



Challenge of Adapting Marketing Concepts and Tools to The Territory

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Abstract:

This research paper investigates the necessity and process of adapting traditional marketing concepts and tools to the unique context of territories, aiming to enhance their attractiveness for targeted groups at both national and international levels. The study posits that the distinctive characteristics of territories require specific adaptations of marketing strategies to achieve effective positioning and competitiveness. Through a theoretical analysis of territorial marketing principles—including brand adaptation and investor relationship management—the research explores how coordinated collaboration among territorial actors strengthens a territory's competitive edge. Key findings highlight the importance of tailored territorial offers, cohesive stakeholder engagement, and the strategic use of both tangible and intangible assets. The paper contributes an actionable framework for building strong territorial identities and underscores the significance of continuous relationship management with investors for sustainable development. The results affirm that successful territorial marketing not only boosts economic performance but also cultivates community belonging and long-term investor loyalty.

Key words: Territorial marketing, territorial offer, territorial actors, territorial marketing mix, territorial brand, investor relationship management.

JEL Classification Codes: M31, R58, O18, R11.

Introduction

The increasing openness of various national economies has significantly contributed to the growth of diverse activities and production factors across regions. This is achieved by considering a multitude of factors that cater to the needs and requirements of diverse groups, who now have the opportunity to choose from a variety of locations for living, working, investing, studying, tourism, healthcare, shopping, and other activities (*World Bank, 2021*).

However, major cities, or "metropolises," remain the hubs where economic activities and consumer spending are increasingly concentrated. A study by *Oxford Economics (2018)* predicts that by 2030, 60% of the wealth generated globally will be concentrated in just 750 metropolises, and over 55% of consumption will be heavily centered among families in these areas. This presents a significant challenge for many cities to maintain their attractiveness for wealth-creating activities, for families to spend their incomes, and for other cities to aspire to achieve prominent international positioning (*UN-Habitat, 2020*).

In response to these challenges, officials at local, regional, and national levels are increasingly adopting territorial marketing as a strategic tool to enhance the competitiveness and attractiveness of their territories. territorial marketing, which has its roots in the adaptation of marketing practices developed in economic institutions, aims to provide tailored, competitive territorial offers that meet the needs of specific target groups (*Anholt, 2007*). This process requires adapting conventional marketing concepts and tools to address the unique characteristics of regions, fostering their ability to stand out in an environment marked by intense competition and demanding stakeholders, including investors and consumers (*Kotler et al., 2016*).

The general problem this research seeks to address is how marketing concepts and tools must be adapted to territorial contexts to enhance their effectiveness. More specifically, it investigates the following partial problems:

- What is the concept of territorial marketing, and what are the main objectives of adopting it?
- How can specific marketing concepts and tools be adapted when applied to different territories?

The general hypothesis posits that the unique characteristics of territories, particularly their territorial offers, require significant adaptations of marketing strategies to achieve their objectives. The partial hypothesis suggests that territorial marketing must

address these unique characteristics through a coordinated, collective approach to meet the needs of targeted groups effectively.

The study aims to achieve two main objectives:

1. To define and clarify the concept of territorial marketing and its role in enhancing territorial attractiveness.
2. To identify and propose the necessary adaptations of marketing concepts and tools to improve the effectiveness of territorial marketing strategies.

The importance of this study lies in its contribution to bridging the gap between traditional marketing practices and the emerging field of territorial marketing, offering a framework for creating competitive and tailored territorial offers. The methodology involves a theoretical analysis of territorial marketing concepts, combined with a discussion of practical adaptations to enhance territorial positioning and visibility.

To answer these questions, this research is organized into two main sections:

1. A discussion of concepts related to attractiveness and territorial marketing.
2. An exploration of the adaptations required when applying marketing concepts and tools to regional contexts.

Concepts of Attractiveness and Territorial Marketing

The term of "territory" has evolved from a concentrated manufacturing area to a network of participants, components, and interconnections across several dimensions, hence transforming the concepts of appeal and territorial marketing (Pecqueur & Colletis, 1998, Dang et al, 2023). The term "territory" originates from the Latin word "territorium," initially used in relation to authority and governance. It proliferated in the 1980s, including insights from geography, economics, and political science (Courlet, 2008).

