating short form content (Reels), that reflects the daily lives of Algerians, all while managing our digital reputation (E-reputation) through instant replies to comments (Tayebi, 2025; Merouane, 2025).

5.3.9. Question 9: Building any communication strategy relies on essential resources (material, human and informational). As a scaling company, what are the core resources you rely on? And how does the entrepreneurial mindset factor into managing and utilizing these resources?

In traditional companies, the primary resource for communication might be a massive budget. However, at our company, we do not allocate fixed financial amounts in advance for long term campaigns. Instead, our budget allocation is determined daily -and even momentarily- based on two crucial metrics:
- *Customer Acquisition Cost (CAC):* How much does an ad cost us to bring in a new user who downloads the app and orders their first ride or meal?
- *Customer Lifetime Value (CLV):* What is the total financial revenue this user will generate throughout their entire time using the app?

That said, our company's core resources actually consist of two main elements: The big data and agile human capital specifically, a communication team driven by a growth hacking mindset. They utilize advanced technological tools at calculated costs to achieve the maximum possible impact. This reflects the essence of the entrepreneurial mindset, which intervenes by transforming raw, silent data into actionable communication Insights, alongside the core entrepreneurial goal of maximizing output using smart and innovative resources.

For example, if digital data proves that a specific communication channel (such as Instagram ads in the city of Oran) brings us high value customers at a low cost, we immediately inject our budget into that channel (Scaling).

Conversely, if the channel fails, we halt funding within hours. This perfectly embodies the concept of "entrepreneurial agility".

Table 1
The communication budget of Yassir

Cost	Objective
%70	Funding digital channels that have consistently proven effective in acquiring customers and partners (e.g., social media ads, search engine optimization SEO and in app communication).
%20	Dedicated to testing new markets or promising strategies, such as contracting

	with local content creators, and influencers who speak the specific dialect of the target audience.
%10	Dedicated to the trial and error strategy (A/B Testing) to test bold communication ideas, completely new channels, or promotional techniques that are unfamiliar in the Algerian market.

Source. (Merouane, 2025).

The percentages displayed in the table indicate a full alignment with the agile mindset and the growth hacking approach, typically represented by the (70/20/10) budget allocation model. Furthermore, one of the core secrets of the entrepreneurial mindset in communication is shifting the advertising budget from "traditional ad agencies to the users themselves". A portion of our promotional budget is allocated to fund programs that financially reward the user (for example, offering free credit after three rides or deliveries, or providing incentives for referring friends to download the app).

This approach transforms millions of users into brand ambassadors, creating a form of communication that is highly credible, widely scalable and much more cost effective than traditional advertising. Consequently, budget allocation at Yassir does not happen in closed door meetings with fixed figures at the start of the year. Instead, it is driven by algorithms and real time performance data. The entrepreneurial mindset teaches us that a smart budget isn't about buying the largest advertising space, but rather about achieving the highest conversion rate at the lowest possible cost (Tayebi, 2025; Merouane, 2025).

5.3.10. Question 10: How do you evaluate the success of your communication strategy? And what are the entrepreneurial metrics you rely on to ensure it supports the expansion trajectory?
For us, evaluation is not a final step but a continuous, real time process (real time feedback loop). We do not settle for traditional "vanity metrics" like app downloads, likes or views, because they do not reflect genuine growth.

The entrepreneurial mindset drives us to measure deeper indicators, such as:
- Did the communication campaign reduce the cost of acquiring a new user?
- Did our messaging convince the user to stay with us, and adopt our other services (like Yassir Pay or Yassir Express)?
- How many people read the message, and took a concrete action within the app?

If the metrics are negative, the entrepreneurial mindset compels us to pivot immediately meaning we adjust the message, the channel or even the service itself the very next day, without waiting for the campaign to conclude (Tayebi, 2025; Merouane, 2025).

