

Territorial Promotion's Influence On Territorial Attractiveness Development In Algeria: Institutional Actors Discourse Analysis

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Abstract

This contribution analyzes the impact that territorial promotion could have on improving attractiveness and territorial competitiveness in Algeria. The results of a qualitative study conducted with institutional actors in Algeria identified inadequacy of current actions in territorial promotion with the expectations of foreign investors.

Keywords: IDE; attractiveness; territorial promotion

JEL Classification Codes: M31, M38

ملخص

يسعى هذا المقال إلى تحليل أثر الترويج الإقليمي على تحسين الجاذبية والقدرة التنافسية الإقليمية في الجزائر. توصلت نتائج الدراسة النوعية للبحث بعد القيام بمقابلات مع الفاعلين في المؤسسات الجزائرية إلى عدم كفاية الإجراءات الحالية في الترويج الإقليمي مقارنة بتوقعات المستثمرين الأجانب.
كلمات مفتاحية: الاستثمار الأجنبي المباشر، الجاذبية، الترويج الإقليمي

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1. INTRODUCTION

The concept of attractiveness is defined as a territory (or a place) ability to attract and to retain companies. So, a territory is not attractive only because of its location generic factors (skilled labour force, natural resources, etc.), a territory is attractive because of its specific territorial characteristics (successful suppliers, specific research and development, etc.) and its proximity to other companies or to other territories.

The links of (cultural, geographical, colonial, etc.) proximity between company and territory, are also considered in the choice of the location. The various local politics, in particular, those concerning economic aspects such as tax incentives represent an important lever but remain insufficient to optimize territorial attractiveness.

Thus, every place committed politics to strengthen their most dynamic competitiveness clusters and encouraged synergies to offer to territories and places a better ability to adapt with economic evolutions. For all these reasons and in order to differentiate from themselves from each other, many places relied on marketing logic to improve their attractiveness.

The territorial marketing or place marketing aims at building and at creating a beautiful image to places or regions to attract potential investors. This activity is generally driven by promotion agencies designated by public authorities (Gollain, 2008, p. 4).

It seems interesting to approach territorial marketing issue as a compared analysis between places' (or territories) practices (which try to attract investors and support located companies' development) and companies' practices (which look for new setting-up or want to develop themselves by using available resources), within a complex environment with constraints and opportunities, systems of influence and networks between the concerned actors.

Our research object is to highlight the territorial promotion importance and its effect on Algeria territorial competitiveness development and attractiveness. We will also identify techniques and methods to set up by local stakeholders, to optimize the territorial attractiveness of Algeria.

This work reports implementation modalities of a place marketing approach with institutions and local stakeholders who participate in the territorial offer achievement process.

So, our research question is: what is the institutional actors' perception toward territorial promotion within territorial politics led by public authorities on a national scale (and in particular the ANDI (National Agency for Investments Development)? ANDI is considered as an important stakeholder of the territorial dynamic and a significant instrument which influences territorial promotion.

Our research methodology based on a literature review and a qualitative study. The choice of the qualitative approach as method of information collect is explained by the fact that it is perfectly advisable to reconstitute past events (the reality of territorial politics in Algeria, territorial promotional practices), to understand territorial actors' actions and to analyze the meaning these actors give to their practice.

2. LITTERATURE REVIEW

Researchers began to be interested in territorial marketing and place branding from 1970s (Kavaratzis, 2004, p. 59). Kotler & Levy (Kotler & Levy, 1969, pp. 10-16) and Hunt (Hunt, 1975, pp. 1-7) are considered as pioneers in that field (Vuignier, 2016, pp. 9-10). In the 1980s and in the beginning of 1990s (Ashworth & Voogd, 1990, p. 3), the researchers still wondered about the relevance of this discipline and about the fact that territories could be "sold" as products ((Ashworth & Voogd, 1990, p. 3); (Matson, 1994, p. 38)). It's only at the end of 1990s, during the annual conference of travel and tourism research association in 1998 that the territorial marketing was able to win in visibility (Hanna & Rowley, 2008, p. 63).

