

Territorial Benchmark, Key Success Factors for a Successful Territorial Offer Build

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ABSTRACT

This paper aims to identify the trends of territorial offer construction around the world in accordance with them opting for a territorial marketing strategy (TM). We proceed to the identification and then analysis of TM trends around the world. For this, we have opted for the methods of secondary data analysis (qualitative methodology), and this is through the exploration of the experiences of the chosen cases. We have been able to identify the practices that represent the best practices to develop in territorial offer build, and the mistakes to avoid. This benchmark has allowed sharing methods, techniques, and proven experiences in the TM field. The goal was to understand and not to model the strategies, we sought to generate an understanding of the Key Success Factors that make the success of the territorial.

1. Benchmarking in the territorial context

Benchmarking in management can be summed up in the quote “Those who want to improve must measure themselves, those who want to be the best must compare” (Bruno, 2008). The Benchmarking activity is inspired by the Kaizen movement and aims to analyze existing situations, 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

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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. 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. Materials and methods: Le Reverse Engineering to build territorial expertise

To resolve our research question: **What are the key success factors needed to succeed in territorial offer build?** 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 groups of cities).

We use **qualitative methodology** to conduct a **document analysis** using critical data analysis with the assistance of **Nvivo** software. This research protocol is best suited to analyze published territorial projects in the format of scientific documents (articles and theses) and professional documents (reports, presentations, internal documents of the municipalities, etc.).

This approach helped to study the territorial performance of each city; reverse engineering made it possible to get by deduction the main territorial marketing practices of each territory.

We aimed that the data collected to be representative of the 5 continents, although these trends cannot be generalized, to try to compare trends in accordance with their geographical and cultural context. The analyzed data is presented in the Table 1.

Table 1.

Documents Analysis References Analyzed for Benchmarking Purposes Source

Continent	Country	references
Africa	Morocco	(Direction des Etudes et Prévisions Financières, 2010; Flandrin, 2006) Marrakech (Bouabid, 2013; Bousselham, 2011; Khatib, 2006) Tanger (Saidi, 2012)
	South africa	Johansburg (Clark, 2006)
Americas	Canada	Montreal (Stolarick, Florida, & Musante, 2005) Toronto (Clark, 2006)
	Mexico	Mexique (Gomez, 2011)
	Usa	New York (Clark, 2006; Lewi, 2010) Pittsburg (Clark, 2006)
	China	Hong Kong (Clark, 2006; Hvidt, 2009)
Asia	Korea	Seoul (Clark, 2006; Hyunchan Bahk, 2007)
	Singapore	Singapore (Clark, 2006; Hvidt, 2009)
	UAE	Dubai (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 groupement)	French cities: Brest, Nantes, La Rochelle and Bordeaux ; Britannic cities: Glasgow and 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) 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)
	England	Cardiff (Kukawka, 1994) Edinburgh (Clark, 2006) Glasgow (Clark, 2006; Kukawka, 1994) London (Newman, 2007; Pinel, 2010)
	Italy	Marche (Lorenzini, Calzati, & Giudici, 2011)
	Netherlands	Amsterdam (Kavaratzis, 2008; Morelli, Gillen, De Meire, & Rayon, 2012)
	Slovenia	Slovénie (Ruzzier & Chernatony, 2013)
	switzerland	Crans-Montana (Parvex, 2009; Savoy, 2009)

Nvivo output adapted by the author

The critical data analysis with **NVIVO** assistance helped us extract the main relevant variables:

- The Territorial Marketing approaches for each case;
- The objectives pursued by each territory;
- Good territorial practices: the KEY SUCCESS FACTORS;
- Bad territorial practices: the mistakes;
- The conclusions relating to the management of the territorial offer.

Once the data have been analyzed and the main variables extracted, we, then, have generated conclusions that we discuss in this article.

3. Results: Objectives and procedures of territorial marketing worldwide

Through document analysis, we have been able to identify Territorial Marketing priorities in terms of the: pursued objectives, and the elements of strength and weakness. These constitute learning elements that we tried to gather as follows:

3.1. Objectives and processes

Territorial planning rests on similar bases. Upstream, the planning of territorial marketing measures is done by the various local stakeholders that define, together the policies and tools to implement, in the shape of PPPs (public-private partnerships)(Marty, 2011). Downstream,

the MT approaches all follow a similar flow:

- Definition of instruments to carry out the strategies;
- Understand, act and continuously rearrange the approach according to any context changes;
- 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 the 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 to rectify, if necessary, the action plan pursued to achieve the desired objectives.

