

Territorial Marketing for A Collective Momentum and A Positive Vision Case of the “We Casablanca” Brand

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ABSTRACT

The purpose of this research is to examine the relevance of the establishment of a territorial brand and its ability to honour its promises in terms of optimizing territorial actions for the inhabitants, tourists and investors, as well as its ability to bring stakeholders together and bring them together around a single mission: to promote the territory at the national and international levels.

We considered the territory of Casablanca/ Morocco suitable for research for two main reasons; the first is that we are close to the problem since we collaborate with the local development company «Casablanca Events & animation» pilot of the «WeCasablanca» territorial brand, the second is that the brand is the first territorial brand launched in Africa in 2016.

We chose a multi-target system incorporating the three territorial marketing targets and a methodological mix combining two approaches conducted simultaneously; a qualitative approach for an in-depth investigation, and a quantitative approach for a measured diagnosis.

The main results show that Casablanca is a city appreciated by its residents and tourists but whose image is contrasted and that the Wecasablanca brand is a brand that reflects great positive and federating perspectives of stakeholders but that we should continue to build.

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Introduction

A first on the African continent, beyond a logo, it is a real approach of attractiveness that has been developed: Attractiveness diagnosis, attractiveness strategy, brand creation, Operational action plan, born of a participatory approach. The strategy of attractiveness was developed for the metropolis based on a territorial marketing approach inspired by best practices in the field.

One of the first projects of this strategy is the territorial brand «Wecasablanca» revealed on 24 October 2016.

The Wecasablanca project was designed to support the dynamic initiated by the launch of major projects and whose ambition is to propel Casablanca to the rank of major African and Euro-Mediterranean metropolises by being a real Global City.

After six years of existence, an evaluation of the brand's relevance is necessary. Researchers, practitioners and experts grasp the relevance, even the requirement to analyze and gauge the impact of the brand on territorial marketing targets, namely; the resident, the

tourist and the investor and especially the resident who could play at least four roles in relation to his territory: He is at first a direct target, in addition to being a valuable argument of the territory, as well as a partner in building the process of attractiveness, and finally an ambassador and a passionate lawyer influencing the decision of the other targets namely; the investor and the tourist.

Our study was conducted both with stakeholders and with residents and tourists; an abductive methodology combining qualitative and quantitative allowed us to make recommendations likely to (re) to revitalize the territorial marketing approach of the city of Casablanca and the scientific process of the construction of knowledge has allowed us to develop a reflection around the bases of the study of the repercussions of the territorial marketing approach applicable to other territories.

In a first part we will discuss the basic concepts as well as the general framework of the «weCasablanca» brand, then we will explain our research methodology and the presentation of the results in a second part, and, the third part will be devoted to the discussion of the results and the ad hoc recommendations for the revitalization of a territorial brand through the re-export of the case of Casablanca in other territories.

Délimitation of Concepts

The second chapter will allow us to take stock of the discipline even in this case the territorial marketing and its approach, with as leitmotif our desire to establish the territorial identity as a cornerstone of a successful attractiveness.

Territorial Attractiveness

It is difficult to define the concept of attractiveness because it has points in common with other terms such as competitiveness. Indeed, competitiveness refers to a territory's ability to preserve and capture market shares in a cost-effective manner in both export and domestic markets. It can also be defined as a territory's ability to respond to increased competition.

There are two competitiveness criteria: a price competitiveness criterion, a quantitative criterion from which a territory offers offers similar to those of competitors at lower prices. And a criterion of competitiveness «out-of-price» which is a qualitative criterion having as a basis the quality of the product, the adaptability, the flexibility of the offer and the capacity of innovation and the mobilization of the actors of the territory.

Nevertheless, the definition of attractiveness is broader than that of competitiveness. It is defined as the ability of a territory to attract and retain activities, companies, populations, capital, and events, etc. This attractiveness is exercised “through the existence of various factors that make a territory, by its own characteristics, exert a more or less strong attraction effect on businesses and households, and enable them to participate, with varying success, in their own development.”

It is also seen as “the provision, for a given period of time, of a territory to attract various economic activities and mobile factors such as businesses, business events, entrepreneurs, capital, inhabitants, etc [1].

These definitions are part of an economic or even entrepreneurial logic, since the attractiveness of a territory is measured by its ability to provide, through resources, more attractive siting conditions than those in competing territories for Hatem mobile projects (2009).