Since decade, researches in territorial marketing and place marketing are constantly evolving, as shown by Vuignier (Vuignier, 2016, pp. 12-14) in his literature review, the subjects are various and touch as well place image, town and country planning or urban politics and planning.

Territorial marketing represents, one of the most appropriate methods in place management and promotion ((Page & Hardyman, 1996, pp. 161-

162);(Greenberg, 2008, pp. 21-22)). To improve its attractiveness and draw investors, visitors and residents, places have use tools and specific methods which establish the corpus of the territorial marketing. A field of research which shows similarity with classical marketing, but also some differences.

The aim of this section is to highlight the specificities territorial marketing, (place marketing) through a particular clarification of this concept and other related concepts such as the territorial branding (place branding) or the territorial promotion (place promotion).

2.1. Definitions and related terminologies

Gollain(Gollain, 2008, p. 4), defines the territorial marketing as *"The effort of territories valorization to competitive markets, to influence, in their favor, public behavior by a sustained perceived value which is superior to competitors. This activity is generally driven by development agencies for public authorities or for private actors."* This global and wide definition includes all kind of efforts: strategy, promotion, branding, events to develop a sustainable place and incite various public (stakeholders, residents, visitors, students) to affect their behavior (settle down, visit, recommend, form image). This approach is mainly led by the local actors (communities, chambers of commerce ...) and implemented by specialized bodies (promotion agencies, tourist office, competitive clusters).

The definition of Hatem (Hatem, 2007, p. 11)focused on investors and puts forward the commercial purpose of this practice is: *"the territorial marketing (place marketing) aims at inciting external actors to enter into business relationships with local actors, in particular by establishing on this place."*

Vuignier (Vuignier, 2016, p. 9) held Eshuis, Klijn & Braundefinition because it focused on customers participation: *"coordinated use of marketing tools supported by a shared customer-oriented philosophy, for creating, communicating, delivering and exchanging urban offerings that have value for the city's customersand the city's community at large."*(Eshuis, Klijn, & Braun, 2014, p. 156)

From all these definition, we can see that territorial marketing is an

important and essential tool for territorial management and development (Noisette & Vallerugo, 2010, p. 158) not only through promotion, but also through proprieties valorization, services, business sectors, inhabitants and all organizations which operate in these places. So, in a territorial marketing logic, the whole territory is a "product" (Kotler & Gertner, 2002, p. 250) and it is an economic active subject (Bagautdinova, Gafurov, Kalenskaya, & Novenkonva, 2012, p. 180).

Place's attributes diversity (local characteristics, development potential, geographical opportunities, tourist potentials, culture, heritage ...) makes that in the current economic environment, territorial marketing becomes an essential promotion tool. Its methods are inspired from "company" marketing (Brossard, 1997, p. 15), and are used as support to urban politics to improve places for their public, investors, citizens or tourists (Boisen, Terlouw, Groote, & Couwenberg, 2017, p. 6).

However, some authors as Chanoux & Keramidas stressed on the criticisms sent to territorial marketing by some researchers who pretend that it's not a real research field because it's closely connected with local politics and public management (Chanoux & Keramidas, 2013, p. 5), others blame place marketing due to the lack of methods and knowledge based on empirical studies as well as some conceptual confusions ((Kavaratzis, 2005, pp. 329-342);(Noisette & Vallerugo, 2010, p. 133)).

Territorial conceptual confusions were discussed by several authors, they explained that "territorial marketing" (place marketing), "place promotion" and "place branding" are often used as if they were synonymic and even when they are not used as synonyms, they are a different understanding and interpretation according to people and places(Boisen, Terlouw, Groote, & Couwenberg, 2017, p. 5).

