

Territorial Marketing and Territorial Competitiveness in Algeria: A Case Study of the Municipality of Oran.

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Abstract:

Territorial marketing plays a key role in the competitiveness of territories by influencing their attractiveness and economic development. Its impacts: economic attractiveness, tourism development, image and reputation, innovation and collaboration, social cohesion, sustainability.

Territorial marketing is an essential lever for strengthening the competitiveness of a territory by improving its attractiveness, its image and its ability to innovate, while responding to economic, social and environmental challenges. The objective of this study is to identify the principles of optimising the attractiveness and competitiveness of a territory by putting its specific assets (economic, cultural, natural, etc.) and meeting the expectations of the various target audiences while strengthening the image and reputation of the territory.

Keywords: Marketing Territorial, Differentiation strategy attractiveness, Territorial innovation, Territorial tourism, Networks of local actors.

JEL Classification: A1 ; C9 ; E2

Introduction

Territorial marketing is a discipline that aims to promote a territory (city, region, country) to attract investors, tourists, residents or companies. It is based on communication strategies and the promotion of the specific assets of a territory. However, this practice raises specific issues.

Territorial marketing aims to transform a territory into an attractive "brand" and strengthen the competitiveness of territories by positioning them as attractive destinations for investors, residents and visitors, while relying on a communication and promotion strategy adapted to meet the needs of its inhabitants and preserving its resources for future generations.

Territorial marketing and territorial competitiveness are two closely related concepts that play a crucial role in the economic, social and cultural development of regions, cities or countries. The issue of territorial marketing and territorial competitiveness is based on the following question: How can a territory differentiate itself and position itself effectively in a context of increased competition between territories, while meeting the expectations of the intended targets (tourists, investors, residents) and preserving its identity and resources?; This issue raises issues related to the image of the territories, their economic attractiveness and the preservation of natural, tourist and cultural resources, as well as their ability to position themselves strategically to meet the needs of the targets (companies, inhabitants, tourists, etc.). Many territories seek to attract the same targets, which makes differentiation difficult.

Territorial marketing focuses on how territories (cities, regions, countries) can differentiate themselves and attract limited resources (investments, tourists, talents, etc.) in a context of increased global competition. Secondary issues include:

1. How can a territory position itself effectively in the face of competition?
2. What strategies can be put in place to enhance the assets of a territory (cultural, economic, natural)?
3. How can we meet the expectations of the targets (residents, companies, tourists) while ensuring sustainable development?

The main objective of territorial marketing is to optimise the attractiveness and competitiveness of a territory by putting its specific assets (economic, cultural, natural, etc.) and by meeting the expectations of the various target audiences while strengthening the image and reputation of the territory. This involves: The creation of a strong and coherent brand image, the implementation of appropriate communication and promotion strategies, the development of attractive infrastructures and services and the stimulation of innovation and collaboration between local actors.

A central hypothesis in this area could be: "Well-structured territorial marketing, based on a clear territorial identity and a differentiation strategy, significantly improves the competitiveness and attractiveness of a territory." This hypothesis assumes that the implementation of marketing tools and techniques adapted to territorial specificities makes it possible to generate positive economic, social and cultural benefits.

1- Le Marketing Territorial :

Territorial marketing is a strategy aimed at promoting a territory (city, region, country) to attract investment, talent, tourists or companies. It is a question of enhancing the assets of a territory to improve its image and reputation. The objectives of territorial marketing are to be achieved in the areas of Attracting investors and companies; Boost tourism; Retain and attract talent (students, skilled workers); Strengthen local identity and pride and improve the quality of life of residents.

1-1- Territorial Marketing Tools :

- *Territorial branding* : Creation of a territorial brand (e.g. "I Love New York", "Only Lyon").
- *Communication* : Advertising campaigns, presence on social networks, participation in international trade fairs.
- *Events* : Organization of festivals, conferences or sports competitions to highlight the territory.
- *Partnerships* : Collaboration with public and private actors to promote the territory.

2- Territorial Competitiveness :

The competitiveness of a territory refers to its ability to attract and retain resources (investments, talent, companies) while offering an attractive living environment and economic opportunities. It is based on several factors:

- *Infrastructure* : Quality of transport, telecommunications, public services.
- *Economic environment* : Taxation, regulation, business support.
- *Human capital* : Availability of a skilled workforce, presence of universities and research centres.
- *Innovation* : Innovation-friendly ecosystem (start-ups, incubators, public-private partnerships).
- *Quality of life* : Safety, education, health, culture, environment.

