

Benchmark territorial, capitaliser sur les bonnes pratiques territoriales au profit de la constitution d'une offre territoriale optimale

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Abstract.

This paper aims to identify the trends of territorial development around the world in accordance to them opting for a territorial marketing strategy (TM). We proceed to the identification of the experiments then to the analyzing the TM trends around the world. For this, we have opted for the methods of secondary data analysis (qualitative methodology), and this through the exploration of the experiences of the cities which opted for TM strategies and valuation of the territorial offer. From the cases presented, we have been able to identify the practices that in our opinion represent the best practices to adopt to develop territorial offers, the mistakes to avoid as well as the steps that have been the strength of the cities that have adopted them. This benchmark has allowed us to share methods, techniques and proven experiences in the field. Our goal was to understand and not to model the strategies of comparable or geographically close cities (Lamarche, 2001). Through this paper, we sought to generate an understanding of the Key Success Factors that make the success of the territorial marketing strategies.

Keywords. Territorial benchmark; Best practices; Territorial offer; Territorial development.

1. Benchmarking in the territorial territorial

Benchmarking in management can be summed up in the quote “Those who wants to improve must measure themselves, those who wants to be the best must compare” (Bruno, 2008). The Benchmarking activity is inspired by the Kaizen movement and aims to analyze existing situations, to improve our experience and manage with common sense in the service of greater competitiveness and attractiveness and can thus serve as a vector for economic and regional development. Benchmarking can be defined as “the search for the most efficient methods for a given activity, making it possible to ensure one’s superiority” (Robert C. Camp, 1992 In (Lepoivre, 2005)). Therefore, it is not a neutral activity, and it does not depend on a universal scientific approach (Strale, 2012) insofar as the object of the Benchmark imposes the approach to be followed to do so.

Benchmarking should not be carried out in isolation from efforts aimed at the cohesion of the territory with its surroundings (Strale, 2012). Indeed, a "wild" Benchmarking approach risks having disastrous consequences on the territory, including for example: the waste of effort and time on an activity, that might prove its success, but is inadequate in the context where the benchmark has been realized.

The dispersion of activities and the inefficient use of public funds are other risks incurred. The objective sought is to resolve the problems of unequal development between territories (Hospers, 2004).

Benchmarking consists of importing concepts or tools used by other territories, likely to improve management processes by adapting them to our territorial context (Bruno, 2008). It also makes it possible to discover the best methods that have made their proof elsewhere and consequently facilitate change in a proactive logic. In order to carry out a successful Benchmark, it is necessary to clearly identify the object of the Benchmarking and define the measures to be taken and the process to be followed. Then, it is a question of collecting the targeted data and analyzing it. The analysis of Benchmarking data consists of transcribing, schematizing and then comparing the data identified. The result of this analysis would make it possible to define areas of progress that can be used as a path for development.

The knowledge thus generated makes it possible to enhance territorial activity by using processes that have proven their worth in terms of satisfaction and confidence of territorial targets because they make it possible to design strategies focused on competitiveness and innovation (Gülçin & Alain, 1999). However, abuse of the Benchmarking method risks inducing excessive (Navarro, Franco, & Murciego, 2011) and blind imitation which is not necessarily productive for the context in which its results are used.

2. Methodology: Le Reverse engineering to build territorial expertise

This article uses "Reverse Engineering" (Engineering upside down) (Bruno, 2008) in the hope of building expertise, based on the successful experiences of other territories (cities and group of cities). We have collected information concerning territories that have engaged in Territorial Marketing approaches to learn about the "how to" of their practices.

We have therefore chosen as source of information materials of a scientific nature (articles and theses) and professional nature (reports, presentations, internal documents of the municipalities, etc.) to conduct a documents analysis. This choice was motivated by the desire to ensure the veracity of information on the one hand, and the gathering of relevant information, independently of promotional writings which tends to increase the truth and present data which risks being fallacious.