Michel Barabel et al. (2010) call for a shift in how we think about territories—not just as places where things happen, but also as things that have a "spirit" that is shaped by the people who live there and want them to keep growing. Collaborative dynamics are pivotal in driving sustainable growth and enhancing a territory's appeal, ultimately generating both tangible and intangible forms of wealth (Storper, 1997).

Definition of Attractiveness and Its Characteristics

This section explains the concept of attractiveness, focusing on its main features and importance.

Definition of Attractiveness

Researchers have conceptualized attractiveness in several ways. In general, attractiveness refers to a territory's ability to draw individuals, families, businesses, or

organizations, either temporarily or permanently, as a location for residence or operations. Coeuré and Rabaud (2012) define attractiveness as "a country's capacity to attract and retain institutions." Mauriaux (2010) underscores the territory's potential to attract and retain skilled labor activities, Whereas Herwartz and Niebuhr (2017) emphasize the importance of a region's ability to sustain current economic activities, attract new investments, and stimulate institutional development or job creation.

Characteristics of Attractiveness

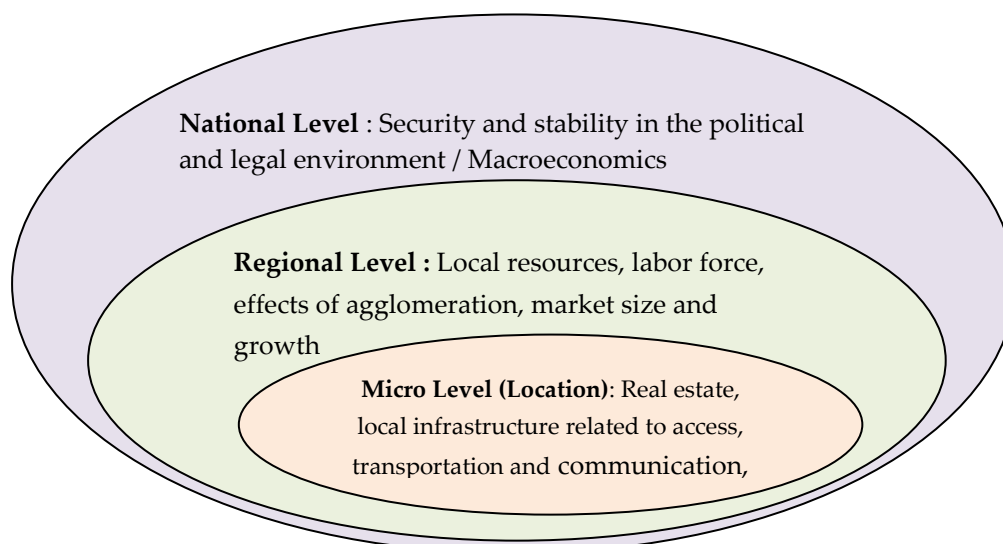
The key characteristics of attractiveness can be summarized as follows:

- a) **Relativity of the Concept:** Attractiveness is dynamic, shaped by location, time, target entities, and territorial advantages. It evolves with adaptability to internal and external factors, the efforts of territorial actors, and competition (Hattem, 2004).
- b) **Diversity of Target Groups:** territories cater to varied audiences—residents seeking skilled professionals, tourists looking for diverse events, and investors seeking sector-specific opportunities—ensuring broad appeal (Meyronin, B., 2009; Gollain, 2008).
- c) **Differences in Attractiveness Factors Based on Audience:** Attractiveness varies with target audience segmentation, requiring precise identification of homogeneous categories based on behavior and project nature (Hattem, 2004).
- d) **Comparative Approach Between Competing Territories:** Benchmarking helps identify optimal locations by evaluating resources, the quality-to-cost ratio, and comparative advantages to enhance institutional competitiveness (Gollain, 2017).
- e) **Attractiveness as a Cumulative Process:** Territorial dynamism and actors' actions can transform resources into assets with added value, influencing geographic attractiveness positively or negatively over time (Proolx, 2006).