- *Sustainability* : Commitment to sustainable development and the ecological transition.

2-1- Competitiveness Indicators:

The objective of these indicators is to assess the potential of global economies to achieve sustained growth in the medium and long term. The competitiveness of a territory represents its long-term performance, its growth, according to the so-called competitive criteria, makes it possible to obtain above-average results. These indicators are:

- o International rankings.
- o Employment and investment rates.
- o Number of business creations.
- o Tourist attractiveness.

3- Link between Territorial Marketing and Competitiveness:

Territorial marketing is a tool for the competitiveness of territories. Indeed, a well-designed territorial marketing strategy makes it possible to enhance the assets of the territory (economic, cultural, natural), to differentiate the territory from its competitors (other cities, regions or countries) and to attract resources (investments, talents, tourists) that strengthen competitiveness. The following examples illustrate the link between Territorial Marketing and Competitiveness:

- *Dubai* : Thanks to an aggressive territorial marketing strategy, Dubai has become a global economic and tourism hub.
- *Barcelona* : The city has positioned itself as an attractive destination for companies and tourists thanks to its branding and international events.

4- Challenges and Issues of Territorial Marketing and Competitiveness:

The territorial marketing approach therefore consists of highlighting, using the following competitive tools and techniques :

- *Increased competition* : Territories compete globally for resources.
- *Sustainability* : Marketing and competitiveness strategies must incorporate environmental and social objectives.
- *Coherence* : It is essential that the image conveyed by territorial marketing corresponds to the reality of the territory.
- *Collaboration* : Success requires collaboration between public, private and citizen actors.

5- Key impacts of territorial marketing on the competitiveness of territories:

Territorial marketing plays a crucial role in the competitiveness of territories by influencing their attractiveness, their economic development and their

positioning on the national and international scene. Here are the key impacts of territorial marketing on the competitiveness of territories:

A. Economic attractiveness and investments:

- *Attract investors* : Effective territorial marketing highlights a territory's economic strengths, infrastructure, human resources, and tax advantages, which can appeal to both national and international companies.
- *Job creation* : By attracting businesses and investment, territorial marketing contributes to job creation and the reduction of unemployment.

B. Tourism development:

- *Promotion of cultural and natural assets* : Territorial marketing promotes the cultural, historical and natural heritage of a territory, which can boost tourism.
- *Increased tourism revenue* : A well-designed marketing strategy can increase the number of visitors and, in turn, tourism-related revenue.

C. Improved image and reputation:

- *Strategic positioning* : Territorial marketing helps to build a positive and distinctive image of the territory, which can improve its reputation and differentiate it from its competitors.
- *Creation of a territorial brand* : A strong territorial brand can strengthen the identity of the territory and make it more recognizable and attractive.

D. Innovation and technological competitiveness:

- *Attract talent and skills* : A territory that positions itself as a hub for innovation and technology can attract highly qualified talent and innovative companies.
- *Development of clusters and ecosystems* : Territorial marketing can promote the creation of industrial clusters and innovation ecosystems, thus strengthening the technological competitiveness of the territory.

E. Social cohesion and quality of life:

- *Improved infrastructure and services* : Territorial marketing can encourage local authorities to improve infrastructure and public services to meet the expectations of residents and visitors.
- *Strengthening local identity* : By highlighting cultural and social specificities, territorial marketing can strengthen the sense of belonging and social cohesion.

F. Sustainability and sustainable development:

- *Promotion of sustainable practices* : Territorial marketing can highlight sustainability initiatives, attracting investment and environmentally conscious visitors.
- *Responsible management of resources* : By developing natural resources in a responsible way, territorial marketing can contribute to the preservation of the environment and the sustainability of the territory.

G. Collaboration and partnerships:

- *Networking and cooperation* : Territorial marketing promotes the creation of networks and partnerships between public, private and associative actors, which can strengthen the overall competitiveness of the territory.
- *Joint projects* : These collaborations can lead to joint projects that benefit the entire territory.

6- The principles to be respected in order to carry out an effective territorial marketing action:

To carry out an effective territorial marketing action, several key principles must be respected. Here are the main ones:

a. Knowledge of the Territory:

- *In-depth analysis* : Understand the strengths, weaknesses, opportunities and threats (SWOT analysis) of the territory.
- *Identification of targets* : Clearly define the target audiences (investors, tourists, residents, etc.).

b. Clear and Consistent Strategy:

- *Specific objectives* : Define measurable and achievable objectives.
- *Unique positioning* : Highlight the specificities and competitive advantages of the territory.

c. Stakeholder Engagement:

- *Collaboration* : Involve local actors (companies, institutions, citizens) in the process.
- *Internal communication* : Ensure good communication and coordination between the various stakeholders.

d. Value Creation:

- *Development of the offer* : Improving infrastructure, services and attractions to meet the needs of the targets.