The result of the Benchmarking approach consists of data on Territorial Marketing practices relating to examples from all territorial dimensions (cities, municipalities, grouping of municipalities, regions, countries). We wanted the data collected to be representative of the 5 continents to try to compare trends in their geographical and cultural context. The territories analyzed are presented (as well as the sources used) in the table below. The data thus collected is analyzed so as to bring out:

- The TM approaches adopted for each case;
- The objectives pursued which motivated the adoption of these approaches in the first place;
- Good territorial practices: the key success factors of the cases analysed;

- The presentation of the errors committed by some of these cases which delayed their development;
- The conclusions relating to the management of the territorial offer.

Table 1: Cities and sources analyzed for benchmarking purposes

Continent	Country	Cities (information sources)	
Africa	Morocco	(Direction des Etudes et Prévisions Financières, 2010; Flandrin, 2006)	
		Marrakech (Bouabid, 2013; Bouselham, 2011; Khatib, 2006)	
		Tanger (Saidi, 2012)	
	South africa	Johansburg (Clark, 2006)	
Americas	Canada	Montréal (Stolarick, Florida, & Musante, 2005)	
		Toronto (Clark, 2006)	
	Mexico	Mexique (Gomez, 2011)	
	Usa	New York (Clark, 2006; Lewi, 2010)	
		Pittsburg (Clark, 2006)	
Asia	China	Hong Kong (Clark, 2006; Hvidt, 2009)	
	Korea	Seoul (Clark, 2006; Hyunchan Bahk, 2007)	
	Singapore	Singapore (Clark, 2006; Hvidt, 2009)	
	UAE	Dubaï (Clark, 2006; Fninou & Meyssonier, 2013; Govers, 2012; Hvidt, 2009; “Think big, think long term, think like UAE,” n.d.)	
Australia	Cumberland County	Sydney (Michel, 2013)	
Europe	Atlantic Arc (Cities groupment)	French cities: Brest, Nantes, La Rochelle et Bordeaux ;	
		Britannic cities : Glasgow et Cardiff ;	
		Spanich cities: Bilbao. (Kukawka, 1994)	
		Spain	Barcelone (Clark, 2006)
			Bilbao (Gomez, 2011; Kukawka, 1994; Michel, 2013)
	France (Behar, 1995)	Auvergne (Berriet-Sollicec & Trouvé, 2012; Chamard & Liquet, n.d.; Rochette, 2012)	
		Bordeaux (Kukawka, 1994)	
		Bretagne (Charles & Thouément, 2007; Houllier-Guibert, 2012; Rosemberg, 2000)	
		Caen (Mechin-Delabarre, 2005)	
		Champagne – Adrenne (Charters & Spielmann, 2014; Michel, 2013)	
		Havre (Jacono & Arnould, 2000)	
		Ile de France (Gollain, 2008, 2012a, 2012b, 2013)	
	Grande Bretagne	Lille (Aubry, 2013)	
Loire (Berriet-Sollicec & Trouvé, 2012; Chanu, 2010; le département Saône-et-Loire, 2011)			
Lyon (Gayet, 2015; Gonguet, 2012; Meyronin & Valla, 2006; Only Lyon, 2015; Pinel, 2010)			
		Cardiff (Kukawka, 1994)	
Italie		Edinburgh (Clark, 2006)	
		Glasgow (Clark, 2006; Kukawka, 1994)	
		London (Newman, 2007; Pinel, 2010)	
		Marche (Lorenzini, Calzati, & Giudici, 2011)	

Netherlands	Amsterdam (Kavaratzis, 2008; Morelli, Gillen, De Meire, & Rayon, 2012)
Slovénie	Slovénie (Ruzzier & Chernatony, 2013)
Suisse	Crans-Montana (Parvex, 2009; Savoy, 2009)

Source: Nvivo output adapted by author

3. Résultats: Objectives and procedures of territorial marketing worldwide

Through the work that we have carried out on the resources, we have been able to identify Territorial Marketing trends in terms of the approaches and objectives pursued, the elements that make up the strength and the mistakes to avoid. These constitute learning elements created from the experience of cities that have started Territorial Marketing processes.

