

Place Attractiveness and Image. A research agenda.

Edited by Christophe Alaux, Laura Carmouze,
Vincent Mabillard, Martial Pasquier



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Place branding – A focus on actors, attractiveness, and emerging trends

This book results from a PhD workshop held in Aix-en-Provence in June 2023. The workshop was organized conjointly by Aix-Marseille Université (France), the Université de Lausanne (Switzerland), and the Université libre de Bruxelles (Belgium). It provided PhD students from all over Europe with a great opportunity to present their thesis' projects or their most recent papers. A special session, focusing specifically on place branding and marketing, gathered six contributions. These contributions then received particular attention from supervisors from all three universities, and underwent a revision process. They form the chapters presented in this book.

The book consists in three parts: 1) emerging trends in place branding, especially in cities; 2) a focus on the dynamics that characterize the relationships between actors of a city or region; and 3) attractiveness for residents and tourists (especially when places are used as filming locations). The first part relates to a global phenomenon to which cities cannot escape: the general path towards sustainable transition in many places around the world. Numerous cities are participating in the development of a more sustainable planet. Sustainability is typically seen as a “catch-all” term, that covers many dimensions. Here, the two chapters dedicated to new trends in place branding, that accompany this transition to more sustainable places, focus on two main aspects: being “green” and “inclusive”.

Chapter 1, written by Run Zhao, addresses the issue of inclusiveness in cities, including a case study on Cologne, Germany. She depicts a contrast between what is presented as, in many regards, a model in inclusivity, and a reality where efforts are still to be made. Moreover, she reflects on the potential of this aspect to brand a city and to use such branding to attract targets, and what kind of targets. In Chapter 2, Joël Beney investigates how cities position themselves as green, how they are perceived in this regard, and how they may use this aspect in their branding efforts.

The second part focuses on the main actors behind place-branding and -marketing processes. Since organizations and individuals in charge of promoting a destination are central, it remains essential to better understand how they form, structure, and implement place branding. The increasing call for more participatory approaches, and the coordination challenges faced by most places, necessitate a refined understanding of these bodies tasked with improving place image and attractiveness.

Chapter 3, written by Etienne Doré-Lesachey, investigates the inter-organizational relationships between local and regional authorities on the eve of 2024 Olympic Games held in Paris, France. It discusses the challenges faced, the potential for increased cooperation (also after the event), and the main issues to consider. In Chapter 4, Dario Giuffrè concentrates on a specific aspect of attractiveness strategies designed by places: clustering. Clusters refer to closely related economic actors that have acquired specialized resources and expertise in the same business and geographical area, revealing tensions around the coopeitition logic. This calls for further research on the functioning of clusters, but also on their construction as brands, which can in turn not only increase attractiveness of the cluster, but of the region as a whole.

The third part concerns the design of place-development strategies that target specific groups and activities. While residents' attraction, and retention especially, is not completely new – cities and regions faced with emigration of people and talents have already thought about this issue for decades – residential attractiveness has often been overshadowed by economic and tourism matters. However, due to several factors (teleworking and the increased time spent at home in general), residential attractiveness has become a preoccupation for most places, now promoting life quality and lower rent/buying prices, especially outside of big city centers.

In Chapter 5, Perrine Alberola addresses residential attractiveness through the prism of geographical areas, and the related typologies. To do so, she conducts a systematic literature review that presents what has been done so far in research, and what remains to be explored. Regarding tourism, most academic contributions have focused on destination marketing. In Chapter 6, Manon Châtel prefers a different perspective, and concentrates on places as filming locations. She investigates the role played by films/series in place branding. This approach is grounded in contemporary reality, since we have observed increased flows of tourists visiting places associated with a movie or series (e.g., Iseltwald in Switzerland).

The main objective of the book is to provide the readers with compelling paths for further research in place branding, emphasizing the importance of emerging trends, stakeholder and interorganizational dynamics, and strategies (with a focus on activities and target groups).

The aim of this book is to open up new perspectives: on the one hand, by showing the research carried out by European doctoral students; and on the other, by identifying the problems encountered by public and private players in the field of territorial marketing.

Christophe Alaux, Laura Carmouze, Vincent Mabillard, Martial Pasquier

Part 2:
**Dynamic of Relationships
between Actors**

Managing the International Attractiveness of Subnational Territories: Insights from the management of the international attractiveness of the Paris Region on the eve of the 2024 Olympic and Paralympic Games

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Abstract

Despite the importance of place competitiveness and the proliferation of investment promotion agencies, there remains a research gap in understanding how actors in sub-national territories coordinate to enhance their efforts to increase their international attractiveness. This chapter offers a research agenda exploring the management and mechanisms employed to ensure effective coordination between all the stakeholders involved. It highlights the role of investment promotion agencies as key actors and introduces a continuum of inter-organizational relations (IOR) that characterize the different types of possible collaboration between organizations. The relational and dyadic approaches to IOR are discussed, highlighting the existence of meta-organizational effects. The chapter focuses on the “Choose Paris Region” case, and its committee dedicated to coordinating attractiveness-related projects, on the eve of the 2024 Olympic and Paralympic Games. The research agenda proposes a thorough investigation of organizations mandated to manage attractiveness, a better understanding of the management methods and coordination bodies employed, and a clear identification of the challenges faced.

Keywords: Territorial attractiveness, International attractiveness, Subnational territories, Investment promotion agencies, Territorial governance, Inter-organizational relations, Coordination, Paris Region.

List of abbreviations

Abbreviations	Definitions
A&NMT	Chair Attractiveness & New Territorial Marketing
CPM	Collaborative Public Management
CPR	Choose Paris Region
EPCI	Public inter-municipal cooperation establishments
EPT	Territorial public institutions of the Greater Paris Metropolis
IMPGT	Institute of Public Management and Territorial Governance
IPA	Investment Promotion Agency
IOR	Inter-organizational relations
NPM	New Public Management
OPG	Olympic and Paralympic Games
SRDEII	Regional Scheme for Economic Development, Innovation and Internationalization
STA	Sustainable territorial attractiveness

1 – Introduction

As Paris and its region prepare to host the Olympic and Paralympic Games (OPG) in 2024, the most recent mega-sports events have been the subject of intense criticism and even boycotts (e.g., the 2022 FIFA World Cup in Qatar and the 2022 OPG in Beijing). These reactions from the public may have tainted the brand-building and attractiveness process, generally motivating their organization (Delaplace, 2020). In contrast to these previous events, the mayor of Paris pledges that this new edition will be very different and wishes to propose a new model, more respectful of the environment and population, with a positive and sustainable impact on society (Politique Internationale, 2020). This ambition resonates with the current paradigm shift in place attractiveness, with a particular focus on its sustainability (Soldo, 2018). The Chair Attractivité & Nouveau Marketing Territorial (A&NMT) of the Institute of Public Management and Territorial Governance (IMPGT)¹ defines this more sustainable attractiveness as a lever for places' current and future development and quality of life. It aims to attract and/or anchor the territory's various internal and external actors (IMPGT, 2021).

