

The emergence and expansion of territorial attractiveness "The SWOT analysis of the municipality of Oran"

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Abstract:

The policy of attractiveness has become a central issue for territories in a globalised world. It requires a balanced approach between economic competitiveness, social inclusion and respect for the environment.

To maximize the attractiveness and meet the needs of the different audiences while preserving the identity of the territory. A strategy adapted to each territory is based on an analysis of its specificities, the involvement of local actors and targeted communication.

Oran has significant potential to attract investment, talent and tourists, thanks to its strategic position, infrastructure and economic and cultural assets. However, more efforts are needed to optimize its attractiveness in the long term.

Key Words : *territorial attractiveness, the SWOT analysis, the municipality of Oran, attractiveness of Oran, Oran territorial.*

JEL Classification: *A1 + C9.*

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1. Introduction

Territorial attractiveness is a key concept in studies of economic geography, regional development and spatial planning. It refers to a territory's ability to attract and retain investment, talent, businesses, tourists and residents. This attractiveness is based on a combination of economic, social, cultural, environmental and institutional factors. In a context of globalisation and increased competition between territories, understanding and strengthening territorial attractiveness has become a major challenge for local authorities and governments. Despite the growing importance of territorial attractiveness, many questions remain unanswered. What are the factors that most influence this attractiveness? How can territories differentiate themselves in a competitive environment?; In addition, are territorial development strategies adapted to local specificities and the needs of the various actors (businesses, inhabitants, tourists)? These questions underline the complexity of the concept and the need for a multidimensional approach to studying it.

The objective of this study is to analyse the determinants of territorial attractiveness and to identify the levers of action for local authorities. It is a question of understanding how the different factors (economic, social, environmental, etc.) interact to influence the attractiveness of a territory. In addition, this research aims to propose practical recommendations to strengthen the attractiveness of territories, taking into account local specificities and contemporary issues such as the ecological transition and digitalization. In the context of this study, the hypotheses are:

Hypothesis 1: Territorial attractiveness is multifactorial and depends on a combination of economic, social, environmental and institutional factors.

Hypothesis 2: Territories that invest in quality infrastructure (transport, digital, education) are more attractive to companies and talent.

Hypothesis 3: The quality of life (environment, public services, culture) plays a decisive role in the attractiveness of a territory for residents and tourists.

Hypothesis 4: Local public policies have a significant impact on territorial attractiveness, in particular through the promotion of the territory and the management of natural resources.

Hypothesis 5: The sustainability and resilience of a territory (ecological transition, risk management) are increasing factors of attractiveness in a context of climate change.

By testing these hypotheses, this research aims to provide theoretical and practical insights into the mechanisms of territorial attractiveness and to provide tools for local decision-makers.

2. Territorial attractiveness:

Territorial attractiveness refers to the ability of a territory (city, region, country) to attract investment, talent, tourists and residents. It is based on several factors that can be grouped into key categories. Here are the main factors that contribute to the attractiveness of a territory:

A. Economic factors:

Job Opportunities: Availability of positions in dynamic sectors. Economic Growth: Stability and potential for economic development. Economic infrastructure: Industrial zones, technology parks, business incubators. Business Assistance: Grants, tax incentives, startup support

programs. Market access: Proximity to national and international markets and Economic stability: Steady economic growth, low unemployment and attractive tax policies.

B. *Geographical and Environmental Factors:*

Strategic location: Proximity to important markets, international transport routes (ports, airports, roads). Natural resources: Presence of attractive landscapes, favourable climate, energy or mining resources. Environmental Quality: Clean air, green spaces, waste management and sustainable development policies and Climate: Favorable weather conditions.

C. *Infrastructural factors:*

Transport: Efficient road, rail, station, air and sea networks. Digital connectivity: High-speed internet access, modern communication networks, 5G networks. Public facilities: Hospitals, schools, universities, central libraries, cultural and sports centres and housing: Availability and quality of housing.