5.3.11. Question 11: The varying trends and behaviors of stakeholders, combined with shifting market and competitive conditions, compel companies to select an appropriate communication strategy. What is the core communication strategy that Yassir relies on?
Since we are a tech driven scale-up at our core, answering this question requires a different framework. Our overarching strategy is not merely a traditional communication plan, but rather an integrated, data driven digital communication strategy.

This strategy relies on the entrepreneurial mindset, transforming technology from a mere tool into a "strategic driver" that identifies the audience, tailors the message and selects the channel in real time. In the digital space, we do not rely on traditional demographic segmentation (such as age, gender or location), but rather on digital behavior, by tracking the user journey both inside and outside the app. Based on this digital data, we segment our audiences dynamically. For example, we identify the late night user who orders food, the morning commuter who relies on rides, and the driver who prefers working on weekends. Rooted in the essence of the entrepreneurial mindset, this digital strategy grants us the advantage of continuous "A/B Testing". If we launch a promotional message via a push notification, and it does not achieve a high click through rate within a single hour, our team instantly alters the text, the image or the channel. This level of proactivity and agility is simply impossible in traditional communication (Tayebi, 2025; Merouane, 2025).

5.3.12. Question 12: Given the fierce competition Yassir faces in the digital and mobility services sector, how do you project your visual identity (brand) through the corporate logo? And what are its communicative semiotic connotations?

In a market saturated with global and local applications and companies, our brand prominence is no accident; it is built upon a profound philosophy rooted in the company's name and logo.

Figure 1

Yassir brand visual identity

The communicative semiotic connotations of the logo are:

- *The name "Yassir":* Denotes ease and simplicity. Our core mission is to simplify citizens' daily lives in our region whether in mobility, food delivery or financial services. We essentially sell "convenience" before the service itself, aiming to eliminate everyday complexities. Furthermore, the word "Yassir" derives from the Arabic root (Sara/Sayr), reflecting continuous movement and dynamism.

Visual Identity: Based on:

- *Purple (Background):* In modern design, purple is associated with tech companies and high ambition. It also breaks the traditional color conventions for mobility and delivery apps (which typically rely on green or black), rendering the brand highly memorable.
- *Gradient Pink-Red (in the letter Y):* This vibrant color conveys dynamism, motion, speed essential attributes in mobility and delivery. It also serves as a visual focal point, instantly drawing the eye to the word's beginning.
- *White (Text Color):* Symbolizes simplicity and reliability. It creates a high contrast with the purple background, ensuring the brand name is quickly and easily readable, even from a distance or on small mobile screens.
- *"Y" Design:* The pink segment resembles a forward or right pointing arrow, symbolizing momentum, progress and delivering the client or order to its destination. Furthermore, the twisting or intertwined ribbon effect in the "Y" signifies bringing different parties together (driver and passenger, or merchant and consumer), reflecting the app's core function as a connecting platform. This distinct initial letter design allows it to be extracted and used as a standalone app icon.
- *Typography:* Using a bold, rounded font eliminates harsh corporate formality, offering an approachable and user friendly vibe. The typography's fluid shape intrinsically mirrors the word "Yassir", and its connotations of everyday ease and usability.

Consequently, our brand does not attempt to shout louder than the competition; instead, it resonates closer to the user's heart and mind. We position "Yassir" not merely as a tech company, but as an everyday companion that simplifies citizens' lives, underpinned by the core message: "*Our customers,* *your mobility and financial transactions are in safe hands*" (Tayebi, 2025; Merouane, 2025).

5.3.13. Question 13: In a sector reliant on the gig economy and direct, daily public interaction, crises (such as traffic accidents, sudden app outages or driver dissatisfaction) are inevitable. What is your proactive crisis communication strategy? And how do you ensure media containment and maintain user trust during stressful times?

In the gig economy, crises are not mere possibilities but inherent operational realities. Therefore, our strategy relies on "proactive readiness and absolute transparency" rather than reactivity.

