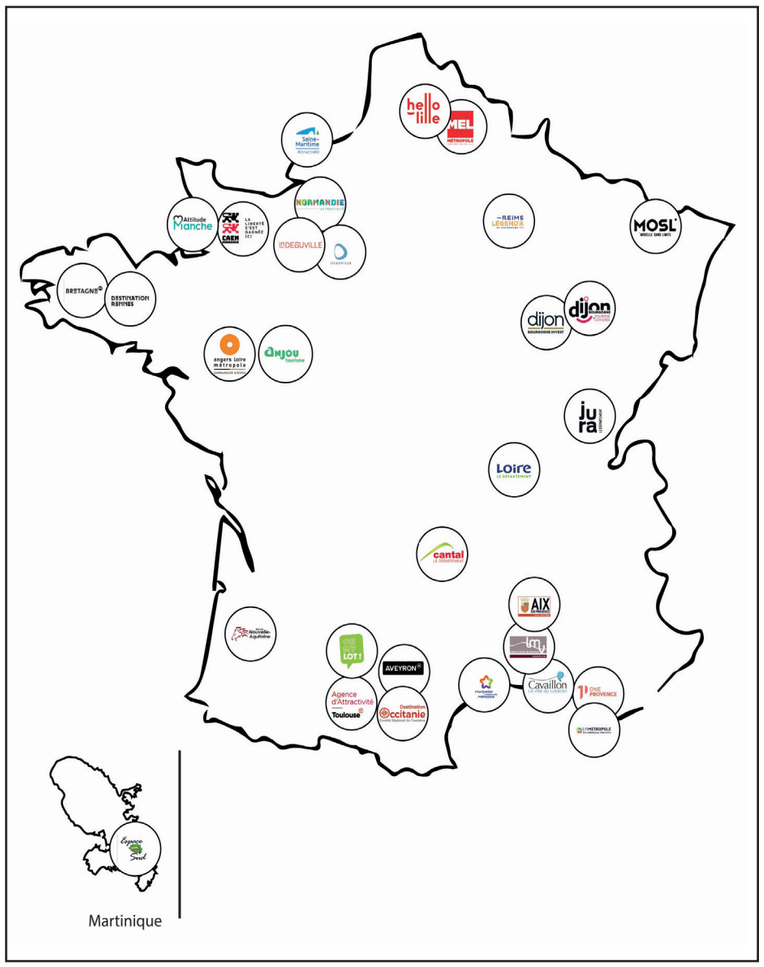


THE MANIFESTO

Co-constructed by the Chaire A&NMT, its founding partners and the students of the Master Attractivité et Nouveau Marketing Territorial

OF TERRITORIAL ATTRACTIVENESS AND TERRITORIAL MARKETING



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amU IMPGT Aix Marseille Université | Chaire Attractivité & Nouveau Marketing Territorial

OBJECTIVES OF THE MANIFESTO

THIS DOCUMENT SETS OUT THE KEY PRINCIPLES OF TERRITORIAL ATTRACTIVENESS AND TERRITORIAL MARKETING THAT THE CHAIRE A&NMT, ITS FOUNDERS AND ITS PARTNERS SUBSCRIBE TO. FIRST CO-CONSTRUCTED IN 2021, IT WAS REVISED IN 2026 TO REFLECT THE PROFOUND TRANSFORMATIONS AFFECTING TERRITORIES, WHICH ARE LEADING THEM TO RETHINK THEIR TERRITORIAL MARKETING APPROACHES. THE MANIFESTO WAS THE SUBJECT OF A NEW WORKING MEETING IN NOVEMBER 2025, BRINGING TOGETHER MORE THAN TWENTY FOUNDERS AND PARTNERS OF THE CHAIR AROUND A SHARED WORKING DOCUMENT. IT WAS THEN ENRICHED BY CONTRIBUTIONS FROM DISCUSSIONS WITH THE STUDENTS OF THE MASTER 2 ATTRACTIVITÉ ET NOUVEAU MARKETING TERRITORIAL. THE MANIFESTO NOW TAKES THE FORM OF A FINAL VERSION, THE RESULT OF COLLECTIVE AND SHARED REFLECTION, IN SUPPORT OF A COMMON COMMITMENT TO ATTRACTIVE, SUSTAINABLE AND INCLUSIVE TERRITORIES.

- Clarify what territorial attractiveness and territorial marketing are, for the Chair, its Founders and Partners, and what they are not.
- Clarify the key principles that make the goal of balanced territorial attractiveness achievable.
- Clarify the fields of action of the managers and elected officials in charge of territorial attractiveness and territorial marketing.

TERRITORIAL ATTRACTIVENESS is a lever for the balanced **development** of territories, aiming to **attract and/or anchor** various internal and external stakeholders of the territories: residents, commercial and non-commercial organizations, tourists, and events. These objectives respond to, and contribute to, the structuring imperatives of societal transitions, with the aim of improving the current and future **quality of life** of the territory's stakeholders. Territorial marketing is one of the approaches that can achieve these objectives.

TERRITORIAL MARKETING is a methodological approach, both strategic and operational, that makes it possible to capture, create, communicate and deliver **value** corresponding to the needs of each of the territory's current and future stakeholders, in order to ensure **balanced** attractiveness. This approach rests on 5 steps: a cross-cutting **attractiveness** diagnosis, the definition of a shared vision of attractiveness, a marketing strategy, the implementation of action plans, and an evaluation based on indicators.

Territorial marketing is particularly concerned with the territory's image and how it is perceived by the various stakeholders, in order to reveal the territory's assets (capturing and communicating value). However, it cannot be reduced to a mere **promotion or communication approach**, or even to marketing or branding. Although it draws on certain concepts and tools from these approaches, territorial marketing is distinct from them. It operates over the long term and relies essentially on co-construction and on the mobilization of all the stakeholders in the territory's attractiveness.