D. *Social and Cultural Factors:*

Quality of life: Safety, health services, education, recreation and culture. Cultural Diversity: Cultural events, historical and artistic heritage and gastronomy. Social Cohesion: Low crime rate, sense of community and Openness and Tolerance: Welcoming foreigners, ethnic and cultural diversity.

E. *Educational and Training Factors:*

Educational institutions: Presence of renowned universities, training centers. Research and innovation: Laboratories, research centres, partnerships between universities and companies (industry) and Vocational training: Programmes adapted to the needs of the labour market.

F. *Political and Institutional Factors:*

Political Stability: No conflict, transparent governance. Attractive policies: Tax incentives, subsidies, administrative simplification. Legal certainty: Clear and protective legal framework for investors and International cooperation: Trade agreements, strategic partnerships.

G. *Technological and Innovative Factors:*

The Innovation Ecosystem: Presence of startups, technology hubs and public-private partnerships. Research and Development: Investments in R&D, patents and Digital Transformation: Adoption of new technologies.

H. *Tourism factors:*

Tourist attractions: Monuments, natural sites, cultural events and festivals. Reception infrastructure: Hotels, restaurants, tourist transport and leisure centres and Tourism promotion: Effective marketing campaigns, positive image.

I. *Demographic factors:*

The Young and Dynamic Population: Skilled and Innovative Workforce. Demographic diversity: Cultural and generational diversity and Population growth: A sign of vitality and potential.

J. *Environmental and Sustainable Factors:*

Ecological commitment: Sustainable development policies, renewable energies. Resource management: Water, energy, waste and sustainable mobility: ecological public transport, cycle paths.

K. *Reputation and Image Factors:*

Brand image: Positive and consistent perception of the territory internationally. Media and communication: Favorable media coverage and presence on social networks and the

Testimonials and recommendations: Positive experiences shared by residents, tourists and investors.

L. *Networking and Collaboration Factors:*

Business networks: Presence of clusters, professional associations. Public-private collaborations: Partnerships between companies, universities and governments and the international community: Presence of expatriates, embassies, international organizations.

The concretization of these factors in the capital of France (Paris) illustrated in Cultural, economic and tourist attractiveness thanks to its historical heritage, its innovative companies and its international influence. Thus in the United States (Silicon Valley), Technological and economic attractiveness thanks to its innovation ecosystem and its leading companies and in the United Arab Emirates (Dubai), Economic and tourist attractiveness thanks to its modern infrastructure, political stability and ambitious projects.

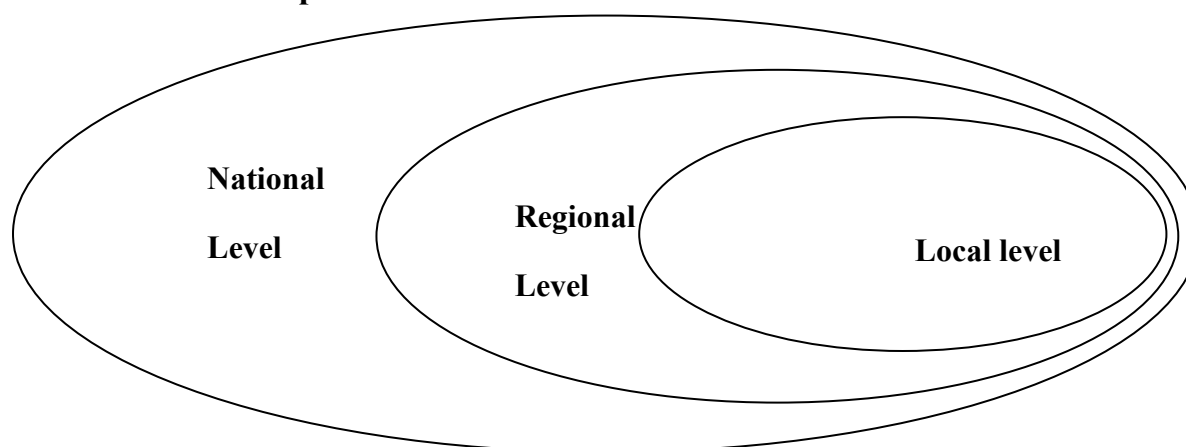
3. *Levels of territorial attractiveness:*

National Level: Security and stability in the political and legal environment/market size and growth.