We manage this complex ecosystem to contain crises through:

- During sudden app outages, we do not wait for social media complaints. We immediately issue in app and official social media notifications acknowledging the technical issue, and ongoing repairs. Users forgive technical failures but not negligence; thus, we commit to regular updates until full service restoration.
- We immediately contact relevant authorities, providing comprehensive support to both driver and passenger, while instantly activating insurance protocols.
- We issue precise, concise statements respecting affected individuals' privacy, and affirming the company's legal and ethical commitments, strictly avoiding speculation pending official investigations.
- Yassir drivers are core partners in our success. To preempt crises rooted in driver dissatisfaction (e.g., pricing adjustments or field challenges), we maintain direct, continuous internal communication channels.
- During high tension periods, we centralize information release through a single official source (the corporate spokesperson or senior management statements), to prevent rumors and conflicting narratives.
- We craft our communication to be empathetic and fact based. We acknowledge any shortcomings and instantly outline the actionable corrective steps being taken.
- After crisis, we conduct a comprehensive internal evaluation to identify root causes. Crucially, we share the implemented corrective measures with our users and partners to prevent recurrence, reinforcing our credibility and demonstrating our continuous organizational learning and evolution (Tayebi, 2025; Merouane, 2025).

5.3.14. Question 14: Following its massive funding rounds, Yassir has captured the attention of global investors and the media. How do you craft your strategic messaging to meet investor expectations (which focus on metrics, growth and profitability) while simultaneously preserving your local image as a community centric company dedicated to simplifying daily life?

We view financial growth and social utility as two sides of the same coin; our core message to both stakeholders rests on a single premise:
"*Our multi millions investment success directly stems from resolving real,
complex regional service infrastructure challenges*".
This understanding ensures our discourse remains authentic and unified. Rather than manufacturing separate corporate identities for investors and users, we project the same value proposition through two distinct lenses.

To prevent narrative divergence and establish credibility, we never limit ourselves to high profile funding announcements; we immediately pair them with new in app technical features or enhanced driver incentives. Consequently, investors witness our high operational efficiency, while local users experience global expansion as a direct boost to their quality of life.

Locally, we recognize that everyday users and driver partners prioritize tangible impact over funding rounds. Thus, we craft our messaging using an approachable, empathetic tone that focuses on economic empowerment, flexible youth employment and streamlining daily family routines. We consistently reinforce that Yassir is a homegrown enterprise, positioning global investments as the fuel driving a platform that serves Algerian society.

Conversely, our communication with global investors and financial media leverages metrics, scalability and sustainable profitability. We demonstrate how everyday mobility and delivery services serve as our strategic gateway to financial inclusion, and Fintech development across the Middle East and Africa, proving a robust business model and a massive, untapped investment opportunity (Tayebi, 2025; Merouane, 2025).

5.3.15. Question 15: Today, leading tech companies are viewed not merely as profit driven entities, but as active drivers of societal development. How do you deploy strategic communication to highlight Yassir's role in economic empowerment and job creation, thereby shifting the corporate narrative from a utility app to a strategic partner in digitalizing and growing the local economy?
Across our corporate communications, we have shifted away from terminology restricted to transport and delivery to anchor the concept of a "comprehensive digital ecosystem". Our public discourse highlights that Yassir builds the infrastructure enabling small businesses, restaurants, and individuals to seamlessly transition into the digital economy. We operate not merely as an intermediary, but as a catalyst accelerating digital transformation and unlocking previously untapped markets.

Rather than publishing dry institutional metrics, we emphasize human impact. Our campaigns center on real narratives of our driver partners evolving into micro entrepreneurs, who autonomously manage their time and income, alongside local merchants and restaurants doubling sales by joining our platform. This narrative repositions the company in the public eye as a genuine economic enabler and a driver of employment.

Crucially, in our discourse directed at decision makers and economic elites, we intentionally align our corporate objectives with national digitalization and financial inclusion agendas. We consistently demonstrate how widespread user adoption of our services fosters an electronic payment culture and reduces cash dependency, positioning us as an active partner to governments and institutions in addressing structural economic challenges.