FOUR key principles guide territorial attractiveness approaches that draw on territorial marketing: balance (attraction & anchoring), cultural & tailor-made, collective & cross-cutting, and multi-stakeholder governance.

BALANCED : ATTRACTION & ANCHORING

Attracting resources (tourists, residents, events, businesses, investments, etc.) requires intermediation work on the part of the actors in charge of territorial attractiveness: prospecting, support, help with settling in, integration, and retention/anchoring.

These temporary or permanent forms of attraction can create imbalances in residents' quality of life. This should be measured regularly in order to be better understood, as it is the central objective of any attractiveness approach. Quality of life, also associated with the hospitality of territories, is a determining factor in the desire to settle in a territory. **Territories must therefore constantly maintain this concern for balance between attraction and quality of life**, by ensuring the creation of shared value and the acceptability of the approaches implemented. The sometimes contradictory interests of territorial marketing's internal targets must be arbitrated by the elected official/manager pairs in charge of these issues and, more broadly, by all those who have an impact on quality of life in the territory.

CULTURAL & TAILORED

This means defining the "relevant" territory on which one wishes to develop attractiveness. A territory is a construct that often goes beyond the administrative boundaries that limit it. It can notably be extended through inter-territorial collaborations. Based on a stable methodological approach, territorial **marketing is a tailor-made** marketing that aims to reveal a territory's singular assets in order to ensure an authentic encounter with the target audiences.

It is rooted in contexts of stakeholders and territorial identities specific to each territory, over which there is often little short-term room for maneuver to adapt the territorial offer to the expectations of target audiences. The key is then to understand that the value is often already there, and that the main task is to reveal it and make it known. Since it is hard to easily change a territory's physical appearance or the know-how found there, the priority is to bring the territory's stakeholders to converge on a common vision. Territorial marketing is a method and attractiveness a culture, and both must permeate the managerial practices of stakeholders who are often unaware of their role in this area. Capitalizing on the territory's stakeholders, on project engineering and on the ability to make the territory known will help make territories attractive. Those that feel devoid of attractiveness must find, through these projects and through innovation, a value that will be perceived as such by certain target audiences.

COLLECTIVE & CROSS-CUTTING

Territorial attractiveness approaches rely on mobilizing stakeholders from different sectors of activity (residential, attract & invest, tourism, MICE, ICC, health, housing, etc.), who are involved in the different phases of the territorial marketing approach: diagnosis, definition of a shared vision, strategic marketing reflection, operational implementation of actions, and evaluation of these approaches. The aim is to unite and mobilize stakeholders throughout the process and to keep them engaged over time. The emphasis is placed on the collective and cross-cutting dimension of the process, on the method it entails (notably the diagnosis and shared project phase), and on the balanced performance it must deliver: attracting new stakeholders to these territories while improving the quality of life of those already there. **Territorial marketing is a collective project whose main function is to mobilize the stakeholders living in the territory, who will benefit from this value creation linked to attractiveness.**

This collective project brings together a plurality of the territory's stakeholders, including residents, who must be involved continuously throughout the approach: during the diagnosis, in the expression of the vision, and in the implementation of the marketing plan through ambassador/partner approaches. The other stakeholders in the territory's economic and social fabric, who sometimes work in silos, must also be involved from the outset, because they contribute to creating value for the territory: businesses, ESS, universities, associations, consular bodies, airports, ports, and organizations with strong cultural or sporting influence, etc.

UNDERPINNED BY POLITICAL & MANAGERIAL GOVERNANCE

Stakeholders must be mobilized at the start of the approach but also over the long term, through lasting governance. The emphasis is placed on the dual political and managerial dimension of these approaches. Territorial elected officials have the power to initiate and embody these approaches. However, they must take care not to make them too politicized, to prevent them from disappearing along with them; hence the need to professionalize these approaches from a managerial standpoint and to stabilize them around lasting collaborations with all the territory's stakeholders who share territorial attractiveness challenges. It is indeed the elected official/manager pairs who foster the emergence of these high-performing practices. The sometimes contradictory interests of territorial marketing's target audiences must therefore be arbitrated by elected officials, public managers and the territory's stakeholders engaged on these issues.

While the attractiveness of territories is a goal shared by (almost) everyone, as it creates value and jobs, it takes place in a territorial context marked by political stakes. The structure of political executives and administrative operations indeed struggle to adapt to the changes and flexibility that these new approaches require. Consequently, the cross-cutting nature and collaborative work required often run up against institutional constraints, which push these themes outside the administrative and functional territorial frameworks from which they originate.

To develop these political and managerial approaches in constrained politico-administrative contexts, territories implement territorial governance, that is, a more horizontal mode of operation of public action, which is a condition for the success of these approaches.

This territorial governance corresponds to the operational, strategic and political management modes implemented by the stakeholders who co-construct local public policies on territorial attractiveness. Contemporary attractiveness governance models are giving rise to hybrid models with networked, plural, cross-cutting and interactive governance, which helps develop synergies between the different professions/sectors. These models often lead to the creation of new legal structures (attractiveness and territorial marketing agencies under different statuses: associations, SEM, SPL, GIP, SCIC), more or less directly linked to local authorities, which allow greater flexibility in the partnership management of these projects.

Territorial attractiveness and territorial marketing are therefore managed around projects, by optimizing the use of resources within shared territorial governance of the attractiveness of territories.



Document co-constructed by the Chaire Attractivité & Nouveau Marketing Territorial, its Founders and Partners.



Hachathon 2026 - M2 ANMT

Comité d'Orientation 2026 - Partners and Founders of the Chaire





Study Tour 2026 - M2 ANMT

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