Regional level: Local resources. Workforce and local specialization.

Local level: Real estate, transport, communications and housing.

Figure 1: An illustrative representation of the three levels of attractiveness.



Source: F. Hatem; 2014; p222

4. *The emergence of attractiveness policies in the light of globalisation:*

New tools for government intervention have recently emerged for national economies, particularly in the area of industrial development, which must be adapted and designed in the context of the dynamics of the globalized economy, taking into account analysis at the level of:

1. Changes in investment policies and laws governing investment in both developed and developing countries, reflecting the shift from discriminatory policies to attractive policies for international and domestic investment in response to the transformations that have occurred in the international economic environment.
2. The loss of the nationality criterion due to its significant importance for companies seeking to grow and maximize their international gains, such as their selection of domiciliation sites according to their objectives and the competitive advantages they obtain in these host

countries at different stages of the global value chain and maintaining their international competitiveness;

3. The growing importance of attractiveness policy in countries' economic and industrial policies in order to create a long-term growth dynamic and its positive repercussions on development given the increasing geographical concentration of investments.

5. The emergence and expansion of the attractiveness policy:

The decade of the 1980s is considered to be a turning point for many economies, particularly in Europe, in the adoption of policies to make investment attractive, particularly productivity, so that the spread of the phenomenon subsequently spreads, even though the initiative dates back almost two decades on the part of Ireland in this regard.

The emergence and expansion of attractiveness policy are phenomena that reflect the evolution of the economic and social strategies of territories, whether national, regional or local. This policy aims to attract investment, talent, businesses and tourists, in a context of globalization and increased competition between territories. Here are some key elements to understand this dynamic:

A. Globalisation and territorial competitiveness:

Globalization has intensified competition between territories for economic, human and technological resources. And cities, regions and countries are seeking to position themselves as attractive hubs to stimulate their economic development and improve their international image.

B. Objectives of the attractiveness policy:

- *Attracting foreign direct investment (FDI):* Territories are putting in place tax incentives, quality infrastructure and a favourable regulatory framework to attract multinational companies.
- *Attracting talent:* Attractiveness policies aim to attract skilled workers, researchers and international students, in particular through attractive visa programmes or high-level training offers.
- *Developing tourism:* The promotion of cultural and natural heritage and tourism infrastructure is a major focus for attracting visitors.
- *Strengthening innovation:* Territories seek to become technological hubs or innovative ecosystems by attracting start-ups, research centres and public-private partnerships.

C. Tools and strategies:

- *Territorial marketing:* Communication campaigns highlight the assets of a territory (quality of life, infrastructure, economic ecosystem).
- *Tax policies and incentives:* Tax reductions, subsidies or special economic zones are often used to attract investors.
- *Improvement of infrastructure:* Development of transport, telecommunications and public services to enhance attractiveness.
- *Public-private cooperation:* Partnerships between governments and businesses are key to creating enabling ecosystems.

D. Issues and criticisms:

- *Unequal competition*: Small or developing territories may find it difficult to compete with major economic powers.
- *Risk of a "race to the bottom"*: Competition can lead to a reduction in social, fiscal or environmental standards.
- *Sustainability*: Attractiveness must be thought of in a sustainable way, integrating environmental and social criteria to avoid long-term negative effects.

The implementation of the attractiveness policy in France illustrated in The "Choose France" program aims to promote France as a preferred destination for foreign investors. For example, in Dubai, the city has developed an aggressive strategy to attract businesses, tourists and talent through modern infrastructure and tax benefits and in Singapore, the country has put in place policies to attract international talent and become a technological and financial hub.