Levels of Attractiveness

We present three approaches to attractiveness, proposed by author "F. Hattem, 2004," as a multidimensional concept at different levels: the national (or macro) level, the regional (or sectoral) level, and the partial (location) level.

Figure (1): Three levels of attractiveness



Source: Hatem, F. (2004). *Investissement international et politiques d'attractivité*. Paris: Economica.

Concept of Territorial Marketing

The concept of territorial marketing dates back to the late 19th and early 20th centuries in the U.S., focusing on promoting tourist resorts, residential suburbs, and industrial cities to attract investment and support struggling economies (Ward, 1998). For example, in 1924, the Atlanta Chamber of Commerce established a committee to attract northern industrial investors to the agriculturally focused south. The term "territorial marketing" appeared in the 1970s, largely due to works by Michel Wieviorka (1975) and Philip Kotler (1972). Since the 1980s, studies have expanded, shifting the field from a promotional focus to a more comprehensive marketing approach, achieving significant theoretical and applied advancements.

Definition of Territorial Marketing

Territorial marketing, as defined by various experts, establishes a clear link between strategic positioning and regional competitiveness. Philip Kotler describes it as a strategy to enhance territories adaptability and vitality in the competitive market for places (Kotler, Haider, & Rein, 1993). V. Gollain expands on this by emphasizing the role of development agencies in positioning regions positively by offering superior and sustainable value, thereby benefiting both public and private stakeholders (Gollain, 2017). Similarly, F. Hatem underscores the importance of improving a territory's market share in international flows, such as trade, investment, tourism, and skills, while fostering connections between local and external actors (Hatem, 2004). Together, these perspectives highlight the interconnected strategic, relational, and competitive aspects of territorial marketing (Krim, 1997).

Principles of Territorial Marketing

The differences between businesses and territories require careful consideration when applying marketing concepts, due to their unique characteristics. Successful territorial marketing follows several key principles:

- **Distinguishing Territorial and Corporate Marketing:** Territories have limited control compared to businesses, making collaboration among stakeholders essential (Meyronin, 2012).
- **Cohesive Target Area:** The territory should be geographically and economically unified (Brossard, 1999).
- **Collaborative Structures:** Intermediary organizations are crucial for coordinating efforts and enhancing international competitiveness (Gollain, 2017).
- **Building Trust:** Trust must be fostered both internally among territorial actors and externally with investors (Meyronin, 2012).
- **Transparency:** Equal access to information is vital for effective collective strategies (Hatem, 2004).
- **Customer Satisfaction:** territorial marketing must prioritize the needs of the target audience to build loyalty (Brossard, 1999).

Objectives of Territorial Marketing

The key objectives of territorial marketing include:

- **Enhancing territorial attractiveness:** Tailored solutions attract investment and residents, fostering a competitive business environment and high quality of life (Batat, 2016 ; Musolino, 2024).
- **Establishing a strong national and international presence:** A compelling image promoted by all citizens strengthens the territory's reputation (Anholt, 2007).
- **Creating pride and belonging:** Encouraging satisfaction and loyalty among residents fosters positive relationships and first impressions. Hospitality, a collective responsibility, enhances territorial attractiveness (Abakouy et al., 2017).
- **Ensuring a clear strategic vision:** Aligning efforts among key actors promotes consistency, community involvement, and stakeholder support through internal communication (Batat, 2016). In this regard, city decision-makers should consider the complementary relationship between place attachment and its attractiveness by developing participatory models to guide this interaction (Argento et al., 2024).
- **Boosting income:** Territorial marketing increases wages, business revenue, and taxes by driving new activities and business expansions (Batat, 2016). As a result of its offers that its presented and promotes within the framework of territorial marketing strategies that focus on economic development by exploiting the unique characteristics of a particular territory. (Almeida et al., 2023).