Three approaches to attractiveness have been highlighted by Hatem: A macroeconomic approach constituting the overall characteristics of a territory; A meso-economic approach to the territorial offer focusing on the development of the territory's assets for hosting a given type of activity; A micro-economic approach consisting of comparing the attractiveness of representative sites for hosting a specific project. There is ultimately a strong interaction between attractiveness and competitiveness, attractiveness appears as a necessary condition for competitiveness [2]. However, attractiveness in a competitive vision presupposes a winning/losing competitive spirit. The attractiveness of wider acceptance, including cooperation and collaboration between territories.

As a result, a new, broader and more synthetic definition of attractiveness has emerged: attractiveness would therefore be the “capacity of a territory to radiate (in terms of reputation, image, visibility, etc.), to promote (businesses, products and services, talent, know-how, etc.) and to attract (people, talents, entrepreneurs, tourists, students, researchers, executives, This attraction has two purposes: a permanent one for residents and businesses and a temporary one for tourists and visitors. The first to attract capital, bankers, investors, planners, etc.) on the spot, on an ad hoc or permanent basis, people and capital” [3].

In this same perspective, other researchers such as Chamard (2014), develop the internal dimension of attractiveness including territorial hospitality that can be defined as the “capacity to conserve the populations available to it, in other words to maintain the resources previously captured. The attractiveness and hospitality of a territory must be considered as an inseparable whole in the analysis of a territory, hospitality translating a perennial location of activities». According to Chamard, territorial hospitality is the ability of the territory to conserve and retain the populations attracted. Thus, attractiveness and hospitality are in this sense inseparable «to be interested in the attractiveness of the territory without considering its hospitality is to watch a bathtub fill up while the bondage remains potentially open.

Territorial Marketing

The concept of territorial marketing cannot be understood without a prior definition of marketing. Indeed, marketing according to Gary Armstrong and Philip Kotler [4]. Marketing is a social and managerial process that allows individuals or organizations to create value and exchange it with others to get what they are looking for and need. In the narrower context of the business, marketing involves building profitable, value-based relationships with customers. For the marketing pope, Kotler, territorial marketing means designing a territory to meet the needs of its targets. Territorial marketing is effective when citizens and businesses are satisfied with their territories and meet the needs of visitors and investors. Potential territorial marketing targets are defined as “customers” or “territorial consumers”. These are producers of goods and services, investors, foreign markets, new residents, tourists, events, etc. Noisette adds that territorial marketing is “a way of thinking and implementing a territorial development policy in market contexts. It must be structurally based on partnerships of actors, bringing together public and private logic. As for Bouinot, territorial marketing is an “action tool for the competitiveness of a city, either as a tool to help mobilize resources or as a tool to help in the optimal allocation of resources”.

Meyronin concluded his work with a synthetic definition stating that territorial marketing consists in answering the following questions: “how to make my city, my territory, a beautiful and desirable thing and history for those who live there and for those whom I wish to seduce and attract?” By synthesizing, on our part, we will defend the idea of putting a territorial marketing approach into practice since it will allow the territories on the one hand to highlight the attractions of a territory and on the other hand to improve public image and communication [5]. According to Gayet, the MT is defined as “the set of approaches, techniques and tools that make it possible to build and implement the attractiveness of a territory”, he further states that out of the compartmentalized phase in which it has long been confined, today's MT is based more on a holistic approach combining anthropology, sociology, management science, culture and/or tourism [6].

It is timidly and not without a certain distrust that marketing has become integrated in public organisations and especially in local authorities. The reasons are numerous first of all, because initially, within companies, the marketing function is even a legacy of a purely commercial function that has gradually been transformed to open up to other fields of action. Secondly, the marketing function corresponds to very varied missions which sometimes make it opaque and difficult to identify. Thirdly, it has been culturally difficult to transpose a function usually responsible for the development of commercial performance into the public space animated by a mission of general interest,

long impervious to culture, the practice and reflection specific to territorial marketing. Franck Vallerugo, in an interview given to the magazine «Publics» in March 2004, proposes to consider the MT as the coordination of the functions of the territory that can work for economic and social development and the attraction of investors and new inhabitants. In this, it cannot be confused with public communication. Territorial marketing is not mass-market marketing, it is societal marketing» Vallerugo [7]. It is by taking into account these different contexts and conclusions that we will try to propose a personal definition of territorial marketing Territorial marketing is a state of mind (assuming the federation of stakeholders involved in a new culture of territorial governance), an approach, a set of methods and techniques to preserve and attract a target profitable [8].

