



Territorial Marketing Toolbox, an operational tool for territorial mix formalization

Ghizlane Amajid^a, Malika Souaf^b, Youssef El Wazani^c

Members of Research Team in Management of Private,
Public and Social Economy Organizations - EMOPES,
ENCGA – Ibn Zohr University, BP 37/Hay Salam, Agadir, Morocco

^{a-c}E-mail address: ghizlane.s.amajid@gmail.com , malikasouaf@gmail.com ,
y.elwazani@uiz.ac.com

^aPhone: 00 212 661 345 363

ABSTRACT

This article is a critical literature review in which we have drawn out of the various Marketing and Management theories as well as the work on Territorial Marketing to constitute a practical and easy to use operational tool. This tool brings together and explains a set of mechanisms and means in order to carry out an activity of a territorial nature. Thanks to a critical reading of the various marketing-management theories, we have been able to set up a toolbox composed of tools that allow us to set up a monitoring system to better understand one's market, territorial planning tools, tools for effective activity management, Tools for action and, finally, a presentation of the various tools in service of a sound and well-founded territorial communication. This article is likely to constitute a practical booklet for public actors to successfully and easily carry out a Territorial Marketing strategy.

Keywords: Territorial Marketing, Territorial Mix, Critical literature review, Toolbox

1. INTRODUCTION

It would be good to recall that the TM (Territorial Marketing) consists of a number of approaches, techniques and tools used to build and develop the attractiveness of a given

territory through the promotion of companies, products and services, talent, Know-how; The radiance of the territory (notoriety, image, visibility); The attraction and maintenance of people and capital ... [1]. Thus, the implementation of an attractiveness policy translates into a well-defined strategy (territorial project) that finds its concrete expression in a TM mix. This one does not share the same components as the classic marketing mix but it is organized under the same logic [2]. The components of the TM Mix have been identified and organized by several authors under 4 categories [3,4]: Organic components, economic components, geographic components and symbolic components. The latter were reorganized differently by Moreira [5] and Țigănaș [6]. They distinguish between infrastructure (education, culture, etc.), transport and information networks, architecture and design of buildings, and finally society, human factor.

Some authors have chosen to limit themselves to the four elements (4P's) of classical marketing in their definition of the Mix of TM. Chakor [7] for one has tried to reorganize the territorial activity around the classical marketing mix that he defined as follows:

- Product policy, the objective of which is to define a supply and adapt it to market trends and changes in demand [8];
- The price policy which, in TM, implies the price of local taxation, the price of the land in the zones of activity, the cost of hiring the farms, etc. It is the variable of the mix that makes consumers make sacrifices by requiring them to invest in the product [9];
- The communication policy which seeks, through the appropriate means, to make known the offer of the territory and to attract the attention of the request;
- The distribution policy with the objective of facilitating access to the city [10] as well as the service modalities necessary for sales and after-sales services [9].

This "classic" formula saw the appearance of the P of "People" [11] that includes two categories: clients and collaborators and the Power P, which refers to the importance of the role of public authorities [12,13].

For Barbaray [11], clients are both the actual consumers of the products (consumers) and the individuals who can but do not "consume" these products (customer). These give primordial importance to image and reputation in the first place and then to the consumer experience. Indeed, customers have learned to decode advertising messages and are more sensitive to the disappointment caused by the over-promise of brands faced with a poor experience. For this reason, the product offered must be strong of its content and the communication accompanying it must highlight it without increasing (exaggeration) the promises and therefore the expectations. The product must also be supported by a customer service that is an integral part of the corporate culture especially with the advent of social networks. For example, a negative tweet may go around the world in less than 48 hours if the customer's complaint is not taken care of correctly but especially quickly. Employees are also important in this logic because 45% of employees are in contact with customers. And since the motivation of employees translates into customer satisfaction, it is necessary to motivate its employees and involve them in the spirit of customer service.

New approaches to Marketing have emerged, including that of the 5 Cs [14], which is more complete than the 5 P's as it is more comprehensive. The 5 C's elements come to add to the 5 P's and does not cancel them. The C's stand for: the company (company culture, product range, objectives, technology, etc.); Clients / targets (in order to retain the former and acquire

the second ones); The context (macro-environment of the company); Employees (personnel, distribution chain) and competitors (direct and indirect, their current and targeted market shares). This reminder of the elements of the classic marketing mix has served on one hand as a synthesis and, on the other hand, constitutes a step towards adapting the content of the marketing mix to the territorial context. Moreover, the distribution of the mix elements is different, nevertheless it is a mix that different authors adapt differently to the territorial content. Thus, Thébault [14] speaks of 7 P's, he adds to the territorial activity the aspect of servuction (production of services) and organizes the mix as follows:

Product, in this case the Proposed Territorial Offer for a Price, which includes the notions of tariff, taxes, transport cost and labor ... the Promotion which, in fact, does not Exceeds 1/7 (one seventh) of the TM despite what some practitioners sadly reduce all the TM approach to a simple public promotional communication.

The creation of an effective offer cannot be done without federation of external actors towards common objectives via Partnerships. However, territories in competition will invest in the same process as efficiently and intelligently as we do. Furthermore, they are more likely to differentiate their offer from ours. These are ancillary services that facilitate and make more pleasant the consumption of the territorial offer. [15]

Giuliodori and El Asri [16]and Gollain [17] draw from analyzing the case of two French regions (Ile de France and the city of Lyon) the following elements of the mix that Gollain called "7P + I" [16]. This presentation of the mix makes it possible to articulate the offer (Product and Prices) efficiently with regard to potential consumers, to stimulate attractiveness via a good Promotion which emphasizes the good management of the space (Placement) and the system of Supply management Political power as other tools are designed to increase demand indirectly.

These are public opinion campaigns, elements related to Pleasure experienced by the users and Influences exerted on their behavior. Giuliodori and El Asri [16] give the example of the TM Mix behind the brand “OnlyLyon”:

Table 1. OnlyLyon: the territorial marketing mix. Source: (El Asri & Giuliodori, 2014).

Product	Pricing	Place	Promotion
<ul style="list-style-type: none"> - A pleasant living space; - The right place to work, build a business and invest <ul style="list-style-type: none"> - the right destination for leisure and business travel. 	<ul style="list-style-type: none"> - More attractive than Paris and Geneva for the installation of business: price per m², an accelerator of startups (BoostinLyon, Lyon World Economic Center, ...); - Installation of people: schools, habitats ... 	<ul style="list-style-type: none"> - Aderly: team of territorial projects which ensures the coherence and the facilitation of the installation; - Tourism Office: attractive to tourists and business travelers. 	<ul style="list-style-type: none"> - the right information at the right time at the right time; - Communicate effectively on its projects.