The stakes for the city and region of Paris are high as their international attractiveness, in its current form, seems likely to reach its apogee with the organization of these mega-events. Indeed, the Paris Region presents itself as the most attractive region in Europe in 2023, overtaking Greater London in the EY ranking for the first time since its creation (Lhermitte & Fourel, 2023). In the context of heightened competition among sub-national territories (Zimmermann, 2005; Alaux, 2018), this performance can, in part, be attributed to the Paris Region benefiting from the impact of Brexit on investors' choice of business locations. While Paris hopes to surpass the memory of the 2012 London OPG, the competition between these capitals should not eclipse the fact that the Paris Region is rich and complex, with many assets outside Paris city. Thus, coordinating the actors involved in this rich complexity is one of the challenges facing the renewed regional agency in charge of the region's international attractiveness, created on 1 July 2023: Choose Paris Region (CPR). Indeed, to make the best and most sustainable use of this mega-event, the Paris Region has decided to merge its tourism agency into its investment promotion agency (IPA) to develop a global one-stop shop, a great "attractiveness agency" (CPR, 2023), ready to perform during the OPG.

¹ The Chair Attractivité & Nouveau Marketing Territorial (ANMT) of the Institute of Public Management and Territorial Governance (IMPGT) is the first collaborative chair dedicated to regional attractiveness. Thanks to its permanent monitoring teams, the Chair focuses on disseminating and sharing best practices in regional attractiveness in France and around the world.

However, the Paris Region faces several persistent challenges linked to managing its international attractiveness and the governance of territorial initiatives that are supposed to contribute to it.

One of these central challenges, but also one of the potential keys to the success of these initiatives, remains the coordination of territorial actors (Alaux et al., 2023). Moreover, in our view, this difficulty is exacerbated by combining two phenomena with centrifugal effects. Firstly, territories seek to exist and attract by distinguishing themselves (Vuignier, 2017). Secondly, territorial authorities assert themselves as actors in international relations and use their paradiplomatic actions (Soldatos, 1990) to promote their economic development (Mestre, 2019). Indeed, the literature shows a shift from a tradition of international solidarity to an imperative of return on investment (Rozier, 2017), to a “pro-domo” interest, i.e., prioritizing the logic of attractiveness, global influence, and economic development (Mestre, 2019, p. 53).

Thus, within a region, and especially in the perspective of hosting the Olympics, perceived as an opportunity to enhance their attractiveness (Geffroy et al., 2021), the actions of the various actors may be brought into conflict to the detriment of one, but also to the detriment of the whole (Giovanardi et al., 2013).

Coordination between subnational attractiveness stakeholders is becoming a significant concern for an increasing number of places and appears essential for successful place-marketing initiatives. Therefore, they seek to coordinate their international attractiveness actions and, in recent years, have created structures responsible for this mission, notably agencies (Alaux et al., 2023), such as Choose Paris Region. However, there has been little research into this issue. (Kauffmann, 2016).

This chapter will present research avenues to understand better how sub-national territories’ international attractiveness actions are coordinated around the dedicated agencies. It will be structured as follows. Firstly, we will look at the context underlying the issue of coordinating actions to enhance international attractiveness at the sub-national level: extension of the field of attractiveness, competition between sub-national territories, and multiplication of actions to enhance the international attractiveness of territories. Secondly, we will examine the concepts of governance and territorial attractiveness and present the latest advances in research about inter-organizational relations (IOR) and collaborative public management (CPM). Thirdly, we will present the problems specific to the French case and the first observations on the case study of the Paris Region on the eve of the OPG 2024. Finally, we will propose avenues for future research, particularly studying the case of sub-national agencies in other European countries.

2 – The extension of the field of territorial attractiveness and its effects in the context of competition between sub-national territories

Since the beginning of the 21st century, the notion of attractiveness has become an established part of local government discourse, the work of experts and research devoted to territories (Cusin & Damon, 2010). According to the authors, attractiveness was initially associated solely with financial movements and based on exchange rate fluctuations. The concept has now extended to all the dimensions of what can make a space quality. This extension has prompted the A&NMT Chair of the IMPGT to publish a Manifesto in 2021 proposing definitions of the concepts of place attractiveness and marketing. They stem from the concept of sustainable territorial attractiveness (STA) proposed by Soldo (2018). STA is based on a complementary relationship between external (attracting businesses and tourists) and internal attractiveness (for residents and quality of life) and covers three dimensions: economic, political, and societal attractiveness. Following this proposal, we define international attractiveness as encompassing strategic efforts of the place actors to enhance the image, competitiveness, and global appeal of the place, capture external flows of resources, and foster sustainable economic and social development.

To achieve these objectives, territorial authorities develop ambitious spatial planning policies, and put place attractiveness at the heart of their strategy. Moreover, they rely on territorial marketing initiatives as the promotion of their image has become a priority to capture external flows and enhance the quality of internal flows (Serval, 2015). Furthermore, according to the A&NMT Chair (2021), territorial marketing can be defined as “a methodological approach, both strategic and operational, that makes it possible to capture, create, communicate, and deliver value corresponding to the needs of each of the territory’s current and future stakeholders in order to ensure balanced attractiveness” (author’s translation).

The territorial governance that underpins these marketing initiatives corresponds to more horizontal methods of managing public action, which encourages the involvement of stakeholders from society, such as businesses and residents. To bring these initiatives to fruition, public authorities are implementing their own modes of governance. However, according to Alaux et al. (2023), they all share a common characteristic: the creation of new structures, outside local authorities, which allow greater flexibility in managing these collective projects. The number of such structures has risen in recent years in France, from 9 in 2017

to over 100 in 2022 (Binet, 2022). The structures in charge of managing these collective projects typically face the combination of two phenomena with centrifugal effects.