- **Creating employment opportunities:** New projects generate jobs and rejuvenate sectors like transport, accommodation, and dining through increased tourist and investor activity (Abakouy et al., 2017).
- **Accelerating infrastructure utilization:** Optimized use of airports, roads, and research centers reduces amortization periods, boosts economic activity, and enhances territorial appeal (Batat, 2016).

Adapting Marketing Concepts and Tools for Territorial Application

This section explores research on marketing concepts and tools for territories, including cities, areas, and countries, to effectively monitor market responses and transfer marketing knowledge, ensuring effective marketing programs.

Adapting the Elements of the Marketing Mix

We will first present various proposals related to the territorial marketing mix, followed by a detailed discussion of the adaptations that should be implemented when applying certain elements of the marketing mix to the territory.

Different Approaches to the Territorial Marketing Mix

Destination management organizations use a wide range of marketing mix elements and communication channels (e.g. written, personal, digital, non-verbal, or symbolic communication) to reduce consumers' uncertainty (Reitsamer et al., 2021).

Territorial marketing, a crucial aspect of overall marketing efforts, has been a key focus since the 1990s. Identifying marketable assets and traditional marketing mix elements is challenging, with some researchers relying on the service marketing mix (V. den Berg et al., 1990). Anholt & Voogd (1990) introduced the "geographical marketing mix," a combination of promotional, functional, organizational, and financial measures for territorial authorities.

Kotler et al. (1999) and Hubbard and Hall (1998) proposed marketing strategies for improving a place to gain a competitive advantage. They identified four strategies: design, infrastructure, basic services, and attractions. Marc Thebault (2013) proposed seven "7P" variables for territorial marketing mix (El khazzar & echattabi, 2016): product, price, promotion, public, personnel, partnerships, and plus. These variables help territorial groups create a unique, effective marketing program that stands out from competitors .

The variables "product" and "price" pertain to territorial offers, while "promotion" influences outcomes through investor communication. Other variables stimulate demand and create loyalty. Applying the general marketing mix to a territory requires analyzing its physical and non-physical characteristics, services, purchasing decisions,

and influencing factors like pricing. Understanding these factors helps analyze marketing tools and their limits.

Applying the "Product" Concept to Territorial Contexts

The market for international mobile investments is influenced by supply and demand, with territories competing for investment. Territorial products, which include elements that complement existing features and capitalize on potential, require careful analysis due to complexity and stakeholder involvement (Brossard, 1999). These distinctions are further detailed in the table 1.

The "territorial product" combines tangible and intangible elements from the location and territorial organizations. Investors and promotional agencies play a crucial role in enhancing the competitiveness of businesses by accessing new markets, cost efficiencies, and expertise, not just as a physical settlement location (Geindre, 2005).

Table (1): Classification of Attractiveness Factors Based on Their Modifiability

Customizable	Modifiable in the Short Term	Modifiable in the Long Term	Non-Modifiable
<ul style="list-style-type: none"> - Real Estate Costs -Sufficient space (for future expansion) - Government procedures - Entry permits to the region and activity facilitation 	<ul style="list-style-type: none"> - Tax Rate - Government - Site offers -Availability of apartments and villas 	<ul style="list-style-type: none"> - Educational System - Infrastructure -Labor attitudes -Citizen attitudes - Costs of constructing infrastructure - Workforce training 	<ul style="list-style-type: none"> - Climate - Proximity to the home country - Proximity to export markets - Proximity to raw materials - Market size and volume

Source: H. Brossard, 1999, marketing d'une région et implantation des investissements internationaux, Edition Economica, Paris, P.47

The territory's primary advantages are essential elements sought by businesses, while secondary advantages provide additional value. Investors choose territories that meet their primary advantages to minimize suboptimal location decisions. Secondary advantages, like financial aid and incentives, can also play a significant role in decision-making, often incorporated under the territory's "price" or final discount. The territorial product or offering is a coordinated presentation of multiple benefits by territorial stakeholders, serving as an essential link in the investor's value chain.