2.2. The territorial promotion (place promotion)

In the literature, "promotion" is one of marketing mix P's, it is also a territorial marketing and territorial branding tool ((Ashworth & Voogd, 1990, p. 65); (Boisen, Terlouw, Groote, & Couwenberg, 2017, p. 9)). Territorial promotion dresses a particular interest because it represents a great part of territorial marketing actions engaged by the "professionals"

and the "territorial actors".

Territorial promotion involves the use of diverse marketing and communications techniques. Territorial communication has for objective "to make decision *readable and understandable, to show its sense, its ambitions, its consequences. It has also an additional roles: inform, promote a place, mobilize actors, decision-makers and citizens, liven up local democracy*"(Mégard, 2017, p. 35). According to the chosen target, territorial promotion could address inhabitants, investors, and tourists, by exploiting the various techniques of communication (above the line ATL and below the line BTL).

At the end, researchers conclude that territorial promotion is guided by what a territory has to offer, it has for purpose to draw attention and make a place or a destination known (cognitive aspect).

Place branding: this concept is often misunderstood (Anholt, 2005, p. 117) and have been the object of different interpretations(Noronha De, Coca-Stefaniak, & Morrison, 2017, pp. 92-93), some researchers think that place branding is a part of the territorial marketing while others think the opposite (Boisen, Terlouw, Groote, & Couwenberg, 2017, pp. 9-10).

Some American authors use indifferently both concepts (Vuignier, 2016, p. 16). Braun(Braun, 2008, pp. 22-23) describes this concept as being a "symbolic construct aims at bringing value to a territory". He explains besides, that Branding is a new step of territorial marketing. Vuignier talks about a new era. So, we can notice that branding is linked to brand management, positioning, identity, image, fame and to formed associations formed in various targets mind (Vuignier, 2016, pp. 7-8).

Place branding purpose is to maintain and/or to improve a territory reputation; it is guided by "identity" and aims to develop public emotional feelings (Boisen, Terlouw, Groote, & Couwenberg, 2017, p. 7).

As expressed before, territorial marketing is guided by the public target needs and concerns in order to meet at best their requirements, so that they will choose this place (for living there, or visiting, or investing there). It is clearly connected with territorial promotion (place promotion) and

place branding but should be studied separately (Govers, 2011, p. 230). The table below summarizes the three concepts:

Table 1. Distinction between territorial promotion, place branding and territorial marketing.

<i>Territorial promotion</i>	<i>Place Branding</i>	<i>Territorial marketing (place marketing)</i>
Guided by the offer	Guided by the identity	Guided by the demand
Aims at communicating the place offer.	Aims at managing and at adapting the offer to the public needs	Aims at managing the image and the reputation
Allows to draw the attention	Allows to make a choice	Allows to build a reputation
Cognitive objective (knowledge).	Conative (Behavioral) objective	Emotional objective (attitude)

Source: (Boisen, Terlouw, Groote, & Couwenberg, 2017, p. 8)

2.2. Comparative approach of territorial promotion practices

Benko (Benko, 1999, pp. 96-99) highlighted four factors which widely contributed to territorial marketing development: first of all he quoted globalization, then, decentralization in public stuff management, ICT (information and communication technologies) fast growth and the necessity of adapting marketing principles to a new scope such as places.

Actions taken within territorial marketing framework aims at improving territorial attractiveness (Bagautdinova, Gafurov, Kalenskaya, & Novenkonva, 2012, p. 182). Territorial promotion is centered on local resources exploitation and valorization. One of the prime objective of territorial marketing is to attract investors' interests. Besides, place "customers" in territorial marketing have different interests and needs (Hatem, 2007, pp. 14-17): some of them are interested by quality of life whereas others are mainly directed to the economic potential of the territory.

The literature indicated that the first "place promotion" practices would go back up in the middle of XIX^e century, when in the West of the United States, campaigns of marketing were implemented to attract populations towards farmlands (Ward, 1998, p. 12). Initially organized to attract farmers and residents, these practices propagated to attract investors, decision-makers and tourists (Meyronin, 2008, p. 361).

