



**Territorial intelligence as a tool for developing a sustainable tourist destination.
Illustration by the wilaya of Bejaia.**

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Abstract:

The aim of our research is to show the role of local players in the creation of a tourist destination, using a territorial intelligence approach. It proposes a collective intelligence for the sustainable development of its territory, in favor of the wilaya of Bejaia. To this end, we will attempt to answer the following question: To what extent can territorial intelligence transform the tourism potential of the wilaya of Bejaia into a sustainable tourist destination?

We used a qualitative approach based on an interview guide with the relevant territorial players. The article focuses on the constraints and challenges of sustainable tourism development. However, it demonstrates the low degree of coordination and cooperation between tourism stakeholders in Bejaia, where territorial intelligence is very limited in its application.

Keywords:

Territorial intelligence, territory, tourist destination, sustainable tourism, Bejaia.

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1. INTRODUCTION:

Tourism is considered an industrial activity and a vital sector of the economy that can create wealth and reduce poverty. Sustainable tourism is a concept that aims to make tourism more environmentally friendly, socially and economically equitable, while taking into account the needs of future generations (Bentalha, 2024).

According to the International Tourism Organization (UNWTO, 2024), international tourism at the end of 2023 was 88% of pre-Coronavirus-19 levels, with an estimated 1.3 billion international arrivals. This represents around 235 million international arrivals in the first quarter of 2023, which is 80% of the level measured in the same period in 2019, and 5% growth in international tourist arrivals in the first quarter of the year 2025 (UN Tourism ,2025). Likewise, the tourism sector is considered to be a driving force in the economy, accounting for 12% of the world's Gross National Product (GNP) and 6.5% of world exports. The sector's contribution to global GDP has risen from around 9.9 trillion dollars to around 11.1 trillion in April 2024.

In Africa, tourism is one of the main industries, accounting for 8.5% of the continent's gross domestic product (GDP) in 2024. Africa was the second fastest-growing region in this field, with a rate of 5.6%, compared with a world average of 3.9%. Although 71% of tourism in Africa is focused on leisure activities, 29% is dedicated to business travel (De Ismaël, 2025).

As a destination, Algeria welcomed over three million (3.3) tourists in 2023, and 3.5 million foreign tourists visited Algeria in 2024. It generates over 270 million dollars (Ministry of Tourism and Crafts, 2023).

For Algeria, sustainable tourism is considered a driving force for sustainable development, which is framed by the master plan for tourism development (SDAT) for the year 2030 as a strategic framework for tourism development; its aim is to ensure that Algeria is a sustainable territory.

Although a territory is made up of material resources linked to physical space (land, labor and capital), and built resources (organization, skills and knowledge), its development is largely based on the valorization of built resources (Pelissier, 2009). This valorization relies to a large extent on the ability to gather and process the information needed to add value to its constructed resources. Moreover, territorial development is an organization built on the sharing of information between a number of public and private players involved in a dynamic territorial project (Bertacchini, 2010).

1.1. Statement of the Problem: However, the development of tourism in the wilaya of Bejaia has shown its limitations, as can be seen around the under-exploited tourist sites (Gouraya National Park, the Kasbah, the Roman ruins of Toudja, Lac Noir, ancestral villages, etc.) and the beaches (46 beaches) which are not well developed, a consequence of the poor exploitation of natural areas due to a lack of vision and the exposure of historic sites to environmental pressures resulting from entropic actions, particularly in certain very popular areas.

1.2. Research Questions: The Wilaya of Bejaia, on the other hand, is a wilaya with a wealth of tourist potential that is conducive to sustainable development and could be a tourist destination par excellence. To this end, we seek to answer the following question :

To what extent can territorial intelligence transform the tourism potential of the wilaya of Bejaia into a sustainable tourist destination ?

Based on this main question, a number of sub-questions emerge around the role of players (associations specializing in tourism and heritage, local authorities (APC, APW), Bejaia's Tourism and Crafts Department) in the tourism sector in the wilaya of Bejaia, as well as the level of coordination between these players to promote a sustainable tourism destination.

1.3. Hypothesis/ hypotheses: To answer these and other questions, we put forward the following hypotheses:

Hypothesis 01 : Local players in the tourism sector make extensive use of ICT to promote Bejaia as a destination.

Hypothesis 02 : There is coordination between the various players in the tourism sector in the wilaya of Bejaia.