To ensure our strategic messaging transcends mere marketing slogans, we ground our communication in data and empirical evidence. We regularly disclose metrics illustrating the volume of capital circulating within the local economy via our partners, alongside our expanding recruitment of local engineering and administrative talent. This transparent communication solidifies our corporate image as a socially responsible economic actor, that measures success by the growth and prosperity of its surrounding community (Tayebi, 2025; Merouane, 2025).

5.3.16. Question 16: As part of your digital communication strategy, how do you evaluate the role of content creators and influencers? Do you consider them effective channels for disseminating and anchoring an entrepreneurial culture within society, or does their predominantly consumerist and entertainment driven content distance them from serving profound corporate and entrepreneurial messaging?
We do not view content creators and influencers through a rigid dichotomy, forcing them to be either entertainment driven and consumerist, or dryly academic and entrepreneurial. Instead, an influencer's true strength lies in simplifying complex messages, and delivering them to broad audiences in a relatable, accessible manner.

Therefore, we consider them highly effective channels, provided they are integrated into a smart communication strategy, that transcends direct advertising to build a shared narrative serving our developmental goals. To navigate the dominant consumerist and entertainment nature of social platforms, we leverage a strategy of subtle corporate message integration. Recognizing that audiences seek human interest stories, and entertainment rather than complex lectures on entrepreneurship, we collaborate with influencers to transform abstract concepts like "financial independence and gig work" into inspiring daily narratives.

For example, when a creator showcases a young individual launching a business through our flexible work options, or highlights a local restaurant doubling its sales by digitalizing via our app, they anchor an entrepreneurial culture far more effectively than any traditional corporate statement. Conversely, our approach meticulously diversifies our influencer network to ensure a comprehensive narrative. While we engage mass reach entertainment creators to drive daily service awareness, we simultaneously build strategic partnerships with tech and entrepreneurship specialists. These niche creators act as the actual bridge to convey profound corporate messages and unpack our economic impact.

Ultimately, we aim to elevate the influencer from a mere "advertising utility" to a "value partner" who experiences our services, understands our vision and helps craft authentic, compelling content (Tayebi, 2025; Merouane, 2025).

5.3.17. Question 17: As a "Super-App" accompanying users across their daily mobility, purchases and financial transactions, you manage a massive and complex database. How do you structure your communication discourse to reassure the public regarding cybersecurity and data privacy? Furthermore, how do you position security as a core competitive advantage heavily featured within your strategic messaging?

We recognize that complex technical terms such as "advanced encryption, and security protocols" may not mean much to the average user, and may even increase their apprehension. Therefore, we construct our communication discourse around simplifying the concept of security, and linking it to tangible daily benefits.

Instead of displaying server infrastructure, we direct our messaging to state clearly:
"*Your bank card information is secure,*
and your transit data is used exclusively to guarantee your safe arrival".
This simplification breaks the barrier of apprehension, and reinforces the principle that user privacy is an inviolable red line. However, we do not content ourselves with providing unilateral promises of protection; rather, we view the user as an essential partner in this process.

Furthermore, through our digital channels and in app notifications, we launch awareness campaigns on how to protect accounts, recognize phishing attempts and secure passwords. This proactive communication shifts the narrative from:

"W*e protect you" to "Together we build a secure digital environment*"
Thereby enhancing public trust and positioning us as thought leaders in cybersecurity awareness. Conversely, in the emerging markets where we operate, hesitation toward digital payments and integrated services remains present. Therefore, we leverage this challenge to transform cybersecurity from a mere "preventative technical measure" into a "primary competitive advantage". In our marketing and strategic messaging, we clearly highlight our compliance with the most stringent global standards in payment protection (such as the PCI/DSS data security standards).

Consequently, we convey the message that integrating services within a single application ensures that data remains within a single, closed and protected ecosystem, rendering Yassir not only the most convenient application, but the most secure and reliable digital vault compared to other competing applications (Tayebi, 2025; Merouane, 2025).