In Europe, by 1875, tourist regions (sea, thermal resorts or mountains), were the first ones to spread efforts to attract visitors. However, the progressive appearance of promotion agencies in several developed countries gave a more structured and more elaborate dimension to place promotion actions, by different tools mobilized to attract investors and foreign capital.

It is in Ireland in 1969 that one of the first promotion agencies was created (Industrial Development Authority "IDA"). Towards the end of 1970s and in the course of 1980s, the movement increased in Europe with the creation in 1977 of Invest in Britain Bureau (IBB), in Great Britain, and in 1978, Netherlands Foreign Investment Agency (NFIA) in Netherlands, and Datar in France in 1963, but which was really active in investors' attraction since the second half of the 1980s (Brossard, 1997, p. 67).

There are several approaches for territorial marketing. American model spreads a pragmatic vision: According to this model, the main territory objective is "to sell" what it possesses in whom is the most interested. We are in a sell approach. As for European model, it is based on attractive place building and by involving various public actors and considering territorial constraints (cultural, administrative and social).

The third approach is based tourist marketing foundations, which is defined as *"a systematic and coordinated tourist adaptation of the corporate policy, as well as the private tourist politics and government, on local, regional, national and international plan, to an optimal satisfaction of needs for a defined group of consumers, while obtaining an appropriate profit."* (Krippendorf, 1971, p. 76). From this perspective results and benefits depend on place image, communitarianism, logistic offer and place accessibility.

It is also in 1977 that New York city threw the famous "I love NY", afterward numerous European cities built branding strategies through slogans and logos such as "I Amsterdam", "Only Lyon" or "Be Berlin".

2.3. The institutional practice of the territorial promotion: current situation in countries from the Maghreb and in Egypt.

In the Maghreb, the forerunner in territorial marketing practices was Tunisia, which, from the beginning 1970s, moved towards a liberal politics based on private initiative and insertion into the global economy. Thus, the law of April 17th, 1972 granted to foreign companies' free importation of goods that are necessary for their production and a free transfer of the realized profits. This law, also allowed the creation of a Investments promotion agency (IPA) in 1973. This agency had for mission the implementation of a promotion governmental policy in the industry sector.

As an example, we can quote Mfcpole Monastir, this competitiveness clusters management company was created in 2006, it has for mission management, promotion and attraction of investments, to develop an ecosystem of growth and implement a specialization strategy impulse by Tunisia around the textile industry and Clothing by targeting expanding activities. It is also in charge of innovation animation and support technology watch, incubation and frame of project leaders.

In order to promote Mfcpole clusters, the company developed a national and international campaign based on a range of marketing tools, also, to be sure to reach its targets, this agency partially outsourced this activity to a marketing agency.

Among these numerous tools, we can find: brochures, Website, promotional movies, lobbying with press or chambers of commerce. In addition, Mfcpole holds to its credit numerous proactive actions, such as special events (example: Mod'astir 2014), open days, or press conferences with journalists targeted for their sectoral skills in clothing industry. it also published a specialized article and an advertising insertion every month in national and international specialized magazines (newspaper of textile, the annual report of Oxford Business Group on Tunisia ...).

Until 2009, Morocco didn't have properly an investments promotion agency, but it had rather an investments Division (ID), under control of the economic and corporate business ministry, and regional Centers of investments, which depends on the interior ministry.

It was these organizations that until then, were responsible for promoting and attracting FDI. In January 2009, a law project of Moroccan agency for investments development (AMDI) creation was adopted. This new structure's main mission was to promote investments and carry out advertising and marketing campaigns to spotlight investment opportunities in Morocco.

As for the Egyptian experience regarding territorial promotion, it comes into effect at the beginning of 1990s, in this period, Egypt committed an important program of economic and structural reforms. a fiveyears plan of economic and social development 2008-2012 gave the priority to the high-growth industries (manufacturing industry, BTP, tourism, ICTS), and in the creation of small and very small companies to favor employment. This plan placed private local investments and foreigners in the center of its development strategy, so about is the business sector, the 100% detention of the capital as well as the repatriation of the profits are authorized.