Politics	Public Opinion	Customer satisfaction	Influences
The elected representatives establish relations with LT with other territories (Dubai for example) in order to capitalize on the business opportunities.	- "Accro to Lyon" propaganda campaigns in France and "Addicted to Lyon" at the world level; - A network of ambassadors to bring Lyon closer to its targets.	Improving loyalty through listening and exclusive partnerships	Integrate chambers of commerce, embassies and international institutions into the strategic programming of the OnlyLyon brand.

Despite the diversity of classifications attributed to the TM mix, the researchers' main concern remains to refine the means of action so that they lead to a better efficiency according to the objectives set for the territory. Effectiveness depends widely on the ability of actors to remain faithful to territorial objectives. Thus, the TM mix must make it possible to improve, among other things, urban quality of life, which is a decisive factor to territorial competitiveness [18]. In the course of this article we are to present the main objectives pursued by the territories in terms of supply and attractiveness. We will in parallel present the various tools of action available to the territorial actors in order to succeed.

2. A TOOLBOX FOR TERRITORIAL MARKETING

The TM is, more and more, influenced by new trends that invade the field of Marketing. It must integrate them through the development of new practices enabling it to ensure its productivity through [19]:

- Effective integration of various disciplinary fields: quality management, finance, product and service development, CRM (Consumer Relationship Management), communication, promotion, marketing, studies and surveys, ...;
- Citizen must be placed at the heart of any TM approach because of the complexity of his role. The citizen is, at the same time, an actor of supply and demand. He also is an actor of the offer as it is the owner of the land, the building, the heritage... Furthermore, he is the identity bearer, the host, the guide, the creator of the offer, the provider of territorial content information ambassador. In the same way, he is a customer because he first consumes the territorial products / services;
- The successful outcome of an effective TM strategy is the construction of excellence ecosystems in the future. The territorial brand will be the lever of products from the territory. A network of brands will be built around the latter and will constitute a network whose reputation strengthens the positioning of others. All the efforts undertaken by the actors of the territory will benefit all the components of the territory in a spirit of co-marketing;

- Valorization of innovation to offer a unique product, excellent and thus create lasting links between the targets (customers) and the territorial competences (citizens) who will become co-owners of the territory.
- No more talk about B2C (Business to Consumers) or B2B (Business to business). We are now in the era of H2H (Human to Human).

To achieve this, there is an array of action tools at the service of Marketing. Through the present toolkit, we will present those which have been recommended by the authors as being best suited to the territorial context.

The tools at the service of TM strategies are classified, according to Fabrice Hatem [20] under four categories: Knowledge tools (A.), which include the study and statistical tools that make it possible to conduct surveys and market analyze for better planning (B.). Management tools (C.) that allow the development of strategies (objectives and means), follow up on implementation and evaluate the results [21]. Tools for action (D.) targeting, among other things, prospecting, mobilizing local players and improving supply. And lastly tools of capitalization and dissemination of information that is territorial communication (E.).

2.1. Tools to know your market (For market knowledge purposes)

The perfect knowledge of the market is an asset for the territories and allows them [22] to achieve attractiveness by controlling the political, regulatory, macroeconomic environment and the market situation. Attractiveness is also achieved through local resources, labor force, effects of agglomeration and factors in favor of specialization (at local / regional level). This knowledge is an essential first step in the conception of the territorial offer that Tabet-Aoul [23] organizes as follows:

- Analysis of the motivations and needs of the application in order to define its characteristics;
- Rigorous analysis of the territory's resources and its specific capabilities through SWOT analysis (analysis of Strengths, Weaknesses, Opportunities and Threats);
- The choice of a suitable territorial positioning;
- Exploiting the existing factors of attractiveness within the territory;
- Adaptation and / or creation of new attractiveness factors (such as industrial zones, urban development, etc.) making it possible to present a tailor-made offer;
- Continuous prospecting of potential markets through ongoing monitoring [24].

Among the most widely used tools for knowledge and strategic intelligence, the SWOT matrix aims to identify [25] the strengths and weaknesses of the territory, to cross them with the opportunities and threats of its environment to make To highlight the stakes related to territorial activity and to put in perspective the territory in question [26]. The SWOT matrix takes the following form:

Table 2. SWOT analysis logic.

	Positive elements	Negative elements
Internal diagnosis	Strengths	Weaknesses
External diagnosis	Opportunities	Threats

The SWOT analysis makes it possible to define the strategic axes and verify their relevance. It tests the short-term planning in terms of efficiency. And this, through upstream, a meticulous diagnosis making it possible to bring together the elements of the matrix and, downstream, by bringing together the different elements of the matrix to make a synthesis with well-oriented answers to the specific situations encountered. The SWOT analysis mobilizes human resources over time (gathering information, conducting the diagnosis, facilitating debates, etc.).

The SWOT matrix takes time for the initial realization but its feed must be sustained (we must add any new information that appears anytime) to ensure its role as prospective and overseer. The financial resources required to perform a SWOT analysis depend on the degree of data specificity. Indeed, the more thorough the analysis, the higher the cost of realization. The SWOT matrix is a simple to use and very useful tool because it allows visualizing relatively quickly the adequacy of a strategy with a problematic but it remains subjective and requires special attention because the differentiation between what is internal and what is external is not always obvious. In order to complement the work of the SWOT matrix and to adapt the market knowledge process to the territorial context,

A research team that works closely with the “Ile de France” region on their Territorial Marketing have designed a more detailed diagnosis tool called the CERISE- REVAIT® matrix [26], which is part of Gollain's TM approach [17]. The Cerise Revais ® is an analysis matrix that enables the identification of comparative advantages of the territory for each of the segments or markets identified.

The matrix name stands for the initial of its components needed to promote territorial attractiveness effectively, and allows to analyze the territory and to identify its comparative advantages in a fairly complete way. We are going to present the matrix components in French (if needed) followed by their translation in order to respect the acronym constituting its name:

Table 3. Cerise Revait (R) Components.