1.4. Significance of the Study: In the light of what has been said, in this research we are interested in the concept of territorial intelligence, which constitutes an informational, communicational and cognitive dynamic involving all the actors in the territory, giving rise to a form of territorial energy (Lamrabet & Benkaraache, 2022). Territorial intelligence is chosen here as an approach to promoting Bejaia as a tourist destination. In fact, the aim of this article is to analyze the extent to which stakeholders use Information and Communication Technologies (ICT). ICT plays an important role in animating partner networks and community projects, and is the driving force behind economic and social development (Girardot, 2005). The wilaya of Bejaia boasts

significant and diversified tourism potential, with a coastline combining mountains and sea, and a material, historical and cultural heritage.

1.5. Objectives of the Study: The main objective of our research work is to examine the role played by local players in the wilaya of Bejaia in the creation of a tourist destination: the associative movement, the wilaya of Bejaia's tourism directorate, and the local authorities (APC, APW), highlighting the contribution and impact of these players in terms of tourism dynamics through their achievements in these localities.

1.6. methodology of the Study: The scientific importance of our research concerns the role of stakeholders in the promotion and development of tourism in the wilaya of Bejaia. To achieve our objective, the methodology we have used includes an interview guide addressed to various types of stakeholder, namely: tourism associations, the Tourism and Crafts Department, presidents of tourism associations, local authorities between APC (elected official, vice-president of tourism activities) and APW (executive in the tourism activities commission).

Table N°01: The different types of actors interviewed

N°	The actors	Interview respondents
1	APC	Elected and Vice President of Tourism Activities
2	APW	Professional framework in administration
3	DTA (Department of Tourism and Crafts)	Engineer and executive in administration
4	Tourist associations	The presidents of the associations : • Association for the Preservation of the Cultural Heritage of the City of Bejaia • Saldae Association for the Promotion of Culture and Tourism

Source : Realized by the authors.

During this qualitative survey, which took place over the months of February and March 2025 and focused on the role of the players and especially on the degree of their coordination, the interviewees showed a great willingness to answer the questions selected in our questionnaire. As a first step, we made appointments to meet the various players for interviews. We then held an interview with a tourism engineer at the Bejaia wilaya tourism office. This interview lasted over an hour and was very beneficial. It gave us the contacts we needed to make calls and appointments for interviews with the other players involved.

The interview guide we produced aims to gather qualitative data that will help us understand the role played by local players in the wilaya of Bejaia in the creation of a tourist destination. The interview guide focuses on five main areas, as follows :

- Necessary information on the players and their activities ;
- The role of stakeholders and the challenges of tourism development in Bejaia ;
- Coordination between tourism players ;
- Territorial intelligence and sustainable tourism promotion in Bejaia ;
- Recommendations and solutions by stakeholders.

1.7. previous researches: (literature review) Territorial intelligence is a concept that first appeared in France in the late 1990s, in 1998 to understand and respond to the needs of vulnerable populations in the fight against poverty (Ouassou & Bakour, 2024). Its object is the territory as a place (Améziane & Steven, 2021) and its sustainable development for the territorial community (Bourret, Chabannes, & Marnat, 2012). This concept, which became widespread in the 2000s, puts the technologies of the knowledge society at the service of the sustainable development of territories. The aim is to understand and model how stakeholders live their territory, and how entrepreneurs, elected representatives and institutions form and interact to give their community a territorial identity and link it to the surrounding world (Bertacchini, 2010).

1.8. Organization of the Study: Methodologically, and with a view to answering our question, a literature review is required to better define the issue of Bejaia as a tourist destination, by returning to the question of tourism, sustainable territorial development and the role of stakeholders in tourism. This theoretical framework is followed by a qualitative survey of stakeholders, including the Association pour la sauvegarde du patrimoine culturel de la ville de Bejaia, the Association Saldae pour la promotion de la culture et du tourisme, the Direction de tourisme and the Assemblée Populaire Communale (APC) and Assemblée Populaire de la Wilaya (APW). Finally, we'd like to make a few recommendations.

2. Territorial intelligence, a development tool for territories

In this section, we present the definitions of the key concepts of our research work ; we introduce the definition of territory and the importance of information in a territory, and the concept of territorial intelligence as an approach and tool for sustainable development stakeholders.