5.3.18. Question 18: What are the major cultural, organizational, or technological challenges your communication strategy encountered while expanding in the Algerian market? And how did proactivity, as an entrepreneurial element, help you overcome them?
The biggest challenge the company faced in the Algerian market was resistance to change, and a lack of trust in digital transactions, especially when launching the Yassir Pay service. The public was naturally accustomed to cash payments and direct interactions, resulting in a clear trust gap regarding purely technological solutions.

As for how we overcame this through entrepreneurial proactivity, we realized that "digitalization needs a human face". Therefore, we made an unprecedented investment in local call centers featuring highly responsive customer service.

Our communication message was clear:
"*Behind this technology,*
there are Algerians ready to answer you immediately and solve your problem".
Instead of imposing technology and expecting the audience to simply adapt, we gradually educated the market. We transformed our drivers into brand ambassadors; it was the driver who explained to the customer how to use the app effectively.

This fusion of cutting edge technology with direct human communication is what largely enabled us, to penetrate the market and break through the barrier of mistrust (Tayebi & Merouane, 2025).

Results and Discussion

- Yassir's responsible and executive have a high level of awareness regarding the concept of communication strategies, recognizing it as a lever that sustainably maintains the brand's leadership and positioning.
- Yassir's communication strategy is not built in a predetermined linear manner, but is rather built using an "A/B Testing" approach (trial, error and continuous improvement).
- The company tests a specific message or channel, analyzes audience interaction with it in real time, and then adapts it quickly to ensure the highest engagement and usage rates, which represents the essence of "entrepreneurial thinking in communication".
- Yassir does not rely solely on innovation in its founding idea, but actively practices "expansionary innovation", it transitioned from providing a single service (ride sharing) to the comprehensive application model (Super-App), which includes "delivery, electronic payment and logistics", reflecting a proactive entrepreneurial mindset that reads evolving market needs.
- It was shown that the company's mindset relies on continuous experimentation (test and learn), in new markets while accepting calculated risks for rapid growth, which explains its ability to expand beyond Algerian borders into Maghreb, African and European markets.
- Yassir's external communication strategy transcends the concept of traditional media towards community building. It utilizes digital platforms to open an ongoing dialogue with two different audiences simultaneously: service beneficiaries (customers) and service providers (drivers and merchants).
- The company possesses the skill to think regionally and globally while communicating locally. It adapts its communication messages, as well as its visual and linguistic identity, to fit the socio-cultural specificities of each region or country it expands into, without compromising the brand's

core visual and moral identity.

- There is a mutually influential relationship between entrepreneurial thinking and communication. The entrepreneurial vision, built on speed and adaptability, dictated the necessity of abandoning rigid, long term traditional communication plans and replacing them with short, intensive communication plans capable of immediate modification based on real time market data analysis.
- Yassir's entrepreneurial thinking reflects a pragmatic view of communication; it is used as a strategic tool to absorb resistance to change (whether from traditional competitors like taxis or legislative gaps related to the absence of a specific law regulating this type of service), and to transform these challenges into successful public relations campaigns that earn public trust, and emphasize the company's developmental dimension.
- The secret to the success of the expanding startup (scale-up) lies in the complete alignment between "entrepreneurial thinking" and "communicative performance". A successful communication strategy is not one that merely promotes the product and service, but rather one that succeeds through its methods, and intelligence in marketing the entrepreneurial vision, creating sustainable trust that allows the company to extend, and expand in economic environments with varying challenges.
- Yassir faces difficulties and obstacles related to building its communication strategy, including internal ones, primarily a relative lack of a culture of communication and creativity among a number of its external workers (drivers), and the difficulty of measuring the strategy's performance level and its actual impacts. External obstacles, meanwhile, include the potential for communication messages to lack clarity or lose their appeal due to the clutter of strong competitive brand offers, which weakens visibility and attention grabbing opportunities; the density of communicative and advertising content in the digital environment, leading to audience distraction, the resistance of a segment of the public to messages and advertisements due to selectivity, unstable consumer behavior and deep rooted habits influenced by certain traditional socio-cultural beliefs and values.
- Yassir believes that a smart and agile enterprise should not resist difficulties, and obstacles despite them being a source of threat, but should instead handle them with exceptional strategic flexibility, transforming them into potential opportunities that prove the company's capability.