	Stands For ... in French/ English	Explanation
C	Capital humain / Human capital	<p>Contains all information accumulated locally and mobilized by economic activities. Indicators can be numbers of the labor force in a given sector, the degree of qualification of the workforce, etc. The profile of initial and in-service training tools (schools, universities, etc.) that "produce and maintain" human capital.</p> <p>This way, we can measure the annual number of new graduates and provides indicators on labor productivity. Finally, some territories are very attractive for the workforce which is an important element for companies. This ability to attract the territory can also be measured, in particular for the sectors concerned, by recruitment difficulties.</p>

E	Entreprises et management / Enterprises and leading players	These are economic players emblematic of the territory with a focus is on companies with a strong reputation on their own without restricting themselves only to large companies. We must also look for local personalities who have national or international fame. They are personalities from the economic and financial world, local figures from the world of art, entertainment, restoration, sports, historical and even imaginary personalities. Finally, it is certain that the territories which have set up policies as ambassadors will appeal to their emblematic personalities and already involved in the marketing of their territories.
R	Relations et liens nodeaux / Networks and nodes	Relational networks allow companies to rapidly develop in a territory to find customers, suppliers, partners, economic development leaders, elected officials, etc. At the territorial level, networks of "connection" are diverse: chambers of commerce, networks of subcontracting, co-contracting, competitiveness clusters, business networks, clubs, etc. In the Cerise Revait® approach, it is important to identify the most effective networks for target companies and to indicate the added value they bring.
I	Infrastructures / Infrastructure, Real estate	How is the territory located in its geographical area and in relation to its competitors? What infrastructure does it serve and with what levels of service? We will then look at the internal analysis of infrastructure and the economic supply of real estate and land. The Cerise Revait® analysis covers all the infrastructures necessary for the development of economic activities (transport and health systems, large scientific equipment, housing stock, hotel supply, cultural institutions, etc.) with particular attention to their Key characteristics (type, quality, cost to the customer, etc.). This component also includes real estate and land supply for economic activities. It is a question of describing the characteristics of the offer proposed to companies: zones of activity, offices, business premises, buildings for logistics and the availability of land. We are also interested in cities with undeveloped land available.
S	Services / Services	The provision of services is an essential element of the territorial offer. It is also one of the most difficult components to analyze, because it is necessary to identify key services by avoiding falling into the identification of services, which are important but not differentiated from one territory to another. The other risk is to catalog all available and potential services. We distinguish four main families of services to be studied:
E	Evénements professionnels / Professional events	The existence of professional events such as a fair, a congress or seminars, may offer, in some cases, an interesting form of differentiation. By hosting recognized professional events, the

		<p>territory can position itself among professionals and companies as a major market place within the competitive area chosen.</p> <p>The identification of professional events can make it possible to identify particular events, and the capacities and skills of specialized service providers. The hotel offer can be analyzed in addition to determine the capacities and the quality of the reception.</p>
R	Recherche et développement, Innovation / R&D, Innovation, dedicated scientific equipment	<p>We are here interested in the profile of public and private research and development of the territory, the identification of major scientific and technological equipment, the nature of available technological platforms, scientific networks And technologies, interface and incubation sites, access to finance, etc. Again, it is necessary to prioritize the identification of teams, establishments and equipment that really bring value to the companies that we want to attract (promoting a laboratory of global excellence but working hard with local companies can Prove counterproductive).</p>
E	Entreprises secondaires / Secondary businesses in economic fabric, excellence sectors	<p>The Cerise Revait ® analysis deals with the identification of key competences such as subcontracting or the mastery of particular techniques (precision mechanics, quality of customer service, etc.) . In this analysis, the focus is on SMEs-VSEs (small and medium-sized enterprises - very small enterprises) with strong development potential and highly emblematic of the dynamics of the territory.</p>
V	Valeurs et identité / Values and identity of the territory, Know how	<p>The development of territories also relies on the identity, the commitment and the values of the men and women who live or work there. The identity of a territory is a complex dimension to be enumerated as it consists of factual reality, subjective reality, imaginary and symbolic representation. It is recommended to identify the elements differentiating from the identity of the territory rather than to want to make a complete identity portrait. In analyzing the values and identity of the territory, it is necessary to attach particular importance to the system of representation of the territory, that is to say, to the common way of economic actors to represent themselves, ("Love of good work", "control of time", "behavior in industrial relations", etc.), accumulated know-how and the appetite of local actors for sustainable development.</p>
A	Actions structurantes du territoire / Structuring collective actions	<p>We are trying to measure the specific comparative advantages that will be created by public actors alone or through public - private partnerships [28]: It can be large facilities, infrastructure, economic policies, and so on. It is here that we use the information contained in local town planning plans, sector plans for large equipment planning, collective projects offering elements of differentiation as elements of the</p>

		economic development strategy of the territory, Urban mobility plans, etc.
I	Image et marque territoriale / Image and territorial brand	We can retain the following elements: credibility, simplicity, attractiveness and uniqueness of the image to distinguish the measured image from the projected (or "wanted") image that refers to the brand policy. distinguishes six fundamental elements for the international image of the territories to be adopted as diagnostic elements, namely, tourism, knowledge of locally produced brands, government and local government policies, Local / national attractiveness strategy (companies, talents, students, etc.), cultural influence and finally, men and women who have gained a strong external visibility.
T	TIC / Information and Communication Technologies	Telecommunication infrastructures and especially the types and levels of service that are offered to economic activities by operators. We are also interested in the level of development of the uses of information technologies in the territory in question. This analysis will have to be carried out at the territorial level but also at the level of certain specific sites (zones of economic activities for example) because the infrastructures and services can vary quite strongly within the same territory.
®	Ressources/ Natural and physical resources, emblematic places, capacity for experimentation, quality of life	Resources are "nature provided" and provide a unique competitive advantage to the territory: geographical position, mineral resources or (Wood, water, etc.), landscapes, climate, low level of pollution, etc. The presence of particularly emblematic agglomerations or rural spaces also falls into this category because these places can make it possible to characterize the territory analyzed. We can also add to it the artificial resources "handmade" that offer a true differentiation. It is also the historical territory's heritage, urban icons, equipment (Works of art for example), but also artistic works, urban activities, etc. This analysis should also make it possible to determine the highlights of the quality of life of the territory excluding public services to the population previously treated. We are interested in cultural policy including sites, events or cultural labels with a strong influence.
This set of features form the "Registered Trademark or ®" of the territory. To the thirteen elements cited above, Gollain adds four "optional" criteria that can be added to the previous ones to complete the Cerise Revait® analysis : stakeholder organization, local market, sustainable development and insecurity		
--	Organization of actors (Territorial Governance)	The organization of territorial actors becomes a factor of competitiveness and differentiation. Indeed, territories that have established effective governance, generally offer a better collective organization for economic activities (simplification of the relationship, saving time, etc.). Corporate managers will