Firstly, to face the competition between sub-national territories and develop their attractiveness, the latter seek to differentiate themselves through place marketing, particularly by creating place brands. According to Chamard et al. (2013), place marketing can be defined as an approach that aims to develop an offering based on knowledge of the environment. Place branding is then a marketing tool that should make it possible to influence people's perceptions "by creating in their minds well-defined emotional and psychological associations with the place" (Eshuis et al., 2014, p. 157). According to Vuignier (2017), we are also witnessing a phenomenon of mimetism. Indeed, territories wish to develop their own brand and distinguish themselves, while relying on the same branding techniques (Babey & Giauque, 2009). In addition, territories often adopt several brands to attract different targets, raising the issue of multiple positioning (Vuignier, 2017) (e.g., Choose Paris Region Invest/Visit/Film/Work & Live). This problem is compounded by the tangle of brands at different territorial levels and the emergence of "umbrella" brands (even at the international level, as with the "Choose Europe" brand, unveiled in September 2022), sometimes managed by ad hoc structures (Gayet, 2017), which can generate a "cacophony" (Giovanardi et al., 2013, pp. 365-366).

Secondly, territories are not simply subjected to globalization but are taking their destiny into their own hands (Hernandez, 2008). Territorial authorities assert themselves as actors in international relations (Viltard, 2020). As early as the 1990s, Soldatos (1990) described the development of para-diplomacy. Today, French territorial authorities seek to legitimize it as a fully-fledged form of diplomacy and turn elected representatives into real ambassadors of the territories (Cités Unies France, 2023; author's translation). For example, at the symposium organized by Cités Unies France on 3 July 2023, on "diplomacy of territories and the international action of territorial authorities in times of crisis", the President of Montpellier Méditerranée Métropole, concluded the discussions by saying that "the time for city diplomacy has come" (Cités Unies France, 2023). Indeed, to boost their attractiveness by optimizing the mobilization of their local resources, they are increasingly putting their international actions, once focused on aid and solidarity initiatives, at the service of their economic development (Rozier, 2017).

As a result, there is an increasing number of international initiatives undertaken by territorial authorities to promote their attractiveness (Garcia, 2013). However, this often occurs without any coordination with the region's attractiveness strategy, other territorial actors, and lower or higher levels of government.

In France, the legislative changes of 2014 (Loi de modernisation de l'action publique territoriale et d'affirmation des métropoles) and 2015 (Loi nouvelle organisation territoriale de la République) have transformed the relationship between ter-

ritorial authorities on economic development. These laws positioned the region as the leading actor in economic development, reinforcing its responsibility and mission of coordination, particularly with the drawing up of a regional economic development plan (SRDEII). They have also strengthened the role of public establishments for inter-municipal cooperation (EPCI) and ended the general powers of the Départements. So, as Carmouze (2020) shows, the SRDEIIs, for example, require a degree of cooperation between metropolitan areas and regions, while the EPCIs include this injunction to cooperate in their very name. We can see that this territorial cooperation can take various forms but is often achieved through the intermediary of an agency (Alaux et al., 2023). These agencies are structured differently and created at different territorial levels. There are, for example, 21 regional, 34 departmental, 15 metropolitan, and 46 communal and inter-communal agencies (Binet, 2022; CNER, 2023). At the European level, major cities have also established structures responsible for their international attractiveness (e.g., Berlin Partner, Invest Stockholm, Catalonia Trade & Investment, etc.).

However, to date, these structures have not been the subject of much research. Thus, future research needs to examine the governance they put in place and how the coordination of territories occurs around them.

3 — Theoretical framework and recent advances in research on collaborative public management (CPM) and inter-organizational relations (IOR)

To comprehensively explore the management of international attractiveness in sub-national territories, we begin by examining the concept of “place” (3.1). We then look at the dynamic processes of ‘governance’ (3.2) and introduce the concept of “collaborative public management” (3.3) as an alternative to traditional models. Our investigation concludes with a detailed examination of “inter-organizational relations” (3.4), where we explore the connections, positioning, and meta-organizational effects involving various actors and their strategies.

3.1 Place

To discuss avenues for future research into the governance of the international attractiveness of sub-national territories, it is crucial to return to the conception of place. We conceive the place not only as a geographical space where activities take place, but also as a social construct initiated by the actors (Hernandez, 2017). Moreover, Saucier and his co-authors (2010), in a study of the evolution of the concept over time, show that a place is also the product of collective action. Consequently, it is not only a space or a fixed institutional framework but also a space constructed and produced by the activities of actors with a view to transformation (Peres, 2020). Thus, it appears as a socio-economic construct where relationships between local actors are woven, interactions whose objective is to design and implement a common development project (Gilly & Perrat, 2003; Leloup et al., 2005). Consequently, managing the attractiveness of a region such as the Paris Region mobilizes many actors with sometimes divergent interests and whose relationships are subject to territorial governance.

3.2 Governance

As per Leloup et al. (2005, p. 330), we define governance as: the process, not only of coordination of actors but also of appropriation of resources and construction of territoriality. In this context, the territory cannot be reduced to a simple spatial-administrative level, but is a permanent social construct, a process of discrimination and construction of an 'inside' in relation to an 'outside' (author's translation). It corresponds to the operational, strategic, and political management methods implemented by actors who co-construct public policies at the local level (Alaux et al., 2023). This horizontal method of implementing public action is used not only in economic development but also in other sectors, such as environmental and cultural sectors, encouraging the involvement of society's actors, such as businesses and residents. Many actors are mobilized around place-marketing processes as part of attractiveness initiatives. To develop them, territories implement very diversified modes of governance, adapted to their context, but which nevertheless have a common characteristic: the creation of new structures, often associative, outside of the territorial authorities, which allow greater flexibility in the management of these collective projects (Alaux et al., 2023). The creation of these agencies can correspond to one of the post-New Public Management (NPM) trends, the New Public Governance (NPG). This conception of governance calls for building public action collectively and through deliberation. According to Osborne (2006, p. 381), it relies on the existence of a plural state and seeks to understand the development and implementation of public policy in this con-

text. It is based on two complementary aspects (Bovaird, 2005): achieving results in terms of quality of life and implementing interaction processes between the various actors concerned by public policies. The diversity of actors participating collectively in developing and implementing public services requires inter-organizational governance (Osborne, 2006), which can be carried out by these new structures that are agencies (Alaux et al., 2023).

3.3 Collaborative Public Management

Hence, the management of the international attractiveness of sub-national territories does not correspond to the principles of NPM. These agencies and the inter-organizational governance they implement are aligned with the proposed unifying and integrating paradigm of post-NPM currents: Collaborative Public Management (CPM) (Carmouze, 2020). Furthermore, Alaux et al. (2023) suggest that the creation of agencies can be perceived as a response to the limits of NPM.