Examining the Applicability of the "Price" Concept to Territorial Marketing

Territorial marketers often lack the tools to set pricing policies like businesses, limiting their ability to directly influence the cost of resources and services (Mabillard,

2023). However, they can intervene by affecting cost levels in the territory, offering free or subsidized services, preferential real estate prices, specific subsidies, tax credits, advance payments, or a "welcome package." (Foignet & Carluer, 2009). The pricing factor in purchasing a territory is similar to industrial purchasing, with technical aspects influencing project profitability, negotiation being crucial, location demand partially linked to final site demand, and market heterogeneity. Each sale of a territorial product varies based on customer requirements, requiring comprehensive resource and service performance (Brossard, 1999; Gollain, 2017).

In this context, the price of the "territorial product" is determined as the total cost of acquiring or benefiting from the various features representing the essential or secondary advantages sought by the investor. These costs include direct investment costs (land, equipment, studies, and engineering), market access costs (distance to key customers and suppliers, proximity to and performance of existing infrastructure, usage costs, and time needed to reach consumers or suppliers), labor access costs (levels of training, availability, productivity, and applicable wages), access to other utilities (energy, waste management, sanitation, security, accommodation), and access to information, research, and innovation costs (Foignet & Carluer, 2009; Brossard, 1999).

These different elements that make up the price of the 'regional product' are weighted according to the nature and needs of each project, and the specific formula for determining the price of the 'territorial product' is presented as follows (Foignet & Carluer, 2009) :

$$P = \sum_1^n (C_n \times W_n) / R_n . \quad (1)$$

Where, P is the price of the territory, C_n is the cost of persuasion or the cost of benefiting from the feature (n) of the 'territorial product', and it is greater than 0, W_n is the weighting factor of this feature for a specific project, and the more important the feature or characteristic is, the higher its influence on the location decision, and R_n is the degree of rarity for the feature (n) and the more unique the feature, the more it affects the decision-making process."

Investors compare locations based on basic advantages, focusing on secondary, supportive advantages like services and incentives. Incentives support investment and employment, reducing costs and facilitating project establishment. The price of a 'territorial product' is determined by including financial incentives.

$$P = \sum_1^n (I_n - A_n) W_n / R_n . \quad (1)$$

Where, I_n represents the necessary investment required by the investor to achieve from the advantage (n) associated with the "territorial product, A_n is the assistance or support from the territory to reduce the cost of acquiring the advantage (n).

To model the price of the " territorial product" from this point of view, the "revenue management" technique can be considered a potential approach to enhance the appeal of investments by adjusting the variable A_n based on how sensitive investors are to the price of the " territorial product." The territorial policy may focus on assets, enhancing distinctive characteristics sought by investors, reducing price impact, and positioning within premium segment for product differentiation.

Exploring the Feasibility of Territorial Promotion

Advertising plays a key role in U.S. territorial marketing, particularly with urban development. Communication campaigns use a "media mix" of methods, including advertisements, billboards, and digital magazines like "Succeed in Paris Region," to promote territorial advantages. Territorial marketing agencies also engage in off-media activities such as exhibitions, events, and sponsorships to reach their target audience.

These possible activities are categorized into ten main groups, as outlined in the following Table 2 (Gollain, 2008):

Table (2): Promotional Activities for the Region Outside Media Channels

Means	Objectives	Examples
Events	-Create and develop the territory's brand. -Influence and define the brand by means of "pull" strategies targeting specific audiences. - Explore demand to prepare appropriate policies for the brand.	Sponsorships, major events, festivals, forums, gatherings, activities abroad, open days, etc.
Press Relations	- Create and develop the territory's brand. - General or targeted promotion.	Meeting or press conference during a specific event, or a press conference about results.
Professional Exhibitions and Conferences	- Targeted promotion.	Booths (individual or group exhibitions), research activities for institutions or companies, agreements, business offers, etc.
Road-Shows	-Targeted promotion through tours. -Reducing the cost of entering territorial markets. -Encourage investment and market testing.	Tours in other territories, visits to companies and research centers, hosting delegations.
Prospection	- Search for targeted customers.	Identifying economic stakeholders, targeted prospecting.