		give more importance to territories that have managed to establish governance, organize "their customer relations" and create a feeling of trust with their interlocutors. We will be able to assess the climate of trust between the actors, their ability to work together - to organize - to consult together, to speed up the implementation of projects, etc.
--	Local market	In some cases, the local market is an important element in attracting economic activity. The reasons can be multiple: size, market characteristics, behavior of inhabitants and employees, purchasing power, presence of major contractors (head offices, government and public agencies, large fortunes, etc.), etc. Quantification and qualification of the local market can be carried out.
--	Sustainable development	It has become an important element in the attractiveness of territories. Some of the previous Cerise Revait ® criteria already incorporate this concern. Nevertheless, it might be useful to evaluate the territory on this criterion by bringing together all the available information under one and the same component. This approach will be all the more important as targeted economic activities will integrate an environmental, even socially responsible (CSR) approach.
--	Insecurity	In the current context, there is a lot of political turbulence with the emergence of terrorism. It is therefore essential to take an interest in this issue in order to meet both explicit and implicit expectations. Difficulties measurement often lies in obtaining comparative statistics.

Finally, it is now necessary to study the capacity of the territory to be used by economic activities. We can think of hosting shootings of films or TV movies, but also the ability to use the site as a testing ground for technologies and uses ("living labs"). At the end of the work of gathering useful information to feed the analysis grid, it is necessary to compare the key characteristics, for the same criteria, with the supply of competing territories. And, based on the results of previous comparisons, it remains to identify the comparative advantages of the territory. The results of Cerise Revait ® are used for four purposes. They serve as a means of competitive intelligence. They also make it possible to identify the comparative advantages of the territorial offer and the priority segments in the light of cyclical changes, enabling the construction of a well-founded promotional argument.

There are certainly other tools to mobilize to make a territorial diagnosis, but we decided to present only the two above: We have privileged some of the most powerful tools (SWOT) as well as some less known (Cerise Revait ®) but who are best fitted to the territorial nature of our quest. Otherwise, it is also possible to borrow all the diagnostic tools from the marketing management disciplines like the identification of the competitive forces of Porter for example.

Once the diagnosis is made, it is time for the actors to define the strategic orientations and plan the future of the territory on the basis of the knowledge thus constructed.

2.2. Tools to plan (For planification purposes)

THE URBAN PLAN: an urban planning tool that constitutes the base for the growth of economic activities, hence the need to define for a given territory a so-called urban planning plan which serves as a legal framework for the development and The construction within that territory. It gives a functional and physical view on the zones of habitat, zones dedicated to economic activity, infrastructures and equipment as well as natural areas [29]. The difficulty of the urban plan as a planning tool lies in its approval and then its adoption by the communities especially with the existence of other actors who escape the jurisdiction of the communities and which can impose to the territory projects that do not fit necessarily with the planning logic imposed by this plan. It is for this reason and many others that urban planning is advocated to organize and channel the phenomenon of urban growth. Noisette and Vallérugo [29] list some of these reasons in particular:

- The regularization of the use of the soil and the organization of the building;
- Development projects financing and steering that are efficiency-oriented;
- housing market and therefore housing prices control ;

INDUSTRIAL ZONES: which is an area designed to be marketed to companies or organizations in order to carry out their economic activities. It is an important tool for economic development [12]. These zones take designations that differ according to the size and the objectives sought between zones of activity, incubators, incubators ... The main objective of an industrial zone is to propose a location site that best meets the needs of Companies.

SCOT - TERRITORIAL COHERENCE PLAN: A territorial planning tool proposed by Territorial Public Management theories [30]. Leroux E. defines the plan as a scheme (planning document) that fits in the medium / long term. It makes it possible through an analysis of all the components of the territory to focus on the elements that can create coherence between territorial groups, regions of a country for example. The Territorial Coherence Scheme is organized in two phases, a diagnostic phase and a planning phase [30], [31] as summarized below:

Diagnosis phase:

- To delimit the territories in question;
- Diagnose these territories in terms of environment, transport, economic, commercial, agricultural and tourism developments;
- Draw up an inventory that highlights the issues, opportunities and challenges.

Planning Phase:

- Define the major development orientations that concern all the territories and develop a development project;
- Create a guidance document specifying for each municipality the objectives to be achieved.

This tool (SCoT) makes it possible to plan, for each territory, an optimal development project, taking into account its strengths and allowing it to benefit from synergy with neighboring territories, while respecting a coherent national strategy. Given its importance as

a planning element advocated by governments, we have made a brief presentation in the toolkit.

2.3. Tools to manage (For management/steering purposes)

This title doesn't contain tools per say, it is more of good managerial practice (Best-practice). It consists of the setup of territorial council, that is: an organization in which all the territorial actors, at least the most influential ones, are represented. This council ensures the coherence of the program plans pursued by the various bodies, ensures the communication of the territorial players and their adhesion and therefore their involvement in territorial strategies and their implementation. A territorial steering committee was one of the first actions taken by the city of Lyon when it decided to conquer the world [32]. By doing so, it has managed to secure a place among the 20 most visible and best-rated territories in the world.

The advantages of setting up a steering committee with a hierarchical moral power over all the components of the territory are manifold. Hatem (2007b) describes these advantages as "good practices" and cites some of them:

- Ensures better coordination of the different approaches;
- Focuses on well-targeted messages that make the consensus of all territorial actors: all territorial components communicate coherently over their products and implicitly on the territory and its values;
- Ensures evaluating territorial performance through reliable tools;
- Improves the efficiency of the operations undertaken (coordination avoids duplication and redundancy of actions, so that action is well targeted and efficient);
- Territorial management/actions are conducted proactively and reactively.

This steering committee is the pivot that coordinates the territorial activity in favor of an efficient offer strategically designed. It also makes it possible to specify who does what, and allocates the necessary and sufficient action tools to succeed in any TM approach. The tools used by the steering committee include benchmarking tools, reports and studies and the organization of reflection structures.

2.4. Tools to act (For Action purposes)

According to Meyronin and Valla [33] the elements of action involved in the setup of a TM strategy are organized into four categories. Customers around whom an activity (tourism activity, projects or services) is created. They are communicated through supports and their consumption is facilitated by contact persons. Indeed, these elements can act on the territorial offer through networking policies, the use of labels, the creation of brands, the use of events [34] or any form of communication [35] as specified in the next set of tools (territorial communication tools – 2.5.).