Indeed, although NPM has been widely disseminated in public policy in France and Europe since the 1980s, and advocates applying private-sector methods and tools in public management, research has since exposed its limitations. Matyjasik and Guenoun (2019) demonstrate that disseminating NPM does neither reduce costs nor increase the efficiency of public organizations. Furthermore, Ladner (2018) demonstrates that the budget cuts and staff reductions justified by the NPM paradigm prevent local public organizations from improving their effectiveness and efficiency.

To deal with these limitations, post-NPM currents propose defining and using the CPM's framework as a unifying paradigm (Amsler & O'Leary, 2017). This paradigm attempts to move away from a vision in terms of markets, customers, and results to focus on the notions of public value, collaboration, public governance, strategy, and territories. One of its aims is to foster relations between public organizations (Osborne, 2006; Christensen & Lægread, 2011), a more horizontal management style encouraging cooperation and coordination (Christensen, 2012). Thus, the current trend favors relations between territorial managers and local elected representatives (Pollet et al., 2015) in defining and implementing territorial attractiveness strategies (Carmouze, 2020).

Therefore, we think the relationships between organizations are essential to understanding the management of the international attractiveness of sub-national territories today and the role of attractiveness-focused agencies in this process.

3.4 Inter-organisational Relations (IOR)

The term IOR covers relationships among and between organizations (Cropper et al., 2009), which can be understood as socially and economically nourished links between organizations (Forgues et al., 2006). Hence, the study of IOR attempts to understand the interconnection between the members of a network and the positioning of each of its organizations. Moreover, a functional reading of IOR (Carmouze, 2020), has demonstrated the existence of “meta-organisational effects”, i.e., “transcending a single organization” (Forgues et al., 2006, pp. 22-23; author’s translation).

To study the relationships between the territories, and their attractiveness-related agencies, (regarded as meta-organizations), we use the work of Carmouze (2020) on the different forms of dyadic IOR between French metropolises and regions to define their attractiveness strategies. Therefore, to study the management of the international attractiveness of sub-national territories through their agencies, we use the continuum of IOR. This approach will be enhanced by considering the constrained context faced by public organizations, as proposed by Carmouze (2020). To do this, she draws upon the work of Mattessich et al. (2001), supplemented by subsequent research (see Thomson et al., 2007; Sedgwick, 2016; Quélin et al., 2017), as illustrated in Figure 1.

Then, she suggests including additional forms such as competition, competition, and decentralized and cross-border cooperation. Thus, collaboration is defined as the most integrated form of relationship between organizations (Thomson et al., 2007; O’Lear & Bingham, 2009). It involves joint strategic planning activities, through the sharing of resources and risks, the collective definition of strategic objectives and processes for evaluating actions to be taken, in progress, or completed (Mattesich et al., 2001).

This tool, outlining nine forms of IOR integration, will facilitate future research in depicting the types of relationships that can develop among the organizations engaged in enhancing the international attractiveness of territories.



Figure 1. Continuum of inter-organizational relations.

Source: Figure adapted from Carmouze (2020, p 69) based on Mattessich, Murray-Close and Monsey (2001, p. 42), and Sedgwick (2016, p. 237).

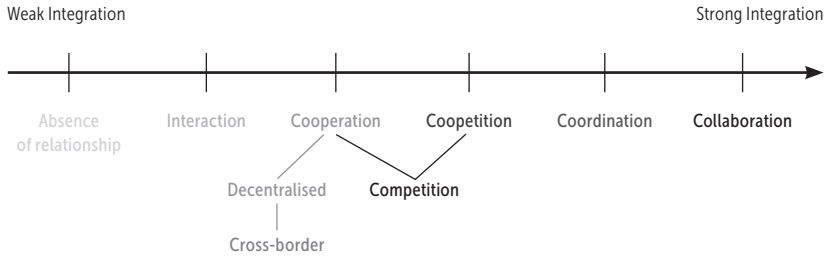


Figure 2. Enriched continuum of inter-organizational relations
 Source: adapted from Carmouze (2020, p 616).

4 – Problems specific to the French case and the current advances in the case study of the Paris Region

In the following section, we provide an analysis of the Paris Region’s international attractiveness management, beginning with the challenges specific to the French context (4.1). Then, we look at the evolution of the Choose Paris Region agency’s role as a federator of stakeholders and its “Comité des territoires” as a coordinating body (4.2). This sets the stage for an exploration of the coordination process among territorial stakeholders in preparation for the 2024 OPG (4.3).

4.1 Problems specific to the French case

The management of the international attractiveness of the Paris Region depicts a first case study for a research agenda on the topic. It seems to us that, in France, the issue of coordinating international initiatives to enhance the attractiveness of territories is affecting all sub-national territories. This is partly driven by the forces of globalization and the consequences of a series of reforms that profoundly restructured all French territorial organizations. This “territorial big bang” (Torre & Bourdin, 2015) involved a new territorial demarcation and the redistribution of competencies among them and their groups (Sadran, 2015; Galimberti et al., 2017). These reforms reduced the number of regions from 22 to 13 in 2016 and created 22 new metropolises between 2014 and 2018. Both regions and metrop-

olises were entrusted with the responsibility of developing territorial attractiveness strategies (Marcou, 2015) and were obliged to work together in this endeavor. Furthermore, with its institutional complexity and polycentrism, the Paris Region appears to be a singular research terrain capable of generating new knowledge on this subject. The Region already identified this problem in 2017 in the regional economic development plan (SRDEII 2017-2021). The document pointed to the multiplicity of international promotion initiatives and the diversity of messages used to promote the region and regretted that they were sending out the image of a confused region and damaging its image (author's translation). More recently, the SRDEII 2022-2028 continues to address this issue and mandates Choose Paris Region to promote increased coordination between all territories.

4.2 First Elements and Strategic Insights in Managing International Attractiveness in the Paris Region

This sub-section explores the Paris Region case study. We discuss the CPR agency's evolving mandate and focus on international attractiveness (4.2.1), the changes in management and governance (4.2.2), the development of the "Comité des Territoires" as a coordinating body (4.2.3), and the stakeholders involved in the Agency's management of international attractiveness (4.2.4).