The objectives pursued revolves around the following priorities:

Good governance (Babey & Giauque, 2005; Michaux, 2011), the objective reflects the territories will to equip themselves with systems, procedures, and effective means of measurement capable, without the intervention of the center, of managing interdependencies in an operational way (Gaudin, 2008). 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 utilizing innovative practices.

Strategic visibility and support for local partnerships (Cabanillasa, Alisedaa, Gallegob, & Jeongc, 2013; Casteigts, 2009; "OBJECTIF STRATEGIC 1," n.d.). 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, and tourist development which makes it possible 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 (the 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 information gathered 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 5) 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 the territorial activity.

The territories in question represent various scales (local, sub-regional, regional and national) which fulfill several functions as diverse as they are paradoxical:

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

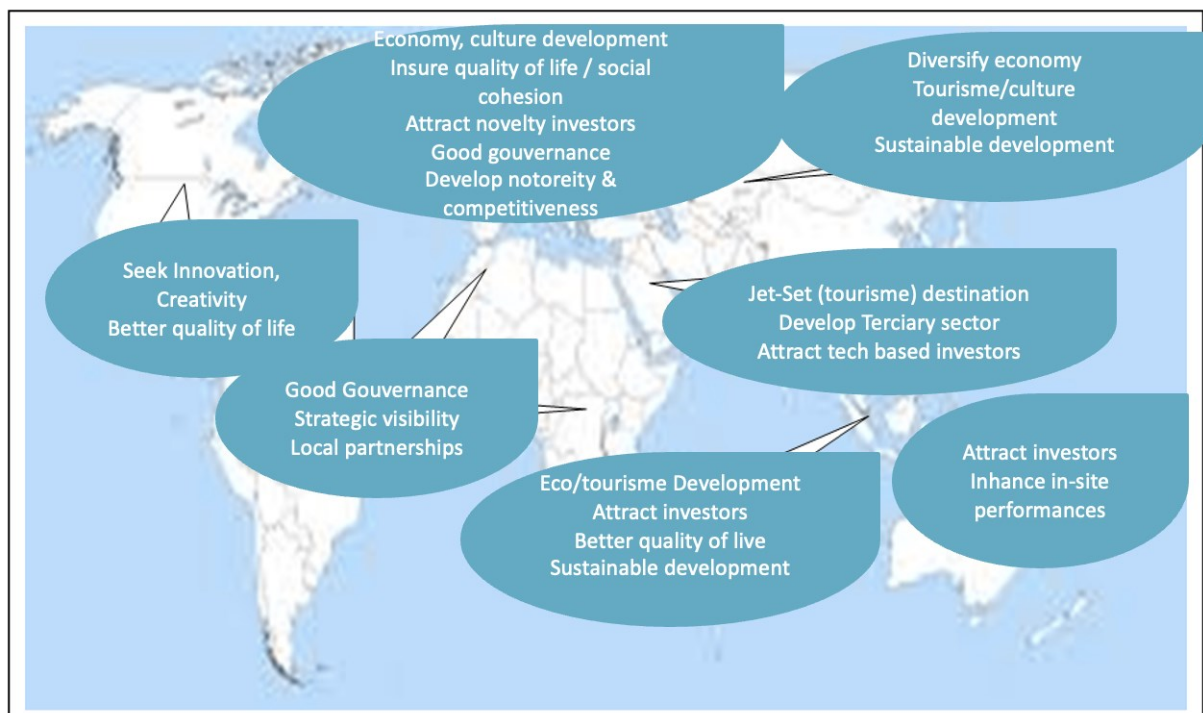


Figure 1: Mapping of Territorial marketing priorities summarized

Source: Author

Thus, all Territorial Marketing related activities, 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 to attract and accumulate capital. All in all, the Territorial Marketing approaches aim for the economic development of a territory and the fulfillment of its human components. They make it possible 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, the efficiency of administrations, investments, and procedures, solidarity and the fair distribution of insufficient resources, and the appropriation of spaces: the creation of the link between municipality-city-province-region.