Direct Marketing	- Direct access to new customers or retaining old ones.	Invitations to events, frequent personalized follow-ups.
E-marketing	- Use of online tools for promotion and exploration.	Blogs, websites, social media platforms, 3D Internet tools, etc.
Customer Loyalty Follow-up	- Maintain loyalty through activities.	Loyalty clubs, post-sale services, targeted offers.
Institutional Promotion	- Attract institutions and test the market.	Initiatives like creating murals or other promotional efforts.

Source: V . Gollain, 2008, Réussir son marketing territorial en 9 étapes, version 1, CDEIF, Paris, P.55

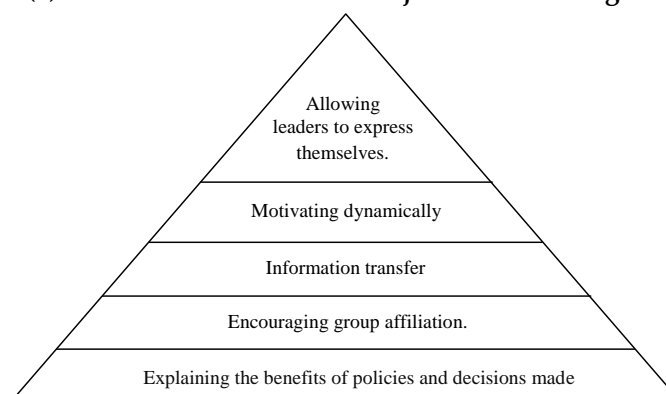
In this context, two types of territorial communication can be distinguished based on the target audiences and objectives:

- Internal territorial marketing focuses on raising awareness, recruiting stakeholders, and fostering a sense of belonging to enhance the territory's attractiveness. It promotes collaboration within territorial communities and organizations, encouraging citizen participation and empowering them to contribute to initiatives for future growth and success (Renker, 2008).

To achieve these objectives, it is necessary to employ both local and territorial media, as well as the Internet (Renker, 2008). Renker (2008) presented a hierarchy of internal communication aims (Figure 2), highlighting the importance of territorial communities' persuasive communication with their inhabitants. The pyramid of internal communication objectives is a structured method for improving communication within an organization, fostering community, maintaining morale, transparency, trust, and effective leadership.

- Territorial marketing uses external communication to enhance its image and visibility, attracting foreign customers, attracting investment, and making it a preferred destination for living, working, or visiting.

Figure (2): Internal communication objectives according to Renker



Source: Rencker, E. (2008). *la com'interne: Réflexions, méthodes, guide pour l'action* . Éditions d'Organisation. Groupe Eyrolles.

Exploring the Applicability of Branding and Relationship Marketing Concepts to Territorial Development

Examining the Feasibility of Territorial Branding Implementation

Place branding, once considered a complex process, has been increasingly implemented at both country and major cities, including smaller towns and major cities like New York, London, Manchester, and Glasgow. The lack of consensus on its application to territories is due to fundamental differences. Table 3 shows the key differences between territorial brands and product brands (Rochette, 2012):

Table (3): Key Differences Between Territorial Brands and Product Brands

Territory Brand	Product Brand
A political function to identify the activities of selected parties / allows visibility of the region / a function for cultural harmony	A function to define the product / a function to guarantee the quality of the product
Exploitation of the land	Creation of value
Non-generic offering	Generic offering
A large number of targeted categories	Limited segments (a brand, a part of the targeted market)
A "comprehensive" brand	An "exclusive" brand
Cannot be transferred or waived	Can be transferred or waived
Region: fixed or rigid characteristics	Product: adaptable characteristics

Source : Rochette, C. (2012). L'approche ressources et compétences comme clé de lecture du processus d'élaboration d'une ressource originale : la marque territoire. *Gestion et management public*, 1(1), p.17.

The importance of city branding lies in its role as a strategic tool for enhancing a city's competitiveness and distinguishing it from others in the eyes of residents, visitors, and investors (Lemmetynen et al., 2024), Through its credibility, place attachment and customer loyalty (Reitsamer et al., 2021).