4.2.1 Evolution of the CPR agency's mandate and positioning

The current regional attractiveness agency is an association, heir of several reorganizations of the Regional Development Agency (ARD) created in 2001. Nevertheless, between 2001 and 2015, the Agency was not focused on place attractiveness. It had a dual mission, supporting the development of companies coming from and to the Paris Region. In 2016, the missions were refocused on the international attractiveness of the region with the objective of strengthening the link with other regional key actors in attractiveness. This development started shifting the Agency's position from a business focus to a place-development approach.

4.2.2 Evolution of the management and governance of international attractiveness implemented by the Agency

Despite this change in the Agency's role, there was no immediate establishment of a coordination body of the territorial stakeholders (i.e., mainly the local authorities, their agencies and the urban development authorities). This can be explained by the "territorial big bang", a series of reforms that have redistributed powers between the various local authorities and their groupings. For the Paris Region, this has resulted in the creation of a new organization, the Greater Paris Metro-

lis and the attribution of economic development competencies to the Region and the Metropolis, rendering obsolete the previous mode of collaboration with the Départements.

Thus, 2019 marks a turning point. Firstly, with another renewal of the association's internal governance to give all partners a voice. Secondly, with the re-launch of a governance body for territorial actors: the "Comité des territoires". Indeed, this collaborative workspace opened up governance outside the association and brought in many other territorial authorities. Moreover, the Agency submitted a charter to external and internal stakeholders to ensure their coordination. This document defines the roles of each and common ways of working.

These developments in managing the region's international attractiveness have had several consequences on how stakeholders are coordinated. Indeed, following the "territorial big bang" and the affirmation of its role as manager of the governance of the region's attractiveness, the Agency's ambition is to involve its members beyond its statutory management, to move towards a collaborative construction of a common plan of actions.

In terms of internal governance, this has resulted in the association's Board of Directors opening up to the territories by creating a dedicated college in 2019 and a second for their urban development agencies in 2021.

4.2.3 Focus on the gradual development of the Comité des Territoires as a coordinating body of territorial stakeholders

Furthermore, stakeholders from outside the association were mainly involved through the re-launch of the "Comité des territoires". Indeed, this ad hoc collabo-

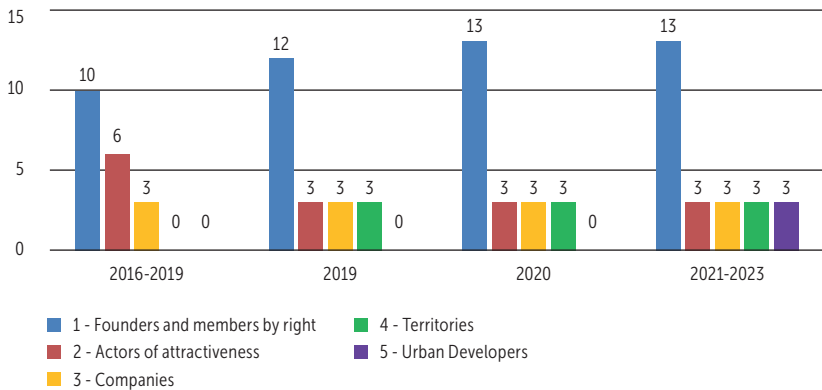


Table 1. Elected to the Board of Directors of CPR according to the Colleges.

Source: Author, 2023

Steering committee- elected representatives	Steering committee	P4F - Plan of promotion and prospection of Paris Region partners	Thematic sessions
<ul style="list-style-type: none"> • Elected representatives of the territories • 1 to 2 times a year • Since 2022 	<ul style="list-style-type: none"> • Economic development managers of the territories • Private stakeholders invited depending on the subject • Discussions on priority actions • 2 to 3 times a year • Since 2019 	<ul style="list-style-type: none"> • Economic development managers of the territories • Choose Paris Region's experts by subject • Sector meetings and bilateral points • From May to December • Since 2022 	<ul style="list-style-type: none"> • Interested Paris Region partners • Choose Paris Region's experts by subject • Examples: <ul style="list-style-type: none"> - Image - Impact - Olympic Games - Talents • Depending on current events and the wishes of partners

Table 2. Bodies of the Choose Paris Region Territories Committee in 2023.

Source: Author, 2023

rative tool allows for an improved exchange between the Agency and its members, but above all for the involvement of external stakeholders. It brings together more than 50 public actors, and key private actors, i.e., more than 300 people (CPR and author, 2023), to collectively construct a joint attractiveness offering. Its ambition is to develop an “operational coordination to be more effective together” (CPR, 2023) (author translation).

The committee comprises several bodies (Table 2), that bring together local representatives at different decision-making levels: Elected representatives and territorial managers.

The steering committee brings together territorial managers, 2 to 3 times a year since 2019. They discuss the priority actions they are taking individually and those they would like to take collectively.

Then, 2022 marked a new stage of the coordination process, with the collective construction of a joint promotion and prospection plan (Plan de Promotion et de Prospection des Partenaires Franciliens) and the co-financing of its implementation. This work takes place between May and December. Numerous sector meetings are held with the territorial managers and the Agency's experts dedicated to each subject (Mobility, Health, Industry, etc.). These are followed by action-specific meetings, bilateral exchanges, and continuous coordination of the action plan throughout the year.

Moreover, since October 2022, the elected representatives of these territories have been meeting once or twice a year at the elected representatives steering

committee. This new body aims to provide elected representatives with information on the Agency’s activities and to work collectively to define its strategic orientations for the territories.

In addition, thematic meetings of the “Comité des territoires” are organized according to current events and on cross-cutting subjects, such as the audiovisual sector in September 2023.

4.2.4 Descriptive statistics of stakeholders involved in the management of international attractiveness implemented by the Agency

The research identifies around 140 organizations involved in the Choose Paris Region’s management of the region’s international attractiveness between 2019 and 2022. As shown in Figure 3, the largest category represents territorial authorities and agencies (33%), followed by the business sector (30%), and the regional economic development network stakeholders (23%).

