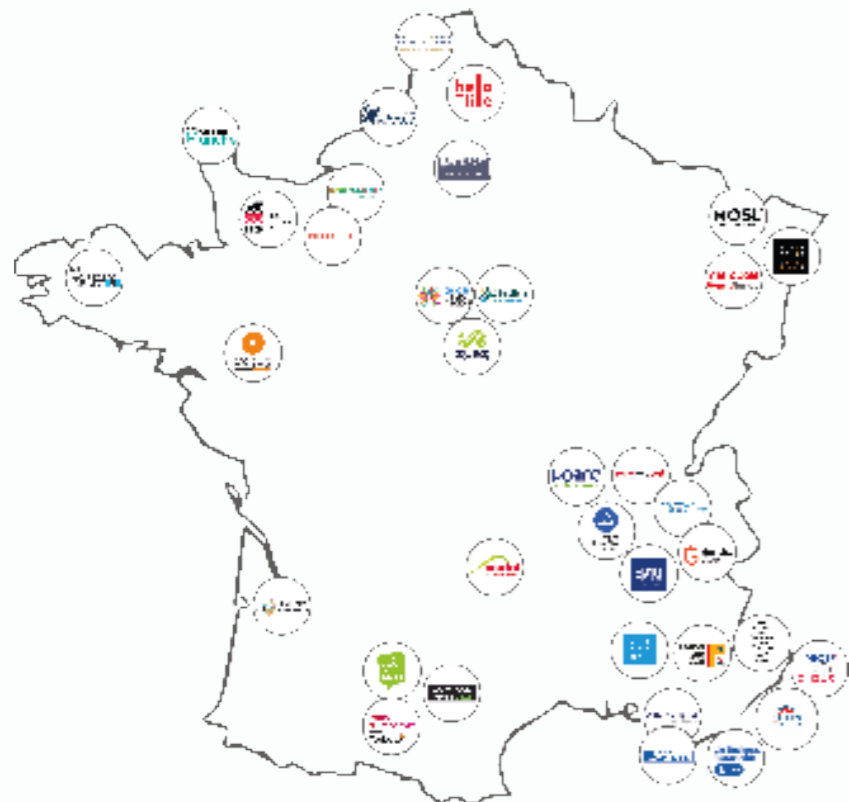


MANIFESTO

TERRITORIAL ATTRACTIVENESS & PLACE MARKETING

*This document has been co-constructed by the
New Place Marketing & Attractiveness Chair and
its Founders and Partners.*



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THE OBJECTIVES OF THE MANIFESTO

THIS DOCUMENT DEFINES THE MAIN PRINCIPLES OF TERRITORIAL ATTRACTIVENESS AND PLACE MARKETING, WITH WHICH THE CHAIR, ITS FOUNDERS AND PARTNERS ARE ALIGNED.

- To clarify what territorial attractiveness and place marketing are and aren't.
- To clarify the main principles that allow to achieve the objective of balanced attractiveness of territories.
- To clarify the work scopes of managers and elected representatives in charge of territorial attractiveness and place marketing matters.

TERRITORIAL ATTRACTIVENESS is an effective leverage for the **development** of the current and future quality of life within territories. It aims to **attract and/or anchor** the various internal and external stakeholders, namely: locals, profit and non-profit organisations, tourists, events, etc. Different methods are used to achieve those goals, amongst others, the approach of place marketing.

PLACE MARKETING is a methodological approach, both strategic and operational, which makes it possible to capture, create, communicate and produce **value** corresponding to the needs of each of the territory's current and future stakeholders, in order to ensure a **balanced attractiveness**.

This method is too often mistaken for promotion and public communication, or even reduced to commercial marketing and branding. Although it is inspired by concepts and tools of both approaches, territorial marketing differs from them. Indeed, it is essentially based on a **co-constructed way of working, mainly in project mode, in order to serve the general interest** by all the stakeholders in the territory.

FOUR MAJOR PRINCIPLES guide territorial attractiveness approaches which are grounded in territorial marketing. These are : balanced (attraction & anchorage), cultural & tailor-made, collective & cross-sectoral, and supported by a political & managerial governance.

BALANCED : ATTRACTION & ANCHORAGE

The attraction of many resources (tourists, locals, events, investments and so on) can cause imbalances in local's life quality. The quality of life, also associated with the hospitality of territories, is a key factor in the desire to settle in a territory. Therefore, **territories must constantly maintain this balance between attraction and quality of life** by ensuring the creation of shared values on the one hand, and the acceptability of the approaches implemented on the other hand. The sometimes contradictory interests of place marketing internal targets must be arbitrated by the elected officials/managers in charge of these subjects, and more generally by all those who are responsible for the quality of their territory.