The agency in charge of facilitating investments process is the GAFI (General Authority for Investment and Free zone). A law had planned the automatic approval for investment projects in priority sectors quoted above. Upper Egypt is the object of a specific program regarding its significant development potential (workforce, natural resources, diversified economy). Indeed, the investment in this region benefits from additional benefits such as the free access of grounds, technical support of industrial center modernization or training support and access to technological centers.

Investment firm in Upper Egypt (Upper Egypt Investment Company) was created from the GAFI's. This body has for mission to identify the opportunities, to make feasibility studies and facilitate investment projects in administrative way specifically in the priority sectors. Among the used marketing tools, the Web site, www.ueico.com, is esthetic and answers the rule of 3 clicks¹, it's available in English and in Arabic, and offers a just balance between promotion and information.

As for marketing measures, the UEICO uses pull and push strategy at the same time even if the demand was weak in Upper Egypt, then this body

concentrates on local targets, in particular actions of doorstep selling and prospecting of companies based in Cairo. Besides the UEICO got ready to throw a campaign for a greater visibility but it was aborted because of the political situation of the country (the Egyptian revolution in 2011).

In Algeria, the ANDI, was born in 1993, while the country was in full economic transition. This body which was set up to be an essential tool in the economic change was known in its early stages under the naming of APSI (Agency for the promotion, the support and the follow-up of the investments). It is only in 2001, further to the modifications of the institutional frames, APSI was dissolved, and Andi was created by presidential order.

Fundamentally, as we have just seen it, new objectives of the territorial management establish the base of searching new methods, management tools, even adaptation of the commercial practices to territorial management field. The use of marketing theory in place management allows to redefine the objectives of management. In the modern territorial management, a key indicator of the success is to meet the economic needs of territories by being more competitive and more attractive compared with a regional, even world, more and more important competition. It is the challenge, in particular for a country as Algeria regarding attractiveness of the Foreign Direct Investments (IDE).

In what follows we shall present the results of our investigations on the practice of the territorial marketing in Algeria. We are not going to analyze Algerian politics regarding territorial attractiveness, but we are going to study the practices regarding territorial marketing at the level of territorial politics actors in Algeria, in particular the ANDI.

3. METHODOLOGY

Our first study is based on the exploitation of the results of a qualitative study. We have chosen the interview as a method of collecting information because it is perfectly suited to reconstruct past events. This approach has been coupled with interviews with experts and consultants to shed light on investment particularities in Algeria and helped us define scenarios for setting up a marketing approach in implementing policies to

improve territorial attractiveness.

Our interview guide is composed of four parts; the first two provide general information about the organization and the interviewee, the third part includes various questions for investors as well as for promotional agencies and public authorities, their answers that we will measure the degree of compatibility with investor expectations. Finally, the last part is mainly intended for promotional agencies to highlight the various marketing actions carried out by them to attract investors.

We chose to ask open questions regarding the diversity of the interviewees and specially to allow them to express themselves as freely as they wished, so we could drain a considerable amount of information and enrich our knowledge on some unknown sectors.

As for the duration of the interview, it was initially set at about thirty minutes, however, we must specify that some interviews lasted much longer. At the end of each interview, we made a report, reviewed and commented by the interviewees.

Respondents were selected for specific reasons: the main one being their experience and knowledge of the investment problem in Algeria. Thus, the interviews were carried out with the following actors:

The objective pursued through these interviews was to identify, in a general way, the process followed by companies in terms of choosing a place of investment, but also to have an idea of the motivations and constraints of investment in Algeria according to their point of view. In order to proceed to the processing of the results we chose content analysis method, being a technique, which allows objective, systematic and quantitative description of the contents of interviews, to interpret them.