Therefore, the orientations of the territorial strategy can be objectified and can be reflected in the downstream phase of the MT approach. To do this, we will have to decline the territorial offer and assess its impact (and by «territorial offer», we must understand everything that the territory and its actors offer in terms of goods and services to the beneficiary public). It is almost commonplace to recall that marketing takes place in four stages: marketing study (market information), strategic marketing (targeting and positioning segmentation), operational marketing (a mixture of the elements of the Marketing Mix or each element to a specific policy) and the marketing audit Our paper is part of the desire to evaluate the impact of the territorial marketing approach on the targets. It is indeed necessary to set up a dashboard to monitor the marketing actions implemented as part of the territorial marketing approach. Alternatives and solutions must be developed upstream in order to ensure flexibility and responsiveness in the face of hazards, thereby reducing the gap between forecasts and achievements linked to the objectives of the territorial brand. It is a comprehensive and iterative approach that requires flexibility, constant questioning and ad hoc market research.

The Brand « WeCasablanca »

A first on the African continent, beyond a logo, it is a real approach of attractiveness that has been developed: Attractiveness diagnosis, attractiveness strategy, brand creation, Operational action plan, born of a participatory approach.

The strategy of attractiveness was developed for the metropolis on the basis of a territorial marketing approach inspired by best practices in the field.

One of the first projects of this strategy is the territorial brand «Wecasablanca» revealed on 24 October 2016.

The Wecasablanca project was designed to support the dynamic initiated by the launch of major projects and whose ambition is to propel Casablanca to the rank of major African and Euro-Mediterranean metropolises by being a real Global City.

Process

The creation of the Casablanca territorial brand comes from the Development Strategy of Greater Casablanca 2015-2020 (PDGC 15/20) and is part of the implementation of the Agreement of the Territorial Marketing and Promotion Program signed before Her Majesty that God assist her on September 24, 2014. Thus, the Casablanca brand is designed to support the dynamic initiated by the launch of structuring projects and whose ambition is to propel Casablanca to the rank of major Euro-Mediterranean metropolises. To do this, the objectives assigned to the Casablanca territorial brand strategy can be summarized as follows:

- Reveal what makes its DNA;
- Affirm the identity of Casablanca and promote its assets;
- Reconcile the inhabitants with their city and put forward convincing arguments to visit, settle or invest in Casablanca;
- Build a shared brand that encompasses all areas of attractiveness (economy, international outreach, research and innovation, tourism, culture and sport, infrastructure and major projects);
- To accelerate the economic and social development of the city by increasing its influence and the development of its attractiveness.

This global approach, which began with the creation of the local development company Casablanca Events ET Animation in April 2015 with the aim of launching the brand in the fourth quarter of 2016, took place in four phases:

Structuring the project

Completion of the inventory and attractiveness assessment
Development of the attractiveness strategy and brand creation
Operational deployment and brand launch

The state of the art and the attractiveness diagnosis made it possible to identify six identity markers of Casablanca as well as four objectives that the brand must achieve.

Brand Platform:

On the basis of identity markers and these objectives, a brand platform was developed including:

- Vision: Casablanca is the main Moroccan metropolis. Global city in the making, it must develop internationally, especially in the Euro-Mediterranean and African markets.
- Mission: Casablanca’s mission is to strengthen the attachment of its living forces and develop its attractiveness.
- Ambition: Casablanca aims to join the “top 100” of the most attractive cities in the world.
- Values: Casablanca strives to cultivate the values present in its identity, which are carriers of sustainable and shared development: openness and humanism, agility and diversity, energy and determination, innovation and creativity.

Positioning

«Casablanca: the metropolis at the meeting of the worlds»

The philosophy of this positioning is that from our differences, the wealth of the world is born. Casablanca is a metropolis where worlds meet, fruitfully because from all these encounters a very special energy is born, creating value: social, cultural, economic... The Promise associated with this positioning is that from these encounters a positive energy and a collective momentum is born. This philosophy and this promise are both based on key identity markers: Geographic Crossroads, youth, maritime façade connection to the world, economic locomotive, international dimension, active vitality, pioneer, mild climate, multicultural.

Creative Translations



Like the successful brands of other metropolises, the Casablanca brand thus created is:

1. Blue color that refers to the dominant colors of the city and a black color in counterpoint stabilizes the sign;
2. A sign, a symbol of the mixing of Arab and Western cultures

and which embodies the value of openness with an arch of bridge circle between the two cultures and referring to the Zevaco dome and arcades;

3. A brand block whose overall silhouette evokes the skyline of the city;
4. A unifying and connivent concept carried by the we which has not yet been preempted internationally;
5. International and local understanding without translation;
6. A symbol at the heart of the name with a nested concept;
7. A compact and concise system whose efficiency is similar to that of brands in major cities;
8. A concept in line with a “Global City” strategy;
9. More than just a logo and a signature, it is a modular system (prefixes/suffixes) that adapts to the diversity of attractiveness fields and deployment contexts.