It should be noted that, for most analyzed cases, 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 (Jesner Clarke, 2013; Saviour

Alfino, 2014), 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 Landmarks to succeed in the quest for 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 Moroccan ministry of tourism (2015) highlights this effect the examples of seaside towns considered to be direct competitors of the city of Agadir:

1. The Grand Canaria – the 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, is located on the Red Sea surrounded by desert. Offers a diversified seaside positioning through the development of niche tourism (scuba diving).

Improving the quality of life (Naud, Tremblay, & Tremblay, 2006) through development and service creation for the citizens is a priority 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, citizen satisfaction, and consequently 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 that 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. And it is at this level that cities think of recruiting communication agencies to carry out design work and promote the territorial Brand (Hanna & Rowley, 2010; Muñiz Martínez & Cervantes Blanco, 2010).

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 section (result discussion) in a list of good practices performed by the studied cases 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

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 Territorial Marketing and ensure a better attractiveness/Image (Gayet, 2015; Paillé, 2008). To this end, we have compiled a summary of the best practices observed in the cases we studied as benchmarks, we organized those into good territorial practices to adopt and mistakes to avoid.

4.1. Territorial best practices

Let's keep in mind that 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 practices here are elements that analyzed cases have put into practice and have made their strength thereafter as a dynamic, attractive territory where it's good to live and invest. Beyond territorial communication, the best practices are about:

Strategic thinking

Good governance always comes back as a prerequisite for the success of any territorial activity. Effective Public Management was cited in almost all the studied cases 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). All the procedures and organizational mechanisms make it possible to control economic performance and optimize the assumption of the rounded responsibility of all stakeholders (Azouaoui, 2005). Amongst the observed trends we can cite:

- Government-led development (planning led by territorial managers);
- Improved quality in terms of skills, efficiency, and expertise of the human resources component of local authorities;
- A better understanding of tasks and responsibilities;
- Rapid decision-making for swift development;

The holistic approach is an omnipresent trend both in the literature and in the results (Vodoz, 2004): how to think of the territory as a whole and integrated project. This practice guarantees effective territorial management, decision-making, and intensive actions as well as ensures more rigorous control. As knowledge is an asset in all fields and for all situations, all cases opt for systems and monitoring work allowing them to collect, analyze and react to the various environment-related information through:

- In-depth diagnosis of the territory's situation: inventory, economic situation, needs and expectations of the targets, ...;
- 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 (Ayadi, 2002);
- 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 largely contribute to the improvement of quality of life, and the creation of financial reserves to invest in territorial marketing 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 (Balakrishnan, 2009) 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 that focuses on top of the territorial activity which ensures advantageous media coverage on:

- Creating a city brand and market positioning via brand image;
- Design the city brand and its sub-brands with the help of agencies specializing in image consulting;
- Creating a special visual identity;

The preferred means of communication are:

- The strategy of ambassadors consists of mobilizing the actors of the territory so that they contribute to the operational implementation of animation policies;
- Major media advertising 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 toward 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

On an operational level, we aim to understand the different levels of the territory to better plan and act. On this level of analysis, we differentiated between the territory lived by the inhabitants, local company territory, regional or national company territory, and institutional territory. What came up the most throughout the results of these action plans:

- 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 constitute 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 to stimulate the leisure, business, and investment segments;
- Ensuring **food security**;
- Generalize the service of **road and rail infrastructure, electricity, drinking water, public facilities, and 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, and 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, and tools for **promoting cities as a cultural project**:
 - Organize festivals, exhibitions, fairs, congresses, etc.;
 - Host international events.

We have so far briefly summarized the factors of the success of territorial practices. During our study, we also detected some errors that should be acknowledged to be avoided, which we present hereafter:

4.2. Mistakes to avoid in Territorial Marketing

The most obvious problem was that of confusing Territorial Marketing with territorial communication, the territorial stakeholders 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 miscalculation 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.

Also, discontinuity of the strategic vision (due to the political election of new maires) whose objectives and different priorities, hence the absence of coherent and effective long-term strategies. All the more, the lack of impact studies of heavy interventions on the territory of the order of the urbanization of new areas, and 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 for the different components of the territory. Thus, there is a risk of confusion where various stakeholders represent the territory, 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 about 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 Territorial Marketing that align with the vision of Joël Gayet, director of the Chair "Attractiveness and New Territorial Marketing" (Gayet, 2014). The Chair managed to summarize Territorial Marketing tendencies that we presented in our case discussion in 10 trends of "new" Marketing territorial.

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.

Figure 2: Territorial Marketing New Trends
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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