Rainisto (2003) and Gertner (2007) suggest that territorial branding involves managing a territory's image through innovative economic, commercial, social, cultural, and governmental policy strategies. They suggest that corporate branding is the most suitable concept for understanding territorial marketing, as both have multidisciplinary roots, face multiple stakeholders, consider social responsibility, and deal with multiple identities. Additionally, researchers Kavartzis and Ashworth identified three types of brands related to place branding, known as place-related branding. These brands differ

in terms of the managing parties and the objectives they aim to achieve. These are clarified in the following Table 4:

Table (4): Types of Place-Related Brands

Examples	Characteristics	Type
Geographical nomenclature"	The product bears the name of a geographical region, linked with the concerned institution. Protected by legal rights to prevent use in other regions.	Florida oranges, Navarre orange juice
"Co-branding"	Building on the name and also associating it with other regions or brands naming their products using the same name.	Sony/Japan, Chanel/France, Mercedes/Germany, Soft drinks/United States
"Brand place"	Includes adapting perceptions about a specific place and managing its brand identity, which requires strategic planning.	You@otterdam, I love NY

Source: Kavaratzis, M., & Ashworth, G. J. (n.d.). City branding: An effective assertion of identity or a transitory marketing trick? *Pages 511-512*. P3.

The territorial brand expresses its strength on two levels:

- **Internal:** It serves as a recruitment factor, uniting stakeholders and residents behind a shared "community project" with common values, fostering a sense of belonging to cities with unique characteristics.
- **External:** The territory adds value by differentiating itself to attract specific groups (for visiting, living, investing, etc.). These groups then become advocates, promoting a positive image through word-of-mouth.

Symbols and logos are central to territorial branding, playing a crucial role in promoting the territory. They strengthen connections to the territory (e.g., You@otterdam) or create positive associations (e.g., I♥NY). By aligning efforts through partnerships, they promote the use of the territorial brand's logo as a unified symbol, ensuring consistency in proposals. The territory's image is shaped by individuals' perceptions of both its tangible and intangible elements, before and after engaging in territorial marketing activities. Managing the brand becomes an essential part of the marketing strategy.

Several concepts from general branding can be applied to territorial branding:

- **Fame:** Territories have varying levels of fame, such as Paris or London being well-known, while territories in Africa like Algeria have weaker fame.
- **Reputation:** Territories may have a positive or negative reputation, often shaped by factors like economy (e.g., New York), universities (e.g., Oxford), international

organizations (e.g., Brussels), summits (e.g., Kyoto), or religious significance (e.g., Mecca).

- **Values:** Territories' values shape their brand perception, such as New York symbolizing success and freedom, Barcelona representing justice, and Geneva associated with education and sustainable development.
- **Brand Associations:** Territories have associations based on strength, direction (positive/neutral/negative), and uniqueness (e.g., the Eiffel Tower for Paris, Cannes Film Festival).
- **Personality:** Territories can have personality traits that define their identity, such as being eco-friendly, dynamic, or conservative, making them vibrant and emotionally engaging (Keller).

The Applicability of Relationship Marketing to Territories

Relationship marketing focuses on building long-term, satisfying relationships with customers, prioritizing retention over acquisition. It aims to foster trust, loyalty, and commitment, especially during intense competition. Retaining customers is more cost-effective, as it is five times cheaper than acquiring new ones. This has led to the adoption of loyalty programs, with loyal customers now seen as valuable assets that require management and enhancement.