2.1 Territory as a complex system

Territory can be defined in several ways. Its origin comes from the Latin *territorium*, used to define a space over which authority is exercised (Améziane & Steven, 2021), and is a complex process of social construction over a long period of time. According to Alfred Marshall, territory is defined as the crucial place held by endogenous resources, and is a determining element in the dynamics of resource production (Améziane & Steven, 2021). It is considered a real, concrete, given, experienced and perceived land space, and can be seen as a network of social relations that manifests the outward expression of a social group (Bertacchini, 2010). It is a collective construction, bringing together a set of actors in a delimited geographical space, who collaborate to identify and respond to a productive issue recognized or felt to be shared (ILias, Fouad, & Omar, 2025).

In this sense, the territory is a complex and open system represented as a construction of actors (companies, institutions, households...) with a common cultural base and support and shared values (Améziane & Steven, 2021). Also, the territory is a set of systems and ecosystems complicated by the number of multiple actors, varied sectors, transversal dimensions (economic, social, political, environmental) and different cultures, resources, communities and interaction (Lamrabet & Benkaraache, 2022).

The attractiveness of a territory is its ability to offer investors sufficiently attractive conditions to encourage them to locate their project in preference to another territory (Lamrabet & Benkaraache, 2022). To this end, the definition of a territory refers to a place, an expanse of land, a space bounded by borders representing a limit to the jurisdiction of its rulers, a geographical base or a delimited living space for a human community (Goria, 2010). We can define a territory above all as a construct of the mind and of a problem linked to the observation of a set of resources, modes of appropriation and governance of a particular phenomenon and potential for extension. Similarly, we can say that a territory is a space for action and meaningful relationships, a community project and a construction of actors (Girardot, 2005).

We can identify five key elements that characterize a territory : a set of resources, construction, a certain outlook towards the future, specific effects and tensions between the local and global levels produced by its members (Goria, 2010).

2.2. The role of information in the economic construction of territories

The territory seen as an economic space used to satisfy needs or aspirations ; a space that people have appropriated, either individually or collectively, to inhabit, exploit and mark out, exchange and communicate through it. It is a culturally marked existential space, whose components and structure play a decisive role (Partoune, 2012).

There is a relationship between the territory and the players who make it up. Indeed, the territory is the fruit and result of a collective creation and construction of actors, in which interactions between these actors and concrete actions play an important and determining role (Pecqueur, 2006). The territory is the result of a collective construction process, achieved through the interaction of stakeholders. The coordination of the latter becomes an important lever for structuring and enhancing the territory in a sustainable way (ILias et al., 2025).

Territorial information is an important element in the implementation of a territorial intelligence approach. Its collection, provision, interpretation and sharing contribute to a more controlled development of territories, enabling decision-makers to take action and make decisions (Nmili & Bouaoulou, 2021). Thanks to information technologies, territorial intelligence enhances and exploits local data to support sustainable development. The coordination, partnership and commitment of the various stakeholders (public authorities, associations, tourism companies) is an important and essential factor in implementing a socially responsible approach (Benslimane & Semaoune, 2020).

2.3. The role of actors in the development of territories

An actor can be defined as a group of individuals who can carry out or be affected by the achievement of an organization's objectives, or who can participate in the dynamics of a collective or individual action, which is active in a social process (Bahili & Attouch, 2022).

The role of these stakeholders lies in the coordination between them, a partnership between private and public bodies, non-governmental organizations and associations (Benslimane & Semaoune, 2020). The role of institutions, i.e. tourism development associations, public bodies and local authorities, is to provide the political, strategic and regulatory framework and support economic and social development in a territory (Bahili & Attouch, 2022). Professionals such as travel agencies and associations are the primary stakeholders involved in structuring the offer and selling tourism services.

Similarly, associations and cooperatives, as project leaders, reallocate part of the profits from tourism activities. What's more, according to the same author, the involvement of the local population in the tourism project can become a primary stakeholder.

At the local level, the actors who can participate in tourism development in the wilaya of Bejaia, the Office du tourisme de la wilaya de Bejaia which is considered to be an official partner in tourism activities, its role is to promote the tourism image of the wilaya of Bejaia, through the services offered in terms of information and guidance for tourists (Belkhir, 2018). The DAIRA, in its capacity as a territorial administration, a subdivision of the Wilaya, its role is to collaborate and coordinate with the other departments, and to gather data enabling better control of the action to be envisaged concerning planning and the preparation of development projects. For its part, the Tourism and Crafts Department, in collaboration with the other departments, is exclusively responsible for the quality of the tourism offering, the application of regulatory provisions relating to tourism activities and the sustainable development of local tourism through ecotourism.