E. Future prospects:

- *Digitalisation and smart cities*: Regions are investing in digitalisation and smart technologies to strengthen their attractiveness.
- *Environmental issues*: Attractiveness increasingly depends on sustainability and ecological transition criteria.
- *Health crisis and resilience*: The COVID-19 pandemic has highlighted the importance of resilience and the quality of health systems in the attractiveness of territories.

6. Implement strategies adapted to each territory:

Implementing strategies adapted to each territory is essential to maximize their attractiveness and development. Each territory has unique characteristics (geographical, economic, cultural, social), and a tailor-made approach is needed to meet its specific needs. Here's how to do it:

A. Analyze the specificities of the territory:

- *Territorial diagnosis*: Carry out an in-depth study to understand the strengths, weaknesses, opportunities and threats (SWOT analysis).
- *Local resources*: Identify natural, cultural, historical and economic resources.
- *Demographics and needs*: Analyze the population (age, income, needs) and expectations of residents, businesses and visitors.
- *Competition and positioning*: Compare the territory to other similar territories to identify niches or competitive advantages.

B. Segment target audiences:

- *Tourists*: Adapt the offer according to the types of tourism (cultural, business, nature, gastronomic, etc.).
- *Investors*: Highlight the economic advantages (business parks, taxation, skilled labour).
- *Residents*: Improving quality of life (housing, utilities, recreation).
- *Talents*: Attracting skills by valuing professional opportunities and quality of life.

C. Define a tailor-made strategy:

- *Clear objectives*: Set realistic and measurable objectives (e.g. increase the number of tourists by 10%, attract 5 new companies per year).

- *Unique positioning*: Identify what differentiates the territory (e.g. historical heritage, technological innovation, exceptional landscapes).
- *Brand strategy*: Create a strong and coherent identity (logo, slogan, storytelling) that reflects the specificities of the territory.

D. Adapting actions to local specificities:

➤ **Rural areas:**

- Value nature, authenticity and calm.
- Develop agrotourism, short circuits and local products.
- Improving digital connectivity to attract remote workers.

➤ **Urban territories:**

- Highlight infrastructure, cultural events and economic opportunities.
- Develop eco-districts and green spaces to improve the quality of life.

➤ **Coastal territories:**

- Promote nautical activities, seaside tourism and the preservation of the environment.
- Attract investment in marine renewable energy.

➤ **Mountain territories:**

- Focusing on winter sports, green tourism and outdoor activities.
- Encourage sustainable development initiatives.

E. Involve local actors:

- *Co-construction*: Involve residents, businesses, associations and institutions in the strategy.
- *Training*: Raise awareness among local actors of the challenges of territorial marketing and train them to welcome visitors or investors.
- *Governance*: Create a steering structure to coordinate actions and ensure effective implementation.

F. Use suitable promotional tools:

- *Digital communication*: Use social networks, websites and online campaigns to reach a wide audience.
- *Events*: Organize festivals, fairs or conferences to highlight the territory.
- *Partnerships*: Collaborate with influencers, media and companies to amplify visibility.

G. Measure and adjust the strategy:

- *Performance indicators*: Monitor key indicators (number of visitors, investments, resident satisfaction, etc.).
- *Feedback*: Collect feedback from target audiences to identify areas for improvement.
- *Adaptation*: Adjust the strategy according to the results and changes in the context.

Strategies adapted in the following countries: Brittany (France): Highlighting its cultural heritage (festivals, gastronomy) and its landscapes to attract tourists. Dubai (United Arab Emirates): Development of a strategy focused on luxury, innovation and cutting-edge infrastructure to attract high-end investors and tourists. Silicon Valley (United States): Positioning as a technological innovation hub to attract talent and high-tech companies. A strategy adapted to each territory is based on a detailed analysis of its specificities, the involvement of local actors and targeted communication. This approach makes it possible to

maximise attractiveness and meet the needs of different audiences while preserving the identity of the territory.