3.1. Objectives and procedures

The approaches pursued by the territories consulted come together in the logic of doing. Indeed, the logic of planning rests on similar bases. Upstream, the planning of territorial marketing procedures is done in consultation between the various local stakeholders. The product of this consultation takes the form of the preparation of strategic documents, the definition of policies and the tools to implement. Another step to take is to set up PPPs (public-private partnerships) to implement the predefined strategic vision. Downstream, the MT approaches all agree on the following elements:

- Definition of instruments to carry out the predefined strategies;
- Understand, realize and continuously accommodate the approach according to the changes in the environment;
- Multiannual planning to ensure consistency in the medium and long term;
- Provision of technical expertise and good governance to ensure the effectiveness and performance of the recommended approaches;

The Territorial Marketing approaches of all the analyzed territories are more or less organized according to three levels: First, the diagnosis of the territorial offer and the desired development trends. Then, the realization of the actions and the management of the activities. Finally, the promotion and the quest for attractiveness of territories following the actions undertaken. In parallel with these three levels, the analyzed territories carry out a strategic watch activity on what is happening in competing territories, and control the actions undertaken in order to rectify, if necessary, the action plan pursued to achieve the desired objectives.

The objectives pursued, revolves around the following priorities:

Good governance, this objective reflects the territories will to equip themselves with systems, procedures and effective means of measurement capable, without intervention of the center, of managing interdependencies in an operational way. Good governance consists, in this sense, of a set of concrete practices likely to build a strong system based on the resolution of the problems observed by means of innovative practices.

Strategic visibility and support for local partnerships. On the one hand, strategic visibility is possible thanks to the definition of a strategic plan. This makes it possible to focus on

strengthening activities and improving the management structure of the territories. This visibility is reinforced by local partnerships, on the other hand, at the service of better planning. This planning makes it possible to ensure the territories a sustainable and sustained economic, social, tourist development which makes it possible, in fact, to reinforce the attractiveness of the territory and to constitute a loop of beneficial influences insofar as, a clear strategy acts at the benefit of development, it improves attractiveness which in turn influences development and improves the strategies put in place.

On the other hand, the most developed territories display advanced objectives for their territorial marketing approaches. It is indeed a question of the development and attraction of investments in creative and innovative industries (case of Canada and Hong Kong), of ensuring a better quality of life for citizens, whether in terms of luxury, services, the quality of the environment, ...

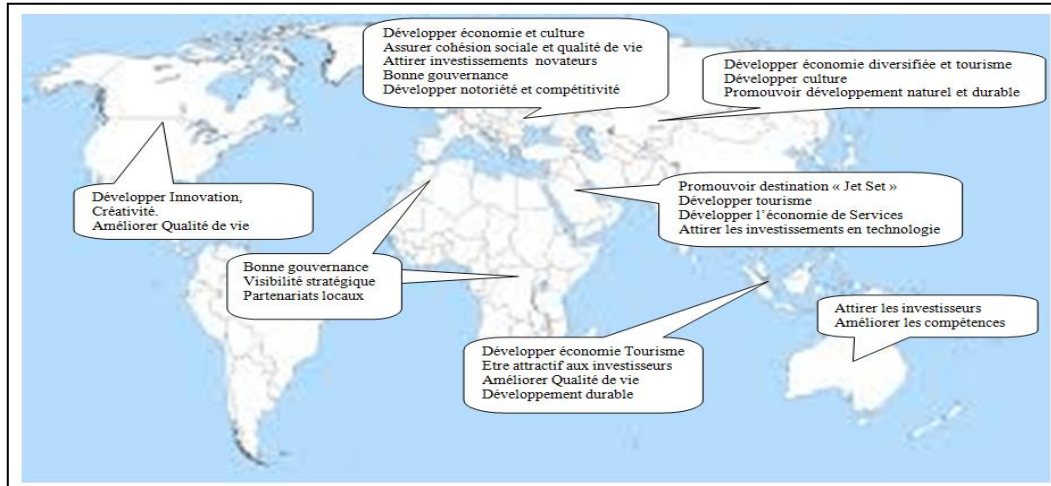
3.2. Mapping of Trends

We have analyzed the informations gathered so as to highlight valid trends for all cities on each continent. We have thus visualized the said development trends in the map below (Figure 1: Mapping of Territorial Marketing priorities by continent, page 59) which summarizes the preferences displayed by continent.