Direct actions on supply are highly valued by the territories because of their direct effect on attractiveness [20], for example incentives which are a very interesting instrument in attracting policies, notably investment. Indeed, incentives are easily manipulated and can influence the decision to implant because they constitute a direct intervention on the return on investment [8]. Incentives can take many forms [23] according to:

- The nature of the incentives: tax incentives (long-term or temporary incentives for taxation or tax provisions); direct aid (making financial means available to the company in the form of a subsidy, loan advance, etc.) or indirect aid (provision of immovable property or land, facilitation and various guarantees);
- The purpose of the incentives which can be either the creation / development of a new company; Helping a struggling company to maintain a balance of jobs and resources for communities; Assistance in maintaining the services necessary to meet the needs of the population.
- The source of incentives that differs depending on which entity releases the incentive. These may include the State or local authorities (public aid, investment incentives); Supra-national institutions (eg the European Union) involved in economic and social development.
- The methods of intervention. They may be of material or financial nature.

There is another category of action tools: those relating to the dissemination of information having a threefold objective in terms of: first, information transmitting; Then the promotion without forgetting the tools of attractively-building and image management [20], the latter are territorial communication tools that we will present hereafter.

2.5. Tools to communicate (for communication purposes)

Communication is a very important element of TM to the point that some practitioners sometimes reduce TM practices and limit them to mere communication [36]. A territory with an unsupported supply does not benefit from the opportunities the market can offer if the offer is not communicated. This attitude is costly in terms of profitability of the actions undertaken by the territories [9]. This is due to the fact that, on the one hand, customers' behavior depends partly on their perceived image of a product and on the other hand; a good image can limit the consequences of "Incidents that can soil a product's image". Let us give the example of New York, which, thanks to its strong image, was able to persist as an international center of affairs despite the 9/11 attacks.

Brossard [8] has proved, through experimentation, that investors, in their process of location selection, attach particular importance to the sources of information. So the question facing the territories is not whether to communicate or not? Because the answer is obviously COMMUNICATE. Rather, the question is how to communicate in a lucid, voluntary and organized manner. The authors agree to adopt the 5 W process (the Laswell scheme) for the Territorial Communication. This process is constrained by factors that diminish its effectiveness. The reference framework is one, in fact, since experiences, values, preoccupations, prejudices, motivations, knowledge and visions between communicators are not necessarily the same.

They may lead to coding / decoding the message differently and cause huge distortion for its content. The heterogeneity of the targets is the second binding element of communication. In the case where there are several receptors, the major problem would be whether they constitute a homogeneous group. Otherwise, it is necessary either to find a common point between the receivers and to focus its communication on this point, or to elaborate a specific communication for each receiver. This can consume a lot of time and resources. Indeed, time and means affect the content, objectives and outcome of a message. Where appropriate, their receivers should be prioritized and addressed according to the need

and strategy pursued. The third constraint lies in the disturbances that may affect the operation of communication (noise). A message must therefore be designed in a simple, clear, attractive and repeated way so that it catches the attention of its recipients [37].

Communication of general interest aims to raise awareness and involve citizens in strategies and visions for the territory. Political communication allows the actions of the communities to prevail. Another objective has emerged to follow the evolution of the attributes of the territories, to promote and make known the opportunities of the territorial offer and to develop a specific image. Lendrevie et al. [9] insist on a few rules to ensure the achievement of these objectives: a simple message, a strong and honest promise, persistence in repeating the same message, continuity in time but also of communicated positioning, coherence between Various channels and media of communication and the credibility of the content.

Support for Territorial Communication

There is a multitude of communication mediums, Kotler et al. In their reference book “marketing management” [37] suggest a classification of communication tools according to their purpose, ie advertising, sales promotion, direct marketing, public relations and sale. In another reference book, in marketing, “Mercator” [9] recommend another classification according to the nature of the communication means as it distinguishes between media communication and non-media communication. The media are the traditional means of advertising (radio, television, billboards, etc.) whereas the non-media includes other means of communication (promotion, public relations ...). The arrival of Internet has led to the emergence of a third category: multimedia communication. For our part, we chose to adopt the second classification, that of the Mercator in order to present succinctly and accurately the most relevant tools in a territorial context, their utility, their disadvantages as well as their applicability in territorial strategies. For a better readability, we have chosen to present the communication tools, rather numerous, in the following table:

Table 4. Territorial-communication tools.

MEDIA COMMUNICATION	
Objective: to ensure mass information to create an attitude, to build an opinion, to make desire to make act.	
Press	<p>The first medium in terms of advertising investment. It selects the desired geographic coverage, the profile of the readers and the extended (through the number of prints and numbers sold). It allows to develop an image, build a brand and ensure a constant presence on the ground [17,34]. The press constitutes a heterogeneous whole:</p> <ul style="list-style-type: none"> - Daily press to ensure better coverage and recall; - The periodical press for long and well-argued messages; - The specialized press, for better targeting. <p>The seizure of power by local authorities at this level is reflected in the emergence of the territorial press [38].</p>

<p>Public Display</p>	<p>The oldest media but has proven itself in terms of adaptability. It makes it possible to reach almost all the population of a given geographical area and therefore ensures traffic and awareness [17],[34]. It has several supports:</p> <ul style="list-style-type: none"> - Panels: this is the most common form of display that affects individuals while they are traveling; - Urban furniture: permanent signs in the center of cities (eg bus shelters, buildings, etc.); - Transport display: display on buses and taxis that touch active persons.
<p>Radio</p>	<p>A very public media that has several advantages:</p> <ul style="list-style-type: none"> - Low-cost message to produce, and easy to multiply according to the objectives pursued; - Good distribution and mobilization speed ; - Good level of public selection thanks to broadcasting schedules, nature of programs and radio (national, regional, young, political ...). <p>In a territorial context, radio is used to inform, explain, advertise but also create awareness.</p>
<p>Television</p>	<p>The most coveted medium because of its strong and costly audience because the charges related to television advertising relates to the scenario, the staging and the means invested are most discouraging to territorial managers [36]. It makes it possible to create a reputation for the territory, to develop a brand image and make it attractive [17,34].</p>
<p style="text-align: center;">NON MEDIA COMMUNICATION</p> <p>Objective: can be used as a complement, even as a substitute for media communication [9], in particular the case of very narrow targets in the event of a proximity relationship with recipients. It makes it possible, in particular, to create and develop a territorial brand, to attract membership in this brand, and to make targeted advertising [17,34].</p>	
<p>Sales promotion</p>	<p>It pushes the territory towards its targets contrary to the traditional advertising that pushes the targets towards the territory [39]. The promotion involves associating a temporary extra benefit to the product to eventually boost demand. The techniques are multiple: voucher, gifts, discounts, free sample, free trial, ... The objectives can be: to encourage first contact with the territory, to develop new uses, to create an event, Reference or get more visibility.</p> <p>Some promotional activities are not applicable to territories, while others are widely used by the latter. Examples of territorial promotional techniques include temporary exemptions, the provision of land free of charge or against a favorable price, financial aid of various forms and the provision of services related to the territorial product.</p>
	<p>Communication technique designed to develop a relationship of trust and adherence; public relations are characterized by a high level of credibility and eliminate relays: personalized communication in one to one. The means used for public relations include:</p>