Discussion of Study Results

The main objectives of our study were:

- The image diagnosis of Casablanca: Measure the overall and detailed image of the city among residents and national tourists, measure the satisfaction of the quality of life in Casablanca and stays in the city (Moroccan tourists) among residents, measure perceived change on broad social/societal themes.

- The WeCasablanca brand diagnosis: Measure the awareness (aided and spontaneous) of the territorial brand “Wecasablanca” image assessment with the different targets: perception, assessment, ability to generate recommendation

- The attractiveness of the WeCasablanca brand; Among the non connoisseurs, probe the degree of interest and membership, Likes/dislikes, Attractiveness and relevance for each target, evaluation of the content, recommendation of the brand.

- Future expectations and intentions; Identify latent/unaddressed needs, Generate the expectations and recommendations of each target in terms of content (services, information, etc.), formats, communication and generate suggestions to reinforce, improve brand visibility.

We have set up a multi-target system involving a methodological mix on the basis of two approaches conducted simultaneously; a qualitative and a quantitative approach whose purpose is to give recommendations for operability and (re)revitalization of the territorial brand.

We conducted 6 focus groups, 20 semi-directional stakeholder interviews and 1003 questionnaires with Casablanca residents (A face-to-face study using the CAPI method on tablets, a sample representing both sexes, all age groups and distribution over the 8 prefectures of Casablanca district). In addition, we administered questionnaires to 700 Moroccan tourists (a study carried out face to face in CAPI method on tablets with a balanced distribution on 5 cities of the kingdom, namely: Marrakech, Tangier, Rabat, Agadir and Fez) the criteria for selecting the sample of tourists is based on four criteria; tourists have stayed in Casablanca the last 12 months, they have an intention to stay in Casablanca the next 12 months, they have stayed in Casablanca for different reasons (visit of relatives, tourism, professional travel or special event) and their stay exceeds 48 hours.

Les principaux résultats de l'étude font révéler que Casablanca est une ville appréciée de ses résidents et des touristes marocains quoique son image semble aujourd'hui contrastée. En effet, plus de 77% des résidents et des touristes marocains sont globalement satisfaits de leur vie et de leurs séjours à Casablanca. Pour les résidents, une intensité de satisfaction nettement plus prononcée auprès des « plus jeunes ». Pour 85% des participants à l'étude ; Casablanca, une métropole qu'on n'hésite pas à recommander à son entourage. De la même façon et pour les résidents, l'intensité de recommandation est plus prononcée auprès des « plus jeunes ». en croisant ces résultats avec l'analyse verticale et horizontale des guides d'entretiens administrés auprès des parties prenantes nous constatons De manière transversale, on note un attachement particulier à la ville de Casablanca même auprès des Casablancais originaires d'autres villes qui se sentent parfaitement intégrés.

Une fierté d'appartenance qui transparait fortement dans le discours des participants. Lorsqu'on évoque leur ville ce sont des mots en référence à la famille qui émergent spontanément : Casablanca c'est la mère, c'est l'origine des parents, c'est le foyer, c'est la famille adoptive et Bien qu'ils se montrent extrêmement critiques et particulièrement exigeants face aux défis que doit relever leur ville, les Casablancais n'en demeurent pas moins fidèles à la ville et ne s'imaginent pas vivre ailleurs. Casablanca est, malgré tous les points négatifs qui peuvent lui être reprochés, une ville qui séduit de part sa modernité, sa diversité et son ambiance.

The main results of the study reveal that Casablanca is a city appreciated by its residents and Moroccan tourists although its image seems today contrasted. Indeed, more than 77% of Moroccan residents and tourists are generally satisfied with their life and their stays in Casablanca. For residents, the intensity of satisfaction was much higher among “younger” residents. For 85% of the participants in the study, Casablanca, a metropolis that we do not hesitate to recommend to its entourage. Similarly, for residents, the intensity of recommendation is more pronounced among “younger” people. By cross-referencing these results with the vertical and horizontal analysis of the interview guides administered to the stakeholders, we can observe transversally, There is a particular attachment to the city of Casablanca even among Casablancais from other cities that feel perfectly integrated.

A pride of belonging that shows strongly in the speech of the participants. When one evokes their city, words in reference to the family emerge spontaneously: Casablanca is the mother, it is the origin of the parents, it is the home, it is the adoptive family and Although they are extremely critical and particularly demanding in the face of the challenges facing their city, the Casablancais remain faithful to the city and do not imagine living elsewhere. Casablanca is, despite all the negative points that can be reproached to it, a city that seduces by its modernity, its diversity and its atmosphere.