We have brought, during this time, some explanatory elements of the trends thus summarized which all converge towards global trends forced by the very nature of territorial activity. The territories in question represent various scales (local, sub-regional, regional and national) which fulfills several functions as diverse as they are paradoxical:

- **Residential function**, part of the daily life of the inhabitants (residence, work, basic administrative services);
- **Economic function**, linked to commercial practices;
- **Communication function**, which aims to highlight the history and influences of the territory;
- **Political function**, takes charge of decision-making, planning and linking with the national level;
- **Flagship function**: ensures the attractiveness of the territory internationally, whether for mobile capital, commercial exchanges or people (investors, tourists, citizens, students, etc.).

Figure 1: Mapping of Territorial marketing priorities summarized



Source: Author

Thus, all activities related to Territorial Marketing, that are carried out by these territories, aim at similar priorities: satisfying the economic and material needs of the territories with a developmental focus (Belhedi, 2012). It is also a question of improving territorial productivity in order to attract and accumulate capital. All in all, the Territorial Marketing approaches aim for the economic development of this one and the fulfillment of its human components. They make it possible, in fact, to ensure its influence as well as to provide it with one (or more) territorial objectives.

The different territorial objectives are part of the search for equity between people, balance between the different territorial units, the efficiency of its activities (efficiency of administrations, investments and procedures), solidarity and the fair distribution of insufficient resources, and the appropriation of spaces: creation of the link between municipality-city-province-region.

It should be noted that, for most cities, these are either fairly developed cities in terms of infrastructure or newly built cities that are based on a strong supply base. Indeed, some of these cities have already signed up for smart city approaches, i.e. they have gone beyond the basic construction phase of the offer. It is for this reason that a substantial part of the efforts made are branding efforts which assume that the offer platform is already there and continues to be developed according to strategies.

It is not necessary to have monuments or Landmark to succeed the quest of development and attractiveness. The case of Agadir is an example of a city with an important historical heritage although it has been deprived of its Kasbah and other historical buildings. However, these shortcomings do not greatly compromise the quality of its offer. The Ministry of Tourism (2015) highlights to this effect the examples of seaside towns considered to be direct competitors of the city of Agadir:

1. The Grand Canaria – Canary Islands, which defends a consolidated “Beach and nature” positioning of a wide range of outdoor activities and complete entertainment;
2. Antalya – Turkey: seasonal seaside resort (operates 6 months a year) designed for the German market which constitutes more than 50% of its flows;
3. Sharm El-Sheikh - Egypt, located on the Red Sea surrounded by desert. Offers a diversified seaside positioning through the development of niche tourism (scuba diving). It is currently continuing to develop in this niche as well as in golf.

Improving the quality of life through development and the creation of service offers for the population are concerns shared by a large part of the cities studied. Actions in this direction support a better quality of the city's offer (e.g. adaptation and development of sites, maintenance of heritage, co-financing by tourism of transport equipment, leisure areas and cultural offers, etc.). The city then gains in quality, in citizen satisfaction and consequently in attractiveness and influence.

Also, public management and the Territorial Marketing process management system (Fninou & Meyssonier, 2013) occupy an important place in the design of Territorial Marketing approaches for a large part of the cities studied. Indeed, we were able to highlight a global trend which begins first with the preparation of the territory in terms of basic services, then the design of an effective territorial offer by thinking of the territory as a coherent and complete project thanks to a dedicated steering system. This steering system is the result of the will of public stakeholders. It is only at this level that the said cities think of recruiting communication agencies to carry out design work and promote the territorial image.

We also looked at Territorial marketing best practices. To this end, we have gathered the best practices extracted from the literature review as well as those adopted by the studied cities. The product of this exploration is materialized in the following segment (result discussion) in a list of good practices adopted by the cities studied and which constitute an example to follow; and another list of bad practices, mistakes made by the cities studied which constitute pitfalls to avoid.

4. Results discussion: Territorial Marketing best practices

A good practice by definition is a technique, which has been proven to be good through experience and research. If a city commits to using Territorial Marketing best practices, it could improve its chances of succeeding in its TM and ensure a better attractiveness/Image. Before moving on to the best practices observed through our exploration of the field, we have decided to present the new Territorial Marketing trends and practices according to the vision of Joël Gayet, director of the "Attractiveness and New Territorial Marketing" Chair (Paillé, 2008).