The coordination of these players is proving to be an essential and important factor in the construction of a sustainable territory. It fosters interaction between the various stakeholders present in the area, with the aim of revealing, enhancing and specifying the territorial resources that constitute a genuine strategic lever for responding to social, economic and environmental challenges, and consolidating, in particular, the local economy.

The development and specification of territorial resources is based on a participatory approach, in which each player (public sector, private enterprise, civil society) plays an active part in building innovative initiatives tailored to local needs (Lahlimi & Ennajar, 2025).

2.4. The information system with a territorial profile

Digitization is a driver of technological change (Dinaoui & Boudiaf, 2024). Its use may well improve the quality of public services and citizen participation. To this end, mobilizing and involving local stakeholders in the transformation of innovative digital technologies (website, social networks, platforms, travel applications...) is a key element in ensuring the sustainability and attractiveness of a tourist destination (Mirchad, Laissaoui, & Chakouk, 2024).

Strategic information can be an innovative and useful method for public decision-makers, helping them to achieve sustainable territorial development and attractiveness.

Information systems can help territorial stakeholders make well-informed decisions and take future changes into account, enabling highly efficient and responsible management of a territory's resources, promoting sustainable economic and social practices, encouraging citizen participation and supporting territorial resilience in the face of environmental and economic challenges and changes (Bahloul & Mahoui, 2023).

Territorial information systems offer a detailed representation of the environment in which local players participate. Data production becomes a real lever for strategic management, making it possible to assess the satisfaction of public service users, identify internal malfunctions and maximize public spending (Idbendris & Debbagh, 2023).

Territorial information systems play a key role in the implementation of territorial intelligence. They enable integrated data to be collected, organized and used to generate relevant information for territorial management and planning, and for decision-making in a sustainable territorial development project (Bahloul & Mahoui, 2023).

2.5. Defining territorial intelligence

Before defining the concept of territorial intelligence, we will present some definitions of business intelligence.

2.5.1. From economic intelligence to territorial intelligence

Economic intelligence has become a necessary organizational mode for the competitiveness of companies and the attractiveness of territories (Améziane & Steven, 2021). It refers to all legal and coordinated actions aimed at processing, distributing and exploiting useful and relevant information by economic players, and is an instrument for good governance of collective projects (Ferguene & Coissard, 2021). It focuses on the collection, analysis, use and exploitation of data and information relevant to economic players. Its main objective is to provide a very different and strategic view of the economic, financial, political and technological environment in which companies and organizations operate (Guerguer & El Jouali, 2025).

Information and communication technologies (ICTs) play an important role in the life of companies and in the economic world, playing a crucial and decisive role in the dynamics of territories (Améziane & Steven, 2021). The latter are areas where traditional know-how and cutting-edge technologies coexist, forming a dynamic

bedrock of economic activity. The defense of their interests is based on the implementation of an economic intelligence policy, articulated around competitiveness and attractiveness, influence, security and training (Ludovic, 2008).

In a nutshell, economic intelligence involves the control and protection of strategic information for all economic players. Its threefold aim is to ensure the competitiveness of the industrial fabric, the security of the economy and businesses, and the strengthening of the country's influence (Ferguene & Coissard, 2021).

2.5.2 Territorial intelligence : a tool for sustainable development stakeholders

Territorial intelligence is considered as a dynamic and a regular and continuous informational, communicational and anthropological process, initiated by physically present and/or distant actors who appropriate the resources of a space by mobilizing and then transforming the energy of the territorial system into project capacity (Bertacchini, 2005), with the aim of creating the necessary synergies within the territory to master the global cognitive environment and stimulate collective learning (Ferguene & Coissard, 2021), as well as involving and helping territorial players to better know and understand their territory to ensure its development (Nmili & Bouaoulou, 2021).

It is a form of collective intelligence developed (Bourret et al., 2012), based on the sharing of information and communication technology (ICT) and the involvement and commitment of all stakeholders in and around a given territory to think and act in a relevant and efficient way (Ouassou & Bakour, 2024). It's a constructivist concept that boosts cooperation between players and encourages their participation, with the aim of meeting specific needs and developing territories (Lamrabet & Benkaraache, 2022). It can be a tool for action, as he emphasized (Girardot, 2004).