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- *Innovation* : Propose original and innovative initiatives to stand out.

e. Effective Communication:

- *Clear and attractive message* : Develop a message that reflects the identity and values of the territory.
- *Suitable channels* : Use the appropriate communication channels (digital, traditional media, events, etc.).

f. Assessment and Adaptation:

- *Monitoring and evaluation* : Setting up performance indicators to measure the effectiveness of actions.
- *Continuous improvement* : Adjust the strategy based on feedback and results.

g. Durability:

- *Environmental responsibility* : Integrating sustainable practices into territorial development.
- *Positive social impact* : Ensure that territorial marketing actions benefit the entire community.

h. Consistency and Continuity:

- *Consistent brand image* : Ensure consistency in communication and actions.
- *Long-term commitment* : Maintain a long-term strategy to build and strengthen the territory's reputation.

By respecting these principles, a territorial marketing action can be carried out effectively and contribute to the development and promotion of the territory.

7- Study of territorial marketing and competitiveness in Algeria case of the wilaya of Oran:

a. Territorial competitiveness in Algeria:

Territorial competitiveness in Algeria is a crucial issue for the country's economic and social development. It refers to the ability of the various Algerian regions to attract investment, generate economic growth, create jobs and improve the quality of life of the inhabitants. However, several challenges hinder this competitiveness, including:

a.1. Regional imbalances:

- *Economic concentration* : Economic activity in Algeria is largely concentrated in the north of the country, especially in major cities such as Algiers, Oran, and Constantine. The southern and highland regions are often marginalized, with limited access to infrastructure and basic services.
- *Development inequalities* : Disparities between urban and rural regions are marked, which affects territorial cohesion and limits the development potential of less favoured areas.

a.2. Insufficient infrastructure:

- *Transport and logistics* : The transport network in Algeria is often criticized for its lack of modernization and inefficiency, which hinders connectivity between regions and the movement of goods and people.
- *Energy and telecommunications* : Although efforts have been made to improve energy and telecommunications infrastructure, gaps persist, particularly in rural and remote areas.

a.3. Business environment:

- *Bureaucracy and corruption* : Administrative complexity and corruption are often cited as major obstacles to investment and entrepreneurship in Algeria.
- *Access to finance* : Small and medium-sized enterprises (SMEs) face difficulties in accessing credit, which limits their ability to grow and innovate.

a.4. Economic diversification:

- *Dependence on hydrocarbons* : Algeria's economy remains heavily dependent on oil and gas revenues, making non-hydrocarbon-producing regions vulnerable to global price fluctuations.
- *Development of non-oil sectors* : Efforts are needed to develop other economic sectors, such as agriculture, tourism, and manufacturing, in order to strengthen the competitiveness of the territories.

a.5. Governance and Planning:

- *Limited decentralization* : The centralization of decision-making in Algiers limits the ability of local authorities to respond to the specific needs of their territories.
- *Strategic planning* : A more integrated and strategic approach to land use planning is needed to promote balanced and sustainable development.

a.6. Capital humain :

- *Education and training* : Although Algeria has an extensive education system, improvements are needed to better align workers' skills with the needs of the labor market.
- *Internal migration* : Rural-to-urban migration puts pressure on urban infrastructure and contributes to the depopulation of rural areas.

a.7. Environment and sustainability:

- *Natural resource management* : Desertification, water scarcity and land degradation are major challenges for many Algerian regions.
- *Energy transition* : The development of renewable energies, particularly solar, could offer opportunities for the southern regions, but requires significant investment.

b. Objectives of Territorial Marketing in Algeria

Territorial marketing is a strategy aimed at promoting and enhancing a territory (city, region, country, etc.) to attract investors, tourists, residents or events. Its main objectives are to:

b.1. Attracting investors and companies:

- o To highlight the economic, fiscal and logistical advantages of the territory.
- o Promote an ecosystem conducive to innovation and job creation.
- o Facilitate the establishment of businesses by developing local infrastructure and resources.

b.2. Developing tourism:

- o Promote the territory's cultural, natural and historical attractions.
- o To improve the image of the territory to attract national and international visitors.
- o Support local actors (hotels, restaurants, guides) to strengthen the tourist offer.

b.3. Attracting new residents:

- o Enhance quality of life, public services and professional opportunities.
- o Highlight the social, educational and cultural benefits of the territory.
- o Target specific populations (young workers, retirees, families).

b.4. Strengthening the image and reputation of the territory:

- o Create a strong and distinctive territorial identity.