When looking at an opening-up of the region’s governance of its international attractiveness, Table 3 shows that among the approximately 20% of stakeholders involved who are external to CPR (49 in 2022), local authorities and agencies represent the largest group (21, 2019-2022). Indeed, half of the Greater Paris Territories (EPTs) are not members of CPR (6 out of 11) (Figure 4). Equally, half of the conurbation communities (6 out of 12), the Communities of Communes (3) and

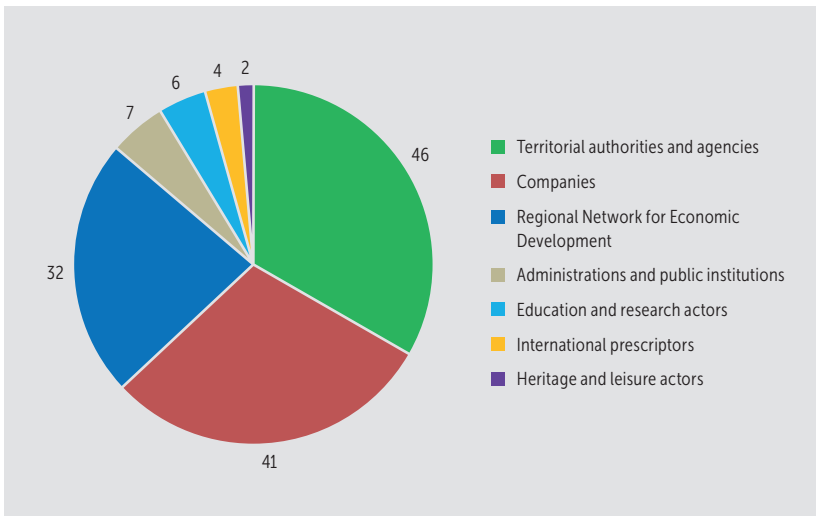


Figure 3. Stakeholder categories between 2019 and 2022
 Source: Author (2023)

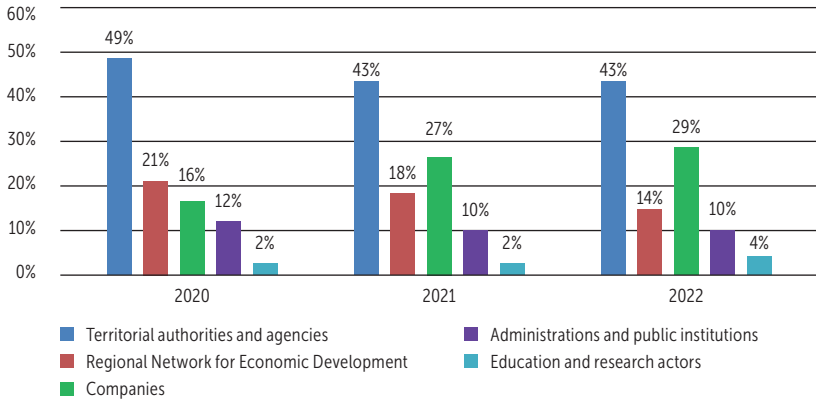


Table 3. Share of actor categories in external stakeholders between 2020 and 2022

Source: Author, 2023

Departmental Councils (2) are not members of CPR. Nevertheless, these organizations are involved in the region's international attractiveness management through the "Comité des territoires" (Figure 5).

The "Comité des territoires" demonstrates here part of its interest and success as a tool for managing attractiveness and coordinating stakeholders. However, it also highlights that the involvement of local authorities in the Agency's internal bodies remains difficult. Following the merger of Visit Paris Region into CPR, this is now at the heart of the Agency's efforts to revamp its membership policy and the services to both its members and external partners.

4.3 First elements on the coordination process of territorial stakeholders for the 2024 Olympic Games

Organizing one of the world's biggest events, such as the OPG, is a major challenge that mobilizes and transforms the Paris Region's territories. Indeed, more than 15 million visitors, including almost 2 million international visitors are expected (CPR, 2023). The TV viewership figures are even more impressive, estimated at around 4 billion individuals worldwide (Préfecture de Paris et d'Île-de-France, 2023). While Paris and the Seine-Saint-Denis Département will be at the heart of this event, the whole region is mobilized, with, for instance, 216 Olympic preparation centers that will welcome delegations from all over the world (Préfecture de Paris et d'Île-de-France, 2023). The stakes are therefore high to ensure the optimum experience of the region and highlight its assets and those of its ter-

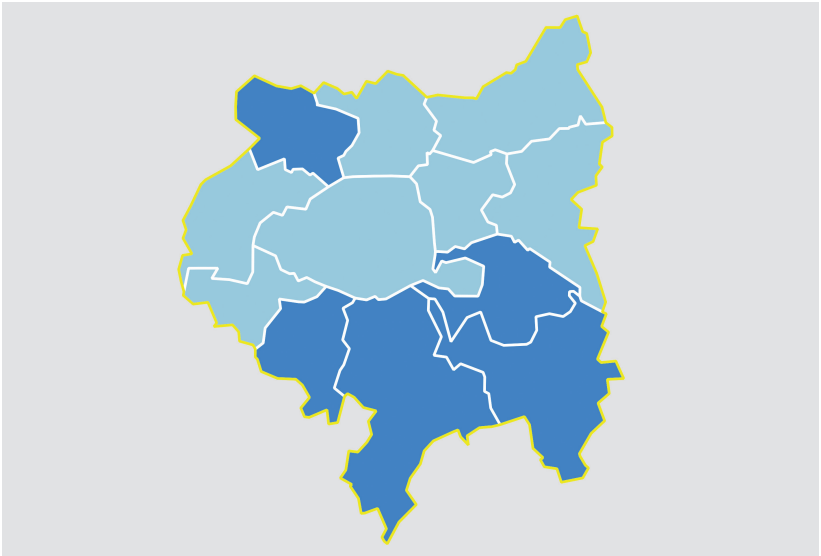


Figure 4. EPTs members of the "Comité des territoires" and the General Assembly of CPR.
 Source: Choose Paris Region (2022)

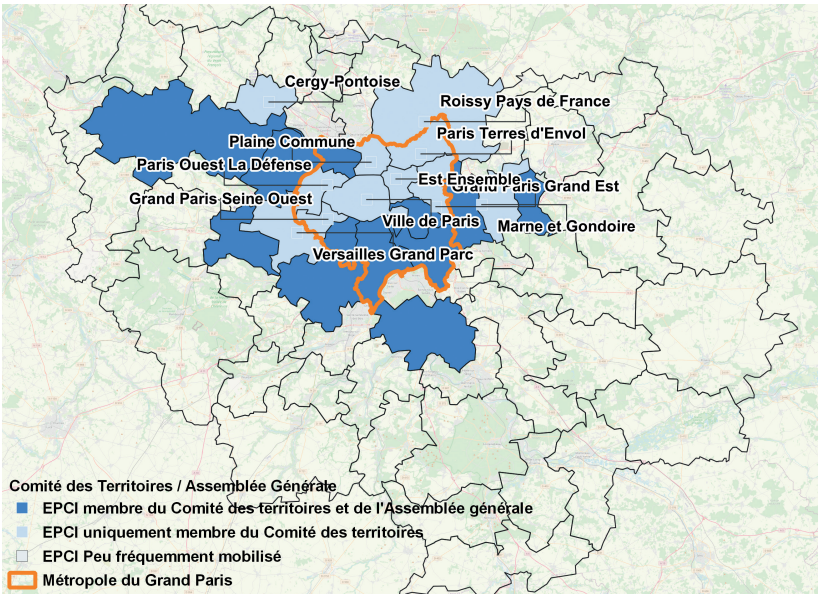


Figure 5. EPCI members of the "Comité des territoires" and the General Assembly of CPR.
 Source: Choose Paris Region (2022)