It is the set of economic intelligence actions carried out in a coordinated manner by public and private players located in a territory, in order to strengthen its economic performance and, by this means, improve the well-being of the population (Nmili & Bouaoulou, 2021) and create a local dynamic, by improving social capital, protecting innovations and strengthening know-how (Améziane & Steven, 2021) and to be implemented in eight areas namely; vigilance, diagnosis, coordination of public action, partnerships, networks, knowledge and innovation, influence and image, and preservation (Coussi & Féral, 2025).

The territorial intelligence system is a complex, dynamic system based on three constituent elements : the region, local players and public-private partnerships. The region as the spatial framework and strategic perimeter, and the mobilization of local players around a collective dynamic that is capable of coordinating energies over the long term, including the State, which is the center of gravity of a territorial intelligence system and the only legitimate organizer of the space; it must facilitate the flow of information between players and ensure economic security, and assist SMEs-SMIs and act on the international level to properly engage the necessary cooperation (Améziane & Steven, 2021). Territorial intelligence can also be seen as a tool for identifying skills and making the most of territorial resources, by mobilizing and transforming the energy inherent in the territorial system, which presupposes a high-performance communication system.

This process can be explained as a project dynamic, similar to a form of territoriality resulting from the adaptation of local resources, followed by transfers of skills between actors from different cultures. The aim of this process is to give the territory concerned a formal territorial capital, responsible for its development (Améziane & Steven, 2021).

The concept of territorial intelligence is a multi-disciplinary body of knowledge that contributes to understanding the structures of territorial dynamics, and aims to be an instrument at the service of stakeholders in the sustainable development of territories (Girardot, 2005), by putting information and knowledge technologies at the service of territorial stakeholders and associating them and the community of a territory in the pooling of information and its cooperative exploitation, it relies on territorial authorities and associative movements with the involvement of academics, and favours the participation of territorial stakeholders.

3. Search results

The wilaya of Bejaia, with its 100 km coastline, is a territory with great tourist potential. Its geographical location is also important, as it is situated at the center of the world, between Europe and the Eastern world ; it was the Hammadid capital, where the Kasbah is located, and its highest natural lighthouse in the world is in Bejaia, Cape Carbon. Also, its largest golf course in the world, its religious heritage (the 99 scholars) with its name of Little Mecca, because it was a destination for many mathematical scholars like the Italian mathematician Leonardo Fibonacci and scientists like the sociologist Ibn khaldoune ; this wilaya should have a development of all types of tourism and should be a tourist destination par excellence.

To fully understand our research topic, which deals with territorial intelligence as a tool for developing a sustainable tourism destination for the wilaya of Bejaia, we conducted interviews with the wilaya's tourism development players. These interviews were analyzed to identify the importance of territorial intelligence and the role of each stakeholder interviewed, and to identify the challenges and bottlenecks to this development.

3.1. The role of institutional players in the development of sustainable tourism in Bejaia.

To fully explain the dynamics of tourism governance in Bejaia, it is important to have precise information on local players and their activities. These players include the local authorities, represented by the Assemblée Populaire Communale (APC) and the Assemblée Populaire de Wilaya (APW) of Béjaïa, which play a central role in drawing up and implementing territorial and tourism development policies. The APC is responsible for local development, management of tourist sites and maintenance of basic infrastructure, while the APW acts at a more strategic level, coordinating actions between communes and supporting structuring projects throughout the wilaya.

We noted that the State is responsible for tourism development decisions in the wilaya of Bejaia, and that the Béjaïa Tourism Department is in charge of implementing them, especially through actions to promote the wilaya of Bejaia. The aim is to enhance the attractiveness and quality of the tourism offering. The same applies to the APC of Béjaïa, whose technical department is involved in a number of tourism developments, although its involvement remains limited to a few projects initiated by local elected representatives. As for the APW, as a territorial administration, its role is also limited to supporting certain local development projects.

Based on the responses to the questionnaires submitted to the stakeholders concerned, we have cited a number of obstacles and limitations that may be holding back the development of tourism in the wilaya of Bejaia. Indeed, the tourism sector doesn't seem to be a major priority for the authorities and public powers, as there are many concerns to be addressed : sport, culture, housing, etc. This can be seen in the large budgets allocated to other sectors except tourism ; human and material resources and infrastructures are not developed in the current era to ensure quality tourism. It's true that the State is encouraging the development of tourism, but the political will and practices on the ground remain very poor ; the lack of clear actions and concrete measures to develop this sector are still insufficient.