CULTURAL & TAILOR-MADE

Behind its methodological discipline and its territorial identity requirements, place marketing is a **tailored marketing**. It is grounded in contexts of actors and territorial identities, which are specific to each territory. You often have little room to manoeuvre in the short term to make the territorial offer evolve, while still keeping with the expectations of the targeted public. In fact, the value is often already there. Since it is not easy to change the physical appearance of a territory or the skills existing there, it is first necessary to make the stakeholders converge towards a shared vision. Territorial marketing is a method and attractiveness is a culture. Both must irrigate the managerial practices of stakeholders who are often unaware of their role in this area. Capitalising on the stakeholders in the territory, on project engineering and on skills will help to make the ter-

ritories attractive. Through these projects and via innovation, those who feel deprived of attractiveness must find a value that will be perceived as such in the eyes of certain targeted audiences.

COLLECTIVE & CROSS-SECTORAL

Territorial attractiveness initiatives involve stakeholders from different sectors of activity who participate in: the diagnosis, the definition of a shared vision, the strategic marketing reflection, the operational implementation of actions and the shared evaluation phases of these initiatives.

The focus is first on the collective and transversal dimension of the process, then on the method it requires (for the diagnosis and shared project phase in particular) and finally on the balanced performance it must produce in order to attract new actors in these territories, while improving the quality of life of those already living there.

Territorial marketing is a collective project whose main function is to involve the stakeholders living in the territory, who will benefit from this creation of value resulting from the attractiveness of the area. This project brings together a number of stakeholders in the territory, including the locals, who must be constantly involved throughout the process: during the diagnosis, the expression of the vision and in the implementation of the marketing plan with a logic of ambassadors/partners. The other stakeholders in the economic and social landscape, who sometimes operate in silos, must also be involved from the very beginning because they contribute to creating value for the territory: businesses, SSEs, universities, associations, consular bodies, airports, harbours, cultural and sports organisations etc.

SUPPORTED BY A POLITICAL & MANAGERIAL GOVERNANCE

The emphasis is on the dual political and managerial dimension of the approach. Elected representatives have the power to drive and embody these approaches. However, they must be careful not to make them too politicised so that they do not disappear with them; hence the need to manage these approaches and stabilise them around long-term collaborations with all the stakeholders. It is the elected officials/managers who encourage the emergence of these effective practices. The sometimes contradictory interests of the targeted audiences of place marketing must therefore be arbitrated by the elected officials and public and private managers involved in these subjects. If the attractiveness of territories is a goal (almost) shared by all because it creates values and jobs, it is part of a territorial context steeped in political issues. The organisation of political executives and the administrative processes are struggling to adapt to the changes and flexibility required by these new approaches. As a result, **the cross-cutting approach and collaborative work required often come up against institutional barriers, which make these themes to go beyond the administrative and functional territorial frameworks that initiated them.**

In order to develop these political and managerial approaches in restricted politico-administrative contexts, the territories implement a territorial governance; i.e. a more horizontal mode of operation of the public action, which is a key condition for the success of these approaches. This territorial governance refers to the operational, strategic and political management processes implemented by the actors who co-construct the public policies of territorial attractiveness at a local scale. Contemporary modes of governance of

attractiveness are leading to the emergence of hybrid models with a **plural, transversal, interactive and network-based governance**, which contributes to the development of synergies between the different professions/sectors. These models often lead to the creation of new legal structures (attractiveness and place marketing agencies under different statutes: Associations, Mixed economy structures, Local public companies, Public interest groups, Co-operative community-oriented enterprises), more or less directly linked to territorial authorities and which allow greater flexibility in the partnership management of these projects. Territorial attractiveness and place marketing are therefore managed around projects, by optimising the use of resources within a shared territorial governance of territorial attractiveness.



CHAIRE ATTRACTIVITÉ
ET NOUVEAU MARKETING
TERRITORIAL



Institut de Management Public
et Gouvernance Territoriale
Aix-Marseille Université

 <https://anmt.univ-amu.fr/fr>

 <http://placemarketingforum.com/accueil>

+33 (0)4.13.94.21.73/ +33 (0)4.13.94.21.30



Institut de Management Public et Gouvernance Territoriale

21, rue Gaston de Saporta

13625 Aix-en-Provence Cedex 01