ritories through a common and coordinated discourse and actions. Choose Paris Region therefore launched a first stage of coordination about the OPG in 2022 to identify and consult territories wishing to get involved on this topic. Several questionnaires and bilateral and multilateral exchanges were then carried out with territorial managers and elected representatives to identify the initiatives planned by the territories and to consult them on their wishes for bilateral or multilateral collaboration. It emerged that the territories were planning few actions. As of today, it seems that the territories with which the Agency usually works, i.e., the inter-municipal level, does not quite correspond to the one at which the attractiveness initiatives linked to the OPG seem to be planned. Instead, they seem to be carried out by the municipalities.

However, another phase began in summer 2023, with a new questionnaire, following the addition of tourism promotion to the Agency's missions. These results provided input for the preparation of a special session of the "Comité des territoires", dedicated to the 2024 OPG. This session, bringing together stakeholders from the investment and tourism sectors in the Parisian region for the first time, took place in December 2023. On this occasion, CPR proposed joint initiatives based on information gathered from local stakeholders. Additionally, the Agency presented its strategic directions for 2024 and outlined actions it intends to undertake autonomously or in bilateral partnership with specific territories. One example is the organization of business tours to showcase the territories and their assets more tangibly. On the other hand, stakeholders had the opportunity to present their challenges, expectations from the agency, attractiveness initiatives they plan to implement, and those they would like to undertake collaboratively. Through these exchanges and the establishment of multilateral relationships, the Agency's ambition is to collectively build a shared action plan, following the same logic as the annual "promotion and prospection plan for Paris Region partners".

A "Comité des territoires" dedicated to the challenges of the Olympics for the audiovisual industry was already held in September 2023. Indeed, the hypercenter of the region is currently saturated, and Parisian filming locations will not be accessible during the event. Then, the challenge is to continue to attract productions by building and promoting an offer of alternative filming locations outside the capital. This session provided an opportunity to present the important work in decor identification and coordination, conducted by the Agency in collaboration with regional partners. This work has led to the creation and promotion of a unified offer of sets for international productions, gathered in a regional "decor database".

Therefore, we note that there is no specific mechanism for managing the region's attractiveness and coordinating the territories' initiatives on the topic of the OPG. On the contrary, this issue has been incorporated into the usual tool for managing relations with regional partners, i.e., the "Comité des territoires" and its approach of collective construction of a joint action plan.

5 – Avenues for future research

Beyond studying the Paris Region, further studies of sub-national territories' coordination of international attractiveness could provide comparative insights. The latter would be valuable for the development of new knowledge on attractiveness-focused agencies' work on managing sub-national territories' international attractiveness initiatives. A comparative approach would highlight the differences and similarities in the management and governance of international attractiveness. This would allow identifying best practices, critical success factors, and lessons to be learned to improve the coordination between sub-national territories. The comparison could cover aspects such as the structure managing the attractiveness, its members or associated organizations, the mechanisms for involving stakeholders, the governance tools used, and the actions actually put in place.

- We suggest identifying and studying the organization managing the international attractiveness of a given sub-national territory and the associated stakeholders. A research hypothesis could be that in European subnational territories that have established an IPA, these organizations can be seen as managing their international attractiveness. For this, we suggest relying on the work of Rochette et al. (2016, 2019) on the creation of territorial brands. Furthermore, we suggest using the meta-organization theory (Ahrne & Brunsson, 2005). Indeed, an IPA could be considered a “territorialised meta-organization”, i.e., a meta-organization anchored in a specific territory and one of whose objectives is to contribute to its competitive advantage. (Gadille et al., 2013). While these meta-organizations appear suitable for case studies, those carried out to date have concentrated on the public sector (Gadille et al., 2013). Therefore, we propose that future research look at IPA to provide new knowledge on the meta-organizations involving public, semi-public, and private actors.
- A second question concerns the identification of IOR and their characterization using the continuum enriched by Carmouze (2020). A research hypothesis could be that, in European sub-national territories, IOR tend towards collaboration between organizations acting to enhance their international attractiveness. Thus, following Carmouze (2020), we propose to model the coordination process with a dynamic approach, to overcome the issue of linear and continuous reading of IOR. To characterize them in more detail, one could look at the underlying dimensions of IOR proposed by Sedgwick (2016). These dimensions (governance, administration, mutuality, trust, and autonomy) affect the agency's coordination of stakeholders and allow to determine the intensity of the integration of the IOR.

These two significant research questions about the organization in charge of managing the international attractiveness of territories and IOR give rise to three sub-research questions:

- Which organization is responsible for managing the international attractiveness of the sub-national territory? One research hypothesis might be that in Europe, attractiveness-focused agencies are mandated to manage the international attractiveness of their sub-national territories. To study this, we propose considering the concept of a “territorialized management situation” (Raulet-Croset, 2008, p. 138) as a tool for analyzing the management of inter-organizational relations.
- What management methods and coordination bodies are used to manage IOR and collaboration? A hypothesis might be that, as part of a more collaborative public management, the organization in charge of sub-national territories’ international attractiveness develops horizontal management methods and dedicated coordination bodies. We could draw on Osborne’s work on coordination mechanisms and bodies employed to engage stakeholders (2006).
- What are the obstacles to collaboration between organizations and the coordination levers used by the stakeholders involved in managing the international attractiveness of sub-national territories? One research hypothesis could be that the levers used by stakeholders and the obstacles they encounter can be individual, institutional, and organizational and may vary depending on the cases studied (Carmouze, 2020). For example, we could draw on the work of Eshuis et al. (2013) on the obstacles in place marketing, and O’Leary and Bingham’s (2009) research on conflicts arising from collaboration. We also suggest using Sedgwick’s work (2016) to explore the relationship between collaborative processes and activities in the context of public administration.