In other words, the State must be a partner to be involved in the various development decisions needed to make the wilaya of Bejaia a destination for domestic and foreign tourists.

From the respondents' answers, we also noted and deduced that the role of the Tourism Department remains very limited to issuing a few authorizations and signatures for associations operating in this field. Add to this the lack of training in tourism for the staff of the administrations concerned, the lack of know-how, the lack of trainers but also of tourist guides who can direct tourists.

3.2. Non-institutional players : the limited role of tourism associations in the face of multiple constraints

Alongside these local authorities, we met two regional tourism associations that have been active in the wilaya of Bejaia for over five years. Firstly, the "Association pour la sauvegarde du patrimoine et la promotion culturelle de la ville de Béjaïa" (Association for the preservation of the heritage and cultural promotion of the city of Béjaïa), which works to preserve historical and tourist sites and, above all, to raise public awareness of the importance of tourism in the wilaya of Bejaia. Secondly, the association "Saldae pour la promotion de la culture et du tourisme" (Saldae for the promotion of culture and tourism), which develops cultural and tourism initiatives that contribute to the attractiveness of the region.

As part of this work, we approached two associations specializing in tourism, whose main role is to promote Bejaia's tourist locations and sites. The results of our interviews with the people in charge show that the tourism associations, in turn, play an active and genuine role in promoting destinations in the wilaya of Bejaia, not only by organizing guided outings, but also by raising awareness of the importance of preserving the environment, heritage and tourist sites throughout the wilaya of Bejaia. However, their daily activities are hampered by a lack of resources and a low budget for subsidies. Indeed, this inadequacy means that the associations are unable to meet their needs and carry out their activities. We have also noted that, more and more, the young people who are active in these associations are leaving Algeria to pursue their studies abroad, which has an impact on the associations' effective and real activities in promoting tourism. There's also another aspect to the role played by associations, which work regularly and actively with travel agencies as direct intermediaries with tourists.

The two tourism associations we surveyed are recognized as privileged partners and collaborators of the Ministry of Tourism and Handicrafts in developing the tourism

sector and their craft products. The main missions of Bejaia's tourism associations are as follows :

- Develop and promote tourism in the region.
- Implement actions to promote tourism.
- Protect the region's tangible and intangible heritage.
- Develop traditional local crafts.
- Encourage women's craftsmanship.

Generally speaking, the role of these players is often limited by the decisions of state authorities, i.e., the political will is decisive for sustainable tourism development. For this reason, an increase in the budget for the tourism sector is very important, as the budget currently offered for tourism is very minimal and does not exceed 0.003% of the State budget, according to the president of the association for the safeguarding of the heritage and cultural promotion of the city of Béjaïa. Finally, there is a lack of associations specializing in tourism, compared with those working in the fields of culture and the environment. This lack of diversification among socio-cultural associations is supported by the low level of tourism culture and love of heritage among civil society.

3.3. Coordination between tourism stakeholders ; towards a logic of territorial intelligence

This article aims to assess the relationships and coordination mechanisms between the various tourism development stakeholders in Bejaia and to determine the nature of coordination and collaboration such as : means of communication, coordination platforms, social networks and channels used with the aim of understanding the extent to which territorial intelligence promotes a sustainable tourism strategy in the wilaya of Bejaia.

From the responses to our survey, we have deduced that this coordination relationship between the tourism players surveyed is very limited, except for a few cultural events, even tourist events. Territorial players (APC and APW) show a relationship and a willingness to work together, but in reality this administrative relationship is very limited, except in hierarchical relationships and for a few working meetings. The two associations share common projects and always work together, even organizing joint activities to promote Bejaia as a destination.

Coordination and relations between the two tourism associations in Béjaïa and the local authorities (APC, APW) remain very limited. This is because the tourism associations, which enjoy a certain degree of autonomy in their actions, act independently, whereas the local authorities are subject to administrative, hierarchical and, above all, budgetary constraints that limit their scope for maneuver.

In general, the relationship between the players surveyed and questioned in their involvement in tourism development is characterized by a lack of major tourism projects and a lack of digital platforms and channels that can bring together and coordinate tourism development players. Despite the use of social networks such as Facebook by some players, this remains insufficient for tourism promotion.