Conclusion

Based on the foregoing, this study concludes that building an integrated communication strategy within the framework of entrepreneurial thinking goes beyond being merely an administrative or directive procedure; rather, it represents a strategic investment in the "intangible capital" of expanding startups (scale-ups). Field investigation has proven that the effectiveness of this endeavor hinges on dissolving traditional communication barriers, and adopting innovative communication models characterized by the dynamism, and speed that define entrepreneurial work. Transforming communication from mere administrative coordination into an established organizational communication culture (built on proactivity, creative thinking and the acceptance of calculated risk), is what unifies the team's vision, creates added value and establishes the core competitive differentiator both within, and outside the market.

Ultimately, a company's mere possession of material resources, human competencies and even innovative entrepreneurial ideas is not sufficient on its own to guarantee success and sustainable growth, unless these resources are framed within a systematic and institutionalized communication process that is measurable, evaluable and keeps pace with the demands of continuous expansion.

Accordingly, the true future challenge for Algerian startups aspiring to leadership (such as Yassir), lies in their genuine ability to translate the entrepreneurial mindset into a tangible entrepreneurial communicative reality, thereby establishing a flexible, interactive and sustainable communication identity for themselves. It is an identity that ensures not only their capacity to absorb the shocks of the business environment, navigate the complexities of the growth and expansion phase, but also to excel, seize new opportunities, lead in a constantly transforming local and international market.

7. Study Recommendations:

- Greater utilization of innovative augmented and mixed reality technologies, as a pillar for digital communication strategies to attract attention and stand out, improve user experience and increase the volume of engagement with the provided services.
- Experimenting with brand storytelling to enhance the audience's emotional engagement levels. To ensure the discipline of the methodological process, it is necessary for the organization to abandon impression based evaluation and adopt a dashboard containing precise key performance indicators (KPIs). This tool allows top management to measure the return on investment (ROI), from communication and marketing activities while monitoring feedback in real time, facilitating the evaluation and correction of strategic deviations in a timely manner.
- In light of the volatility of the business environment, it is proposed to prepare a proactive manual that precisely defines potential crisis scenarios, and the immediate allocation of roles. This manual ensures a rapid response, protects the company's brand image and prevents disruptions in the flow of information, thereby enhancing the robustness of the communication strategy and its ability to adapt to external shocks.
- The necessity of adopting an "agile communication" model, guiding other expanding companies to transition from traditional, long term communication plans to flexible, phased communication strategies (sprints). This allows for the rapid adjustment of messages and channels in response to sudden changes in consumer behavior, and competitor movements in new markets.
- Regarding the internal institutionalization of the entrepreneurial culture during expansion (as the company grows in size and geographical reach), it is recommended to intensify internal communication to ensure the "startup spirit" is not lost. The focus should be on encouraging new employees across different branches to innovate, accept mistakes as part of the learning process and foster a sense of ownership, and belonging toward the organization's vision.
- Activating "communication vigilance" by leveraging the vast amount of data the company possesses (as a tech Platform and Super-App). This data should be utilized not only for service development, but also for predicting audience reactions and tailoring communication messages, to suit the cultural and consumer specificities of each city or country the company expands into.
- Directing the communication strategy toward creating sustainable engagement with users and partners (drivers and merchants), transforming them into brand ambassadors. This enhances loyalty and reduces new customer acquisition costs.
- Integrating strategic communication into support and mentorship programs by urging Algerian business incubators, and accelerators not to limit themselves to the technical, financial and marketing training of startups. Instead, they should incorporate specialized programs in corporate identity building, communication management and crisis management from the earliest stages of a project's foundation.
- Conducting cross cultural comparative studies by investigating the communication challenges that Algerian startups face when expanding into African and European markets, and exploring how visual identity and communication messages are adapted to diverse cultures.

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