7. Analysis of the assets and challenges of the municipality of Oran "SWOT analysis":

This analysis makes it possible to identify the assets and challenges of the municipality of Oran to guide strategic decisions:

STRENGTHS :

- Strategic geographical position on the Mediterranean coast.
- Infrastructure development (ports, roads, airports).
- Cultural and historical riches.
- Economic dynamism and tourism potential.
- Implementation of several social programs: ANDI, upgrading program, financing programs for project leaders, etc .
- Existence of university centres and colleges, training centres and institutions.
- The construction and construction of major public and road infrastructure.

WEAKNESSES:

- The wilaya of Oran does not include any dams but is served from the Beni Bahdel and Sidi Abdelli dams
- Aging infrastructure in some areas.
- Waste and water management issues.
- Lack of green space and recreation.
- High youth unemployment rate
- Under-exploited cultural heritage

OPPORTUNITY POINTS

- Foreign investment in the tourism and industrial sector.
- Development of urban development projects.
- Promotion of innovation and startups.
- Increased interest in cultural and seaside tourism .
- Favourable framework for the national development of renewable energies .
- Opportunities for partnership with Mediterranean neighbours in several areas.

THREAT POINTS

- Competition from other tourist hubs in Algeria and abroad.
- Environmental risks (pollution, excessive urbanization).
- Economic instability that can affect investments.
- Social problems that can lead to local tensions .
- Risk of degradation of Oran's heritage.

In order to harness these elements, it is essential for the municipality of Oran to put in place tailored strategies that leverage strengths and opportunities while addressing weaknesses and preparing for threats.

8. Measuring the attractiveness of a territory objectively

Measuring the attractiveness of a territory in an objective way requires a multidimensional approach, using quantitative and qualitative indicators. Here are some commonly used methods and criteria:

Economic indicators:

- *GDP per capita*: Reflects the wealth of the territory.
- *Employment rate and unemployment*: Indicates the health of the labour market.
- *Number of companies located*: Shows the economic dynamics.
- *Foreign direct investment (FDI)*: Measures the attractiveness of international investors.

Infrastructure and accessibility:

- *Quality of transport*: Road, rail, air and port networks.
- *Digital connectivity*: High-speed internet access and mobile coverage.
- *Proximity to markets*: Access to major economic centers.

Environment and quality of life:

- *Air and Water Quality Index*: Impact on health and well-being.
- *Green spaces and recreation*: Parks, natural areas and cultural activities.
- *Security*: Crime rates and feelings of safety.

Education and innovation:

- *Number of higher education institutions*: Attractiveness for students and researchers.
- *R&D expenditure*: An indicator of innovation and competitiveness.
- *Patents filed*: Measurement of creativity and innovation.

Demography:

- *Population growth*: Indicates attractiveness to new residents.
- *Population diversity*: Reflects openness and multiculturalism.

Governance and Public Policy:

- *Political stability*: Favourable investment climate.
- *Attractiveness policies*: Subsidies, tax incentives, etc.
- *Transparency and administrative efficiency*: Ease of doing business.

International surveys and rankings:

- *International rankings*: Such as the Global Competitiveness Index or the Quality of Living Index.
- *Satisfaction surveys*: Opinions of residents and businesses.

Sustainability and resilience:

- *Environmental commitment*: Sustainable development policies.
- *Resilience to crises*: Ability to cope with economic or natural shocks.

Methodology:

- *Data collection*: Use reliable sources (INSEE, Eurostat, OECD, etc.).
- *Benchmarking*: Compare with other similar jurisdictions.
- *Composite Indices*: Create aggregated indices for a global view.

By combining these elements, we can obtain an objective and complete assessment of the attractiveness of a territory.