To this end, we have compiled a summary of the best practices observed in the cases we studied as benchmark sources. From the experiences of the territories analyzed, we have tried

to bring out a database of Best practices: the good territorial practices to adopt and the errors to avoid.

4.1. Territorial best practices

Lets keep in mind that the Territorial Marketing is mainly motivated by the desire to increase the territory's income, so any action aimed at promotion and outreach must be justified by their interest in the development of the territory. The good practices raised are the result of the analysis of the practices of the analyzed cities, these are elements that these cities have put into practice as an effort that has made their strength thereafter as dynamic, attractive cities where they it's good to live, invest and stay. Beyond territorial communication, it is about:

STRATEGIC THINKING

Good governance always comes back as a prerequisite for the success of any territorial activity. Effective Public Management was cited by almost all the cases studied because it makes it possible to decide on the political axes and territorial projects to be undertaken to achieve local development objectives (Dumont & Devisme, 2006). Governance consists of all the procedures and organizational mechanisms that make it possible to control economic performance and optimize the assumption of responsibility by everyone within the organization (Azouaoui, 2005). Among the trends observed during our exploration we can cite:

- Government-led development (led by territorial managers);
- Improve the quality in terms of skills, efficiency and expertise of the human resources of local authorities;
- Ensure a better understanding of tasks and responsibilities;
- Rapid decision-making and rapid development;

An almost omnipresent trend both in the literature and in the analyzed cases: the holistic approach, or how to think of the territory as a single and integrated project. This trend guarantees to the territorial offer an effective management, the decision-making and decision on concerted actions as well as to ensure a more rigorous control. As knowledge is an asset in all fields and for all situations, the territories analyzed all opt for systems and monitoring work allowing them to collect, analyze and react to the various information from the environment, through:

- The in-depth diagnoses Carried out of the territory's situation: inventory, economic situation, needs and expectations of the targets, ...;
- Definition of a long-term intervention strategies and action plans;
- The participation of all territorial stakeholders (public and private) as well as citizens in the design / implementation of strategies;
- Targeting: Defining the main audiences targeted by each action without neglecting secondary audiences;
- Development through cooperation with international partners.

Based on this knowledge, these territories choose to engage in integrated development programs. These programs are likely to boost economic development and contribute largely to the improvement of the quality of life and the creation of financial reserves to invest in the MT as well as in the improvement of public services. These actions can take the form of:

- Revision of the urban landscape (change of zoning strategies) towards the optimization of the functions of the various zones;
- Integrating smart urban practices: becoming smart cities, promoting innovation and diversification;
- Improvement of investment by local and foreign companies, implementation of development policies;

Branding and creation of a complete ecosystem around that brand in order to effectively influence the perceptions and motivations of actors through symbolic constructions that use associations and emotions (Vuignier, 2016). The territories invest in the construction of territorial brands and provide integrated, strong, approved by all communication focuses on top of the territorial activity which ensures advantageous media coverage:

- Create a city brand and create market positioning via brand image and design the implementation of the city brand and its sub-brands with the help of agencies specializing in design and image consulting;
- Creation of a special visual identity;

The preferred means of communication are:

- The strategy of ambassadors, which consists in mobilizing the actors of the territory so that they contribute to the operational implementation of animation policies;
- Major media advertising is withdrawing in favor of co-branding and press relations;
- Strength of the viral: a very ergonomic website and effective presence on social networks.

In the end, we have observed a trend towards sustainable development through the implementation of laws, strategies and mechanisms for the preservation of natural resources. As well as a focus on improving the city's quality of life and civic engagement with citizens through a user-oriented approach.