<p>Public relations</p>	<ul style="list-style-type: none"> - Meetings, receptions or other events; - Lobbying (maintaining regular personal relationships with public and economic personalities) to encourage them to defend the interests of the product; - Sponsorship, sponsorship of events or sponsorship of public causes (cultural, humanitarian, ...) [40]; - Conferences, symposia, training seminars, scientific meetings; <ul style="list-style-type: none"> - Trade shows, fairs, exhibitions; - Historical-related events [41]; - Gifts (which can sometimes go beyond the field of public relations to become a form of corruption); - Press relations (press releases, correspondence, telephone information, interviews, press conferences ...); <ul style="list-style-type: none"> - The network of ambassadors [42]. <p>Public relations are very coveted by territories including press relations, lobbying, participation in trade fairs and specialized fairs and the organization of events. The latter is considered as a tool for sustainable urban revitalization [43] as it inscribes in sustainability a dynamics of projection and radiance of territories.</p>
<p>Direct marketing</p>	<p>All individualized and interactive means of direct communication. Direct marketing counts among its tools the mailing, the sale by telephone / announcements / television / e-mail. Its characteristics are:</p> <ul style="list-style-type: none"> - Selectivity of targets; - Adaptability: tailored communication; - Instantaneous, can be prepared / realized very quickly; - Interactivity. <p>Direct marketing is newly used by the territories because it allows perfect targeting of efforts. It thus saves on the cost of communication compared to promotion or advertising. Nevertheless, it must be handled efficiently.</p>
<p>MULTI MEDIAS COMMUNICATION</p> <p>Objective: to integrate technology into territorial processes and gain a presence on the web. Integrate territorial communication in an Inbound approach [19] ...</p>	
<p>Internet</p>	<p>Information Technologiess have shifted territorial divisions and favored the emergence of "virtual territories" [44]. The Internet offers very important advantages:</p> <ul style="list-style-type: none"> - Versatility: Internet makes it possible to reach all audiences and covers all types of information: product related information, financial information, institutional information, etc. - Interactivity: Like direct marketing, the Internet is an interactive means of communication, because it allows interactivity with large audiences in real time (without necessarily waiting for the return of information through coupons Or appointments). - Ease of access to information: Links and search engines greatly facilitate access to information. The Internet is an exceptional tool for

	<p>documentation and technological and competitive intelligence [9].</p> <p>- Financial Accessibility: The cost of disseminating information over the Internet varies little regardless of the content of the message. Thus, a business site has unlimited capacity in terms of amount of information, languages ..., without added costs.</p> <p>The Internet is an extraordinary opportunity for the territories. It allows them to communicate on the opportunities they offer through websites aimed at their various targets.</p>
<p>Social networks</p>	<p>A social network is "a community of individuals linked together by their origins, their interests, their needs, their points of view ... within the framework of interactions that can give rise to exchanges of information, Logic of mutual assistance and sharing of experiences" [3].</p> <p>Although social networks are in fact a derivative of Internet, we preferred to consider them on their own, to be able to talk a bit more about their specificities. Here, the territories allow themselves to offer Internet users very relevant content and very adapted to their interests [45]. Among the advantages of social networks is a connection with Internet user and at the same time with his network; Microblogging (instant publication of short messages); The enormous and easily reachable number of members (followers) and the ease of access to information. Indeed, the information is present in the newsfeed of the surfer he does not have to go for it makes it a priceless tool for target reaching [46].</p>

Fabrice Hatem [20] recommends a more adapted template for territorial communication. It classifies the tools according to their purposes and not their nature and in four categories that trace the stages of the relationship between the territory and its targets. First, the knowledge of the territory and its offer, which passes through tools of capitalization of information.

Then, it is the prospecting phase that aims to attract the targeted customer through the tools of promotion and prospecting. Subsequently, the phase of making contact via negotiation tools where the target "buys" the territorial offer. And finally, the "consumption" phase of the offer, which makes use of accompanying tools and so-called after-sales services. Since the last two categories come together in terms of mobilized tools, we have chosen to present them under the same lower category:

Tools for capitalizing and disseminating information: this category encompasses tools and means for pooling information (company databases, project monitoring tools, etc.) as well as intranet sites that ensure the sharing of information among members of the action network.

At the external level, the dissemination of information passes through corporate and general public sites that offer arguments, means of communication, publications and reports.

Negotiation tools / business services / investor services: These tools make it possible to formulate a territorial offer, to negotiate with the investors, to organize the management chain of the projects and to assist the investor at the time of the implantation. Among the tools advocated at this level is the one-stop shop that facilitates the installation of new investments in the territory and constitutes the sole interlocutor. This, at the beginning of the relationship investor-territory, makes it possible to facilitate the administrative procedures, the

recruitment, the contacts with the local partners in particular for the provision of lands and aids. Once the relationship has been established and the investor has become a player in the territory, tools are put in place to ensure its follow-up, and also to help it anticipate, manage possible crises and detect new opportunities.

Basically, the existence of a visual identity is very important [47] as it implicitly links a territory to a number of messages contained in the images and words that constitute the logo. It also facilitates the identification of the territory in relation to others. Thus, locating the stand of a territory, for example in a living room, becomes all the easier if the territory is identified by a logo / visual identity in relation to a territory that is identified by text.

Finally, the territory must effectively integrate all of these tools into its TM approaches and strategies, particularly in terms of communication. This will make it possible to move from territorial communication to territorial liveliness [48]. This stimulation will allow the accompaniment of urban civic attitudes to the benefit of the territory [49]. Thus, in an optimization perspective territorial-image and thus brand monitoring, Nicolas Babey [50] have put forward a model using information systems.

This model is based on the assumption that the attractiveness of a city (and the pleasure / desire experienced by inhabitants to live in a place) is based on criteria other than taxation and the life-cost, including active participation in the construction of the territory and the involvement notably through information in all that happens at the level of the territory.