In n terms of branding, 85% of tourists agree that Casablanca enjoys an excellent image among Moroccan tourists however its residents seem more reserved with an overall image rather average 58% and a rather marked generational contrast.

89% of the participants in the study agree that Casablanca is the «beating heart of the country»; Four distinctive image traits make Casablanca's charm and explain the attachment of Casablancais to their city. But for every positive image, the other side of the coin is always emphasized-Melting pot; Casablanca is a cultural diversity, in comparison with other cities integration is easier. The secret of this diversity lies largely in the hospitality of the Casablancais who are much more open and welcoming than the inhabitants of

other cities. It is also a city with strong social diversity and that offers the possibility to live according to its means, By welcoming the inhabitants of various horizons, Casablanca is a victim of its hospitality, because the growing density and social gaps are the source of delinquency, incivism, unemployment...

- Lively; it is a city that moves, where it is possible to have more fun than in other cities. We feel the effervescence of the city, its dynamism. It is also a city that does not sleep day or night, it is possible to go out at any time,

Modern: Casablanca reflects an image of modernity through the infrastructure of the city (tram, malls, casa anfa city, etc.) In short, young Casablançais proud of their belonging to this city, which evolves to the rhythm of their ambitions and in accordance with their lifestyle. But this image of modernity is sometimes considered as a facade that hides deep structural problems (lack of hospitals, schools, green spaces, etc.), the efforts to modernise the city ultimately do not improve the quality of life of the Casablançais but rather the international image to attract tourists.

- Economic driver: Casablanca is the economic heart of the country, it is for young graduates that the city offers the most job opportunities. It is also the city of last hope and towards which the inhabitants of other cities hope to find a job, Its economic attractiveness is source of many disadvantages (rural exodus, population density, social gaps, competition and unemployment of young graduates, etc.). More than 60% also agree on the fact that to improve the brand image of the metropolis it would be necessary to go beyond too many subjects that are essentially angry; insecurity (this is the reason why many say they do not attend the various free festivals and events organized by the city), traffic (Apart from heavy road projects, solutions to regulate traffic are expected) and pollution.

In terms of brand knowledge; Overall, a relatively unknown “territorial brand” concept AND a weak presence in the WeCasablanca brand mind, including among residents 39%. (in terms of spontaneity awareness).

Assisted, a qualified notoriety that is also very low among residents, or almost non-existent among tourists. Once again, the «youngest» citizens seem to know the brand better 71% (among residents) and 32% among tourists. Awareness of the brand is mainly driven by physical supports (such as bus/tram-posters- electronic panels, etc.) (67% of residents and 41% of tourists say they know the brand or at least the logo thanks to the physical supports).

We also found that the impact of events organized as part of the development of the territorial brand is very positive 71% on the residents’ side and 80% on the tourists’ side).

Overall; Residents and stakeholders point to the lack of communication around the brand. It is therefore quite logical that residents and tourists agree on the ability of the brand to fulfill its missions... However, they strongly support a better branding of the brand (in Casablanca, but not only). WeCasablanca is a brand with positive prospects that should continue to be built.

Conclusion

Research around the dynamisation of territories has confirmed that; communicating, instilling the brand’s state of mind vis-à-vis the target, making it live by involving citizens and developing the feeling of attachment and belonging vis-à-vis the territory

are the basic ingredients for the recipe to give good results. For the «wecasablanca» brand, all tourism stakeholders should be ambassadors of the brand.

“WeCasablanca” should work collaboratively and through its stakeholders to increase brand visibility; Above all, the trend of social networks and influencers should not be overlooked, especially among young people in territorial marketing and especially in the case of the city of Casablanca and among stakeholders, collaboration should be strengthened through more inclusive vision and more engaging consultations.

In addition, the feeling of belonging to the brand should be strengthened through initiatives that further fuel the feeling of pride among the casablançais to restore magic to Casablanca for example: contribute to the promotion of tourism at theBeyond the business world, reassuring about security, young people’s development, federating citizens with an inclusive vision [9, 10].

Last but not the least, thanks to the evaluation of actions we can permanently and punctually reorient the overall marketing strategy in order to achieve the brand’s objectives. Have the bottom-up/endogenous governance allows us each time to take a look at the marketing achievements to be able to detect the weaknesses of the approach and thus be able to better federate the stakeholders of the territory to write this beautiful story for those who live there and those the territory would like to attract and seduce.

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