Based on the introduced conceptual clarification of governance and territorial attractiveness in research about IOR and CPM, as well as first observations on the Paris Region case study, this chapter proposes avenues for future research. The latter relate to: The identification of the organization managing the subnational territories’ international attractiveness, whether this organization can be classified as a meta-organization, and how the relations between stakeholders and the agency can be placed on the continuum of IOR.

Furthermore, when examining these research questions, it would be interesting to look at the different management methods put in place by the IPA and the obstacles to a successful coordination of stakeholders. In turn, such future research would be important to better understand the management of the international attractiveness of sub-national territories and the role of attractiveness-focused agencies in this process.

6 – Conclusion

In conclusion, this article has presented a research agenda for studying the coordination of international attractiveness initiatives in sub-national territories. The discussion highlighted the role of attractiveness-focused agencies as key actors and proposed examining the forms of collaboration between the organizations involved. The case study of the Paris Region on the eve of the 2024 Olympics will provide valuable insights into the coordination mechanisms employed by Choose Paris Region. The research agenda underscored the importance of comparative studies to identify best practices, success factors, and obstacles to coordination. It calls for investigating the organization mandated to manage international attractiveness, the management methods, and the coordination bodies employed. This agenda aims to contribute to the understanding of how sub-national territories can effectively coordinate their international attractiveness initiatives and enhance their competitive advantage in the global arena.

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328	Weber, S On the effects of the Swiss Heavy Vehicle Fee, 2024
327	Eschmann, B De l'indépendance des Services parlementaires en Suisse, 2024
326	Giovannini, C Promotion de la santé mentale au travail: empowerment émancipatoire ou gouvernementalité néolibérale? 2023
325	Hajdini, D L'administration publique au Kosovo sous le programme SIGMA de l'OCDE et de l'UE: analyse de quelques domaines de réformes, 2023
324	Soguel N., Munier E. Comparatif 2022 des finances cantonales et communales, 2023
323	Vannay, C-A. La conduite du changement dans le contexte de la transformation numérique et de l'agilité au sein du département fédéral des affaires étrangères, 2022
322	Ladner, A. Kantonale Wahlen und Parteien system, 2022
321	Soguel N., Munier E. Comparatif 2021 des finances cantonales et communales – Vergleich 2021 der Kantons- und Gemeindefinanzen, 2022
320	Steinbrüchel F. Analyse des conventions de subventionnement dans le domaine de la musique classique en Ville de Genève, 2021
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318	Lauwerier E., Gatto L., Brunner D., Nahrath S., Bundi P. Comparing European and Swiss Strategies for the Regulation of Plastics, 2021
317	Soguel N., Munier E. Comparatif 2020 des finances cantonales et communales – Vergleich 2020 der Kantons- und Gemeindefinanzen, 2021
316	Guarato P. Carbon Capture, Utilization and Storage in Switzerland. Volume 2 – The Institutional and Legal Framework, 2021
315	Guarato P. Carbon Capture, Utilization and Storage in Switzerland. Volume 1 – The Technological and Scientific Framework, 2021

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POURQUOI?

La réponse aux enjeux sociétaux requiert une administration publique – un secteur public, innovant, capable de constamment repenser sa manière d'agir. Y contribuer est notre raison d'être !



Pour le secteur public

Le secteur public a besoin de connaissances, de compétences et de solutions pour répondre aux enjeux sociétaux, quel que soit le niveau institutionnel. Nous les lui apportons !



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Le savoir offert par la science de l'administration publique doit être à la frontière de la connaissance. Nous cherchons à repousser cette frontière!



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Nous offrons aux responsables du secteur public des formations accréditées, une recherche de pointe, des expertises étayées et des avis éclairés.



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Nos formations couvrent tout le champ de l'administration publique. Leur contenu s'adapte à l'évolution du savoir et des besoins. Leur formule est flexible et leur pédagogie interactive.



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Avis éclairés

Nous communiquons notre savoir et le résultat de nos recherches. Nous nous engageons dans les débats académiques au niveau international. Nous apportons un regard fondé sur les acquis scientifiques.

Formations consécutives & continues spécifiques certifiantes

- Doctorat en administration publique
- Master of Advanced Studies in Public Administration (MPA)
- Master of Arts in Public Management and Policy (Master PMP)
- Diploma of Advanced Studies (DAS) en administration publique

COMMENT?

Notre Institut cultive une approche interdisciplinaire orientée vers la satisfaction des besoins de nos parties prenantes, au niveau local, national et international.



Interdisciplinaire

Nous cultivons une approche interdisciplinaire et un travail rigoureux. Nous relevons ce défi grâce à de solides ancrages disciplinaires couplés à une démarche collaborative.



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Les besoins de nos parties prenantes – administrations, étudiant-e-s en particulier – sont au centre de nos préoccupations. Le pluralisme de nos méthodes leur garantit des résultats probants.



Local, national et international

Nous opérons au niveau local, national et international. Nos formations intègrent les acquis de l'expérience dans tous ces contextes. Nos recherches les utilisent comme champ empirique.



Indépendant

Nos avis sont indépendants et nos résultats impartiaux, quels que soient nos partenaires, les activités que nous conduisons ou leurs bénéficiaires.

Formations consécutives & continues spécifiques certifiantes (suite)

- Certificat exécutif en management et action publique (CEMAP)
- Certificate of Advanced Studies en administration publique (CAS) dans différents domaines
- Séminaire pour spécialistes et cadres (SSC)

The main objective of the book is to provide the readers with compelling paths for further research in place branding, emphasizing the importance of emerging trends, stakeholder and interorganizational dynamics, and strategies (with a focus on activities and target groups).

It is divided into three parts. The first part relates to a global phenomenon to which cities cannot escape: the general path towards sustainable transition in many places around the world. Numerous cities are participating in the development of a more sustainable planet. Sustainability is typically seen as a “catch-all” term, that covers many dimensions. Here, the two chapters dedicated to new trends in place branding, that accompany this transition to more sustainable places, focus on two main aspects: being “green” and “inclusive”.

The second part focuses on the main actors behind place-branding and -marketing processes. Since organizations and individuals in charge of promoting a destination are central, it remains essential to better understand how they form, structure, and implement place branding. The increasing call for more participatory approaches, and the coordination challenges faced by most places, necessitate a refined understanding of these bodies tasked with improving place image and attractiveness.

The third part concerns the design of place-development strategies that target specific groups and activities. While residents’ attraction, and retention especially, is not completely new – cities and regions faced with emigration of people and talents have already thought about this issue for decades – residential attractiveness has often been overshadowed by economic and tourism matters.