OPERATIONAL THINKING

The first one being the one we are building through this chapter: Benchmarking best practices that work, through understanding the different levels of the territory to better plan and act: differentiate between the territory lived by the inhabitants, local company territory, regional or national company territory, institutional territory. Some projects that come up the most in the cases studied, we have identified:

- Optimization and modernization of the tourist and residential offer are very important to strengthen the marketing offer;
- Strengthen security within the territory, political stability being a prerequisite;

- Improve the state of health and the services of hospitals (which will allow a better attraction to investors, future citizens and tourists and constitutes an element of security);
- Improve university services (positively contributes to the quality of life of citizens and attracts a large population of students in addition to its ability to generate knowledge for the benefit of the development and influence of the territory). This practice consists of consolidating higher education and creating strong partnerships between local authorities and research teams. It aims to ensure a flexible, versatile, competent workforce;
- Develop entertainment, service and well-being infrastructures in order to stimulate the leisure, business and investment segments;
- Ensuring food security;
- Generalize the service of road and rail infrastructure, electricity, drinking water, public facilities, quality telecommunications. In addition, to ensure optimal coverage of the telephone and internet network throughout the territory;
- Development of industrial zones, office districts, technology parks, free zones, competitiveness clusters;
- Preservation of the natural, architectural and historical heritage:
 - Create contact between urban architecture and its natural environment;
 - Protect and enhance natural assets: mountains, beaches and provide them with an integrated offer of related products and services;
 - Provide for the protection of the historic architectural heritage;
 - Legitimization of history through museums, architectural manifestations, events, etc.;
 - Protection of the geographical indication of authentic local products;
- Events, tool for promoting cities as a cultural project:
 - Organize festivals, exhibitions, fairs, congresses, etc.;
 - Host international events.

We have, hereby, briefly summarized the factors that made the success of the analyzed cases. During our study, we also detected some errors that should be acknowledged to be avoided.

4.2. Mistakes to avoid in Territorial Marketing

The most obvious problem was that of confusing Territorial Marketing with territorial communication, the territorial stakeholders who limit their understanding of Territorial Marketing to simple communication or even to the simple promotion of the territorial brand, hence the inefficiency of the efforts made and budgets deployed. This error is very constraining insofar as it reflects a false idea at higher hierarchical levels on the degree of effectiveness of Territorial Marketing when in reality, the efforts were misplaced.

The discontinuity of the strategic vision due to the succession of elected councils managing the territorial thing (whose objectives and different priorities), hence the absence of coherent and effective strategies in LT. All the more, the lack of impact studies of heavy interventions on the territory of the order of: the urbanization of new areas, the establishment of polluting

industries, ... do not allow a vigorous evaluation to be carried out. . Added to this is the excess of regulations and laws that risk compromising the effectiveness of the efforts made due to:

- The complicated formalities for obtaining a visa can compromise the tourist appeal of a territory;
- The complexity of investment procedures can discourage the arrival of mobile capital.

In addition, the lack of a single and concerted brand between the different components of the territory. Thus, there is a risk of finding in the same professional event several institutional and entrepreneurial representatives, each with different and sometimes contradictory logos, brands, figures and development strategies, but above all illegible and ineffective in promoting the territory. Finally, the exaggerated promises of territorial communication can market an augmented reality of the territory and outbid the expectations of the targets in relation to the real potential of the territory, which risks generating great frustration and dissatisfaction among the targets.

5. Conclusions

By the end of this benchmark, we managed to analyze the trends of cities that had Territorial Marketing approaches, we considered therefore presenting as a conclusion the new trends and practices in TM according to the vision of Joël Gayet, director of the Chair "Attractiveness and New Territorial Marketing" (Gayet, 2014). The Chair was founded by local authorities, engaged in innovative approaches to territorial marketing, and its director suggests the 10 "new" Territorial Marketing trends:

Figure 2: Territorial Marketing New Trends.

Trend 01: Holistic attractiveness strategy revolving around territories;
Trend 02: Holistic and integrated brand strategy;
Trend 03: Governance / good governance / new governance;
Trend 04: Creative client-oriented excellence;
Trend 05: Endogenous approach based on the mobilization of collaborative citizens;
Trend 06: Affinity/Influence marketing based on communities and ambassadors;
Trend 07: Online promotion;
Trend 08: Real time one to one marketing tactics;
Trend 09: Experience based marketing;
Trend 10: Viral communication.

Source (Gayet, 2014)

These trends are quite advanced as they assume the existence of a fairly strong offer and an effective development dynamic previously engaged. But on the other hand, it makes it possible to complete the vision of what a successful Territorial Marketing approach should be, supported by a mix of experiences and visions.

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