Most of the interviews took place face-to-face on the premises of the organizations we considered relevant. However, to respect the anonymity of the interviewees, we will not mention their names or their functions, we will only stick to the name of the organization and the sector of activity in which they practice. This first phase of the interview was aimed at getting to know the organization better and identifying the main pitfalls

encountered in the work. This second phase of the interview aimed to assess the determinants of investment in Algeria, as well as the priority sectors to be developed. The table below counts the respondents according to the category to which they belong:

Table 2.Summary of interviews conducted.

Categories	Number	Type of organization
Institutional actors	6	ANDI Ministry of Spatial Planning and Environment. Ministry of Industry and Investment Promotion
Other	2	Consulting firm, experts.

Source: investigation of our research

4. RESULTS AND DISCUSSION

To the question concerning the strengths that contribute to the attractiveness of the territory in terms of FDI, the experts raised many points, which can be summarized as follows:

- The geostrategic position of Algeria and relative stability.
- Economically new country with many projects in prospect.
- The many guarantees offered to foreign investors.

To sum up the opinion of the interviewees, the growth of the country as well as certain regulatory and fiscal aspects, make that Algeria has some significant advantages compared to other countries. About issues relating to weak points and obstacles that may penalize or slow the attractiveness of FDI in the territory, the experts identified three essential aspects: The regulation and functioning of the Algerian administration (bureaucracy); Land and the living environment.

Thus, we can see that the living environment has an important place and can contribute to the disinterest of a given territory. Subsequently, we looked at the sectors to be developed in Algeria, and the respondents gave their opinion on the following four priority sectors: Agriculture, tourism and real estate, oil and petroleum sector and the pharmaceutical sector

The experts explain the choice of these sectors by the size of the area,

the many existing natural potentialities, the favorable climatic conditions and the wealth of the heritage, moreover one of the consultants found it regrettable that the Algerians preferred to spend their holidays in Tunisia, lack of sufficient and adequate infrastructure in their own country.

Two other consultants mentioned the drug market, which continues to show promise, especially with the new texts put in place. Subsequently, we looked at the neglected or less attractive sectors than the previous ones, and here three sectors were identified: the first being the services sector in general, the second that of construction and building and finally the research and development, we present below the answers of the experts.

The sentence "unattractive" a little disturbed the interviewees, they found it a bit too hard and reductive. They have therefore explained the nature of their responses: mentioning, for example, renewable energies or the service sector does not mean that these sectors are not interesting, just foreign investors are hesitant to embark on these fields. In addition, one of the consultants interviewed translates this "reluctance" by the following elements:

- Lack of heavy expertise in the building and insufficient skill level;
- The non-existence of the notion of "export of service";
- Lack of medium or long-term plans, leaving investors unclear;
- Administrative red tape;
- The average banking system.

This phase was intended to find out the point of view of our interlocutors on the marketing actions carried out by the State through its various institutions. In this regard, the interviewees made a rather positive assessment of the performance of promotional institutions in Algeria, and they cited, as an example, the efforts made by ANDI to this end. The table below shows the answers of respondents about the role of promotion agencies in Algeria:

Thus, it appears that the role of this type of organization is decisive, and that it is a good tool, since it makes it possible to present the country at forums abroad, to trace information back to the ministerial hierarchy and

advising the government on laws and regulations that reflect investor expectations.

As said before, most of the experts (67%) believe that ANDI plays effectively and fully its role of promoter of investments, the rest did not wish to pronounce themselves on the subject.

They quoted as an example the wealth of information available on the website, but also the other promotional tools including the multilingual "movie" broadcast by the agency on the occasion of economic events organized in Algeria or elsewhere.

However, interviewees think that there is no better communication action than another, they are rather complementary, so the table below illustrates what the consultants say about the best way to communicate on the destination Algeria in matter of FDI.

- Among the most frequently cited responses are the organization of events (30%) and advertising (26%). And according to the people interviewed, the organization of events seems essential in territorial marketing because of the importance of creating links with investors, assessing their needs and identifying the obstacles they encounter. In third place is the website, indeed this means allows the investor to find general information on the country, and provide him with a first glimpse of the situation.