The term “territorial intelligence” is not known among the players as a term used, but after clear explanations that territorial intelligence is an approach and a method for tourism development with the use of digital, we deduced that, territorial intelligence in the use of data and digital tools and collaborative strategies and even social networks and digital platforms can improve the management and promotion of tourism in Bejaia significantly with the willingness of all tourism players and especially teamwork and coordination . Because digital can really influence the promotion and development of tourism in the wilaya of Bejaia, the use of digital by all players and coordination between them is highly recommended.

The territorial intelligence tools that could be most effective in promoting sustainable tourism and making the wilaya of Bejaia a tourist destination for its tourism stakeholders are as follows :

- Creation of collaborative digital platforms.
- Creation of an online tourist information system.
- Mobile applications dedicated to tourism.
- Creation of a Geographic Information System (GIS) for tourism site management.

4. CONCLUSION

Our research study has highlighted the central role of territorial players and the degree of their coordination in contributing to sustainable territorial development within a territorial intelligence approach. This coordination is a crucial and important pillar for activating territorial dynamics and meeting the challenges of sustainable territorial development.

On a theoretical level, we have enriched our knowledge of the evolution of the concept of territory, territorial intelligence, territorial development and sustainable tourism development, and clarified the role of stakeholders, based on their role in sustainable tourism.

On an empirical level, with a qualitative study based on an interview guide with stakeholders, our study highlighted the role of these stakeholders and the need for effective coordination between the various territorial players, such as local authorities (APC, APW), associations specializing in tourism, and the tourism directorate, with the aim of designing and implementing projects incorporating the principles of sustainability.

Despite the assets and tourism potential of the wilaya of Béjaïa, the development of tourism remains hampered by the application of the territorial intelligence approach. The lack of tourism projects, shared strategic visions and appropriate management tools is hampering the coherent, sustainable development of local potential.

Tourism stakeholders in the wilaya of Bejaia use ICT to promote Bejaia as a destination, but in different ways. For its part, the Tourism and Crafts Department uses social networks (Facebook, etc.), which are used much more as channels for tourism promotions. The same goes for local authorities, while tourism associations use all means and channels of communication and social networks for tourism promotions in Bejaia.

We found that, despite the emergence of digital tools in the field of tourism, the concept of territorial intelligence remains little known and little applied in the wilaya of Bejaia by the players. Indeed, initiatives remain isolated, without the necessary strategies between local players. The use of digitalization is often limited to one-off actions (social networks, websites), with no structured exploitation of territorial data or coordination between local authorities and associations. As a result, territorial intelligence, as a collaborative and integrated approach to sustainable development of the region's resources, remains absent and isolated from tourism development policies in Béjaïa.

What's more, coordination between the various players surveyed - local authorities, tourism associations and tourism departments - remains inadequate, except in the case

of a few working meetings, and because of the administrative hierarchy and the need to work together, which weakens any attempt to steer the tourism sector in the right direction. This weak coordination between tourism players is due to a lack of communication and the absence of coordination platforms.

To successfully initiate the changes required for sustainable tourism development in the wilaya of Béjaïa, it is advisable to strengthen the mechanisms for combining, coordinating and collectively planning around a common ambition.

❖ Recommendations and Suggestions

We completed our interviews with tourism stakeholders, including the presidents of associations and the tourism directorate, as well as local players (APC and APW), to seek solutions and put into practice ways of facilitating coordination between all these players and, above all, the priority actions that should be put in place to strengthen cooperation between these players with a view to the sustainable development of tourism in Béjaïa.

The recommendations and proposals for real action and implementation to properly strengthen cooperation and coordination between tourism stakeholders for sustainable development and implementation of sustainable tourism in the wilaya of Béjaïa, the proposed solutions are as follows :

- Creation and development of modern infrastructures in line with sustainable tourism ;
- Enhancement of Bejaia's tangible (tourist sites) and intangible (cultural) heritage ;
- Preserve Bejaia's natural resources (beaches, forests, etc.) ;
- Strengthen the creation of tourism schools and training centers ;
- Creation of digital applications and platforms to promote tourist destinations and facilitate access for tourists ;
- Creation of digital platforms to strengthen coordination and collaboration between sustainable development players ;
- Involvement of civil society in tourism activities ;
- Increase budget subsidies for tourism associations ;
- Developing means of transport to tourist sites and locations.
- Integrating artificial intelligence into the tourism sector to redefine travel experiences and create new jobs and skills.

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