3. CONCLUSIONS

This article is the product of a basic observation that we made while preparing our research project: there is no one scientific source that talks specifically about the various tools that can be used by territorial managers in order to implement a successful and well-informed TM strategy in a scientific approach. Our mission since have become to gather all valuable information and data provided by well known authors in the TM field (and even the less known ones). The result was a number of tools that fit through any given TM process from beginning to the later stages of its implementation.

We therefore proceeded into organizing the gathered tools into five categories that we presented below and that can be summarized as follows:

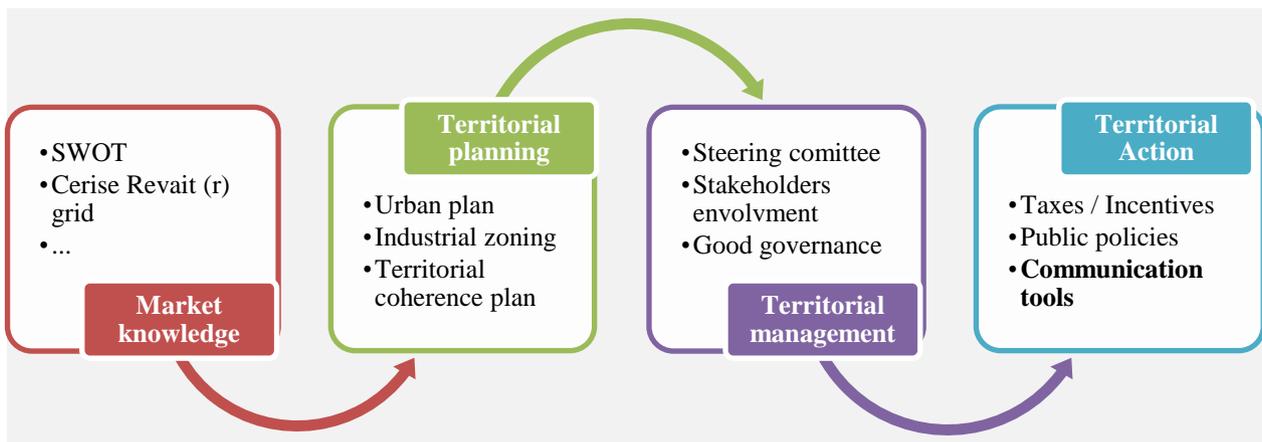


Figure 1. Toolbox summarized content. Source: author

We have tried in the course of this article to gather most used tools in the territorial management context that can be used to efficiently implement any TM strategy for theoretically any territory. What is left to say is that there are some predispositions to ensure correct usage of the toolbox and generate better results out of TM strategies. These predispositions fall in the following categories:

- Territorial management organisms must have a good understanding of the real extent of their responsibilities. In fact, an organism that doesn't know that territorial development doesn't concern their daily activity is most likely not to care neither participate in it.
- Knowing one's attributions must be the key to more effective collaboration between the various territorial management entities, as collaboration makes available more expertise as much as manpower for less budget and less amount of time and better results that are both benefic to each organism's objectives but also falls into the coherent conception/work and therefore territorial perception by others.
- HR (human resources) are a very critical chain-link as the above requirements as well as the correct implementation of any tool in this toolbox are in the hands of the people working in the organization. If the HR are not well trained, aware or at least just not motivated enough they can compromise even to the best TM strategies with highest involvement from governments, the most expensive budgets and the most sophisticated tools.

For these reasons, especially the HR related one; we have not a lot of planning neither managerial tools. As these aspects are not a matter of tools as they mostly rely on the performance and know / know-how of territorial leaders. This makes the conclusion of our article: the most valuable tool to dispose of to succeed any TM initiative is a HR that know what they are up to, what their responsibilities/limitations are and know how to efficiently work with the various territorial stakeholders with the most up to date relevant technologies and use the right tools in a proactive manner. Only at this stage we will find territories that fully function as competently as private enterprises and will therefore fall in the category of "collective-intelligence enterprises" [44].

References

- [1] C. Alaux and J. Gayet, "Pays d'Apt Luberon Les enjeux et défis pour demain de l'attractivité," in *Conseil Communautaire - Apt*, 2015, pp. 1-36.
- [2] C. Chamard and J.-C. Liquet, *L'évaluation de l'image perçue des régions françaises*. 2007, pp. 1-23.
- [3] M. Barabel, S. Mayol, and O. Meier, "Les médias sociaux au service du marketing territorial : une approche exploratoire," *Management & Avenir*, vol. 32. p. 233, 2010.
- [4] V. Girard-Millet, "Identité territoriale et marketing territorial : application du concept de Corporate Mix," *Les Cah. Lyon. Rech. en Gest.*, vol. 16, pp. 148-172, 1995.

- [5] P. Moreira, "City marketing mix: Marketing Portugal," *Comunidade de Marketing*, 2009. [Online]. Available: <http://www.marketingportugal.pt/index.php/pt/estudos>. [Accessed: 30-Mar-2012].
- [6] A. Țigănaș, "Fostering Public Attendance within Territorial Marketing Field - A Local Diagnosis Aimed at Providing Image Strategy Improvements to the Romanian City of Cluj-Napoca," *VIEŠOJI Polit. IR DMINISTRATIVMAS PUBLIC POLICY Adm.*, vol. 11, no. 4, pp. 619-628, 2012.
- [7] A. Chakor, "Le marketing territorial et ses applications au maroc," *Horizons Univ. - Rev. Sci. l'université Med V Souissi*, vol. 1, no. 2, pp. 59--69, 2004.
- [8] H. Brossard, *Marketing d'une région et implantation des investissements internationaux*, Economica. 1997.
- [9] J. Lendrevie, D. Lindon, and R. Laufer, *Mercator: théorie et pratique du marketing.*, 8ème édit. 2006.
- [10] M. Proulx and D. Tremblay, "Global positioning of the peripheries with territorial marketing SOCIÉTÉ Marketing territorial et positionnement mondial," 2006.
- [11] [C. Barbaray, "Quand le marketing se dote d'un 5ème P," *La tribune*, 2015.
- [12] G. Benko, "Marketing et territoire," in *Entre la métropolisation et le village global*, 1999, p. 334.
- [13] P. Kotler, D. Haider, and I. Rein, "Marketing places: attracting investment, industry, and tourism to cities, states, and nations." Free Press, New York, 1993.
- [14] M. Thébault, *Passons donc au MTM, le Marketing Territorial Mix*. 2013, p. <http://thebaultmarc.expertpublic.fr/2013/03/25/pas>.
- [15] G. Amajid, M. Souaf, and Y. Elwazani, "Territorial marketing and its effects on Development , approach from the literature," *Rev. marocaine Recherche en Mark. Manag.*, vol. 13, pp. 111-129, 2016.
- [16] A. Giuliadori and M. El Asri, "OnlyLyon international marketing strategy," 2014.
- [17] V. Gollain, "Guide du marketing territorial : Réussir son marketing territorial en 10 étapes," 2008.
- [18] D. Naud, R. Tremblay, and D.-G. Tremblay, "Discours sur la qualité de vie et la compétitivité des villes du savoir," in *La compétitivité urbaine à l'ère de la nouvelle économie: Enjeux et défis*, 2006, pp. 57-66.
- [19] J. Gayet, "Tendances et nouvelles pratiques du marketing territorial," in "*Attractivité et Nouveau Marketing Territorial*," 2014, pp. 1-75.
- [20] F. Hatem, *Le marketing territorial: principes, méthodes et pratiques*. 2007.
- [21] A. S. Bailly, "Les représentations urbaines : l'imaginaire au service du marketing urbain," *Rev. d'Economie Régionale Urbaine*, no. 5, pp. 863-867, 1993.
- [22] F. Hatem, "Le rôle des clusters dans les politiques d'attractivité," *attractivité des Territ. regards croisés*, pp. 19-22, 2007.