- o Communicate on local successes (innovative projects, significant events).
- o Use modern communication tools (social networks, website, advertising campaigns).

b.5. Promoting local economic development:

- o Support local businesses and existing economic sectors.
- o Encourage public-private partnerships to drive growth.
- o Promote local products and services nationally and internationally.

b.6. Attracting events and demonstrations:

- o To position the territory as an ideal destination for sporting, cultural or professional events.
- o Highlight adapted infrastructures (conference rooms, stadiums, cultural centres).
- o Benefit from the economic and media benefits of these events.

b.7. Encouraging social cohesion and civic engagement:

- o Involve the inhabitants in the promotion of their territory.
- o Strengthen the sense of belonging and local pride.
- o Promote citizen initiatives and community projects.

b.8. Optimising land use planning:

- o To highlight natural and urban assets.
- o Promote sustainable and environmentally friendly development projects.
- o To improve the overall attractiveness of the territory through modern and accessible infrastructure.

Territorial marketing aims to strengthen the attractiveness and competitiveness of a territory by highlighting its specific assets and meeting the needs of the targeted targets (investors, tourists, residents, etc.).

c. Case Study: Competitiveness and Territorial Marketing in Oran:

Oran, the second largest city in Algeria, is an important economic, cultural and historical center. Located on the Mediterranean coast, it enjoys a strategic position for international trade and exchange. However, like many cities, Oran faces challenges in terms of competitiveness and territorial marketing to attract investment, tourists and talent. The objectives of the competitiveness and territorial marketing study in Oran are:

1. *Assess Oran's current competitiveness* : Analyze the city's strengths and weaknesses in terms of infrastructure, economy, human resources, and innovation.

2. *Identify territorial marketing opportunities* : Determine how Oran can position itself on the national and international scene to attract investment and visitors.
3. *Propose strategies to improve competitiveness and territorial marketing* : Recommend concrete actions to strengthen the attractiveness of Oran.

c.1. Competitiveness Analysis :

Forces:

- *Strategic Geographical Position* : Oran is an important port and logistics hub for trade in the Mediterranean.
- *Economic Diversity* : The city has a diversified economy with strong sectors such as industry, services, and tourism.
- *Cultural and Historical Heritage* : Oran has a rich cultural heritage, including historical sites and renowned festivals.
- *Educational Infrastructure* : The city is home to several universities and research centers, making it an important educational hub.

Weaknesses:

- *Transport infrastructure* : Although the port is well developed, the land and air transport infrastructure requires improvements.
- *Business environment* : Bureaucratic hurdles and a lack of transparency can discourage foreign investors.
- *Pollution and Waste Management* : The city faces environmental challenges that can affect its attractiveness.

Opportunities:

- *Tourism Development* : Oran can capitalize on its cultural heritage and beaches to attract more tourists.
- *Innovation and Technology* : Investing in information and communication technologies can attract high-tech companies.
- *International cooperation* : Partnerships with other Mediterranean cities can strengthen Oran's position.

Threats:

- *Regional Competition* : Other Mediterranean cities such as Tunis or Casablanca are also competing to attract investment and tourists.
- *Political instability* : Political instability in the region can affect investor confidence.

c.2. Territorial Marketing Analysis:

Positioning:

Oran can position itself as a dynamic and culturally rich city, offering economic opportunities and an attractive quality of life. The slogan could be: "Oran: The Pearl of the Mediterranean, where Tradition and Innovation Meet."

Communication Strategies:

- *Digital Campaigns* : Use social media and digital platforms to promote Oran to an international audience.
- *Participation in International Fairs and Events* : Present Oran in trade fairs and cultural events to increase its visibility.
- *Collaboration with Influencers*: Work with influencers and bloggers to promote tourist attractions and investment opportunities.

Concrete initiatives:

- *Development of Special Economic Zones* : To create special economic zones to attract foreign investment.
- *Infrastructure Improvement* : Invest in public transport and tourism infrastructure.
- *Ecotourism Promotion* : Developing ecotourism projects to attract environmentally conscious visitors.

c.3. Indicators and statistics of the wilaya Oran:

The wilaya of Oran, located in northwestern Algeria, is one of the most economically dynamic regions of the country. Here are some key statistics and indicators that reflect its competitiveness:

1. Demographics and Workforce:

- *Population* : Oran is the second largest city in Algeria with an estimated population of around 1.5 million (2020 figures).
- *Unemployment rate* : The unemployment rate in the wilaya of Oran is relatively low compared to the national average, at around 10-12% (2020 figures).