Our interlocutor of ANDI wished to explain to us the choice of these means of communication to target the investors as well as possible:

- The development and publication of brochures range from general information on the country to thematic brochures, or by sector of activity. This documentation, written in French and Arabic, is delivered to the following addresses: embassies, state institutions, executives who travel abroad, as well as to all those who present themselves and who seek to learn about the potentialities and advantages granted.
- Even if ANDI does not organize fairs or fairs itself, this agency makes sure to be present at all events likely to attract local or foreign investors.

- To be in tune with tax and customs administrations, ANDI organizes seminars throughout the national territory, in order to agree on the publication and application of incentive schemes.
- Seminars are also organized across the national territory to raise awareness among local investors, and to inform them about the role of decentralized one-stop shops (UGDs) and the benefits they could benefit from.

She concludes that such meetings are essential in territorial marketing because of the importance of creating links with investors, assessing their needs and identifying the obstacles they face.

Also, to answer the question of what were the best actions, our interlocutor quotes as an example the organized seminar and the grant awarded following the measures taken in 2009 forcing the foreign investor to make a partnership. This operation raised 165 projects.

Regarding promotional strategies in Morocco or Tunisia, she explains that these two countries have a longer experience, since their promotional agencies exist since the 1970s. Moreover, unlike our Moroccan and Tunisian neighbors, ANDI does not does not have an international network, and can not target investors at source.

To conclude, we asked our interviewees to comment on the following quote: "A territorial marketing policy is the basis for any development of foreign investment promotion actions? Comment.

Apart from the people working in the promotion agencies, the experts interviewed were quite skeptical, they explained that even if the territorial marketing actions and especially the communication actions have a role to play, this can not be in any case determining or constituting a sufficient condition to attract an investor to a given territory, if he did not have real competitive advantages.

For our interlocutor of ANDI, much remains to be done to develop and disseminate the image of Algeria abroad. But Algeria is also an important area, and the priority is to promote certain areas to local investors in the first place.

That said, according to her, many organizations can be solicited to promote Algeria abroad, such as Algerian embassies. This is the reason why ANDI organizes training sessions for diplomats who have recently completed their studies, so that they can answer the main questions of potential foreign investors if they present themselves.

To close this interview, the official made it clear that doing territorial marketing for Algeria did not mean reproducing or copying exactly what is being done by our Moroccan and Tunisian neighbors. However, nothing should prevent the exchange of experiences and good practices in this area, which is why it is important for ANDI to cooperate with other agencies by joining several associations (WAIPA, World Association of investment promotion or AFRICANET, association of African investment promotion agencies).

5. CONCLUSION

The results of our investigation lit us on the investors' motivations who comes to develop in Algeria, and it is clear that the economic characteristics are an undeniable factor for this region attractiveness. However, our analysis also shows that the investors under estimate agencies, and do not grant them a big interest, and it throughout the process of setting-up. This indifference is translated by an inadequacy between the expectations of the investors and the services offered by the agency. It is the reason why the agency should show more initiative, by referring more to strategic and operational tools of territorial marketing.

The Algerian market presents real opportunities and comparative advantages which encourage foreign investments. Nevertheless, this interest is distorted by the incentive measures of the investments, in particular those carrying on: the improvement of the environment of the affairs, the labor market, the design of the industrial parks, the functioning of ANDI ...

This last point was strongly highlighted by the set of the investigated companies, with in particular the negative appreciations concerning the quality and the quantity of the information freed by the ANDI, and little of interest which grant the investors, in their decision of setting-up, to the support brought by the ANDI.

As for the managerial contributions, this work could be useful to diverse actors (institutional, private bodies, ministries) of the investment in Algeria, who could exploit, in a more widened dimension, the conditions of implementation of a real marketing approach. It is a question, indeed, of making them known the determining criteria of the investment in Algeria and the implications which it could engender in the way of designing a politics of territorial attractiveness.

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