- [23] M. K. Tabet-Aoul, "Le marketing territorial, un outil de développement local. Cas des communes du grand Telmcen," 2009.
- [24] [S. Stervinou, "Vendre le territoire: un exercice difficile," *Hist. Anal. économique*, no. 1, pp. 20-23, 1996.
- [25] O. Schmitt, *APPLICATION DE L'ANALYSE SWOT pour la mise en place d'une gestion des flux de déchets dangereux dans des entreprises pilotes au Maroc*, vol. 4. 2008, p. 4.
- [26] V. Gollain, "Identifier et valoriser ses avantages comparatifs territoriaux avec la methode cerise revait® 5ème édition," 2012.
- [27] Université Paris sud, "L'Analyse Swot," 2011.
- [28] G. Amajid, M. Souaf, and Y. Elwazani, "Touristic public management potential and challenges, Case of Souss Massa Draa region - Morocco," *Am. Acad. Sch. Res. J.*, vol. 5, no. 3, pp. 305-315, 2013.
- [29] P. Noisette and F. Vallérugo, "Le marketing des villes: un défi pour le développement stratégique," 1996.
- [30] E. Leroux, "Le SCOT : un outil de Management public territorial au service du développement durable des territoires ?," *Rev. Gest. Manag. Public*, vol. 1, pp. 38-51, 2012.
- [31] S. Loudiyi, "Le SCoT, Instrument de gouvernance territoriale. la conduite locale de la concertation dans le pays du grand clermont," *Norois*, vol. 209, no. 4, pp. 37-56, 2008.
- [32] J.-P. Gonguet, "Lyon, champion du marketing territorial," *La tribune*, p. pages 18-19, Jun-2012.
- [33] B. Meyronin and J.-P. Valla, "Les apports du marketing des services au marketing territorial," in *Actes du 4e colloque international Tendances du Marketing, ESCP-EAP/Université de Venise, Paris*, 2005.
- [34] A. (Université P. 3 – S. N. Pinel, "MARKETING TERRITORIAL ET ÉVALUATION DES ÉVÉNEMENTS Étude de cas : La région Limousin et les événements de la Maison du Limousin à Paris," 2010.
- [35] M. Chanoux and S. Serval, "Etat des lieux et perspectives du marketing urbain Une approche par la littérature," *med-eu.org*, pp. 1-26, 2011.
- [36] L. Texier and J. P. Vala, "Le marketing territorial et ses enjeux," *Rev. Française Gest.*, vol. 87, pp. 45-55, 1992.
- [37] P. Kotler, B. Dubois, and D. Manceau, *Marketing Management*, 11th ed. 2000.
- [38] C.-E. Houllier-Guibert, "La communication du territoire rennais : jeux d'acteurs et cohérence territoriale," *Commun. Organ.*, vol. 35, no. 35, pp. 95-110, 2009.
- [39] P. Volle, "Marketing: comprendre l'origine historique," *MBA Mark.*, pp. 23-45, 2011.
- [40] N. Chen, "Branding national images: The 2008 Beijing Summer Olympics, 2010 Shanghai World Expo, and 2010 Guangzhou Asian Games," *Public Relat. Rev.*, vol. 38, no. 5, pp. 731-745, 2012.

- [41] C.-E. Houllier-Guibert, “Normandie à l’international,” *Marketing-territorial.org*, 2013.
- [42] A. Chanu, “Le marketing territorial, un outil pour réinterroger la stratégie,” *Journée d’échange d’expériences l’Aradel (Association Rhône Alpes des Prof. du Développement Econ. Local*, no. 69, pp. 1-108, 2010.
- [43] M. Aubry, “LILLE, ville créative et entreprenante,” *L’Oriental.ma*, pp. 9-11, 2013.
- [44] Y. Bertacchini, “Le territoire, une entreprise d’intelligence collective à organiser vers la formation du capital formel local,” *Commun. Organ.*, vol. 25, no. 25, 2004.
- [45] M. Ougacem, “La communication digitale au service du Marketing territorial,” *L’oriental.ma*, pp. 59-62, 2013.
- [46] S. Bertrand, “Les réseaux sociaux: nouveau territoires du Marketing Territorial?,” in *Réseaux sociaux, politiques de marques et techniques d’influence marketing territorial et marketing des entreprises: qui inspire l’autre?*, 2011, pp. 6-7.
- [47] S. Lee, L. Rodriguez, and S. Sar, “The influence of logo design on country image and willingness to visit : A study of country logos for tourism,” *Public Relat. Rev.*, vol. 38, no. 4, pp. 584-591, 2012.
- [48] C.-E. Houllier-Guibert and C. Rochette, “Appel a contribution: Territoire, marque et gouvernance : un marketing territorial renouvelé par le place branding ?,” 2014.
- [49] H. Mainet, “Les petites villes françaises en quête d’identité. Ambiguïté du positionnement ou image tactiquement combinée ?,” *Mots. Les langages du Polit.*, vol. 97, 2011.
- [50] N. Babey, “Marketing territorial Cités de l’énergie,” in *Themeco*, 2013, pp. 1-10.

(Received 26 December 2016; accepted 13 January 2017)