2. Infrastructures :

- *Port of Oran* : The port of Oran is one of the most important in Algeria, facilitating international trade and contributing significantly to the regional economy.
- *Oran - Ahmed Ben Bella International Airport* : This airport is a major hub for international and domestic flights, strengthening the connectivity of the region.
- *Road and rail network* : Oran benefits from a well-developed road and rail network, connecting the city to other regions of the country.

3. Economy:

- *Economic diversification* : Oran has a diversified economy with key sectors such as industry, trade, services, and tourism.
- *Industrial zones* : The wilaya has several industrial zones, including the Arzew industrial zone, which is home to petrochemical and liquefied natural gas (LNG) companies.
- *Tourism* : Oran is a popular tourist destination thanks to its rich cultural heritage, beaches, and hotel infrastructure.

4. Education and Research:

- *Universities and research centers* : Oran is home to several universities and research institutes, including the University of Oran 1 - Ahmed Ben Bella, which contribute to the training of a skilled workforce.
- *Innovation and technology* : The city has technology parks and innovation centers that support the development of startups and technology companies.

5. Competitiveness indicators:

- *Foreign investment* : Oran attracts a significant number of foreign investments, particularly in the energy, infrastructure, and services sectors.
- *Business environment* : The wilaya benefits from a relatively favorable business environment, with tax incentives and measures to facilitate investment.

6. Challenges :

- *Aging infrastructure* : Some infrastructure requires updates to support continued economic growth.
- *Economic diversification* : Although diversified, Oran's economy still remains dependent on traditional sectors such as energy, which requires greater diversification to build economic resilience.

The wilaya of Oran is an economically dynamic region with significant growth potential. However, to maintain and improve its competitiveness, continued investments in infrastructure, education, and economic diversification are essential.

Conclusion :

Territorial marketing is a powerful tool for strengthening the competitiveness of territories. By highlighting their specific assets, attracting investment and talent, and improving their image and reputation,

territories can position themselves favourably in a context of global competition. However, to be effective, territorial marketing must be based on a coherent, integrated strategy adapted to local specificities.

To respond to the problem, territorial marketing must be based on a clear and structured strategy, which includes:

- Identify and promote the unique assets of the territory : Develop a strong and coherent territorial brand (example: *وهران في القلب. وهران الباهية*). (cultural heritage, landscapes, local know-how, etc.).
- Segment targets and adapt communication : Use appropriate communication channels (social networks, international trade fairs, etc.). Tourists, investors, locals.
- Involve local actors : Ensure coordination between the different actors for coherent communication.
- Promote sustainable development : Highlight ecological or social initiatives to enhance attractiveness.
- Use innovative tools : Exploit digital technologies (virtual reality, geolocation) to promote the territory (virtual tours, events).
- Evaluate and adjust the strategy : Measure the effectiveness of the actions carried out (economic impact, notoriety, target satisfaction).
Adjust the strategy according to feedback and market developments.

The answer to the problem of territorial marketing lies in a strategic, collaborative and sustainable approach, which values the specificities of the territory while adapting to the expectations of the target audiences.

Territorial marketing and territorial competitiveness are essential levers for economic and social development. A well-thought-out territorial marketing strategy can strengthen a territory's competitiveness by attracting investment, talent and visitors, while improving the quality of life of residents. However, this approach must be aligned with a long-term vision and integrate sustainability and inclusion issues.

Oran has enormous potential to strengthen its competitiveness and attractiveness on the international scene. By capitalizing on its strengths and addressing its weaknesses, the city can position itself as a major economic and cultural hub in the Mediterranean. A well-designed territorial marketing strategy, coupled with strategic investments, can transform Oran into a destination of choice for investors, tourists, and talent.

Perspectives and recommendations:

To improve territorial competitiveness in Algeria, several measures could be envisaged:

- Strengthen decentralisation to enable regions to better manage their resources and develop strategies adapted to their specific characteristics.

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- Invest in infrastructure to improve connectivity and access to basic services.
- Improving the business environment by simplifying administrative procedures and fighting corruption.
- Promote economic diversification by supporting non-oil sectors and encouraging innovation.
- Develop human capital by adapting education and training to the needs of the labour market.

In sum, territorial competitiveness in Algeria requires a holistic and coordinated approach, involving central authorities, local authorities, the private sector and civil society.

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