9. Recommendations to strengthen the strengths and overcome the weaknesses of the municipality of Oran:

To optimize the development of the municipality of Oran, it is imperative to capitalize on its assets while implementing effective strategies to mitigate its weak points. Here are some key recommendations:

1. *Enhancement of cultural and tourist heritage:* create regular cultural events such as music festivals, art exhibitions and thematic guided tours.....
2. *Improving transportation infrastructure:* Investing in public transit infrastructure, such as the development of streetcar and bus lines.....
3. *Environmental awareness and sustainable development:* awareness campaigns on waste sorting and the protection of green spaces, the creation of parks and public spaces.....
4. *Support for local entrepreneurs:* support for SMEs and start-ups, the establishment of support platforms, training and access to financing.....
5. *Strengthening social services:* improving access to health, education and social security services. The construction of new establishments, as well as the strengthening of human resources.....
6. *Promotion of citizen engagement:* Encourage citizens to participate in local decision-making, the establishment of neighbourhood councils and spaces for dialogue between authorities and residents....
7. *Use of new technologies:* The digitisation of administrative procedures and the creation of applications to facilitate interaction between citizens and local authorities.....
8. *Development of education and vocational training:* The establishment of educational programs adapted to the needs of the labor market is essential to prepare young people in Oran to enter the professional world.
9. *Improvement of public security:* ensuring a serene living environment, strengthening security measures in the municipality.....
10. *Encouragement of handicrafts and local products:* Creations of craft markets and cooperatives could provide a platform for artisans to promote their creations while raising awareness of local consumption.
11. *Development of public spaces:* The creation of pedestrian zones, cycle paths and children's playgrounds.....
12. *Partnerships with international organizations:* exchange good practices and obtain technical and financial support in development projects and facilitate access to resources and expertise in various fields.
13. *Monitoring and evaluation of projects:* would allow strategies to be adjusted according to the results achieved and to ensure that resources are used in an optimal manner.
14. *Promotion of cultural diversity and social inclusion:* Integration programmes for newcomers would help to strengthen social cohesion and enrich the fabric of the community.
15. *Development of sports infrastructure:* construction of new sports complexes and improvement of existing facilities, organizing sports events to encourage competition and teamwork.

16. *Encouragement of social innovation:* Ideas competitions involving young people and local actors could generate innovative projects, strengthening the spirit of initiative and solidarity within the community.
17. *Development of renewable energies:* The installation of solar panels on public buildings and the awareness of citizens on the use of energy.
18. *Improvement of waste management:* includes increasing collection points, developing recycling programmes and raising awareness among citizens about the importance of waste reduction.
19. *Support for local culture:* The promotion of local artists and creators, as well as training programmes for artists, would enhance the visibility and recognition of Oran culture.
20. *Strengthening intergenerational ties:* The creation of intergenerational meeting spaces, workshops and cultural events, would allow for the exchange of knowledge and strengthen solidarity between ages.
21. *Mental health promotion:* Oran should develop awareness and support programs, in collaboration with health professionals, to help residents better manage the stress and challenges of daily life.
22. *Enhancement of maritime resources:* Being a coastal city, the development of maritime resources, through sustainable fishing and seaside tourism.....
23. *Creation of self-help networks:* can strengthen solidarity and mutual support. Sharing services could promote mutual aid and improve the quality of life of the inhabitants.
24. *Citizenship education:* Promoting citizenship education from an early age is fundamental to developing responsible and engaged citizens. to raise awareness among young people about the rights and duties of citizens.

10. CONCLUSION:

Territorial attractiveness is based on a combination of economic, social, environmental and political factors. To strengthen this attractiveness, territories must identify their strengths, work on their weaknesses and implement strategies adapted to their objectives (attracting investors, tourists, talent, etc.). An integrated and sustainable approach is essential to stand out in a context of global competition.

In short, the union of Oran's forces and the implementation of these recommendations will make it possible to overcome its weaknesses and build a more dynamic, resilient and sustainable municipality. The collective commitment of citizens and authorities and decision-makers will be essential to transform these proposals and ideas into concrete realities. They can transform Oran into a model of sustainable and inclusive development, where everyone can thrive and contribute to the common good.

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