1. Managing investor ties in territorial marketing seeks to establish enduring partnerships for successful initiatives. It emphasizes sustainability from inception to guarantee ongoing investor engagement, particularly during project initiations and subsequent evaluations. Relationship marketing necessitates tailored products and time to establish trust, compelling territorial promotion organizations to adjust to various investor sectors and cultural contexts. Primary rationales for customized marketing encompass delivering region-specific suggestions for high-value initiatives and sustaining continuous interactions to address concerns and suggest new projects, so cultivating trust, loyalty, and favorable word-of-mouth.
2. Investors in a specific region often establish projects, resulting in economic and social relationships that can lead to legal contracts, cooperation, and disputes. The main roles an investor can play in a region include customer, employer, supplier, and obligations-fulfilment:
 - a) Customer roles involve a company requiring services from local suppliers, such as equipment, raw materials, and real estate developers. Employer roles involve contributing to local employment and engaging in a "employer-employee" relationship governed by labor regulations. Supplier roles involve finding new customers and increasing sales by competing with local suppliers for shares in the targeted market. Obligations-fulfilment roles involve the company being subject

to regulatory obligations, which can lead to constraints and conflicts between the company and the region.

b) Partnerships and acting in local social and political life involve the company forming cooperation relationships with local actors, such as institutions, universities, and research centers, to develop, produce, or distribute products/services. Foreign companies established in the territory can also participate in local social life by funding scientific, cultural, and sports activities, contributing to local development initiatives, and having a position and influence on local challenges.

3. Types of services offered to investors focus on developing relationships at different stages: before, during, and after their establishment. Territorial marketing actors, like promotion agencies, prioritize short-term, adaptable aspects of the territory, as physical characteristics take years to change. Services to investors present the most opportunity for effective territorial marketing interventions.

"H. Brossard" classified various services offered to investors, viewing them as "customers," into four categories aimed at influencing them and building the territory's image and attractiveness. These services meet the investor's needs before and after the selection of their establishment location. They are:

- a) **Services to Reduce Hesitation:** These services help potential investors choose an investment location, including:
- Providing key information about investment opportunities.
 - Estimating investment and operational costs (feasibility studies).
 - Facilitating meetings with existing investors to explore partnerships.
- b) **Services to Facilitate Entry into the Region:** These services assist organizations in reducing time and costs during project establishment, such as:
- Assisting with negotiations and lobbying with authorities.
 - Organizing meetings with local officials to resolve administrative and legal issues (e.g., permits, taxes).
 - Helping prepare technical files to secure financial aid.
- c) **Services to Facilitate Business Start-up:** These services support project implementation and expatriate staff relocation, including:
- Full assistance during setup (construction, utilities).
 - Help with recruitment, training programs, and provision of temporary managerial staff.
 - Issuing visas and assisting with housing, schools, and residence permits for expatriates.

d) After-care Services: These ongoing services ensure investor satisfaction and build relationships, including:

- Personalized follow-up to address operational issues and provide crisis support.
- Public relations efforts to integrate the company into the community (newsletters, foreign business clubs).
- Informing and assisting with expansion or new projects.
- Assisting with asset sales if the investor decides to withdraw.
- Encouraging collaboration with local actors for joint product development or improvements.

Conclusion

This research demonstrates that the debates surrounding the feasibility of marketing a territory – whether as a city, district, or country – along with the application of marketing tools such as branding, have largely been settled. Such discussions no longer hold relevance, as they overlook the significant advancements in the field, particularly since the 1990s, thanks to the pioneering work of scholars like Kotler, Anholt, Gollain, Hatem, Kavaratzis, and others. The application of Marketing strategies in territories significantly enhance a territory's external image, promoting investment and tourism opportunities, according to scholars and practitioners.

Furthermore, they cultivate a strong sense of community belonging among local residents by promoting collective engagement in territorial development initiatives. This internal mobilization is crucial for the success of territorial marketing efforts, helping to align local behaviors and decisions with the territory's broader vision and objectives.

The proposed adaptations focus on delivering a compelling territorial offering, integrating both tangible and intangible advantages, and optimizing cost-benefit to ensure competitiveness. Successful territorial marketing requires internal promotion and external communication efforts to build a strong brand and market position. Ultimately, the role of branding and relationship management with investors as long-term stakeholders is essential throughout all phases of engagement—before, during, and after establishment. This continuous relationship not only fosters investor loyalty but also facilitates shared benefits among all territorial actors. Such strategies will contribute to the territory's sustainable development, ensuring long-term growth and mutual success.

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